

Investigating the Labour Market

Includes:

Final Report

By

Charlotte Caza

Completed for: New Canadians Centre

Supervising Professor: Jonathan Greene

Trent Centre for Community-Based Education

Department: Political Studies

Course Code: POST 4870Y

Course Name: Political Studies Community-Based Research Project

Term: Fall/Winter

Date of Project Submission: April 2014

Project ID: 4312

Call Number:

Investigating the Labour Market

Prepared by: Charlotte Caza

Prepared for: New Canadians Centre Peterborough

Supervised by: Jonathan Greene

POST 4870Y 2013/2014

Contents

Acknowledgements..... 4

Executive Summary..... 5

 Recommendations 6

 Keywords..... 6

Introduction 7

Literature Review 9

 Introduction 9

 Unemployment 9

 Types of Jobs 12

 Canadian Cities..... 14

 Peterborough 16

 Conclusion..... 18

Methods..... 19

 Labour Market Sources 19

 Research and Ethics Board Protocol 19

 Identifying Industry Leaders 20

 Interview 20

Results..... 21

 Labour Market Sources 21

 Interview 1 22

 Interview Two 24

 Interview Three..... 26

 Interview Four..... 27

 Interview Five..... 30

Researcher Reflections 32

 Health..... 32

 Engineering 32

 Finance 33

 Recurring Trends..... 33

Conclusion.....	35
References	36
Appendix 1: Consent Form.....	38
Appendix 2: Interview Questions.....	40

Acknowledgements

I would like to express my appreciation to various people for their contributions to this project: Michael VanDerHerberg, Employment Coordinator at the New Canadians Centre of Peterborough (NCC) for his supervision and recommendations in this project, Professor Jonathan Greene, my faculty supervisor, for his professional guidance and support throughout the project, and Andy Cragg, Project Coordinator at the Trent Centre for Community Based Education (TCCBE) for his coordination of the project. Furthermore, I would like to extend my gratitude to the participants in the interviews for taking the time to participate in the research project. Finally I would like to thank the institutions of the NCC, the TCCBE and Trent University more broadly for providing me with the opportunity to partake in a community based research project.

Executive Summary

This research project found that labour market information is extremely complex. It is hard to consolidate information for the region because labour market information is always changing. It has also found that labour market information is largely anecdotal, so it is difficult for anyone without established connections in the community to access adequate information. The purpose of the project is to determine what labour market information is available in the engineering, health, and financial sectors of Peterborough City and County, and to develop labour market projections in conjunction with leaders of these industries.

This project has been centred on the industries of health, engineering and finance. It has found that these are three industries that have seen some growth and profitability relative to other industries in Peterborough, many of which are in decline. They often undergo periods of hiring and for many positions are able to recruit workers from the region; in order to fill more senior and specialized positions, however, they are forced to recruit from outside the region in the absence of a large pool of individuals with these skills living within the region. The individuals I interviewed do not foresee any significant permanent change in these trends within the next five years. Their growth is linked to the type of industry, and the success of the individual institution. However, due to several factors outside of their control, it is hard to determine trends within the industries. Their success is dependent on factors such as external funding, availability of work, and the cycle of the markets.

Recommendations

I recommend creating one consolidated list of labour market information in Peterborough. This list, although difficult to keep up to date, would be best if several, if not all, employers in different industries in the region contributed to its production. It would require cooperation on the part of industry leaders in the region, as well as other institutions with stakes in the local labour market. This would not solely be a list of postings, but would also include qualitative information regarding the labour market to date. This way, employers in the region could be made aware of the labour market trends in other industries, and those looking to come to Peterborough would have access to labour market information. My second recommendation would be to establish a contact within each industry that could field questions regarding the labour market. This way anecdotal information would be made more accessible to those who do not have established connections in the community.

Keywords

Labour market information, health, engineering, finance, Peterborough, industry

Introduction

The research for the project was undertaken to meet the needs of the NCC, the TCCBE and myself for the completion of POST 4870Y at Trent University. The project was done in conjunction with the TCCBE and Trent University and the research was primarily done to meet the needs outlined by the NCC; there were deliverables for all three parties. The purpose of this research is two-fold: to determine what labour market information is available in the engineering, health and financial fields for the Peterborough City and County and to develop labour market projections in conjunction with industry leaders.

The initiative for this project came from the NCC, which had recognized that there is a lack of labour market information publicly available to all individuals potentially looking for employment opportunities in Peterborough, but especially new immigrants. Often, labour market information is anecdotal, and individuals find employment through their established networks in the community. This makes it difficult for somebody residing outside the region to get a sense of the local labour market, and therefore to have adequate information about employment prospects and opportunities in the Peterborough area. Furthermore, the empirical information that is available is often dated, as industries are ever changing. The NCC thus identified a need for further qualitative research on the labour market in Peterborough. Michael VanDerHerberg, employment coordinator at the NCC, identified the fields of engineering, health and finance as areas of potential employment growth Peterborough, at least in comparison to other industries, and therefore these fields became the focus of this research project.

In the next section of this paper, I will summarize my findings of the report and will outline the most important results of the research. I will also outline recommendations going forward in labour market information research in Peterborough. Keywords will be identified.

In Section 3, I will provide a literature review, specifically exploring some academic work that is being done on labour market information including growth, unemployment, and inequality. The purpose of this section is to contextualize labour market information, and bring it into the sphere of Peterborough. I will also briefly discuss some of the other research that is being done regarding labour market information in Peterborough.

In Section 4, I will discuss the methodology used for this project. I will describe the Research and Ethics Protocol required by Trent University and outline how interview participants were chosen. Then, I will discuss the creation of the interview questions and the format of the interviews.

