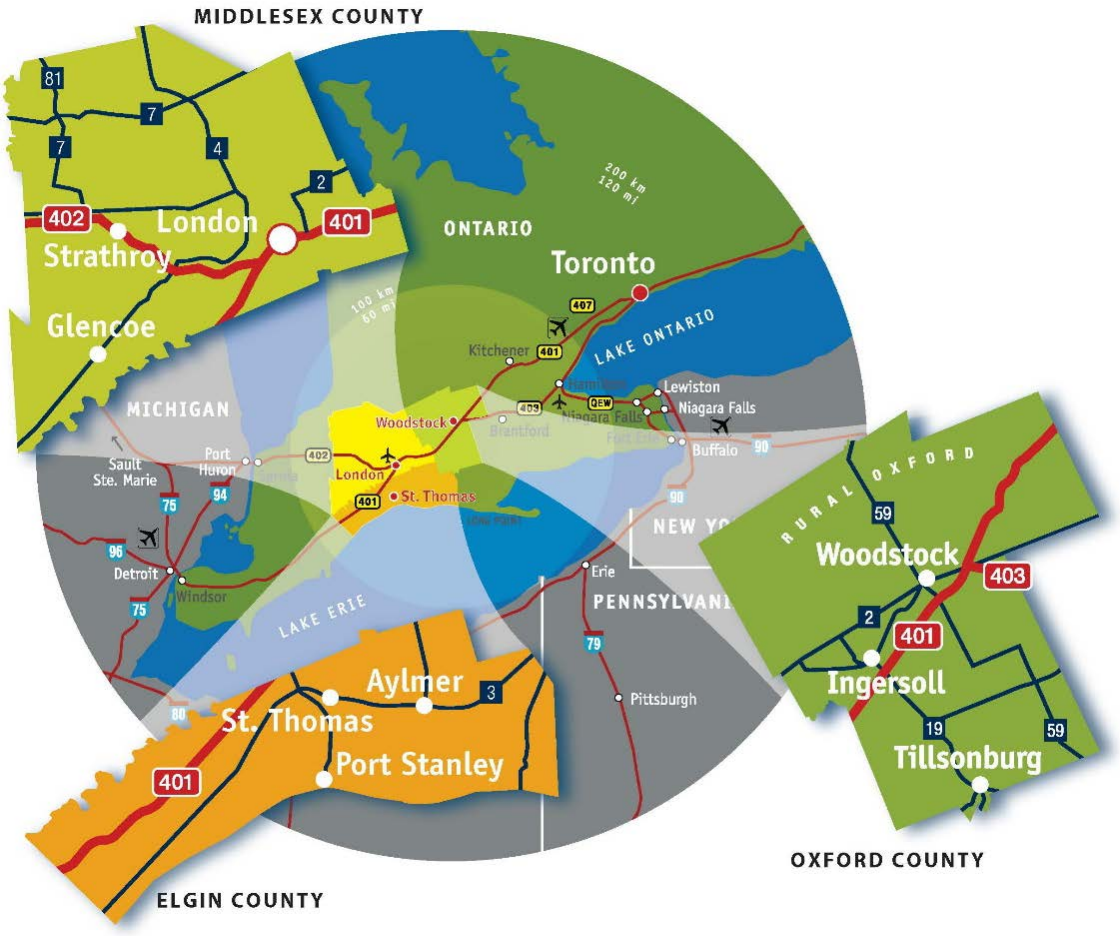
SUPPORTING EMPLOYERS WITH HARD TO FILL POSITIONS



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This document contains hard to fill positions as reported by employers in the London Economic Region and includes recommendations for community action.

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Introduction

The *Employer One Survey* (EOS) is a *community research effort* deployed to better understand the demand side of the regional labour market, as presented by employers from the London Economic Region (LER).

The calendar for the *EOS research process* includes the following milestones:

- data collection during the month of January of each year
- analyses and reporting during the months of February - May
- questionnaire revisions and future planning during June - December.

The EOS questionnaire evolved from a Statistics Canada survey. In 2013, the Elgin Middlesex Oxford Workforce Planning and Development Board used a modified version of the Statistics Canada questionnaire to investigate labour force issues perceived by local and regional employers. Through annual revisions and improvements, the questionnaire has evolved to the form used during the 2017 EOS data collection.

In 2014 at a Rural Research event hosted by Ontario Ministry of Agriculture and Rural Affairs (OMAFRA), conversations were held about forming a *research partnership* between the nine Western Workforce Development Boards (WFPBs) and a research group formed by Dr. Sara Mann from the University of Guelph, Dr. James Chowhan from McMaster University, and Dr. Gordon Cooke from Memorial University, Newfoundland, and OMAFRA. The purpose of the partnership was to administrate, analyze and interpret the 2015 EOS results, which all nine of the Western WFPBs would be undertaking. Through the partnership, the Western WFPBs administered the survey and the research team analyzed and interpreted the data in 2015. This partnership benefitted from the complementary skills and resources brought together by all parties involved.

The partnership worked well during the 2015 data collection phase, and through the various public communications of the results sparked the attention of the Ontario Ministry of Training, Colleges and Universities (MTCU), which offered partial funding to the Western WFPBs to continue their research efforts during 2015. Within the local areas, in-kind support to promote the survey and ensure employer participation was provided by a wide-ranging collaboration of community partners.

During 2016 and 2017, the MTCU, renamed as Ontario's Ministry of Advanced Education and Skills Development (MAESD), continued to partially fund the EOS research efforts along with the local community support generously donated in each Workforce Planning Board area. In 2017, more than 21 of Ontario's WFPBs have become involved in the EOS research effort.

Methodology

The Employer One Survey is based on a Web-administered questionnaire collected on the platform of the Canadian firm Fluid Surveys (recently acquired by Survey Monkey). The Fluid Surveys platform allows for a complex set of operations specific to market research, including questionnaire design, data collection and management, online descriptive analyses, reporting, and marketing campaign design. The survey has been hosted on the Fluid Surveys platform for the past four years. The recent acquisition of the Canadian firm by Survey Monkey will impose a migration to the Survey Monkey platform in 2018. However, the 2017 EOS questionnaire has been slightly adjusted to merge two main interests: the Western Ontario Workforce Planning Boards' interest in maintaining a core set of common questions and the interest of the Elgin Middlesex and Oxford Region in investigating specific regional labour market issues.

The 2017 EOS sample resulted from a *stratified random sampling* procedure applied to *classified* employers from the London Economic Region. The targeted strata were geographic location (county/municipality), economic sector, and business size. A detailed computation of the sample size is provided in the next section, "*Sample and data collection*." The practicality of the data collection process led to a slight deviation from the established targets per strata, which could potentially bias the final results. However, through *data weighting procedures* the final results can be adjusted to carry the true composition of the employers in the region.

The collected data was cleaned of duplicates and empty records. The data was organized and processed using *Microsoft Excel*. The current document builds on the *unweighted* descriptive statistics and cross tabulations performed on the information collected. The quantitative data associated with *workforce size, separations, or hiring* was processed in *aggregates* (*sums*).

Hard-to-fill positions for discussion were identified through the Employer One Survey, one-on-one interviews with employers, focus groups and other local research conducted during the 2016 calendar year. The 2017 Employer One Survey confirmed the information on hard-to-fill positions that had been collected during 2016.

Sample and data collection

Raw estimation of the sample size

Academic and professional resources suggest different approaches in estimating the *sample size* (Israel, 2013; Bartlett, Kotrlik & Higgins, 2001). The most popular are: imitation of a sample size used for similar studies, using a census for small populations, using published tables, applying formulas to calculate the sample size, or using a calculator provided by specialized platforms in Web-administered surveys. For the estimation of the 2017 EOS sample size we employed a mix of strategies. First we calculated the sample size using a formula and then we used an expert online calculator.

Computation of the needed sample size for the questions involving proportions

A majority of questions from the Employer One Survey collected information through the use of *nominal scales*, which are alternatively named *categorical variables*. The computation of the *required sample size* for these types of variables (questions) has to be treated uniquely.

Therefore, one can use the following formula:

$$sample\ size = \frac{\frac{Z^2 p(1-p)}{e^2}}{1+\left(\frac{Z^2 p(1-p)}{e^2 N}\right)}$$; (Bartlett, Kotrlik and Higgins 2001, Israel 2011) (1)

Where

Z – Z score (the number of standard deviations a given proportion is away from the mean). It is determined by the desired confidence level (99%, or 95%, or 90%). The desired confidence level reflects how certain we are that our sample reflects the population within its margin of error.

N – population size.

e – margin of error. A percentage describing how closely your answer (value from the sample) is to the true value (obtained from the population). The smaller the chosen margin of error, the closer we are to the exact value (population value) for a given confidence level (3% and 5% are standards, but it varies with the research area).

p – the expected proportion of answers for a specific question. (E.g. for a question with dichotomous [Yes/No] answers and a normal distribution, the safest assumption for p would be 50%. This distribution assumption will produce the largest variability of the answers.)

For our specific case:

N for the London Economic Region is 18,304 (classified business locations with employees), see Canadian Business Counts (CBC), June 2016.

