



Vanderhoof Community  
Labour Market Partnership



# CFDC Stuart Nechako Vanderhoof Community Labour Market Employer and Community Surveys

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Prepared for:

**CFDC Stuart Nechako**  
**Vanderhoof Labour Market Partnership Team**  
PO Box 1078, 2750 Burrard Avenue  
Vanderhoof, B.C. V0J 3A0

Prepared By:

**Westcoast CED Consulting Ltd.**  
7816 Okanagan Landing Road  
Vernon, BC V1H 1H2  
250-260-4484  
[wcced@shawbiz.ca](mailto:wcced@shawbiz.ca)

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## **EXECUTIVE SUMMARY**

Community Futures Development Corporation of Stuart Nechako (CFCD-SN) believes a skilled available labour force is a key to the success of local business, industry, and services in the Stuart-Nechako region of British Columbia. During the past few years, many employers in the Vanderhoof area have stated they are having difficulty hiring skilled labour and that they expect it to become a greater problem in the future. In 2006, CFCD-SN acquired a proposal that was originally formulated by members of both the community and the College of New Caledonia and decided to quantify the community's perception of labour shortages by developing a Service Canada-funded partnership project known as the Vanderhoof Community Labour Market Partnership (VCLMP). A series of initiatives were launched to characterize the labour market situation in the Vanderhoof area. Using the information collected from the studies and meetings, local strategies will be developed to help meet future labour needs.

To assess the labour market circumstances, the VCLMP research team conducted:

- A literature review to determine existing labour market research
- An environmental scan to identify factors influencing the Vanderhoof labour market
- Two meetings of Steering Committee and employer representatives to identify labour market trends
- A survey of local employers to assess labour market needs
- A survey of community members to identify the potential skilled workforce, underutilized workforce, and underemployed workforce
- The presentation of research results to the Steering Committee who provided input for the project

An employer survey, conducted in the spring of 2006, quantified perceptions and employment figures from 220 out of 288 area employers who completed a 30-question written questionnaire (useable response rate of 76% which is considered excellent for survey research). The research team also conducted a brief telephone survey of 60 out of 68 non-respondent employers who did not fill in the questionnaire (non-respondent employers) to ask demographic questions and enable staff to assess the level of bias due to non-response.

The survey revealed that the Vanderhoof labour market is dominated by a few large employer organizations while the greatest number of employers are small organizations with only a few employees. One percent of employers hire 20% of the employees. Organizations that hire fewer than six employees comprise almost half of the employers, but hire only 8% of employees.

In total, employers reported a total of 2,459 full-time employees, 651 part-time, and 536 casual/contract/seasonal employees. The employer survey showed that there were 887 positions filled in the last 12 months leading up to the survey and



that many employers had difficulty filling positions. Thirty-six percent of employers said their organizations needed to adjust job requirements in the past year because of lack of adequately qualified applicants. A third said they have had job vacancies remain unfilled for more than three months.

In general, the biggest problem cited by employers trying to fill job vacancies was the lack of qualified applicants. Although in some sectors, employers did not have difficulty filling vacancies. Employers also said the ability to attract workers to the types of careers they offer is another problem, along with competition from other employers. Most employers felt that quality-of-life issues were not a huge problem for filling vacancies.

Of all the positions that employers are having difficulty filling, by far the largest difficulty is for trades and technical positions (more than a third of employers reported this issue).

Most employers tend to recruit locally to fill vacancies, some employers hire from the rest of northern B.C., and few employers tend to recruit in the rest of BC, or in the rest of Canada. Most employers rarely or never recruit internationally.

Retention is not cited as a big problem for employers compared with recruitment, but some employers did report having difficulty retaining workers in the minimally skilled jobs and in the trades/technical fields. Most employers said that employees leave their jobs because they are recruited by other employers, and because of wages and career changes. Fewer thought that quality of life issues influenced people to leave their jobs. More than two-thirds of employers indicated they did not conduct formal exit interviews to learn why employees leave. Larger organizations tended to do formal exit interviews more than smaller organizations.

