

Employee Recruitment, Training and Retention

2025 Employer Survey Results

Timmins



FAR NORTHEAST TRAINING BOARD (FNETB)
your local labour market planning network

COMMISSION DE FORMATION DU NORD-EST (CFNE)
votre réseau local de planification du marché du travail

Canada

EMPLOYMENT ONTARIO EMPLOI ONTARIO

Ontario



FAR NORTHEAST TRAINING BOARD (FNETB)
your local labour market planning network

COMMISSION DE FORMATION DU NORD-EST (CFNE)
vosre réseau local de planification du marché du travail

1425 Front Street, P.O. Box: 2198 Hearst ON P0L 1N0

Phone: 705.362.5788

www.fnetb.com

Canada 

EMPLOYMENT
ONTARIO EMPLOI
ONTARIO

Ontario 

The views expressed in this document do not necessarily reflect those of the
Government of Ontario.

The information presented in this report is current at the time of its release.

LIMITATIONS:

While the survey results are a snapshot based on the input of employers who responded across various industry sectors, it is important to note that it is not representative of all employers in the FNETB.

TABLE OF CONTENTS

	Page
INTRODUCTION	2
METHODOLOGY	
PROFILE OF RESPONDENTS AND THEIR ORGANIZATION	3
SURVEY RESPONSES	7
Workforce hiring and separations in 2024	7
Anticipated workforce changes in 2025	9
Hiring challenges	10
Hard to fill positions	11
Recruitment and training practices	13
Technological and environmental changes	18
Challenges and opportunities moving forward	20
CONCLUSION	24

ACKNOWLEDGEMENTS

The FNETB would like to thank the employers who took the time to answer the 2025 survey. Employer outreach is greatly enriched by the collaboration and support of the local organizations that assist and support this project by distributing the survey to their members. The participating business organizations in 2025 were:

- Cochrane Board of Trade
- Northern Corridor Chamber of Commerce
- Kirkland Lake District Chamber of Commerce
- Temiskaming Shores & Area Chamber of Commerce
- Timmins Chamber of Commerce

EMPLOYEE RECRUITMENT, TRAINING AND RETENTION

2025 Employer Survey Results

INTRODUCTION

There are twenty-five workforce planning board across Ontario funded by the Ministry of Labour, Immigration, Training and Skills Development. The Far Northeast Training Board (FNETB) is one of four workforce planning boards across northeastern Ontario. Other workforce planning boards in the northeast include Algoma Workforce Investment Corporation), the Labour Market Group and Workforce Planning for Sudbury and Manitoulin.

A key mandate of workforce planning boards is to conduct research and analyze what is happening in the local labour market. In addition to using various data sources such as business data from Statistics Canada and the Census, workforce planning boards also conduct industry-specific research, consult key stakeholders throughout the year and lead partnership projects. All of this is used to support and inform local workforce development strategies and local actions.

An important part of the community outreach is to collect input from employers about the challenges they are facing with their workforce in terms of recruitment, training and retention. As a result, the four workforce planning boards in the northeast conducted a survey of employers in their respective areas.

METHODOLOGY

All four workforce planning boards across the northeast developed a common assessment tool and timeline for implementation of the survey. Employers were asked to answer key questions related to: industry demographics, workforce changes in 2024 and anticipated changes in 2025, hard-to-fill positions, recruitment practices, skills and training requirements, impact of technological and environmental changes and challenges/opportunities moving forward.

The survey was administered between April 30th to May 30th, 2025. Survey Monkey was used as the platform to administer the survey. Various strategies were used to get the word out, including direct emails and the use of social media. Each workforce planning board across the northeast conducted their own survey. This report is an analysis of the results for the Timmins area.

PROFILE OF RESPONDENTS AND THEIR BUSINESS

For the Timmins area, a total of 99 employers started the survey and while there was some drop-off in respondents as the survey progressed, around three-quarters completed the survey.

INDUSTRIES REPRESENTED (99 responses)

Respondents reflect a range of industries. Table 1 provides the breakdown of respondents by industry and compares the percentage distribution with the actual percentage distribution of businesses in the Timmins region. The color-coding in Table 1 highlights where the survey percentage share is significantly greater (green) or significantly lower (red) than the actual distribution based on the Canadian Business Counts data as of December 2024.

