

EmployerOne Survey Report 2022





ACKNOWLEDGEMENTS

The Labour Market Group of Renfrew and Lanark (LMG) would like to thank all participating employers in Renfrew and Lanark Counties for taking the time to complete the 2022 EmployerOne Survey. The information that you have provided will be helpful for a range of stakeholders, employers and job seekers including local municipalities, employment services providers, Chambers of Commerce, industry groups and individual employers.

We would also like to thank the many stakeholders and community partners who encouraged employer participation in the 2022 EmployerOne survey. These partners included organizations that support the business community, economic development and job seekers.

The Labour Market Group of Renfrew and Lanark has been conducting the annual EmployerOne Survey since 2015. In 2020, the LMG partnered with five other workforce development boards across Eastern Ontario to offer the EmployerOne Survey as a regional initiative. This report includes only data from Renfrew and Lanark Counties; however, a separate report summarizing the regional data has also been prepared by the Eastern Ontario Training Board (EOTB) for this project. Both reports can be found on our website at www.renfrewlanark.com.

This project is funded in part by the Government of Canada and the Government of Ontario.



MISSION

TO WORK COLLABORATIVELY WITH COMMUNITY PARTNERS ON THE CREATION OF INNOVATIVE LABOUR MARKET SOLUTIONS THAT MEET LOCAL WORKFORCE DEVELOPMENT NEEDS.



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INTRODUCTION


This EmployerOne Survey provides an important opportunity to gather comprehensive and detailed workforce information from a variety of industries in Renfrew and Lanark Counties. The survey serves as a vehicle for employers to express their needs on a range of issues, such as human resources concerns, workforce turnover, current and future skill needs as well as training and education practices within organizations.

The results of the EmployerOne Survey are also intended to provide a better understanding of employer occupational and skills requirements to inform job search and employment decision making for people who are unemployed, underemployed or considering a career change. Additionally, the results of the survey can inform professional development and training opportunities that directly relate to the local labour market demand as identified by employers.

In total, eighty-six (86) responses to the survey were received. When verifying the data, it was determined that three of the responses came from businesses that were not part of the Lanark and Renfrew labour market region. To ensure data integrity, these completed surveys have not been included in the data analysis herein. There was also one (1) completed response that did not specify a business region. Renfrew County employers accounted for sixty-three (63) responses (72.2%) and Lanark County employers accounted for the remaining nineteen (19) responses (22%).

The survey itself was conducted during an eight-week period between January 4th, 2022, and February 25th, 2022. The data collected through the survey is reflective of the preceding year (2021) for the census divisions of the County of Renfrew and Lanark County.

It is important to note that during the period of the EmployerOne Survey, there were continued COVID mandates including restrictions and shutdowns, that occurred from January 3, 2022, to February 17. Business and school closures and restrictions may have prevented some employers from being able to participate in the survey and also may have had an influence on how participating employers responded to some questions in the survey.



The survey serves as a vehicle for employers to express their needs on a range of issues, such as human resources concerns, workforce turnover, current and future skill needs as well as training and education practices within organizations.

HIGHLIGHTS

- Over 65% of respondents came from small business, being those with under 20 employees.
- Due to the COVID-19 pandemic approximately 79% of respondents have reported a negative impact on their workforce while 17.2% of respondents have reported a positive impact.
- Over 75% respondents used the local labour market as the geographical area to recruit new employees, while 21% targeted Ontario-wide.
- Only 32% of respondents were able to offer work-from-home opportunities for their employees during the last year. This included approximately 8.4% of respondents who had employees who were working from home 100% of the time.
- Sixty-five percent (65.8%) of respondents experienced employee separations (employee resignations, layoffs and terminations) while 38% of respondents increased their workforce in 2021.
- Approximately 58% of respondents had difficulty filling positions in 2021. The most common reason for said difficulty was a lack of applicants (93.75%).
- Local employers utilized word of mouth (74%), social media (60.4%) and online job boards (56.7%) to recruit for their available positions.
- Twenty percent (20.73%) of respondents hired a recent immigrant who came to Canada within the last five (5) years.
- Only 4.94% of employers expect to downsize their workforce in the future, while over 52% of respondents expect to be hiring new employees in 2022 as a result of increased sales.
- Out of all the respondents, 36.25% are asking for a minimum of a secondary school diploma as a job requirement, while 27.50% are asking for work experience only.
- Approximately 59% of local employers indicated they would benefit from Software and Apps training (e.g. Word, Excel, Calendars, Accounting, GPS, Google Docs/Forms), 43% said they would benefit from Social Media training and 41% would benefit from Online Safety training.
- Eighty-three percent (83.75%) considered the availability of qualified workers in our area to be fair (43.75%) or poor (40%).

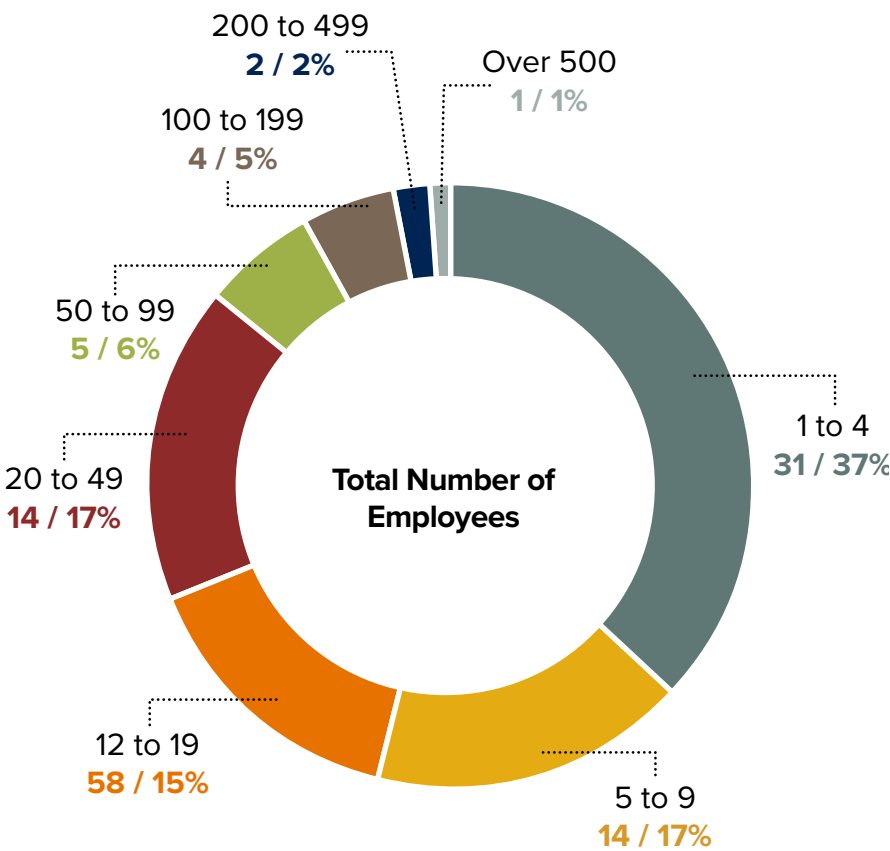
The top respondent industries were: Retail, Health Care and Social Assistance, Other Services (not public administration), and Accommodation and Food Services.



