

# 2023 Employer's Survey Final Report

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## Disclaimer

The 2023 Employer's Survey Report was funded by the Ontario Ministry of Labour, Immigration & Skills Development. This Report (including any enclosures and attachments) was prepared by Elizabeth Jamischak in her personal capacity as an independent consultant for the exclusive use and benefit of the Durham Workforce Authority (DWA) and solely for the purpose for which it is provided.

While every attempt has been made to ensure that the information contained within this Report is an accurate representation and interpretation of the data obtained from the 2023 Employer's Survey, Mrs. Jamischak assumes no responsibility or liability for any errors or omissions, or for the results obtained from the use of this information. The information contained in this report is provided on an "as is" and "as available" basis and the opinions expressed in this report are the author's own and do not necessarily reflect those of the DWA.

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## Acknowledgments

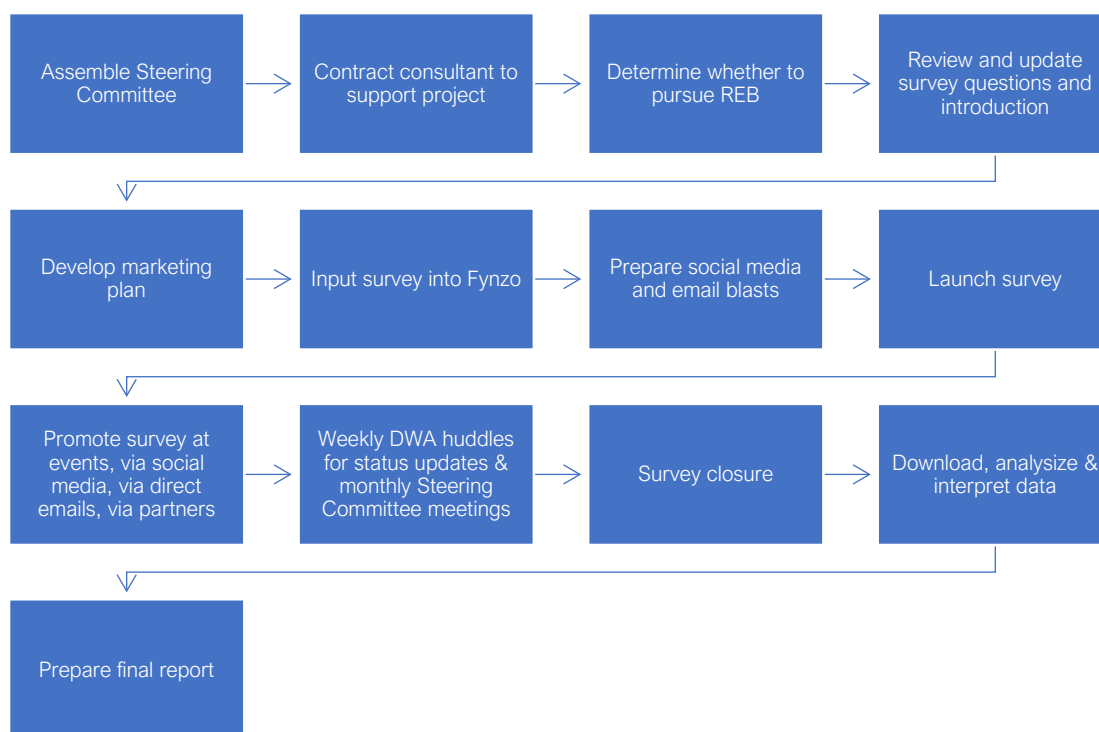
Throughout this project many parties were engaged and contributed to the success of the 2023 Durham Workforce Authority Employers Survey.

The Steering Committee included representatives from the Clarington and Ajax/Pickering Boards of Trade, Clarington, Oshawa and Whitby Economic Development Departments, the Literacy Network of Durham Region, John Howard Society of Durham Region, Trent University and the Abilities Centre. Thanks to Mary Cousineau, Ivan Cheung, Emilie Michalovic, Bonnie Wrightman, Meagan Marques, Jessica Ward, Andrew Poray and Christina Barrow for providing support, feedback and input throughout the entire process.

Special thanks to the DWA staff Heather McMillan Executive Director, Eric Guernsey Communication Coordinator and Katie McIlwaine Administrative Assistant, who generously offered their insight for preparing this final report and for providing additional documentation for this survey.

## Process

The entire process for the 2023 DWA Employer's Survey was 10 months in length, it began with the assembling of the Steering Committee and concluded with the final report. The survey was live from September 29, 2023 to December 15, 2023. A high-level flow map is provided below.



## Executive Summary

The mission and vision of the Durham Workforce Authority (DWA) is *To be the leading source of labour market intelligence for Durham Region and Champion the development and maintenance of a sustainable and dynamic workforce.*

A key element in fulfilling these statements is to understand the current state of the workforce and labour market in Durham Region. Regularly gathering employer feedback provides the DWA with the data to understand trends on a macro and micro level. This data also enables the DWA to effectively advocate for improvements which will positively impact both employers and residents of Durham Region.

In June 2023 I (Elizabeth Jamischak) was engaged to support the 2023 Employer's Survey project by analyzing and interpreting the gathered data and providing a final report which highlighted opportunities for Durham Region.

This report provides a snapshot of the business activities at the point of time the survey was completed. It is my desire that this report may be used to continue building a robust economy within Durham Region which attracts & encourages employers and businesses to invest in the Region.

### **Goals of the Employer Survey**

The goal of the 2023 DWA Employer Survey was to explore the skills, education and support systems that exist and are used by employers within the Durham Region.

This was achieved by employer's responding to survey questions about their business regarding these key areas:

1. Demographic Information
2. Hiring
3. Separations
4. Recruiting
5. Training
6. Retention & Expansion
7. Doing business in Durham Region

Based upon the findings of the 2023 Employer's Survey, the goals of the Recommendations for Employer's of Durham Region were to:

1. Identify skills gaps within Durham Region
2. Identify opportunities for growth in Durham Region

The fulfillment of these goals resulted in the initial report being presented to Heather McMillan, Executive Director of Durham Workforce Authority, on March 13, 2024.

## Report Framework

Contained within this Executive Summary is a SWOT Analysis (strengths, weaknesses/areas for growth, opportunities, risks) and Conclusions & Recommendations.

Following the Executive Summary the Key Findings from the survey are subdivided into seven sections to align with the seven categories of questions listed above. Each section provides a list of questions asked, key data points from those questions and graphical representations. A detailed summary of the data from the survey can be found in Appendix I and a detailed summary of all written responses in the survey can be found in Appendix II.

## SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• 77% of businesses plan on hiring people in 2024</li> <li>• 60% of business plan on expanding in 2024</li> <li>• 82.5% of employers provided ongoing training and/or education in 2023</li> <li>• Accommodation and food services face the least amount of recruiting challenges</li> <li>• Only 6% of businesses had to layoff employees in 2023</li> <li>• There has been a 200%+ increase in working flexible hours for employees in 2023</li> <li>• 42% of respondents had businesses which were 10+ years old</li> <li>• 44% of businesses had multiple locations</li> </ul>	<ul style="list-style-type: none"> <li>• 49% of businesses are unaware of support services or programs available to them in Durham Region</li> <li>• There were 112 responses to the survey which is 0.8% of the total number of businesses in Durham Region (based on the 2022 Durham Region Business Count Report).</li> <li>• 42% of businesses faced challenges retaining employees in 2023</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Increase awareness of programs and services which support businesses in Durham Region</li> <li>• Increase training in soft skills as these are the top 5 most desired skills by employers</li> <li>• Develop pre-screening tools for businesses that are hiring employees (45% of applicants do not have the necessary skills and 36% do not have the necessary experience for the jobs they are applying to)</li> <li>• Increase awareness of local opportunities to advertise for job openings</li> <li>• 39% of respondents were the owner, a manager or HR professional therefore develop deeper relationships with these individuals to increase communication</li> <li>• Expand survey reach to industries outside of agriculture, forestry, fishing, hunting, construction, health, social assistance and education services</li> <li>• Create a program to connect with new businesses (under 3 years old) in Durham Region</li> </ul>	<ul style="list-style-type: none"> <li>• Increases in the cost of living has put pressure on businesses to increase pay for employees however increasing pay could threaten the viability and longevity of the business being able to operate.</li> <li>• There are an increasing number of regulations, rules and approvals which are being introduced to the Region which are increasing the costs of doing business in the Region and increasing the lead time for projects.</li> </ul>

## Conclusions & Recommendations

### Survey Reach

The Employer survey primarily reaches well-established local businesses with 500+ employees, it struggles to connect with businesses which are under 3 years old and the majority of respondents are limited to within west Bowmanville to east Whitby. This could indicate the following,

- businesses which are chains or franchises may not be able to respond to surveys - they may be required to have their head office respond on their behalf
- new and/or rural businesses aren't aware of the Durham Workforce Authority and/or Durham Workforce Authority isn't aware of new businesses
- smaller businesses may not believe they have the capacity to complete the survey while running their business
- businesses may not see the value in completing the survey
- lack of visibility and connection with businesses on the west side of Whitby through to Pickering - this could be a reflection of where the DWA is located (Oshawa) and/or where the Steering Committee businesses are located.

### Some Supporting Data from Survey

- 55% of respondents had only 1 location and was locally owned
- 41.8% had been in business over 35 years
- 9% were under 3 years
- 17% of the respondents had 500+ employees
- 60% of respondents were from these postal codes: L1C Bowmanville (W)), L1H Oshawa (SE), L1G Oshawa (C), L1N Whitby (SE), L1E Courtice

### Recommendations

- Focus on increasing the awareness and visibility of the Durham Workforce Authority (DWA) and the value of participating in the Employer's Survey
- Extend the reach of the DWA by intentionally engaging with businesses in Ajax, Pickering, Scugog, Uxbridge and Brock
- Reduce the number of questions in the Employer's Survey to the most vital and provide an opportunity for business to respond to additional questions if they can commit additional time to the survey

## Employees

The vast majority of businesses are hiring people, and plan to continue hiring in the coming year, however the greatest challenge is finding people with experience. There is also a struggle in finding people with the specific certification/accreditation required for specific jobs. This could indicate the following,

- Employers may need to lower their expectations when hiring and be willing to hire and certify less experienced staff.
- This could be a challenge as the cost of living and minimum wage is increasing thereby increasing the probability that under-experienced people are expecting pay which would normally be offered for people with more experience. This has the potential to greatly impact the profit margin of a business as they would be gaining an employee who may not be capable of contributing as much and which the business needs to invest more money in for training.
- This also presents an opportunity for increased apprenticeships and for organizations to shift their culture to a learning culture.

### Some Supporting Data from Survey

- 84.7% of employers hired employees in the last year
- 77.1% plan to hire in the coming year
- 54.1% of business face challenges with hiring
- 82% of employers are providing ongoing training/support to employees
- 61% of businesses do plan to expand in the coming year

### Recommendations

- Support employers by reviewing job postings to ensure qualification, experience and expectations are clearly outlined with the express purpose of reducing the number of unqualified applicants.
- Encourage soft skills training for employers to conduct either in-house or through a supporting organization in Durham Region
- Promote internship opportunities
- Develop a mentorship program which businesses can customize to meet their specific needs

## Support

Nearly half of respondents are not aware of support programs currently available to them in the Region. Programs respondents indicated that could be of help include:

- financial incentives for foreign temporary aid,
- student and college placements,
- fundraisers support network,
- Chambers of Commerce & Boards of Trade,
- moving from sole proprietor to incorporation,
- tech support,
- improved transit,
- shared services,
- employee training,
- networking opportunities for small businesses and
- conflict mediation.

This could indicate the following,

- The Region lacks a 'welcoming' package for new businesses - this would be dependent on whether there is a shared central database when a new business registers itself and/or when there is new ownership.
- Often new business don't know what they don't know so they are not aware of registering themselves with the local chamber or board of trade or organizations like the BACD.
- Visibility and communication about local support programs are unavailable therefore employers are unaware of services that could help their business.
- There is a great opportunity for smaller networking hubs (consider the LHINS or CCACs in healthcare) which would fully service business neighbourhoods and/or sectors across the Region

## Some Supporting Data from Survey

- 49% of respondents aren't aware of any programs/services in DR that would help them

## Recommendations

- Develop a database specifically focused on businesses which are less than three (3) years old
- Partner with Durham Region in the annual Business Count report to connect with businesses across the Region
- Increase marketing efforts to create awareness of programs and services available to all businesses across the Region
- Establish an annual Durham Region Conference for business owners for networking, business development and education

## Key Findings

In total there were 112 respondents to the survey and the average time for completion was 12 minutes and 36 seconds. Therefore, approximately 23 total hours were spent responding to this survey.

### Demographic Information

The first nine (9) questions of the survey focused on collecting demographic data. This information provides the context for trends identified in the responses, an understanding of the 'reach' of this survey and it provides data on the businesses operating within the Region of Durham.

These initial questions included:

1. How many locations does your business have?
2. Where does your business have locations?
3. What are the first 3 digits of the postal code of your PRIMARY location?
4. Business Categorization
5. How many years has your business been in operation in Durham Region?
6. What industry are you in?
7. What is your job title?
8. Including yourself, how many employees do you have?
9. What are the work arrangements for your employees?

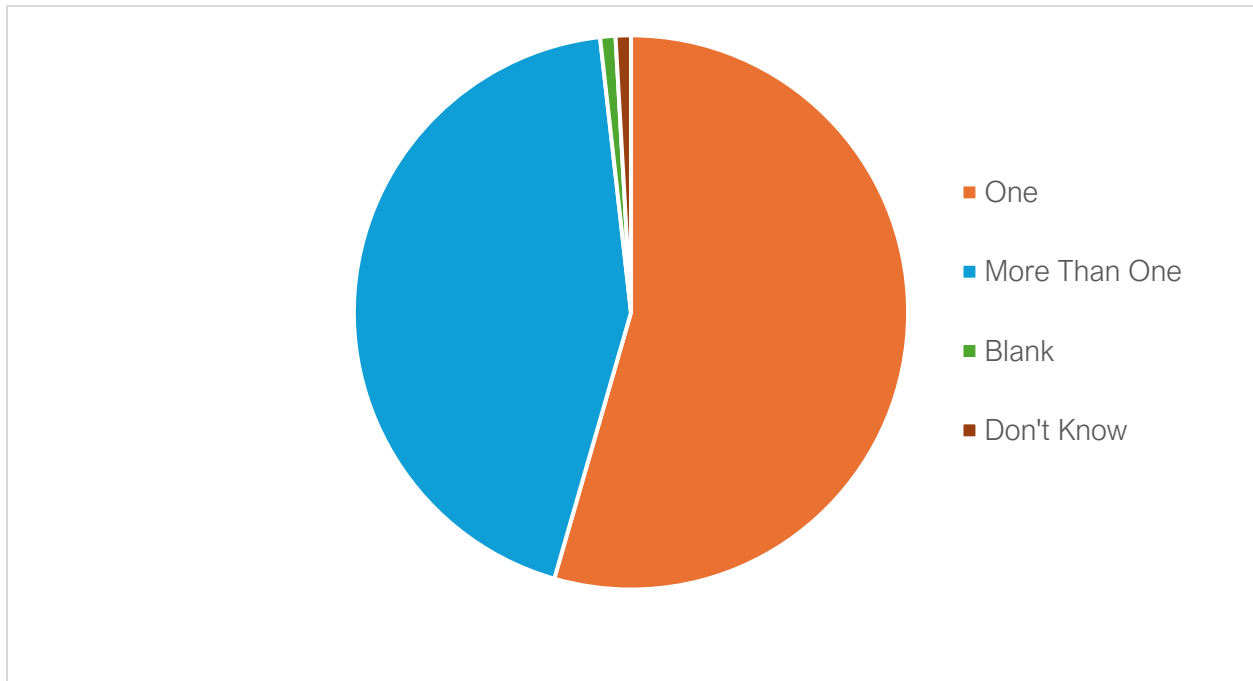
### Key Data Points

- 54% of respondents have one location for their business and 44% have multiple locations
- 82% of respondents are from Clarington (43%) and Oshawa (39%)
- Businesses whose primary location is in Clarington or Oshawa are most likely to have additional locations across the Region
  - Clarington businesses have 38 additional locations and Oshawa businesses have 31 additional locations
- 62% of respondents have businesses which are locally owned and operated
- 41% of businesses have been operating for 35+ years and 21% for 11-25 years
- Businesses that have been in operation for 35+ years:
  - 50% are locally owned
  - 30% are a branch or division of a regional, national or international company
- 100% of businesses which are less than 1 year old are locally owned and operated.
- 83% of businesses which have been operating for 35+ years are locally owned and operated and have only 1 location.
- 30% of businesses which are 11-25 years old have multiple locations which are not a branch, division of a regional, national or international company.
- The highest survey response rate came from these industries:
  - Health and Social Assistance: 14%
  - Agriculture, forestry, fishing and hunting: 13%
  - Educational Services: 12%

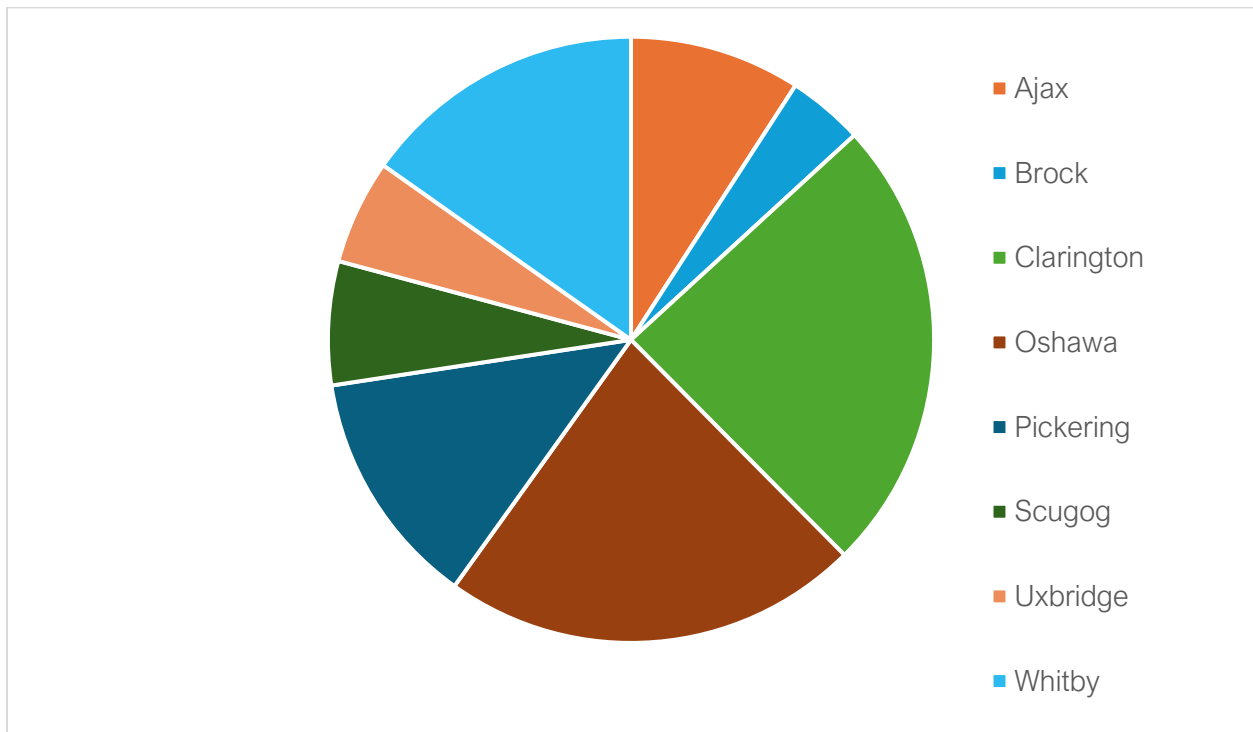
- Construction: 11%
- Most frequent titles of respondents included:
  - Owner: 13%
  - Human Resources: 13%
  - Manager: 121%
- 17% of respondents were working in businesses each with 2-4 employees or 500+ employees
- The greatest shift in work arrangements was increasing flexible hours at (210%) and away from the office (255%). The least change in work arrangements post covid is with set shift hours (16%)