Employers were asked to rate the adequacy of job applicants and local training programs in 12 skill areas. Across the board, supervisory and project management skills were considered inadequate by a high percentage of employers, followed by problem solving and technical skills. Many employers said that technical and computer skills are lacking. Employers were evenly split on the adequacy of computer training.

Major findings of the employer survey include:

- Many employers in the Vanderhoof area are being forced to adjust job requirements to fill vacancies and many employers said that they have positions that are remaining unfilled for more than three months.
- Retirement in the next 6–10 years is not as big an issue as expected, unless expected retirement numbers are being underreported. Many employers estimated a relatively low number of expected retirees in the next 6-10 years compared with the number of older workers they reported.

- Employers stated that competition from the mining and oil and gas extraction sector proved not to be a major problem. If employees leave a sector to work in other sectors, it is most often the logging sector that attracts them. However, most employees that leave go to work for other employers in the same sector.
- The majority of employers don't recruit outside the Vanderhoof region for qualified applicants, nor do they utilize a wide range of recruitment methods.
- Most employers don't have a formal strategy for dealing with vacancies, or for selling their business or retiring.
- Quality-of-life issues, such as a lack of community amenities, appear not to be as big of a problem for employees from the employers' point of view except among employers in the logging sector.
- Parents are seen by the vast majority of employers as responsible for the development of basic work ethics in youth entering the workforce, but some employers believe that schools and employers should share responsibility in developing basic work skills for youth.
- An extremely high response rate to the survey seems to indicate a willingness of local employers to be involved in identifying the problems and creating the strategies to address the problems.

A random sample telephone survey of community members was carried out between July and August 2006 to obtain input from community residents about their education and training needs, their employment challenges, and how they feel about living and working in the Vanderhoof area. The survey targeted youth and adults between the ages of 15 and 64 living in the Vanderhoof area and asked respondents questions relating to personal and employment demographics and perceptions relating to employment issues. From a survey base of 2,026, a total of 492 residents completed the surveys and 646 residents declined to participate for a survey response rate of 25.3%. This response rate, using a random sample technique, produces a potential margin of error of + or – 3.8% at a 95% confidence level, which is considered more than acceptable for survey research. The research team compared the demographics of respondents against census data to gauge the potential level of bias due to non-response.

Just under half of the community survey respondents are under 40 years old. Eleven percent of respondents are Aboriginal. The survey revealed that Vanderhoof is a relatively stable community with 76% of respondents saying they were “somewhat” or “quite unlikely” to leave the area in the next five years. A quarter of residents are “somewhat” or “quite likely” to move in the next five years with responses revealing that the younger the worker, the more likely they are to leave the area in the next five years. Young people (15–19) made up 13% of respondents, but hold 31% of the labour positions.

Other notable community demographics include:

- A third of workers hold casual/contract/seasonal positions and 15% hold more than one job.
- Logging is the largest sector, followed closely by education services, manufacturing, and retail.
- Twelve percent of working respondents are currently looking for work with a different employer.

More than a quarter of respondents who are truck/bus/courier/tax drivers, or work in the electrical trades or in the automotive or heavy duty mechanic trades expect to retire in 1–5 years. In the next 10 years, 29% of working respondents plan to retire, with trades having the highest percentage of those planning to retire; in the automotive or heavy-duty mechanics field, 66% expect to retire sometime over the next 10 years.

More than half of respondents said they plan to take some training or education and more than half of those who plan to take training or education want to pursue new occupations. Twenty percent of those want to pursue professional positions. Only small numbers of individuals said they want to pursue jobs in trades.

Respondents were also asked to assess their satisfaction with living in Vanderhoof. Generally, respondents appear satisfied about how adequately Vanderhoof's community characteristics meet their needs for their career and their spouses' career. Social and cultural activities, business services, and sport and leisure were rated lower, but no community characteristic was rated lower than a 5 on a scale of 1 to 10.