In Section 5, I will explore some of the key sources of labour market information in the region. I will also outline the results of the interviews, laying out the information provided by the industry leaders regarding their perspective on the labour market in their field.

In Section 6, I will provide some reflections on the results of the interviews. I will identify some common trends amongst the different interviews and industries. I will then outline some recommendations for labour market collection in Peterborough.

Finally, in Section 7, I will conclude the research report. I will discuss sources of error in my research and outline some potential next steps pertaining to the labour market in Peterborough.

Literature Review

Introduction

The nature of the labour market can vary based on a variety of factors. It is understood by scholars that the labour market is not stagnant, rather it is constantly changing. An examination of the capitalist system can offer a variety of reasons for unemployment and labour market changes. The following is a review of the literature related to the complexity of the operation of the labour market in the capitalist economic system. In order to contextualize labour market information, the review will begin by examining the topic of employment in the capitalist system more broadly, and will narrow down to more specific experiences. It will explore the role of the state in the labour market. Eventually, this will lead to a brief review of Peterborough specifically with an end goal to identify trends specific to the region.

Unemployment

When exploring the labour market, many scholars write about unemployment in a capitalist system. Perhaps this is because full employment capitalism only lasted from 1955-1965 (Apple, 1980). Scholars offer ways that capitalism explains unemployment. Heise (2008) argues that there may be an optimal amount of unemployment. He argues that in the last two decades, we have come to understand unemployment differently than before, and that it is not always negative. He uses an empirical test of the “Meritocratically Optimal Rate of Employment,” to argue its benefits. He claims that according to captains of industry, full employment is actually not ideal because of a desire to not have government interfere with markets; in order to achieve full employment, the government would have to intervene to participate in job creation. This could lead to possible government interference in areas where there could be crowding out of private investment, and therefore a decrease in the competition

of markets. Finally, he argues that full employment changes power relations toward working classes.

Although Heise (2008) acknowledges that unemployment has the potential to be manipulated by the elite to benefit their own income distributions, his central argument is that unemployment can be pursued in the interest of the common good; in a capitalist system, he argues, perhaps maximum employment is not the final goal, but rather a system in which a specific amount of employment is attained to benefit the majority of the population (Heise, 2008). This has interesting, and perhaps controversial, implications for employment initiatives. Should a government simply stop action once a specific amount employment is attained?

Heise's ideas are in sharp contrast to those of Kalecki (1943). In his article, "Political Aspects of Full Employment," published in 1943, Kalecki argues that governments should intervene in instances of unemployment by taking measures to increase the demand for labour. He states that "full employment may be secured by a Government spending programme, provided there is in existence adequate plant to employ all existing labour power, and provided adequate supplies of necessary foreign raw materials may be obtained in exchange for exports" (Kalecki, 1943, p. 322). Essentially, he argues that as long as political and economic conditions are correct, there is no reason a government should not be in favour of full employment. He argues that government expenditure increases employment both directly, through job creation, and indirectly, as higher income creates more consumption. He continues by stating that effective demand constructed by the government acts like any other increase in demand and therefore does not impede the working of the free market.

Foreshadowing concerns raised by Heise, Kalecki acknowledges that hidden political motives are possible amongst those who make the case for government intervention, but they do not usually appear in overt government initiatives (1943). At the same time, he argues that those arguing for government intervention are no more biased than who argue against government intervention. Those who argue against government intervention, he asserts, often do so based on their own anti-statist ideological positions, disagreements with the direction of government spending, or an objection to the social and political changes that come as a result of full employment. Kalecki is skeptical of those who do not want to see employment, and therefore some degree of equality. Kalecki, in short, is in favour of state intervention.

Hodgson (2003) addresses unemployment differently than either Heise or Kalecki. He does not argue that the creation of unemployment is an intentional act to achieve a greater social good, as does Heise, but rather it is a characteristic of technological progress. In his article, "Capitalism, Complexity and Inequality," he approaches the issue by exploring the rising complexity of a capitalist system. He argues that technology cannot solve problems of complexity, but it is a contributing factor: "[t]he new information technology can help us deal with some but not all aspects of growing complexity, and it can neutralize its underlying forces" (Hodgson, 2003, p. 473). Technology can lead to greater economic growth.

However, this does not mean that technology is good for the labour market overall (Hodgson, 2003). Hodgson argues that technology would not enhance human creative power. Rather, it would replace many aspects of human creative power. This economic growth would not be an outcome of human learning or innovation (Hodgson, 2003). The technology increase

would not inherently lead to deskilling, but it would also not necessarily lead to up-skilling (Hodgson, 2003).

This relates to unemployment because there is a shift in the type of jobs that are valued. Hodgson argues that some skills or professions become obsolete because lower-skilled jobs can be replaced by technology (2003). He argues that for this reason, income is based on skills. He claims, “in most developed countries, unemployment is concentrated among those with low or obsolete skills,” (Hodgson, 2003, p. 475). In order to have skills, one must be educated. Therefore, “education-centred economic policies are vital to sustain economic growth and to diminish inequality and unemployment” (Hodgson, 2003, p. 476). From this perspective, it is not enough to have policies directed towards employment directly, as suggested by Kalecki, but rather what is critical is that individuals have the opportunities to acquire the skills that are required to be employed in a technologically advanced economy; education, in other words, is critical. Hodgson writes about a shift in the type of employment that is necessary for a thriving economy, and argues that since highly skilled labour is valued the most, investment in mass training opportunities would help in development.

