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## Executive Summary

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*“Organizations are living systems. All living systems have the capacity to self-organize, to sustain themselves and move toward greater complexity and order as needed. They respond intelligently to the need for change.”*

*Margaret Wheatley, Finding Our Way: Leadership for Uncertain Times (2005)*

This project is an important next step in Ottawa's ongoing city-wide strategic workforce planning and project implementation. It sets the stage for the next major city-wide planning cycle and provides information for a variety of workforce stakeholders to self-organize on smaller, targeted initiatives. The project was undertaken in the spirit of intelligent innovation and capacity building advocated by Margaret Wheatley, a leading management author and consultant.

The TalentWorks Program of the Ottawa Centre for Research and Innovation (OCRI) and the Internationally Trained Workers Project conducted this work on behalf of the community of Ottawa. Funding support for OCRI-TalentWorks' lead role was provided by the Ontario Ministry of Training, Colleges and Universities. In-kind support was also provided by two of the Internationally Trained Workers Project partners: United Way/Centraide Ottawa and LASI-World Skills.

The objective of this project was to meet with large employers in Ottawa to:

- Identify specific employer workforce trends and issues for the next two to three years;
- Introduce city-wide workforce priorities requiring employer support; and
- Secure conceptual support for city-wide workforce projects.

In-person interviews were conducted with 25 of the 41 employers who had 1000 or more employees in Ottawa in 2001. An additional 2 employers were interviewed in order to ensure that all 7 economic clusters of the city were included in the research. These 27 employers cover six sectors: Public Administration; Information and Communications Technology (ICT); Retail; Health Care and Social Services; Education Services; and Accommodation and Food Services. Ten employers are private sector (18,343 employees) and seventeen are public sector or publicly funded (163,252 employees). This report covers about 34% of Ottawa's total workforce.

As employers identified their specific priorities, links were made to existing city-wide initiatives where appropriate. Opportunities for sector-specific projects were noted. Commitment was explored for a potential

annual, forward-looking labour market survey and a soon-to-be-formed leadership council to address the needs of employers' for hiring and integrating immigrant workers. The latter two initiatives were selected as priorities based on previous studies of city-wide workforce needs. Forward-looking labour market information is the most frequently requested type of central workforce data. As of 2011, 100% of Ottawa's net new workforce growth is expected to be supplied by immigrants.

### Challenges:

- *gathering and sharing workforce information on an ongoing basis* – data collection continues to be difficult;
- *successfully integrating immigrants into the workforce* – barriers include language fluency; workplace acculturation; and the requirement to obtain security clearances and Canadian citizenship for government jobs responsibility is shared between employers, immigrants and society;
- *selecting the skill shortages to tackle on a community-wide basis* – senior accounting and finance professionals are the only cross sector skill shortages;
- *effectively supporting a bilingual workforce* – several employers are monitoring positions that require bilingual staff – shortages may increase if circumstances change;
- *anticipating changes in a dynamic environment* – elections are anticipated in all three levels of government; major changes are underway in how the federal government recruits; and the global economy continues to shift ; and
- *unevenness in the tech talent pool* – an over-supply of talent in the ICT sector at the same time specialized skills are in short supply across most sectors.

### General Opportunities:

- *increase communication about workforce information and broker relationships among workforce stakeholders* – many specific examples are provided including more effective use of the networking capacity of “brokers” such as inter-ministerial working groups and chambers of commerce, and, linking employers with solutions selling shortages to local management education and training providers

### Opportunities for Integrating Immigrants into the Workforce:

- *utilize public champions from interviewed organizations* many have years of success behind them;

- *link successful Human Resource practices to new city-wide programs* – example, internal mentoring to external mentoring programs for immigrants;
- *link employers with identified shortages to agencies working with immigrants* – example, organizations establishing overseas operations using managers with insufficient “local” knowledge; and
- *develop specific projects* – suggestions range from advocacy regarding student visa requirements to a security pre-clearance pilot.

## Conclusions and Next Steps

Many of the details brought forward through this work underline key themes in the *Ottawa 20/20 Talent Plan* approved by City of Ottawa Council in 2003. This is mentioned for two reasons: to reinforce the complexity of effectively addressing longstanding workforce challenges and to highlight the importance of ongoing, community-wide attention and action. From a community perspective, the economic and quality of life impacts will be serious if a community-wide approach is not taken to address some of the most pressing problems faced by large numbers of employers and job-seekers. As an example, while many employers were aware of the potential impact of immigrants on their future workforce, they were often quite surprised at the statistics regarding how poorly we are doing collectively in terms of integrating immigrants into the workforce. While this is not a problem unique to Ottawa, many of the potential opportunities are within local control. Doing nothing, about this issue and others, is always an option, but the risk is of doing nothing is greater.

In forming conclusions and next steps, the following criteria were used:

- Does this action support priorities identified in the *Ottawa 20/20 Talent Plan* or a new, compelling priority that has recently emerged?
- Does this action build on successful activity already underway?
- Are the resources required to implement change within local control?
- Are there public champions and/ or investors who are prepared to support the action?
- Does the action support more than one challenge or opportunity?

While no recommended actions address all criteria, they do support many.

## Conclusions

1. *Every effort must be made to increase the capacity of the community to gather and share workforce information on a regular*

*basis* – This is a critical step in building effective linkages and partnerships. It is part of building the case for a community-wide skills agenda and specific priorities within that broader framework; many champions are already in place and all interviewed employers agreed to participate in an annual workforce survey.

2. *Existing linkages need to be enhanced and new relationships developed* – Ottawa is a very networked city. There are many formal and informal networking groups that already intersect on areas of common interest. This activity builds on existing resources that are within local control. Some activity can happen with no new financial investment. More robust partnership building capacity will be possible with additional resources.
3. *Information from this report needs to be presented to the future Ottawa Council of Leaders for Immigrant Employment for further consideration and implementation* – Focus on immigrant workforce integration has been a community-wide priority for the past four years. There is a strong partnership of local organizations that are committed to supporting this initiative. Employers unanimously agreed that this is an important activity for the Ottawa employer community to support and all agreed to a follow up meeting to discuss the leadership council's mandate, terms of reference and related activity.

## Next Steps

1. This report has already been embedded into the work plan of creating the future Ottawa Council of Leaders for Immigrant Employment. As mentioned earlier, this research was completed in partnership with the Internationally Trained Workers Project. The Council model is currently being confirmed and funding secured. Recruitment for council members is expected to begin in the fall.
2. This report should be provided to City of Ottawa Committees of Council and relevant departments for inclusion in ongoing strategic plans, particularly the Ottawa 20/20 Growth Management Plans
3. Another short-term step is to distribute this report to interested stakeholders and invite them to consider how they can further

disseminate the results and factor the learning into their communication and networking plans. Examples include the provincial Inter-ministerial Working Group for Ottawa, the chambers of commerce, and professional associations such as the Ottawa Human Resource Professionals Association.

The information contained within this report is useful as a standalone labour market information source and is an important resource for setting the 2006 priorities for city-wide workforce initiatives.

The full report is available online at  
[http://www.talentworks.ca/pdf/lrg\\_emp\\_needs.pdf](http://www.talentworks.ca/pdf/lrg_emp_needs.pdf)

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4. This report and a complementary research project on creating a community data consortium need to be linked. There are several community stakeholders who have taken a leadership role in this regard and a follow up meeting is planned for the summer. The Social Planning Council of Ottawa has offered to coordinate this meeting.
5. A round of community consultation is being planned for the fall 2005, led by OCRI-TalentWorks. This consultation is being undertaken to identify workforce project priorities that will be incorporated into the *2006 Ottawa Trends, Opportunities and Priorities Report*. This research needs to be embedded into these consultations so that the larger community can have input on prioritizing projects. The current status of the francophone employment strategy needs to be explored as part of this process.
6. Results from this research need to be embedded into other data gathering activity that is being planned. It will be important, for example, to probe within surveys of small-to-medium businesses to determine if they have different experiences with integrating immigrants into their workforce. A survey of this nature is being planned by OCRI-TalentWorks.
7. Two projects that have sufficient city-wide potential should be explored as soon as possible by the OCRI-TalentWorks Steering Committee: an annual, forward-looking employer workforce survey and a project to address the senior accounting and finance skills shortage.
8. Progress on the announced Labour Market Agreement between the Province of Ontario and the Government of Canada should be monitored carefully for opportunities to implement recommendations of this report.

# 1 Introduction

## 1.1 Context

The TalentWorks Program of the Ottawa Centre for Research and Innovation (OCRI) and the Internationally Trained Workers Project conducted this work on behalf of the community of Ottawa. The objective of this project was to meet with Ottawa's large employers to:

- Identify specific employer workforce trends and issues for the next two to three years;
- Introduce city-wide workforce priorities requiring employer support; and
- Secure conceptual support for city-wide workforce projects, particularly an ongoing, forward-looking employer survey and a leadership council to guide future work of the Internationally Trained Workers Project.

For readers unfamiliar with these initiatives, OCRI-TalentWorks provides community-wide strategic workforce planning and projects for Ottawa. The Internationally Trained Workers Project is a local partnership and community-wide strategy to facilitate the accreditation and integration of immigrant workers into the Ottawa labour market. Additional details are found in Appendix C.

The City's 2003 *Ottawa 20/20 Talent Plan*<sup>2</sup> was the most recent large-scale and in-depth exploration of the community's strategic workforce priorities. This planning document identified the importance of "taking the pulse" of new and emerging needs of both employers and job-seekers.

A major supply and demand study was completed for all sectors of Ottawa's economy in 2002.<sup>3</sup> Human Resources and Skills Development Canada and the Ontario Ministry of Training, Colleges and Universities both produce labour market bulletins for the past quarter.<sup>4</sup> The Conference Board of Canada produces a quarterly metropolitan outlook for a subscription fee.<sup>5</sup> While this information is quite helpful, many people request free access to forward-looking labour market information for planning purposes. This is particularly true of job-seekers with respect to career planning.

A number of initiatives have been developed in the past two years to address what has become one of the most pressing supply-side challenges in Ottawa integrating immigrants into the workforce. While this challenge is not unique to Ottawa, it is of critical importance to our economy and quality of life. The community has a window of opportunity to address barriers immigrants face before they are expected to contribute 100% of the net new growth in our workforce in 2011.<sup>6</sup>

With these concerns in mind, OCRI-TalentWorks and the Internationally Trained Workers Project secured funding and in-kind support to meet with Ottawa's largest employers. This data gathering exercises will create one of the major foundation documents for 2006 partnership activities to address identified city-wide labour market gaps.

## 1.2 Methodology

In-person interviews were conducted with 25 of the 41 employers who had 1000 or more employees in Ottawa in 2001.<sup>7</sup> In most cases, these employers were actually rank-ordered as the largest in size. In two cases, the largest employers were not available and a comparable employer from that sector was interviewed. These employers are found within five major group sectors: Public Administration; Information and Communications Technology (ICT); Retail; Health Care and Social Services; Education Services. A decision was also made to interview representatives from the Accommodation and Food Services sector, even though the total number of employees per employer was less than 1000. This decision was made in order to ensure that all the economic generator clusters of Ottawa's economy are reflected in this report.<sup>8</sup> Of the 27 employers interviewed, 10 are private sector (with about 18,000 employees) and 17 are public sector or publicly funded (with about 163,000 employees).

It is important to note that this is a demand-side study. Education institutions were interviewed as employers rather than in their training role. Given the size of the public administration sector in the Ottawa economy, information sessions were held with some of the unions representing employees within the sector. These sessions were designed to provide information about the project and the data submitted by respective employers.

Research was conducted using a "key informant" approach, collecting anecdotal information from senior executives or managers of the target employers. The goal of this approach was to get input from individuals who have extensive experience in their sectors and who have a broad perspective on the economic context in which their sectors reside.