## Graphical Representation

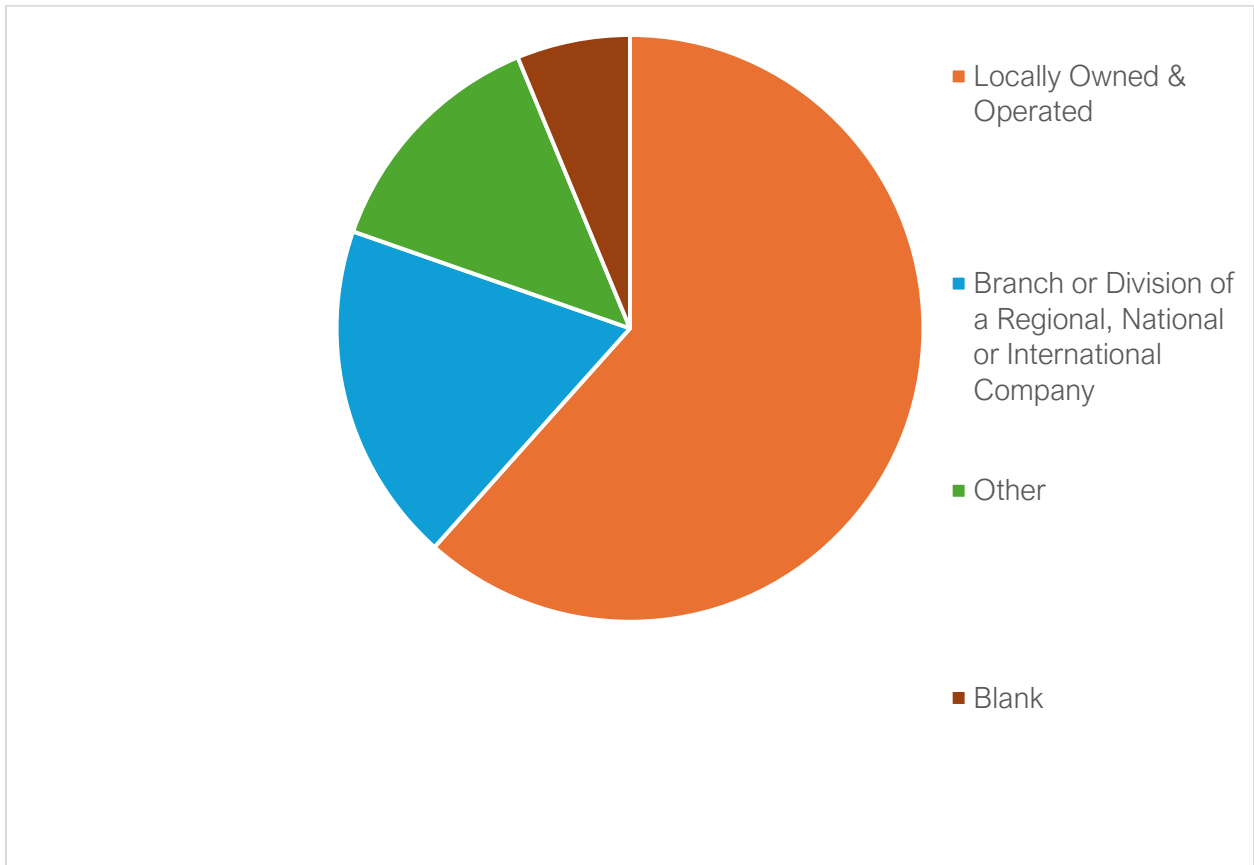
### How many locations does your business have?



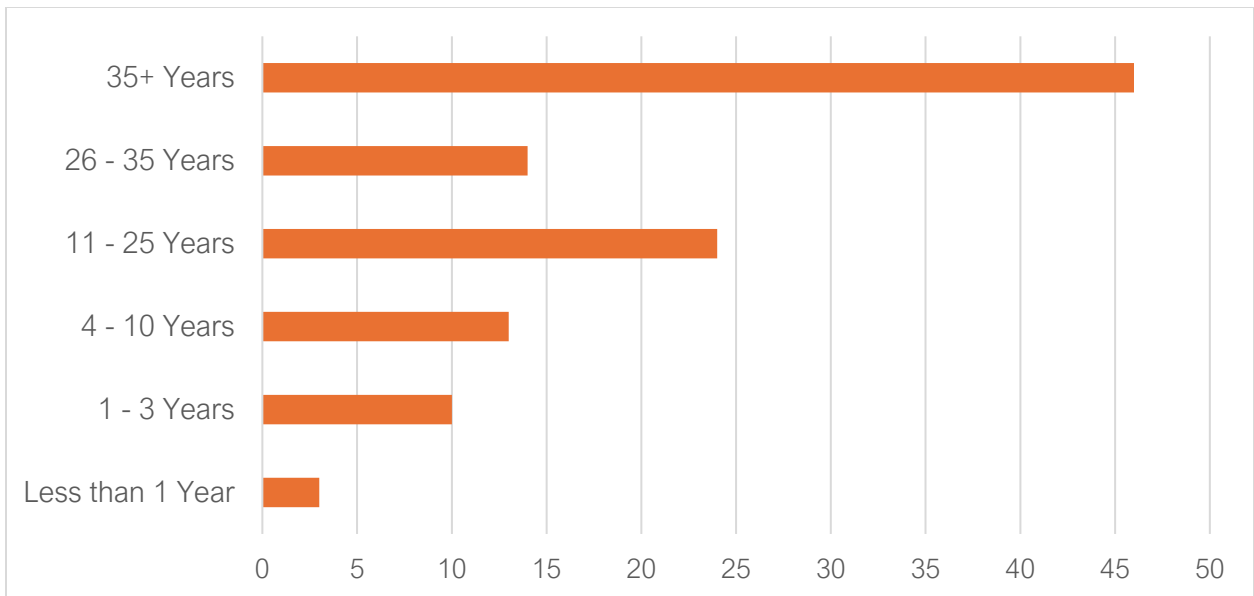
### Where does your business have locations?



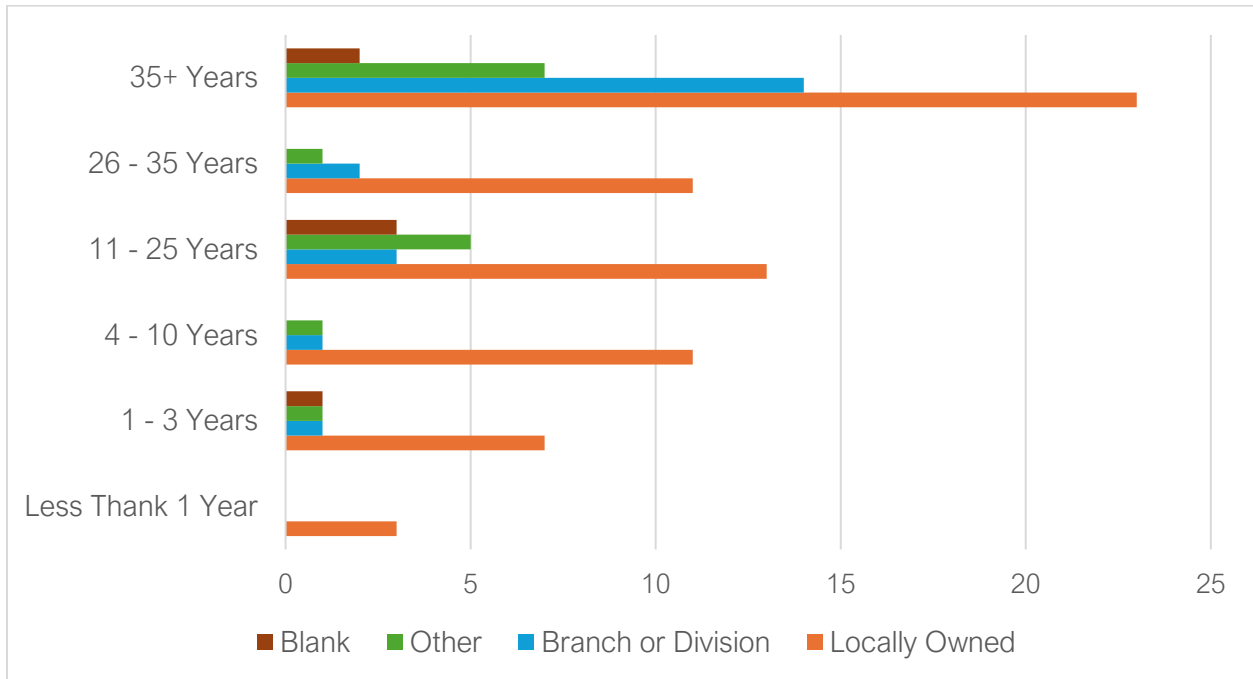
### Business Categorization



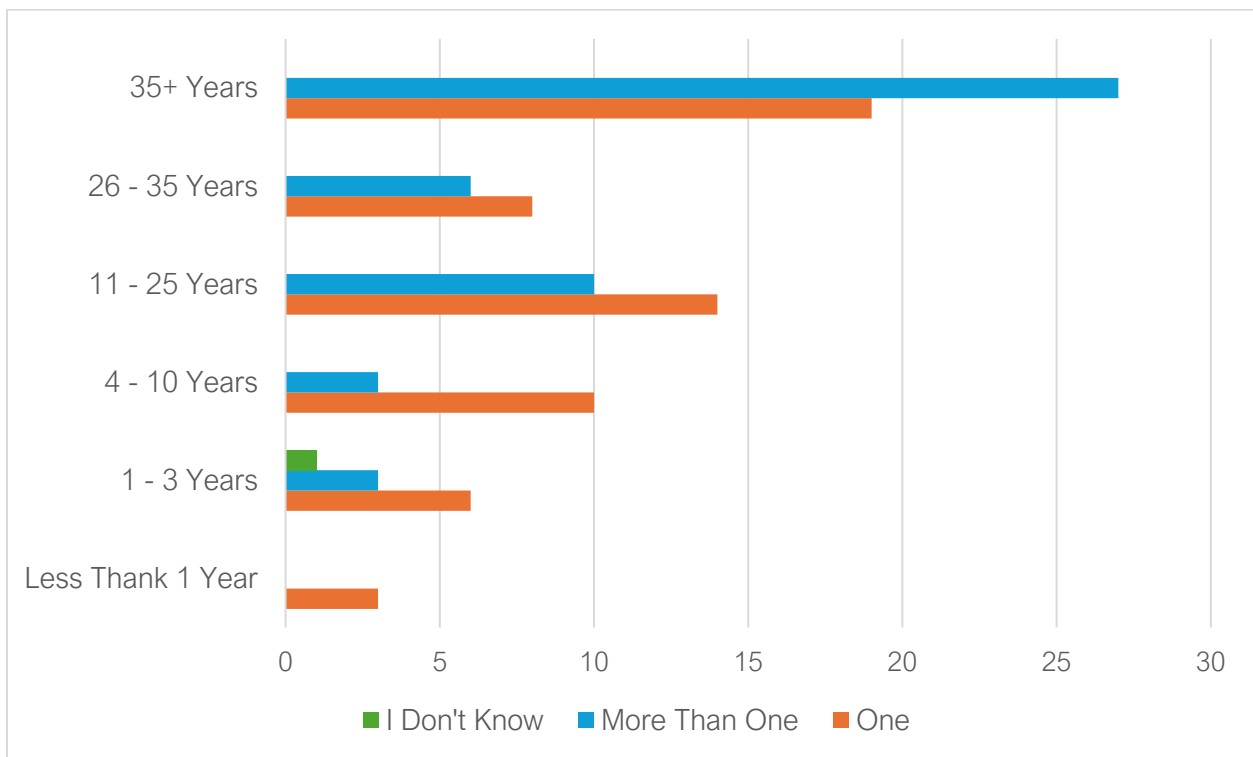
### How long has your business been operating?



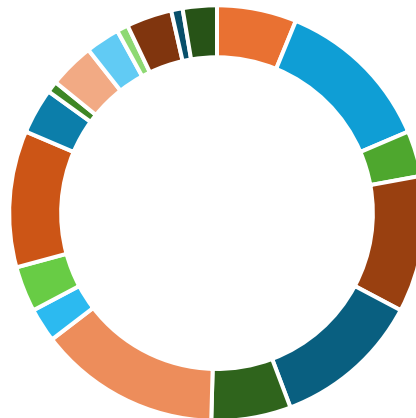
### Years in Business vs Business Categorization



### Years in Business vs Number of Locations

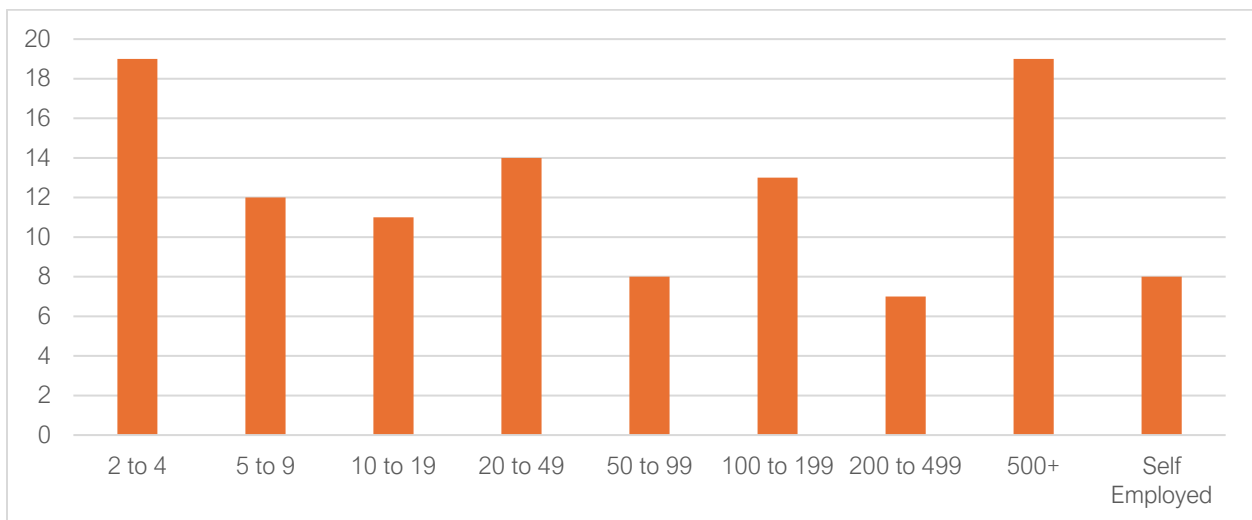


### Industry of respondents

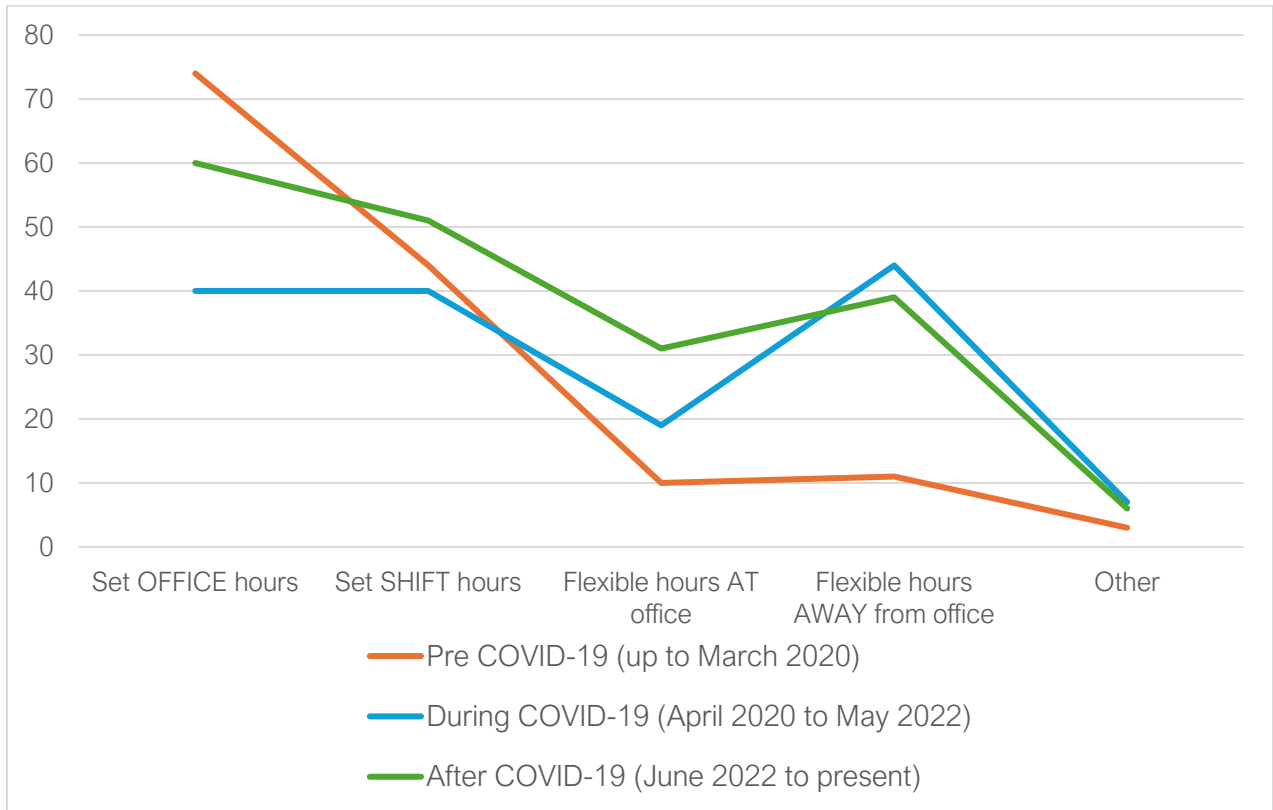


- Accommodation and Food Service
- Arts, entertainment and recreation
- Educational Services
- Health and Social Assistance
- Manufacturing
- Professional, scientific and technical services
- Real estate and rental and leasing
- Transportation and warehousing
- Wholesale trade
- Agriculture, forestry, fishing and hunting
- Construction
- Finance and Insurance
- Information and cultural industries
- Other
- Public Administration
- Retail trade
- Utilities
- Blank

