



**What's
your
plan?**

Defining Employer Barriers

ACKNOWLEDGMENTS

The Timmins Employer Council and the Timmins Economic Development Corporation would like to thank all employers, organizations, committees and other parties that have contributed to the TECHRS project. Our success is owed to your cooperative input and continued collaboration.

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1.0 PROJECT OVERVIEW

The Timmins Employer Council (TEC) launched the Timmins Employer Council Hiring and Retention Strategies (TECHRS) project to mitigate staffing challenges occurring throughout the City of Timmins.

1.1 PARTNERS AND OVERSIGHT

The TEC is a networking and information-sharing organization that alleviates employment challenges in the region. The group consists of major employers, educators, trainers, and employment service providers.

The TECHRS project was funded by generous contributions from the following partners:

- Clearlogic Consulting Professionals
- Cochrane District Social Services Administration Board (CDSSAB)
- Collège Boréal
- Far Northeast Training Board (FNETB)
- Northern College
- Northern Ontario Heritage Fund Corporation (NOHFC)
- Timmins And District Hospital (TADH)
- Timmins Chamber of Commerce
- Timmins Economic Development Corporation (TEDC)

1.2 PROJECT DESCRIPTION AND GOALS

According to the 2017 Timmins Employer Survey Results, a local labour market survey organized by the FNETB, 85% of employers are experiencing staffing challenges. The TECHRS project was created to address this issue. The project's mission is to identify, determine and share promising practices to mitigate employer recruitment and retention challenges.

This report is the first part in a series of two, which include:

- Part I – Defining Employer Barriers
- Part II – Employer Best Practices

Part I describes the main recruitment and retention challenges that employers identified during the project interview phase. Most of the barriers identified are not specific to a single industry, community, or region. Although the problems are vast, the solutions require the input of every organization. Part II is presented in a separate document.

We targeted small and medium-sized enterprises (SMEs) with 50 employees or fewer across a wide range of industry sectors, however, organizations of any size may find this information useful. We developed the Employer Toolkit (see Appendix), which is comprised of a set of fact sheets and an asset map to help businesses strengthen and retain their workforce and encourage expansion.

Our vision is to see Timmins with a diverse workforce, a steady employment rate and a growing economy.



2.0 METHOD

During the initial stages of the project, we asked local employers to help identify the main challenges with recruiting and retaining employees. At the same time, we attended networking events to market the TECHRS project, raised awareness by issuing a media release, and connected with key stakeholders. Our findings are outlined in section 3.0 *Barriers Employers Face*.

2.1 INTERVIEWS

We interviewed 32 employers and five employment service providers (Table 2.1) to gain qualitative data on the staffing challenges employers face. Despite the wide range of industry sectors, employers shared similar difficulties. This suggests that the issues with

INDUSTRY SECTORS	INTERVIEWS
Education	2
Finance & Insurance	3
Healthcare	5
Hospitality	4
Mining	3
Public Services	1
Retail and Service	5
Services	7
Social Services	2
Total Employers Interviewed	32

Table 2.1 Number of employers interviewed by industry sector

recruitment and retention are not specific to a single industry, but to the city as a whole.

We developed the following interview questions:

1. Within the past year, what have your organization's human resource needs been?
2. What is the primary reason for new job openings (company expansion, staff separations, etc.)?
3. How many applicants do you typically receive? Has this number changed from previous years?
4. Generally, do the qualifications of applicants meet your organization's needs?
5. What is involved in your application process?
6. How is employee retention? Generally, do new hires stay within the organization for some time?
7. What are the main reasons for staff turnover?

We summarized employer responses into four problem areas:

1. Young workers' work ethic may not align with employer expectations.
2. Workers are resistant to conventional work schedules (e.g. weekend and evening shifts).
3. Workers' qualifications may not meet the organization's needs.
4. Employers face challenges in promoting and communicating positive aspects of life in Northern Ontario to potential employees.

2.2 SURVEY

Results from the FNETB *Timmins 2017 Employer Survey* provided quantitative data on the staffing challenges experienced by employers. We used this survey to avoid duplication and spare employers from survey fatigue. Both the survey results and interview responses presented similar data which further eliminated the need to conduct a separate survey.

A total of 87 employers completed the *Timmins 2017 Employer Survey*, which represents 7.2% of the 1,207

businesses in Timmins that employ workers. Although this number is not large enough for statistical accuracy, it is suitable for the purposes of this report.

2.3 OUTREACH

Throughout the project we participated in many committee meetings, annual general meetings, career fairs, and other public events to share project progress and goals.

In an effort to grow our local labour force, we created rack cards for the purpose of newcomer attraction. We distributed them during all career fairs. The rack cards promote the following websites:

- Jobsintimmins.com
- Newtotimmins.com
- Neoimmigration.ca

We attended a variety of career fairs, including the Rural Ontario Forum & Job Fair hosted by the Newcomer Centre of Peel in Mississauga, Ontario.

We also worked with La Société Économique de l'Ontario to distribute rack cards during the Destination Canada Francophone job fair in Paris, France and Brussels, Belgium.

Through interviews and outreach activities, we connected with multiple employers, employment service providers, key stakeholders, and job seekers. Each group provided invaluable feedback and information to the TECHRS project.



3.0 BARRIERS EMPLOYERS FACE

After only a handful of employer interviews, we started to notice trends in staffing challenges. Once we conducted a sufficient number of interviews, we were able to summarize our findings in four main barriers:

- Young workers' work ethic may not align with employer expectations.
- Workers are resistant to conventional work schedules.
- Workers' qualifications may not meet the organization's needs.
- Employers face challenges in promoting and communicating positive aspects of life in Northern Ontario to potential employees.

Employers also shared additional concerns with the availability of quality rental housing in Timmins, competition from the mining industry, and complex hiring processes. The results from the *Timmins 2017 Employer Survey* complemented many of these findings.

3.1 MISALIGNED WORK ETHIC

According to the *Timmins 2017 Employer Survey*, 60% of employers state that finding qualified workers with good work ethic will be their main challenge over the next 5 years.¹ Unique workplace issues are arising as younger generations enter the workforce. Employers are recognizing a decrease in both work ethic and etiquette of young workers. There appears to be a misalignment between the degree of professionalism, productivity and reliability expected by employers and the output provided by young workers.

