

APPLICATIONS

Management Consulting Ltd.

Wood Buffalo Labour Market Information

Worker Needs and Shortages Analysis 2009

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Executive Summary

Labour shortages have been a way of life in the Regional Municipality of Wood Buffalo (RMWB) and the rest of Alberta for a number of years. However in the past year the labour market has changed as the economy has shifted.

Current local labour market information for the RMWB has been identified as a priority by Alberta Employment and Immigration. In the second quarter of 2009, a survey was conducted of 110 employers that have offices and/or workers in the RMWB to obtain a sample of responses across each major industry in the municipality. The purpose of this survey was to gain a better understanding of current worker shortages, hiring issues and expected future hiring by occupation. Similar surveys have been conducted in 2008 and 2007 and serve as a point of comparison to this year's survey results.

Survey respondents were asked if they have experienced difficulty hiring for certain occupations. Fifty per cent of employers surveyed reported having no difficulty hiring. This represents an eight per cent increase in the number of employers expressing no difficulty in hiring compared to the results of the same survey in 2008, when 42 per cent reported no difficulty hiring. In 2007, 38 per cent of employers surveyed indicated they did not have problems hiring. These results suggest that finding qualified workers in Wood Buffalo has been getting easier. An analysis of these results by occupation indicates this is true in general, but is not true for all occupations.

Employers were asked if their workforce was larger, smaller or the same size as last year, and how they expected their workforce size to change in the coming year. Responses indicate that the current workforce is generally smaller than it was a year ago (44 employers reported reductions in their workforce), but that further reductions in workforce are not expected in the next year. Fifty-seven respondents (52 per cent) actually expect their workforce to grow in the next year. (See **Change in Workforce Size** below)

Employers were also asked about the impacts of the economic downturn (impacts included lay-offs as well as other workforce impacts such as reduced hours, job sharing, eliminating overtime or deciding not to fill vacant positions). Of the 110 companies surveyed, 54 said their workforce was impacted in some way by the economic downturn, while 56 said there had been no impact on their workforce.

Employee turnover continues to be a challenge in the region, despite the slower economy, although retention has improved compared to 2008. Across all industries, there were twice as many new hires over the past three months due to turnover (54 per cent) as there were new

hires due to growth (27 per cent). This is similar to survey responses in 2008, when 63 per cent of new hires were due to turnover and 36 per cent were due to growth.

Some employers viewed the economic slowdown as having a positive effect on their company. According to one respondent: “(We are seeing) more applications from reliable workers, because everyone is looking for a job and will work harder to keep it.”

Summary of Occupational Needs and Shortages

It is useful to look at all the occupational information gathered in summary form to see what differences or similarities appear across occupational groups and skill levels. For comparison purposes, the occupation data collected is grouped by skill level using the National Occupation Classification.

Figure I presents the number of times an employer named an occupation (not the number of positions or employees) for each of the following questions:

- How many current vacancies are there?
- Not including positions that are open now, does your company plan to hire any additional workers in the next three months?
- Has your company had difficulties hiring employees in certain occupations?
- What occupations have you had difficulty retaining?

The results in Figure I are presented with the top five occupations in each category highlighted in **bold text**.

Four occupation groups stand out as being of concern for employers, in that they are difficult to fill and/or employees are difficult to retain, *and* employers indicated they had current vacancies and/or future hiring plans. The occupations that were most often mentioned by employers across all questions are:

- Clerical Occupations
- Skilled Sales and Service Occupations
- Intermediate Sales and Service Occupations
- Trades and Skilled Transport and Equipment Operators

Other occupations were difficult for employers to manage some ways, but not all. For example, professional occupations in natural and applied sciences were difficult to fill, but were not difficult to retain and employers did not indicate many vacant positions or future hiring intentions. Elemental sales and service occupations are difficult to retain, but not difficult to fill. Management occupations have high vacancies but are not difficult to retain.

Note: Details of the information presented in Figure I is provided in Appendices B through E, as well as in the body of this report.

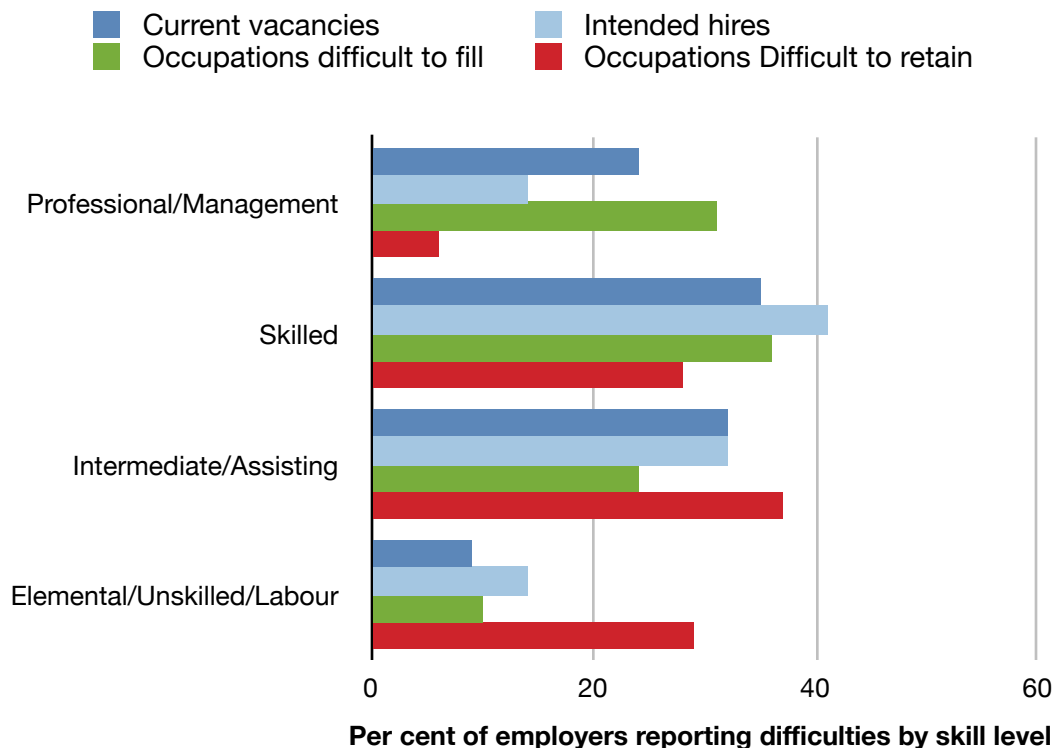
Figure I: Summary of Occupational Needs and Shortages

Occupational Group	NOC	Number of employers reporting vacant position(s)	Number of employers reporting intended hiring in occupation	Number of employers reporting occupation difficult to fill	Number of employers reporting occupation difficult to retain
Middle and Other Management Occupations	01-09	13%	7%	6%	3%
Skilled Administrative and Business Occupations	12	3%	3%	4%	-
Clerical Occupations	14	10%	10%	5%	8%
Professional Occupations in Natural and Applied Sciences	21	4%	2%	11%	-
Technical Occupations Related to Natural and Applied Sciences	22	4%	5%	3%	1%
Professional Occupations in Health	31	4%	-	5%	3%
Professional Occupations in Social Science, Education, Government Services and Religion	41	3%	5%	9%	-
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	1%	3%	4%	3%
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	52	-	3%	3%	-
Skilled Sales and Service Occupations	62	9%	2%	9%	8%
Intermediate Sales and Service Occupations	64	14%	7%	13%	18%
Elemental Sales and Service Occupations	66	5%	5%	7%	18%
Trades and Skilled Transport and Equipment Operators	72-73	15%	22%	14%	17%
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	5%	12%	6%	10%
Trades Helpers, Construction Labourers and Related Occupations	76	3%	-	1%	6%
Labourers in Processing, Manufacturing and Utilities	96	1%	7%	1%	4%
Other	-	6%	7%	3%	4%
Total		100%	100%	100%	100%

When the occupations are organized by skill level, as depicted in Figure II below, the following trends appear:

- Professional and management occupations are difficult to fill but it was not as difficult to retain employees.
 - *This pattern is consistent with the 2008 data; however recruiting to high-skilled positions in 2009 was more difficult than reported last year (less than 20 per cent in 2008 compared to over 30 per cent this year).*
- Skilled and intermediate occupations have the most current vacancies and intended hires.
 - *Filling skilled positions was not as difficult this year as it was in 2008.*
 - *Retaining intermediate/assisting occupations was not as difficult this year as it was in 2008 (less than 40 per cent this year compared to almost 60 per cent last year).*
- Elemental or unskilled occupations are difficult to retain, but employers reported having the least difficulty filling these positions.
 - *Retaining elemental or unskilled occupations is more difficult than last year, but there are fewer employers reporting vacancies or difficulty filling positions than in 2008.*

Figure II: Difficulties by Skill Level

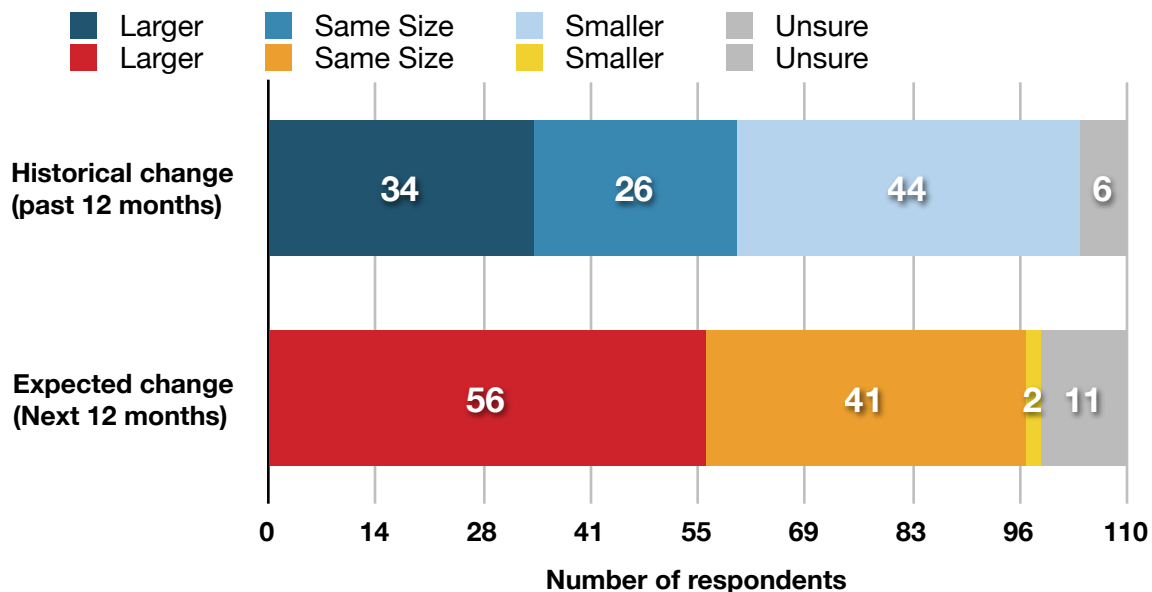


Change in Workforce Size

Recent economic changes have had an impact on the size of the workforce in the Regional Municipality of Wood Buffalo. Survey responses indicate that the workforce is smaller than it was last year, with 44 employers reporting reductions in the number of workers they employ. However, the majority of employers indicate that they will be expanding their workforce over the next 12 months (57 respondents (52 per cent) expect their workforce to grow in the next year).

Of the 34 respondents that reported a larger workforce compared to last year, 30 expect to increase (23) or stay the same size (7) in the next year. Of 44 respondents that indicated their workforce decreased in the past year, 22 expect to increase again in the next year and 15 expect to stay the same. Only one expects further workforce reductions.

Figure III: Changes in Workforce Size—Historical Change (past 12 months) and Expected Change (next 12 months)



Introduction

Local, up-to-date labour market information for the Regional Municipality of Wood Buffalo has been identified as a priority by Alberta Employment and Immigration. While information from existing sources—the 2006 federal census, 2006 municipal census or the Labour Force Survey—are all relevant sources for labour market information, they are limited in terms of timing, comparability and sample size for the Wood Buffalo area.

Two additional products have been prepared for Alberta Employment and Immigration: an Occupational Demand Forecast by Industry (Regional Municipality of Wood Buffalo, Labour Force Projections by Industry and Occupation, 2008 – 2010, August 2008), and a Needs and Shortages Analysis (this document). The Worker Needs and Shortages Analysis is produced with survey results from employers in the Regional Municipality of Wood Buffalo. This is the third year for the analyses: the 2007 and 2008 reports are located at: www.woodbuffalo.net/mediaLMN.html.

In the second quarter of 2009, a survey was conducted of 110 employers that have offices and/or workers in the Regional Municipality of Wood Buffalo to obtain a sample of responses across each major industry in the municipality. The purpose of this survey was to gain a better understanding of current worker shortages and hiring issues, as well as expected future hiring by occupation. Additional questions were asked of employers regarding current hiring practices and challenges, including the effects of the economic slowdown, housing assistance policies, retention strategies and temporary foreign workers.

Survey Description

A survey of 110 employers in the Wood Buffalo area was completed during June 2009. In the survey, employers were asked about past and future hiring plans, difficulties experienced in hiring employees in specific occupations, difficulties experienced in retaining employees in specific occupations, if the economic situation is affecting their workforce, resources used to recruit employees, assistance with accommodation, retention strategies, and plans for hiring from outside of Canada. Employers were also asked if they had any comments on recruitment and retention. Basic information such as the number and nature of workers was also gathered.

Note that seasonal workforce fluctuations will have an impact on survey results, and should be considered when considering results, as well as when comparing the results of this survey to previous surveys. This year's survey responses were obtained in June 2009. The 2008 survey was also completed in June, while the 2007 survey was completed from July to September 2007.

For further details of the survey questions, see **Appendix A**.

Survey Response Rate

When contacting employers in the Wood Buffalo area, surveyors found that for the most part respondents were interested in participating, as they were last year. Overall, the response rate for this survey was 25 per cent. Of the 443 calls made, 111 respondents completed the survey, 36 employers declined to complete the survey and 297 calls were not answered or returned. This was generally because the correct person could not be reached. Last year's response rate was 23 per cent.

Figure 1: Comparison of Response Rates

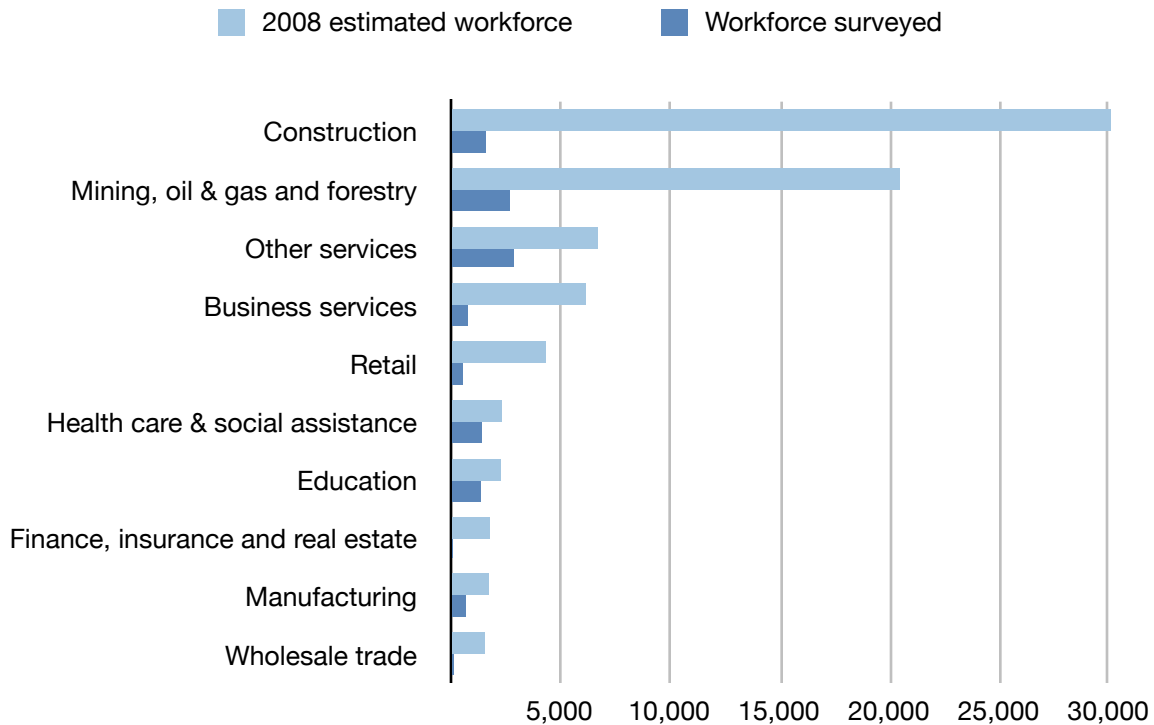
Survey response rate	2009	2008	2007
Percentage response rate	25%	23%	29%
Declined	36	42	45
No response ¹	297	354	191
Completed surveys	110	108	100
Total contacts	443	462	351

¹ Calls were not answered, or not returned. Generally this was because the correct person could not be reached.