### Including yourself, how many employees does your business have in total?



### What are the work arrangements for your employees?



## Hiring

The second section of the survey was on Hiring practices and included the following questions:

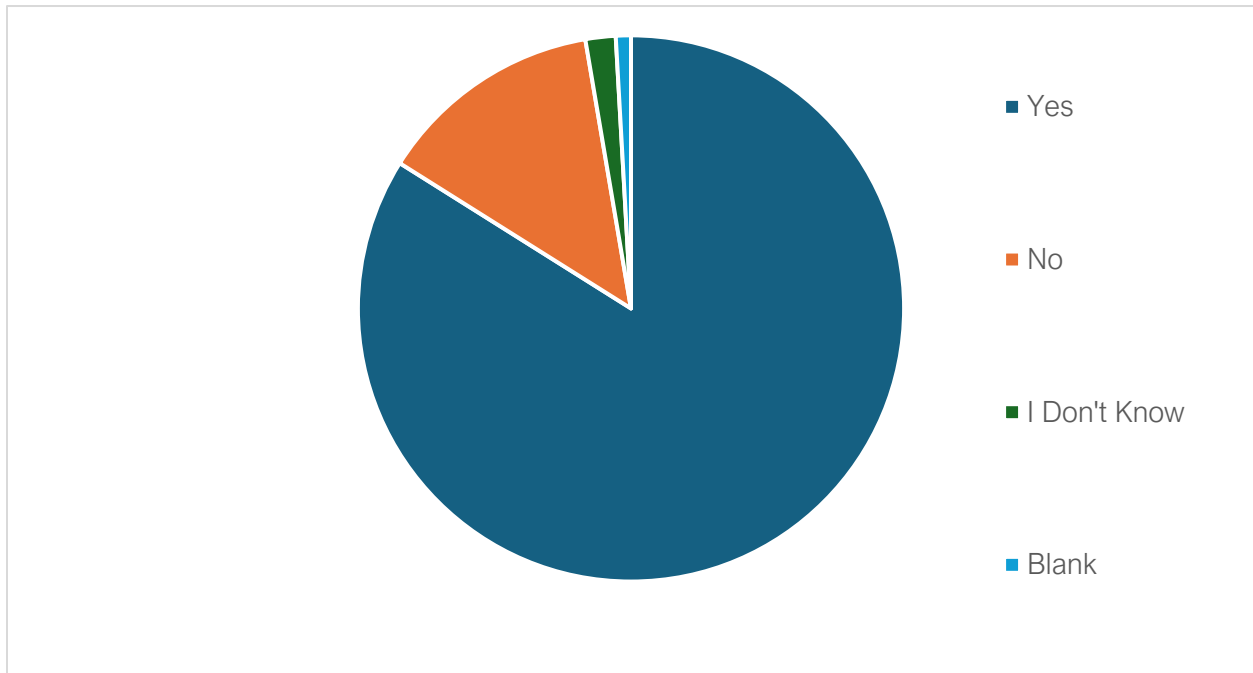
1. Did your business hire new staff in the last 12 months?
2. How many people did you hire in the last 12 months?
3. Do you plan on hiring in the next 12 months?
4. How many people will you hire in the next 12 months?

## Key Data Points

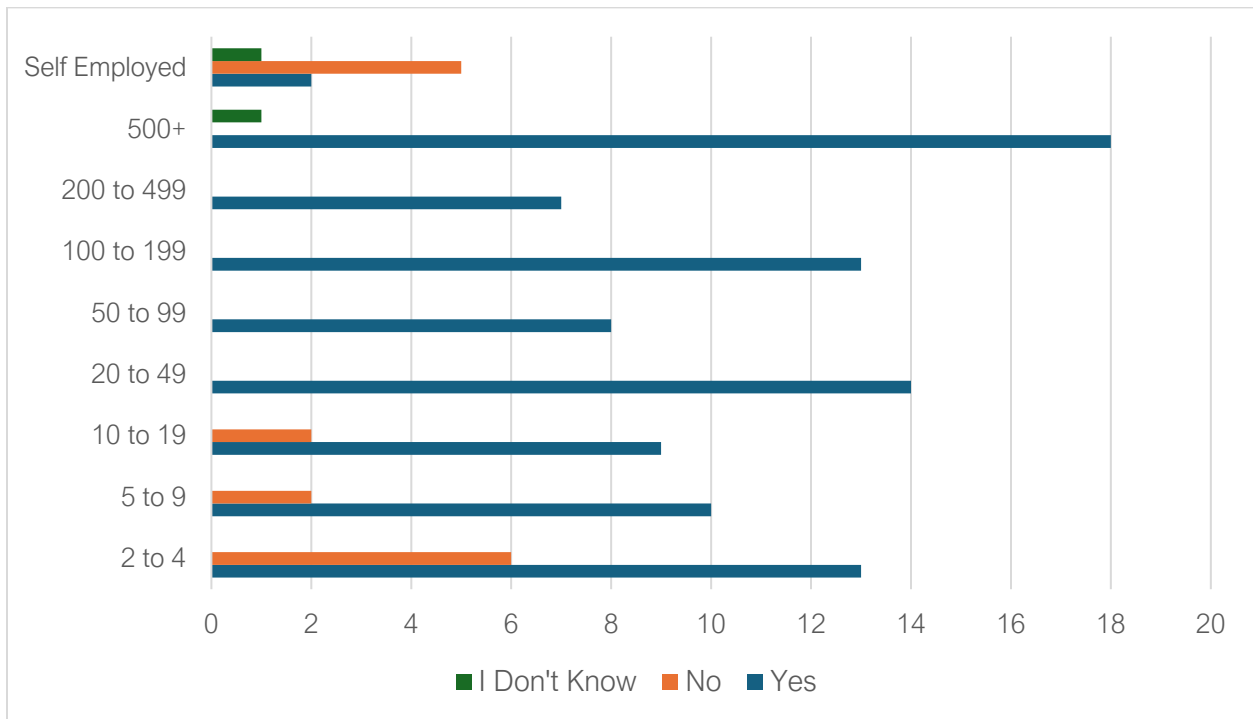
- 84% of businesses hired new employees in the last 12 months
- Hiring was distributed across all sized businesses in the last 12 months
- All businesses with 20 – 500+ employees had new hires in the past 12 months
- 42% of businesses hired 1 – 5 people in the last 12 months
- 66% of businesses will be hiring in the next 12 months
- A minimum of 1134 new hires will be taking place in the next 12 months in Durham Region

## Graphical Representation

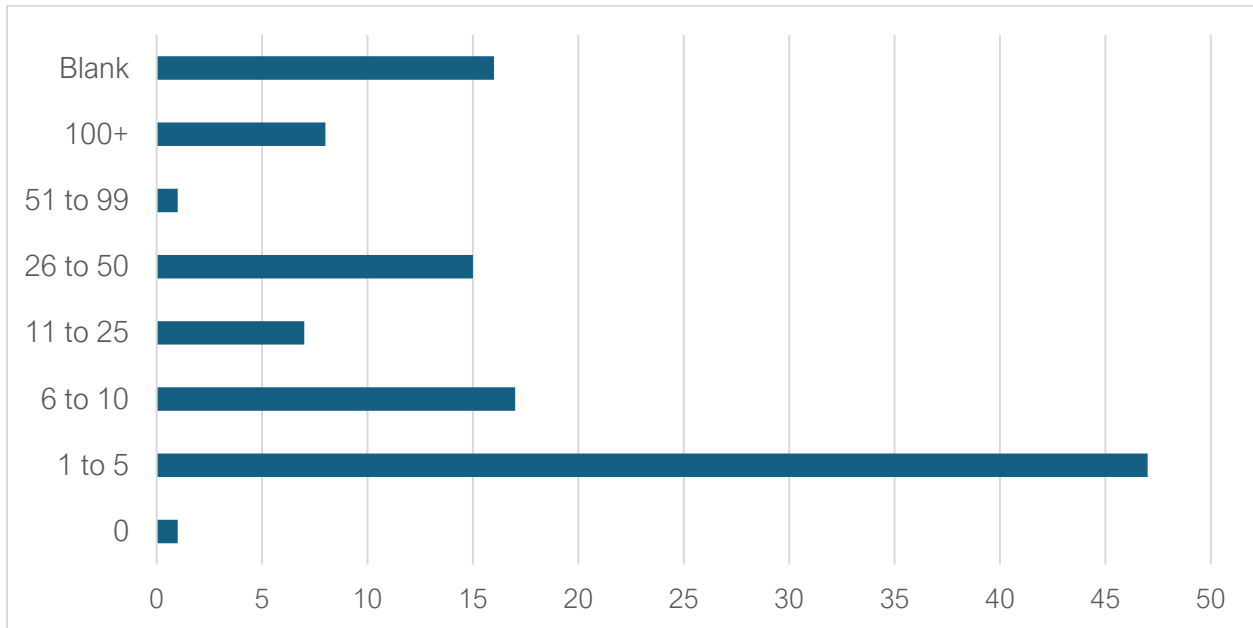
### Did your business hire new staff in the LAST 12 months



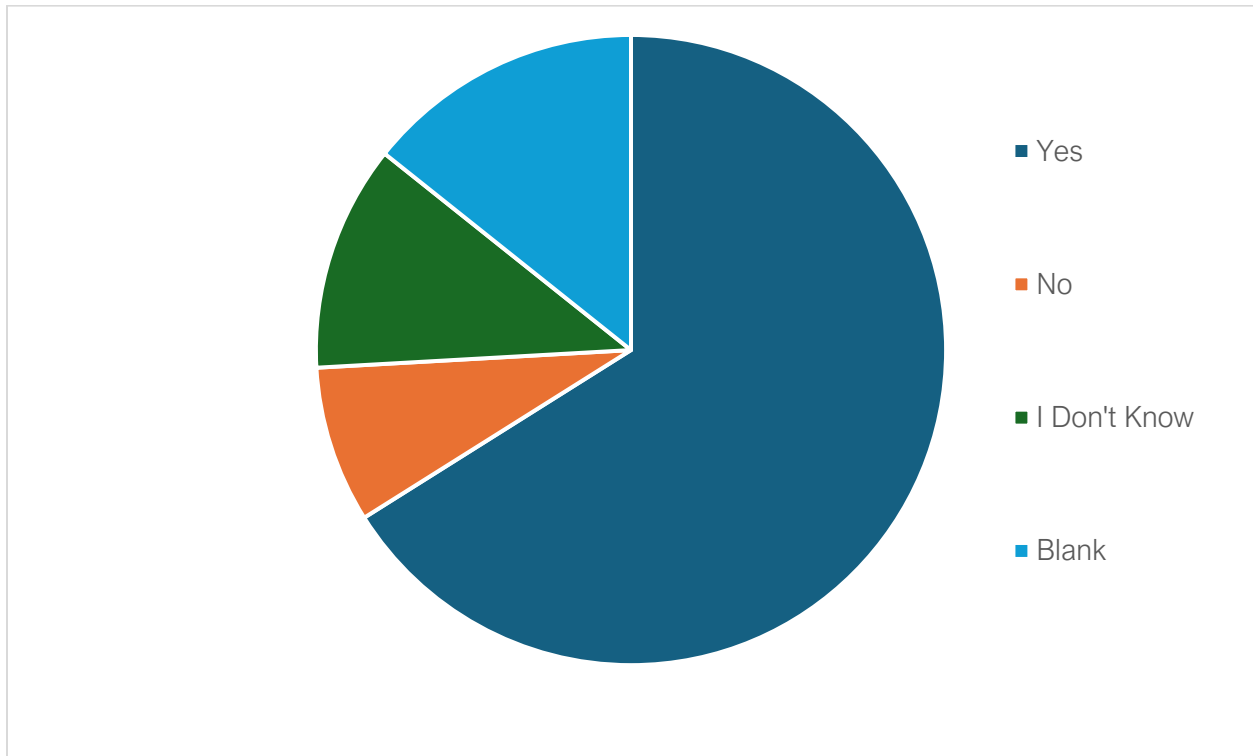
### # Employees vs New Staff Hires



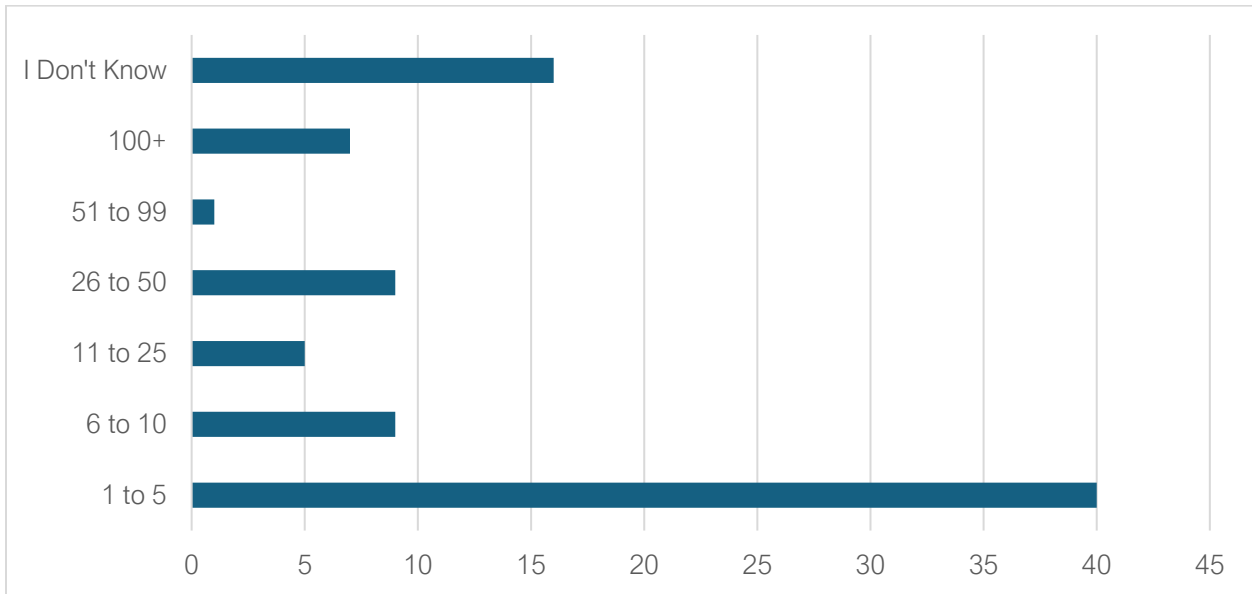
### How many people did you hire in the LAST 12 months?



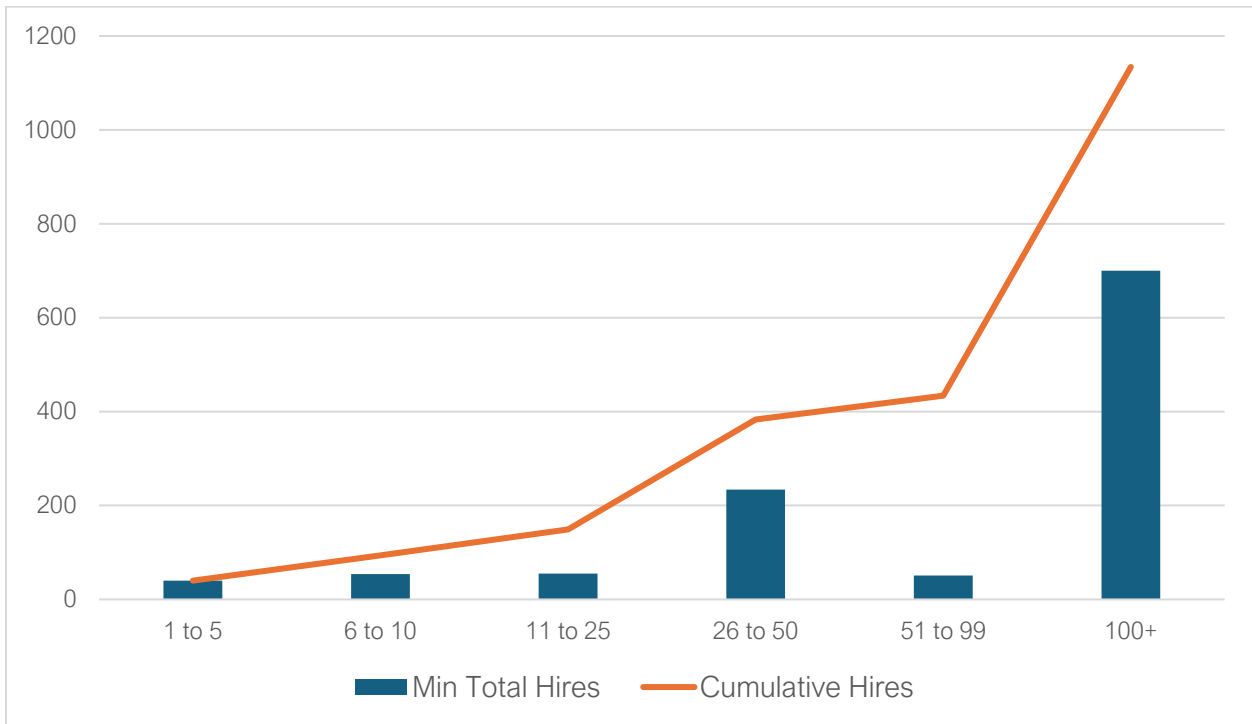
### Do you plan on hiring in the NEXT 12 months?



### How many people will you hire in the NEXT 12 months?



### Minimum number of new hires for next 12 months



## Separations

The following two questions were on Separations

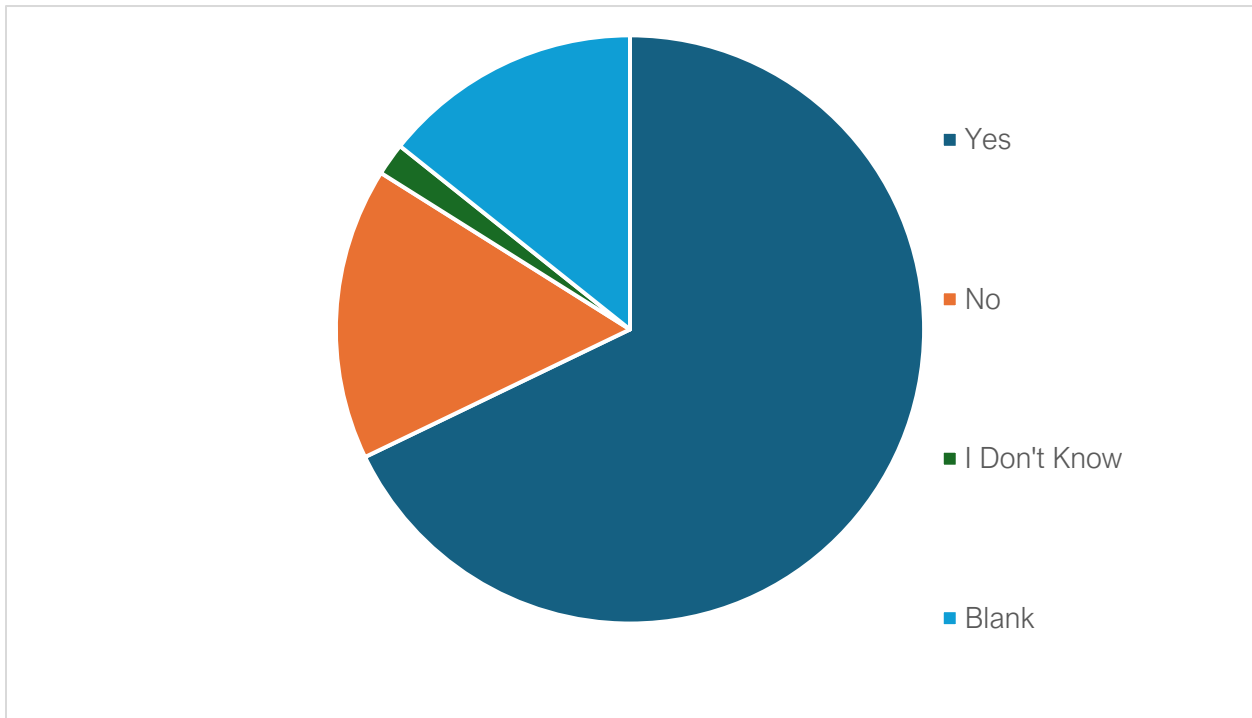
1. Did your business experience any separations over the last 12 months?
2. Do you have employees on layoff?