Types of Jobs

Following the argument laid out by Hodgson, contemporary capitalism no longer conforms to the employment model that dominated much of the post-war industrial period of capitalism. The growth of technology has fundamentally altered the nature of contemporary industrial capitalism, a shift captured in a different manner by Richard Florida, who has written extensively on what he calls the “rise of the creative class (2002).

Florida claims that there has been in a shift in what we value in our economy (2002). Human creativity is now the key factor in our society and economy (2002). Florida claims that creativity, although not tangible, has now become the dominant commodity. He argues that since creativity has become the dominant commodity there has been a new sort of order created in the work place. In a world that was once dominated by strict schedules and regulations, now creativity must be fostered above all else. He points to the community, the workplace and the workers themselves as actors who must nurture this creativity. He argues that, economically speaking we are, “moving from an older corporate-centred system defined by large companies to a more people-driven one” (Florida, 2002, p. 6).

When speaking of the creative class, Florida is referring to people with a profession whose “economic function is to create new ideas, new technology and/or new creative content” (Florida, 2002, p. 9). Some examples of this can include people with careers in architecture, science, engineering, education, the arts and entertainment. However, there is also a broader group of creative professionals in fields like law, health care and business. As Florida states, “[t]hese people engage in complex problem solving that involves a great deal of independent judgment and requires high levels of education or human capital” (Florida, 2002, p. 9). An entire sector of the population is not being paid for a different function. Rather than production, these individuals are being paid for their innovation. This shift in our economic value changes the type of labour that is desirable for a city. According to Florida (2002), the creative class is among the highest earners. In order to strive for the highest economic prosperity, it would be in a city’s best interest to seek out industry that can attract this type of labour.

Scott (2006) also writes about this new order in the economy. Similarly to Florida, he identifies that “the leading edges of growth and innovation in the contemporary economy are made up of sectors such as high-technology industry, neo-artisanal manufacturing, business and financial services, cultural-products industries” (Scott, 2006, p. 3). He identifies that all of these share three special attributes. The first is that production occurs within a network (Scott, 2006). This means that there is a proliferation of small firms allowing them to focus on a narrow specialization. Secondly, labour is extremely fluid and competitive (Scott, 2006). Individuals are contracted for specific jobs, work part-time, or are associated with specific projects rather than the firm as a whole. Thirdly, final products are in competition not only based on cost, but on quality (Scott, 2006).

Soares [1969], Florida [2002], and Scott [2006], all point to a network of employment. All three see industry growth as more than just the growth of one corporation. From this, it becomes clear that if a city is to develop industry, it must attract a network of profitability. The challenge then of those interested in labour market trends is to evaluate what factors can bring this creative network to a city.

Canadian Cities

Rutherford (1996) uses a case study of Kitchener-Waterloo, Ontario to “explore the institutional response to a crisis of inadequate skills investment and increasing unemployment” (p. 414). He addresses Jessop’s (1993) notion of the Schumpeterian workfare state (SWS). This is an idea that, in the interest of increasing innovation, policy is becoming increasingly subordinated to the need for flexibility and profitability (Rutherford, 1996). Contrary to the Keynesian welfare state, the SWS shifts policy to favour increased competitiveness over social

welfare (Rutherford, 1996). While this can vary in approach, Rutherford defines the SWS as involving a considerable devolution of responsibility for labour market development to the local state. Given the nature of the labour market, part of this duty falls to skills training. He argues that while broadly a shift in Canadian and Ontario labour market policy can be described as representative of the SWS, in areas where there is a lack of proper infrastructure and training culture, this can be very problematic.

In his study, Rutherford identifies Kitchener-Waterloo as part of the Canadian Technology Triangle (1996). This term has been used since the 1980s to describe the local economic development offices in Kitchener-Waterloo, Cambridge and Guelph. These are seen as having huge networking capabilities due to their proximity, particularly in technological fields (1996). However, he argues that with the decentralization of labour market training to the provincial and local levels, it is difficult to have the infrastructure necessary for proper training in place. Using Kitchener-Waterloo as an example, he argues that even in localities with large potential, it is unclear whether they can develop coherent industrial or labour market strategies due to their level of infrastructure. His discussion of the potential of localities is interesting in addressing the labour market in Peterborough, as it can be used to explore whether, within a SWS framework, Peterborough has the infrastructure necessary to train for the more equitable type of employment.

In addition to training infrastructure, there are other factors that affect the labour market capabilities of a city. Soroka (1984) explores the effects that the size of a city can have on income distributions. He writes about Canada comparatively to the US. He argues that in both cases, large cities are more likely to be the home to many high-income types of

employment. Furthermore, in the case of companies that are present in both small and large cities, the higher skilled and higher paid employees reside in the larger cities. Soroka argues that population growth, particularly rapid population growth, contributes to income inequality in a city. He argues that cities with high employment in the manufacturing sector appear to have more equal incomes. This is because manufacturing jobs generally have mid range salaries, and they tend to be unionized (Soroka, 1984). Soroka's discussion raises question as to what a small city should be striving for. Is income equality more desirable, or rather attracting few members of higher-skilled labour? Whatever the answer, under current economic circumstances, this is not a problem currently facing Peterborough. Even as Peterborough has seen a decline in manufacturing jobs in recent years, these jobs have not been replaced by high income, creative-class occupations. Peterborough is now faced with both income inequality and unemployment.

Peterborough

There is a variety of literature pertaining to the labour market. What has been reviewed in this paper is far from extensive, let alone exclusive. However, the above literature is important in creating a narrative of the labour market in order to explore that of Peterborough. This section will examine two documents. The first is a document published by the think tank, Martin Prosperity Institute (MPI, 2013). The second is the Greater Peterborough Area Economic Development Corporation's Strategic Plan (GPAEDC, 2010).

