

# Environmental Scan 2001



"Preparing today's workforce for tomorrow's workplace"



HAMILTON-WENTWORTH TRAINING BOARD  
LA COMMISSION DE FORMATION DE HAMILTON-WENTWORTH

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# Introduction

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The Hamilton-Wentworth Training Board (H-WTB) is one of 22 local training and adjustment boards in Ontario. It is a community based, not-for-profit organization that unites business, labour, educators, government, and equity groups with the common goal to “develop today’s workforce for tomorrow’s workplace.”

The purpose of 2001 Environmental Scan is to identify human resource development issues relating to training and the Hamilton labour market. So, each year, the H-WTB studies the local labour market, monitoring supply and demand issues, employment trends identifying labour market gaps, and training needs. The Board relies on information from a variety of sources for its analysis: census data, labour force survey information, local reports, and other literature.

The most important source for the Board’s information is the community itself. The Board conducts extensive interviews with community partners, relying on the expertise of local employers, worker representatives, members of the Francophone community, the disabled community, women, local partners serving immigrants and, visible minorities, and educators and trainers. The e-scan interviews and consultations provide both labour market intelligence and a unique “street level” perspective on Hamilton’s workforce successes and challenges.

The Training Board focused on industry sectors flagged in last year’s e-scan for a range of reasons: identified skill replacement challenges, skill gaps, occupational shortages, and potential for significant economic or employment growth. This year the key sectors chosen as subjects of more in-depth study are: construction, education, transportation, IT, manufacturing, health, and call centres.



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# Key Issues For 2001

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## I) Workforce Development

There continue to be patterns of exclusion and gaps in Hamilton’s labour market. Evidence suggests that marginalized segments of the population have diminished access to value added skills training or employment opportunities.

### Related Issues:

#### Underemployment

- There is continued underemployment of skilled immigrants. Foreign trained professionals are similarly excluded from high demand, high skilled jobs because their professional credentials and licenses are unrecognized by professional licensing/regulatory bodies. Upgrading and training solutions, such as the Newstart Nursing program for foreign trained immigrants, currently prove very difficult to resource.
- Women are underrepresented in high demand occupations for a variety of reasons, including skills gaps, workplace discrimination, and gender biased socialization.

#### Higher Skill Requirements

- Despite labour shortages, employment and training opportunities for youth are lacking in Hamilton. For high skilled youth, the lack of employment in “knowledge economy” sectors leads to outmigration from Hamilton to other labour markets. For youth with lower levels of education, the lack of employment opportunities bars access to apprenticeship or further on the job training.
- There is also growing evidence of a skills “mismatch.” Both employer and community stakeholders noted workforce “skills gaps,” i.e. the inability to meet current skill requirements of today’s labour market in terms of competency in basic math, demonstrated “soft” skills related to the workplace, language competency, and technological skills.

#### Transportation Barriers

- There is a lack of adequate public transportation to labour markets in outlying areas of Hamilton. Employment opportunities at the airport in Ancaster, Waterdown, and Stoney Creek mountain, as well as labour markets beyond Hamilton’s borders, are inaccessible to individuals who don’t own a car.

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## 2) Training Capacity

Training capacity is measured by employers' capacity to provide on the job training and work placements. Training programs for which there is high demand are restricted in their ability to expand with labour market demand because employers - who provide the experiential learning component - can't go beyond their own capacity to provide on-the-job training. There is evidence of mounting tensions between the human resource demands of the local economy and the capacity of the local system to respond.

### Related Issues:

#### Constraints On Labour Force Adjustments

- Despite labour shortages, there are marked constraints on employers' ability to provide workplace training opportunities, e.g., apprenticeships in the skilled trades, or clinical placements in health care.

#### Changing Skills Requirements

- The shift to specialization and the use of technology in the workplace will accelerate the demand for more upgrading and skills training.

#### Human Resources Forecasting Data

- The lack of adequate labour market forecasting information for Hamilton and area labour markets impedes effective human resources and workforce development planning.

#### Sectorial Partnerships

- There is a need to create industry based training partnerships, such as labour/management apprenticeship committees and shared training opportunities.

#### “Best” Practices

- There is a need to develop innovative “best” practices in training, e.g. equivalency assessments and workplace training mentorship.

## 3) Recruitment/Retention – Skills Replacement

One of the biggest challenges for most labour markets today is maintaining a balance between supply and demand. Due either to economic growth or workforce retirements, local companies are increasingly preoccupied both with the need for succession planning and the development of competitive recruitment and retention strategies. Hamilton employers and labour representatives surveyed for this report discussed multiple needs and barriers related to workforce recruitment and retention:

### Related Issues:

#### Transportation Barriers

- The lack of available public transportation impedes recruitment and retention efforts of companies located at the airport.

#### Training Standards And Linkages

- Industry expressed the need for training standards and certification as well as the need for career “pathing” and training “laddering,” e.g., a construction apprenticeship leading to a Bachelor of Construction.
- Employers in a variety of sectors agreed on the need for more training standards and certification, e.g., trucking, call centres, and IT.

#### Enhancing Recruitment Efforts

- Both labour and business agreed that recruitment to traditional occupations in the skilled trades (construction, manufacturing, automotive), as well as traditional professions (nursing and teaching) is hampered by the “de-valuing” of these occupations.
- Recruitment efforts would be greatly enhanced by building relationships with the City of Hamilton to create collaborative, community-wide recruitment strategies (i.e. the “Magnet Strategy”).
- Local employers and unions are interested in building relationships with educators. They want to collaborate with high schools and colleges in their career education and planning and co-operative learning initiatives, to promote apprenticeship as an alternative to university. Community partners also spoke of the need to include parents in the career planning process.
- Most labour and business representatives agreed that higher skills requirements in apprenticeship and the length of time required to complete an apprenticeship are serious issues that affect apprentice retention rates.

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## Labour Market Indicators

Labour market indicators<sup>1</sup> for 2001 compared to the same time last year show slower labour force growth, rising unemployment, some employment growth in manufacturing (but at a slower rate than the last few years), lower rate of hiring, reports of lay offs in manufacturing, and lower youth participation rates. Coupled with higher youth unemployment the latter indicates a possible trend to further outmigration of younger workers. For the most part, these indicators are typical of a large urban centre with an older workforce reliant on traditional manufacturing for wealth and employment generation. While Hamilton's economic and labour market trendlines are lower in 2001 than in 2000, at the time of this report there is little evidence that the downturn represents permanent erosion of ground gained since the last recession.

<sup>1</sup> Labour Market Review, Hamilton Human Resource Centres - An Analysis of the Hamilton Area Labour Market, Human Resources Development Canada, January to March 2001.

### 1) Employment Rate Increases

The employment rate for Hamilton and area (the Census Metropolitan Area - CMA) in 2001 has increased to 349,100 from 337,100 since April of last year. Full time jobs account for more than three-quarters of this increase.

### 2) Unemployment Rate Increases

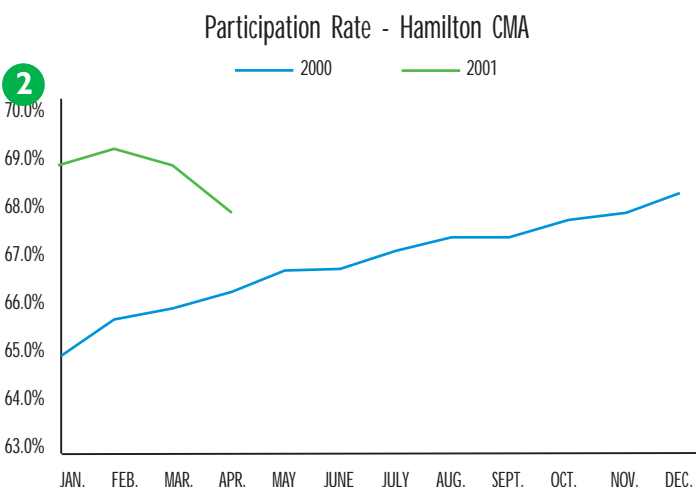
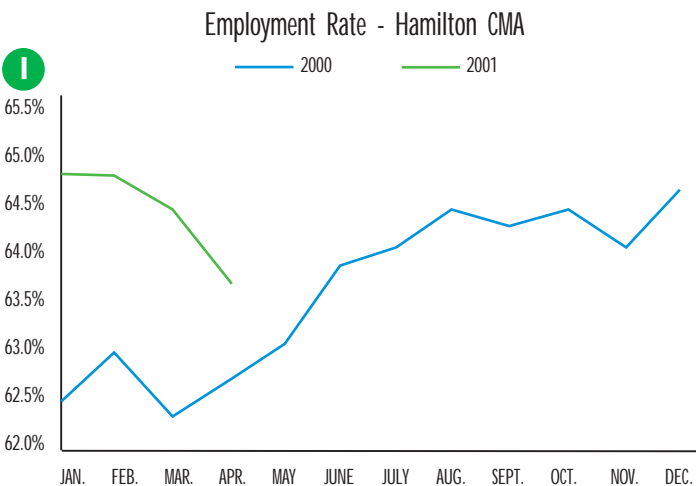
The unemployment rate has risen to 6.4% from 5.5% over the period from April 2000 to April 2001. This is due primarily to a surge in returning jobseekers pushing up the total labour force.

### 3) Participation Rate Remains High

The participation rate has increased from 66.4% in April 2000 to 68.1% in April 2001. This increase reflects labour force growth of approximately 16,200 in the Hamilton CMA.

### 4) EI Claims Increase

Higher unemployment currently is reflected in an 11% increase in employment insurance claims since last year. The rise in unemployment in 2001 has had more impact on men, who made up about 72% of all claimants during the first quarter of 2001.