Survey Stratification by Industry

The survey was stratified by industry to be representative of the workforce composition in Wood Buffalo. By far the largest industries in the region, in terms of numbers of workers, are construction and mining, oil and gas (see **Figure 2**). Some industries were not surveyed because they represented a relatively small proportion of the total employment in the region.

Figure 2: Estimated Workforce by Industry (2008)² Compared to Survey Workforce by Industry



The workforce employed by the companies included in the survey is roughly representative of the workforce composition in Wood Buffalo. The construction industry—and to a lesser extent mining, oil and gas—are under-represented. Of the companies that were randomly selected and who responded to the survey, none of the oil and gas major employers (i.e. oil sands mining companies) were included. Health care and social assistance and education are over-represented because some employers surveyed had a large number of employees.

The total estimated workforce for 2008 was 79,501 for Wood Buffalo, including non-permanent workers in camps. The survey contacted 10 employers with a summer workforce (June) of just over 12,000, and therefore captured approximately 15 per cent of the current Wood Buffalo workforce.

² Source: Regional Municipality of Wood Buffalo Population and Employment Forecasting Model (Preliminary Results), Municipality Total Labour Force for 2008.

Survey Workforce

The employers surveyed represented 12,112 employees at the time of the survey. Of these employees, 9,728 of them were considered full time, making up about 80 per cent of the total. Six per cent—784—were part-time employees. Eleven per cent—1,318 workers—were contract workers. Most part-time workers were reported in retail, and accommodation and food services; the next largest groups were in health care and social assistance and transportation.

Figure 3: Part-time, Full-time and Contract Staff by Industry³

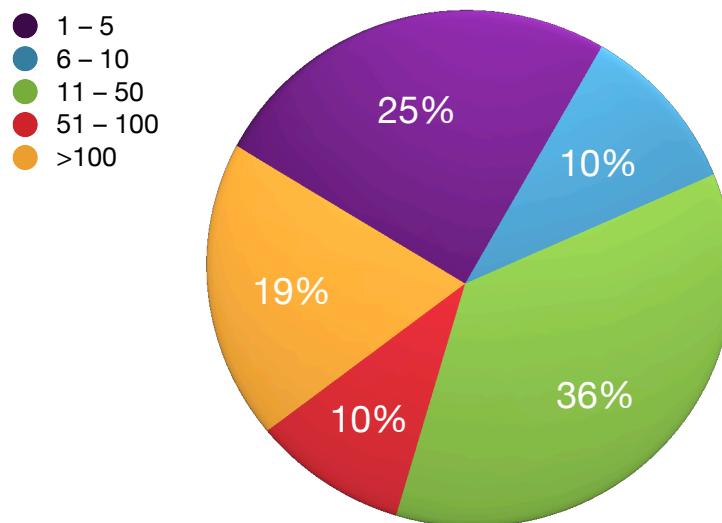
Industry	Total staff by industry	Full time	Part time	Contract	Per cent Part time	Per cent Contract
Mining, oil and gas	2,685	2,179	4	502	0%	19%
Health care and social assistance	1,388	1,068	205	115	15%	8%
Education	1,374	1,019	51	304	4%	22%
Construction (non-residential)	1,266	1,156	-	110	-	9%
Public administration	(Data suppressed for confidentiality)					
Other services	1,021	949	55	7	5%	1%
Manufacturing	679	217	-	190	-	28%
Accommodation and food services	662	406	218	38	33%	6%
Retail	540	370	170	-	31%	-
Professional, scientific and technical services	407	396	7	4	2%	1%
Transportation	374	314	54	6	14%	2%
Construction (residential)	337	295	2	40	1%	12%
Wholesale trade	145	143	2	-	1%	-
Finance and insurance	52	48	2	2	4%	4%
Forestry	(Data suppressed for confidentiality)					
Not stated	282					
Total	12,112	9,728	784	1,318	6%	11%

³ Total staff is more than the sum of part-time and full-time workers since not all respondents specified working hours.

Survey respondents were asked if they have experienced difficulty hiring in certain occupations. Fifty per cent of employers surveyed reported having no difficulty hiring. This represents an eight per cent increase in the number of employers expressing no difficulty in hiring compared to previous surveys: In 2008, 42 per cent reported no difficulty hiring and in 2007, 38 per cent of employers surveyed indicated they did not have problems hiring.

The survey included companies of all sizes. Twenty-five per cent of respondents were small companies of five or fewer people and 29 per cent were large companies of 51 or more; almost half were mid-sized companies between six and 50 employees.

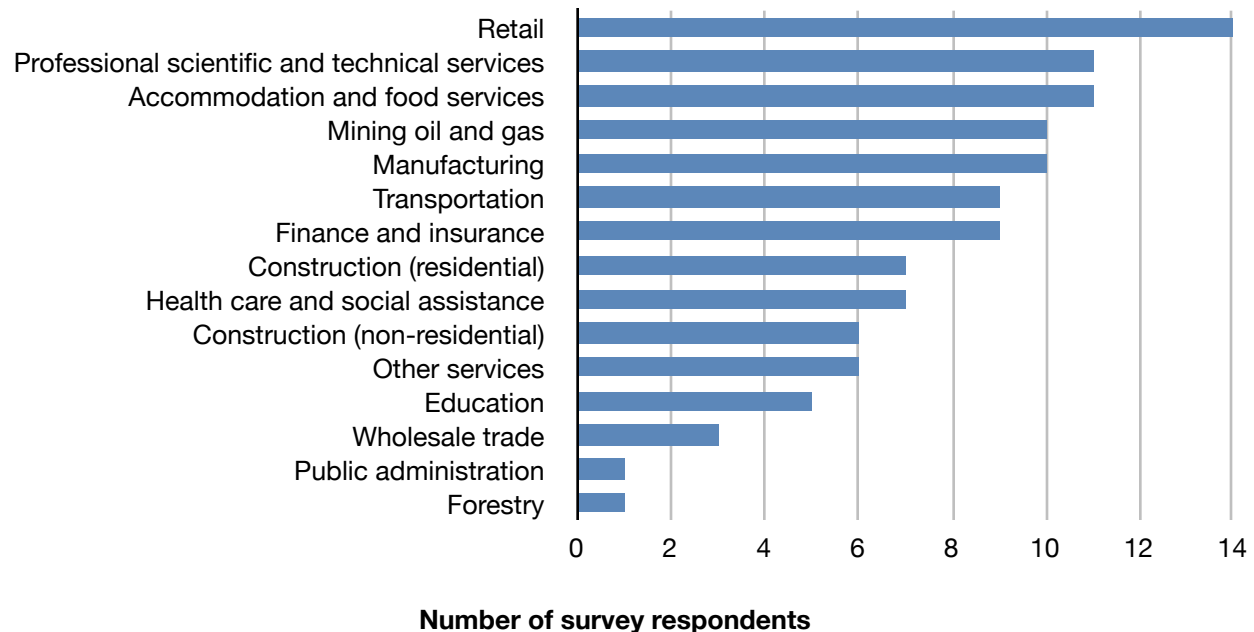
Figure 4: Survey Respondents by Size of Employer



Workforce by Industry

As mentioned, the number of surveys completed by industry was approximately representative of the workforce composition in Wood Buffalo by industry.

Figure 5: Number of Employers Surveyed by Industry



Differences between industries become apparent when examining the workforce of the survey respondents by industry. Each industry surveyed is discussed below.

Mining, oil and gas

Of the 10 mining, oil and gas companies surveyed, only one had more than 100 employees. As a whole, the oil and gas industry employs 2,685 of the 12,112 total workers surveyed in Wood Buffalo—approximately 22 per cent. This figure is probably higher in reality than this summer survey indicates, due to the seasonality of the industry and the fact that none of the mining operations owners responded to the survey. Also, because this industry is affected by maintenance schedules and seasonality, total company workforce will vary throughout the year. A number of the employers reported a large number of their employees are contracted.

Professional, scientific and technical services

Of the 11 professional, scientific and technical services survey respondents, nine companies had fewer than 50 employees. Their employees represent 407 of the 12,112 total workers surveyed in Wood Buffalo, or about three per cent. Only seven of the 407 employees held part-time positions and four were contract position.

Construction (residential and non-residential)

Non-residential construction survey respondents were notably different than residential construction respondents because of the larger number of employees per company, and by the

large number of people employed by the non-residential segment of the construction industry as a whole. As found by the survey, 1,266 of the 12,112 total workforce are employed by non-residential construction, or about 11 per cent. The difference from prior year results, where non-residential construction made up about 16 per cent of the total workforce in 2008, and 24 per cent in 2007, is likely a reflection of the economic situation and the resulting slowdown in industrial construction due to project delays or cancellations.

Two of seven residential construction companies surveyed had more than 50 employees; the others were small companies. Residential construction employees make up three per cent of the total workforce surveyed—337 of the 12,112 total employees. Residential construction is still active in Wood Buffalo this year. While none of the respondents mentioned seasonality, this industry is also affected by seasonality, and these companies may have fewer employees in the winter months.

Both the residential and non-residential companies surveyed had very few part-time staff—only 2 employees out of 1,603 total construction employees (residential and non-residential). There were 150 contract workers reported (nine per cent of the industry workforce).

Retail

Two of the 14 retail companies surveyed had more than 100 employees, and three had fewer than 10 employees. The retail industry employed 540 of the 12,112 total employees in the surveyed workforce, or four per cent. This industry reported a substantial number of part-time workers: 170 part-time employees, or 31 per cent of the industry workforce. There were no contract workers reported.

Accommodation and food services

Companies surveyed in the accommodation and food services industry reported employing anywhere from three to 160 workers. Seven of the 11 respondents surveyed had more than 50 employees. The accommodation and food services industry employs 662 of the 12,112 total workers surveyed in Wood Buffalo—about six per cent. This was the industry with the highest number of part-time workers, having 218 of its 662 employees (or 33 per cent) working part time. There were also 38 contract workers reported.

Manufacturing

Of the 10 manufacturing respondents, three reported having over 100 employees and two reported under 10 employees. The manufacturing respondents employed 679 of the 12,112 total employees, or about six per cent of the surveyed workforce. There were no part-time employees reported. One employer reported 190 contract workers.

Transportation

Of the nine transportation companies surveyed, one reported over 100 workers. All others reported fewer than 50. The transportation industry employs 374 of the 12,112 total employees in the surveyed workforce (three per cent). Of this, 300 workers were employed by one of the companies surveyed. Of the transportation companies surveyed, 54 employees (14 per cent) are part-time employees, and six are contracted workers.

Finance and insurance

Of the nine finance and insurance survey respondents, one had more than 10 employees. They constitute 52 of the 12,112 total workforce surveyed, or about 0.4 per cent. Respondents report two part-time employees and two contract workers.

Health care and social assistance

The seven respondents in health care and social assistance employed 1,388 of the 12,112 total workforce surveyed, or 11 per cent. The largest employer surveyed had 1,161 of these employees. This industry reported a high number of part-time and contract workers. There were 205 part-time employees (15 per cent) and 115 contract workers (eight per cent).

Other services

This industry was added to the 2009 survey in order to capture the security and cleaning services required in the region. Two of the six companies surveyed employ over 100 people, with a total workforce of 1,021 for the industry, or eight per cent of the surveyed workforce. Respondents reported 55 part-time employees and 7 contract workers.

Education

The five respondents in the education industry employed 1,374 of the 12,112 total workforce surveyed, about 11 per cent. There were 51 part-time employees and 304 contract workers (22 per cent of this industry's reported workforce). Two respondents reported having more than 500 employees, and the other four employers had fewer than 50 employees each.

Wholesale trade

The three respondents in the wholesale trade industry employed 145 of the 12,112 total workforce surveyed—one per cent. Company sizes ranged from five to almost 100 workers, with only two part-time workers and no contract workers reported.

Public administration

One survey was completed for this industry (number of employees is not reported to preserve confidentiality). Most employees (99 per cent) are full time.

Forestry

One company was surveyed in this industry, representing less than one per cent of the workforce (exact numbers suppressed for confidentiality of respondents.) All employees were reported as full time.⁴

Industries not included in the survey

Not all industries were included in the survey. Some, such as real estate and leasing, represent a small proportion of the area's workforce.

The following industries were not included in the survey:

⁴ Note: A second company responded to the survey but was later found to operate primarily outside the Regional Municipality of Wood Buffalo so results were removed from the survey.

- Arts, entertainment and recreation
- Administration support and waste management
- Information and cultural industries
- Real estate and leasing
- Utilities
- Management of companies and enterprises

Recent Hiring by Surveyed Employers

Survey respondents were asked how many employees had been hired in the last three months. The total number of new hires reported was 1,261 and represents 11 per cent of the total workforce reported in the survey. Of these 1,261 new hires, 127 (or 10 per cent) of them were part time, perhaps indicating higher turnover in part-time jobs. (Part-time positions make up six per cent of the total workforce surveyed.) Twenty-seven companies reported not hiring anyone in the last three months.

Compared to last year, there were 1,241 new hires reported in the same time period.

Figure 6: Summary of Recent Hiring

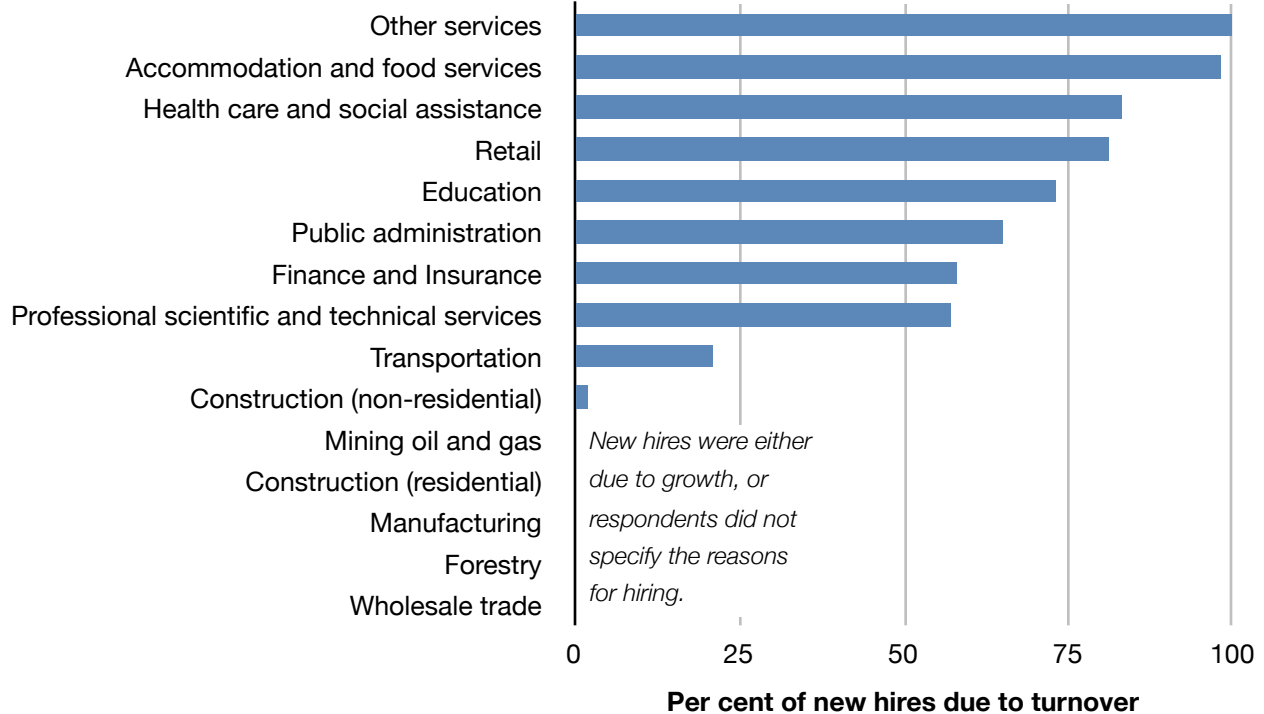
Category	Number of respondents	Per cent of respondents
Difficulty hiring	53	48%
No difficulty hiring	56	51%
Total number of surveys	110	
Full time	1,128	89%
Part time	127	11%
Not stated	6	< 1%
Related to growth	337	27%
Related to turnover	677	54%
Related to retirement	2	< 1%
Not stated	245	19%
Total new hires	1,261	

Turnover appears to be an issue across many industries (see **Figure 7** below). Across all industries, 54 per cent of new hires are attributed to turnover, and only 27 per cent attributed to company growth. Two of the new hires were related to retirements.

