

Sector Partnership

Warehousing and Transportation

A Strategic Plan

September–December 2017



Workforce Planning Board of Grand Erie
Commission de planification de la main-d'œuvre de Grand Erie

Funded by:



In partnership with:



CONESTOGA
Connect Life and Learning



Workforce
Planning Board
of Grand Erie

OUR VISION

A skilled, resilient workforce contributing to dynamic communities and their economies.

Project Coordination: Julie Putoczki
Labour Market Analysis: Jose Rodriguez
Executive Director: Jill Halyk



This project is funded by the Government of Ontario.

The views expressed in this document do not necessarily reflect those of the Government of Ontario.
The material in this report has been prepared by WPBGE and is drawn from a variety of sources considered to be reliable.

We make no representation or warranty, expressed or implied, as to its accuracy or completeness.

In providing this material, WPBGE does not assume any responsibility or liability.



TABLE OF CONTENTS

Executive Summary.....	1
Strategic Plan Endorsements	3
Brantford Economic Development	3
Brant County Economic Development.....	3
Sector Planning Participant Group – Warehousing	3
Sector Planning Participant Group – Transportation.....	5
Ontario Truck Driving School	6
Private Motor Truck Council of Canada	7
Strategic Planning Process	8
Labour Market Analysis	9
Warehousing Sector.....	9
SECTOR PARTNERSHIP MEETING 1	9
SECTOR PARTNERSHIP MEETING 2	10
SECTOR PARTNERSHIP MEETING 3	11
SECTOR PARTNERSHIP MEETING 4	12
Transportation Sector	13
ONE-TO-ONE INTERVIEWS	13
Skills Development Plan.....	14
Engagement	15
Recruitment	15
Trainings & Partnerships.....	15
Retention	16
Methodology.....	21
Acknowledgements.....	22
Appendix	23
A. A Labour Market Review.....	A
B. Employer Survey	B
C. SWOT Analysis.....	C
D. Occupational Profiles	D
E. Inventory of Sector Related Trainings.....	E



Executive Summary

For 14 weeks between September and December 2017, the Workforce Planning Board of Grand Erie in partnership with Conestoga College, conducted a Warehousing and Transportation sector strategic partnership plan. This strategy is a focused approach to building a skilled workforce by addressing the needs of our local warehousing and transportation businesses. This plan identifies that these sectors are experiencing a shortage of workers and these industries are struggling to attract and retain qualified workers. Funded by the Ministry of Advanced Education and Skills Development, this project recommends systemic changes in these sectors, which aim to benefit workers (at all skill levels), local businesses, the industry and the community.

The transportation and warehousing strategic plan is a workforce intervention focused on building a pipeline of talented workers, addressing skill gaps, and creating meaningful career pathways for a wide range of workers in these sectors. This project aligns employers, education training and support services in sector partnership meetings and one-on-one interviews, focused on the needs of the sectors and ensuring services are accessible to workers.

The Workforce Planning Board of Grand Erie provided the economic, industry and labour market data that was integral to this project, while key industry leaders illustrated real-time snapshots of local work environments.

Key findings:

- The sectors have been struggling to attract workers due to low public perception
- Jobs vary from entry-level, lower skilled opportunities to occupations requiring professional designation. The sectors offer good opportunities for career laddering
- Inadequate soft (employability) and essential skills are resulting in poor attachment to the workforce
- Gap between employers, educators, the workforce and community services require improvements in the match between skill demand and skill supply

The following recommendations align with our four themes on adapting workforce strategies:

Engagement

To increase sector attractiveness by promoting the sectors as a career of choice

- Enhance employer exposure in the community
- Inform job seekers on the variety of career pathways from entry-level to management
- Develop specific campaigns to attract under-represented demographics and workers from other industries



Recruitment

To increase job applicants into the sectors by matching the applicants to occupation

- Develop and implement a standardized referral process and central point where employers can access the best candidates
- Train and inform counsellors and instructors about strategies to guide more people into the sectors

Training & Partnerships

To support services tailored to job readiness and basic literacy skills offered through occupational specific training

- Develop a training model to increase the pool of 'job ready' applicants
- Increase access to skills development and support existing employees career laddering

Retention

To sustain a strong link between employers and employees

- Evaluate and adjust strategic programs and services on emerging employer needs
- Improve access to employee support networks

This employer-driven strategic plan is a starting point into a long-term sustainable strategy that will support our warehousing and transportation sectors as they continue to grow.

Jill Halyk

Executive Director

519-756-1116 x227

jhalyk@workforceplanningboard.org



Strategic Plan Endorsements

Brantford Economic Development

“Brantford’s strategic location on provincial HWY 403 make us an ideal location for logistics and transportation companies looking for superior access to markets.”

Kevin Finney

Director, Economic Development and Tourism
City of Brantford



Brant County Economic Development

“As significant sectors in the local economy, transportation and warehousing continues to thrive and prosper, however the need for qualified workers is urgently needed in order to sustain area companies. This strategic report outlines recommendations and provides a framework on how to address this problem to supply the necessary, qualified workforce to bridge the demand gap.”

Alison Newton

General Manager, Economic Development and Strategic Investments
County of Brant





Sector Planning Participant Group – Warehousing

As members of the Sector Partnership Planning Grant for the Transportation and Warehousing Sector, we endorse the strategies laid out in this report.

K. Wulf, *Adidas*

J. Weir, *DHL Supply Chain*

C. Romano, *Brant Haldimand Norfolk Catholic District School Board*

D. Eelkema, *Grand Erie District School Board*

L. Bruner, *Brant Skills Centre*

P. McNaughton, *Grand River Employment And Training*

A. Whitton, *Calendar Club Canada*

A. Cordier, *Ontario Works Brantford-Brant*

M. Smith, *CareerLink Employment Services*

M. Kaus, *St. Leonard's Employment Services*

L. Premsukh Singh, *Conestoga College*

J. Bethune, *The Marco Corporation*

R. Hessian, *Conestoga College*

J. Halyk, *The Workforce Planning Board of Grand Erie*



Sector Planning Participant Group – Transportation

As members of the Sector Partnership Planning Grant for the Transportation and Warehousing Sector, we endorse the strategies laid out in this report.

T. Parker, *Jeff Bryan Transport*

K. Hall, *Keith Hall & Sons Transport Ltd.*

F. Beale, *LMT Transportation*

Wade Thompson

W. Thompson, *Double-D Transport Inc.*

S. Uvanile-Hesch, *Women's Trucking Federation of Canada*



Ontario Truck Driving School



November 20, 2017

To: The Workforce Planning Board of Grand Erie
Subject: Transportation and Warehousing Strategic Partnership Plan

I am pleased to offer you this endorsement letter for your efforts to increase the attraction and retention of workers in the transportation sector.

There is a significant shortage of workers to meet the need for productivity in the transportation sector. In addition, employers will continue to struggle fill jobs left vacant due to retirements, attraction challenges and worker turnover.

Your initiative to develop a workforce strategic agenda to keep this industry moving forward benefits the community and the transportation sector as a whole.

I wish you the best in securing interest and funding for this project. Should the Ontario Truck Driving School be able to assist you in any other way, please let me know.

Sincerely,

Gus Rahim
President
PH 519-858-2165
FX 519-858-0920
gus@otds.com



Private Motor Truck Council of Canada



Private Motor Truck Council of Canada
Association Canadienne du Camionnage d'Entreprise



November 18, 2017

To: Whom it may Concern

Subject: Transportation Strategic Partnership Plan

As you may be aware, the Transportation Industry in Canada employs over 700,00 people, and over 300,000 of these are Professional Commercial Motor Vehicle Operators. The average age of a CMV operator in Canada is approaching 50 years of age, and the youth of our industry are not coming at a fast-enough pace to replace them. Unfortunately, the youth are not aware of the opportunities that are available in our Industry, and the job of a Professional Truck Driver is not seen as an attractive option for them. The job is not even on the radar of youth, their parents, or even the guidance counsellors who work for the school boards themselves. At this point we are not even considered a skilled trade.

Some companies are already having trouble filling the seats of their trucks with qualified drivers, and the problem is only going to be come worse if we do not begin work immediately to come up with a plan to encourage people to look towards our sector for employment. "If you got it, a Truck Brought it", is a familiar statement to many, and one that certainly rings true. If we do not do something to attract people to our industry, and soon, the consequences to our society and way of life will be heavily impacted.

The Workplace Planning Board of Grand Erie, and their Project Co-ordinator, Julie Putoczki, have the full support of the PMTC and it's membership on this all important initiative.

Mike Millian

President, Private Motor Truck Council of Canada

trucks@pmtc.ca

cell: 519-932-0902



Strategic Planning Process

The growth of the warehousing and transportation sectors continues to be a cornerstone of Brant's economy, supporting all of our major industries such as manufacturing and agriculture. In Brant, unemployment levels hovers around 5%, one of the lowest in Ontario. These industries are experiencing a significant shortage of qualified workers, as job seekers are not pursuing employment within these sectors.

Ontario Works Brantford-Brant report an average of 2,600 people in Brant are in receipt of social assistance because they are unable to find employment. A majority of these individuals are single, employable people who are unable to find work. Just over half of these individuals have their grade 12 diploma, some college or post-secondary diplomas. In 2016, Brant also had over 3,200 people receiving assistance through Employment Ontario. Employment Ontario Employment Services continues to assist a growing number of job seekers. These individuals have identified issues – poor labour force attachment, a lack of soft skills, low education levels, health and well-being problems, a lack of transportation and ineffective job searching skills.

The growth of this sector provides significant opportunities for job seekers entering the market for the first time and/or job seekers with fewer qualifications. This strategic partnership plan identifies the current state of the warehousing and transportation sectors in Brant, where they should be and how to get there.

PURPOSE To increase the attraction and retention of employees in the warehousing and transportation sectors within Brant.

VISION

- ✚ develop a clear understanding of the skills, training, and education local employers require and how they can be obtained;
- ✚ develop training partnerships within the community that support both job seekers and employers; and
- ✚ create supportive hiring partnerships that increase attraction and retention of employees

VALUES

This sector partnership aims to address how we can:

- ❖ Engage local members of industry, education, employment, training and workforce development on a strategic agenda to keep the industry moving forward
- ❖ Restore the integrity of the sector, making it an "Industry of Choice"
- ❖ Encourage and identify career paths that will attract a variety of skilled job seekers
- ❖ Create and manage training opportunities that will attract and retain qualified workers



The labour market conditions of the warehousing and transportation sectors were researched independently. The following steps outline the process of how the information was gathered and analyzed for each subsector. Industry and community stakeholders collaborated to identify key issues and to develop actionable strategies. This process addresses our key learning statement, “How can we attract and retain qualified workers in the transportation and warehousing sector to meet the growing demand?”



Labour Market Analysis

Labour market information was extracted from a variety of sources. This information identified the top industries by employment, the top five occupations by employment and major growth, within both the warehousing and transportation sectors. Each subsector was analyzed independently by occupational category share, place of work and place of residence, age characteristics by occupation, educational attainment by occupation, attraction and retention challenges. (See Appendix 1).

Warehousing Sector

To identify challenges unique to employers and job seekers in Brant’s warehousing sector, the Workforce Planning Board of Grand Erie, in partnership with Conestoga College, brought together members of industry, education, employment, training and workforce development in four sector planning partnership meetings. During these meetings, participants were asked to take a step back from their day-to-day operations, look at the sector as a whole and identify where the local industry is heading, and what the priorities are. Each meeting progressively built on one another, examining the contributing factors of public perception, skills qualifications, wages, work conditions and hours, and attraction and recruitment methods.

SECTOR PARTNERSHIP MEETING 1

Topic: Determining labour supply and demand

The first meeting identified that the growing demand for qualified workers exceeds the available labour supply. Businesses are struggling to meet the industry’s need for productivity. Facts gathered through employer surveys provided current staffing levels, projected hires, recruiting practices, occupations and requirements. (See Appendix 2).



A growing demand for workers:

- employers are having challenges attracting entry and mid-level workers
- many employers hire contract/seasonal employment
- employers are unable to fill vacancies despite recruiting from multiple sources
- substantial room for entry-level jobs for the first-time and /or job seekers with fewer qualifications to gain entry-level experience
- the sector offers good opportunity for career laddering in the three main categories of occupations: entry-level, technical, and managerial through internal processes

An insufficient supply of workers:

- employers report they are unable to attract and retain sufficient numbers of workers to meet their demand
- current training programs need to be modified to address all occupational requirements and levels of experience that employers require
- secondary schools report 50% of students are entering the workforce without continuing to post-secondary
- job advancement in the sector depends largely on initiative and attendance (soft skills)
- employers are unfamiliar with employment agencies services and programs

SECTOR PARTNERSHIP MEETING 2

Topic: Making Transportation/Warehousing an industry of choice

Participants explored topics of public perceptions, business marketing, promotion and awareness, career opportunities and potential, competition and wages. The meeting identified key challenges the sector struggles with in attracting applicants into the sector.

- public perception of employment opportunities in the sector is low
- there is a lack of knowledge about the sector and its contribution to the local economy
- job seekers have a skewed perception of the required skills and experience to make informed career decisions and pursue available jobs
- job seekers experience local transportation challenges



Through a SWOT Analysis, participants identified opportunities the sector could pursue, resulting in, customized short-term, medium-term and long-term recommendations and strategies. (See Appendix 3).

Short-Term:

- Engage businesses to participate in 'Take Your Kids to Work Day'
- Give warehousing businesses a spot in Manufacturing Day. Don't just highlight skilled trades
- Promote the Specialist High School Major program to employers and engage businesses to become more involved in this initiative
- Create videos that highlight all employment (including seasonal positions) and advancement opportunities in the sector, include success stories and all aspects of the industry

Medium-Term:

- Map out a career ladder for the sector
- Develop customized employee training packages through partnerships linking the college, employers, school boards, Literacy and Basic Skills and Employment Ontario to attract and train workers with skills
- Develop a testing method to identify level of forklift experience
- Develop promotional/informational materials about different employment opportunities, pathways and sector growth. Provide these materials to employment agencies to share with clients

Long-Term:

- Develop transportation solutions that support warehousing business shifts and locations

SECTOR PARTNERSHIP MEETING 3

Topic: Identifying the skills profile for each occupation in the industry

Participating employers brought job postings and descriptions to the table, outlining the skills, knowledge, and aptitude required. Participants then cross-referenced this information with identifiable internal and external training opportunities and supports.

Participants identified the following issues as factors contributing to labour and skill shortages:

- soft and essential skill gaps and shortages in job seekers and current employees
- lack of on-the-job experience and technical training in qualified job seekers
- inconsistent and missing labour market information on occupations and skill requirements

Participant input combined with multiple federal and provincial government employment sources (see references) were used to develop occupational profiles of existing occupations and their projected need in Brant. (See Appendix 4). Researching local training and education



providers, a training inventory was compiled outlining existing training opportunities (and partners) within a 25-kilometer radius of Brant. (See Appendix 5).

