

APPLICATIONS

Management Consulting Ltd.

Wood Buffalo Labour Market Information

Worker Needs and Shortages Analysis 2010

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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. Following the global economic crisis, when labour shortages reported became less severe, the labour market in the Fort McMurray region is again reporting increased labour needs and shortages.

Current local labour market information for the RMWB has been identified as a priority by Alberta Employment and Immigration. In the third quarter of 2010, a survey was conducted of 117 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 2009, 2008 and 2007 and serve as a point of comparison to this year's survey results.

Highlights

Survey respondents were asked if they have experienced difficulty hiring for certain occupations. Fifty-five per cent of employers surveyed reported having difficulty hiring. This represents a five per cent increase in the number of employers expressing difficulty hiring compared to the results of the same survey in 2009, when 50 per cent reported difficulty hiring. These results suggest that finding qualified workers in Wood Buffalo has been getting more difficult again, although not to pre-recession levels. 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 the same size as it was a year ago (49 employers (42 per cent) reported that their workforce was the same).

Sixty respondents (51 per cent) expect their workforce to grow in the next year. Only five respondents (four per cent) expect their workforce to decrease in the next year. (See **Figure III Change in Workforce Size.**)

Employee turnover continues to be a challenge in the region, although new hires related to business growth have increased in comparison to new hires due to turnover. Across all industries, there were close to twice as many new hires over the past three months due to growth (54 per cent) as there were new hires due to turnover (32 per cent). This is in contrast to survey responses in 2009, when 54 per cent of new hires were due to turnover and 27 per cent were due to growth. For the first time in four years of surveying, new hires due to retirement were a significant reason for hiring: two per cent of new hires were due to retirements.

Employers responding to the survey reported that 47 per cent of positions they were looking to fill had been open for less than three months, while 20 per cent of positions were open for more than three months (33 per cent were unsure or did not specify). The number of positions open for more than three months has decreased each year of the survey: In 2007 65 per cent of positions had been open for more than three months, in 2008 this decreased to 45 per cent, then further decreased to 38 per cent in 2009, and the response in 2010 is even lower at 20 per cent of vacant positions.

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**.

Eight 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 about worker needs and shortages are:

- Middle and other Management Occupations
- Clerical Occupations
- Professional Occupations in Natural and Applied Sciences
- Technical Occupations Related to Natural and Applied Sciences
- Intermediate Sales and Service Occupations
- Elemental Sales and Service Occupations
- Trades and Skilled Transport and Equipment Operators
- Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance.

Other occupations were difficult for employers to manage some ways, but not all. For example, professional occupations in middle and other management occupations were difficult to fill, but were not difficult to retain, and employers did not indicate significant future hiring intentions.

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.

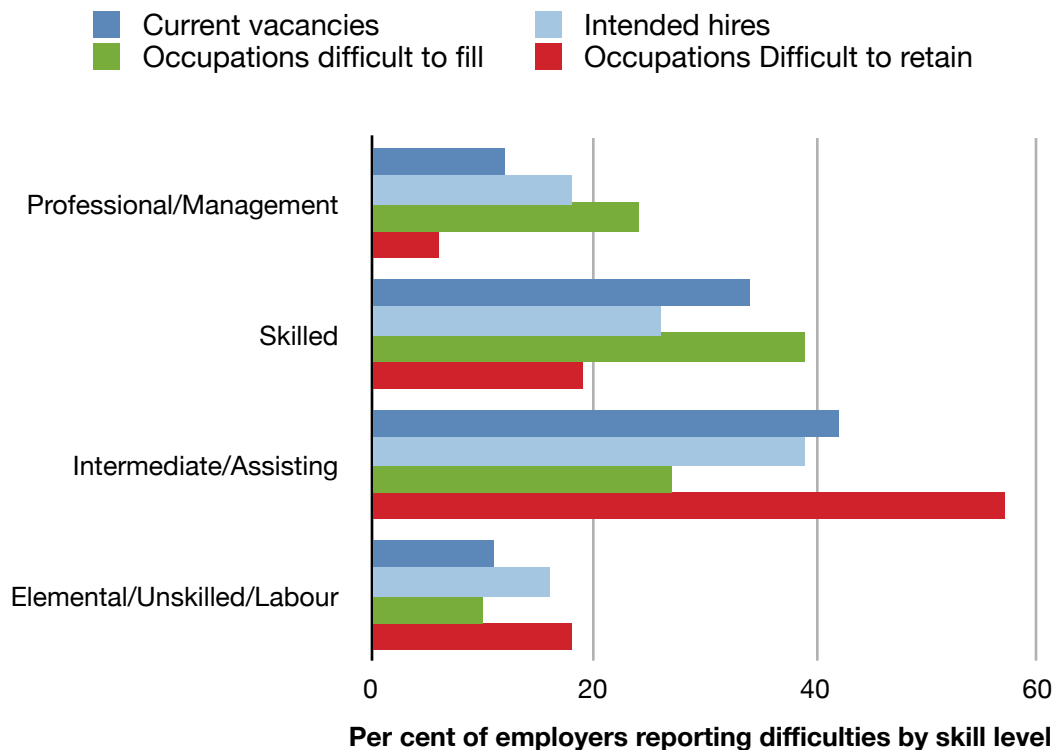
Figure I: Summary of Occupational Needs and Shortages

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	00-09	7%	5%	9%	1%
Professional Occupations in Business and Finance	11	1%	-	2%	1%
Skilled Administrative and Business Occupations	12	4%	-	-	1%
Clerical Occupations	14	10%	8%	5%	7%
Professional Occupations in Natural and Applied Sciences	21	1%	10%	8%	3%
Technical Occupations Related to Natural and Applied Sciences	22	10%	7%	8%	3%
Professional Occupations in Health	31	1%	2%	4%	-
Technical and Skilled Occupations in Health	32	2%	2%	2%	-
Assisting Occupations in Support of Health Services	34	1%	-	1%	1%
Professional Occupations in Social Science, Education, Government Services and Religion	41	2%	2%	2%	-
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	2%	-	2%	1%
Professional Occupations in Art and Culture	51	-	-	-	-
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	52	-	-	-	1%
Skilled Sales and Service Occupations	62	3%	3%	6%	-
Intermediate Sales and Service Occupations	64	18%	11%	13%	31%
Elemental Sales and Service Occupations	66	10%	11%	9%	12%
Trades and Skilled Transport and Equipment Operators	72/73	13%	15%	21%	12%
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	12%	18%	6%	16%
Trades Helpers, Construction Labourers and Related Occupations	76	1%	5%	-	4%
Skilled Occupations in Primary Industry	82	-	-	1%	-
Intermediate Occupations in Primary Industry	84	-	2%	1%	-
Processing and Manufacturing Machine Operators and Assemblers	94	1%	-	2%	-
Labourers in Processing, Manufacturing and Utilities	96	-	-	1%	1%
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 somewhat difficult to fill but it was relatively easy to retain employees.
 - *This pattern is consistent with the 2009 data; however recruiting to high-skilled positions in 2010 was easier than reported last year (over 30 per cent reported difficult to fill in 2009 compared to over 20 per cent this year).*
- Skilled occupations have a high proportion of vacancies and are the most difficult to fill.
 - *Filling skilled positions was more difficult this year than it was in 2009.*
 - *Retaining skilled occupations was less difficult this year than it was in 2009.*
- Intermediate occupations have the highest proportion of vacancies and intended hiring, and are very difficult to retain.
 - *Retaining intermediate/assisting occupations was more difficult this year than it was in 2009 (under 40 per cent in 2009 compared to over 50 per cent this year).*
- Elemental or unskilled occupations are somewhat difficult to retain, but employers reported having the least difficulty filling these positions, and the lowest number of intended hires.
 - *Retaining elemental or unskilled occupations is less difficult than last year.*

Figure II: Difficulties by Skill Level of Occupation



Change in Workforce Size

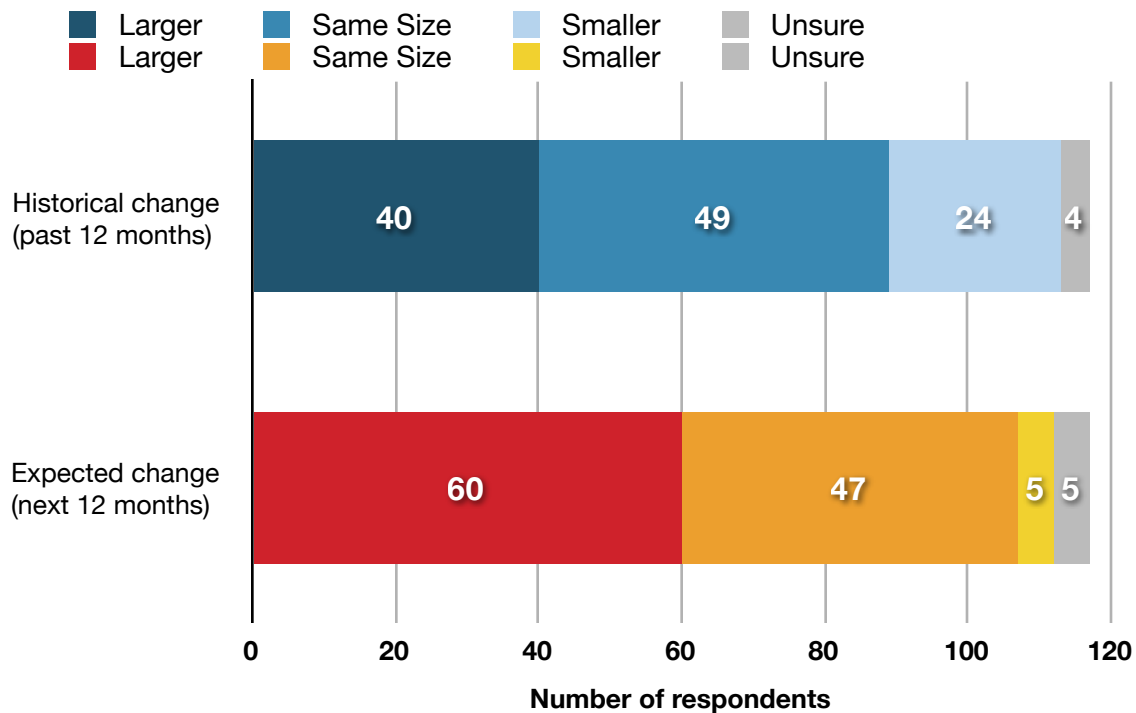
Recent economic changes have had an impact on the size of the workforce in the Regional Municipality of Wood Buffalo. Survey responses indicate that the workforce is larger than it was last year, with 40 employers reporting increases in the number of workers they employ compared to 24 employers with a decreased workforce compared to last year.

Looking to the future, the majority of employers indicate that they will be expanding their workforce over the next 12 months (60 respondents (51 per cent) expect their workforce to grow in the next year). Only five employers expected to decrease their workforce.

Of the 40 respondents that reported a larger workforce compared to last year, 37 expect to increase (29) or stay the same size (eight) in the next year. Of 24 respondents that indicated their workforce decreased in the past year, 13 expect to increase again in the next year and seven expect to stay the same. Only one expects further workforce reductions. Five employers were unsure of their future growth.

These survey results indicate that workforce needs in the region are once again increasing.

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



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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. Information from existing sources—federal censuses, municipal censuses, the Labour Force Survey, and others—are all relevant sources of labour market information. However they each have some limitations, including timeliness, comparability, sample size and geographical coverage specific to the Wood Buffalo area.

To supplement these other existing sources of information, the Worker Needs and Shortages Analysis provides information about the labour requirements for a representative sample of employers in the Regional Municipality of Wood Buffalo. This is the fourth consecutive year for the analyses. The reports for previous years (2007, 2008 and 2009) are available at www.woodbuffalo.net/linksRESRepo.html.

This current survey was conducted in July and August 2010 and includes 117 employers that have offices and/or workers in the Regional Municipality of Wood Buffalo. The survey was stratified by industry to help ensure the sample included representation from each major industry in the municipality. There was also a particular effort to obtain survey results from companies based or operating in the rural areas south of Fort McMurray.

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, hiring issues outside Fort McMurray, housing assistance policies, retention strategies and temporary foreign workers.

Survey Description

A survey of 117 employers in the Wood Buffalo area was completed during July and August 2010. In this survey, employers were asked about past and expected hiring plans, difficulties experienced in hiring employees in specific occupations, difficulties experienced in retaining employees in specific occupations, if there are any differences in labour force issues in rural Wood Buffalo, 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. The survey also gathered basic information such as the number and occupation of workers currently employed by those employers included in the survey.

It should be noted that seasonal workforce fluctuations will have an impact on survey results, and should be considered when reviewing the results presented in this report, as well as when comparing the results of this survey to previous surveys.

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 in past years. Overall, the response rate for this survey was 30 per cent. Of the 395 calls made, 117 respondents completed the survey, four employers declined to complete the survey and 274 calls were not answered or returned. This was generally because the correct person could not be reached. Last year's response rate was 25 per cent.

Figure 1: Comparison of Survey Response Rates

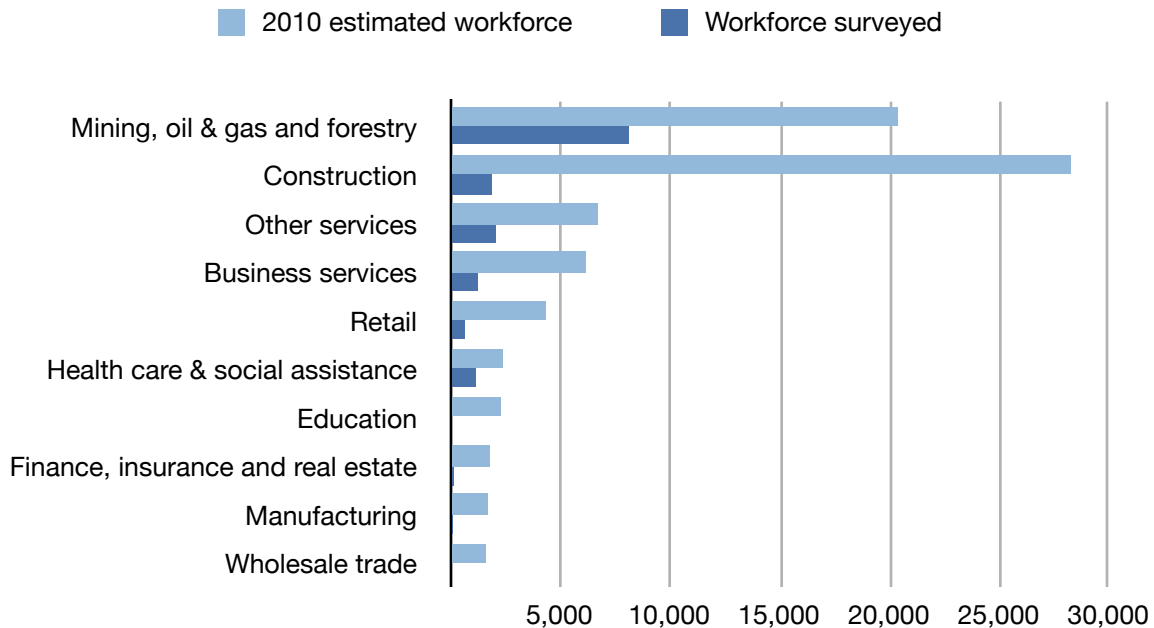
Survey response rate	2010	2009	2008	2007
Percentage response rate	30%	25%	23%	29%
Declined	4	36	42	45
No response ¹	274	297	354	191
Completed surveys	117	110	108	100
Total contacts	395	443	462	351

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 (2010)² Compared to Survey Workforce by Industry



The workforce composition of for the employers included in the survey is roughly representative of the workforce composition in Wood Buffalo. **Figure 2** above provides the a comparison of the surveyed workforce to the estimated total employment in the Regional Municipality of Wood Buffalo. In each instance, the survey results provide a lower estimate than total employment. In relative terms, the construction industry is under-represented in the survey results. Of the employers that were randomly selected and who responded to the survey, four the oil and gas producers were included (one surface oil sands mining company and three in-situ oil sands production employers). However only one large construction firm responded to the survey; the rest that responded from that key industry were mid to small sized employers. Health care and social assistance is relatively over-represented because one employer surveyed had a large number of employees.

