


Niagara Training & Adjustment Board

... Niagara's Workforce Development Board



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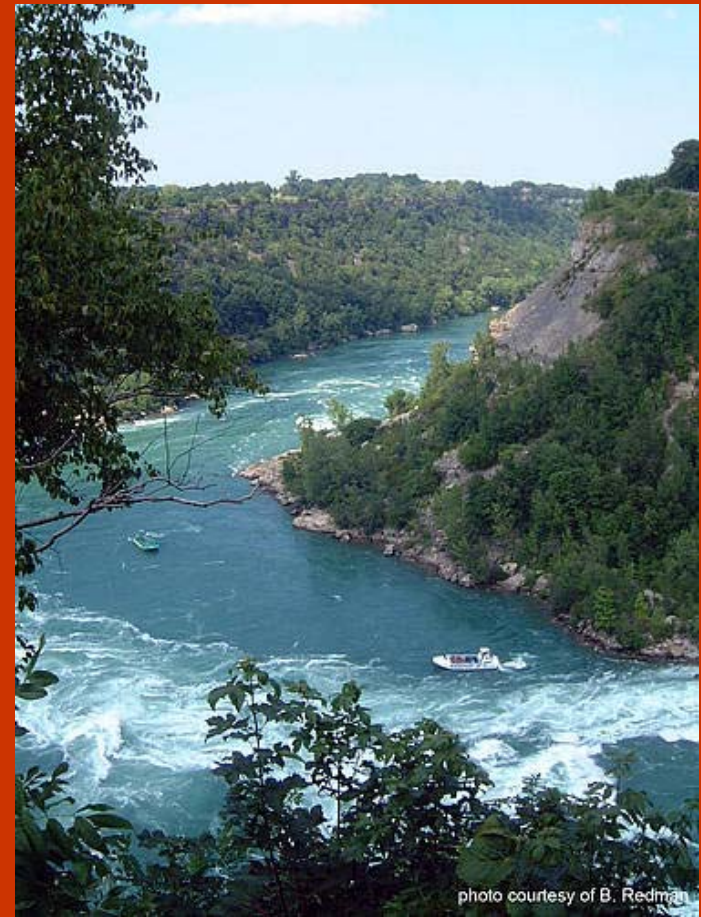
NTAB is a member of

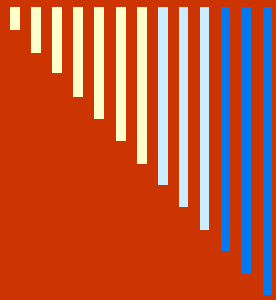




Focus of Presentation

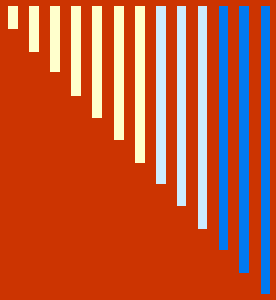
- Local champion of labour market planning
- Snapshot of Niagara's labour market
 - Trends and Issues
 - Supply and Demand
 - Maximizing Productivity in the Workplace
- Niagara's Action Plan - where will the future workforce come from?
- Q & A





Local Boards – Champions of Local Labour Market Planning

- **Non-Profit Corporations**
- **Volunteer Board of Directors**
 - **Business**
 - **Labour**
 - **Community Representatives**
 - **Government Liaisons (non-voting)**
- **Neutral, objective position within the community**
- **25 local board areas in Ontario**
- **Key Purpose: Strengthen Niagara's labour market**