## Key Data Points

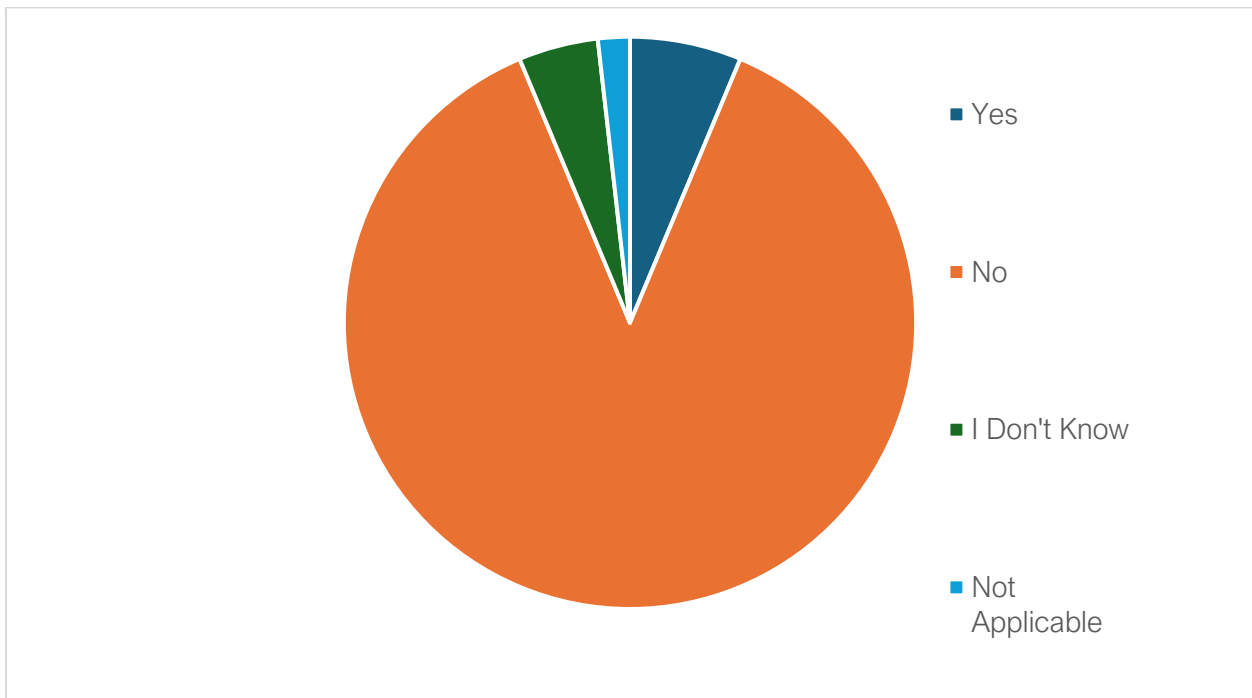
- 68% of businesses experienced separations in the last 12 months
- 87% of businesses do NOT have employees on layoff

Graphical Representation

Did your business experience any separation over the last 12 months?



Do you have employees on layoff?



## Recruiting

The following questions were asked in relation to recruiting:

1. What methods does your business use to recruit employees?
2. Do you currently face any challenges with hiring employees?
3. What EXTERNAL challenges with applicants do you face with the recruitment of employees?
4. If applicable, please specify the 'other' external challenges you face
5. What are the skills that applicants are missing that you desire in an employee? Name up to 3
6. What experience are applicants missing that you desire in an employee?
7. What credentials are missing in applicants that you would like your employees to have?
8. What INTERNAL challenges within your business do you face with the recruiting of employees?
9. If applicable, please specify the 'other' internal challenges you face
10. List the top 3 positions you have the greatest challenge filling in your organization
11. In the last 12 months have you faced any challenges with the retention of employees?
12. What do you think your business is currently facing challenges with the retention of employees?

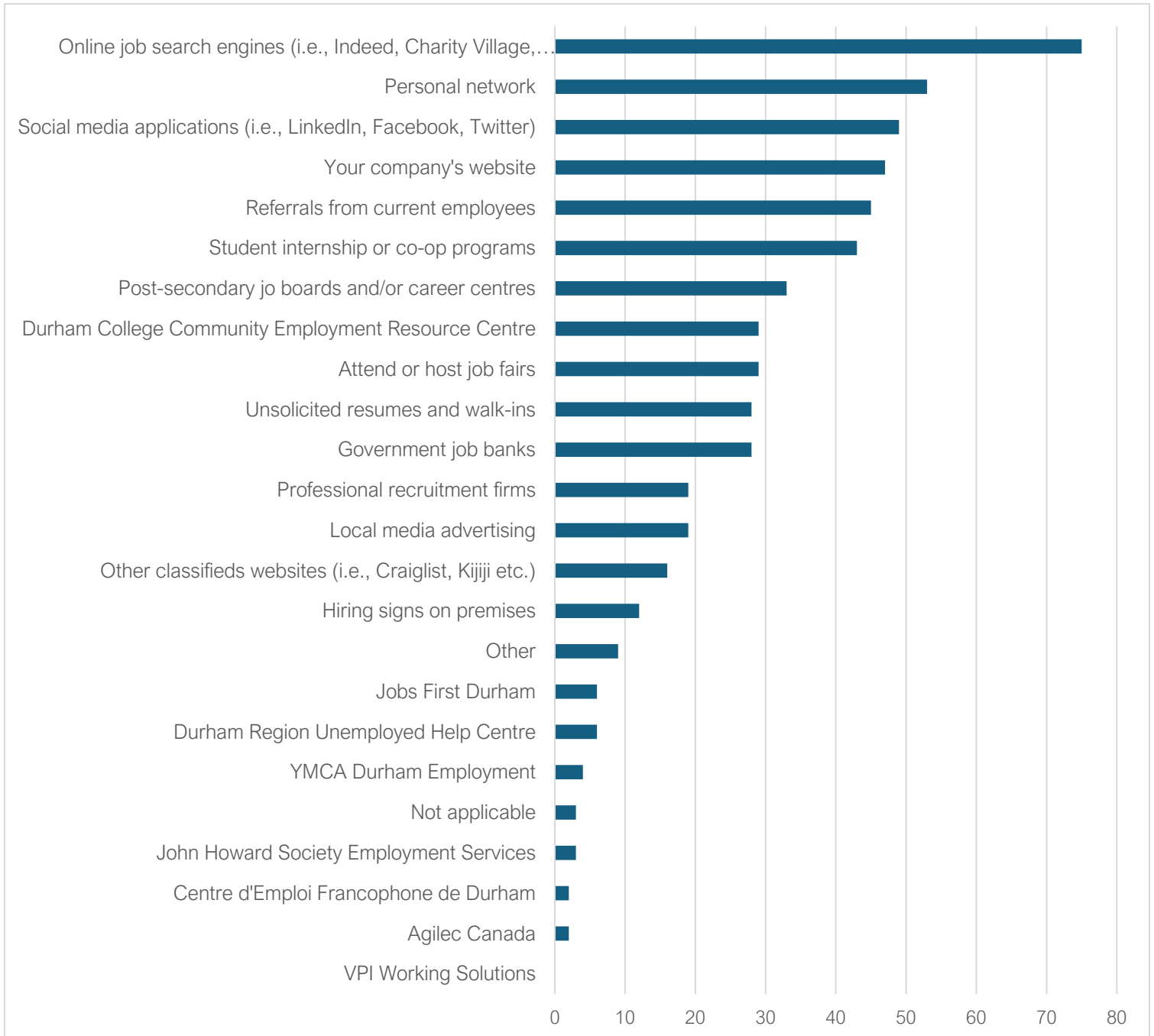
## Key Data Points

- The top 10 methods for recruiting are:
  - 67%: Online job search engine
  - 47%: Personal network
  - 44%: Social media
  - 42%: Company website
  - 40%: Referrals from current employees
  - 38%: Student internships or co-ops
  - 29%: Post-secondary job boards and/or career centres
  - 26%: Durham College Community Employment Resource Centre
  - 26%: Attend or host job fairs
  - 25%: Unsolicited resumes and walk-ins
  - 25%: Government job banks
- 54% of businesses experienced challenges hiring employees
- Industries with the greatest challenges in hiring are: (note, businesses with only 1 respondent for their industry were not included as it is not a fair representation of the industry as a whole)
  - 87.5%: Health and Social Assistance
  - 75%: Manufacturing
  - 61.5%: Educational Services
  - 58%: Construction
- The two most common external challenge with recruiting employees are:
  - 45% of applicants do not have the correct skills
  - 36% have a lack of experience
- Additional hiring challenges include:
  - Compensation expectations from applicant / competitive wages

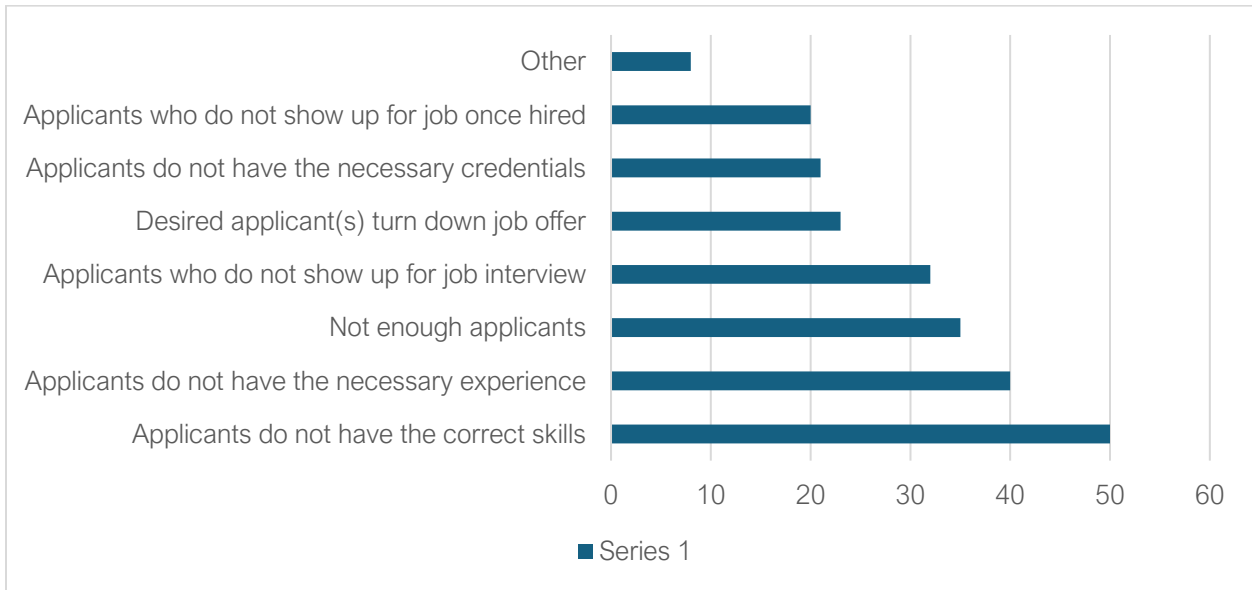
- Specialized skills & Credentials missing (ex. Heavy Equipment Technician, occupational therapists, social workers, physiotherapists)
- Willingness to work shift hours and/or outside of 9am-5pm
- Willingness to work in an office and/or work in a hybrid arrangement
- Lack of commitment, reliability and drive/motivation for work
- Lack of qualified applicants
- Funding grants
- Municipal support
- Applicant feels they are too qualified after they accept the position
- We use Personal Support Workers and the Province unfairly funds our PSWs at lower rates than Long Term Care or Hospital PSWs. This proves challenging when recruiting PSWs.
- Generating enough revenue to support hiring more employees
- Businesses that experience challenges recruiting employees experience the greatest challenges using these recruiting methods:
  - 68%: Personal network
  - 67%: Referrals from current employees
  - 65%: Social media
  - 64%: Company website
  - 59%: Online job search engines
- Business that experienced the LEAST challenges recruiting employees use these recruiting methods:
  - 100%: Centre d'Emploi Francophone de Durham
  - 67%: Other
  - 50%: Agilec Canada
  - 43%: Government job banks
  - 39%: Student internship or co-op programs
- The Health and Social Assistance businesses face the greatest challenges with hiring employees.
- The most important skills which applicants are missing are
  - 23%: interpersonal skills (inward)
  - 19.5%: soft skills (outward)
  - 19.5%: experience specific to the position they are applying for and/or for the industry they are applying to
- For specific experience and credentials that applicants are missing see Appendix II
- 45% of respondents indicated that 'budget' was their greatest internal challenge when recruiting employees followed by 30% indicating that 'Not enough time' was their greatest internal challenge.
- For the top 3 positions that are most challenging to fill see Appendix II
- 41% of employers have faced challenges with the retention of employees
  - 29%: employees pursuing other opportunities
  - 25%: salary / benefits
  - 18%: lack of advancement

## Graphical Representation

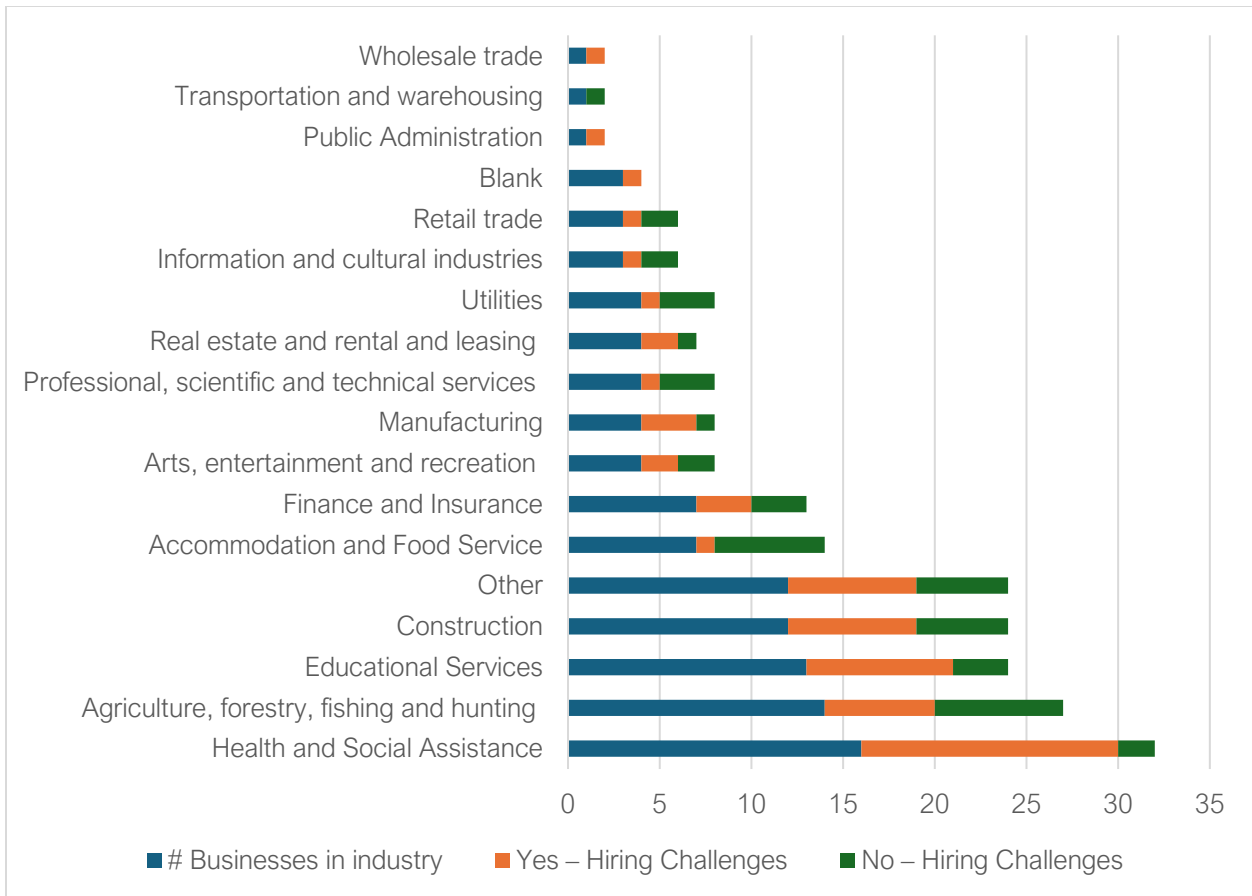
### What method(s) does your business use to recruit employees?



