

# REPORT TO COMMUNITY 2016-2017

Peel Halton  Workforce  
Development  
Group

# PHWDG Report to Community 2016 - 2017

## CO-CHAIRS REPORT

The year 2016-2017 has been one of accomplishment for the Peel Halton Workforce Development Group. Guided by the priorities of the Local Employment Planning Council (LEPC) pilot for Peel and Halton, awarded to PHWDG in the latter part of 2015, much was achieved.

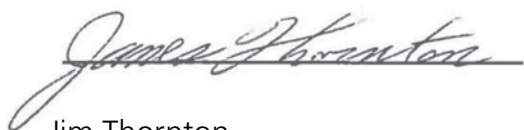
These accomplishments contributed greatly to support workforce development in Peel and Halton. The LEPC portfolio permitted us to consult with stakeholders to identify key priorities to address in Peel Halton. The following ten deliverables were completed with collaboration & input from a wide range of stakeholders who informed the work by participation via key stakeholder interviews; working groups; focus groups; survey participation; dissemination of labour market surveys and brainstorming sessions.

- Peel-Halton Workforce Characteristics Report
- Peel-Halton Supply Chain Report
- Professional, Scientific and Technical Services (PST) Industry Report
- Working in Peel Halton ([www.workinginpeelhalton.com](http://www.workinginpeelhalton.com))
- Peel Halton Employer Survey 2016
- Employment and Training Systems Mapping
- Common Agenda
- The Talent Hub
- Manufacturing Opportunities
- The High Skill Labour Market in Peel Halton

We owe immense gratitude to a wide variety of partners including: Employment Ontario service providers; employers; economic development offices; business associations; educational partners; job seekers & other service providers. It is the collaboration amongst us that has allowed PHWDG to deliver high quality outputs to support the products of the LEPC.

We close the year with recognition of the contributions of many people. In particular, we thank Shalini da Cunha, Executive Director, for her leadership of a much larger staff and her collaborative work with labour market partners. We also thank the members of the PHWDG Board of Directors for their participation and contributions as, without them, the work of PHWDG would not be possible. With the Board, we thank the PHWDG staff members for their commitments & contributions throughout the year. We sincerely appreciate the support of the Ministry of Advanced Education & Skills Development staff as PHWDG, and community stakeholders, addressed labour market issues.

We look forward to 2017-18 as PHWDG focuses on strengthening the local labour market through initiatives of the Local Employment Planning Council pilot.



Jim Thornton  
Co-Chair



Sandra Welch  
Co-Chair

## EXECUTIVE DIRECTOR'S REPORT

I am pleased to present to you this annual report which documents another outstanding year for the Peel Halton Workforce Development Group. This past year has seen a parade of activities, initiatives, and partnerships designed to create the local solutions that our local workforce needs!

As shown here, PHWDG has indeed been busy. We responded to the key priorities in workforce development identified by our stakeholders and worked collaboratively with many partners to ensure the greatest degree of improvement in that development.

We are deeply grateful for the support of Ministry of Advanced Education & Skills Development (MAESD) for our core funding. Its vital assistance allows us to make a difference in workforce development every year. A special thanks also goes to the Region of Peel & the Region of Halton for their support and partnership for the LEPC initiative. We are also delighted to report that the 18- month contract to pilot the Local Employment Planning Council (LEPC) for the regions of Peel & Halton, awarded to the PHWDG in December, 2015, has been extended another 18 months. One of eight pilots across Ontario, this project will now run until September, 2018 continuing to support the improvement of labour market conditions in our local communities through:

- Research & Innovation
- Labour Market Information & Intelligence
- Service Coordination for Employers
- Integrated Planning
- Sharing Best Practices and Innovation

It has been my privilege to work with our Board of Directors. They are the backbone for much of our work and the support they have provided to me has been outstanding. I am grateful also to our partner organizations whose commitment and enthusiasm to participate in PHWDG initiatives has been instrumental to the success of those initiatives.

I invite you to look through this report to see the many activities the PHWDG undertakes for our Peel & Halton communities. As we look forward to 2017-2018, we will continue to build upon our successes, and invest in partnerships to achieve a stronger, more robust workforce!



Shalini da Cunha  
Executive Director

# Our Accomplishments 2016 - 2017

## PEEL HALTON WORKFORCE CHARACTERISTICS REPORT

This report provides comprehensive information regarding demographics of Peel and Halton residents, characteristics of the labour force, occupational and industry wages & income, and job seeker characteristics. The report includes a wealth of information about the Peel and Halton population such as age, gender, immigrant status, visible minority, education level, employment and unemployment rates, occupation and industry.