The total estimated workforce for 2010 was 75,184 for Wood Buffalo, including non-permanent workers in camps. This survey covered 15,177 employees, which represents approximately 20 per cent of the current Wood Buffalo workforce.

² Source: Regional Municipality of Wood Buffalo Population and Employment Forecasting Model (High Scenario Results 2009), Municipality Total Labour Force for 2010.

Survey Workforce

The employers surveyed represented 15,177 employees at the time of the survey. Of these employees, 14,405 were reported as working full time, making up about 95 per cent of the total. Five per cent—772—were reported as part-time employees. Most part-time workers were employed in retail (just under half), with health care and social assistance and accommodation and food services also reporting a significant share of part-time workers.

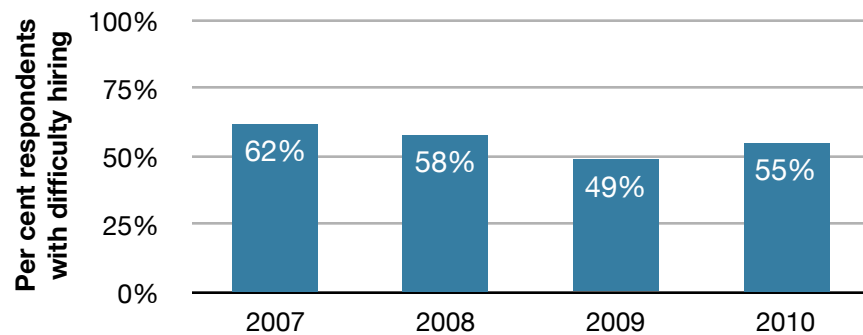
Figure 3: Part-time, Full-time and Contract Staff by Industry³

Industry	Total staff by industry	Full time	Part time	Per cent Part time
Mining, oil and gas	8,108	8,103	5	< 1%
Construction (non-residential)	1,516	1,515	1	< 1%
Health care and social assistance	1,129	906	223	20%
Public administration	(Data suppressed for confidentiality)			
Professional, scientific and technical services	978	977	1	< 1%
Accommodation and food services	953	802	151	16%
Retail	610	243	367	60%
Construction (residential)	329	329	-	-
Transportation	234	218	16	7%
Other services	(Data suppressed for confidentiality)			
Manufacturing	57	57	-	-
Finance and insurance	141	135	6	4%
Wholesale trade	21	21	-	-
Education	16	16	-	-
Forestry	(Data suppressed for confidentiality)			
Information and culture	(Data suppressed for confidentiality)			
Total (with suppression)	14,092	13,322	770	5%
Total	15,177	14,405	772	5%

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

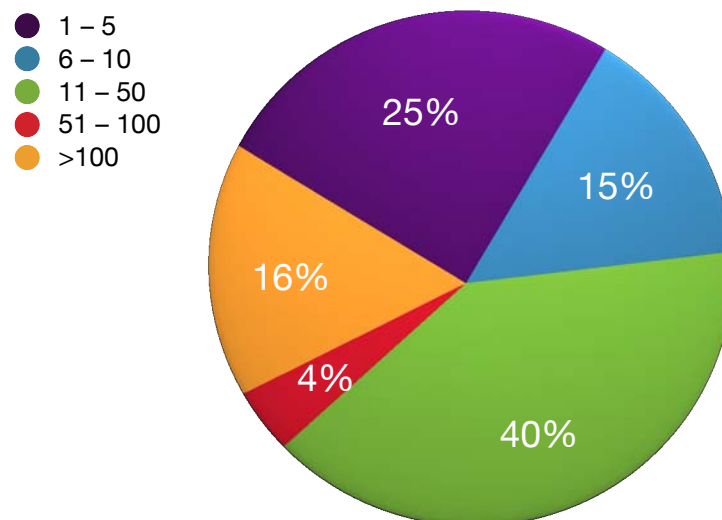
Survey respondents were asked if they have experienced difficulty hiring certain occupations. Fifty-five per cent of employers surveyed reported having difficulty hiring certain occupations. This represents a five per cent increase in the number of employers expressing difficulty in hiring compared to last year. In 2009, 49 per cent reported difficulty hiring some occupations. In the longer term, hiring difficulties are still below the peak in 2007 (58 per cent reported difficulty hiring in 2008 while in 2007, 62 per cent of employers surveyed indicated they had problems hiring).

Figure 4: Survey Respondents by Difficulty Hiring



The survey included employers of all sizes. Twenty-five per cent of respondents were small employers of five or fewer people and 20 per cent were large employers of 51 or more; more than half were mid-sized employers with six to 50 employees.

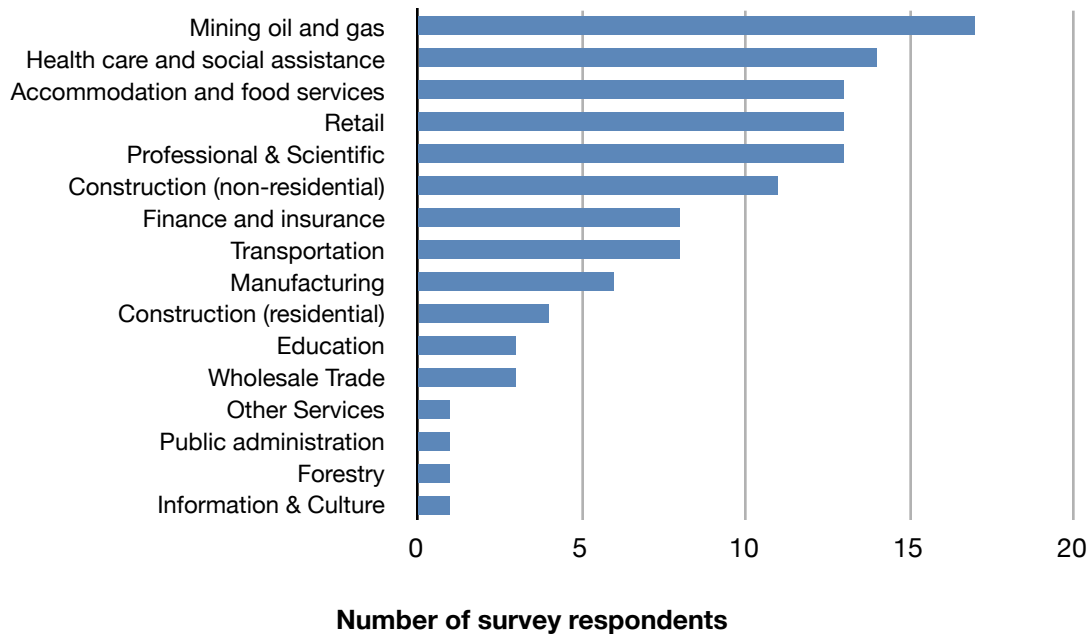
Figure 5: Survey Respondents by Size of Employer



Survey 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 6: 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 17 mining, oil and gas employers surveyed, four reported having more than 100 employees. As a whole, the oil and gas industry employs 8,108 of the 15,177 total workers surveyed in Wood Buffalo—approximately 53 per cent. A heavy emphasis was placed on employers in mining, oil and gas in order to capture data from various employers in this sector including in-situ operators and oil and gas service employers. In addition, attention was given to collecting information from those employers operating south of Fort McMurray. The mining, oil and gas industry workforce varies seasonally and is affected by maintenance schedules; therefore, the workforce for this industry will vary throughout the year.

Construction (residential and non-residential)

There were 15 non-residential construction employers included in the survey, seven of which were in non-residential construction and four in residential construction. The construction employers included in the survey employed 1,516 workers. This represents about 10 per cent of the 15,177 total survey workforce.

Most non-residential construction firms in the survey were small or medium in size, with only one large industrial construction firm responding (more than 50 employees). Survey results from this industry are difficult to interpret because of the large number of building trades

workers hired through unions. Construction industry survey respondents have indicated that their recruiting and retention practices differ from direct hiring due to their agreement with unions.

Three of four residential construction employers surveyed had fewer than 20 employees; the other had over 100. Residential construction employees make up two per cent of the total workforce surveyed—329 of the 15,177 total employees. This industry is also affected by seasonality, and these employers likely have fewer employees in the winter months.

Both the residential and non-residential employers surveyed had very few part-time staff—only one employee out of 1,845 total construction employees (residential and non-residential).

Health care and social assistance

The 14 employers included in the survey in health care and social assistance employed 1,129 workers. This represents approximately seven per cent of the 15,177 total workforce surveyed. The largest employer surveyed reported 1,000 of these employees. About 20 percent of the workers in this industry (223 workers) were reported as being part-time.

Professional, scientific and technical services

Thirteen professional, scientific and technical services employers were included in the survey, with three having over 100 employees and five reported fewer than 10. This industry includes 978 of the 15,177 total workers surveyed in Wood Buffalo, or about six per cent. All workers but one in this industry were full time workers.

Retail

Three of the 13 retail employers surveyed had more than 50 employees, and three had fewer than 10 employees. The retail industry employers included in the survey had 610 workers. This represents about four per cent of the 15,177 total employees in the surveyed. This industry reported that over half of their workforce is part time (60 per cent). This is twice as high as 2009, when 31 per cent of the retail workforce was reported as part time.

Accommodation and food services

Employers surveyed in the accommodation and food services industry reported employing from four to over 300 workers. Four of the 13 employers surveyed in this industry had more than 50 employees. The accommodation and food services industry employs 953 of the 15,177 total workers surveyed in Wood Buffalo—about six per cent. Fewer workers in this industry were reported to be part time—16 per cent in 2010 compared to 33 per cent last year.

Transportation

Of the eight transportation employers surveyed, one reported having over 100 workers. Four employers surveyed reported having 10 or fewer workers. The transportation industry employs 234 workers which represents about two percent of the 15,177 total employees in the surveyed workforce. All but 16 of the workers reported for the transportation industry were full-time.

Finance and insurance

Of the six finance and insurance survey respondents, three had more than 10 employees. This industry reported 141 workers, which represents about one per cent of the 15,177 total workforce surveyed. Employers reported all but six workers being full-time employees.

Manufacturing

All six manufacturing employers surveyed reported having fewer than 50 employees. These employers had a total of 57 employees, which represents less than one per cent of the 15,177 total employees. All workers in this industry were reported as full-time.

Education

The three survey respondents in the education industry employed 16 (about 0.1 per cent) of the 15,177 total workforce surveyed. There were no part-time employees reported. All employers in this industry have fewer than 20 employees.

Wholesale trade

The three respondents in the wholesale trade industry employed 21 (about 0.1 per cent) of the 15,177 total workforce surveyed. All employers reported having fewer than 20 employees and no part-time workers.

Public administration

One survey was completed for this industry (the number of employees is not reported to preserve the confidentiality of respondents). All employees are full time.

Forestry

One company was surveyed in this industry, representing less than one per cent of the workforce (the number is not reported to preserve the confidentiality of respondents). All employees were reported as full time.

Information and culture

One survey was completed for this industry (the number of employees is not reported to preserve the confidentiality of respondents). All employees are full time.

Other services

One survey was completed for this industry (the number of employees is not reported to preserve confidentiality). Both full time and part time employees were reported.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:

- Arts, entertainment and recreation

⁴ The Other Services industry includes repair and maintenance, personal and laundry services and religious, grant-making, civic, and professional and similar organizations.

- Administration support and waste management
- Real estate and leasing
- Utilities.
- Management of employers 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 1,777 workers. This represents 12 per cent of the total workforce reported in the survey. Of these 1,777 new hires, 218 (or 11 per cent) were part time, indicating higher turnover in part-time jobs. (Part-time positions make up five per cent of the total workforce surveyed.) Twenty-six employers reported not hiring anyone in the last three months.

Compared to the survey conducted in 2009, there over 500 more new hires than the 1,261 new hires reported last year. With a total surveyed workforce of 15,177, the 1,777 new hires represents 12 per cent of the total workforce.

Figure 7: Summary of Recent Hiring

Category	Number of respondents	Per cent of respondents
Difficulty hiring	64	55%
No difficulty hiring	53	45%
Total number of surveys	117	
	Number of new hires	Per cent of respondents
Full time	1,428	80%
Part time	218	11%
Not stated	131	< 1%
Related to growth	932	52%
Related to turnover	571	32%
Related to retirement	40	2%
Not stated	234	13%
Total new hires	1,777	

Compared to 2009, turnover appears to have decreased across several industries. In 2009, turnover was an issue across many industries (see **Figure 8** below). In this survey (2010), 32 per cent of new hires are attributed to turnover, while 52 per cent attributed to company growth. This is reversed from 2009 when 54 per cent of new hires were attributed to turnover, and only 27 per cent attributed to company growth. Two per cent of new hires are attributed to retirements while the remaining 13% did not specify the reason for new hires.

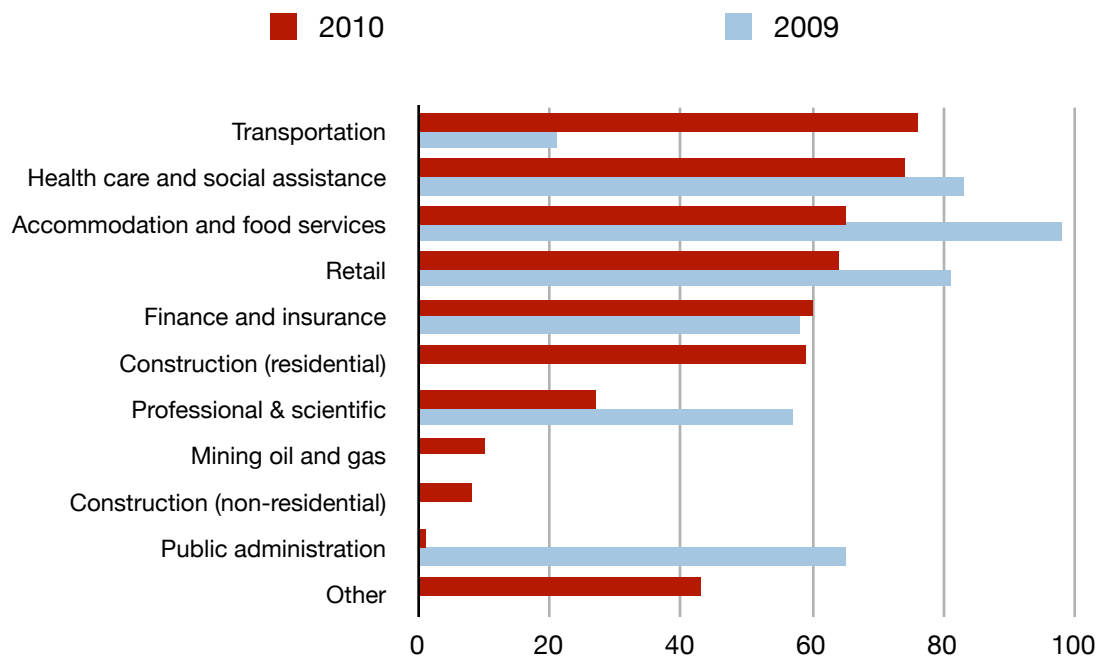
This is also the first time in four years of surveying that hires due to retirements are significant. In comparison to 40 new hires in this year's survey, there were a total of five hires due to retirement in 2007, 2008 and 2009 combined.