Most respondents felt that their skills meet their work requirements. Many cited a lack of availability of local programs as the most significant barrier to upgrading their education and training, followed by financial resources and family commitments. Education and training, including certification, were the most frequently mentioned conditions needed by respondents to work more hours or enter the workforce. Transportation was cited as an important condition that needed be overcome for Aboriginal respondents to work more hours or re-enter the workforce.

One of the key aims of conducting both an employer survey and the community survey was to compare perspectives between the two groups. This comparison revealed the following:

- More than 79% of community respondents who work or plan to return to work in the next year felt that their skills in a number of areas are adequate enough to meet their work requirements. However, no more

than 69% of employers said that job applicants adequately meet 12 skills areas; for some skill areas, the percentage is considerable lower. Although the results of the employers' survey reflect the perception of skills levels of jobs applicants as a group and the community survey reflects perceptions of working individuals, the comparison of the data from the two surveys could reveal a difference between employer and community perceptions about skill-level adequacy that could be explored further.

- Both employers and community members generally expressed satisfaction with local training and education programs. However, a higher percentage of community members thought that computer training met their needs when compared with employers.
- Based on the number of vacancies estimated by employers and the number of respondents who want to pursue various occupations, there will be a shortage in the categories of trades, sales or service representatives, and labour in the next five years and in 6-10 years if the future labour force relies solely on the current labour supply in the region and the local labour supply sustains their current interest level in these occupations.
- Many employers said that recruitment by other employers, the temporary nature of work, wages, and career changes were the primary reasons employees left their jobs. Community members favoured reasons relating to their current jobs: lack of career development, lack of opportunities to advance, and poor management and supervision.
- Both community members and employers use word of mouth and newspapers as the most frequent methods of exchanging information about job openings.
- The majority of employers said they use training and professional development as incentives for recruitment and retention more than any other incentives, yet a high percentage of community members indicated that the major reason for leaving their most current job was related to lack of career and advancement opportunities.
- The highest percentage of employers with difficulty in recruiting and retaining employees are those who hire trades and technical workers, truck drivers, and minimal skilled labour. Estimated vacancy rates compared with the number of community members who said they wanted to move into these positions reveals a likely shortage of employees in these positions in the future.

The employer and community surveys and literature review showed an aging workforce and an expected shortage of young people available to fill positions vacated by retiring workers unless there is an increase in in-migration to the community.

Forming the partnership and Steering Committee and conducting the focus group meetings and literature search were the critical first steps in solving labour issues in Vanderhoof. Conducting the surveys provided a systematic way to verify assumptions about the issues and circumstances in Vanderhoof.

Recommendations based on the findings include the following:

**Increased targeted training and programs for young people.** The surveys clearly pointed out the need for local training in the occupations that are expected to show a shortage in the future, particularly the trades, management, and business, including sales and service. Not only does there need to be more training and education, but there needs to be early exposure to these fields for youth in the community and at school.

**Opportunities for advancement within organizations.** Employers should seek ways to support and develop their employees within their organizations so they can advance and learn on the job without leaving the community for more training or other jobs.

**Immigration.** A focused effort to make Vanderhoof more immigrant and in-migration friendly could be one effective strategy for dealing with labour shortages. Ideas include setting up multicultural associations and cultural centres.

**Supervisory skills.** The community needs to find ways to encourage development of supervisory and management skills. Some ways might include local “boss of the year” awards, breakfast support groups for supervisors, and more local and company-supported supervisory training.

**Continue to monitor community member and employer perspectives.** Evaluations should be conducted every five years to determine if strategies are effective, and what, if any change needs to take place.

## **1. INTRODUCTION**

### **1.1. BACKGROUND**

Community Futures Development Corporation of Stuart Nechako (CFDC-SN) in Vanderhoof, British Columbia, Canada, strives to help develop local businesses and community economic development, skill development, and employment in the Stuart Nechako region of British Columbia.

During the past few years, many employers in the Vanderhoof area have stated they are having difficulty hiring skilled labour and that they expect it to become a greater problem in the future. Attempts to harness labour market information to address this concern found that the existing labour research generally consisted of broad overviews of large regions, such as all of northern British Columbia. Research that is specific to Vanderhoof and area, that provides employers, employees, and other stakeholders in the community with the required information and analysis of employer needs and employee skills, was missing.