Employers have indicated that many applicants from younger generations lack the fundamental people skills required in front-line positions. Employers also perceive a lack of motivation and commitment to their workplace. However, this belief does not imply that younger workers cannot be motivated and en-

gaged in the workplace. It suggests that employers must find new and creative ways to train, engage and retain today's workforce.

3.2 RESISTANCE TO CONVENTIONAL WORK SCHEDULES

Employers expressed having difficulty recruiting and retaining workers for positions that require long hours (over 8 hours), evening and weekend availability, on-call availability, and shift work. They perceive that many of today's workers struggle with maintaining a work-life balance. Furthermore, employers in our interviews suggested that many employees seem to expect maximum pay, yet minimum work hours.

Another issue is unplanned workplace absenteeism, such as sick days and other unexpected events. Employers noted that it is increasingly difficult to find a replacement when a worker cancels a shift. Workers are simply uninterested in picking up a colleague's shift at the last minute. As mentioned in section 3.1 *Misaligned Work Ethic*, this challenge can be alleviated by focusing on employee engagement.

3.3 INSUFFICIENT QUALIFICATIONS

No matter the industry, employers expressed concern about the qualifications of applicants for higher skilled positions, including technical positions, tradespersons and licensed professionals. According to the *Timmins 2017 Employer Survey*:

- 60.5% of employers are concerned about the supply of qualified workers in our community.
- 61.7% of employers agree that workers do not have the required levels of work experience.
- 70.4% of employers agree that there are few suitable applicants to fill their vacant positions.

In Figure 3.3, we adapted a chart from the *Timmins 2017 Employer Survey* to indicate the percentage of employers that have expressed concern regarding specific worker skills and credentials.

¹ Far Northeast Training Board. (2017). *Timmins Employer Survey Results*. Retrieved from www.fnetb.com/wp-content/uploads/2018/05/ENG-Final-TIMMINS-2017.pdf.

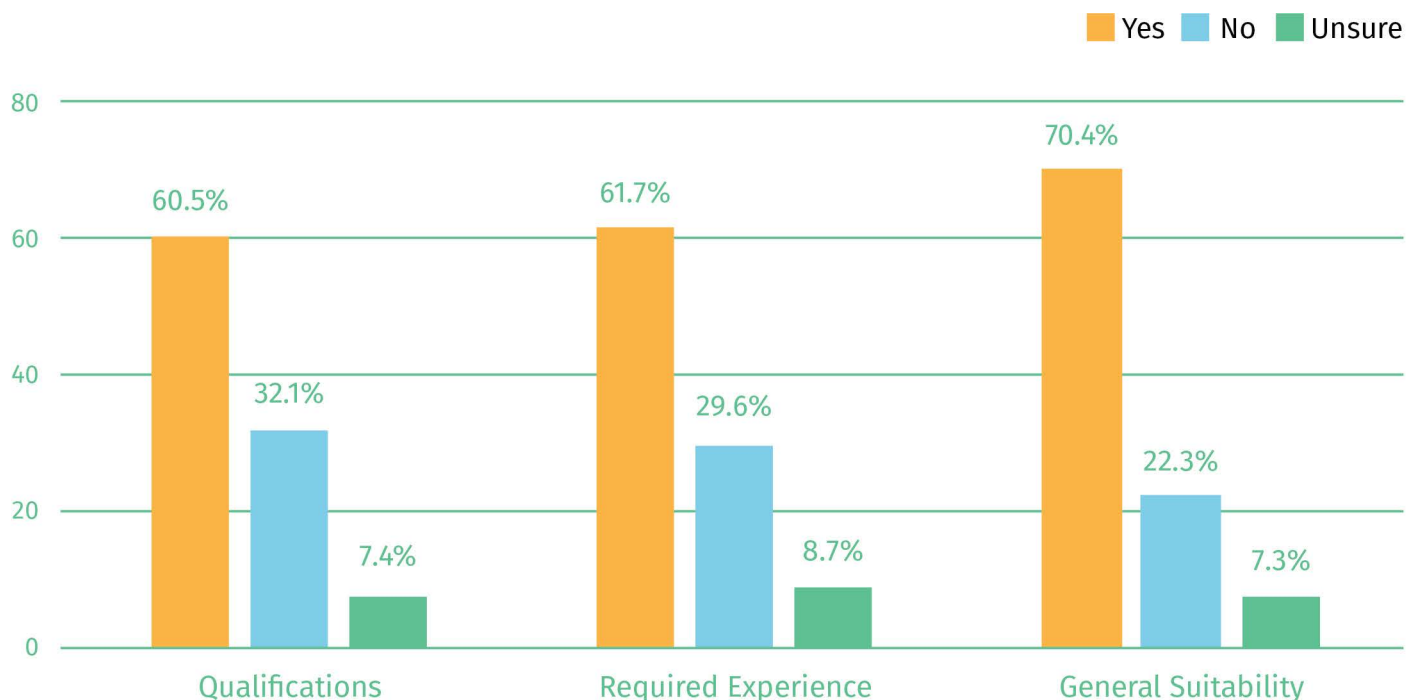


Figure 3.3 Employer's rate of concern regarding workers' skills and credentials

The term 'worker qualifications' is defined as both skill level and relevant experience. Employers are finding it increasingly difficult to find applicants that have adequate education and licensing credentials in addition to the required experience. With an aging population, we depend on young workers to fill workforce gaps. Although these workers meet most education requirements, they may not have the time to reach the desired level of work experience. Employers might have to consider reevaluating experience requirements for future job openings.

3.4 QUALITY OF LIFE IN NORTHERN ONTARIO

Along with many other Northern Ontario communities, Timmins is experiencing an increase in out-migration.² The younger generations are leaving Timmins to attend post-secondary education and many are not returning after graduation. At the same time, other residents are leaving to pursue prosperous job opportunities. This could be due to the comparisons made between Timmins and southern urban areas in terms of employment growth opportunities, com-

munity amenities, medical services, and extreme weather conditions.

Newcomers and others from outside the community may overlook the many advantages to living in Timmins, such as a short commuting time to work, affordable real estate prices, and plenty of parks and rivers for outdoor leisure activities. Employers are well-positioned to market the attractive lifestyle in Timmins.