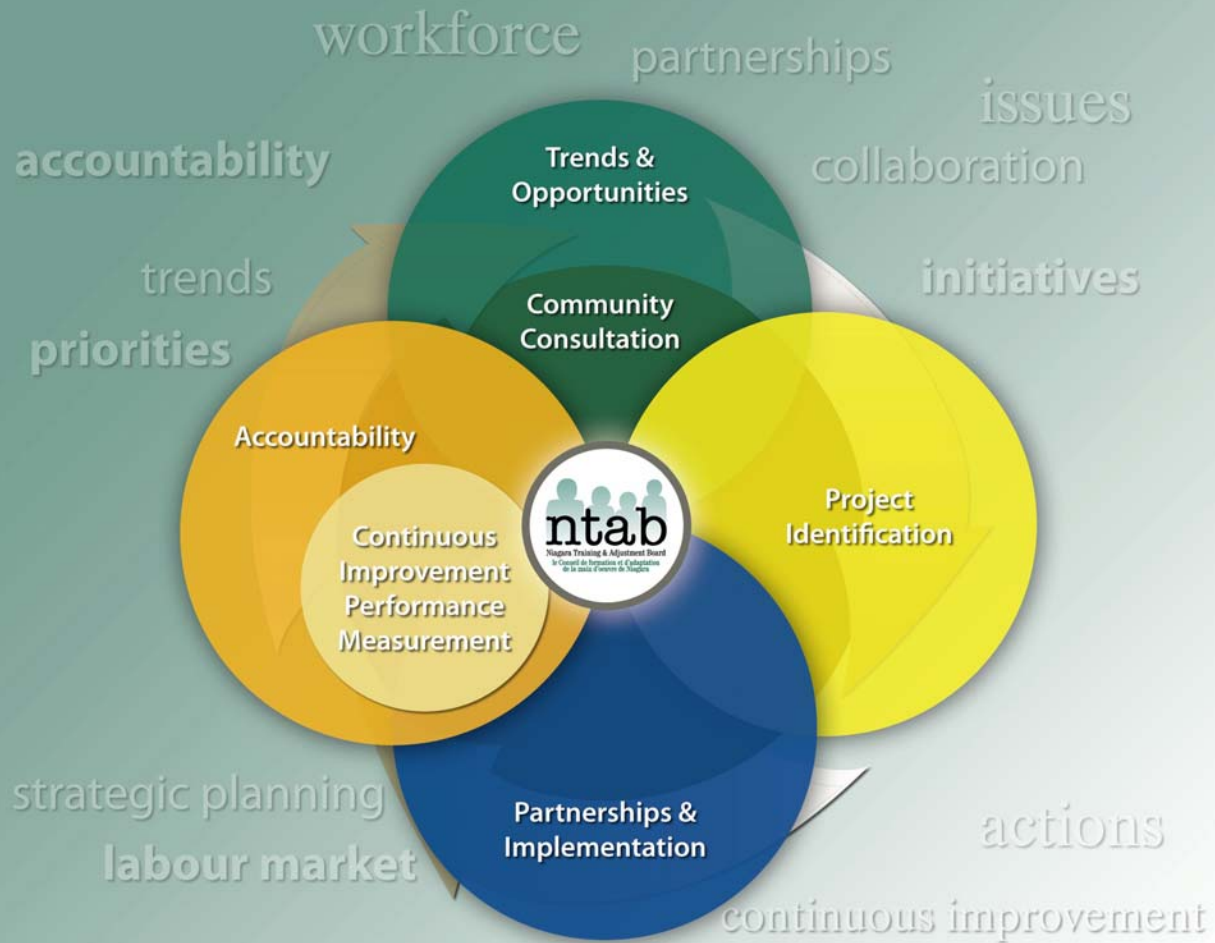


Trends, Opportunities, Priorities:

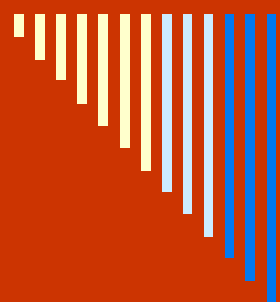


- ◆ *Verifies* trends & issues;
- ◆ *Communicates* community action plan activities;
- ◆ *Prioritizes* identified issues;
- ◆ *Develops* solutions;
- ◆ *Identifies* measurable outcomes to assess impact

NTAB WORKFORCE DEVELOPMENT MODEL



NTAB acknowledges the contribution of this concept from the Workforce Development Board.

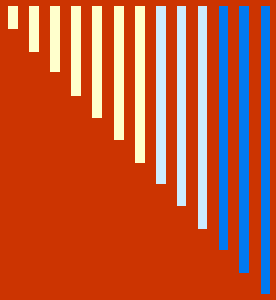


Navigating our Future: Niagara's Economic Growth Strategy 2005 – 2010

6.0 Develop Niagara's Talent Pool

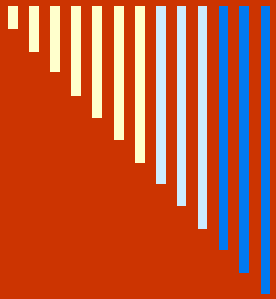
- solid labour force of more than 200,000 people
- educational attainment levels (university) below province
- average annual earnings below province

Niagara's prosperity depends of the strength of its people and on its capacity to produce and attract skilled graduates and versatile workers



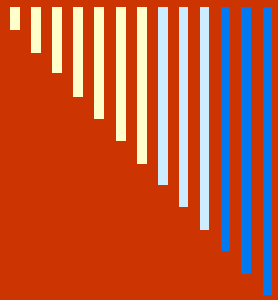
“In the global economy, where the prices of goods and financial and physical capital are increasingly determined and fixed in world markets, the main source of competitive advantage lies in the strategic use of human resources via the connection of workplace practices and productivity”.

Canadian Policy Research Network, (2002)



“an unavoidable demographic time bomb fuelled by **aging baby boomers** and **lower birth rates** will result in a significant shortage of workers. Couple this with a **widening gap** between the **skills demanded** of today’s jobs and the **readiness of people entering** the workforce, and the result is going to be the **labour markets’ ‘perfect storm’**”.