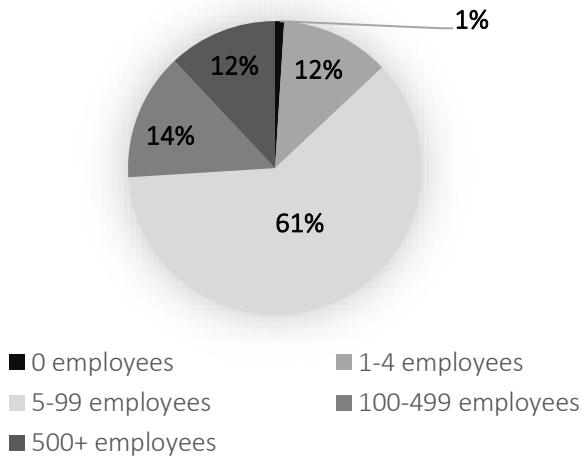
TABLE 1: NUMBER AND PERCENT OF RESPONDENTS BY INDUSTRY			
INDUSTRY	SURVEY		ACTUAL PERCENT
	NUMBER	PERCENT	
Agriculture, Forestry, Fishing and Hunting	2	2.0%	5.1%
Mining, Quarrying and Oil and Gas Extraction	13	13.1%	1.4%
Utilities	0	0.0%	0.6%
Construction	17	17.2%	12.9%
Manufacturing	4	4.0%	3.6%
Wholesale Trade	1	1.0%	3.3%
Retail Trade	8	8.1%	16.8%
Transportation and Warehousing	1	0.0%	5.2%
Information and Cultural Industries	1	1.0%	1.4%
Finance and Insurance	2	2.0%	3.4%
Real Estate, Rental and Leasing	3	3.0%	3.3%
Professional, Scientific and Technical Services	8	8.1%	5.6%
Management of Companies and Enterprises	1	1.0%	0.3%
Administration and Support, Waste Mgmt	1	1.0%	3.4%
Educational Services	5	5.1%	1.3%
Healthcare and Social Assistance	14	14.1%	12.5%
Arts, Entertainment and Recreation	1	1.0%	1.6%
Accommodation and Food Services	4	4.0%	6.6%
Other Services (Except Public Administration)	11	11.1%	9.6%
Public Administration	2	2.0%	2.1%
TOTAL	99	100.0%	100.0%

Actual figures are from Statistics Canada's Canadian Business Counts, December 2024, Timiskaming and Cochrane

PERSON COMPLETING THE SURVEY (99 responses)

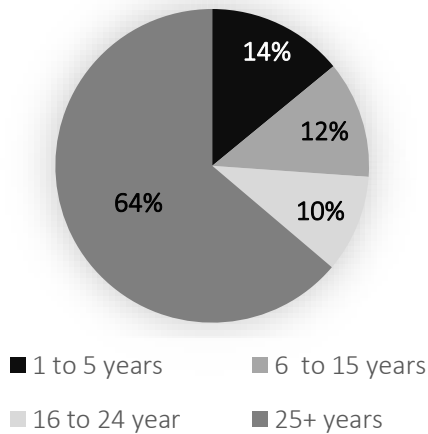
Eighty-seven percent of the surveys were completed by a senior person in the organization as follows: owner (33%); human resources (19%); and supervisor/manager (33%). Others (14%) included in that category are those in an Executive Director’s role or in an administrative position.

RESPONDENTS BY NUMBER OF EMPLOYEES (99 responses)



61%
of the 99 respondents
had between 5 and 99
employees.

YEARS OF OPERATION (99 responses)



64%
of the 99 respondents
were in business for 25
years or more.

Note: For the following questions in this section, the respondent was allowed to pick more than one selection.

TYPE OF BUSINESS (99 responses)

- 76% private for-profit sector
- 11% not for profit/registered charity employer
- 9% Francophone business
- 5% government-funded for-profit employer
- 4% franchise
- 3% non-government funded not for profit employer
- 2% Indigenous business.



76%
of the 99 respondents
were private sector for
profit businesses.