CFDC-SN and its community partners believe that a skilled labour force is the key to keeping local business, industry, and services viable. The College of New Caledonia and community members developed the concept of a labour market partnership and a CFDC-SN proposal was accepted by Service Canada, who agreed to fund the Vanderhoof Community Labour Market Partnership (VCLMP) project. The objective of the partnership was to help the community identify feasible labour market strategies to assist businesses to meet their labour needs, which in turn assist the economy of the community. Labour Market Partnerships (LMPs) are funded to assist with initiatives such as identifying skilled labour shortages and developing human resource strategies to improve the labour market for employers and employees in the community.

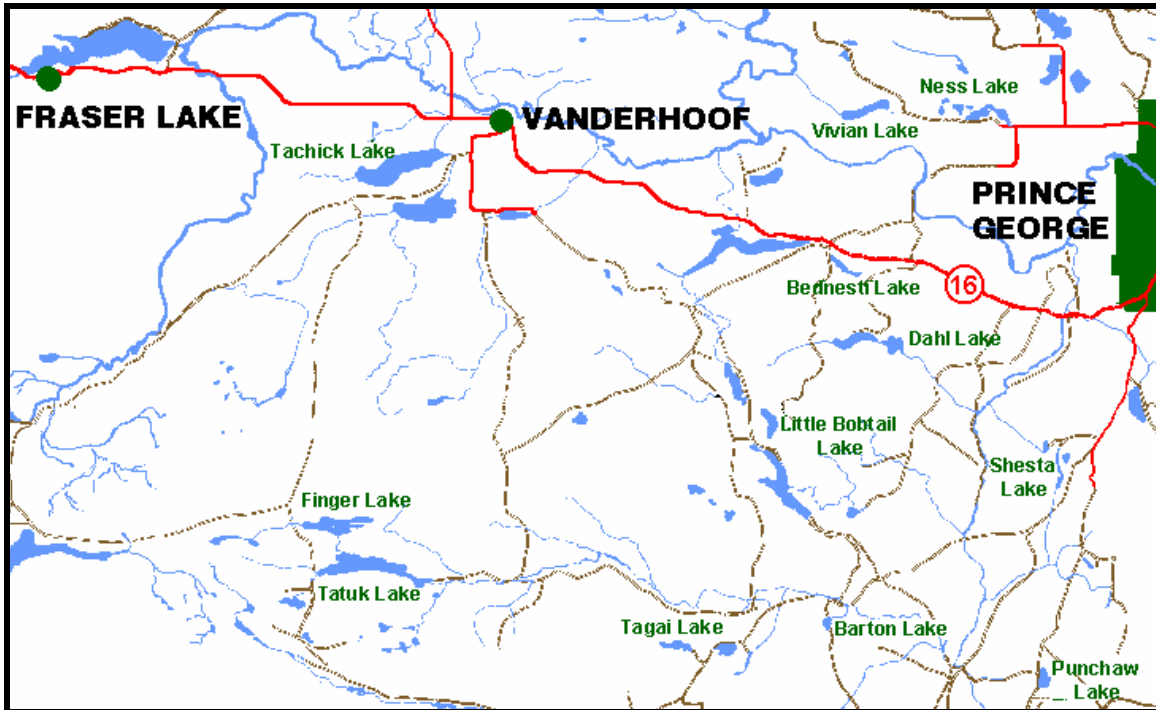
As a result of this application, resources were secured to formalize the Vanderhoof Community Labour Market Partnership (VCLMP), a partnership between a number of employers and community organizations and to conduct the research, compile the results, complete the analysis and prepare labour market strategies for the region. The VCLMP is being guided by a Steering Committee made up of the following representatives:

- College of New Caledonia
- Vanderhoof Chamber of Commerce
- School District 91
- Economic development organizations
- Vanderhoof Municipal Council
- BC Ministry of Forests and Range
- Service Providers
- Individuals from agriculture, forestry, construction, and service sector businesses.