The MPI report, "Who Works Where In Peterborough," examines the labour market landscape in Peterborough (2013). The MPI is a think tank directed by Richard Florida. The MPI found that like cities of similar size in Ontario, Peterborough has similar industries. However,

one key difference is the median age of those employed; in Peterborough the average worker is older than in any other Ontario region. They also found that, like other cities, members of the creative class are the highest earners. They found that over 80% of people are employed in the service industry. Furthermore, they found that the creative class members working in the service industry had less education, but were paid more than other members of the creative class working in other industries. Currently, the industry employing the most members of the creative class is the manufacturing industry; however, they are predicting a shift from the manufacturing industry to the service industry.

The GPAEDC's Strategic Plan outlines a strategy for labour market enhancement in the region (2010). Its core goal is to create wealth and employment. The GPAEDC aims to improve quality of life and standard of living. These are defined respectively as, "the degree of enjoyment and satisfaction experienced in everyday life as measured by access to quality healthcare, access to quality cultural activities, availability of appropriate and affordable housing, security from crime, and protection of diversity," and, "a measurement of the financial health of a population as measured by per capita income and consumption of goods and services," (GPAEDC, 2010, p. 9). When creating policy, it has four core values: sustainability, innovation, inclusiveness and differentiation.

The report outlines some key goals to improving the labour market. It explores developing the tourism industry, upgrading economic infrastructure, expanding the role of local post secondary institutions in research, continuing operation of trans-national corporations in the region, developing the Peterborough Municipal Airport as an international aviation business cluster, constructing a nuclear power plant, encouraging the migration of an affluent seniors

population, investing in the Peterborough Regional Health Centre, attracting new industrial commercial residential investment, and agricultural activity (2010). In terms of manufacturing specifically, it outlines the goals of attracting new green industry to the region, proactively seeking new markets for area manufacturers, and developing a spousal employment support network.

It is interesting to note what the report outlines as threats to economic prosperity. It is concerned with increased protectionism in the US (GPAECD, 2010). Perhaps more US regulation would make them a less accessible trading partner. It also mentions Peterborough's aging population and the declining birth rate. The labour market needs to have the ability to replenish itself. It also lists the globalization of corporate structures and the appearance of new competition from emerging economies as a potential threat. The GPAEDC appears to desire to open up to international traders in order to expand the markets, but also views liberalization as a threat.

With the recently published report from the MPI (2013), it will be interesting to see if there are any changes in the GPAEDC's Strategic Plan in future years. Perhaps they will cater more to the creative class in the service industry; the MPI's report outlined tourism as one of Peterborough's main areas of growth. Regardless of what the future holds, Peterborough's labour market can be examined in the greater context of employment in the capitalist system as a whole.

Conclusion

There is a variety of literature on employment and labour market information. As mentioned above, this is by no means an extensive account of all the information that exists on

the subject. Rather, the goal of this review has been to explore literature that discusses the many complex aspects of labour. With this in mind, it becomes possible to contextualize trends in labour market information in Peterborough and locate it in a bigger system.

Methods

In this section, I will describe the research process I used to gain information about labour market sources in Peterborough. Then, I will explain the approach taken to acquiring anecdotal information about the labour market in Peterborough in the Health, Engineering and Financial sectors for the New Canadians Centre. This was done in order to collect information and identify trends.

Labour Market Sources

In order to collect labour market information in Peterborough, I researched institutions already examining the labour market in Peterborough. I looked for documents that were either explaining the current employment situations, or providing a strategic plan for the region. These publications were examined for trends, and later compared and contrasted.

Research and Ethics Board Protocol

In order to conduct interviews as a student at Trent University, the proposed project was required to undergo review by the University's Research and Ethics Board (REB). A protocol was submitted to the REB by Professor Jonathan Greene and myself. It received tentative approval pending revisions on February 18th, 2014, and official approval on March 21, 2014. This process ensured that interviews were conducted within ethical standards of practice.

Identifying Industry Leaders

Interview candidates were chosen by Michael VanDerHerberg. Having connections in the community, VanDerHerberg was able to identify which institutions were prominent in the industries of health, engineering, and finance in Peterborough. Within these institutions, Michael contacted individuals who he thought would be able to comment on the labour market situation in the industry more broadly. The candidates had to have knowledge of the industry's history in the community, current employment realities, and be able to make projections for the future of the industry in the region.

VanDerHerberg established connections with five institutions in Peterborough. The institutions in healthcare were: The Peterborough Regional Health Centre (PRHC), The Canadian Mental Health Association (CMHA), and a long term care facility that wished to remain anonymous in the final report. The institution in engineering was Société Générale de Surveillance (SGS). The institution in finance was Collins Barrow. VanDerHerberg made the initial contact with each institution, and I followed up with each industry leader.

Interview

Although all industry leaders were asked the same questions, the length of the interviews varied from 17-45 minutes, depending on the length of the answers and the follow up questions. The interview questions were created in conjunction with VanDerHerberg and Greene.

Results

Labour Market Sources

Three of the most prominent sources of labour market information in the region appear to be the GPAEDC, the MPI, and the Workforce Development Board (WDB). These institutions have collected data on the region contributing to labour market information.

The GPAEDC has created a strategic plan regarding the development of the Greater Peterborough Area [GPA]. Their strategy was created with respect to its vision: “By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely, healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage” (GPAEDC, 2010). This report outlines employment realities in order to strategically plan how development of the region can improve, ultimately creating more employment possibilities.