3.5 OTHER COMMON BARRIERS

Interview participants also noted the following common barriers to employee attraction and retention:

- Available rental housing
- Competition from the mining industry
- Complex hiring processes

3.5.1 Available Rental Housing

Employers are hearing that workers find it increasingly difficult to find quality rental housing in Timmins, which prevents them from settling in the area. This negatively affects staff retention and newcomer attraction.

² Zefi, C. (2018). The Northern Attraction Series: Exploring the Need for a Northern Newcomer Strategy. *Northern Policy Institute*. Retrieved from www.northernpolicy.ca/upload/documents/publications/commentaries-new/zefi_northern-attraction-1-en-18.10.09.pdf.



3.5.2 Competition from the Mining Industry

Some employers have expressed concern with their ability to compete with the high wages and benefit packages available at the mines. Employment in the mining industry is highly desirable in terms of compensation, making it challenging for SMEs outside of mining and supply to secure long-term employees.

3.5.3 Complex Hiring Processes

Timing is everything. Some employers lose candidates during the hiring process simply because the process takes too long. Candidates either lose interest in the position, or get poached by another organization. Officevibe, a Canadian-based online employee satisfaction tool, found that 60% of candidates have quit an application process because it took too long.³ Lengthy online application processes have a similar effect, as job seekers are discouraged from applying because completing the form takes too long.

Interview no-shows present other hiring issues, such as costing the organization money, and taking up valuable production and/or service time. These issues are not unique to Timmins; in fact, no-shows are an ongoing issue for employers throughout the province.⁴

These challenges are impacting many employers in a range of industries throughout the city. Issues with promoting and communicating positive aspects of life in Northern Ontario, available rental housing, and competition from the mining industry are specific to Timmins. Challenges involving work ethic, conventional work hours, worker qualifications and complex hiring processes are affecting organizations on a national scale. However, it is important to note that local employers are aware that they have a specific role to play in reducing negative impacts on their organization and community.

³ Robins, A. (2017). 12 Recruiting Statistic To Change The Way You Hire. *Officevibe*. Retrieved from www.officevibe.com/blog/12-recruiting-stats.

⁴ Ho, S. (2018). Employers increasingly frustrated by job interview 'no shows'. *The Globe and Mail*. www.theglobeandmail.com/business/small-business/talent/article-employers-increasingly-frustrated-by-job-interview-no-shows/.

4.0 CONCLUSION

Employer interviews and the results from the *Timmins 2017 Employer Survey* provided a sound gap analysis for the TECHRS project. Employers shared a wealth of information that we summarized into four prominent workforce challenges:

- Young workers' work ethic may not align with employer expectations.
- Workers are resistant to conventional work schedules.
- Workers' qualifications may not meet the organization's needs.
- Employer's face challenges in promoting and communicating positive aspects of Northern Ontario to potential employees.

We also identified three concern areas:

- Available rental housing
- Competition from the mining industry
- Complex hiring processes

In Part II of this report, we present promising practices and recommendations to offset these challenges.

The Employer Toolkit, containing multiple fact sheets and an asset map of employment services, is available to learn more about employee attraction and retention strategies. The toolkit can be found in the Appendix, or on the [TEDC website](#).



APPENDIX

As part of the Timmins Employer Council Hiring and Retention Strategies (TECHRS) project, the Timmins Employer Council created the Employer Toolkit, which is comprised of a set of fact sheets and an asset map to help employers mitigate staffing challenges. The content of the Toolkit has been researched, revised, and approved by various employers, educators and service providers throughout the City.

APPENDIX

Building Your Awareness

- Benefits of Hiring Indigenous Peoples
- The Need for Immigration
- Benefits of Hiring immigrants
- Debunking Millennial Stereotypes

Attracting Your Workforce

- Indigenous Peoples
- Persons with Disabilities
- Immigrants
- Younger Generations: Millennials and Gen Zers
- Simplify Your Application Process
- Writing an Attractive Job Posting

Retaining Your Workforce

- Indigenous Peoples
- Persons with Disabilities
- Immigrants
- Younger Generations: Millennials and Gen Zers
- Orienting New Staff
- Multi-generational Workforce

BUILDING YOUR AWARENESS

Benefits of Hiring Indigenous Peoples

Less expensive recruitment costs and greater retention¹

- Secure candidates who are native to the community and likely to stay for the long term.²

Better relationships and integration with local indigenous groups³

- Increase the level of trust between the organization and local indigenous groups.
- Build a mutual understanding of indigenous cultural issues and of business pressures.

Greater public approval and brand awareness

- Gain recognition from a growing consumer-base that seeks to support socially responsible businesses.
- Enjoy an increase in customer satisfaction and company profits.⁴

Increased engagement from indigenous groups⁵

- Empower indigenous employees to be role models in their communities and encourage other indigenous people to choose a similar career path.

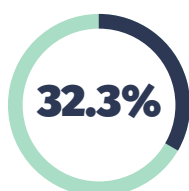
Improved diversity, equity and inclusion in the workplace⁶

- Create a welcoming work environment for indigenous peoples by facilitating indigenous awareness.

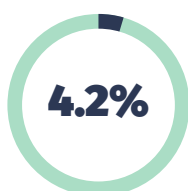
Canada's Indigenous Communities ⁷



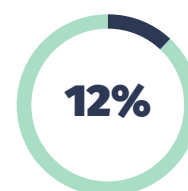
FIRST NATIONS



MÉTIS



INUIT



INDIGENOUS
PEOPLE IN TIMMINS⁸

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1. Indigenous Works. (n.d.). Business Case for Inclusion.
2. Indigenous Corporate Training Inc. (2012). Why it makes good business sense to hire Aboriginal workers.
3. The Conference Board of Canada. (2012). Understanding the Value, Challenges, and Opportunities of Engaging Métis, Inuit, and First Nations Workers.
4. Ibid.
5. Ibid.
6. Ibid.
7. Trucking HR Canada. (2018). Indigenous Recruitment & Retention.
8. Statistics Canada. (2017). Timmins, Ontario Census Profile, 2016 Census.