### Key Findings:

- More than 50% of the population in Peel and 26% of the population in Halton are immigrants. Within Peel and Halton, the sites with the largest immigrant population increases were Brampton and Milton in 2011.
- South Asians were the largest visible minority (VM) group in Peel and Halton representing 48.6% and 35.5% of the population respectively. Black, Chinese and Filipino are the largest VM groups after South Asians.
- 44.2% of Peel population and 37.6% of Halton population have no post-secondary degrees. Among people with post-secondary degrees, Business, Management & Administration is the top disciplinary field of study in both Peel (14%) and Halton (16.3%).
- Among Peel and Halton municipalities, the largest proportions of people who lived on a low income were located in Brampton (12%) and Mississauga (14%).

## PEEL HALTON SUPPLY CHAIN INDUSTRY REPORT

This report highlights industry and occupational trends, labour market challenges and skill gaps in the local supply chain industry. The report provides a big picture of the supply chain labour market at the provincial and regional levels followed by input from local industry leaders and employers. Additionally, the report provides actionable recommendations to address some of the local labour market challenges.

### Key Findings:

- In the event of hiring a new employee, 87.8% of employers ranked relevant work experience either very important or moderately important and 85.8% of them assigned the highest importance to the applicants' soft skills. During a job interview, the most important factors affecting hiring decisions is candidates' general understanding of the field and the job.
- From local employers' point of view, early educational outreach at the college/university level and first-hand experience through summer jobs and co-op programs are very important in boosting awareness about supply chain industry and its occupations.
- Operations, logistics, customers service and transportation are the hardest to fill occupational areas for local supply chain employers, and have the greatest potential areas for future hiring. Examples of hard to fill job titles include operations manager/supervisor, customer service manager, logistic planner, and import/export coordinator.
- From employers' point of view, the most important barriers to retaining employees are competitive pay or wage rate, lack of career advancement opportunities and unpredictable work hours.

## PROFESSIONAL SCIENTIFIC AND TECHNICAL (PST) SERVICES INDUSTRY REPORT

This report encompasses information regarding the labour market trends, needs and challenges within the PST industry with a specific focus on the Computer System Design (CSD) sub- category in Peel and Halton. In order to provide an accurate picture of the Peel and Halton CSD challenges, the report sought insight and input from local employers in the form of surveys and interviews. This report is the first of its kind for Peel and Halton and it offers actionable recommendations that can be implemented at the community level with the help of local institutions and agencies.

### Key Findings:

- The new and emerging occupations (e.g. DevOps engineer) are hard for employers to fill, since there is a lack of candidates with certain levels of experience in those areas. New graduates also are not normally aware of these jobs or they do not have enough information about the required qualifications and duties for those jobs.
- According to local employers, soft skills is the second most important in hiring after technical skills. Job seekers who want to be successful in CSD industry should acquire hybrid skills, which are technical skills with a combination of business skills such as negotiation, marketing, customer interaction and project management.
- As stated by employers, due to the limitation of financial resources, only 62.2% of small companies provide workplace relevant experience. Additionally, 58% of local employers provide less than 30 hours of training per year. As a result, the government supports in the form of financial, advisory and tax incentive programs are important to help local employers absorb and retain talent.
- The survey responses revealed that in 13% of the local companies, more than 75% of the staff are temporary which is the main reason that most of their projects are short term, and they need to find the right employee with a particular skill set based on the needs of each project.



### THE TALENT HUB

Peel Halton Local Employment Planning Council (LEPC) piloted a unique project - The Talent Hub - to coordinate services for employers.

The Talent Hub team at LEPC followed a consultative process involving surveys and regular discussions with employers and 13 service providers over a period of 5 months to design and develop a unique and innovative Talent Hub process.

The Talent Hub provides navigated access, through a single point of contact, to an employer, to a wide pool of job-ready candidates from across the Hub partner service providers, and a wealth of diverse supports for hiring, onboarding and retention. An online Talent Hub portal has been developed which the LEPC team uses to refer employers with hiring / training needs to the Hub partner agencies.

The Talent Hub process has been gaining momentum since the portal went live in November of 2016. One product of that momentum has been the establishment of strong partnerships with large employers, including DHL and RBC, who have bulk hiring needs.

## MANUFACTURING OPPORTUNITIES: WORKFORCE DEVELOPMENT FOR THE MANUFACTURING INDUSTRY IN PEEL & HALTON REGIONS

Between mid-2016 and mid-2017, the manufacturing study investigated labour market challenges among local manufacturers in Peel and Halton with the goal of proposing initiatives to address them. This work was done through several means:



- a review of recent literature regarding trends in manufacturing (particularly relating to workforce development),
- an analysis of local labour market data,
- interviews with employers and other stakeholders,
- a survey of local manufacturers (average response per question: 171) and
- two focus groups combining employers and employment service providers.