Generally, employers were asked to describe any difficulties they are having in recruiting or retaining their current workforce. The circumstances contributing to this difficulty and the types of interventions used to address the gap were then explored. The same types of questions were asked with respect to integrating immigrants into the workforce. Finally, employers were asked about occupations and skills they expect to have difficulty developing, recruiting or retaining in the next two to three years and the strategies they are planning

2. [http://www.talentworks.ca/projects\\_talent\\_plan.html](http://www.talentworks.ca/projects_talent_plan.html)

3. [http://www.talentworks.ca/projects\\_ottawa\\_works.html](http://www.talentworks.ca/projects_ottawa_works.html)

4. HRCC-Ottawa <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/on/lmi/lmi.shtm&hs=on0#Ottawa> and Ministry of Training, Colleges and Universities <http://www.gov.on.ca/MBS/english/LMI/index.html>

5. Conference Board of Canada. Metropolitan Outlooks. <http://www.conferenceboard.ca/pubs1.htm>

6. Internationally Trained Workers Project. Moving Forward 2004 [http://www.unitedwayottawa.ca/english/itw/itw\\_home.htm](http://www.unitedwayottawa.ca/english/itw/itw_home.htm); OCRI-TalentWorks. Employment Needs of Immigrants Project 2004 [http://www.talentworks.ca/projects\\_needs.html](http://www.talentworks.ca/projects_needs.html); Social Planning Council of Ottawa. Immigrants in Ottawa: Socio-cultural Composition and Socio-economic Conditions. 2004.

7. City of Ottawa. Employment in Ottawa: Results of the 2001 Employment Survey.

8. City of Ottawa. 2000. Choosing a Future: A New Economic Vision for Ottawa, <http://www.talentworks.ca/egi.html>

to use to address these potential gaps. Given the volatility of human resource planning in recent years, the time period of two to three years was chosen as the timeframe that employers would have the highest degree of confidence reporting on. If employers identified needs that are currently being addressed by an existing community project, information was provided and introductions were made following the meeting.

In the second portion of the interview, employers were provided with information about two city-wide priorities: annual, forward-looking labour market surveys and a leadership council to assist employers in integrating immigrants into Ottawa's workforce. These two initiatives were selected as priorities based on previous studies on city-wide workforce needs. Forward-looking labour market information is the most requested type of central data. As of 2011, 100% of Ottawa's net new workforce growth is expected to be supplied by immigrants. Both of these issues were presented to create awareness and to gauge interest and support from individual employers. For additional information on the interview format, please see Appendix A.

For employers with operations outside Ottawa, data was requested for Ottawa employees only. In some cases it was not possible to provide this subset. Notations are included when this is the case.

Information about major influences on individual sectors was gathered through the interview process and from a variety of sources currently tracked by OCRI-TalentWorks.

A great deal has been written about labour and skill shortages across North America. Within this report, labour shortages refer to occupations where there are insufficient numbers of people to fill the available number of jobs. Skill shortages refer to situations where there are not enough qualified people or previously qualified employees require new or changing skills to do their work.

Readers should remember that the data and conclusions presented in this report are qualitative in nature and are based on a small number of interviews. This report does not claim to be exhaustive or completely representative for each sector described. That having been said, Ottawa's largest employers have a major impact on their sector and the economy as a whole. This report is an important update on key workforce trends and should be a useful planning tool for employers and job-seekers alike.

### **1.3 Ensuring Results Can Be Compared To Related Reports**

Ottawa faces a unique challenge in terms of gathering employment data. Information and Communications Technology (ICT) is the second largest sector after Public Administration. Unfortunately, ICT is not a recognized major group within the North American Industry Classification System (NAICS). As well, until 2001 many technology occupations were not reflected in the National Occupation Classification System.

Researchers have two options, neither of which is completely satisfactory to the average "consumer" of information. Data can be gathered according to standard classifications, thus allowing comparison with research in other jurisdictions. The downside of this approach is that ICT sector workers have difficulty "seeing" themselves in categories such as Business Services nor is the true scale of the ICT sector visible. The other approach is for researchers to create custom data tables that better reflect the Ottawa economy as seen by Ottawa employers and job-seekers. While results are easier to understand, they cannot easily be compared to other research reports.

To increase the usefulness of this report, a hybrid approach is used. The NAICS major group numbers are used exclusively for all sectors with the exception of ICT, for which a blend of NAICS categories are used. This allows comparison to the last city-wide employment survey completed by the City of Ottawa in 2001 and the last Ottawa supply and demand study completed for OCRI-TalentWorks in 2002 by the Centre on Governance. The next City of Ottawa employment survey is scheduled for 2006. This methodology will also allow comparison to other provincial and national research and Ottawa labour market bulletins produced by the Ontario Ministry of Training, Colleges and Universities and Human Resources and Skills Development Canada. The NAICS Major Groups are described in greater detail in Appendix C so that readers can compare this report to those listed above.

### **1.4 Report Structure**

Section 2 provides a statistical overview of the employers surveyed. Priorities that are common to many employers and those related to integrating internationally trained workers are provided first. Detailed descriptions are then provided for the six sectors studied. The implications of all these findings are presented in Section 3: Key Workforce Challenges and Opportunities. Conclusions and next steps are provided in Section 4.

## 2 Discussion of Findings

### 1.1 Statistical Overview

As of January 2005, there were 619,000 jobs in the Ottawa-Gatineau Census Metropolitan Area. The Ontario portion of this number is 525,000.<sup>9</sup> Employers for this survey cover about 34% of the total number of people employed in Ottawa. This is stated as an approximation due to the fact that supply-side data is collected for the Ottawa-Gatineau Census Metropolitan Area that includes the City of Ottawa, the City of Gatineau and a number of outlying areas such as the Town of Rockland. As well, data collected from a number of employers covered a wider geographic area than the City of Ottawa. Despite these limitations, an approximation is provided in Table 1 to give readers a sense of the proportion of Ottawa workers that this report covers.<sup>10</sup>

- 1) Workforce numbers were provided as part of the key informant interviews rather than obtained through public data sources. Consequently numbers may vary from other published sources. The total number is an approximation given that the geographic units are not consistent from employer to employer. Some organizations reported employees that work outside Ottawa. In two instances organizations reported fewer employees than they actually employ in Ottawa. This result reflects the difficulty in

extracting Ottawa-specific data from data record systems for organizations that are headquartered in the city but employ people in locations in either the National Capital Region or Eastern Ontario.

- 2) Organizations with less than 1000 employees were interviewed in order to reflect all the Economic Generator Initiative clusters of the Ottawa economy.
- 3) As reported in Statistics Canada Labour Force Survey January 2005. Ottawa-Gatineau CMA = Ottawa Gatineau Census Metropolitan Area (A reporting unit defined by Statistics Canada)
- 4) North American Industry Classification System. Major Groups used. See Appendix C.

Although all employers in each sector were not interviewed for this report, other labour market information reports confirm that the rank order of industry sectors has not changed since the last forward looking demand study was completed in Ottawa in 2002. (*Ottawa Works Report 2: Profiling Ottawa's Workforce*. See footnote 2.) Table 1 reflects sectors according to their rank order by size. Public Administration and ICT continue to be the largest sectors of the Ottawa economy.

It is also important to note that there has been over-all job growth in Ottawa over the past three years, despite significant changes in the Information and Communications Technology sector.

**Table 1: Ottawa's Large Employers Interviewed by Sector**

	TOTAL	# of Publicly funded Employees	# of Private sector Employees	# of Organizations Interviewed
<b>Public Administration</b> (NAICS 9,19,20,21,22)		124,472	-	6
<b>Information and Communications Technology</b> (NAICS n/a)		-	14,131	6
<b>Retail</b> (NAICS 6)			3,731	2
<b>Health Care and Social Assistance</b> (NAICS 15)		13,331	-	3
<b>Educational Services</b> (NAICS 14)		25,449	-	8
<b>Accommodation and Food Services</b> (NAICS 17) (Note 2)		-	481	2
<b>TOTAL (Note 1)</b>	<b>181,595</b>	<b>163,252</b>	<b>18,343</b>	<b>27</b>
Total # employees in Ottawa-Gatineau CMA (Note 3)	619,000			
Total # employees in Ottawa (Note 3)	525,000			
Approximate % of Ottawa-Gatineau CMA employees covered	29%	26%	3%	
Approximate % of Ottawa employees covered	34%	31%	3%	

**Table 2: Total Employment in the City of Ottawa, 1976-2005**

Year	1976	1981	1986	1991	1996	2001	2005
# Employed (note: not National Capital Region)	270,907	290,445	343,147	382,909	402,623	479,019	525,000
% increase from previous period	N/A	7.2%	18.1%	11.6%	5.1%	19.0%	9.6% (note: 4 year interval only)

1) 1976 to 2001 data as reported in *Employment in Ottawa: Results of the 2001 Employment Survey* prepared by the City of Ottawa using Statistics Canada, Census of Canada data.

2) 2005 data as reported in Statistics Canada, Labour Force Survey January 2005.



9. Statistics Canada, Labour Force Survey. Employed includes those who are self-employed. Based on monthly survey that is then extrapolated for a total number. For additional details on methodology, please see website at <http://www.statcan.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=3701&lang=en&db=IMDB&dbg=f&adm=8&dis=2#2>

10. Another way to view the relative influence of these employers is to examine their position in relation to numbers of employers within the City of Ottawa. In 2001, there were 106 employers with 500 or more employees. An additional 26,245 employers had 500 or less employees. *Employment in Ottawa: Results of the 2001 Employment Survey* prepared by the City of Ottawa using Statistics Canada, Census of Canada data.

## 2.2 Common Findings Across Sectors - General

### All Sectors

The interviews were divided into two parts: an exploration of employers' current and near future skill requirements followed by an overview of two proposed city-wide initiatives. Linkages were made with existing city-wide initiatives as appropriate. Priorities that are common to many employers across the sectors are described below. Sector-specific priorities are outlined later in this section. In terms of the city-wide initiatives presented for feedback, all employers indicated a willingness to participate in regular employer surveys. They also demonstrated awareness of the impact of immigrants on their workforce and expressed strong interest in programs to support their needs in recruiting and retaining immigrant employees. All agreed to meet again to receive information and decide about their participation in the future leadership council for internationally trained workers.

Several findings were consistent across all six sectors interviewed. "Developing staff from within" is a preferred means of recruiting. In order to accomplish this objective, employers monitor and invest in a range of inter-related activities. Many spoke of engaging in recent or soon-to-be initiated strategic planning processes that are much more in-depth than they have carried out in past years. This has led to increased attention in three key areas: 1) succession planning; 2) leadership development; and 3) knowledge transfer. This last issue is particularly true for several government and publicly funded sector employers who are not expecting serious labour shortages but will have very large staff turnover within five to ten years.

With this strategic focus, it is not surprising that internal and externally contracted training for existing staff is rising in importance. A large number of organizations interviewed also referenced the importance of their "pipeline" activities work done at Kindergarten to Ph.D. education levels to encourage future employees. These "pipeline" activities target students in a wide range of ages and for different purposes. General career awareness activities are introduced to children in elementary school in order to raise awareness about future opportunities in the sector. Scholarship and post-secondary co-op programs are targeted at young adults who will be entering the job market within two to three years. In this case the sponsoring organization is looking at the individual student as a potential hire and wants to encourage the student to think of the organization as "the employer of choice".

That having been said, some organizations expressed frustration with their capacity to support the amount of

training and "pipeline" activity they know is required based on their various planning activities. In some cases financial constraints hamper their ability to make sufficient investments; in others, it is a recognition that they must work with other stakeholders who have a role in assessment and accreditation. It is significant that the Information and Communications Technology sector is beginning to re-invest in "pipeline" activity. The sector has long been a leader in this area and had to radically cut back or eliminate their "pipeline" investment for the past four years. Their return to small investments at the post-secondary level, relative to the pre-2001 period, signals the growing strength of the sector. It is also important to note that the Health sector has begun to work collaboratively across organizations on "pipeline" activity.

In terms of skill shortages, most sectors identified a concern regarding senior finance and accounting staff. This shortage is being driven by greater attention to public accountability by government and the impact of Sarbanes-Oxley on the private sector.

Finally, the challenge of effective communication came through in a number of ways. Some employers who had been part of the 2002 study indicated that they had "lost track" of the city-wide activity in the intervening years. In other cases, new people had been assigned to key "point of contact" roles and knew nothing about the strategic workforce activities undertaken in the community. A third group were people within organizations where the senior executives were well informed but that information had not made its way to others in the organization with interest in these issues. Finally, one interviewee commented that, "The skills agenda has been lost on the political landscape." This person would like to see more briefings made to politicians so that strategic information from the Ottawa community is getting factored into policy and strategic planning within provincial and federal governments.<sup>11</sup> These points have important implications for future workforce communication activities.