Z – 1.96 for a 95% confidence interval (the most common choice in science).

e – 5% (Bartlett, Kotrlik and Higgins [2001, p.45., para 3] suggest that a margin of error of 5% is an acceptable standard for categorical variables).

P – 0.5 (or 50%, the most covering value).

$$sample\ size = \frac{\frac{1.96^2 0.5(1-0.5)}{0.05^2}}{1+(\frac{1.96^2 0.5(1-0.5)}{0.05^2 18{,}273})} = 376.25; \qquad (2)$$

The calculated sample size is 377 for all the questions involving proportion calculations.

Identical results are obtained if an expert calculator is used for determining the sample size (Survey Monkey, Fluid Surveys, RAOSOFT, Calculator.net, etc.)

Calculating the sample size for questions using interval or ratio scales (continuous variables)

A minority of questions from the Employer One Survey collects information measured by *interval or ratio type of scales* (e.g., the current number of employees by age and type of employment), which alternatively are named *continuous variables*. It is much more difficult to compute the required *sample size* for these questions because one has to make assumptions about the size of *the standard deviation* (population estimate) of the indicator in question, as well as about the size of the admissible *margin of error*. Approaches are suggested by the current literature for determining these unknowns (Bartlett, Kotrlik and Higgins 2001, Israel 2013).

A similar formula as equation (1) used for proportions can be utilized for the *continuous variable* questions (Bartlett, Kotrlik and Higgins 2001, Israel 2013).

$$\text{sample } size = \frac{\frac{Z^2\sigma^2}{e^2}}{1+\frac{Z^2\sigma^2}{e^2 N}}; \qquad (2)$$

where

σ – is the standard deviation of the population estimate of the indicator.

The rest of the formula components have been mentioned earlier in the document.

For our specific case:

If the continuous variables collected by the Employer One Survey is the size of the current workforce, then a way of estimating the standard deviation of the workforce size among employers from the London Economic Region (LER) starts by estimating the range. The largest employer in the region is The London Health Science Centre with 10,555 employees (see the Top 100 employers in London by London Economic Development Corporation Business Directory). Therefore, the range for the number of employed people by employers in the LER is 10,555 – 1 = 10,554. If we divide the range by 6, we can determine the standard deviation to be: 10,554/6=1,759. The margin of error can be expressed in number of employees: 0.03 x 10,555 = 317. Bartlett, Kotrlik and Higgins (2001, p. 45, para 3) suggest that a margin of error of 3% is an acceptable standard for continuous variables.

Therefore,

$$sample\ size = \frac{\frac{1.96^2 1{,}759^2}{317^2}}{1+(\frac{1.96^2 1{,}759^2}{317^2 18{,}273})} = 117.52; \qquad (6)$$

The calculated sample size for the continuous variable questions is 118.

Similar results are obtained by employing the expert calculator suggested within the earlier subsection.

The sample size for *categorical variable* type questions is larger than for the *continuous variable* type questions; 377 > 118 respectively. Therefore, adopting this result would ensure statistical significance for the continuous variable type questions as well. For safety, we added another 10 surveys to be collected which leads to a *targeted sample size of 387*.

This result (*387*) is a raw estimation of the needed sample size and it was used further to guide the sampling procedure.

This *minimal* sample size has been used to compute *stratified sampling targets* by geography, economic sector and business size. These targets are provided in Appendix 1.

The sample targets were communicated to each geographical entity for further consideration. During 2016, Memorandums of Understanding (MOUs) were signed between the EMO Workforce Planning and Development Board, the Local Employment Planning Council, and various *community partners* to promote the survey during January of 2017 through their available channels. This approach had proven very fruitful during the past years of EOS data collection.

Figure 1 shows the summary numbers of surveys collected at various phases of data collection and cleaning. Empty, duplicate, and without useful information records were eliminated leading to a final count of *368 useful surveys* that were advanced for analysis. A detailed list of actions employed during the data cleaning process accompanies the final data set.

Microsoft Excel has been used further for obtaining *unweighted* descriptive statistics and cross tabulations, which are presented in the next section.

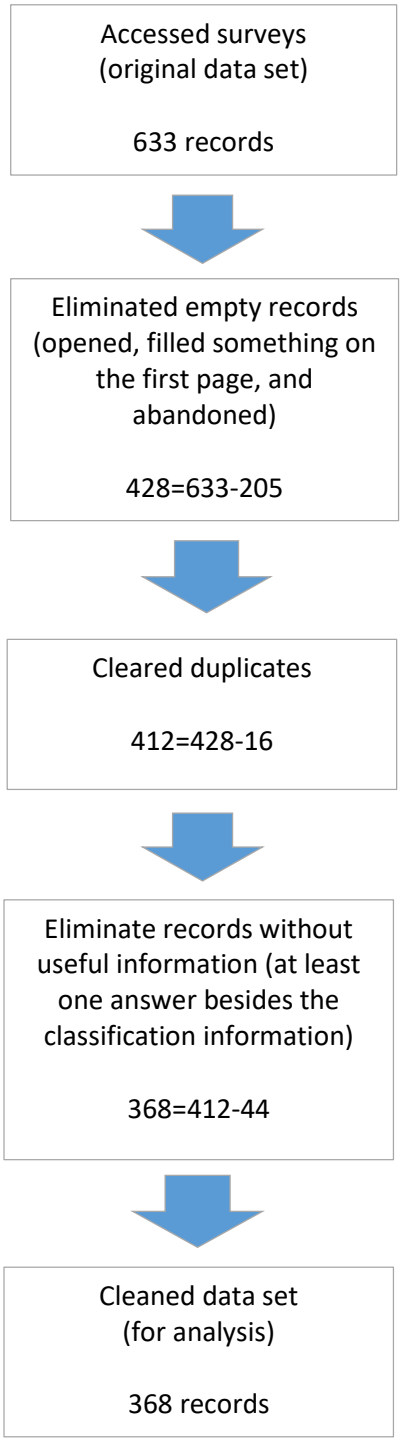

Figure 1

Positions/jobs hard to fill in 2016

Figure 2 provides results on the *difficulty* encountered by LER employers in *finding talent*. For the 2017 EOS, the findings indicate that 46% of respondents experienced *difficulties filling their positions (hard to fill)*, a proportion that has increased progressively in the past three years from 27% on the 2015 EOS and 38% on the 2016 EOS. The result from 2017 EOS is a much stronger statement, approaching the 50% mark. *Difficulty finding talent* seems to be more challenging than ever.

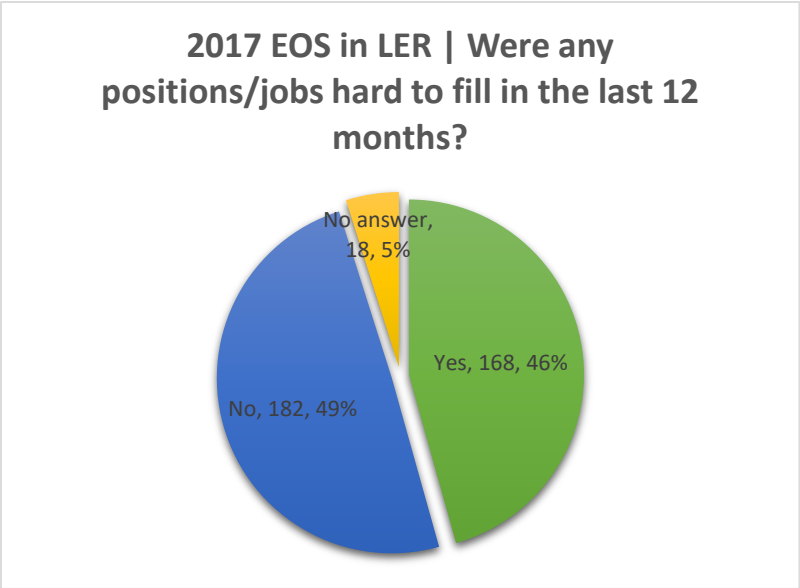

Figure 2

In the past few years, the shortage of talent phenomenon was identified by numerous other sources such as ManpowerGroup (2017), Stackhouse (2016, November 21), Lord (2016, November 24), etc.

