

Professional Workforce Scan

A multi-sector summary of employment trends across Alberta's north

2017





Introduction

The *2017 Workforce Scan* (Scan) is designed to identify fields of study in high demand as well as provide insight into recent hiring and retention experiences of employers across northern Alberta. To gather employer input, the Northern Alberta Development Council (NADC) distributed an online questionnaire between February and March 2017 and invited organizations from all industries in the region to participate. Responses are grouped by industry; there were a total of 204 respondents across 19 industries and of those respondents, 162 qualified and are included in the results.

The findings of the Scan offer a collection of workforce experiences across Alberta's north and provide preliminary insights to inspire more in-depth research. However, it is advised that the results of the Scan are not used to make inferences about, or generalize the employer population in the NADC region as the sample may not be representative.

About the Scan

The NADC has conducted scans of northern Alberta's workforce for over 20 years. The first Workforce Scan report was published in 1995 and since then the NADC has produced 10 versions on an approximate biennial basis. This scan has been expanded to capture additional information but reflects previous scan data to allow for ongoing comparisons of trends over time.

The objectives of the Scan are twofold. First, it develops insight into the needs and experiences of employers in northern Alberta in terms of recruiting and retaining employees in the region, with emphasis on recent graduates of post-secondary education programs. Secondly, it gathers industry specific input to help determine post-secondary program priorities for the NADC's annual selection of its bursary recipients. For more information about the NADC's bursary programs, click [here](#) or visit the NADC website: www.nadc.ca.

Method

To gather employer input, the NADC distributed an online questionnaire to organizations that operate within the NADC region. For more information about the NADC region click [here](#). An invitation to participate in the Scan and a link to the questionnaire was sent directly to over 600 contacts via e-mail. Participants were also encouraged to forward the link to their network of associates both within and outside their industry. Additionally, an invitation to participate and a link to the questionnaire were also posted on the NADC's social media accounts (i.e. Facebook and Twitter) and website. The questionnaire was released on February 8, 2017 and closed on March 13, 2017.

The NADC used a non-random method of sampling to gather information for the scan. Organizations were subjectively invited to participate in the scan and the results are reflective of the responses received. While they do not provide a statistical representation of the region, they do provide insight into the current needs of some employers and a basis for conducting future research.

The NADC analyses the data received through the work force scan in conjunction with industry profiles prepared by Alberta Labour. Sources are cited directly within each sector.

Structure of the Questionnaire

The Scan's questionnaire contained 22 questions, both closed- and open-ended, and was organized into the five following sections:

Section A collected general organizational information. In this section, respondents selected the industry that their organization best belonged to. Their selection determined the industry specific post-secondary education programs listed in Section E.

Section B collected information about the respondents' organizations' experiences in recruiting recent graduates to the northern Alberta region.

Section C collected information on the respondents' organizations' experiences in retaining employees in the northern Alberta region.

Section D collected information about the unique experiences the respondents' organizations face operating in northern Alberta.

Section E collected information on post-secondary education programs that are in-demand specific to the respondents' self-identified industry. It also collected information on what types of graduates respondents found hard-to-recruit.

A qualifying question preceded these sections to verify that the respondent was involved in the recruiting, hiring, training, and/or management of employees within their organization. If the respondent answered no, they were disqualified and asked to provide contact information for someone in their organization that did qualify.

Section A: Who responded?

In total, 204 respondents initiated the survey. Of those, **162 (79.41%) qualified** to participate as they self-identified as being involved in the recruiting, hiring, training, and/or management of employees within their organization. The remaining 42 respondents either did not complete the survey or were not the individual responsible for recruitment, hiring, training or management of employees within the organization they were representing.

Respondents held various positions within their organization. Respondents' positions ranged from administrators or human resources personnel to the owner, manager, or president of their organization, for example.

Table 1 Response by Industry Category

Industry Name	Number of Respondents	% of Respondents
Accommodation and Food Services	8	4.94%
Agricultural Production	8	4.94%
Business, Building and Support Services	1	0.62%
Construction	13	8.02%
Primary and Secondary Education	16	9.88%
Post-Secondary Education	6	3.70%
Forestry and Logging	8	4.94%
Finance, Insurance, Real Estate and Leasing	5	3.09%
Healthcare and Social Services	15	9.26%
Information, Culture and Recreation	5	3.09%
Manufacturing	6	3.70%
Mining, Oil and Gas Extraction	5	3.09%
Other Services	11	6.79%
Professional, Scientific and Technical Services	8	4.94%
Public Administration	32	19.75%
Retail	4	2.47%
Transportation and Warehousing	7	4.32%
Utilities	3	1.85%
Wholesale Trade	1	0.62%
Total	162	100%

Respondents self-selected the industry that their organization best belonged to and represented industries across the Alberta economy. Table 1 illustrates the response break down by industry category. Public Administration; Primary and Secondary Education; and Health Care and Social Services had the highest response rates. Industries with five or more responses have an industry specific summary. Therefore, there are no summaries available for the Business, Building, and Support Services; Utilities; and Wholesale Trade industries. The industry categories are based on the distinction put forth by Alberta Labour (click [here](#) to access the industry profiles).

Respondents represented various organization types. Of the respondents, 42.59% identified as representing a private for-profit organization; 19.14% identified as representing a municipal public organization; 17.28% identified as representing a federal or provincial public organization; 10.49% identified as representing a private not-for-profit organization; 6.17% identified as representing a First Nation or Métis organization; and 4.32% identified as representing another type of organization.

The respondents indicated that their organizations employ people all across the NADC region, having every county and municipality in the NADC represented. The County of Grande Prairie had the most representation, with 26.54% of respondents indicating that their organization's employees operate there. Whereas, Woodlands County had the lowest representation with 10.49% of respondents indicating that their organizations' employees operate in that area.

The majority of respondents represented small-sized organizations. Just over half of the respondents represented organizations that employ 1 to 50 employees (50.62%) and about one fifth of respondents represented large organizations with over 200 employees (21.60% of respondents).

Most of the respondents presented organizations that solely operated within the NADC region. The vast majority of respondents indicated that the between 76 to 100% of their organizations' employees operate in the NADC region (81.48% of respondents).

Section B: What did respondents say about hiring new employees in the NADC region?

Respondents saw educational background as being important in their hiring decisions. When asked to rate the importance of an applicant's educational background to their organization when hiring a new employee in the NADC region on a scale of 1 (not at all important) to 5 (extremely important), on average respondents gave a rating of 3.59. That is, respondents indicated educational background was between moderately and very important.

However, respondents indicated that their organization looks for more than just education. In an open-ended question, respondents most commonly stated that they also look for **experience**,

communication/interpersonal skills, and certifications when hiring new employees to positions located in northern Alberta.

Most respondents had a neutral or positive outlook on the probability their organizations would hire new graduates in the near future. When asked what the likelihood of their organization hiring recent graduates to positions based in northern Alberta within the next two years on a scale of 1 (extremely unlikely) to 5 (extremely likely), respondents gave an average rating of 3.83. That is, respondents indicated the likelihood was between neutral and likely.

Increased competition was the most common factor seen as impacting their organization's ability to hire recent graduates in northern Alberta within the next two years. Just over 20% of respondents selected that factor.

Many respondents indicated the dominant method to advertise positions based in northern Alberta was online; however, more informal methods are still used. Respondents identified the top recruitment strategies used by their organization as: their organization's website (66.67% of respondents); online job banks (58.64% of respondents); and word-of-mouth (49.38% of respondents).

Seventy-one percent of respondents indicated that their organization has experienced challenges in hiring qualified employees to positions based in northern Alberta. Those respondents indicated that the primary factor influencing their organization's challenge in hiring qualified employees in northern Alberta is rural and/or remote location (40.64% of respondents).

Section C: What did respondents say about retaining employees in the NADC region?

On average, respondents indicated retaining employees in the region as neutral or difficult. When asked to describe their organization's experience in retaining employees in northern Alberta with the skill sets needed on a scale of 1 (very difficult) to 5 (very easy), respondents on average rated it as a 2.91. That is, between difficult and neutral.

The most **common factors respondents stated that impacted their organization's ability to retain employees in northern Alberta**, in an open-ended question, were: **wages, competition, location, and work environment.**

Nearly 60% of respondents indicated that their organization offers incentives and/or benefits to retain employees located in northern Alberta. Of those respondents' organizations, the most common incentives and/or benefits offered were **competitive benefits** (66.32% of those

respondents), **training opportunities** (65.26% of those respondents), and **increased salary/wages** (48.42% of those respondents).

Section D: What can respondents share with the NADC related to this survey and potential additional resources, reports or studies for future use.

Responses analysed for use in future Scans.

Section E: What did respondents say about the demand for, and difficulty-to-recruit, graduates from different post-secondary education programs?

Respondents were asked to consider the demand for employees trained in industry-specific post-secondary education programs by their organization and/or similar organizations within the next two years. They were then asked to indicate the level of demand for graduates from each program on a scale of 1 (no demand) to 5 (high demand) and were also given the option of selecting “not applicable”. Across all industries, respondents indicated that **the top in-demand post-secondary education programs** are:

Journeyman in Heavy Equipment Technology	Degree in Adult Education
Journeyman in Plumber	Degree in Social Work/Welfare - General
Diploma in Water and Wastewater Treatment	Degree in Forest Management
Diploma in Applied Banking and Business	Degree in Arts
Journeyman in Automotive Service Technology	Degree in Biological Sciences
Diploma in Heavy Equipment Technology	Degree in Chemical Engineering

Respondents were also asked to indicate what programs they saw as having graduates that were hard-to-recruit. Across all industries, respondents indicated that **the top post-secondary education programs that had graduates that were hard-to-recruit** are:

Degree in French – Elementary	Degree in Forest Management
Degree in French – Secondary	Certificate in Addictions Counseling
Diploma in Water and Wastewater Treatment	Diploma in Forest Technology
Degree in Water and Wastewater Treatment	Master in Counseling
Master in Speech Language Pathology	Degree in Native Studies
Diploma in Educational Assistant	Master in Business Administration
Degree in Education – Elementary	Diploma in Aboriginal Administration
Degree in Education – Secondary	

2017 WORKFORCE SCAN RESULTS

Alberta's **ACCOMODATION AND FOOD SERVICES INDUSTRY** is inclusive of establishments that provide short-term lodging and complementary services, such as motels and resorts and prepare food and beverages to order for immediate consumption¹. Of the total respondents, **eight** self-identified as belonging to this industry.

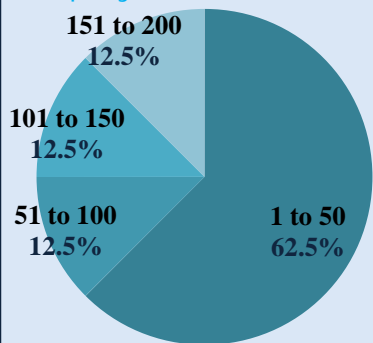
Respondents held various **position titles**.

Operator
Human Resources Manager
Director of Meat Inspection
General Manager
Human Resources Area Director

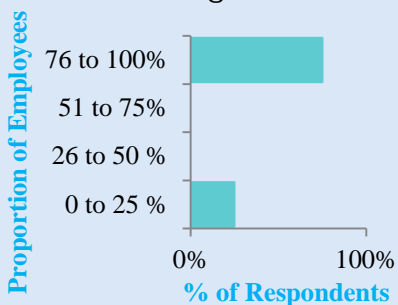
Respondents represented two **organization types**.

87.5% Private for-profit
0% Private not for-profit
12.5% Public (federal or provincial)
0% Public (municipal)
0% First Nation or Métis Organization
0% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Perspectives on Hiring in the NADC Region

100% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **somewhat** or **moderately important** when hiring a new employee to a position based in northern Alberta.

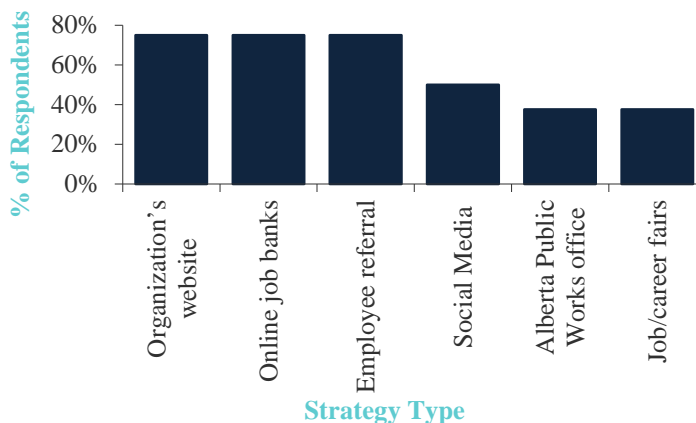


Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

RELIABLE (37.5% of respondents) **PERSONALITY** (37.5% of respondents) **CUSTOMER SERVICE** (25% of respondents)

75% of respondents indicated that it is either **likely** or **extremely likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



87.5% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

6/7 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees were either **CANDIDATES' EXPECTED WAGE LEVEL IS TOO HIGH** or **RURAL AND/OR REMOTE LOCATION**.