SECTOR PARTNERSHIP MEETING 4

Topic: Building a workforce strategic plan

Four key themes became the base for the strategic plan and recommendations, Engagement, Recruitment, Training & Partnerships and Retention. (See Appendix 6).

Engagement

- Myth-busting and changing perceptions
- Employer participation
- Employment counsellors-sector development

Recruitment

- Centralized point of access
- Pre-assessment skills assessment
- Finding recruits, tapping into transferable skilled workers
- Strengthen partnerships between employment agencies, school and employers

Training & Partnerships

- Building relationships-supply and demand
- Pre-employment training
- Employer assessment tool

Retention

- Advance in-house training
- Build on employee value and loyalties
- Build a permanent work structure



Transportation Sector

ONE-TO-ONE INTERVIEWS

Local transportation employers and the Women’s Trucking Federation of Canada provided input on themes and sector challenges local employers, training providers, job seekers and drivers experience within the transportation industry. Employers provided facts about local staffing levels, projected hires, recruiting practices, occupational requirements. These discussions examined topics of public perception, skills qualifications, wages, work conditions and hours, and attraction and recruitment methods. Recommendations in the four areas of Engagement, Recruitment, Training & Partnership, and Retention also provided the background for the development of a strategic plan within the transportation industry. The following chart outlines the key local industry challenges and recommendations.

CHALLENGES		RECOMMENDATIONS	
ENGAGEMENT			
<ul style="list-style-type: none"> • there is a low public perception of employment opportunities • there is a lack of knowledge about the sector and its contribution to the local economy • job seekers/drivers have a skewed perception of the realities of the job to make informed career decisions and pursue available jobs 	<ul style="list-style-type: none"> • myth-busting and changing perceptions • increased employer participation in the community • educating employment counsellors-sector occupations and career laddering opportunities 		
RECRUITMENT			
<p>Despite recruiting from multiple sources employers are struggling to</p> <ul style="list-style-type: none"> • attract women and younger workers • fill empty trucks with drivers and loads • attract cross-border drivers 	<ul style="list-style-type: none"> • promote the occupation to women, younger workers • employers to provide varied and different options for workers (i.e. more short and relay runs) • strengthen partnerships between employment agencies, training schools and employers 		
TRAINING & PARTNERSHIP			
<ul style="list-style-type: none"> • soft and essential skill gaps and labour shortages • skills required are increasing including on-board computers, GPS systems, numerous forms to fill out and comply with government regulations regarding customs, hazardous goods shipment, and vehicle safety 	<ul style="list-style-type: none"> • develop customized employee training packages through partnerships linking the truck driver training schools, college, employers, school boards, Literacy and Basic Skills and Employment Ontario to attract and train workers with skills 		

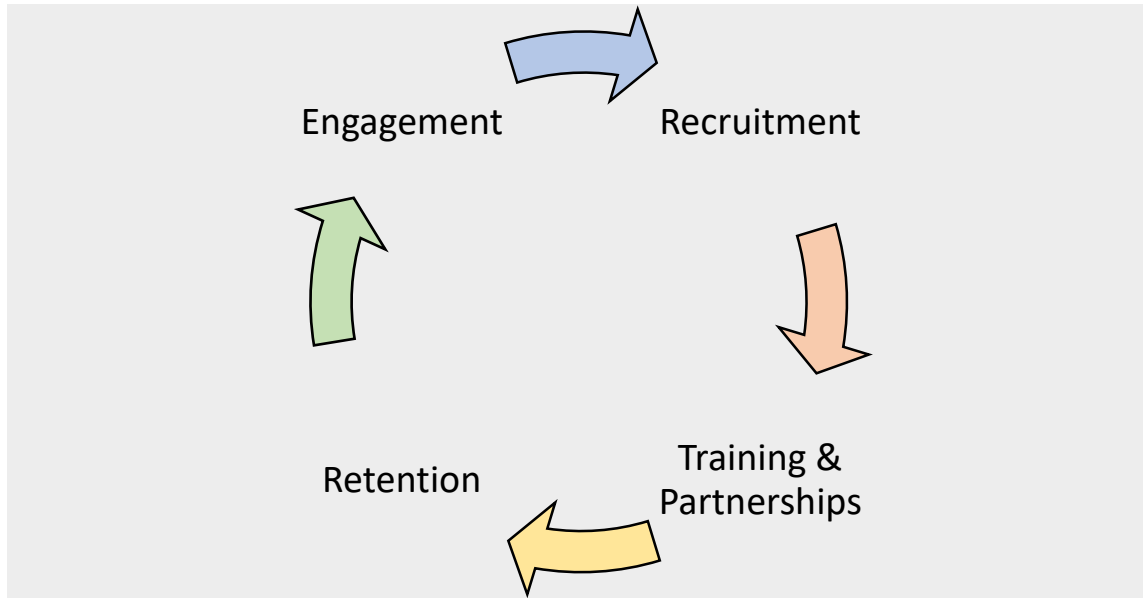


<ul style="list-style-type: none"> • current training programs need to be modified to address all occupational requirements and levels of experience that employers require • there is a soft and essential skills disconnect between the current Mandatory Entry-Level Training (MELT) program and those that employers require 	
RETENTION	
<ul style="list-style-type: none"> • employers are unfamiliar with employment agencies services and programs • job seekers stay with a company for a few months and move on to the next 	<ul style="list-style-type: none"> • educate job seekers and employees on job realities • build on employee values and loyalties – meeting expectations and needs

Skills Development Plan

The following strategic plan provides a framework that address attraction and retention interventions needed to build a skilled and effective workforce. It is important to note that the success of this project lies with the effective interaction of a range of partners that come from different agencies, organizations, employers, educational and training providers. These partners will play a critical role informing the development trainings, referral processes, project facilitation, assessment and evaluation of the project. This project addresses local employers’ current needs and aims at improving the industry by supporting systemic changes. This multi-layer project will foster innovative approaches, continuous improvement, and collaborations that build long-term relationships and goals.

The following charts outline four themes of recommendations engagement, recruitment, training & partnerships and retention. The themes are broken down into activities with outcomes, potential partners and timelines. These recommendations do not stand-alone but rather work together to form a continuous flow of job seekers into the sectors and retain them, addressing both attraction and retention issues.



Engagement

This process engages the community and increases exposure to students (at all levels), parents, key stakeholders, sector partners, and sector-related businesses in the community to inform and involve these groups through a variety of strategies.

The following recommendations aim to rebrand the image of the sector, by engaging employers in community exposure and attracting job seekers to the sector as a career of choice.

Recruitment

Recruiting, hiring and training new employees requires significant time and money. Ideally, employers wish to hire the best-qualified candidates they can to ensure success and productivity. Current labour market conditions and employment practices make this a difficult challenge in today's economy.

Working together, industry and community participants developed strategic actions to improve hiring outcomes while increasing opportunities for job seekers who may require additional training and support.

Trainings & Partnerships

Based on employer reports of attraction and retention issues, it was determined that a skills training model is a valuable response to employer challenges. A training model will address soft (employability) and occupational specific essential skills learning with interactive and participatory components. This training model will be evaluated and adjusted according to emerging employer needs.



Introduction To Warehousing

This program will assist anyone seeking to work in the Warehousing sector. It will cover key topics such as warehousing operations, material handling, working conditions and practices, measurement, equipment, health and safety and job skills. This program takes an interactive approach to training by combining hands-on activities with modular learning. It caters to both those seeking to enter into this growing industry and those looking to refresh their prior skills and knowledge. The program aims to equip job seekers with a solid foundation of the warehousing sector, which they can continue to build on.

Additional modular training and access to Conestoga College programs will provide existing employees with additional skills for career laddering accessible by offering financial assistance to employers through the Canada Ontario Job Grants.

Pre-employment Truck Driver Training

This pilot training model will help potential truck drivers prepare for and succeed as AZ Truck Drivers in the commercial transportation industry. It will be a preparation course for trainees prior to undergoing the Mandatory-Entry-Level Training (MELT) program offered by provincially recognized approved training providers. It aims to prepare participants to the requirements employers need and an understanding of the work culture needed to work in transportation in a safe and productive way.

Upon successful completion of both programs, employment assistance and job retention support will establish a sustainable workforce and increase retention rates.

Retention

Employee turnover becomes a systemic issue, affecting employee morale and performance. Recommendations focus on sustaining a strong link between employers and employees resulting in an understanding of the occupations and connections to jobs.

This project works to support companies in recognizing the essential factors that help maximize employee potential and impact the overall work experience—professional and career development, learning opportunities, support networks and ongoing feedback.

Warehousing and Transportation Strategic Partnership Plan 2017 (Brant) ENGAGEMENT

PROMOTION			
Activities	Outcome	Potential Partnerships	Timeline
Develop sector promotional materials for specific audiences (elementary, high school, college students, general public, employment agencies) on current occupational opportunities and career pathways	Job seekers and students will see the opportunities and growth available to them in the sectors	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Employment Agencies	Ongoing
Develop promotional materials for social media platforms (radio, Facebook Forum) on current hiring needs, centralized service and pre-employment trainings	A larger proportion of local residents will have access to information on current employment and training opportunities	Employers/Social Media	Ongoing
Develop specific promotional campaigns to attract workers from under-represented demographics, workers from related industries and workers from other communities	More under-represented populations will access jobs in the sector and workplaces will increase their diversity	Employers/Schools & Training Institutions/Employment Agencies/Social Media	Ongoing
Disseminate promotional and educational materials to community on current employer hiring needs	The sector will be recognized for their importance and their role in the community Local residents will identify opportunities for advancement and local trainings	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Employment Agencies/Social media	Ongoing
PARTNERSHIP			
Support partnerships between employers, training providers, community service agencies	Increased referrals and employment for job seekers	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Employment Agencies	Ongoing
Collaborate with employers, associations and training schools to co-brand promotions	Businesses will increase their visibility in the community Joins local sectors and stakeholders to enhance the credibility of activities to support the high employment demands	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies/Social media	Ongoing
Involve businesses in community events such as: <ul style="list-style-type: none"> • Take Your Kid To Work Day • Manufacturing Day • Speak at high school co-op, Specialist High Skills Major program, School College Work initiative programs, and Introduction to Warehousing program /Pre-employment Truck Driver Training 	The community will recognize and identify with the local warehousing companies, attracting workers at a younger age who are making career decisions	Employers/Schools & Training Institutions/Employment Agencies/Social Media	Ongoing

Warehousing and Transportation Strategic Partnership Plan 2017 (Brant) RECRUITMENT

Developing Standardized Tools			
Activities	Outcome	Potential Partnerships	Timeline
Explore existing recruiting methods and identify a more centralized point of access for employers and a database of current hiring needs for employers	Employers can access the best candidate for their hiring needs Job seekers have current and reliable information on companies hiring and can gain entry employment quickly	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Develop a pre-employment skills assessment that will determine occupational fit (including criminal record check, drug testing, literacy and Basic Skills)	Increased referrals for job seekers that do not have employment barriers to the sector	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Develop an appropriate standard referral process for sector training programs or towards direct entry to work	Job seekers will have a defined pathway to attain skills that employers require, increasing the pool of 'job ready' job seekers	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Implementing Standardized Tools			
Train the Trainer - Provide counsellors and educational instructors with <ul style="list-style-type: none"> • local employer and labour market demands • pre-employment skills assessment • career pathways • referral information to trainings 	Employment counsellors will be trained to guide more people into the sector	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Assist laid-off workers identify transferable skills and promote warehousing to those workers	Local residents looking for re-entry into the workforce will identify and seek growth opportunities the sector offers	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Inform new transportation and warehousing companies about the strategies in place to support the sectors	Increased job applicants and employment	Employers/Community and Employment Agencies	Ongoing

Warehousing and Transportation Strategic Partnership Plan 2017 (Brant) TRAINING

Developing Pre-Employment Training Programs			
Activities	Outcome	Potential Partnerships	Timeline
WAREHOUSING			
Develop a pre-employment program linking literacy basic skills/essential skills training and an orientation to warehousing entry-level positions Develop additional career laddering training modules employers can access with financial supports through Canada Ontario Job Grant	Applicants obtain the necessary soft and essential skills required by employers Employers will have a 'job ready' applicant Existing employees increase skills to support career laddering	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
TRANSPORTATION			
Create and develop a pre-employment program linking literacy and basic skills (essential skills) prior to trainees moving into the Mandatory Entry-Level Training (MELT) program	Applicants obtain communication, customer service, and co-ordination skills required by employers, prior to their Truck driver training program Employers will have a 'job ready' applicant	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing

Warehousing and Transportation Strategic Partnership Plan 2017 (Brant) RETENTION

Developing Continued Supports			
Activity	Outcome	Potential Partnerships	Timeline
Provide an inventory of service providers that can provide support for business training supports, including contact information, subsidy programs, work essentials Canada Ontario Job Grant	Businesses will access services to connect with to access training information and build on local training support programs	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Conduct industry evaluation to assess effectiveness of the pre-employment programs, referrals and support activities to ensure outcomes are achieved	Programs and services will respond to emerging needs	Employers/Grand Erie District School Board/Brant Haldimand Norfolk Catholic District School Board/Conestoga College/Community and Employment Agencies	Ongoing
Develop a quarterly job demand report identifying employment opportunities	Counsellors and job seekers identify current employment opportunities and where to go to get a job	Employers/Community and Employment Agencies	Ongoing
Build a social network or community for local Truck Drivers	Truck drivers can easily access information, supports, and have overall more job satisfaction	Employers/Truck Driver Training Institutions	Ongoing
Investigate and develop best practices to support retention and share with employers	Employers identify current effective retention activities, and activities that will support retention gaps	Employers/Truck Driver Training Institutions	Ongoing



Methodology

A mixed methodology approach provides this sector plan with the tools to produce recommendations and determine next steps in reducing the number of employment vacancies and increasing the pool of qualified works in Brant's warehousing and transportation sectors.

Literature Review: Examined existing research and information to identify industry trends, occupational profiles and requirements from websites such as The Government of Canada, The Government of Ontario, The Canadian Supply Chain Sector Council, Women In Supply Chain, Trucking News, and a variety of supply chain labour articles. (For a full list of documents, see References).

Labour Market Analysis: Refer to data sources such as 2011 National Household Survey (NHS), Canadian Business Counts, and Economic Modeling Specialists Intl. (EMSI) Analytics 2016.