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.

Turnover increased for transportation compared to 2009 and it stayed relatively similar for finance and insurance. For all other industries that were comparable, turnover decreased as a per cent of new hires compared to 2009. The professional and scientific industry employers reported the most significant decrease in turnover, reporting 27 per cent in 2010 compared to 57 per cent in 2009.

Figure 8: Turnover as a per cent of New Hires by Industry⁵



⁵ No comparison of turnover by industry between 2009 and 2010 can be made for five industries (mining, oil and gas, construction (non residential), manufacturing, forestry and wholesale trade) because new hires were due to growth or respondents did not specify reason for hiring in 2009. 'Other' is comprised of education, manufacturing, information and culture, other services, forestry and wholesale trade industries.

Mining, oil and gas

The 17 mining, oil and gas employers surveyed reported that altogether they had recently hired 315 staff. All of the staff hired were full time staff. Of the new hires, 245 were hired due to growth, 30 were due to turnover and 36 were due to retirements from one large oil sands employer.

Professional, scientific and technical services

The nine professional, scientific and technical services employers surveyed reported that they recently hired 317 staff: 231 because of growth, 85 because of turnover and one because of retirement.

Construction (non-residential)

The eleven non-residential construction employers surveyed reported hiring 296 staff within the last three months: 272 because of growth, 23 because of turnover, and one because of retirement.

Construction (residential)

The four residential construction employers surveyed hired 68 new staff within the last three months: 28 because of growth and 40 because of turnover.

Retail

The 13 retail employers surveyed reported hiring 202 new staff recently: 73 because of growth and 129 because of turnover. The retail industry had the fifth-highest turnover rate, at 64 per cent, but this is an improvement compared to 2009, when the respondents reported 81 per cent of new hires were due to turnover.

Accommodation and food services

The 13 accommodation and food services employers surveyed reported hiring 188 new staff within the last three months; 31 because of growth, 122 because of turnover and one because of retirement. This industry continues to have a high turnover rate.

"Turnover is very high in the Fort McMurray area, because of high volume and stress related to the job, because it is very busy."

Other industries

The six manufacturing employers recently hired five new staff; three because of growth and two because of turnover. The eight transportation employers surveyed hired 51 new staff recently: 12 because of growth, 39 because of turnover. The eight finance and insurance employers hired 40 new staff recently: sixteen because of growth and twenty-four because of turnover. The fourteen health care and social assistance employers surveyed hired 98 new employees in the last three months: 18 because of growth and 73 because of turnover. The three education employers surveyed hired two new employees within the last three months: one because of growth and one due to turnover. The other services reported one new hire that was because of turnover. The three wholesale trade employers surveyed hired no new staff. Public administration reported 193 new hires, with one due to growth, one due to turnover, one due to retirement and the rest were not specified. The information and culture industry respondent reported two new staff members, one because of growth and one because of turnover.

Current Vacancies

Employers were asked how many current vacancies they had in certain occupations. They were also asked whether the positions were full time or part time, and the number of workers required in each occupation. In total, 858 vacancies were reported, representing two per cent of the total workforce. Respondents provided detailed occupation information for 336 vacancies.⁶

Figure 9 presents the number of vacancies per occupation group reported by all survey respondents across all industries who reported having open positions.⁶ These are vacancies reported for a particular occupation that the employer wanted 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 trades and skilled transport and equipment operators. The next highest number of vacancies were in intermediate and elemental (unskilled) occupations in sales and service. In 2009, the highest number of vacancies were in trades and skilled transport operators and intermediate occupation in transport and equipment operations.

Figure 9: Number of Reported Vacant Positions by Occupation
(sorted by National Occupation Classification⁷)

Occupational group	NOC ⁷	Number of vacancies
Middle and Other Management Occupations	01 to 09	8
Professional Occupations in Business and Finance	11	1
Skilled Administrative and Business Occupations	12	4
Clerical Occupations	14	16 *
Professional Occupations in Natural and Applied Sciences	21	1
Technical Occupations Related to Natural and Applied Sciences	22	16 *
Professional Occupations in Health	31	7
Technical and Skilled Occupations in Health	32	14
Assisting Occupations in Support of Health Services	34	1
Professional Occupations in Social Science, Education, Government Services and Religion	41	2
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	3
Skilled Sales and Service Occupations	62	5
Intermediate Sales and Service Occupations	64	56
Elemental Sales and Service Occupations	66	76
Trades and Skilled Transport and Equipment Operators	72/73	90
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	26 *
Trades Helpers, Construction Labourers and Related Occupations	76	*
Processing and Manufacturing Machine Operators and Assemblers	94	10
Total		336

⁶ There were five occupations reported as vacant where the respondent did not say how many positions were vacant. These are identified with a (*) in Figure 9.

⁷ 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 responding to the survey indicated that there were 321 positions (37 per cent of vacancies) that would likely not be filled in the next three months.⁸ When employers were asked the length of time that difficult-to-fill positions have been open, the responses indicated that 20 per cent had been open for more than three months and 47 per cent had been open for less than three months. (See **Figure 12: Length of time difficult-to-fill positions were reported open.**)

Figure 10: Current Vacancies and Number Expected to be Filled in Three Months

	Number of vacancies	Per cent of vacancies
Expected to fill in three months	200	23%
Not expected to fill in three months ⁸	321	37%
Not stated / Unsure ⁸	337	39%
Total vacancies	858	

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 are hoping to hire into. (The information in this section refers to the vacancies listed in **Figure 9.**)

Mining, oil and gas

In this industry, respondents reported 271 vacant positions, 61 of which were expected to be filled within three months and 200 expected to take longer than three months to fill. (Note that one employer indicated 200 positions but did not identify by occupation.) The positions currently reported open were automotive mechanic, chemical cleaning operator, electricians, field/lab technician, driver, industrial cleaning operator, power engineer, heavy duty mechanic, back truck driver and steam truck operator. Comments indicated companies in this industry hire based on project demands.

"It will take us about 4-6 months to fill these [200] vacancies. "

"Until we get projects, we do not have any current vacancies."

"We are constantly hiring and constantly growing so I don't know."

"There are currently no vacancies; I am not looking to hire since we are slow and we do not have much work right now."

"We are in the stage of becoming a development company with hands on production; we don't have open[ing]s. "

⁸ Note: 522 vacancies were reported by two large employers. An employer in mining oil and gas indicated they had 200 vacancies and that it would take approximately 4-6 months to fill them all but was not able to specify which vacancies would fill more quickly. An employer in public administration reported 322.5 total vacancies. This respondent was unsure as to how long it would take to fill the positions.

Professional, scientific and technical services

Respondents reported 19 open positions, and did not expect any of the position to be filled within three months. The positions currently open were accounting personnel, auto mechanic, business development personnel, delivery person, general labourer, geotechnical engineer, heavy duty mechanic, human resource manager, legal assistant, receptionist, senior administrative clerk and site manager.

Construction (non-residential)

There were 46 vacancies reported, none of which were expected to be filled within three months. Positions currently open are: branch manager, insulator, journeyman sheet metal mechanic, service supervisor and service technician.

"We operate as per requirement, so we fluctuate."

"We are looking for more higher skilled positions, so it maybe difficult."

Construction (residential)

There were six reported vacancies, all of which were expected to fill within three months. Positions reported open are cabinet production supervisor, CEO, plumber, shipping and receiving personnel, manager and mechanical estimator.

"We are currently fully staffed and have no vacancies."

Retail

There were 34 vacancies reported by retail industry respondents. Nine positions were expected to be filled within three months and 25 were expected to take longer than three months to fill. Positions currently open are: Department clerk, driver, estimator and salesperson.

Accommodation and food services

There were a total of 89 vacancies in this industry. Forty were expected to be filled quickly and 45 were expected to take longer than three months to fill. Respondents did not specify expectations for the other four. Some of the occupations reported being currently open were cook, dishwasher, door man, food counter attendant, food expediter, front desk personnel, housekeeper, maintenance personnel and server.

"[We have] forty vacancies, 90 full time and 50 part time for the new stores that are opening. There are not that many people, [there is a] demographic issue in Fort McMurray." (Accommodation and food services)

"Working in a restaurant in Fort McMurray, they want to work on site. So if I see labourer, I avoid them I can fill them, but I don't know if they will last in this industry and go to a site job." (Accommodation and food services)

"I expect we will be worse." (Accommodation and food services)

"We can fill [these vacancies], but we need some foreign workers, the employees we hire from Fort McMurray just leave." (Accommodation and food services)

"For a door man it is ongoing recruitment."

Other industries

Some of the positions currently vacant are: Registered nurse, clerk, heavy duty mechanic, safety instructor, housing coordinator, computer technician, network technician, youth facilitator and cabinet installer. (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 reported two vacant positions, one of which was expected to be filled within three months.
- There were 14 positions reported vacant in the transportation industry, 10 of which were expected to be filled within three months.
- In the finance industry, nine of ten vacancies were expected to fill within three months.
- There were 39 vacant positions in health care and social assistance. Respondents indicated that all positions were expected to be filled quickly.
- In other services, there were two vacancies, and both were expected to be filled within three months.
- In education, respondents reported one vacant positions and expected it is expected to be filled within three months.
- No vacancies were reported in wholesale trade.
- The public administration sector respondent reported 322 vacancies at the time of the survey, but were not sure about how long it would take to fill the vacant positions.
- Information and culture reported three vacancies, all of which were expected to be filled within three months.

Comments received from employers in these industries included the following:

"We do have a posting up, but it's not really a vacancy I consider... It's for reception. We currently aren't looking, but we put the posting up just in case." (Health care and social assistance)

"Our center is located about 50 km outside of Fort McMurray and it is closed for renovation until January. Any vacancies we do have we won't be filling anyways." (Health care and social assistance)

"I am not sure how many we need, since we hire on an ongoing basis." (Transportation)

"It's been two months; I am hoping that it won't be longer than three months." (Transportation)

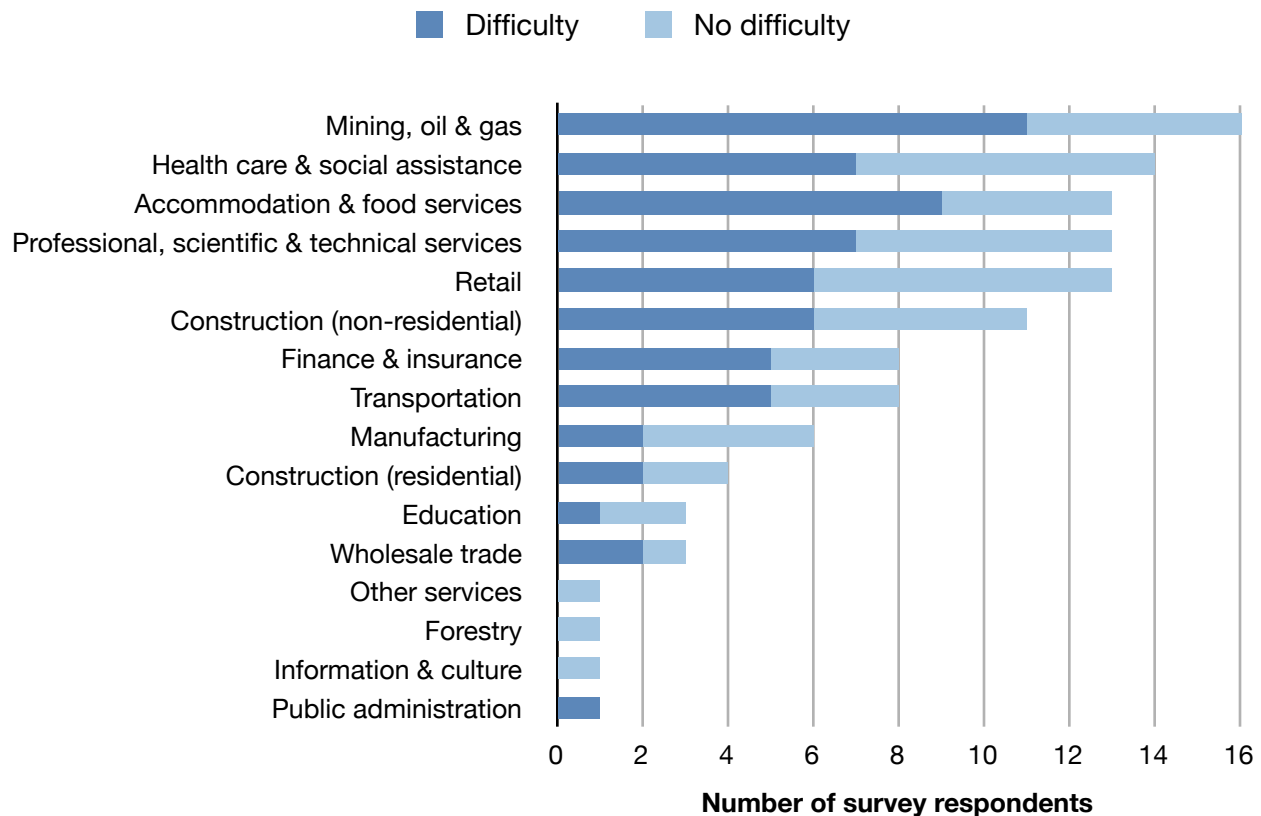
"This [position] is open until it is filled, three months or four generally. Its our own recruiting practice, we do not recruit as aggressively as other employers." (Finance, insurance and real estate)

"The whole scenario can change, hard to say." (Manufacturing)

Hiring Difficulties

Of the 117 employers surveyed, 64 employers—or 55 per cent—reported difficulty hiring new staff. This is an increase from 2009, when 48 per cent of employers reported difficulty hiring new staff. In 2008, prior to the economic shocks, 58 per cent of respondents reported difficulties hiring in some occupations. The per cent of employers reporting difficulty hiring had decreased steadily from 2007 to 2009 and now is increasing again (see **Figure 4**). All industries had more respondents that reported difficulty hiring compared to employers with no difficulty except for retail, manufacturing and education.⁹

Figure 11: Employers that Reported Difficulty Hiring, by Industry



⁹ Industries with only one respondent are not included in this comparison.

Survey respondents were asked to identify the occupations where they experienced the most difficulty hiring. They 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, 100 were full-time positions, two were part-time positions, and the remainder were not specified.

Employers responding to the survey reported that 47 per cent of positions they were looking to fill had been open for less than three months, while 20 per cent of positions were open for more than three months (33 per cent were unsure or did not specify).