40%
of the respondents
have employees who
are 65 or over

CURRENT WORKFORCE BY AGE COHORT: (97 responses)

- 63% employ someone under 25 years old
- 95% employ someone between 25 and 55
- 71% employ someone 55 or over
- 40% employ someone 65 or older

DEMOGRAPHICS OF CURRENT WORKFORCE (99 responses)

Respondents were asked about the demographic composition of their workforce. Almost all respondents hire both males and females, and nearly three-quarters (73%) employ Francophones. Half employ either Indigenous persons (51%), and around two-thirds employ immigrants or other cultural groups (61%). A slightly smaller proportion (38%) employ domestic students, while 26% indicate that they hire international students. Around one out of five (22%) employ people with a known physical disability while 18% indicate that they hire people with a known developmental disability (18%).

- Males (94%) and females (95%)
- Francophones (73%)
- Indigenous (51%)
- Immigrants/other cultural groups (61%)
- Students: Domestic students (38%), International students (26%)
- People with a known disability: physical disability (22%), developmental disability (18%)

SUCCESSION PLAN (99 responses)

When asked about succession planning, less than a third of respondents have a succession plan in place either for key roles or for some key roles:

- 30% acknowledge that they do not have a formal succession plan
- 27% say that they have a succession plan in place for key roles
- 21% say that they have a succession plan in place for some key roles
- 14% say they are currently developing a succession plan
- 7% of respondents say they do not know if their business had a succession plan.

30%
of the 99 respondents
do not have a formal
succession plan



SURVEY FINDINGS

Limitations: While the survey results are a snapshot in time and based on the input of employers who responded across various industry sectors, it is important to note that it is not representative of all employers in the Timmins region but rather a reflection of the experience and current situation of those who responded to the survey.

WORKFORCE HIRINGS AND SEPARATIONS IN 2024

SEPARATIONS IN 2024 (97 responses)

A separation is defined as a retirement, a dismissal/termination, an employee who left or quit, a permanent layoff, a temporary layoff, or any other termination of employment.

Respondents were asked if their business or organization experienced any separations in 2024. Of all respondents, 85% said yes; 14% said no; and 1% were uncertain. Among those who did experience a separation, a further question explored why and approximately how many employees this impacted. Table 2 illustrates the responses provided. A category called 'other' was included and respondents provided a wide range of reasons including returning to school, parental leave, change in career, contracted work, and moving out of town.

By far, the single largest reason for separation was that the employee quit (82%), followed by termination (61%) and retirement (38%). In most instances, the separation involved 1-9 employees.

REASONS FOR SEPARATIONS IN 2024 (76 responses)

Table 2: Type of separation and approximate number of employees involved

	Any number of employees	1-9 employees	10-24 employees	25-49 employees	50+ employees
Employee quit	82%	58%	13%	7%	4%
Employee retired	38%	32%	4%	3%	0%
Temporary layoff	20%	13%	5%	1%	0%
Permanent layoff	18%	14%	3%	1%	0%
Dismissal / Termination	61%	46%	9%	4%	1%
Left for more flexible work (i.e., remote work)	20%	17%	1%	1%	0%
Other	13%	12%	0%	0%	1%

HIRING IN 2024 (93 responses)

Similarly, respondents were asked whether they hired any employees in 2024. Eighty-seven percent (87%) of respondents indicated that their business had hired in 2024 and 13% did not. The total number of respondents who indicated that they had hired was 81, while the total number who indicated they had experienced a separation was 84, virtually an identical number.

By far, the primary reason for hiring was to fill an existing vacancy (81%), followed by a hiring in response to growth or expansion (53%) or to replace a person who retired (27%). “Other” responses included hiring summer students or backfilling a parental or medical leave. As in the case of separations, the large majority of these hirings involve 1-9 employees.

REASONS FOR HIRES IN 2024 (74 responses)

Table 3: Reasons for new hires in 2024					
	Any number of employees	1-9 employees	10-24 employees	25-49 employees	50+ employees
Retirements	27%	20%	5%	1%	0%
Filling existing vacancies	81%	49%	16%	5%	11%
Growth/expansion	53%	35%	11%	4%	3%
Restructuring	16%	15%	1%	0%	0%
Technological changes	9%	9%	0%	0%	0%
Other	7%	7%	0%	0%	0%

OCCUPATIONS FOR WHICH RESPONDENTS HIRED IN 2024 (66 responses)

Respondents were then asked to list the occupations for which they hired the greatest number of employees.