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Bonneyville
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lesser Slave River
- Mackenzie County
- M.D. of Peace
- Regional Municipality of Wood Buffalo
- Saddle Hills County
- County of St. Paul
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Diploma in Hospitality Management
2. Degree in Hospitality Management
3. Diploma in Tourism and Hospitality
4. Apprentice in Commercial Cook
5. Certificate in Office Administration
6. Journeyman in Commercial Cook
7. Diploma in Business Administration
8. Diploma in Commercial Cook
9. Certificate in Business Administration
10. Diploma in Tourism and Marketing

n = 7

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Tourism and Hospitality
2. Diploma in Hospitality Management*
3. Degree in Hospitality Management*
4. Certificate in Office Administration*
5. Diploma in Business Administration*
6. Certificate in Business Administration*
7. Diploma in Tourism and Marketing*
8. Degree in Human Resources Management*
9. Diploma in Human Resources Management*
10. Diploma in Accounting*

* These programs, and others, received the same score.

n = 7

Perspectives on Retaining Employees in the NADC Region

85.7% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult**. n = 7

The TOP THREE FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

ECONOMY

(42.8% of respondents)

WAGES

(42.8% of respondents)

UNQUALIFIED EMPLOYEES

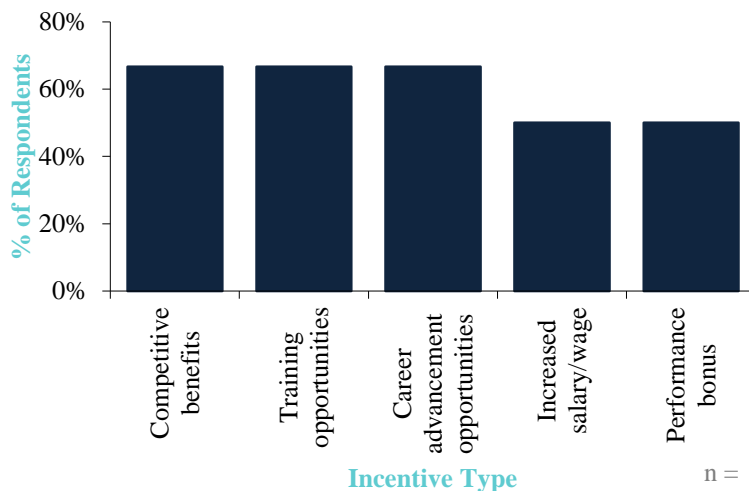
(28.5% of respondents)

n = 7

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

85.7% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

n = 7



RESPONDENTS DID NOT INDICATE OTHER INCENTIVES USED TO RETAIN EMPLOYEES IN NORTHERN ALBERTA.

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	40.6%
25-54 years	50.6%
55 years and over	8.8%

Industry Gender Characteristics³



Women account for 57.4% of total



= employment in this industry and men account for 42.5%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 15.65

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Accommodation and Food Services Industry. Accessed on April 1, 2017. Retrieved from:

<https://work.alberta.ca/documents/industry-profile-accommodation-and-food-services.pdf>.

² ibid.

³ ibid.

⁴ ibid.

Alberta's **EDUCATION SERVICE INDUSTRY** is inclusive of establishments including: public and private schools, colleges, universities and training centers; instructional and training services; and related support services to students¹. This summary is specific to **POST-SECONDARY EDUCATION SERVICES**. Of the total respondents, **six** self-identified as belonging to this sub-industry.

Respondents held various **position titles**.

DIRECTOR Assistant Director
President & CEO of Human Resources
Business Development officer Director of Programs and Research officer

Perspectives on Hiring in the NADC Region

66.7% of respondents indicated that **EDUCATIONAL BACKGROUND** is **extremely important** when hiring a new employee to a position based in northern Alberta.



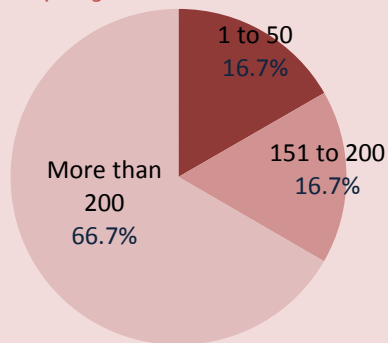
Respondents represented two **organization types**.

- 0% Private for-profit
- 0% Private not for-profit
- 83.3% Public (federal or provincial)
- 0% Public (municipal)
- 16.7% First Nation or Métis Organization
- 0% Other

Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

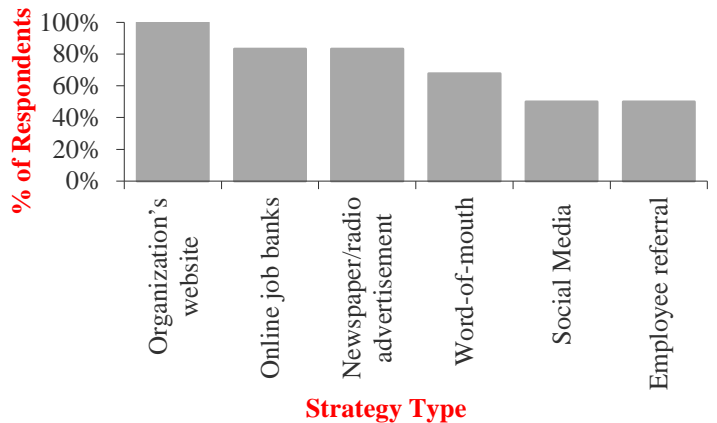
- RELEVANT EXPERIENCE**
(50% of respondents)
- INDIGENOUS COMMUNITY EXPERIENCE**
(33.3% of respondents)
- COMMUNICATION SKILLS**
(33.3% of respondents)

The **size** of the respondents' organizations varied in terms of **number of employees**.



100% of respondents indicated that it is **likely** or **extremely likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES

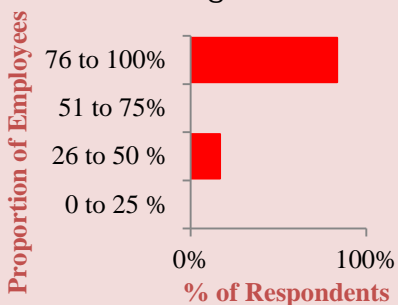


83.3% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Almost 3/5 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees is **RURAL AND/OR REMOTE LOCATION**.

Another top factor identified was **CANDIDATES' EXPECTED WAGE LEVEL IS TOO HIGH** (40% of those respondents).

Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- Mackenzie County
- M.D. of Big Lakes
- Northern Lights County
- Birch Hills County
- Northern Sunrise County
- M.D. of Bonneyville
- M.D. of Opportunity
- M.D. of Fairview
- M.D. of Peace
- County of Grande Prairie
- M.D. Saddle Hills County
- M.D. of Greenview
- M.D. Smoky River
- M.D. of Lesser Slave River

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Master in Agriculture
2. Certificate in Digital and Interactive Media Design
3. Degree in Biological Sciences*
4. Degree in Business Management – Agriculture*
5. Degree in Computer Graphics Design
6. Diploma in Business Administration
7. Diploma in Public Administration
8. Degree in Adult Education*
9. Degree in Commerce*
10. PhD in Computer Science*

n = 5

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Public Administration*
2. Degree in Public Relations*
3. Certificate in Digital and Interactive Media Design*
4. Master in Electrical/Electronic Engineering*
5. Diploma in Computer Programming and Software*
6. Degree in Computer Science*
7. Diploma in Public Relations*
8. Degree in Social Science*
9. Master in Social Work/Services - Aboriginal Specialization*
10. Degree in Human Resources Management*

n = 5

* These programs, and others, received the same score.

Perspectives on Retaining Employees in the NADC Region

33.3% of respondents described their experience

RETAINING EMPLOYEES in northern Alberta as **neutral**.

The **TOP THREE FACTORS** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

OPPORTUNITY

(50% of respondents)

LOCATION

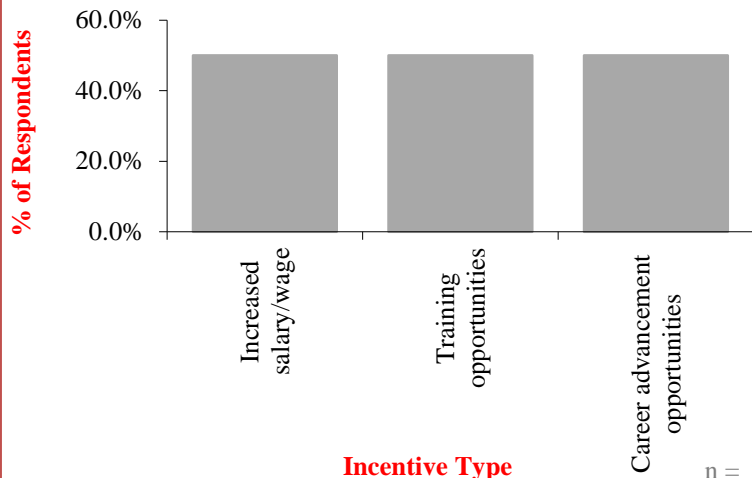
(33.3% of respondents)

QUALITY OF LIFE

(33.3% of respondents)

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

33.3% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



RESPONDENTS DID NOT INDICATE OTHER INCENTIVES USED TO RETAIN EMPLOYEES IN NORTHERN ALBERTA.

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	8.6%
25-54 years	72.0%
55 years and over	19.4%

Industry Gender Characteristics³



Women account for **68.7%** of total

= employment in this industry and men account for **31.3%**.



Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 33.92

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Education Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-educational-services.pdf>.

² *ibid.*

³ *ibid.*

⁴ *ibid.*

2017 WORKFORCE SCAN RESULTS

Alberta's **AGRICULTURAL INDUSTRY** is inclusive of establishments or services that include: crop production, animal production or aquaculture; fishing, hunting, and trapping activities; and agricultural support services for crop and animal production¹. Of the total respondents, **eight** self-identified as belonging to this industry.

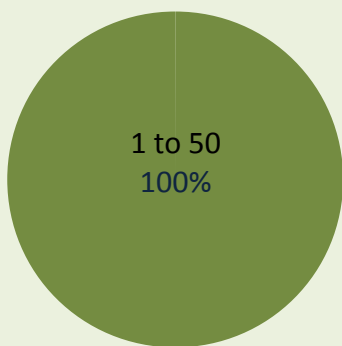
Respondents held various **position titles**.

- Operations Manager
- Assistant Research Coordinator
- Manager
- General Manager
- President
- Officer-in-Charge

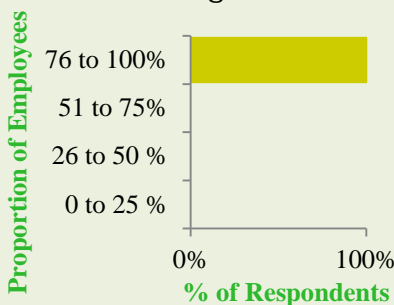
Respondents represented various **organization types**.

- 50% Private for-profit
- 37.5% Private not for-profit
- 12.5% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 0% Other

The respondents' organization **size** was the same in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Perspectives on Hiring in the NADC Region

75% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.