To better understand this response we cross-tabulate it with various classification variables. (Figures 3 to 6)

Cross tabulation of location and hard to fill jobs (row %)

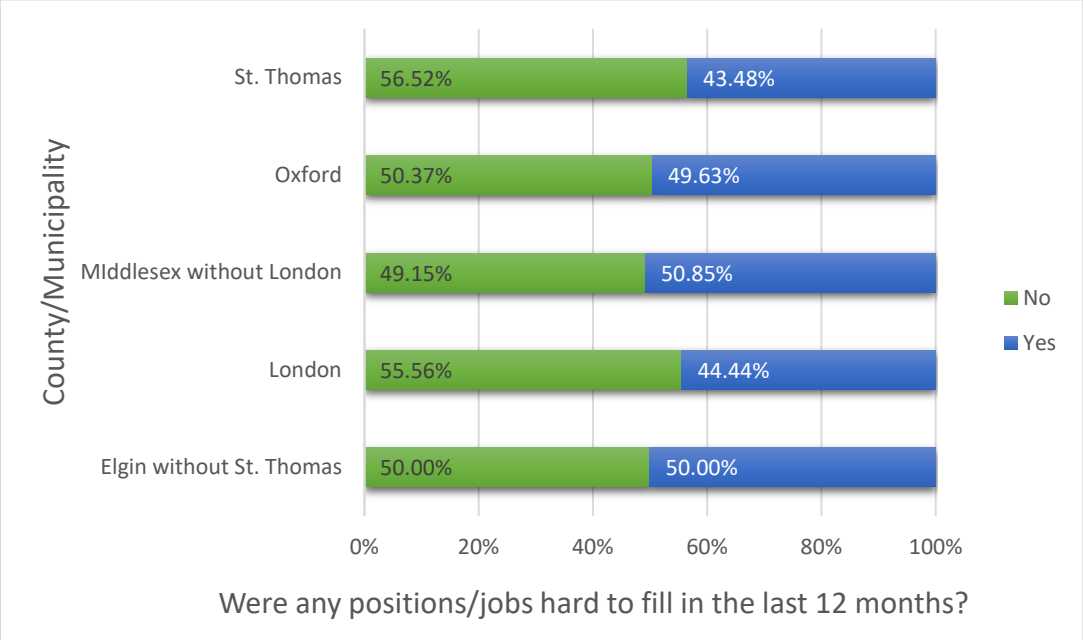

Figure 3

Cross tabulation of sector/industry and hard to fill jobs (row %)

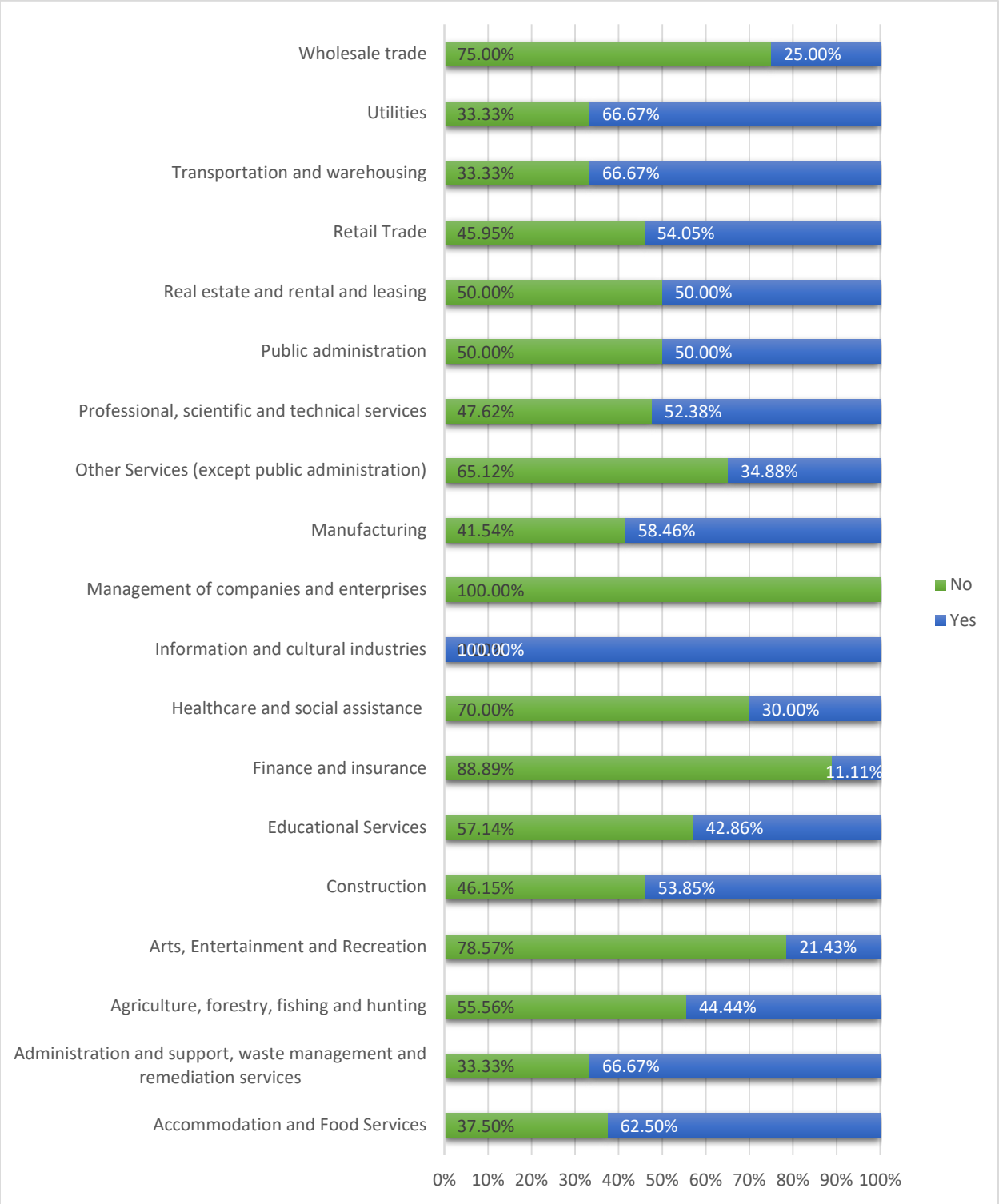

Figure 4

Cross tabulation of business type and hard to fill jobs (row %)

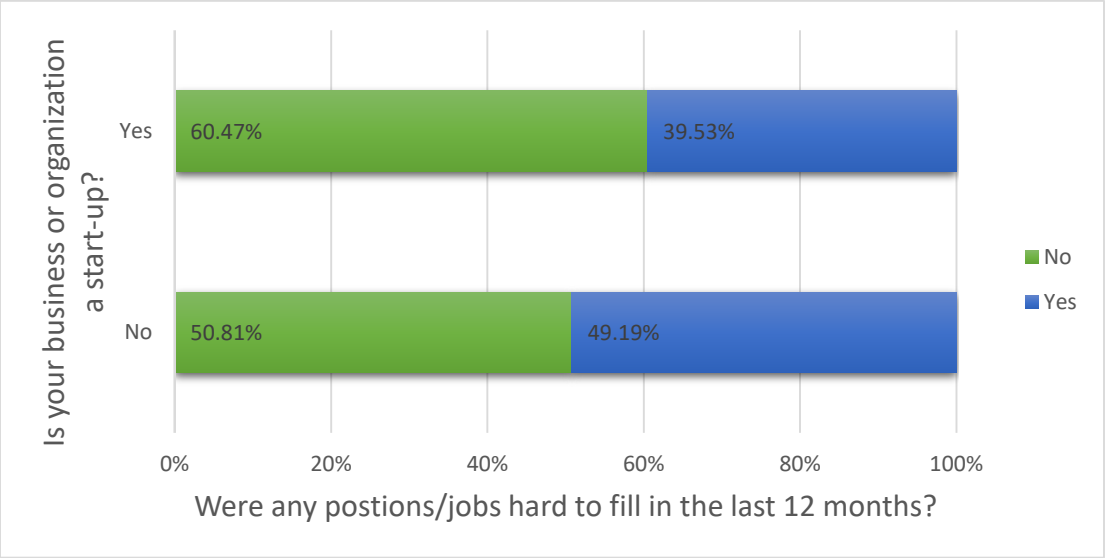

Figure 5

Cross tabulation of business size and hard to fill jobs (row %)

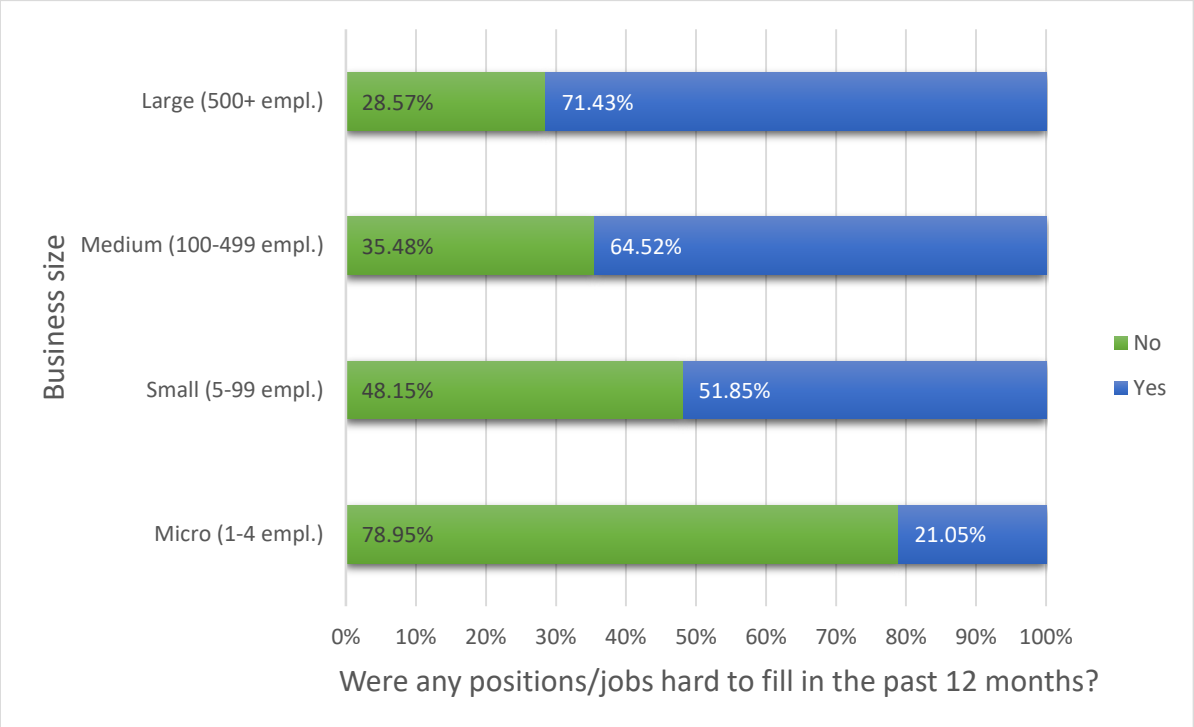

Figure 6

Organizations from *denser* geographical locations were *less likely* to indicate a *difficulty finding talent* than employers from *less dense* locations, see Figure 3. Employers from London and St. Thomas were *less likely* than employers from Middlesex without London and Elgin without St. Thomas to report experiencing shortages of talent during 2016.