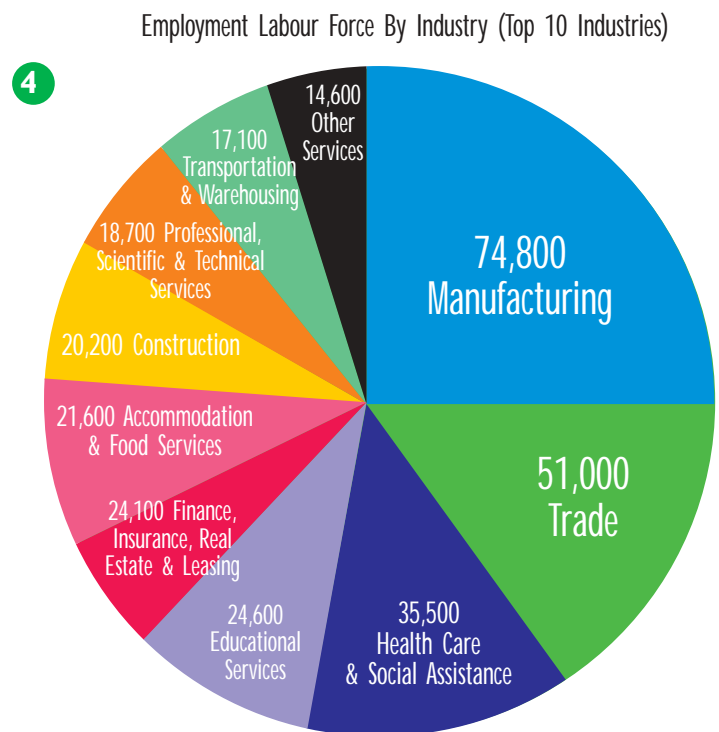
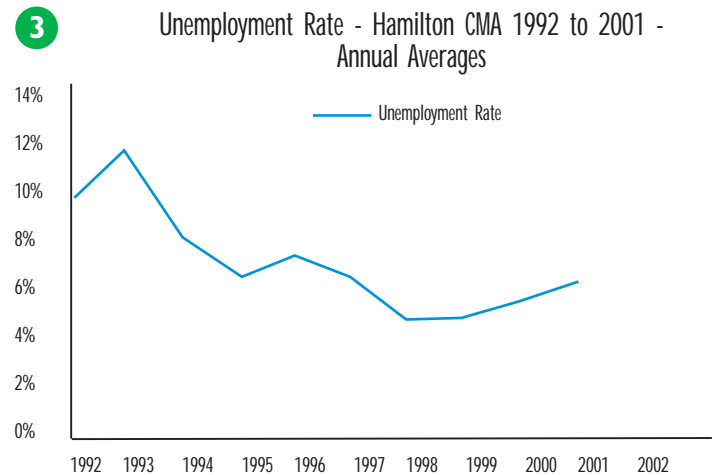


### 5) Intentions To Hire Fall

Employment opportunities in Hamilton fell below last year's levels, showing a decrease in employers' intentions to hire in the first quarter of 2001.

### 6) Local Economic Sectors Remain Stable

Although employment levels have fallen over the past decade in the manufacturing sector, it remains the largest employment sector in Hamilton, maintaining an annual average workforce in the last few years of approximately 68,900. Between January and April 2001 there has been an increase in the manufacturing workforce of 4,200. Health Care and Social Assistance are the largest employers by industry. There has been no growth in service sector employment levels in the last year.



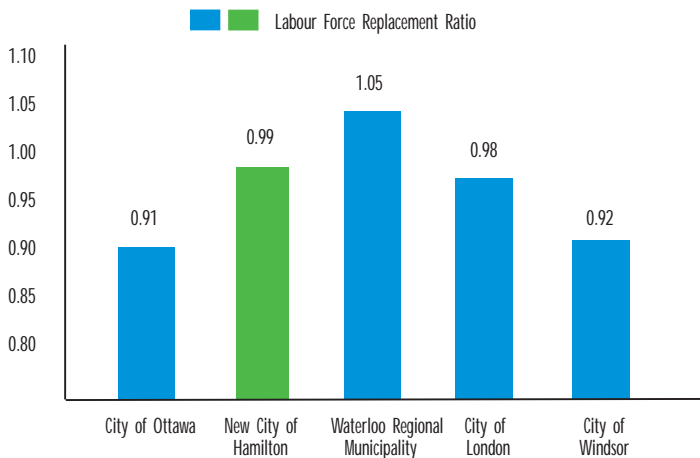
# Workforce Indicators

## 1) Labour Force Attrition

The rate of population growth in Hamilton (1.8% growth rate from 1996 to 1998) is slowing. Hamilton's net migration and natural growth rate tends to lag behind other "high growth" communities, such as Peel, York, Waterloo, and Halton, and is lower than the national average (1.94%). However, as reported in the 1999 e-scan, the labour force replacement ratio (calculated from 1996 census data) projected by the Federation of Canadian Municipalities' Quality of Life Reporting System (QOLRS) is .99 – higher than the Cities of London, Windsor and Ottawa but lower than Waterloo, York, and Peel. The Hamilton labour market reproduces itself just slightly less than on a one-to-one basis, giving rise to predictions of a labour shortage in about a decade<sup>2</sup>.

Predicted Ontario-wide attrition rates for specific industries show that education and health services will have the highest attrition rates – 44.6% and 38.3% respectively – over the next 10 years<sup>3</sup>.

## 5 Population Characteristics From The 1996 Census For Selected Regional Municipalities & Municipalities - Labour Force Replacement Ratio

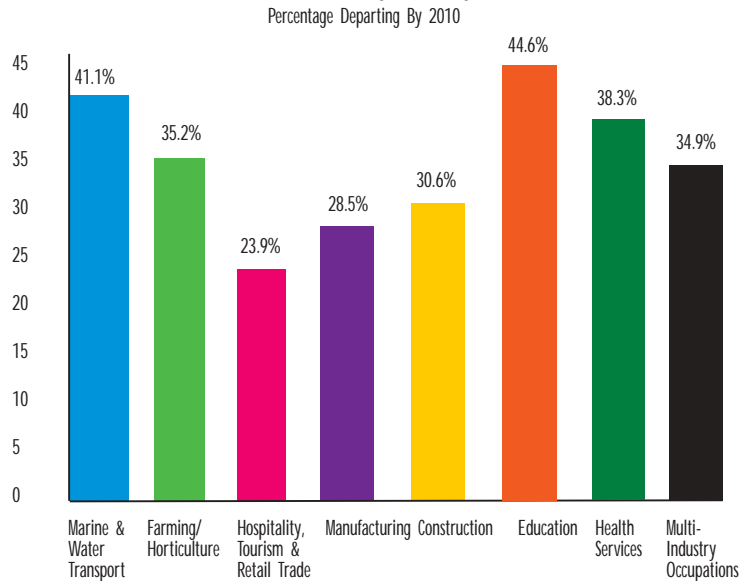


## 2) Self Employment

Self-employment levels in Hamilton for younger workers fell just over 2% between 1997 and 1999. For the older worker, self-employment declined almost 4% between 1997 and 1999. This is in large part due to greater availability of permanent jobs since 1997.

## 6 Ontario Cumulative Attrition Rates By Industry Sector, 1996 to 2010

Percentage Departing By 2010



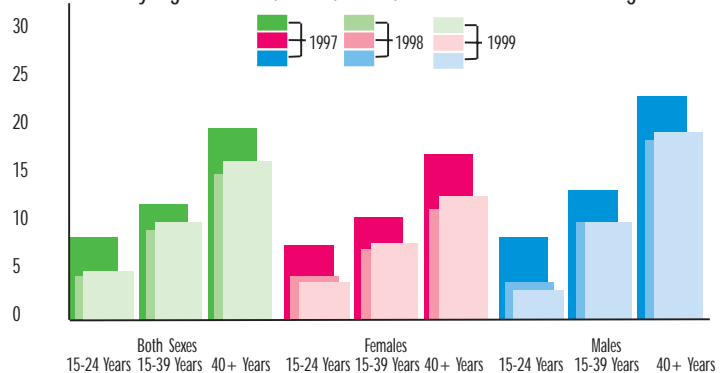
## 3) Hourly Wages

Hourly wages in Hamilton are on par with most other communities of a similar size. But women's wages continue to lag behind men's, primarily because the Hamilton labour market is based on heavy industry where employment depends on traditional male dominated occupations. Overall, 15-24-year-olds earn a median hourly wage of \$7.50; workers up to 39 years of age earn a median wage of \$14/hr., and those over 40 earn a median wage of \$18/hr.

## 4) Cost Of Transportation

In 1999 the cost of a regular bus ticket in Hamilton was \$2. This is in line with almost all other communities of a similar size in Ontario.

## 7 Self-employed As A Percentage Of Total Employed, City Of Hamilton, By Age And Sex, 1997, 1998, And 1999 Annual Averages



<sup>2</sup> FCM QOLRS, March 2001, page 19.

<sup>3</sup> Source: Confronting the Jobs Challenge: A Niagara Human Resources Strategy, Niagara Economic and Tourism Corporation, December 2000.

## Sector Information

### 5) Education

Based on the 1996 census, the 25-34 age group in Hamilton shows higher literacy levels and higher attainment levels of post-secondary education since 1991. But trades training in manufacturing based communities is declining among the younger age groups, signaling shortages in the trades professions as the older generation retires.

### 6) Social Assistance Recipients

Hamilton has approximately 11,800 people in receipt of social assistance. This figure represents a small decrease since last year. Sixty-five percent of the social assistance caseload is comprised of sole support parent families. New immigrants and refugees also make up a large portion of social assistance recipients. The actual number of newcomers settling in Hamilton is far greater than reported in official immigration statistics. Consequently, there is an ongoing need for English language training and other services for these groups in Hamilton.

Community partners identify literacy as one of the primary issues for "Ontario Works OW" clients. As more women and men on social assistance re-enter the workforce through the OW program, there is mounting evidence that many lack the basic skills required for competitive employment. As an example of this skill gap, the Women in Skilled Trades Program, piloted by Mohawk College and the Ontario Women's Directorate, generated great interest from women in OW. However, the majority were unable to meet the basic skills requirements for the program.

### Economic Development

*In June 2001, the City of Hamilton's Economic Development Department began work on a comprehensive analysis of the city's human resource development needs. The project involves a partnership between Hamilton's Economic Development Department, Human Resources Development Canada, the H-W Training Board, The Chamber of Commerce, the Ministry of Economic Development & Trade, the Industry Education Council, as well as industry and employer representatives. The project, which is slated for completion in the first quarter of 2002, examines labour market conditions for Hamilton's economy from 2001 to 2021. It will recommend remedial initiatives and best practices.*

### MANUFACTURING

The manufacturing industry remains the largest employment sector in the Hamilton CMA, employing approximately 74,800 people, or 21.4% of the total labour force in April 2001. This represents a 2% increase since September 2000.<sup>4</sup>

#### 1) Steel

Hamilton's two largest steel manufacturers: Stelco's Hilton Works and Dofasco Inc., are closely linked with the automotive industry in Ontario. So far, the year 2001 has seen significant retraction in this sector, which has had an impact on the local steel industry. The recent economic downturn, coupled with the problem of a world-wide oversupply of steel, creates challenges for the economy of this region which is, to a large degree, dependant on primary manufacturing. Forecasts, however, are optimistic, predicting that innovations in steel production and utilization will improve sales and, in the long term, boost labour demand within the industry.<sup>5</sup>

In its 2000 e-scan, the Training Board identified workforce replacement in the skilled trades as the overriding concern in the steel sector. According to a study (Fall of 1999) produced by the Canadian Steel Trade and Employment Congress (CSTEC), one third of the national steel workforce is eligible to retire over the next five years. One-third of the workplaces surveyed by CSTEC reported that trades replacement and upgrading is the most critical issue facing the steel industry today.<sup>6</sup>

### Related Issues:

#### Renewed commitment to apprenticeship training is necessary

Representatives from the steel industry interviewed for this report suggested that investing in apprenticeship and co-operative programs is vital to ensuring replacement of skilled workers over the next ten years.

Despite the downturn in steel, there are employers in Hamilton who will continue their systematic skills replacement strategy. But they do expect to slow down their rate of new hires because of the downturn.