Compared to 2008, 63 per cent of hires were due to turnover and 36 per cent were due to growth. However, this year there were a high number of hires where respondents did not specify the reason for hiring (19 per cent), where last year almost all respondents answered this question.

Some industries reported over 90 per cent of hiring was due to turnover: other services (primarily security and janitorial companies), accommodation and food services, health care and social assistance, and retail were particularly hard hit (see descriptions below for details).

Figure 7: Turnover as a per cent of New Hires by Industry⁵



Recent Hiring by Industry

Survey respondents were asked for comments about the number of hires in the past three months, and whether they were because of retirement, turnover or growth.

Mining, oil and gas

The 10 mining, oil and gas companies surveyed reported that altogether they had recently hired 47 staff. None of them specified the number hired due to turnover or growth, but anecdotal comments indicate that some hires were due to seasonal hiring.

"Hiring is ongoing."

"Some were replacements, but we also got a new contract so we had to hire people."

"I would say they were hired more because we had let our seasonal workers go before we knew we had this other contract. You could say it was for growth, but it wasn't because the other guys had quit, we just weren't expecting to need them."

"Need more people because in the summer business picks up."

"(The one new) hire is a student and the position is temporary until August."

⁵ Note that the calculated percentage for some industries is based on a small number of surveys and total hires, so results should be interpreted with caution. See exact figures in the discussion below.

Professional, scientific and technical services

The 11 professional, scientific and technical services companies surveyed reported that they recently hired 51 staff: 22 because of growth and 29 because of turnover.

"Hirings were seasonal, students leaving."

"Replaced four part-time workers with one full-time."

"The company started a new project recently and needed an additional worker."

"They can't find people in the first place, but even if they could, business has slowed down because of the recession and they don't need people now anyway."

Construction (non-residential)

The six non-residential construction companies surveyed reported hiring 47 staff within the last three months: 25 because of growth, one because of turnover, and 21 not specified.

"Ongoing hiring of skilled trades people (heavy equipment operators/welders.) Hired an A/P (accounts payable) clerk."

"Hires were all due to growth."

Construction (residential)

The seven residential construction companies surveyed hired 48 new staff within the last three months: 15 because of growth (the rest were not specified).

"Hired four full-time workers, 11 subcontractors, all due to growth."

"Mostly rehires from February lay-offs."

"Would have liked to hire full time but there isn't enough work to support full-time." (Company had hired two part-time workers)

"Winter is slow, summer season is just starting to pick up."

"The people I've got now have been with me for many years now and I haven't had to hire more. They do a good job."

Retail

The 14 retail companies surveyed reported hiring 107 new staff recently: 20 because of growth and 87 because of turnover. The retail industry had the third-highest turnover rate, at 81 per cent, but this is an improvement compared to 2008, when the respondents reported 99 per cent of new hires were due to turnover.

Accommodation and food services

The 11 accommodation and food services companies surveyed reported hiring 115 new staff within the last three months; all but two them because of turnover. This industry continues to have a very high turnover rate.

Other industries

The 10 manufacturing companies recently hired 199 new staff; 99 because of growth (the rest were not specified). The nine transportation companies surveyed hired 109 new staff recently:

72 because of growth, 35 because of turnover. The nine finance and insurance companies hired 12 new staff recently: two because of growth and seven because of turnover. The seven health care and social assistance companies surveyed hired 121 new employees in the last three months: 19 because of growth and 101 because of turnover. The five education companies surveyed hired 45 new employees within the last three months: 12 because of growth and 33 due to turnover. The six respondents for other services reported 166 new hires, all because of turnover. The three wholesale trade companies surveyed hired 18 new staff, 11 because of growth. Public administration reported 186 new hires, with 120 due to turnover and 40 due to growth. The forestry industry respondent reported two new staff members (did not specify reason).

Respondents had further comments on turnover:

"The owner of the business was thinking of selling it, so she hired the potential buyer. However, the potential buyer has since quit." (Finance and insurance)

"Hired to fill in short term." (Forestry)

"The one hire was given to the summer student under contract and is not due to growth, turnover or retirement but rather a yearly position that is given to a student in the summer." (Health care and social assistance)

"(Hires were) for job site that opened up." (Manufacturing)

"The remaining four employees they hired were temporary workers." (Other services)

"Approximately 21% of our new hires are new 2009 positions." (Public Administration)

"(Staffing) has been stable for six months." (Transportation)

Current Vacancies

Employers were asked how many current vacancies they had in certain occupations. They were asked whether the positions were full time or part time and the number of each occupation required. In total, 538 vacancies were reported, representing four per cent of the workforce total.

Figure 8 below presents the number of vacancies per occupation group reported by all respondents who specified open positions. (Of 538 vacancies reported, 201 were specified by occupation.) These are vacancies reported for a particular occupation that they were looking to hire at the time of the survey. For a detailed list of vacancies by job title, see **Appendix B**.

The highest number of vacancies was reported in intermediate skilled and elemental (unskilled) occupations in sales and service and trades, transportation and equipment operation. The next highest number of vacancies was reported for professional occupations in education.

Figure 8: Number of Reported Vacant Positions by Occupation

(sorted by National Occupation Classification⁶)

Occupational group	NOC ⁶	Number of vacancies
Middle and Other Management Occupations	01 to 09	10
Professional Occupations in Business and Finance	11	10
Skilled Administrative and Business Occupations	12	3
Clerical Occupations	14	9
Professional Occupations in Natural and Applied Sciences	21	3
Technical Occupations Related to Natural and Applied Sciences	22	3
Professional Occupations in Health	31	1
Assisting Occupations in Support of Health Services	34	1
Professional Occupations in Social Science, Education, Government Services and Religion	41	25
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	2
Skilled Sales and Service Occupations	62	14
Intermediate Sales and Service Occupations	64	22
Elemental Sales and Service Occupations	66	18
Trades and Skilled Transport and Equipment Operators	72/73	28
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	28
Trades Helpers, Construction Labourers and Related Occupations	76	7
Skilled Occupations in Primary Industry	82	1
Intermediate Occupations in Primary Industry	84	10
Processing, Manufacturing and Utilities Supervisors and Skilled Operators	92	1
Labourers in Processing, Manufacturing and Utilities	96	5
Total		201

⁶ The National Occupation Classification is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Employers were asked, based on their experience, whether they expected these vacancies to be filled within the next three months. Employers responded that they thought that 344 (or 64 per cent) of those positions would not be filled in the next three months.⁷ This is interesting because when employers were asked the length of time that difficult-to-fill positions have been open, the responses were not so dire: about the same number of positions had been open less than three months as had been open more than three months. (See **Figure 11: Length of time difficult-to-fill positions were reported open.**)

Figure 9: Current Vacancies and Number Expected to be Filled in the Next Three Months

	Number of vacancies	Per cent of vacancies
Expected to fill in three months	104	19%
Not expected to fill in three months ⁷	345	64%
Not stated	88	15%
Total vacancies	537	

Current Vacancies by Industry

Survey respondents were asked for comments on whether they expected the vacant positions to be filled within three months and what positions they currently have open. (The information in this section refers to the vacancies listed in **Figure 8.**)

Mining, oil and gas

In this industry, respondents reported 23 vacant positions, which were expected to fill within three months. The positions currently reported open were receptionist, parts clerk, journeyman heavy equipment technician, vacuum truck operator, site superintendent, controller, hole operator and area manager.

In anecdotal comments, respondents reported that they don't presently have a problem filling their empty positions.

"We actually just filled everything."

"Should only take about two days to fill them."

Professional, scientific and technical services

Respondents reported four open positions, and expected two to fill quickly and two to take more than three months. The positions currently open were civil engineering technologist, IT specialist and branch manager.

"There are no current vacancies, but there would have been a lot if we could have found a suitable branch manager. The company has been trying for years to find a commissioned land surveyor to run the office, but have been unable to do so. If we had found one, we

⁷ Note: 317 of the 344 positions that were not expected to be filled in three months were from one employer.

could have expanded their operations in the region greatly. Now, the downturn makes it undesirable for us to continue to plan on expanding."

Construction (non-residential)

There were 17 vacancies reported. Eleven were expected to fill within three months (respondents did not specify for six positions). Positions currently open are: Labourer, payroll/administration, mining engineer, engineering technologists, shift foreman, lineman and picker.

"We've been laying off people since January."

Construction (residential)

There were 15 reported vacancies, of which seven were expected to fill within three months, and eight were expected to take longer than three months. Positions reported open are general labourer, health & safety inspector, plumber, HVAC mechanic, roofer and gas fitter.

"H&S inspector should be filled, but the other two (plumber and HVAC mechanic) are always difficult to fill."

"We're always hiring roofers, it's an ongoing process."

"Unless I get more contracts I won't be hiring more people."

"I'm always hiring for these positions (plumber and gasfitter)."

Retail

There were 22 vacancies reported by retail industry respondents. Eleven positions were expected to fill within three months. Eight were expected to take longer than three months, and respondents were unsure for three positions. Note that in comparison to 2008, the number of vacancies in this industry is much lower. Last year, the 15 companies surveyed said they had about 145 positions currently vacant. Positions mentioned were: Parts counter sales, auto mechanics, business and sales managers, various sales positions, shop and warehouse personnel, optometrist, optometric technician, clinical esthetician, baker and assistant manager.

"We hire employees when needed for a specific auction. An (event) will happen, they'll hire some people for two days or so, and then the job is over."

"The parts counter sales and mechanic positions will most likely take longer because they must be (factory) certified."

Accommodation and food services

There were a total of 12 vacancies in this industry. Six were expected to fill quickly. Respondents did not specify expectations for the other six. Similar to the retail industry, this number is much lower than last year: In 2008, respondents report 35 positions currently open. Some of the occupations reported being currently open were: Restaurant server, cook, housekeeping, front desk attendant and room attendant.

"We have a high turnover rate for servers, especially during summer. Servers are constantly coming and going. We are always looking for servers."

"In the last year I have only received one application."

Other industries

Some of the positions currently vacant are: Administration, insurance agent/broker, instructor, office manager, pre-school worker, allied health occupations, nurse, accountant, labourer, engineering, project management, protective services, public works, Class 1 driver, sales and assistant manager. (See **Appendix B** for a complete list of vacancies.)

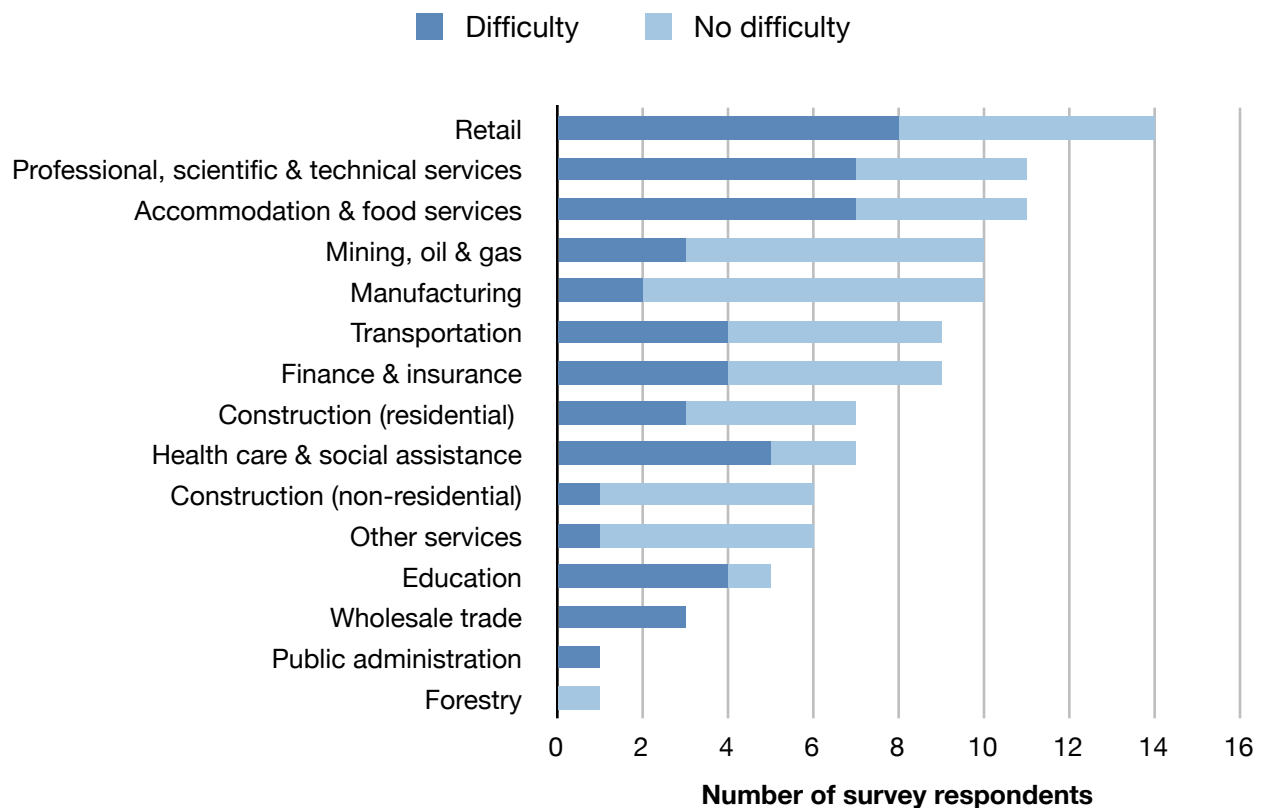
The respondents from other industries also provided some comments in response to the questions about current vacancies and whether they thought they would be filled within the next three months.

- Manufacturing respondents thought that none of the five vacancies would be filled within three months.
- There were 19 positions reported vacant in the transportation industry. Only one respondent indicated how long they thought it would take (more than three months for one position).
- In the finance industry, three of seven vacancies were expected to fill within three months.
- There were 55 vacant positions in health care and social assistance. Respondents indicated that two positions would fill quickly, and the rest did not specify any expectations.
- In other services, there were seven vacancies, and five were expected to fill within three months.
- In education, respondents reported 26 vacant positions and expected them all to be filled within three months.
- Eight vacancies were reported in wholesale trade; all were expected to fill quickly.
- The public administration respondent reported 317 vacancies at the time of the survey, and did not expect to fill them all within three months, largely due to facility limitations.

Hiring Difficulties

Of the 110 companies surveyed, 53 reported difficulty hiring new staff and 56 reported no difficulty hiring new staff. In contrast to this almost 50/50 split, in 2008, 58 per cent of employers reported difficult hiring new staff. In 2007, 61 of 99 respondents reported difficulties hiring, or about 62 per cent (compared to 49 per cent this year).

Figure 10: Companies that Reported Difficulty Hiring, by Industry



Survey respondents were asked to detail the occupations where they experienced the most difficulty hiring. Respondents were also asked for the length of time they had positions open in those occupations (less than three months or more than three months), whether the positions were full time or part time, and the reason they thought they had difficulty hiring.

Of 104 positions that were reported as difficult to fill, 85 were full-time positions, six were part-time positions, and the remainder were willing to accept full-time and/or part-time workers.

Employers responding to the survey reported that 38 per cent of positions they were looking to fill had been open for less than three months, and the same number—38 per cent—of positions were open for more than three months (24 per cent were unsure or did not specify). Similarly, in 2008, 45 per cent of positions were open for more than three months, however in 2007, 65 per cent of positions were open for longer than three months or were continually open.

