

EMPLOYER ONE SURVEY

2018/2019

Survey Highlights

Since 2015, the 1000 Islands Region Workforce Development Board has conducted the EmployerOne survey of employers to better understand labour market demand and supply in our region. To date, 328 responses have been received from Frontenac County and Loyalist Township employers and 209 from businesses located in the united Counties of Leeds and Grenville.

The 2018-2019 survey conducted between October 1 2018 and January 31, 2019 generated 51 responses from Frontenac County businesses, 2 from Loyalist Township (included in the Frontenac County tabulations) and 54 responses from Leeds and Grenville. Here are the highlights:

- In Frontenac County, 24 of 53 respondents (45.3%) increased their workforce in the past year. Twenty-two of 24 respondents (91.7%) had experience employees who had left their employment (separations) in the past year. Twenty of the 24 respondents (80%) plan to hire in the coming year.
- In Leeds and Grenville, 23 of the 54 respondents (42.6%) increased their workforce in the past year. Twelve of 23 (52.2%) had experienced separations in the past year and 14 of 23 (61%) expect to hire in the coming year. Few employers in either area expected to downsize in the coming year.
- Throughout the region, the majority of separations occurred as a result of employees resigning. In a strong economy with a low rate of unemployment, employees may be attracted to new opportunities or may feel confident that other employment is available if they are dissatisfied.
- Sixty-eight per cent of Frontenac County employers identified positions that were difficult to fill compared to 35% in Leeds and Grenville. When asked to rank worker availability employers in both areas ranked Skilled Trades and Technicians/Technologists availability of greatest concern.
- Companies with a large number of employees were more likely to experience difficulty in filling positions.
- A lack of applicants was most often cited as the reason positions were difficult to fill.
- Work ethic, dedication and dependability were the most valued worker attributes. Problem-solving and creativity; teamwork and customer service skills are the most valued competencies. Only 30% of employers identified 'technical skills' as most valued.

- Businesses locally are satisfied with the availability of training locally and most likely to participate in co-operative education, training and wage subsidy programs. One in four Frontenac County businesses and fifty per cent of Leeds and Grenville businesses do not participate in these programs.

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 1000 Islands Region Workforce Development Board has conducted the EmployerOne Survey collecting a total of 537 responses from all sectors of the economy - 328 responses (61.1%) have been gathered from Frontenac County and Loyalist Township enterprises and 209 (38.9%) 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 assessment. This collaboration resulted in a slight modification in survey questions from previous surveys.

The EmployerOne 2018-2019 survey, conducted in the 1000 Islands region between October 1, 2018 and January 31, 2019, generated 53 responses from Frontenac County businesses and 54 from Leeds and Grenville enterprises. To provide a regional perspective, this report consolidates these 107 employer responses to create a regional perspective and is not intended to be a comparison between the two unique geographies.

Respondent Demographics

Table One identifies the survey responses by sector of the economy.

Table One – Survey Responses by Sector				
Sector	Frontenac County*		Leeds and Grenville	
	Completed Responses		Completed Responses	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting	0	0.0%	3	5.6%
Mining, Oil and Gas Extraction, Quarrying	0	0.0%	0	0.0%
Construction and Utilities	2	3.8%	2	3.7%
Manufacturing	9	17.0%	4	7.4%
Wholesale Trade	1	1.9%	0	0.0%
Retail Trade	2	3.8%	6	11.1%
Transportation and Warehousing	1	1.9%	2	3.7%
Information and Cultural Industries	2	3.8%	2	3.7%
Finance and Insurance	6	11.3%	3	5.6%
Real Estate and Rentals	1	1.9%	1	1.9%
Professional, Scientific and Technical Services	5	9.4%	6	11.1%
Management of Companies and Enterprises	0	0.0%	0	0.0%
Administrative and Support Services	1	1.9%	5	9.3%
Educational Services	4	7.5%	2	3.7%
Health Care and Social Assistance	1	1.9%	6	1.9%
Arts, Entertainment and Recreation	7	13.2%	6	11.1%
Accommodation and Food Services	7	13.2%	3	5.6%
Other Services (except public administration)	3	5.7%	2	3.7%
Public Administration	1	1.9%	1	1.9%
Total	53		54	

* Frontenac County includes responses from two businesses located in Loyalist Township

The Arts, Entertainment and Recreation and Accommodation and Food Services sectors are often looked at together to gain insights on tourism activity in the area. With over 24% of responses, these two sectors are strongly represented in survey responses from Frontenac County. The Frontenac County manufacturing sector also continues to be well represented in survey responses.