**Dofasco Inc. will be recruiting for the following occupations: Machinists, Welders, Pipe Fitters, Masonry Workers.**

**Dofasco Inc. reports a growing demand for specialized skills in hydro foam tubing and laser welding technology.**

<sup>4</sup> Human Resources Development Canada. Employed Labour Force by Industry 2000 & 2001. Available at <http://www.on.hrdcdrhc.gc.ca/hamilton/lmi/lfp/lf/force>

<sup>5</sup> The Hamilton Spectator. Steel Industry Downcast. January 25, 2001

<sup>6</sup> CSTEC Survey.

### **Leadership, supervisory skill sets in high demand**

The skills replacement issue is not limited to addressing the attrition rates within skilled trades, but also includes the potential loss of supervisors and managers and the need to build those competencies into the workforce as a whole. As a result, greater emphasis is being placed on the broader leadership skills and team building skills required within companies.

## **2) OTHER MANUFACTURING**

### **1) Automation/Bowl Tooling**

There are roughly 50-60 bowl toolers in the Hamilton area. This number is predicted to increase over time. There are current employment opportunities in this sector.

In June 2001, the Ministry of Training Colleges and Universities developed an apprenticeship “fit” for the Bowl Tooling profession. A number of apprentices have already been recruited.

### **Related Issues:**

#### **Labour shortages**

Labour supply challenges exist in this small sector not only because of an aging workforce but also due to the potential for growth within the industry.

#### **Training standards and apprenticeship programs needed**

Until this year, the profession has not been designated a formal trade. But 12 local employers who participated in the H-WTB’s roundtable discussion agreed there was a need to develop an apprenticeship program to ensure training standards.

#### **A wide range of skills required**

A wide range of skills are required within this occupation, including welding, basic drafting skills, machining, CAD drawing, blue print reading and woodworking.



### **“Poaching” is a problem**

Due to the shortage of experienced bowl toolers, employers tend to “poach” employees from one another. According to employers, this leads to the inevitable “ratcheting” up of wage levels (\$25-\$30/hr.) and uncompetitive pricing.

## **2) Other Manufacturing**

### **For some companies the cost of training continues to be a barrier**

One large manufacturer in Hamilton will be required to train 600 employees in a newly introduced computer operating system. This represents enormous direct and indirect costs for the company. Costs are also very high for companies developing traditional apprenticeship programs. A traditional apprenticeship (in a unionized environment) program entails higher wage costs and less return on investment, as apprentices are generally older workers.

### **‘Poaching’ skilled workers is an issue**

One industry representative reported that many small to medium sized manufacturing companies do not have the training budget to support their training needs. They resort to “poaching,” or competing for a limited number of qualified workers within their sector.

### **Lack of skilled workers hampers production**

One large manufacturer representative states that the company is only able to operate day and afternoon shifts, even though product demand is strong enough to justify the creation of a night shift.

### **Manufacturers require higher math competency skills from workers.**

The experience of finding gaps in the competency levels of Canadian-born workers, particularly in the area of math, has led a local manufacturing representative to concentrate his recruitment efforts on the foreign trained labour pool.

### **Incentives are needed to increase training capacity**

Several manufacturers emphasized the need for financial support for apprenticeship training in the form of wage subsidy or tax credits for training.

### **Small to mid-size companies require blend of technical and “soft” skills**

Due to the limited in house training opportunities in many smaller companies, employers are looking for experienced individuals with a blend of hard and soft skills who are able to multi-task and support different levels of work.

### **Health & safety training a top priority**

One medium sized manufacturer reported difficulty developing adequate, affordable, and sustainable health and safety training systems.

## Identified Needs:

- Institute incentives such as training tax credits for training.
- Recognize that training increases productivity & employee retention.

**A survey by the Canadian Alliance for Manufacturers and Exporters showed that 80% of manufacturers intend to increase their training budgets for the following reasons; better employee retention; better communication in the workplace, and an improved health and safety record.**

**Representatives of the local garment industry predict an undersupply of skilled sewing machine operators and supervisors.**

**Siemens Westinghouse reports high demand for industrial millwright/mechanics.**

### *Summary of Industrial Training Network (ITN) Survey Findings*

The H-WTB is currently working with the Canadian Steel Trades and Employment Council (CSTEC) to develop web-based training coordination – the Industrial Training Network (ITN) – which is intended to help local employers reduce training costs and pool training resources. In April 2001, the partners conducted a survey of more than 500 Hamilton manufacturers in order to gauge interest in the ITN. A final report of the feasibility study findings and analysis will be available in September. Some of the preliminary results of the survey are:

*Training Barriers - When asked about barriers to training, only 44% identified limited budget for training; 49% identified the high cost of training as barriers. The barrier most often identified by employers is the direct impact of employees' absence during training on production.*

*Training opportunities – When asked if the company has participated in training enhancing activities, such as partnering with training providers, sharing in-house staff trainers, sharing training with other companies, or accessing training information and resources electronically, most companies responded negatively. The training enhancing activity most often cited by employers (43%) is accessing electronic information for training.*

*Training benefits - the majority of employers surveyed (83%) agreed that training improves productivity. Seventy-three per cent agreed that training improves health and safety performance, while 71% agreed that training improves competitiveness.*

*The ITN - The reason most often cited for participating in the ITN is that the ITN has the potential to facilitate delivery of training locally. Seventy-six per cent of survey respondents, or 138 employers, are interested in meeting with the partners to develop the ITN.*

## **TELECOMMUNICATIONS/INFORMATION TECHNOLOGY (IT)**

### **I) Call Centres**

Hamilton is an attractive location for call centre/contact centre employers because of the extensive fibre-optics infrastructure, its vicinity to the U.S. border, and its access to a French-speaking population. More than 60 companies are based in the Hamilton community. Call centre job opportunities in Ontario are growing at a rate of 20%/year.<sup>7</sup> Telecommunications, such as long distance and local phone line carriers, represents 21% of the industry mix, followed by finance, catalogue/mail order, utilities, insurance, and computer services, along with numerous other specialties.<sup>8</sup> The call centre industry is developing new industry wide standards, e.g., Help Desk Certificate and Call Centre Management Certificate.

Call centres are looking more to the Internet as a new tool for customer service, i.e., communication with customers via e-mail and the world wide web. These services will include virtual shopping, and customer purchase/activity history, 24 hours per day, seven days a week.

<sup>7</sup> Getting Over Your Call Centre Hang Ups. Symposium, March 6 2001.

<sup>8</sup> Getting Over Your Call Centre Hang Ups. Symposium, March 6 2001.

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## Related Issues:

### Hamilton is an attractive location for call centres

#### The call centre workforce profile is diverse

Call centre representatives indicate that although there is a fairly even gender mix within the call centre workforce it does tend to be job specific. That is, travel and customer service centres have a large female complement whereas help-desk and tech support positions tend to be male dominated. Participants indicated that this is slowly changing.

#### A high demand for special skills

At the H-WTB's call centre consultation (see appendix) participants noted an emerging labour supply challenge in the Hamilton area, particularly in centres where certification is required, e.g., travel counselling. Companies that have a Canadian customer base report a shortage of bilingual (French/English), qualified individuals.

#### Higher basic competencies are required

Consultation participants suggest that a growing number of potential employees lack the basic academic skills required to perform well on the job. English language competency and an ability to communicate clearly and effectively with customers, along with basic math skills, were often difficult to find in entry level applicants.

#### Entry-level positions require a variety of "hard" and "soft" skills

Most entry-level positions in call centres require a high school diploma. Depending on the type of centre, an individual may also require specific certification, a diploma and/or degree, e.g., travel counselling, insurance, business or commerce. Individuals entering the industry should be able to speak clearly, have the ability to learn, have some technical knowledge (PC and/or laptop), and exhibit some customer service skills. Other skills, such as understanding of technical language and process and product knowledge, are considered job specific and would, for the most part, be acquired via in-house training.

Employers emphasized the importance of certain soft skills when considering individuals for industry positions. The ability to multi-task and develop customer rapport, along with strong problem solving and conflict resolution skills, are just some of the abilities looked for in a potential employee.

#### Training must meet technological advances

Consultation participants suggest that traditional training systems do not have the capacity to respond to rapid technological change.

#### Call centres have poor public image

Employers, workers and trainers in the call centre industry find it difficult to recruit because of the poor image of call centre work.

### Other barriers also exist

Poor city transportation; inefficient GO service; lack of affordable and flexible day care; high cost of parking in the downtown core; and general safety were all identified as barriers to recruitment and retention.

## Identified Needs:

- *Industry seeks better links with high schools to educate teachers and students about careers in the call centre industry.*
- *The industry is looking to establish training standards and certification.*
- *Call centre occupations should be assigned a National Occupation Code (NOC) to give the industry recognition and create awareness of the various levels of job opportunities for individuals seeking employment.*



## 2) Information Technology

H-WTB's 2000 e-scan indicated that the high tech industry does not have a great presence in Hamilton. This was verified at a recent consultation held with representatives from the IT industry for the 2001 e-scan (see appendix).

## Related Issues:

### There are few jobs in Hamilton for high quality IT graduates

Graduates from Mohawk, McMaster and local Businesses and Information Technology Colleges are migrating to other cities such as Toronto because there are fewer jobs in Hamilton. Furthermore, as the high tech economy retracts, participants suggest more IT workers will be competing for jobs.

**Most employers are looking for 3-5 years of experience in IT workers**

Employers in the IT industry tend to look for individuals with a blend of business and management skills and a college and/or university background. IT industry standards are now such that individuals are often required to have three to five years experience for entry-level positions.

Vast majority of trainees are career changers with prior business experience.

Youth trainees tend to focus on the “softer” side of the industry (e.g., web design) while mature trainees are attracted to the harder sides of IT, such as networking. Strong basic math skills are an essential requirement for this industry. Local providers of IT support and services seek employees with a combination of IT and sales/customer service skills. Employers prefer to hire technicians and then help them acquire sales and marketing skills.

**Identified Needs:**

*A survey of local employers should be conducted regularly each year to track the changes in IT skill requirements.*



**TRANSPORTATION**

**I) Trucking**

The trucking industry forecast is for marginal growth over the medium term.

Hamilton trucking industry representatives predict that in three to five years, smaller trucking companies will no longer exist. Larger owner/operator companies will continue to grow, but only slightly.

**Related Issues:**

**Experienced truck drivers continue to be in high demand**

Qualified drivers continue to be in short supply. The aging/retiring workforce in this industry only exacerbates the problem.

**Competition for qualified drivers is tight**

Again, heightened competition for qualified personnel gives rise to employee “poaching”. Retired drivers are being recruited to return to work part-time.

**Drivers with the right skill sets are difficult to find**

Most trucking companies are looking for individuals entering the industry who are male or female, 23-25 years of age, with at least two years verifiable truck driving experience. Finding applicants with basic math skills and written communication skills is proving problematic.

**Current licensing standards are unsatisfactory**

The Ontario Trucking Association’s OTA Driver Shortage Survey Results showed a significant number of respondents stating there are not enough qualified AZ trained applicants. Respondents of the survey also indicated that current licensing standards are unsatisfactory.<sup>9</sup>

**There is a need for higher standards and better quality training in the trucking industry**

Participants suggested that young adults taking current trucker training were being “set up to fail” as they would not be employable. Participants complained about the poor quality of trucker training and how this represents considerable liability for the industry.