Service Canada provided the major funding while CFDC-SN provided additional funding and managing the project, along with hundreds of hours being contributed by volunteers serving on the Steering Committee and participating in community consultation meetings.

Vanderhoof is located in Northern British Columbia, Canada, 98 kilometres from Prince George, B.C. See Map 1.

**Map 1 – Nechako Map**



## **1.2. RATIONALE /PURPOSE**

The Vanderhoof Community Labour Market Partnership (VCLMP), managed by CFDC-SN, aims to help the community of Vanderhoof increase its capacity to address the community's needs for skilled labour and to proactively address skilled labour shortages in the near and distant future. Discussions in the community have revealed the following assumptions:

1. Employers have difficulties recruiting and retaining adequately trained and experienced workers.
2. There is increasing concern that the perceived shortage may increase over time.

To help employers, CFDC-SN decided to define the specific problems and measure the magnitude of each in the community to obtain the following:

- Information about industry sectors that are experiencing difficulties recruiting or retaining employees, and why the difficulties exist.
- Information about the types of job vacancies employers forecast for the future.
- Measures of the types of skills that are available from local employees.
- Measures of the types of job skills and training the local labour market would like to pursue.
- Compare perceptions of employers and community members on issues of skill adequacy, barriers, and reasons they leave their jobs.

### **1.3. PROJECT SCOPE AND OBJECTIVES**

The VCLMP conducted a 12-month research project, funded by Service Canada, to profile the labour market and to increase Vanderhoof's capacity to address the local labour situation. The study was designed to identify labour-related circumstances and barriers for both employers and community members. Results of the research are expected to help community leaders make informed decisions, guide employer hiring and training, and help ensure an adequate balance between the demand and availability of skilled labour. This is particularly important as Vanderhoof adjusts to a post-mountain pine beetle (MPB) economy.

The main objectives of this project are to:

- collect data and provide analysis to quantify and characterize the extent of the labour shortage;
- provide a consultative process for community members to contribute to the identification of strategies to address labour market needs; and to
- identify resources to help develop and implement strategies.

The project sub-objectives are to:

- produce an analysis of the employment needs of the community of Vanderhoof
- obtain community participation in the development of the Vanderhoof human resource plan
- obtain industry participation in the development of Vanderhoof human resource planning.
- complete an action plan for implementation of strategies developed to address the skilled labour shortage.



## **2. METHODOLOGY**

The research began with a literature review and trend analysis relating to the labour market in Vanderhoof, followed by a comprehensive employer survey conducted in Spring 2006 and analyzed in Summer 2006. A survey of community members was designed in June and July, and administered from mid-August to mid-September 2006.

The research team hired the assistance of Westcoast CED Consulting Ltd. (Westcoast CED), a Vernon-based community economic development consulting firm, to provide survey and statistical design expertise and analysis and reporting.

The employer survey attempted to:

- define the key employment sectors in Vanderhoof
- identify current and projected labour situation of employers in Vanderhoof
- pinpoint perceived barriers to recruiting and retaining skilled workers
- describe the methods employers use to recruit and retain employees.

Appendix A contains a copy of the cover letter sent out to employers asking for their participation in the survey.

To conduct the employer survey, the CFDC-SN team delivered written questionnaires to Vanderhoof area employers in person during May and June 2006. CFDC-SN staff hand delivered 288 questionnaires, and over nine weeks picked up 220 completed questionnaires. A copy of this survey is contained in Appendix B. This resulted in a useable response rate of 76%. The research team conducted a brief telephone survey with 60 of the 68 non-respondent employers to ask demographic questions which would enable an assessment of the level of bias in the results due to non-response. A copy of the survey of non-respondents is contained in Appendix C. Only eight employers declined to complete a questionnaire or participate in a non-response survey.