WORKFORCE CHANGES 2021

1. What is your total number of employees (including yourself)?

There were a total of 83 responses to this question.



Range	Number	Percent
1 to 4	31	37.35
5 to 9	14	16.87
10 to 19	12	14.46
20 to 49	14	16.87
50 to 99	5	6.02
100 to 199	4	4.82
200 to 499	2	2.41
Over 500	1	1.20

2. What number of employees are employed in each employment status category?

There were a total of 82 responses to this question.

Full-Time Year Round	75 or 91.46%
Part-Time Year Round	44 or 53.44%
Full-Time Seasonal	19 or 23.17%
Part-Time Seasonal	28 or 34.15%



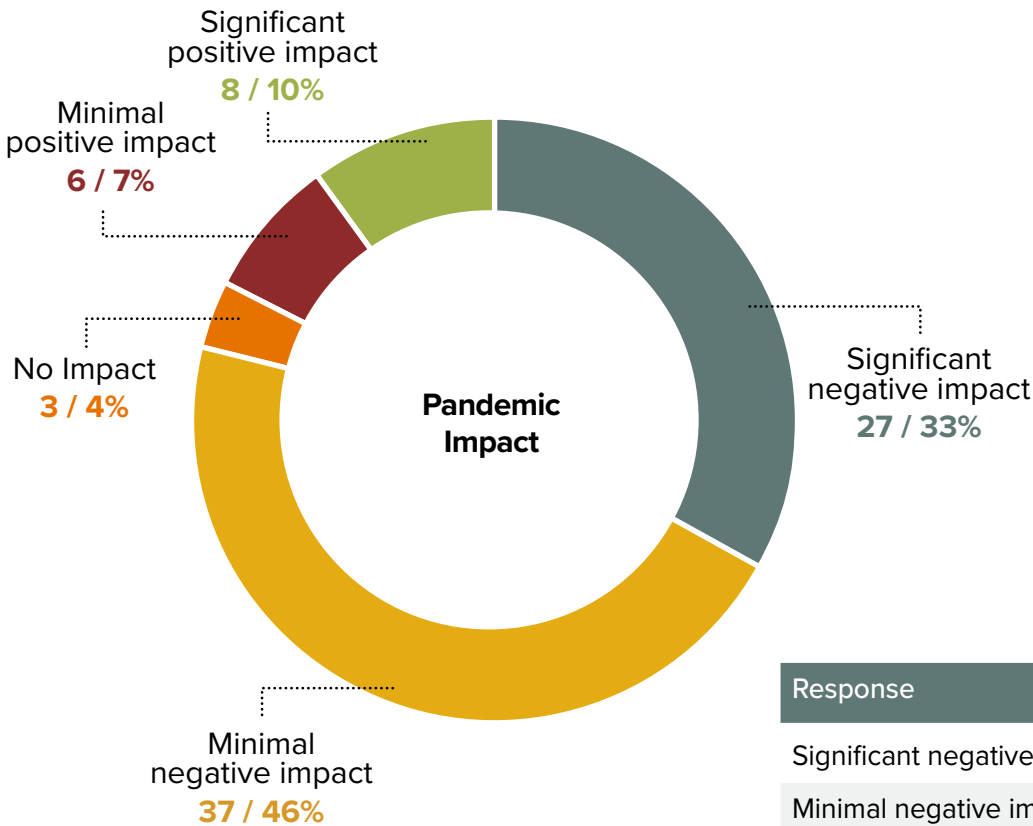
3. What number of your employees are in each age category?

A total of 67(83.75%) respondents answered that they had employees under 25 years of age and 76 (95%) respondents had employees over 55 years of age, with the following totals:

Employees Under 25	359
Employees Over 55	847

4. To what extent did the COVID-19 pandemic continue to impact your workforce? For those businesses who identify an impact, please briefly describe.

There were a total of 81 responses to this question. Individual employer responses can be seen in Appendix A.



Approximately 79% of respondents have reported a negative impact on their workforce due to the COVID-19 pandemic.

Response	Number	Percent
Significant negative impact	27	33.33
Minimal negative impact	37	45.68
No Impact	3	3.70
Minimal positive impact	6	7.41
Significant positive impact	8	9.88



5. What percentage of your workforce is now working remotely?

There were 83 responses to this question.

Response	Number	Percent
100%	7	8.43
75 to 99%	3	3.30
50 to 74%	2	2.20
25 to 49%	2	2.20
Less than 25%	13	15.60
No remote work	56	67.40

Only 32% of respondents were able to offer work-from-home opportunities for their employees during the last year.

6. Do you have a permanent hybrid model in place for remote workers?

There were 80 responses to this question.

Response	Number	Percent
Yes	15	18.75
No	65	81.25

7. What is the breakdown of remote days and office days?

There were 16 responses to this question.

Response	Number	Percent
Two office days/Three remote days	3	18.75
Three office days/Two remote days	1	6.25
Other	12	75.00



8. What skills do you require for remote workers?

There were 15 responses to this question.

Response	Number	Percent
Interpersonal skills	10	66.67
Reliability	15	100.00
Time management	15	100.00
Works well independently	15	100.00
Communication skills	15	100.00
Teamwork	9	60.00
Strong digital skills	13	86.67

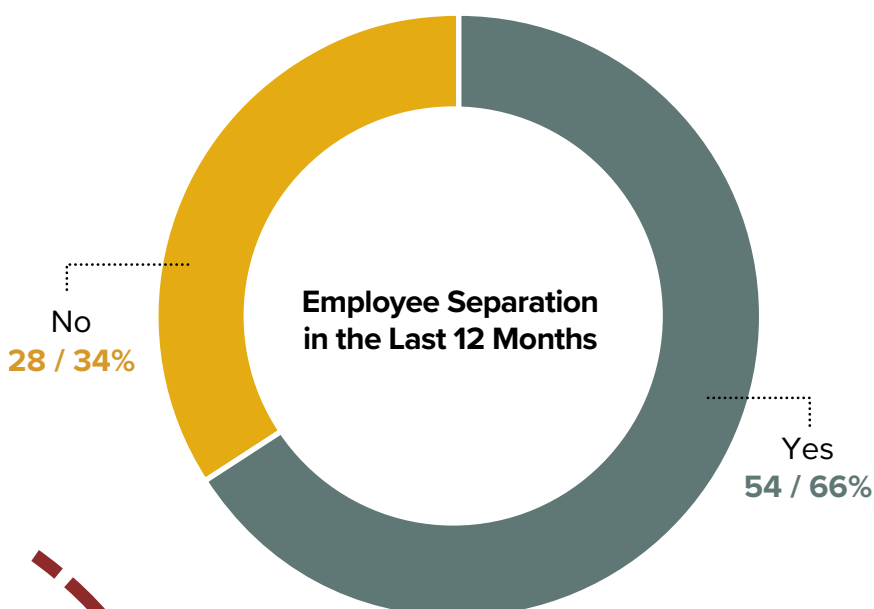
9. Has your onboarding process changed for remote workers?