Before moving to other common priorities, it should be noted that strategic workforce planning is an art as much as it is a science. A number of variables can have major and sometimes sudden impact on planning processes. For example, a change in the mandatory retirement age could significantly reduce the post-secondary faculty shortage if Canadian professors follow the same pattern as their American counterparts who, in large part, do not retire at 65. Introduction of new technologies can change how we work and what skills are needed. For example, widespread use of electronic records would have a major impact on the health sector. The complexity of operating in a global economy adds another layer of challenge to the planning process.

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11. At the time of writing this report, a major announcement is expected regarding a labour market agreement between the Province of Ontario and the Government of Canada. Advocacy for an agreement has been a priority for Ontario communities for many years, Ottawa included.

Several Ottawa technology companies that export products or services to the United States have, for example, delayed hiring additional staff in the past year due to the rapid change in the value of the Canadian dollar. The shrinking gap between the Canadian and American dollar ate into profits that were then not available to reinvest in the company.

### *Findings Common to Some Sectors*

This section of the report identifies priorities or challenges that were identified by more than one but not all sectors. They are grouped here to flag attention to their potential as future community-wide initiatives.

An interesting trend seems to be emerging in the development of hybrid positions. This refers to the evolution in a group of previously separate but related occupations. The best recent example is the creation of the customer service representative (CSR) in the financial services industry. The bank teller of the past morphed into the present-day CSR, an individual who can not only complete account transactions but also provide information on things like mortgage and investment services. In these interviews an integrated communications solutions provider described the company's focus on recruiting senior sales representatives who can sell solutions rather than products. This extends to providing integrated customer services. Not only does this change what is being sold but who it is being sold to - sales executives are working directly with clients who are senior executives with organization-wide responsibilities. The home building supply retailer who was interviewed spoke of hiring staff who can assist a customer through an entire home building project. CSR's in this context are encouraged to ask about the customer's end goal and then determine if they have the right materials, tools and experts they need to complete the project successfully. In the public sector, this trend is reflected in the current examination by hospitals that are exploring a range of blended occupations. One example is allied health staff who also teach their discipline in local universities.

Another trend is employers who complete workforce planning in a global context. Knowledge workers are potentially mobile and some local employers are competing world-wide in the search for talent. At the same time, some public and private sector organizations are selling their products and services globally. This is creating a shortage of people who are culturally sensitive and can operate, relatively independently, in North American, Asian, South American and European markets. This is leading to new forms of recruitment and training such as the establishment of "company universities" in countries they are trying to grow market share.

Several employers referenced the importance of working with their employees' unions who are recognized as important partners in the development of innovative recruitment and retention practices. This can sometimes require a delicate balance on the part of both employers and unions. An example is the need to provide full-time entry level jobs in sectors that traditionally can only offer part-time positions to new graduates.

A number of public sector employers referenced the challenges of a distributed recruitment and retention system. This significantly reduces their capacity to identify HR issues, trends and opportunities. For example, once a central HR department funnels prospective candidates to the hiring departments, they may have no further contact with that candidate except from a payroll perspective. In some cases individual departments do not use the central HR department for recruiting. Consequently the central HR department has great difficulty identifying system-wide trends. They also struggle with implementing economies of scale that are offered by various recruiting technologies. These challenges can be overcome but it requires a complex arrangement in which the central HR department takes on the role of service provider to their internal department "clients".

Finally, there are specific skill shortages that do not represent large numbers of jobs but are critical to the organizations:

- A number of specialized ICT skills were identified through the interviews for many types of organizations, not just ICT sector companies. These skills allow organizations to maximize the effectiveness of ICT infrastructure they depend on to conduct their activity. These skills include: network management and security; enterprise resource planning software development<sup>12</sup> and use (SAP, .Net and Rational were mentioned specifically); and ICT auditors. IP Video was identified as a growing area in the United States and likely to become so in Canada.<sup>13</sup>
- Stationary engineers maintain building heating systems that rely on boilers. Technical upgrades may reduce the reliance on these older heating systems but will not eliminate them. In the past, local employers could count on a supply of employees from the local pulp and paper industry. As that sector has shrunk, so has the supply of stationary engineers.
- Though not widespread, some organizations are struggling to retain bilingual administrative support staff, especially at the Executive Assistant level. Amalgamation of city government in 2001 provided some relief for

- other employers.
- Some organizations indicated a shortage in Human Resources staff, especially those with compensation and benefits experience in a large company.

Health and safety specialists with experience in unionized environments are a potential shortage for organizations with aging workforces.

## 2.3 Integrating Internationally Trained Workers into the Workforce - Findings

### Context

Immigrants will provide 100% of the net new growth in Canada and Ottawa's workforce by 2011. Immigrants are already an important part of Ottawa's economy. In 2000, Ottawa's immigrant population generated a total of \$4.1 billion in wages, salaries and self-employment income. More than half of new immigrants in 2002 held a university degree; a further 14% held a diploma or trade certificate. Yet, many qualified immigrants find that they are prevented from practicing their profession or trade, despite many government and agency services aimed at facilitating their integration into the workforce.

Barriers that employers experience when integrating internationally trained workers are well documented, locally, provincially and nationally.<sup>14</sup> An open-ended approach was taken in these key informant interviews rather than reviewing past research with employers, we asked them to describe barriers and opportunities from their "reality". The purpose of these interviews was to confirm findings of previous research, identify new opportunities for collaboration or barriers that need to be addressed and determine interest in taking action. Focus was placed on actions that are within local control.

General findings are presented here; the implications of these findings and next steps are presented in Sections 3 and 4 respectively.

### General Feedback

Most employers interviewed were aware of some research regarding the future percentage of Ottawa's workforce that will be supplied by immigrants. In many cases, they were not as familiar with the poor statistics regarding successful workforce integration. While no new barriers were identified, the interviews were extremely useful in identifying potential projects and in getting advice and concept support for establishing an Ottawa leadership council for immigrant employment. Employers unanimously agreed that this is an important activity for the Ottawa employer community to support and all agreed to a follow up meeting to discuss the leadership council's mandate, terms of reference and

related activity. They also stressed that their greatest priority is recruiting the most skilled workforce possible, wherever they are from.

A number of employers expressed the view that it is important to differentiate among immigrant groups. This view is supported by a recent research report published by the Social Planning Council of Ottawa.<sup>15</sup> For example, French-speaking immigrants from Haiti and those from the Congo have quite different cultural backgrounds and language idioms. Even though both groups are French-speaking, their workplace acculturation needs are different.

As large organizations, most employers spoke of two connected perspectives with respect to hiring immigrants - their desire to be socially responsible and their acknowledgement that it makes good business sense. In the first instance, employers recognize the impact they could exert as public champions through the future leadership council. A number of employers also expressed the desire to hire immigrants in order to grow their business. For grocery retailers, this is triggered by the need to better understand the new client base shopping in their stores. For private sector companies competing globally, immigrants can help them understand how to enter or increase new markets in the immigrants' countries of origin. For long term care facilities, immigrants can offset existing skill shortages while providing a longer term perspective on the facilities' future client profile. For school boards, internationally trained workers help them reflect the "face" of their student body and provide insight into educational support services that are required for student success.

Finally, employers spoke of the hard-working nature and dedication of internationally trained workers.

### Barriers

The issue of language fluency and workplace-specific language was raised by all employers as a critical factor in their decision to hire individual workers. A number of employers also spoke about the surprise many immigrants have when they move to Ottawa and discover the degree to which people require fluency in both official languages for many jobs.

A related aspect of successfully integrating immigrants into the workforce is the issue of acculturation. Employers recognize the importance of supporting acculturation but find implementation and accountability challenging. This issue needs to be viewed from three perspectives the employer, the immigrant and other employees, sometimes referred to in the interviews as "society".

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14. See footnote 5.

15. Social Planning Council of Ottawa. *Immigrants in Ottawa: Socio-cultural Composition and Socio-economic Conditions*. 2004.

From an employer perspective, interviewees referenced the importance of training requirements from supervisor interviewing skills to creating a welcoming environment for a diverse workforce. Examples include various cultural interpretations of eye contact (interviewing) and providing space for religious practice (environment).

Employers identified training needs for immigrants as well. These included additional language training, especially second language training in one of two official languages, as well as workplace acculturation. An example of the latter is training for immigrant health care workers regarding the role of long-term care facilities in a North American society that often does not have extended families in one geographic location to support family members with special needs.

Finally, employers identified important societal challenges that can be reflected in their employees. Many Canadians still do not understand the impact of our declining birthrate on our workforce and tax base. This can lead to irrational fear that immigrants “will take our jobs.” The economic benefits of immigrants are overlooked. Secondly, despite Canada’s emphasis on multiculturalism, racism and covert discrimination exist. Both of these attitudes can lead to friction at work between employees or between managers and employees.

Several employers identified the barrier of recruiting immigrants into environments that require a security clearance<sup>16</sup> or Canadian citizenship. This includes government employers and those that contract to government. Even when citizenship and security barriers are overcome, cultural issues can also be a problem. For example, immigrant parents from countries with a police state often discourage their children from entering policing.<sup>17</sup>

### *Opportunities*

Reviewing current successful practices for application with internationally trained workers is one idea brought forward by employers. For example, a number of organizations have very strong internal mentoring programs for all employees. Mentoring is also seen as a way to provide leadership development experience for current employees. Public sector organizations and companies that are federally regulated all have many years of experience with employment equity programs. Several employers referenced longstanding internal diversity programs. All of these existing programs have the potential to be expanded or adapted with an immigrant workforce in mind.

A second type of opportunity relates to training programs. Several organizations have developed in-

house expertise for workplace acculturation and language training that currently is used by that organization alone.

Finally, some employers identified potential supports that would increase their capacity to hire more immigrants but they did not think they would be able to action these ideas without involvement from other stakeholders such as professional accreditation bodies. The supports identified were: advocacy regarding changes to student visa restrictions; spousal support programs; a portal for all the information an employer requires regarding hiring immigrants; and a pre-security clearance qualification program.

## **2.4 Findings Specific to an Industrial Sector**

### **2.4.1 Public Administration**

This sector is composed of federal, provincial and municipal governments as well as other public sector organizations such as special operating agencies and crown corporations. In total all three levels of government and three “public administration other” organizations were interviewed. Unions representing government employees were invited to review the information provided by their employers.

The Government of Canada is by far the single largest employer in the city, accounting for almost 19% of all jobs. The City of Ottawa is the second largest employer in the city and this sector with almost 3% of all jobs.<sup>18</sup> This sector accounts for almost one quarter of all jobs in the city. These percentages have serious limitations from a methodology perspective (see section 2.1), but are provided as a means of showing relative influence in the over-all workforce picture. The federal and provincial governments have major challenges in providing quantitative workforce data due to the distributed nature of their human resource systems across various ministries.

Five of six organizations have employee unions. The diverse nature of their workforces means that there are also multiple unions representing employees. This presents a challenge for both the employers and the unions in terms of gathering and sharing information about workforce practices and statistics. Percentages of people covered by collective bargaining agreements range from 69% to 100%. There is fairly even gender balance, with all organizations reporting splits in the 42% to 58% range. Estimates for people who will be eligible for retirement vary significantly. The Government of Canada will be most affected by this factor with almost 50% of their workforce eligible to retire within 5 years. However, eligibility has not always been a good predictor of actual retirement rates. Most workers in all six

16. The barrier of gaining a security clearance is not restricted to immigrants. This is a challenge for anyone who does not currently possess a designation as you must have an existing employer to apply for the designation. The fact that contracting and consulting firms must post position requirements that include security clearances eliminates many otherwise qualified candidates. See for example, Community Action Plan Recommendation # 14 [http://www.talentworks.ca/projects\\_oti.html](http://www.talentworks.ca/projects_oti.html)

17. Again, this is not a pattern unique to immigrants. For example, Ottawa has the highest educated workforce in Canada and one of the lowest rates of student participation in skilled trades. This has been directly linked to parental attitudes. See for example, Barriers to Apprenticeship Report. [http://www.talentworks.ca/projects\\_skilledoccupations.html](http://www.talentworks.ca/projects_skilledoccupations.html)

18. This is a change from the 2002 report. The City of Ottawa and Nortel have reversed positions.

organizations are full-time, ranging from 71% to 94%.