Construction	0	1	1	0	0	0	0	0
Manufacturing	1	1	2	1	1	2	1	0
Wholesale Trade	1	0	0	0	0	0	0	0
Retail Trade	1	0	1	0	0	0	0	0
Transportation and Warehousing	1	0	0	0	0	0	0	0
Information and Cultural Industries	0	0	0	0	1	1	0	0

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Industries	Employee Size Range							
	0 - 4	5 - 9	10 - 19	20 - 49	50 - 99	100 - 199	200 - 499	500 +
Finance and Insurance	1	2	0	1	1	0	1	0
Real Estate and Rentals	0	0	0	1	0	0	0	0
Professional, Scientific, Technical Services	0	4	1	0	0	0	0	0
Management of Companies and Enterprises	0	0	0	0	0	0	0	0
Administrative and Support Services	0	0	1	0	0	0	0	0
Educational Services	1	1	0	1	0	0	0	1
Health Care and Social Assistance	0	0	0	0	0	0	0	1
Arts, Entertainment and Recreation	1	3	0	1	0	1	1	0
Accommodation and Food Services	0	1	1	3	1	0	1	0
Other Services (except public administration)	1	0	2	0	0	0	0	0
Public Administration	0	0	0	1	0	0	0	0
Total	8	13	9	9	4	4	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					
Construction	2							
Manufacturing	2	1					1	
Wholesale Trade								
Retail Trade	2	2			1			1
Transportation and Warehousing		1	1					
Information and Cultural Industries	1		1					
Finance and Insurance	2	1						
Real Estate and Rentals	1							
Professional, Scientific, Technical Services	3	2	1					
Management of Companies and Enterprises								
Administrative and Support Services	3	2						
Educational Services	1				1			
Health Care and Social Assistance	2	1	1	2				

Arts, Entertainment and Recreation	4	2						
Accommodation and Food Services	1	1		1				
Other Services (except public administration)	2							
Public Administration				1				
Total	27	14	5	4	2	0	1	1

Respondent Demographics (Continued)

The 53 businesses located in Frontenac County employ more than 3,100 full-time employees. Approximately 30% of their employees are under age 25 and 3% over age 55.

The United Counties of Leeds and Grenville respondents employ more than 800 individuals full-time. Approximately 60% of employees are under age 25 and 15% over age 55.

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 4A 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 2019-2020.

4A – Labour Market Churn by Occupational Group – Frontenac County				
Major Occupational Group	Historic (In the Past Year)		Future (In the Coming Year)	
	Hired	Separations	Hire	Downsize
00 Management occupations	8	7	8	1
01 Business, finance and administration	6	4	4	0
02 Natural and applied sciences occupations	1	3	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	2	2	2	0
06 Sales and Service occupations	10	14	12	2
07 Trades, transport and equipment operators	5	4	6	0
08 Natural resources and agriculture	0	0	0	0
09 Manufacturing and Utilities	2	2	1	1

In Frontenac County, 24 of 53 respondents (45.3%) increased their workforce in the past year. Twenty-two of 24 (91.7%) businesses in the area responding to the question experienced separations in the past year. Twenty of the 24 (80%) plan on hiring in the coming year.

4B – 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	2	0	1	1
01 Business, finance and administration	4	1	4	0
02 Natural and applied sciences occupations	1	0	0	0
03 Health occupations	2	1	0	0
04 Education, law, social, community, government	0	0	0	0
05 Art, culture, recreation and sport	0	0	0	1
06 Sales and Service occupations	11	8	10	2
07 Trades, transport and equipment operators	6	3	2	0
08 Natural resources and agriculture	1	0	1	0
09 Manufacturing and Utilities	1	1	1	0

In the United Counties of Leeds and Grenville, 23 of the 54 respondents (42.6%) increased their workforce in the past year and 12 of 23 (52.2%) had experienced separations. Fourteen of 23 respondents (60.9%) plan to hire in the coming year.

Amongst our survey respondents, labour market churn appears more pronounced in Frontenac County. Tables 5A and B provide further analysis by sector on the reasons for people leaving their employment in the past year.

