

**1000 Islands Region Workforce Development Board**  
**EmployerOne Survey 2017-2018**

**Executive Summary**

The 1000 Islands Region Workforce Development Board has conducted the EmployerOne Survey since 2015 collecting a total of 430 responses since its launch. The current survey, conducted from October 24, 2017 to January 31, 2018, generated 55 responses from 16 different sectors of the Frontenac economy and 44 responses from 17 economic sectors in the United Counties of Leeds and Grenville.

The goal of the EmployerOne survey of employers is to better understand local labour market supply and demand and to provide another source of information for evidence-based actions supporting workforce development.

**Survey Highlights**

- Employers across the region are becoming increasingly concerned with the availability of workers. Over 50% of Frontenac employers and 83% of Leeds and Grenville employers ranked worker availability as either 'Fair' or 'Poor'. This is a marked increase from one year ago, when only one-third of Frontenac employers and 45% of Leeds and Grenville assigned this rating.
- Lack of an adequate number of qualified applicants meeting knowledge and skills requirements was the most commonly cited reason for positions being difficult to fill.
- Net job creation occurred in all sectors of the Frontenac and Leeds and Grenville in 2017 with the exception of Public Administration in Leeds and Grenville. The greatest job creation in Frontenac County took place in the Finance and Insurance; Accommodation and Food Services; Arts, Entertainment and Recreation; and Manufacturing sectors. Job creation was less pronounced in Leeds and Grenville with the greatest gains taking place in Agriculture; Administrative and Support Services and Accommodation and Food Services.

## **Executive Summary (Continued)**

- Employers in almost all sectors of the regional economy are optimistic about business growth anticipating hiring in most sectors in the coming twelve months. In absolute numbers, the sectors in Frontenac County with the greatest projected hiring are Administrative and Support Services; Accommodation and Food Services and Arts, Entertainment and Recreation. In Leeds and Grenville, the greatest projected hiring took place in Real Estate and Rentals; Information and Cultural Industries; and Agriculture.
- While employers continue to rely on personal networks and online job boards when recruiting, the use of social media has escalated tremendously as a mechanism to broaden local employers' outreach to candidates.
- More than 38% of employers in Leeds and Grenville make use of unpaid employment services when recruiting. Only one in three employers in Frontenac County utilize these services.
- Three of every four responding employers invest in the development of their workforce with on-the-job training the most commonly used training method.

The 1000 Islands Region Workforce Development Board would like to thank the Kingston Economic Development Corporation for their assistance in promoting the survey and the businesses of Frontenac and Leeds and Grenville for their generous participation.

**1000 Islands Region Workforce Development Board**  
**EmployerOne Survey 2017-2018**

**Background**

The EmployerOne survey is administered across Ontario by regional workforce development boards. The goal of the survey of local employers is to better understand local labour market supply and demand and to provide another source of information for evidence-based actions supporting workforce development.

The 1000 Islands Region Workforce Development Board has conducted the EmployerOne Survey since 2015 collecting a total of 430 responses with 275 responses from Frontenac-area businesses (64%) and 155 businesses located in Leeds and Grenville (36%). The 275 responses received from Frontenac businesses represents 2.2% of the 12,378 businesses operating in the area. In the United Counties of Leeds and Grenville (Leeds and Grenville), the 155 responses received to date represents 1.9% of 8,254 businesses operating in the area as of June 2017<sup>1</sup>.

The survey conducted from October 24, 2017 to January 31, 2018 generated 55 responses from 16 different sectors of the Frontenac economy and 44 responses from 17 economic sectors in Leeds and Grenville.

To provide a regional perspective, this report consolidates employer responses from both areas and is not intended to be a comparison between the two unique geographies.

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<sup>1</sup> Canada Business Counts, Statistics Canada, June 2017

### Labour Market Conditions

The economy of the region is growing steadily with the greatest growth occurring in construction, services sector and wholesale/retail trade. The manufacturing sector is also promising as it continues its recovery from the 2008 recession. A growing economy and projected job creation combined with low population growth and an aging population is resulting in an increasingly tightening labour supply. This concern is evident amongst the participants in the EmployerOne Survey 2017 particularly in Leeds and Grenville where labour market supply is further impacted by negative net international migration and out-migration of youth. The Statistics Canada Census 2016 identified a 7.5% unemployment rate in Frontenac County and a labour force participation rate of 62.0%. In Leeds and Grenville, the unemployment rate was 7.7% with a 59.9% labour force participation rate<sup>2</sup>.

### Respondent Demographics

To better interpret survey responses, it is useful to first examine the demographics of the respondents. Table One identifies survey responses by sectors.

Sector	Frontenac County Completed Responses		Leeds and Grenville Completed Responses	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting	0	0.0%	3	6.8%
Mining, Oil and Gas Extraction, Quarrying	0	0.0%	0	0.0%
Construction and Utilities	2	3.6%	4	9.1%
Manufacturing	11	20.0%	6	13.6%
Wholesale Trade	1	1.8%	0	0.0%
Retail Trade	2	3.6%	3	6.8%
Transportation and Warehousing	3	5.5%	2	4.5%
Information and Cultural Industries	1	1.8%	1	2.3%
IT, AI and AR Computer Sciences	3	5.5%	1	2.3%
Finance and Insurance	6	10.9%	2	4.5%
Real Estate and Rentals	0	0.0%	2	2.3%
Professional, Scientific and Technical Services	5	9.1%	2	2.3%

<sup>2</sup> Local Labour Market Planning Report, 1000 Islands Region Workforce Development Board, December 2017, p. 36