Sector Partnership Meetings: The Workforce Planning Board of Grand Erie hosted four roundtable-planning sessions on September 13th, September 27th, October 11th, and October 25th 2017. Thirteen participants attended from local organizations including warehouse businesses, educational institutions, literacy development services and employment and training services. This group developed a profile of the warehousing sector in Brant and contributing factors relating to the sector: public perception, workforce attraction and retention methods, partnerships, pre-employment skills/qualifications and required education/trainings.

Employer Interviews: Four one-to-one transportation employer interviews provided detailed information about skill requirements, recruitment and retention challenges.

Tool Development:

- **Survey:** Six local warehousing and transportation businesses provided input on their labour supply and demand conditions using Survey Monkey
- **SWOT Analysis:** Identified four local warehousing businesses strengths/weaknesses and opportunities/threats relating to employment conditions, trends and barriers; creating short-term, medium-term and long-term actionable strategies
- **Occupational and Skill Descriptions:** five top occupations and profiles with job functions, employment qualifications, occupational outlook, required essential, technical and soft skills
- **Training Inventory:** Inventory of warehousing and transportation sector-related training within a 25-kilometer radius of Brant identifies training opportunities

The Warehousing and Transportation sector strategic plan combines both quantitative and qualitative data to identify the sectors' priority areas and to develop the recommended strategic actions.



Acknowledgements

We would like to thank the following companies for volunteering their time and expertise to this Sector Planning Partnership. Without their contribution, the following Warehousing and Transportation Strategic Sector Partnership Plan would be incomplete.

Adidas
Brant Haldimand Norfolk Catholic District School Board
Brant Skills Centre
Calendar Club Canada
CareerLink Community Employment Centre
Chamber of Commerce Brantford-Brant
City of Brantford Economic Development and Tourism
County of Brant Economic Development & Strategic Investments
DHL Supply Chain
Double-D Transport Inc.
Grand Erie District School Board
Jeff Bryan Transport Ltd.
Keith Hall & Sons Transport Ltd.
LMT Transportation
Ontario Works Brantford-Brant
St. Leonard's Community Services
The Marco Corporation
Women's Trucking Federation of Canada

Project Coordination: Julie Putoczki
Labour Market Analysis: Jose Rodriguez
Executive Director: Jill Halyk



This project is funded by the Government of Ontario.
The views expressed in this document do not necessarily reflect those of the Government of Ontario.
The material in this report has been prepared by WPBGE and is drawn from a variety of sources considered to be reliable.
We make no representation or warranty, expressed or implied, as to its accuracy or completeness.
In providing this material, WPBGE does not assume any responsibility or liability.



Appendix

- A. A Labour Market Review
- B. Employer Survey
- C. SWOT Analysis
- D. Occupational Profiles
- E. Inventory of Sector Related Trainings



A. A Labour Market Review



Sector Partnership Warehousing and Transportation

A Labour Market Review

Brant Census Division

September 2017



Workforce Planning Board of Grand Erie
Commission de planification de la main-d'œuvre de Grand Erie

Funded by:



In partnership with:



CONESTOGA
Connect Life and Learning



Acknowledgement

We would like to thank the following companies for volunteering their time and expertise to this Sector Planning Partnership. Without their contribution, the following Labour Market Review of the Warehousing and Transportation Sectors would be incomplete.

Adidas
Brant Haldimand Norfolk Catholic District School Board
Brant Skills Centre
Calendar Club Canada
CareerLink Community Employment Centre
Chamber of Commerce Brantford-Brant
City of Brantford Economic Development and Tourism
County of Brant Economic Development & Strategic Investments
DHL Supply Chain
Double-D Transport Inc.
Grand Erie District School Board
Jeff Bryan Transport Ltd.
Keith Hall & Sons Transport Ltd.
LMT Transportation
Ontario Works Brantford-Brant
St. Leonard's Community Services
The Marco Corporation
Women's Trucking Federation of Canada

Project Coordination: Julie Putoczki
Labour Market Analysis: Jose Rodriguez
Executive Director: Jill Halyk



This project is funded by the Government of Ontario.
The view expressed in this document do not necessarily reflect those of the Government of Ontario.
The material in this report has been prepared by WPBGE and is drawn from a variety of resources considered to be reliable.
We make no representation or warranty, expressed or implied, as to its accuracy or completeness.
In providing this material, WPBGE does not assume any responsibility or liability.



Table of Contents

Contents

Acknowledgement	2
Introduction	4
Top Industries	5
Industry Employment.....	5
Truck Transportation (NAIC 484)	5
Support Activities for Transportation (NAIC 488).....	6
Warehousing and Storage (NAIC 493)	6
Staffing Patterns	10
Occupations employed in Warehousing and Transportation.....	10
Occupations by Major Growth.....	11
Warehousing Subsector	12
Place of Work and Place of Residence	13
Age Characteristics by Occupation	13
Gender by Occupation	14
Educational Attainment by Occupation.....	15
Attraction and Retention	16
Attraction Challenges.....	16
Retention Challenges	17
Transportation Subsector	17
Place of Work and Place of Residence	18
Age Characteristics by Occupation	18
Gender by Occupation	19
Educational Attainment by Occupation.....	20
Attraction and Retention	21
Attraction Challenges.....	21
Retention Challenges	22
References	23



Introduction

As the warehousing and transportation sectors in Brant anticipates a continuation of growth in new jobs, the sector also expects to struggle filling jobs left vacant due to retirements, attraction challenges and worker turnover. The Workforce Planning Board of Grand Erie in partnership with Conestoga College has responded to this challenge. This labour market analysis of the sector, combined with feedback from local businesses, community agencies and educational providers details the labour market trends and challenges within the sector.

This report encompasses data collected from the Brant Census Division (Brant), which includes:

- City of Brantford
- Brant County
- Six Nations
- New Credit

A combination of Statistics Canada 2011 (National Household Survey) and Economic Modeling Specialists Intl. (EMSI) Analytics 2016 data is the basis for the labour market analysis in this report. These data sets provide actual and estimate statistics for industry and employment conditions and trends.

The Canadian Supply Chain Sector Council (CSCSC) identifies eight sub-functions of the supply chain industry: Inventory/Material Control; Marketing and Sales; Purchasing; Senior Management; Transportation; Warehousing; Logistics; and Information Systems.

The warehousing and transportation sector (48-49 NAICS) comprises establishments primarily engaged in transporting passengers and goods, warehousing and storing goods, and providing service to these establishments.

Brant's warehousing and transportation businesses represent 7.5% or 298 of 3,928 total businesses in the community. The concentration of this sector is greater in Brant than the province (1.08% vs 0.92%) and employs an estimated 2,936 people, out pacing the national average by 7%. Between June 2011 and June 2017, the number of businesses in this sector grew by 78% (167 to 298), with the largest growth occurring in 2015 and 2017. As Ontario's merchandise trade grew, the number of businesses grew by 69 between June 2015 (229) and June 2017 (298). This 30% increase represents the largest growth of all the industries within Brant. Therefore, the warehousing and transportation industry is an important driving force to Brant's economy.



Top Industries

Industry statistics show the top subsectors in Brant are Truck Transportation with 78% of total businesses, followed by Support Activities for Transportation with 9%, and Warehousing and Storage with 6%.

Table 1. Top Industries (3-Digit NAICS) within Transportation and Warehousing

Industry	Number of Businesses	%
48-49 - Transportation and warehousing	298	100%
484 - Truck transportation	231	78%
488 - Support activities for transportation	27	9%
493 - Warehousing and storage	19	6%
485- Transit and ground passenger transportation	11	4%
492 - Couriers and messengers	7	2%
481 - Air transportation	1	0.3%
482 - Rail transportation	1	0.3%
487 - Scenic and sightseeing transportation	1	0.3%

Source: Canadian Business Counts, June 2017

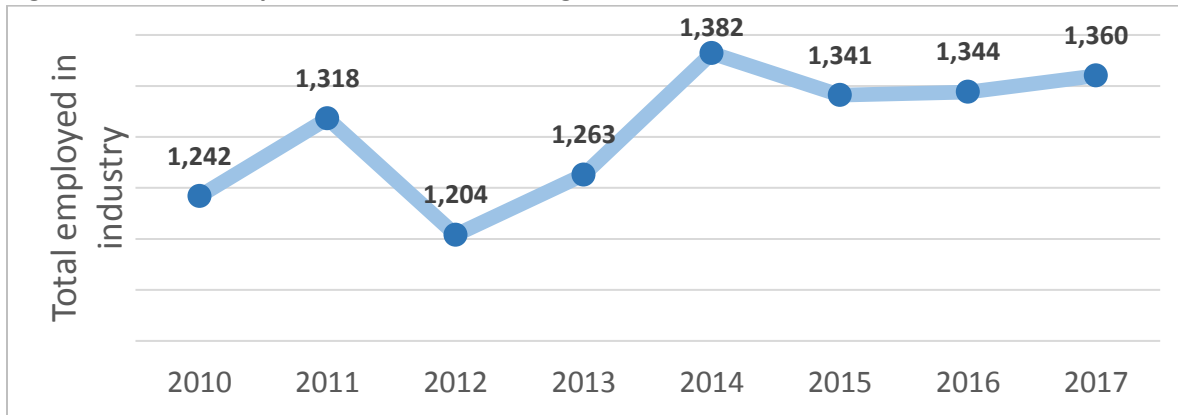
Industry Employment

We can breakdown the top three industry subsectors by total businesses and total industry employment using EMSI analytics to identify job numbers over the last 7 years. These include:

- Truck Transportation (NAIC 484)
- Support Activities for Transportation (NAIC 488)
- Warehousing and Storage (NAIC 493)

Truck Transportation (NAIC 484)

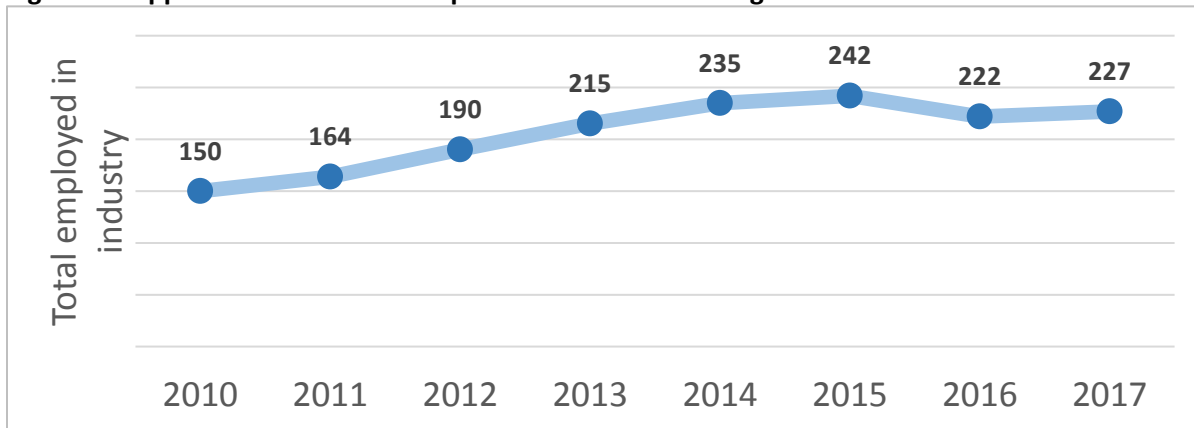
Truck transportation represents the largest subsector with 231 out of 298 total businesses (78%). These businesses include specialized and general freight trucking. Employment within this subsector increased from 1,242 jobs in 2010 to 1,360 in 2017, representing a 9.5% increase.

**Figure 1. Truck Transportation Total Job Change**

Source: EMSI Analytics 2017

Support Activities for Transportation (NAIC 488)

Support activities for transportation represent 27 out of 298 total businesses (9%) in the transportation and warehousing sector. This includes freight transportation arrangements and support activities for air, rail, water, and road transportation. The number of jobs in this sub-sector has grown significantly, from 150 in 2010 to 227 in 2017.

Figure 2. Support Activities for Transportation Total Job Change

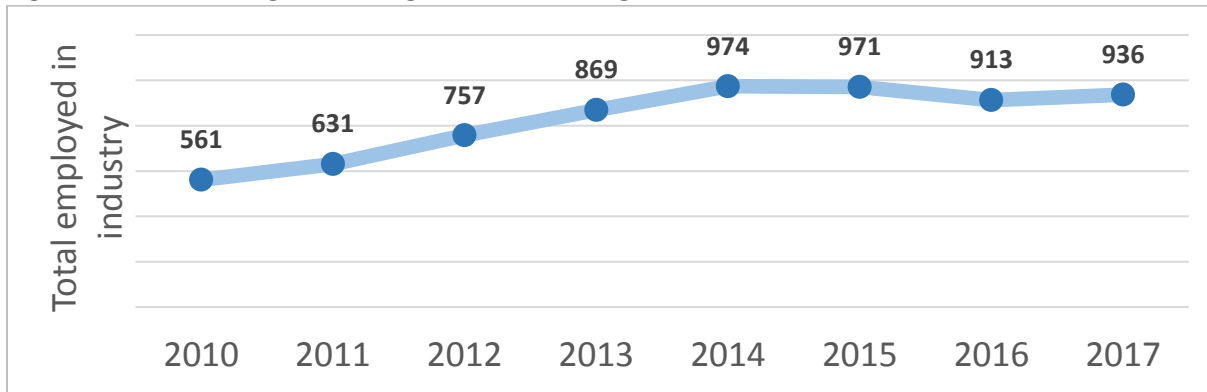
Source: EMSI Analytics 2017

Warehousing and Storage (NAIC 493)

Warehousing and storage enterprises include general, refrigeration, and farm product. Although this sector represents only 19 of the 298 businesses in transportation and warehousing, employment within the sector is growing. The number of jobs has grown by over 62% since 2010, providing an estimated 936 jobs in 2017.



Figure 3. Warehousing and Storage Total Job Change



Source: EMSI Analytics 2017

The CSCSC also identifies three occupational categories within the eight sub-functions of the supply chain: Operational, Tactile and Managerial, and classifies them into NOC Codes. The following table has been adapted from the CSCSC and filtered to reflect the number of employees and their potential growth rate within Brant’s three largest subsectors with transportation and warehousing.