The number of positions open for more than three months has decreased each year of the survey: In 2007, 65 per cent of positions had been open for more than three months¹⁰, in 2008 this decreased to 45 per cent, then further decreased to 38 per cent in 2009, and the response in 2010 is even lower at 20 per cent of vacant positions.

The following table (**Figure 12** 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 that presented the greatest difficulty in recruiting for were trades and skilled transport and equipment operators, followed by intermediate and sales and service occupations.

A comparison of current vacancies (Figure 9) to positions difficult to fill (Figure 12) shows some differences. Trades and skilled transport and equipment operators topped both lists, and both intermediate and elemental sales occupations were also high on both lists. However, three occupation groups were rated difficult to fill but did not indicate a high number of current vacancies: Middle and other management occupations, professional occupations in natural and applied sciences and technical occupations related to natural and applied sciences.

See also 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**.

¹⁰ In 2007 the survey also asked for positions that were “continually open” and these are included in the calculation of 65 per cent of positions open for more than three months.

Figure 12: Length of Time Difficult-to-Fill Positions were Reported Open
(sorted by National Occupation Classification¹¹)

Occupational group	NOC ⁸	Open less than 3 months	Open more than 3 months	Unsure/ unspecified	Total
Middle and Other Management Occupations	00 – 09	5	2	2	9
Professional Occupations in Business and Finance	11	2	-	-	2
Clerical Occupations	14	2	1	2	5
Professional Occupations in Natural and Applied Sciences	21	1	3	3	7
Technical Occupations Related to Natural and Applied Sciences	22	3	4	2	9
Professional Occupations in Health	31	1	-	3	4
Technical and Skilled Occupations in Health	32	1	-	1	2
Assisting Occupations in Support of Health Services	34	-	-	1	1
Professional Occupations in Social Science, Education, Government Services and Religion	41	-	1	1	2
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	1	-	1	2
Skilled Sales and Service Occupations	62	6	-	-	6
Intermediate Sales and Service Occupations	64	9	1	3	13
Elemental Sales and Service Occupations	66	5	-	4	9
Trades and Skilled Transport and Equipment Operators	72/73	8	6	8	22
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	2	2	2	6
Skilled Occupations in Primary Industry	82	1	-	-	1
Intermediate Occupations in Primary Industry	84	1	-	-	1
Processing and Manufacturing Machine Operators and Assemblers	94	-	1	1	2
Labourers in Processing, Manufacturing and Utilities	96	1	-	-	1
Total		49	21	34	104
Per cent of vacant positions		47%	20%	33%	

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.

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 17 mining, oil and gas employers surveyed, eleven reported difficulties hiring. Positions mentioned that were difficult to fill were: area manager, back truck drivers, chemical cleaning operator, chemical technologist, electricians, inspection mechanic engineers, equipment operators, sales representatives, power engineers, heavy duty mechanics, human resource personnel, instrumentation technicians, maintenance personnel, mechanics, pipeline engineer technician, process automator, sales representative and technical specialists service manager.

Reasons cited for the hiring difficulty:

"Looking for experienced people"

"Nature of the work, having someone who is a good fit and has experience."

"You need the tickets and experience because of the labour market in Fort McMurray, a lot of people from east coast come in with tickets, but lack of experience"

"Experience"

"It will continue in this area, it always has been difficult"

"I think it is just supply and demand in the market."

"There is a lot of competition for this type of person. We struggle with maintaining good managers and they end up leaving."

"One of them is the first and second class steam tickets are difficult to get and they are few and far between and across Canada. Another reason is that the managers we have are not willing to train people."

"Wages and Housing, cost of living."

"One is we are a distribution company our salary base is not high. Everyone in Fort McMurray is going for the higher paying jobs and we can't compete with."

"Looking for experienced people"

"Ongoing experience"

"Wages and Housing, cost of living."

"Experience, hiring Fort McMurray locals"

Professional, scientific and technical services

Seven of the 13 surveyed professional, scientific and technical services employers said they had difficulty hiring. Some of the positions they said were a problem were: automotive mechanic, civil engineer, heavy duty mechanic, legal assistant, surveyor, technologist, veterinary technician. Reasons cited for the hiring difficulty:

"It is keeping them that is hard, they get better jobs at the plants. It is a real issue for the local industry and the cost of living is extremely high, which is another issue. It becomes tough."

"I think it might be Fort McMurray, all the engineers are at the plants."

"Finding the right fit and qualified person."

"General shortage of tradespeople in Canada. A lot do not want to relocate to Wood Buffalo, because of high cost of housing and the family contacts in other locations in Canada. They want to stay with family."

"Not sure. I can't imagine someone moving here for this position though."

"There [are] no more people and the other employers are all taking from us."

Construction (non-residential)

Six of the eleven non-residential construction employers surveyed reported having difficulty hiring staff in certain positions. Some of the positions difficult to fill were: administrative personnel, branch manager equipment operator, journeyman sheet metal mechanic, journeyman insulator, painter, power linemen and technician. Reasons cited for the hiring difficulty:

"The wages are good our area is expensive to live in. The younger people... when they do have a chance they go to other places. We do not offer any living allowance. Are we interesting enough for others to join is another issue. A lot of people are going into more IT, this is more manual."

"This is an ongoing position, and I guess [the problem is] competition in other areas. The utilities are doing more work down south and people like to be there."

"This is ongoing, there aren't any journeymen sheet metal mechanics and its hard to get anyone in any position in Fort McMurray."

"Lack of skilled candidates and lack of crane knowledge."

"Lack of experience."

"Hard to find skilled workers."

"This is an ongoing vacancy."

Construction (residential)

Two of four residential construction employers surveyed reported having difficulties hiring. Some of the difficult positions to fill were: plumber, refrigeration mechanic and site supervisor. Reasons cited for the hiring difficulty:

"Finding qualified people."

"It depends on the time of the year."

"We hire for someone that stays for a short time and then we hire again. Usually they don't stay past their probation."

Retail

Six of 13 retail employers surveyed reported difficulty hiring certain positions. Difficult to fill positions were: Cashier, computer consultant, crew chief and labourer.

Some of the reasons for the difficulties include:

"Because it is straight commission job."

"Lack of skill."

"Rate of pay. It is too easy to find another job somewhere else, and accountability."

"We are a retail store, we pay a good wage but we are not competitive with site jobs."

"Rate of pay."

"These are seasonal positions so its hard to find people to fill them."

Accommodation and food services

Nine of 13 accommodation and food services employers reported having hiring difficulties. Difficult to fill positions were: Cook, dishwasher, food and beverage server, food expediter, front desk personnel, housekeeping, kitchen helpers, maintenance personnel, manager and night auditor.

Some of the reasons for the difficulties include:

"It is always a challenge when we are not in the oil industry. Having to compete with those industries and wages is hard. "

"[We have not had difficulty hiring] since the recession, but before that we did."

"Nights, overnights, early mornings and weekends are difficult to fill."

"The lack of actual knowledge for restaurant work. If I get a welder or someone I don't want them cooking."

"Nobody wants to move here, [or] they all want to work at the plants."

"Lack of qualified candidates."

"Location. We are in Fort McMurray and no one wants to work in restaurant, they want to work on sites."

"I think a lot of young people today do not have a lot of good work ethics. It doesn't matter to them, not like when you get older people in."

"People that work in the kitchen seem to be a different type of person. I am not sure how to answer. My experience is they do not show up on time, and they move around a lot. Not reliable. My front staff is reliable, my challenge is always been the kitchen."

"It's ongoing, cost of living they can't get a place that is suitable. The family reasons, husband getting let go in the sites. Sometimes going to sites because they pay more. We cannot compete."

Other industries

Two of the six manufacturing employers surveyed reported having difficulty hiring. Some of the difficult to fill positions were: Cabinet installer and carpenter.

Five of eight transportation employers surveyed reported having difficulty hiring certain positions. The employers surveyed did not specify any occupations.

Five of the eight finance and insurance employers surveyed reported having difficulties hiring. The positions most difficult to fill were: Counter clerk, financial analyst, heavy duty mechanic, licensed broker and personal lines insurance agent.

Seven of the fourteen health care and social assistance employers surveyed said they had hiring difficulties. The positions that were most difficult to fill were: Addictions counsellor, allied health professional (not specified further), dental assistant, assistant program director, language pathologist, mental health worker, nurses, program director and assistant, receptionist, respiratory therapist and speech pathologist.

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

One of the three education employers surveyed reported hiring difficulties. Certified truck driving instructor was the only occupation specified as difficult to hire.

Two of three wholesale trade employers surveyed reported difficulties hiring certain positions. The employers surveyed did not specify any occupations.

In public administration, the respondent indicated difficulty hiring the following occupations: Engineer, planning and development personnel and technical positions.

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

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

Some of the reasons for the difficulties include:

"Lack of experience." (Education)

"Because of the employees wanting to make sure they get the maximum dollar-wise out of their trade." (Finance, insurance and real estate)

"Competing with sites and their wages. We losing against the city, I lost three or four employees." (Finance, insurance and real estate)

"Can't compete with the oil sands. Also availability of applications and shortage of finance experience." (Finance, insurance and real estate)

"Hard to find people that are in these positions. The ones I have came in became brokers after I trained them." (Finance, insurance and real estate)

"This is a very technical business and industry. There is a lot of pre qualifications, training and it is government regulated. Getting the qualified people is tough." (Finance, insurance and real estate)

"No one has experience in this field." (Health care and social assistance)

"The ones we hired just didn't stay." (Health care and social assistance)

"For dental work, a lot of people don't have the training." (Health care and social assistance)

"Salary for sure." (Health care and social assistance)

"I think there are a few different reasons, I think with just the population in Fort McMurray it is quite unstable. [Also meeting the] strict guidelines for childcare qualifications." (Health care and social assistance)

"Not a lot of people have experience working in the dental office reception." (Health care and social assistance)

"People get paid more at the plants so they don't want to work here." (Manufacturing)

"Just the market; when things pick up people find work." (Manufacturing)

"Getting qualified candidates that have experience as well. We can get them fresh out of school but we don't have the seasoned employees." (Public administration)

"Just lack of qualified people, the mines are stealing everyone." (Transportation)

"City hall process." (Transportation)

"Looking for full time jobs with benefits." (Transportation)

"Cost of housing." (Transportation)

"Wage. We are competing with the oil sands." (Transportation)

"Everyone that comes to Fort McMurray wants to work in the sites where they make the big dollars." (Wholesale trade)

"Hard to find them when you need them, and when you don't they are always around." (Manufacturing)

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 788 workers over the next three months (excluding current vacancies and turnover). This represents five per cent of the total surveyed workforce of 15,177 workers. Seventy-five respondents said they did not plan to hire, and four were unsure.

Of these 788 intended new hires by 38 employers, 35 respondents specified hiring intentions by occupation, and most were able to provide numbers of workers by occupation (see **Figure 13** 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 intermediate occupations in transportation, equipment operators, installation and maintenance.

Compared to last year, the top three occupation groups are the same, but this year the fourth-highest number of intended hires was in intermediate trades and transport, while in 2009 trades and skilled transport ranked higher.

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

Figure 13: Hiring Intentions by Occupation (in the next three months)(sorted by National Occupation Classification¹²)

Occupational group	NOC ¹²	Number required	Number not specified ¹³
Middle and Other Management Occupations	00 – 09	4	
Clerical Occupations	14	8	*
Professional Occupations in Natural and Applied Sciences	21	40	*
Technical Occupations Related to Natural and Applied Sciences	22	62	*
Professional Occupations in Health	31	1	
Technical and Skilled Occupations in Health	32	1	
Professional Occupations in Social Science, Education, Government Services and Religion	41	1	
Skilled Sales and Service Occupations	62	7	
Intermediate Sales and Service Occupations	64	59	*
Elemental Sales and Service Occupations	66	145	*
Trades and Skilled Transport and Equipment Operators	72/73	29	*
Trades and Skilled Transport and Equipment Operators	74	58	*
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	76	3	*
Intermediate Occupations in Primary Industry	84	1	
Unspecified	N/A	370	
Total		789	

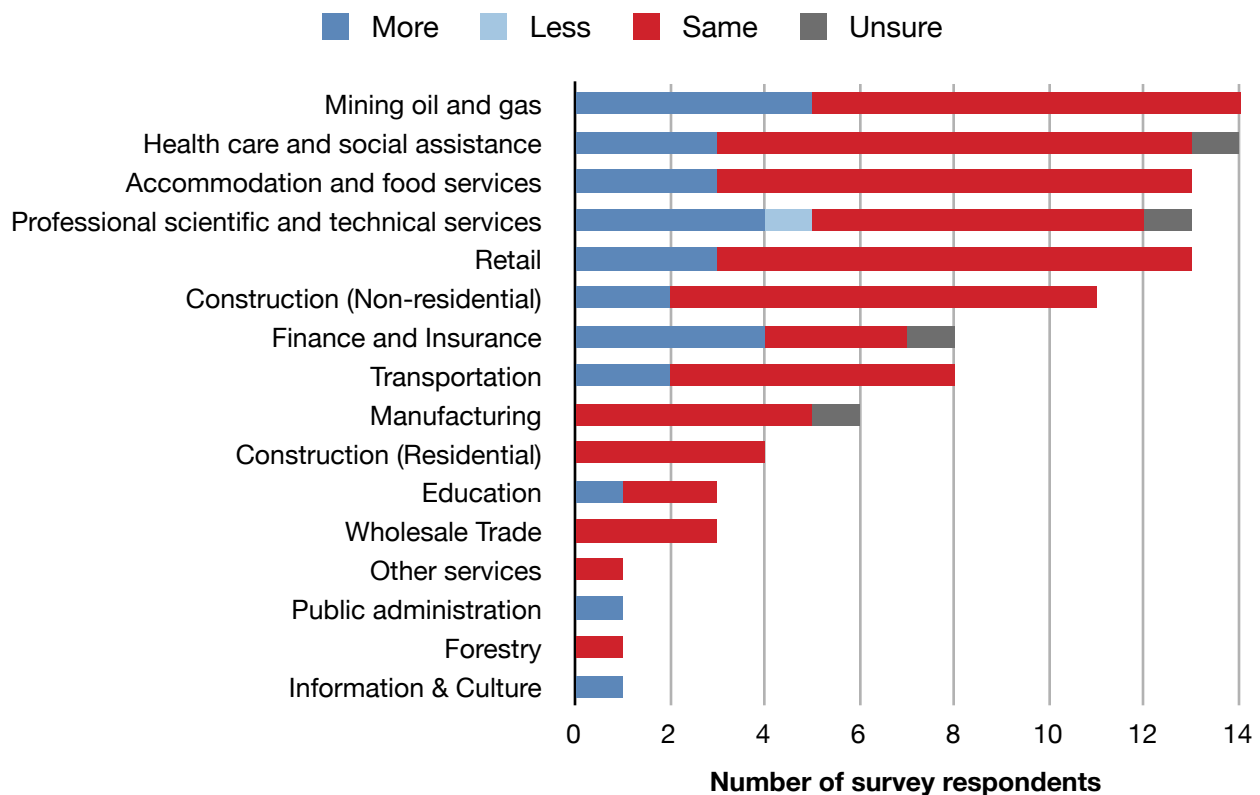
¹² The National Occupation Classification is the nationally accepted reference on occupations in Canada. It organizes over 30,000 job titles into 520 occupational group descriptions. See www5.hrsdc.gc.ca/NOC-CNP for more information.