**Respondent Demographics (Continued)**

Sector	Frontenac County Completed Responses		Leeds and Grenville Completed Responses	
	Number	Percent	Number	Percent
Management of Companies and Enterprises	0	0.0%	0	0.0%
Administrative and Support Services	5	9.1%	5	11.4%
Educational Services	1	1.8%	4	9.1%
Health Care and Social Assistance	1	1.8%	1	2.3%
Arts, Entertainment and Recreation	5	9.1%	1	2.3%
Accommodation and Food Services	5	9.1%	3	6.8%
Other Services (except public administration)	3	5.5%	3	6.8%
Public Administration	1	1.8%	1	2.3%
<b>Total</b>	<b>55</b>		<b>44</b>	

In Frontenac County over 20% of responses came for the Manufacturing sector. In Leeds and Grenville responses were spread relatively evenly across the economy with the greatest number coming from the Manufacturing and Administrative and Support Services sectors. It should be noted that the sector identified as “Administrative and Support Services” under the North American Industry Classification System (NAICS) incorporates a diverse set of services including Employment Services, Contact Centres and Security Services. Employer responses received from these businesses and organizations are included in the Administrative and Support Services sector throughout this report.

Employee Size Range	Frontenac County		Leeds and Grenville	
	Number of Businesses	Per Cent of Total	Number of Businesses	Per Cent of Total
1 to 4 employees	10	18.2%	19	43.2%
5 to 9 employees	14	25.5%	11	25.0%
10 to 19 employees	12	21.8%	5	11.4%
20 to 49 employees	9	16.4%	6	13.6%
50 to 99 employees	5	9.1%	1	2.3%
100 to 199 employees	1	1.8%	1	2.3%
200 to 499 employees	2	3.6%	1	2.3%
More than 500 employees	2	3.6%	0	0.0%
<b>Total</b>	<b>55</b>		<b>44</b>	

### Respondent Demographics (Continued)

The size of the companies responding to the survey in terms of the number of employees was diverse in Frontenac County with 65.5% of respondents employing fewer than 20 employees. In Leeds and Grenville United Counties, 68% of respondents employ fewer than 10 employees.

### Age of the Workforce of Respondents

Table Three summarizes the employment of younger and older workers across sectors of the economy. As in past years, the greatest concentration of workers under age 25 is in the Arts, Entertainment and Recreation; Accommodation and Food Services and Retail sectors. It is interesting to note that the Retail Sector in Frontenac County also employs a larger percentage of workers age 55 and older.

More than one in four employees of respondents from the Manufacturing sector in Frontenac County is age 25 and younger. In Leeds and Grenville the opposite is true where more than 27% of workers in Manufacturing is age 55 and older.

Sector	Frontenac County		Leeds and Grenville	
	Average Percent Under Age 25	Average Percent Over Age 55	Average Percent Under Age 25	Average Percent Over Age 55
Agriculture, Forestry, Fishing and Hunting	NR	NR	60.7%	14.3%
Construction	22.0%	20.0%	16.7%	50.0%
Manufacturing	28.6%	14.6%	9.4%	27.1%
Wholesale Trade	0.0%	0.0%	0.0%	0.0%
Retail Trade	28.6%	42.9%	36.4%	18.2%
Transportation and Warehousing	5.8%	40.7%	0.0%	21.4%
Information and Cultural Industries	16.7%	16.7%	20.0%	80.0%
IT, AI and AR Computer Sciences	14.0%	9.3%	11.8%	11.8%
Finance and Insurance	8.4%	8.9%	0.0%	33.3%
Real Estate and Rentals	NR	NR	18.6%	15.5%
Professional, Scientific and Technical Services	29.6%	33.3%	0.0%	7.7%
Management of Companies and Enterprises	NR	NR	NR	NR

**Age of the Workforce of Respondents (Continued)**

<b>Table Three: Age of the Workforce (Continued)</b>				
<b>Sector</b>	<b>Frontenac County</b>		<b>Leeds and Grenville</b>	
	<b>Average Percent Under Age 25</b>	<b>Average Percent Over Age 55</b>	<b>Average Percent Under Age 25</b>	<b>Average Percent Over Age 55</b>
Administrative and Support Services	23.7%	14.0%	10.1%	24.6%
Educational Services	0.0%	12.5%	4.2%	11.3%
Health Care and Social Assistance	0.0%	0.0%	16.7%	16.7%
Arts, Entertainment and Recreation	51.6%	30.8%	25.0%	25.0%
Accommodation and Food Services	43.9%	11.9%	31.4%	11.8%
Other Services (except public administration)	12.5%	18.8%	26.7%	20.0%
Public Administration	44.4%	0.0%	3.6%	27.4%

\* NR = no response

Of the five responding Leeds and Grenville companies in the Administrative and Support Services sector, one in four employees is age 55 and older.

Finally, an aging workforce in the Transportation and Warehousing sector continues to be notable. In 2016, survey respondents from this sector identified 21.6% of Frontenac County workers and 40.3% of Leeds and Grenville workers over the age of 55. Recent survey respondents from this sector identify 40.7% of Frontenac workers and 21.4% of Leeds and Grenville workers in this age cohort.

### Employment Status of the Workforce of Respondents

Tables 4A and 4B provide an overview of the composition of the workforce by employment status within each sector.

As in the two previous EmployerOne surveys, this year’s results highlight seasonal employment in the Arts, Entertainment and Recreation and Real Estate and Rentals sector. Part-time employment is most commonplace in the Food and Accommodations sectors. Frontenac County respondents in the Construction sector employ a significant number of seasonal workers.