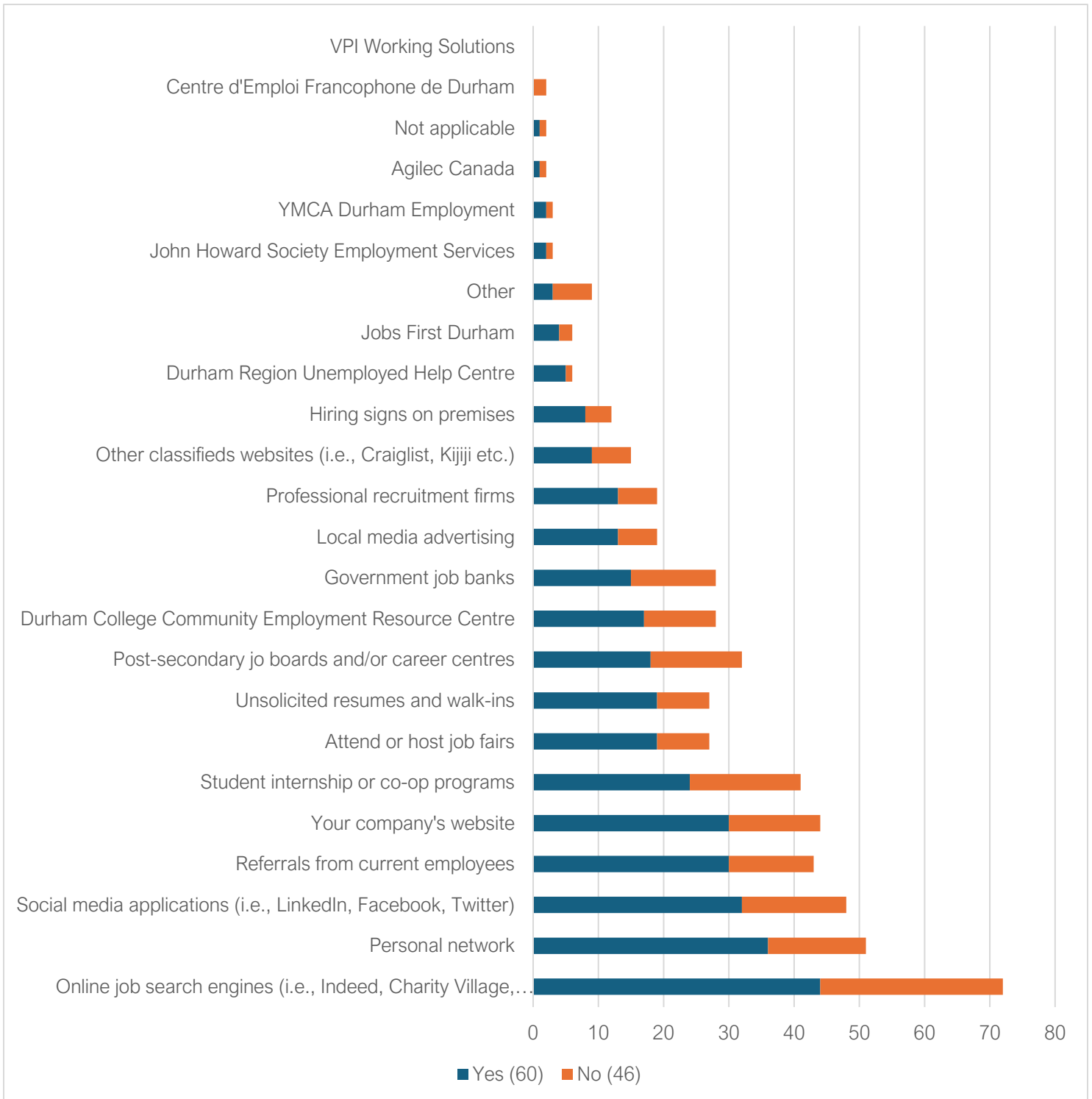
### What EXTERNAL challenges with applicants do you face with the recruitment of employees?



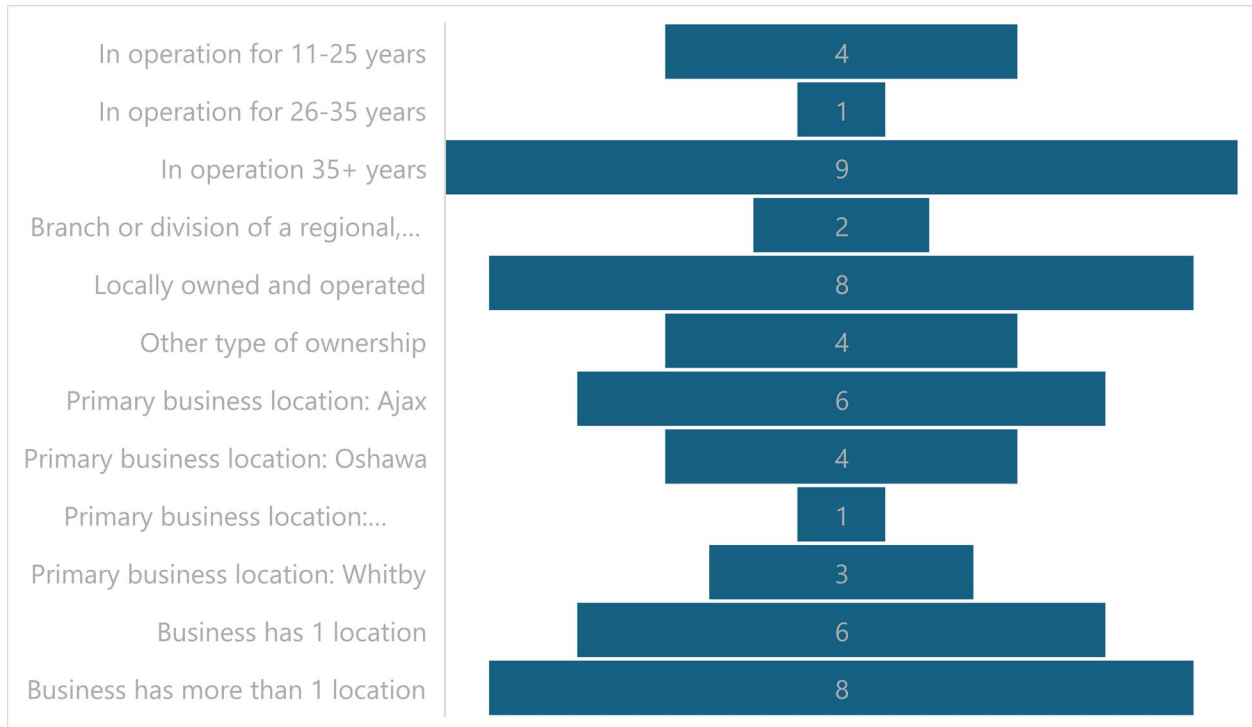
### Industry vs Hiring Challenges



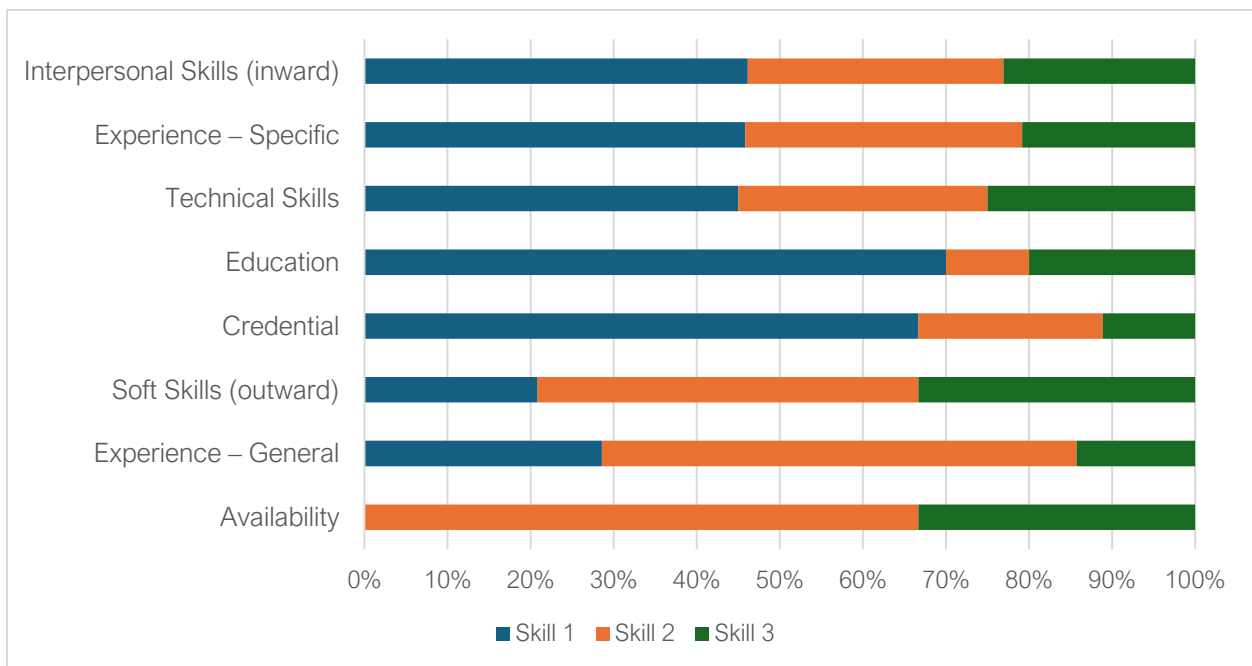
## Methods of Recruiting vs Hiring Challenges



## Demographic Data on Health and Social Assistance businesses that face challenges with hiring employees



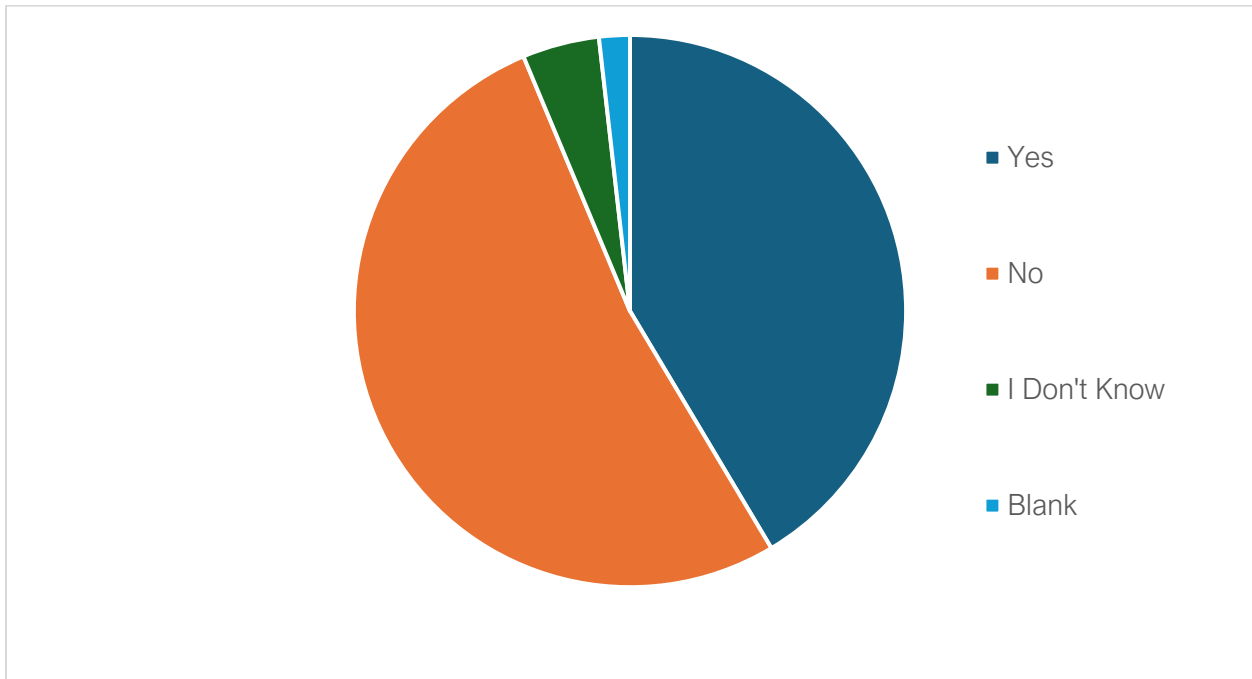
## Categorization of top 3 missing skills in applications







**In the last 12 months have you faced any challenges with the retention of employees?**



**Why do you think your business is currently facing challenges with the retention of employees?**



## Training

Training questions covered both employer training and skills requirements. The following questions were asked:

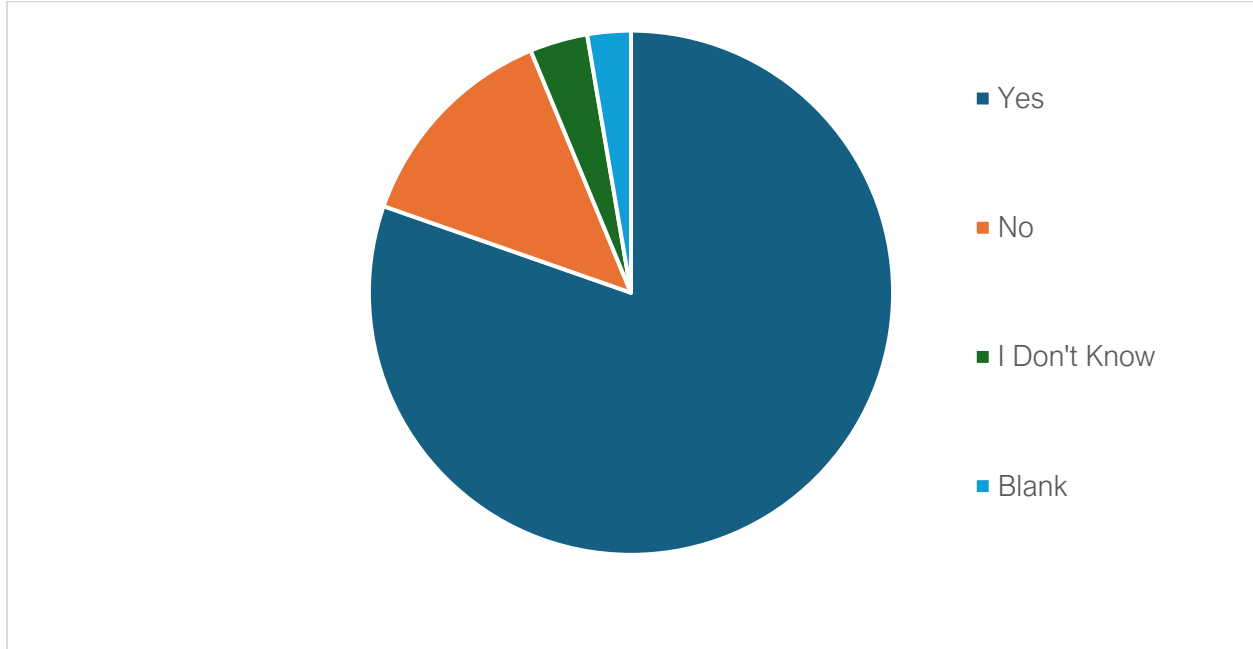
1. Has your business been able to provide or support ongoing training or education opportunities for your employees within the last 12 months?
2. What were the 3 most common types of training and/or education opportunities provided to employees?
3. Please indicate the top 5 skills you need from your current and future employees
4. If applicable, please specify 'other' skills you need from current and future employees

## Key Data Points

- 80% of businesses have provided or supported training for employees in the last 12 months
- Three most common types of training provided to employees are
  - 43%: technical skills
  - 38%: general training (transferrable)
  - 35%: specific training for job
- 45% of applicants were missing interpersonal and soft skills however only 13% of employers offered training /education opportunities in these skills to employees
- Top 5 voted skills requirement for current and future employees are all soft skills. Top 3 are:
  - 91%: Communication
  - 76%: Problem Solving
  - 75%: Adaptability
- Other skills needed from future and current employees
  - See Appendix II

## Graphical Representation

Has your business been able to provide or support ongoing training or education opportunities for your employees within the last 12 months?



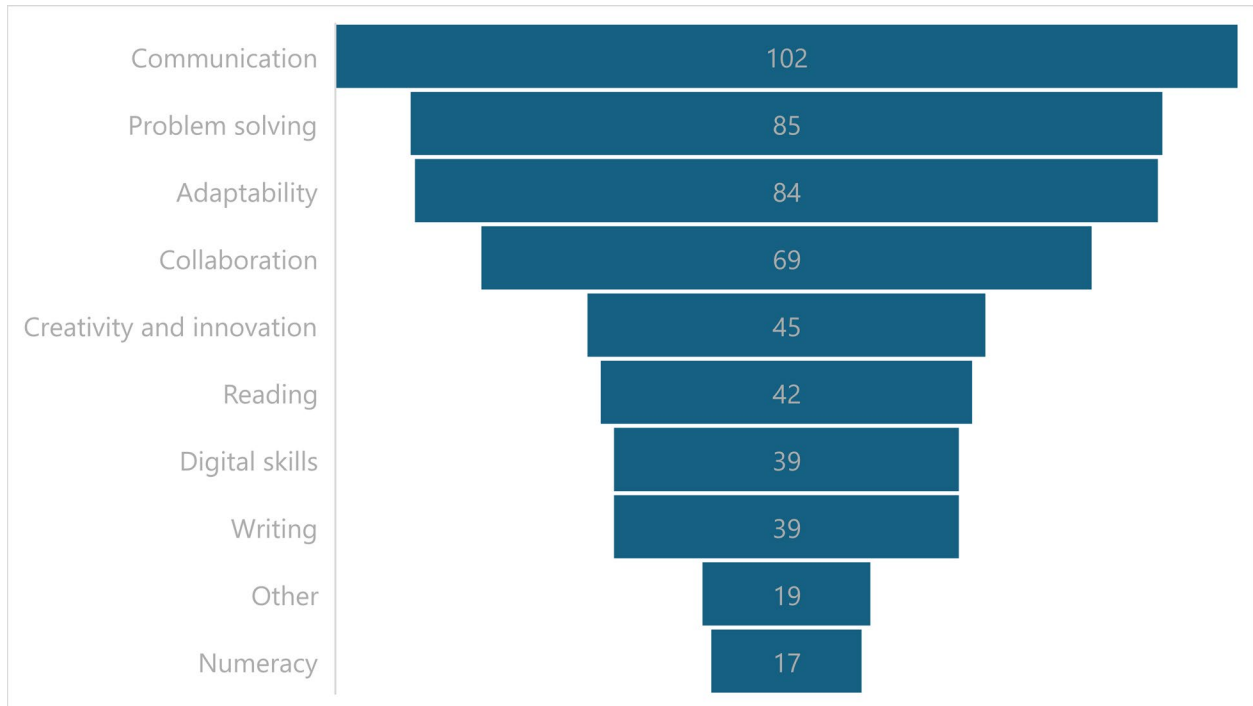
What were the three most common types of training and/or education opportunities you provided to your employees?



### Skills Missing from Applicants vs Training Provided by Employers



Please indicate the top five skills you need from your current and future employees:



## Retention and Expansion

On the topic of Retention and Expansion the following questions were asked:

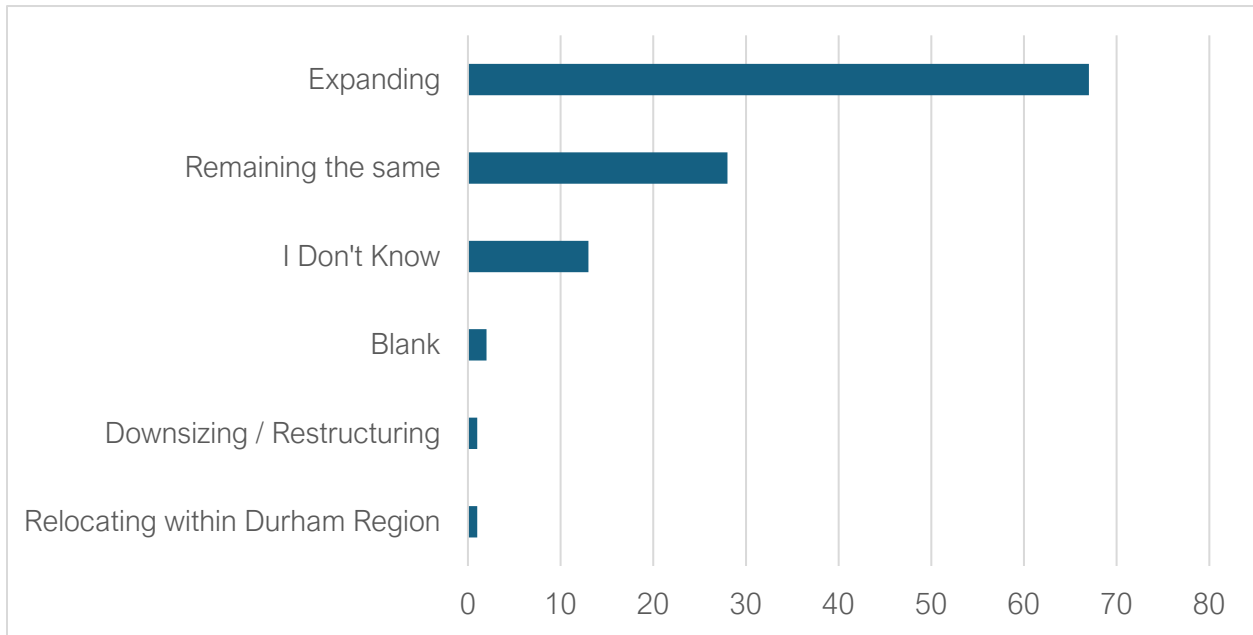
1. In the next 5 years, does your business plan on growing?
2. If applicable, why does your business plan on downsizing?
3. If applicable, why does your business plan on expanding?
4. If applicable, why does your business plan on relocating outside of Durham Region?