The MPI conducted a project entitled, “Who Works Where in Peterborough”. The purpose of this project was to “develop a matrix for Peterborough that shows which specific occupations are employed in which specific industries and then to compare the matrix for Peterborough with selected benchmark regions” (MPI, 2013). This report is a very useful resource when assessing labour market information in the region. One of its key findings was regarding the health industry in Peterborough. The report states that since Peterborough is Ontario’s oldest community, this will likely lead to an increase in the need for health services in the region (MPI, 2013).

Another key player in labour market information research in Peterborough is the WDB. It has published studies regarding employment in Peterborough, and perceived trends. It is also a contributor to the Community Employment Resource Partnership (CERP). This is a network of organizations attempting to build a community of connections regarding employment. Their website states, "Through active partnerships and enhanced coordination of employment services, improved outcomes for individuals, agencies and the community as a whole can be realized" (CERP, 2013). Their website also houses an up to date job board of employment possibilities in the region.

Interview 1

The first interview conducted was on February 18th, 2014. This interview was regarding the financial sector in Peterborough. It was with Joanna Park and Robert Fischer representing the Peterborough division of Collins Barrow. According to the national website, Collins Barrow "provides clients with solutions in the area of audit, tax, and transaction services" ("Collins Barrow", 2014).

With approximately 50 employees at their Peterborough location, and 70 including those who work in their Lindsay office, Collins Barrow is the largest accounting firm in Peterborough City and County. Park and Fischer say that there are two other major competing firms in Peterborough. There are also many accountants who work in their own private practices. Additionally, many of the accountants in Peterborough work for large companies, such as Quaker, in their finance departments.

Accounting firms offer a variety of employment. In addition to Chartered Accounted (CA), Chartered General Accountants (CGA), and Chartered Managerial Accountants (CMA) there are careers such as audit technicians and bookkeepers. Furthermore, like in many large

institutions, there are jobs in reception, human resources and support staff. The industry has remained fairly consistent over the past five years. Park and Fischer cite the merging of CA, CGA and CMA titles as a significant change, but not necessarily having an effect on employment.

Accounting is a regulated industry. Accountants must be registered, and follow a specific path of semester hours and internship experience. However, as long as the required courses are fulfilled, a candidate may have followed a variety of undergraduate degree options. Park and Fischer cite a number of different types of educational backgrounds in the firm. Work placements must be completed with registered accountants in order for requirements to be fulfilled. For this reason, there are often students completing placements in the firm. At times, there are 18 students between the two offices.

It is not possible for students to complete all of the semester requirements at Trent University in Peterborough. Although many students complete their placements in the region, many of them end up finding employment elsewhere, often in the city in which they completed their degree. Park stated, “once the local kids leave, they don’t necessarily come back” (Park, 2014). Park and Fischer think that they would benefit from Trent having an eligible accounting program.

In order to complete all of the tests to become a registered accountant, it is required to be employed by a firm. This means that there is rarely an excess of accountants in the market because in order to be an accountant, one must have employment lined up. Sometimes students only accept jobs with accounting firms so that they can complete their tests, and then promptly leave the firm to accept a position in the finance department at a large company. Park and Fischer cited this as a potential reason as to why they are always looking for chartered

accountants. Unless there are lay-offs, it is almost impossible for there to be excess in the market.

The only area where Park and Fischer have identified a slight decline in employment in the industry is in bookkeeping. Many of the tasks of bookkeepers have been simplified by the integration of technologies. This has created less of a need for bookkeepers. However, Park and Fischer say there will always be jobs for bookkeepers, as many companies want to have someone else in charge of their books.

When asked if there are any areas of employment that they have a hard time filling, Park and Fischer referred to their senior positions. Many of these positions require extra school (i.e. a specialization). Additionally, many of them require experience, particularly if they are managerial roles. Students and professionals beginning their careers are ineligible for these types of positions because they do not have the experience. Filling these positions often requires recruiting from outside the city, as candidates with the required qualifications living in the city already have work.

When asked about where to find information about the field, Park and Fischer cited the website. All external postings are listed there. Additionally, they mentioned that many students come in with general inquires hoping to gain anecdotal information about the industry.

Interview Two

The second interview conducted was on February 20th, 2014. The candidate has requested that their identity remain anonymous in the final report. This interview was regarding the health sector in Peterborough. Specifically, it pertains to the industry of long term care facilities in Peterborough, as it took place at a large long term care facility (LTCF).

The LTCF has approximately 350 employees. There is a wide variety in the types of careers. Some of the main careers are personal support workers (PSW), registered practical nurses (RPN) and registered nurses (RN). There are nutritionists, dieticians, social workers, physiotherapists, recreationalists and a chaplain. There are also employment possibilities in maintenance, housekeeping, and laundry, and well as finance and human resources. Many of these positions require a specific educational path, ranging from licences to diploma to degrees.

In terms of nursing, the LTCF hires more RPNs compared to RNs. This is because in past years there has been an increase in the scope of practise of RPNs. RPNs are able to do more; therefore, there is an increase in hiring in those positions. Furthermore, many RNs are now in supervising roles. This LTCF only has about 15 RN positions. Additionally, because of the increase in funding in home health care, the acuity of residents in LTCFs has decreased. Because there is more need for care, more PSWs are getting hired.

Furthermore, there has also been a shift in acuity of residents to more behavioral issues. This is because many of the institutions that used to serve younger patients with permanent conditions have lost funding. These types of patients who still require care are moving into LTCFs. This means that LTCFs are seeing more residents with behavioral needs. There has been an increase in hiring of those with specializations in behaviour.