- Administrative staff, clerical
- Sales associate, customer service
- Social and community services workers
- Mechanics
- Receptionists
- Labourers
- Financial advisors and analysts
- Cleaners and housekeepers
- Human resources
- Maintenance workers
- Pet groomers and animal care attendants
- Accounting and bookkeeping
- Managers
- Mental health counsellors and therapists
- Miners and drillers
- Personal support workers

ANTICIPATED WORKFORCE CHANGES IN 2025

HIRING IN 2025 *(85 responses)*

Respondents were further probed about whether they had already hired in 2025 (January to May 2025) as well as whether they planned to hire between June and December 2025.

Table 4: Already hired or plan to hire in 2025					
	Any number of employees	1-9 employees	10-24 employees	25-49 employees	50+ employees
Already hired in 2025	80%	59%	14%	4%	3%
Plan to hire in 2025	81%	59%	13%	3%	7%

REASONS FOR HIRING IN 2025 *(68 responses)*

The proportion by reason is very similar to the reasons provide for the hires in 2024. The only major difference is that in 2024 a much larger proportion of respondents indicated that the hiring involved 50 or more employees.

Table 5: Reasons for new hires in 2025					
	Any number of employees	1-9 employees	10-24 employees	25-49 employees	50+ employees
Retirements	23%	21%	1%	0%	0%
Filling existing vacancies	79%	56%	14%	4%	4%
Growth/expansion	56%	41%	9%	1%	4%
Restructuring	11%	10%	1%	0%	0%
Technological changes	6%	6%	0%	0%	0%
Other	9%	7%	0%	1%	0%

OCCUPATIONS FOR WHICH RESPONDENTS HIRED OR PLAN TO HIRE IN 2025 *(60 responses)*

The occupations for which respondents had hired or expected to hire in 2025 were generally similar to those for which they had hired in 2024, notably among the larger categories: administrative staff, labourers, and sales associates, with somewhat more truck drivers, and heavy equipment operators.

HIRING CHALLENGES

BIGGEST HIRING CHALLENGES (79 responses)

Respondents were asked about the challenges they face when hiring. Table 6 illustrates the biggest challenges employers face when recruiting new employees.

The biggest challenge was that applicants lacked the skills required, cited by 70% of the respondents. Three other challenges were each noted by around half of the respondents: applicants lacked the qualifications required (54%), applicants lacked the work experience required (53%) and low number of applicants (48%).

Table 6: Biggest challenges when recruiting new employees	
Challenge	Percent
Applicants lack the skills required	70%
Applicants lack the qualifications required	54%
Applicants lack work experience required	53%
Low number of applicants	48%
Competition from other employers	37%
Applicants lack soft skills (communication, work ethics, etc.)	35%
Location challenges	27%
Compensation expectations	25%
Other	8%

The “Other” category (8%) had only two items which were mentioned more than once: poor work ethics, and lack of funding and incentives.



50%

Identify the lack of housing as a challenge

OTHER CHALLENGES TO EMPLOYEE RECRUITMENT AND RETENTION: (54 responses)

Respondents were further asked about other factors which affected their ability to recruit and retain employees. Responses were as follows:

- Lack of houses or apartments to rent (50%)
- Lack of daycare (30%)
- Lack of public transportation (26%)
- Lack of houses to purchase (26%)
- Lack of reliable and affordable high-speed internet (2%).

HARD TO FILL POSITIONS (75 responses)

Respondents were next asked to list the occupations that are the hardest to fill for their business or organization. The most commonly cited occupations were:

- Mechanic
- Sales associate, customer service
- Welder
- Administrative staff, clerical
- Heavy equipment operator
- Managers
- Cleaner
- Labourer
- Maintenance worker
- Receptionist
- Social and community services worker



ADAPTING WHEN VACANCIES CANNOT BE FILLED (77 responses)

Respondents were asked how they adapt or will adapt where they cannot fill all their vacancies, for each of 2024 and 2025. Table 7 shows their responses as a percentage of all those who replied to this question.