Sector	Total	Full-Time	Per Cent	Part-Time	Per Cent	Contract	Per Cent	Seasonal	Per Cent
Agriculture	No Respondents								
Construction	100	50	50.0%	0	0	0	0	50	50.0%
Manufacturing	370	366	98.9%	4	1.1%	0	0	0	0
Wholesale Trade	1	1	100%	0	0	0	0	0	0
Retail Trade	7	6	85.7%	1	14.3%	0	0	0	0
Transport/Warehouse	89	83	93.3%	1	1.1%	5	5.6%	0	0
Information/Cultural	12	12	100%	0	0	0	0	0	0
IT, AI, AR Computer Sci.	38	38	100%	0	0	0	0	0	0
Finance and Insurance	1,293	1,187	91.8%	29	2.2%	77	6.0%	0	0
Real Estate/Rentals	No Respondents								
Professional Services	27	14	51.9%	7	25.9%	4	14.8%	2	7.4%
Mngt of Companies	No Respondents								
Admin/Support Service	671	645	96.1%	24	3.6%	2	0.3%	0	0
Educational Services	8	8	100%	0	0	0	0	0	0
Health/Social Assist.	No Respondents								
Arts, Entr't/Recreation	91	11	12.1%	41	45.1%	11	12.1%	28	30.8%
Accommodation/Food	528	282	53.4%	246	46.6%	0	0	0	0
Other Services	16	11	68.8%	5	31.3%	0	0	0	0
Public Admin.	18	18	100%	0	0	0	0	0	0



**Employment Status of the Workforce of Respondents (Continued)**

The Agriculture and Retail sectors in Leeds and Grenville United Counties employ a significant percentage of seasonal workers. While a large percentage of workers in Retail and Transportation and Warehousing are employed part-time, amongst the survey respondents a greater number of individuals in the public administration sector work part-time than any other sector in the area.

<b>Sector</b>	<b>Total Emp.</b>	<b>Full-Time</b>	<b>Per Cent</b>	<b>Part-Time</b>	<b>Per Cent</b>	<b>Contract</b>	<b>Per Cent</b>	<b>Seasonal</b>	<b>Per Cent</b>
Agriculture	28	4	14.3%	2	7.1%	0	0.0%	22	78.6%
Construction	18	11	61.1%	1	5.6%	1	5.6%	5	27.8%
Manufacturing	85	81	95.3%	4	4.7%	0	0.0%	0	0.0%
Wholesale Trade	No Responses								
Retail Trade	11	3	27.3%	3	27.3%	0	0.0%	5	45.5%
Transport/Warehouse	13	8	61.5%	6	46.2%	0	0.0%	0	0.0%
Information/Cultural	5	5	100%	0	0.0%	0	0.0%	0	0.0%
IT, AI, AR Computer Sci.	17	17	100%	0	0.0%	0	0.0%	0	0.0%
Finance and Insurance	6	3	50.0%	1	16.7%	1	16.7%	0	0.0%
Real Estate/Rentals	161	81	50.3%	6	3.7%	0	0.0%	74	46.0%
Professional Services	13	13	100%	0	0.0%	0	0.0%	0	0.0%
Mngt of Companies	No Responses								
Admin/Support Service	69	51	73.9%	6	8.7%	12	17.4%	0	0.0%
Educational Services	71	66	93.0%	5	7.0%	0	0.0%	0	0.0%
Health/Social Assist.	6	4	66.7%	2	33.3%	0	0.0%	0	0.0%
Arts, Entr't/Recreation	8	2	25.0%	4	50.0%	2	25.0%	0	0.0%
Accommodation/Food	51	8	15.7%	26	51.0%	0	0.0%	17	33.3%
Other Services	15	11	73.3%	3	20.0%	1	6.7%	0	0.0%
Pubic Administration	412	257	62.4%	133	32.3%	0	0.0%	22	5.3%

### Employment Dynamics in the Past Year

To contribute to our understanding of labour market churn in the region, the EmployerOne survey asks employers to identify the number of people hired in the past twelve months and the number of separations. A separation could be due to retirement, lay-off, dismissal or the decision to quit.

Of 55 survey respondents in Frontenac County, 32 (58%) had experienced employee separations affecting 810 workers. Of these, two of every three separations were lay-offs and 19% were dismissals. Fifty-six or 7% retired. The greatest number of layoffs occurred in the Construction sector while the greatest number of dismissals and employees choosing to leave employment occurred in the Administrative and Support Services and Accommodation and Food Services sectors.

	<b># of Co's. with Separations*</b>	<b>Quit</b>	<b>Retirement</b>	<b>Layoffs</b>	<b>Dismissal</b>	<b>Other</b>
Agriculture	No Responses					
Construction	2 of 2	3	2	50	0	0
Manufacturing	7 of 11	36	0	2	23	0
Wholesale Trade	0 of 1	0	0	0	0	0
Retail Trade	0 of 2	0	0	0	0	0
Transport/Warehouse	1 of 4	1	0	0	1	0
Information/Cultural	1 of 1	1	0	0	1	0
IT, AI, AR Computer Sci.	1 of 3	0	0	0	5	0
Finance and Insurance	4 of 6	124	33	1	32	11
Real Estate/Rentals	No Responses					
Professional Services	3 of 5	3	0	0	2	0
Mngt of Companies	No Responses					
Admin/Support Service	3 of 5	268	3	0	41	2
Educational Services	0 of 1	0	0	0	0	0
Health/Social Assist.	1 of 1	1	0	0	0	2
Arts, Entr't/Recreation	2 of 5	5	0	1	2	0
Accommodation/Food	4 of 5	96	2	1	44	0
Other Services	2 of 3	2	0	0	3	3
Pubic Administration	1 of 1	0	2	0	0	0

\*Total number of companies experiencing separations compared to the total number of respondents within the sector

**Employment Dynamics in the Past Year (Continued)**

Of the 44 respondents from Leeds and Grenville, 26 business enterprises had experienced a total of 217 separations. The greatest number of separations were a result of layoffs (103 or 47.5%). The balance of separations were a result of employees quitting (94 or 43.3%); dismissals (10 or 4.6%); and retirement (6 or 2.8%). The remaining four separations were identified as “Other Reasons”.