	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Agriculture, Forestry, Fish, Hunt							
Construction and Utilities		1	1				
Manufacturing	1	1		2			1
Wholesale Trade							
Retail Trade							
Transportation & Warehousing							
Information/Cultural Industries		1					
Finance and Insurance	1	2	1				
Real Estate and Rentals	1	1		1			
Professional, Scientific, Technical	1	1	1				1
Administrative/Support Services							
Educational Services	1						
Health Care/Social Assistance	1	1	1	1		1	
Arts, Entertainment, Recreation	2	2	1	2			
Accommodation & Food Services	1			1			1
Other Services (not public admin)		2		1			
Public Administration							
Total	9	12	5	8	0	1	3

	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Agriculture, Forestry, Fish, Hunt							
Construction and Utilities							

Manufacturing		1					
Wholesale Trade							
Retail Trade							
Transportation & Warehousing		1					
Information/Cultural Industries		1					

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	Dismissal	Quit	Retirement	Seasonal / Temporary	Work Shortage	Incorporate New Technology	Other
Finance and Insurance							
Real Estate and Rentals		1					
Professional, Scientific, Technical		2	1				1
Administrative/Support Services	1						1
Educational Services							
Health Care/Social Assistance		1		1			
Arts, Entertainment, Recreation				1			
Accommodation & Food Services		2		1			
Other Services (not public admin)							
Public Administration							
Total	1	9	1	3	0	0	2

Those who left for “other” reasons most often did so due to illness. Tables 5A and B highlight that the majority of separations were a result of employees resigning. In a strong economy with a low rate of unemployment workers may be attracted to other opportunities or may feel confident that other employment is available if they are dissatisfied with their current employment.

Few employers reported an intent to downsize in the coming year. Those who did most often pointed to a seasonal workforce, historical rate of turnover and retirements. Two business operators in Frontenac County cited the cost of wages, benefits and increasing government regulations as their reason for anticipated downsizing in 2019-2020.

Difficult to Fill Positions

Employers were asked to identify positions that were difficult to fill. Thirty-six of 53 (68%) of Frontenac business operators and 19 of 54 (35%) of Leeds and Grenville employers indicated difficulty in filling at least one position.

Interestingly, this degree of difficulty for the most part escalated with increased numbers of employees. Tables 6A and B provide analysis on the number of businesses citing difficulty in filling positions by employee size range.

Employee Size Range	No. of Survey Respondents	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
0 to 4 employees	8	2	25.0%
5 to 9 employees	13	8	61.5%
10 to 19 employees	9	6	66.7%
20 to 49 employees	9	7	77.8%
50 to 99 employees	4	3	75.0%
100 to 199 employees	4	4	100%
200 to 499 employees	4	4	100%
More than 500 employees	2	2	100%
Total	53	36	67.9%

Employee Size Range	No. of Survey Respondents	Companies identifying Difficult to Fill Positions	
		No of Companies	Percentage
0 to 4 employees	27	6	22.2%
5 to 9 employees	14	5	35.7%
10 to 19 employees	5	3	60.0%
20 to 49 employees	4	3	75.0%

50 to 99 employees	2	1	50.0%
100 to 199 employees	0	0	0.0%
200 to 499 employees	1	1	100%
More than 500 employees	1	0	0.0%
Total	54	19	35.2%

Difficult to Fill Positions (Continued)

Table 7 provides the occupations identified by employers as difficult to fill. This labour market demand experienced by these employers may point to the need for further investigation to determine if the demand exists region-wide.

Occupations	Number of Businesses	
	Frontenac County	Leeds and Grenville
0125 Business services manager	2	
0131 Telecommunications manager (bilingual)	1	
0311 Health care manager	1	
0631 Restaurant and food service manager	1	
0911 Manufacturing manager	1	
1111 Certified general accountant		1
1114 Financial planner	1	
1122 Quality assurance consultant		1
1123 Digital marketing	1	
1221 Office administrator	1	
1224 Property technicians	1	
1311 Accounting technicians and bookkeepers		2
1414 Receptionist (bilingual)	2	
2131 Environmental / civil engineer	2	
2133 Electrical engineer		
2144 Geological engineer/manager	1	
2153 Urban and land use planner	1	
2171 Computer and information systems	1	
2172 Data administrator	1	
2174 Programmer analyst	1	
2232 Mechanical engineering technician/technologist	1	
2242 Security technicians	1	
3012 Registered nurse	1	
3233 Registered practical nurse		1
4031 Teacher (supply)		1