The results of the employer survey are written in four sections:

- Profile of employers surveyed
- Current labour situation in the Vanderhoof area
- The nature of the perceived labour issues
- The employer response to labour issues

The community member survey identified:

- Potential skilled workforce
- Underutilized workforce: individuals requiring training or education
- Underemployed workforce: such as skilled individuals working in unskilled positions

- Education and training needs and barriers, and how residents feel about living and working in the Vanderhoof area

The results of the community member survey are written in three sections:

- Profile of community respondents
- Employment situation
- Perceived employment issues

The VCLMP expects to use the employer and community member survey results to help the community develop an action plan that will address labour market needs, including identifying roles and responsibilities, timelines, and evaluation criteria. Community Futures Development Corporation of Stuart Nechako (CFDC-SN) staff will share the project findings with community members in follow-up meetings. The community members will decide on a course of action, implementing strategies and the format of the activities. CFDC-SN will assist with organizing the stakeholders and developing the steering committee for the community.

### **3. LITERATURE REVIEW**

#### **3.1. INTRODUCTION**

Vanderhoof area employers have stated that there is a skilled labour shortage in the area and that the shortages are likely to continue. Statistics on population trends in Canada report that a labour shortage in Canada is developing. The largest segments of the working population are older and workers are starting to leave the labour force faster than younger workers can fill the gap.

As the first stage of the Vanderhoof Community Labour Market Partnership (VCLMP) research project, a literature review was conducted to:

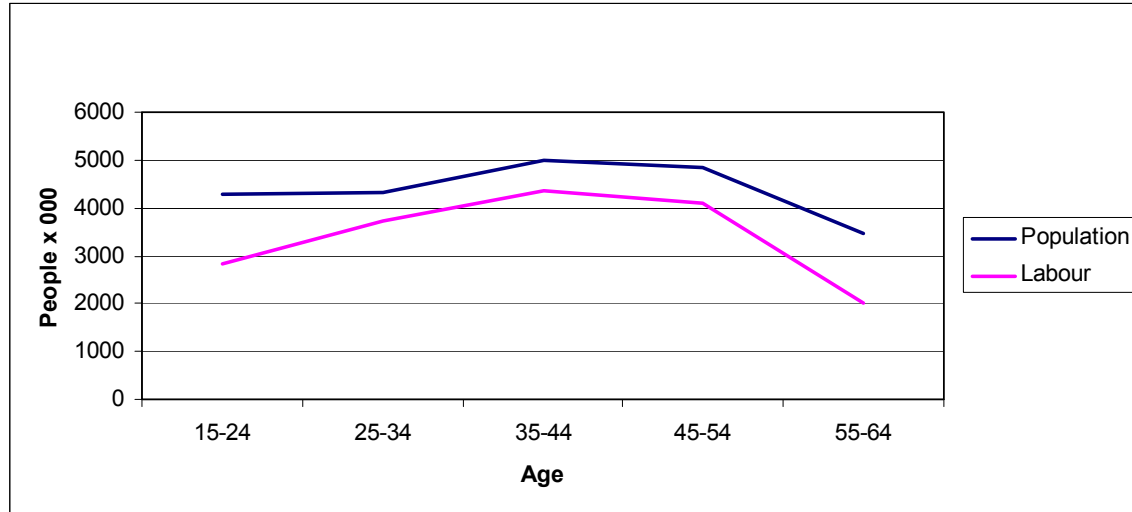
- collect baseline qualitative data about the skilled labour shortage in the Vanderhoof area;
- provide an overview of the current and past labour market and research what would be relevant for developing an employer labour skills survey and a community labour skills survey; and
- review and provide broad economic and demographic information about labour market trends in Canada, BC, and specifically, the community of Vanderhoof.

The literature review discusses the aging population, labour growth and employment indicators, labour market surveys, labour sectors and future labour trends with emphasis on how the labour market may be affecting the Vanderhoof area. Results showed:

#### **Aging Population**

There is a large population group in Canadian society that is approaching the end of their working years. Figure 1 shows the 2005 population age groups and the labour force with 2005 labour participation rates for each age group. The group of people aged 45 to 54, who are reaching retirement years form the second largest 10-year population segment in the country. This labour force group is starting to reduce the amount they participate in the workforce. Those aged 35 to 44 are a slightly larger segment but this group is currently highly employed and over the next 10–25 years people in this age group are likely to remain employed and then leave the labour force.