## Key Data Points

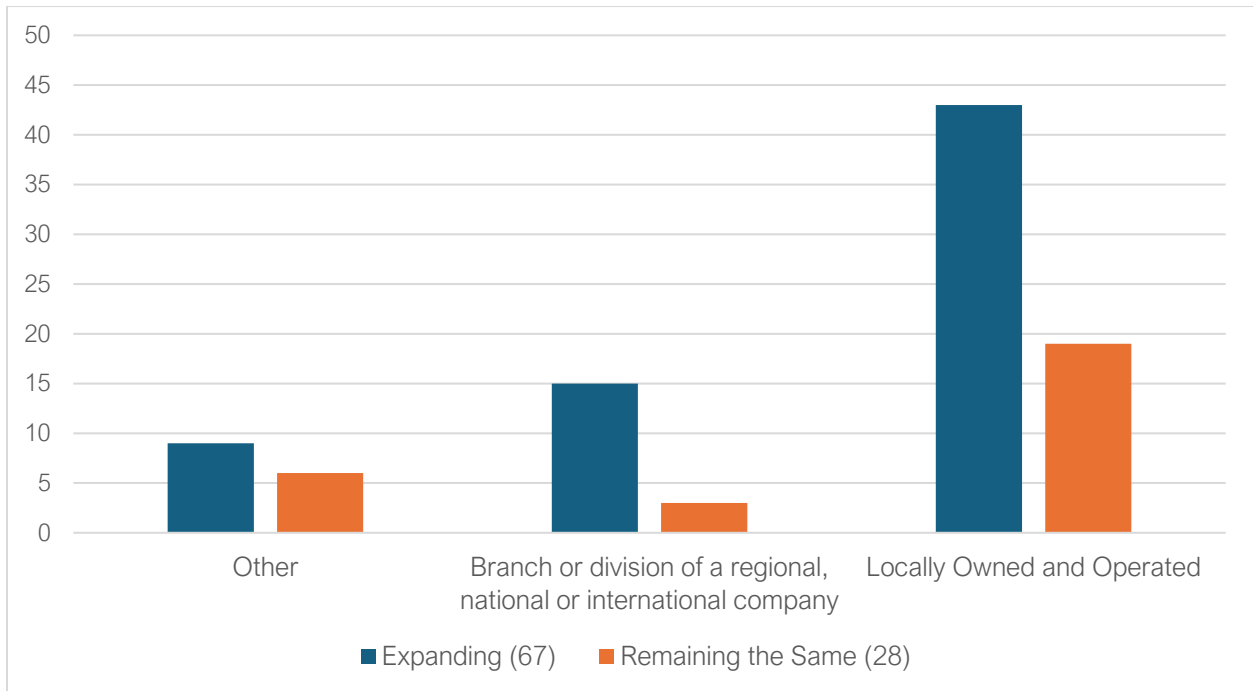
- 60% of businesses plan on expanding in the next 5 years compared with 25% who plan to remain the same
- 64% of businesses who plan to expand in the next 5 years are locally owned and operated
- Industries with greatest expectation to expand
  - 100%: Information and Cultural Industries
  - 100%: Utilities
  - 86%: Finance and Insurance
  - 83%: Construction
  - 75%: Professional, Scientific and Technical Service
  - 75%: Real Estate and Rental and Leasing
  - 57%: Agriculture, Forestry, Fishing and Hunting
  - 56%: Health and Social Assistance
  - 43%: Accommodation and Food Service
  - 38%: Educational Services
  - 25%: Manufacturing
- Industries with greatest expectation to remain the same
  - 100%: Public Administration
  - 100%: Transportation and Warehousing
  - 75%: Arts, Entertainment and Recreation
  - 67%: Retail Trade
  - 43%: Accommodation and Food Service
- Top reasons for expansion include
  - 61%: industry growing
  - 51%: increase productivity
  - 46%: increase profits
  - 39%: increase breadth of service
- Top reasons for relocating outside of Durham Region
  - Access to customers
  - Cost of real estate
  - Better growth opportunities

## Graphical Representation

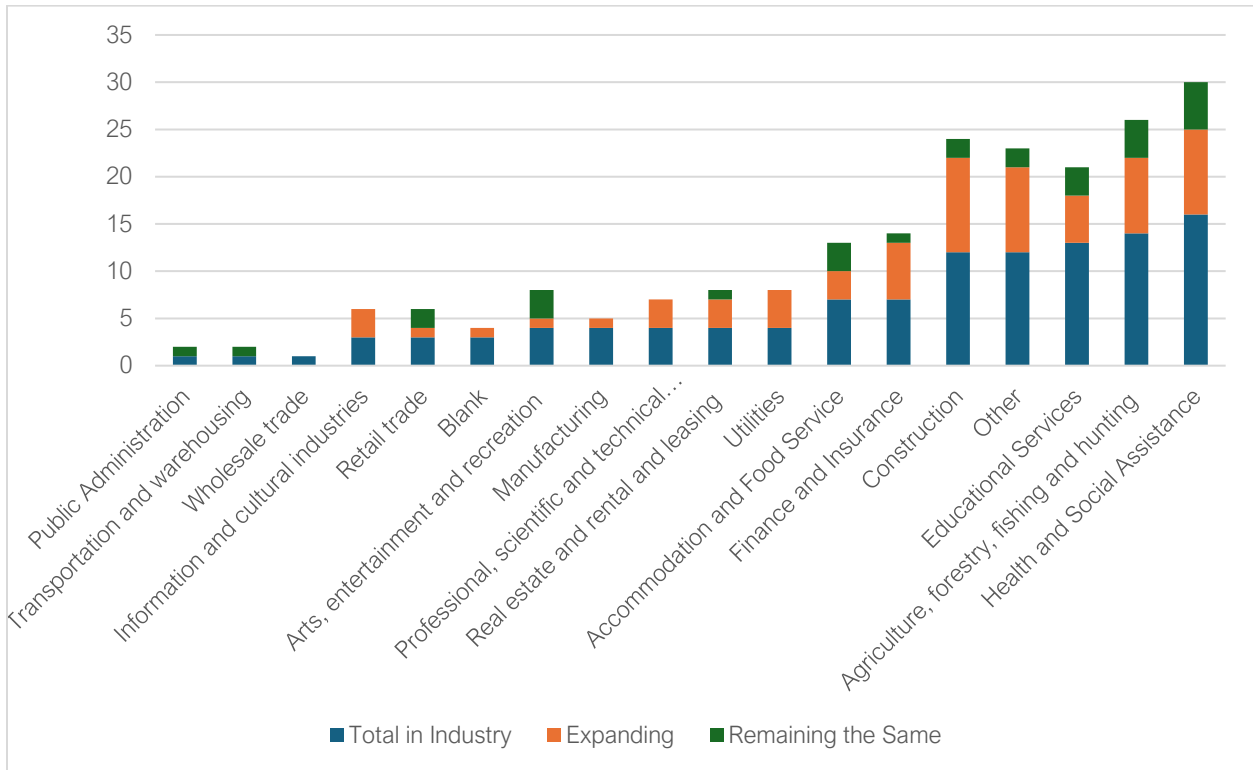
In the next five years, does your business plan on:



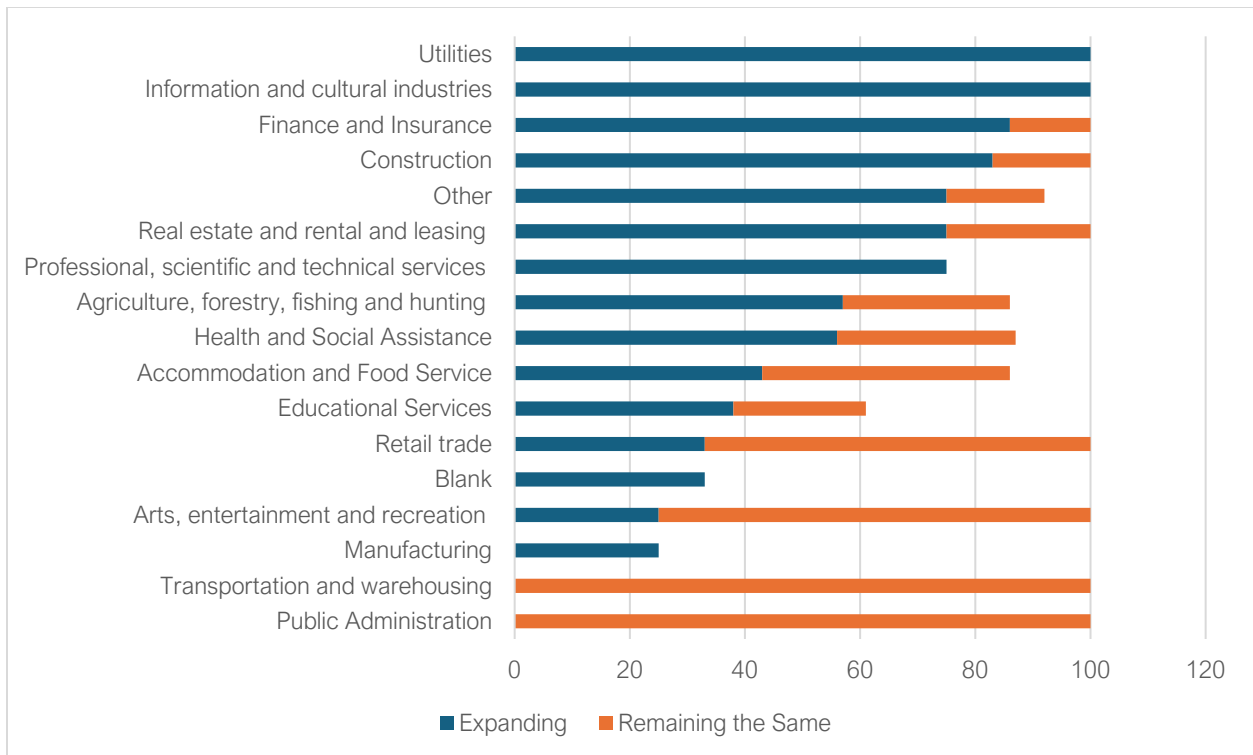
Type of Business vs Expanding or Remaining the Same



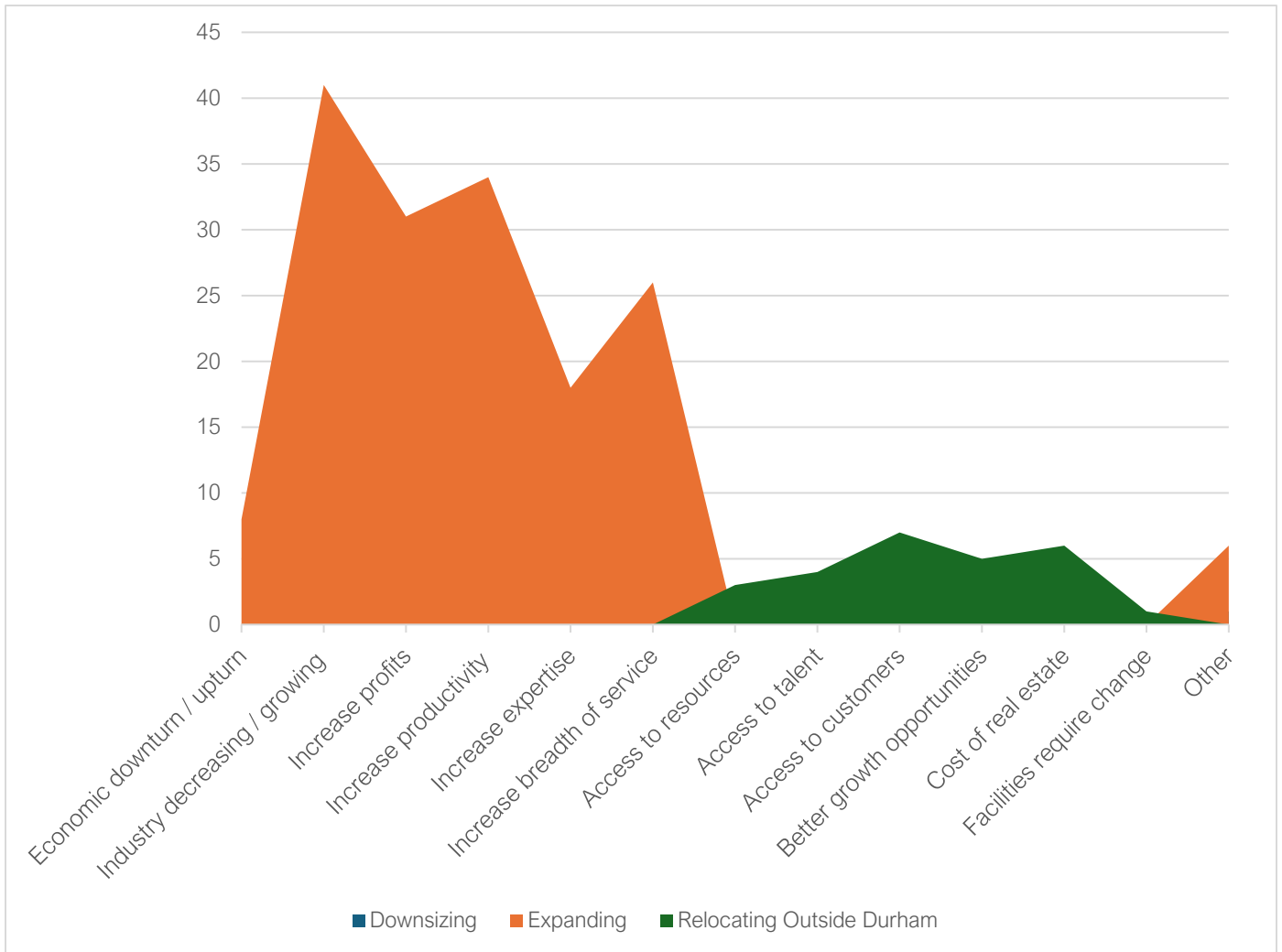
### Expanding or Remaining the Same with Total Respondents by Industry



### Expanding or Remaining the Same by Industry



### Why is your business downsizing / expanding / relocating outside Durham?



## Doing Business in Durham Region

The final 3 questions of the 2023 DWA Employers Survey were:

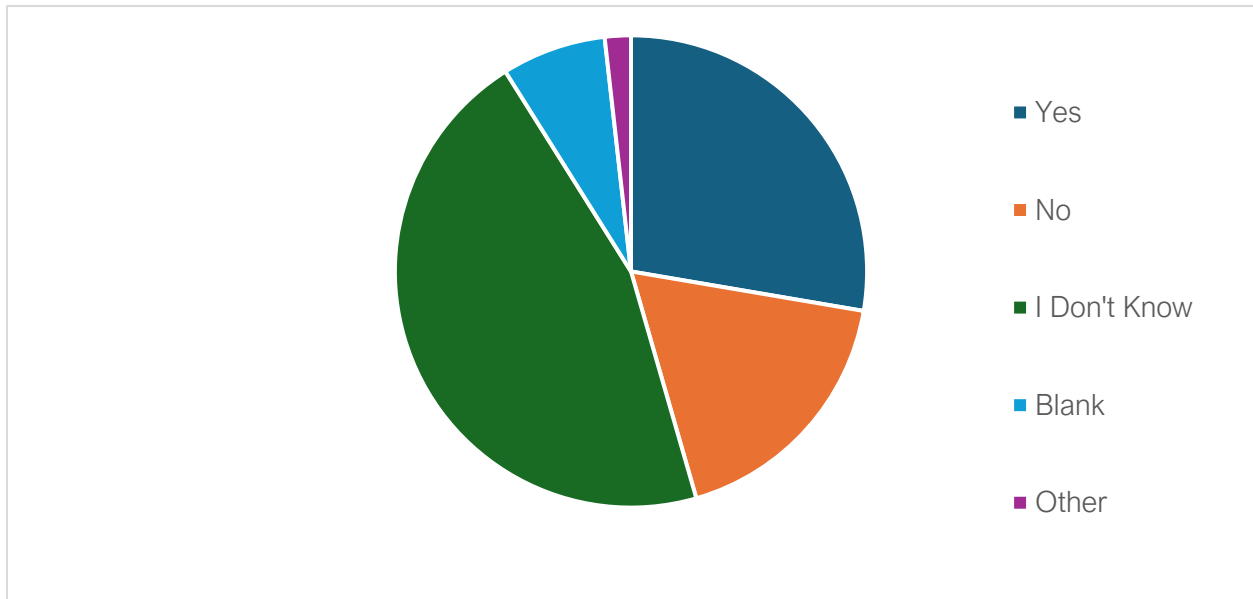
1. Are there any other support services or programs for business that you would like available in Durham Region?
2. What programs / support services would you like to be available?
3. Is there anything else you would like to share about your business, employment in the Region or labour market trends pertinent to you, that have not already been asked?

### Key Data Points

- 45.5% of businesses are unaware of whether there are support services or programs available for businesses in Durham Region
- Program or Services you would like to be available in Durham Region?
  - See Appendix II
- Is there anything else you would like to share about your business/company/organization, employment in the Region or labour market trends pertinent to you, that have not already been asked?
  - See Appendix II

## Graphical Representation

Are there any other support services or programs you would like to be available in Durham Region?



What programs/support services would you like to be available?



## Summary

The Durham Workforce Authority (DWA) Employer's Survey is an important and necessary service to understand the current state of employers and businesses within Durham Region (Region), and to identify trends and future opportunities for the expansion of businesses and employment opportunities within the Region.

This project included a review of previous Employer Surveys, the identification and use of new survey tools, the development of a marketing strategy and the analysis of survey data. It was discovered that less than 1% of the businesses within the Region took the time to complete this survey thus producing a limited perspective of the current state of businesses across the Region.

Based on the responses received, three primary recommendation categories were identified:

### **Awareness**

- Increase awareness and value of the Employer's Survey
- Increase awareness of support services for businesses across the Region
- Increase relationships between the DWA and business across the Region
- Provide opportunities for businesses to connect and learn from each other

### **Qualifications**

- Provide opportunities for soft skills training
- Increase internships and mentorship programs
- Provide specific skills training opportunities

### **Growth**

- Provide incentives for businesses to expand to multiple locations with the Region
- Establish a database for businesses under three years old to ensure they are connected with support services to ensure their businesses are successful
- Streamline and eliminate unnecessary barriers for businesses to complete projects within the Region

Several of these recommendations are interconnected therefore careful consideration should be made for the implementation and roll-out of any recommended activities.