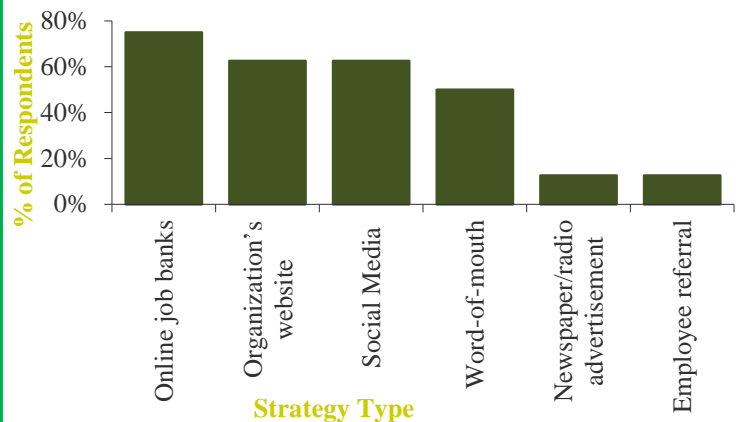


Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

- AGRICULTURAL EXPERIENCE** (37.5% of respondents)
- EQUIPMENT EXPERIENCE** (37.5% of respondents)
- INTERPERSONAL SKILLS** (25% of respondents)

75% of respondents indicated that it is either **likely** or **extremely likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



62.5% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Of those respondents, **FOUR** indicated that the primary factors impacting their organization's ability to hire qualified employees were either

- CANDIDATES' EXPECTED WAGE LEVEL IS TOO HIGH**
- CANDIDATES LACK RELEVANT EXPERIENCE**
- COMPETITION FOR WORKERS**
- RURAL AND/OR REMOTE LOCATION**

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- M.D. of Big Lakes
- Birch Hills County
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- Mackenzie County
- County of Northern Lights
- Northern Sunrise County
- M.D. of Peace
- Saddle Hills County
- M.D. of Smoky River
- M.D. of Spirit River

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Certificate in Farrier Studies
2. Degree in Biological Sciences
3. Certificate in Business Administration
4. Certificate in Heavy Equipment Operator
5. Degree in Human Resources Management
6. Certificate in Machinist
7. Diploma in Business Administration
8. Diploma in Chemical Engineering Technology
9. Apprentice in Heavy Equipment Technology
10. Diploma in Agricultural Production*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Degree in Biological Sciences*
2. Certificate in Business Administration*
3. Certificate in Heavy Equipment Operator*
4. Certificate in Machinist*
5. Certificate in Farrier Studies*
6. Apprentice in Agricultural Mechanic*
7. Degree in Human Resources Management*
8. Diploma in Business Management*
9. Diploma Agri-business*
10. Certificate in Beekeeper Technology*

* These programs, and others, received the same score.

Perspectives on Retaining Employees in the NADC Region

50% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral** or **difficult**.

The **TOP TWO FACTORS** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

COMPETITION

(42.8% of respondents)

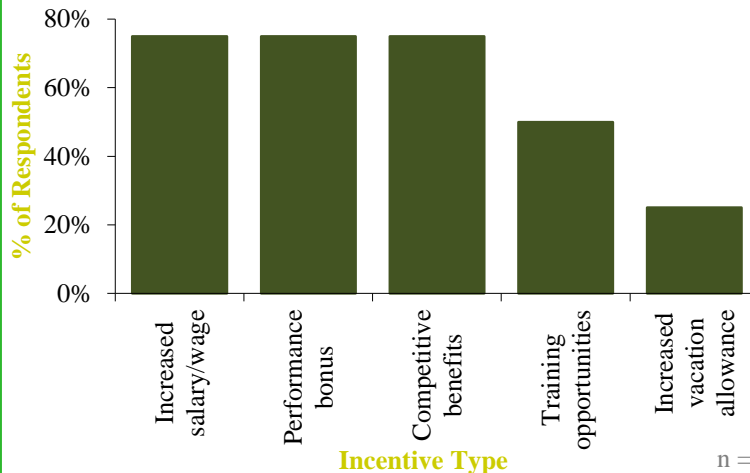
LOCATION

(28.5% of respondents)

n = 7

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

50% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

HOUSING BENEFIT

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	12.6%
25-54 years	45.1%
55 years and over	42.3%

Industry Gender Characteristics³



Women account for **24.6%** of total = employment in this industry and men account for **75.6%**.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 20.57

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Agricultural Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-agriculture.pdf>

² ibid.

³ ibid.

⁴ ibid.

Alberta's **HEALTH CARE AND SOCIAL ASSISTANCE INDUSTRY** is inclusive of establishments such as: hospitals, nursing and residential care facilities and out-patient care centers; offices of health practitioners; and medial and diagnostic laboratories. This industry also includes services such as: home health care; ambulance; social assistance; community food; housing; emergency and relief; vocational rehabilitation; and daycare¹. Of the total respondents, **15** self-identified as belonging to this industry.

Perspectives on Hiring in the NADC Region

73.3% of respondents indicated that **EDUCATIONAL BACKGROUND** is **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are: n = 14

RELEVANT EXPERIENCE (21.4% of respondents)	AWARENESS OF INDIGENOUS ISSUES (21.4% of respondents)	MENTAL HEALTH TRAINING (21.4% of respondents)
--	---	---

53.3% of respondents indicated that it is **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



66.7% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

1/2 of those respondents indicated that the primary factor impacting their organization's ability to hire qualified employees is **RURAL AND/OR REMOTE LOCATION**.

Another top factor identified was that **CANDIDATES LACK BUSINESS KNOWLEDGE OR FORMAL QUALIFICATIONS** (20% of those respondents).

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Big Lakes
- Birch Hills County
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lac La Biche
- M.D. of Lesser Slave River
- Mackenzie County
- Northern Lights County
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Regional Municipality of Wood Buffalo
- Saddle Hills County
- M.D. Smoky River
- M.D. Spirit River
- County of St. Paul
- Woodlands County

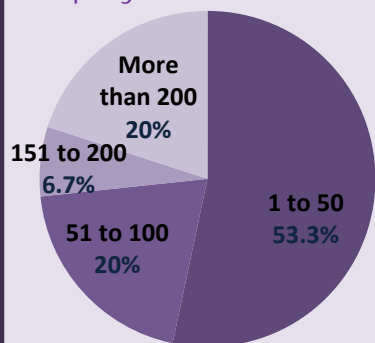
Respondents held various **position titles**.

- Human Resources Administrator
- CEO
- Mental Health Coordinator
- Program Manager
- Executive Director
- Practical Nurse
- Program Lead
- Talent Acquisition Advisor

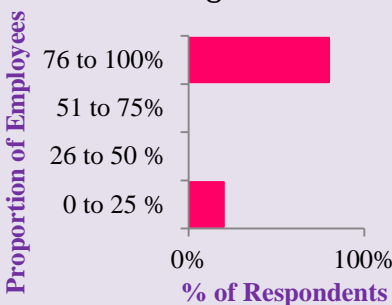
Respondents represented various **organization types**.

- 33.3% Private not-for-profit
- 20% Private for-profit
- 13.3% Public (federal or provincial)
- 13.3% Public (municipal)
- 6.7% First Nation or Métis Organization
- 0% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



Respondents indicated the following **proportion** of their organizations' employees operate in the NADC region:



TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Master in Social Work/Welfare - General
2. Diploma in Human Resources Management
3. Diploma in Sport and Exercise Medicine
4. Certificate in Business Administration
5. Master in Audiology*
6. Degree in Dental Hygiene*
7. Diploma in Nuclear Medical Technology*
8. Master in Public Administration*
9. Master in Social Work/Services – Aboriginal Specialization*
10. Diploma in Therapy Assistant

n = 11

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Certificate in Business Administration
2. Master in Social Work/Welfare - General
3. Diploma in Human Resources Management
4. Master in Speech Language Pathology
5. Certificate in Dental Assistant
6. Certificate in Unit Clerk
7. Degree in Pharmacy
8. Diploma in Sport and Exercise Medicine
9. Degree in Dental Hygiene
10. Master in Social Work/Services - Aboriginal Specialization

* Program did not received a unique score.

n = 11

Perspectives on Retaining Employees in the NADC Region

78.6% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult** or **neutral**.

The TOP THREE FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

LOCATION

(46.2% of respondents)

WAGES

(30.8% of respondents)

LACK OF FUNDING

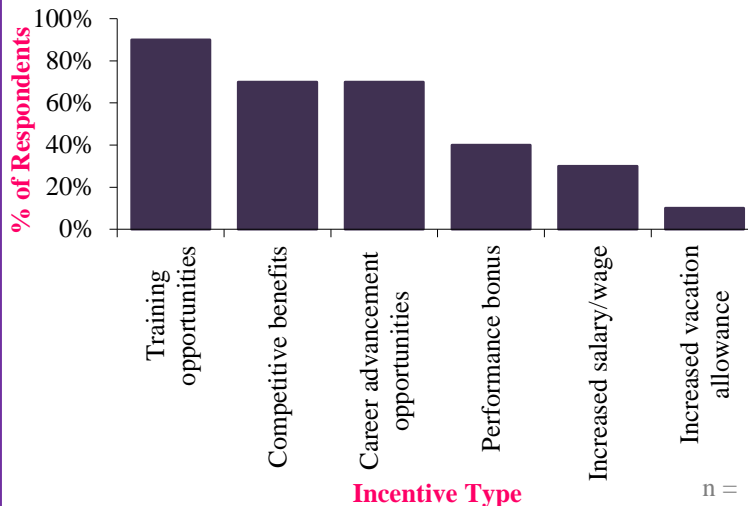
(7.7% of respondents)

n = 13

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

71.4% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

n = 14



OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

**RETENTION BONUS | NORTHERN LIVING ALLOWANCE
NADC PARTNERSHIP BURSARY**

n = 5

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	8.7%
25-54 years	72.8%
55 years and over	18.4%

Industry Gender Characteristics³



Women account for 83.0% of total



= employment in this industry and men account for 17.0%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 30.99

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Health Care and Social Assistance Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-health-care-and-social-assistance.pdf>.

² ibid.

³ ibid.

⁴ ibid.

2017 WORKFORCE SCAN RESULTS

Alberta's **CONSTRUCTION INDUSTRY** is inclusive of establishments that: construct, repair or renovate residential buildings, commercial and/or industrial buildings; perform engineering works; and subdivide and develop land¹. Of the total respondents, **13** self-identified as belonging to this industry.

Respondents held various **position titles**.

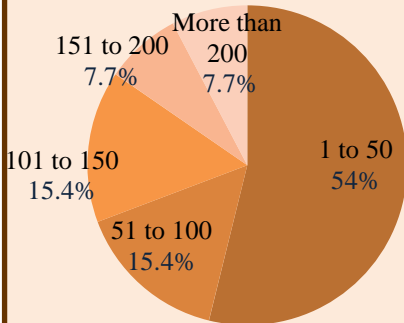
Project Coordinator
CEO
General Manager
 Human Resources Manager
 Recruitment Assistant
 Sales Manager
President

Controller
 Administration
 Office

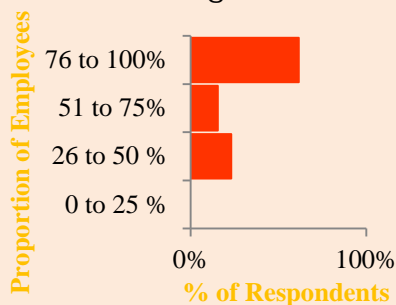
Respondents represented various **organization types**.

77% Private for-profit
7.7% Private not for-profit
7.7% Public (federal or provincial)
0% Public (municipal)
0% First Nation or Métis Organization
7.7% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Perspectives on Hiring in the NADC Region

71.4% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

CERTIFICATES / TRADE TICKETS
 (53.8% of respondents)

EXPERIENCE
 (38.5% of respondents)

DRIVER'S LICENSE AND SKILL
 (30.8% of respondents)

38.5% of respondents indicated that it is either **neutral** or **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.



77.9% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

1/5 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees was **CANDIDATES LACK RELEVANT EXPERIENCE**.

Another top factor identified was that **CANDIDATES LACK "HARD" / TECHNICAL SKILLS** (30% of those respondents).

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Big Lakes
- Birch Hills County
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lac La Biche
- M.D. of Lesser Slave River
- Mackenzie County
- Northern Lights County
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Regional Municipality of Wood Buffalo
- M.D. Saddle Hills County
- M.D. Smoky River
- M.D. Spirit River
- County of St. Paul
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Apprentice in Plumber
2. Diploma in Civil Engineering Technology
3. Journeyman in Electrician
4. Diploma in Water and Wastewater Treatment
5. Degree in Exploration Geophysics
6. Apprentice in Millwright
7. Journeyman in Gas Fitter First Class
8. Diploma in Telecommunications Engineer Technology
9. Degree in Environmental Engineering
10. PhD in Computer Science*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Computer Systems Analyst*
2. Diploma in Construction Engineering*
3. Journeyman in Electrician*
4. Journeyman in Gas Fitter First Class*
5. PhD in Engineering*
6. Apprentice in Iron Worker*
7. Journeyman in Welding*
8. Certificate in Emergency Medical Responder*
9. Certificate in Heavy Equipment Operator*
10. Certificate in Machinist*

* These programs, and others, received the same score.

Perspectives on Retaining Employees in the NADC Region

61.5% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral**.