As shown in Table 7, having current staff work more overtime is the most common way of coping with unfilled vacancies. It is noteworthy that the proportion choosing this option declined for 2025, this might suggest that relying on overtime has reached its limits.

Table 7: Strategies to adapt when vacancies cannot be filled		
	2024	2025
More overtime for current staff	53%	38%
Redistribution of work	34%	43%
Cross training for current employees	39%	46%
Subcontract/Outsourcing	35%	35%
Offer job placements and internships	15%	14%
Access staffing agencies	20%	18%
Diversify our workforce	9%	11%
Offering remote work options	8%	6%
Implementation of technology/automation	6%	9%
Reduction of our workforce	8%	10%
Other	8%	5%

In the "Other" option the strategies cited were the following:

- Offering opportunities for working from home
- Recruiting internationally
- Halting growth and turning away new businesses until positions are filled
- The owner works extra hours to make up for the shortfall
- Retired employee returning to work
- Absorbing the cost of additional persons "spares" on site to fill positions that require two people to operate.

RECRUITMENT AND TRAINING PRACTICES

METHODS USED TO RECRUIT CANDIDATES: (79 responses)

Table 8 shows the selections of respondents from a list which was provided expressed as a percentage of all those who answered this question, for each of 2024 and 2025.

It is striking that the old “low-tech” strategies of word-of-mouth and employee referrals top the list of responses, with word-of-mouth being relied upon by 81% or more, and employee referrals accounting for almost two-thirds.

Table 8: Recruitment methods used to find candidates for job vacancies		
	2024	2025
Word of mouth, personal contacts, referrals, and informal networks	81%	84%
Employee referrals	59%	68%
Free online job boards/online postings	70%	67%
Social media (Facebook, LinkedIn)	57%	58%
Our business/organization's own website	52%	57%
Local employment service agencies	27%	28%
Job fairs	30%	28%
On-site job signs or posters	21%	23%
Paid online job boards/online postings	28%	30%
Onsite recruitment at schools, colleges and universities	29%	32%
Print and online news media	15%	13%
Trade or professional publications or websites	18%	20%
Radio ads	9%	8%
Executive search companies/Headhunters	9%	9%
Other	6%	4%

The “Other” category often involved employers reiterating one of the options already listed, such as Indeed, Job Bank or recruiters. Options that had not been listed included recruiting internally, and digital ads at the airport and at recreational centres.



AREAS WHERE RESPONDENTS RECRUIT (79 responses)

Respondents were asked where they search for new employees by choosing as many options as applied from a list of five: within their community/district, in other Northern Ontario communities/districts, in Southern Ontario, in other provinces, or internationally.

- 96% recruit within their community/district
- 59% recruit from other Northern Ontario regions
- 35% recruit in Southern Ontario
- 27% from other provinces
- 20% said they also recruited internationally.

USE OF LOCAL EMPLOYMENT SERVICES

Twenty respondents, representing slightly 27% in the answers in Table 8, said they had used local employment services.

When asked to name the service they had made use of, the most frequently named service was local employment services. A number cited Indeed, a private recruitment agency, Far Northeast Training Board's JobsIn job portal or a local radio station.

Others mentioned a specific program, such as Canada-Ontario Jobs Grant, Canada Job Bank or apprenticeship program with high schools and colleges.

27%
of the respondents
said that they had
used local
employment services

SKILLS REQUIREMENTS AND TRAINING (77 responses)

Respondents were asked to select the five most important skills (from a list of thirteen) that they look for when hiring. The percentage responses of all respondents to this question are listed in Table 9.

Table 9: Most important skills when hiring	
Skill	Percent
Work ethics, dedication and dependability	77%
Teamwork and interpersonal skills	61%
Willingness to learn	51%
Oral and written communication	44%
Self-motivation and independence	43%
Time management and organization skills	42%
Customer service	40%
Technical	39%
Ability to follow instructions	32%
Professionalism	26%
Computer literacy	18%
Problem solving and creativity	18%
Analytical/Research skills	8%

The ‘TOP 5’ skills that employers look for when hiring are:

1. Work ethic, dedication and dependability
2. Teamwork and interpersonal skills
3. Willingness to learn
4. Oral and written communication
5. Self-motivation and independence

SUPPORT FOR EMPLOYEE TRAINING (77 responses)