Table 2. Supply Chain Force by Occupation in Brant CD

Sub Function	Occupational Category	NOC Code	Sample Position Titles	Employees (2016)	Expected Growth Rate 2016-2021
Inventory/ Material Control	Managerial	0114	Other administrative service managers: eg., inventory, material, compliance manager	0	0
		1215	Supervisors, recording, distributing and scheduling occupations	200	13%
	Operational	6541	Security guards (cargo)	0	0
	Tactile	1122	Professional occupations in business services to management: consulting, compliance	0	0
Inventory/ Material Control	Tactile	1431	Rate and accounting related clerks	26	8%



Appendix A

Sub Function	Occupational Category	NOC Code	Sample Position Titles	Employees (2016)	Expected Growth Rate 2016-2021
Inventory/ Material Control	Tactile	1523	Production logistics co-ordinators, expeditor, logistics planner, analyst etc.	0	20%
		1524	Purchasing and inventory control workers	19	-16%
Marketing and Sales	Managerial	0124	Sales and marketing manager (supply chain)	0	0
Purchasing	Managerial	0113	Purchasing Managers	0	0
Purchasing	Tactile	1225	Purchasing agents and officers	0	0
		6222	Retail and wholesale buyers	0	0
Senior Management	Managerial	0016	Senior managers- construction, transportation, production and utilities	0	0%
Warehousing	Managerial	0621	Retail and wholesale customer service managers	0	0%
		7302	Supervisors and contractors (material and longshore)	0	0%
		0132	Postal and courier service managers	0	0%
		0714	Facility operation and maintenance managers	19	0%
		1214	Supervisors, mail and message distribution occupations	0	0%
		1215	Supervisors, supply chain, tracking and scheduling coordination	200	13%
		1522	Storekeepers and parts person	0	0%
	Operational	7451	Longshore workers	0	0%



Appendix A

Sub Function	Occupational Category	NOC Code	Sample Position Titles	Employees (2016)	Expected Growth Rate 2016-2021
Warehousing	Operational	7452	Material Handlers	336	6%
		9617	Labourers in food, beverage and associated products processing	0	25%
		0213	Computer and information systems managers	0	0%
Transportation	Managerial	0731	Managers in transportation	39	0%
		7305	Supervisors, motor transport and other ground transit operators	25	8%
	Operational	1521	Shippers and Receivers	137	15%
		7511	Transport Truck Drivers	691	7%
		7514	Delivery and courier service drivers	0	11%
		7534	Air transport ramp attendants	0	17%
	Tactile	1315	Customs, ship and other brokers	25	0%
		1525	Dispatchers	50	12%
		1526	Transportation route and crew schedulers	0	0%
	Logistics	Managerial	2171	Information and systems analysts and consultants	0
Information Systems	Tactile	2172	Database analysts and data administrators	0	0%
		2175	Web designers and developers	0	0%
		2233	Industrial engineering and manufacturing technologists and technicians	0	0%
		4161	Natural and applied science policy researchers, consultants and program officers	0	0%



Appendix A

Sub Function	Occupational Category	NOC Code	Sample Position Titles	Employees (2016)	Expected Growth Rate 2016-2021
Information Systems	Tactile	4163	Marketing researchers and consultants like forecast specialists, demand management specialists, etc.	0	0%

*Sources: 2011 Census; Labour Force Survey; (NAICS: 11, 21, 22, 31-33, 41, 44, 45, 48, 49, 51-56, 61, 62, 71, 72, 91)

*0 represents information suppressed due to low numbers

The CSCSC occupational categories, Operational, Tactile and Managerial, align with the three occupational pathways identified within the warehousing and transportation sector.

1. Entry level/Operational occupations

2. Technical/Tactile occupations

3. Managerial occupations

1. **Entry level/Operational occupations** – Sample position titles include Shippers and Receivers, Forklift Drivers, Material Handlers, Transport Truck Drivers, Delivery and Courier Service Drivers, and Computer Information Systems Managers. The nature of work may require employees to work rotating shifts and overtime hours. Requirements may include a criminal record check, Grade 12 education, and a minimum age of 18. Some jobs may require on-the-job training, certificates and/or licenses.
2. **Technical/Tactile occupations** – Sample position titles include Dispatchers, Customs, Ship and Other Brokers, Transportation Route and Crew Schedulers. Requirements include experience and formal on-the-job training and/or some post-secondary education.
3. **Managerial occupations** – Sample position titles include Manager, Assistant Managers, Facility Operations, Maintenance Managers and Supervisors, supply chain, tracking and scheduling co-ordination occupations. Requirements include experience within the industry, a post-secondary education, professional accreditation and/or designation.

Staffing Patterns

Occupations employed in Warehousing and Transportation

Table 3 shows the top five occupations in Brant by employment within the three largest subsectors of Truck Transportation (NAIC 484), Support Activities for Transportation (NAIC 488), Warehousing and Storage (NAIC 493).



Table 3. Top 5 occupations by employment 2016 (Selected NAICS) in Brant CD

NOC	Description	Employed in Industry Group (2016)
7511	Transport Truck Drivers	691
7452	Material Handlers	336
1215	Supervisors, supply chain, tracking and scheduling co-ordination occupations	200
1521	Shippers and Receivers	137
1525	Dispatchers	50

Source: EMSI Analytics 2016

Occupations by Major Growth

The number of jobs within the top five occupations grew by 29.1% between 2010 and 2016 reaching an estimated 1,410 jobs. Transport Truck Drivers represent the largest number (691) followed by Material Handlers (336) and Supervisors, supply chain, tracking and scheduling co-ordination occupations (200). Shippers and Receivers and Sales and Account Representatives – Wholesale also grew substantially, increasing by over 60%.

Table 4. Top 5 occupations by employment change 2010-2016 (Selected NAICS) in Brant CD

NOC	Description	Employed in Industry Group (2010)	Employed in Industry Group (2016)	Change (2010 - 2016)	% Change (2010 - 2016)
7511	Transport Truck Drivers	546	691	145	26.56%
1215	Supervisors, supply chain, tracking and scheduling co-ordination occupations	99	200	101	102.02%
7452	Material Handlers	241	336	95	39.42%
1521	Shippers and Receivers	85	137	52	61.18%
6411	Sales and Account Representatives - wholesale trade (non-technical)	28	46	18	64.29%

Source: EMSI Analytics 2016

Continued growth is expected. Estimated projections released by EMSI Analytics 2016 indicate additional growth of between 6% and 13% as shown in Table 5.

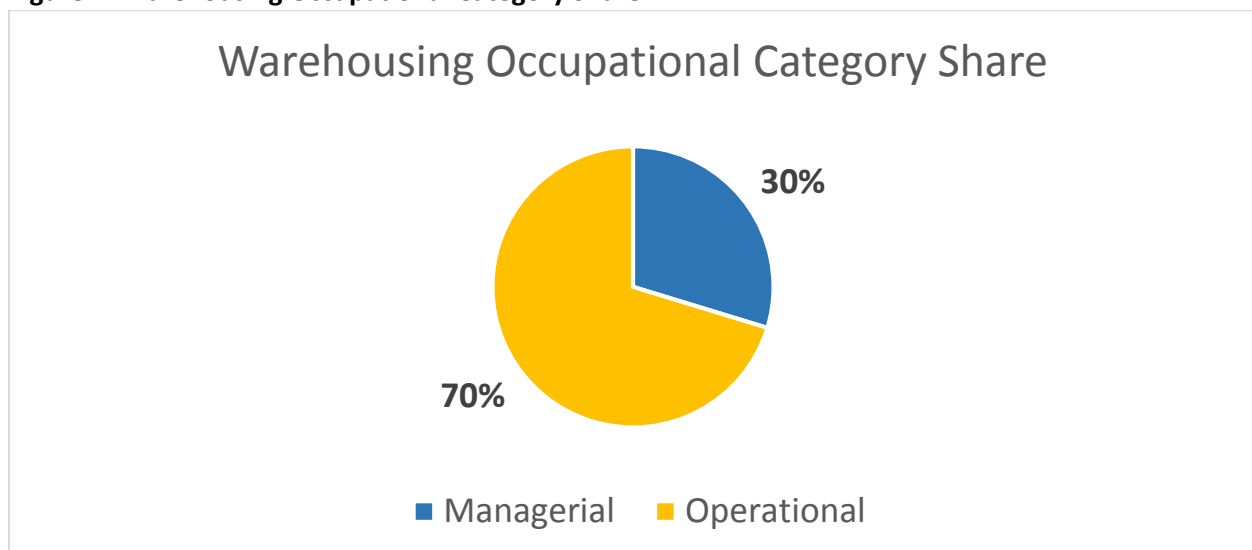
**Table 5. Top 5 occupations by employment 2016 and expected growth rates**

Sub Function	Occupational Category	NOC Code	Occupation Titles	Employees (2016)	Expected Growth Rate 2016-2021
Warehousing	Managerial	1215	Supervisors, supply chain, tracking and scheduling co-ordination	200	13%
	Operational	7452	Material Handlers	336	6%
		1521	Shippers and Receivers	137	15%
Transportation	Operational	7511	Transport Truck Drivers	691	7%
	Tactile	1525	Dispatchers	50	12%

Warehousing Subsector

Within the three largest employed occupations in the warehousing subsector, the largest number falls into the Entry level/Operational group (70%) and consists of Material Handlers, and Shippers and Receivers. With expected growth of 6% and 15% respectively, between 2016 and 2021, these occupations will provide excellent opportunities to new entrants.

The third largest occupation falls into the Managerial classification and includes Supervisors, supply chain, tracking and scheduling co-ordination. With an estimated growth rate of 21% over the next five years, these occupations will provide career path opportunities for employees.

Figure 4. Warehousing Occupational Category Share

Source: EMSI Analytics 2016



Place of Work and Place of Residence

Warehousing provides significant employment to local residents. Over 80% of all Material Handlers and Shippers and Receivers live and work in the community, with local residents filling 37% of Supervisory positions.

Table 6. Occupation by Place of Work & Residence

Occupation	Work in Brant CD	Live in Brant CD
1215 Supervisors, supply chain, tracking and scheduling co-ordination occupations	110	70
1521 Shippers and Receivers	85	110
7452 Material Handlers	305	365

Source: Statistics Canada, NHS 2011

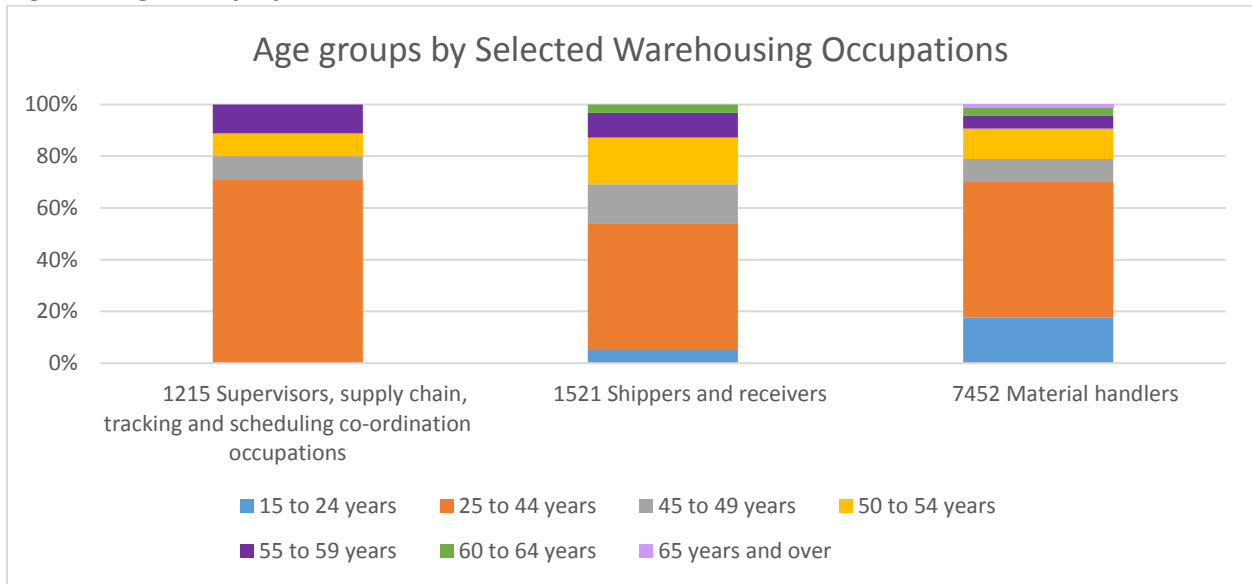
As the warehousing industry grows in Brant, so does the potential and need for the entry level occupations to gain experience and grow to fill local Supervisory positions.

Age Characteristics by Occupation

The age demographics of workers reflect a younger workforce. The three largest occupations are made up largely of employees aged 25-44, suggesting that the sector offers entry-level opportunities for new entrants into the workforce. The age breakdown of workers also reflects the career pathway within the sector. New entrants aged 15-24 start within the sector as Material Handlers and progress into the role of Shippers and Receivers, etc. when appropriate. Supervisory positions require more education and experience.



Figure 5. Age Group by Selected NOC



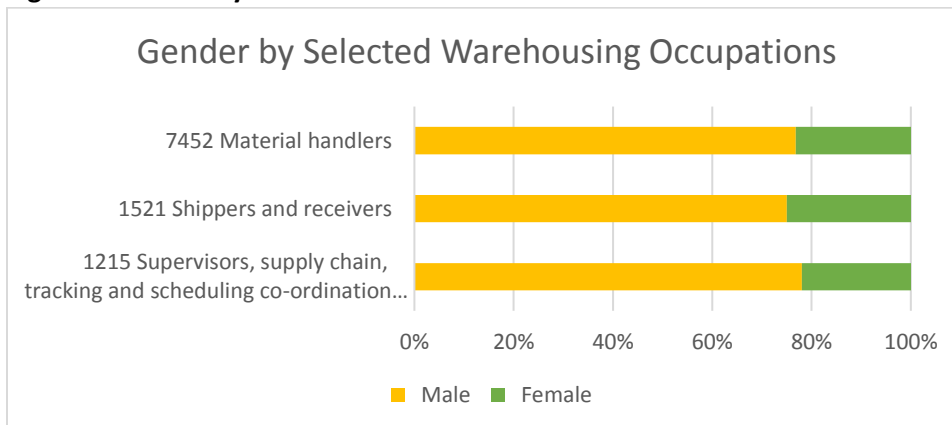
Source: Statistics Canada, NHS 2011

Careers within the warehousing sector offer entry-level and advancement opportunities for individuals without a post-secondary education. On-the-job training, experience, and initiative are required to advance in most positions.

Gender by Occupation

The male-female rates of participation in the warehousing industry remain unequal and women are under-represented in the sector. This sector offers good opportunity to individuals re-entering the workforce with opportunity to advance.