The following table (**Figure 11** below) presents the number of times a company reported a position in a particular occupation that was difficult to fill (respondents were not asked to state how many vacancies they had in each occupation). Occupations with the greatest difficulty in recruiting were intermediate and skilled sales and service occupations, trades and skilled transport and equipment operators, and professional occupations in natural and applied sciences. In comparison, the information about the number of current vacancies indicated more intermediate and elemental occupations (see **Figure 8, Number of reported vacancies by occupation**). The positions most difficult to fill are more heavily weighted to professional or technical and skilled occupations (66 per cent) compared to the current vacancies. Also see the Executive Summary, **Figure I: Summary of occupational needs and shortages** for further discussion of this contrast.

For complete details of the occupations reported difficult to fill, see **Appendix C**.

Figure 11: Length of Time Difficult-to-Fill Positions were Reported Open
(sorted by National Occupation Classification⁸)

Occupational group	NOC ⁸	Open less than 3 months	Open more than 3 months	Unsure/ unspecified	Total
Middle and Other Management Occupations	00 – 09	3	3		6
Professional Occupations in Business and Finance	11		1		1
Skilled Administrative and Business Occupations	12	2	1	1	4
Clerical Occupations	14	2	3		5
Professional Occupations in Natural and Applied Sciences	21	4	5	2	11
Technical Occupations Related to Natural and Applied Sciences	22	2	1		3
Professional Occupations in Health	31	4		1	5
Assisting Occupations in Support of Health Services	34			1	1
Professional Occupations in Social Science, Education, Government Services and Religion	41	1	5	3	9
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	3	1		4
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	52	1	2		3
Skilled Sales and Service Occupations	62	4	4	1	9
Intermediate Sales and Service Occupations	64	6	4	3	13
Elemental Sales and Service Occupations	66	3	2	2	7
Trades and Skilled Transport and Equipment Operators	72/73	1	4	9	14
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	3	1	2	6
Trades Helpers, Construction Labourers and Related Occupations	76	1			1
Labourers in Primary Industry	86		1		1
Labourers in Processing, Manufacturing and Utilities	96		1		1
Total		40	39	25	104

⁸ The National Occupation Classification is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Hiring Difficulties by Industry

Survey respondents were asked for comments as to why they thought they were having difficulties hiring certain positions. They were asked which occupations were difficult to fill, how long they had been open and the most common reasons for hiring difficulties.

Mining, oil and gas

Of the 10 mining, oil and gas companies surveyed, three reported difficulties hiring. Positions mentioned that were difficult to fill were: Outside sales, heavy duty mechanic and plant operators/power engineers (with steam ticket).

Reasons cited for the hiring difficulty:

"Competitive market."

"Workers go to larger companies where the pay is better."

"It's mostly a money issue."

Professional, scientific and technical services

Seven of the 11 surveyed professional, scientific and technical services companies said they had difficulty hiring. Some of the positions they said were a problem were: Tax preparer, engineer (civil and geological), geologist, draftsman, control system engineer, surveyors (party chief, land surveyor, and assistants), non-destructive testing technician, real estate conveyancer and photographer.

A general shortage of skilled professionals and technicians was mentioned, as well as difficulty recruiting in the Fort McMurray area:

"Hard to find people in the area, had to go outside the province."

"Competition for construction positions."

"The people with the required skills are not motivated to live in the Wood Buffalo region. They are from places like Vancouver, etc., and would rather stay where they are."

"There were too many job opportunities out there. If someone didn't feel like coming in to work that day, they could just quit and find a new job somewhere else the very next day. The positions just remained open for a time."

"The company looked for three years but could not find a qualified person for the position. There was no one available. Recently, however, they have called off their search for a new commissioned land surveyor/branch manager, because the downturn has made it unnecessary to expand anyway (they would have no work for this new manager to do)."

"It is hard to find qualified people in the area. It is very difficult to find people with the proper education."

"There simply are not enough trained people (real estate conveyancer) out there."

"The cost of living in the region is too high."

Construction (non-residential)

Only one of the six non-residential construction companies surveyed reported having difficulty hiring staff in certain positions. The one company that indicated difficulties said that engineering positions were difficult to fill, and the reason cited was that workers “tend to go to big oil companies first.”

Construction (residential)

Three of seven residential construction companies surveyed reported having difficulties hiring. Some of the difficult positions to fill were: Finance, plumber, sheet metal workers, roofer, heavy duty mechanic, HVAC mechanic and grader operator.

A difficulty employers are facing in this industry is finding skilled and qualified workers.

“Not enough people available for positions. It’s not a problem at this moment though.”

“Always hard with trades.”

“Hard to find qualified people.”

“Lack of qualifications/initiative to learn.”

Retail

Eight of 14 retail companies surveyed reported difficulty hiring certain positions. Difficult to fill positions were: Management, service writer, parts counter, optometrist, grocery workers (baker, deli, cake), automotive and autobody technicians and casual labourer.

Some of the reasons for the difficulties include:

“It is difficult to find someone whose personality meshes with the rest of the company.”

“Potential employees expect more money than we are offering.”

“People that have the qualifications for management positions do not apply because retail positions don’t pay to live in Fort McMurray.”

“More opportunities are available with more money available at other businesses.”

“Parts counter sales must be (factory) certified and they don’t want to move to Fort McMurray because it is so expensive to live.”

“It is a lost / dying trade.” (referring to baking and cake decorating)

“Hard to find qualified employees willing to work long hours.”

“Few workers available. When some are found, often they do not show up for work.”

Accommodation and food services

Seven of 11 accommodation and food services companies reported having hiring difficulties. Difficult to fill positions were: Kitchen manager, cook, front desk attendant, host/hostess, restaurant server, housekeeping, dishwasher, kitchen prep worker, banquet server and facility maintenance.

The reason cited by all respondents for the difficulty hiring was high turnover.

Other industries

Two of the 10 manufacturing companies surveyed reported having difficulty hiring. Some of the difficult to fill positions were: Journeyman contractor (trade not specified), millwright, forestry tradesmen and labourer.

Five of nine transportation companies surveyed reported having difficulty hiring certain positions. The positions most difficult to fill were: Driver (mentioned three times) and heavy equipment mechanic.

Four of the five finance and insurance companies surveyed reported having difficulties hiring. The positions most difficult to fill were: Office manager, loan administrator, insurance adjuster, commercial lines underwriter and clerical staff.

Five of the seven health care and social assistance companies surveyed said they had hiring difficulties. The positions that were most difficult to fill were: Accountant, occupational therapist, nurse (RN and home care) and child and youth care worker.

In other services, one of five companies reported difficulty hiring an aquatics instructor and lifeguard.

Four of the five education companies surveyed reported hiring difficulties. Some of the difficult positions to fill were: Electrical and carpentry instructor, driving instructor, secondary school science teacher, French immersion teacher, teacher, school counsellor and support staff.

All three of the wholesale trade companies surveyed reported difficulties hiring certain positions. The positions most difficult to fill were wireless technician, engine technician, sales and material handler (warehouse).

In public administration, the respondent indicated difficulty hiring the following occupations: Senior advisors, public works supervisors, planning, roads technician and engineers.

The forestry company surveyed reported having no difficulties hiring and did not indicate any occupations as difficult to hire.

The reasons for difficulties were mostly around the lack of qualified applicants.

"No teachers." (Education)

"Lack of qualifications." (Education)

"We are competing with the oil industry." (Education)

"There is a shortage of qualified people. (Finance and insurance)

"It is hard to find people with experience in the insurance industry." (Finance and insurance)

"The cost of living in Fort McMurray is too high. Wages are also an issue." (Finance and insurance)

"It is hard to find qualified people." (Finance and insurance)

Hiring Intentions

Survey respondents were asked to indicate their hiring intentions for the next three months, not including positions they presently have open. They were asked about the occupation, number of positions and whether the positions were full time or part time. In total, 38 respondents expected to hire a total of 354 workers over the next three months (excluding current vacancies and turnover). This represents three per cent of the total surveyed workforce of 12,112 workers. Fifty respondents said they did not plan to hire, and 22 were unsure.

Of these 354 intended new hires by 38 companies, 33 respondents specified hiring intentions by occupation, and most were able to provide numbers of workers by occupation (see **Figure 12** below).

Positions with the highest number of workers needed were elemental and intermediate sales and service occupations, technical occupations related to natural and applied sciences and trades and skilled transport and equipment operators.

Compared to last year, the skill level required is somewhat higher overall. In 2008, positions with the highest number of workers needed were heavy equipment operators, truck drivers and food services occupations.

Please see **Appendix D** for a detailed list of hiring intentions by occupation, including full-time and part-time hiring.

Figure 12: Hiring Intentions by Occupation (in the next three months)(sorted by National Occupation Classification⁹)

Occupational group	NOC ⁹	Number required	Number not specified ¹⁰
Middle and Other Management Occupations	00 – 09	5	
Skilled Administrative and Business Occupations	12	2	
Clerical Occupations	14	11	
Professional Occupations in Natural and Applied Sciences	21	7	
Technical Occupations Related to Natural and Applied Sciences	22	58	
Professional Occupations in Social Science, Education, Government Services and Religion	41	7	
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	3	
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	52	10	
Skilled Sales and Service Occupations	62		*
Intermediate Sales and Service Occupations	64	21	
Elemental Sales and Service Occupations	66	64	
Trades and Skilled Transport and Equipment Operators	72/73	28	*
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	9	*
Intermediate Occupations in Primary Industry	84	6	
Labourers in Primary Industry	86	4	
Processing, Manufacturing and Utilities Supervisors and Skilled Operators	92	2	
Processing and Manufacturing Machine Operators and Assemblers	94	5	*
Labourers in Processing, Manufacturing and Utilities	96	6	
Total		248	

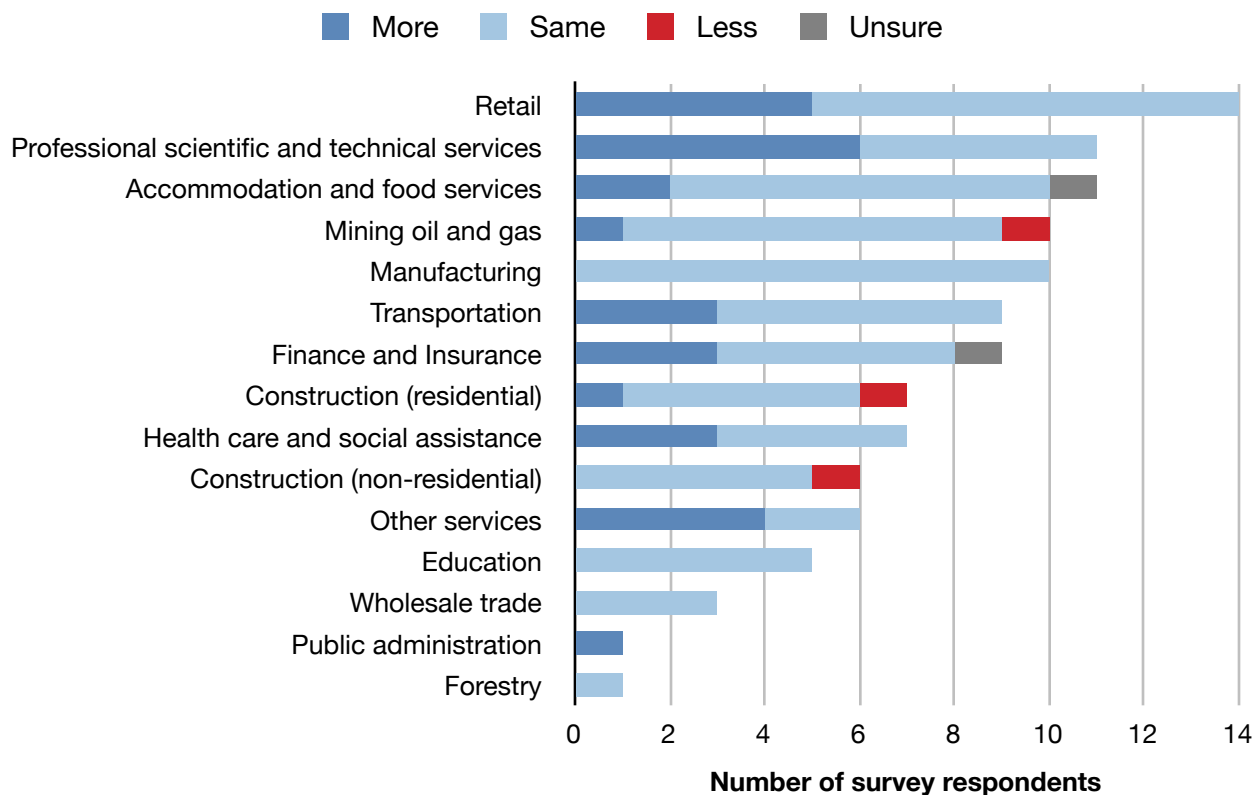
⁹ The National Occupation Classification is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

¹⁰ In addition to respondents that provided a number of intended hires, there were other respondents who indicated they intended to hire in this occupation, but did not specify the number of staff they intend to hire.

Retention Issues

Retention can be just as difficult for employers as recruitment. Given the change in the labour market and economy in the past year, it would be reasonable to suppose that employers are less concerned about retention than in the past. Survey respondents were asked if they expected that companies would focus more on retention, less, or the same in the next three months. Overall, 76 respondents (69 per cent) said their focus would remain the same. Twenty-nine respondents (27 per cent) said they expected to increase their focus on retention, and only three indicated a lower focus on retention (two respondents were unsure).

Figure 13: “Do you expect that you will focus more, less or the same on employee retention in the next three months?”



Retention Difficulties by Industry

Survey respondents were asked if there were occupations that had high turnover, and if so, what occupations they had difficulty retaining. For those reporting difficulty retaining certain positions, they were asked how long the positions were open and comments as to why they thought they were having difficulties retaining certain positions.

The following table presents the number of times a company reported a position that was difficult to fill (respondents were not asked to state how many vacancies they had in each occupation).

Overall, 57 respondents reported there were occupations that were difficult to retain, while 53 respondents reported that there were no specific occupations they found difficult to retain.

A total of 79 occupations were identified as difficult to retain. Of those, 64 were for full-time positions, five were part-time, and 10 could be either full time or part time. Twenty-eight occupations had positions open for more than three months, while 25 occupations had positions open for less than three months. (Respondents were unsure or did not specify length of time open for 26 occupations.)

For further detail about the occupations reported difficult to retain, see the Executive Summary, **Figure I: Summary of occupational needs and shortages**. Also see **Appendix E** for a detailed list of occupations that are difficult to hire.

Figure 14: Respondents Reporting Occupations Difficult to Retain
(sorted by National Occupation Classification¹¹)

Occupational group	NOC ¹¹	Number of times reported
Middle and Other Management Occupations	01 - 09	2
Professional Occupations in Business and Finance	11	1
Clerical Occupations	14	6
Technical Occupations Related to Natural and Applied Sciences	22	1
Professional Occupations in Health	31	2
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	2
Skilled Sales and Service Occupations	62	6
Intermediate Sales and Service Occupations	64	14
Elemental Sales and Service Occupations	66	14
Trades and Skilled Transport and Equipment Operators	72/73	13
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	8
Trades Helpers, Construction Labourers and Related Occupations	76	5
Intermediate Occupations in Primary Industry	84	1
Labourers in Primary Industry	86	1
Labourers in Processing, Manufacturing and Utilities	96	3

Mining, oil and gas

The four respondents to this question cited pay as the main problem for retention.

¹¹ The National Occupation Classification is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

"Cost of living is too high and the rate of pay, although good, is often still not enough." (Occupation: Operators)

"It has more to do with subcontractors in general. If we hire someone as an independent subcontractor, they will generally leave if they get a job from a larger company."

"We are a lower paying company."

"Retention is a problem for the same reason they are hard to hire: They tend to leave if more money is dangled in front of them." (Occupation: Operators)

Professional, scientific and technical services

In this industry, six respondents indicated high turnover and the high cost of living as the biggest contributing factor. Note that respondents in the professional services industry indicated retention problems were with non-professional support occupations.

"We had to keep firing people. There was a period where there were too many jobs available, so anyone who was hired did not take the job seriously, as they could simply walk out and find a new job easily. This has become less of a problem recently though." (Occupation: Sales staff)

"The people hired usually do not live in the area, and eventually get tired of the long commute and time away from their families." (Occupation: Administration)

"The cost of living in the area is too high." (Occupation: Sales clerks)

Employees leave for bigger companies that offer higher salaries. (Occupations: Conveyancer, Receptionist)

"There were too many job opportunities out there. If someone didn't feel like coming in to work that day, they could just quit and find a new job somewhere else the very next day. When the company finally did find someone, they would be gone soon after. There was constant rollover." (Occupation: Survey assistant)

Construction (non-residential)

The non-residential construction industry has experienced a slow-down due to project cancellation or delays. However, the industry still has some issues with retention.