	<b>% of Co's. with Sep- arations</b>	<b>Quit</b>	<b>Retirement</b>	<b>Layoffs</b>	<b>Dismissal</b>	<b>Other</b>
Agriculture	0 of 3	0	0	0	0	0
Construction	2 of 4	2	0	5	1	0
Manufacturing	2 of 6	3	1	0	3	0
Wholesale Trade	No Responses					
Retail Trade	2 of 3	0	0	1	1	0
Transport/Warehouse	1 of 2	8	0	0	0	0
Information/Cultural	1 of 1	0	0	0	0	1
IT, AI, AR Computer Sci.	1 of 1	0	0	0	2	0
Finance and Insurance	0 of 2	0	0	0	0	0
Real Estate/Rentals	2 of 2	1	0	74	0	0
Professional Services	0 of 2	0	0	0	0	0
Mngt of Companies	No Responses					
Admin/Support Service	5 of 5	6	0	2	0	0
Educational Services	3 of 4	2	0	1	0	1
Health/Social Assist.	1 of 1	2	0	2	0	0
Arts, Entr't/Recreation	1 of 1	1	0	0	1	0
Accommodation/Food	2 of 3	11	0	17	0	0
Other Services	2 of 3	3	0	0	0	0
Pubic Administration	1 of 1	55	5	1	2	2

**Employment Dynamics in the Past Year (Continued)**

Table 6 highlights separations related to employment status. There is significant difference between the two geographic regions. In Frontenac County considerably more full-time employees were impacted by separation, while in Leeds and Grenville United Counties more part-time and seasonal employees were affected by separations.

	Frontenac		Leeds and Grenville	
Full-time Employee	660	79.9%	51	23.5%
Part-time Employee	78	9.4%	78	35.9%
Contractor	1	0.1%	1	0.5%
Seasonal	87	10.5%	87	40.1%

Survey respondents were also asked about the number of people hired in the last twelve months.

Tables 7A and B identify net job creation in industry sectors over the past twelve months.

	Number Hired	Numbers of Separations	Net Job Creation (+ / -)
Agriculture, Forestry, Fishing and Hunting	No Responses		
Construction	64	55	9
Manufacturing	89	61	28
Wholesale Trade	0	0	0
Retail Trade	2	0	2
Transportation and Warehousing	6	2	4
Information and Cultural Industries	2	2	0
IT, AI and AR Computer Sciences	6	5	1
Finance and Insurance	279	201	78
Real Estate and Rental	No Responses		
Professional, Scientific and Technical	13	5	8
Management of Companies and Enterprises	No Responses		
Administrative and Support Services	307	314	7
Educational Services	0	0	0
Health Care and Social Assistance	6	3	3
Arts, Entertainment and Recreation	70	8	62
Accommodation and Food Services	215	143	72
Other Services (except public administration)	9	8	1
Public Administration	4	2	2

**Employment Dynamics in the Past Year (Continued)**

<b>Table 7A: Net Job Creation amongst Survey Respondents – Leeds and Grenville United County</b>			
<b>Leeds and Grenville</b>	<b>Number Hired</b>	<b>Numbers of Separations</b>	<b>Net Job Creation (+ / -)</b>
Agriculture, Forestry, Fishing and Hunting	101	0	101
Construction	8	8	0
Manufacturing	12	7	5
Wholesale Trade	No Responses		
Retail Trade	4	2	2
Transportation and Warehousing	15	8	7
Information and Cultural Industries	2	1	1
IT, AI and AR Computer Sciences	2	2	0
Finance and Insurance	3	0	3
Real Estate and Rentals	75	75	0
Professional, Scientific and Technical	1	0	1
Management of Companies and Enterprises	No Responses		
Administrative and Support Services	16	7	9
Educational Services	12	4	8
Health Care and Social Assistance	4	4	0
Arts, Entertainment and Recreation	3	2	1
Accommodation and Food Services	37	28	9
Other Services (except public administration)	3	3	0
Public Administration	63	65	(-2)

The greatest net job creation took place in Frontenac County particularly in the Finance and Insurance; Accommodation and Food Services; Arts, Entertainment and Recreation; and Manufacturing sectors. The greatest net job creation in Leeds and Grenville United Counties took place in the Agriculture, Administrative and Support Services and Accommodation and Food Services.

**Employment Dynamics in the Past Year (Continued)**

Table 8 identifies the number of separations and number of people hired by occupational group in Frontenac County and Leeds and Grenville United Counties.

<b>Table 8: Number of Separations and Number Hired by Occupational Category</b>				
<b>Occupational Categories</b>	<b>Frontenac</b>		<b>Leeds and Grenville</b>	
	<b>2017-2018</b>		<b>2017-2018</b>	
	<b>Number of Separations</b>	<b>Number Hired</b>	<b>Number of Separations</b>	<b>Number Hired</b>
Managers & Executives	33	32	4	6
Professional	33	64	8	11
Trades (Journey person)	1	13	3	3
Apprentice	3	4	3	1
Technicians/Technologists	5	15	5	4
Sales and Marketing	33	32	8	11
Clerical	16	26	4	6
Labourer	31	45	28	41
Service Workers	27	48	14	24
Intern/Co-op Student	4	23	1	4
Other	23	44	23	38

In Frontenac County, professional occupations experienced the greatest job growth followed by service workers. Examples of professional occupations include finance, human resources, engineers and information technology professionals.