¹³ A (*) indicates that there were additional respondents who indicated they intended to hire in this occupation group, but did not specify the number of staff they intend to hire.

Retention Issues

Retention can be just as difficult for employers as recruitment. Survey respondents were asked if they expected they would focus more, less, or the same on employee retention in the next three months. Overall, 83 respondents (71 per cent) said their focus would remain the same. Twenty-nine respondents (25 per cent) said they expected to increase their focus on retention, and only one indicated a lower focus on retention (four respondents were unsure). These responses are very similar to 2009, indicating that the improving economy and increasing labour shortages were not impacting retention practices at the time of the survey.

Figure 14: “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 (i.e. occupation) that was difficult to retain (respondents were not asked to state how many positions or workers they had in each occupation).

Overall, 53 out of 117 respondents reported there were occupations that were difficult to retain, while 63 respondents reported that there were no retention difficulties and one respondent was unsure if retention was an issue.

A total of 35 occupations representing 67 positions were identified as difficult to retain. Of those 67 positions, 59 were for full-time positions, six were part-time, and two could be either full time or part time. Forty-two occupations had positions open for less than three months, while five occupations had positions open for more than three months. (Respondents were unsure or did not specify length of time open for 20 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 retain.

Figure 15: Respondents Reporting Occupations Difficult to Retain
(sorted by National Occupation Classification¹⁴)

Occupational group	NOC ¹²	Number of times reported
Middle and Other Management Occupations	01 - 09	1
Professional Occupations in Business and Finance	11	1
Skilled Administrative and Business Occupations	12	1
Clerical Occupations	14	5
Professional Occupations in Natural and Applied Sciences	21	2
Technical Occupations Related to Natural and Applied Sciences	22	2
Assisting Occupations in Support of Health Services	34	1
Paraprofessional Occupations in Law, Social Services, Education and Religion	42	1
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	52	1
Intermediate Sales and Service Occupations	64	21
Elemental Sales and Service Occupations	66	8
Trades and Skilled Transport and Equipment Operators	72/73	8
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	74	11
Trades Helpers, Construction Labourers and Related Occupations	76	3
Labourers in Processing, Manufacturing and Utilities	96	1
Total number of occupations reported difficult to fill		67

¹⁴ 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.

Mining, oil and gas

Six out of 13 employers in this sector indicated some retention difficulties. Eight occupations were identified as difficult to retain. Some of the reasons cited for difficulties with retention include:

"Ongoing process. Unionized position."

"Constantly recruiting for this position, it is ongoing."

"Mostly we are a small company and they will take a job with us and keep looking for a bigger company."

"What happens is the wage fluctuates when the season picks up again (November through to April). Or, they go back home. It's tough because a lot of them don't look at Fort McMurray as their permanent home."

"Competing with oil employers for wage."

"We are a small company and workers leave for better opportunities with larger oil employers."

"[Competitor] stole three of our staff last year."

Professional, scientific and technical services

In this industry, seven out of thirteen respondents indicated some retention difficulties. Eight occupations were identified as difficult to retain. Some of the reasons cited for difficulties with retention include:

"People move around."

"Not enough direction."

"We would hire someone and they didn't like it, or it was too stressful. We decided to use who we have and it has been working fine."

"The cost of housing here is too high."

"It is hard to find people, and when we do find them it is hard to keep them because of better opportunities."

Construction (non-residential)

Four out of eleven employers surveyed indicated difficulties with retention. A total of four occupations were identified as difficult to retain. Some of the reasons cited for difficulties with retention include:

"Just either lack of capabilities or that they move onto something else."

"Work competition in other areas. The utilities are doing more work down south and people like to be there."

Construction (residential)

One of the four employers surveyed indicated difficulties with retention, specifically for general labourers.

"I have a lot of applications for labourers, but there is very high turnover in this position. They usually don't last two years; they stay for a few months."

Retail

Nine out of 13 employers surveyed indicated difficulties with retention. A total of eight occupations were identified as difficult to retain. Respondents in this industry reported retention issues with entry-level occupations such as cashier and sales clerk. Wage competition was also cited. Some of the reasons cited for difficulties with retention include:

"This job is commission only."

"Just the hard labour."

"Because there are more opportunities with the oil sands."

"They all go out to site for the oil employers."

"Because of the cost of living in Fort McMurray a lot of people tend to have two or three jobs to make ends meet. We are competitive in retail wages, but we cannot compete with the oil sands company where they are giving their people forty dollars an hour."

"Probably the wage and the qualifications."

"Not sure, we have managers that come in the store and they stay for a year and they are gone."

"Depending on age, they look for something else because they are students."

"It's a difficult lifestyle and again [other companies are] hiring positions on site."

"They can get a higher paying job doing less work in other places."

Accommodation and food services

Eight out of 13 employers surveyed indicated difficulties with retention. A total of six occupations were identified as difficult to retain workers. High turnover and a lack of workers was a big problem reported for this industry. Occupations that employers mentioned most often as having retention problems were dishwashers, servers and housekeeping. Competition with the oil industry was also mentioned as a reason for high turnover.

"Mainly the wage, and just the industry of Fort McMurray itself. It is really money oriented. It is hard for us to compete with it. A lot of times, people use this as a stepping stone before getting on site. Especially in doing LMO's¹⁵ it's because the labour market information is being taken from Fort McMurray and area. [We conducted a] wage review in 2009 and it was just in hotels and not on site and from looking at that, we pay at higher end of scale. But the camps that pay more, offset the scales and throws the LMO's off. I think that it should be separate LMO of its own and not combined because it is different from in the city versus outside where Suncor and Syncrude are. We are already losing workers as it is, but to pay them such a high rate to train them and then losing them to site is frustrating."

¹⁵ An LMO is a Labour Market Opinions and is required in order to apply to hire Temporary Foreign Workers. Local wages affect the wage that must be paid to the Temporary Foreign Worker once hired.

"Again I blame the site jobs. A lot of my servers are girl friends of site workers and when their boyfriend loses their jobs or leave for site work, they sometimes go with them. Another thing is that also, a lot of my servers are also students, so they go back to school."

"Too expensive to live here and Canadians don't want to do the job."

"This position is ongoing, and always open. Not sure, maybe the sites."

"Wages we are significantly less than comparable employment by five dollars."

Other industries

A number of respondents mentioned wage competition as an issue, or better opportunities elsewhere.

"In most cases people want the maximum for their wage." (Finance, insurance and real estate)

"Students and part-timers and people use this job in order to get another." (Finance, insurance and real estate)

"The wage competition with other [industries]. We are the foot in the door before better opportunities come." (Finance, insurance and real estate)

"More options for employers to drive for. More competition." (Finance, insurance and real estate)

"People just don't stay in the position when they are hired." (Health care and social assistance)

"It is a good wage for what the staff do, but it is not comparable. They can make more at [our competitor]." (Health care and social assistance)

"Its just not necessarily the highest paying job." (Information and culture)

"Too many opportunities in Fort McMurray." (Public administration)

"Trying to get permits." (Transportation)

In some cases the job itself was seen as less desirable, due to schedule or the nature of the work.

"Salary and the shift—it is night time shift." (Health care and social assistance)

"That it is part time. Our rates are market value." (Transportation)

Two respondent had minimal retention issues:

"I don't have a huge turnover and it is rare." (Wholesale trade)

"Its just not a major issue for us, but part of the reason is we pay quite well and we give regular and annual pay increases above average. Tickets for Oilers games in expensive sections and the trip to Palm Springs. These things are in the back of employees' minds." (Finance, insurance and real estate)

Impact of Economic Change

Survey respondents were asked a series of questions to gauge the effects of the recent economic change. First, respondents were asked about the changes in their workforce compared to the same time last year, and if they expect their workforce to increase, decrease or stay the same in the next year.

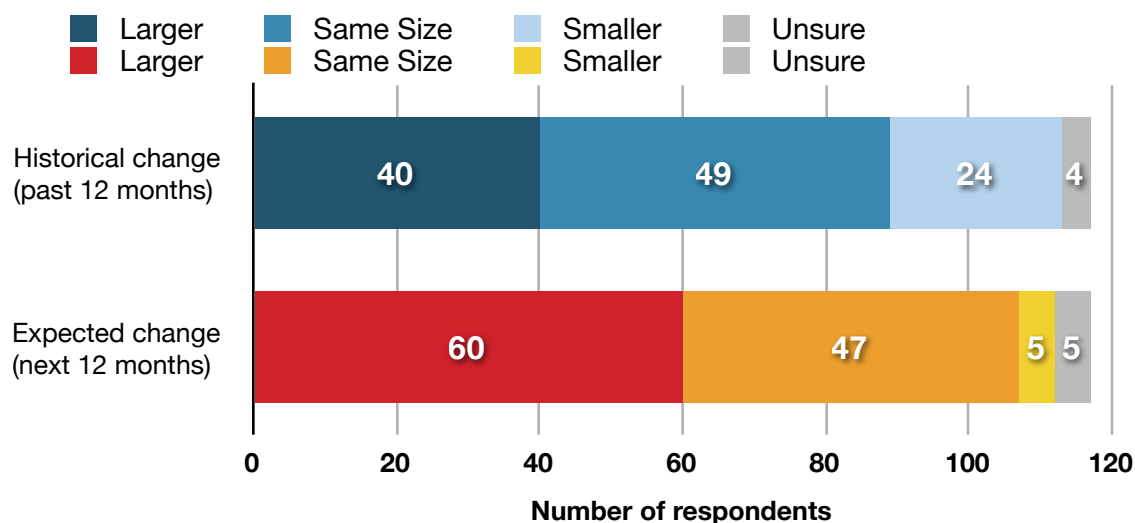
Change in Workforce Size

Responses to this question indicate that the 2010 workforce in Wood Buffalo is probably larger than it was last year. Forty respondents (34 per cent) said their workforce was larger than it was a year ago, compared to 24 respondents (21 per cent) who said their workforce was smaller. Forty-nine respondents (42 per cent) said their workforce was the same size in 2010 as in 2009.

Looking to the future, the majority of employers indicate that they will be expanding their workforce over the next 12 months. Sixty respondents (51 per cent) expect their workforce to grow in the next year. Only five respondents expected their workforce to decrease.

Of the 40 respondents that reported a larger workforce compared to last year, 29 expect to continue to increase and eight expect to stay the same size in the next year. Of the 24 employers that indicated their workforce decreased in the past year, 13 expect to increase again in the next year and seven expect to stay the same. Only one employer expects further workforce reductions. Five employers were unsure of their future growth.

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



The following table presents historical changes and future expectations in their workforce by industry. Many industries appear to have grown in size, such as retail, manufacturing and professional, scientific and technical services. But in all of these cases, the workforce expectations for the year indicate that respondents felt they would decrease or maintain their workforce for the next year. It is interesting to note that eight out of eleven of the construction (non residential) employers reported an expectation that their workforce will grow in the next year. As a comparison, only two of the eleven employers reported a larger workforce compared to the last year.

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	10	4	3	-	13	2	1	1
Professional, scientific and technical services	3	5	3	2	5	5	2	1
Construction (non-residential)	1	8	2	-	7	4	-	-
Construction (residential)	2	-	1	1	2	2	-	-
Retail	7	3	3	-	3	9	1	-
Accommodation and food services	3	5	5	-	6	4	1	2
Manufacturing	-	6	-	-	2	3	-	1
Transportation	3	3	2	-	5	3	-	-
Health care and social assistance	5	5	3	1	8	6	-	-
Finance and insurance	4	4	-	-	4	4	-	-
Other services	Data suppressed for confidentiality				Data suppressed for confidentiality			
Education	-	2	1	-	2	1	-	-
Wholesale trade	-	2	1	-	1	2	-	-
Public administration	Data suppressed for confidentiality				Data suppressed for confidentiality			
Forestry	Data suppressed for confidentiality				Data suppressed for confidentiality			
Information and culture	Data suppressed for confidentiality				Data suppressed for confidentiality			
Total	40	49	24	4	60	47	5	5

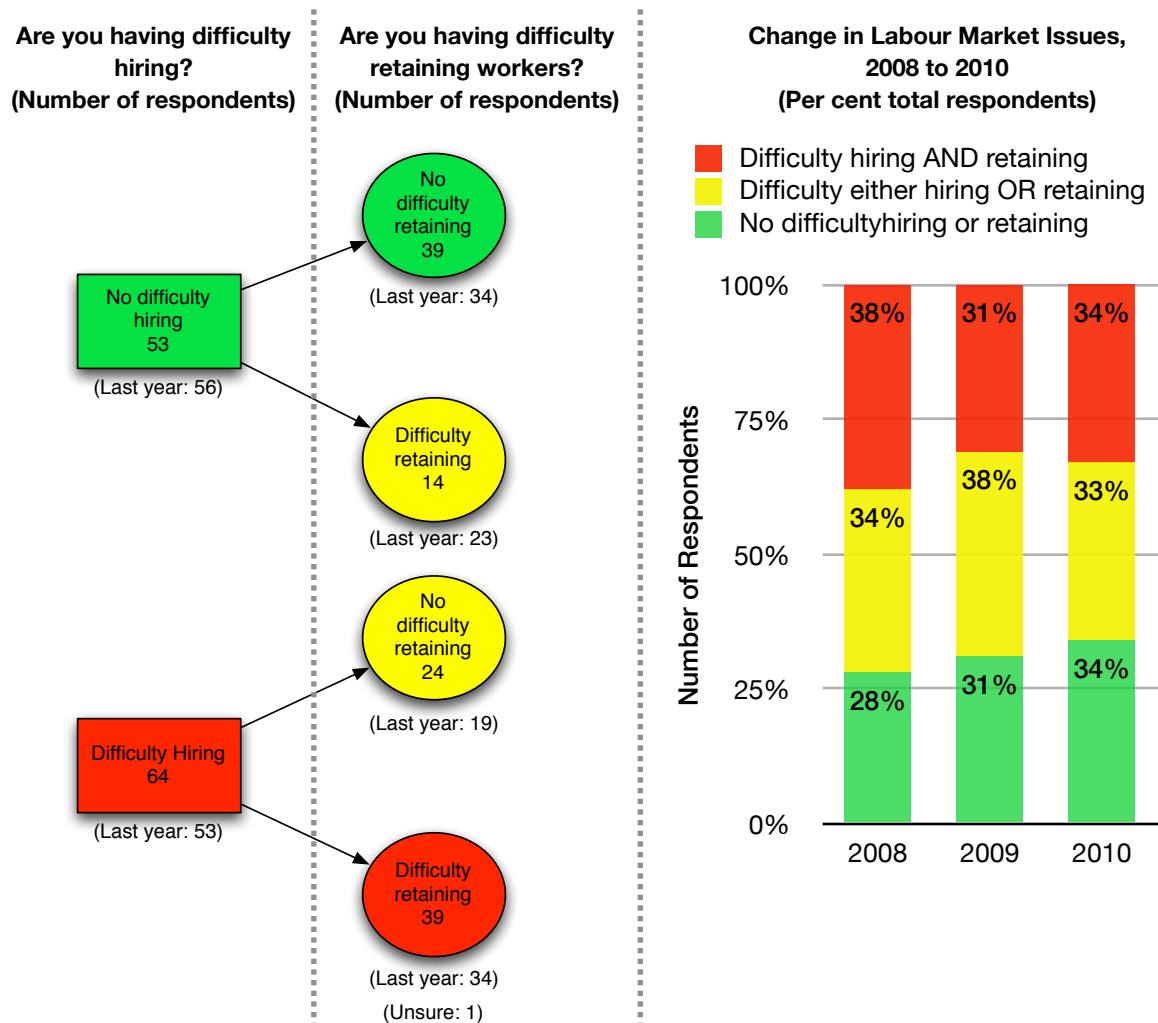
Overall Labour Market Issues

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 18** illustrates, 39 of 116 employers (34 per cent) are affected by both attraction and retention issues. Thirty-eight employers (33 per cent) report being affected in one (but not both) ways, and 39 employers (34 per cent) report no problems with attraction or retention (one respondent was unsure). Over the last three years, the per cent of respondents with no difficulty hiring or retaining has increased.