"(Workers fail) drug testing." (Occupation: Labourers)

"Because they have to take who they find, the calibre of employee is not always there." (Occupation: Field technician)

"Workers go where the money is." (Occupation: Electrician)

Construction (residential)

The short-term or seasonal nature of work in residential construction, combined with a transient workforce, resulted in retention problems with trades workers in this industry. Also workers sometimes look at this industry as a stepping-stone to industrial construction work.

"Drywallers are always coming and going. It's a transient workforce."

"Difficult to get qualified people." Occupation: (HVAC mechanics)

"High cost of living." (Occupation: Roofers)

"Outside of my normal crew, I hire when I have to, like if we get more work than we can handle at this size. The guys I end up hiring tend to be unreliable and only out to make a quick buck. They make my life miserable, but when the job is done they leave." (Occupation: Roofer)

"They often move around if the work is better elsewhere. If they are contractors, they tend to go where they can make more money." (Occupations: Plumber and Gas fitter)

Retail

Respondents in this industry reported retention issues with labour-intensive service occupations as well as with entry-level occupations such as cashier and reception. Wage competition was also cited.

"The job is very labourious." (Occupation: Auto detailer)

"Difficult to find qualified employees, and the job can also be very unfulfilling. Things such as changing tires are required. (Occupation: Automotive technician, apprentice)

"The job is very labourious and involves carrying water bottles; it does not appeal to many people." (Occupation: Driver)

"There are more opportunities available that pay more money (Occupation: Auto mechanic)

"Potential employees expect a higher salary than small businesses are able to provide." (Occupation: Receptionist)

"It is an entry level position that is easily disposable." (Occupation: Cashier)

"The employees are young and have no attachments to staying at the job." (Occupation: Cashier)

"They are based primarily on commission and that is often a struggle." (Occupation: Sales representative)

"Every position has a high turnover rate except management. Positions are usually open for less than three three months and it is difficult because retail wages are extremely competitive in Fort McMurray."

Accommodation and food services

High turnover and a lack of workers was a big problem reported for this industry. Turnover was mentioned seven times. Occupations that respondents mentioned most often having retention issues were cooks, servers, kitchen helpers and housekeeping.

"(Jobs are) always open because of high turnover rate."

"Workers are usually students; have always had high turnover." (Occupation: Server)

"Servers always have high turnover. The job only pays minimum wage and you can't live off of that." (Occupation: Server)

"Nobody likes it." (Occupation: Dishwasher)

"There are no reliable, qualified workers available." (Occupation: Cook)

Other industries

A number of respondents mentioned the high cost of living in Fort McMurray as an issue.

"Because of the high cost of living, we can't retain employees." (Occupation: Child and family service) (Health care and social assistance)

"We have difficulty retaining employees because they have had to cut down on providing accommodations to drivers from other parts of Canada. Also cut down on wages." (Occupation: Coach driver) (Transportation)

"Cost of living too high, not enough workers." (Occupation: Truck driver) (Transportation)

"There is a shortage of qualified workers that can afford the cost of living in Fort McMurray. (Health care and social assistance)

"There are not specific occupations that are difficult to retain, it's more of an all-round difficulty because of the living expenses of Fort McMurray and the competition between businesses." (Other services)

Respondents cited low wages, wage inflation or competition as a problem contributing to retention issues, especially for lower-paying occupations.

"This organization is a non-profit one, and cannot provide the same wage rates as other companies." (Occupations: General manager, Business analyst) (Finance and insurance)

"Pay." (Occupation: Labourer) (Manufacturing)

"Drivers will go wherever work pays most, and wage wars are an ongoing issue between companies who need drivers." (Transportation)

"Will leave to work for a company that pays more." (Occupation: Truck driver) (Transportation)

"The company will spend time training them, but then they will leave for a bigger company for more money." (Occupation: Office manager) (Finance and insurance)

"The oil and gas industry is taking employees." (Occupation: Labourer) (Manufacturing)

As with the accommodation and food services industry, there are some occupations that are simply expected to have high turnover because they are entry-level positions.

"Entry-level positions all have a high turnover rate." (Health care and social assistance)

"It is an entry-level position that many people take when they first arrive in Fort McMurray, but don't stay long." (Occupation: Janitor) (Other services)

"It's considered an entry-level position." (Occupations: Labourer, Refuse collector) (Public administration)

"Workers move to more specialized positions." (Occupation: Clerk) (Public administration)

"Turnover." (Occupation: Warehouse worker) (Wholesale trade)

Poor working conditions were cited by two respondents.

"Stressful workplace." (Occupation: Receptionist) (Manufacturing)

"Bad work practices." (Occupation: Labourer) (Manufacturing)

Additional comments:

"It is hard to find experienced people. It is also hard to find people who won't leave the job because they don't like living in Fort McMurray. Often, the candidates are women who come up to Fort McMurray with their boyfriends, discover that they don't like living there, and move away. (Occupation: Administrative assistant) (Finance and insurance)

"With the current economy, it likely will not take as long to fill these positions, should they become open again in the future." (Finance and insurance)

"Employees do not necessarily leave the organization but they take an internal transfer which then creates more recruitment and training." (Public administration)

"We don't have a high turnover rate; however we do hire contract employees for specific projects and let them go immediately after the project is finished." (Other services)

Impact of Economic Change

Survey respondents were asked a series of questions to gauge the effects of the economic changes in the recent past. First, respondents were asked about the changes in their workforce compared to last year, and expectations for the next three months. Respondents were also asked if the economic downturn was affecting their workforce.

Workforce Impact of Economic Change

Respondents were asked to provide information about the impacts of the economic downturn. Fifty-four respondents said their workforce was impacted by the economic downturn, while 56 respondents said there had been no impact on their workforce.

Industries most often reporting workforce impacts were professional, scientific and technical services, accommodation and food services, non-residential construction, manufacturing and mining, oil and gas. Forestry and public administration respondents were also affected.

Figure 15: “Is the Economic Downturn Affecting your Workforce in Wood Buffalo?”

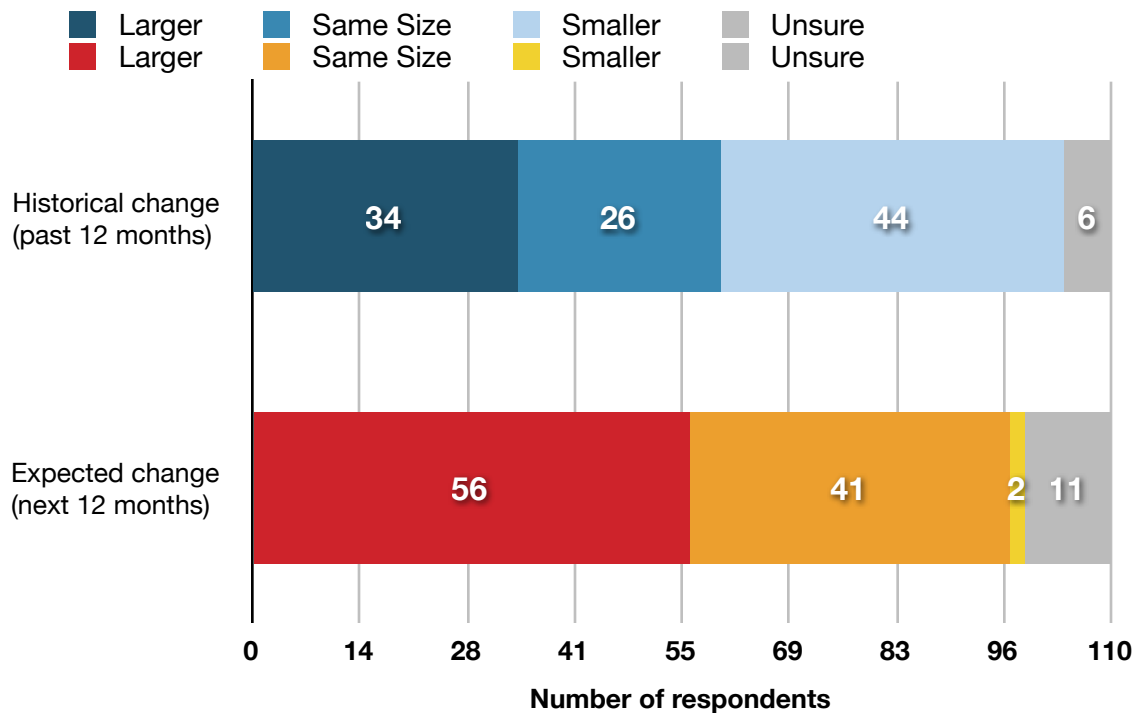
Industry	Yes	No	Per cent impacted
Retail	7	7	50%
Professional, scientific and technical services	9	2	82%
Accommodation and food services	8	3	73%
Mining, oil and gas	6	4	60%
Manufacturing	6	4	60%
Transportation	2	7	22%
Finance and insurance	2	7	22%
Construction (residential)	3	4	43%
Health care and social assistance	3	4	43%
Construction (non-residential)	4	2	67%
Other services	1	5	17%
Education	1	4	20%
Wholesale trade	0	3	0%
Public administration	1	0	100%
Forestry	1	0	100%

Change in Workforce Size

Aggregate responses indicate that the workforce is smaller than a year ago (44 reductions in workforce were reported), but that further reductions in workforce are not generally expected in the next year. In fact, 57 respondents (52 per cent) expect their workforce to grow in the next year.

Of the 34 respondents that reported a larger workforce compared to last year, 30 expect to increase (23) or stay the same size (seven) in the next year. Of 44 respondents that indicated their workforce decreased in the past year, 22 expect to increase again in the next year and 15 expect to stay the same. Only one expects further workforce reductions.

Figure 16: Changes in Workforce Size—Historical Change (past 12 months) and Expected Change (next 12 months)

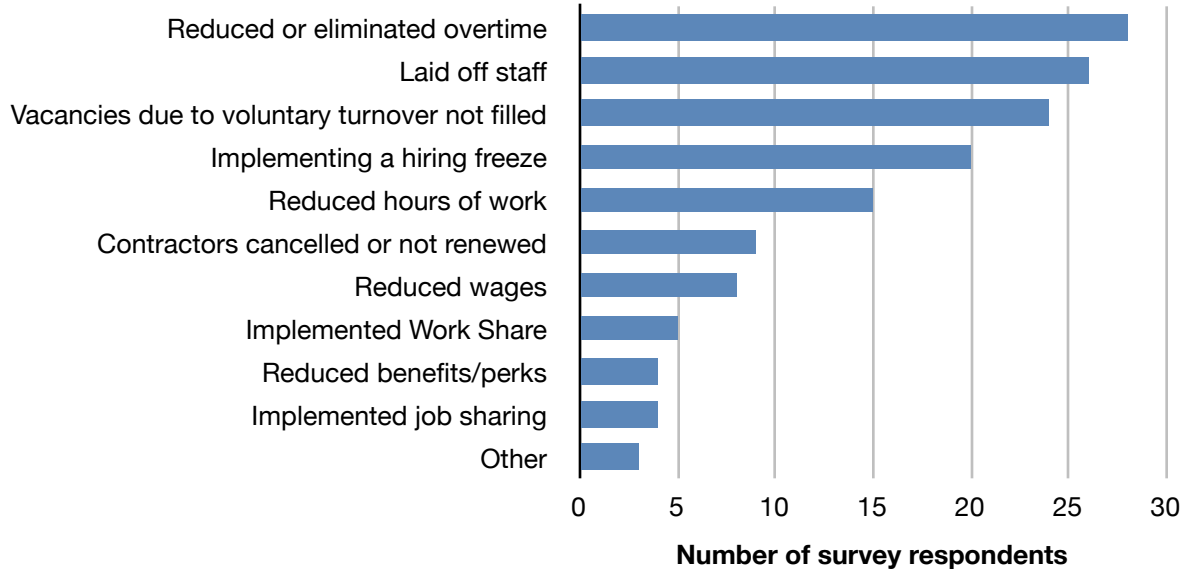


The following table presents workforce historical changes and future expectations by industry. Many industries appear to have downsized, such as manufacturing and professional, scientific and technical services. But in both of these cases, the workforce expectations for the year indicate that respondents felt they would increase their workforce again.

Figure 17: Workforce Change by Industry: Historical Change (last 12 months) and Future Expectations (next 12 months)

	Workforce size compared to last year				Workforce size expectations for next year			
	Larger	Same size	Smaller	Unsure	Larger	Same size	Smaller	Unsure
Mining, oil and gas	2	4	4	-	5	3	1	1
Professional, scientific and technical services	1	2	8	-	6	3	-	2
Construction (non-residential)	2	-	4	-	2	3	-	1
Construction (residential)	2	-	5	-	2	4	-	1
Retail	6	3	2	3	7	6	-	1
Accommodation and food services	2	4	5	-	5	4	-	2
Manufacturing	1	2	7	-	6	4	-	-
Transportation	3	3	2	1	4	4	-	1
Health care and social assistance	5	2	-	-	4	1	1	1
Finance and insurance	3	5	-	1	5	3	-	1
Other services	3	-	2	1	3	3	-	-
Education	1	1	3	-	3	2	-	-
Wholesale trade	2	-	1	-	2	1	-	-
Public administration	1	-	-	-	1	-	-	-
Forestry	-	-	1	-	1	-	-	-
Total	34	26	44	6	56	41	2	11

Respondents were asked to specify how they have responded to the economic downturn in terms of their workforce. In response to the economic slowdown, respondents most often reduced or eliminated overtime, laid off staff or chose not to fill vacant positions when workers left voluntarily.

Figure 18: “In what ways is the economic downturn affecting your workforce?”¹²

Overall Labour Market Issues

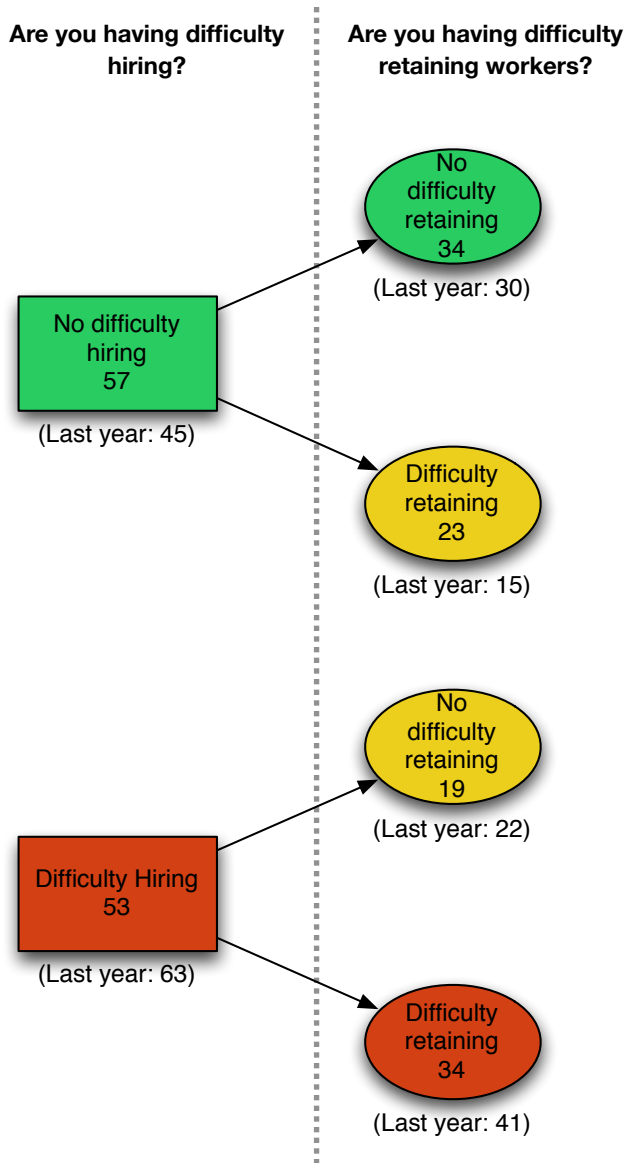
To view a more complete picture of the information about recruitment and retention issues on businesses in Fort McMurray, it is interesting to consider the answers to different labour-related questions together:

- Are you having difficulty hiring?
- Are you having difficulty retaining workers?