Figure 6. Gender by Selected NOC

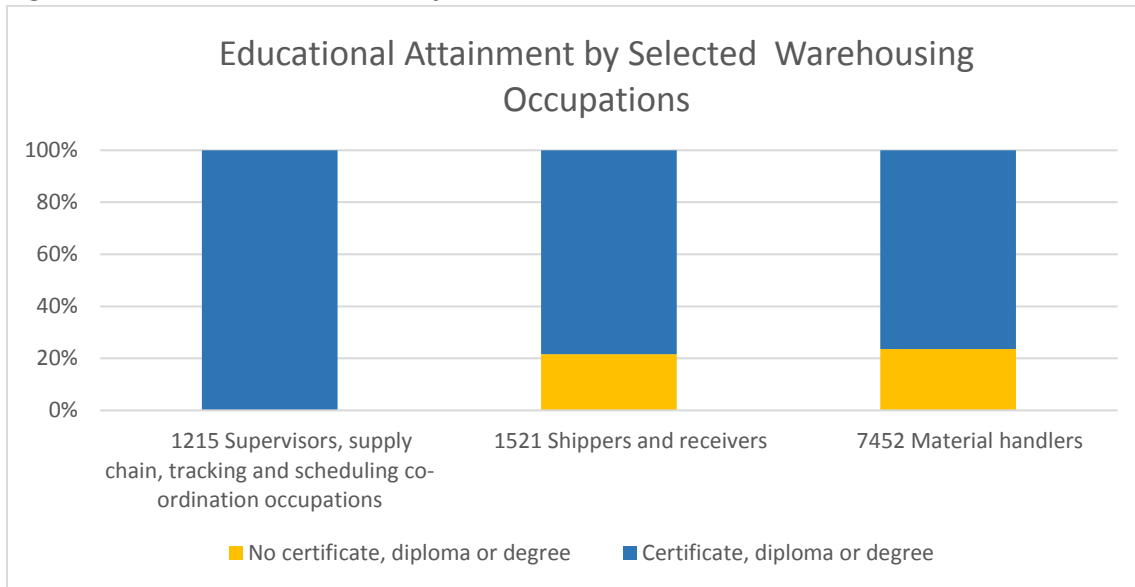


Source: Statistics Canada, NHS 2011



Educational Attainment by Occupation

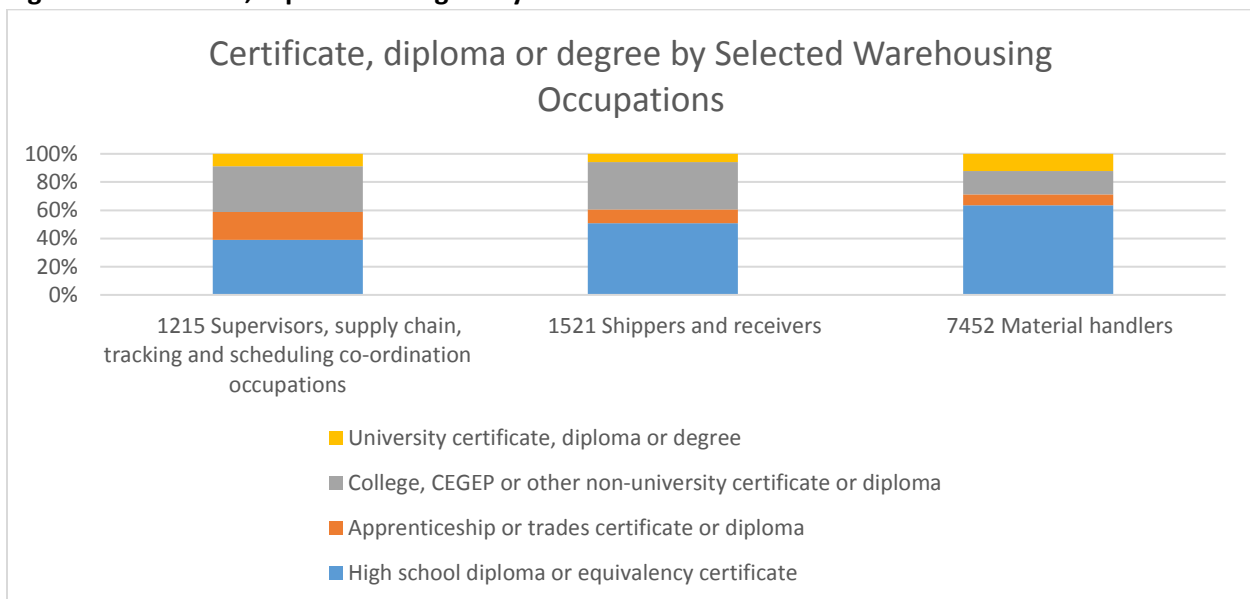
Figure 7. Educational Attainment by Selected NOC



Source: Statistics Canada, NHS 2011

Education levels increase opportunity. Individuals with a high school diploma may have greater opportunities to advance into jobs such as Shippers and Receivers, Lead-Hands, etc. Supervisory positions require two-three years of post-secondary education and/or significant levels of on-the-job training and professional development.

Figure 8. Certificate, Diploma or Degree by Selected NOC



Source: Statistics Canada, NHS 2011



Attraction and Retention

Attraction Challenges

Employers report that they are having a difficult time attracting applicants. Despite using multiple recruitment methods ranging from direct advertising, word of mouth, and free and paid staffing services, they are still not receiving enough resumes to meet their employment demand.

Figure 9. Recruitment Methods by Local Employers



Approximately 75-80% of warehousing employees work in entry-level occupations on a permanent or seasonal basis. Temporary and seasonal positions are less attractive to job seekers, decreasing the number and quality of applicants.

Employers are also experiencing challenges in finding qualified and experienced candidates for positions such as Forklift Drivers. The warehouse environment is extremely active and requires two-three years of related experience to meet production and health and safety standards.

Warehousing employers also face significant internal and external competition for workers. A growing demand for workers has reduced the talent pool available and candidates are choosing sectors with higher levels of pay.



Retention Challenges

Additionally, employers struggle to retain Team Leads. The position requires the Team Lead often work within the team, as a member, carrying out the same roles but with the additional 'leader' responsibilities - as opposed to higher level management who often have a separate job role altogether. This is a challenging position that requires a high degree of balance between team members and higher-level management, without a significant higher pay.

Employers report that staff turnover and retention is challenging for many of the same reasons. Employers note that workers leave to look for higher paying, permanent jobs.

Attraction Challenges

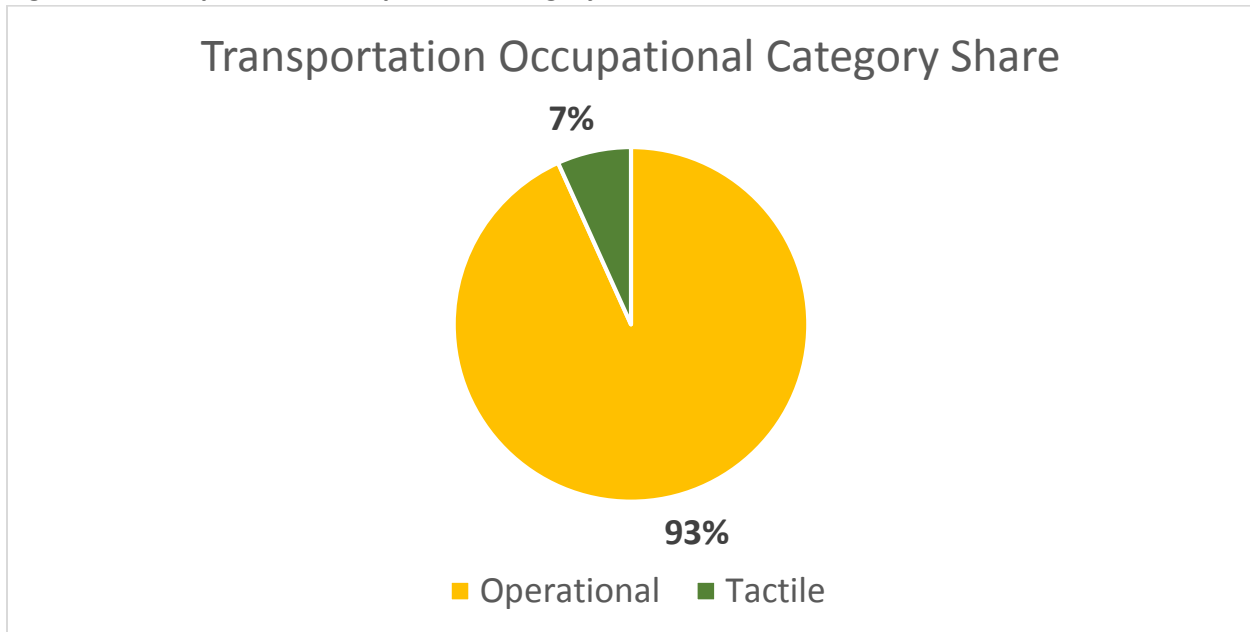
- shortage of applicants
- seasonal/contract work
- lack of skills and experience
- wage competition

Retention Challenges

- wage/business competition
- seasonal/contract work

Transportation Subsector

The two largest occupational groups in the transportation subsector are the Entry level/Operational and Technical/Tactile groups. Transport Truck Drivers make up 93% of the subsector's employment, with an expected growth rate of 7%. Dispatchers account for 7% of the occupational share, with an expected growth rate of 12% over the next five years.

**Figure 10. Transportation Occupational Category Share**

Source: Statistics Canada, NHS 2011

Place of Work and Place of Residence

Although the majority of Dispatchers live and work in Brant (96%), over 50% of local Transport Truck Drivers, indicate they work outside of the community, spending the majority of their working time on the road.

Table 7. Occupation by Place of Work & Residence

Occupation	Work in Brant CD	Live in Brant CD
1525 Dispatchers	125	130
7511 Transport Truck Drivers	545	1215

Source: Statistics Canada, NHS 2011

Age Characteristics by Occupation

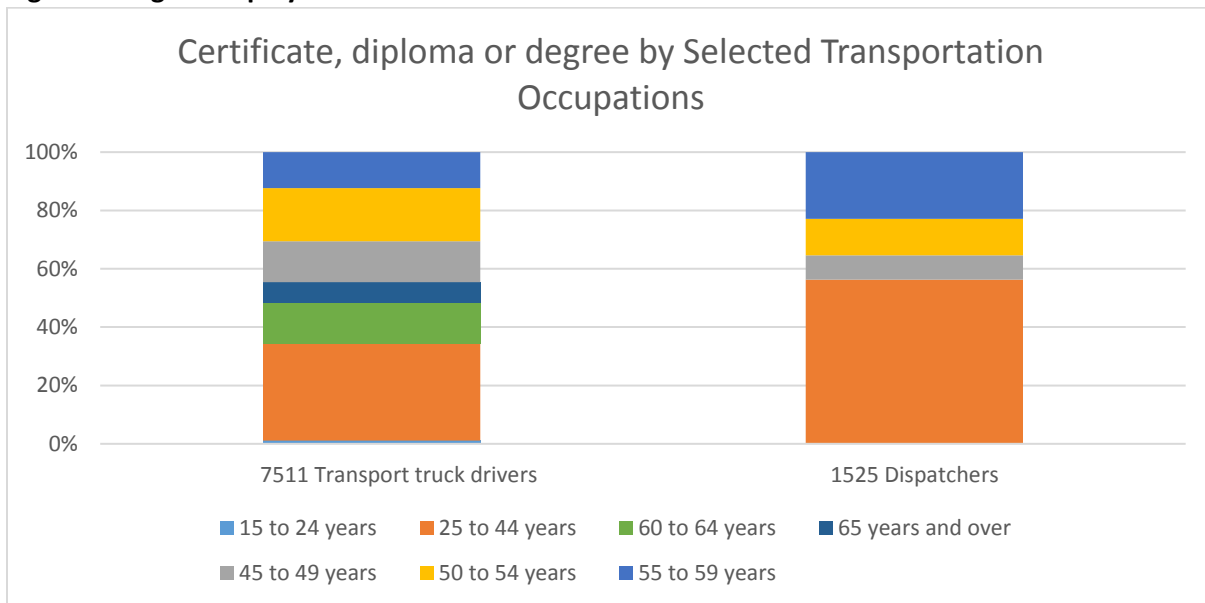
The majority of Transport Truck Drivers (66%) are between the ages of 45-65+. Almost half (44%) of Dispatchers also represent this age group. The majority of workers in both occupations are approaching retirement age within the next 10-15 years, with 33% of these workers retiring in the next five years.



Employers are concerned about the impact of an aging workforce. Some businesses believe that older drivers may choose to retire early as new legislation and rules take place. Others report that individuals entering the field are unprepared for the job demands for drivers and their families.

Fewer young people are choosing truck driving as a career choice. The Canadian Trucking Alliance reports that the number of young drivers is decreasing over time. A 2016 study, *Understanding the Truck Driver Supply and Demand Gap*, confirms that the transportation sector has been unsuccessful in attracting the share of younger workers needed to fill the gap left by retirees.

Figure 11. Age Group by Selected NOC



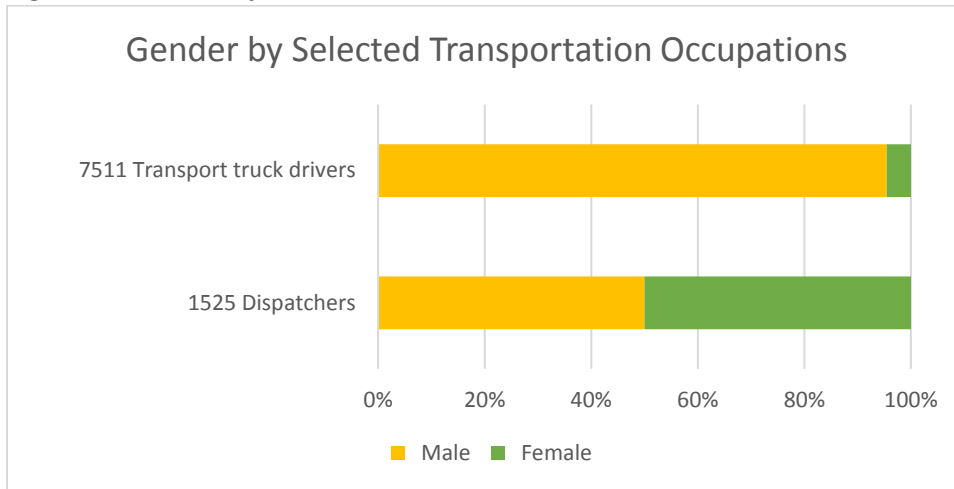
Source: Statistics Canada, NHS 2011

Gender by Occupation

The transportation industry is an overwhelmingly male profession, with men dominating the Transport Truck Driving occupation. Although the number of women in the occupation has increased, female Truck Drivers still represent a small percentage compared to the male population of Truck Drivers.