Established businesses (*organizations*) were more likely than *start-up businesses* to experience a *shortage of talent*, see Figure 5.

Employers from certain sectors in the region were more likely than employers in other sectors to report experiencing a *shortage of talent* during 2016. The findings provided in Figure 4 show that employers from "*Utilities,"* "*Transportation and warehousing*," "*Manufacturing*," "*Information and cultural industries*," "*Construction,*", "*Administration and support, waste management …*" and "*Accommodation and food industries*" were more likely to indicate talent shortages than employers from "*Retail trade,*" "*Real estate and rental and leasing,*" "*Public administration*," "*Professional, scientific and technical services*," "*Management of companies and enterprises*," "*Finance and insurance*," "*Educational services*," etc.

Larger businesses (organizations) were more likely to report *talent shortages* than *smaller businesses*, see Figure 6.

Table 11 in Appendix 1 offers a comprehensive view of the *hard to fill jobs by sector* in the LER during 2016. In total there were more than 856 jobs identified by LER employers as hard to fill during 2016, which represent about 2% of the aggregate workforce employed by the sample.

A condensed version of ranking difficult to fill positions during 2016 is provided in Table 1.

Table 1. Top 10 hard to fill positions during 2016 in the London Economic Region

Positions/jobs you found hard to fill	Number
Customer Service and delivery	100
French Teachers	95
Truck Driver	51
Production associates	46
Farm labourer	42
Welder/Aluminum/Steel	25
Assembler	20
Direct Support Professional	20
CNC Machinist/Operator	17
Cooks	11

Top 3 reasons why the positions were hard to fill

Next, the 2017 EOS inquired about the reasons why employers found it hard to fill these jobs/positions. Figure 7 summarizes these results. The top three reasons indicated by the LER employers were:

1. Not enough applicants
2. Lack of qualifications (education/ credentials)
3. Lack of work experience

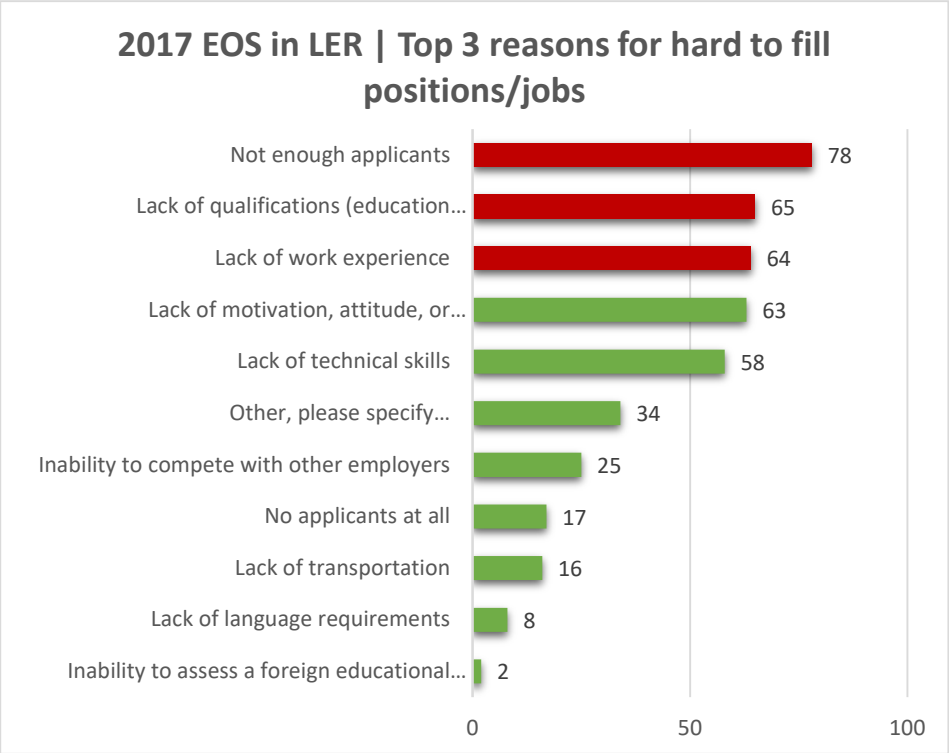

Figure 7

These reasons vary slightly from the 2016 EOS, but the top five reasons, without ranking, appear to be similar.

The "*lack of qualifications*" and "*lack of work experience*" have immediate implications for the educational sector in the region. Changing the design of educational services can equip graduates from various programs with the necessary experience and qualifications. On the other hand employers can also assist by offering volunteering/shadowing positions, or other arrangements through which recent graduates or mature professionals can quickly gain the required experience to fill some of these positions.

But what are we to make of *"not enough applicants"* in an area where we still see room for improvement in the unemployment rate – particularly for young people, persons with disabilities, our indigenous population and immigrants? In addition, women are still underrepresented in some of the occupations currently in demand. "*Not enough applicants"* is an issue that needs to be addressed across the Local Employment Planning Council area and has been a topic of discussion for local workforce tables.

Recruitment methods

A potential cause for a *shortage of talent* could be the *recruitment method employed*. Therefore, EOS asked companies to rank their five *most used methods* of recruitment. Figure 8 summarizes the results for the 2017 EOS. The top four choices are identical with the 2016 EOS findings. The *fifth* option in the 2017 ranking is "*Social media,*" whereas for the 2016 EOS it was "*Unsolicited resumes*."

Figure 8

As was previously suggested, cross-tabulating the "*used methods of recruitment*" by some demographic variables could lead to the discovery of the factors influencing the regional labour market dynamic. Tables 2 to 4 present the results of such attempts.

Cross tabulation of method of recruitment by experience of shortage of talent

Table 2

Were there any hard to fill positions/jobs?			
No		Yes	
Method\Rank	Total score	Method\Rank	Total score
Word of mouth/personal contacts/referrals/informal networks	468	Online job boards/postings	441
Online job boards/postings	338	Word of mouth/personal contacts/referrals/informal networks	403
Unsolicited resumes	207	Company's own internet site	236
Government employment centres or websites	201	Government employment centres or websites	215
Company's own internet site	191	Social media	185

Cross tabulation of recruitment method by experience of shortage of talent

Table 3

Start-up business?			
No		Yes	
Method\Rank	Total score	Method\Rank	Total score
Word of mouth/personal contacts/referrals/informal networks	764	Word of mouth/personal contacts/referrals/informal networks	112
Online job boards/postings	705	Online job boards/postings	74
Company's own internet site	398	Non-government or community employment service centres or websites	53
Government employment centres or websites	371	Unsolicited resumes	48
Social media	324	Government employment centres or websites	45

Cross tabulation of recruitment method and business size

Table 4

Micro (1-4 employees)		Small (5-99 employees)	
Method\Rank	Total score	Method\Rank	Total score
Word of mouth/personal contacts/referrals/informal networks	171	Word of mouth/personal contacts/referrals/informal networks	616
Online job boards/postings	70	Online job boards/postings	573
Social media	60	Government employment centres or websites	337
Unsolicited resumes	50	Company's own internet site	291
Non-government or community employment service centres or websites	49	Unsolicited resumes	264
Medium (100-499 employees)		**Large (500+ employees)**	
Method\Rank	Total score	Method\Rank	Total score
Online job boards/postings	106	Company's own internet site	30
Word of mouth/personal contacts/referrals/informal networks	67	Online job boards/postings	15
Company's own internet site	57	Trade or professional association publications/sites	10
Government employment centres or websites	37	On-site recruitment at schools, colleges, or universities	9
Social media	32	Word of mouth/personal contacts/referrals/informal networks	7

Insights regarding the recruitment method

- Employers who experienced difficulty *finding talent* chose "*online job boards/postings*" as the *#1 recruitment method* employed, whereas employers who indicated no trouble finding talent chose *"word of mouth/personal contacts/ referrals/ informal networks"* as the #1 recruitment method (see Table 2).