When examining these two questions together, the situation appears less optimistic than examining the answers to those questions individually. As **Figure 19** illustrates, 34 of 110 employers (31 per cent) are affected by both attraction and retention issues. Forty-two (39 per cent) report being affected in one (but not both) ways, and 34 employers (31 per cent) report no problems with attraction or retention. While comparing survey results from year to year is not statistically valid, it is worth noting that these results are quite similar to results from 2008

¹² Note that Work Share refers specifically to the Federal Government's Work-Sharing program (www.servicecanada.gc.ca/eng/work_sharing/index.shtml).

Figure 19: Issues Related to Labour Shortages in Wood Buffalo: Recruitment and Retention.



Workforce Impacts by Industry

Mining, oil and gas

Four respondents reported a decrease in workforce size since last year, and one expected that decrease to continue into next year.

“Our workforce is half the size it was last year.”

“(The) plant is closing. Expect only five people to remain by the end of the year.” (Workforce reported at time of survey was 30)

“Our workforce is now the same size as last year, although I had to lay off some guys in the fall due to the economy at the time.”

“Head office has made the large decisions on what needs to be done to control for the slowdown in the economy, but I have to be the one who figures out how to implement some of the changes. I am the one who ends up looking like the bad guy. It’s a tough time to be a manager in this town.”

There was generally uncertainty about future hiring.

“(Future workforce changes) will depend on the projects that come up.”

“(In future) some areas will increase while others stay the same. No decrease is expected at all.”

“Maybe we will hire a couple more, but it really all depends on contracts. We have enough people working for us now that we can shuffle them around if we need to.”

“I would say it would be a moderate increase (in workforce size next year).”

“(I expect) only a slight increase next year.”

“Some areas have been affected more than others, but no major effect has been seen across the board.”

One respondent had a positive view of the impact of the slowdown on the workforce:

“It’s slow for everybody right now. It’s good because you can really choose the quality people when you do you’re hiring. We can negotiate for better rates and we have larger profit margins than we used to on the work we do. We haven’t laid off staff because of the downturn, but we have laid off staff because the summer is always slower.”

Professional, scientific and technical services

Eight of ten respondents reported a reduction in their workforce from last year.

“The current workforce is just a little bit smaller than last year.”

“The company’s workforce has gotten smaller because of the downturn. They have laid off employees and are currently waiting on the federal government to agree to their Work Share program proposal.”

“(The economic slowdown) is affecting the workforce, but by less than two per cent.”

“(The economic slowdown) is affecting the workforce, but less than expected.”

“The company has already laid off some staff, and is considering laying off more. Also, overtime has been eliminated, but this is simply because they no longer have enough work to require overtime.” (Professional, scientific and technical services)

Six of the 10 respondents expected that their workforce would increase in the next year. Anecdotal comments reflect more uncertainty, as well as the project-driven nature of the workforce for this industry in Wood Buffalo.

“The size of the workforce will depend on the economy. We hope it will increase, but, again, it depends on the economy.”

“The number of workers required depends on the demand for business. The more business we get, the more workers are needed. Similarly, the less business we get, the less workers will be needed. At the moment, the company is just trying to focus on retaining the employees that we do have right now.”

“The main issue is clients. With the downturn, there are less clients, and with less clients the company needs less workers.”

As with oil and gas, two respondents had a positive view of the workforce impacts:

“The downturn has had some positive effects. The company has been able to reduce wages to a level that is more manageable for a small business.”

“The downturn has made it easier for the company to get resumes in.”

Construction (non-residential)

Compared to last year, four respondents reported a smaller workforce and two reported a larger workforce.

“Workforce has gone down to 2006/2007 levels: back to normal!”

“Smaller is not entirely accurate; we have gone through a restructuring phase that changed how we operated in the Wood Buffalo region.”

“The downturn is not currently affecting this company and only really had an effect in January. Steady growth has occurred since that time.”

“Company is going through a growth spurt and anticipates the delivery of more equipment. This means that 100-400 new positions MAY open up.”

“Not a negative affect. The company has actually grown during the slowdown.”

“The downturn hasn’t really affected the Fort McMurray office.”

For the next year, two respondents expected workforce increases and three expected no change.

“We will either stay the same or increase depending on the volume of work available.”

“Might expand in three months, perhaps double the workforce.”

“The company is at just the right size!”

Construction (residential)

Compared to last year, five of seven respondents said their workforce was smaller, while two said their workforce was larger.

"It's been more of a shift in where the work is within the company, but some areas have been harder hit than others."

"I'm back down to my normal crew size and we're not so pressured now."

"Last summer & fall we lost a few people but we've been able to hire on more people now."

Future expectations were for the workforce to stay the same (four respondents) or grow (two respondents). However, as with non-residential construction, comments indicated uncertainty.

"If the economy picks up then the workforce may pick up as well."

"The hope is that we will increase, but at the least we will stay the same. It all depends on the economy."

"The hope is for growth, but realistically we will probably stay the same, just maintaining what we've got."

"Will go with the flow, see what happens in the economy."

"I hope to increase the volume of my business and may add a couple more people, but nothing significant."

"It's slowed down and there is less work so I haven't had to hire on any extra workers yet."

"Contracts equal more work."

Two respondents were generally unconcerned:

"People always need a roof!"

"The slowdown hasn't had much of an effect on our workforce because we've been able to continue maintaining the service aspect of our business. We've just continued on with our heads down."

Retail

In the retail industry, only two of 14 respondents indicated their workforce was smaller now than last year. In the next year, seven respondents expect their workforce to increase, and six expect it to stay the same. Two respondents indicated the downturn had a positive effect on their recruitment and retention efforts.

"The downturn has made things easier for this company. We find it easier to retain employees now."

"It has only really affected us in a positive way. People that are overqualified are applying to work here."

Accommodation and food services

Compared to last year, five of eleven respondents indicated their workforce was smaller, and only two indicated an increase.

"(Workforce reduction was) because of economic slowdown."

"We're getting ready to expand again; Fort McMurray is a good place to be for a motel."

"Doubled in size since last year."

"Implemented a hiring freeze only for a short period."

Future expectations were moderately optimistic, with five respondents expecting an increased workforce and four expecting no change. And again, a positive impact on retention was reported:

"Workers are more stable because of the shortage of jobs. Less likely to just quit."

Other industries

Industries providing services to individuals experienced increased demand for services in the past year, and expect their workforce to increase in the next year.

"Have implemented a six-year growth plan that is projected to double the workforce." (Health care and social assistance)

"The downturn has actually increased demand for this organization's services. We help people start up new businesses, and because many people in the area are being laid off, those people are starting their own business and coming to this organization for help." (Finance and insurance)

"(The downturn) is not affecting our workforce in a negative way. Because we offer services to low-income families, the downturn is giving us more work." (Health care and social assistance)

"New oil sands business yields increase in families moving to area with children." (Education)

"The economy hasn't affected our company in any large way but has most definitely given us a larger clientele because the frustration levels in people that live in Fort McMurray are increasing. This increase in clientele has kept us busy, but because our company has the same amount of employees as before this influx it has tapped us out a fair bit." (Health care and social assistance)

Other respondents expressed uncertainty, and their dependence on major projects.

"Hopefully the number will increase, but it depends on the economy." (Finance and insurance)

"Workforce will depend on economy." (Health care and social assistance)

"Depends on the economy and whether the oil and gas industry continues to grow and steal employees." (Manufacturing)

"Depends on the market." (Manufacturing)

“Depends on the economy.” (Transportation)

An improvement in recruitment and retention was also noted:

“(We are seeing) more applications from reliable workers, because everyone is looking for a job and will work harder to keep it.” (Forestry)

“The workforce is more stable; fewer jobs in the economy means people are less likely to “jump ship”.” (Health care and social assistance)

“Yes, we have been affected, but in a positive way. Increased applicants applying for positions. This does not always result in more qualified applicants but there is definitely more to choose from than previously. We did not have layoffs and therefore we reap the benefits from the companies that did lay off staff.” (Public administration)

Some respondents, especially in finance and insurance, reported minimal impacts.

“Employees have more overtime because of a shortage of health care workers available in region.” (Health care and social assistance)

“The downturn has affected the workforce in Wood Buffalo, but only a very tiny bit. No one had to be laid off, etc.” (Finance and insurance)

“The company is getting new business at about the same rate that it is losing old clients, so there is no real effect.” (Finance and insurance)

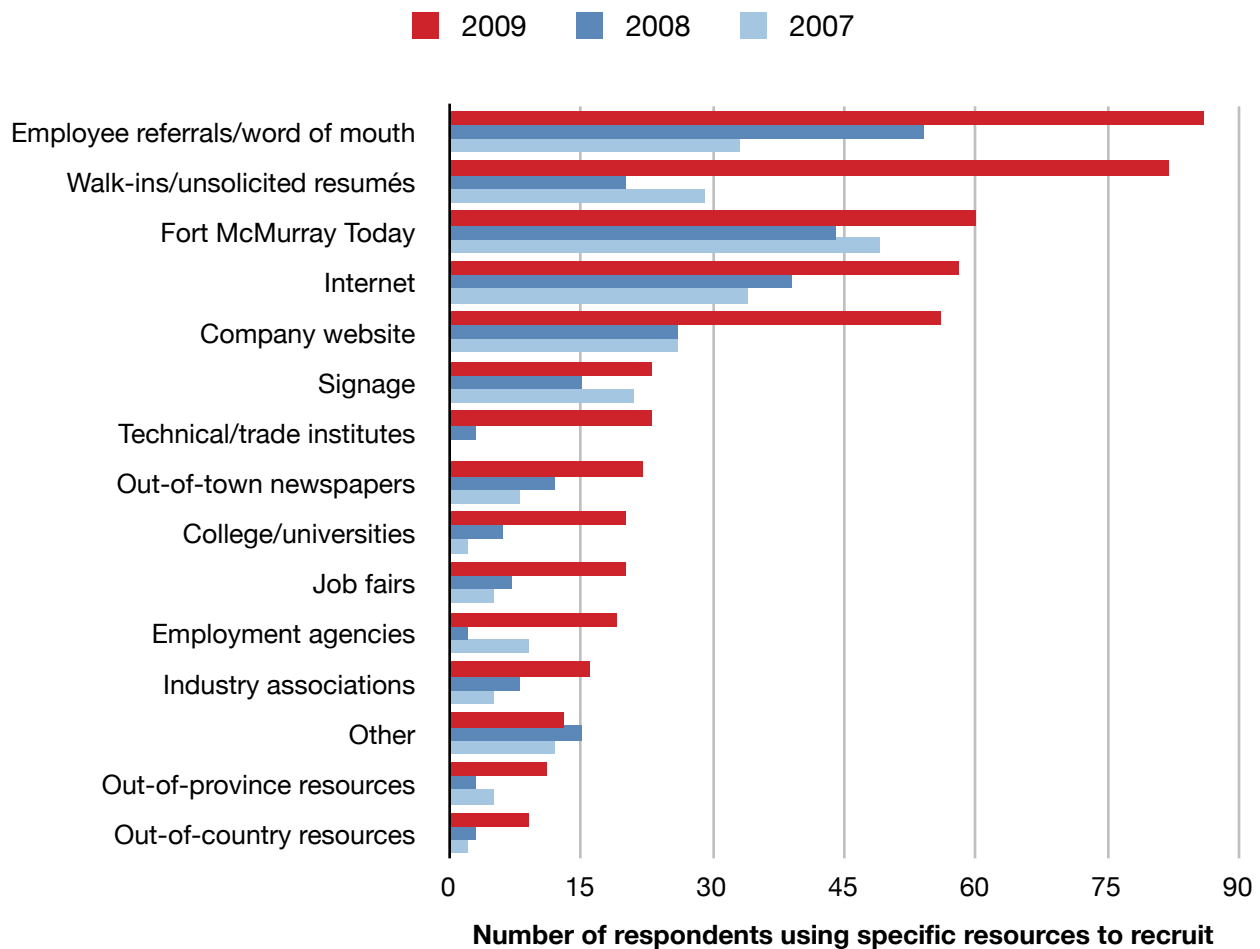
“The brokerage industry has little fluctuation because the employees develop strong bonds with their clients.” (Finance and insurance)

Attracting Employees

Although companies use many different recruitment strategies, there are common methods used by many employers. Respondents were asked what resources they use to recruit new employees.

The most popular method of recruitment was employee referrals or word of mouth. Almost 80 per cent of respondents used this method. A close second, used by 75 per cent of respondents, was walk-ins or unsolicited resumés. This method is much more popular this year than in the past two years; likely because employers are now getting unsolicited resumés from reasonable applicants. Most companies relied on more than one resource to find employees, with only 11 respondents relying on one recruitment resource alone.

Figure 20: “What resources does your company use to recruit employees?”



Companies that reported using the Internet were asked to specify what they used. Sixteen respondents mentioned the Job Bank (www.jobbank.gc.ca), 12 mentioned JobShop (www.fortmcmurrayjobshop.ca) and 12 also mentioned Workopolis (www.workopolis.com). Monster (www.monster.ca) was mentioned six times. Also mentioned:

- Newspaper websites, including www.fortmcmurraytoday.com and www.working.com
- www.mymcmurray.com
- Occupation-specific sites such as MedHunters (www.medhunters.com), Cara (www.cara.com)
- One unusual site that looked promising was www.skilledworkers.com.

The Fort McMurray Today newspaper was mentioned by 60 respondents (55 per cent). Other newspapers mentioned were:

- Edmonton Journal (11 respondents)
- Calgary Herald (four respondents) and Calgary Sun (two respondents)
- Edmonton Sun (three respondents)
- Drayton Valley and Edson papers
- Newfoundland newspaper (two respondents)
- A French-language newspaper (respondent couldn't pronounce the name)
- The Sun across Manitoba and Saskatchewan
- Windsor, Ontario newspaper

Respondents were also asked to specify out-of-province and out-of-country resources, as well as out-of-town newspapers.

Figure 21: Recruitment Resources

Out-of-province resources	Out-of-country resources	Other resources
<ul style="list-style-type: none"> • Canadian Nurses Journal (Health care and social assistance) • Headhunters (Health care and social assistance) • Ontario websites (Education) • The website they use is based in Vancouver and is used for all pre-screening and hiring (Retail) • Unable to specify, however owner lives out of Vancouver and is trying to recruit there (Retail) • Universities (Wholesale trade) 	<ul style="list-style-type: none"> • Hire temporary foreign workers (Accommodation and food services) • American website, unable to specify (Retail) • Bosnian workers (Transportation) • Contract workers out of Philippines (Accommodation and food services) • The company did presentations in Mexico to try and find some qualified workers. (Professional, scientific and technical services) 	<ul style="list-style-type: none"> • Alberta Employment and Immigration's Fort McMurray office (9915 Franklin Avenue) • Health Canada & First Nations • Local Union 955 • Targeted Aboriginal hiring practices. If specifically hiring Aboriginals, we do not post positions on the company website. • Get phone lists of potential candidates and call them. • Union (mentioned by two non-residential construction companies) • Union Recruitment (mentioned by five manufacturing-industry respondents) • Display booth at trade shows

Recruiting by Industry

Respondents were asked what resources they use to recruit workers.

Mining, oil and gas

Respondents from the mining, oil and gas industry used employee referrals / word of mouth most commonly to recruit employees. The next most common responses were walk-ins, the Fort McMurray Today newspaper and their company website.

"All hiring is done through Local 955 except administration positions."

"There are so many people here readily available to work. A lot of people have been let go from the camps and are looking for work. You don't have to look for them, they look for you and I can choose to hire the best. If you consider people from out of town you have to promise them accommodations so we don't do that anymore. We hire local people and we don't pay LOA or for any living expenses."

"Targeted hiring happens most specifically in Fort McKay and Fort McMurray. Also we try to fill at least one operator position, or trainee position with Aboriginal workers to provide opportunities."

Professional, scientific and technical services

Respondents in the professional, scientific and technical services industry used the Internet most commonly to recruit employees. The next most commonly-used methods were employee referrals / word of mouth, Fort McMurray Today and out-of-town newspapers.

Construction (non-residential)

Respondents in the residential construction industry used employee referrals / word of mouth and the Fort McMurray Today newspaper most commonly to recruit employees. They also mentioned walk-ins / unsolicited resumés and unions.