The following information provides an overview of some of the key trends and highlights of the sector over the past year:

- A four year deal with the Province of Ontario and OPSEU, its largest union, was agreed to.<sup>19</sup>
- The Government of Canada and the Province of Ontario announced an agreement in principle regarding a labour market agreement. Details have not been released.<sup>20</sup>
- "Public Administration shed 5,300 jobs, marking an end to the recent federal public service hiring."<sup>21</sup>
- "Ottawa's Police Chief estimates the city will need to hire 30 more officers each year until 2013 if it is to keep up with population growth."<sup>22</sup>
- Treasury Board released the 16<sup>th</sup> annual report on official languages within the federal public service in December 2004.<sup>23</sup> Focus continues to be placed on ensuring designated bilingual positions are filled with bilingual staff. In November 2004, the City of Ottawa announced a two year plan to review all jobs in relation to the need for bilingual staff.<sup>24</sup>
- "Noting that Federal Government employment levels have returned to pre-1994 down-sizing levels, Corporate Research Group president, Brian Card, anticipates that the growth of government in Ottawa has "run its course"<sup>25</sup>
- The City of Ottawa completed a major internal re-organization in the second quarter of 2004. "In order to process building development fees more quickly, the City of Ottawa hired 14 new staff on the planning side and about 20 on the building process side."<sup>26</sup>
- "A spending freeze at all three levels of government puts a chill on government hiring and business services contracts."<sup>27</sup>
- "The City of Ottawa continued to consolidate services in the wake of the 2001 amalgamation. Administration was further reduced, including the lay off of 54 city managers."<sup>28</sup>

### *Current Labour Supply*

There is a great difference in the level of specificity provided by the six organizations interviewed. This section will be divided between the Government of Canada / Province of Ontario and the four remaining organizations.

As mentioned above, gathering specific information from the federal and provincial governments is difficult due to the fact that each ministry is ultimately responsible for hiring and managing its workforce. While there are

bodies that provide oversight and accountability functions, it is difficult to respond to the questions of skill shortages and current Human Resource practices in a detailed manner. That having been said, a number of useful trends and overview comments were reported. Both organizations comment on the importance of having a public service that reflects the citizens they serve. Current diversity activities are built upon early work in the area of employment equity. At the federal level this translates into a major initiative begun in 2001 called Embracing Change to increase the number of visible minorities in the public service and management positions. At the provincial level, Directors of Eastern Ontario ministry offices and Managers of Ottawa offices meet on a regular basis. A cross-ministry coach is provided to these groups to support improved Human Resource practices. A healthy and productive workplace is one of the current areas of emphasis for this coach.

Due to the size and impact of the federal government on the Ottawa job market, some additional details are provided here that are relevant for city-wide workforce planning and individual job-seekers. The Public Service Employment Act, due to come into effect December 2005, will change the role of the Public Service Commission. Currently all ministry positions are posted by the Commission, providing a single point of entry into the system. After December, ministries will have the option of using the Commission's system, bringing the activity within their ministry or hiring an external contractor to provide this service. Consequently there will not be a single point of entry for Government of Canada jobs. At the same time, ministries will be held increasingly accountable for meshing their business planning with their human resource planning. This is being done for many reasons, one of which is to reduce a longstanding problem of relying too heavily on term contractors. In practical terms, this means that common entry points for Ottawa job-seekers will be significantly reduced over time, making it more difficult to identify available jobs and the process to access them. Finally, the government has been piloting an e-recruitment system in Ottawa and Toronto to respond to increasing pressure for all government jobs to be available to all Canadian citizens. Despite the public perception to the contrary, the government's biggest challenge is attracting too many people for open positions. Unlike the private sector, all applicants must be screened for potential qualification. The government will increase its use of IT tools to complete pre-screening of the thousands of applications received annually.

The remaining four organizations have centralized HR systems and are therefore able to be very specific about their workforce needs. All four engage in detailed strategic workforce planning. Three have recently and

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19. Ottawa Citizen. June 12, 2005.

20. [http://www.ctv.ca/servlet/ArticleNews/story/CTVNews/1116358513610\\_45/?hub=Canada](http://www.ctv.ca/servlet/ArticleNews/story/CTVNews/1116358513610_45/?hub=Canada).

21. HRCC-Ottawa Fourth Quarter 2004 Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404_e.pdf).

22. HRCC-Ottawa Fourth Quarter 2004 Ottawa Labour Market Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404_e.pdf).

23. [http://www.hrma-agrh.gc.ca/reports-rapports/arol-ralo1\\_e.asp#4](http://www.hrma-agrh.gc.ca/reports-rapports/arol-ralo1_e.asp#4).

24. HRCC-Ottawa Fourth Quarter 2004 Ottawa Labour Market Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404_e.pdf).

25. HRCC-Ottawa Second Quarter 2004 Ottawa Labour Market Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0402lmb/pdf/ottawa0402\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0402lmb/pdf/ottawa0402_e.pdf).

26. Ibid.

27. HRCC-Ottawa First Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/on/offices/0401lmb/ottawa.shtml&hs=on0>

28. Ibid.

significantly raised the profile of Human Resources as a strategic partner at the executive level. These three organizations are also in the midst of completing major operational plans to address current and future skill shortages as well as to improve internal HR practices. They all referenced the critical importance of developing these plans with internal partners, especially the unions. All four organizations spoke of the importance of utilizing partnerships with external organizations to increase their HR effectiveness.

In addition to the shortages described in Common Findings Across Sectors (Section 2.2), one special agency reports a skill shortage of economists who are generally recruited and sought after in the global marketplace. The only other organization reporting additional skill shortages was the City of Ottawa. These occupations do not represent large numbers of jobs but they are critical for effective operation of their respective departments:

- Nurses
- Public health inspectors
- Advanced care paramedics
- Planners
- Building Officials I and II (inspectors)
- Engineers including structural code engineers, environmental engineers and utility engineers
- Process technologists (utilities)
- Librarians
- Mechanics with 3TT licenses (large vehicle)
- Process operators and mechanics (wastewater)
- Maintenance workers and supervisors (water distribution)

#### *Labour Supply: 2005 to 2008*

The three levels of government all referenced the impact of political decisions on their future plans. The “public administration other” organizations indicated that they were not generally affected by changing governments. For this section, the City of Ottawa will be grouped with the Government of Canada and the Province of Ontario.

Elections will be held at all three levels of government in the 2005-2008 period. This significantly adds to the complexity of workforce planning. As one respondent from another sector commented, “Government is a gorilla. Any change in their priorities instantly changes ours.” Obviously changes in government can result in rapid change for size and structure of the public service as well as ministerial priorities.

Even without a change in government, political decisions can rapidly change the operating environment for workforce planners. At the federal level, two big challenges for anticipating Ottawa's workforce needs are Service Canada and the expected high ratio of employee

turnover. Service Canada is a new initiative announced in the last budget that will result in all government jobs being open to all Canadian citizens and a transfer of some jobs based in Ottawa to other geographic locations. At the time of interviews, no additional information was available. As mentioned above, about 50% of current employees will be eligible for retirement. Given the high ratio of applicants to positions, government planners believe that there will not be a skills shortage; knowledge management will be the critical issue.

Provincially, no information was available at the time of this report regarding possible shortages across departments. One Ministry that is likely to see significant changes is the Ministry of Training, Colleges and Universities. Although details have not been provided, the recently announced agreement in principle between the Government of Canada and the Province of Ontario for a labour market agreement will significantly impact the workforce of both organizations. Another potential for change within this Ministry is the possible creation of a one-stop employment and training information portal.

At the City level, HR planners believe that most of the integration issues resulting from the 2001 amalgamation are now addressed. They are in the process of developing one cohesive strategic plan going forward but were not in a position to share details at the time of the interview. No new skill shortages are anticipated. Some new skills may be required as different technologies are introduced. One of the examples provided was the training that would be necessary if OC Transpo adopts a Global Positioning System for bus routing or smart cards for passenger fares.

The three remaining public administration organizations express quite different needs going forward. One has occupational skill sets that are very stable; they are heavily focused on recruiting, developing and managing a diverse workforce. This includes setting up an internal diversity ombudsman. The second organization is also not anticipating skill shortages and plans to increase its internal mentoring program. They too are anticipating an increasingly diverse workforce and are closely monitoring the results of their internal management program. The third organization is not anticipating skill shortages but will have a 30% turnover due to retirements in five years. This organization has not had to do major recruitment since the 1970's so is focused on re-building its recruitment expertise. They are also monitoring the Government of Canada's renewal progress as they may be in competition for some of the same skill sets.

## 2.4.2 Information and Communications Technology

This is the only industry-specific sector that does not correspond to an actual North American Industry Classification System major group. As explained in the methodology section of this report, this non-standard group has been used to allow comparison to other Ottawa research reports and industry guides.<sup>29</sup> Despite changes in workforce size, the ICT sector continues to be the second largest employer in Ottawa following public administration. In this report, ICT is defined as covering jobs in telecommunications, photonics, microelectronics, software and business and technology services related to these areas.

Six companies were interviewed. These companies provide a range of products and services in business, communication and technology. Most describe themselves as “integrated service” or “communication solutions” providers. What is striking in this series of interviews is the degree to which companies stressed their focus on providing customer solutions how they work with customers is as important as what they provide customers.

In terms of workforce characteristics, two of the six companies have headquarters in Ottawa; only one has unionized staff. Gender balance is relatively even for two companies and split two-thirds male, one-third female in three others. This sector remains relatively young with three companies reporting less than 5% of its workforce eligible for retirement within 5 years. Most workers are full-time with four companies reporting 98% or more of their workforce in this category. Research and development, customer service/call centre and marketing/ sales occupations are the largest portion of the workforce.

It should be noted that the ICT sector is not the only group to employ people with ICT skills. These skills are highly transferable. Information regarding ICT skills in other sectors is presented in the Common Findings earlier in the report.

ICT companies compete globally for both sales and talent. This sector has been very volatile in the past five years. Several years of double-digit growth were followed by massive layoffs world-wide. Within Ottawa, the past year was one of stabilization and some growth:

- “Ottawa-based companies attracted over \$34 million in venture capital in the first quarter of 2005. Data indicates that not only was the amount invested more than double the results from the same quarter last year, but the deal count, at 12, was unmatched since the end of 2002.”<sup>30</sup>

- OCRI and the Ottawa Business Journal's semi-annual technology survey for July-December 2004 reported a six per cent increase in the number of technology companies (1688 total number of companies). “Although 2004 had its share of ups and downs, the sector actually increased its workforce by close to 2,000 workers in the last six months. Unfortunately, these hires were offset by layoffs from some of Ottawa's biggest technology players, creating a net increase of 600 people. (67,800 total number of people.)”<sup>31</sup>
- OCRI worked with over 20 peer groups and the City of Ottawa to develop a Community Action Plan to address persistent and widespread unemployment in the technology sector. (May 2004).<sup>32</sup> The main recommendation was the establishment of the Ottawa Talent Initiative - a community based organization designed to support unemployed and under-employed hi-tech talent in career transition. The OTI Action Centre opened in September 2004.<sup>33</sup>
- Manufacturing jobs in computer and electronics products increased due to strong corporate spending in IT during the third quarter of 2004,<sup>34</sup> but declined in the final quarter due to the higher Canadian dollar.<sup>35</sup>
- Photonics research is transitioning from the telecommunications industry into biomedical applications as biomedical and photonics experts increasingly collaborate on research. Complementing research developments is the National Research Council's new Canadian Photonics Fabrication Centre where technology prototypes are constructed and potentially pave the way to new product commercialization.<sup>36</sup>
- Awareness and concern over the growing trend to “offshore” jobs to other countries such as India and China is closely observed by market analysts.<sup>37</sup>

### Current Labour Supply

With the exception of a few specialty areas reported in the Common Findings section of this report, there continues to be a large oversupply of workers in this sector. The good news is that all the companies interviewed are in growth mode or are planning for growth in 2006. Research & development as well as solutions sales staff will continue to have priority for most companies interviewed. Not surprisingly, the oversupply of talent has led to low turnover rates, except in entry level call centre positions. It should be noted that there is quite a large variation in terms of the numbers of people being hired, with some companies holding their first job fairs since 2001 and others recruiting small numbers