In Leeds and Grenville United Counties, the greatest job growth occurred in the labourer and service worker categories.

### Employment Dynamics in the Past Year (Continued)

Employers were asked if any of the positions filled in the past twelve months were difficult to fill. Forty-four businesses in Frontenac County responded to this question with 25 or 56.8% indicating some positions were difficult to fill. Employers in Leeds and Grenville experienced even greater challenges with 25 of 32 respondents (78.1%) indicating positions were difficult to fill.

Positions identified by employers as difficult to fill ranged across all educational levels. A listing of all occupations identified as difficult to fill along with educational requirements for entry-level employees is attached as Appendix One.

Tables 9A and B demonstrate that the size of the company has relatively little impact on challenges employers face in filling positions.

Employee Size Range	No. of Survey Respondents	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
1 to 4 employees	10	1	10.0%
5 to 9 employees	14	6	42.9%
10 to 19 employees	12	6	50.0%
20 to 49 employees	9	5	55.6%
50 to 99 employees	5	2	40.0%
100 to 199 employees	1	1	100.0%
200 to 499 employees	2	1	50.0%
More than 500 employees	2	1	50.0%

**Employment Dynamics in the Past Year (Continued)**

Employee Size Range	No. of Survey Respondents*	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
1 to 4 employees	19	7	36.8%
5 to 9 employees	11	7	63.6%
10 to 19 employees	5	2	40.0%
20 to 49 employees	6	4	66.7%
50 to 99 employees	1	1	100%
100 to 199 employees	1	1	100%
200 to 499 employees	1	1	100%
More than 500 employees	0	0	0

Survey respondents were asked why these positions were difficult to fill. Table 9 highlights employers' concern with the educational qualifications of candidates and the lack of candidates overall.

	Frontenac Number of Companies	L & G Number of Companies
Applicants not meeting qualification requirement (Educational or Credential)	14	17
Not enough applicants	14	13
Applicants not meeting technical skill requirements	12	10
Applicants not meeting motivation, attitude or interpersonal abilities	9	13
Applicants not meeting work experience requirements	11	6
No applicants at all	4	3
Lack of language requirements	4	1
Inability to assess a foreign educational qualification or credential	2	0
Inability to compete with other employers	0	2
Capacity challenges experienced by the HR team	0	0
Other:		
Lack of ability to travel internationally	1	
Over-qualified applicants looking at this opportunity as a 'stepping stone'	1	



### Employment Dynamics in the Past Year (Continued)

The current concern with candidates' lack of knowledge and skills aligns with businesses' response in past years as well as our survey of 52 employers while compiling the Local Labour Market Planning Report in December 2017. These employers also reported difficulty in finding qualified candidates for positions they have available and a mismatch of skills between the positions' requirements and the knowledge and skills of candidates<sup>3</sup>

Table 11 summarizes the skills and competencies most valued in the local workplace. Interpersonal communication skills and motivation continue to be highly valued by local employers.

<b>Competencies</b>	<b>Frontenac</b>	<b>Leeds and Grenville</b>
Work Ethic/Dependability	35	27
Customer Service	34	22
Self-Motivation – Ability to work independently	23	23
Teamwork	31	14
Communication Skills (Verbal & Written)	19	13
Willing to Learn	18	7
Technical Skills	12	12
Analytical Problem Solving	12	7
Organizational – Time Management	9	6
Computer Literacy	3	2
Other: Professionalism	1	0
Other: Morals and Ethics	0	1

<sup>3</sup> Local Labour Market Planning Report, 1000 Islands Region Workforce Development Board, December 2017, p. 76

### Projected Hiring in 2018

Respondents were also asked to anticipate hiring in the coming twelve months. Using anticipated hiring as an indicator, local business in the region is optimistic about growth in the coming year.

Of 44 respondents in Leeds and Grenville, 27 or 61.4% expect to hire in 2018. In Frontenac County, 47 or 55 respondents or 85.5% anticipate hiring. Business growth is the catalyst for hiring in the region with 60% of Leeds and Grenville employers and 81% of Frontenac employers identifying expansion and reorganization as their reason for hiring.

Tables 12A and B provide a recap of hiring and separations in the past year compared to projected hiring in 2018 for each sector of the economy.

<b>Table 12A: Labour Force Activity in 2017 and Planned Hiring 2018 by Sector – Frontenac County</b>			
	<b>Labour Force Activity 2017</b>		<b>Planned Hiring in 2018</b>
	<b>Number Hired</b>	<b>Numbers of Separations</b>	
Agriculture, Forestry, Fishing and Hunting	No Responses		
Construction	64	55	42
Manufacturing	89	61	27
Wholesale Trade	0	0	1
Retail Trade	2	0	4
Transportation and Warehousing	6	2	12
Information and Cultural Industries	2	2	3
IT, AI and AR Computer Sciences	6	5	9
Finance and Insurance	279	201	231
Real Estate and Rental	No Responses		
Professional, Scientific and Technical	13	5	9
Management of Companies and Enterprises	No Responses		
Administrative and Support Services	307	314	341
Educational Services	0	0	0
Health Care and Social Assistance	6	3	5
Arts, Entertainment and Recreation	70	8	59
Accommodation and Food Services	215	143	88
Other Services (except public administration)	9	8	8
Public Administration	4	2	3