**Other barriers also exist**

Other challenges faced by the industry include high maintenance costs, decreasing asset value of companies, high licensing costs, and taxation. As well, long waits at border crossings and gridlock on the highways increases time wastage and fuel consumption and, therefore, costs.

<sup>9</sup> <http://www.ontruck.org/stats/docs/shortage.htm>

### The trucking industry has a poor image

Industry representatives expressed concern over the poor public perception of the trucking industry, making it difficult to recruit young people to this occupation. Yet average wages for truckers are relatively high, ranging between \$50K-\$70K annually (owner operators can expect to earn up to \$140,000 gross annually) and educational requirements are relatively low (Grade 10).

Other occupations within trucking include fleet managers, training and safety personnel, dispatchers, chartered accountants, and computer technologists.

### Identified Needs:

- *Rehabilitate the image of the trucking industry.*
- *Set up a graduated licensing system for new drivers entering the industry, and a public training centre with a regulated training system.*



## 2) Airport

Air transportation is projected as a high growth sector for the local economy.

Qualified aircraft maintenance engineers are in critically short supply.

### Related Issues:

#### Significant growth is predicted for the John C. Munro Hamilton International Airport

The Airport is operated by TradePort International Corporation, whose goal is to make the airport Canada's premier 24-hour intermodal cargo facility and second largest passenger airport in southwestern Ontario.<sup>10</sup> The airport currently services freight and passenger air service. Hamilton's airport is predicted to be a major contributor to the city's economic growth.

<sup>10</sup> Hamilton International Airport, Flight Path: Official 2000 Yearbook and Directory, 2000, p. 7

### West Jet expects 50% increase in demand for experienced Aircraft Maintenance Engineers

Interviews with representatives from West Jet Airlines revealed a significant human resources challenge in the recruitment of qualified Aircraft Maintenance Engineers (AMEs). John C. Munro Hamilton International Airport competes for AMEs with Toronto's Pearson International Airport. This demand may increase further, should the Hamilton Airport become the eastern hub for West Jet in the near future.

All recruitment and training of West Jet pilots, crew members, and administrative staff takes place out of Calgary.

### The Hamilton Airport is Canadian hub for the international express courier United Parcel Services (UPS)

UPS employs more than 300 individuals in a variety of positions, including drivers, customer service representatives, and packagers. Employment opportunities tend to be 50% part-time and 50% full-time entry-level positions, with opportunities for training and advancement within the company.

### Future growth calls for new skills

Although the core business of the Hamilton base is small package distribution, UPS representatives suggest that domestic courier services are fairly saturated and that future growth for the company is expected in logistics and supply chain management areas. Consequently, there will be a demand for skilled individuals with brokerage and freight forwarding license.

*There will be a demand for skilled individuals with brokerage and freight forwarding licenses at UPS.*

### Lack of available transportation is one of the chief recruitment/ retention barriers for UPS

Current recruitment and retention problems noted by the company are largely attributed to the lack of available public transportation to and from the airport. Job seekers who do not have access to a vehicle are deterred from applying for a position – or, should they be hired, often leave as they can't manage the transportation difficulties.

### Identified Needs:

- *Local government should address the lack of available public transportation to labour markets in Hamilton's airport area.*

## CONSTRUCTION

Labour market dynamics within the construction industry are highly regional. That is, labour market issues in Toronto may often be quite different from those in Hamilton, and shortages may emerge in one region that are not evident in another.

Residential construction continues to be active in 2001. Despite talk of a looming recession, housing starts are up (as reported in April 2001). The residential construction industry reports an alarming undersupply of bricklayers, framers, and general carpenters.

**The residential construction industry reports high demand for bricklayers, framers, and general carpenters.**

### Related Issues:

#### **The slow down in the steel industry impacting on Industrial/Commercial/Institutional (ICI) construction**

At the present time, there is a lull in ICI construction in Hamilton. This is in contrast to the boom that is currently occurring in Toronto. Construction representatives indicate that the slow down in the local steel industry, along with a lack of building projects within the utilities sector, are two factors affecting the ICI sector. Industry, project a resurgence in ICI construction activity by September 2001.

#### **The skill shortage is debated**

Labour and business representatives in construction do not agree on the question of labour shortages. Despite media reports of growing shortages in the Toronto area, there are fewer job opportunities for unionized construction workers in the Hamilton area. Construction trade unions continue to see relatively high unemployment in the skilled trades among plumbers (51% of members reported unemployed), millwrights (30% unemployed), and sheet metal workers (20-25% unemployed).



**Construction employers indicate that apprenticeships can take up to six or seven years (in part due to the cyclical nature of the economy). This poses a significant challenge for employers and reduces retention rates of apprentices.**

#### **Workforce is aging**

The average age of the unionized workforce ranges between 41 and 48 years of age. Other construction sectors report similar average ages and project significant replacement issues within the next ten years. Local construction associations report that there is also a need to address the attrition of supervisors, management, and estimators, and to recognize the need for in-house training in these areas.

#### **Need to attract young people to industry**

The industry recognizes the need to attract young people into the trades at an early age and is forging partnerships with school boards to provide high school students with experience in construction (e.g., the HWDSB established a partnership with local unions and contractors to recruit high school students over the summer as construction trainees in an Ontario Youth Apprenticeship Program. The Carpenters' Local 18 provided health and safety training for the students).

Construction representatives (union, non-union, and open shop) indicate that there are enough apprentices to meet the need at this time. Participants reported that apprenticeships can take up to six or seven years in some cases. This poses a significant challenge for both employers and trainees and often acts as a deterrent.

Industry representatives noted that not all apprentices are successfully placed at this time, as there are too few jobs and not enough employers who are prepared to commit to apprenticeship training. The Mechanical Construction Association and Electrical Construction Association of Hamilton report waiting lists of apprentices.

#### **Skill "mismatch" is often problematic**

Industry representatives generally agree that youth coming out of school lack the appropriate basic skills or, rather, do not have the right types of skills required in the construction industry. For example, the industry still uses imperial math while schools teach metric. According to industry representatives, other relevant skills required include blue print reading, estimating, and drafting. Attitudinal characteristics in demand, but not always seen, are commitment, reliability, punctuality, and a strong work ethic on the part of the apprentices.

## Construction industry has poor public image

The general public, particularly the parents of school-aged youth, place little value on the skills of people in the trades. It is felt that the public perceives construction work to be dirty, hard, physical labour, with few stable employment prospects. This hampers recruitment efforts.

### Identified Needs:

- *Employers should get a tax incentive to encourage apprenticeship training.*
- *An applied Bachelor of Construction Degree should be created, made up of existing academic courses.*
- *A joint apprenticeship committee should be created on a local level, made up of union, non-union, and open shop representatives.*
- *School boards should build driver's license training into the high school curriculum for selected programs.*
- *Journeymen should be given better access to upgrading in mechanical skills.*
- *Journeymen should be shown how to mentor & train apprentices.*



## EDUCATION

### 1) School Boards

A new report released by the Ontario College of Teachers shows that school boards throughout Central Ontario will need to hire approximately 16,500 teachers by 2010.<sup>11</sup>

Key informant interviews at the Hamilton-Wentworth District School Board (HWDSB) and the Hamilton-Wentworth Catholic District School Board (HWCDSB) held in April 2001, confirm an anticipated teacher shortage at all levels due to a high percentage of the retirements expected over the next 10 years.

The HWDSB reports that 31% of secondary school principals will be eligible to retire in the next three years and over 35% of elementary school principals may retire in the same time period.

The HWCSB reports that approximately 21 elementary and six secondary principals are eligible to retire in the next year. There are only six secondary schools in the Catholic system.

### Related Issues:

#### Leadership development for principals a key training issue

Because of the current high attrition rates for principals and vice principals, leadership development is a serious issue for both school boards as they accelerate their succession planning among administrators.

#### Enrollment projections show little change

HWDSB projects no increase in its current enrollment of 60,000 students over the next five years, while the HWCDSB projects a 2% increase in their student population in the next year.

The relatively low enrollment projections by local school boards indicate that while the undersupply of labour within the local education system is currently acute, the shortages are primarily due to labour replacement needs and not labour demand determined by predicted long term net growth.

#### More applicants than placements for Brock University graduates

Brock University's Hamilton Campus is able to place only one of every eight applicants for its Teacher Education Program. In response to labour market pressure, Brock was recently able to add a limited number of additional seats to its program.

### 8 Teacher Shortage Breakdown - Central Ontario (Includes Durham, York, Simcoe, Dufferin-Peel, Halton, and Hamilton)

Board Types	Experienced Teachers Employed In 1999	Number Of Teachers	Retired By 2005	Retire 2006 to 2010	Total Retired By 2010
English Public	30,056	6,762-(22%)	5,201-(17%)	11,963-(40%)	
English Catholic	14,935	2,248-(15%)	2,070-(14%)	4,318-(29%)	
Private & Other	445	64-(14%)	70-(16%)	134-(30%)	
TOTAL	45,436	9,074	7,341	16,415-(36%)	

<sup>11</sup> Ontario College of Teachers - Teacher Shortage Backgrounder, Central Ontario. Available at <http://www.oct.on.ca/english/newsreleases/news-archive/20010222/press-c.htm> Please note: Due to restrictions in time we have been unable to meet with representatives from the French School Board or with representatives of Columbia International College

## 2) Universities and Colleges

Teaching is becoming more sophisticated and specialized. Teachers are now required to have management and planning skills, become adept at conflict resolution, and acquire advanced technology skills. These multi-skill sets were not traditionally part of teacher training.

Home schooling is expected to become a more popular trend among parents.

The proliferation of technology in the education system will make e-learning one of the key education trends. It's predicted that 15% of Ontario college courses will be offered on-line in the next five years.

School boards & post-secondary teacher training institutions are exploring joint internship & mentoring programs to develop leadership skills among new teachers. Post-secondary institutions are offering more applied programs, practical degrees & partnerships linking college & university programs/courses.

### Related Issues:

#### **“Double cohort” and retirement puts pressure on post-secondary institutions**

Universities and colleges are bracing for an increase in their first year enrollments as the fifth year of high school is eliminated in 2003. Known as the double cohort, this coincides with projected increases in faculty retirements.<sup>12</sup>

#### **Projected increase in student population at McMaster University makes recruitment a high priority**

McMaster University anticipates a faculty replacement need of 35% over the next 10 years. A predicted 15% increase in student population over the next few years puts increased pressure on the University to recruit high calibre faculty. The University competes internationally for faculty members and relies heavily on the quality of life and community amenities in Hamilton to recruit new professors (and their families). McMaster officials suggested that concerted community and government support for the University is necessary if it is to attract world class researchers and teachers in an increasingly competitive environment.

#### **Significant growth in student enrollment and faculty needs is also expected by Mohawk College**

Mohawk College anticipates a 44% growth in faculty by the year 2006 in addition to replacing retired staff members. Sixty-nine percent of Mohawk's academic staff will be eligible for retirement over the next ten years. The diminishing supply of faculty is even more problematic as the College expects a 25% increase in student enrollment by 2005.<sup>13</sup>

#### **Redeemer College has an aging faculty, but increasing capacity and managing growth are greater priorities**

Redeemer University College, a private, Christian post-secondary institution located in the outskirts of Hamilton, reports that approximately 20% of its faculty is 55 years of age or older. Although the College expects to face retirement issues in the next five to ten years, faculty renewal is not a key priority at this time. Constraints in funding, high tuition, and OSAP restrictions are more pressing issues for Redeemer College.