These types of specializations were cited as some of the harder to fill positions. This is because these occupations are extremely specialized and the industry is highly regulated. Not just anyone with a behavioural back ground is qualified to fill these positions – they must be a PSW or RPN. Additionally, the candidate cited a difficulty in filling some of the recreational positions because they are required to have a specific diploma.

Referencing the aging population in Peterborough, the interviewee mentioned that she does not foresee any employment declines, assuming funding is available. She exclaimed, “it’s going to be around forever” (LTCF Candidate, 2014).

When asked about where to find labour information about the industry, she mentioned that the LTCF website lists all of its external position postings. She also suggested more general job boards.

Interview Three

The third interview took place on February 21st, 2014. The candidate, requesting anonymity, is in an administrative position at the Peterborough Regional Health Centre (PRHC). Similar to Interview Two, this interview pertains to the health industry in Peterborough. However, this is focussing on hospital employment. The PRHC is a regional health centre, so patients from around the region are transferred there if it can better serve their needs. It is the only hospital in Peterborough.

The PRHC has approximately 2000 employees ranging from different types of PSWs, RPNs, and RNs (i.e. critical care, long term care, emergency) to positions such as management and administration, lab technologists and technicians, ultra sound technicians, clerical, non-union non-management positions such as Human Resources and finance, patient flow coordinators, child and youth works, psychiatrists, housekeepers, diet technicians and information technology.

The PRHC has seen growth in the last five years with a new facility. This has provided them with a much bigger hospital. They have been able to become a regional centre for some services such as stroke care. Furthermore, they have been able to open new clinics, such as the

Paediatric Outpatient Clinic. This has allowed them to increase hiring , especially in the case of RNs.

Nevertheless, the interviewee still suggested that there are more applicants than jobs in some areas, such as nursing, clerical work, dietary aid and housekeeping. The hospital receives an excess of resumes whenever a position that does not require a medical background is posted – in other words, those positions that require less specialized skills and education. By contrast, when asked about some of the hospital’s employment challenges, the candidate mentioned a difficulty in filling some of the specialized positions. Some of those positions require a specialized education or type of experience that makes attracting candidates in these areas more competitive. Some examples cited were specialized nurses, ultra sound positions and pharmacy positions. She mentioned that often PRHC has to recruit outside of the region to fill these types of positions.

PRCH has a fairly low turnover-rate. However, the candidate emphasized how it is an ever-changing industry; “there is always lots of change in this industry which reflects our recruitments needs” (PRHC Candidate, 2014).

When asked about where to find information pertaining to labour market information, the candidate mentioned that all the positions are listed on their website’s job board. She also suggested that nurses can contact their nursing college regarding positions, as often nursing colleges devote resources to looking for job opportunities.

Interview Four

The fourth interview was conducted on March 6th, 2014. The candidate was Chris Fleming, a senior consulting metallurgist at SGS. He used to be the manager of the business, but

retired from that position about 4 years ago. He is now phasing into retirement, working 60% of fulltime.

SGS provides services to mining companies. It provides analytical and metallurgical consulting regarding mining and exploration. It comprises of laboratories. It is made up of many laboratories all over the world. Its Lakefield location has about 550 employees at full capacity. Currently it has under 500 employees. As the largest employer of engineers in the region, Fleming was able to comment on the engineering sector as a whole.

SGS primarily hires individuals with engineering backgrounds. Specifically, it hires engineers with a background in mining, metallurgics, mineral processing, and chemistry. On the analytical side, there are also those with chemistry and biochemistry degrees. Furthermore, college graduates with chemistry or biochemistry diplomas are employed. There are also positions for non-skilled labourers who are high school graduates. Finally there are support staffs in human resources, finance, site services etc.

Fleming cited the engineering industry as being one that is highly cyclical in Peterborough. He described his career being a succession of multitudes of hiring followed by downsizing. This is not an inherent feature of engineering; rather it is a characteristic of the mining industry. However, since engineering in Peterborough is dominated by SGS, it can be labeled as a feature of engineering in the region more broadly.

Over the last 15 years, SGS has primarily seen growth. In 1996, the Lakefield research company became a private corporation. It was during this time that it grew most rapidly on the world stage. From 1996 until 2002 when it sold to SGS, the company grew tenfold. In 1996 there were about 100 employees, and in 2002 there were about 1000. During this time, the

company grew globally, with laboratories opening up all over the world. However, since much of the skill remained in the Lakefield location, this was not viewed as outsourcing, but rather just further expansion. Dominating about 50% of the market, it is the biggest company providing metallurgical services to mining companies in the world. The next largest global player has about 5% of the market. In 2002, during a slight lull in production, the company was bought out by SGS.

Because of this massive expansion, it was difficult for Fleming to describe an area of decline in SGS specifically. However, regarding the industry in Peterborough more broadly, he spoke of a decline in some other types of engineering, such as electrical. This is because of a decrease in manufacturing. Specifically, it is due to the downsizing of General Electric (GE). GE has downsized by about 80% in the same time that SGS has increased tenfold.

Fleming did not identify any significant areas of excess. However, he did mention that there are always many applicants for unskilled positions. Furthermore, he said that Fleming and Trent provide a great number of chemists and biochemists to the company, so there are no shortages in those fields.

The only area where he cited finding it hard to fill some positions are those that require experience. He claimed that SGS is always looking to engineers with 10-15 years experience. Since there is no engineering program in the city, they always must recruit from outside Peterborough. Often to fill the more senior positions requiring experience, they recruit from out of the country. They do recruit students, but it can take a long time to build up the practical skills needed.

Nevertheless, if the timing works out well with the global economy, Fleming stated engineering in Peterborough can be an area of employment. He said that Peterborough is “not a community high on the radar screen for engineering students” (Fleming, 2014).