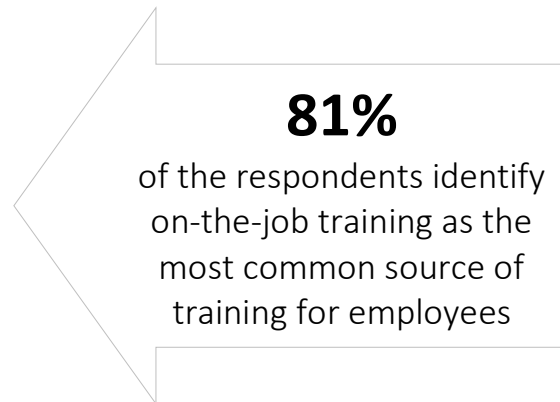
Employers were asked if they provide or support training for their employees. Respondents were once again given a list of options and could choose as many that apply. In response to this question:

- 70% of respondents said they fund employee training or education (either fully or in part)
- 39% offer flexible work schedules
- 38% supply information on opportunities available
- 19% use government hiring and training incentives
- 14% replied ‘other’ (which consisted of onsite training that they undertook).

SOURCES OF TRAINING (77 responses)

Respondents were asked to choose as many responses as relevant to their business regarding common sources of training for their employees. Options and responses include:

- On-the-job training (81%)
- College (53%)
- Online webinars/workshops (47%)
- Peer-to-peer training (45%)
- Distance/online education (31%)
- University (26%)
- Industry professional association (25%)
- Private trainer (19%)
- Adult learning centre (7%)
- School board (6%)
- Local union (5%)
- Other (9%)



The “Other” category responses reiterated one of the table choices.

OBSTACLES TO TRAINING (77 responses)

A list of obstacles was provided, and respondents were asked to choose all obstacles that were relevant to their business:

- Cost of training (51%)
- Loss of trained employees to other employers (38%)
- Relevant programs not offered in the region (34%)
- Distance to travel for training (35%)
- Loss of productivity during training periods (35%)
- Lack of awareness of training programs available (19%)
- Lack of awareness of support for employee training (18%)
- Lack of awareness of legislated training requirements (3%)
- Other (14%)

In the “Other” category, half of the comments mentioned lack of time or inability to release workers for training. Other comments mentioned included the lack of willingness from employees to take training and not having enough time or resources to develop a training plan.

EMPLOYMENT EXPERIENCE OPPORTUNITIES FOR STUDENTS (76 responses)

Respondents were asked whether they provide employment experience opportunities to students and youth. The survey provided 12 categories of experiences, including paid and unpaid coop placements for high school, college or university students, paid and unpaid internships, high school and college apprenticeships, summer jobs and part-time jobs.

Table 10: EMPLOYMENT EXPERIENCE FOR STUDENTS	
Employment experience opportunity	Percent
Summer jobs for students	55%
Part-time jobs for students	44%
Unpaid high school Coop placements	36%
Unpaid college Coop placements	28%
College apprenticeships	24%
Paid internship	17%
Paid college Coop placements	16%
High school apprenticeships	16%
Unpaid university Coop placements	14%
Paid university Coop placements	11%
Unpaid internship	11%
Paid high school Coop placements	8%

Of all respondents who answered this question, 88% provided at least one of these opportunities and almost half (40%) provided at least three such opportunities.

8 respondents mentioned not offering any of these opportunities to students and youths.



TECHNOLOGICAL AND ENVIRONMENTAL CHANGES

IMPACT OF TECHNOLOGICAL AND ENVIRONMENTAL CHANGES (71 responses)

Respondents were asked about the impact of technological and environmental changes on their industry, both currently and in the future. Almost a third (30%) said that none of these changes had a current impact or will have a future impact on their business or organization. There were five technological/environmental changes identified by 27% to 32% of the respondents as having a current impact, namely: cloud-based technology, digitalization, cyber-security, real time data collection, management and analysis, and artificial intelligence.

And for future impact, the following were identified: artificial intelligence, cloud-based technology, cyber-security, digitalization, real time data collection, management and analysis, and automation and robotics.