The TOP TWO FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

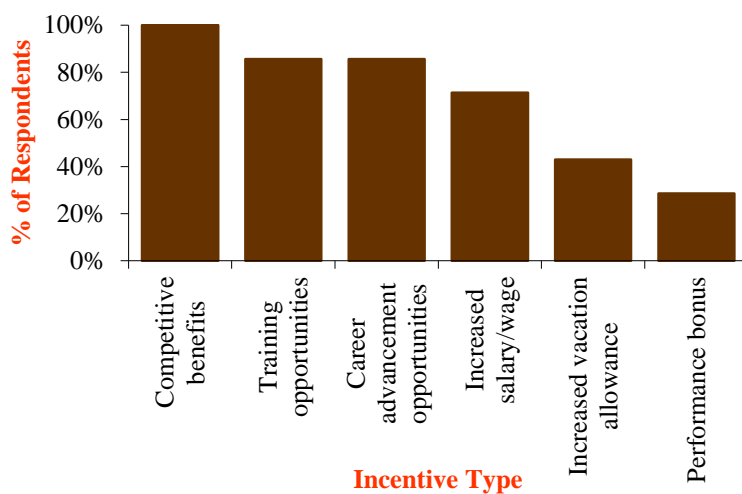
OIL & GAS SECTOR COMPETITION

(40% of respondents)

LOCATION

(30% of respondents) n = 10

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



53.9% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

REDUCED TAXATION | NORTHERN ALLOWANCE TRAVEL ALLOWANCE | RRSP MATCHING PLANS

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	11.8%
25-54 years	72.1%
55 years and over	16.1%

Industry Gender Characteristics³



Women account for 12.8% of total employment in this industry and men account for 87.2%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 33.43

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Construction Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-construction.pdf>.

² ibid.

³ ibid.

⁴ ibid.

2017 WORKFORCE SCAN RESULTS

Alberta's **EDUCATION SERVICE INDUSTRY** is inclusive of establishments including: public and private schools, colleges, universities and training centers; instructional and training services; and related support services to students¹. This summary is specific to **PRIMARY AND SECONDARY EDUCATION SERVICES**. Of the total respondents, 16 self-identified as belonging to this sub-industry.

Respondents held various **position titles**.

Assistant Superintendent
 Education Director **Secretary – Regional Manager**
Treasurer
SUPERINTENDENT
 Chief Human Resources
 Deputy Coordinator **Executive Director**
 Superintendent

Perspectives on Hiring in the NADC Region

100% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **very** or **extremely important** when hiring a new employee to a position based in northern Alberta.



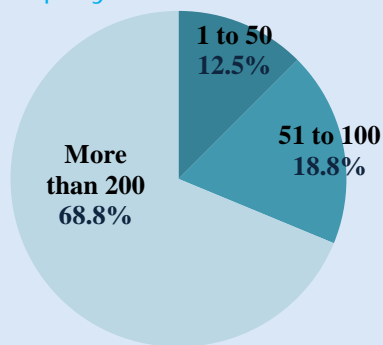
Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

FLEXIBLE / ADAPTABLE (30.8% of respondents) **EXPERIENCE** (23.1% of respondents) **INTERPERSONAL SKILLS** (23.1% of respondents) n = 13

Respondents represented various **organization types**.

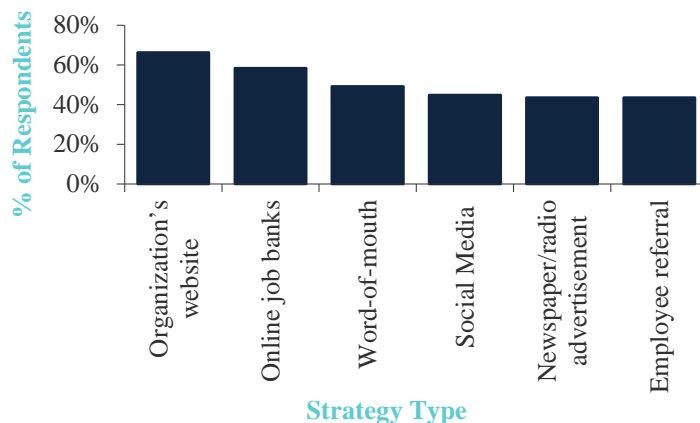
6.3% Private for-profit
 0% Private not for-profit
 75% Public (federal or provincial)
 6.3% Public (municipal)
 6.3% First Nation or Métis Organization
 6.3% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



75% of respondents indicated that it is **extremely likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES

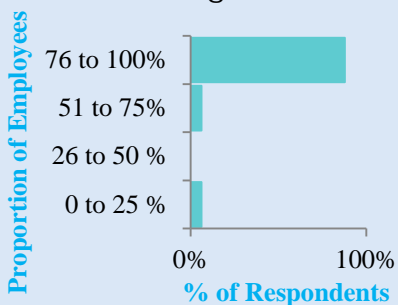


81.3% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Almost 2/3 of those respondents indicated that the primary factor impacting their organization's ability to hire qualified employees was **RURAL AND/OR REMOTE LOCATION**.

Another top factor identified was **COMPETITION FOR WORKERS** (38.5% of those respondents).

Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Lesser Slave River
- M.D. Saddle Hills County
- M.D. of Big Lakes
- Mackenzie County
- M.D. Spirit River
- Birch Hills County
- Northern Lights County
- M.D. Smoky River
- M.D. of Bonneyville
- Northern Sunrise County
- Woodlands County
- Clear Hills County
- M.D. of Opportunity
- M.D. of Fairview
- M.D. of Peace
- County of Grande Prairie
- Regional Municipality of Wood Buffalo
- M.D. of Greenview

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Degree in Psychology*
2. Degree in Public Relations*
3. Degree in Fine Art
4. PhD in Computer Science
5. Degree in Human Resources Management*
6. Degree in Journalism*
7. Degree in French – Secondary*
8. Degree in Geography*
9. Degree in Library Studies*
10. Degree in English*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Degree in Psychology*
2. Degree in Public Relations*
3. PhD in Computer Science*
4. Degree in Journalism*
5. Degree in French - Secondary*
6. Degree in Geography*
7. Degree in Education - Elementary*
8. Diploma in Library Studies*
9. Degree in Human Resources Management*
10. Degree in Library Studies*

* These programs, and others, received the same score.

Perspectives on Retaining Employees in the NADC Region

37.5% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral**.

The **TOP THREE FACTORS** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

LOCATION

(73.3% of respondents)

WORK ENVIRONMENT

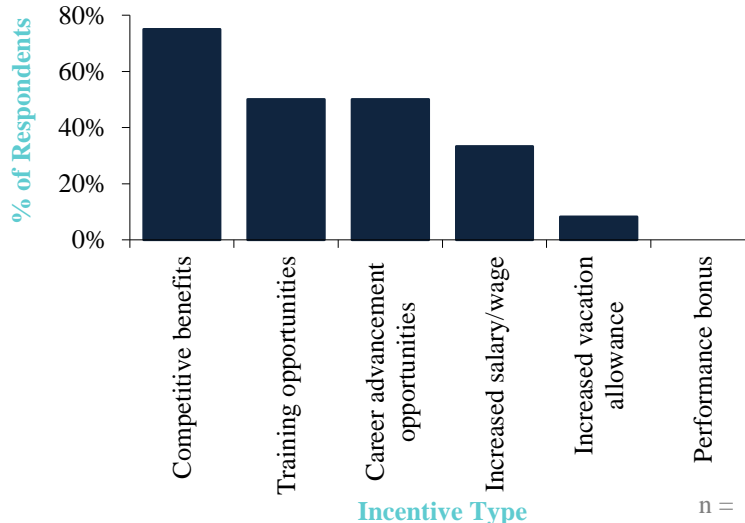
(26.7% of respondents)

AFFORDABLE HOUSING

(13.3% of respondents)

n = 15

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



75% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

HOUSING BENEFITS | MOVING ALLOWANCE
PROFESSIONAL DEVELOPMENT | BURSARIES
MENTORSHIP SUPPORT | PENSION BENEFITS

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	8.6%
25-54 years	72.0%
55 years and over	19.4%

Industry Gender Characteristics³



Women account for **68.7%** of total



= employment in this industry and men account for **31.3%**.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 33.92

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Education Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-educational-services.pdf>.

² *ibid.*

³ *ibid.*

⁴ *ibid.*

Alberta's **MANUFACTURING INDUSTRY** is inclusive of establishments that manufacture: food, beverage and tobacco products; textiles and clothing; petroleum and coal products; chemical, plastics, and rubber; computer and electronic product; and other materials¹. Of the total respondents, **six** self-identified as belonging to this sub-industry.

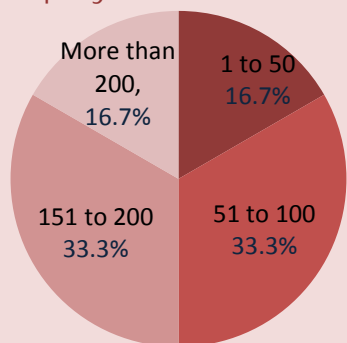
Respondents held various **position titles**.

Owner
General Manager
Supervisor
Engineer
Safety Resource

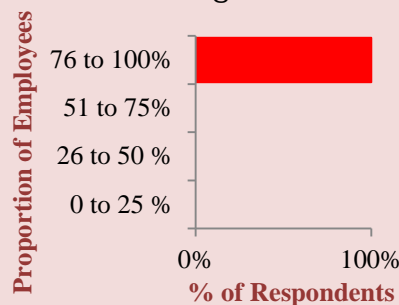
Respondents represented various **organization types**.

- 0% Private for-profit
- 83.3% Private not for-profit
- 0% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 16.7% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Perspectives on Hiring in the NADC Region

83.3% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.

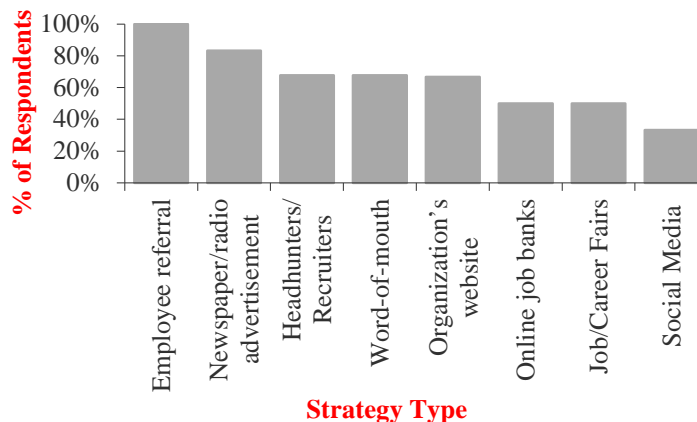


Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

- EXPERIENCE**
(50% of respondents)
- MECHANICAL APTITUDE**
(33.33% of respondents)
- TEAMWORK**
(33.33% of respondents)

66.7% of respondents indicated that it is **extremely likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



33.3% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Those respondents indicated that the primary factor impacting their organization's ability to hire qualified employees was either

- RURAL AND/OR REMOTE LOCATION**
- OR
- CANDIDATES' EXPECTED WAGE IS TOO HIGH**

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- Northern Sunrise County
- M.D. of Big Lakes
- M.D. of Opportunity
- Birch Hills County
- M.D. of Peace
- M.D. of Fairview
- M.D. Smoky River
- M.D. of Greenview
- M.D. Spirit River
- M.D. of Lesser Slave River
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Certificate in Heavy Equipment Operator
2. Diploma in Accounting*
3. Certificate in Machinist*
4. Journeyman in Millwright*
5. Degree in Science*
6. Diploma in Agri-Business*
7. Diploma in Applied Banking and Business*
8. Diploma in Communication Technology*
9. Diploma in Construction Engineering*
10. Diploma in Human Resources Management*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Apprentice in Machinist*
2. Certificate in Automotive Technology*
3. Certificate in Business Administration*
4. Degree in Civil Engineering*
5. Certificate in Digital and Interactive Media Design*
6. Certificate in Heavy Equipment Operator*
7. Diploma in Accounting*
8. Certificate in Machinist*
9. Journeyman in Millwright*
10. Degree in Science*

* These programs, and others, received the same score.

Perspectives on Retaining Employees in the NADC Region

60% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral** or **easy**.^{n = 5}

The **TOP FACTOR** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

GOOD WORK ENVIRONMENT / CULTURE

(50% of respondents)

n = 4

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	7.4%
25-54 years	74.1%
55 years and over	18.5%

Industry Gender Characteristics³



Women account for 24.4% of total = employment in this industry and men account for 75.6%.



Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 30.81

Sources

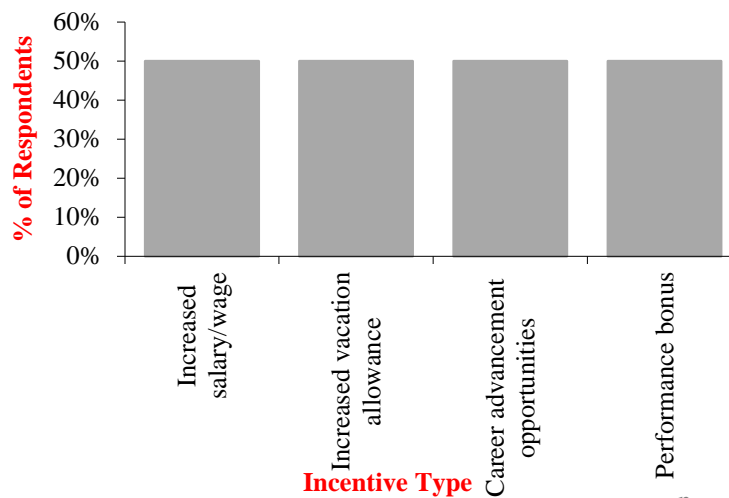
¹ Government of Alberta. 2017. Industry Profiles 2017 – Manufacturing Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-manufacturing.pdf>.

² ibid.

³ ibid.

⁴ ibid.

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



n = 4

40% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

n = 5

RESPONDENTS DID NOT INDICATE OTHER INCENTIVES USED TO RETAIN EMPLOYEES IN NORTHERN ALBERTA.

2017 WORKFORCE SCAN RESULTS

Alberta's **FORESTRY AND LOGGING INDUSTRY** is inclusive of establishments that: produce seedlings in specialized nurseries; gather forest products; grow or harvest timber on a 10 year or more cycle; and provide support services¹. Of the total respondents, **eight** self-identified as belonging to this industry.

Respondents held various **position titles**.

Woodlands Manager
 Harvesting Superintendent
 Human Resources Coordinator
General Manager
 Human Resources Director of Human Resources
 Manager Engineering and Maintenance Manager

Perspectives on Hiring in the NADC Region

100% of respondents indicated that **EDUCATIONAL BACKGROUND** is either **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

EXPERIENCE

(50% of respondents)

SKILLS

(37.5% of respondents)

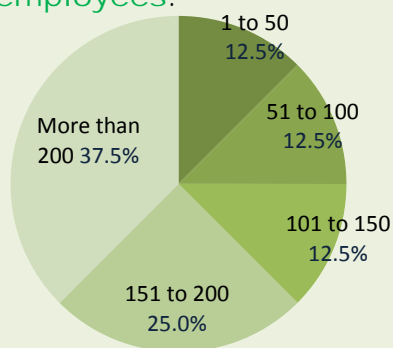
TRADES

(37.5% of respondents)

Respondents represented one **organization type**.

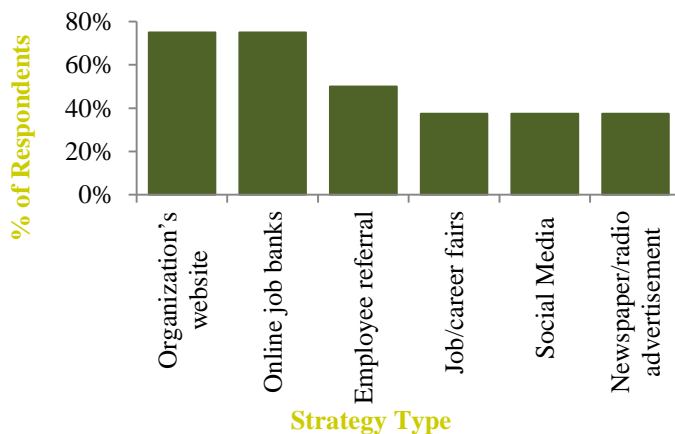
- 100% Private for-profit
- 0% Private not for-profit
- 0% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 0% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



75% of respondents indicated that it is either **neutral** or **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES

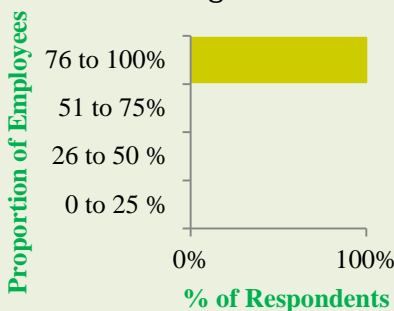


100% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

3/4 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees was **COMPETITION OF WORKERS** and **RURAL AND/OR REMOTE LOCATION**.

Another top factor identified was that **CANDIDATES LACK RELEVANT EXPERIENCE** (25% of those respondents).

Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Big Lakes
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lesser Slave River
- Mackenzie County
- County of Northern Lights
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Saddle Hills County
- M.D. of Smoky River
- County of Spirit River
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Degree in Forest Management
2. Journeyman in Millwright
3. Journeyman in Heavy Equipment Technology
4. Journeyman in Electrician
5. Diploma in Forest Technology
6. Degree in Computer Engineering
7. Journeyman in Welding
8. Degree in Engineering
9. Apprentice in Machinist
10. Journeyman in Machinist

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Degree in Forest Management
2. Diploma in Forest Technology
3. Journeyman in Heavy Equipment Technology
4. Journeyman in Millwright
5. Degree in Computer Engineering
6. Diploma in Geographic Information Services
7. Journeyman in Electrician
8. Diploma in Accounting*
9. Diploma in Biological Sciences*
10. Degree in Biological Sciences*

* These programs received the same score.

Perspectives on Retaining Employees in the NADC Region

63% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult**.

The **TOP THREE FACTORS** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

LOCATION

(37.5% of respondents)

WAGES

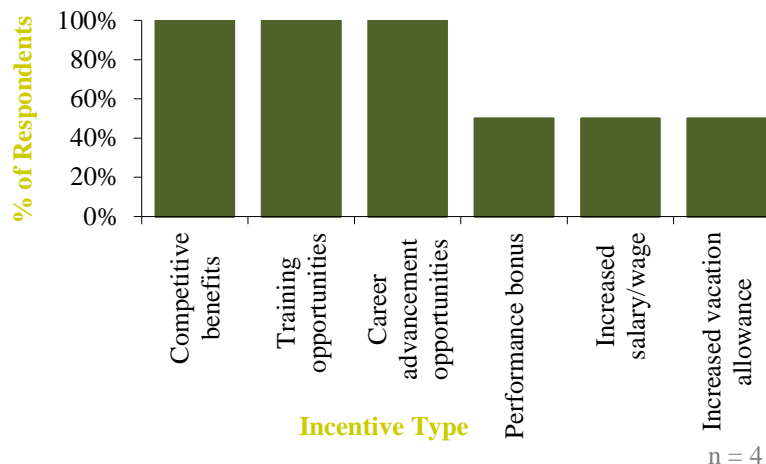
(25% of respondents)

OIL & GAS SECTOR COMPETITION

(25% of respondents)

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

50% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



RESPONDENTS DID NOT INDICATE OTHER INCENTIVES USED TO RETAIN EMPLOYEES IN NORTHERN ALBERTA.

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	N/A
25-54 years	57.5%
55 years and over	N/A

Industry Gender Characteristics³



Men account for **80%** of the total employment in **this industry**.
Data for women's employment is **unavailable**.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 42.80

Sources

¹Government of Alberta. 2017. Industry Profiles 2017 – Forestry Industry. Accessed on April 1, 2017. Retrieved from <http://work.alberta.ca/documents/industry-profile-forestry.pdf>.

² ibid.

³ ibid.

⁴ ibid.

Alberta's **FINANCE, INSURANCE, REAL ESTATE AND LEASING INDUSTRY** includes establishments and professional services such as: consumer lending companies; investment bankers and securities dealers; insurance carriers, agencies and brokers; companies that manage funds and pensions; real estate agents, brokers and appraisers; property managers; and business that rent, lead, or allow the use of their assets to others¹. Of the total respondents, **five** self-identified as belonging to this.

Respondents held various **position titles**.

Human Resources **General Manager**
Owner/CEO
 Manager Office Manager

Perspectives on Hiring in the NADC Region

80% of respondents indicated that **EDUCATIONAL BACKGROUND** is **moderately important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP TWO THINGS** respondents indicated that they look for in candidates are:

EXPERIENCE

CUSTOMER SERVICE

(40% of respondents)

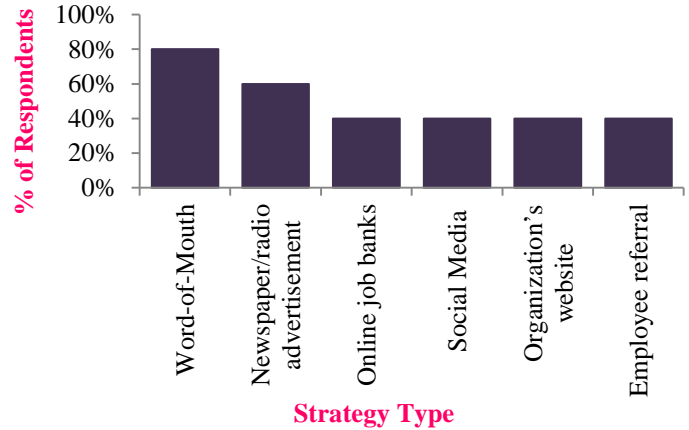
(40% of respondents)

Respondents represented two **organization types**.

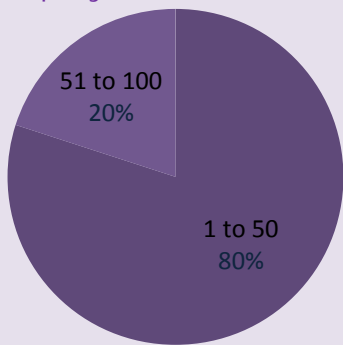
- 40% Private for-profit
- 60% Private not for-profit
- 0% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 0% Other

60% of respondents indicated that it is either **neutral** or **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



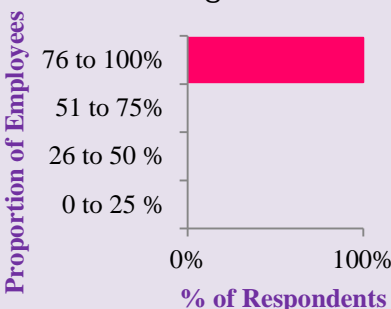
The **size** of the respondents' organizations varied in terms of **number of employees**.



80% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

1/2 of those respondents indicated that the primary factor impacting their organization's ability to hire qualified employees was **RURAL AND/OR REMOTE LOCATION**.

Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- M.D. of Bonneyville
- County of Grande Prairie
- Lac La Biche County
- Mackenzie County
- M.D. of Peace

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Certificate in Business Administration
2. Certificate in Digital and Interactive Media Design
3. Degree in Mathematics
4. Certificate in Office Administration
5. Degree in Commerce
6. Diploma in Digital and Interactive Media Design*
7. Diploma in Public Relations*
8. Master in Economics
9. Diploma in Accounting
10. Degree in Human Resources Management

n = 4

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Certificate in Digital and Interactive Media Design*
2. Certificate in Office Administration*
3. Certificate in Business Administration*
4. Degree in Mathematics*
5. Degree in Commerce*
6. Diploma in Digital and Interactive Media Design*
7. Diploma in Public Relations*
8. Diploma in Accounting*
9. Degree in Human Resources Management*
10. Diploma in Computer Programming and Software*

* These programs received the same score.

n = 4

Perspectives on Retaining Employees in the NADC Region

40% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult**.

The TOP TWO FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

LOCATION

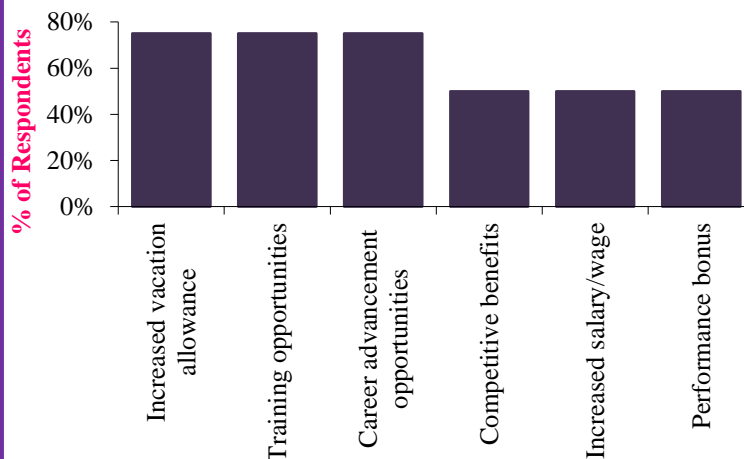
(50% of respondents)

WAGES

(50% of respondents)

n = 4

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



Incentive Type

n = 4

80% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

**BENEFITS PACKAGE | ENHANCED DAYS OFF
FLEXIBLE WORK SCHEDULE
RELOCATION ALLOWANCE**

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	6.9%
25-54 years	73.0%
55 years and over	20.2%

Industry Gender Characteristics³



Women account for **56.0%** of total employment in this industry and men account for **43.9%**.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 29.96

Sources

¹Government of Alberta. 2017. Industry Profiles 2017 – Finance, Insurance, Real Estate and Leasing Industry. Accessed on April 1, 2017. Retrieved from:

<https://work.alberta.ca/documents/industry-profile-finance-insurance-and-real-estate.pdf>.