Figure 12. Gender by Selected NOC



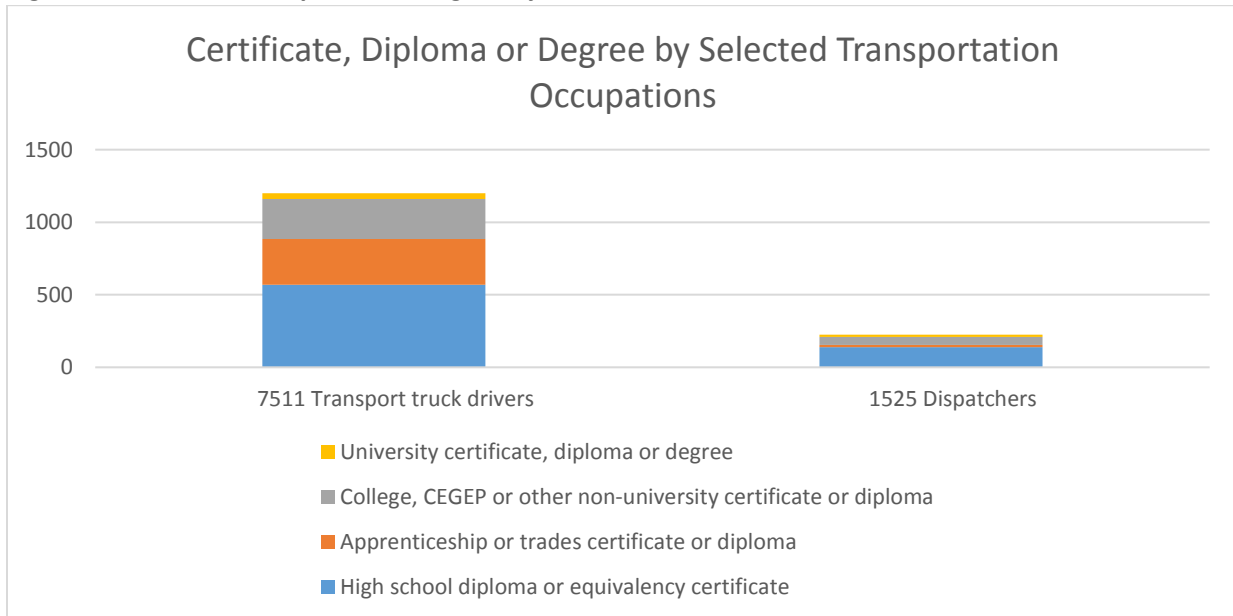
Source: Statistics Canada, NHS 2011

Attracting more women and young workers would increase the percentage of workers in the trucking industry and potentially reduce the shortage of workers in the occupation.

Educational Attainment by Occupation

The transportation subsector presents a variety of career opportunities for individuals who choose to enter the workforce directly from school and develop their skills through on-the-job training or apprenticeship.

Figure 13. Certificate, Diploma or Degree by Selected NOC



Source: Statistics Canada, NHS 2011



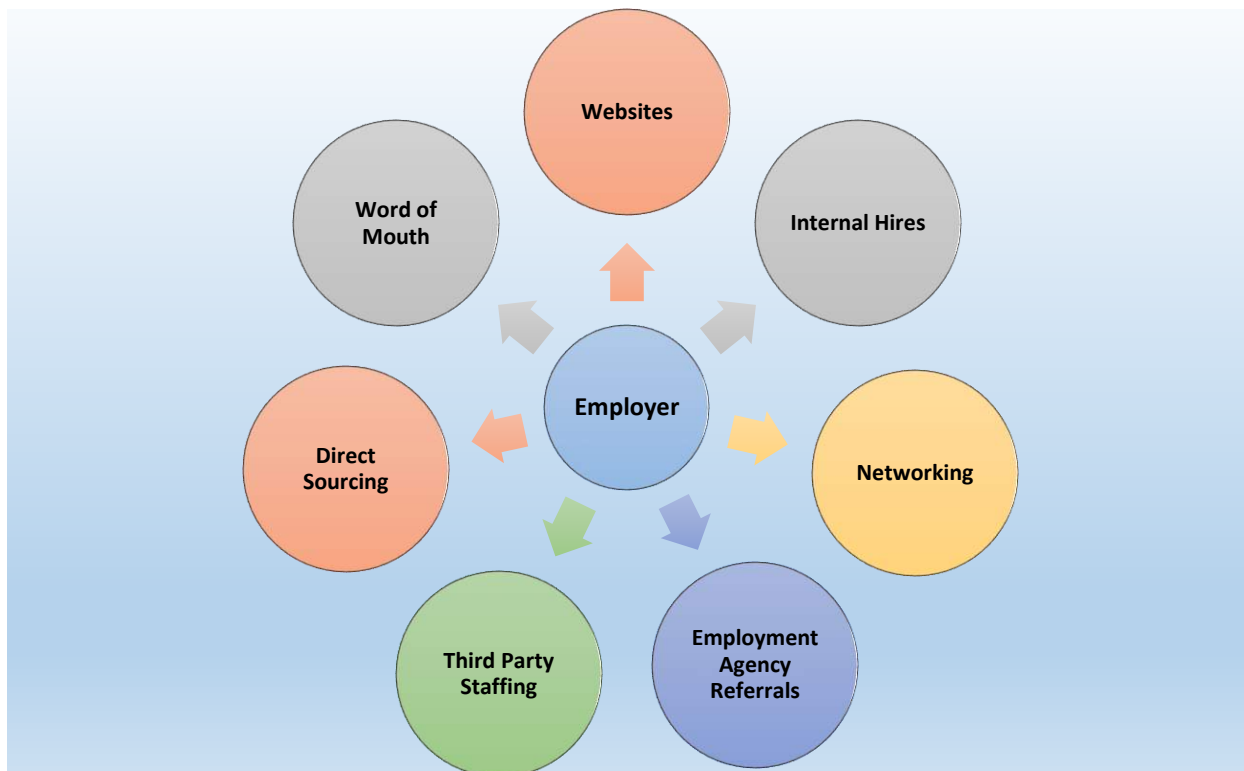
The Ontario Ministry of Transportation, as of July 1st 2017, requires Transport Truck Drivers obtaining an AZ Licence to complete mandatory entry-level training from a provincially recognized driving school. This training generally costs \$10,000. Some companies require drivers to have two-five years of driving experience and a clean Commercial Vehicle Operators Abstract (CVOR). Dispatchers are generally required to complete formal on-the-job training.

Attraction and Retention

Attraction Challenges

Despite using multiple recruitment strategies, transportation businesses report they cannot find the transport truck drivers they need. Between April 1, 2016 and March 31, 2017, 28 Transport Truck Drivers accessed training through Employment Ontario's Second Career employment services.

Figure 14: Recruitment Methods by Local Employers



Despite broad-based recruiting, local employers are having difficulty attracting qualified candidates with the aptitude, desire, and licencing required for success. The industry's public image, difficult working conditions, and the lack of recognition of Transport Truck Driving as a skilled occupation are unattractive to job seekers.



The problem is not unique to Brant. A 2016 study conducted for the Canadian Trucking Alliance reveals, “Canada could experience a shortage of 25,000 to 33,000 for-hire truck drivers by 2020.” Although the challenge in the transportation subsector relates to many truck driving positions, the shortage is most prominent for long-haul truck drivers and cross-border drivers. Already with a shortage of applicants, this type of employment narrows the applicant pool. The demands for these drivers require drivers to spend long periods on the road, away from family, with their income relying on external factors such as, traffic conditions and long waits to provide or accept deliveries.

Retention Challenges

With more than 50 transportation companies in Ontario looking to fill their vacancies, local employers face stiff competitions for drivers. Drivers are “shopping” for higher wages and better working conditions within the industry or in occupations in other sectors. Companies also anticipate losing some of their older, experienced drivers due to retirements, incoming legislation, policy, and technology changes.

Attraction Challenges

- adaptable lifestyle
- wage/benefit competition
- lack of professional designation

Retention Challenges

- wage/business competition
- legislative/policy changes

The transportation of goods is an essential service that supports industry sectors. With an aging workforce, low attraction rates and growing retention issues, the transportation industry is approaching a crisis.



References

- Economic Modeling (EMSI) Q1. 2017
- Canadian Business Counts. June 2017
- Canadian Business Counts. December 2016
- Government of Canada:
 - Human Resources and Skills Development Canada (HRSDC)
 - National Occupational Classification 2016 (NOC)
- Government of Ontario:
 - Ministry of Transportation
 - Ontario Job Futures
 - Ontario Skills Passport (OSP)
- The Canadian Supply Chain Sector Council (CSCSC) website:
<http://www.supplychaincanada.org/en/home>
- http://www.drivershortage.ca/?facts_figures_category=demographics – Update 2016
The Truck Driver Supply and Demand Gap-CPCS Final Report, May 2016
- <https://www.investcalgaryregion.ca/blog/future-labour-shortage-in-supply-chain-and-logistics-what-you-need-to-know>
- <http://www.womeninsupplychain.org/>
- <https://www.trucknews.com/business-management/cta-study-predicts-driver-shortage-worse-previously-thought/1003072643/>
- <https://www.trucknews.com/features/trusting-the-youth/>
- <http://cantruck.ca/truck-driver-shortage-accelerating-according-to-new-cta-study/>
- <https://www.todaystrucking.com/cthrcc-adds-literacy-model-to-training-standards>
- <http://ppv.issuelab.org/resources/5101/5101.pdf>
- <https://open.alberta.ca/dataset/c4793605-1afe-4096-8520-3b2ecac494b4/resource/02f799ee-30c0-443c-9ea2-d6dbe1cf4bc9/download/4888126-2013-05-21-AB-industry-workforce-strategies-2012.pdf>
- <https://work.alberta.ca/documents/workforce-strategy-supply-chain-logistics.pdf>
- http://www.supplychaincanada.org/assets/CLSC_summary_report.pdf
- <http://www.supplychaincanada.org/assets/u/WiSCInfographic.pdf>
- <http://scma.com/en/>
- http://www.occ.ca/Publications/Moving_Forward_Together.pdf
- http://www.ddiworld.com/DDI/media/facts/manufacturing-assembly-production_tag_ddi.pdf



B. Employer Survey

Warehousing Transportation Sector Planning Project - Employer Survey

* 1. Business Name:

* 2. How many employees do you have?

3. How many employees are:

Salary:

Hourly:

Other:

* 4. How many employees are:

Full Time

Part Time

Contract/Seasonal

* 5. Please list all occupations employed within your organization.

* 6. What certification or specialized training do you require when hiring new employees?

* 7. What types of training does your organization offer?

* 8. Do you promote from within?

Yes

No

* 9. What occupations are hard to fill?

* 10. Which occupations are the most difficult to retain?

11. Please rank your top 3 ways of recruiting.

<input type="text"/>	Company Website	<input type="checkbox"/>	N/A
<input type="text"/>	Job Search Website	<input type="checkbox"/>	N/A
<input type="text"/>	Walk-in	<input type="checkbox"/>	N/A
<input type="text"/>	Temp Staffing Agency	<input type="checkbox"/>	N/A
<input type="text"/>	Trade Shows/ Job Fairs	<input type="checkbox"/>	N/A
<input type="text"/>	Employment Agency	<input type="checkbox"/>	N/A
<input type="text"/>	Direct from Schools	<input type="checkbox"/>	N/A
<input type="text"/>	Recruiter	<input type="checkbox"/>	N/A
<input type="text"/>	Industry Publication	<input type="checkbox"/>	N/A

12. What ideas and suggestions do you have to prepare people for work within your sector?

13. Thank you. If you would like to keep informed about the strategy, please provide your name.



C. SWOT Analysis



SWOT Analysis

<p>S Strengths (Internal)</p> <ul style="list-style-type: none">• Employment opportunities vary/ challenging work environment• Exercises a range of different skills• Hands on work• Seasonality-temporary employees• Multiple recruiting practices• Offering employee benefits & perks• General jobs provide an entrance point to the industry• Potential for permanent work	<p>W Weaknesses (Internal)</p> <ul style="list-style-type: none">• Seasonality/Temp positions• Wage Competition• Forklift Experience requirements• Unable to fill certain job vacancies
<p>O Opportunities (External) "What Can I Do Today?"</p> <ul style="list-style-type: none">• Perception – temp positions as opportunities to show how good you are• Growth of Industry• Visibility along Highway• Getting the Success Stories Out• Myth Busting (<i>Perception of Opportunities</i>)• MFG Day (<i>tours of local warehousing companies</i>)• Entry Level Positions / Growth Potential• Mapping out the Career Ladder• Specialist High Skills Major Opportunities• Automation/Robotics career paths• Take Your Kid to Work Day• Wage Competition/Changes in Minimum Wage	<p>T Threats (External)</p> <ul style="list-style-type: none">• Seasonality/Contract• Lack of Awareness of Career Paths• Current Perception• Location/Transportation• Wage Competition & Changes in Minimum Wage



D. Occupational Profiles



MATERIAL HANDLERS

NOC 7452

This occupational information has been adapted from the Canadian Supply Chain Council, Occupational Standards.

This unit group includes workers who handle, move, load and unload materials by hand or using a variety of materials handling equipment.

Duties May Include:

- Load, unload, and sort and move products and materials by Hand or using basic materials handling equipment
- Perform tasks in multi-temperature environments
- May participate in replenishment, let downs, shipping and receiving
- Operate, navigate or drive mechanized material handling equipment
- Inspect material handling equipment, structures, or materials to identify problems or defects
- Read work orders or receive oral instructions for work assignments
- Complete daily production sheets or work tickets
- Assemble and pack product containers and crates and re-pack damaged containers
- Install protective devices to prevent shifting or damage to items being transported

Common Job Titles

Material Handler

Forklift Operator

Warehouse Associate

Picker/Packer

Team Member

Storage Worker

Employment Qualifications

- Usually require some educational exposure to basic math and English
 - A grade 12 is considered an asset but not required
 - Some previous work-related skill, knowledge and/or experience may be helpful, but usually not required
 - Criminal record check may be required
- *** Forklift Operators require a Forklift Licence and usually require 2-3 years' experience

Typical Employers

TRANSPORTATION, STORAGE
AND MOVING COMPANIESVARIETY OF MANUFACTURING
AND PROCESSING COMPANIESRETAIL & WHOLESALE
WAREHOUSES

Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations Public safety and security Customer service Basic mathematics	Active listening Reading comprehension Instructing Coordination Time management	Physical Endurance Strength Multi-limb coordination Control precision Manual dexterity Arm-Hand Steadiness	Providing service To others	Attention to detail Accuracy Dependability Cooperative Adaptability/ Flexibility Self-control Initiative

Career Development

Progression to Shipper & Receiver, Team Lead, Supervisor and Manager are possible through experience and additional trainings

Need more information?