BUILDING YOUR AWARENESS

The Need for Immigration

State of our workforce

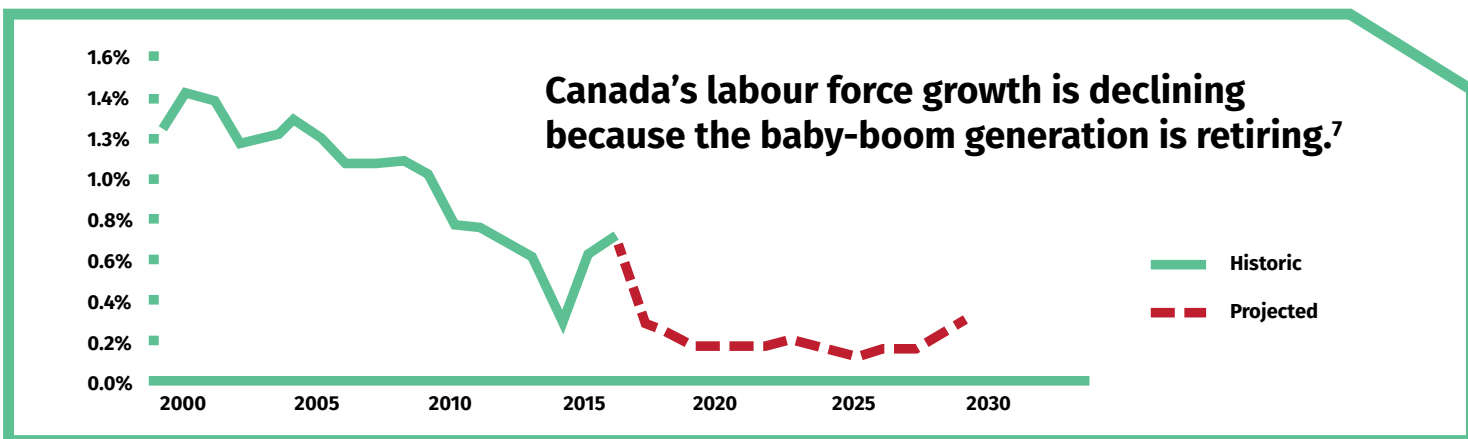
- Canada's unemployment rate fell to 5.6% in 2018, the lowest since 1976. Yet, there are currently over 540,000 job vacancies.¹
- Over the next 15-20 years, there will be 28,000 retirements in our region*.²
- The mining sector alone will lose nearly 3,000 workers over the next 10 years.³

State of our population

- The current birth rate in Canada is 1.5 children per couple.⁴
- By 2036, our overall population will fall unless immigration improves.
- From 1996 to 2016 our regional* population fell by 20,030 persons (14.9%) with anticipated losses of 8,725 persons by 2036.⁵

What do we do now?

- Canada welcomes over 400,000 International Students each year.⁶
- Over the next 3 years, Canada will welcome close to 1,000,000 permanent residents to Canada.
- Communities in our region* are finding ways to attract and retain more newcomers.
- These newcomers are both willing and able to work.



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What's your plan?

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1. Statistics Canada. (2018). Job vacancies, payroll employees, job vacancy rate.
 2. Far Northeast Training Board. (2018). Local Labour Market Forecast 2016-2036.
 3. Far Northeast Training Board. (2017). Mining Sector Employment and Hiring Forecast.
 4. Provencher, C., Milan, A., Hallman, S., D'Aouts, C. (2018). Fertility: Overview, 2012-2016. *Statistics Canada*.
 5. Far Northeast Training Board. (2018). Working Together 2018-2021.
 6. Canadian Bureau for International Education. (2018). International Students in Canada.
 7. Business Development Bank of Canada. (n.d.). Labour Shortage: Here to Stay.
 *The data represented is for the Far Northeast Training Board's service area.

BUILDING YOUR AWARENESS

Benefits of Hiring Immigrants

Immigrants can help organizations gain a competitive edge

- Immigrants act as cultural bridges for global communications.¹
- Immigrants reflect a form of corporate social responsibility.

Immigrants can help grow an organization's customer base

- Immigrants account for 1 in 5 Canadians.²
- Immigrants can enhance customer service by connecting with diverse customers and clients.

Immigrants can enhance creativity, productivity, and decision-making processes

- Immigrants offer a breadth of knowledge and experiences to existing business practices.
- Immigrants can bring diverse perspectives to the workplace, stimulating new thinking.

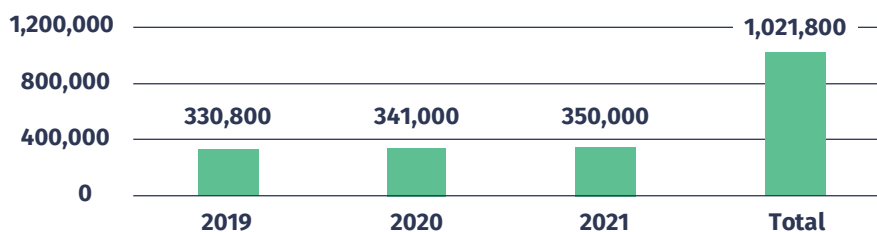
Immigrants broaden an organization's talent pool for recruiting new employees

- Immigrants help organizations position themselves as a diverse and inclusive workplace to potential employees.

Immigrants are here for the long-term

- Statistics show that 91% of 2011 Immigrant tax filers remained in Ontario for at least another 5 years.⁵

Canada's target
immigrant
admissions over
the next three
years.⁶



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1. Human Resources Management Association. (2012). Hiring and Retaining Skilled Immigrants – A Cultural Competence Toolkit.
2. Newcomers Canada. (2017). 10 Reasons to Hire a Newcomer to Canada.
3. Immploy. (n.d.). Why Hire Immigrant – Fast Facts.
4. Human Resources Management Association (2012), Hiring and Retaining Skilled Immigrants – A Cultural Competence Toolkit
5. Statistics Canada. (2018). Income and mobility of immigrants, 2016.
6. Smith, S. and Katem, A. (2018). Canada extends immigration targets into 2021 with prominent roles for Express Entry, PNPs. *Canada Immigration Newsletter*.

BUILDING YOUR AWARENESS

Debunking Millennial Stereotypes

Millennials are lazy

- Millennials have one of the highest employment rates in Canada.¹
- 86% of 25 – 34 year-olds were employed in 2017.
- 48% of Millennials leave some or all of their vacation time unclaimed.