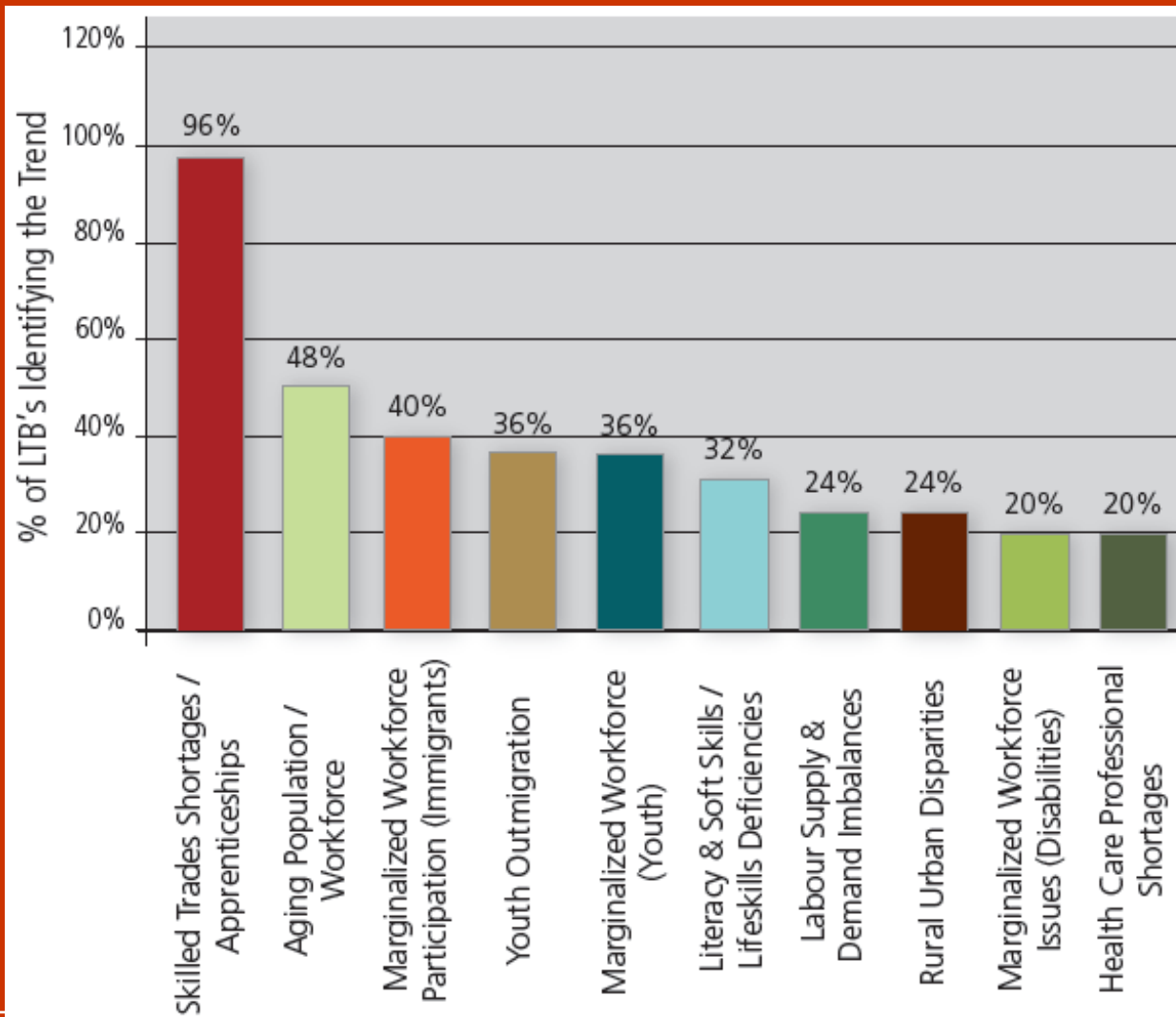
Richard Finnegan, chief client services officer, TalentKeepers

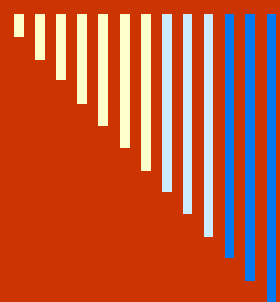


Key Trends Impacting Niagara's Labour Force Development

- Shift in Local Economy
- Rising skills levels/credentials demanded by employers
- Aging population for the region
- Marginalized workforce integration into labour market

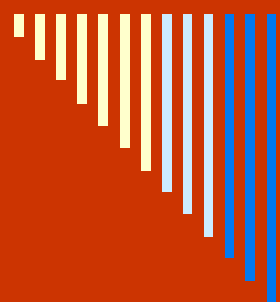
Top 10 Ontario Labour Market Trends





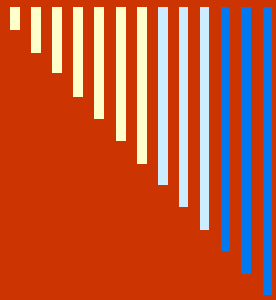
Resulting Issues

- Skilled Trades Shortages
- Skills Shortages
- Marginalized Workforce
- Youth Out-Migration
- Aging Workforce
- Lack of Essential Skills
- Low Literacy Levels
- Increasing demand for higher levels of education (credentials)
- Skills mismatch – supply and demand imbalance



Population in Niagara

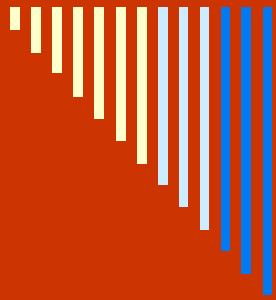
1996	2001	2006
398,510	404,590	427,421
≥ 65 yrs 59,870	64,980	64,715
45-64 90,780	101,940	117,955
25-44 117,765	112,435	107,565



Population Projections

2006	2011	2016	2021	2026	2031
4.1%	3.5%	2.4%	2.7%	2.8%	2.4%

Source: 2006 Census, Stats Canada & Ontario Ministry of Finance Population Projection, Spring 2007



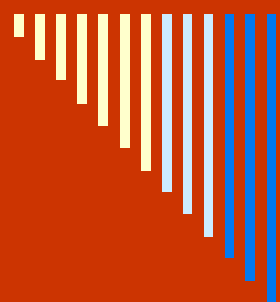
The Bigger Picture

- More than half of the workforce of 2015 is already in the labour market.
- The next cohort of youth workers will be smaller than in the past.
- By 2011, immigration will account for all net labour force growth in Canada.