Redeemer representatives state that the double cohort is not expected to make a significant impact on its recruitment needs. The College may now confer degrees in certain programs. This is expected to have a more significant impact on enrollment.

In response to the increased demand for teachers and the availability of local teacher education programs, Redeemer College is hoping to offer a full teacher certification program by 2003. College representatives also report that they are exploring establishing a nursing program in the future.

### Identified Needs:

- *Create a Hamilton web site that would be used as a marketing and recruitment tool for post-secondary faculty recruiters.*
- *Provide better survey and labour market data to quantify labour market demands for post-secondary programs and courses.*



Photo courtesy of the Hamilton-Wentworth District School Board

<sup>12</sup> Hamilton Spectator, Mac Faces Huge Faculty Shortage March 1, 2001

<sup>13</sup> Mohawk College, Double Cohort Report: An Opportunity To Shape Mohawk's Future, September 2000, p. 2-3

## HEALTH CARE

Nursing shortages in Hamilton hospitals, long-term care, and community care agencies are reaching a critical point due to a growing imbalance of supply and demand. An employer survey conducted by the H-WTB showed that, on average, close to 45% of full time RNs, 47% of RPN's, and 51% of Personal Support Workers are over 45 years of age. In the next 10 years, approximately 40% of the local nursing workforce will be eligible for retirement. The predicted nursing shortage will likely have a significant impact if shortages continue to grow. This impact may become evident first in the long-term and community care system "which will be unable to provide the care needed... and will be unable to support patients being discharged from hospitals. This may result in longer stays in hospital and will limit the ability of hospitals to take new patients."<sup>14</sup>

### Related Issues:

#### **An aging workforce – and population**

Our health care workforce is aging. Our general population is also aging and will have greater health care needs.

#### **Sectoral shift**

There is an ongoing shift from institutional care to home care. This has created a wage gap between the two sectors.

#### **Recruitment challenges**

Recruitment challenges due to an out-migration of health care professionals and caps on enrollment in training.

#### **Employment status and working conditions**

Shifts to predominantly part-time nursing positions, coupled with reports of high stress, burn out, and lack of upgrading opportunities have hampered recruitment and retention efforts.

#### **New technologies**

Other factors leading to the current skill gap in nursing include the introduction of new technologies in delivery of health care and the need for more specialized training; the lack of appropriate mentorship/preceptorship opportunities in the education of nurses and poor access to upgrading for experienced nurses.



### Identified Needs:

- *Health care partners discussed the need for a central clearinghouse of health care human resources information for the City of Hamilton. This is necessary in order to help maintain a more balanced supply of workers in health care and provide the basis for more effective HR planning among employers.*
- *Create a community-wide recruitment "magnet" strategy that builds on Hamilton's strengths as a place "to work and live."*
- *Develop a central database of occupational/skill information and a planning template for tracking the flow of health care personnel in and out of the system.*
- *Increase training capacity by creating incentives for experienced nurses to act as mentors and preceptors in the education of nursing staff and personal support workers.*
- *There is a call for more flexibility in the education system to support continuous upgrading and training for qualified nurses.*
- *Partners resolved to work together to develop media strategies which portray the value of nursing/health care careers to help foster a more positive image of nurses.*
- *Ensure that the public is aware of the looming health care human resources crisis by increasing awareness of the "a few good nurses..." report and other reports dealing with similar issues.*

***An employer survey of Hamilton hospitals, long term care, and community care agencies showed that close to 40% of Registered Nurses & Registered Practical Nurses will be eligible to retire within the next ten years***

<sup>14</sup> "a few good nurses..." - A Hamilton Health Care Human Resources Strategy. H-W Training Board, February, 2001

# Workforce Diversity

## 1) Women

Last year's e-scan reported that women make up almost half of the Hamilton workforce (46%). Yet they still only represent less than 2% of apprentices in the non-services trades.

The H-WTB's Women's Reference Group held a roundtable discussion in April 2001. The women participating in the discussion spoke of the ongoing need of women in the workplace for "family-friendly" policies.

Women also recommended more attention should be paid to address the issue of women's safety in the workplace.

The Women's Reference Group expressed continued concern with respect to training and labour market outcomes of women in receipt of social assistance. The majority of OW clients are women. They face multiple barriers to employment and training and require substantial supports in order to re-enter the workforce and secure sustainable employment.

### Identified Needs:

- *Continue to educate young women about the opportunities in non-traditional careers and the skill requirements – and academic prerequisites – for these careers.*
- *Women re-entering the workforce, especially those with multiple barriers, need opportunities to retrain, as well as to upgrade basic math and English skills.*
- *There is a need for a "barrier free" centre where women could access information, receive assessments, access training and education, have follow-ups, seek employment opportunities, and access mentorship programs.*
- *Further studies should be undertaken regarding women's safety in the workplace.*



## 2) Immigrants/Visible Minorities

Foreign born workers represent 24.6% of the Hamilton population (based on '96 Census), only 1% less than the provincial average of 25.6%. While net migration levels for the years 1994 to 1999 show approximately 14,250 international immigrants came to Hamilton,<sup>15</sup> these numbers do not reflect the actual, and much larger, number of secondary migrants to the area.

Despite the growing undersupply of skilled labour in certain local sectors (e.g., health care), foreign-trained immigrants continue to be underemployed in Hamilton. The need for access to professional upgrading and occupation specific language training, and the inability to accelerate through the licensing process, stand in the way of successful integration of immigrants into the labour market.

<sup>15</sup> The FCM Quality of Life Reporting System: Second Report, Quality of Life in Canadian Communities, March 2001. p. 18-19

## Identified Needs:

- *Refugees and new immigrants require support for upgrading and further education. Financial constraints make it difficult for newcomers to access training/ education programs leading to value-added employment.*
- *Immigrants often don't understand the full range of skills that are required in today's workplace. Aside from professional qualifications, employers also demand certain soft skills, attitudes, and social skills which are, for the most part, culturally based.*
- *Community partners recommend that a cost analysis of the economic impact of racism in the workplace be performed. This will help promote more education about cultural diversity in the workplace.*
- *Develop a local monitoring mechanism to measure progress addressing these issues, and develop an inventory of models and best practices for serving the needs of immigrants.*
- *Conduct a cost analysis of the economic impact of racism in the workplace in order to help promote cultural diversity.*
- *Government policies and programs should address the ongoing challenges with respect to licensing and accreditation of immigrant, the need for appropriate prior learning assessments, and employment focused language training.*



## 3) Persons With Disabilities

### Information is difficult to access

The 2000 e-scan report noted that there wasn't sufficient labour market information about persons with disabilities in Hamilton. The needs and issues for this group are so diverse that it is difficult to gather useful information from one single source.

### The Deaf

The Canadian Hearing Society estimates the deaf population in Hamilton to be approximately 5% of the total population. This population ranges between profoundly deaf to hard of hearing. An average of 16-20 individuals access the Deaf Empowerment Program (DEP) each year, and this often includes individuals with dual diagnosis (hearing impaired and other disability). As noted, there are few, if any, other resources for the deaf community in this area.

*Representatives from Mohawk College's Deaf Empowerment Program (DEP) discussed several barriers to sustained provision of services to the deaf. First, because of the specialized needs of this population, it is difficult to recruit qualified individuals to teach the program, since they must be both deaf and qualified as teachers of the deaf. Secondly, while the program is the only one of its kind offered in this area, internal pressures within the College make it difficult to sustain.*

### Related Issues:

#### Consumer-run business for consumers of mental health services studied in Hamilton

In March of this year, a study examining the feasibility of a mental health consumer run business in Hamilton was completed for the Employment Ventures Group, funded by HRDC and sponsored by H-WTB. The study recommends that a new mental health consumer run business, appropriate for consumers with severe and/or persistent mental health issues, be established. Preferred types of businesses are a business contract service and a cleaning and janitorial service.<sup>16</sup> Both businesses could draw on existing mental health programs and services for support and resources. The Employment Ventures Group is currently defining the next steps in this endeavor.

<sup>16</sup> Deverson, Ricard A. Examining the Feasibility of a Consumer-Operated Employment Enterprise for Consumers of Mental Health Services: Executive Summary, March 2001. p. 2-3

## Identified Needs:

- The focus on outcomes-based funding toward employment goals has placed significant pressure on services providing supports for individuals who are marginalized/disadvantaged. Providers suggest that expectations of direct employment, without interventions like training or other forms of support as a result of the program, will only serve to increase the gap in services for people with disabilities.
- Service providers suggest that for consumers seeking training and employment supports, accessing and understanding the requirements of funding sources is a barrier and in some case a deterrent to training.
- For individuals with a severe disability, jobs need to be repetitive and straightforward, not requiring any degree of multi-tasking. Because these types of positions tend to require physical labour (e.g., parcel packers), people with physical disabilities are often excluded from employment.
- Entry level positions, which at one time may have provided viable employment opportunities to individuals with certain disabilities, are becoming more complex and require a higher range of technological skills than many individuals are able to bring to the task.
- A comprehensive needs assessment of the training requirements of people with disabilities needs to be conducted.
- Industry and business partners should form partnerships to design training for people with disabilities.
- Disability issues should be kept in mind with respect to local skilled trades initiatives. Persons with disabilities may be able to perform some of the skill sets required within a trade.

## 4) Francophones

Based on 1996 Census data, the official French language minority in Hamilton was 6,865, representing 1.5% of the total population. Unofficially, however, the total French population in Hamilton, according to mother tongue, was estimated to exceed 9,000 in 1996.<sup>17</sup>

## Related Issues:

### Many barriers were reported

A survey conducted in March 2000 (by ACFO-Regionale Hamilton) to profile the needs of French-speaking newcomers to the regions of Hamilton and Niagara illustrated a variety of barriers faced by the Francophone community with respect to accessing training and employment. A number of barriers

were identified. These included: Lack of knowledge of the English language (a major employment obstacle), and a lack of Canadian experience. The lack of education and training supports ranked third out of seven identified barriers.

### Training interest high for those seeking employment

Forty-one percent of those surveyed also indicated that they were very interested in being trained in “employment seeking techniques.”<sup>18</sup>

The H-WTB’s 2000 e-scan revealed that French speaking newcomers to Hamilton had a need for training in the use of computers and in English language in order to find employment. The e-scan also reported the closure of Le College des Grands Lacs in Hamilton – leaving a gap in French adult education courses.

There is serious concern over this closure and the resulting education and training gap for adult Francophones in Hamilton and the surrounding area.

Existing English courses for Francophones are limited and do not provide the proficiency level required by those wishing to enter the labour market in this region. Consultation participants also suggested that French adult education in computer skills continues to be an ongoing need in the community.