Several initiatives were identified that warranted further development:

- developing a profile of employer expectations relating to entry-level manufacturing occupations;
- designing a pre-employment preparation program that would enhance the capabilities of individuals to qualify for entry-level manufacturing jobs; and
- working with local High Skills Major programs in high schools and with local community colleges to identify ways to increase connections with employers as well as raise the level of enrollment of students in programs related to the manufacturing sector.

Phase two of the project would also seek to expand the network of both employers and employment service providers working with this initiative.



### 2016 EMPLOYER SURVEY

The 6th annual Peel Halton employer survey received an average of 637 responses per question, representing a good cross-section of firms by size, industry and geography. For example, roughly one in ten firms with over 100 employees in Peel and Halton responded to the survey. Some of the findings included:

- Almost half of the firms expect to expand over the next two years;
- Seven out of ten employers provide workplace-relevant experience to students or potential workers, such as co-op placements, internships or apprenticeships;
- The most common reason for not providing such opportunities is that the firm does not feel they have the capacity to do so;
- When hiring, the following factors ranked highest for employers: fit with the company and/or familiarity with business practices/customs; performance in the job interview; previous work experience in the same field;
- Almost one third of respondents indicated that they used temp agencies, but that use varied considerably by size of employer;
- Almost a third of employers say that job candidates lack both hard and soft skills, but when it comes to naming one, employers are far more likely to name the lack of soft skills;
- When it comes to resolving challenges in the overall labour market, employers see the greater part of the solution resting within the educational system, including more emphasis on both soft and hard skills in schools, and promoting more work-based learning opportunities.



### Working in Peel Halton (WIPH)

Working in Peel Halton (WIPH) focuses on providing current, local, relevant labour market information to our community of stakeholders. WIPH is committed to keeping a steadfast connection to the labour market pulse in order to educate our visitors on how to decipher labour market intelligence using a variety of tools such

as sharing current events, occupation profiles, videos, tip sheets, and social media. WIPH also produces a weekly newsletter, The LMI Roundup, which is a review of labour market information in Peel and Halton.

In 2016 the Peel Halton Workforce Development Group produced a series of educational webinars about labour market intelligence within our community, experts presented on the Fundamentals of Labour Market Information, Workforce Characteristics, and the 2016 Employer Survey. This year the focus is on Small and Medium Enterprises (SME); this series of webinars will provide small to medium business owners with access to information on a myriad of topics from Bill 148 to Mental Health in the Workplace, to Cybersecurity.

## Common Agenda

Consultations with the LEPC Central Planning Table identified a need for a more accurate understanding of how service providers can work collectively towards developing a more seamless, easy to navigate service system for jobseekers and increased efficiency for employers, job seekers, and service providers.

Using a pilot, a handful of service providers have identified the factors needed to encourage integrated planning. The common issue identified is the need for an online referral protocol or a common intake process across EO and non-EO organizations.

A shared referral process/common intake model developed by all partners involved allows for a protocol that has built-in ownership and relevancy. A referral protocol/common intake will allow agencies to build on each other's service delivery and strengths and allow for clients to seamlessly be handed from one provider to the next with their history transferring with them. This will allow providers to enhance and build on the services provided in the past, instead of starting from the beginning with a client.

In a poll of employment service providers, a notable 91% stated it is "useful is to have a more seamless referral mechanism for clients that allows their information to be shared among service providers so both the client and service providers can build on past information, services and supports instead of continuously starting from scratch."

## Systems Mapping

There is a need in the sector to showcase assets (all EO and non-EO service providers by type and target population, all settlement services that provide employment supports, Ontario Works offices, training providers and institutions, and transit routes) through an interactive map.

This deliverable provides service providers with a robust resource they can use to inform their program planning and outreach. A systems map was developed to increase service providers' awareness of employment/training programs and to better understand the gaps and duplications in service. For the system map to be fully functional, two more steps must be taken. First, an in-depth analysis of the data is required by layering the map with census data; geohub data; and analyzing this new information. This will result in gaining a unique perspective on the needs of the community using quantitative data.

Second, EO and non-EO service providers need to build their capacity and be trained to effectively use the systems map. This training will allow for providers to better plan, refer and create supports in the employment sector. Focus group data with Peel Halton service providers indicate that providers need a map that includes locations of no cost support services with transportation routes and distribution of local workforce by National Occupational Classification (NOC) as the top two priorities for the map.