Education by Age Group (Niagara, 2001)

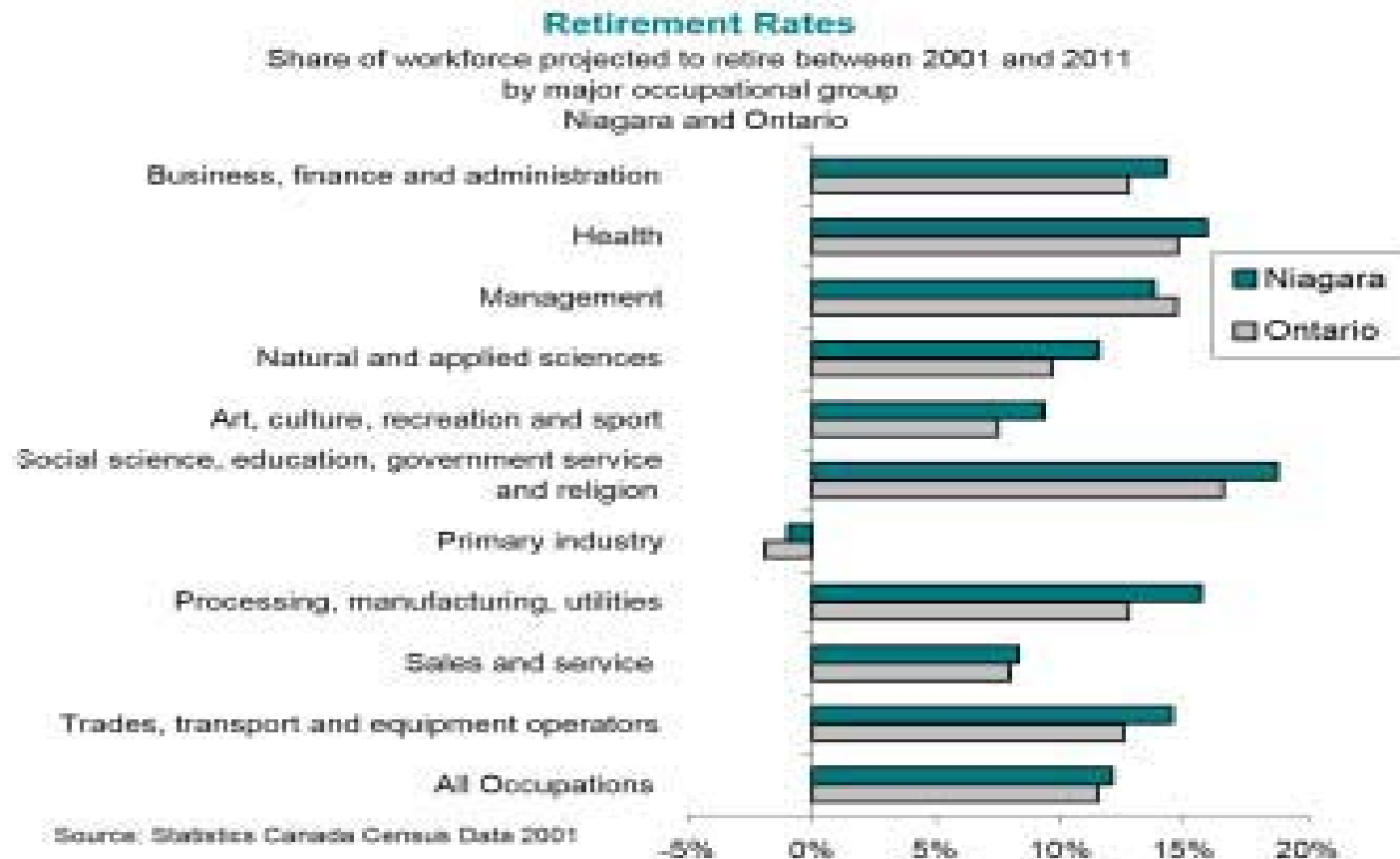
University degree	17%	15%	14%
College diploma	20%	23%	17%
Trades certificate	10%	14%	14%
High school graduate and/or some post-secondary	39%	30%	25%
No high school graduation	14%	18%	31%
	AGE 20-34	AGE 35-44	AGE 44-64



Literacy Disadvantages in Niagara Relative to Ontario

Category	Level	# People	% Niagara	% Ontario
Average	1	84,147	25.5	23.8
	2	95,716	29.0	28.3
	3	103,134	31.3	32.2
	4/5	46,345	14.1	15.7

Projected Retirement Rates (2001-2011)