- *The established businesses (organizations)* were *more likely* to rely on internally developed resource methods, such as "*company's own website*" and "*social media,*" whereas *start-up businesses (organizations)* were more likely to rely on externally developed resource methods, such as "*non-government or community ES centres or websites*" and "unsolicited resumes" (see Table 3).

- *Larger businesses (organizations)* were more likely to employ *formalized and targeted recruitment methods* than *smaller businesses (organizations) (see Table 4).*

Quarterly job postings using data from Vicinity Jobs, which tracks online postings, indicates that a significant number of postings do not identify key pertinent details such as whether the posting is for full-time or part-time, whether permanent or temporary. Among the job vacancies posted during Q3 of 2016, 39% were full-time, 7% were full-time/part-time combination, 16% part-time only and 38% were

unclassified (unknown). Workforce tables have discussed the difficulty in finding talent using online job boards/postings being due in part to a lack of sufficient information being supplied to attract interest from job seekers. Table 5 indicates there were 7,800 online job postings in the region during Q3 of 2016.

Table 5

Data source: Statistics Canada, CANSIM, Table 285-0001

Use (e.g. post any jobs) of a free government funded employment service agency for general employment

As illustrated in Figure 9, 42% of the 2017 EOS participating organizations confirmed that they used "*free ES*" for general employment. The 2017 result shows significant growth relative to the 2016 EOS result, 42% vs. 28% respectively.

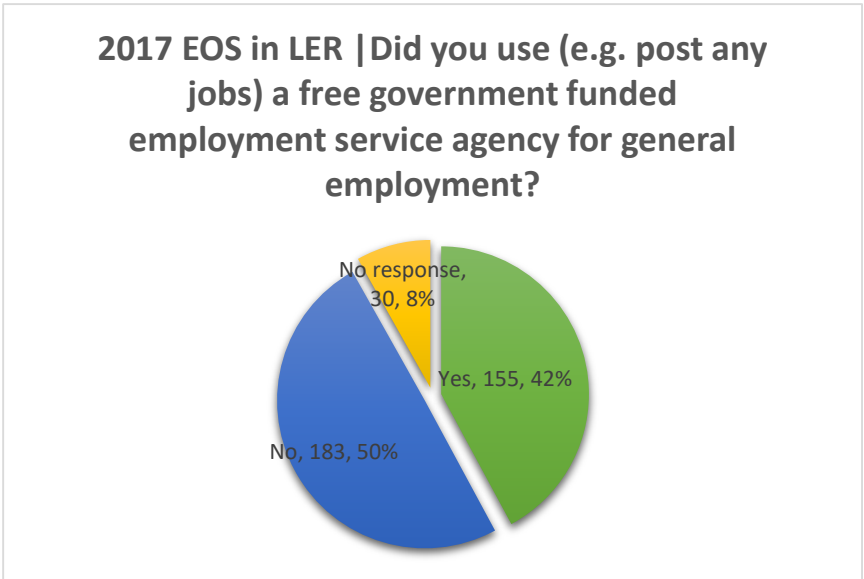

Figure 9

Cross tabulation of use of free employment services by geographical location from EOS 2017

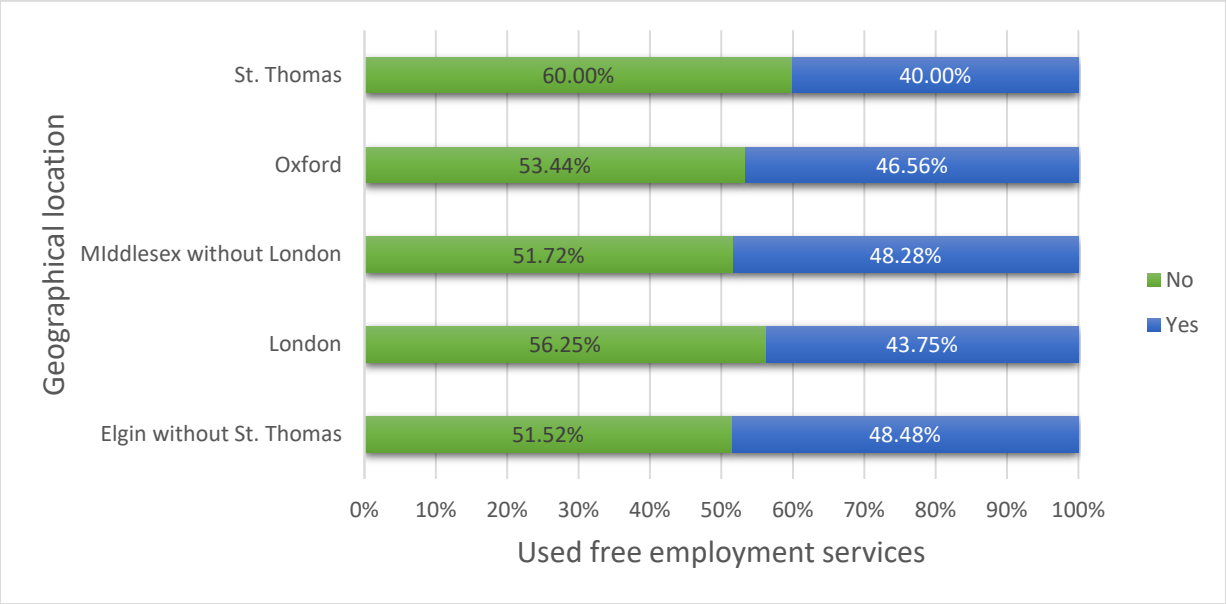

Figure 10

Cross tabulation of use of free employment services by business/organization type

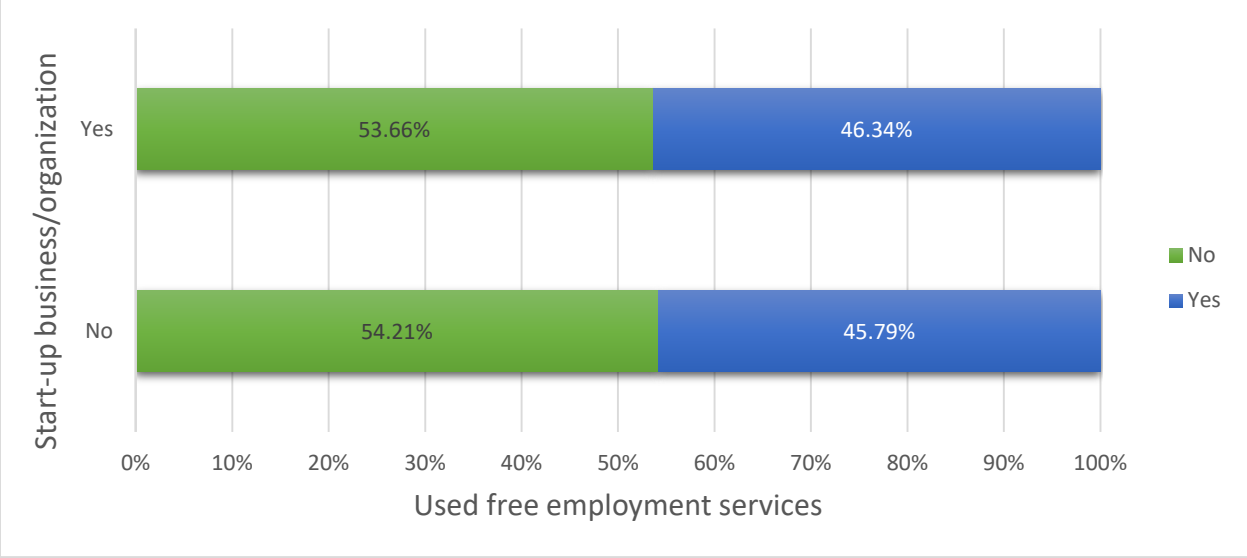

Figure 11

Cross tabulation of use of free services by business/organization size

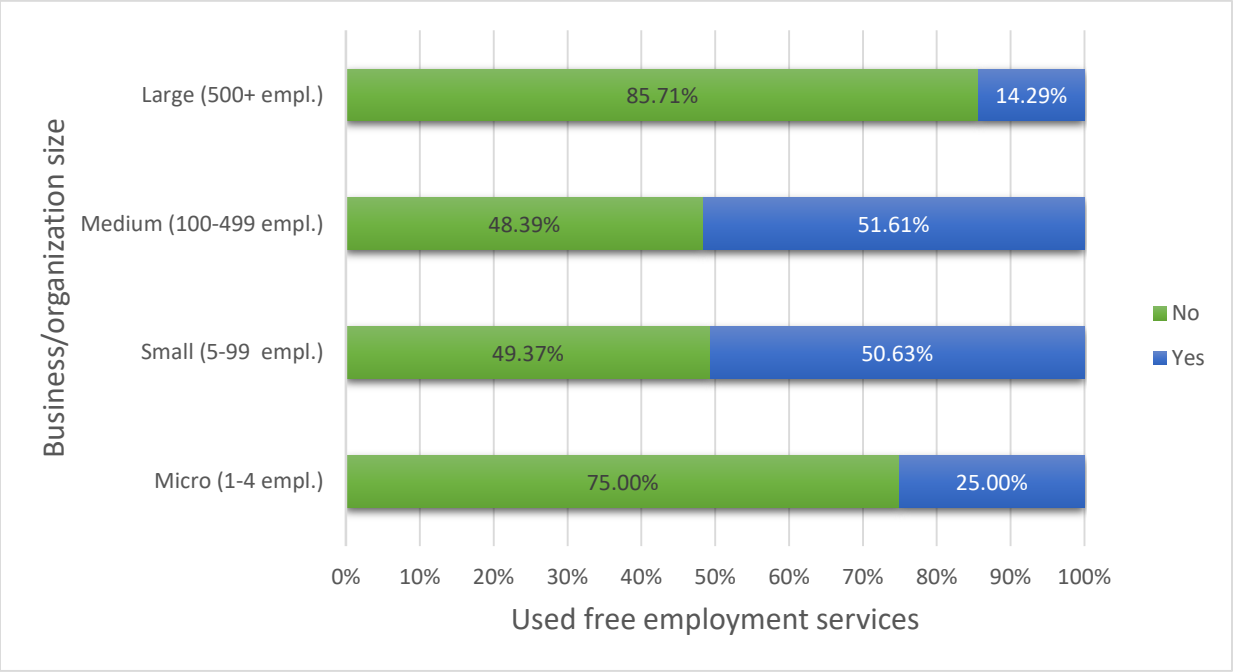

Figure 12

Cross tabulation of the use of free employment services by difficulty finding talent (hard to fill positions)