29. The ICT sector includes portions of NAICS Major Groups 4, 8 and 11.

30. [http://www.ocri.ca/email\\_broadcasts/newsreleases/041505news\\_e.html](http://www.ocri.ca/email_broadcasts/newsreleases/041505news_e.html)

31. [http://www.ocri.ca/email\\_broadcasts/newsreleases/012405news\\_e.html](http://www.ocri.ca/email_broadcasts/newsreleases/012405news_e.html)

32. <http://www.talentworks.ca/news.html>

33. [http://www.ocri.ca/email\\_broadcasts/newsreleases/092304advisory\\_e.html](http://www.ocri.ca/email_broadcasts/newsreleases/092304advisory_e.html)

34. HRCC-Ottawa Third Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/offices/04031mb/ottawa.shtml&hs=on0>

35. HRCC-Ottawa Fourth Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/offices/04041mb/ottawa.shtml&hs=on0>

36. HRCC-Ottawa Third Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/offices/04031mb/ottawa.shtml&hs=on0>

37. HRCC-Ottawa First Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/offices/04011mb/ottawa.shtml&hs=on0>

through personal networks. One long-time business and technology service provider pointed to the cyclical nature of manufacturing and hardware design, the constant need for a few experts in legacy systems with “old” software programming skills and a recent growth in firmware.<sup>38</sup>

One advantage to the slower company growth rate is the opportunity to focus on internal development and retention as well as external recruitment. This trend takes many forms depending upon company needs and culture. A company that has extensive global operations is exploring customized training programs for staff living and working in countries where they are trying to build market share. Another, driven by a major business shift in both products and services, has set up an internal centre of excellence for recruiting. This group is identifying new skill sets required, examining the skill base of their current workforce and identifying the training that will be required to migrate their current employees into new roles. Another company is identifying employee teams whose line of business is shrinking or ending and then matching their transferable skills to business units that are growing. Skill upgrading is then provided to the team.

Another encouraging sector indicator is that many companies are returning to their “grow the pipeline” activity. The current focus appears to be on students who are about to enter the job market, with renewed support for activity such as hiring co-op students and providing scholarships.

Of special note is this sector's earned reputation as an employer that hires for merit with respect to internationally trained workers. As a group they have been very innovative in terms of hiring immigrants and providing language and acculturation training for both immigrants and their supervisors. That having been said, when layoffs did come, communication abilities were one of the factors used in selecting employees for downsizing. Not surprisingly, internationally trained workers were more vulnerable in this area.

#### *Labour Supply: 2005 to 2008*

While the following areas do not represent a large number of jobs, they were identified as a likely skill shortage by several sectors, including ICT:

- network management and security;
- enterprise resource planning software development and use<sup>39</sup> (SAP, .Net and Rational were mentioned specifically);
- ICT auditors; and
- IP Video was identified as a growing area in the United States and likely to become so in Canada.

As well, individual companies pointed to growth areas of their business that were not identified across the six companies interviewed:

- Sales staff who can serve customers in Asia as well as Latin and South America;
- Senior executives with experience in very large corporations;
- Opportunities to provide training services as customer training budgets start to grow again;
- Potential growth in transportation automation; and
- Focus on internet-based technologies.

Organizations that have government as a major client remarked on the speed at which change in government policy and investment impacts growth and decline in their business. Government attention on audit and accountability functions is a driver in the growth of enterprise resource planning as an example.

Three companies pointed to the longer-term impact of negative publicity regarding sector layoffs on the future supply of talent beyond 2008. Enrollment in technology programs at universities and colleges has been slashed across the country with many institutions operating at half their capacity. Coupled with a shortage of post-secondary faculty, companies and institutions alike are worried about the risk of not being able to turn “pipeline taps” on fast enough if the demand for talent exceeds the supply currently in the system.

In the near term, some of the interviewed companies are trying to support the work of the Ottawa Talent Initiative in assisting unemployed technology workers getting back to work. This support is important because the ICT sector, more than most, has a rapid rate of skill degradation. Most of the Initiative's clients have been unemployed for three or more years.

This sector has developed many innovative talent programs involving partnerships over the past twenty years. It has traditionally found a balance between collaboration and competition within the sector. Some of the potential project ideas in Section 3 are of interest to this sector.

#### **2.4.3 Retail**

Interviews were held with two major retailers. Both organizations have several store operations across Ottawa with a blend of in-store management, regional management and a corporate headquarters outside Ottawa. One retailer has a predominantly unionized workforce and both have employees working shifts 24 hours a day, seven days a week. (“24X7”) One employer reported that 28% of its workforce will be eligible for retirement within five years.

Major Canada-wide trends for this sector in the past year include:

- A strong start in 2005 for retail sales:
  - Strong consumer spending in most retail stores pushed sales above the \$30 billion mark for the first time ever. Retail sales jumped 1.7% in February to \$30.4 billion, following an even sharper gain in January (+2.1%).<sup>40</sup>
  - Prices had little impact on the retail sales growth rate in February. Once prices are taken into account, constant dollar retail sales advanced 1.7% in February and 2.3% in January. The biggest growth was in clothing and accessories followed by building and outdoor home supplies as well as automotive.<sup>41</sup>
- A generally strong 2004 for retail sales:
  - 1.3% sales drop in December and essentially no sales growth in November. Previously, experienced uninterrupted sales growth from the beginning of 2004, except for a 0.8% decline in April.<sup>42</sup>
- Locally in 2004, the Trade sector (retail and wholesale):
  - lost 1500 jobs.
  - opened an estimated 110 new retail stores.
  - witnessed trends in “off-malling” (wherein smaller mall-based retail businesses open big box stores offering greater bargains); on-line selling, including eBay; and a redistribution of retail businesses to subdivisions expanding outside of Ottawa's Greenbelt.<sup>43</sup>

### Current Labour Supply

Both organizations describe themselves as having many “classic” retail characteristics. At the store level this means a large portion of their employees are part-time, although both organizations have a higher number of full-time staff than many retailers. (60-40: part-time to full-time) A second attribute of the store level workforce is high turnover for people in part-time, entry level jobs. In addition to being part-time, these jobs also provide relatively low wages and require shift work in a “24X7” environment. At the regional and corporate level, management positions are full-time and tend to have low turnover. Work-life balance is an ongoing concern at the management level due to the “24X7” work environment and the need to manage high turnover for part-time employees.

Neither retailer is having difficulty recruiting staff, despite the above-mentioned challenges; both have relatively young management teams.

### Labour Supply: 2005 to 2008

This is a very dynamic sector. Both retailers interviewed expect to hire hundreds of new staff due to growth and turnover. Within their sub-sector, one retailer has been averaging 4% growth for the past five years and expects that rate to continue. The second retailer has been averaging 7-8% growth annually.<sup>44</sup> To achieve this growth, both retailers are developing or exploring new lines of business that would increase their market share. One retailer is constantly developing products that can be made in-store or under the corporate brand. The other is developing store associates and accredited service providers who can assist customers with project solutions versus a traditional “selling widgets” approach.

Both employers have strong internal training programs and have made significant investment in this area. The number of employees on shifts has led these employers to develop computerized training modules. They have also been quite creative in identifying partnership opportunities to address both training and recruitment needs. This ranges from partnerships with local community colleges, providing customized training, to shared marketing campaigns with associations of retired professionals. The latter focuses on recruiting individuals looking for a second career.

Neither retailer expects to have a skill shortage.

### 2.4.4 Health Care and Social Assistance

Three hospitals were interviewed for this study. As a group they were reminiscent of the technology sector in the early 1990's under intense pressure to recruit across a range of occupations and, as a result, developing innovative “pipeline” activities with competitors in anticipation of growing shortages across the sector over time. This pressure was manifested in the creation of the Region 2 East Recruitment and Retention Task Force.

Readers should be aware that no employers in community health and social services or home care service agencies employ more than 1000 people and are therefore not included in this report. Some needs regarding long term care employees are included through the information provided by hospitals that operate these facilities. Finally, the City of Ottawa employs health care staff in a number of capacities. These occupations are reflected in the earlier section for Public Administration.

Hospitals described themselves as mini-cities. This description is certainly accurate in terms of the variety of occupations within their workforces. Occupations range from nursing staff to stationary engineers to food services and dieticians as well as many allied health

40. Statistics Canada, The Daily for April 21, 2005 <http://www.statcan.ca/Daily/English/050421/d050421a.htm>

41. Ibid.

42. Statistics Canada, The Daily for February 21, 2005 <http://www.statcan.ca/Daily/English/050221/d050221a.htm>

43. HRCC-Ottawa Labour Market Bulletins for 2004 <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/on/offices/archives/ottawa.shtml&hs=on0>

44. The retail sector is growing Canada-wide in terms of absolute growth. This report has not tried to determine if the Ottawa retail sector is growing as well. Employers in this project referenced growth due to increased market share within their sector as well as over-all sector growth.

occupations such as physiotherapists. By far the largest occupation is Registered Nurse followed by Clerks. Hospitals also operate in a “24X7” environment with a large portion of their workforce covered by collective bargaining agreements (over 80%). One major difference with cities is the large percentage of hospitals employees who are women. Two of three hospitals were able to report percentages of their workforce that will be eligible for retirement within five years 23% and 22% respectively.

The following information gives a flavour of the types of activity influencing the sector over the past year:

- The May 2005 provincial budget<sup>45</sup> announced an additional \$4.8 billion to be invested in health care programs and services over 2004-05 spending levels. Two examples of new initiatives include:
  - Creating 14 Local Health Integration Networks (LHINs) to facilitate the delivery of health care services in Ontario. When fully implemented, it is proposed that the LHINs would plan, co-ordinate and fund local health care services in their areas, putting their patients' needs at the centre of their plans and aligning resources to support local health care priorities; and
  - Supporting end-of-life care services.
- The federal government 2005 budget also increased funding for health care. Of particular note is “\$75 million over five years to accelerate and expand the assessment and integration of internationally educated health care professionals.”<sup>46</sup>
- “The Ontario Medical Association (OMA) reported a shortage of about 2,000 doctors, particularly family physicians, in the province. (*The Ottawa Citizen*, July 19, 2004). To address this shortage the OMA has recommended several interventions including an increase in medical school enrollment, quicker assessment of foreign trained doctors, and better hospital working conditions.”<sup>47</sup>
- “Technology's impact on health care is gaining momentum. A local example, developed with Ottawa company Dinmare's Oacis software, is a multilingual electronic health record database system used by the Ottawa Hospital.”<sup>48</sup>
- “A number of construction projects to expand local hospital facilities were in full swing.”<sup>49</sup>

### Current Labour Supply

A great deal of attention has been focused on nurses in the past few years. This has been the result of a number of factors that, in combination, have put a great deal of pressure on the health care sector. Government funding

cuts in the 1990's resulted in large numbers of nurses being laid off. Many nurses were recruited to United States that were hiring by the hundreds using lucrative signing bonuses. Nurses tend to retire early, the average being 59 years of age, as a result of the shift work and heavy lifting. Hospitals were also gearing up for a pension plan window that was to have taken effect in December 2005. This pension opportunity was recently “grandfathered”, thus reducing the pressure on hospitals facing large numbers of nursing retirements. Finally, new investments in health from both provincial and federal governments are providing employers with more flexibility and new growth as evidenced by expansions at some area hospitals.

The net result is that hundreds of nurses will need to be hired due to retirement and growth. Two of three hospitals interviewed believe this will be challenging but manageable. The third is still concerned about skill and labour shortages. The greatest challenge will be hiring part-time nurses in specialty areas such as occupational health and safety as well as the operating room. The smallest of the three hospitals interviewed is already seeing a reduction in the nursing shortage. All hospitals report a shortage of occupational health nurses. The Region 2 Recruitment and Retention Task Force has just launched a regional branding and recruitment initiative to support all their hospitals' efforts to recruit a variety of health care occupations, including nurses.

Current skill shortages of pharmacists and French-speaking personal care attendants are also a serious concern. One hospital also identified a concern regarding health record analysts who integrate their knowledge of patient records and government funding formulas to determine how much money hospitals can be allocated for each patient. This is a very specialized skill and is critical for hospitals' financial and business planning.