**Figure 1: Canadian population and labour trend, 2005.**

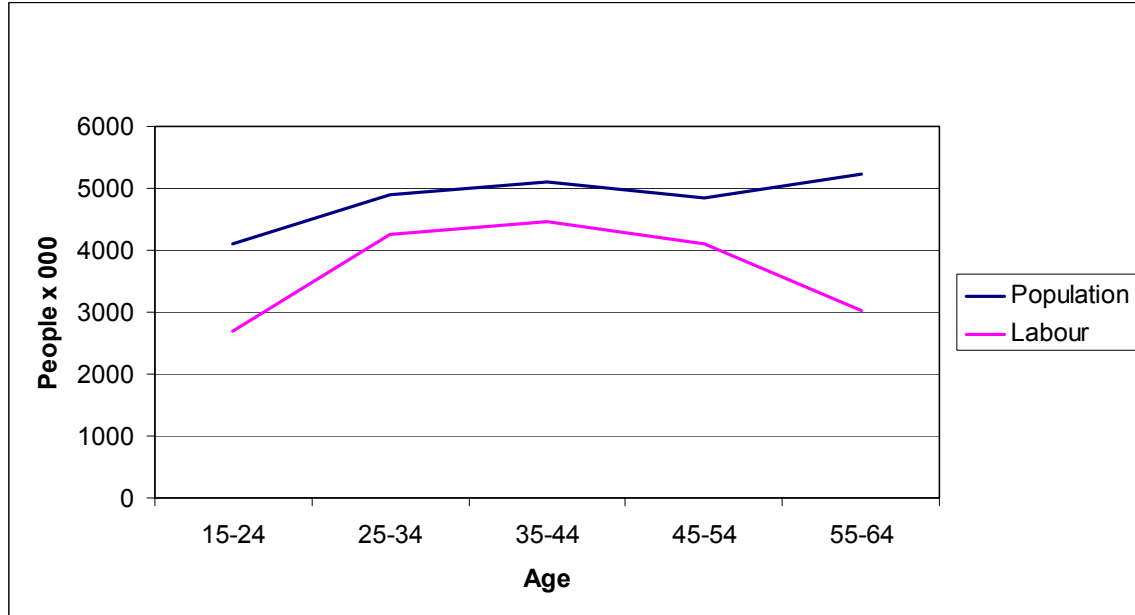


Source: Statistics Canada

The group of people aged 15–24 years who traditionally fill new job demands as the older workers move out of the workforce, is one of the smallest segments of the working age population. The segment of the working population, ages 25–34, is also smaller than the two 10–year segments of workers aged 35–54. The predicted result is that labour shortage will be influenced through the next 25 years by fewer young people available to enter the labour force.

For comparison, Figure 2 shows the predicted 2021 population and the estimated labour based on 2005 participation rates. This illustrates that the labour shortage can be expected to continue well into the future. In 2021, the projected Canadian population shows that the segments of the working population from 25 to 54 years will be close in strength, but there will be more people over 55 years than 15–24 years. If the labour force participation rate is the same for workers aged 25–54 years and continues to drop rapidly in the segment aged 55–64 years, then in 2021, it is predicted that over 50,000 more workers (shown in Figure 3) will be leaving the workforce due to their age than workers entering the workforce as first-time workers. The lowest population segment with members in the labour force is projected to be the 15–24 years. This projection supports the notion that the labour shortage will remain for the next 15–25 years, provided the participation rates remain the same.

**Figure 2: Canadian population and labour projection trend, 2021.**



Source: Statistics Canada

In addition to the labour shortages projected in the future, there may be an increased shortage of skilled labour due to the older working population having a general skill set that the upcoming younger workers may not adequately fill.<sup>1</sup> This trend emphasizes the importance of labour skill development in the younger segment of the workforce. Younger workers who are well trained will be better able to fill vacancies left by the older, skilled and more experienced workers. A key objective of training programs will be to develop younger workers with the types of skills that are demanded in the workplace as experienced and skilled workers leave.