The interactive maps also allow collaborations to be created amongst providers that have complimenting services and supports. The data around future skill needs, acquired from employers, highlight for providers and funders, the gaps in services and allow intentional conversations to occur that can provide innovative solutions to future gaps.

Conversations with stakeholders will continue to ensure the interactive map resonates and is relevant for users. Conversations around areas of collaboration and gaps will continue with the community and the data from the maps will be shared with the Inter-Ministerial Group to further conversations around gaps and needs in the community. An analysis of the feasibility of linking employer locations, child care centres, newcomer supports etc. to the map will be explored.

## The High Skill Labour Market in Peel and Halton

The growth of a globalized economy and workforce, combined with a shift to a technology-driven knowledge economy, driven by rapid technological advancement and demographic change, have led to fundamental changes in the nature of work in Ontario communities. A result has been a growing demand for a workforce that is highly skilled and adaptable to both technological change and the demands of a dynamic and shifting workplace and labour market. These trends have had a profound impact on economic and labour market development in Peel and Halton, shifting the community away from traditional economic and business activities, based in manufacturing, toward an economy that is driven by knowledge and technology. This has increased the demand for a highly skilled and dynamic workforce in these communities, and for strong employment pathways to allow skilled workers to connect with the employers who need them.

This qualitative research project examined the high skill labour market in Peel and Halton, focusing in the experiences of both highly skilled workers, as well as those of the businesses that required employees with high levels of skill, education, and training. Through a series of focus groups and in-depth interviews, the pathways and barriers to these connections were explored, allowing for the development of a local, evidence based, picture of the high skill labour market in Peel and Halton. The primary findings of the study indicate that Peel and Halton do benefit from a strong, highly educated, diverse, and skilled workforce. However, there are some barriers to connecting these workers to the employers who require their skill sets. These barriers were more significant for certain communities, such as recent immigrants and youth, and smaller businesses had a harder time filling their skill needs than larger companies with more resources. The report provides several recommendations for immediate and long-term action that will allow for the growth and development of the local high-skill labour market.

## NCON Quarterly Meetings

The Peel Halton Workforce Development Group maintains its leadership in the planning and presentation of these meetings for Newcomer Organizations Network (NCON) members. The continued interest in these meetings among those who work in newcomer serving organizations, reflected in their high attendance and attests to the value they place on these gatherings. Their use as both networking platforms and exchanges for information about new initiatives, ideas and program changes demonstrate their popularity. PHWDG and the NCON committee organize these meetings for the NCON members.

- At the Winter Meeting two representatives from the Community Legal Education Ontario (CLEO) presented information about Steps to Justice, their new free online guide to justice in Ontario. This meeting was held on Thursday, February 16th at COSTI Immigrant Services, Brampton location.
- At the Spring Meeting, held on April 20th at the ACCES Employment's Brampton location, author and speaker Murali Murthy spoke on how to Build Your Competitive Edge. The presentation helped participants gain knowledge on the latest job trends and showcased 15 proven, tested, job search strategies that would empower participants to assist their clients.
- At the Summer Meeting, research consultant Ben Earle, shared his findings on a report commissioned by PHWDG about The High Skill Labour Market in Peel and Halton. This meeting was held at the Region of Peel's Mississauga location on July 20th.



To read more about this dynamic network, please visit: [www.peelhaltonworkforce.com](http://www.peelhaltonworkforce.com)



## Looking Forward 2017-2018

### LABOUR MARKET INFORMATION & INTELLIGENCE

- *Enhance the LMI distribution tool* on the Peel Halton website [www.workinginpeelhalton.com](http://www.workinginpeelhalton.com) by introducing occupational profiles, creating and sharing best practices through video featuring industry experts.
- *Update the Peel Halton Workforce Characteristics Report* with 2016 Canadian census data. This will inform the Peel Halton community about the labour market, focusing on local workforce, average wages, education levels and key industries in each municipality.
- *Develop the 2017 Peel Halton Employer Survey* report on employer hiring practices, challenges, HR issues and industry trends. It will provide employers with increased knowledge on industry trends and best HR practices and job seekers with increased knowledge of high demand occupations.

### INTEGRATED PLANNING

- *Develop and facilitate a series of employer webinars* focused on small to medium sized employers. Each webinar topic will be delivered in 15-30 minutes and be packed with practical advice for SME's with sensitivity to their limited budgets and time.
- *A systems map will be produced* to determine if there are duplications in the system, opportunities for agencies to collaborate and where there are concentrations of newcomers, youth, income across regions and more. Training in the use of this map will be provided to EO and non-EO agencies.