4151 Forensic psychologist	1	
4162 Economic analyst	1	
4214 Early childhood educator	1	
4216 Other instructors (sailing)	1	
4413 Educational assistant		1
5121 Technical writer	1	

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Difficult to Fill Positions (Continued)

Occupations	Number of Businesses	
	Frontenac County	Leeds and Grenville
5241 Graphic designer	1	
5251 Activities coordinator		1
5254 Lifeguard	1	
6235 Financial sales (bilingual)	1	
6322 Cooks	2	2
6332 Baker (production)	1	
6342 Tailor, seamstress	1	
6411 Sales and account representatives	2	1
6421 Retail salesperson	1	1
6513 Food and beverage server		3
6525 Front desk agent	1	
6551 Customer service representatives – financial	2	
6711 Food counter attendant, kitchen helper	1	2
6731 Light duty cleaners	3	3
6733 Janitors, custodians		1
7231 Machinist	1	1
7237 Welders – certified		1
7245 Telecommunication installer		1
7271 Carpenter	1	
7294 Painter		1
7312 Heavy duty equipment mechanics		1
7335 Small engine repair	1	
7413 Small vehicle driver	1	
7441 Residential installer	1	
7452 Material handler	1	
7514 Delivery drivers	1	1
7611 Construction labourer	2	
8612 Groundskeeper		1
9473 Printing production specialist	1	
9619 Manufacturing labourer	1	1

Engineer		1
Skilled Trades	2	2
Health care – casual workers		1
Seasonal student workers – tourism		1
All bilingual occupations	1	

Difficult to Fill Positions (Continued)

Employers were asked the reason(s) why position were difficult to fill. Table 8 highlights that the most significant concern was the overall lack of applicants. There is also a concern with the lack of experience demonstrated by candidates for employment.

Table 8: 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	25	69.4	14	73.7
Applicants lack interpersonal skills	3	8.3	9	47.4
Applicants lack work ethic	8	22.2	11	57.9
Applicants lack experience	16	44.4	8	42.1
Applicants lack required literacy and numeracy skills	1	2.8	5	26.3
Applicants lack communication skills	5	13.9	3	15.8
Applicants lack educational qualifications	9	25.0	3	15.8
Applicants lack technical skills	14	38.9	6	31.6
Inability to compete with other employers due to remote location, pay, benefits or opportunities for advancement	7	19.4	2	10.5
Other (Frontenac County):	5	13.9	5	26.3
Not recognized by government as a trade (1)				
Lack of diversity representation (1)				
Driver’s license (1)				
Lack of affordable local downtown housing (close to work) (1)				
Entry level position – lower wage (1)				
Other (Leeds and Grenville):				
Candidates have criminal record (1)				
Economic/financial area in decline (1)				
More immigrants are required to increase number of applicants (1)				
Restrictions to work in Brockville (1)				
Won’t travel to Kemptville from Ottawa (1)				

* Per Cent of the 36 Frontenac County and 19 Leeds and Grenville companies reporting positions that were difficult to fill.

Difficult to Fill Positions (Continued)

Tables 9A and B looks at the labour market by sector and the primary concerns employers within applicable sectors identified with job candidates.

Table 9A: Sectors and Difficult to Fill Positions – Frontenac County				
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	0	0	0.0%	
Construction and Utilities	2	2	100%	Applicants lack experience (2)
Manufacturing	9	8	88.0%	Applicants lack experience (5)
Wholesale Trade	1	0	0.0%	
Retail Trade	2	0	0.0%	
Transportation and Warehousing	1	0	0.0%	
Information and Cultural Industries	2	2	100%	Applicants lack experience (1) Lack of applicants (1)
Finance and Insurance	6	3	50.0%	Lack of applicants (3)
Real Estate and Rentals	1	1	100%	Applicants lack experience (1)
Professional, Scientific, Technical	5	5	100%	Applicants lack technical skills (4)
Administrative & Support Services	1	1	100%	Lack of suitable candidates
Educational Services	4	2	50.0%	Lack of applicants (2)
Health Care and Social Assistance	1	1	100%	Lack of applicants (1)
Arts, Entertainment, Recreation	7	3	42.9%	Lack of technical skills (2) Lack of applicants (2)
Accommodation and Food Services	7	6	85.7%	Lack of applicants (5)
Other Services (not public admin)	3	2	66.7%	Lack of applicants (2)
Public Administration	1	1	100%	Lack of educational req'ts (1)
Total	53	37	69.8%	