Figure 18: Issues Related to Labour Shortages in Wood Buffalo: Recruitment and Retention



As Figure 17 illustrates, workforce historical changes and future expectations differed somewhat by industry. Respondents were asked for the reasons for the historical changes and future expectations and gave the following comments.

Mining, oil and gas

Mining, oil and gas had the highest per cent of respondents whose workforce had increased over the past 12 months (59 per cent) and the highest per cent of respondents who expected to increase their workforce over the next 12 months (76 per cent).

"The company is three years old. Last year we didn't have work and this year we have more work."

"[We are growing through] mergers and acquisitions"

"Industry growth, and last year was a recession."

"This decrease was due to lack of work and my own desire to retire."

"Economic downturn."

"We are just at the right size of company to pick at the smaller jobs versus the larger jobs. We have the equipment and manpower."

"We started doing more work."

"The increase in our production operations in the Wood Buffalo area."

Professional, scientific and technical services

The same number of employers in this industry increased their workforce over the past 12 months as decreased. Future expectations are for most employers to increase or stay the same size.

"For this year, the construction [projects] have been completed."

"Fewer contracts."

"[Our workforce] will be going down in the next few months. I hired 900 last year."

Construction

Compared to last year, most employers in non-residential construction stayed the same size. Workforce expectations for the next 12 months are to increase or stay the same. "The work has increased and there is more jobs." (Non-residential construction)

"Our workforce decreased because we didn't have as much work." (Residential construction)

"We decided to grow [last year]. We needed the workers because we got more work." (Residential construction)

"Our workforce increased because we had more work." (Residential construction)

All respondents expected their workforce would increase or stay the same in the next 12 months.

"Just I guess projects up and coming in the area that we know of."

"That's what you set a goal as, I would think because we are doing better than last year."

"More work."

"Volume of work."

"Just more work."

"Projects and new jobs."

Retail

In the retail industry, over half the respondents said their workforce increased compared to 12 months ago.

"Company growth [increased workforce last year]."

"Increase of work."

"We are doing a bit better this year and [were able to hire] for full time and part time positions."

"[Workforce increased compared to last year because] we can find people more easily now."

"We're getting busier so that is where the growth is coming in. We also had turnover last year."

"[Workforce decreased over the past 12 months because] we can't keep staff here."

In the next year, three respondents expect their workforce to increase, and nine expect it to stay the same. Only one respondent expected to see a decrease in workforce in the next 12 months.

"[Our workforce is smaller than last year] because with commission [pay] and with the recession people needed something that was more secure."

Accommodation and food services

Compared to last year, most employers stayed the same size or decreased their workforce. This industry reported the highest per cent of employers whose workforce decreased over the past 12 months.

"[Our workforce decreased because] the number of applications has decreased considerably."

"[Our workforce increased because of] the amount of work when the hotel gets busy. Creating more opportunity for moving around and more staff."

"We are closing in two weeks, our rent is doubling. Because of the recession we have slowed down."

"Fort McMurray is busier in general and [the] recession is over."

"Because of the economy, we decreased our workforce."

"Just seems to be more activity going on this summer this year."

Looking ahead 12 months, six employers expected their workforce to increase in the next twelve months, while four expect no change. One respondent indicated that they expected they would need more workers but would not be able to fill the positions.

"We expect our workforce to increase because of] a work increase. We can feel it right now. We have already days when we are fully booked."

"[Our workforce will increase because of] the activity that is going on in the area."

"I am not sure, because there will be a need to increase business-wise, but we expect the workforce to stay the same just because of the amount of people available."

Other industries

Survey respondents whose workforce increased compared to last year indicated reasons largely related to growth."

"Because of growth." (Finance, insurance and real estate)

"Just busy." (Finance, insurance and real estate)

"Increase in the oil sands business." (Finance, insurance and real estate)

"Increase in funding." (Health care and social assistance)

"I am really good at marketing, and I have no problem getting out there and advertising. It is knowing the right people." (Health care and social assistance)

"Growth of the organization." (Health care and social assistance)

"About a year ago at this time we were understaffed by three to four people and in February we started a new program that required more staff." (Health care and social assistance)

"Just growth." (Information and culture)

"Last year we were in a recession." (Transportation)

"We're busier." (Transportation)

Survey respondents whose workforce decreased compared to last year cited the economy:

"Slow economic activity." (Transportation)

"Not by choice, [it is because of] turnover and I am unable to replace ones that are gone." (Transportation)

"Its not as big it has dropped back." (Health care and social assistance)

"It is smaller because of the closure for the renovation." (Health care and social assistance)

"[Our workforce stayed the same size last year.] Four years ago, it was better and then three years it decreased and now last year and this year, its bad. We use to work all year but now it's just mainly in the winter." (Forestry)

"The jobs [related to the training we offer] are out there, but no-one has the money [to take the training]." (Education)

Respondents in other industries expected their workforce to increase or stay the same, or were unsure. There were no respondents in this industry group who expected their workforce to decrease in the next 12 months. Respondents generally cited growth in the region, or of the business, as the reason for their expectations.

The [the industry we service] there is always a huge demand and we are working with companies where the money should be [to fund industry education]. [Education]

"Just certain competitions closing down." (Finance, insurance and real estate)

"Because of growth." (Finance, insurance and real estate)

"Increase in the oil sands business." (Finance, insurance and real estate)

"Our business is expanding right now." (Health care and social assistance)

"We are hoping to increase." (Health care and social assistance)

"I would like to see it increase. I am optimistic that the community will grow and there will be more healthcare needs." (Health care and social assistance)

"Just more work being here." (Manufacturing)

"Growth in the region." (Transportation)

"Hoping economic situation recovers." (Transportation)

"Getting busier." (Transportation)

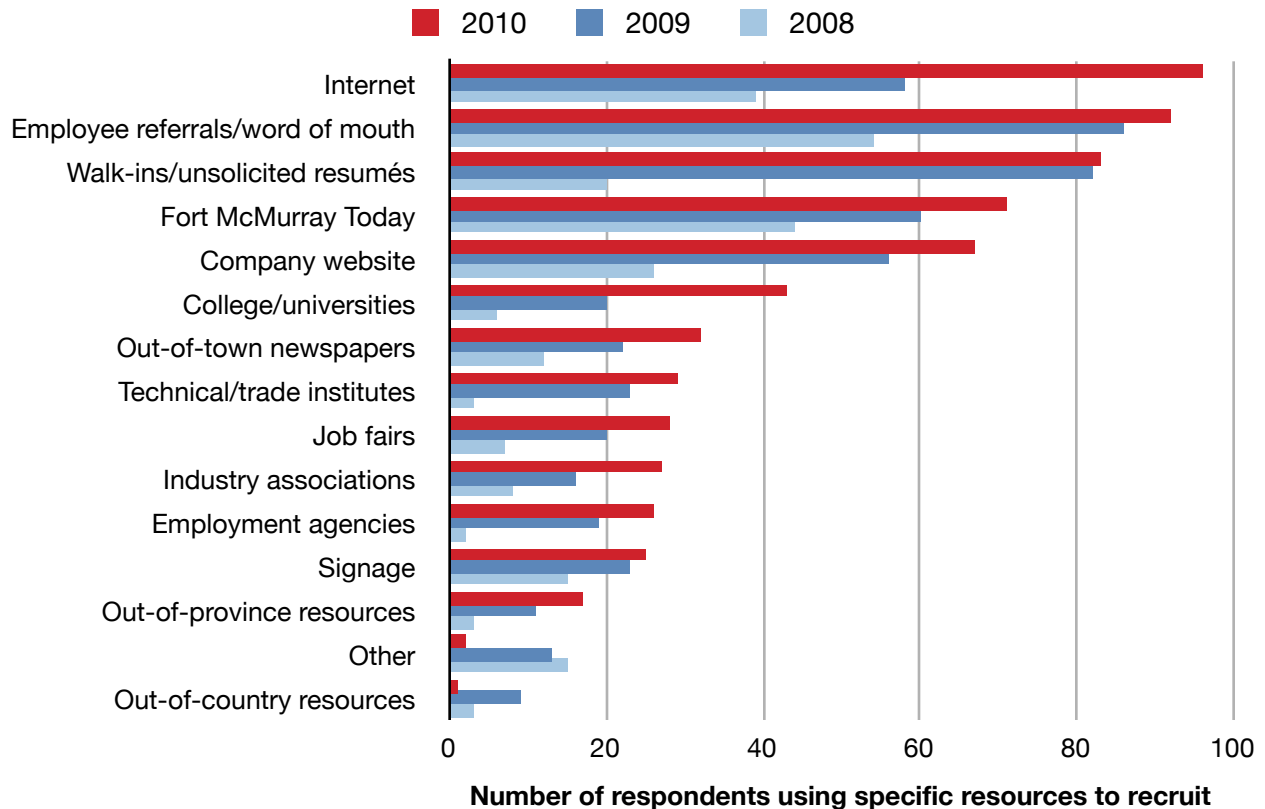
Attracting Employees

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

The most popular method of recruitment was through the Internet. Over 95 per cent of employers responding to the survey used this method. A close second was employee referrals or word of mouth, which was used by 92 per cent of employers. Most employers relied on more than one resource to find workers, with only 11 respondents relying on one recruitment resource. Only one employer reported not using any resources to recruit staff.

Compared to 2009, the use of the Internet has increased from just over half of employers to almost all employers, and moved from the fourth most common method to the top method. The number of employers using resources has increased for almost all recruiting resources over time, suggesting at least a greater awareness of recruitment methods in general, and perhaps increased attention to recruitment.

Figure 19: “What resources does your company use to recruit employees?”



Fort McMurray Today (newspaper) was mentioned by 71 respondents (61 per cent) as a resource used to recruit workers. Other newspapers were also mentioned:

- Edmonton Journal (18)
- Calgary Herald (4)
- Edmonton Sun (5)
- Connect (Fort McMurray weekly newspaper, one respondent)
- Maritime papers (1)
- Newfoundland newspaper (1)
- Toronto Star (1)
- Globe and Mail (2)
- Halifax Herald (1 respondent)
- Western Producer (agricultural newspaper, 1)
- Lloydminster Meridian Booster (1)
- Cold Lake newspaper (1)
- Sherwood Park News (1)

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

Figure 20: Recruitment Resources

Out-of-province resources	Out-of-country resources	Other resources
<ul style="list-style-type: none"> • Work Out West job fair in Edmonton (Accommodation and food services) • Campus recruiting in Newfoundland (Mining, oil and gas) 	<ul style="list-style-type: none"> • Consultants from Vegas (Health care and social assistance) 	<ul style="list-style-type: none"> • Union Recruitment (Education)

Recruiting by Industry

Respondents were asked what resources they use to recruit workers.

Mining, oil and gas

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

Professional, scientific and technical services

Respondents in the professional, scientific and technical services industry used the Internet and their company website most commonly to recruit employees. The next most commonly-used recruitment methods were employee referrals/word of mouth, walk-ins and colleges/universities.

"Union recruits."

"[We hire] through the union 95 per cent of the time."

"If people are graduating they are looking at the Job Bank."

Construction (non-residential)

Respondents in the residential construction industry used employee referrals/ word of mouth most commonly to recruit employees. They also mentioned Internet and walk-ins.

"Mainly we hire through the union."

"We are a part of a union and they do the hiring, which makes it difficult for us sometimes."

Construction (residential)

Respondents in the residential construction industry used the Internet, employee referrals/ word of mouth and the Fort McMurray Today newspaper most commonly to recruit employees.

"Mainly hire through people calling in."

Retail

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

"There is no shortage of ways that we get [information about] positions out there. The only time that we use outside sources is when we are hiring for pharmacist."

Accommodation and food services

Respondents in the retail industry used the Internet most commonly to recruit employees. The next most common responses were Fort McMurray Today and referrals/ word of mouth.

"Our head office is in Calgary and they sent the president and the directors to the Philippines for interviews."

Other industries

Other respondents mentioned some recruitment techniques that have worked for them.

"We have resumes that come in weekly and we don't have to do anything to try to recruit." (Transportation)

"Only thing that we use is word of mouth or referrals" (Transportation)

"We have an HR department that does all of the hiring and recruiting for us, so they handle this." (Manufacturing)

"We mainly just use our recruiters for this, and the Internet." (Manufacturing)

"We aren't hiring anybody and we usually don't use any services to recruit. Haven't done that." (Health care and social assistance)

"Usually we often don't advertise a lot of the guys come back and it's mainly through word of mouth." (Forestry)

"We hire mainly through the union or the head office which is located in Edmonton." (Education)

Housing Assistance

Finding affordable housing in Fort McMurray can be difficult and because of that, the cost of housing was mentioned by employers as a reason for experiencing hiring difficulties. Survey respondents were asked whether they provide any assistance with housing for their employees.

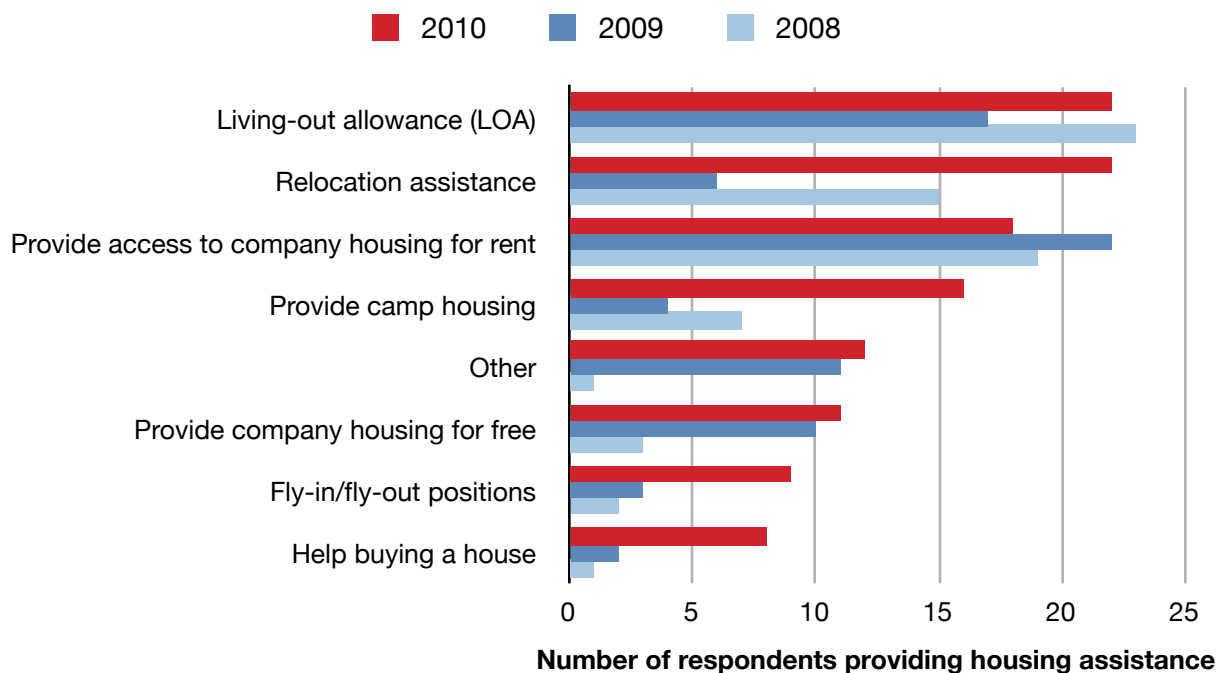
Forty-five per cent of the employers surveyed reported providing some assistance with housing. This is slightly lower than the 47 percent reported in both 2008 and 2009 and substantially lower than the 57 per cent of respondents who provided some form of housing assistance in 2007.