**Projected Hiring in 2018 (Continued)**

<b>Table 12B: – Labour Force Activity in 2017 and Planned Hiring 2018 by sector –Leeds and Grenville</b>			
	<b>Labour Force 2017</b>		<b>Planned Hiring in 2018</b>
	<b>Number Hired</b>	<b>Numbers of Separations</b>	
Agriculture, Forestry, Fishing and Hunting	101	No Responses	23
Construction	8	8	3
Manufacturing	12	7	4
Wholesale	0	0	0
Retail Trade	4	2	17
Transportation and Warehousing	15	8	3
Information and Cultural Industries	2	1	70
IT, AI and AR Computer Sciences	2	2	0
Finance and Insurance	3	0	0
Real Estate and Rentals	75	75	76
Professional, Scientific and Technical	1	0	2
Management of Companies and Enterprises	No Responses		
Administrative and Support Services	16	7	6
Educational Services	12	4	5
Health Care and Social Assistance	4	4	2
Arts, Entertainment and Recreation	3	2	1
Accommodation and Food Services	37	28	3
Other Services (except public administration)	3	3	3
Public Administration	63	65	5

Employers were asked to identify projected hiring by occupational category. Table 13 provides a recap of labour force activity in the past year along with planned hiring in 2018 by occupational group. There continues to be labour market demand for professionals in Frontenac County as well as labourers and service workers across the region.

**Projected Hiring in 2018 (Continued)**

Occupational Categories	Frontenac			Leeds and Grenville		
	2017-2018		Planned Hires 2018-2019	2017-2018		Planned Hires 2018-2019
	No. of Separations	No. Hired		No. of Separations	No. Hired	
Managers & Executives	33	32	27	4	6	4
Professional	33	64	39	8	11	7
Trades (Journeyman)	1	13	3	3	3	2
Apprentice	3	4	5	3	1	3
Technicians/Technologists	5	15	17	5	4	8
Sales and Marketing	33	32	33	8	11	7
Clerical	16	26	23	4	6	1
Labourer	31	45	40	28	41	36
Service Workers	27	48	60	14	24	13
Intern/Co-op Student	4	23	36	1	4	1
Other	23	44	25	23	38	40

Finally to offer further insight into labour market demand, Tables 14A and B breakdown projected hiring by sector, occupational group and employment status.

Sector and Occupational Group	Number of Companies Responded	Number of Companies Hiring		No. of Projected Jobs			
				FT	PT	Ctt	Sea
<b>Construction Sector</b>	<b>2</b>	<b>2</b>	<b>100%</b>				
Professional				●			
Technician/Technologist					●		
Trades - Journeyman					●		
Labourer					●		
Intern/Co-operative Education Student							●
<b>Manufacturing Sector</b>	<b>7</b>	<b>5</b>	<b>71%</b>				
Management							
Professional				●			
Labourer				●			
Intern/Co-operative Education Student				●			

**Projected Hiring in 2018 (Continued)**

<b>Table 14A: Projected Hiring in 2016 by Sector, Occupational Group and Employment Status – Frontenac (Continued)</b>							
<b>Sector and Occupational Group</b>	<b>Number of Companies Responded</b>	<b>Number of Companies Hiring</b>		<b>No. of Projected Jobs</b>			
				<b>FT</b>	<b>PT</b>	<b>Ctt</b>	<b>Sea</b>
<b>Retail Sector</b>	<b>2</b>	<b>2</b>	<b>100%</b>				
Management				•			
Trades - Apprentice				•			
Sales and Marketing					•		
Intern/Co-operative Education Student					•		
<b>Wholesale Trade</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Labourer					•		
<b>Transportation and Warehousing Sector</b>	<b>3</b>	<b>3</b>	<b>100%</b>				
Labourer				•			
Service Worker				•			
<b>Info/IT/AR/Computer Sciences</b>	<b>4</b>	<b>4</b>	<b>100%</b>				
Professional				•			
Technician/Technologist				•	•		
Sales and Marketing				•			
Clerical				•			
Intern/Co-operative Education Student				•	•		
<b>Finance and Insurance</b>	<b>6</b>	<b>4</b>	<b>67%</b>				
Management				•			
Professional				•			
Sales and Marketing				•	•		
Clerical				•			
Intern/Co-operative Education Student						•	
<b>Professional, Scientific and Technical</b>	<b>4</b>	<b>5</b>	<b>80%</b>				
Professional				•	•		
Clerical					•		
Intern/Co-operative Education Student				•	•		
<b>Administration and Waste Management</b>	<b>5</b>	<b>4</b>	<b>80%</b>				
Management				•			
Service Worker					•		
Sales and Marketing						•	
Clerical				•	•		
Other							•
<b>Educational Services</b>	<b>0</b>	<b>1</b>	<b>0%</b>				
<b>Health Care and Social Assistance</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Professional						•	
Clerical				•			

**Projected Hiring in 2018 (Continued)**

<b>Table 14A: Projected Hiring in 2016 by Sector, Occupational Group and Employment Status – Frontenac (Continued)</b>							
<b>Sector and Occupational Group</b>	<b>Number of Companies Responded</b>	<b>Number of Companies Hiring</b>		<b>No. of Projected Jobs</b>			
				<b>FT</b>	<b>PT</b>	<b>Ctt</b>	<b>Sea</b>
<b>Arts, Entertainment, Recreation</b>	<b>5</b>	<b>5</b>	<b>100%</b>				
Management				•	•		
Technician/Technologist					•		•
Trades - Apprentice					•		•
Labourer					•		
Service Workers					•		•
Other				•			•
Intern/Co-operative Education Student					•		
<b>Accommodation and Food Services</b>	<b>3</b>	<b>5</b>	<b>60%</b>				
Labourer				•			
Service Worker					•		
<b>Other Services (except Public Admin.)</b>	<b>3</b>	<b>1</b>	<b>33%</b>				
Sales and Marketing					•		
Labourer					•		
<b>Public Administration</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Professional				•			

FT - Full-Time                      PT - Part-Time                      Ctt - Contract                      Sea - Seasonal