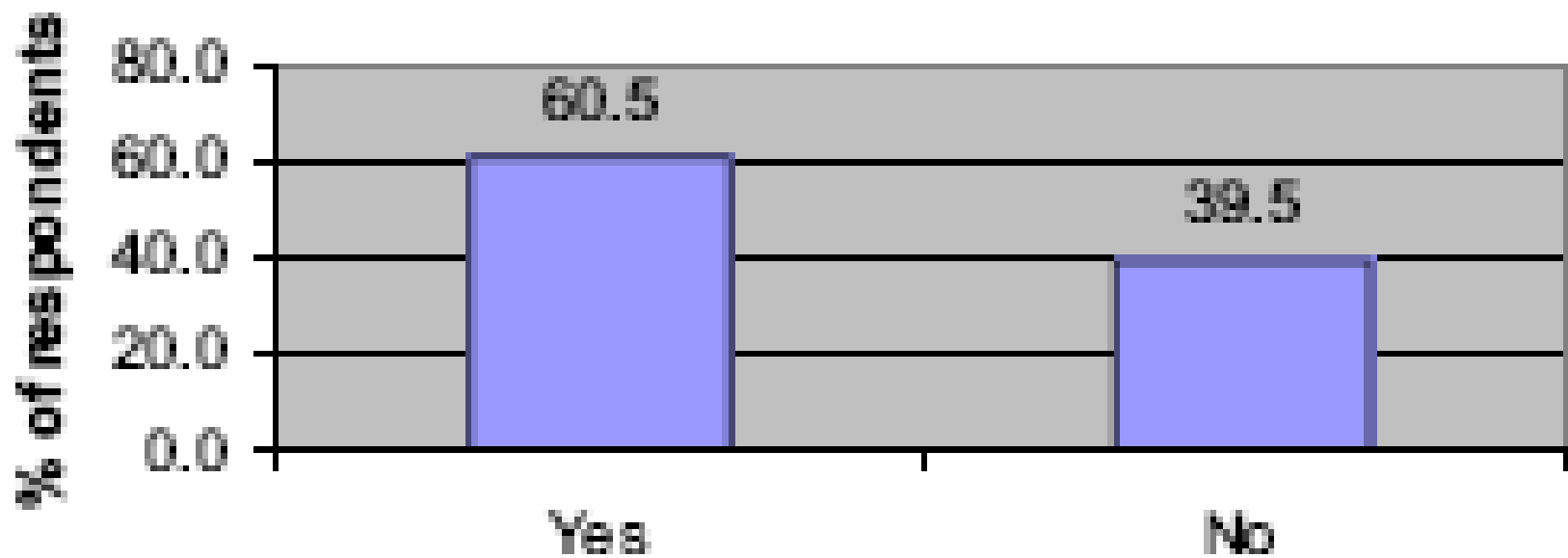


Manufacturing Activity

- Accounts for 14% of Niagara's economy as compared to 29% 20 years ago
- Manufacturing output projected to rebound by 2.5% for 2008;
 - 2009-2011 – average 2.25 project output increase
- Forecast Risk: Increasing Canadian \$ will negatively impact export-dependent manufacturing and tourism in the near term

➤ *Source: Conference Board of Canada Metropolitan outlook – Summer 2007*

Hiring Difficulties



■ Have you experienced difficulty hiring employees in last 12 months?

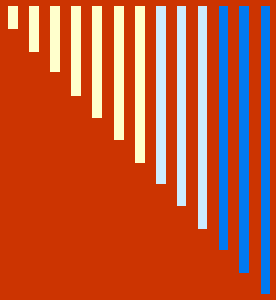
Compromise Skill Sets to fill vacancies



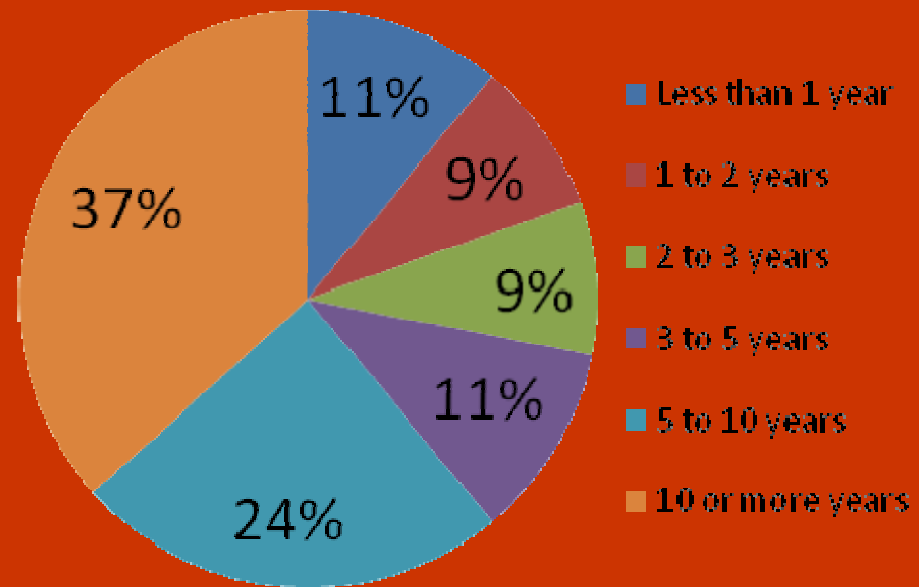


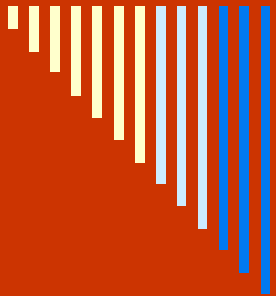
transition *everywhere*

- In a recent survey of 1,200 Canadians (aged 13–29) Youthography found that when asked how long they intended to stay in their current jobs, ***more than 80 per cent said they expected to be "outta here" within two years.***
- Only 4 per cent reported that they had no plans to leave their current employers.