Survey results over time indicate that employers are becoming less likely to offer housing assistance to their workers; however, examining Figure 21 suggests that companies that do offer housing assistance are offering a variety of forms of housing assistance.

The most common method of assistance provided by employers was a living-out allowance (LOA) or relocation assistance. Supplementing this response, in the “other” category seven respondents said they provide a northern living allowance or some other form of cost-of-living allowance/adjustment. Two employers indicated that housing assistance was only for management positions.

In comparison to prior years, the use of relocation assistance has increased, as has providing camp housing, help buying a house and fly-in/fly-out positions. However, this result may simply reflect the higher number of respondents this year with operations based in rural areas, which would be more likely to operate on a camp or fly-in/fly-out basis.

Figure 21: “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. Employers were asked if they provide help with housing and if they do, in what form. Generally, employers indicated that they no longer felt housing support was as much of a requirement as it has been in the past. Comments indicate that the improved labour market situation during the economic slowdown allowed employers to stop offering housing assistance, and employers don't feel a need to re-start housing assistance programs at this point.

Mining, oil and gas

In the mining, oil and gas industry, ten of the 17 employers reported providing assistance with housing. The most common forms of housing assistance in the mining, oil and gas industry were relocation assistance and camp accommodations. The next most common form of housing assistance was living-out allowance.

"We have not encountered this before, never had anyone stay long term."

"Never had to use it. There seems to be a lot of people in the industry that are available to work in our areas."

Professional, scientific and technical services

In the professional, scientific and technical services industry, seven of the 11 employers reported providing assistance to employees with housing. Respondents indicated relocation assistance, camp accommodations and living-out allowance were provided.

"When the economy went down and people stopped providing housing, so did we."

"It's an issue we have been trying to get head office to help us [with]. [Head office] knows that people that work here know people, so they stay with them."

"All they do is a [daily allowance] or just hotel."

"If its short term, they stay in a hotel."

"The biggest negative in Fort McMurray is the cost of housing."

Construction (non-residential)

In the non-residential construction industry, seven of the 11 employers reported providing assistance with housing. The most common form of housing assistance provided to employees in this industry was camp accommodations followed by living-out allowance.

"Not yet, but they are trying to do something."

"Other than providing accommodations for the one foreign worker we have here for the two years, no."

Construction (residential)

In the residential construction industry, one of the four employers reported providing assistance with housing. Some forms of housing assistance provided to employees in this industry were providing access to relocation assistance (one respondent) or living-out allowance (one respondent). Two respondent said they provide help buying a house.

"We did, but don't anymore."

Retail

In the retail industry, four of the 13 employers reported providing assistance with housing. The most common method was to provide access to company housing for rent and living-out allowance.

"Only for management team. There is an allowance allocated to managers, a living allowance where they pay for rent in Fort McMurray. The rest of the management teams are offered geographical allocation gap, which is based on their annual salary. We are discouraged from buying houses because we have to move around a lot."

"For management positions."

Accommodation and food services

In the accommodation and food services industry, six of the 13 employers surveyed reported providing assistance with housing. The most common form of housing assistance in this industry was providing access to company housing for rent.

"We did for the first year, but no longer."

Other industries

In the manufacturing industry, one of the six employers reported providing assistance in the form of a living-out allowance.

In the transportation industry, four of the eight employers reported providing assistance with housing in the forms of access to company housing for free and living-out allowance.

In the finance and insurance industry, two of the eight employers reported providing assistance with housing in the form of a living-out allowance.

In the health care and social assistance industry, two of the 14 employers reported providing assistance with housing: living-out allowance (one respondent), relocation assistance (one respondent) and access to company housing (one for free, one for rent) were mentioned.

In the wholesale trade industry, two of three respondents reported housing assistance. One reported providing a living-out allowance, two reported providing company housing (one for free, one for rent) and one reported fly-in/fly-out.

"Not at present, we have a fifteen percent on the wages for the local residents." (Transportation)

"This is probably why they go elsewhere too, because we don't offer any help with housing." (Transportation)

"We were looking into [it] when we wanted more employees." (Education)

"It is difficult to get people here once they find out the cost of living or buying here." (Health care and social assistance)

"I just say that it's a big order to fill for a small business to look after someone's housing and transportation." (Manufacturing)

Hiring Foreign Workers

In the last few years, some employers have hired foreign workers as a means of meeting the demand for workers. 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; what country they were from; 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 TFWs in the past, they were asked if they planned to hire any workers through the TFW program in the next three months.

Twenty-three employers indicated they had hired temporary foreign workers as a recruitment practice (20 per cent of survey respondents). These 23 respondents reported that they hired a total of 467 foreign workers. Nine of the employers that reported hiring foreign workers were large employers with over 100 employees, and three had fewer than 10 employees. Of the 23 respondents who indicated they had hired workers, one employer had only one TFW, five employers had hired between six and 10 TFWs, and eleven employers hired over 10 temporary foreign workers. Of these eleven employers, one had hired over 100 temporary foreign workers.

Figure 22: Number of Employers Using the Temporary Foreign Worker Program

Hiring	Number of respondents
No, have not hired TFW	93
Yes, have hired TFW	23
Unsure	1
Total responses	117

Employers were asked if the TFWs they hired were English-speaking or not: 20 of the 23 respondents indicated the workers they hired were English-speaking workers.

Country of origin for existing workers varied. The most common country of origin was the Philippines (14). This was followed by India (6), Mexico (3) and the United States (3). Also mentioned were: Australia, Austria, Bosnia, Chile, China, Colombia, Fiji, Germany, Korea, Poland, Pakistan, Russia, Somalia (2), Sri Lanka (2), United Arab Emirates (2), United Kingdom (2) and Venezuela (2).

Of the 93 respondents that had **not** hired workers through the TFW program, one respondent indicated they planned to use the program in the next three months, seven were unsure and 85 had no plans to hire temporary foreign workers. Of the 23 respondents who indicated they **had** hired TFWs, seven respondents indicated they planned to use the program again in the next three months, nine were unsure or did not answer and seven had no plans to hire additional temporary foreign workers. Overall, eight of 117 respondents had plans to hire temporary foreign workers over the next three months.

Of the 23 respondents who currently employ workers through the TFW program, one respondent said they planned to lay off or otherwise release one temporary foreign worker in the next three months, three were unsure, and 18 indicated they plan to keep their foreign workers.

Planned hiring for those considering new hires in the next three months was from the following countries of origin: Bosnia, Germany, Mexico, the Philippines (3), Siberia (Russia), South Africa, the United States (2) and the United Kingdom.

Hiring Foreign Workers by Industry

Of the 23 employers that reported hiring foreign workers, eleven were in the accommodation and food services industry, three were in the construction (non-residential) industry and four were in the professional, scientific and technical services industry. Two respondents were from the retail industry, and one each from other services, transportation, construction (residential) and mining, oil and gas. Regardless of their experience or intent to hire, respondents had many comments about this issue.

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

"They all end up going to [competitor], for that chemical technologist position. I am not sure how many we plan to hire in the next three months." (Mining, oil and gas)

It is a difficult process; I doubt we will hire in the next three months. We have tried for the compulsory trade work and it was not successful, the process is cumbersome and difficult." (Construction—residential)

"We have tried and we have failed." (Retail)

"We got turned down, when we tried in June." (Accommodation and food services)

"The nature of our business, we prefer not to do temporary employment." (Transportation)

"We re-hire the people we lay off first." (Forestry)

"I am trying to see how they can help us out, we don't get the proper information in time to try to do this. It is kind of difficult for us to work out because we operate on an as-required basis for most of our people. If we can utilize them for a specific period maybe, but at this time I don't see it helping us at all." (Construction—non-residential)

"We don't get into temp workers or part time, mainly due to extensive on-boarding and safety culture, you need two weeks for training." (Finance, insurance and real estate)

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

"If the opportunity presented itself we would." (Professional and scientific)

"If we can't fill the current vacancies we will look into hiring temporary foreign workers." (Mining, oil and gas)

"It depends on the new stores and what comes in for applications." (Accommodation and food services)

"If we can't fill the positions successfully we can hire more foreign people. To have the LMO office is helpful." (Accommodation and food services)

"If I can't find local, I will hire elsewhere in temporary foreign workers." (Construction—non-residential)

"We are looking for a foreman. If a foreign worker has the qualifications we would; other than that, no." (Construction—residential)

"I came really close to, before the slow down. I have the approval to." (Mining, oil and gas)

"LMO in the process" (Construction—non-residential)

Some comments from respondents who had hired temporary foreign workers:

"Only if they have work permits do we hire them." (Public administration)

"I'm looking to extend the permits that I already have." (Accommodation and food services)

"Probably hiring more foreign workers." (Transportation)

"I am hoping to extend their contracts." (Accommodation and food services)

"Most of our employees now are temporary foreign workers. They are half and half for English and non English speakers." (Accommodation and food services)

"The foreign worker from the Philippines has a two year contract with us." (Construction—non-residential)

"[TFWs are] better in written skills versus their oral skills. They do pass the interviewing test." (Professional and scientific)

"In the past three years we've hired 30 [temporary foreign workers] but none in the past year." (Health care and social assistance)

Other comments included:

"We are restricted to individuals who have certain qualifications and [their professional qualification] standards met." (Health care and social assistance)

"I just think that the LMO's should be revised for Fort McMurray, because Fort McMurray is in a situation of its own. It is unfair for us to compete with such a big industry that we can't compete with in a sense. I think that the LMO should be divided between working in the city versus the site. If you work in the city, you will have less compensation as someone on site. I am positive they use both to form the LMO and prevailing rate and its frustrating to keep up with something like that." (Accommodation and food services)

"The one thing that I don't agree with sometimes that the foreign worker rate I have to pay. I can pay a Canadian as long as it is a standard. I don't feel that we should have to pay a specific amount to a foreign worker versus to a Canadian worker any amount I want." (Accommodation and food services)

Workers Based Outside Fort McMurray

In order to assess the workers based outside Fort McMurray, employers were asked whether any of their workers were based in parts of the Regional Municipality of Wood Buffalo but outside Fort McMurray. Of the 117 employers surveyed, nine employers reported workers based in the rural areas. 107 employers reported that they did not have any workers based in rural parts of the municipality, and one employer was unsure.¹⁶

"Except for one person that lives in Fort McMurray the rest are based outside." (Mining, oil and gas)

"They are mostly in Cold Lake, our Fort McMurray sites won't be up until 2014." (Mining, oil and gas)

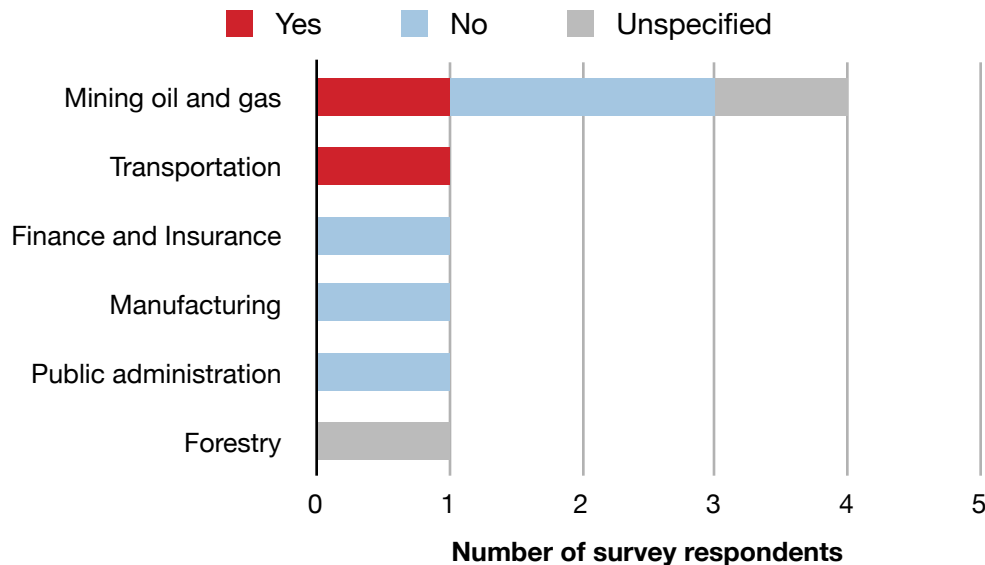
"When we hire during our winter seasons then yes, but currently we do not." (Forestry)

"Outside of Fort McMurray at Firebag" (Finance, insurance and real estate)

"[We have workers in] Fort Chipewan, Anzac, Conklin and Javier" (Public administration)

Of the nine employers who have a workforce based in rural Wood Buffalo, two indicated that there were differences in their HR practices between hiring in Fort McMurray compared to hiring outside Fort McMurray. Four respondents said there was no difference and two did not specify.

Figure 23: "Are there any differences in the HR practices between hiring in Fort McMurray versus outside Fort McMurray?"



¹⁶ Many employers volunteered comments about workers based outside of Fort McMurray and outside the Regional Municipality of Wood Buffalo; however that was not the purpose of this question. Workers were reported as based in Calgary, Red Deer and Edmonton as well as other parts of Alberta, Newfoundland, Ontario and the east coast in general, and in fact from all across the country. There were also workers based in the U.S. and the Philippines.

General Comments

At the end of the survey, respondents were asked if they had any general comments.