Difficult to Fill Positions (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	
Agriculture, Forestry, Fish, Hunting	3	2	66.7%	Applicants lack work ethic (2)
Construction and Utilities	2	1	50.0%	Lack of suitable applicants (1)
Manufacturing	4	2	50.0%	Lack of literacy/numeracy (2)
Wholesale Trade	0	0	0.0%	
Retail Trade	6	1	16.7%	Applicants lack work ethic (1)
Transportation and Warehousing	2	0	0.0%	
Information and Cultural Industries	2	2	100%	Lack interpersonal skills (2)
Finance and Insurance	3	0	0.0%	
Real Estate and Rentals	1	0	0.0%	
Professional, Scientific, Technical	6	2	33.3%	Applicants lack experience (2)
Administrative & Support Services	5	2	40.0%	Other (2)
Educational Services	2	2	100%	Lack of applicants (2)
Health Care and Social Assistance	6	3	50.0%	Lack of applicants (3)
Arts, Entertainment, Recreation	6	1	16.7%	Lack of suitable applicants (1)
Accommodation and Food Services	3	2	66.7%	Lack of applicants (2)
Other Services (not public admin)	2	0	0.0%	
Public Administration	1	0	0.0%	
Total	54	20	37.0%	

Finally, employers were asked to rank worker availability as either “Excellent”, “Good”, “Fair” or “Poor” for occupational groups that apply to their workforce. Tables 10A and B summarize this ranking.

Employers in both Frontenac County and Leeds and Grenville were most concerned with the lack of availability of skilled tradespeople and technicians and technologists. In Frontenac County 16 of 18 respondents (89%) ranked the availability of skilled tradespeople as either “Fair” or “Poor”. Seventy-two per cent of Leeds and Grenville employers assigned this ranking.

Overall employers were less concerned with the lack of availability of professional, administrative or sales and marketing prospects.

Occupational Type	Excellent		Good		Fair		Poor		Total Respondents
	No.	%	No.	%	No.	%	No.	%	
Entry Level Workers	8	18.6	21	48.8	5	11.6	9	20.9	43
Technician/Technologists	1	4.3	6	26.1	10	43.5	6	26.1	23
Trades	1	5.6	1	5.6	4	22.2	12	66.7	18
Professional	2	6.9	9	31.0	10	34.5	8	27.6	29
Administration	4	12.9	17	54.8	6	19.4	4	12.9	31
Management/Supervisory	2	6.7	14	46.7	7	23.3	7	23.3	30
Sales and Marketing	1	3.3	13	43.3	9	30.0	7	23.3	30

Occupational Type	Excellent		Good		Fair		Poor		Total Respondents
	No.	%	No.	%	No.	%	No.	%	
Entry Level Workers	1	2.3	20	45.5	14	31.8	9	20.5	44
Technician/Technologists	1	3.2	9	29.0	8	25.8	13	41.9	31
Trades	1	3.4	7	24.1	9	31.0	12	41.4	29
Professional	3	8.6	10	28.6	13	37.1	9	25.7	35
Administration	3	8.1	17	45.9	12	32.4	5	13.5	37
Management/Supervisory	0	0.0	11	33.3	14	42.4	8	24.2	33
Sales and Marketing	1	3.1	11	34.4	12	37.5	8	25.0	32

The results of the EmployerOne 2018-2019 Survey align with employer interviews conducted when compiling the annual Local Labour Market Plan. These employers indicated difficulty in finding suitably qualified labour and often had to “settle” with the choices available. There were simply fewer

candidates for employment leading them to believe that we are moving from a skills shortage to a more broad labour market shortage in general.¹

Valued Competencies

Employers were asked to identify the skills and competencies they seek in their employees. Employers across the region highly value work ethic, dedication and dependability. Frontenac County businesses sought out employees who demonstrated problem-solving and creativity; teamwork and customer service skills. Leeds and Grenville employers also valued these competencies as well as employees' motivation and ability to work with little supervision.