### Part-time Francophone literacy program opens

When the Alpha Centre (the Francophone literacy program) officially closed its doors earlier this year, it left a gap in literacy services for the Francophone population. However, ACFO-Regionale Hamilton is now hosting a three-day-a-week literacy program, run by the Alpha Centre from Welland. It is hoped that this program will evolve into a full-time service and become fully operational in Hamilton in the future.

### New bilingual call centre training program proposed

In response to reports that bilingual Francophone workers are in very high demand in many local call centres, ACFO-Regionale Hamilton, the local English speaking Call Centre Training Program, and Les Colleges des Grands Lacs (currently based in Toronto) are proposing a partnership to start up a Francophone call centre training program in Hamilton.

## Identified Needs:

- *A local organization should ensure availability of adult education and continuity of training services relating to employment for Francophones.*
- *A gap analysis should be done to evaluate the success of other groups in filling training voids left by the closing of Le College des Grands Lacs and Hamilton’s Alpha Centre for literacy training.*

<sup>17</sup> Gagne, Lise Survey of French Speaking Newcomers: Hamilton and Niagara Region For ACFO-Regionale Hamilton. AuGanne Inc. March 2000. p. 5

<sup>18</sup> Gagne. p. 20-21

## 5) Youth

Youth (15-24) represent 15.86% of the Hamilton CMA labour force, down from 17% reported in the 2000 e-scan (April-June 2000), and 14.49% of the total employed in Hamilton. The unemployment rate for youth has risen in the first four months of this year from 12.1% in January to 14.4% at the end of April, and is up from a reported 10.3% last year.<sup>19</sup>

Youth participation rates for the Hamilton CMA have dropped over the first four months of 2001 to 66.1%. Although a decline in the labour force participation rate is often attributed to poor labour market conditions, it may also suggest that more youth are staying in school longer.

### Related Issues:

#### **New, more rigorous education curriculum requires higher skill levels**

There is greater demand on youth in school to acquire a higher range of skills and qualifications. As identified in last year's e-scan, the introduction of the new curriculum has created a growing demand for extra-curricular remedial programs – particularly in math and science – for high school students.<sup>20</sup>

#### **More upgrading needed for youths to find competitive employment**

Representatives from youth employment support programs in Hamilton expressed similar concerns about labour market outcomes for young people with lower skills. According to job developers serving youth, young job seekers continue to lack literacy and basic math skills required for the workplace, despite the fact that approximately 75% of youth accessing employment supports have Grade 12 or some post-secondary education. In a national report by Human Resources Development Canada, employers are found to complain less about a widespread shortage of technical skills than about a shortage of essential skills such as the ability to read, write and think critically, calculate, and use a computer.<sup>21</sup>

Local employment services representatives suggest additional barriers facing youth seeking employment include:

- lack of employment experience
- unrealistic employment expectations
- high salary expectations
- attitudinal problems

At the same time, however, young individuals seem to be better educated in résumé preparation, job search tools and interview skills.

#### **Not enough employers are willing to employ – and train – youth**

According to one local source, there are a large number of youth looking for opportunities within the skilled trades, with a particular interest in the areas of machining and automotive apprenticeships.

<sup>19</sup> Human Resources Development Canada. *Youth Statistics for Hamilton CMA - January to April 2001*. Available at <http://www.on.hrdc-drhc.gc.ca/hamilton/english/lmi/lfpro/lforce/youth.html>

<sup>20</sup> Hamilton Wentworth Training Board. *Environmental Scan Update Report*. September 2000. p. 21



Photo courtesy of the Hamilton-Wentworth District School Board

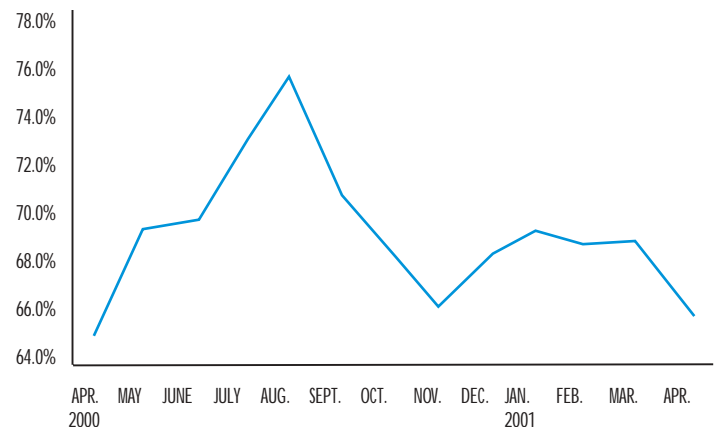
However, despite predictions of labour shortages in the skilled trades, there are still only a limited number of employers willing to take youth on as apprentices.

#### **High skilled youth migrate from Hamilton**

Representatives of an employment program for post-secondary graduates states that youth who have completed post-secondary education and are looking for employment in the areas of engineering, chemistry, technology/biotechnology, media, and graphic arts are in large part forced to seek employment outside Hamilton.

9

Youth Participation Rate -  
Hamilton CMA - April 2000 to 2001



<sup>21</sup> Human Resources Development Canada. *Profile of Canadian Youth in the Labour Market: Second Annual Report to the Forum of Labour Market Ministers*. 2000. p. 7-8

### **There is a gap in service for high-risk youth**

Serious concern has been raised about youth who are unable to access appropriate employment support services in the city for a variety of reasons (ineligible for funding, age gap, out-of school, new immigrants, and disabled). It has been suggested that the gap for at-risk youth will continue to grow as the requirement for higher skill levels increases and the demands of the new curriculum exclude students with low skills.

### **Identified Needs:**

- *Create incentives for employers to hire youth as apprentices.*
- *Encourage more employers to participate in co-op programs.*
- *Establish a “one-stop,” full service employment resource centre for youth which will also provide training.*

## Skills Development

### **Literacy**

READ REPORT– LITERACY ASSESSMENT OF ONTARIO WORKS CLIENTS<sup>22</sup>

In a study completed in the fall of 2000, researchers set out to examine the literacy needs of Ontario Works (OW) clients in Hamilton. A total of 149 OW clients were interviewed for the purposes of this study.

A literacy profile of OW clients revealed:

- Eighty percent of the individuals interviewed for the study reported poor literacy skills when asked questions related to employability;
- Women are more likely to report inadequate math skills;
- Men are more likely to report inadequate reading and writing skills;
- Most people with literacy problems are able to read, but not particularly well – at least not well enough to function successfully in the workplace;
- For the most part, individuals on social assistance do not know the current skill requirements for today’s workplace;
- Chronically unemployed individuals often have multiple barriers to employment, i.e., non-literacy related barriers such as family and financial concerns, child care, transportation, and need for part time schooling;
- The “fear of failure” was most often reported as a major barrier to training;
- The level of education does not guarantee adequate literacy skills for employment.

<sup>22</sup> READ - A Basic skills Referral Kit for Ontario Works Clients and Literacy and Ontario Works; A needs Assessment for Hamilton. M. Payne and D. Ilijow. October 2000. This study was conducted jointly by the City of Hamilton’s Social and Public Health Services, the Adult Basic Education Association and the Hamilton-Wentworth Training Board.

Since 1994, providers of literacy services in Hamilton have worked together in a joint planning process to coordinate program delivery, identify gaps in service and plan for future literacy training requirements in Hamilton.

In its 2000-2001 Service Plan, the Literacy Community Planning Process Committee draws a revealing portrayal of literacy learners in Hamilton. We learned that:

- More men than women are currently in literacy programs;
- A large proportion of literacy students in programs have a disability;
- Fifty-three percent of adults in literacy programs claim to have their Grade 12 diploma;
- The majority (71%) of literacy students in Hamilton are between the ages of 25-64. Less than 26% are under 25; and
- The majority of literacy students are dependent on government income through Ontario Works or the Ontario Disability Services Program.

### **Related Issues:**

#### **Youth and literacy**

The concerns about the literacy requirements of youth were underscored in a recent roundtable discussion for the H-WTB’s e-scan. A member of the LCPP reported that literacy is a growing problem among high-risk youth. This is partly attributable to the Grade 10 literacy testing which may lead to higher drop out rates.

### **Identified Needs:**

- *An anticipated increase in demand for literacy programs – a result of implementation of literacy testing of OW clients.*
- *Low skilled youth between 16-18 years are ineligible for provincially funded adult literacy programs (minimum age is 19).*
- *Certify literacy programs. Without a formal certificate employers often will not recognize an adult learner’s achievements.*
- *Develop more literacy-based workplace training programs in Hamilton (a 1999 employer survey by H-WTB reported that 19% of employers surveyed identified literacy issues in their workforce).*
- *Train more individuals to teach the deaf and deafblind. Recruiting qualified instructors for highly specialized programs, such as the Deaf-Blind program at the CNIB and the Deaf Empowerment Program at Mohawk College, is a growing challenge.*

# Apprenticeship

It is expected that over time, retirements in the trades will give rise to greater demand for apprentice trainees, particularly in the industrial and construction sectors.

Apprenticeship officials report that apprentice registration in the industrial mechanical and industrial electrician trades have gone up this year.

Despite concerns about the future supply of skilled trades labour, not enough employers are committing to apprenticeship training. It has been suggested that there aren't sufficient incentives to make apprenticeship training worthwhile for employers.

## Related Issues:

### **Employers demand better trained, higher skilled workers**

A representative from the Ministry of Training, Colleges and Universities (MTCU), Apprenticeship Branch, reports that employers are demanding better trained, higher skilled people, (particularly higher technology skills).

### **Tradespeople need to update skills sets**

Apprenticeship is undergoing significant changes in response to industry needs. Qualified trades people will be required to update their skill sets as standards move higher. There are reports of higher attrition rates among apprentices who lack the advanced math skills required in the industrial trades.

### **“Mismatched” math skills are a problem**

Apprenticeship representatives note that in many cases apprentices don't necessarily lack math skills but actually have different sets of math skills (e.g. metric instead of imperial) from those required by industry.

## Identified Needs:

- Key informants suggest that a “training culture” is needed in Ontario; employers need to recognize that training must be a part of their business.
- Apprentices are normally the first to be laid off during a downturn in the economy. It has been suggested, however, that periods of economic retraction provide ideal opportunities for employers to train.
- Currently Apprenticeship reports that the average age of apprentices is between twenty-six and twenty eight years of age. However, individuals coming into apprenticeships are getting younger, in large part due to the impact of the Ontario Youth Apprenticeship Program (OYAP). OYAP is a key strategy in the skills trades replacement challenge.

## LABOUR ADJUSTMENT

*Adjustment officials with the Ministry of Training, Colleges and Universities do not report any formal adjustment projects underway at this time. However, adjustment processes are anticipated to start in the near future in light of recurring layoffs within certain industries.*

*Human Resources Development Canada reports an increase in inquiries into workshare agreements during the first quarter of this year. HRDC officials report that they now have workshare agreements with five companies, with a total of 387 recipients on claim since April. This is an indicator that employers are intending to lay off, but do not expect the lay offs to be permanent.*

## Community Consultation

For the purposes of the community forum, the H-WTB distilled the e-scan information down to four basic themes. We then brought the themes to the community on June 6th, 2001 and asked for input. Approximately 100 people attended the session.