Some comments on the changes in the labour market overall:

"The cost of housing is prohibitive to people coming in. When you give those coming in help with housing, it is not fair for the ones here. For foreign workers, it is hard to get them through, the process is difficult and long. By the time you are through the process, the industry has changed, it is frustrating. The process of trying to get foreign workers [laid off] from other employers working for us is just as hard. They are laid off by others, but we still have to go through the application process for them to legally work for us." (Construction – residential)

"A lot of people are looking for work, and that gives the employer the opportunity for choice." (Retail)

"It is going to get very, very competitive and tight probably in the next six to twelve months. I believe we are back in tight markets again because of the market. We are not just going to hire just for the sake for hire, we are going to hire the right people and it is hard to find, so we have to go to foreign countries because the service is more positive and it helps the industry. It is a challenge." (Accommodation and food services)

"I think just with the recession it is not as much felt in Fort McMurray as it has been in other areas of the province. I find that in the last year and year and a half it has been more stable for me. Two years ago, I was hiring people continuously. Now, I have a stable staff base which is nice since there is so much training involved in child care." (Health care and social assistance)

"It is very competitive in Fort McMurray, it has changed a lot compared to before." (Mining, oil and gas)

"It's tough and everyone knows it will get worse." (Mining, oil and gas)

"Two years ago, there were more applicants and it was a better market. There is far less interest, with this last round of hirings. I am not sure if it is the time of year or the position. The first time I got 50-100 applicants and now only 15 applied and 4-5 are qualified." (Finance, insurance and real estate)

Some comments relating to recruitment and retention:

"It is very frustrating. I did an orientation with thirty people three weeks ago. Out of the thirty, twenty are still with us. Some of them leave the area and get a job onsite without telling us. We try to phone them and its hard to contact them. We hold these positions for them, not really knowing if these associates are coming back, and we follow our termination policies. Its just prolongs the inevitable, but we have to follow the guidelines. Turnovers are constant. Every day we are getting a letter from someone saying they are leaving." (Retail)

"Our biggest struggle is we have a lot of vacant positions. As long as we pay attention to retention issues, we can keep them from leaving to the plants. We gained ground when it was slow last winter, its just a matter of keeping them when things pick up." (Public administration)

"I just wish the mines didn't raid everyone so badly. It just seems that anyone that comes to Fort McMurray is to work in the mine site and the minute they get a chance they are gone. No matter what we do, we pay good but its not a mine job I guess. We can't afford the signing bonuses and stuff like that." (Transportation)

"Just general concern with next year in retaining and finding people." (Mining, oil and gas)

"Pretty much what is pulling from my industry is oil sands people wanting to work there on site." (Retail)

"The main thing is wages are very competitive up here. Finding good balance between wages and labour is needed. That is usually the main issue." (Accommodation and food services)

"The insurance industry tends to have an older workforce; generally everyone is in their forties and it is difficult to find brokers in Fort McMurray." (Finance, insurance and real estate)

"We aren't affected by the recruitment issues in the Fort McMurray area as much as other employers are. Recruitment there for us is mainly for entry level positions and we do not look for the specifically trained skills that other employers maybe look for." (Finance, insurance and real estate)

"I think in our industry, we do have a very specific target audience. We have a lot of recruitment and retention practices, we do a lot of targeted recruitment" (Health care and social assistance)

"Our work force is so small, and our manager has lived there for thirty years. He has done a good job of landing us people and with the internet advertising. We have tough times in temporary positions, but permanent positions we manage quite well." (Manufacturing)

"There seems to be a lot of people in the industry that are available to work in our areas." (Mining, oil and gas)

"For airport maintenance technicians, there are not too many people in the industry as a whole that have the proper training." (Transportation)

"Sometimes its not easy, but we are getting a lot of people applying. We have raised our standards. Hundreds are applying but they don't make it through the selection criteria online applications." (Transportation)

Appendix A: Survey Questions

1. Can you confirm the industry your organization belongs to?

Industry: _____

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

Total Full Time Part Time Comments

3. 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 Unsure Comments

4. 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

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

Yes No Unsure

(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

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

Larger Smaller Same size

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

Larger Smaller Same size

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

Yes No Unsure

(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

9. 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

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. Have you hired any temporary foreign workers?

- Yes, hired, No, not hired

If yes: How many worker have you hired?

Number of workers

What countries were they from?

Where the English speaking or not?

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

- Yes, No How many?

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

- Yes, No How many? From what countries?

Comments

12. 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

13. Are any of your workers based outside Fort McMurray?

- Yes No Unsure

(If yes, ask where and how many workers)

Are there any differences in the HR practices between hiring in Fort McMurray versus outside Fort McMurray?

- Yes No Unsure Comments

14. 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)¹⁷

Thank you for your time!

¹⁷ Note: 71 respondents provided their email address in order to find out about government services to help connect employers with job seekers.

Appendix B: Current Vacancies

For background information on this table, see **Figure 9**. 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
Senior Managers—Goods Production, Utilities, Transportation and Construction	0016	1
Human Resources Managers	0112	1
Sales, Marketing and Advertising Managers	0611	2
Construction Managers	0711	1
Manufacturing Managers	0911	2
Utilities Managers	0912	1
Financial Auditors and Accountants	1111	1
Property Administrators	1224	2
Bookkeepers	1231	1
Insurance Adjusters and Claims Examiners	1233	1
General Office Clerks	1411	8
Receptionists and Switchboard Operators	1414	3
Administrative Clerks	1441	2 & *
Shippers and Receivers	1471	3
Geological Engineers	2144	1
Chemical Technologists and Technicians	2211	4
Mechanical Engineering Technologists and Technicians	2232	*
Construction Estimators	2234	2
Electrical and Electronics Engineering Technologists and Technicians	2241	1
Electronic Service Technicians (Household and Business Equipment)	2242	5
Air Pilots, Flight Engineers and Flying Instructors	2271	2
Computer Network Technicians	2281	2
Licensed Practical Nurses	3233	14
Nurse Aides, Orderlies and Patient Service Associates	3413	1
College and Other Vocational Instructors	4131	1
Business Development Officers and Marketing Researchers and Consultants	4163	1

Occupation	NOC	Number of vacancies
Paralegal and Related Occupations	4211	2
Community and Social Service Workers	4212	1
Insurance Agents and Brokers	6231	1
Cooks	6242	4
Retail Salespersons and Sales Clerks	6421	32
Ticket Agents, Cargo Service Representatives and Related Clerks (Except Airline)	6434	1
Hotel Front Desk Clerks	6435	10
Food and Beverage Servers	6453	9
Visiting Homemakers, Housekeepers and Related Occupations	6471	3
Elementary and Secondary School Teacher Assistants	6472	1
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641	47
Security Guards and Related Occupations	6651	1
Light Duty Cleaners	6661	15
Janitors, Caretakers and Building Superintendents	6663	11
Other Elemental Service Occupations	6683	2
Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	7212	1
Contractors and Supervisors, Carpentry Trades	7215	1
Electricians (Except Industrial and Power System)	7241	20
Plumbers	7251	1
Sheet Metal Workers	7261	1
Insulators	7293	40
Heavy-Duty Equipment Mechanics	7312	8
Aircraft Mechanics and Aircraft Inspectors	7315	2
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	6
Stationary Engineers and Auxiliary Equipment Operators	7351	10
Truck Drivers	7411	23
Bus Drivers, Subway Operators and Other Transit Operators	7412	1
Taxi and Limousine Drivers and Chauffeurs	7413	*
Heavy Equipment Operators (Except Crane)	7421	*
Material Handlers	7452	2
Other Trades Helpers and Labourers	7612	*
Chemical Plant Machine Operators	9421	10
"Health Professionals," occupation not specified.	N/A	7
Total		336

* Occupation was identified as vacant but number of vacancies was not specified.

Appendix C: Positions Difficult to Fill

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.

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/unspecified
Telecommunication Carriers Managers	0131	1	1	1
Government Managers—Education Policy Development and Program Administration	0413	1		
Sales, Marketing and Advertising Managers	0611		1	
Retail Trade Managers	0632	1		
Restaurant and Food Service Managers	0631	1		
Accommodation Service Managers	0632	1		
Construction Managers	0711		1	
Primary Production Managers (Except Agriculture)	0811			1
Financial and Investment Analysts	1112	1		
Specialists in Human Resources	1121	1		
Receptionists and Switchboard Operators	1414	1	1	1
Administrative Clerks	1441			1
Storekeepers and Parts Clerks	1472	1		
Civil Engineers	2131	1	1	
Electrical and Electronics Engineers	2133		1	
Urban and Land Use Planners	2153			1
Land Surveyors	2154			1
Information Systems Analysts and Consultants	2171		1	
Chemical Technologists and Technicians	2211		1	
Civil Engineering Technologists and Technicians	2231			1
Mechanical Engineering Technologists and Technicians	2232		1	

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/ unspecified
Industrial Engineering and Manufacturing Technologists and Technicians	2233	1		
Electronic Service Technicians (Household and Business Equipment)	2242		1	
Industrial Instrument Technicians and Mechanics	2243	2		
Air Pilots, Flight Engineers and Flying Instructors	2271		1	
Audiologists and Speech-Language Pathologists	3141			2
Registered Nurses	3152	1		
Veterinary and Animal Health Technologists and Technicians	3213	1		
Respiratory Therapists, Clinical Perfusionists and Cardiopulmonary Technologists	3214			1
Dental Assistants	3411			1
College and Other Vocational Instructors	4131		1	
Family, Marriage and Other Related Counsellors	4153			1
Paralegal and Related Occupations	4211	1		
Community and Social Service Workers	4212			1
Insurance Agents and Brokers	6231	2		
Chefs	6241	1		
Cooks	6242	3		
Sales Representatives--Wholesale Trade (Non-Technical)	6411	1		1
Retail Salespersons and Sales Clerks	6421	2	1	
Ticket Agents, Cargo Service Representatives and Related Clerks (Except Airline)	6434	1		
Hotel Front Desk Clerks	6435			2
Food and Beverage Servers	6453	2		
Visiting Homemakers, Housekeepers and Related Occupations	6471	1		
Elementary and Secondary School Teacher Assistants	6472	2		
Cashiers	6611	1		
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641	4		1
Light Duty Cleaners	6661			1
Janitors, Caretakers and Building Superintendents	6663			2
Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	7212			1
Electricians (Except Industrial and Power System)	7241	2		
Electrical Power Line and Cable Workers	7244			1

Occupation	NOC	Open less than 3 months	Open more than 3 months	Unsure/ unspecified
Plumbers	7251		1	1
Sheet Metal Workers	7261			1
Carpenters	7271	1		
Insulators	7293	1		
Painters and Decorators	7294			1
Construction Millwrights and Industrial Mechanics (Except Textile)	7311	1		1
Heavy-Duty Equipment Mechanics	7312	2	1	1
Refrigeration and Air Conditioning Mechanics	7313		1	
Aircraft Mechanics and Aircraft Inspectors	7315		1	
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	1		
Tailors, Dressmakers, Furriers and Milliners	7342			1
Stationary Engineers and Auxiliary Equipment Operators	7351		1	
Truck Drivers	7411	1	2	
Taxi and Limousine Drivers and Chauffeurs	7413			1
Heavy Equipment Operators (Except Crane)	7421	1		1
Supervisors, Landscape and Horticulture	8256	1		
General Farm Workers	8431	1		
Chemical Plant Machine Operators	9421			1
Mechanical Assemblers and Inspectors	9486		1	
Other Labourers in Processing, Manufacturing and Utilities	9619	1		
Unspecified	N/A	1	1	3

Appendix D: Intended Hiring

For background information on this table, see **Figure 13**. 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	Unsure if FT or PT	Number not specified
Other Administrative Services Managers	0114	2			
Managers in Health Care	0311	1			
Retail Trade Managers	0621	1			
General Office Clerks	1411	1			
Records Management and Filing Clerks	1413		3		
Receptionists and Switchboard Operators	1414	2			
Administrative Clerks	1441	2			*
Geologists, Geochemists and Geophysicists	2113	30			
Engineers (not further specified)	Group 213 / 214				*
Civil Engineers	2131				*
Petroleum Engineers	2145	5			
Land Surveyors	2154	5			
Civil Engineering Technologists and Technicians	2231	5			*
Electronic Service Technicians (Household and Business Equipment)	2242	2			
Non-Destructive Testers and Inspectors	2261	55			
Physiotherapists	3142	1			
Other Technical Occupations in Therapy and Assessment	3235	1			
Lawyers and Quebec Notaries	4112	1			
Cooks	6242	7			
Retail Salespersons and Sales Clerks	6421	10	40		
Hotel Front Desk Clerks	6435				*

Occupational group	NOC	Full-time	Part-time	Unsure if FT or PT	Number not specified
Food and Beverage Servers	6453	8			*
Estheticians, Electrologists and Related Occupations	6482	1			
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641	94	50		
Light Duty Cleaners	6661				*
Janitors, Caretakers and Building Superintendents	6663			1	
Electricians (Except Industrial and Power System)	7241				*
Sheet Metal Workers	7261	1			
Steamfitters, Pipefitters and Sprinkler System Installers	7252				*
Painters and Decorators	7294	20			
Trades (not further specified)	Group 73			4	*
Refrigeration and Air Conditioning Mechanics	7313	1			
Aircraft Mechanics and Aircraft Inspectors	7315	2			
Tailors, Dressmakers, Furriers and Milliners	7342		1		
Truck Drivers	7411	28			*
Heavy Equipment Operators (Except Crane)	7421	29			*
Material Handlers	7452	1			
Construction Trades Helpers and Labourers	7611	1	2		
Other Trades Helpers and Labourers	7612				*
Oil and Gas Well Drilling Workers and Services Operators	8412	1			
Unspecified **				370	

* Number of positions / workers required in this occupation was not known or not specified.

** Occupation description was not provided or occupation description provided was not detailed enough for a 4 digit NOC code to be established. One employer in mining, oil and gas indicated a total of 200 workers over several occupations; another indicated an average of 50 new hires per month over the next three months and a retail employer indicated an additional 20 positions would be created.

Appendix E: Positions Difficult to Retain

For background information on this table, see **Figure 15**. 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
Retail Trade Managers	0621	1		
Financial Auditors and Accountants	1111	1		
Administrative Officers	1221	1		
General Office Clerks	1411	1		
Receptionists and Switchboard Operators	1414	3		
Shippers and Receivers	1471	1		
Occupation not specified to 4-digit level *	21	1		
Civil Engineers	2131	1		
Civil Engineering Technologists and Technicians	2231	1		
Industrial Instrument Technicians and Mechanics	2243	1		
Dental Assistants	3411	1		
Paralegal and Related Occupations	4211	1		
Coaches	5252	1		
Sales Representatives–Wholesale Trade (Non-Technical)	6411	1		
Retail Salespersons and Sales Clerks	6421	5	1	
Ticket Agents, Cargo Service Representatives and Related Clerks (Except Airline)	6434		1	
Hotel Front Desk Clerks	6435	4	1	
Food and Beverage Servers	6453	3		
Visiting Homemakers, Housekeepers and Related Occupations	6471	3		
Elementary and Secondary School Teacher Assistants	6472	1		
Estheticians, Electrologists and Related Occupations	6482	1		

Occupation	NOC	Full-time	Part-time	Either/Both
Cashiers	6611	1	2	
Food Counter Attendants, Kitchen Helpers and Related Occupations	6641	3		1
Light Duty Cleaners	6661	1		
Occupation not specified to 4-digit level *	73			1
Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	7212	1		
Electricians (Except Industrial and Power System)	7241	2		
Electrical Power Line and Cable Workers	7244	1		
Heavy-Duty Equipment Mechanics	7312	2		
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	7321	1		
Truck Drivers	7411	4		
Taxi and Limousine Drivers and Chauffeurs	7413	1		
Heavy Equipment Operators (Except Crane)	7421	1		
Material Handlers	7452	4	1	
Occupation not specified to 4-digit level *	76	1		
Construction Trades Helpers and Labourers	7611	1		
Other Trades Helpers and Labourers	7612	1		
Other Labourers in Processing, Manufacturing and Utilities	9619	1		

* Occupation description was not provided or occupation description provided was not detailed enough for a 4 digit NOC code to be established.