The keys to success will be developing the strategy, implementation plan and communication plan for each initiative, establishing key goals and maintaining oversight throughout the project lifecycle.

## Appendix I

Raw survey data

## Appendix II

Long responses to survey questions

# Appendix I

## Raw Survey Data

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## Demographic information

How many locations does your business have?			
One	More Than One	I Don't Know	Blank
61	49	1	1

Where does your business have locations?							
Ajax	Brock	Clarington	Oshawa	Pickering	Scugog	Uxbridge	Whitby
18	8	48	44	25	13	11	30

Primary Location	Additional Locations							
	Ajax	Brock	Clarington	Oshawa	Pickering	Scugog	Uxbridge	Whitby
Ajax (16)	2		4	3	3	2		2
Brock (0)								
Clarington (38)	3	2	12	6	7	2	1	5
Oshawa (31)	5		5	9	5	1		6
Pickering (3)			1	1		1		
Scugog (0)								
Uxbridge (0)								
Whitby (13)	1	1	1	2	2	1	1	4
Blank (5)			1	2				2

Business Categorization			
Locally Owned and Operated	Branch or Division of a Regional, National or International Company	Other*	Blank
69	21	15	7

*Breakdown of 'Other'	
Charity	2
Federal Member of Parliament	1
Funded	1
Government Funded Community Support Organization	1
Hospital – Publicly Funded	1
Joint Venture between a Canadian and American company	1
Local Government	1

Locally run and overseen by a board of directors but is also connected to regional and national divisions	1
LP	1
Not for Profit	2
Owned by a Company in Belleville	1
Public	1
Public Library	1

How Many Years Has Your Business Been in Operation in Durham Region?						
Less than 1 Year	1 – 3	4 – 10	11 – 25	26 – 35	35+	Blank
3	10	13	24	14	46	2

Years in Business	Business Categorization			
	Locally Owned and Operated	Branch or Division of a Regional, National or International Company	Other	Blank
Less Than 1 Year	3			
1 – 3	7	1	1	1
4 – 10	11	1	1	
11 – 25	13	3	5	3
26 – 35	11	2	1	
35+	23	14	7	2
Blank	1			1

Years in Business	How Many Locations Does Your Business Have?			
	One	More Than One	I Don't Know	Blank
Less Than 1 Year	3			
1 – 3	6	3	1	
4 – 10	10	3		
11 – 25	14	10		
26 – 35	8	6		
35+	19	27		
Blank	1			1

What Industry Is Your Business In?	
Accommodation and Food Service	7
Agriculture, forestry, fishing and hunting	14
Arts, entertainment and recreation	4
Construction	12
Educational Services	13
Finance and Insurance	7
Health and Social Assistance	16
Information and cultural industries	3
Manufacturing	4
Other	12
Professional, scientific and technical services	4
Public Administration	1
Real estate and rental and leasing	4
Retail trade	3
Transportation and warehousing	1
Utilities	4
Wholesale trade	1
Blank	3

'Other' Industries Breakdown	
Other: Software	1
Other: Fashion / clothing	1
Other: Channel Marketing/Technology	1
Other: Insurance	1
Other: Local Government	1
Other: Battery Power & Charger Distributor	1
Other: Powder Coating	1
Other: Assistance with Federal Government programs and services	1
Other: Electronic Repair	1
Other: Employment service - temp perm and contract	1
Other: Not for profit	1
Other: Advertising	1

What is Your Job Title?	
2SGBTQ+ HIV/HEP C Testing Outreach	1
Administrative Assistant	2
Bookkeeper	1
Branch Manager	1
CEO (includes CEO & Founder, CEO & Owner and Interim President & CEO)	6
Clinical Supervisor	1
Commercial Account Manager	1
Communications Specialist	1
Community Giving Officer	1
Coordinator (includes Volunteer Services, People and Project)	4
Deputy Operations Manager	1
Director Customer Experience & Creative Services	1
Director Human Resources (includes Administration & HR)	4
Director of Development	1
Director of Operations	1
Director of Rehabilitation	1
Employment Support Professional	1
Executive Assistant to the Federal Member of Parliament in the riding of Oshawa Ontario.	1
Executive Director	7
Financial Advisor and Financial Professional	2
Founder	1
General Manager	4
Home Renovation	1
Housing Manager	1
Human Resources (includes Manager, Administrator, LR Manager, Generalist, Strategic Lead, Business Partner, Consultant and Coordinator)	15
Industry Liaison	1
Manager (includes Manager & Owner, People & Culture, Talent Acquisition, PDC, Recruitment and Business Development)	12
Owner (includes Owner Operator and President)	15
Partner	2
Powder Coat Technician	1
President	7
Principal (Education)	1
Principal Accountant	1
Program Manager	1
Real Estate Broker	1
Salesperson	1
Senior Consultant	1
Senior Manager, Client Services	1
Student	2
Blank	4

Including yourself, how many employees does your business have in total?									
2-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	Self	Blank
19	12	11	14	8	13	7	19	8	1

What are the work arrangements for your employees?				
	Pre COVID-19 (up to March 2020)	During COVID-19 (April 2020 to May 2022)	After COVID-19 (June 2022 to present)	% change before vs after COVID
Set OFFICE hours	74	40	60	-19%
Set SHIFT hours	44	40	51	16%
Flexible hours AT office	10	19	31	210%
Flexible hours AWAY from office	11	44	39	255%
Other	3	7	6	100%

## Hiring practices

Did your business hire new staff in the LAST 12 months?			
Yes	No	I Don't Know	Blank
94	15	2	1

# Employees In Business	New Staff Hires in the last 12 months			
	Yes	No	I Don't Know	Blank
2-4	13	6		
5-9	10	2		
10-19	9	2		
20-49	14			
50-99	8			
100-199	13			
200-499	7			
500+	18		1	
Self Employed	2	5	1	
Blank				1

How many people did you hire in the LAST 12 months?							
0	1-5	6-10	11-25	26-50	51-99	100+	Blank
1	47	17	7	15	1	8	16

Do you plan on hiring in the NEXT 12 months?			
Yes	No	I Don't Know	Blank
74	9	13	16

How many people will you hire in the NEXT 12 months?							
1-5	6-10	11-25	26-50	51-99	100+	I Don't Know	Blank
40	9	5	9	1	7	16	25
Minimum number of new hires for 2024							
40	54	55	234	51	700	Total: 1134	

## Separations

Did your business experience any separation over the last 12 months?			
Yes	No	I Don't Know	Blank
76	18	2	16

Do you have employees on layoff?				
Yes	No	I Don't Know	Not Applicable	Blank
7	97	5	2	1

## Recruiting

What method(s) does your business use to recruit employees?	
Agilec Canada	2
Attend or host job fairs	29
Centre d'Emploi Francophone de Durham	2
Durham College Community Employment Resource Centre	29
Durham Region Unemployed Help Centre	6
Government job banks	28
Hiring signs on premises	12
Jobs First Durham	6
John Howard Society Employment Services	3
Local media advertising	19
Online job search engines (i.e., Indeed, Charity Village, Workopolis etc.)	75
Personal network	53
Post-secondary job boards and/or career centres	33
Other classifieds websites (i.e., Craigslist, Kijiji etc.)	16
Professional recruitment firms	19
Referrals from current employees	45
Social media applications (i.e., LinkedIn, Facebook, Twitter)	49
Student internship or co-op programs	43
Unsolicited resumes and walk-ins	28
VPI Working Solutions	0
YMCA Durham Employment	4
Your company's website	47
Not applicable	3
Other	9

Do you currently face any challenges with hiring employees?				
Yes	No	I Don't Know	Other	Blank
61	46	4	1	1

Industry	# Businesses in industry	Yes – Hiring Challenges	No – Hiring Challenges
Accommodation and Food Service	7	1	6
Agriculture, forestry, fishing and hunting	14	6	7
Arts, entertainment and recreation	4	2	2
Construction	12	7	5
Educational Services	13	8	3
Finance and Insurance	7	3	3
Health and Social Assistance	16	14	2
Information and cultural industries	3	1	2
Manufacturing	4	3	1
Other	12	7	5
Professional, scientific and technical services	4	1	3
Public Administration	1	1	0
Real estate and rental and leasing	4	2	1
Retail trade	3	1	2
Transportation and warehousing	1	0	1
Utilities	4	1	3
Wholesale trade	1	1	0
Blank	3	1	0

What EXTERNAL challenges with applicants do you face with the recruitment of employees?	
Not enough applicants	35
Applicants do not have the correct skills	50
Applicants do not have the necessary experience	40
Applicants who do not show up for job interview	32
Applicants who do not show up for job once hired	20
Applicants do not have the necessary credentials	21
Desired applicant(s) turn down job offer	23
Other	8

'Other' Challenges Breakdown
Support from City of Oshawa Design and Construction office has been disappointing. Our product is used by over 32 GTA public sector clients including Region of Durham, Town of Whitby and Town of Ajax and our own City has been unsupportive to our local business.
With a skilled labour shortage, we struggle to hire Heavy Equipment Technicians
Employee expectations for salary are much higher than industry average. Employee scheduling conflicts. ie employee personal appointments take priority over scheduled shifts
Wages not competitive

Compensation on occasion
Lack of applicants
They only want to work from home. We have a hybrid model not remote work.
We operate 24 hours, we do not able to find people interested in those hours. Also difficult to maintain staffing long-term
We are in training, a paid for service model. Companies pay us, they rely on grants for training. Without any certain of grants, we have to pivot to capture individuals to train. We are often not told what grants will be available so we have to learn this and reach out to companies. Companies send us underemployed or unemployed that they are prepare to hire. We are an important ingredient to getting those "work ready" and contributing to economic growth.
Applicants don't want to work overnight and weekend hours
Applicant feels they are too qualified after they accept the position
Local wage rates
Few Occupational Therapists, Physiotherapists and Social Workers looking for employment at this time, shortage of these professionals
Salary expectations and recruits wanting remote or hybrid work arrangement
Salary expectations are very high
Finding reliable employees with the right skills and ambitions
Wages
everyone wants a job, but no body wants to work!
Our company does not have part time positions for students yet we are inundated with International students asking us for positions. When we say we don't have any, they get beligerent
Motivation
We use Personal Support Workers and the Province unfairly funds our PSWs at lower rates than Long Term Care or Hospital PSWs. This proves challenging when recruiting PSWs.
Sufficient income to be able to afford employees

<b>Businesses that experience challenges in recruiting employees use these methods to recruit</b>	<b>Yes (60)</b>	<b>No (46)</b>
Agilec Canada	1	1
Attend or host job fairs	19	8
Centre d'Emploi Francophone de Durham	0	2
Durham College Community Employment Resource Centre	17	11
Durham Region Unemployed Help Centre	5	1
Government job banks	15	13
Hiring signs on premises	8	4
Jobs First Durham	4	2
John Howard Society Employment Services	2	1
Local media advertising	13	6
Online job search engines (i.e., Indeed, Charity Village, Workopolis etc.)	44	28
Personal network	36	15
Post-secondary jo boards and/or career centres	18	14
Other classifieds websites (i.e., Craigslist, Kijiji etc.)	9	6
Professional recruitment firms	13	6

Referrals from current employees	30	13
Social media applications (i.e., LinkedIn, Facebook, Twitter)	32	16
Student internship or co-op programs	24	17
Unsolicited resumes and walk-ins	19	8
VPI Working Solutions	0	0
YMCA Durham Employment	2	1
Your company's website	30	14
Not applicable	1	1
Other	3	6

<b>Challenges in recruiting employees based on industry</b>	<b>Yes (60)</b>	<b>No (46)</b>
Accommodation and Food Service	1	7
Agriculture, forestry, fishing and hunting	6	8
Arts, entertainment and recreation	2	2
Construction	7	5
Educational Services	8	3
Finance and Insurance	3	3
Health and Social Assistance	14	2
Information and cultural industries	1	2
Manufacturing	3	1
Other	7	5
Professional, scientific and technical services	1	3
Public Administration	1	0
Real estate and rental and leasing	2	1
Retail trade	1	2
Transportation and warehousing	0	1
Utilities	1	3
Wholesale trade	1	0
Blank	1	0

<b>Demographic Data on Health and Social Assistance businesses that face challenges with hiring employees</b>	
In operation for 11-25 years	4
In operation for 26-35 years	1
In operation 35+ years	9
Branch or division of a regional, national or international company	2
Locally owned and operated	8
Other type of ownership	4
Primary business location: Ajax	6
Primary business location: Oshawa	4
Primary business location: Pickering	1
Primary business location: Whitby	3
Business has 1 location	6
Business has more than 1 location	8

What are the skills that applicants are missing that you desire in an employee?  
Name up to three:

Experience	Work Ethic	College Program
Technical - heavy equipment	Safety focus	Customer focus
Fluent in English	Able to work full time	Communication
Problem solving	Interpersonal skills	Core Competencies
Resilience	Assertiveness	Building Relationships- Interpersonal Communication
Dexterity to sew complex garments.	Industry Experience	Coaching
Red Cross instructor certification	Being on time for work	Conflict Resolution
Technical Experience	Customer Service	communications skills, organizational behaviour knowledge
Taking Initiative	Bi-lingual (French/English)	takes initiative
Finance	Course Development	innovation
Horticultural experience	Resiliency	Skills in community rehab
Young applicants have no work ethics...don't respect an employer	Work ready, job is scheduled and they need to be reliable	customer experience
Conflict Management	Communication	Industry Specific Knowledge
Technical	self -accountability/regulation	Farm tools and equipment related skills
Teaching	Interpersonal skills	technical certifications for training
Professionalism	Related experience	Financial
+10 years Commercial Driving verifiable experience	English Language	Ambition
Experience in Academia	Previous relatable experience	Willingness to work evenings and weekends
Professionalism	Interested in community rehab	Initiative
work ethic	Drivers Licence	Technical knowledge
Technical skills	Laboratory	related work experience
Related education	innovation	basic high school math and writing
Credentials	Computer	Depends on job hiring for
Licenses/certifications	Food and agriculture production	loyalty
Registered OT, PT, MSW	coaching/educational delivery skills	knowledge of organization
DSW Diploma	Sales	Medication administration
Nursing	Integrity	drive
technical job related skills	experience	Motivation

Communications	Multitasking	Self motivated
Horticultural experience	Construction experience	
Market Garden Experience	technical aptitude	
+10 years experience	sensability	
Interpersonal	Flexible hours	
Work Ethic	committment	
Specialized training in our industry	experience working with children and a non-profit organization	
Reliability	Documentation skills	
Nuclear experience	time management	
technical experience	Class D Drivers license	
work ethic	time management	
University training	Experience	
punctuality and attendance	Industry related	
Willingness to learn	Responsibility	
relevant job related experience		
Experience with people with disabilities		
writing		
Certificates		
education		
Education		
Industry (nuclear)		
System specific		
Teamwork		
Computer skills		

<b>Categorization of Missing Skills</b>	<b>Skill 1</b>	<b>Skill 2</b>	<b>Skill 3</b>	<b>Total</b>
Soft Skills (outward)	5	11	8	24
Interpersonal Skills (inward)	12	8	6	26
Technical Skills	9	6	5	20
Education	7	1	2	10
Credential	6	2	1	9
Experience – General	2	4	1	7
Experience – Specific	11	8	5	24
Availability	0	2	1	3

What experience are applicants missing that you desire in an employee?
Experience in Design and Construction AND software innovation
Similar work experience
Project management
Depends on the role
Working with children

Previous Social service work experience; in particular working with women in residential environments.
WORK READY, they want a job, but do not want to do the work when offered.
They are mostly recently graduated so no on the job experience
Related or even transferable to the field.
English language skills and innovation
Some positions require minimum previous experience in the field
noted on previous page
3 years experience working with adults with developmental disabilities
beside nursing, work experience in their fields of study
Ability to adapt to change and flex.
Industry specific knowledge
Market Garden or on Farm Experience
Certified Ministry of Transportation Courses
Industry Experience
Management and/or supervisory experience
Social skills
Nuclear
job related
hands on tool experience
Many right out of high school or university with little to no experience, but unable to hire those with experience as salary too low or no people in the job pool
hands on work experience - their expectations for salary, shifts etc are too high
Working in a Non-Profit and working in an organization that serves children and youth.
Providing community based person directed care
education
Animal care

What credentials are missing in applicants that you would like your employees to have?
Programming, Project Management
Apprenticeship training
Graduate degrees
Certifications, Licensing, Professional Designations, Post-Secondary Education
Early Childhood Education
College diploma
In-person placement opportunities. I notice less people with social service work diplomas or social work degrees.
+10 years industry experience and a wide range of experiences, including understanding of basic mechanics of commercial vehicles. It is not just 10 years driving, but that they have a wealth of knowledge about the occupation.
We look at post secondary (college/university), its not necessary to have higher.
Relevant Canadian work experience
Skilled trades certifications
MSc. OT MSc. PT MSW

DSW Diploma from college
registration with the governing bodies
Depends on the role, we have very few roles that require credentials like an MBA,
None
Diploma in Horticulture, Food or Farming
Technical train the trainer, and courses that meet provincial standards for training commercial drivers
IFIC, LLQP
Masters degree in Library & Information Management or Library Tech degree
Training
working at heights certificate
Degree in Marketing, Fundraising, Social Work
Certifications, licenses
It depends on the job category. For example, the aquatics programs need lifeguard and instructor qualifications. Another position needs a CGA/CPA designation.
DSW
education
Na
Safety training
BCS

What INTERNAL challenges within your business do you face with the recruitment of employees?			
<b>Budget</b>	<b>Not enough time</b>	<b>Not enough resources for hiring process</b>	<b>Other</b>
34	23	14	5

If applicable, please specify the 'other' internal challenges you face
Staff turnover creates a lot of recruitment and hiring for a small team.
managing employees once hired, and giving proper feedback that they will accept
Staff leaving the organization to further their education. Not making enough money
We do not have an HR department, so we have to hire along with all of our other duties. When we interview, half of applicants do not show up nor have the appropriate skills so it is time wasted. Once we do hire; the orientation/training process is timely and we are having to do multiple times a year as we cannot retain staff.
Fit with other great instructors. We would a a co-operate group to achieve our training goals of success (passing government tests)
Council approval
As valued industry trainer, corporations use us to train qualified commercial driver candidates. Not enough candidates to train. Government funding programs helps. Schools are not involved in

usage planning and therefore we are economically uncertain about future investment, both from labor and equipment.
Wages
not reading the ads they are applying for - using the gunshot approach and resumes are not professional
There is not always sufficient training provided that should be administered once the employee is hired
time to train

List the top three positions you have the greatest challenge filling in your organization.		
Position 1	Position 2	Position 3
Sales	Programming	Support
Heavy Equipment Mechanics	AZ/DZ Drivers	Sales
Labor	Customer Service	Office Manager
Housing manager	Part time superintendent	instructor
HR Coordinator	Temporary Settlement Workers	Quality Leaders
Sewing machine operator	manager	Supervisor positions of Before and After Programs
Administration	Experienced Office Staff	Employment Specialists
Service Technicians	ECE Positions	Hr people
Split Shift Positions	Director, Finance	Medical Office Assistant
President & CEO	customer service (horticultural)outside	L2 NOC Analyst
Customer service (horticultural) inside	Trades	Weekend Part-Time
Trades	Registered Nurse	Finance Positions
Physician	Customer Service Support	Casual/Relief status
Customer Service	Admin Positions	Financial Analyst
Course Instructor	Server Administrator	Quality Metallurgist
Linux Administrator	Full-Time Rotation	Social Worker
Casual Relief	International Recruitment	Technicians
frontline worker	Administration	Human Resources
Commercial Driver Instructor	Engineer	Post Harvest Processor
Entry Level Positions	Electrician	Librarian
Relief (casual)	Occupational Therapist	Overnight
Maintenance/cleaning	relief staff	Nuclear Procurement
Field Staff	Technologists	Medical Repair
Caseworker	Sales & Service Roles	Maintenance
Building Inspector	Instructor/Assessor	Program Activity Leaders
Millwright	Experienced horticultural supervisor / manager	Overnight Staff
Physiotherapist	Field Worker	engineering

part time staff	Associate Consultant	Technicians
Nurses	IT Technician	Procurement
Warehouse Roles	Part-Time Staff	Project Control
Project Manager	Servers	General labour
Experienced horticultural customer service rep	Project Manager	Drivers
Market Garden Manager	Technicians	
AZ commercial Driver trainers	carpenter	
Consultant	Fundraising Specialist	
Construction Manager	accounting	
Manager of Programming & Community Engagement	Tax Preparers	
Relief Staff	Resource Development Director	
General labour	Treatment Home Staff	
Modification Team Lead	divers	
Fleet Roles	Millwright	
general labourer	Finance	
Anything part time	Estimating	
engineering	Maintenance	
Bookkeepers	PSW	
Director of Finance		
Direct support professional part time		
millwright		
Weld		
Estimator		
Finance		
Summer camp staff		
Nursing		
general labour		

In the last 12 months have you faced any challenges with the retention of employees?			
<b>Yes</b>	<b>No</b>	<b>I Don't Know</b>	<b>Blank</b>
46	58	5	2

Why do you think your business is currently facing challenges with the retention of employees?