The themes served as the basis for discussion of the e-scan, validation of the issues relevant to Hamilton, and signposts for future action.

Please refer to Appendix A for a detailed description of the public forum and the list of recommendations for action made by the community.



## Conclusion

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The primary goal of the e-scan process is to provide a foundation for community planning and collaborative action. This report is also intended to be a resource for partners in their own planning. It is important to note, however, that the recommendations for action contained in this report are not aimed at the Training Board alone. In many cases, it will be other organizations that will - or that should - take the lead role in moving forward on a particular action.

The 2001 e-scan revealed many challenges across the flagged industry sectors. Clearly, there is much work to be done. But there is also reason for optimism. There is a new self-awareness in each of these sectors - a ready acknowledgement of future needs, and a drive and determination

to take action where action must be taken to meet those needs. Yes, we have challenges in the Hamilton area - but we must also recognize that we have many opportunities for positive change in coming years.

The next step beyond the e-scan is the Board Local Area Planning process. In this case, the Board's role will be to facilitate priority setting among actions and help develop partnerships for implementation. We look forward to working with community partners to create positive change in skills training in Hamilton. Anyone with an interest in the issues who would like to participate in the process is welcome to join us at the table.

**We can be contacted at [info@hwtb.on.ca](mailto:info@hwtb.on.ca), or by telephone at (905) 521-5777.**

***Building a skilled workforce for tomorrow's workplace.***

# Appendix A

## The Community Forum

The following themes served as the basis for discussion of the e-scan, validation of the issues relevant to Hamilton and signposts for future action. This summary also includes a list of recommendations for action made by the community.

### Skills Replacement – succession planning

It is predicted that demand will outstrip the supply of qualified labour in Hamilton within the next five to ten years. In some sectors, close to 40% of the workforce will be eligible to retire in the short to medium term. In Hamilton, this issue is most critical in the manufacturing sector, where trades replacement is a top priority. But skill shortages are equally critical in the health care sector – where qualified nurses, physicians and technicians are already in short supply. The problem also extends into other sectors, such as education, construction, transportation, and automotive.

#### Recommendations:

1. Governments should develop consistent federal/provincial funding for successful initiatives in Hamilton.
2. Develop non-traditional mentoring strategies for traditional apprenticeship training, e.g., skilled retirees mentor youth.
3. Create a more efficient process to identify skills of new Canadians and ensure funding to facilitate the process.
4. Implement a recognition plan for employers that train, take co-op high school students and provide other “learning on the job” opportunities.
5. Institute tax credit/benefit for apprenticeship journeyman and/or companies who train.
6. Create incentives for re-training the disabled.
7. Continue marketing the skilled trades as good careers to students.
8. Encourage/promote parental involvement in their children’s decisions about jobs.
9. Get action plans off the “action plan” shelf!

## The “Skills Divide” – progressive exclusion

Today’s labour market requires value-added “essential” skills from workers, including higher levels of math and communication skills, demonstrated “soft” skills, and well-developed computer skills. These requirements have resulted in the exclusion of a growing segment of the labour pool – those with less than a high school diploma and lower math and literacy skills. As demographic trends show, the labour market will need to tap into this pool of workers because the supply of young, educated workers will not meet the full extent of the demand.

#### Recommendations

1. Create a “needs identification or assessment centre” that is non-partisan and separately funded.
2. Develop an organized listing of assistance programs that can be distributed to clients – in hard copy and web-based format – which meets needs of those with low literacy skills.
3. Conduct outreach and analysis – examine barriers of these groups.
4. Create an in-school program to address the potential for increased early school leavers and drop outs.
5. Encourage community partnerships through an electronic networking system.
6. Develop priorities among groups affected by the “skills divide,” e.g. the poor, immigrants, the disabled.

### Apprenticeship – training youth

It is expected that skill shortages in the trades will give rise to greater demand for apprentice trainees, particularly in the industrial and construction sectors. Despite the concern about the future supply of skilled trades labour, not enough employers are committing to apprenticeship training. It has been suggested that there aren’t sufficient incentives to make apprenticeship training worthwhile for employers. Apprenticeship is undergoing significant changes in response to industry needs. Qualified tradespeople will be required to update their skill sets as standards move higher. There are reports of higher attrition rates among apprentices who lack the advanced math skills required in the industrial trades.

#### Recommendations

1. Raise public profile of apprenticeship. Record success stories.
2. Build more partnerships between industry and school boards.
3. Increase awareness of apprenticeship in elementary and secondary schools.
4. Create opportunities and inform young people about “career pathing” between careers.
5. Create mentoring program for apprentice trainees.

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# Appendix B

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## The “Magnet” Strategy – recruitment & retention

The majority of participants in the Training Board’s recent consultations highlighted their common concern about the extent and seriousness of the labour shortage problem in Hamilton and the recruitment challenges that lay ahead. In some cases, there were concerns related to rehabilitating the image of the occupations (skilled trades, industrial and construction, nurses, call centre workers, truck drivers, even teachers). In other cases, organizations were eager to establish themselves as “employers of choice” in a competitive recruiting environment. There was, however, strong agreement over the need for more partnerships and collaborative support from the Hamilton community as a whole to help local employers recruit and retain qualified workers.

Educators from the school boards and the university spoke about the need for support in the form of better materials, dedicated websites, and other coordinated public relations assistance from the municipal government to help them “sell” Hamilton to potential employees and their families. Health care and airport-based employers talked about the need for better local transportation systems. Some participants also felt there was a need for coordinated HR planning and labour forecasting information in collaboration with economic development.

Overall, employers were all looking for ways to turn Hamilton into a “magnet community” – one in which partners work together to attract, build, and sustain a highly skilled workforce.

## Recommendations

1. Create cross-sector task force to plan and take action.
2. Promote pride in Hamilton through a long-term strategy.
3. Create a vision and strategy to attract, build, and maintain a quality workforce.

## Source List

### Graphs and tables

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Wither McMaster? Managing our Growth for 2001- The Double Cohort Year. Year 2001 State of the Academy Address. Dr. Harvey P. Weingarten, Provost and Vice President (Academic), McMaster University.

## Web Sites

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Canadian Federation of Independent Businesses <http://www.cfib.ca>

Canadian Labour News <http://www.geocities.com/CapitolHill/5202/canada.html>

Canadian Labour and Business Centre <http://www.clbc.ca>

Canadian Manufacturing and Exporting <http://www.cme-mec.ca>

City of Hamilton <http://www.city.hamilton.on.ca/demograph.htm>

Conference Board of Canada <http://www.conferenceboard.ca>

HRDC Job Futures <http://www.jobfutures.ca/jobfutures>

HRDC Labour Market Analysis <http://www.on.hrdc.drhc.gc.ca/hamilton/english/lmi>

Ministry of Economic Development and Trade <http://www.gov.on.ca>

Ministry of Finance <http://www.gov.on.ca>

Ministry of Labour <http://www.gov.on.ca>

Ministry of Training, Colleges and Universities <http://www.gov.on.ca>

Ontario College of Teachers <http://www.oct.on.ca/english/news-releases/news-archive/20010222/press-c.htm>

Ontario Trucking Association <http://www.ontruck.org/stats/docs/shortage.htm>

Skills Canada <http://www.skillswork.com>

Statistics Canada <http://www.statcan.ca>

Transport Canada <http://www.tc.gc.ca>

## Presentations/Symposiums

**Does Your CRM Staff e-Satisfy,** guest speaker Linda Lauritzen, Director Global Contact Centre Services, hosted by Manpower, March 7, 2001

**Getting Over Your Call Centre Hang Ups,** Symposium March 6, 2001

**Labour Market Information: A Hamilton Perspective.** Presentation by Margaret Taylor, Labour Market Information Analyst, HRDC. H-WTB Education and Training Reference Group. May 24, 2001

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# Appendix C

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## **Consultation Participants, Reference Groups & Key Informants**

### **Consultations**

#### **Vibratory Feeders/Bowl Toolers – Consultation held on February 23, 2001**

Mr. Brad Bourne, Flow Automation  
Mr. Peter Wagner, Crown Automated Feeders Inc.  
Mr. Roy Sharp, Custom Vibratory Automation  
Ms. Ann Catterson, VTR  
Mr. Rick Moll, Moll Feeder Systems  
Mr. Graeme Sheffield, RNA Automation Inc.  
Mr. Jason McKnight, McKnight Automation Inc.  
Ms. Eleanor Rebello, Apprenticeship, Ministry of Training,  
Colleges and Universities  
Mr. Leo Paone, OYAP, Hamilton-Wentworth Catholic District  
School Board  
Mr. Dan Palango, Co-op, Hamilton-Wentworth District  
School Board  
Ms. Jean Miller, OYAP Ministry of Training, Colleges and  
Universities  
Mr. Ken Johnson, Human Resources Development Canada  
\*Mr. Bill Thompson, Training and Adjustment, Ministry of  
Training, Colleges and Universities

#### **Call Centres/Contact Centres – Consultation held on March 23, 2001**

Ms. Anna Chyrsky, Telemanagement Service Centre, Bell  
Canada  
Ms. Valerie Heximer, Amex Canada  
Ms. Lorraine Hamilton, ACFO  
Ms. Claudette Mikelsons, ACFO and Hamilton-Wentworth  
Training Board  
Mr. John Winkles, Comtactics  
Ms. Lorene Slaughter, Income Securities Program  
Ms. Margaret Scapin, Amex Canada  
Ms. Sharon Marafon, Marafon Consulting, Call Centre  
Training Program  
Ms. Marlynn Fortino, Manpower  
\*Ms. Jacqueline McNeilly, Economic Development Dept.,  
New City of Hamilton

\* Facilitator

#### **Information Technology – Consultation held on April 5, 2001**

Mr. Ian Collins, Fibrewired  
Mr. Mark Mindorff, Consultant  
Mr. Bruce Hamilton, McMaster University  
Mr. Norm Archer, McMaster University  
Ms. Carol Farr, Mohawk College  
Mr. Rob Tripe, Mohawk College  
Ms. Carrie Schafer, BITNET and CDI College  
Ms. Sandy Shaw, Social Planning and Research Council and  
Hamilton-Wentworth Training Board  
Ms. Sandee Jonasson, Trios College of Information Technology  
Mr. Ron Larson, Consultant  
\*Ms. Jacqueline McNeilly, Economic Development Dept.,  
New City of Hamilton

#### **Construction (Labour) – Consultation held on April 5, 2001**

Mr. Barry Walker, Carpenters Local 18 & H-W Training Board  
Mr. Howy Murray, Plumbers Local 67  
Mr. Norm Agneau, Sheet Metal Local 537  
Mr. Don Fraser, Hamilton-Wentworth Training Board  
Mr. Leo Paone, OYAP, Hamilton-Wentworth Catholic District  
School Board  
Mr. Tom Beattie, Ontario Building and Construction Trades  
Council and Hamilton Wentworth Training Board  
\*Mr. Jim Rice, McMaster University