Competencies	Frontenac		Leeds and Grenville	
	Number	Per Cent*	Number	Per Cent*
Analytical / research	13	24.5	6	11.5
Communication (oral and written)	35	66.0	19	36.5
Computer Literacy	16	30.2	14	26.9
Customer service	39	73.6	33	63.5
Professionalism	30	56.6	33	63.5
Problem solving, reasoning and creativity	41	77.4	34	65.4
Self-motivated-able to work with little supervision	36	67.9	38	73.1
Teamwork / interpersonal	41	77.4	26	50.0
Technical	16	30.2	17	32.7
Time management and organization	23	43.4	26	50.0
Willingness to learn	37	69.8	28	53.8
Work ethic, dedication, dependability	46	86.8	42	80.8
Other	0	0.0	4	7.7
Leeds and Grenville: Does not apply (1) Lean/Business Transformation (1) Media (1) No employees (1)				

¹ Local Labour Market Plan 2018, 1000 Islands Region Workforce Development Board, p. 60-61

* Per cent of the 53 Frontenac and 52 Leeds and Grenville companies responding to this question

Development of the Current Workforce

The EmployerOne 2018-2019 Survey sought the opinion of respondents on training availability locally. Of the 53 respondents in Frontenac County, 49 (92%) were satisfied with the type of training they are available to access locally. In the United Counties of Leeds and Grenville, 42 of 52 survey respondents (81%) were satisfied.

Table 11 highlights by sector employers’ views on training availability for their workforce.

Table 11: Is your business able to access the type of training you require?				
Sector	Frontenac County* Completed Responses		Leeds and Grenville Completed Responses	
	Yes	No	Yes	No
Agriculture, Forestry, Fishing and Hunting	0	0	1	1
Construction and Utilities	2	0	2	0
Manufacturing	8	1	3	1
Wholesale Trade	1	0	0	0
Retail Trade	1	1	5	1
Transportation and Warehousing	1	0	2	0
Information and Cultural Industries	2	0	2	0
Finance and Insurance	6	0	3	0
Real Estate and Rentals	1	0	1	0
Professional, Scientific and Technical Services	5	0	5	1
Administrative and Support Services	1	0	4	0
Educational Services	3	1	1	1
Health Care and Social Assistance	1	0	4	2
Arts, Entertainment and Recreation	7	0	6	0
Accommodation and Food Services	7	0	1	2

Other Services (except public administration)	2	1	1	1
Public Administration	1	0	1	0
Total	49	4	42	10

Employers were asked what types of training their business would focus on in the coming year. Table 11 identifies the prominence of Health and Safety; Basic job training; Sales, Marketing and Customer Services and the orientation of new employees region-wide.

Development of the Current Workforce (Continued)

Table 11: Types of training businesses will focus on in the coming year				
Training Types	Frontenac Number of Companies		L & G Number of Companies	
	No.	%*	No.	%*
Apprenticeship and specialty trades training	6	11.3	8	15.4
Basic job training	29	54.7	14	26.9
Computer / Office equipment	12	22.6	9	17.3
Environment / Sustainability	4	7.5	1	1.9
Health and safety	16	30.2	13	25.0
Literacy, numeracy and basic skills upgrading	1	1.9	0	0.0
Managerial and Supervisory	12	22.6	4	7.7
Orientation of new employees	25	47.2	10	19.2
Productivity improvement / LEAN	7	13.2	2	3.8
Sales, marketing and customer services	17	32.1	11	21.2
Team building / Conflict resolution	14	26.4	5	9.6
Technical production	7	13.2	2	3.8
No training planned	2	3.8	7	13.5
Other – Frontenac County:	3	5.7	4	7.7
Anti-money laundering (government mandated) (1)				
Hospitality (1)				
Our own in house training and product knowledge sessions (1)				
Other – Leeds and Grenville:				
Cisco training/certification (1)				
Profession-specific courses (1)				
Eagala (1)				
Insurance broker licensing (1)				

* Per Cent of the 53 Frontenac and 52 Leeds and Grenville companies responding to this question.

Relatively few companies indicated that they had no plans to participate in training in the coming year. For the few who did, they cited cost and lack of availability as barriers. Others turned to in-house training or hired contractors to meet certain skill requirements.