"All other methods (other than union recruitment) are used for the hiring of professional positions and any non-union trades overflow trades positions."

"Employee referrals are the preferred method of hiring new people, as well as hiring locally."

Construction (residential)

Respondents in the residential construction industry used walk-ins / unsolicited resumés and employee referrals / word of mouth most commonly to recruit employees.

"I keep track of who calls looking for work and when I'm looking to hire a few extra people I call them and see if they still want work."

"I've been using a headhunter to find the people I need to because they have more time to weed out the unqualified people."

Retail

Respondents in the retail industry used company websites and employee referrals / word of mouth most commonly to recruit employees. The next most common responses were the Internet and the walk-ins / unsolicited resumés.

“Job fairs happen once a year.”

“We cannot take walk-ins anymore because we have about 25 under-qualified people per day dropping off resumés.”

Accommodation and food services

Respondents in the retail industry used walk-ins/ unsolicited resumés and employee referral/ word of mouth most commonly to recruit employees. The next most common responses were the Internet and company websites.

“We usually hire family members.”

“We participate in the RAP program: apprentice cooks from school work hours (in the kitchen). (Note: RAP is the Registered Apprenticeship Program for high school students. Visit tradesecrets.alberta.ca for more information.)

Other industries

Some respondents mentioned solutions that have worked for them.

“We are exploring using industry associations and signage. Working with regional colleges for student placement for summer positions as well as those doing co-op programs.” (Health care and social assistance)

“We also advertise in the smaller Fort McMurray paper, The Connect.” (Other services)

“Mostly we used walk ins. In the past have used out of country resources, but not any more because of recession.” (Transportation)

Housing Assistance

Finding housing in Fort McMurray can be difficult and because of that housing was mentioned many times by survey respondents as a reason for hiring difficulties. Survey respondents were asked whether they provide any assistance with housing for their employees.

Forty-seven per cent of the employers surveyed reported providing some assistance with housing. This is unchanged from last year, but in 2007, 57 per cent of respondents said they provided some form of housing assistance.

The most common method of assistance was to provide access to company housing for rent. Supplementing this response, in the “other” category three respondents said they provide subsidized rent in non-company housing. The incidence of living-out allowance (LOA) decreased from last year, and this is supported by anecdotal comments about not having to pay LOA any more.

Several companies that provide relocation assistance specified that this was only for certain positions.

“We pay moving expenses for hard to fill positions that have been open for 90 days.”

Figure 22: “Does your company provide help with housing?”

Housing Assistance by Industry

For many workers, the competitive housing market is one of the key concerns about living in Wood Buffalo. Surveyed companies were asked if they provide help with housing and if they do, in what form. There was a general theme in the comments that they no longer felt housing support was as much of a requirement as it has been in the past.

Mining, oil and gas

In the mining, oil and gas industry, five of the 10 companies reported providing assistance with housing. The most common forms of housing assistance in the mining, oil and gas industry were access to company housing for rent and camp accommodations.

Companies have seen a reduced need for support, or are hiring locally:

“Local hire policy.”

“We used to, but we don’t anymore because we don’t need to.”

“We try to hire locally.”

“We used to provide help but had to cut it back.”

Companies are selective in offering assistance:

“Housing is assessed on an individualized basis, depending on the needs of the clients and the workers. Each subsidiary company has some sort of compensation/plan to deal with housing.”

"We will assess the individual needs of our senior management and provide help if necessary."

Professional, scientific and technical services

In the professional, scientific and technical services industry, five of the 11 companies reported providing assistance with housing. The most common forms of housing assistance in this industry was to provide company housing for free. Companies also reported providing access to company housing for rent and living-out allowance.

Companies help new workers settle in:

"The free company housing is only provided for three weeks."

"The company briefly puts new workers up in hotels."

"The company does not provide any housing or financial assistance for it, but it does help its employees in other ways. They help the workers identify appropriate housing, and provide references for landlords."

Companies also target their efforts on an individual basis:

"The company does not provide help with housing currently, but over a year ago they did help one employee get a house."

"The company provides housing for just one of its 11 employees."

As in prior years, small companies expressed difficulty:

"This is a small business, and is not large enough to provide help with housing."

Construction (non-residential)

In the non-residential construction industry, four of the six companies reported providing assistance with housing. The most common form of housing assistance in this industry was living-out allowance. One respondent reported providing fly in / fly out, and one reported help buying a house.

"Our focus is on finding loyal hardworking local people with ties in the community."

"We are in the process of trying to find a property in the Fort McMurray area with the intention of providing rent-subsidized housing in the event that workers need to be brought in from outside the region. The preference is to hire locally though."

"Travel allowance and payments for flights made in/out of Fort McMurray."

Construction (residential)

In the residential construction industry, five of the seven companies reported providing assistance with housing. The most common form of housing assistance in this industry was providing access to company housing for rent (two) or for free (one respondent). One respondent said they provide help buying a house.

"Help is only provided for people in a position of management. Arrangements are made on individual needs at the management level, then help is provided if they qualify."

"I hire local and pay my crews well enough to take care of themselves."

“Subsidized housing on an individual basis in non-company housing.”

Retail

In the retail industry, five of the 14 companies reported providing assistance with housing. The most common method was to provide access to company housing for rent. Two respondents reported paying a living-out allowance.

“If an employee makes under \$5,000 per month they are given an extra \$500 for living expenses, and after six months they potentially earn a raise.”

Accommodation and food services

In the accommodation and food services industry, eight of the 11 companies surveyed reported providing assistance with housing. The most common form of housing assistance in this industry was providing access to company housing for rent (seven respondents). The next most common methods were living-out allowance and fly in / fly out.

“(Housing support is) just for full-time staff”

“Workers are locals and don’t require housing.”

“We are too small to be able to afford to help out with housing.”

“We’ll find a place for worker to rent. Even though we don’t provide payment, we’ll help them find a place.”

“We provide some LOA.”

“We have subsidized staff housing.”

“We provide LOA, but only for managers.”

Other industries

In the manufacturing industry, four of the 10 companies reported providing assistance with housing. Respondents commented that high pay takes the place of specific housing assistance.

“(Workers are) highly paid to accommodate living expenses.”

“We only hire locally.”

“High pay is our housing assistance.”

In the transportation industry, four of the nine companies reported providing assistance with housing. Respondents in this industry reported providing access to company housing for free and retention bonuses in lieu of a living-out allowance.

“We offer a \$500 retention bonus.”

“Stay bonus is a monthly allowance of \$850.”

“Staff have to pay utilities but no rent.”

“Used to have housing for staff/drivers. We had to subsidize because it was too expensive to continue (offering housing for free).”

“We’re too small and only have two local workers.”

In the finance and insurance industry, only one of the nine companies reported providing assistance with housing in the form of a living-out allowance.

"The company is unable to provide any help in this area."

"The LOA is worked into the employees' pay."

In the health care and social assistance industry, three of the seven companies reported providing assistance with housing: living-out allowance, relocation assistance and access to company housing for rent were mentioned.

"We will only be providing a LOA while our funds are sufficient enough to do so. I will be working heavily on receiving more funds throughout the summer."

"Housing is free of rent for the first six months, then workers get a fair market value rental rate if they choose to stay there. LOA (is pro-rated) based on full-time or part-time hours worked, but can be up to \$1,040."

"We pay moving expenses for hard to fill positions that have been open for 90 days."

"We provide relocation assistance only for higher level staff."

In other services, two of six respondents provide assistance, in the form of a living-out allowance or with subsidized housing.

"Living-out allowances are only provided for managerial staff."

"We will help our workers with subsidy forms stating that they are employed full time with us."

"We pay half of our employees' rent."

In the education industry, three of the five companies reported providing assistance with housing. Two provide access to company housing (one free, one for rent).

"We have a partnership with Wood Buffalo Housing Development for first-year teachers."

"Company housing is available for hard-to-fill positions."

In the wholesale trade industry, two of three respondents reported housing assistance. One reported living-out allowance, while the other did not specify the means of support.

The public administration respondent provides assistance in number of different ways.

"We pay all employees (permanent and non permanent) \$480 bi-weekly. We also have several rental properties where we offer temporary accommodation to new hires (up to six months)."

Hiring Foreign Workers

In the last few years, some employers have hired foreign workers as a means of meeting the demand for workers. Since the economic downturn, there have been far fewer foreign workers needed, and some contracts terminated. Survey respondents were asked about their use of the Temporary Foreign Worker (TFW) program. Employers were asked if they had hired temporary

foreign workers. If they had hired workers, they were asked how many; if they were skilled or semi-skilled; if they were English speaking; and if they planned to lay off any temporary foreign workers in the next three months. If they had not hired in the past, they were asked if they planned to hire any workers through the TFW program in the next three months.

Twenty employers indicated they had hired temporary foreign workers as a recruitment practice (19 per cent of survey respondents). These 20 respondents reported that they hired a total of 173 foreign workers. Seven of the companies that reported hiring foreign workers were large companies with over 100 employees, and four had fewer than 10 employees. Of the 20 respondents who indicated they had hired workers, six had only one, eight companies had hired between six and 10, and six companies hired over 10 temporary foreign workers.

Figure 23: Number of Employers Using the Temporary Foreign Worker Program

Hiring	Number of respondents
No, have not hired TFW	89
Yes, have hired TFW	20
Unsure	1
Total responses	110

Respondents who hired were asked about the workers they hired. Eleven companies had hired skilled workers, five companies had hired semi-skilled workers and three companies had hired both skilled and semi-skilled workers (one respondent did not specify skill level). Companies were also asked if the workers they hired were English-speaking or not: 17 of the 20 respondents indicated the workers they hired were English-speaking workers.

Of the 89 respondents that had **not** hired workers through the TFW program, four respondents indicated they planned to use the program in the next three months, six were unsure and 80 had no plans to hire temporary foreign workers. Of the respondents who indicated they **had** hired, four said they planned to lay off or otherwise release temporary foreign workers in the next three months, one was unsure, and 15 indicated they plan to keep their foreign workers.

Hiring Foreign Workers by Industry

Of the 20 companies that reported hiring foreign workers, seven were in the accommodation and food services industry, four were in the retail industry and four were in the professional, scientific and technical services industry. Two respondents were from the education industry, and one each from health care and social assistance, wholesale trade and manufacturing. Regardless of their experience or intent to hire, respondents had strong opinions on this issue.

Respondents had a variety of reasons they would not use the program:

“The reason we don’t hire workers from this source is language barriers. Our staff need really excellent communication skills.” (Health care and social assistance)

“(We don’t hire temporary foreign workers because we) can’t help out with housing for out of town workers.” (Accommodation and food services)

"We need to employ our own people first." (Transportation)

"I have considered hiring temporary foreign workers, mostly unskilled labour, but I would only do it if I was unable to find what I was looking for in the region. The slowdown has changed the way things were perceived up here when it comes to workers. Now I am more interested in finding people committed to staying more long term." (Construction (residential))

"I would bring in some foreign workers but it takes too long to go through the process and the roofing season is not long enough. The season would be done before I got them! And then I would have to make sure I can guarantee them so many hours and whatnot. Just not worth it." (Construction (residential))

"Too high a risk and often they aren't qualified enough anyway." (Construction (non-residential))

"Would like to hire one or two, but the resources aren't there. The process can tend to be a little expensive." (Construction (residential))

A number of respondents indicated willingness to consider that labour pool in the future:

"If the workers were qualified we would look into hiring them." (Other services)

"If temporary foreign workers were available that were qualified for the job I wouldn't be opposed to hiring them." (Other services)

"We started the LMO process (Labour Market Opinion through Service Canada) but stopped for now. We may look at it again in future." (Transportation)

"We were looking into it, but never followed through." (Transportation)

"We would not be averse to the idea if the individual was qualified and could communicate effectively with clients. Also, it would depend on the needs of the office." (Construction (non-residential))

"We have no immediate plans to hire any temporary foreign workers, but remain open to the idea." (Finance and insurance)

"I've considered it. If guys were still leaving for an extra 25 cents an hour somewhere else I would definitely look into foreign workers." (Mining, oil and gas)

Some comments from respondents who had hired temporary foreign workers:

"We are still waiting for seven out of the 10 contracted Filipino workers to arrive." (Accommodation and food services)"

"We have an LMO in for HVAC mechanics, but doubt that we will find any workers from it in the next three months." (Construction (residential))

"We just laid (a temporary foreign worker) off." (Education)

"The worker was laid off due to language barrier problems." (Professional, scientific and technical services)

"The company currently retains three temporary foreign workers. However, we had previously extended work offers to six more, but we had to retract these offers because of

the recession. We're not sure whether or not we will continue to retain the the original foreign workers, but if we have to because of the recession, then we will. If we do end up laying off the foreign workers, it's not because they are foreign, but rather because they were hired with the understanding that their positions were only temporary." (Professional, scientific and technical services)

"Although we are not releasing one of our foreign workers, he will be leaving us in about one week." (Retail)

"Although we do not hire any temporary foreign workers we do have many foreigners with language barriers that volunteer with us. They sometimes receive honorary pay when they do workshops with employees." (Health care and social assistance)

General Comments

At the end of the survey, respondents were asked if they had any general comments about recruitment and retention issues. A few of interest are reported here.

Housing and cost of living are, as in the past, a major issue identified by employers:

“The high price of housing is a big problem for small businesses. High wages make it very difficult for small businesses to compete and keep workers. This company has been forced to scale back its operations by roughly 50 per cent because the costs are so high.” (Retail)

“The high cost of living in the region is the biggest problem for recruitment and retention for this company.” (Professional, scientific and technical services)

“A significant disincentive for employees to move to the Wood Buffalo region is the risk in the housing market. The people in this industry are fairly well paid and want to invest in housing, but hesitate to do so because of the risk. They could lose several thousands of dollars from market fluctuations.” (Professional, scientific and technical services)

“A lot of people that are working under the provincial government in the same type of industry as my company are getting LOA (living-out allowance), however because my business is under the federal government, we don’t receive any. I don’t believe it is fair.” (Health care and social assistance)

“Cost of living is a huge issue affecting our ability to recruit and retain employees.” (Health care and social assistance)

“The biggest problem for this community is the rental rates that support sector staff can’t afford. It is hard to bring in and retain workers from out of town/province.” (Health care and social assistance)

“(The biggest problem is) bigger companies giving out LOA which hurts smaller businesses.” (Accommodation and food services)

“High cost of living is part of the reason there is so much turnover.” (Accommodation and food services)

“Cost of housing/living (is the biggest problem): people who make minimum wage or slightly higher can’t live on what they make.” (Accommodation and food services)

“Because of location it’s hard to recruit workers to come work here, and once they do the lack of housing becomes an issue, or they have to stay in camps which end up costing the company more money than housing.” (Transportation)

“Our company will not make money or incentives like LOA to retain or recruit people. It is more important that we build loyalty and commitment through strong leadership principles and good communication.” (Construction (non-residential))

“The government should look at taking away housing requirements. Everyone has/had retention packages, like LOA, and that is what is keeping the rental costs high. Take LOA

and other program monies like that away and put it back into the economy. At least it will bring things back down to a level playing field.” (Construction (non-residential))

Some comments on the changes in the labour market overall:

“There is currently a huge difference in the availability of quality staff when compared to a little while ago. It is now much better for us, as more qualified people are available. We can pick and choose candidates now, rather than hiring anyone who is breathing.” (Finance and insurance)

“It’s harder to go after temporary foreign workers now. Also there is apparently a downturn of the economy; but then why are there still all these jobs available?” (Accommodation and food services)

“Things are positive. Supply (of workers is) higher than demand, so that allows us to be selective about hiring, thus increasing quality of staff.” (Education)

“The slowdown has been a bit of a wake-up call. We realized that we needed to diversify our work more rather than having such a large focus in one area. We also realized that we needed to make more forward-looking plans.” (Construction (residential))

“I haven’t looked across the country for workers because it seems to be too uncertain. It’s better to hire locally or within the province. About employee turnover, it’s hard to see these other companies losing staff that have been there for a long time, so we make a point of trying not to have to let people go.” (Construction (residential))

“Retention depends on work, which is sporadic right now. In my 13 years in Fort McMurray this is the first time a downturn has occurred. You do notice a difference here though, everything is slower.” (Mining, oil and gas)

“It is always an ongoing battle to find people, although the slowdown seems to have stabilized. Quality people are still hard to find.” (Mining, oil and gas)

“It is nice to have more choice in potential employees. Even before the boom we were selective in who was hired and we continue to operate that way.” (Mining, oil and gas)

Requests for government assistance were also heard:

“Recruitment and retention are a huge challenge in the region. The provincial government must work together with the companies’ HR departments to find a solution.” (Professional, scientific and technical services)

“Non-profit organizations don’t receive enough funding; it’s important for the government to remember that with more funding, we can do more.” (Health care and social assistance)

“We need employer connections and recruitment help out of the government office, because we need too many workers to do (recruitment) on our own.” (Transportation)

“Many new hires are kids with no experience driving large trucks, which poses a safety problem. Would recommend implementing driving experience courses during the education process.” (Professional, scientific and technical services)

“We need help!” (Mining, oil and gas)

Appendix A: Survey Questions

1. How many permanent and contract employees do you have in Wood Buffalo?

Total Full Time Part Time Comments

2. How many current vacancies are there?

(Ask about occupations, full-time or part-time, and number of each occupation required.)