There were 15 responses to this question.

Response	Number	Percent
Yes	2	13.33
No	13	86.67

10. Did you experience any separations (employee departures from the job) over the past 12 months?

There were 82 responses to this question.



Response	Number
Yes	54
No	28
Did Not Answer	1



11. In which occupation did these staff changes occur? Please select all that apply.

There were 54 responses to this question (multi-select option).

NAICS Category	Number	Percent
0 Management occupations	12	22.22
1 Business, finance and administration occupations	10	18.52
2 Natural and applied sciences and related occupations	0	0.00
3 Health occupations	6	11.11
4 Occupations in education, law and social, community and government services	4	7.41
5 Occupations in art, culture, recreation and sport	3	5.56
6 Sales and service occupations	17	31.48
7 Trades, transport, equipment operators and related occupations	14	25.93
8 Natural resources, agriculture and related production occupations	2	3.70
9 Occupations in manufacturing and utilities	7	12.96

12. Please indicate the reason(s) for the separations. (Check all that apply)

There were 49 responses to this question. Individual employer responses can be seen in Appendix B.

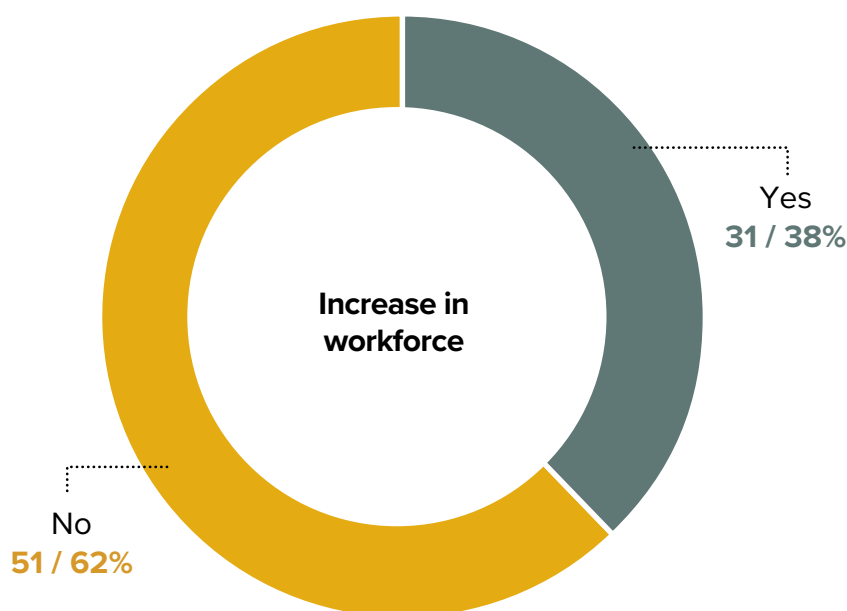
Response	Number	Percent
Dismissal	12	24.49
Quit	35	71.43
Retirement	12	24.49
Seasonal/Temporary work	8	16.33
Shortage of work	14	28.57
New technology	0	0.00
Other	14	28.57



65.8% of respondents experienced employee separations (employee resignations, layoffs and terminations) while 38% of respondents increased their workforce in 2021.

13. Did you increase your workforce in 2021?

There were 82 responses to this question.



62% of respondents did not increase their workforce in 2021.

Response	Number
Yes	31
No	51
Did Not Answer	1

14. In which occupation did these staff changes occur?

Please select all that apply.

There were 29 responses to this question.

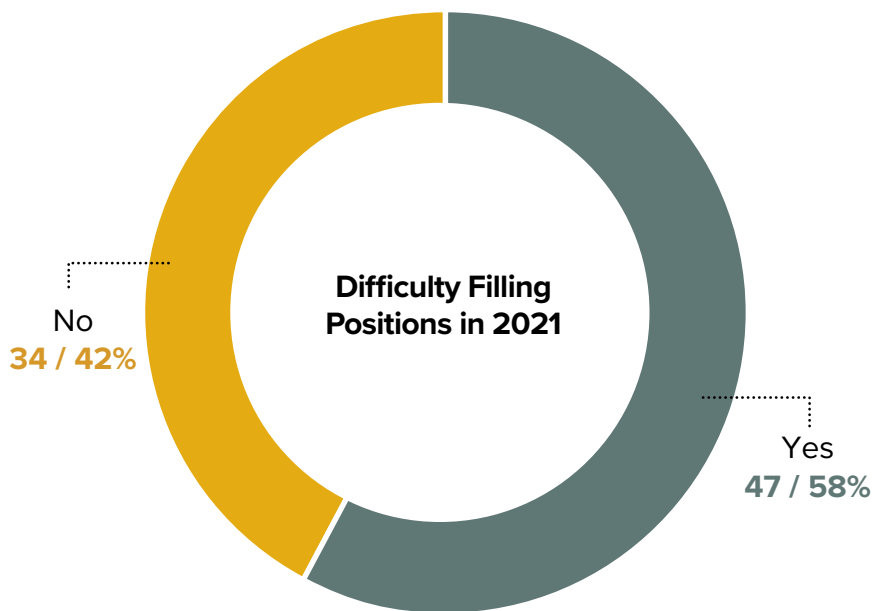
NAICS Category	Number	Percent
0 Management occupations	3	10.34
1 Business, finance and administration occupations	6	20.69
2 Natural and applied sciences and related occupations	0	0.00
3 Health occupations	4	13.79
4 Occupations in education, law and social, community and government services	2	6.90
5 Occupations in art, culture, recreation and sport	1	3.45
6 Sales and service occupations	10	34.48
7 Trades, transport, equipment operators and related occupations	10	34.48
8 Natural resources, agriculture and related production occupations	0	0.00
9 Occupations in manufacturing and utilities	3	10.34



RECRUITMENT AND SELECTION

15. Did you have difficulty in filling positions in 2021?

There were 81 responses to this question.