Three issues showed larger increases in concern for their future impact:

1. Automation and robotics
2. Autonomous equipment
3. Environmental regulations

Table 11: Impact of Technological and environmental changes on the workforce		
Changes	Current	Future
No impact on our business/organization	30%	30%
Cloud-based technology	32%	23%
Digitalization	30%	21%
Cyber-security	30%	23%
Real time data collection, management and analysis	28%	21%
Artificial intelligence	27%	24%
Automation and robotics	13%	20%
Autonomous equipment	11%	17%
Environmental regulations	7%	13%
Electrification	4%	7%
Climate change	6%	8%
Other	4%	6%

IMPACT OF TECHNOLOGICAL AND ENVIRONMENTAL CHANGES ON THE WORKFORCE

(72 responses)

When asked about what impact these technological and environmental changes will have specifically on their workforce. The biggest impact predicted by respondents was on the need for upskilling and reskilling:

- Our workforce will need continuous upskilling or reskilling (44%)
- Workforce productivity will improve (31%)
- Our workforce will need advanced computer skills (22%)
- Health and safety requirements will change (19%)
- Our workforce will need data management skills (19%)
- Our workforce will need project management skills (18%)
- Our workforce will decrease – some jobs will be lost (17%)
- Our workforce will increase – new jobs will be created (15%)
- It will facilitate remote work arrangements (10%)
- Other (18%) respondents who chose this mostly said they did not know or that it was not applicable to them.

Respondents were invited to name the occupations they thought would be most impacted by technological and environmental change. The most common responses were the following:

- Administrative staff, clerical
- Sales associate, customer service
- Management, manager, project manager, program manager, office manager
- Finance, finance administration, financial advisor, financial controller
- Mechanic
- Technician
- IT position
- Receptionist

CHALLENGES AND OPPORTUNITIES MOVING FORWARD

CURRENT AND FUTURE IMPACT OF TARIFFS (71 responses)

Given the current news, regarding the US tariffs, respondents were asked about the impact that those tariffs have or could have on their business or organization. Table 12 shows the percentage of respondents selecting each impact, both currently and in the future.

In most instances, a higher percentage of respondents are expecting a future impact than they currently experience, which is understandable since clarity on those tariffs was still unpredictable at the time of the survey (May 2025).

Supply chain disruptions and the need to raise prices are the two most common impacts selected, both currently and for the future, with restricted spending due to uncertainty coming in third. While fewer are currently delaying growth or expansion plans, a quarter (25%) expect that will be the case in the future.

Nature of impact	Current	Future
Our supply chain will be impacted	42%	45%
We will have to raise our prices	31%	41%
We will have to restrict spending because of uncertainty	23%	25%
No impact on our business/organization	27%	23%
We will delay growth/expansion plans	13%	24%
We will have difficulty honoring existing contracts	13%	11%
We will reduce our hours, staff and operations	7%	11%
Other	6%	6%

Among those who chose “Other,” respondents mentioned difficulty with recruitment because of the uncertainty and not being able to order their merchandise from the United States.

CONCLUSION

The Northeast Ontario Employee Recruitment, Training and Retention Survey was administered to employers in the Far Northeast Training Board area during the month of May 2025. In total, 99 employers in the Timmins area started the survey and while there was some drop-off in respondents as the survey progressed, around three-quarters completed the survey.

While this report reflects the insight of those who responded to the survey, it nevertheless confirms a number of workforce issues related to recruitment, training and retention that have been fairly consistent across the region over the past years.

More specifically, it is not surprising that three quarter view workforce issues as the biggest challenge for their business or organization in the next three years, either the challenge of recruiting or retaining employees, concerns regarding the large number of retirements, and worry that there are not enough qualified job candidates to fill labour needs.

That being said, many felt genuine optimism for the local economy because of growth opportunities, including high expectations arising from expansion of the mining sector. And while new technologies pose new challenges, these advancements are also viewed as tools to increase productivity and expand their businesses.

In closing, while the insights gained from this survey highlight what we might already understand about local workforce needs and issues, they also show that employers appear to be resilient and optimistic about the local economy and new paths moving forward. They see growth opportunities, are seeking new markets and are looking at ways to improve their business.

All of the topics discussed here are important as we move into the future to ensure a prosperous and growing economy with a robust workforce that is ready, trained and balanced to meet the needs of employers.