Occupation FT/PT Number of workers required

Based on your experience, do you expect these vacancies to be filled within three months?

Yes No Comments

3. How many employees has your company hired in the past three months?

Total Full Time (FT) Part Time (PT)

How many of these hires were due to:

Growth Turnover Retirement Comments

4. Has your company had difficulties hiring employees in certain occupations?

Yes No specified did not specify

(If yes) What occupations have you had difficulty hiring?

(for each occupation, ask if the occupation is full or part time, whether the position has been open less than or more than three months, and the most common reasons for the hiring difficulties in each of the occupations)

Occupation FT/PT Length of time open Reasons for hiring difficulties

Comments

5. Compared to this time last year, is your current workforce larger, smaller or the same size?

Larger Smaller Same size

6. In the next year, are you expecting your workforce to increase, decrease or stay the same size?

Larger Smaller Same size

7. Are there occupations in your company that have a particularly high turnover rate?

Yes No specified did not specify

(If yes) What occupations have you had difficulty retaining?

(for each occupation, ask if the occupation is full or part time, whether the position has been open less than or more than 3 months, and the most common reasons for the hiring difficulties in each of the occupations)

Occupation FT/PT Length of time open Reasons for retention difficulties

Comments

8. Overall, do you expect that your company will be focusing more, less or the same on employee retention in the next three months?

- More Less The same

9. Is the economic downturn affecting your workforce in Wood Buffalo?

- Have laid off staff
 Implemented a hiring freeze
 Decided not to fill positions vacant due to people leaving (voluntary turnover)
 Cancelled contractors or not renewed contracts (one-person contracts)
 Reduced hours of work
 Reduced or eliminated overtime
 Reduced wages
 Reduced benefits/perks
 Implemented job sharing
 Implemented Work Share (federal government EI program)
 Other (please specify):

10. Not including positions that are open now, does your company plan to hire any additional workers in the next three months?

- Yes No Unsure

Occupation FT/PT # expected
 Comments

11. What resources does your company use to recruit employees?

- Internet
 Company website
 Employee referrals/word of mouth
 Fort McMurray Today
 Out of town newspapers (specify)
 Out of province resources (specify)
 Out of country resources (specify program, country, etc.)
 Job fairs
 Walk-ins/unsolicited resumés
 College/University
 Technical/Trade Institutes
 Employment agencies
 Industry Associations
 Signage
 Other (specify)

Comments

12. Have you hired any temporary foreign workers?

Yes, hired, No, not hired

If yes: How many worker have you hired?

Number of workers

Were the workers you hired:

Skilled semi-skilled Both English speaking

If Yes: Do you plan to lay off or release any temporary foreign workers in the next 3 months?

Yes, No

If No: Do you plan to hire any temporary foreign workers in the next 3 months?

Yes, No

Comments

13. For many workers, the competitive housing market is one of the key concerns about living in Wood Buffalo. Does your company provide help with housing?

Yes No

(If yes) What do you do to help?

- Provide camp housing
- Provide company housing for free
- Provide access to company housing for rent
- Fly in / fly out positions
- Relocation assistance
- Living out allowance (LOA)
- Help buying a house
- Other

Comments

14. Do you have any other comments about recruitment and retention issues in your industry?

1. Are you aware that the Government of Alberta office in Fort McMurray has a number of services and programs in place to help employers connect with job seekers? Would you like more information on these services?

(Get e-mail address if interested)¹³

Thank you for your time!

¹³ Note: 37 respondents requested additional information, and 14 indicated they were already aware of, and using, provincial government services to help with recruitment and retention.

Appendix B: Current Vacancies

For background information on this table, see **Figure 8**. The occupational information provided by survey respondents was classified according to the National Occupation Classification (NOC) system. The NOC is the nationally accepted reference on occupations in Canada, organizing. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Occupation	NOC	Number of vacancies
Financial Managers	0111	1
Insurance, Real Estate and Financial Brokerage Managers	0121	2
Other Business Services Managers	0123	1
Engineering Managers	0211	1
Sales, Marketing and Advertising Managers	0611	1
Retail Trade Managers	0621	3
Primary Production Managers (Except Agriculture)	0811	1
Financial Auditors and Accountants	1111	10
Property Administrators	1224	2
Insurance Underwriters	1234	1
General Office Clerks	1411	2
Receptionists and Switchboard Operators	1414	1
Accounting and Related Clerks	1431	1
Payroll Clerks	1432	1
Banking, Insurance and Other Financial Clerks	1434	1
Shippers and Receivers	1471	1
Storekeepers and Parts Clerks	1472	2
Mining Engineers	2143	1
Information Systems Analysts and Consultants	2171	2
Civil Engineering Technologists and Technicians	2231	2
Engineering Technologists (specialty not specified)	Occ. group 22	n/a
Inspectors in Public and Environmental Health and Occupational Health and Safety	2263	1
Optometrists	3121	1
Occupational Therapists	3143	n/a
Registered Nurses	3152	n/a
Other Assisting Occupations in Support of Health Services	3414	1

Occupation	NOC	Number of vacancies
College and Other Vocational Instructors	4131	24
Elementary School and Kindergarten Teachers	4142	1
Community and Social Service Workers	4212	2
Technical Sales Specialists – Wholesale Trade	6221	2
Insurance Agents and Brokers	6231	3
Cooks	6242	8
Bakers	6252	1
Sales Representatives - Wholesale Trade (Non-Technical)	6411	2
Retail Salespersons and Sales Clerks	6421	6
Hotel Front Desk Clerks	6435	2
Food and Beverage Servers	6453	10
Elementary and Secondary School Teacher Assistants	6472	1
Esthetician	6482	1
Security Guards and Related Occupations	6651	5
Light Duty Cleaners	6661	13
Contractors and Supervisors, Heavy Construction Equipment Crews	7217	2
Electrical Power Line and Cable Workers	7244	4
Telecommunications Installation and Repair Workers	7246	3
Plumbers	7251	4
Gas Fitters	7253	1
Roofers and Shinglers	7291	2
Heavy-Duty Equipment Mechanics	7312	1
Refrigeration and Air Conditioning Mechanics	7313	5
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	2
Truck Drivers	7411	6
Bus Drivers, Subway Operators and Other Transit Operators	7412	20
Material Handlers	7452	2
Construction Trades Helpers and Labourers	7611	7
Other Trades Helpers and Labourers	7612	4
Oil and Gas Well Drillers, Servicers, Testers and Related Workers	8232	1
Oil and Gas Well Drilling Workers and Services Operators	8412	10
Supervisors, Petroleum, Gas and Chemical Processing and Utilities	9212	1
Other Labourers in Processing, Manufacturing and Utilities	9619	5
Not specified by occupation (one respondent)	n/a	317
Total		518

Appendix C: Positions Difficult to Fill

For background information on this table, see **Figure 11**. The occupational information provided by survey respondents was classified according to the National Occupation Classification (NOC) system. The NOC is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/unspecified
Insurance, Real Estate and Financial Brokerage Managers	121	1	1	
Government Managers - Economic Analysis, Policy Development and Program Administration	412		1	
Other Managers in Public Administration	414	1		
Sales, Marketing and Advertising Managers	611		1	
Retail Trade Managers	621	1	1	
Restaurant and Food Service Managers	631	1		
Financial Auditors and Accountants	1111		1	
Bookkeepers	1231			1
Loan Officers	1232	1		
Insurance Adjusters and Claims Examiners	1233		1	
Insurance Underwriters	1234	1		
General Office Clerks	1411		1	
Accounting and Related Clerks	1431	1		
Banking, Insurance and Other Financial Clerks	1434	1		
Customer Service, Information and Related Clerks	1453		1	
Storekeepers and Parts Clerks	1472		1	
Geologists, Geochemists and Geophysicists	2113	1		
Civil Engineers	2131	1		
Electrical and Electronics Engineers	2133		1	

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/unspecified
Geological Engineers	2144	1		
Computer Engineers (Except Software Engineers and Designers)	2147			1
Professional Engineers (speciality not specified)	Occupational group 213 or 214			
Urban and Land Use Planners	2153		1	
Land Surveyors	2154	1	1	
Information Systems Analysts and Consultants	2171		1	
Civil Engineering Technologists and Technicians	2231		1	
Drafting Technologists and Technicians	2253	1		
Non-Destructive Testers and Inspectors	2261	1		
Optometrists	3121			1
Occupational Therapists	3143	1		
Registered Nurses	3152	3		
Other Assisting Occupations in Support of Health Services	3414			1
College and Other Vocational Instructors	4131		3	
Secondary School Teachers	4141			2
Elementary School and Kindergarten Teachers	4142		1	
Educational Counsellors	4143			1
Paralegal and Related Occupations	4211	1		
Community and Social Service Workers	4212		1	
Early Childhood Educators and Assistants	4214	2		
Photographers	5221	1		
Program Leaders and Instructors in Recreation, Sport and Fitness	5254		2	
Cooks	6242	1	4	1
Butchers, Meat Cutters and Fishmongers - Retail and Wholesale	6251	1		
Bakers	6252	2		
Sales Representatives - Wholesale Trade (Non-Technical)	6411			2
Retail Salespersons and Sales Clerks	6421	1		
Hotel Front Desk Clerks	6435		2	
Maitres d'hôtel and Hosts/Hostesses	6451	1		
Food and Beverage Servers	6453	4	2	
Elementary and Secondary School Teacher Assistants	6472			1
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641	1	2	

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/ unspecified
Light Duty Cleaners	6661	2		1
Janitors, Caretakers and Building Superintendents	6663			1
Plumbers	7251			1
Sheet Metal Workers	7261			1
Cabinetmakers	7272			1
Roofers and Shinglers	7291			1
Construction Millwrights and Industrial Mechanics (Except Textile)	7311		1	
Heavy-Duty Equipment Mechanics	7312	1		3
Refrigeration and Air Conditioning Mechanics	7313			1
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321		2	
Motor Vehicle Body Repairers	7322		1	
Stationary Engineers and Auxiliary Equipment Operators	7351			1
Truck Drivers	7411	2	1	
Heavy Equipment Operators (Except Crane)	7421			1
Material Handlers	7452	1		1
Other Trades Helpers and Labourers	7612	1		
Logging and Forestry Labourers	8616		1	
Labourers in Wood, Pulp and Paper Processing	9614		1	

Appendix D: Intended Hiring

For background information on this table, see **Figure 12**. The occupational information provided by survey respondents was classified according to the National Occupation Classification (NOC) system. The NOC is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Occupational group	NOC	Full-time	Part-time	FT, PT or contract	Number not specified
Other Business Services Managers	123	1			
Sales, Marketing and Advertising Managers	611	1			
Retail Trade Managers	621	1			
Transportation Managers	713	2			
Loan Officers	1232		1		
Insurance Underwriters	1234	1			
General Office Clerks	1411	1			
Administrative Clerks	1441	2			
Customer Service, Information and Related Clerks	1453	3			
Storekeepers and Parts Clerks	1472	1			
Dispatchers and Radio Operators	1475	4			
Geologists, Geochemists and Geophysicists	2113	7			
Civil Engineering Technologists and Technicians	2231	7			
Non-Destructive Testers and Inspectors	2261	50			
Inspectors in Public and Environmental Health and Occupational Health and Safety	2263	1			
College and Other Vocational Instructors	4131	2			
Secondary School Teachers	4141	4			
Social Policy Researchers, Consultants and Program Officers	4164	1			
Paralegal and Related Occupations	4211	3			
Program Leaders and Instructors in Recreation, Sport and Fitness	5254			10	

Occupational group	NOC	Full-time	Part-time	FT, PT or contract	Number not specified
Cooks	6242				*
Sales Representatives - Wholesale Trade (Non-Technical)	6411			7	
Retail Salespersons and Sales Clerks	6421	12			
Bartenders	6452		2		
Cashiers	6611			15	
Security Guards and Related Occupations	6651	45			
Operators and Attendants in Amusement, Recreation and Sport	6671			4	
Contractors and Supervisors, Heavy Construction Equipment Crews	7217				*
Steamfitters, Pipefitters and Sprinkler System Installers	7252				*
Welders and Related Machine Operators	7265				*
Carpenters	7271				**
Plasterers, Drywall Installers and Finishers and Lathers	7284	15			
Roofers and Shinglers	7291	4			
Painters and Decorators	7294				**
Heavy-Duty Equipment Mechanics	7312	2			
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	7			*
Truck Drivers	7411				*
Heavy Equipment Operators (Except Crane)	7421	5			**
Material Handlers	7452	4			
Oil and Gas Well Drilling Workers and Services Operators	8412	6			
Oil and Gas Drilling, Servicing and Related Labourers	8615	4			
Supervisors, Other Products Manufacturing and Assembly	9227	2			
Binding and Finishing Machine Operators	9473	5			
Labourers in Wood, Pulp and Paper Processing	9614	6			
Other Labourers in Processing, Manufacturing and Utilities	9619				***

Appendix E: Positions Difficult to Retain

For background information on this table, see **Figure 14**. The occupational information provided by survey respondents was classified according to the National Occupation Classification (NOC) system. The NOC is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

Occupation	NOC	Full-time	Part-time	Either/Both
Senior Managers - Financial, Communications and Other Business Services	0013	1		
Insurance, Real Estate and Financial Brokerage Managers	0121	1		
Professional Occupations in Business Services to Management	1122	1		
General Office Clerks	1411	2		
Receptionists and Switchboard Operators	1414	3		
Administrative Clerks	1441	1		
Inspectors in Public and Environmental Health and Occupational Health and Safety	2263	1		
Occupational Therapists	3143	1		
Registered Nurses	3152	1		
Paralegal and Related Occupations	4211	1		
Community and Social Service Workers	4212	1		
Food Service Supervisors	6212	1		
Cooks	6242	3		2
Sales Representatives - Wholesale Trade (Non-Technical)	6411			1
Retail Salespersons and Sales Clerks	6421	2		
Hotel Front Desk Clerks	6435	3		
Food and Beverage Servers	6453	1	3	3
Pet Groomers and Animal Care Workers	6483	1		
Cashiers	6611	1	1	

Occupation	NOC	Full-time	Part-time	Either/Both
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641		1	2
Light Duty Cleaners	6661	4		1
Specialized Cleaners	6662	1		
Janitors, Caretakers and Building Superintendents	6663	3		
Industrial Electricians	7242	1		
Plumbers	7251	1		
Gas Fitters	7253	1		
Welders and Related Machine Operators	7265	1		
Plasterers, Drywall Installers and Finishers and Lathers	7284	1		
Roofers and Shinglers	7291	2		
Heavy-Duty Equipment Mechanics	7312	1		
Refrigeration and Air Conditioning Mechanics	7313	1		
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	2		
Other Small Engine and Equipment Mechanics	7335	1		
Stationary Engineers and Auxiliary Equipment Operator	7351			1
Truck Drivers	7411	3		
Bus Drivers, Subway Operators and Other Transit Operators	7412	1		
Delivery and Courier Service Drivers	7414	1		
Heavy Equipment Operators (Except Crane)	7421	2		
Material Handlers	7452	1		
Construction Trades Helpers and Labourers	7611	2		
Other Trades Helpers and Labourers	7612	1		
Public Works and Maintenance Labourers	7621	2		
Oil and Gas Well Drilling Workers and Services Operators	8412	1		
Oil and Gas Drilling, Servicing and Related Labourers	8615	1		
Labourers in Wood, Pulp and Paper Processing	9614	1		
Other Labourers in Processing, Manufacturing and Utilities	9619	2		