Response	Number
Yes	47
No	34
Did Not Answer	2

16. Please identify the TOP THREE occupations that are most difficult to fill.

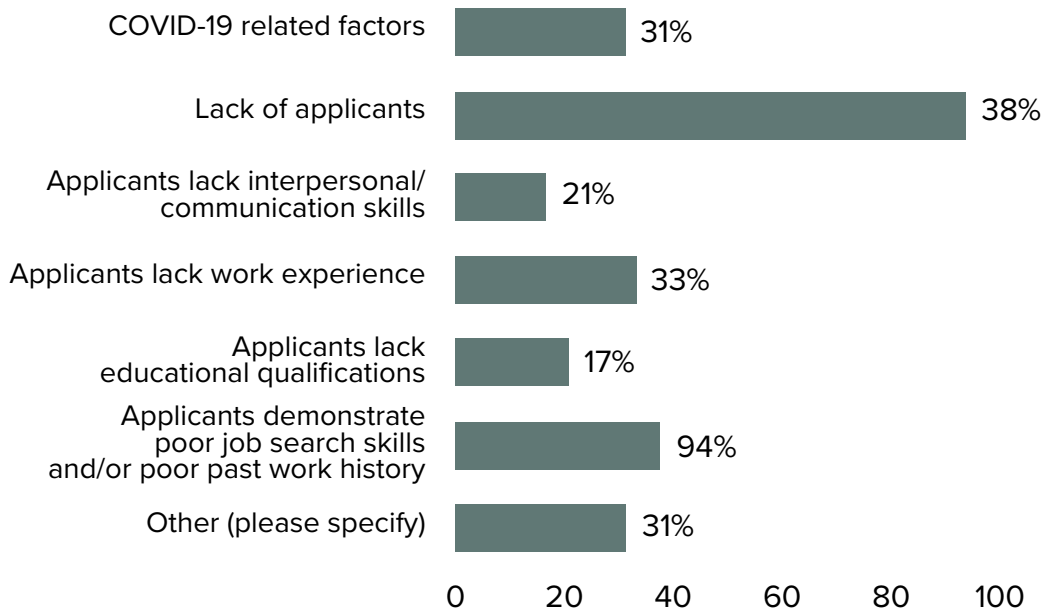
Administration staff (7)	Plumber (1)	Cook/Food preparation (5)
Program Coordinator (1)	Trades (4)	Kitchen staff (6)
Customer Service (7)	Junior Technician – G2 Gas Licence (2)	Servers (4)
Parts Advisor/Technician (2)	Hairstylist (1)	Dietary staff (3)
Retail salesperson (6)	Aesthetician (1)	Nurses (1)
Apprentice Carpenter (1)	Cleaners (4)	PSW (1)
Electrician (3)	Construction/Handyman (3)	Physician (1)
Service Technician (5)	Operators (2)	PSW (1)
Mechanics (2)	Labourer (10)	Direct Support Professionals (3)
Automotive apprentice (1)	Material Handlers (2)	Truck Drivers (4)
Millwright (3)	Yard Labourer/Yard care (4)	



17. Why were these positions difficult to fill? Please select all that apply.

There were 48 responses to this question. Individual employer responses can be seen in Appendix C.

Why positions are difficult to fill



Response	Number	Percent
COVID-19 related factors	15	31.25
Lack of applicants	45	93.75
Applicants lack interpersonal/communication skills	8	16.67
Applicants lack work experience	16	33.33
Applicants lack educational qualifications	10	20.83
Applicants demonstrate poor job search skills (e.g. not appearing for interviews) and/or poor past work history (multiple short-term jobs or gaps in work history).	18	37.50
Other (please specify)	15	31.25

Approximately 58% of respondents had difficulty filling positions in 2021. The most common reason for said difficulty was a lack of applicants (93.75%).



18. Please identify methods used to recruit new employees.

There were 81 responses to this question (multi-select option).

Response	Number	Percent
Word of mouth	60	74.07
Unsolicited resumes	25	30.86
Company's own website	32	39.51
Onsite job signs or posters	20	24.69
Newspaper ads	17	20.99
Social media	49	60.49
Paid recruitment agency	8	9.88
Free employment service	35	43.21
Online job boards and postings	46	56.79
Recruitment centres at schools	21	25.93
Co-operative education or internships	13	16.05
Job Fairs	10	12.35
Professional Associations or Labour Unions	7	8.64
Other (please specify)	15	18.52

Local employers utilized word of mouth (74%), social media (60.4%) and online job boards (56.7%) to recruit for their available positions.

19. Which of the following geographic areas were targeted for recruitment in the past year?

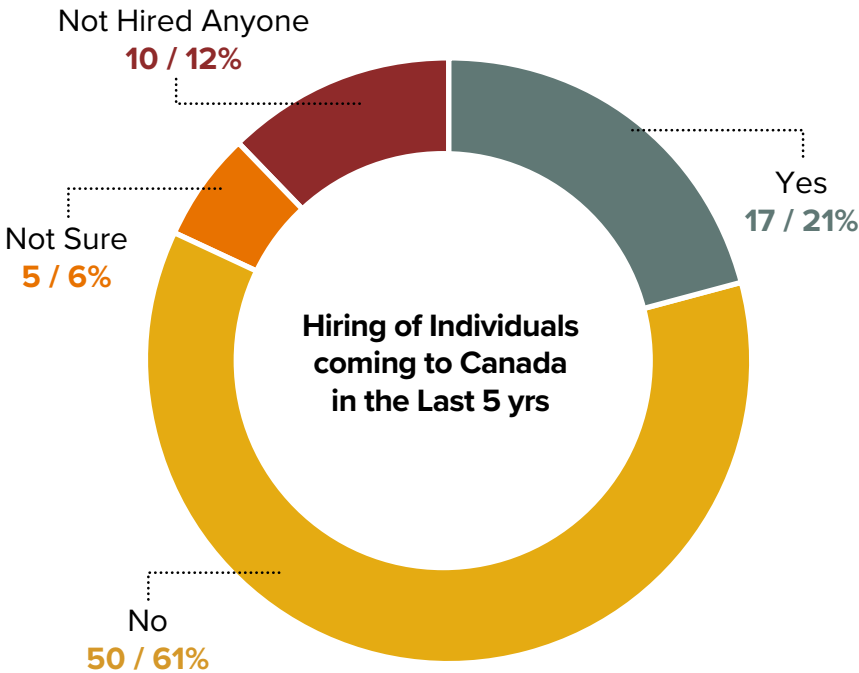
There were 81 responses to this question (multi-select option).

Response	Number	Percent
Local labour market	61	75.31
Ontario-wide	17	20.99
Canada-wide	9	11.11
International	4	4.94
Did not recruit new employees	19	23.46



20. Has your company hired an individual(s) who has moved to Canada in the last five years?

There were 82 responses to this question.