As mentioned above, all three hospitals interviewed utilize a wide range of “pipeline” partnerships to address specific needs. As an example, a number of organizations came together with a local trainer to adjust the curriculum of the personal support worker program to include North American workplace acculturation information. This partnership was triggered by misunderstandings between residents of long-term care facilities and new grads who are also recent immigrants to Canada. Given that many employees in these facilities work part-time for more than one care centre, this group went on to develop a common orientation package that all now use for new hires to ensure consistency across facilities.

Another “pipeline” area currently being explored is cross appointments and flexible scheduling between hospitals

and local universities and colleges. This innovation is being driven by two intersecting needs – a shortage of medical faculty and the need to provide mid-career professionals with a lighter work load. The latter need stems from the physical burn-out that occurs due to heavy lifting and shift work. At the other end of the career continuum, hospitals are working creatively to hire post-secondary students full-time in their summer terms and casual part-time during their school terms in order to address current shortages and encourage young professionals to consider them as employers of choice upon graduation.

This sector's active recruitment includes internationally trained workers. Consequently it is also monitoring acculturation issues carefully.

#### *Labour Supply: 2005 to 2008*

The Task Force has also been very active in identifying other health care occupations at risk. Over the past year, a regional supply and demand study was completed that explored nine of these occupations for shortages in the next five years:

- Medical radiology technologist;
- Nuclear medicine technologist;
- Medical laboratory technologist;
- Sonographer;
- Health records technician;
- Health records administrator;
- Electro-encephalography technologist;
- Respiratory therapist; and
- Polysomnographers (sleep lab technicians and technologists).

Shortages in five professions exceeded the other professions surveyed:

- Medical radiology technologist;
- Medical laboratory technologist;
- Sonographer;
- Health records technician; and
- Health records administrator.

The Task Force has been expanded to include the supply side institutions that can assist the sector in developing people with these skills. A “strategic and system-wide approach to rectifying challenges” is beginning immediately. This includes a range of tactics such as incentives to continuing learning to bridging programs.<sup>50</sup> Interviewees also mentioned strategic planning activity that includes an examination of the possibility to create additional hybrid positions such as the nursing-university faculty example above.

Finally, three additional areas are being monitored that

may require attention in the future:

- the impact of the newly created Local Health Integration Networks - very little information is currently available regarding these new organizations;
- the potential need for a centralized materials management program for the entire Champlain Health District; and
- the introduction of electronic health records this would require extensive staff training.

#### **2.4.5 Educational Services**

Interviews were held with all of the K-12 school boards and most of the post-secondary institutions. None of Ottawa's private sector education and training organizations employ more than 1000 people and were therefore not included in this report.

Education and training institutions play an important dual role in the Ottawa economy. They are both an Ottawa employer and a supply-side service provider. While they were interviewed in their role as employer, they will be important partners as educators and trainers in any of the city-wide workforce initiatives that are recommended in this report.

This sector has a majority of its labour force covered by collective bargaining agreements; most organizations indicate that over 90% of their staff are unionized or part of professional federations. While K-12 school boards have a high proportion of staff who are female (71% - 73%), post-secondary institutions are quite varied. The ratio of full-time to part-time is also quite varied across institutions. Not surprisingly the largest occupational groups are teachers, professors and educational assistants.

Major influences on this sector in the past year include:

- The May 2005 provincial budget announced “historic, multi-year investment in postsecondary education – the largest in 40 years (would represent) a 39 per cent increase compared to the 2004-05 funding base.”<sup>51</sup> Base budgets were also increased for k-12 education to do things such as “provide(ing) training for another 8,000 lead teachers and all other elementary teachers in literacy and numeracy instruction.”<sup>52</sup>
- The Rae Report This comprehensive design and funding review of Ontario's postsecondary education system was commissioned by the Ontario government. The final report was released in February 2005. Stakeholders' responses to the recommendations have the potential to dramatically influence the working environment and skills required of all publicly-funded education institutions in Ottawa.<sup>53</sup>

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50. Strategic Education & Recruitment Task Force, December 2004.

51. <http://www.ontariobudget.fin.gov.on.ca/bud05e/bke1.htm>

52. <http://www.ontariobudget.fin.gov.on.ca/bud05e/bke3.htm>

53. [http://ogov.newswire.ca/ontario/GPOE/2005/02/07/c1293.html?match=&lang=\\_e.html](http://ogov.newswire.ca/ontario/GPOE/2005/02/07/c1293.html?match=&lang=_e.html)

- Ontario Access to Professions and Trades Continued investment and focus has been placed in the area of assisting internationally trained workers in gaining accreditation and employment in their field of expertise. Local examples include a program led by Algonquin College to certify and employ nurses and a newly announced program led by the University of Toronto to do the same for professors and pharmacists.<sup>54</sup>
- Apprenticeship Investment A number of new initiatives have been launched to address long-standing challenges in the apprenticeship system. Two examples are the Ontario Apprenticeship Tax Credit to encourage more employers to hire apprentices and a federal tax credit for tools that individual apprentices can claim.<sup>55</sup>
- Student Success Programs at the high school level The Ontario Government has put renewed focus on students who intend to go directly to work from high school and those who are dropping out of school. This focus is resulting in new investment within school boards to provide staffing and resources to address the needs of these student groups.<sup>56</sup>

### Current Labour Supply

Since the *Ottawa Works* supply and demand study was completed in 2002, labour shortages for post-secondary faculty continue to be a serious concern in this sector. The problem has lessened in severity and there has been a shift within the academic disciplines with the most acute shortages. Extreme competition for researchers in areas such as engineering and computer science has shifted to management faculties. As mentioned previously in this report, there is increased demand for senior professionals with finance and accounting designations in both private sector and government. Not surprisingly, faculty members with Ph.D.s in these disciplines are now the most difficult to recruit.

For the most part, current requirements for non-academic staff within post-secondary institutions are being met with existing recruitment strategies. These positions include a range of occupations: executive and management, administrative staff, and a variety of support staff from physical plant to housekeeping. One exception is in recruiting IT specialists such as those in the area of network security.

Teachers form the largest portion of the K-12 school board labour force. While all four local school boards hire teachers annually, there is not a general teacher shortage as the supply teacher lists are very large and

provide the boards with a sufficient candidate pool. The exception to this general statement is teachers within specialty areas: French teachers in the two English-language school boards and English teachers as well as career guidance specialists within the two French-language school boards.

There are however, concerns about labour shortages among non-teaching staff. All four boards report high turnover and shortages for custodial staff. Shortages within student services include teacher's assistants, psychologists, social workers, and francophone daycare staff. As well, French-language school boards report a high turnover of bilingual clerical staff who are recruited by other local employers who are able to pay higher salaries. While very small in terms of absolute numbers of staff, these boards are also having difficulty recruiting construction project managers as well as writers and translators for both curriculum and corporate documents.

This sector's active recruitment includes internationally trained workers. Consequently it is also monitoring acculturation issues carefully.

### Labour Supply: 2005 to 2008

Forecasting skill requirements is very challenging for the education sector. A change in government policy and corresponding funding allocations can have a major and sudden influence on staffing. For example, a few years ago smaller class sizes were mandated at the elementary school level and Grade 13 was eliminated. Combined with large numbers of retirements, the total effect was moderate growth in the total number of teachers required but these resources had to shift from secondary to elementary schools. At the same time, universities and colleges had to gear up for the "double cohort" as graduates of two high school programs entered first year programs simultaneously.

Unless there are major changes in government policy or funding, the education institutions interviewed indicate that they anticipate relatively few new or changing shortages within the next two to three years: Increasingly, corporate communication and administrative activity will be delivered using technology tools such as intranets. This will require some staff groups to upgrade their computer skills.

- Specialty teaching areas within K-12 schools may experience shortages but these will be small in total numbers of positions. (e.g. instrumental music)
- Changing student enrollment will require English-language school boards to shift some resources from elementary to high schools.
- Requirements for staff to be flexible, lifelong

learners will increase.

- Exporting educational services to other countries will continue to grow, resulting in the need for more educators with international experience and cultural sensitivity.
- It may be difficult to compete with private sector for Human Resource staff.

Succession planning and leadership development is a priority for all employers within the education sector but the drivers are sometimes different. At the post-secondary level, one driver is the anticipation of high staff turnover due to retirements. For example, one institution expects a 50% turnover within three to five years; a second expects a 60% turnover by 2010. Succession planning in this context has both recruitment and knowledge transfer components. This dynamic is playing out across North America and changing mandatory retirement legislation is adding a wild card to the equation. In the United States, elimination of mandatory retirement has resulted in large numbers of faculty staying in the workforce beyond 65 years of age. Local school boards have also found retirement eligibility to be an inaccurate predictor of actual retirement.

Several local education institutions indicate that the current or anticipated low turnover in non-teaching/ non-academic staff will create succession planning challenges. Some education institutions report a significant number of administrative and support staff who have been with their organizations for many years. Consequently there is limited opportunity to bring in new hires. As well, school boards report that a large number of relatively young educators were hired as school principals and vice-principals in recent years and will require ongoing leadership development. In both cases “bulges” are created in the staff experience continuum.

An increasing focus on being more client and student-centred was also identified by several organizations. This term is used in two ways. At the post-secondary level it reflects changes in student expectations as fee-paying clients who demand a level of service that corresponds to their investment. At all levels of education, the term refers to having staff that reflect the cultural, linguistic, gender and religious “face” of their student bodies.

In terms of intervention strategies, this sector tends to “develop from within” whenever possible. This includes providing access to training and professional development. The sector also has a long track record of addressing challenges by creating partnerships with competitors and other stakeholders. Post-secondary institutions are also exploring opportunities to develop faculty from their international student body in Canada.

## 2.4.6 Accommodation and Food Services

Two organizations were interviewed from this sector. As mentioned in Section 1, neither organization employs more than 1000 employees. It is important, however, to gain information about all the major clusters that are tracked by the City of Ottawa. The Accommodation and Food Services sector is included in the Tourism cluster.

Two organizations were interviewed, one large full service hotel and a small, boutique hotel. Both have 80% of their workforces covered by collective agreements and employ more housekeeping staff than any other occupation. They also have a comparable ratio of full-time:part-time and male:female staff. (full-time staff 78% and 73% respectively; male staff 40% and 54% respectively.) The major difference in these hotels is the large number staff of connected to the banquet and sales facilities in the bigger hotel.

Activity that has impacted the tourism cluster includes:

- “Hotels and restaurants in the city core experienced an influx of business in November (2004) from the Grey Cup as well as the state visit by the President of the United States. Some local sports bars and restaurants felt the pinch of no professional hockey as the NHL labour dispute lingered through the end of the year.”<sup>57</sup>
- A new marketing initiative was announced in December 2004 called “Team Ottawa”. It aims to attract major events such as the Grey Cup and Juno awards to the city. According to the Ottawa Tourism and Convention Authority, the team will be looking to the business community to establish partnerships and funding.<sup>58</sup>
- “Hoteliers will contribute 20% of their “destination marketing fee” to support the Ottawa Tourism and Convention Authority in order to promote Ottawa as a tourist destination.”<sup>59</sup>
- “Ottawa-Gatineau Hotel Association director, Dick Brown, reported that the industry is still “soft” and isn't likely to improve soon because of the recent rise in gasoline prices. Hotel occupancy rates have been declining for 44 months due to a series of calamities. Since 2000, Ottawa hotels have been impacted by the September 11<sup>th</sup> tragedy, the technology meltdown, SARS, Mad-Cow Disease, a blackout, and now, rapidly rising gas prices. Compounding the situation is a 15% increase in room capacity in the market due to the addition of new area hotels and the expansion of existing properties.” (July 2004)”<sup>60</sup>

57. HRCC-Ottawa Fourth Quarter 2004 Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0404lmb/pdf/ottawa0404_e.pdf).

58. [http://archive.ottawabusinessjournal.com/archive\\_detail.php?archiveFile=/pubfiles/obj/archive/2004/December/06/OBJ-LocalBusiness/10287.xml&start=0&numPer=20&keyword=Team+Ottawa+tourism&sectionSearch=&begindate=1%2F1%2F1999&enddate=12%2F31%2F2005&authorSearch=&IncludeStories=1&pubsection=&page=&IncludePages=1&IncludeImages=1&mode=allwords&archive\\_pubname=OBJ-Print%0A%09%09%09](http://archive.ottawabusinessjournal.com/archive_detail.php?archiveFile=/pubfiles/obj/archive/2004/December/06/OBJ-LocalBusiness/10287.xml&start=0&numPer=20&keyword=Team+Ottawa+tourism&sectionSearch=&begindate=1%2F1%2F1999&enddate=12%2F31%2F2005&authorSearch=&IncludeStories=1&pubsection=&page=&IncludePages=1&IncludeImages=1&mode=allwords&archive_pubname=OBJ-Print%0A%09%09%09)

59. HRCC-Ottawa Third Quarter Ottawa Labour Market Bulletin <http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/on/offices/0403lmb/ottawa.shtml&hs=on0>

60. HRCC-Ottawa Second Quarter 2004 Ottawa Labour Market Bulletin [http://www.hrsdc.gc.ca/en/on/offices/0402lmb/pdf/ottawa0402\\_e.pdf](http://www.hrsdc.gc.ca/en/on/offices/0402lmb/pdf/ottawa0402_e.pdf)

### *Current Labour Supply*

These organizations share the challenge of the retail sector in that there is pressure on management staff to serve clients in a “24X7” environment. Similar comments were made about quality of life and the need for managers to be engaged in a career rather than a job in order to offset this challenge. Another similarity is the loss of their sales staff to other sectors that can pay higher salaries. (The boutique hotel has returned to a low turnover rate now that the pressure is not there from the ICT sector.) They are also planning for new HR support that will be required for an older housekeeping staff, both in terms of health and safety programs and renewal of staff. Both organizations require bilingual staff in customer service positions such as front desk; there are no shortages in this area.