Millennials are entitled

- 50% of Millennials are under-employed. Many of them have a 4-year university degree, but hold minimum wage jobs.²
- Millennials are more willing to express their opinions than other generations, because they were taught to build confidence.

Millennials are disloyal

- Millennials stay with their employers longer than Generation X workers did at their age.³

Millennials can't pull away from technology

- Technology is a means to do more faster. Millennials can help bring innovation and improved processes to the workplace.
- Millennials prefer face-to-face communication in the workplace.

Millennials seek constant praise

- Frequent check-ins, feedback and conversations with a boss are their expectation; not praise.
- Millennials view constructive criticism as an important element in their personal and career growth.

In 2014, Millennials became the largest generation in the Canadian workforce.⁴



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1. Smalley, K. (2018). The real facts behind 5 myths about millennial workers. *Randstad*.
2. Ibid.
3. Stillman, J. (2017). 5 Myths About Millennials That Have Been Completely Debunked by Science. *Inc*.
4. Scott F, G. (2015). Millennials are now the biggest generation in the Canadian workforce. *Canadian Business*.

ATTRACTING YOUR WORKFORCE

Indigenous Peoples

Indigenous peoples represent a significant untapped labour pool and employers who have implemented successful recruitment practices are reaping the benefits. Here are some ways you can attract Indigenous workers:

Review inclusion in the workplace

- Make a commitment to diversity and employment equity.

Research the community you are recruiting from

- Understand that no two communities are alike.
- Identify and address underlying barriers.

Build trust and understanding

- Explain your needs to community leaders and learn about the needs of the community as well as the available skillset.
- Provide feedback to applicants who are unsuccessful in the hiring process.

Use a variety of partners to share job postings

- Inform local employment centres, educational institutions, community organizations, and band or treaty organizations about job openings for indigenous workers.

Offer Youth Development Programs

- Partner with schools to offer students co-op education to learn required job skills.
- Offer internships to help workers gain work experience.

Indigenous people under 30 are the **fastest growing** segment of Canada's work force.¹

600,000 Indigenous youth are estimated to enter the labour market between 2001 and 2026.²

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1. Livingston, G. (2018). Report outlines 10 ways to get more aboriginals in the work force. *The Globe and Mail*.
2. Indigenous Corporate Training Inc. (2012). Why it makes good business sense to hire Aboriginal workers.

ATTRACTING YOUR WORKFORCE

Persons with Disabilities

People with disabilities represent a buying power of over **\$40B** in Canada. Companies that employ people with disabilities can better serve this growing market.¹ Here are some ways you can attract people with disabilities:

Express your commitment to diversity in job postings

- State that you are an inclusive and accessible employer.

Write a job description and ask yourself the following:

- Can any tasks be done differently?
- Can this job be completed in a different work setting?
- Can this job be completed on a different timeline? I.e. during part-time hours?

Share job postings with disability service agencies

- They can recommend and help screen potential candidates.

Keep application and interview questions specific

- Ask what might impact their ability to do the job.
- Ask what tasks they may have difficulty performing.

82% of managers find employees with disabilities to be no more difficult to supervise than employees without disabilities.²

Nearly 1 in 7 individuals in Ontario have a disability.³

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1. Minister MacCharles, T. (2017). *Access Talent: Ontario's Employment Strategy for People with Disabilities*. Government of Ontario.
2. Government of New Brunswick. (2001). *Myths About Hiring Persons with Disabilities*.
3. The Ministry of Economic Development. (n.d.). *The WorkBC Employer's Tool Kit*. WorkBC.

ATTRACTING YOUR WORKFORCE

Immigrants

60% of Canadian Executives consider hiring skilled immigrants a significant solution to their skill shortage needs.¹ Here are ways you can attract immigrants to your organization:

Prepare your workplace

- Ensure policies and procedures are culturally diverse.
- Gain cross-cultural awareness and educate your staff accordingly.

Expand your recruitment practices

- Promote job postings on immigrant recruiting websites and the federal job bank.
- Work with immigrant employment service agencies to promote job openings and facilitate interviews.
- Participate in immigrant and newcomer job fairs and employment trade shows.

Review your job posting

- Ensure all position requirements, including language skills, are clearly stated.
- Separate the 'must have' skills from the 'nice to have' skills.

Reconsider your interview approach

- Avoid acronyms, figures of speech and slang that do not translate cross-culturally. I.e. do you think 'outside the box'?
- Understand that candidates are often not accustomed to Canadian job interviews.³
- Include competency-based testing so candidates can demonstrate their skills rather than describe them.

**By 2031, 1 in 3
labour force
participants are
projected to
be foreign born.²**

Out of 160 new immigrants surveyed, 67% said that "finding a job" was their most important concern when coming to Canada.⁴

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1. Hire Immigrants Ottawa. (n.d.). Employers in Action.
2. Hire Immigrants Ottawa. (2011). Employer's Guide to Integrating Immigrants into the Workplace.
3. Hire Immigrants Ottawa. (n.d.).
3. The Ministry of Economic Development. (n.d.). The WorkBC Employer's Tool Kit, Booklet 4. *WorkBC*.

ATTRACTING YOUR WORKFORCE

Younger Generations: Millennials and Gen Zers

Balancing delayed retirements and a new generation of workers brings its own set of challenges. Millennials and Gen Zers will soon dominate our companies, organizations and communities. Here's what you should keep in mind when attracting younger workers to your workplace:

Young people are constantly flooded with information

- You have 8 seconds or less to retain their interest.²
- Unless you have online presence, you'll go unnoticed.

Most young people have large student debts to pay

- Be transparent about your wage and benefit packages.

Younger generations crave connectivity and collaboration

- Find ways to connect with them from the get-go.
- Welcome face-to-face conversations.

Younger workers want the same perks as any other generation³

- Provide them with growth opportunities, job stability, and a competitive salary.

90% of employers feel that the younger workers tend to have different values and motivations.¹

65% of children entering school today will work in jobs that do not currently exist. Younger generations are assets that many industries don't know they need yet.⁴

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1. Human Resources Professionals Association. (2016). HR & Millennials: Insights Into Your New Human Capital.
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3. Caramela, S. (2018). How Companies Can Change Their Culture to Attract (and Retain) Millennials. *Business.com*.
4. Human Resources Professionals Association. (2018).