When asked about how to find information about the industry, Fleming stated that all open positions at SGS are posted on their webpage. He mentioned that anyone with a metallurgical background would know about the existence of SGS.

Interview Five

The final interview was conducted on March 11th, 2014. It was conducted with Kerri Davies, the Manager of Fund Development with the Canadian Mental Health Association. Davies was commenting on the industry of mental health – a sector of the health industry.

Because of an amalgamation of the City of Kawartha Lakes (CKL) and Peterborough divisions of the CMHA, it is difficult to determine exact numbers of employees specific to Peterborough City and County. However, in total Davies stated about 170 employees are employed in this division of the CMHA. The amalgamation of these two divisions has created more efficiency in some of the administrative positions and has allowed for more positions to be created in other areas of need.

The mental health industry is largely specialized. The majority of staff has a background in social work. Beginning with the most number of positions, the following is a list of professions that are among those often employed by the CMHA: Masters of Social Work (MSW), Bachelor of Social Work (BSW), social service workers (SSW) and developmental service workers (DSW). There are also some RNs, but usually with the Ontario Telemedicine Network

(OTN), unless they have psychiatric experience. Like any business, there is also human resources, a finance department, administration and support staff.

The biggest change that Davies cited is the increase in mental health awareness in the last three years specifically. This increased awareness had allowed opportunities in early diagnosis and early prevention. Although she could not identify any areas of decline at the moment, she mentioned that she hoped that if the awareness trend continues there would be less of a need for in-patient services, as fewer cases would escalate to a stage where that type of care was necessary.

Davies said that there are often excess applicants for positions, especially those that are entrance level. However, she claimed that in something like mental health, work experience really is a necessity. Sometimes there are applicants that do not have the qualifications that are required, and often this is due to a lack of experience.

Davies seems optimistic about employment possibilities in the mental health sector. However, even if the needs for services increase, she claimed that there is currently no guarantee for adequate funding to hire all the positions that are required. She said that there may be more opportunities right now in the private sector. However, she thinks that despite the current desperation for resources, they will come, perhaps through creative avenues. She said, “mental health matters... People are prepared to start talking about their illness” (Davies, 2014).

When asked about where to find information about the mental health industry, Davies said that all openings with the CMHA are posted on their website. She suggested that those in

regulated positions should contact their professional college. However, she said that often the best information is anecdotal.

Researcher Reflections

Health

The health industry in Peterborough is extremely precarious. Positions are dependent on receiving public and charitable funding. All three interview candidates in the health sector cited receiving adequate funding as a barrier to employment. Furthermore, the allocation of this funding plays a role in employment possibilities. This means that the industry has little control over its own growth. Employment decisions are made based on a variety of factors.

As expressed by the interview candidates, health industries are highly regulated. This means that candidates must have the exact qualifications as outlined by the government. This is regulated by each province. This can present difficulty in recruitment from outside of the region because of differences in qualifications.

Nevertheless, the market is not stagnant. There is growth in many areas of the industry, and the general trend is not a decline. There will continue to be hires, as the need for service will continue to rise.

Engineering

Engineering in Peterborough is dominated by SGS. As outlined in the above interview summary, the mining industry is extremely cyclical. As Fleming indicated, it is not possible to create jobs out of nothing. Since it is difficult to predict how mining prospects will look in upcoming years, and it is also difficult to predict trends in the global economy, SGS has to deal

with ebbs and flows in employment. In order to minimize layoffs, contract work is created, and contracts will run out when there is less work.

Finance

The financial sector in Peterborough seems relatively stable. However, it is not necessarily growing. Open positions require experience, and a specific educational path. Certifications are required. This industry provides prospects for those who have followed to registered educational path to becoming a chartered accountant. Although there are some positions in bookkeeping, there does not appear to be an increase in hiring.

Recurring Trends

Upon examining these three industries, one recurring trend is difficulty in recruiting those with experience or specializations. Interview participants in all three industries indicated there is some difficulty in filling managerial, senior, or highly skilled positions. These positions usually require recruiting individuals from outside the region. This can be due to a lack of opportunity to receive the educational requirements in the region. If someone in the region has the skills required, they are likely already working in their field. Recruiting from outside the region has been problematic in many industries. By contrast, there does not appear to be any shortage of applicants for positions that require less specialized skills and educational qualifications.

The GPAEDC's Strategic Plan cites spousal employment as a potential reason for this difficulty (GPAEDC, 2010). Individuals can be unwilling to accept a job requiring them to move to the region when there is no guarantee for their spouse to find employment in their field. It is difficult to remedy this problem because there is no single industry that most spouses work in.

For this reason, an expansion of all industries would have to occur in order to guarantee spousal employment. Furthermore, it is unlikely for industries to expand without their senior positions filled.

Conclusion

The purpose of this project has been first to determine labour market information in the engineering, health and financial fields for the Peterborough City and County. Secondly, it has been to develop labour market projections in conjunction with industry leaders regarding the future of the labour market in these industries. The results can be seen in the above sections.

A potential source of error in this project is the size of the sample. In order to more accurately paint a conceptual picture of the labour market in Peterborough, many more interviews would have to be conducted. It would also be helpful to acquire anecdotal information from employment agencies in Peterborough.

There are institutions in place doing work on collecting labour market information. Some of these organizations include Peterborough Workforce Development Board and the GPAEDC, as well as Michael VanDerHerberg and the NCC. Many industries have articulated that the best way to gather labour market information is through networking and forming connections. One consolidated source for information that is not just regarding individual postings, but regarding the labour market as a whole would be ideal.