Development of the Current Workforce (Continued)

Table 11 highlights that cooperative education, training and wage subsidy programs are used most often by local companies. Just over one in four businesses in Frontenac County and 50% of Leeds and Grenville enterprises have not made use of a training, subsidy or tax credit program.

Program Types	Frontenac Number of Companies		L & G Number of Companies	
	No.	%*	No.	%*
Apprenticeships	8	15.1	5	9.6
Co-operative Education	17	32.1	12	23.1
Placement internships	16	30.2	5	9.6
Tax credits	5	9.4	2	3.8
Training subsidies	17	32.1	7	13.5
Wage subsidies	25	47.2	11	21.2
None	14	26.4	26	50.0
Other	0	0.0	4	7.7
Leeds and Grenville:				
• We applied to the small business program but were turned down (1)				
• Grants (1)				
• Online training (1)				
• We are not eligible (1)				

* Per Cent of the 53 Frontenac and 52 Leeds and Grenville companies responding to this question.

The EmployerOne 2018-2019 survey invited employers to provide us with any final comments they felt would be helpful. What follows is an unedited compilation of those comments.

Frontenac County

- Since the increase of minimum wage there has been a lack of applicants in my 20 years of business I have never experienced this issue
- The most difficult employees to find, are mature adults wanting Full-time hours for our Midnight Shift, as well as Bakers who can start at 3am
- Recruitment is a key challenge in our business especially finding Marine personnel for our tour boats.
- We continue to have great success with recruiting and hiring in the Kingston area and hope to continue this trend.
- Our positions are "retail". Not a lot of interest in them when we advertise, even though we pay above minimum wage
- Training for all the updated safety requirements now part of the OHSA of Ontario require a large ongoing investment. Continued financial support for these types of mandated training will be very helpful.
- Huge skills deficit in Skilled Trades and Technical Trades
- I sense that the local labour pool is shrinking and it is becoming more difficult to hire qualified candidates
- Job Market is ever changing and what ads use to work do not apply now and even the time of year does not have relevance.
- Lack of applicants for career-stream internships in Kingston OPS positions is shocking.
- There are many areas we would like more training on. We are retail of Canadian Art and Craft. We need training for an online store, for marketing strategies and social media. The cost of these are too high for us
- Thank you for including us in your survey

United Counties of Leeds and Grenville

- Lack of work ethics ie quitting w/o notice, reason, excuses and no recourse for our business. Ridiculous minimum wage so having to exponentially increase our regular employees wages takes a big financial toll on our seasonal business

- As a seasonal restaurant owner I could really use help finding and we using [sic] staff for each season ..good incomes in tourist area
- Our Business is very seasonal and it's only May to October time that we would need extra staff.
- Thank you for taking the time to look into this during the times of wage increase and what really is out there for future employees/ employers.
- Finding capable staff is restricting expansion of my business, this has been the most challenging aspect of being a small business owner.
- Our products are technically advanced and require innovation. On the down side applicants fall cognitively: focus & attention, memory, eye-for-detail, language, calculation, executive function
- The Leeds Grenville Small Business Centre was not helpful at all.

- Our greatest challenge is with seasonal youth employment and the lack of soft skills, work ethic, and interest shown by most students who would qualify for our grant-funded positions.
- Would love to see more trades training in Leeds and Grenville (Welding)
- Most young people do not want to work in manufacturing, nor perform work shift work. Previous provincial government characterized manufacturing work as unskilled, unsafe, dirty.
- The students graduates...just don't know math
- Business will be for sale in 2019, owners retiring. May hire one employee
- My feeling is that businesses in the area do lack some talented resources. In most cases, the reality is businesses in both public, and private, don't need any additional resources, they just need to learn how 'to do more with what they have'. Plus when they do make this change, it results in improved bottom line, better quality and service which drives growth and competitiveness.
- A lot of people just do not want to work. People over 50 are more dependable, more professional, more courteous, and better workers than the younger generations under 25. under 25 don't seem to have the interpersonal skills needed for professionalism and superior customer service.
- In my area, once you can establish the cash flow to hire or engage a qualified person, it is usually not hard to fill the position in my field. How every sustaining the regular cash flow in my field of sales is the biggest road block to hiring more staff.
- The hardest part to getting employees is lack of transportation to out of town rural area jobs.