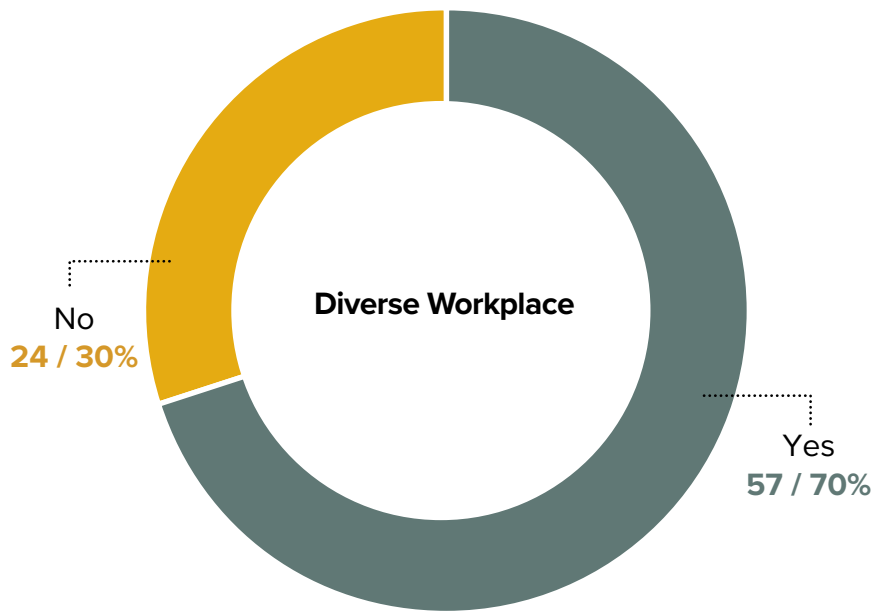


Response	Number
Yes	17
No	50
Not Sure	5
Not Hired Anyone	10
Did Not Answer	1

WORKFORCE SKILLS AND DEMOGRAPHICS

21. Do you have a diverse workplace (i.e. similarities and differences among workers in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, sexual orientation and indigeneity)?

There were 81 responses to this question.



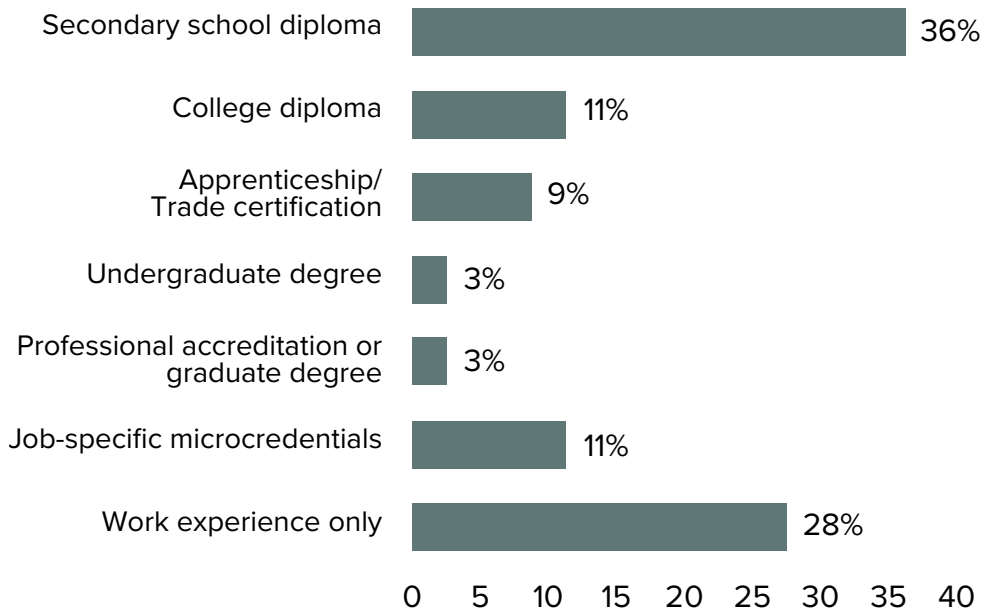
70% of respondents have a diverse workplace.

Response	Number
Yes	57
No	24
Did Not Answer	2

22. What is the general minimum level of education that staff requires upon hire?

There were 80 responses to this question.

Minimal Level of Education



Response	Number	Percent
Secondary school diploma	29	36.25
College diploma	9	11.25
Apprenticeship/Trade certificate	22	8.75
Undergraduate degree	9	2.50
Professional accreditation or graduate degree	2	2.50
Job-specific microcredentials	7	11.25
Work experience only	2	27.50
Unanswered	3	

23. Have the skill requirements of your employees changed since January 2021?

There were 81 responses to this question.

Response	Number
Yes	8 or 9.88%
No	73 or 90.12%
Did Not Answer	2



24. Please identify your new or changed skill requirements. (Please select all that apply.)

There were 8 responses to this question (multi-select option).

Response	Number	Percent
Interpersonal communication (teamwork, conflict resolution, etc.)	1	12.50
Customer service	3	37.50
Self-management (ability to work independently, manage time, problem-solving, etc.)	5	62.50
Computer literacy including working remotely	5	62.50
Technical occupational-related skills	4	50.00
English Language skills	1	12.50
Occupation specific language skills	1	12.50
Project management	3	37.50
Occupational health and safety	4	50.00
Budgeting	1	12.50
Analytical skills	2	25.00
Sales	1	12.50
French language skills	0	0.00
Other (please specify)	2	25.00

Approximately
59% of local
employers
indicated they
would benefit
from Software
and Apps
training.

25. What digital training would benefit your current team and/or new hires?

There were 56 responses to this question (multi-select option).

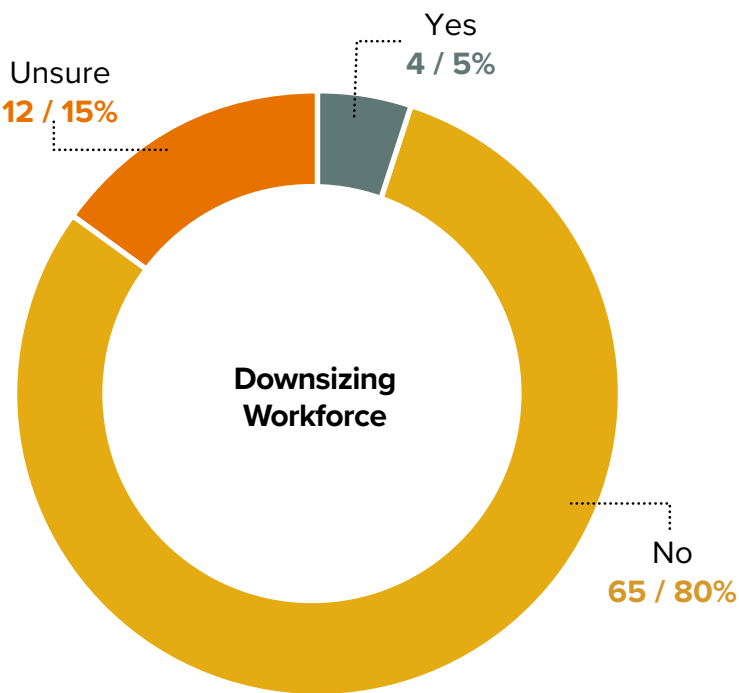
Response	Number	Percent
Hardware (e.g. Computer/Keyboard, Phone, Scanners, Point of Sale)	21	37.50
Software/Apps (e.g. Word, Excel, Calendars, Accounting, GPS, Google Docs/Forms)	33	58.93
File management, sharing and collaborating (e.g. folders, files, attachments, permissions, Dropbox)	19	33.93
Email (e.g. Outlook and Gmail)	19	33.93
Video conferencing apps (e.g. Zoom and MS Teams)	10	17.86
Social Media (e.g. Facebook and Twitter)	24	42.86
Online Safety (e.g. Passwords and Malware)	23	41.07