ATTRACTING YOUR WORKFORCE

Simplify Your Application Process

60% of candidates have quit an application process because it took too long.¹ Here are some ways to simplify your hiring process:

Eliminate common barriers to applying

- Include job descriptions with clear expectations.
- Allow applicants to attach their resume and bypass fillable applications forms.
- Accept in-person, hardcopy resumes.

Acknowledge applicants with a receipt of application

- Thank applicants by sending a receipt of application.
- Empower managers to conduct on-the-spot job interviews.

Use specific, literal questions during interviews

- “Can you take me through your resume?” vs “Tell me about yourself.”
- “Can you give an example of how you solved a problem?” vs “We’re looking for someone who is a problem solver. Tell me how this describes you.”

Consider Open Hiring

- Save time and money on recruitment practices by bypassing application forms and interviews.
- Give individuals who have been kept out of the workforce a chance at employment.

Studies show that the best candidates are off the market in 10 days.²

64% of applicants share negative application experiences with friends and family. While **27%** actively discourage others from applying.³

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region.

What's your plan?

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705-360-2656
employercouncil@timmins.ca



1. Robins, A. (2017). 12 Recruiting Statistics That Will Change the Way You Hire. *Officevibe*.
2. Ibid.
3. Ibid.

ATTRACTING YOUR WORKFORCE

Writing an Attractive Job Posting

60% of job searches are done using mobile devices.¹ To ensure your job postings are both attractive and mobile friendly, keep them clear and concise while giving job seekers the valuable information they're looking for. Here's what you should include in your job postings:

The Basics

- Include a simple position title, location and pay range.
- State whether the position is full-time, part-time, seasonal or contract.

Company Background

- Keep this section short and only share information that will “wow” job seekers.
- Include the benefits of working for you, along with ethical, social and environmental commitments, awards, recognition and ranking.

Position Summary

- Provide a brief description of the position, including what the employee will be working on.
- Include the employee's role and responsibilities within the company.

Qualifications

- Indicate whether the qualification is a requirement (mandatory) or an asset (desirable).

Application Logistics

- Include the application deadline and how to apply (i.e. in person, email, web-based application).

64% of job seekers don't apply if they don't understand the job title.²

72% of job seekers look for the salary range immediately.³

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1. Indeed. (2018). Indeed for Employers.
2. Picard, J. (2013). 4 Reasons You're not Getting Quality Job Applicants. LinkedIn.
3. Indeed.

RETAINING YOUR WORKFORCE

Indigenous Peoples

Companies that know how to harness the power of diversity by capitalizing on their Indigenous human capital assets tend to be very successful.¹ Here are some ways you can retain Indigenous workers:

Implement meaningful inclusion practices

- Set strong human rights policies in the workplace.
- Promote teamwork.

Train staff on cultural awareness

- Understand basic differences, such as: Nodding to an indigenous person signifies understanding not necessarily agreement.³
- Resolve misconceptions from a lack of education.

Encourage Indigenous employees to take on senior roles

- Provide professional development and training opportunities to facilitate the career progression of employees.

Understand traditional practices and community obligations

- Create adaptable work arrangements that allow employees to participate in cultural activities such as hunting, fishing and harvesting.

85% of CEOs believe diversity helps position their company as an employer-of-choice.²

89% of CEOs view diversity as a competitive advantage in improving employee retention.⁴

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1. Indigenous Works. (n.d.). Diversity.
2. Ibid.
3. Indigenous Works. (n.d.). Difference Between Western and Traditional Cultures.
4. Indigenous Works. (n.d.). Diversity.

RETAINING YOUR WORKFORCE

Persons with Disabilities

Pizza Hut Corporation states that its workers with disabilities are **5x** easier to retain than its workers without disabilities.¹ Here are some ways you can retain your staff members with disabilities:

Be a transparent leader

- Inform current staff members about your commitment to being a diversified employer.
- Confront difficult situations by asking questions and showing interest.

Tweak the onboarding program

- Provide orientation materials in accessible formats, such as braille, electronic format or large print.
- Include disability-specific information, such as accommodation procedures.

Be flexible with job requirements

- Ask yourself if this job can be completed in a different way or with reduced hours.

Persons with disabilities are 72% more likely to stay with an organization than their non-disabled colleagues.²

MYTH: Someone with a disability won't be reliable and will miss work.

FACT: 86% of people with disabilities rate average or better on attendance than their colleagues without disabilities.⁴

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region. For additional resources, read: Access Talent: Ontario's Employment Strategy for People with Disabilities.

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1. Government of New Brunswick. (2001). Myths About Hiring Persons with Disabilities.
2. The Ministry of Economic Development. (n.d.). The WorkBC Employer's Tool Kit, Booklet. *WorkBC*.
3. Minister MacCharles, T. (2017). Access Talent: Ontario's Employment Strategy for People with Disabilities. *Government of Ontario*.

RETAINING YOUR WORKFORCE

Immigrants

Many businesses are recognizing that skilled immigrants play important roles in our economy as employees, consumers and connectors to emerging markets.¹ Here are some ways to help you retain immigrant workers:

Prepare a thorough orientation agenda, including both professional and cultural considerations

- Communicate workplace policies involving diversity, human rights, anti-discrimination, anti-harassment, and other worker safeguards.

Create an inclusive workplace

- Provide diversity training to all staff.
- Encourage existing staff to assist with the integration of new hires.

Pair new hires with a mentor

- Enhance cultural competence and awareness in your workplace by creating cross-cultural collaboration.

Offer training opportunities

- Offer skill enhancement training in the workplace, or inform workers of third-party training courses.

In 2016-2017, immigrants and refugees accounted for over 25% of the Canadian labour force.²

Underutilizing the skills of immigrants is estimated to cost Canada between \$3.4 – 5B per year in lost productivity.³

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employercouncil@timmins.ca



1. Hire Immigrants Ottawa. (2011). Employer's Guide to Integrating Immigrants into the Workplace.
2. Government of Canada. (2018). Immigration, Refugees and Citizenship Canada Departmental Plan 2018-2019.
3. Government of Ontario. (2017). A New Direction: Ontario's Immigration Strategy.