Downsizing/company restructuring	4
Lack of person-job fit (i.e., wrong skills for the job)	16
Lack of compatibility with management/work culture	18
Lack of advancement opportunities (i.e., raises, promotions etc.)	20
Lack of professional development opportunities (i.e., training)	4
Employees pursuing other opportunities	33
Retirements	9
Salary/benefits	28
Other	8

## Training

Has your business been able to provide or support ongoing training or education opportunities for your employees within the last 12 months?			
<b>Yes</b>	<b>No</b>	<b>I Don't Know</b>	<b>Blank</b>
90	15	4	3

What were the three most common types of training and/or education opportunities you provided to your employees?		
<b>1</b>	<b>2</b>	<b>3</b>
on site	A/z license	Skills
Management	Programming	Sales
Cyber	Database Training	Safety Training
IIDEA Training	Leadership training	Sales training
Equipment Training	Health and Safety	Settlement worker training
Workplace mental health	First aid	Disability Inclusion
Continued sewing development	OH & S	apprenticeship
Other Red Cross instructor certifications	Professional Development Training such as Curriculum Training	servicing machines
Onboarding Training	Harassment & Workplace Violence	Fire and smoke odour contaminated
Health & Safety	courses	Heath and Safety
on the job	machine operations	Computer System
safety	Environmental...mould and asbestos	Safety
Training directly related to our regulated industry	WHMIS	horticulture technican
equipment driving/learn	Accessibility	Trainings related to our work in social work (variety of on-going topics)
Health and Safety	Product	Equipment
Sales	Red seal	suicide prevention
Online PD Courses	CPI (Non-Violent Crisis Prevention)	Customer Service
Online courses	Job Specific	Diversity
Orientation for New Staff	mental health first aid	provincial legislation
Health & Safety	on the job	Health care related for community settings
crisis intervention	Micro-Credentials	Leadership Training
in person	new initiatives	Soft skills (e.g. communication)

online	Organizational Specific Training to our Industry	Standard Operating Procedures/Job Aids
Specific Industry training courses	FirstAid/CPR/ASIST	Lean
Professional Development	New software	Peer and coaching
safety	Community rehab specific	Tools and Equipemnt training
Online	Conflict Management	New technology
First Aid/CPR	Safe Management	Finance
Crisis Intervention	Continuing Education (e.g. Critical care certificates)	Ethics
New hardware	E-learning	Hands on Training
teacher training	Safety	LinkedIn Learning
Clinically specific	Industry Specific Training	Safe Management
Change Management	In person class	conference
First Aid/CPR	in house training	Bookkeeping
Skills (e.g. CPR)	Food Processing and Handling	medical
On the job	Health and safety	Volunteer Management
Internal Training	Mental Heath	customer service
Assessment	Product	supplier training
Online courses	Online Continuing Education	Conferences
Pd	conferences	First Aid
courses	First Aid	job specification
Hands on Market Garden Training	self-directed programs through other agencies	Real/hands on training
internal	Supervisory	External courses
Mandatory/legislated	Tax	WHMIS
Security/Safety	forklift	TDG
Compliance	DRHBA seminars	Online courses
Online	cpr/first aid	AODA training
Conferences - In Person	legislation	Blended
On the job training	in store	Material knowledge
Mental Health	On line	
webinars by other providers	WEllness	
Customer specific	Hydro awareness	
Software	computer based skills	
Technical	Customer service	
AED/CPR	In person	
first aid	DEI	
workplace mental health	PMP	
systems	Online conferences	
on line	DEI training	
Annual Update Training	safety training	
Leadership	Online	
In house	Safe equipment handling	
Functional		
hr		

Crane License		
customer service		
College		
Safety		
CBTs		
Safety		
Working at heights		
CPR FIRST AID		
Financial Literacy		
Lifts and falls training		
on job training		
Class		
Hands on training		

Categories of Training Provided				
Category	Skill 1	Skill 2	Skill 3	Total
Credential	11	15	4	30
Soft Skills	7	6	2	15
Technical Skills	16	14	18	48
Training – General	14	16	13	43
Training – Specific	16	11	12	39

Training Missing in Applicants vs Training Provided by Employers		
Category	Missing	Provided
Credential	9	30
Soft Skills	50	15
Technical Skills	20	48
Training – General	7	43
Training – Specific	24	39

## Skill requirements

Please indicate the top five skills you need from your current and future employees:	
Skill	Ranking
Communication	102
Problem solving	85
Adaptability	84
Collaboration	69
Creativity and innovation	45
Reading	42
Digital skills	39
Writing	39
Other	19
Numeracy	17

'Other' Skills Needed from Current and Future Employees
Bilingual French and English
Emotional intelligence, resilience, committed to learning, driven to grow their career
Assertiveness
Industrial sewing machine experience.
Ability to accept feedback and not "get their back up"
Interpersonal Skills- Building and fostering relationships
Financial Literacy
horticultural experience, supervising, sales, customer service skills
Technologies
Equine experience, Heavy equipment, skid steer, back hoe, etc.
Leadership
Conflict Resolution, Counselling skills, ability to set boundaries, Resiliency
professionalism
time management
Our employees deliver training objectives, being able to follow technical directions. We require a person to be able to preform at a high level for the tested requirements, this generally has meant that the person we hire was well-trained when they were licensed. So "the right" experience which allowed them to be the "best of class"(not crashing commercial vehicles, not getting tickets, and preforming all maneuvers and driving all vehicle including standard transmissions).
Responsibility, accountability, resiliency
interpersonal customer service skills
Canadian Experience
An RECE
Digital literacy
Advanced nursing skills

None
Public speaking
Loyalty
horticultural knowledge
Strategic thinking, Relationship Building
Time management, task completion with efficiency
hands-on trade skills
ACZ Commercial license
Interpersonal
Flexibility, emotional intelligence
Accounting skills, organization, detail-oriented, take initiative
sensibility ie working safely
can take accountability for things - plus attendance
Social media
willing to work
wanting to work/ motivation
Teamwork

## Retention and expansion

In the next five years, does your business plan on:					
Remaining the same	Expanding	Relocating in DR	Downsizing / Restructuring	I Don't Know	Blank
28	67	1	1	13	2

Why is your business downsizing / expanding / relocating outside Durham?			
	Downsizing	Expanding	Relocating Outside Durham
Economic downturn / upturn		8	
COVID related reasoning			
Industry decreasing / growing		41	
Reduce costs			
Outsourcing of work			
Automation of work			
Increase profits		31	
Increase productivity		34	
Increase expertise		18	
Increase breadth of service		26	
Access to resources			3
Access to talent			4
Access to customers			7
Better growth opportunities			5
Cost of real estate			6
Facilities require change			1
Other	1	6	

Type of Business	Expanding (67)	Remaining the Same (28)
Locally Owned and Operated	43	19
Branch or division of a regional, national or international company	15	3
Other	9	6

Industry	Expanding	Remaining the Same
Accommodation and Food Service	3	3
Agriculture, forestry, fishing and hunting	8	4
Arts, entertainment and recreation	1	3
Construction	10	2
Educational Services	5	3
Finance and Insurance	6	1
Health and Social Assistance	9	5
Information and cultural industries	3	0
Manufacturing	1	0
Other	9	2
Professional, scientific and technical services	3	0
Public Administration	0	1
Real estate and rental and leasing	3	1
Retail trade	1	2
Transportation and warehousing	0	1
Utilities	4	0
Wholesale trade	0	0
Blank	1	0

## Doing business in the Durham Region

Are there any other support services or programs for business that you would like to be available in Durham Region?				
Yes	No	I Don't Know	Blank	Other
31	20	51	8	2

'Other' services or program suggestions for Durham Region
Commercial realtors (brokering businesses) for potential newcomers.
Possibly a hub service.

What programs/support services would you like to be available?
Internships - sales and technician for students in college/university, promotion of construction at the high school level
Networking for similar businesses
Conflict mediation
Funding for internal training of employees.
Shared services (finance, IT, marketing, HR, facility management)
transportation of migrant workers to the store on their day off
government funded retraining programs
A place to support recruitment and hiring of staff specifically in the social service field.
Homelessness for families
Skills Development funding for our customers
We have all the supports required in Oshawa for our organization - what we need is institutionalized living for those with mental health and/or experiencing homelessness
Ontarians with disabilities video
Affordable Housing
Better public transit in the area, access to students looking for co-op and internships
Improved Transit
A company that can come up with complete package for potential newcomers to view businesses available to purchase, homes and help with the visitor visa for that purpose.
Financial
I know there is BACD and the Chamber, but I really need more support available for supporting business growth. What does it look like expanding from a sole proprietor to having staff (maybe BACD supports this? Im not sure). Tech support for sole proprietors is starting to become really important for me.
cost sharing for training and employing youth or new workers in the agriculture field.
Being able to compete for projects that government invests in and collaborating with companies in Durham
Wages

support for fundraisers - where we could meet quarterly (like AFP in Toronto)
CBOT
More funding
College job placements support
Student resources
financial incentives, assistance in accessing foreign temporary labour
better infrastructure

Is there anything else you would like to share about your business/company/organization, employment in the Region or labour market trends pertinent to you, that have not already been asked?
We are not leaving Durham but growing our business across North America. With that, we need more young people to consider CDL Driver roles and entry level labour roles, so that we can work with them to develop their skills and grow within the company.
everyone wants to get paid no one wants to work
Community Health Care is the future of health care - we need to develop more specialized therapy staff in Ontario and provide them with the education, support and salaries as well as positive work environments to recruit and retain them
earlier the question was asked if we would be expanding, we will expand in Courtice and we will add additional locations across Canada, adding to our 21 current locations. We are pleased with our move to Courtice and the partnership and support given to us by our CBOT. We just need to find a way to get good talent to our doorstep.
We offer funding
Rent and bills have become so high that expansion and hiring will not be possible any time soon. Help bring the cost of living down so that self-employed employers can afford to hire and pay livable wages instead of relying on co-op students.
Hard to hire in the north part of Durham
Far too much "red tape" in the Durham Region. Approvals/permits take too long having a huge effect on productivity. City staff are either overworked or highly inefficient, I suspect staff shortages more than incompetence. It seems that everyone is trying to justify their jobs and put their hands in the pot. Projects outside of Durham require far less "studies" and far less departmental permits. For example, I have a project in Durham involving adding a celestial entrance to a residential property and I'm required to obtain a permit from CLOCA because of a memorandum created a few years back to help support the financially struggling CLOCA. This just adds an unnecessary fee to construction without any positive effects. In addition to this I'm also required to apply for a septic permit even though there is no work that involves the septic system or flows to such. When working in the Durham Region you can always count on multiple departments charging fees for absolutely nothing.
We are a not-for-profit and our growth and employment (recruiting and retention) is based on available funding
prospective employees are demanding too much money for their unskilled, untrained, lazy, (ie no work ethic, only want to work 30-35 hours week), selves
Hard to hire part time

commitment to a position - show up on time for all shifts and stop using stupid excuses - most managers can see through those

# Appendix II

## Long Survey Responses

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## Recruiting

### 'Other' EXTERNAL challenges with applicants when recruiting employees

- Support from City of Oshawa Design and Construction office has been disappointing. Our product is used by over 32 GTA public sector clients including Region of Durham, Town of Whitby and Town of Ajax and our own City has been unsupportive to our local business.
- With a skilled labour shortage, we struggle to hire Heavy Equipment Technicians
- Employee expectations for salary are much higher than industry average. Employee scheduling conflicts. ie employee personal appointments take priority over scheduled shifts
- Wages not competitive
- Compensation on occasion
- Lack of applicants
- They only want to work from home. We have a hybrid model not remote work.
- We operate 24 hours, we do not able to find people interested in those hours. Also difficult to maintain staffing long-term
- We are in training, a paid for service model. Companies pay us, they rely on grants for training. Without any certain of grants, we have to pivot to capture individuals to train. We are often not told what grants will be available so we have to learn this and reach out to companies. Companies send us underemployed or unemployed that they are prepare to hire. We are an important ingredient to getting those "work ready" and contributing to economic growth.
- Applicants don't want to work overnight and weekend hours
- Applicant feels they are too qualified after they accept the position
- Local wage rates
- Few Occupational Therapists, Physiotherapists and Social Workers looking for employment at this time, shortage of these professionals
- Salary expectations and recruits wanting remote or hybrid work arrangement
- Salary expectations are very high
- Finding reliable employees with the right skills and ambitions
- Wages
- everyone wants a job, but no body wants to work!
- Our company does not have part time positions for students yet we are inundated with International students asking us for positions. When we say we don't have any, they get belligerent
- Motivation
- We use Personal Support Workers and the Province unfairly funds our PSWs at lower rates than Long Term Care or Hospital PSWs. This proves challenging when recruiting PSWs.
- Sufficient income to be able to afford employees

## What experience are applicants missing that you desire in an employee?

- Experience in Design and Construction AND software innovation
- Similar work experience
- Project management
- Depends on the role
- Working with children
- Previous Social service work experience; in particular working with women in residential environments.
- WORK READY, they want a job, but do not want to do the work when offered.
- They are mostly recently graduated so no on the job experience
- Related or even transferable to the field.
- English language skills and innovation
- Some positions require minimum previous experience in the field
- noted on previous page
- 3 years experience working with adults with developmental disabilities
- beside nursing, work experience in their fields of study
- Ability to adapt to change and flex.
- Industry specific knowledge
- Market Garden or on Farm Experience
- Certified Ministry of Transportation Courses
- Industry Experience
- Management and/or supervisory experience
- Social skills
- Nuclear
- job related
- hands on tool experience
- Many right out of high school or university with little to no experience, but unable to hire those with experience as salary too low or no people in the job pool
- hands on work experience - their expectations for salary, shifts etc are too high
- Working in a Non-Profit and working in an organization that serves children and youth.
- Providing community based person directed care
- education
- Animal care

What credentials are missing in applicants that you would like your employees to have?

- Programming, Project Management
- Apprenticeship training
- Graduate degrees
- Certifications, Licensing, Professional Designations, Post-Secondary Education
- Early Childhood Education
- College diploma
- In-person placement opportunities. I notice less people with social service work diplomas or social work degrees.
- +10 years industry experience and a wide range of experiences, including understanding of basic mechanics of commercial vehicles. It is not just 10 years driving, but that they have a wealth of knowledge about the occupation.
- We look at post secondary (college/university), its not necessary to have higher.
- Relevant Canadian work experience
- Skilled trades certifications
- MSc. OT MSc. PT MSW
- DSW Diploma from college
- registration with the governing bodies
- Depends on the role, we have very few roles that require credentials like an MBA,
- None
- Diploma in Horticulture, Food or Farming
- Technical train the trainer, and courses that meet provincial standards for training commercial drivers
- IFIC, LLQP
- Masters degree in Library & Information Management or Library Tech degree
- Training
- working at heights certificate
- Degree in Marketing, Fundraising, Social Work
- Certifications, licenses
- It depends on the job category. For example, the aquatics programs need lifeguard and instructor qualifications. Another position needs a CGA/CPA designation.
- DSW
- education
- Na
- Safety training
- BCS

## 'Other' INTERNAL challenges when recruiting employees

- Staff turnover creates a lot of recruitment and hiring for a small team.
- managing employees once hired, and giving proper feedback that they will accept
- Staff leaving the organization to further their education. Not making enough money
- We do not have an HR department, so we have to hire along with all of our other duties.  
When we interview, half of applicants do not show up nor have the appropriate skills so it is time wasted. Once we do hire; the orientation/training process is timely and we are having to do multiple times a year as we cannot retain staff.
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Director of Finance		
Direct support professional part time		
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# Training

## 'Other' Skills Needed from Current and Future Employees

- Bilingual French and English
- Emotional intelligence, resilience, committed to learning, driven to grow their career
- Assertiveness
- Industrial sewing machine experience.
- Ability to accept feedback and not "get their back up"
- Interpersonal Skills- Building and fostering relationships
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- interpersonal customer service skills
- Canadian Experience
- An RECE
- Digital literacy
- Advanced nursing skills
- Public speaking
- Loyalty & Teamwork
- horticultural knowledge
- Strategic thinking, Relationship Building
- Time management, task completion with efficiency
- hands-on trade skills
- ACZ Commercial license
- Interpersonal
- Flexibility, emotional intelligence
- Accounting skills, organization, detail-oriented, take initiative
- sensibility ie working safely
- can take accountability for things - plus attendance
- Social media
- willing to work
- wanting to work/ motivation

## Doing business in the Durham Region

### What programs/support services would you like to be available?

- Internships - sales and technician for students in college/university, promotion of construction at the high school level
- Networking for similar businesses
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- everyone wants to get paid no one wants to work
- Community Health Care is the future of health care - we need to develop more specialized therapy staff in Ontario and provide them with the education, support and salaries as well as positive work environments to recruit and retain them
- earlier the question was asked if we would be expanding, we will expand in Courtice and we will add additional locations across Canada, adding to our 21 current locations. We are pleased with our move to Courtice and the partnership and support given to us by our CBOT. We just need to find a way to get good talent to our doorstep.
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- Hard to hire part time
- commitment to a position - show up on time for all shifts and stop using stupid excuses - most managers can see through those