ANTICIPATED WORKFORCE CHANGES 2022

26. Do you anticipate downsizing your workforce in 2022?

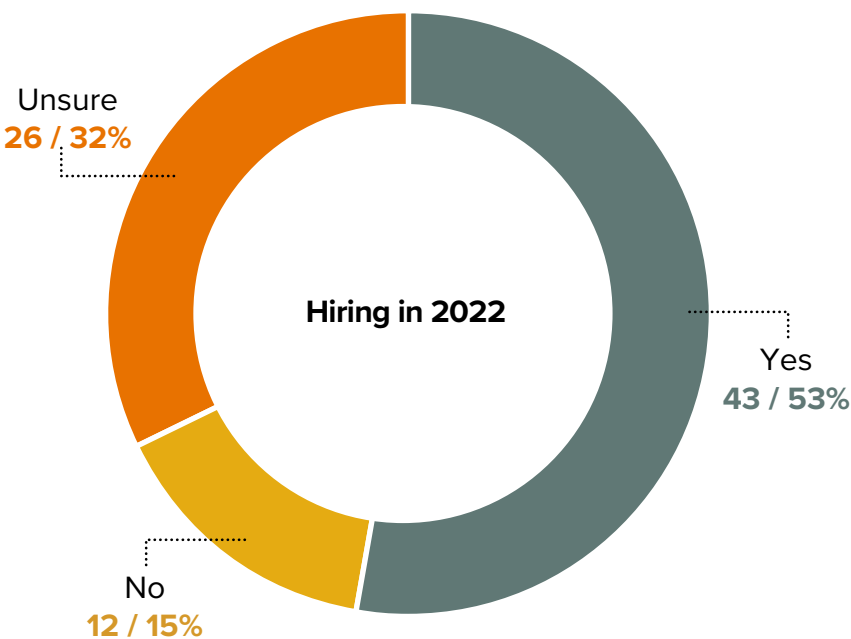
There were a total of 81 responses to this question.



Response	Number
Yes	4
No	65
Unsure	12
Did Not Answer	2

27. Do you anticipate hiring in 2022?

There were 81 respondents to this question.



Response	Number
Yes	43
No	12
Unsure	26
Did Not Answer	2

28. In which occupation(s) do you anticipate these staff changes will occur? Please select all that apply.

There were 65 responses to this question.

NAICS Category	Number	Percent
0 Management occupations	8	12.31
1 Business, finance and administration occupations	12	18.46
2 Natural and applied sciences and related occupations	0	0.00
3 Health occupations	6	9.23
4 Occupations in education, law and social, community and government services	3	4.62
5 Occupations in art, culture, recreation and sport	5	7.69
6 Sales and service occupations	26	40.00
7 Trades, transport, equipment operators and related occupations	15	23.08
8 Natural resources, agriculture and related production occupations	4	6.15
9 Occupations in manufacturing and utilities	7	10.77



29. Please indicate the reason(s) you plan on hiring. (Please select all that apply)

There were 64 respondents to this question.

Response	Number	Percent
Increase in sales	27	42.19
Change in products and services	5	7.81
Change in work processes	6	9.38
Acquisition of new equipment	4	6.25
Adoption of new technologies	1	1.56
Reorganization of the workforce	13	20.31
Other (see below)	31	48.44

Other Comments Include:

- Back fill for retirements
- Expanding Business
- Replacing staff that leave our workforce
- Not enough workforce. Have been running short.
- Vacant positions in staff, seasonal staff will be needed, better skilled staff needed
- Constantly looking for staff - congregate care
- Natural turnover, retirement filling, client need
- Replace staff who have left
- Seasonal, recreation, public works
- Increasing needs of the community and full-time positions turning to
- Seasonal - summer is a busy season. We hire at least 2 people every year.
- We are short staffed.
- Hiring for seasonal positions
- Constantly changing seasonal staff
- To fill unfilled positions due to shortage of workers
- Trying to fill jobs after the government paid everyone to stay home
- Replace retiring employees
- Succession Planning
- Retirement, health care workers leaving the profession
- Required for workflow continuation
- To pass on my skills
- Owner returning to full time work elsewhere
- Seasonal Replacement
- Turnover
- Staff getting older and need new young energetic employees
- Fill vacant position
- Expanding the services our gallery offers
- We hire seasonally
- Seasonal planting work - always need more workers for a few months
- Short staffed
- Mainly due to health issues

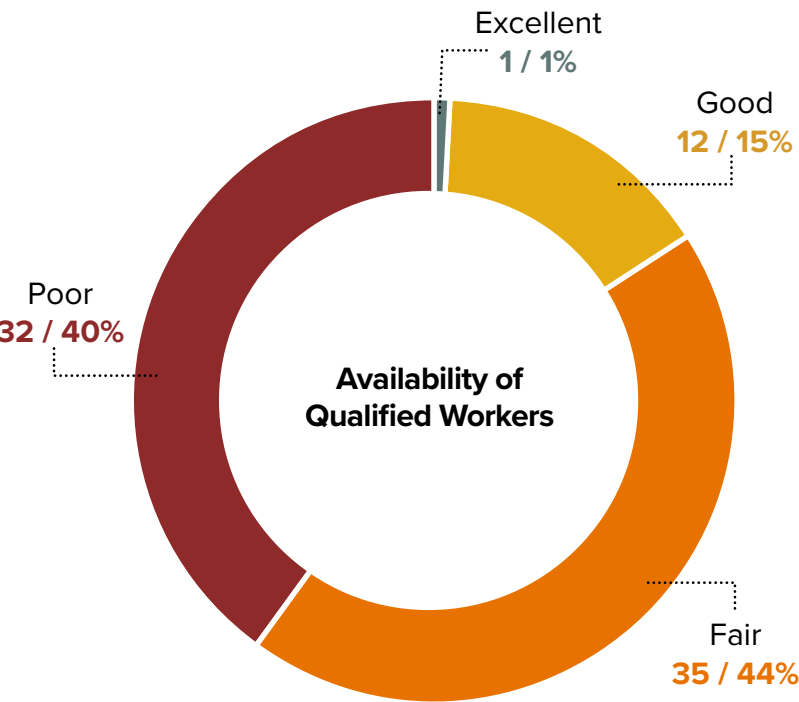
Only 4.94% of employers expect to downsize their workforce in the future, while over 52% of respondents expect to be hiring new employees in 2022 as a result of increased sales.