**Projected Hiring in 2018 (Continued)**

<b>Table 14B: Projected Hiring in 2016 by Sector, Occupational Group and Employment Status – Leeds and Grenville</b>							
<b>Sector and Occupational Group</b>	<b>Number of Companies Responded</b>	<b>Number of Companies Hiring</b>		<b>No. of Projected Jobs</b>			
				<b>FT</b>	<b>PT</b>	<b>Ctt</b>	<b>Sea</b>
<b>Agricultural Sector</b>	<b>3</b>	<b>2</b>	<b>66.7%</b>				
Technician/Technologist				•			•
Skilled Trades - Journeyperson							•
Labourers				•			•
<b>Construction Sector</b>	<b>3</b>	<b>3</b>	<b>100%</b>				
Professionals				•			
Technician/Technologist				•			
Sales and Marketing				•			
<b>Manufacturing Sector</b>	<b>6</b>	<b>0</b>	<b>0</b>				
<b>Retail Sector</b>	<b>3</b>	<b>0</b>	<b>0</b>				
<b>Transportation and Warehousing Sector</b>	<b>2</b>	<b>0</b>	<b>0</b>				
<b>Info/IT/AR/Computer Sciences</b>	<b>2</b>	<b>1</b>	<b>50%</b>				
Service Worker							•
<b>Finance and Insurance Sector</b>	<b>2</b>	<b>2</b>	<b>100%</b>				
Professionals				•	•		
<b>Real Estate, Rentals and Leasing</b>	<b>2</b>	<b>2</b>	<b>2</b>				
No responses provided							
<b>Professional, Scientific and Technical</b>	<b>2</b>	<b>1</b>	<b>50.0%</b>				
Other				•			
<b>Admin, Support, Waste Mngt, Remediation</b>	<b>5</b>	<b>5</b>	<b>100%</b>				
Management				•			
Sales and Marketing					•		
Clerical				•			
Labourer				•			•
Service Workers				•	•		•
Other					•		
<b>Educational Services</b>	<b>4</b>	<b>3</b>	<b>75%</b>				
Management				•			
Skilled Trades - Journeyperson				•			
Technician/Technologist				•			
<b>Health Care and Social Assistance</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Other					•		

**Projected Hiring in 2018 (Continued)**

<b>Table 14B: Projected Hiring in 2016 by Sector, Occupational Group and Employment Status – Leeds and Grenville</b>							
Sector and Occupational Group	Number of Companies Responded	Number of Companies Hiring		No. of Projected Jobs			
				FT	PT	Ctt	Sea
<b>Arts, Entertainment, Recreation</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Management				•			
Skilled Trades - Apprentice				•			
Clerical				•			
<b>Accommodation and Food Services</b>	<b>3</b>	<b>3</b>	<b>100%</b>				
Management				•			
Skilled Trades - Journey person				•			
Sales and Marketing				•			•
Other							•
<b>Other Services</b>	<b>3</b>	<b>1</b>	<b>33.3%</b>				
Other							•
<b>Public Administration</b>	<b>1</b>	<b>1</b>	<b>100%</b>				
Sales and Marketing					•		

**Worker Availability and Recruitment Practices**

Employers were asked to rank the availability of workers locally as either Excellent, Good, Fair or Poor.

Table 15 A and B summarizes employers' responses.

<b>Table 15A: Availability of Workers Locally -Frontenac</b>		
Availability	Business Response	Per Cent
Excellent	6	10.9%
Good	21	38.2%
Fair	20	36.4%
Poor	8	14.5%

<b>Table 15B: Availability of Workers Locally - Leeds &amp; Grenville</b>		
Availability	Business Response	Per Cent
Excellent	1	2.3%
Good	6	14.0%
Fair	20	46.5%
Poor	15	34.9%
No Response	2	4.5%



**Worker Availability and Recruitment Practices (Continued)**

In Frontenac County, 28 of 55 businesses or just over 50% ranked worker availability as either Fair or Poor. This is an increase since 2016 when only 33.3% of employers assigned this ranking.

Concern with worker availability in Leeds and Grenville United Counties is becoming increasingly pronounced. In 2016, 45% of employers in the region rated worker availability as either Fair or Poor. One year later, employers assigning this rating has increased to 83%.

The EmployerOne survey polls local employers on their recruitment methods. As in previous years, local employers continue to rely on word of mouth and informal networks and online job boards and postings as the most commonly used recruitment method. However, the use of social media has escalated tremendously as a mechanism to broaden their outreach to candidates.

<b>Table 16: Employers Recruitment methods</b>	<b>Frontenac</b>		<b>Leeds Grenville</b>	
<b>Recruitment Methods</b>	<b>Number of Responses</b>		<b>Number of Responses</b>	
Word of mouth, personal contacts, informal networks	34	25.4%	26	20.6%
Online job boards and postings	26	19.4%	20	15.9%
Social media	18	13.4%	17	13.5%
Company's own internet website	9	6.7%	12	9.5%
Unsolicited resumes	9	6.7%	10	7.9%
Government employment centres or websites	6	4.5%	11	8.7%
Onsite recruitment at schools, colleges or universities	10	7.5%	3	2.4%
Onsite job signs or posters	5	3.7%	5	4.0%
Non-government or community employment service centres or websites	4	3.0%	6	4.8%
Newspaper Ads	2	1.5%	6	4.8%
Job fairs	5	3.7%	2	1.6%
Trade or Professional Associations Publications/Websites	1	0.7%	6	4.8%
Executive search companies or temporary help agencies	3	2.2%	1	0.8%
Other: Employee Referral Plan	1	0.7%	0	0.0%
Other: KEDCO supported posting	1	0.7%	0	0.0%
Other: Radio Advertising	0	0.0%	1	0.8%

**Worker Availability and Recruitment Practices (Continued)**

As Table 17 identifies, despite growing concerns with labour market supply, local employers continue to recruit predominantly locally.