² ibid.

³ ibid.

⁴ ibid.

2017 WORKFORCE SCAN RESULTS

Alberta's **OTHER SERVICES INDUSTRY** includes establishments that do repair and maintenance of: automotive, electronic, precision equipment, commercial and industrial machinery, and personal and household goods. In addition to providing funeral, pet care, photofinishing, and other personal services. This industry also includes religion organizations and giving services; social advocacy organizations; and a range of membership organizations¹. Of the total respondents, **11** self-identified as belonging to this industry.

Respondents held various **position titles**.

SERVICE MANAGER
Book Managing Director
Keeper Manager

OWNER President Human Resources Manager
 Office Manager

Perspectives on Hiring in the NADC Region

63.6% of respondents indicated that **EDUCATIONAL BACKGROUND** is **moderately important** when hiring a new employee to a position based in northern Alberta.



Respondents represented various **organization types**.

- 9.1% Private not-for-profit
- 63.6% Private for-profit
- 9.1% Public (federal or provincial)
- 0% Public (municipal)
- 9.1% First Nation or Métis Organization
- 9.1% Other

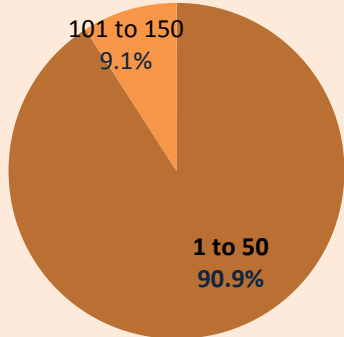
Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

CUSTOMER SERVICE
 (36.4% of respondents)

TECHNICAL SKILL
 (36.4% of respondents)

DRIVER'S LICENSE AND SKILL
 (27.3% of respondents)

The **size** of the respondents' organizations varied in terms of **number of employees**.



72.7% of respondents indicated that it is **neutral** or **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

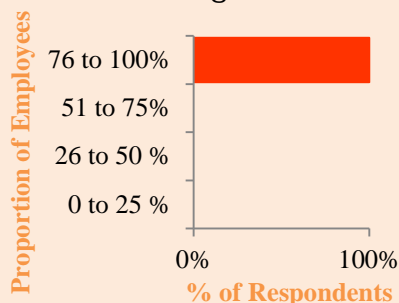


81.8% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Over 1/2 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees is that **CANDIDATES LACK RELEVANT EXPERIENCE**.

Another top factor identified was that **CANDIDATES LACK "HARD" JOB OR TECHNICAL SKILLS** (28.6% of those respondents).

Respondents indicated the following **proportion** of their organizations' employees operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- M.D. of Big Lakes
- Birch Hills County
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lac La Biche
- M.D. of Lesser Slave River
- Mackenzie County
- Northern Lights County
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Regional Municipality of Wood Buffalo
- Saddle Hills County
- M.D. Smoky River
- M.D. Spirit River
- County of St. Paul

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Diploma in Hair/Cosmetology
2. Degree in Communications*
3. Degree in English*
4. Master in Leadership*
5. Master in Social Work/Services – Aboriginal Specialization*
6. Degree in Social Science*
7. Degree in Social Work/Services – Aboriginal Specialization*
8. Certificate in Disability and Community Support
9. Apprentice in Carpenter
10. Diploma in Mental Health Worker

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Degree in Communications*
2. Degree in English*
3. Master in Leadership*
4. Master in Social Work/Services – Aboriginal Specialization*
5. Apprentice in Carpenter*
6. Diploma in Personal Trainer*
7. Certificate in Automotive Technology*
8. Certificate in Business Administration*
9. Degree in Commerce*
10. Certificate in Community Health Representative*

* Program did not receive a unique score.

Perspectives on Retaining Employees in the NADC Region

63.6% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult** or **neutral**.

The TOP THREE FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

POSITIVE WORK ENVIRONMENT

(45.5% of respondents)

WAGE

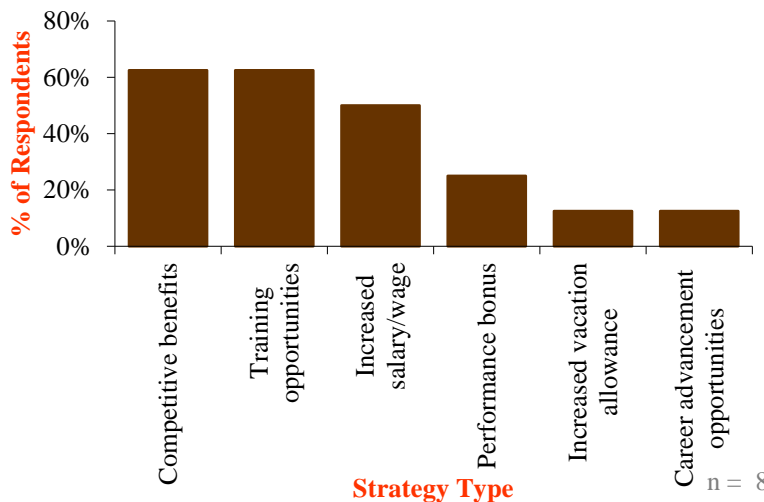
(27.3% of respondents)

OIL AND GAS INDUSTRY COMPETITION

(7.7% of respondents)

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

72.7% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

**RRSP MATCHING | LIVING OUT ALLOWANCE
FLIGHTS IN AND OUT**

n = 2

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	14.3%
25-54 years	65.8%
55 years and over	19.9%

Industry Gender Characteristics³



Women account for 48.4% of total



= employment in this industry and men account for 51.6%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 24.93

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Other Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-other-services.pdf>.

² ibid.

³ ibid.

⁴ ibid.

Alberta's **INFORMATION, CULTURE AND RECREATION INDUSTRY** is inclusive of establishments such as: publishers; motion pictures and sound recording companies; broadcasting and telecommunication companies; Internet service providers and data processing services; libraries, archives and heritage institutions; performing arts companies; casinos and lotteries; and golf courses, recreation centers and facilities¹. Of the total respondents, **five** self-identified as belonging to this industry.

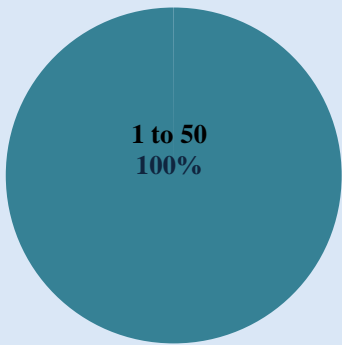
Respondents held various **position titles**.

Director
LIBRARY MANAGER
Publisher Human Resources
Owner Administer

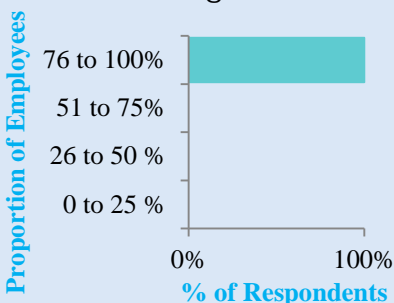
Respondents represented two **organization types**.

- 0% Private not-for-profit
- 60% Private for-profit
- 0% Public (federal or provincial)
- 40% Public (municipal)
- 0% First Nation or Métis Organization
- 0% Other

The respondents' organization **size** was the same in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Perspectives on Hiring in the NADC Region

60% of respondents indicated that **EDUCATIONAL BACKGROUND** is **somewhat** or **moderately important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

COMPUTER/ TECHNICAL SKILL
(60% of respondents)

EXPERIENCE
(40% of respondents)

DRIVER'S LICENSE
(40% of respondents)

40% of respondents indicated that it is **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.



80% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

1/2 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees is that **CANDIDATES' EXPECTED WAGE AND/OR BENEFITS LEVEL IS TOO HIGH**.

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- M.D. of Big Lakes
- Birch Hills County
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lac La Biche
- M.D. of Lesser Slave River
- Northern Lights County
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Saddle Hills County
- M.D. Smoky River
- M.D. Spirit River
- County of St. Paul

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Master in Communications*
2. Master in Computer Science*
3. Apprentice in Printing and Graphic Arts Craftsman
4. Diploma in Library Studies*
5. Diploma in Massage Therapy*
6. Degree in Anthropology*
7. Degree in Arts*
8. Degree in Human Resources Management*
9. Degree in Native Studies*
10. Diploma in New Media Production and Design*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Hospitality Management*
2. Degree in Hospitality Management*
3. Diploma in Human Resources Management*
4. Diploma in Library Studies*
5. Diploma in Massage Therapy*
6. Degree in Human Resources Management*
7. Degree in Native Studies*
8. Diploma in New Media Production and Design*
9. Degree in Computer Graphics Design*
10. Degree in Computer Science*

* Program did not receive a unique score.

Perspectives on Retaining Employees in the NADC Region

40% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **difficult** or **neutral**.

The **TOP FACTOR** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta is:

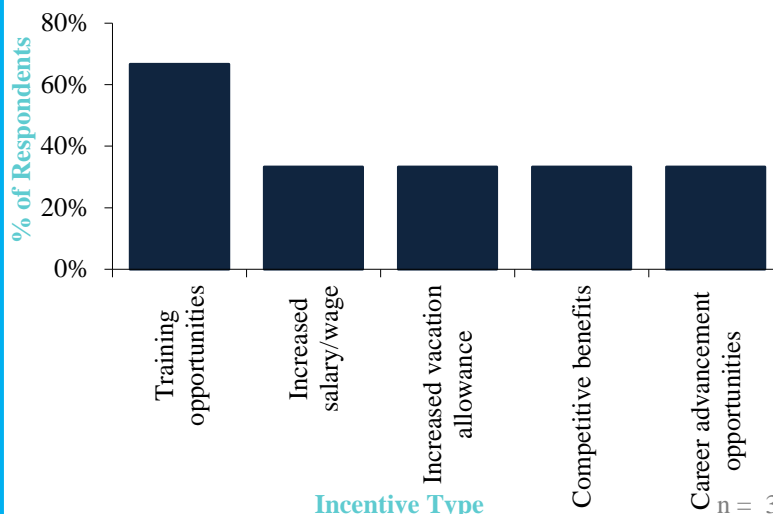
WAGES

(50% of respondents)

n = 4

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

60% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

**FLEXIBLE WORK SCHEDULE | RENTAL SUBSIDY
TEAM BUILDING ACTIVITIES**

n = 3

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	26.8%
25-54 years	56.4%
55 years and over	16.8%

Industry Gender Characteristics³



Women account for 47.8% of total



= employment in this industry and men account for 52.2%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 30.99

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Information, Culture and Recreation Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-information-culture-and-recreation.pdf>.

² ibid.

³ ibid.

⁴ ibid.

Alberta's **PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY** includes enterprises that make knowledge and skills available. They may provide the following services: legal, accounting, architectural, engineering, surveying, mapping, design (graphic, industrial and computer systems), consulting, research and development, advertising, public relations, market research, translation and veterinary¹. Of the total respondents, **eight** self-identified as belonging to this industry.

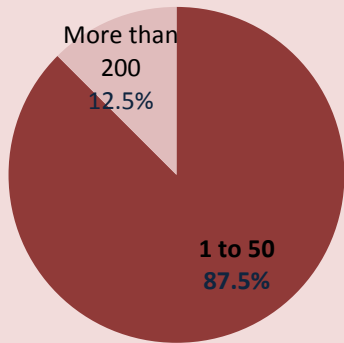
Respondents held various **position titles**.

OWNER
 Chief Flight Instructor
 President Manager
 REGIONAL DIRECTOR Partner

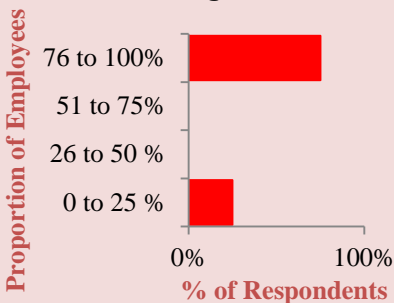
Respondents represented various **organization types**.

- 0% Private not-for-profit
- 75% Private for-profit
- 12.5% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 12.5% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.