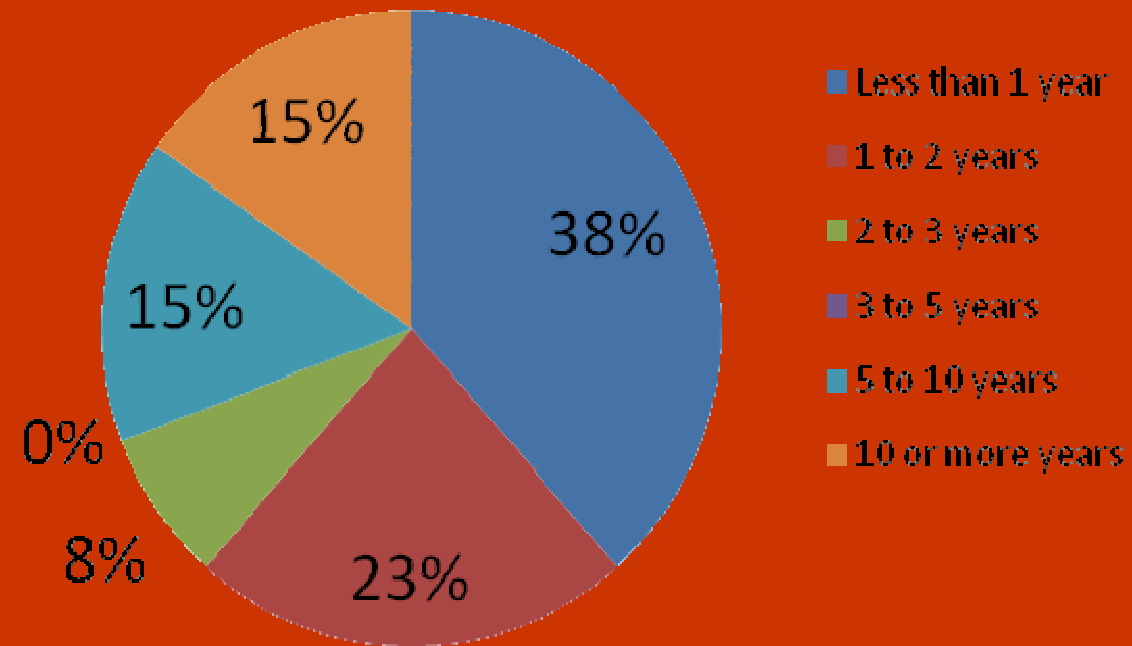


Time Intended on Staying in My Current Position: Total





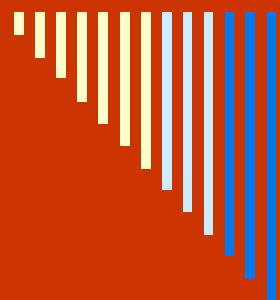
Time Intend to Stay in Current Position 20-29 year olds





attraction & retention are hard!

- Many traditional sectors are feeling this
 - Part of shifting demographics (fewer young people as a percentage of the population)
 - Also greater number of places to find out about work (workopolis, corporate sites, networked groups of friends, industry-specific sites, etc.)
 - Greater gap between youth perceptions and the perception of previous generations



Thinking Forward

Becoming the
“employer of choice”





update the application process

□ **Make it accessible and make it personal**

Accessible

- Use online applications
- Post openings on job websites or your companies website

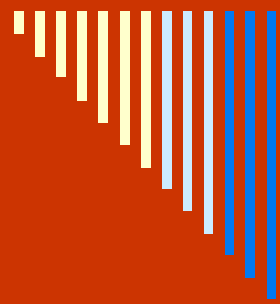
Personal

- Give ample time for potential workers to show you their personality along with their smarts
-

attraction of workers



- Unique perks of the job is what separates you from other organizations
- **Your image must include the benefits of working there in addition to the available position you are offering.**
- Benefits such as...
 - Gym memberships
 - Flexible work hours
 - Relaxed attire
 - More vacation days
 - Open-concept work environment



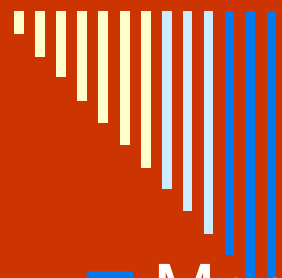
attracting 20-29 year olds

- **What will make them choose your organization over another are the benefits that help them in their career.**
- **Offer benefits such as...**
 - More opportunities for learning/skill building
 - Experiences that excite them and put their skills to use
 - Social and comfortable work environments



attracting 45-55+ year olds

- This group has great experience and business knowledge, they are attracted to traditional benefits: high salaries, benefits packages, and pensions – adjusting these may be a challenge.
- **You need to offer lifestyle benefits especially those that reduce the stress of the job**
- Offer benefits such as...
 - More shared project work (lighten the load!)
 - Time to take off during the day to alleviate stress (to take a yoga or a spin class at lunch)
 - The Niagara region is a lifestyle benefit



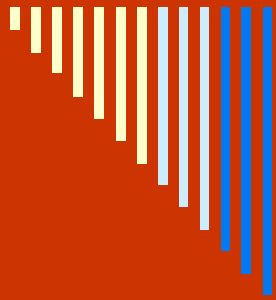
worker expectations

- Most new staff have no idea what to expect from the workplace when they start.
- **You need to train your managers to communicate expectations effectively.**
- Organize meetings with each department (HR, leaders, managers etc) so all areas of the organization and their roles are clear to new staff.
 - You need to create conversation before there is an information disconnect



performance review and rewards

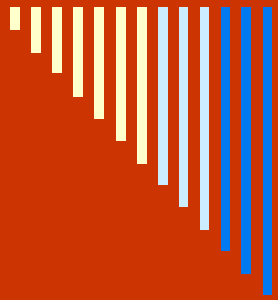
- Reconcile the imbalance of reviews and rewards in your organization.
- Younger workers are receiving reviews but receive very little rewards .
 - **Give them a promotion, or instead small monetary bonuses that recognize their work**
- Older workers are receiving rewards, but very rarely do they get evaluated.
 - **Take the time to give more feedback**



rewards

Evaluate all your employees and give them proper rewards for their hard work.