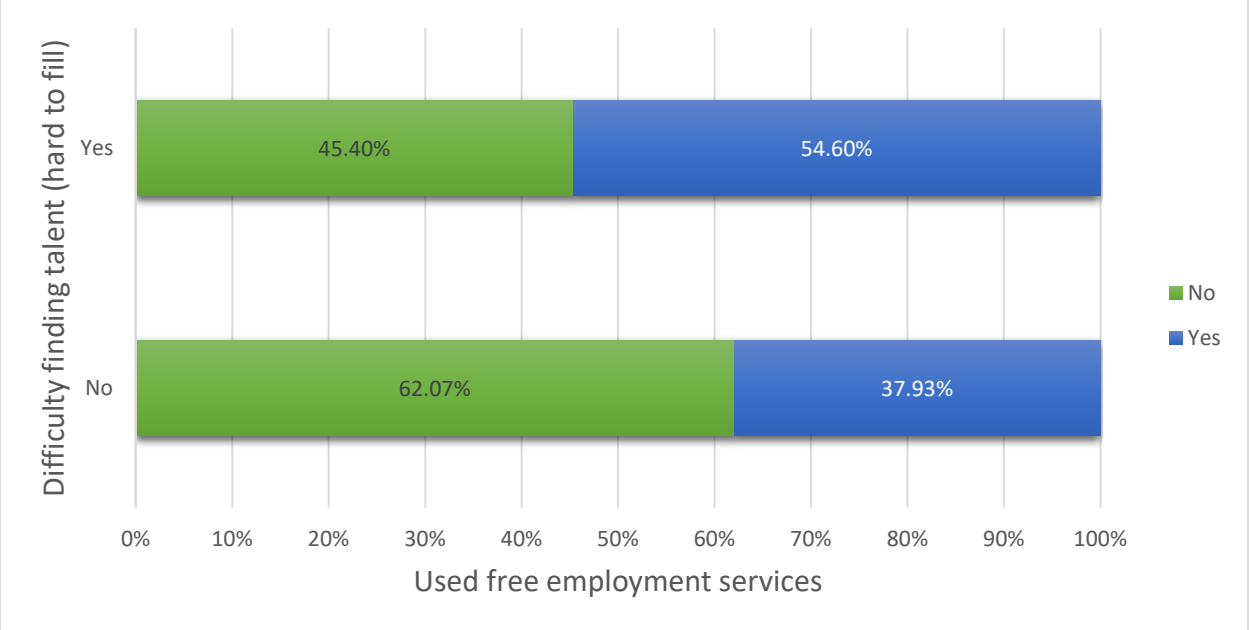

Figure 13

Availability of qualified workers in Elgin, Middlesex and Oxford

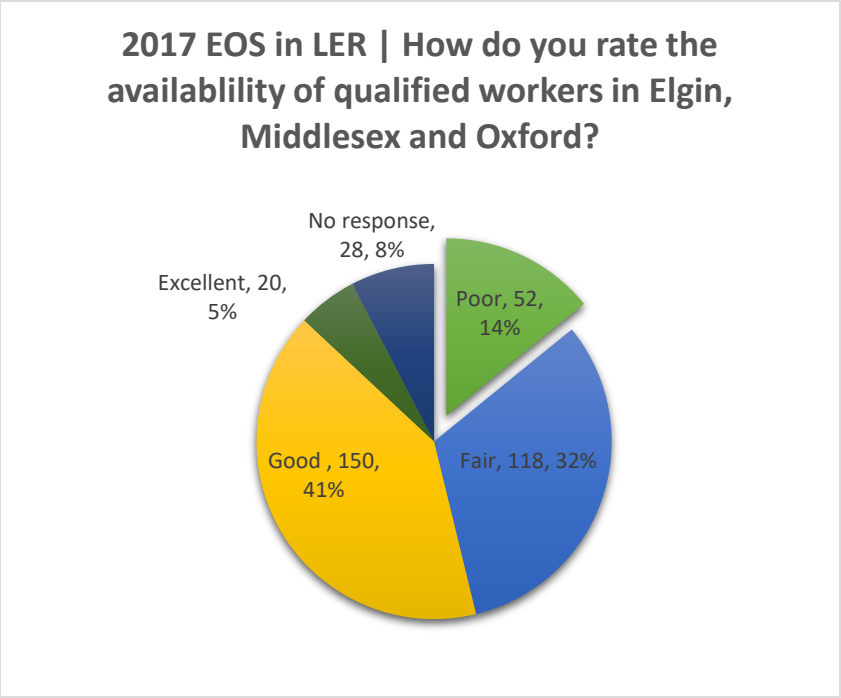

Figure 14

Figure 14 shows that in the 2017 EOS, 5% of employers rated the availability of qualified workers as "*excellent,*" 41% rated "*good*" and 32% rated "*fair.*" In contrast, only 14% of employers rated "*poor*" the availability of qualified workers in the EMO region while 8% didn't provide a response for this question. These findings can be compared and correlated with the earlier collected information about experiencing *shortages of talent* during 2016. The two questions complement each other.

Overall, a large majority (46%) rated "*excellent*" or "*good*" the availability of qualified talent in the region. A cross tabulation of the results from this question against some classification variables reveal new insights about this information. The results presented in Figures 15-17 are examples of what can be investigated.

Cross tabulation of availability of qualified workers in EMO region and county/municipality

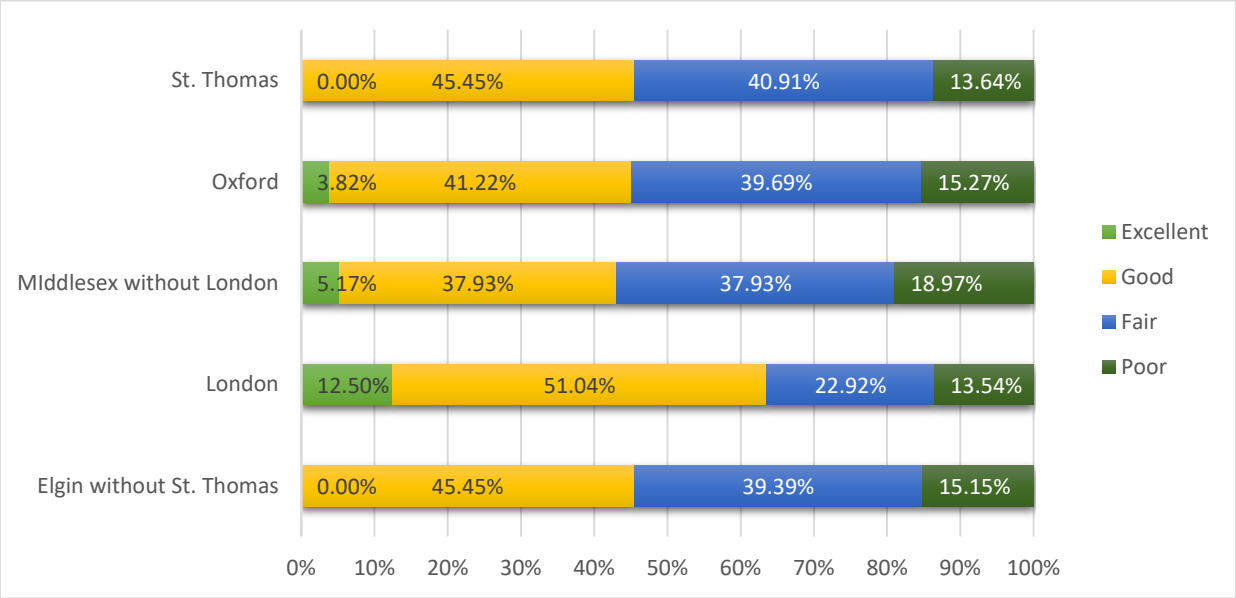

Figure 15

- Organizations from *more densely populated areas* were *more likely* to rate the availability of qualified talent in the EMO region as "*excellent*" or "*good*" than organizations from *less densely populated areas*. (Elgin without St. Thomas, St. Thomas, London, Middlesex without London and Oxford County were compared) (see Figure 15).