These organizations also exhibit a number of key differences and will therefore be reviewed separately from this point forward.

The smaller boutique hotel is independently managed and has a predominantly business clientele. They invest heavily in “pipeline” activities such as high school and post-secondary co-op programs and retain these students after graduation. They also participate in the provincial *Passport to Prosperity Program* aimed at providing K-12 school students with career awareness experiences. Investment in training is a priority and they try as much as possible to develop their supervisors from internal staff. As a result, this organization has a very low turnover in staff.

The larger full-service organization is part of a national chain of hotels and has a varied clientele. Banquet facilities and events are a large part of their business. Consequently this hotel must staff for a much wider range of occupations. They are currently involved in a nation-wide succession planning initiative within their chain of hotels. They anticipate launching a mentorship program to address some of the challenges they are facing. Currently they are having difficulty retaining key managers, especially in the Food and Beverage area. This situation is caused by competition from larger cities that have more opportunities and better wages.

### *Labour Supply: 2005 to 2008*

The small boutique hotel is not expecting any skill shortages. They do believe there will be an increasing demand for their front desk staff to be internet savvy. Their business clients arrive with more general information about the city than previously, so there is a need for front desk staff to provide more specialized information. Support for housekeeping staff will continue to be a priority.

No new skill shortages were identified by the larger hotel. They believe they will continue to have difficulty recruiting for management positions and sales. They will put priority on implementing their mentorship and succession planning activities. Support will be increasingly important for housekeeping staff. They do anticipate that more of their positions will be designated as bilingual mandatory or bilingual desirable. They are not expecting a shortage and will encourage internal staff to increase their language skills by implementing a tuition reimbursement program.

### 3 Key Workforce Challenges and Opportunities

#### *Challenge: Gathering and Sharing Workforce Information*

One of the most striking challenges is the great difficulty in gathering and sharing information on an ongoing basis. Evidence to support this statement was found in several forms: employers who were unaware of existing city-wide strategic workforce information; comments regarding the need for more advocacy at the political level for a skills agenda; the speed at which major changes can impact the workforce compared to the slow rate of data collection that documents or anticipates these changes; and the sheer number of data collection problems associated with the many HR systems that use different units of measurement and that are distributed across many organizational and geographic locations.

#### *Challenge: Successfully Integrating Immigrants into the Workforce*

While no new challenges were identified by employers interviewed, three key barriers were confirmed: the need for language fluency, often in both official languages; the need for employers, immigrants and society to address acculturation and discrimination issues; and the difficulty in obtaining jobs in government due to the requirement for security clearances and Canadian citizenship. The latter problem is particularly noteworthy given that the Government of Canada accounts for almost 19% of the total number of jobs in the city.

The strong emphasis by employers of “developing staff from within” combined with the very low staff turnover in many organizations points to a serious problem for anyone trying to enter the job market for the first time and especially for immigrants who may also be challenged by the barriers above.

#### *Challenge: Identifying Which Skill Shortages to Tackle*

A third challenge is the need to decide which skill shortages can and should be addressed. Many specific skill shortages were identified across all sectors and within individual sectors. In some cases sectors have initiated partnership activities to address these shortages together and they are unlikely to require direct support. The health sector provides good examples of this approach. Advocacy for their existing work and linking other potential partners to the hospitals may be all that is required.

In other instances potential partners have not yet found one another and will be unlikely to do so without a

broker. Employers who identified the need to develop senior employees with solutions selling expertise is one example.

Another difficulty is deciding whether a specific skill shortage warrants community-wide attention. Senior finance and accounting staff were identified as a skill shortage across the sectors. To what extent can a broker assist employers from diverse sectors to come together to examine possible solutions to this problem? Does the community focus on occupations that are few in numbers but essential to economic growth or does it address occupations that provide large numbers of jobs? For example is it better to assist one ICT company in recruiting a senior executive or offer assistance to school boards in recruiting support staff? How are priorities determined? Are some problems fixable? For example, the “24X7” work environment creates major challenges for both retail and accommodation and food services sectors, but that is unlikely to change.

#### *Challenge: Effectively Supporting a Bilingual Workforce*

While no large-scale problems were identified by sectors, there were enough individual employers who spoke of specific occupational challenges to indicate that this is an important issue to monitor.

#### *Challenge: Anticipating Changes in a Dynamic Environment*

There are many variables that are completely beyond local control that will have a significant impact on the local workforce landscape. Changes in how the Government of Canada will recruit, changes to public policy and accompanying budget priorities in areas such as health and education as well as the impact of the global economy on the ICT sector are a few examples. The best the community can do is monitor these activities and adjust where possible. For example, currently no one is tracking in-migration and out-migration for the workforce population. This may become an important indicator to follow in the future.

#### *Challenge: Over-supply of Talent in the ICT Sector at the Same Time Specialized Skills Are in Short Supply*

Given the large number of unemployed and underemployed technology workers, support is still required to assist individuals in transitioning to other sectors or in some cases re-train for some of the specialized ICT skills that are in short supply.

#### *General Opportunities: Increase Communication About Workforce Information*

This is a very broad category with many specific examples of actions that can be undertaken:

- Undertake annual employer workforce needs analysis surveys.
- Contact existing publishers of information and encourage them to cross-reference their material.
- Continue to identify media opportunities to get big picture information circulating.
- Ask for regular opportunities to update politicians at all three levels of government about workforce issues.
- Utilize existing networking groups such as the chambers of commerce and the provincial Interministerial Working Group to communicate key information to their niche audience.
- Develop a manual for “pipeline” activities that identifies opportunities, resources and successful practices and promote this in sectors that are growing. (For example the Passport to Prosperity database to link employers and K-12 schools for career development opportunities.)
- Advocate the importance of sharing local workforce information to government groups that are reviewing their activities (e.g. the Ministry of Training, Colleges and Universities' one-stop employment and training pilot and Statistics Canada's small area estimation pilot.)
- Consider initiating a series of Labour Market Information training events.

#### *General Opportunities: Brokering Relationships*

In some instances a simple introduction between two organizations is all that would be required to link potential partners. In other cases, additional support would be required to facilitate the exploration of a common approach between a group of partners. Specific examples include:

- Linking employers with solutions selling and SAP shortages to post-secondary management and leadership development faculty;
- Linking the City of Ottawa's HR staff with the hospitals' Region 2 Recruitment and Retention Task Force; and
- Linking employers who identified bilingual workforce skill shortages.

#### *Opportunities for Immigrants: Utilizing Public Champions*

This research identified a number of employers who are very skilled in workplace acculturation. It will be important to recruit these organizations as public champions and link them to organizations that are just beginning to explore this HR practice area.

#### *Opportunities for Immigrants: Building On Existing*

#### *Practices*

Many employers spoke of internal mentoring programs and indicated their important role in leadership development for potential managers. Opportunities to link these programs to mentoring immigrants should be explored. Similarly, employment equity programs and diverse workforce environment programs are natural starting points for encouraging employers who are not currently recruiting immigrants.

In a related area, some employers have the capacity to provide in-house second language training. Given the frequent mention of the need for language fluency, the potential of allowing other organizations to tap into those with language training capacity should be explored.

#### *Opportunities for Immigrants: Linking Employers with Shortages to Agencies Working with Immigrants*

Another logical starting point is to broker relationships between employers with skill shortages to agencies that have groups of immigrants with compatible backgrounds for direct recruitment or training-to-jobs programs. For example, LASI-World Skills provides extensive employment services and has access to large database of immigrants. They could link employers with a shortage of IT Security staff to immigrants with engineering backgrounds; they could link other clients to organizations that identified the need for staff who can manage international offices. In both examples, supplemental training may be required in which case links to local trainers could be made.

#### *Opportunities for Immigrants: Specific Project Ideas*

During the interviews, specific project ideas were made by individual employers. These ideas were not tested with other employers for common interest. A necessary next step would be for the ideas to be assessed for feasibility. Suggestions put forward:

- Laddering opportunities for immigrants to gain teaching experience via continuing education departments of education institutions.
- Spousal support programs for new immigrants recruited to Ottawa e.g. university faculty.
- An engineering accreditation pilot.
- Advocacy regarding changing the working conditions on student visas.
- A web portal for information regarding recruiting and retaining immigrants.
- A pilot program to obtain security pre-clearance for immigrants.

## 4 Conclusions and Next Steps

Many of the details brought forward through this work underline key themes in the *Ottawa 20/20 Talent Plan* approved by City of Ottawa Council in 2003. This is mentioned for two reasons: to reinforce the complexity of effectively addressing longstanding workforce challenges and to highlight the importance of ongoing, community-wide attention and action. While individual employers have unique workforce needs, they share many common needs across and within sectors. While no employer has the mandate to work collaboratively with others, employers in this study reinforced that past experience in partnership approaches have paid dividends when addressing shared challenges. From a community perspective, the economic and quality of life impacts will be serious if a community-wide approach is not taken to address some of the most pressing problems faced by large numbers of employers and job-seekers. As an example, while many employers were aware of the potential impact of immigrants on their future workforce, they were often quite surprised at the statistics regarding how poorly we are doing collectively in terms of integrating immigrants into the workforce. While this is not a problem unique to Ottawa, many of the potential opportunities are within local control. Doing nothing, about this issue and others, is always an option, but the risk is great.

For those readers not familiar with the *Ottawa 20/20 Talent Plan*, it is a strategic foundation document for city-wide workforce planning that contains five strategic directions:

1. Enhance Community Capacity to Address Workforce Opportunities and Challenges.
2. Support Sector-Specific Projects.
3. Provide Centralized, Ongoing Access to Workforce Information.
4. Create a Career Guidance Network.
5. Support Skill Development and Recruitment Initiatives.

The *2004 Trends, Opportunities and Priorities Report* provided the first detailed work plan for the Talent Plan.

In forming conclusions and next steps, the following criteria were used:

- Does this action support priorities identified in the *Ottawa 20/20 Talent Plan* or a new, compelling priority that has recently emerged?
- Does this action build on successful activity already underway?
- Are the resources required to implement change within local control?

- Are there public champions and/ or investors who are prepared to support the action?
- Does the action support more than one challenge or opportunity?

While no recommended actions address all criteria, they do support many.