It's not a new idea, but lack of recognition for hard work is the biggest complaint amongst workers.



retention of baby boomers & war time generation

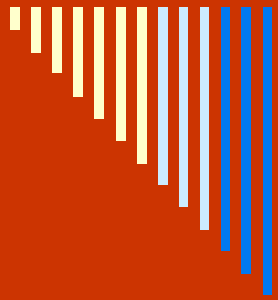
- You need to retain these workers; they have extensive organizational memory and you don't want to lose it.
- You need to create an opportunity to share the knowledge this will positively reinforce their role and worth in the organization.
- Also inspire them with
 - Flexible hours and schedules
 - New titles – “consultant” or “advisor”
 - Mixed roles in the organization
 - New opportunities to learn (they are just as interested as the younger cohorts!)



communication

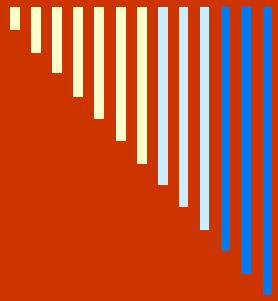
- Workers disagree about how they communicate with one and other.
- Young cohorts feel they don't communicate well and older cohorts believe they communicate very well .
- You need to fix the communication problem with an internal communications plan.
 - Include multiple methods: message boards, weekly meetings, lunches, to ensure goals/expectations are managed.

It can't be talk for the sake of talking



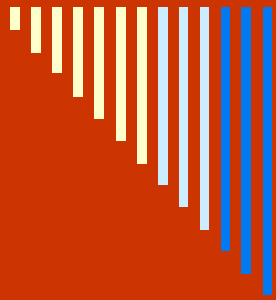
communication

- ❑ There is a dissatisfaction with employers and lack of guidance and support they provide.
- ❑ Good guidance and support stems from good communication.
- ❑ **Train all managers/leaders to communicate effectively on every level:** expectations, goals, criticism and most importantly on a day to day basis.



ongoing training/PD

- All of your workers support the idea of ongoing education.
- **Offer more opportunities to learn in the office.**
- **Offer more experiences to put their new/improved skills to use.**
- Educational sessions are great for opening up dialogue in the office between all positions and ages.



ongoing education

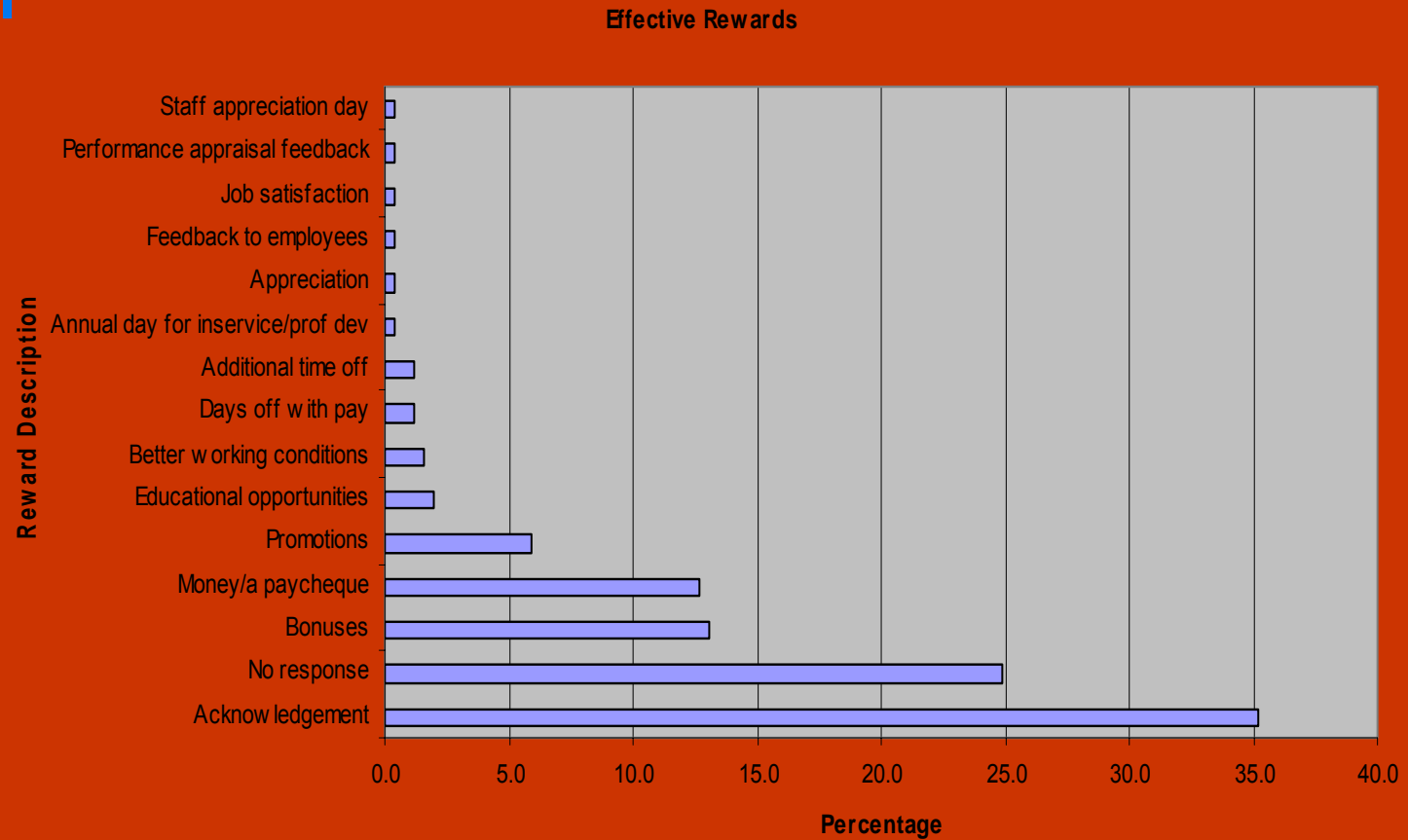
- ❑ Mentorship is an great idea to keep education ongoing in the company.
- ❑ It can be in group sessions or one-on-one.
- ❑ Mentorship can have leaders that are old and young, new to the company or well-established.
 - it needs to be long-term and feel like an investment or employees might not take it seriously.