Cross tabulation of availability of qualified workers in EMO region and type of business/organization

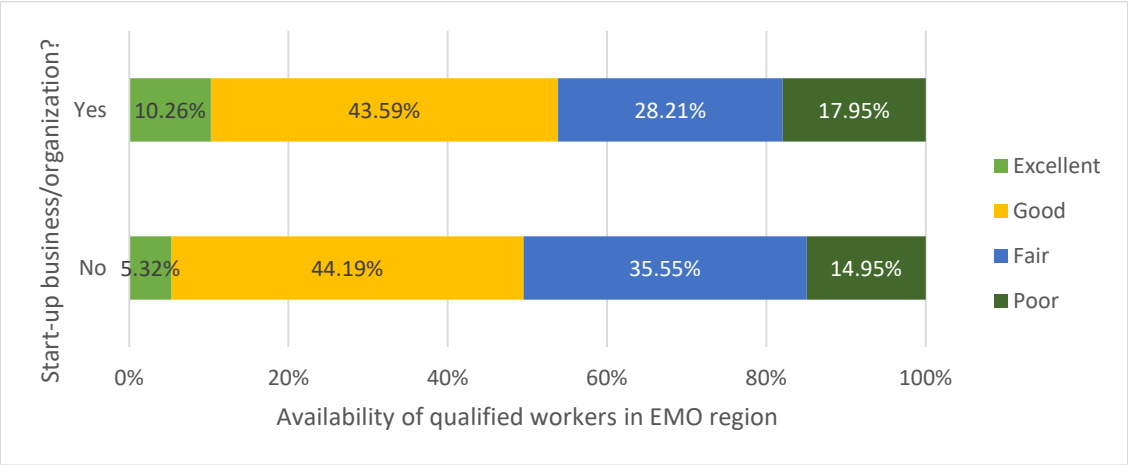

Figure 16

- *Start-up organizations* were *more likely* to rate the availability of qualified workers in the EMO region as "*excellent*" or "*good*" than *established organizations* (see Figure 16).

Cross tabulation of availability of qualified workers in EMO region and business size

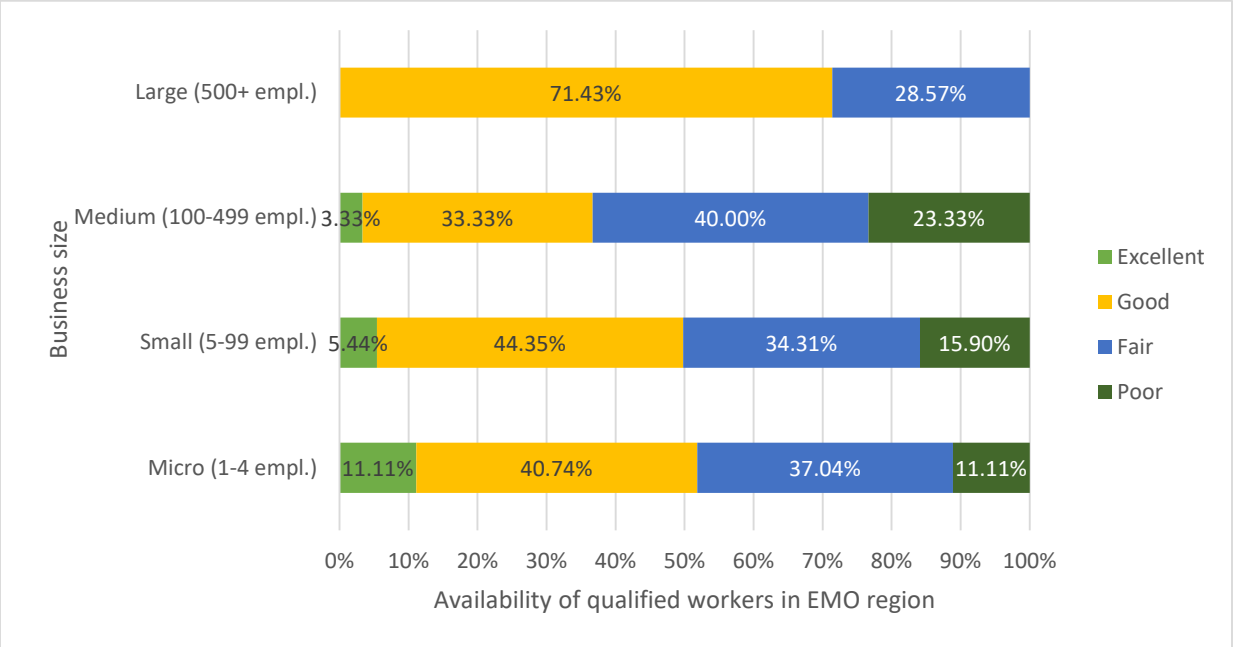

Figure 17

- As *organizations* grew in size 100 to 499 employees*,* they were *more likely* to rate the availability of qualified workers in the EMO region as "poor" or "fair." For the *large organizations 500+ employees),* this trend stops (see Figure 17).

Skilled Trades and Apprenticeship

The Employer One Survey results reinforced the anecdotal information collected from interviews with employers, in which the employers expressed their concern in finding skilled tradespersons (journeypersons). Skilled trade positions are seen as instrumental by many employers in keeping them competitive in the local economy and able to compete on a provincial, national or global scale.

The Local Employment Planning Council examined data provided by the Ontario College of Trades to determine whether the local area is training replacements for aging journeypersons as well as the talent needed for potential expansion.

The following tables are samples from the data and indicate that there may be serious shortages of journeypersons experienced in the London Economic Region if the number of apprentices being trained is not increased substantially over the next few years.

Table 6: Automotive Services Technician

Automotive Services Technician			
Location	Journeypersons (Age 55+)	Total # Apprentices	% of trade 55+
Elgin County	207	41	42.6
Middlesex County	598	252	40.8
Oxford County	243	75	42.5
Source: Ontario College of Trades, 04/07/2017			

Table 7: Truck and Coach Technician

Truck and Coach Technician			
Location	Journeypersons (Age 55+)	Total # Apprentices	% of trade 55+
Elgin County	186	58	46.9
Middlesex County	475	118	51.9
Oxford County	223	75	48.7
Source: Ontario College of Trades, 04/07/2017			

These trades are part of the Motive Power stream of skilled trades, which has a current 65% pass rate for the Certificate of Qualification to license the journeyperson.

Close to one third of the Construction and Maintenance Electricians in the LEPC area are over the age of fifty-five. With current pass rates of 63% for the Construction Trades who write their Certificate of Qualification, shortages may also be experienced in this sector. Data on pass rates were provided by the local Ministry of Advanced Education and Skills Development office.

Table 8: Electrician – Construction and Maintenance

Electrician - Construction and Maintenance			
Location	Journeypersons (Age 55+)	Total # Apprentices	% of trade 55+
Elgin County	108	79	32.4
Middlesex County	477	296	31.9
Oxford County	161	104	30.7
Source: Ontario College of Trades, 04/07/2017			

Table 9: Plumber

Plumber			
Location	Journeypersons (Age 55+)	Total # Apprentices	% of trade 55+
Elgin County	36	25	32.1
Middlesex County	163	122	27.9
Oxford County	43	38	23.6
Source: Ontario College of Trades, 04/07/2017			

While the numbers for plumbers appears to be more balanced between journeypersons over the age of fifty-five and the number of apprentices, this would address replacement concerns only.

Table 10: Hairstylist

Hairstylist			
Location	Journeypersons (Age 55+)	Total # Apprentices	% of trade 55+
Elgin County	84	46	29.8
Middlesex County	353	140	29
Oxford County	115	36	28.5
Source: Ontario College of Trades, 04/07/2017			

The hairstylist trade is part of the Service Sector stream of skilled trades that is currently experiencing a 51% pass rate in the London Economic Region according to data provided by the local Ministry of Advanced Education and Skills Development office. While the number of apprentices to journeypersons over the age of fifty-five would appear to be significantly lower, journeypersons over the age of fifty-five make up just under thirty percent of the total in the trade.

The fourth stream of skilled trades, the Industrial Trades, currently have the lowest pass rate of the four streams sitting at 50% according to data provided by the local office of the Ministry of Advanced Education and Skills Development.

The combined issues of aging journeypersons and low pass rates for licensure are significant issues for the Local Employment Planning Council and its partners.

Recommendations for Areas of Action with respect to hard-to-fill positions

The Local Employment Planning Council has provided labour market information to the four community-based workforce tables over the past year. This has allowed the local members of those tables to undertake fact-based discussion and determine the key issues for their respective areas to address. The identified areas of action that follow were identified at each of the workforce tables as a result of planning done by the tables themselves or in the broader community they represent.

Elgin Workforce Development Network

The members of the Elgin table are the City of St. Thomas, County of Elgin, Elgin Business Resource Centre, Elgin Middlesex Oxford Workforce Planning and Development Board (Local Employment Planning Council), Employment Services Elgin, and Community Employment Services- Fanshawe, Literacy Link South Central, Ontario Ministry of Agriculture Food and Rural Affairs, St. Thomas and District Chamber of Commerce, St. Thomas/Elgin Regional Campus Fanshawe College and the YWCA St. Thomas Elgin.