WORKFORCE DEVELOPMENT

30. Overall, how would you rate the availability of qualified workers in our area?

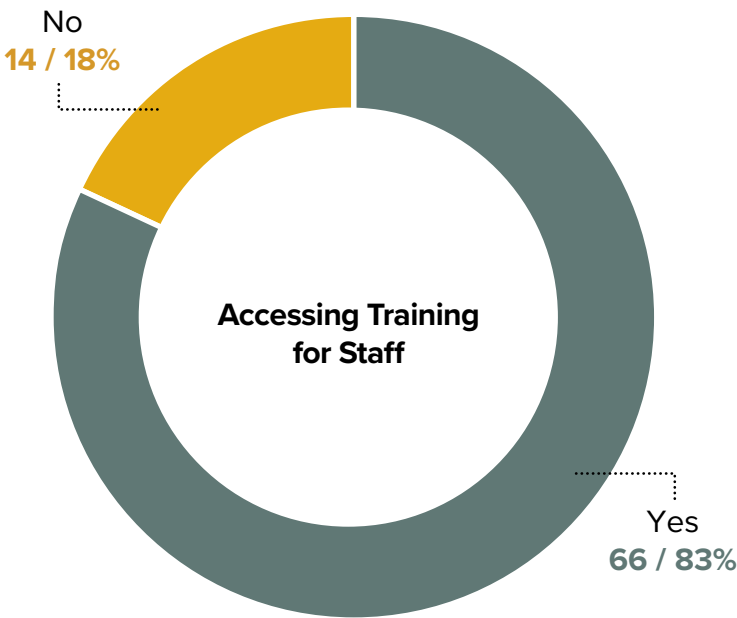
There were a total of 80 responses to this question.



Excellent	1
Good	12
Fair	35
Poor	32
Did Not Answer	3

31. Is your business able to access the training staff requires?

There were 80 respondents to this question.



83% of respondents are able to access the training staff requires.

Response	Number
Yes	66
No	14
Did Not Answer	3

32. Why has your business been unable to access the training staff requires? (Please select all that apply)

There were 15 responses for this question.

Response	Number	Percent
Training unavailable locally	7	46.67
Training too costly	8	53.33
Schedule of training	3	20.00
Lack of internet capacity to support online training	4	26.67
Other	8	53.33

Other responses:

- Training available locally filled before employees were able to register.
- Trouble accessing trainers
- Government is implementing way too much training required
- Trades persons are limited in our area
- Not made enough money to afford training
- Safe Food Handler course wasn't running regularly through RCDHU
- Tired of training workers then they don't want to work or find another job



33. What training will your business focus on in 2022? (Please select all that apply)

There were 80 responses to this question (multi-select option).

Response	Number	Percent
Orientation of new employees	42	52.50
Health and safety	45	56.25
Literacy and numeracy	1	1.25
Productivity improvement	19	23.75
Quality assurance	16	20.00
Managerial and supervisory training	10	12.50
Apprenticeship and specialty trades	16	20.00
Job-specific technical skills	47	58.75
Computer literacy and job-specific software	15	18.75
Sales, marketing and customer service	18	22.50
Interpersonal skills (team building, conflict resolution, etc.)	19	23.75
Diversity training	14	17.50
Mental health and well-being	23	28.75
Other (please specify)	8	10.00

58.75% of employers will focus on job-specific technical skills training followed by health and safety training (56.25%) and orientation of new employees (52.50%) in 2022.

Other Comments Included:

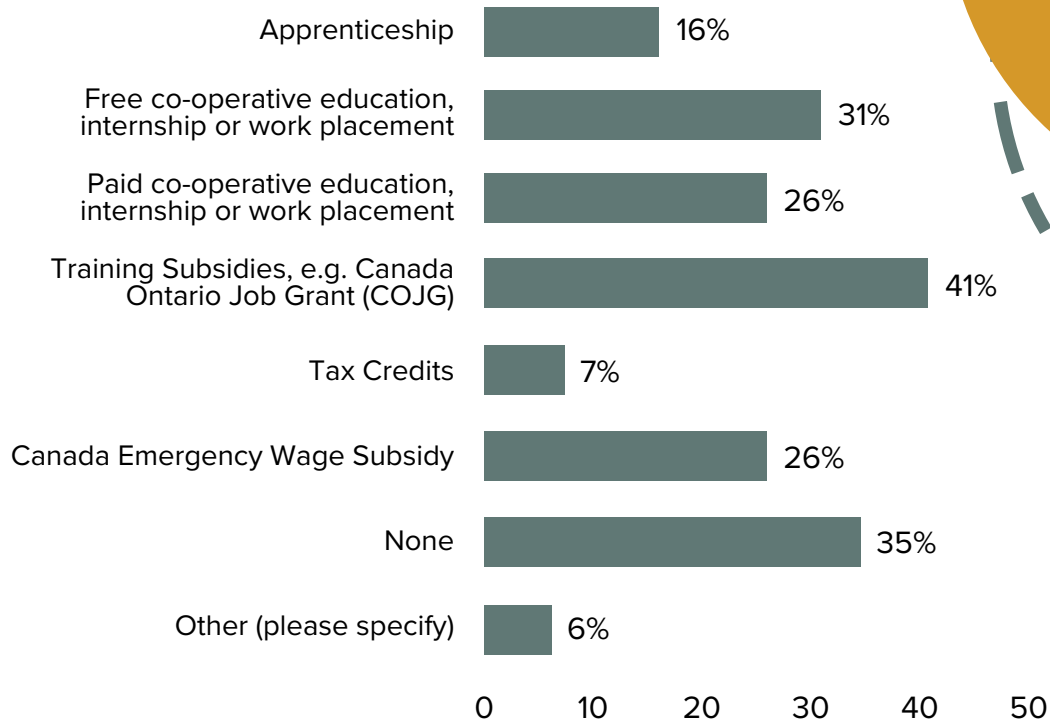
- Automotive Hightech
- Training is done by the senior staff person and is done on-the-job in the context of job tasks, but orientation, health and safety, productivity improvement interpersonal skills, customer service etc, are ongoing and addressed as needed
- Skills in their trade
- Industry specific certifications
- Financial Stability through more community support - or close and move to Pembroke
- Teaching online



34. My business has used the following workforce development programs (Please select all that apply)

There were 81 responses to this question (multi-select option).

Workforce Development Programs Used



Response	Number	Percent
Apprenticeship	13	16.05
Free co-operative education, internship or work placement	25	30.86
Paid co-operative education, internship or work placement	21	25.93
Training Subsidies, e.g. Canada Ontario Job Grant (COJG)	33	40.74
Tax Credits	6	7.41
Canada Emergency Wage Subsidy	21	25.93
None	28	34.57
Other (please specify)	5	6.17

40.74% of employers have used training subsidies such as the Canada Ontario Job Grant (COJG).

35. What is the most important action that would support the success of your business?

There were 56 responses to this question.