RETAINING YOUR WORKFORCE

Younger Generations: Millennials and Gen Zers

Employers that focus on integration and allow young workers to feel like they're of value to the company experience greater productivity and higher retention. Here's what you can do to integrate, engage and retain young workers:

Invest in frontline manager and supervisor training

- Train managers on communication, people management, diversity, and building a healthy workplace culture.

Give frequent feedback vs. annual reviews

- Young workers value frequent, informal feedback regularly or after completed projects.

Provide reverse mentoring opportunities

- Ask employees about their thoughts on company operations, new technologies and customer insights.

Reconsider your scheduling practices

- 83% of youth are more likely to keep a job if they have more control over their work schedules.²

Offer professional development opportunities

- Young workers are 2x more likely to stay at their job over a year if they view their jobs as a career or stepping stone to a career.³

Less than **10%** of organizations have taken steps to integrate millennials within their workforce.¹

27% of young workers expect to work at their current company between two to four years.⁴

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1. Dube, D-E. (2017). Millennials in the workplace: Why they're not entirely to blame for everything. *Global News*.
2. Laryea, D., Hanleybrown, F., Gilsdorf, K. (2017). How to Improve the Engagement and Retention of Young Hourly Workers. *Harvard Business Review*.
3. Ibid.
4. Human Resources Professionals Association. (2018). Annual Conference & Trade Show.

1 in 4 new employees quit within the first 90 days on the job.¹ Here are some tips to orient new staff and encourage retention:

Ensure orientation programs discuss the following information:

- Your company background — history, mission, vision.
- Human resources — wage, benefits, time-off requests.
- Health and safety values, policies and procedures.
- Their contribution to the goals of the organization.

Involve current staff members in the process by providing:

- An organizational chart and chain of command.
- Opportunities to discuss their role with other members.

Think of orientation as a process, not an event

- Check-in regularly to ensure employees are setup to succeed.
- Keep in mind that everyone learns at a different pace.

Avoid giving too much information too fast

- Create an onboarding handbook for new hires.
- Take breaks, welcome questions, encourage note-taking and speak at a reasonable pace.

58% of new employees stay with an organization for years if they are put through a structured onboarding program.²

Organizations with a standard onboarding process experience 50% greater new-hire productivity.³

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1. White, S. (2018). Tips for a new hire's first 90 days on the job. *The Globe and Mail*.
2. Hirsch A, S. (2017). Don't Underestimate the Importance of Good Onboarding. *SHRM*.
3. Ibid.

RETAINING YOUR WORKFORCE

Multi-generational Workforce

Today's workforce is comprised of 5 generations, each with a different set of workplace values. This creates an opportunity to educate your staff and foster diversity. Here's how you can help:

Get to know your employees

- Find out their wants and needs.

Don't dwell on individual differences

- Ensure all employees feel included.

Be transparent and consistent

- Set and abide by clear and concise policies.
- Communicate well and often.

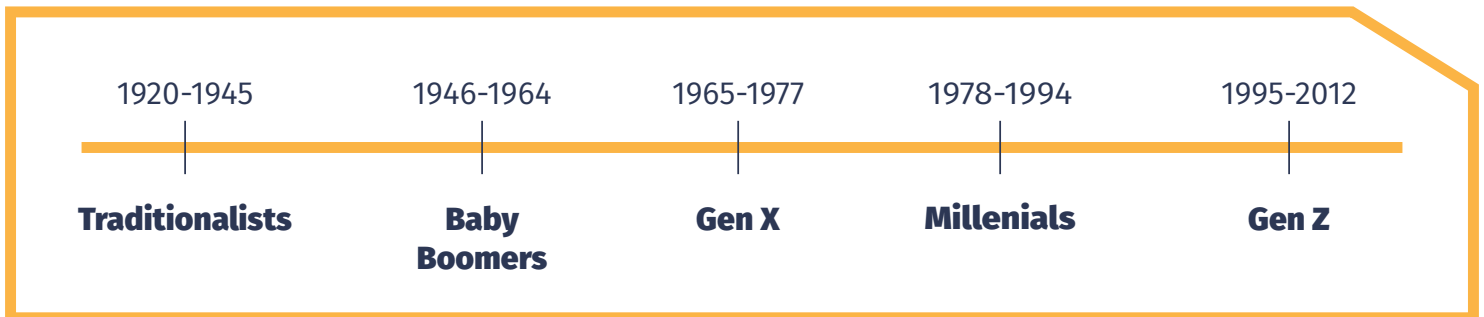
Create opportunities for cross-generational mentoring

- Pair younger workers with seasoned executives.
- Form mixed-age groups to work on specific tasks.

Consider diversity and inclusion training as part of your orientation package

- Provide education on generational stereotypes.

By 2036, **25%** of the workforce will be over the age of **55**.¹ For the first time ever, five generations will soon be working side by side.²



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Timmins Chamber of Commerce
Chambre de commerce de Timmins



1. Statistics Canada. (2017). Seniors.

2. Knight, R. (2014). Managing People from 5 Generations. *Harvard Business Review*.

EMPLOYER ASSET MAP

Organization	Employer Services							Applicant Services				Employee Retention	
	Job development	Job matching	Advertise job openings	Networking events	International recruiting	Applicant screening	Interview candidates	Resume & cover letter	Job search strategies	Interview preparation	Job readiness and training	On-going coaching and support services	Financial assistance
1 Access Employment			X	X	X	X		X	X	X	X		
5 CNIB Foundation	X	X	X					X	X	X	X		
2 Cochrane District Social Services Administration Board			X					X*	X*	X*	X*	X*	
3 Collège Boréal	X	X	X	X		X	X	X	X	X			
4 Community Living Timmins Intégration Communautaire	X	X	X			X		X			X	X	
6 EmployAll	X	X	X			X	X	X	X	X	X	X	X
7 Employment Options Emploi	X	X	X	X		X	X	X	X	X	X	X	X
8 International & Community Matchmaker	X	X	X		X			X	X	X			
9 IVEY Immigration & Employment Services Inc.		X	X		X	X	X	X	X	X	X	X	
10 Levert Personnel Resources Inc.		X	X			X	X				X	X	
11 March of Dimes Canada	X	X	X			X	X	X	X	X	X	X	X
12 Métis Nation of Ontario			X					X	X	X	X		X
13 Mushkegowuk Employment & Training Services			X					X	X	X	X		X
14 Newcomer Centre of Peel		X	X		X			X	X	X	X	X	
15 Northern College	X	X	X	X	X	X	X	X	X	X	X	X	X
16 Professions North/Nord	X	X				X		X	X	X	X	X	
17 Timmins & District Multicultural Centre			X						X				
18 Timmins Native Friendship Centre (Apatisiwin)		X	X								X		X
19 Wabun Tribal Council			X					X	X	X	X		X
20 Workforce North		X	X			X	X				X	X	

*Ontario Works Clients

1. Acces Employment

www.accesemployment.ca

Acces Employment connects employers with highly qualified candidates from diverse backgrounds to fill their labour force needs. They achieve this by providing free employment services, linking employers to skilled people and building strong networks in collaboration with community partners.