#### **Trucking – Consultation held on April 10, 2001**

Mr. Ray Ricker, Norris Transport Ltd.  
Mr. Ron Burnstein, Fluke Transport  
Mr. Kevin Ridgeway, R&R Trucking  
Mr. Gary Steward, Hamilton Bulk Transport Ltd  
Mr. Wayne Smith, Norris Transport Ltd.  
\*Mr. Jim Rice, McMaster University

#### **Construction (Business and Associations) – Consultation held on April 12, 2001**

Mr. Larry Dalglish, Merlo Electric Inc.  
Mr. Bob Kirk, Kirk Mechanical Ltd.  
Mr. Peter Hill, Electrical Construction Association  
Mr. Lorne Hubber, Lancaster Sheet Metal Ltd.  
Mr. Leo Paone, OYAP, Hamilton-Wentworth Catholic District  
School Board  
Mr. Mitch Holt, Azurix Uniflow & H-W Training Board  
Mr. George Luark, G.S. General Contracting  
Ms. Sally Ross, Mechanical Contractors Association  
Mr. Chris Phillips, Hamilton-Halton Home Builders Association  
Mr. Duane Bower, Hamilton and District Sheet Metal Association  
Ms. Julia McLeod, Hamilton and District Sheet Metal Association  
\*Mr. Jim Rice, McMaster University

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### **Francophones – Consultation held April 11, 2001**

Mr. Henri Bigras, Ecole secondaire Georges-P-Vanier  
Ms. Nancy Morrow, Ecole Notre Dame  
Ms. Lorraine Hamilton, ACFO  
Ms. Anjeline Ndayizigamiye, Centre de sante  
communautaire Hamilton-Wentworth/Niagara  
Mr. Raymond Therrien, Ecole secondaire Georges-P-Vanier  
Mr. Vincent Charbonneau, Academic Catholique Mere-Teresa  
Mr. Denis Pierre, Barre Entrepreneur  
Ms. Marie A. Doucette, Agente de developpement en  
alphabetization  
\*Mr. Pierre Paquette Allset Translation Communications

### **H-WTB Reference Groups**

#### **Women's Reference Group – Meeting of March 19, 2001**

Ms. Michelle Smith, Settlement & Integration Services  
Organization  
Ms. Sharon Estok, Mohawk College & H-W Training Board  
Ms. Renate Manthei, Women's Centre of Hamilton-  
Wentworth  
Ms. Jean Miller Ministry of Training, Colleges & Universities  
Ms. Sharon Marafon, Marafon Consulting  
Ms. Marilyn Presutti, Hamilton-Wentworth Catholic District  
School Board  
Ms. Trudy Parsons, Niagara Training and Adjustment Board

#### **Education and Training Reference Group – Meeting of March 22, 2001**

Mr. Jim Horton, Hamilton-Wentworth District School Board  
Mr. Jack Maga, St. Charles Centre  
Ms. Sharon Marafon, Marafon Consulting  
Mr. Paul Mecke, Apprenticeship, Ministry of Training,  
Colleges and Universities  
Mr. Leo Normandeau, Hamilton-Wentworth Training Board  
Mr. Brad Spencer, Amity Goodwill Industries  
Mr. Jim Vanderveken, Mohawk College

#### **Immigrant and Refugee Employment Services Committee – Meeting of March 15, 2001**

Mr. Jim Jones, Mohawk College  
Ms. Aurelia Tokaci, Settlement & Integration Services Organization  
Ms. Claudette Mikelsons, ACFO & H-W Training Board  
Ms. Cristina Centea, Settlement & Integration Services Organization  
Ms. Redenka Lescesen, Women Without Borders, Catholic  
Family Services  
Ms. Linda Rogers, Mohawk College  
Ms. Eleanor Rebello, Ministry of Training, Colleges & Universities  
Ms. Linda Orme, Catholic Family Services  
Ms. Lorie Corbie, Human Resources Development Canada  
\* Facilitator

### **Persons With Disabilities Reference Group – Meeting of March 22, 2001**

Ms. Susan Ginn  
Mr. Jim Garbutt Jr.  
Mr. Bob Nelson, Mohawk College and Hamilton-Wentworth  
Training Board  
Ms. Karen Dixon, Amity Goodwill Industries  
Ms. Dorothy Zagrodski, St. Josephs Mountain Health Services  
Ms. Harriet Woodside, 3G Clinic, Hamilton Health Sciences  
Corporation  
Mr. Mark Morella, PATH Employment  
Mr. Shawn Thompson, Work Able

### **Literacy Community Planning Group**

Leah Morris, Adult Basic Education Association  
Cyndi Ingle, Adult Basic Education Association  
Sharon Estok, Mohawk College, LBS  
Val Sadler, Hamilton and District Literacy Council  
Wolf-Dieter Klaus, Mohawk College, LBS  
Marg Powell, CNIB Literacy Program for Deafblind Adults  
David Weisblatt, Mohawk College, Deaf Empowerment  
Program  
Dave Mclsaac, Hamilton-Wentworth District School Board  
Sam Frosina, Hamilton-Wentworth Catholic School Board  
Linda Jenkins, Hamilton Regional Indian Centre  
Sandra Miners, Ministry of Training, Colleges & Universities

### **Health Care Advisory Committee**

Gayle Holmes, Hamilton Health Sciences & H-W Training Board  
Marilyn Bieksta, Mohawk-McMaster Institute for Applied  
Sciences  
Anthea Banks, Hamilton Health Sciences  
Jennifer Blythe, McMaster University  
Mary Burnett, Community Care Access Centre  
Michelle Butt, McMaster University  
Marion Emo, Hamilton-Wentworth District Health Council  
Sharon Estok, Mohawk College & H-W Training Board  
Yvonne Hart, Local 70, Ontario Nurses Association  
Kate Kemp, Mohawk College  
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## Key Informant Interviews

Mr. Merv Matier, Director of Education, Hamilton-Wentworth District School Board

Mr. Wolf Dieter-Klaus, Manager, Deaf Empowerment Program and Job Connect, Mohawk College

Mr. Jim Vanderveken, Director, Community Economic Development, Mohawk College

Mr. Dave Lapointe, Aircraft Maintenance Engineer, West Jet Airlines

Mr. Jon Quinton, Station Manager, West Jet Airlines

Mr. Jim LoPresti, Administrator, Human Resources, Hamilton-Wentworth Catholic School District School Board

Dr. Raymond Chodzinski, Associate Dean, Hamilton Campus, Brock University

Dr. Harvey Weingarten, Provost and Vice-President (Academic), McMaster University

Ms. Margaret Taylor, Labour Market Information Analyst, Human Resources Development Canada

Mr. Jim VanGeest, Human Resources Director, Redeemer University College

Mr. Steve Evans, Director of Human Resources, Mohawk College

Mr. Maurice Pozza, Canadian Steel Trade & Employment Congress

Mr. Bill Thompson, Adjustment Advisor, Ministry of Training, Colleges and Universities

Mr. Jim Boles, Manager, Ontario Works, Social and Public Health Services Division

Mr. Peter Giokas, Director, Marty Karl Centre for Personal Development

Mr. Chris Cutler, Program Co-ordinator, Career Development and Learning Centre, YMCA

Mr. Chris McCarthy, Citizen Action Group, Hamilton Help Centre

Ms. Fran Chesney, Co-ordinator, Discovery Program, Ontario March Of Dimes

Mr. Paul Mecke, Apprenticeship and Client Services Unit, Ministry of Training, Colleges and Universities

Mr. Andrew Sweeney, Vice President, Suite 100 Group

Mr. Morteza Jafarpour, Executive Director, Settlement and Integration and Services Organization

Ms. Sharon Estok, Community Economic Development, Mohawk College & Chair, Women's Reference Group

Ms. Debbie DeDauw, Women in Skilled Trades, Mohawk College

Mr. Rod Eastman, Dofasco, Director, HWTB

Mr. Lindsay Scott, Siemens Westinghouse

Ms. Marlynn Fortino and Bill Sowinski, Manpower Inc.

Mr. Andy Dobbie, Millwright Local 1916

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## **E-scan 2001 Community Consultation Participants (June 6, 2001)**

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Saida Ahmed, WWB/ Catholic Family Services  
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Joe Beattie, Electricians L.U. 105  
Tom Beattie, Ontario Building & Construction Trades Council  
Nick Bennett, West Hamilton Employment Centre  
Marilyn Bieksa, Mohawk-McMaster Institute for Applied Sciences  
Clement Bonin, Ecole Secondaire Publique De Langue Francaise  
Pat Brennan, District Health Council  
Heather Buttrum, IEC  
Paul Chapin, Amity Goodwill Industries  
Raymond Chodzinski, Brock University - Hamilton Campus  
Fred Clare, Asbestos Workers Union L.U. 95  
Lori Corby, HRDC  
Joan Cunningham, Ontario Women's Directorate  
Nick Czarnogorski, IEC  
Sarah Davies, Constituent Consultant  
Debbie DeDauw, Mohawk College  
Mary DiBacco, LIUNA Local 837 Training Centre  
Andy Dobbie, Millwrights Local 1916  
John Dolbec, Chamber of Commerce  
Marie Doucette, Agent de developpment en alphabetisation  
Timothy Douglin, Briarwood Employment Assistance Prog.  
Rod Eastman, Dofasco Inc.  
Stefan Eberspaecher, IEC  
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Bob Elliot, Glaziers L.U. 1795  
Sharon Estok, Mohawk College  
Steve Evans, Mohawk College  
Mara Fortino, HRDC  
Marlynn Fortino, Manpower Inc.  
Mark Fraser, Social Planning and Research Council  
Jim Garbutt Jr.  
Susan Ginn  
Peter Giokas, Marty Karl Centre  
Peter Groves  
Lorraine Hamilton, ACFO  
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Gayle Holmes, HHSC  
Dianne Horachek, HRDC  
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Kathy King, Social and Public Health Services  
Wolf-Dieter Klaus, Mohawk College  
Sandra Lemus, WWB/ Catholic Family Services  
Susan Lower, Business Management Technologies Inc.  
Dee Lynch, Social and Public Health Services  
Jack Maga, St. Charles Centre  
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Sharon Marafon, Call Centre Training Program  
Merv Matier, Hamilton Wentworth District School Board  
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Paul Mecke, Apprenticeship, MTCU  
Graham Meredith, Meredith Associates  
Claudette Mikelsons, ACFO  
Mel Modamba-Wakeham, YWCA  
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Leah Morris, ABEA  
Bob Nelson, Mohawk College  
Rich Neufeld, Hamilton Wentworth District School Board  
Leo Normandeau, Hamilton-Wentworth Training Board  
John Norris, Hamilton District Autobody Repair Association  
Bonaventure Otshudi, Francophone Health Centre  
Dan Palango, Hamilton Wentworth District School Board  
Leo Paone, Hamilton Wentworth Catholic District School Board  
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Connie Salmi, Mohawk College  
Carrie Schafer, CDI College  
Bev Smedly, Mohawk College  
Michelle Smith, SISO  
Mel Soucie, eEconomics Consulting  
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Patti Stirling, Stirling and Associates  
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Dee Wilson, Employment Services Centre  
Bob Yakiwchuk, Carpenters Local 18  
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# Hamilton-Wentworth Training Board

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Canada  Ontario

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