References

- Apple, N. (1980). The Rise and Fall of Full Employment Capitalism. *Studies in Political Economy*, 4, 5-39. Retrieved from <https://mediatropes.com/index.php/spe/article/view/13596>.
- Florida, R. (2002). *The Rise of the Creative Class*. Toronto: Basic Books.
- Greater Peterborough Area Economic Development Corporation (2010). *Strategic Action Plan 2010-2014*. Retrieved from <http://peterboroughcanada.com/wp-content/uploads/GPA-EDC.92648.StratPlan.pdf>.
- Heise, A. (2008). The Political Economy of Meritocracy: A Post-Kaleckian, Post-Olsonian Approach to Unemployment and Income Inequality in Modern Varieties of Capitalism. *Review of Radical Political Economics*, 40, 68-88. 10.1177/0486613407311080
- Hodgson, G. (2003). Capitalism, Complexity, and Inequality. *Journal of Economic Issues*, 37, 471-478. Retrieved from <http://web.ebscohost.com/ehost/detail?sid=376749c4-40ac-4d5f-88f6f0819305ef3c%40sessionmgr4001&vid=1&hid=4101&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=bth&AN=9994650>.
- Jessop, B. (1993) Towards a Schumpeterian workfare state? Preliminary remarks on post-Fordist political economy, *Studies Pol.Econ*, 40,7-39. Retrieved from <https://www.mediatropes.com/index.php/spe/article/view/11871>.
- Kalecki, M. (1943). Political Aspects of Full Employment. *The Political Quarterly*, 14, 322-330. 10.1111/j.1467-923X.1943.tb01016.x

Martin Prosperity Institute (2013). *Who Works Where In Peterborough*. Retrieved from
<http://peterboroughcanada.com/who-works-where/>

Rutherford, T. (1996). The Local Solution? The Schumpeterian Workforce State, Labour Market Governance and Local Boards for Training in Kitchener, Ontario. *Regional Studies*, 30, 413-427. 10.1080/00343409612331349748

Scott, A. (2006). Creative Cities: Conceptual Issues and Policy Questions. *Journal of Urban Affairs*, 28, 1-17. 10.1111/j.0735-2166.2006.00256.x

Soroka, L. (1984). City Size and Income Distributions: The Canadian Experience. *Urban Studies*, 21, 359-366. 10.1080/00420988420080751

Appendix 1: Consent Form



Consent Form

Office of Research: Karen Mauro
Phone: 705-748-1011 x7896
Email: kmauro@trentu.ca

Student Faculty Supervisor: Jonathan Greene
Email: jgreene@trentu.ca
Phone: 705-748-1011 x6004

Student Researcher: Charlotte Caza
Email: charlottecaza@trentu.ca

Outline of Project

This project is aimed at identifying trends in the labour market in Peterborough, Ontario. Trends will be identified in a few industries – engineering, health and finance in order to predict areas of potential growth or decline. This will aid in determining areas of potential employment for newcomers, or simply better defining the current state of employment, and prospects for employment, in Peterborough. This project is being done at the request of the New Canadians Centre for labour market information in Peterborough in conjunction with the Trent Centre for Community-Based Education and for student credit in the Department of Political Studies at Trent University. The project is not being funded.

Participants Involvement

You are involved in the project on a voluntary basis. By signing this consent form you agree to be interviewed by the student research investigator of this project. The interview will focus on labour trends in Peterborough. The participant can withdraw at any time. In the case of withdrawal, all information will be destroyed.

Use of Information

This information will be used for a report compiled for the New Canadians Centre of Peterborough, Trent University and the Trent Centre for Community Based Education. The research has no commercial value.

Confidentiality

Names and identifying information can be used in the final report. By signing this consent form you are agreeing that your identifying information can be used in the final report. If you do not wish to have identifying information used, please indicate in the appropriate box below.

Protection of Data/Storage of Information

Interviews will be recorded on a digital device. All information will be stored as an encrypted file on a password protected device. If you request to withdraw from the project interview data will be destroyed. At the conclusion of the project, once interview data is no longer need, the encrypted interview data will be kept in a locked filing cabinet for five years and then destroyed as per proper scientific techniques.

Risks

The participant will not face any inherent risks by voluntarily participating in the outlined interview and its accompanying study.

In signing this document, you as a participant are agreeing to the terms outlined above, and acknowledge that all participation is voluntary. A copy of this document will be administered to the signing party.

Allow names and identifying information in the final report: Yes ___ No ___

Participant Name: _____ Participant Signature: _____

Appendix 2: Interview Questions

The interview questions were as follows:

1. What is your name/organization/title?
2. How many employees do you have at this organization (limit to Peterborough County)?
3. Tell me briefly about your industry and specifically the history of this industry in Peterborough.
4. What type of occupations do you have at your organization?
5. What are some areas of employment in the industry in which you have seen growth? Why?
6. What are some areas in which you have seen a decline? Why?
7. How has your industry changed in the last five years that affected the growth or decline of these occupations? In the last ten years?
8. Can you identify specific occupations that your organization is having a hard time filling a labour market need locally?
9. Can you identify specific occupations that your industry has had a labour market excess locally?
10. What are the educational requirements for these types of employment?
11. Do you see there being labour market challenges for specific positions (excess and shortage) related to your industry in the years ahead?
12. From your perspective, where would someone in your industry find information about the labour market?

13. How does employment potential in this industry compare to other industries in Peterborough as far as you know?
14. What else can you add – or what other questions – do you think it important I ask and/or examine as I try to understand employment trends in Peterborough generally, and in your industry?