Respondents indicated the following **proportion** of their organizations' employees operate in the NADC region:



Perspectives on Hiring in the NADC Region

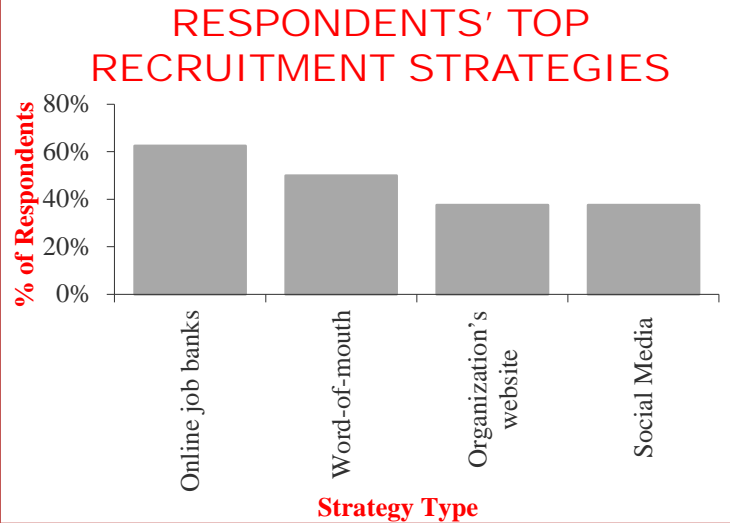
100% of respondents indicated that **EDUCATIONAL BACKGROUND** is **very** or **extremely important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

- CERTIFICATIONS**
(42.8% of respondents)
- RELEVANT KNOWLEDGE**
(28.6% of respondents)
- EXPERIENCE**
(28.6% of respondents) n = 7

50% of respondents indicated that it is **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.



75% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

2/3 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees is **RURAL AND OR REMOTE LOCATION**.

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Lac La Biche
- Regional Municipality of Wood Buffalo
- M.D. of Big Lakes
- M.D. of Lesser Slave River
- Saddle Hills County
- Birch Hills County
- Mackenzie County
- M.D. of Smoky River
- M.D. of Bonneyville
- Northern Lights County
- M.D. Spirit River
- Clear Hills County
- Northern Sunrise County
- County of St. Paul
- M.D. of Fairview
- M.D. of Opportunity
- Woodlands County
- County of Grande Prairie
- M.D. of Peace
- M.D. of Greenview

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Degree in Computer Systems Analyst*
2. Degree in Electrical/Electronic Engineering*
3. Degree in Mathematics
4. Diploma in Accounting
5. Diploma in Arts*
6. Master in Economics*
7. Master in Electrical/Electronic Engineering*
8. Degree in Materials Engineering*
9. Degree in Oil and Mineral Process Engineering*
10. Diploma in Journalism*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Degree in Computer Systems Analyst*
2. Degree in Electrical/Electronic Engineering*
3. Diploma in Accounting*
4. Degree in Mathematics*
5. Diploma in Arts*
6. Master in Economics*
7. Master in Electrical/Electronic Engineering*
8. Degree in Materials Engineering*
9. Diploma in Construction Engineering*
10. Diploma in Criminal Justice / Law Enforcement / Police Studies*

* Program did not receive a unique value.

Perspectives on Retaining Employees in the NADC Region

50% of respondents described their experience

RETAINING EMPLOYEES in northern Alberta as **neutral**.

The **TOP FACTOR** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta is:

LOCATION

(62.5% of respondents)

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	5.5%
25-54 years	73.0%
55 years and over	21.6%

Industry Gender Characteristics³



Women account for 42.6% of total



= employment in this industry and men account for 57.4%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate

– 2016 Alberta⁴
\$ 33.33

Sources

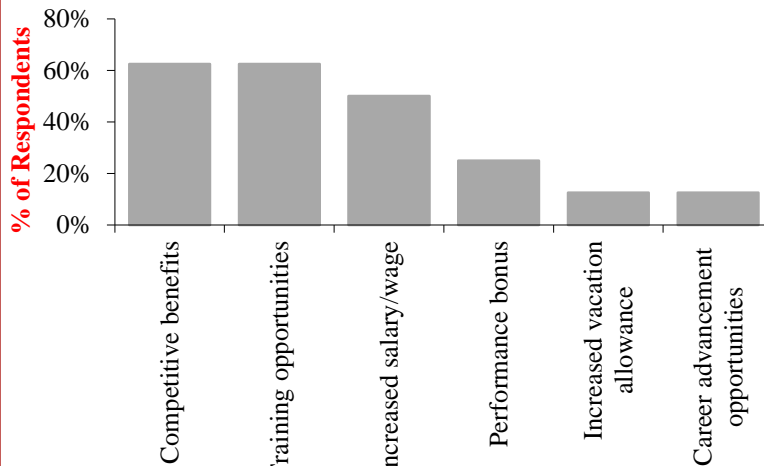
¹ Government of Alberta. 2017. Industry Profiles 2017 – Professional, Scientific, and Technical Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-professional-scientific-and-technical.pdf>.

² *ibid.*

³ *ibid.*

⁴ *ibid.*

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



Incentive Type

n = 4

50% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

NORTHERN RETENTION BONUS

n = 1

2017 WORKFORCE SCAN RESULTS

Alberta's **MINING AND OIL AND GAS EXTRACTION INDUSTRY** includes companies that engage in activities to extract naturally occurring minerals, such as: exploring for crude petroleum and natural gas; drilling, completing and equipping wells; operating separators, emulsion breakers, desilting equipment and field gathering lines for crude petroleum; mining and quarrying; and other activities¹. Of the total respondents, **five** self-identified as belonging to this industry.

Respondents held various **position titles**.

Facility Manager
PRODUCTION SUPERINTENDENT
Capability Manager
SHAREHOLDER Day Shift
Supervisor

Perspectives on Hiring in the NADC Region

100% of respondents indicated that **EDUCATIONAL BACKGROUND** is **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THING** respondents indicated that they look for in candidates is:

Respondents represented two **organization types**.

- 0% Private not-for-profit
- 100% Private for-profit
- 0% Public (federal or provincial)
- 0% Public (municipal)
- 0% First Nation or Métis Organization
- 0% Other

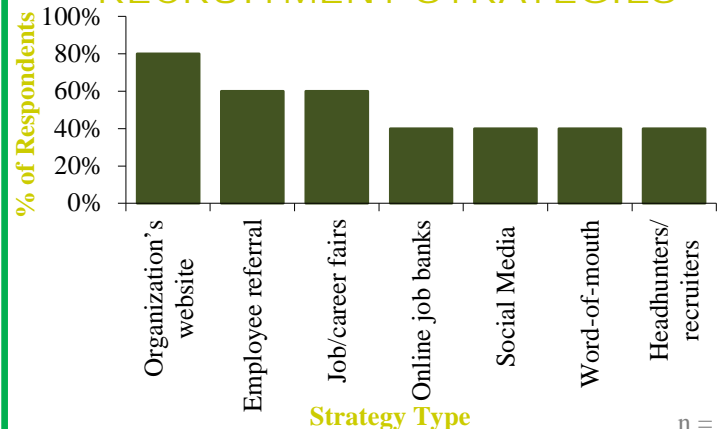
CERTIFICATIONS

(100% of respondents)

n = 4

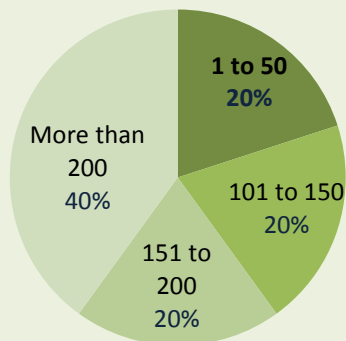
60% of respondents indicated that it is **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES

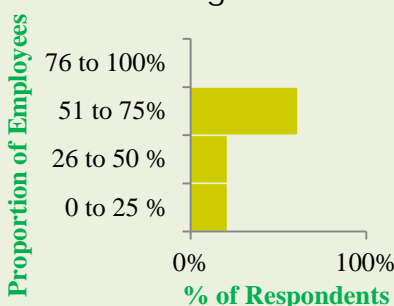


n = 3

The respondents' organization **size** varied in terms of **number of employees**.



Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



60% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

2/3 of those respondents indicated that the primary factors impacting their organization's ability to hire qualified employees is that

CANDIDATES LACK "HARD" JOB OR TECHNICAL SKILLS.

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- M.D. of Greenview
- M.D. of Lesser Slave River
- Northern Sunrise County
- M.D. of Peace
- Regional Municipality of Wood Buffalo

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Diploma in Public Relations
2. Diploma in Environmental Studies / Science
3. Diploma in Computer Science Technology
4. Diploma in Power Engineering Technology
5. Diploma in Computer Engineering Technology
6. Diploma in Computer Programming and Software
7. Diploma in Computer Systems Analyst*
8. Diploma in Design/Drafting*
9. Diploma in Electrical Technology*
10. Master in Engineering*

TOP SEVEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Public Relations*
2. Diploma in Environmental Studies / Science*
3. Diploma in 3D Design and Animation*
4. Apprentice in Instrument Mechanic*
5. Apprentice in Heavy Equipment Technology*
6. Apprentice in Machinist*
7. Apprentice in Gas Fitter First Class*

* Program did not receive a unique score.

Perspectives on Retaining Employees in the NADC Region

80% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral**.

The TOP THREE FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

**WORK / PAY
STRUCTURE**

(50% of respondents)

LOCATION

(25% of respondents)

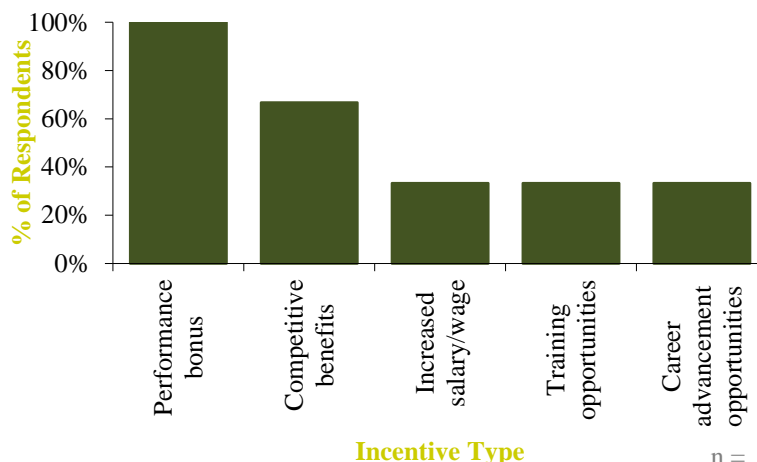
COMPETITION

(25% of respondents)

n = 4

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

60% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

SHARE INCENTIVE

n = 1

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	4.4%
25-54 years	81.6%
55 years and over	14.1%

Industry Gender Characteristics³

Women account for 24.7% of total employment in this industry and men account for 75.3%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 42.80

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Mining and Oil and Gas Extraction Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-mining-oil-and-gas-extraction.pdf>.

² ibid.

³ ibid.

⁴ ibid.

Alberta's **PUBLIC ADMINISTRATION SERVICES INDUSTRY** includes government services at the local, provincial and federal levels, such as: defense services; police, judicial, correctional and other protective services; labour, employment and immigration services; foreign affairs and international assistance; fire-fighting services; and regulatory services¹. Of the total respondents, **32** self-identified as belonging to this industry.

Respondents held various **position titles**.

Training and Recruitment Coordinator Director of Community Services
Area Supervisor Director of Human Resources
Recreation Manager Chief Executive Assistant
Director of Planning and Development Assistant Administrator
Administrative Assistant Deputy Minister
Economic Development and Tourism Officer

Perspectives on Hiring in the NADC Region

93.8% of respondents indicated that **EDUCATIONAL BACKGROUND** is **moderately** or **very important** when hiring a new employee to a position based in northern Alberta.



Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

EXPERIENCE

(46.7% of respondents)

TEAMWORK

(40% of respondents)

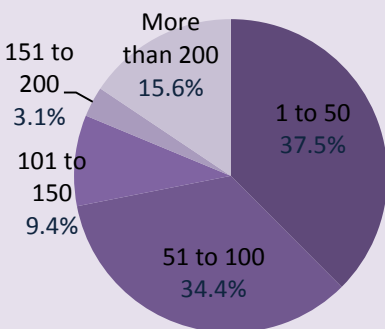
CERTIFICATIONS

(40% of respondents) n = 26

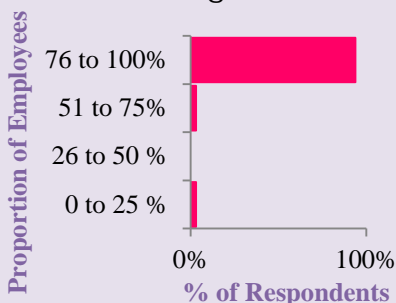
Respondents represented various **organization types**.