2. CNIB Foundation

www.cnib.ca

CNIB Foundation delivers programs and advocates for individuals who are blind, partially blind, or deaf-blind. They offer a range of employment services to help prepare clients for the workplace and connect them with employers seeking innovative talent.

3. Cochrane District Social Services Administration Board (CDSSAB)

www.cdssab.on.ca

CDSSAB provides services through Ontario Works (OW), a program that provides assistance to individuals in financial need. CDSSAB offers employment support to OW clients and works with employers to promote job openings through its Employer Resource Centre.

4. Collège Boréal

www.collegeboreal.ca/services-aux-etudiants/centres-emploi/

The Employment Center at Collège Boréal helps its students and graduates pursue employment within their area of study. The center works with employers to promote job openings and coordinate recruitment opportunities on campus.

5. Community Living Timmins Intégration Communautaire

www.communitylivingtimmins.com

Community Living Timmins Intégration Communautaire offers a variety of services to individuals with intellectual disabilities. Its Supported Employment Services (SES) division works with employers and job seekers to determine the right opportunity and provide continuous support throughout employment.

6. EmployAll

www.employall.ca

EmployAll is a consortium with the March of Dimes Canada, the Canadian Hearing Society and Northern College. The consortium helps employers increase productivity and profitability by matching qualified candidates to the right job. EmployAll staff takes the time to understand organizations' problems so they can help address staffing challenges. EmployAll is a free service that can be used as an extension to HR teams.

7. Employment Options Emploi

www.employmentoptions.ca

Employment Options Emploi provides free bilingual services to those who are unemployed or under-employed, including students, apprentices, and internationally trained individuals. Employment Options Emploi addresses various employment needs of individuals as well as the skilled labour needs of employers. They can also help individuals on a path to higher skill training and development. In addition, they have boardrooms available for employers' to interview candidates and set up job booths.

8. International & Community Matchmaker

www.communitymatchmaker.ca

International & Community Matchmaker offers employability and entrepreneurship services to potential immigrants and secondary migrants, and employers seeking sources of skilled workers. The program helps northern and rural communities build a skilled workforce. It also addresses labour shortages by accessing a new jobseeker pool and filling employment gaps. Everyone, regardless of their status and current location, can be served by the Matchmakers.

9. IVEY Immigration & Employment Services Inc.

www.iveyimmigration.com

IVEY is a private immigration consulting firm that helps employers fill their short-term and long-term labour force needs through immigration and international recruitment. They work in partnership with employers to determine their employment needs and develop strategies to source qualified workers internationally.

10. Levert Personnel Resources Inc.

www.levert.ca

Groupe Levert Group is a private personnel agency that provides employers with qualified staffing solutions for their labour needs. The agency focuses on mining, oil and gas, marine crewing, and industrial industries.

11. March of Dimes Canada

www.marchofdimes.ca

March of Dimes Canada Employment Services works with employers to recruit and retain people with disabilities and barriers to employment. The centre assists employers during every facet of the hiring process, from developing a job description to providing job training to successful candidates.

12. Métis Nation of Ontario (MNO)

www.metisnation.org

Métis Nation of Ontario assists Métis individuals obtain the training, education and supplies necessary for employment. They also offer wage subsidies to qualifying employers who provide employment opportunities to MNO clients.

13. Mushkegowuk Employment & Training Services

www.mushkegowuk.com

Mushkegowuk Employment & Training Services administers employment and training funds to the members of eight different First Nations communities. Its primary focus is to prepare its members to enter the labor market and to assist employers to meet their current and future talent needs.

14. Newcomer Centre of Peel

www.ncpeel.ca

Newcomer Centre of Peel's Select For Success (SFS) project works with employers to connect them with talented newcomer candidates to fill labour needs. They help employers' source skilled workers both nationally and internationally. They also offer training programs to assist employers in managing a culturally diverse workforce.

15. Northern College

www.northernnc.on.ca/employment-options

The Northern College Alumni Association is comprised of over 40 thousand graduates and 40 thousand professionals who are well rooted in all aspects of the Canadian economy. The Alumni Association and Northern Training Division work with employers to provide them with access to a largely untapped network of employment connections to fill employment gaps.

16. Professions North/Nord

www.professionsnorth.ca

Professions North/Nord (PNN) bridges Northern Ontario employers with Ontario based global talent. Their extensive client database includes pre-screened, work-ready internationally trained professionals (ITPs) living in Ontario with an interest in the North. PNN offers both employee recruitment and retention services as well as mentorship opportunities.

17. Timmins & District Multicultural Centre

www.timminsmulticultural.ca

Timmins & District Multicultural Centre provides settlement services to newcomers to Canada within Timmins and the Cochrane District, from Kirkland Lake to the James Bay Coast. The centre assists newcomers in finding employment by promoting job openings and directing them to the necessary employment services providers.

18. Timmins Native Friendship Centre (Apatisiwin)

www.tnfc.ca

The Apatisiwin Program, in partnership with the Ontario Federation of Indian Friendship Centres, offers a variety of employment services to urban Aboriginal people of Ontario. Apatisiwin provides employment and training opportunities to Aboriginal clients and matches eligible clients with employers seeking Aboriginal workers.

19. Wabun Tribal Council

www.wabun.on.ca

The Wabun Training Employment Services (TES) provides funds and training programs to its members of six First Nations. The division works with employers to advertise job openings and prepares its members for employment.

20. Workforce

www.peopleatwork.ca

Workforce is a privately owned labour management company that provides quality personnel to its clients and qualified employment opportunities to candidates. They focus on mining, oil, and energy sectors.

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