### SERVICE COORDINATION FOR EMPLOYERS

- *Increase the number of employers using the Talent Hub* by enhancing the provision of seamless, streamlined access to a wide range of employment support and training services to meet their human resource needs.

### RESEARCH & INNOVATION

- *Investigate the current and future workforce needs of local employers within the STEM* (Science,

Technology, Engineering and Mathematics) fields by studying the emerging supply and demand for intellectual capital in the Peel and Halton regions.

- *Assist manufacturing employers to recruit and retain entry-level workers* through an outreach project which reduces the recruiting time, cost and effort. This will be accomplished through effective pre-screening and pre-employment preparation of suitable candidates and closer linkages between educational institutions and local manufacturing employers.
- *A report to determine the social and economic costs of youth and adult unemployment* in Peel and Halton. Identify the gaps and challenges in current employment policies and programs and recommend improvements to reduce the effects of unemployment.
- *General Labourers for Milton Employers*: In partnership with the Milton Chamber of Commerce the PHWDG has been funded by the Ontario Centre for Workforce Innovation (OCWI), to investigate the difficulty of finding and retaining general labour workers in the Town of Milton. The objective is to determine the basis for this difficulty and recommend solutions to address it.

## SHARING BEST PRACTICES & PROMISING APPROACHES

- *Develop a report documenting best practices for a referral protocol* and common intake processes for EO and non-EO services. Service providers will gain an enhanced understanding of a client's history; clients will receive more seamless support.

## Our Key Partners

ACCES Employment	Burlington Economic Development
Caledon Community Services	Canadian Supply Chain Sector Council
Catholic Cross Cultural Services	Centre for Education & Training
CIO Advisors	City of Brampton
City of Mississauga	College Boreal
COSTI Immigrant Services	Dufferin Peel Catholic District School Board
Family Services of Peel	Halton Hills Economic Development
Halton Multicultural Council	Halton Region
HRPA Peel	Humber College
Indus Community Services	Jarden Consumer Solutions
Job Skills	Light Ring Technology
MELLOHAWK Logistics	Milton Economic Development
NetSoft IT Academy	NETWORTH
Newcomer Centre of Peel	Oakville Economic Development
Ontario Disability Support Program	Ontario Public Services
Ontario Trillium Foundation	Peel Adult Learning Centre
Peel Career Assessment Services Inc.	Peel Newcomer Strategy Group
Peel Regional Labour Council	Peel-Halton-Dufferin Adult Learning Network
PepsiCo Beverages Canada	Purolator Inc.
Region of Peel	Savino Del Bene
Toronto Service Canada	Services & Housing in the Province (SHIP)
Sheridan College	Supply Chain Management Association (SCMA)
Supply Chain Management Association Ontario (SCMAO)	Telus
TES - The Employment Solution	The Avleca Group Inc.
The Centre for Skills Development & Training	Toronto Region Immigrant Employment Council
Town of Caledon	Vpi
YMCA of Hamilton/Burlington/Brantford	Yves Landry Foundation

## BOARD OF DIRECTORS

### CO-CHAIRS

Jim Thornton

Sandra Welch

### DIRECTORS

Qaiser Maroof

Nancy Parkhill

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Janet Alphonso, *Administrative Assistant*

Ela Shadpour, *Manager, Research & Analysis*

Zidi Yang, *Researcher/Analyst*

Annie Singh, *Manager, Employer Relations*

Saira Gillani, *Employer Relations Specialist*

Gail-Jacqueline Rogerson, *Communications Specialist*

### Our Mission

Creating local solutions to our local workforce development needs.

### Our Vision

A vibrant community that enables all members to partner in achieving unparalleled prosperity and fulfillment.

### Our Mandate

The Peel Halton Workforce Development Group is mandated to carry out several key activities:

- To collect information on labour market on an ongoing basis
- Analyze trends in labour and training and consult with community partners on the best ways to address these trends
- Develop a plan to address key issues in collaboration with community stakeholders
- Encourage and promote life-long learning as a means to keep abreast of changes
- Promote equitable and accessible training and adjustment programs
- Create and encourage partnerships and work as a catalyst to develop ways to address local issues

Collaborating & Partnering is what we believe in.

We welcome you to partner with us to resolve the labour market challenges!

**Please contact us at:**

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The logo for Employment Ontario, consisting of the words "EMPLOYMENT" and "ONTARIO" in white, bold, uppercase sans-serif font, stacked vertically within a dark red rectangular background.