Visit: workforceplanningboard.org

519.756.1116 | admin@workforceplanningboard.org

Career Outlook: HIGH

This occupation has growth prospects over the coming years

Source: Workforce Planning Board of Grand Erie, Outlook 2021 Project



ESSENTIAL SKILLS

Essential Skill	Description	Complexity Level
Reading	Frequently read special order notes, supervisor instructions, storage and handling recommendations, standard operating procedures, and health and safety policies and procedures	Low-Medium complexity
Document Use	Utilize, complete and/or read product labels, warning and direction signs, weekly inventory sheets, invoices, order forms, packing slips, bills of lading, work schedules, weight charts, site maps, assembly drawings, and schematic drawing Enter numbers and codes on loading sheets	Low-Medium complexity
Numeracy	Apply money math Apply scheduling, budgeting and accounting math Apply measurement and calculations math Utilize numerical estimations	Medium complexity
Writing	Write notes to supervisors Write shipping labels on crates and record codes on loading charts Complete activity logs to record tasks completed	Low complexity
Oral Communication	Discuss and co-ordinate tasks with coworkers Interact with supervisors to get direction and to problem solve Speak with other specialized staff regarding equipment repairs	Medium complexity
Working With Others	Material Handlers often work with a partner, although they may work independently.	Low complexity
Thinking	Judge condition of parts Evaluate safety of work environment Choose work procedures and tools for task	Low-Medium complexity
Computer Use	May transmit information to online databases	Low complexity
Continuous Learning	Material Handlers learn on the job. They may receive training in first aid, safe use of material handling equipment, and associated software. Annual health and safety training may be required and is strongly recommended for the reduction in the numbers of workplace injuries.	Medium complexity

JOB TASK PLANNING AND ORGANIZING

Material Handlers receive assignments from supervisors at the beginning of each shift and plan best how to sequence tasks to meet deadlines. They adjust these plans if new loads arrive from supplier's sooner than expected. Most activities are routine and follow established procedures. Some liaison with coworkers in needed to coordinate the movement of good into and out of the warehouse.

**SOFT SKILLS**

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Fall Arrest Certification
- Computer hardware and associated software (data entry, machine control, inventory tracking, spreadsheet, electronic mail)
- Communication Devices (voice pick systems)
- Packaging Tools (staplers, tape guns, strapping machines, hammers)
- Measurement tools (scale, measuring tape, thermometer, temperature gauge, air pressure gauge)
- Material Handling Equipment (dollies, forklifts, hand trucks, jacks, pallet trucks, wrapping machinery)

SHIPPER & RECEIVERS

NOC 1471

This occupational information has been adapted from the Canadian Supply Chain Council, Occupational Standards.

This unit group includes workers who ship, receive and record the movement of parts, supplies, materials, equipment and stock to and from an establishment.

Duties May Include:

- Load, unload, and sort and move products and materials by hand or using basic materials handling equipment
- Examine shipment contents and compare with records, such as manifests, Invoices, or orders, to verify accuracy of shipment
- Pack, seal, and label materials to prepare for shipping
- Operate, navigate or drive mechanized material handling equipment
- Adhere to shipping and receiving policies/procedures, and regulatory and compliance procedures
- Maintain compliance with laws, regulations, and/or standards, prepare documents and complete appropriate documentation as required
- Complete daily shipping and receiving logs and record shipment data
- May contact carrier representative to make arrangements, issue instructions for shipping and delivery of materials, and rectify problems such as damages and shortages

Employment Qualifications

- Applicants should have a grade 12 may require vocational training
- Will usually require some specialized training
- May require a Forklift Licence
- Experience with information systems is considered an asset
- Criminal record check may be required

Common Job Titles

Freight Shipper

Freight Receiver

Shipping Agent

Import-Freight Clerk

Shipper/Receiver

 Shipping and
Receiving Clerk

Typical Employers

RETAIL ESTABLISHMENTS

FOOD STORES

 MOTOR VEHICLES PARTS
MANUFACTURERS

FOOD WHOLESALERS

MANUFACTURING

Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations Public safety and security Customer service Administrative and clerical Procedures Math and Business principles Production and processing	Active listening Reading comprehension Instructing Coordination Time management Monitoring Critical Thinking Mathematics	Oral and written Comprehension Instructing Deductive reasoning Multi-limb coordination Control precision Manual dexterity Arm-Hand Steadiness	Providing service To others	Attention to detail Accuracy Dependability Independent Cooperative Adaptability/ Flexibility Self-control Initiative

Career Development

Progression to Team Lead, Supervisor and Manager are possible through experience and additional trainings

Need more information?

Visit: workforceplanningboard.org

519.756.1116 | admin@workforceplanningboard.org

Career Outlook: HIGH

This occupation has growth prospects over the coming years

Source: Workforce Planning Board of Grand Erie, Outlook 2021 Project

**ESSENTIAL SKILLS**

Essential Skill	Description	Complexity Level
Reading	Frequently read memos from suppliers, customs forms, supervisor instructions, co-worker notes, shipping contracts, material safety data sheets, storage and handling recommendations, standard operating procedures, policy manuals, and health and safety procedures	Medium-High complexity
Document Use	Utilize, complete and/or read labels, warning and direction symbols and signs, receiving logs, weekly inventory sheets, invoices, order forms, packing slips, bills of lading, customs forms, rate charts, shipping lists, schedules, calendars, weight charts Enter numbers and codes on loading sheets	High complexity
Numeracy	Apply financial and money math Apply scheduling, budgeting and accounting math Apply measurement and calculation math Utilize numerical estimation	Medium complexity
Writing	May write short comments on forms and work orders Write shipping bills, bills of lading and may write reports	Low complexity
Oral Communication	Discuss and co-ordinate tasks with coworkers Communicate/exchange information with customers and carriers Interact with supervisors/managers for direction Instruct new employees on how to perform tasks Participate in staff meetings to exchange information	Medium complexity
Working With Others	Work within a team environment May respond to customer inquiries and provide details on shipping procedure and cost	Low-Medium complexity
Thinking	Make decisions on which trucks to load and unload when there are more trucks than available docks Identify how best to transport goods, based on shipment size, client deadlines, processing delays, and cost Decides whether to ship an incomplete order	Medium-High complexity
Computer Use	May transmit information to online databases Use browsers and search engines Use GPS Use calculators and personal digital devices (PDA) Use fleet-management software	Medium complexity
Continuous Learning	Shippers/Receivers learn on the job, through in-house training, through off-site training and through self-study. They may receive training in first aid, general workplace safety	Medium complexity



JOB TASK PLANNING AND ORGANIZING

Shipper/Receivers work under the general direction of a supervisor, however, they make their own decisions on priorities and the order of tasks. Shipper/Receivers perform routine and repetitive tasks. They make adjustments for frequent interruptions and changing priorities caused by rush orders, production or shipping delays. Liaison with coworkers is needed to coordinate the movement of goods into and out of the warehouse

SOFT SKILLS

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Fall Arrest Certification
- Computer hardware and associated software (data entry, document management, label making, machine control, warehouse management systems, order process systems, transportation management systems, scanning, procurement, spreadsheet, electronic mail)
- Communication Devices (voice pick systems, radio frequency identifications)
- Scanning Equipment (bar code scanning equipment)
- Packaging Tools (staplers, tape guns, strapping machines, hammers)
- Measurement tools (scale, measuring tape, thermometer, temperature gauge, air pressure gauge)
- Material Handling Equipment (dollies, forklifts, hand trucks, jacks, pallet trucks, wrapping machinery)



TEAM LEADS

This occupational information has been compiled by the Transportation and Warehousing Strategic Plan Partnership Meeting 3.

This unit group acts as a liaison between management, the team, and the warehouses to ensure customer needs are always met.

Duties May Include:

- Be familiar with warehousing processes, positions, duties and safety procedures
- Monitor warehousing processes identifying quality assurance, improvements and efficiency gains
- Organized, distribute and check production levels
- Complete required documentation and procedural tracking forms
- Provide warehousing team with instructions and training in job duties and safety procedures
- Troubleshooting, problem-solving of equipment
- Lead team through coaching and examples to maximize efficiencies, quality, and safety
- Encourage and promote team involvement through process, planning and encouraging team attitude
- Assist Supervisor as required
- Confer with supervisor to resolve associate problems, complaints and performance issues

Common Job Title

Lead Hands

Typical Employer

VARIETY OF MANUFACTURING AND PROCESSING COMPANIES

RETAIL & WHOLESALE WAREHOUSES

WAREHOUSE COMPANIES

DISTRIBUTION COMPANIES

Employment Qualifications

- Completion of grade 12 with two-three years of related experience in a lead hand role
- Transferable skills are an asset which may include coaching and mentoring
- Physical Endurance
- Criminal record check may be required

Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations Public safety and security Customer service Basic mathematics	Active listening Reading comprehension Instructing Coordination Time management Leadership Coaching/Mentoring Time Management Conflict Resolution Good judgement skills	Physical Endurance Strength Multi-limb coordination Control precision Manual dexterity Arm-Hand Steadiness	Providing service To others	Attention to detail Accuracy Dependability Cooperative Adaptability/ Flexibility Self-control Initiative

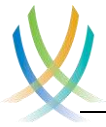
Career Development

Progression to Supervisor and Manager are possible through experience and additional trainings

Need more information?

Visit: workforceplanningboard.org
519.756.1116 | admin@workforceplanningboard.org

Career Outlook: HIGH
This occupation has growth prospects over the coming years
Source: Workforce Planning Board of Grand Erie, Transportation and Warehousing Strategic Planning Project



ESSENTIAL SKILLS

Essential Skill	Description	Complexity Level
Reading	Instructions on handling and transporting goods Workplace Manuals Policy Manuals Variety of instructions and directions	Low-Medium complexity
Document Use	Complete necessary documentation and tracking as assigned Complete required forms	Low-Medium complexity
Numeracy	Apply scheduling Apply measurement and calculation math Apply data analysis math Utilize numerical estimation	Medium complexity
Writing	May write short comments on forms and work orders May write reports	Low complexity
Oral Communication	Train, monitor and coach staff Communicate prioritize to workers as assigned by Supervisor and ensure follow through Discuss ongoing work with workers and supervisor	Medium complexity
Working With Others	Work within a team environment Work directly with Supervisor and workers Assist in cross-training and backup	Medium-High complexity
Thinking	Judge condition of parts Evaluate safety of work environment and equipment Monitor production process and identify process improvements and efficiency gains Understand when to escalate issues Keep inventory of materials	Medium-High complexity
Computer Use	May transmit information to online databases Use specialized software May use spreadsheets	Medium complexity
Continuous Learning	May require additional in-house company training	Medium complexity



JOB TASK PLANNING AND ORGANIZING

Team Leads work under the general direction of a supervisor, however, they make their own decisions on priorities and the order of tasks. They perform most of the tasks of Material Handler and/or shipper and receiver, but also monitor productivity of the work group; production numbers, quotas; quality control. They train new workers and need to have a basic understanding of the operating procedures as it relates to the work they are doing. They need to be act as a liaison between upper management and lower-level workers. They also plan for a continuous workflow by leading, managing and assigning task through troubleshooting problems, conflict resolution and see the bigger picture of the organization as a whole.

SOFT SKILLS

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Fall Arrest Certification
- Computer hardware and associated software (data entry, machine control, inventory tracking, spreadsheet, electronic mail)
- Communication Devices (voice pick systems, radio frequency identifications)
- Packaging Tools (staplers, tape guns, strapping machines, hammers)
- Measurement tools (scale, measuring tape, thermometer, temperature gauge, air pressure gauge)
- Material Handling Equipment (dollies, forklifts, hand trucks, jacks, pallet trucks, wrapping machinery)

SUPERVISORS, SUPPLY CHAIN, TRACKING AND SCHEDULING CO-ORDINATION OF OCCUPATIONS

NOC 1215

This occupational information has been adapted from the Canadian Supply Chain Council, Occupational Standards.

This unit group supervise and co-ordinate the activities of workers in the following groups:
Material Handlers, Shipper and Receivers, Team Leads.

Duties May Include:

- Direct, advise, coach train, supervise, coordinate and schedule the activities and coordinate work activities with other supervisors
- Implement and enforce material handling policies/procedures, and regulatory compliance procedures
- Determine compliance with laws, regulations, and/or standards and complete appropriate documentation as required
- Requisition materials and supplies and perform day to day administrative tasks
- Review work throughout the work process and at completion to ensure it has been performed properly
- Recommend staffing actions, evaluate staff performance, and develop staff succession plans and resolve staffing challenges
- Prepare production and other reports of information such as employee time and wages, daily receipts, and inspection results

Employment Qualifications

- Several years of progressive experience and/or five years experience in a supervisory role
- Applicants should have 2-3 years post-secondary education (business, administration, supply chain related)

Common Job Titles

Inventory Control Supervisor

Productions Clerk Supervisor

Supply-Control Supervisor

Head Shipper

Receiving Supervisor

Typical Employer

WAREHOUSE COMPANIES

 MOTOR VEHICLES PARTS
MANUFACTURERS

DISTRIBUTION COMPANIES

FOOD WHOLESALERS

MANUFACTURING

Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations	Leadership	Oral and written Comprehension	Supportive to staff	Accountability
Public safety and security	Coaching	Instructing	Encouraging to employees	Dependability
Customer service	Time Management	Inductive/Deductive reasoning	Make decisions	Independent Leadership
Administrative and management	Monitor/assessing Performance	Problem sensitivity		Cooperative
Customer service	Judgement/Critical Thinking	Information ordering		Adaptability/ Flexibility
Computers	Decision making	Near vision		Self-control
Personnel and human resources	Persuasion			Initiative
Production and processing	Negotiation			Integrity

Career Development

Progression to upper management positions are possible through Experience, good performance and additional training.

Need more information?

Visit: workforceplanningboard.org

Career Outlook: AVERAGE

This occupation has growth prospects over the coming years

Source: Workforce Planning Board of Grand Erie, Outlook 2021 Project

**ESSENTIAL SKILLS**

Essential Skill	Description	Complexity Level
Reading	Instructions on handling and transporting goods Employment and Employment Manuals Policy Manuals Legal Contracts and Regulations Variety of instructions and procedures	Medium-High complexity
Document Use	Accurately locate and enter data in lists, tables and graphs Interpret technical drawings and schematics Study vendor catalogues Design and complete required forms	High complexity
Numeracy	Apply financial math/money math Apply scheduling, budgeting and accounting math Apply measurement and calculation math Apply data analysis math Utilize numerical estimation	Medium complexity
Writing	Write reports Write letters of discipline and performance evaluations Write memos and notices Write or modify job descriptions	High complexity
Oral Communication	May instruct/train new employees Discuss day-to-day operational matters with staff Discuss job performance with staff Present progress reports to managers and project engineers Lead meetings Provide detailed instructions to staff May negotiate settlements and agreements Talk to suppliers and manufacturers	High complexity
Working With Others	Work within a team environment May respond to customer inquiries and provide details on shipping procedure and cost	Medium-High complexity
Thinking	Select reward and disciplinary measures Select staffing schedules Make hiring and performance decisions	Medium-High complexity
Computer Use	May transmit information to online databases Use browsers and search engines May use communication software Operate hand held devices May use accounting software Use specialized software May use spreadsheets	High complexity
Continuous Learning	Enhanced learning may be acquired through training offered in-house, through reading or other forms of self-study, or through off-site training. Skills may be upgraded by taking management classes through educational institutions	Medium complexity



JOB TASK PLANNING AND ORGANIZING

Supervisors receive regular guidance from upper management and plan how best to sequence tasks to meet deadlines. They may have to adjust these plans as required to respond to non-routine or unanticipated events. Despite the need to make such adjustments, most activities are routine and follow established procedure. Liaison with employees and other supervisors is needed to co-ordinate the movement of goods into and out of the warehouse.