Identified Areas of Action

1. Conduct a series of focus groups with employers across Elgin in partnership
2. Attracting skills to the region
3. Communicating real workforce needs to the community

London Community Economic Road Map – Team 4 (Workforce)

The members of the London table include ATN Access Inc., the City of London, Employment Sector Council, Elgin Middlesex Oxford Workforce Planning and Development Board (Local Employment Planning Council), Immploy, Job Developers' Network, Fanshawe College, Leads Employment Services, London Chamber of Commerce, London Cross Cultural Learners Centre, London District Catholic School Board, London Economic Development Corporation, Thames Valley District School Board and Western University.

Identified Areas of Action

1. Create a forward looking, labour market information resource for release in early 2018
2. Develop and execute a comprehensive skilled trades and apprenticeship marketing campaign

Middlesex Workforce Development Committee

The members of the Middlesex table are the Business Help Centre, Community Employment Choices, County of Middlesex, Employment Sector Council, Elgin Middlesex Oxford Workforce Planning and Development Board (Local Employment Planning Council), Leads Employment Services, Ontario Ministry of Agriculture Food and Rural Affairs, Strathroy District Chamber of Commerce and Thames Valley District School Board.

Identified Areas of Action

1. Define and support employers and entrepreneurs related to workforce development needs
2. Develop a unique-to-Middlesex immigration strategy
3. Take a proactive role to engage youth in local work

Oxford Workforce Development Partnership

The members of the Oxford table are City of Woodstock, Community Employment Services, Conestoga College, County of Oxford, Elgin Middlesex Oxford Workforce Planning and Development Board (Local Employment Planning Council), Ontario Ministry of Agriculture Food and Rural Affairs, Ontario Ministry of Economic Development and Growth, Oxford Small Business Centre, People Management Group, Rural Oxford Economic Development, Tillsonburg Multi-service Centre, Town of Ingersoll, Town of Tillsonburg, Woodstock and Area Small Business Enterprise Centre and Woodstock Oxford Regional Campus-Fanshawe College.

Identified Areas of Action

1. Align employment needs with skill deficiencies
2. Provide early guidance for youth on real needs and opportunities
3. Attract qualified candidates to Oxford County
4. Develop educational opportunities that retain talent

Appendix 1 Source: 2017 Employer One Survey, London Economic Region

Table 11. Positions/jobs hard to fill by sector and number

Main sector	Positions/jobs hard to fill	Number
Accommodation and food services	Customer Service and Delivery	100
	Cooks	11
	Guest service/Guest Service Agent	9
	Room Attendant	7
	Housekeeping	7
	Afternoons Store Front	6
	Restaurant Server	5
	Shift Leader	3
	Ranch/Guest Maintenance	2
	Kitchen Staff/Short Order Cook	1
	Landscape and Maintenance	1
	Maintenance Tech.	1
	Restaurant Manager	1
	Server	

Main sector	Positions/jobs hard to fill	Number
Administration and support, waste management and remediation services	Truck Team Member	4
	Business Development	2

Main sector	Positions/jobs hard to fill	Number
Agriculture, forestry, fishing and hunting	Farm Labourer	42
	General Labourer	5
	Arborist	4
	Truck Driver	4
	Landscape Construction	2
	Livestock Technician	2
	Assistant Grower Manager	1
	Operator	1
	Resource Technician	1

Main sector	Positions/jobs hard to fill	Number
Arts, entertainment and recreation	Food/Beverage	6
	Landscape/Maintenance	5
	Pro Shop Assistants	4
	Kitchen Worker	1
	Maintenance Leader	1

Main sector	Positions/jobs hard to fill	Number
Construction	Site Superintendent/Supervisor	5
	Carpenter	4
	Foreman	4
	Project Manager	4
	Sales	4
	Equipment Operator	2
	General Labourer	2
	Machine Operator	2
	ROOFER	2
	Accounting Manager	1
	Apprentice	1
	G2 Gas Technician	1
	HVAC Technician	1
	Manager	1
	Plumber	1
	Glazier	

Main sector	Positions/jobs hard to fill	Number
Healthcare and social assistance	DSW	5
	Physiotherapist	5
	Clinical Office Assistant	2
	Personal Support Worker	2
	Physicians	2
	Counsellor/Therapist	
	Youth Job Connect Facilitator	

Main sector	Positions/jobs hard to fill	Number
Educational services	French Teachers	95
	Registered Early Childhood Educators	4
	Casual Educators	3
	Class AZ Driver	3
	Early Childhood Educator	3
	Supply Teacher	3
	Clerk	2
	Corporate Learning Coordinator	1
	Financial Analyst	1
	Manager, Immigration Services	1
	Psych Services Coordinator	1
	Ojibway Language Instructor	
	Reception	

Main sector	Positions/jobs hard to fill	Number
Finance and insurance	Managers	1

Main sector	Positions/jobs hard to fill	Number
Information and cultural industries	Software Developer	2
	VP of Sales and Marketing	1
	Regulatory Affairs	1

Main sector	Positions/jobs hard to fill	Number	Sector	Positions/jobs hard to fill	Number
Manufacturing	Production Associates	46	**Manufacturing**	Stationary Engineer	2
	Welder/Aluminum/Steel	25		Admin Assistant/CSR	1
	Assembler	20		Business Operations Manager	1
	CNC Machinist/Operator	17		Cheese Maker	1
	Production Supervisor	10		Engineering Manager	1
	Tool & Die/Tool maker	8		Field Technician	1
	Millwright	7		Finance Manager	1
	Skilled Trades	7		Food Safety/Quality Manager	1
	Sales	5		Inventory Clerk	1
	Electrician/Industrial Controls	4		League Coordinator	1
	General Labour	4		Logistics Manager	1
	Bindery Person	3		Mechanical Designer	1
	Controls Programmer	3		Mechatronics Technician	1
	Flexor Press Operator	3		Packager	1
	Gluer Operator	3		Pasteurizer operator	1
	Management	3		Plant Manager	1
	Cabinet Technician/Support	2		Sandblaster	1
	Design Engineer	2		Trades Lead Hand	1
	Electrical Engineer	2		Weld Shop Supervisor	1
	Machinist	2		CABINET INSTALLER	
	Production Planner	2		CNC Set up	
	Quality Technician	2		Shipping/receiving	
				Shop Assistant	

Main sector	Positions/jobs hard to fill	Number	Main sector	Positions/jobs hard to fill	Number
Other services (except public administration)	Direct Support Professional	20	**Professional, scientific and technical services**	Technical Support	3
	Game Co-ordinators	10		Cleaner	2
	Cleaners	4		Client Success Specialist	2
	Sales Rep	3		Senior Accountant	2
	Manager	2		Customer support	1
	Operator	2		Law Clerk	1
	Coordinator: Communication and Outreach	1		Lawyer	1
	Driver Assistant	1		Programmer	1
	Home Support Worker	1		Sales	1
	Lab Tech	1		Senior Team Accountant	1
	Receptionist	1		Software Developer	1
	Stylist	1		Strategist	1
	Support Worker	1		Team Manager	1
	Automotive Apprentice			Developer	
	Cultural and Community Liaison			Senior Technology Consultant	
	Summer Students				

Main sector	Positions/jobs hard to fill	Number
Public administration	Personal Support Worker	10
	Building Inspector/Bylaw Enforcement	6
	Food Service	5
	Executives	4
	Lifeguards	4
	Architectural Plans Examiner	3
	Engineering	2
	Water / Sewer Worker	2
	Chief Building Official	1
	Manager of Finance	1
	Outdoor Labourers	1

Main sector	Positions/jobs hard to fill	Number
Real estate and rental and leasing	Building Managers	2
	Real Estate Sales Rep	2
	Cleaners	1

Main sector	Positions/jobs hard to fill	Number
Retail trade	Customer Service Rep/Day Time Service	8
	Sales/Sales Staff	7
	Technology Sales & Service	6
	Hair Stylist	5
	Service Technician	5
	Kitchen	3
	Retail Clerk/Sales Clerk	3
	Dispensary Assistant	2
	Labourer	2
	Server	2
	Automotive Mechanic	1
	Carpet Installer	1
	Ceramic Installer	1
	Cleaner	1
	Licensed technician	1
	Management	1
	Marine Mechanic	1
	Sales & Installation	1
	Specific Sales Criteria	1
	Store Manager	1
	Technology Sales Supervisor	1
	Truck Mechanic	1
	Vinyl Floorcovering Installer	1
	Supervisor	

Main sector	Positions/jobs hard to fill	Number
Transportation and warehousing	Truck Driver	51
	Truck Mechanics	4
	Mechanic	2
	Driver	1
	Health & Safety Coordinator	1
	Seasonal AZ Truck Driver	1
	Service Technician	1
	Lubrication Technicians	
Main sector	Positions/jobs hard to fill	Number
Utilities	Labourers	11
	H&S Officer	1
Main sector	Positions/jobs hard to fill	Number
Wholesale trade	Packers	2
	Sewers	2
	Customer Service	1

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