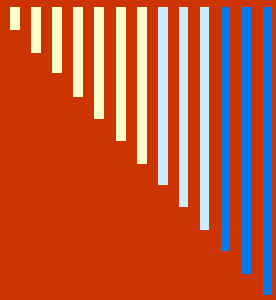


recommendations

- ❑ While many of these specific recommendations could work for your organization, the goal here isn't just to act but to ask better questions
 - ❑ You can do more and your organizations can satisfy their employees needs better just by trying to reach out and improve practices
 - ❑ Remember the goal: get the best out of everyone for the betterment of the whole and for the long-term health of your work
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Effective Rewards






NTAB Resources

- Progressive Employers Handbook and HR Services Directory
- Making Cent\$ of Apprenticeship... Bottom Line Impact
- Visit our booth to view available resources

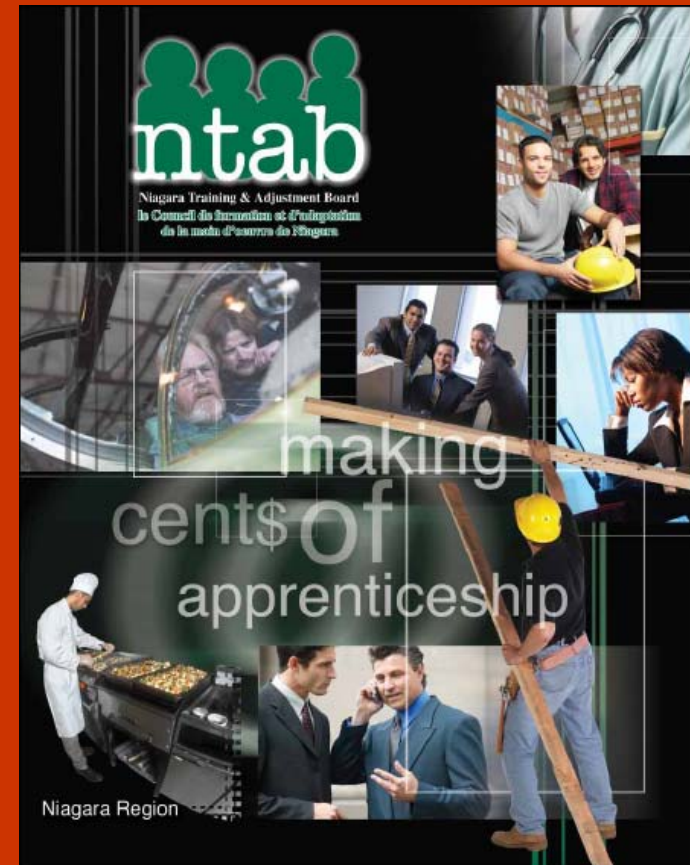
Employer Check List.....

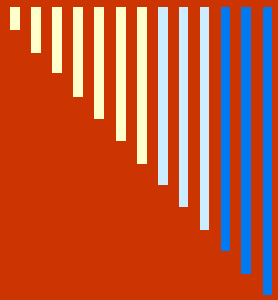
Organization Self-Evaluation Check List 

Benefit Type	Yes	No
Dental Benefits		
Medical Benefits		
Vision Care		
Life Insurance		
Long Term Disability		
Short Term Disability		
RSP/Pension		
Stock Options		
Health Club Membership		
Wellness Program		
Incentives/Practices		
Incentives/Practices	Yes	No
Flexible Work Schedule		
Sponsored Social Events Employee/Family		
Telecommuting		
Support Career Planning		
Annual Performance Review		
Job Sharing		
Child Care at or near workplace		
Family Related Time Off		
Elder Care Resources/Support		
Incentive Plans		
Paid/Supported Education		
Professional Development		
Paid Vacations		
Exit Interviews		
Job Satisfaction Survey		
Employee Validation Survey -		
Type of Benefits Preferred		
Transportation Assistance/Reimbursement		
Performance Incentive Bonuses		
Company Discounts		
Health and Safety Program		
Employee Communication Tools		
Current Job Descriptions		
Periodic Benefit Program Review		
Employee Performance Internal		
Recognition Program		
Employee Performance External		
Recognition Program		
Travel Insurance		
Employee Assistance Program		
Savings Plan		
Cafeteria		
Social Events for Staff, Families		
Profit sharing		
Paid Sick Leave		
Family Related Leave		

Accessing Credits/Subsidies

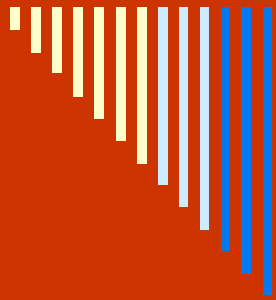
Making Cent\$ of
Apprenticeship
.... Bottom Line Impact





NTAB - Future Activities

- Employment Expo 2008 – March 27, 2008
- Dispelling the Myth: Maximizing labour force participation
- 4 Generations: 1 Workplace... Impact on Productivity



CONTACT INFORMATION

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