	<b>Frontenac</b>	<b>Leeds and Grenville</b>
Locally	42	41
Provincially	12	11
Nationally	5	3
Internationally	2	2

Of 44 survey respondents in Leeds and Grenville, 17 or 38.6% seek the assistance of a free employment service and none worked with a paid service. Respondents in Frontenac County were very likely to utilize a paid employment service. Forty-seven of 55 respondents (85.5%) utilized this type of service while only one in three employers in Frontenac County used the services of a free employment service.

Employers were surveyed about their practice of hiring immigrants and internationally trained workers in the past three years. Despite little international recruitment, Table 18 demonstrates that 43% of Frontenac County respondents have hired an individual with education or training outside of Canada.

<b>Hiring Practices</b>	<b>Frontenac Number of Companies</b>	<b>Leeds and Grenville Number of Companies</b>
Hired one or more staff who have foreign education training and/or credentials in the last three years	24	8
Have neither recruited nor hired an immigrant or internationally trained worker within the last three years	33	33
Recruited/hired directly from overseas for a difficult to fill position(s)	3	4
Attempted to recruit or hire overseas for a difficult to fill position(s)	3	5
Hired an immigrant or internationally-trained worker who faced cultural challenges in the workplace	7	2
Experienced challenges with internationally-trained new hires due to insufficient English language skills	4	2

### Development of the Current Workforce

Respondents across the region largely supported the development of their current workforce. Of 54 respondents in Frontenac, 40 (74.1%) contributed to employee development. In Leeds and Grenville, 33 of 43 respondents (76.7%) were supportive.

Table 19 summarizes the various ways employers support employee training. Funding the training and providing training internally are the most common practices. Relatively few are taking advantage of available government programs supporting employee training.

	Frontenac		Leeds Grenville	
	Number of Responses		Number of Responses	
Financial Support (fully or partially)	30	29.7%	27	62.8%
Internally	28	27.7%	25	58.1%
Offer flexibility in work schedule	17	16.8%	15	34.9%
Use government hiring and training incentives	14	13.9%	7	16.3%
Supply information on career advancement	11	10.9%	11	25.6%
Other (online learning)	0	0.0%	1	2.3%
Other (apprenticeship leave)	1	1.0%	0	0.0%

Table 20 highlights that providing on-the-job training and peer-to-peer training is the most common form of training followed by training obtained through industry and professional associations.

	Frontenac		Leeds Grenville	
	Number of Responses		Number of Responses	
On-the-job	44	89.8%	73	83.9%
Peer to peer	35	71.4%	50	57.5%
Industry and Professional Associations	27	55.1%	47	54.0%
Distance or online education	13	26.5%	22	25.3%
College (Including continuing education)	13	26.5%	28	32.2%
University (Including continuing education)	10	20.4%	7	8.0%
Other	3	6.1%	3	3.4%

**Development of the Current Workforce (Continued)**

Frontenac County and Leeds and Grenville employers participating in the survey identified few barriers to training. Only 7 of 40 Frontenac respondents (17.5%) experienced barriers to training while ten of 33 Leeds and Grenville companies (30.3%) identified barriers. Where barriers existed, it most often related to the cost of the training whether through tuition costs or loss of productivity during training.

<b>Table 21: Employers' Barriers to Training</b>		
	<b>Frontenac County</b>	<b>Leeds and Grenville</b>
Cost	5	4
Loss of productivity during training time	6	3
Relevant training is not provided locally	3	4
Losing trained employees to other businesses	1	5
Distance to travel to training facility	1	4
Lack of awareness of existing training programs	1	0
Lack of awareness of training support programs	2	0
Other		
No sustained interest by employees	0	1
Selecting only a small number of employees due to cost		1
Not enough time in the day		1
Lack of awareness of legislated training	0	0

## Next Steps

Real Gross Domestic Product growth of 2.4 per cent in the past year was the strongest annual gain in the Kingston region since 2006. Although the projected pace of growth is expected to moderate in the next five years, it will remain above the 10-year annual average of 1.3 per cent<sup>4</sup>. The confidence of employers in Frontenac County and the United Counties of Leeds and Grenville is evidenced by their response to the EmployerOne survey when projecting hiring in all sectors of the economy in the next twelve months. At the same time, their concern about the access to skilled workers is a growing issue. More than half of the employers across the region identify positions as difficult to fill in the past year, most often because candidates do not have the required qualifications. When asked to rank the availability of workers more than 50% of Frontenac County employers respond with either “Fair” or “Poor”. That rate rises to 83% amongst Leeds and Grenville employers.

It is clear that leveraging the skills of all available workers in the region as well as worker attraction and skills development is increasingly important to support regional economic development. The following strategies, more fully outlined in the 1000 Islands Region Workforce Development Board Local Labour Market Planning Report (December 2017), are examples of community-based actions underway to ensure an adequate supply of workers who have the knowledge and skills required by employers:

- Gather, analyze and distribute current labour market information to assist those making training and education decisions.
- Ongoing outreach to employers through tools like the EmployerOne survey to better understand their labour force requirements.
- Job Fairs, mentorship and training programs to encourage youth development and retention.
- Support services for older workers encouraging ongoing participation in the labour force.
- Encourage women to consider careers in skilled trades.
- Outreach to those currently not participating in the labour force with training and services encouraging engagement.

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<sup>4</sup> Local Labour Market Planning Report, 1000 Islands Region Workforce Development Board, December 2017, p. 3