- 0% Private not-for-profit
- 0% Private for-profit
- 6.3% Public (federal or provincial)
- 75% Public (municipal)
- 18.8% First Nation or Métis Organization
- 0% Other

The **size** of the respondents' organizations varied in terms of **number of employees**.

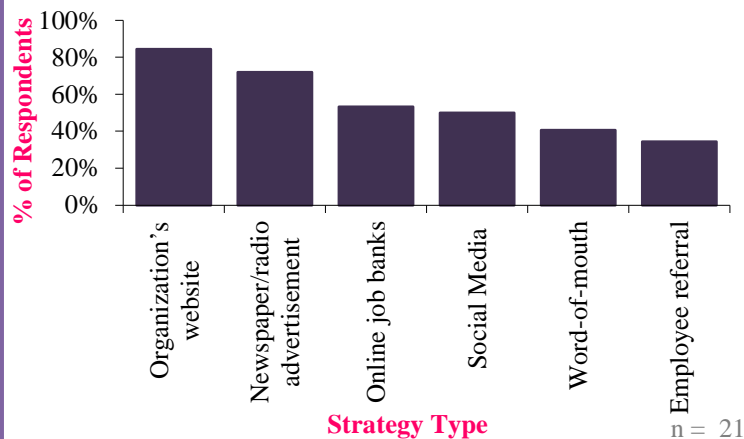


Respondents indicated the following **proportion** of their organizations' employees operate in the NADC region:



43.8% of respondents indicated that it is **likely** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

RESPONDENTS' TOP RECRUITMENT STRATEGIES



65.6% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

Over 1/2 of those respondents indicated that the primary factor impacting their organization's ability to hire qualified employees is **RURAL AND OR REMOTE LOCATION**.

Another top factor identified was that **CANDIDATES LACK RELEVANT EXPERIENCE** (19% of those respondents)

Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Big Lakes
- Birch Hills County
- M.D. of Bonneyville
- Clear Hills County
- M.D. of Fairview
- County of Grande Prairie
- M.D. of Greenview
- M.D. of Lac La Biche
- M.D. of Lesser Slave River
- Mackenzie County
- Northern Lights County
- Northern Sunrise County
- M.D. of Opportunity
- M.D. of Peace
- Regional Municipality of Wood Buffalo
- Saddle Hills County
- M.D. Smoky River
- M.D. Spirit River
- County of St. Paul
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Diploma in Water and Wastewater Treatment
2. Degree in Water and Wastewater Treatment
3. Diploma in Business Administration
4. Degree in Public Administration
5. Certificate in Business Administration
6. Diploma in Public Administration
7. Certificate in Office Administration
8. Master in Business Administration
9. Degree in Human Resources Management
10. Degree in Construction Engineering

n = 27

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Water and Wastewater Treatment*
2. Degree in Water and Wastewater Treatment*
3. Master in Business Administration*
4. Diploma in Aboriginal Administration*
5. Diploma in Business Administration*
6. Diploma in Applied Banking and Business*
7. Diploma in Arts*
8. Certificate in Business Administration*
9. Diploma in Computer Programming and Software*
10. Diploma in Alternative Energy Technology*

* Program did not receive a unique value.

n = 27

Perspectives on Retaining Employees in the NADC Region

31.3% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral**.

The TOP THREE FACTORS respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

GOOD WORK ENVIRONMENT

(20% of respondents)

LOCATION

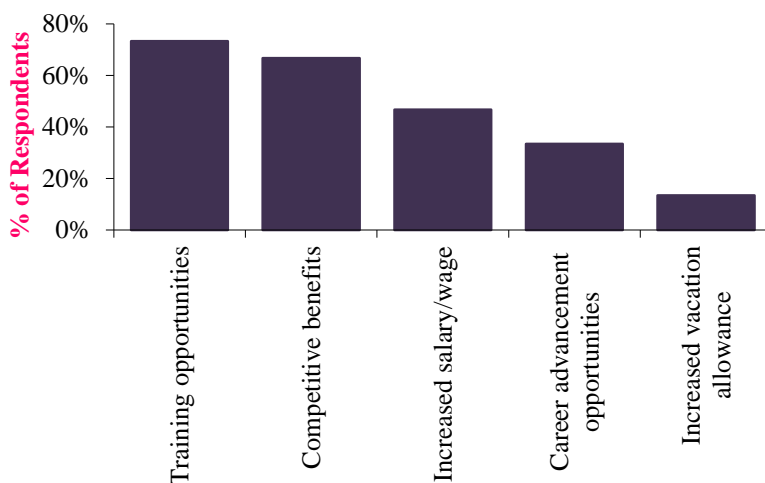
(20% of respondents)

COMPETITIVE PAY

(16.7% of respondents)

n = 30

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA



Incentive Type

n = 15

46.9% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

RELOCATION ALLOWANCE | NORTHERN LIVING ALLOWANCE | RETENTION BONUS | ATTRACTION BONUS | HEALTH / WELLNESS SPENDING ACCOUNT n=6

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	4.1%
25-54 years	75.1%
55 years and over	20.8%

Industry Gender Characteristics³



Women account for 52.2% of total



= employment in this industry and men account for 47.8%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 38.14

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Public Administration Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-public-administration.pdf>.

² ibid.

³ ibid.

⁴ ibid.

2017 WORKFORCE SCAN RESULTS

Alberta's **TRANSPORTATION AND WAREHOUSING INDUSTRY** includes companies that transport passengers and/or goods by rail, water, air or road and warehouse or store goods¹. Of the total respondents, **seven** self-identified as belonging to this industry.

Respondents held various **position titles**.

Director of Human Resources
General Manager
Regional Director Office HUMAN MANAGER
RESOURCES President/Owner MANAGER

Perspectives on Hiring in the NADC Region

57.1% of respondents indicated that **EDUCATIONAL BACKGROUND** is **somewhat important** when hiring a new employee to a position based in northern Alberta.



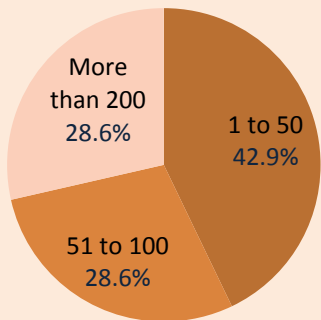
Respondents represented various **organization types**.

42.9% Private not-for-profit
 42.9% Private for-profit
 14.3% Public (federal or provincial)
 0% Public (municipal)
 0% First Nation or Métis Organization
 0% Other

Aside from educational background, the **TOP THREE THINGS** respondents indicated that they look for in candidates are:

COMMUNICATION SKILLS (28.5% of respondents)
TIME MANAGEMENT (28.5% of respondents)
MECHANICAL SKILLS (28.5% of respondents)

The **size** of the respondents' organizations varied in terms of **number of employees**.



71.4% of respondents indicated that it is **neutral** that their organization will **HIRE RECENT GRADUATES** to positions located in northern Alberta in the next two years.

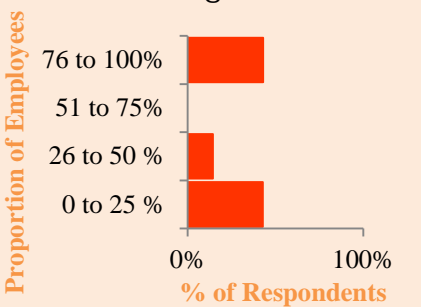


71.3% of respondents indicated that they experienced **CHALLENGES HIRING QUALIFIED EMPLOYEES** to positions in northern Alberta within the last two years.

The primary factors those respondents identified as impacting their organization's ability to hire qualified employees are **CANDIDATES' EXPECTED WAGE/BENEFITS LEVEL, CANDIDATES LACK "HARD" JOB OR TECHNICAL SKILLS, COMPETITION FOR WORKERS** and **RURAL AND OR REMOTE LOCATION**.

n = 4

Respondents indicated the following **proportion of their organizations' employees** operate in the NADC region:



Respondents indicated their organizations' employees work in the following **locations** within the NADC region:



- Athabasca County
- M.D. of Lac La Biche
- Regional Municipality of Wood Buffalo
- M.D. of Big Lakes
- M.D. of Lesser Slave River
- Saddle Hills County
- Birch Hills County
- Mackenzie County
- M.D. of Bonneyville
- Northern Lights County
- Clear Hills County
- Northern Sunrise County
- M.D. of Fairview
- M.D. of Opportunity
- County of Grande Prairie
- M.D. of Peace
- M.D. of Greenview
- Woodlands County

TOP TEN

IN-DEMAND PROGRAMS

Respondents ranked the following college and university programs as being in-demand within the next two years.

1. Diploma in Heavy Equipment Technology
2. Apprentice in Automotive Service Technology*
3. Journeyman in Automotive Service Technology*
4. Degree in Civil Engineering*
5. Master in Civil Engineering*
6. Diploma in Civil Engineering Technology*
7. Diploma in Construction Engineering*
8. Degree in Construction Engineering*
9. Master in Construction Engineering*
10. Degree in Engineering*

TOP TEN

HARD-TO-RECRUIT PROGRAMS

Respondents ranked the following college and university programs as being hard-to-recruit.

1. Diploma in Heavy Equipment Technology*
2. Journeyman in Automotive Service Technology*
3. Degree in Civil Engineering*
4. Master in Civil Engineering*
5. Diploma in Civil Engineering Technology*
6. Certificate in Heavy Equipment Operator*
7. Journeyman in Heavy Equipment Technology*
8. Apprentice in Heavy Equipment Technology*
9. Diploma in Communication Technology*
10. Degree in Communications*

* Program did not receive a unique score.

Perspectives on Retaining Employees in the NADC Region

71.4% of respondents described their experience **RETAINING EMPLOYEES** in northern Alberta as **neutral** or **easy**.

The **TOP TWO FACTORS** respondents identified as impacting their organization's ability to **RETAIN EMPLOYEES** in northern Alberta are:

WAGES

(60% of respondents)

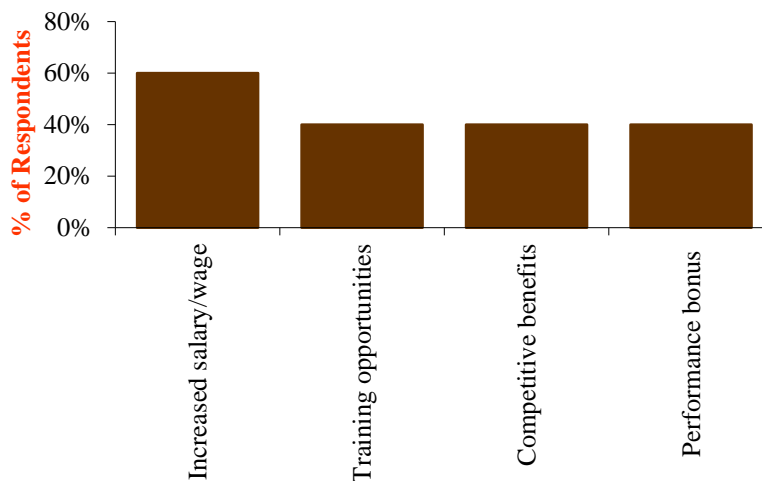
WORK ENVIRONMENT

(40% of respondents)

n = 5

INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

71.4% of respondents indicated that their organization offers **INCENTIVES** to retain employees located in northern Alberta.



Incentive Type

n = 5

OTHER INCENTIVES RESPONDENTS' ORGANIZATIONS USE TO RETAIN EMPLOYEES IN NORTHERN ALBERTA

COST OF LIVING ALLOWANCE


n = 1

INDUSTRY FACTS FOR ALL ALBERTA

Industry Age Characteristics²

Age	% of Employment
15-24 years	7.5%
25-54 years	70.3%
55 years and over	22.1%

Industry Gender Characteristics³


 Women account for 24.1% of total employment in this industry and men account for 75.9%.

Compared to total employment for all of industries in Alberta, women account for 45.5% and men account for 55.5%.

Average Hourly Wage Rate – 2016 Alberta⁴
\$ 28.80

Sources

¹ Government of Alberta. 2017. Industry Profiles 2017 – Transportation and Warehousing Services Industry. Accessed on April 1, 2017. Retrieved from: <https://work.alberta.ca/documents/industry-profile-transportation-and-warehousing.pdf>.

² ibid.

³ ibid.

⁴ ibid.



Contact:

Northern Alberta Development Council
2nd Floor Provincial Building
9621 – 96 Avenue, Bag 900-14
Peace River, Alberta T8S 1T4
Tel 780.624.6274 Fax 780.624.6184
www.nadc.ca

August 2017

ISBN 978-1-4601-3589-1



**Northern
Alberta
Development
Council**