SOFT SKILLS

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Computer hardware and associated software (enterprise resource planning, human resources, inventory management, electronic mail, word processing, spreadsheet, time accounting, mobile location based services, bar coding)
- Communication Devices (voice pick systems, radio frequency identifications, cellular devices)
- Training and knowledge of Material Handling Equipment
- Measurement tools (scale, measuring tape, thermometer, temperature gauge, air pressure gauge)



DISPATCHERS

NOC 1475

This occupational information has been adapted from the Canadian Supply Chain Council, Occupational Standards.

This unit group includes workers that operate radios and other telecommunications equipment to dispatch and co-ordinate the activities of drivers and other personnel.

Duties May Include:

- Schedule, dispatch and monitor resources in transit and at locations according to written schedules, work orders, customer requests, specifications, or needs, or as required by emergency situations
- Advise personnel about route or traffic problems
- Implement and communicate company policy/procedures related to dispatch activities and health and safety regulatory requirements
- Determine compliance with laws, regulations, and/or standards and complete appropriate documentation as required
- Oversee all communications with specific geographical areas and communicate effectively by providing clear and concise information, explanation and direction
- Confer with customers or supervising personnel to address questions, challenges and/or requests
- Prepare daily work and run schedules while keeping in mind corporate, Company and/or departmental goals and objectives
- Receive or prepare work instructions and prioritize work activities
- Record and maintain dispatch files and records of customer requests, work or services performed, charges, expenses, inventory, and other dispatch information
- Relay work orders, messages, and exchange information using a variety of communication devices, including computer-aided, and dispatching equipment
- Ensure timely and efficient movement of dispatched resources according to orders and schedules
- Order materials and supplies required for dispatch activities and perform day to day administrative tasks
- Access environment information, retrieve satellite and radar imagery and print out maps
- Use various computer applications and databases, and obtain and apply computer generated information to dispatching activities
- Maintain records of mileage, fuel use, repairs and other expenses, and generate reports
- Advise drivers and client regarding methods of transport for various substances including dangerous goods

Common Job Titles

Transportation Dispatchers

Warehouse Crew Dispatchers

Mobile Equipment Dispatchers

Truck Dispatcher

Typical Employers

WAREHOUSE COMPANIES

DISTRIBUTION COMPANIES

TRANSPORTATION COMPANIES

INDUSTRIAL ESTABLISHMENTS

Employment Qualifications

- Usually require a high school (Gr.12) Diploma
- Previous work-related skill, knowledge and/or experience is usually needed
- Experience in electronic information handling technology considered an asset
- Training may include both in-formal and formal on-the-job training with a few months to one year of working with experienced employees
- Regulatory certifications (eg. Radio operator's certification) are required



Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations Public safety & security Transportation principles and methods Administrative and clerical Customer service	Active listening Speech clarity and recognition Instructing Coordination Time management	Deductive & Inductive reasoning Information ordering Problem sensitivity Oral comprehension	Self-directed Health & Safety focus Provide service to others	Attention to detail Accuracy Dependability Cooperative Adaptability/ Flexibility Self-control Initiative

Career Development

Progression to supervisory and management positions are possible through experience and additional trainings

Need more information?

Visit: workforceplanningboard.org
519.756.1116 | admin@workforceplanningboard.org

Career Outlook: AVERAGE
This occupation has growth prospects over the coming years
Source: Workforce Planning Board of Grand Erie, Outlook 2021 Project

ESSENTIAL SKILLS

Essential Skill	Description	Complexity Level
Reading	Frequent read e-mail messages, faxes, memos, schedules, incident reports, company and governmental policies, regulations, procedures, client letters, special instructions, manuals, weather reports	Medium complexity
Document Use	Utilize, complete and/or read shift schedules, city directories, maps, transport forms, trip tickets, weight scale charts, trace forms, work schedules, weather briefing forms, scale drawings	Medium complexity
Numeracy	Apply financial and money math, scheduling, budgeting and accounting math, measurement and calculation math, use numerical estimation	Medium complexity
Writing	May write short comments on forms and work orders	Low complexity
Oral Communication	Discuss and co-ordinate tasks with coworkers, interact with supervisors to get direction and problem solved, interact with emergency personnel, communicate with drivers and customers over the phone during normal and emergency events, communicate authoritatively and calmly to distressed staff	High complexity
Working With Others	Enable different parties to communicate well by ensuring the accurate and timely transmission of information Coordination of groups and tasks	Medium-High complexity
Thinking	Evaluate safety of work environment Strong decision making skills Prioritize important situations and think quickly	High complexity
Computer Use	May transmit information to online databases Use radio, phone or computer to send crews and drivers to appropriate locations	High complexity
Continuous Learning	May require training for different positions through courses or self-study	Low-Medium complexity



JOB TASK PLANNING AND ORGANIZING

The daily activities of Dispatchers are in response to customer demands. Planning is short-term but must meet many demands, some of which are urgent. Many unpredictable variables must be taken into account to organize the day. Setting effective priorities is essential. Some parts of the day may require several operators working together to handle volume. They plan their days so that they may attend to administrative matters at times when volume is light.

SOFT SKILLS

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Computer Hardware and Associated Software (eg. Transportation management systems, map creation, resource tracking, global positioning system, document management, database user interface and query, word processing, spreadsheet, electronic mail)
- Communication devices (eg. Special purpose telephones, two way radios)
- Industrial Specific Technologies (eg. Rail switching systems, rail signaling systems, aviation group support software)



TRANSPORT TRUCK DRIVERS

NOC 7511

This occupational information has been adapted from the Canadian Supply Chain Council, Occupational Standards.

This unit group includes workers that drive and operate heavy truck to transport goods and materials.

Duties May Include:

- Operate and drive vehicles to pick up and deliver various goods in a safe manner
- Plan delivery travel schedules and service routes
- Load and unload cargo or goods
- Verify contents of inventory loads against shipping papers, by scanning and sorting cargo set for delivery
- Provide customer service while delivering over established routes
- Turn in receipts and money received from deliveries
- Record information on pick-ups and deliveries, vehicle mileage and fuel costs and report any incidents or problems encountered
- Inspect and maintain vehicle supplies and equipment, such as gas, oil, water, tires, or brakes to ensure that vehicles are in proper working condition
- Communicate with central dispatching using mobile communications
- Obey traffic laws and follow organizations transportation procedures
- Read maps and GPS and follow written or verbal geographic directions

Employment Qualifications

- Be 18 years old and 21 for cross-border driving
- Valid driver's license to the class of vehicle being driven
- Clean Commercial Vehicles Operator Abstract (CVOR)
- Criminal record check and drug testing may be required
- Submit a medical report
- Mandatory completion of MELT program offered through an approved training provider recognized by the province
- Some companies require previous work-related skill, knowledge and/or experience in delivering goods

Common Job Titles

Long Haul Truck Driver

Flatbed Truck Driver

Tractor-Trailer Truck Driver

Shunt Truck Driver

Heavy Truck Driver

Typical Employers

TRANSPORTATION COMPANIES

DISTRIBUTION COMPANIES

TRUCKING EMPLOYMENT
AGENCIES

SELF-EMPLOYED

MANUFACTURING COMPANIES

Knowledge	Skills Set	Abilities	Work Value	Work Style
Health and Safety procedures, standards and regulations Transportation laws and regulations Public safety and security Customer service Basic mathematics	Active listening Reading comprehension Operation and control Coordination Time management	Physical Endurance Strength Multi-limb coordination Spatial orientation Control precision Response orientation	Providing service To others	Accuracy Dependability Cooperative Adaptability/ Flexibility Self-control/Tolerance Initiative/Assertiveness Persistence

Career Development - Progression to supervisory and management are possible through experience and additional trainings

Need more information?

Visit: workforceplanningboard.org

519.756.1116 | admin@workforceplanningboard.org

Career Outlook: HIGH

This occupation has growth prospects over the coming years

Source: Workforce Planning Board of Grand Erie, Outlook 2021 Project

**ESSENTIAL SKILLS**

Essential Skill	Description	Complexity Level
Reading	Frequently read supervisor instructions on work schedules and changes to delivery routes, storage and handling recommendations, policies and procedures, safety manuals on the transportation of dangerous goods and waybills and other shipping documentation	Medium complexity
Document Use	Read traffic and street signs and names and numbers on houses or businesses to make deliveries Read maps or use GPS systems to find the location of a delivery Read labels, tags and lists which identify where the goods are to be delivered Complete a delivery sheet to record arrival and departure times and number of packages delivered or picked up Enter odometer readings on a mileage form Read bills of lading, manifests, credit card slips, delivery receipts and work schedules May scan the computer screen to enter or log information about the delivered or picked up of goods Fill out vehicle accident/incident reports	Medium complexity
Numeracy	Apply measurement and calculation math, scheduling, budgeting and accounting operations, money math and data analysis math and utilize numerical estimations	Medium complexity
Writing	Complete activity logs to record tasks completed such as daily mandatory circle checks Complete vehicle accident report forms to record details of an accident	Medium complexity
Oral Communication	Listen to communication over two-way radios Talk to suppliers and other delivery personnel Exchange information with co-workers	Medium-High complexity
Working With Others	Communicate with dispatchers, customs officials, suppliers and delivery personnel	High complexity
Thinking	Decide if vehicles are safe to operate Evaluate severity of vehicle faults Decide order of tasks and prioritize Select best travel routes Decide how loads should be positioned for cartage	High complexity
Computer Use	May transmit information to online databases and electronic logs	Medium complexity
Continuous Learning	May require training for changing regulations and technology	Medium complexity

JOB TASK PLANNING AND ORGANIZING

Delivery Drivers either receive set schedules from supervisors at the beginning of each shift or they organize the schedules themselves to achieve maximum efficiency. Most activities are routine and follow established procedures. Coordinating work with other coworkers is essential to working safely and maintaining productivity. Changes to the future include the growing use of computers and communication technologies, which will affect the way drivers work. Drivers work is more focused on safety and accident prevention.

**SOFT SKILLS**

Communication	Active listening, clear speaking and writing skills
Self-Motivation/Initiative	Self-confidence and the ability to assess and initiate things independently
Leadership	Ability to motivate and delegate tasks to others Has results-oriented behaviour Providing constructive guidance, and/or feedback that can help others further their career development
Team Working	Build confidence in others and the ability to work in teams, relate to people, and manage conflict
Problem Solving/Decision Making	The ability to gather, analyze and select information. Find possible options and solutions, select the best option, resolve the issue and evaluate plan
Time Management	The ability to set, prioritize and complete objectives and goals
Conflict Resolution	The ability to deal with conflicts and not to avoid them To listen carefully and try to understand the issue and provide solutions
Planning and Organizing	Planning and effectively implementing projects and general work tasks for yourself and others
Adaptability	The ability to adjust ones self to different work conditions
Attention To Detail/Accuracy	The ability to achieve thoroughness and accuracy when accomplishing a task
Self-Advocacy	The ability to articulate one's needs and make informed decisions about the supports necessary to meet those needs

TOOLS AND TECHNICAL SKILLS

- Computer hardware and associated software (eg. Machine control)
- Communication Devices



E. Inventory of Sector Related Trainings

**Appendix E:
Inventory of Warehousing Sector-Related Trainings
within 25 km Radius of Brant**

<i>Material Handler</i>	<i>Forklift Driver</i>	<i>Shipper and Reciever</i>	<i>Team Leader</i>	<i>Supervisor</i>
Conestoga College- Warehousing (Part- time) Cambridge and/or Brantford, ON	Conestoga College - included in the Warehousing Program (Part-time)-Cambridge and/or Brantford, ON	Conestoga College- Warehousing (Part- time)-Cambridge and/or Brantford, ON	Conestoga College- Warehousing (Part- time) Cambridge and/or Brantford, ON	Conestoga College - Business Purchasing (2 year and/or Part-time)- Cambridge, ON
In-house Training	Advantage Forklift - Forklift Operator Safety Training - Brantford, ON	In-house Training	Conestoga College - Business Purchasing (2 year and/or Part-time)- Cambridge, ON	Conestoga College - Business Administration - Supply Chain and Operations Management (3 year + Co-op)-Cambridge, ON
	National Training Solutions - Forklift Operator Course - Brantford, ON		In-house Training	Conestoga College - Global Supply Chain Management (3 Hour workshop)-Cambridge, ON
	Ontario Truck Driving School - Forklift Operator Training - Brantford, ON			In-house Training
	Liftway - Forklift Driver Training, Train The Trainer - Brantford, ON			
	Inhouse Training			

**Appendix E:
Inventory of Transportation Sector-Related Trainings
within 25 km Radius of Brant**

<i>Dispatcher</i>	<i>Transport Truck Driver</i>
Canadian Trucking Human Resources Council - Dispatcher Interpersonal Skills, Communication, Leadership & HR techniques E-learning training	Ontario Truck Driving School - Tractor Trailer MELT, AZ Program, AZ Plus Tractor Trailer Driver - Brantford, ON
Canadian Trucking Human Resources Council - Dispatcher Professional Skills - Load Management E-learning training	Transport Training Centres of Canada - Transport Training Program (AZ) - Cambridge, ON
Canadian Automotive and Trucking Institute - CATI Transportation and Operations Dispatching Programs- Cambridge, ON	Tri-County Vocational Driver Training Schools Inc. - Tractor-Trailer MELT, Tractor-Trailer (AZ) - Cambridge ON
Canada Heavy Equipment College - Dispatcher Program - Kitchener, ON	Canada Heavy Equipment College - Tractor Trailer (AZ) - Kitchener, ON
Kim Richardson Transportation Specialist Inc., - Professional Dispatch Course - Caledonia, ON	Ontario Truck Driving School - Tractor Trailer MELT, AZ Program - Kitchener, ON
In-house Training	International Driving School - Tractor-Trailer MELT - Kitchener, ON
	Kim Richardson Transportation Specialist Inc., - Tractor Trailer MELT, AZ Program - Caledonia, ON
	In-house Training