- Good access to qualified workforce
- COVID restrictions lightened, making product more available in the industry and making the prices more affordable so everyone can still partake and enjoy
- Local training for automotive technicians. It is very costly for an apprentice to leave work for a couple of months to go to Ottawa for training
- We keep doing what we are doing, relying on ourselves, because that is what has made us successful
- Profit margins
- Having more qualified workforce; some form of community transportation would help as well
- Low cost/free courses available to employees interested in learning more about the office/ administrative side of our company
- Being able to find qualified employees in our area (we had many apprentices apply with every job posting but no licensed electricians)
- Wider availability of trade school in our area (both scheduling and class size)
- Permanent Wage increase/ enhancement
- Having a larger workforce to draw from
- Affordable housing
- Help find employees including immigrants
- Mental health supports for employers to offer employees, attraction of trade specific (AZ truck driver license) employee, regional visioning group sessions for municipal staff and elected leadership to learn about working collaboratively and creatively to solve labour force challenges locally.
- Funding dollars to be able to keep paying staff
- Skilled training availability
- Marketing - increased online presence
- More funding for wage subsidies/ training
- Government subsidized staff certifications, government subsidized employee health benefits
- Getting a better control on COVID-19
- Being able to plan for lockdowns more than a few days before they are announced
- The end of the pandemic
- Focus on attracting trades people to area



- Furthering education on technical skills and diversity. Improving time management
- Community support
- Hiring the right sales person who would be a cooperative team player
- Product procurement
- Customer loyalty
- Employers learn how our FREE program can help their workforce with certain training, for example digital technology, customer service excellence or soft skills solutions
- More clients
- Training in social media and video editing
- Implementation of online services, advertising
- Getting a fixed clinic space for my practice
- Positive reviews, access to proper PPE at a good cost
- To better understand the number of people coming to our region, who are in the workforce
- Tourism
- Grants for private mental health service providers that would allow us to help more individuals, families, and couples who do not have access to Employee Assistance Programs
- Better internet

36. Is there anything else you would like us to know?

- Grant availability for small businesses are said to be available but are not. Employee subsidies are also quite hard to come by.
- The Algonquin College in both counties (Pembroke and Perth) should build an Automotive Apprenticeship course, it would be a lot more appealing if the training would be offered here.
- Rural recruitment is a greater challenge than even in the city. We need more nurses and physicians.
- Our Township, in partnership with regional organizations and other municipalities will be focused on improving outcomes for the agri-food sector in the coming years.
- Staffing shortages in some cases have caused us to turn away business.
- Our struggle is not over as many others also
- What about places run by volunteers who get no government assistance
- All the support for businesses in the area seems to focus on office based work or artisanal food... other businesses also require support
- The need for basic counselling and long-term mental health services has increased exponentially since 2019 and many private practitioners are having a difficult time keeping up with the need. Support is needed for private agencies as well as not-for-profit organizations dedicated to mental health wellness.

“Grants for private mental health service providers would allow us to help more individuals, families, and couples who do not have access to Employee Assistance Programs.



APPENDIX A

Question No. 5: To what extent did the COVID-19 pandemic impact your workforce? For those businesses who identify an impact, please briefly describe the contributing factors.

- Hiring employees
- More rules to adhere to, hot environment and more PPE required, must abide by all rules while facing hostile customers, also the risk of coming into contact with a carrier.
- Job site COVID-19 requirements
- Slight increase to home renovation and home-based projects
- Loss of productive time
- More business
- Can not find enough people to work.
- Cost of material has increased. Difficulty in obtaining material. Decrease in customers in general as cost of building has increased and become unrealistic for some people to build/renovate.
- Increased costs, adapting to continual changing restrictions
- Lost employees for vaccine mandate, nursing recruitment is hard
- Still have not been able to have good attendance as employees off or family affected by COVID-19, and many staff have left their jobs during the past 2 years and there are no applicants to replace them, even with significant efforts to hire
- We have limited sick days, and without our centre being open, we cannot fundraise enough to pay staff, even though our needs are increasing.
- Isolation due to exposure- constantly missing staff
- Companies have dropped our service or required us to send different staff because they require everyone that enters their premises to be at least double vaccinated.
- Labor shortage
- Staff continue to need time off for medical reasons. Sales suffer and government assistance is no longer available.
- Increases some logistical problems
- We are still able to operate fully, however with the new isolation requirements, we are finding a lot of staff are requesting time off for longer periods of time due to the need of isolation
- Increased interest in outdoor activities and our products
- Safety protocols, limited capacity
- Lack of employees willing to come to work
- Forced closure every lockdown, arts and culture considered non-essential



- Headache dealing with all the extra cleaning and sanitizing
- Outbreaks in the area and at our workplace have caused production issues
- Markets are solid due to increased demand
- No shortage of work. High risk settings resulting in more people off due to COVID isolation
- Bicycle Service: Business is good, no parts available
- Limited capacity - extra expenses for cleaning supplies, signage, etc
- Move to online increased sales and online class participation
- A lot of the larger business (like CNL) that normally purchase supplies and furniture are working from home
- Restaurant(s) are closed to dine-in
- No outbreaks, but employees isolating at home when family members test positive.
- Lack of foot traffic this time
- Large increase in business and more strain on employees
- It was very hard to fill one position during 2021. The position had to be posted three times over a six-month period to finally secure a good candidate.
- Increased business overall, just more difficult to perform our work
- Decreased sales and therefore, decreased hours for staff
- No customer contact
- Reduced income hours been a disaster since opening no funding for new businesses
- Several times I have had to close my business for an extended amount of time, I have had to restrict services that I offer, I have had clients cancel their appointments out of fear of leaving their homes.
- Mental health services are essential so we have had to switch back and forth between delivery options to ensure our clients get the services they need.
- Closure of indoor drinking and dining. Lack of tourism. Cancellations of large events. Reduction of socializing.
- No in-person events to market products
- Part-time employee taking time off to care for school-age children during school lockdowns



Extra cleaning and sanitizing was a contributing factor on businesses during the COVID-19 pandemic.

APPENDIX B

Question No. 12: Please indicate the reason(s) for the separations. (Check all that apply)

- Employee went to take free training for new PSW career
- Could only work in 1 location
- COVID Mandatory vaccination
- My workers are in personal services/retail
- Sickness - long term disability
- Covid isolations
- Illness
- EI during lockdowns
- Government paid them to stay home
- Left to care for family member
- Secured alternate employment
- Covid
- Stress, not the right fit
- Promotion
- Played sick then went on CERB

APPENDIX C

Question No. 17: Why were these positions difficult to fill?
Please select all that apply.

- Not able to pass drug tests and security checks
- Government has allowed people to stay at home and earn more to do nothing.
- People are wanting big wages to start with no experience.
- Applicants unable to handle the fast pace and work well in a small team.
- Housing unavailable, lower wages than city
- There is a shortage of applicants who want to work in these sectors
- Lack of qualified individuals in my area
- Not willing to work
- Lack of desire to work due to government handouts
- Licenced trades persons are in demand
- Found employment still available with COVID-19
- Poor work ethic
- Become hired, then not show up to work after initial shift.
- They don't want to work or want to work for higher wage then the owner of the company





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Published: March 2022

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