### Conclusions

1. *Every effort must be made to increase the capacity of the community to gather and share workforce information on a regular basis.*
  - This is a critical step in building effective linkages and partnerships. It is part of building the case for a community-wide skills agenda and specific priorities within that broader framework.
  - Many of the opportunities identified in the section above are within local control. For example, employers have agreed to participate in a forward-looking annual survey of workforce priorities. People are willing to share data but often don't volunteer it unless asked.
  - Some champions and investors are already in place. (See *Local Labour Market Information in Ottawa: A program model for integrating business conditions and LMI within a community-based consortium*. May 2005.) To maximize the effectiveness of communication efforts, more resources need to be invested than have been available in the recent past.
  - This action assists the community in anticipating future challenges and opportunities. For example, the federal government changes will have a huge impact on Ottawa's workforce. A future supply and demand study in three to five years will be too late. As well, the capacity to effectively support the city's bilingual workforce is seen as a competitive advantage and potentially at risk. This issue needs to be monitored.
  - This action supports Talent Plan Strategic Directions 1, 3, 4, and 5.
2. *Existing linkages need to be enhanced and new relationships developed.*
  - People and organizations generally move through three stages before action is taken on any given agenda. People must first become aware, then interested and finally engaged. Many specific project ideas have been identified through this research. These ideas need to be further explored with employers

who have expressed awareness and interest but need further information before they are willing to engage. For example, what can the community do to support the skills shortage of senior finance and accounting professionals? An exploratory meeting needs to be held to examine possibilities, identify committed partners and make specific decisions about next steps.

- Ottawa is a very networked city. There are many formal and informal networking groups that already intersect on areas of common interest. This activity builds on existing resources that are within local control. Some activity can happen with no new financial investment. More robust partnership building capacity will be possible with additional resources.
  - This action is also a requirement for initiating new city-wide workforce projects.
  - This action directly supports Talent Plan Strategic Direction 2 and indirectly supports 1, 3 and 5.
3. *Information from this report needs to be presented to the future Ottawa Council of Leaders for Immigrant Employment for further consideration and implementation.*
- Several opportunities to address longstanding challenges were identified through this research and potential champions have come forward. All employers expressed awareness and interest and are open to future meetings regarding their potential engagement.
  - Focus on immigrant workforce integration has been a community-wide priority for the past four years. There is a strong partnership of local organizations that are committed to supporting this initiative.
  - There are some “low-hanging fruit” that can be picked with existing resources. These can be addressed through voluntary partnerships. However, the community needs to be aware that an incremental and voluntary approach is unlikely to successfully address some of the greater challenges identified. The Council of Leaders will require the support of a dedicated secretariat to address actions that require a sustained effort such as establishing mentoring programs.
  - This action supports Talent Plan Strategic Directions 1, 2 and 5.

#### *Next Steps*

1. This report has already been embedded into the work plan of creating the future Ottawa Council of Leaders for Immigrant Employment. As mentioned earlier, this research was completed in partnership with the Internationally Trained Workers Project. The Council model is currently being confirmed and funding secured. Recruitment for council members is expected to begin in the fall.
2. This report should be provided to City of Ottawa Committees of Council and relevant departments for inclusion in ongoing strategic plans, particularly the Ottawa 20/20 Growth Management Plans
3. Another short-term step is to distribute this report to interested stakeholders and invite them to consider how they can further disseminate the results and factor the learning into their communication and networking plans. Examples include the provincial Interministerial Working Group for Ottawa, the chambers of commerce, and professional associations such as the Ottawa Human Resource Professionals Association.
4. This report and a complementary research project on creating a community data consortium need to be linked. There are several community stakeholders who have taken a leadership role in this regard and a follow up meeting is planned for the summer. The Social Planning Council of Ottawa has offered to coordinate this meeting.
5. A round of community consultation is being planned for the fall 2005, led by OCRI-TalentWorks. This consultation is being undertaken to identify workforce project priorities that will be incorporated into the *2006 Ottawa Trends, Opportunities and Priorities Report*. This research needs to be embedded into these consultations so that the larger community can have input on prioritizing projects. The current status of the francophone employment strategy needs to be explored as part of this process.
6. Results from this research need to be embedded into other data gathering activity that is being planned. It will be important, for example, to probe within surveys of small-to-medium businesses to determine if they have different experiences with integrating immigrants into their workforce. A survey of this nature is being planned by OCRI-TalentWorks.
7. Two projects that have sufficient city-wide potential should be explored as soon as possible by the OCRI-TalentWorks Steering Committee: an annual, forward-looking employer workforce survey and a project to address the senior

- accounting and finance skills shortage.
8. Progress on the announced Labour Market Agreement between the Province of Ontario and the Government of Canada should be monitored carefully for opportunities to implement recommendations of this report.

In conclusion, the information contained within this report is useful as labour market information. It is also an important resource for setting the 2006 priorities for city-wide initiatives. On behalf of the community, we extend appreciation to the employers and unions interviewed. Their openness in sharing perspectives on short and medium-term priorities have provided the opportunity to take the pulse of city-wide trends.

## Appendix A: Interview Format and Materials

1. Introductions
  - OCRI-TalentWorks and Internationally Trained Workers Project in partnership
  - Summary of meeting objectives
    - Identifying their workforce priorities in the next 2 to 3 years
    - Creating awareness and gauging interest in specific, city-wide workforce initiatives that align to internal talent needs, particularly an annual forward-looking workforce survey and a leadership council to support the integration of immigrants into Ottawa's workforce
2. Background
  - Strategic workforce planning in Ottawa since 2001
  - Lessons learned in the past 4 years
  - Statistics regarding the impact and benefits of an immigrant workforce
  - Leadership councils for immigrant employment in other Canadian cities
3. Employer-specific Workforce Needs
  - Please describe your current workforce characteristics.
  - Can you explain to us what challenges you are experiencing and what you are doing to address them? Do you have barriers to overcome to ease the transition of internationally trained workers into your workforce?
  - Are you confident that these measures are going to address your needs or are there other actions that need to be taken?
  - In what way could other partners support you?
  - Identification of existing projects that could provide immediate support, if applicable.
4. City-wide Workforce Needs
  - To what extent are you aware of the work to date and the future need for:
    - Forward-looking labour market information
    - An Ottawa leadership council to assist the workforce integration of immigrants
  - Are you interested in supporting an annual survey.
  - Request for second, decision-making meeting for leadership council
5. Questions and next steps

Meeting background material can be found at [www.talentworks.ca/workforce.html](http://www.talentworks.ca/workforce.html)

## Appendix B: Classification System

*The following explanation of the North American Industrial Classification System (NAICS) is provided in the 2001 City of Ottawa Employment Survey.*

The 1997 North American Industrial Classification System (NAICS) was developed jointly by Statistics Canada, the United States Office of Management and Budget and the Instituto Nacional de Estadística, Geografía e Informática of Mexico.

### NORTH AMERICAN INDUSTRIAL CLASSIFICATION SYSTEM (NAICS) SHOWING TYPICAL EXAMPLES

#### MAJOR GROUP

1 Primary	11-21 Crop and Animal Farming, Nursery and Horticulture Production, Support Activities, Forestry and Logging Sand, Gravel, Limestone Mining and Quarrying and Support Activates
2 Utilities	22 Hydro Generation and Distribution, Natural Gas Distribution, Water Supply and Sewage Treatment Systems and Facilities
3 Construction	23 Land Subdivision and Development, Construction Management and Trade Contracting
4 Manufacturing	31-33 Food, Beverage, Textile, Clothing, Wood and Paper Products, Printing, Chemical, Plastics, Non-Metallic Mineral, Fabricated and Metal Products, Machinery, Computer and Electronic Products, Electric Equipment Appliance and Components, Transportation Equipment
5 Wholesale	41 Farm, Petroleum, Food, Beverage, Personal and Household Goods, Motor Vehicle and Parts, Machinery and Equipment, Miscellaneous Wholesaler-Distributors, Wholesale Agents and Distributors
6 Retail	44-45 Motor Vehicle and Parts, Furniture, Electronic and Appliance, Building Material and Garden Equipment, Home and Hardware, Food and Beverage, Health and Personal Care, Gas Stations, Clothing, General Merchandise, Miscellaneous Retail
7 Transportation and Warehousing	Transportation and Warehousing 48-49 Air, Rail, Truck Transportation Services, Urban Transit Systems, Postal and Courier, Warehouse and Storage
8 Information and Cultural	51 Publishing, Motion Picture and Video Production and Distribution, Radio and Television Broadcasting, Information and Data Processing Services, Libraries and Archives
9 Finance and Insurance	52 Central Bank, Banks, Credit Unions, Credit and Sales Financing, Securities and Brokerage Activities, Insurance Carriers and Financial Vehicles and Related Activities
10 Real Estate and Rental Leasing	53 Real Estate Offices, Lessors of Property and Buildings, Rental and Leasing Services including Automotive, Electronics, Video, Commercial and Industrial Machinery

## Appendix B: Classification System

11 Professional, Scientific and Technical Services	54 Legal, Accounting, Tax, Bookkeeping, Architectural, Engineering, Surveying, Design, Computer Systems, Management Consulting, Advertising, Photographic, Translation, Veterinary Services
12 Management of Companies and Enterprises	55 Management of Companies and Enterprises, Head Offices, Holding Companies
13 Administrative and Support, Waste Management and Remediation Services	56 Office Administration, Facilities Support, Employment Placement Agencies, Temporary Help Services, Business Support Services, Call Centres, Travel Agencies, Security Devices, Service to Building Services, Waste Collection / Treatment and Disposal
14 Education Services	61 Elementary and Secondary Schools, Colleges and Universities, Other Schools incl: Computer Training, Fine Arts, Athletic, Language and Business
15 Health Care and Social Assistance	62 Hospitals, Nursing Care Facilities, Offices of Doctors, Dentists, Chiropractors, Mental Health, Therapists of Physical Occupational and Speech, Other Health Practitioners, Out-Patient Care Centres, Child Day-Care Services
16 Arts, Entertainment and Recreation	71 Companies, Groups or Independent Performing Arts, Music, Dance, Artists, Race Tracks, Sports Teams, Sports Stadiums, Promoters, Agents and Managers (for Artists, Athletes, Entertainers), Museums, Amusement, Gambling and Recreation Facilities incl. Golf Courses
17 Accommodation and Food Services	72 Hotels, Motels, Bed and Breakfast, Campgrounds, Food Services, Restaurants, Caterers, Bars, Taverns
18 Other Services	81 Repair and Maintenance - Automotive, Electronic, Appliance, Personal and Household Goods, Barber/Beauty Salons, Laundry, Religious, Funeral, Civic and Social Organizations, Business, Professional, Labour and Other Membership Organizations
19 Federal Government Public Administration	911 Federal Public Administration and Defence, all Federal Government Departments <b>except</b> ; Crown Corporations, Museums and Archives, which are listed under their functional major group - e.g. Canada Post is listed under the Transportation and Warehousing group, Museums are listed under the Arts, Entertainment and Recreation group
20 Provincial Public Administration	912 Provincial Administration and Services
21 Local Public Administration	913-919 Municipal Administration and Services (including Police, Fire), excluding Libraries which is listed under Information and Cultural, and Transit Services which is listed under Transportation and Warehousing
22 Other Public Administration	914 Embassies and Consulates, Other Extra-Territorial Public Administration, Aboriginal Public Administration

For further information on the NAICS system contact Statistics Canada or visit their web site at [www.statcan.ca](http://www.statcan.ca).

## Appendix C: About the Project Partners

**OCRI-TalentWorks** is an award-winning, Ottawa based initiative, uniting major stakeholders to provide community-wide strategic workforce planning and targeted projects. Founded in 2001, TalentWorks is managed by OCRI, Ottawa's lead economic development agency. TalentWorks has an established organizational structure, a Secretariat, office space and web presence. The OCRI-TalentWorks Steering Committee is made up of senior representatives of employers, government, education, labour, economic development agencies, and business associations. Our many projects are supported through funding from three levels of government and our partners. For additional information please visit [www.talentworks.ca](http://www.talentworks.ca).

The **Internationally Trained Workers Project** is a local partnership and community-wide strategy to facilitate the accreditation and integration of immigrant workers who are trained outside of Canada into the Ottawa labour market. A ground-breaking study was released in 2004 outlining Ottawa challenges and opportunities. The project is in its second phase and has received project funding from both the provincial and federal governments. The current project focus is establishing an *Ottawa Council of Leaders for Immigrant Employment*. Project partners include United Way-Centraide Ottawa, LASI-World Skills, OCRI-TalentWorks, the City of Ottawa, the Ottawa Chamber of Commerce and the Canadian Labour and Business Centre. For additional information please visit [http://www.unitedwayottawa.ca/english/itw/itw\\_home.htm](http://www.unitedwayottawa.ca/english/itw/itw_home.htm)