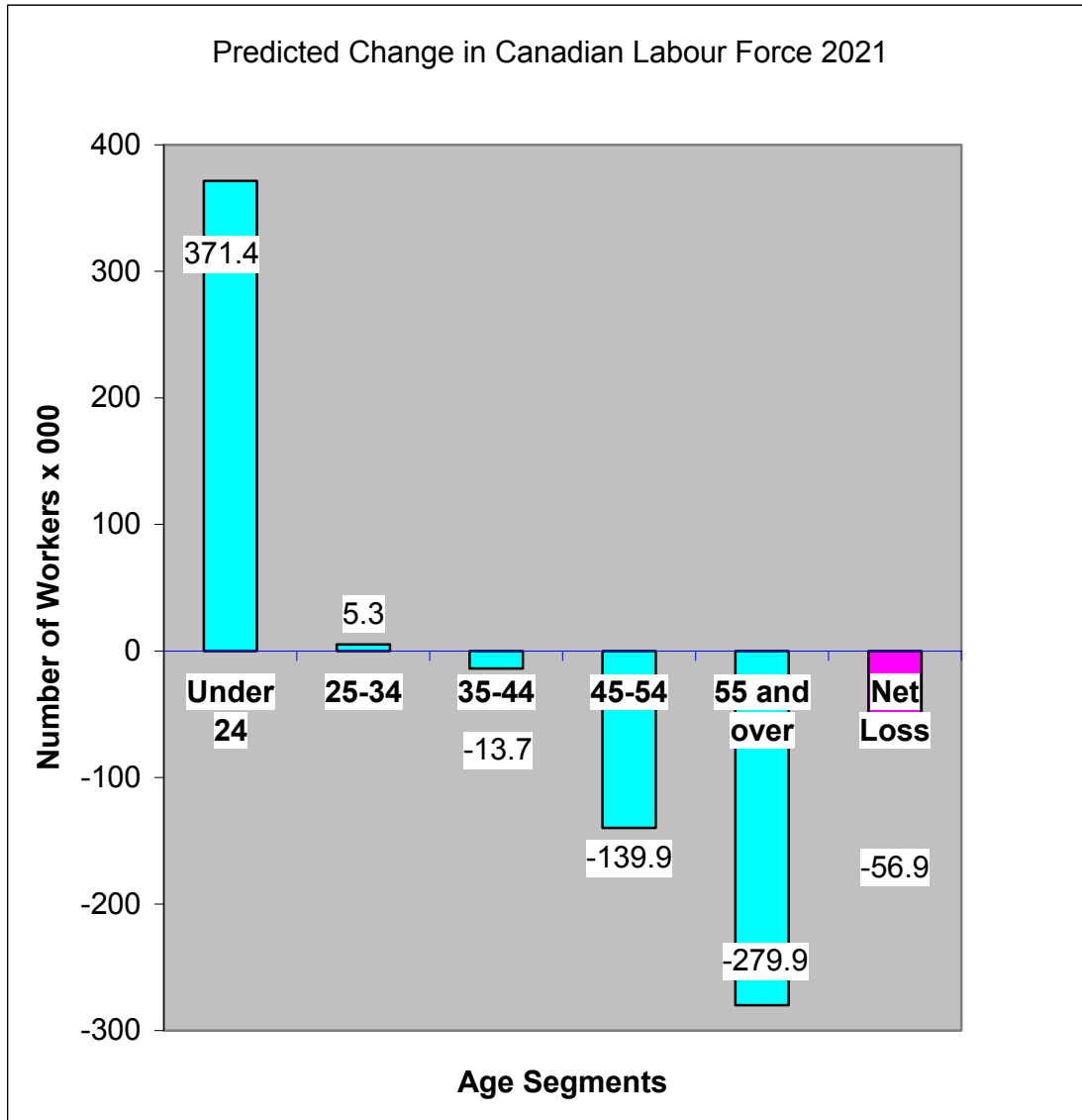
### **Labour Market Indicators**

Labour supply has shown to be pressured by economic forces in Canada and especially in BC and Alberta in recent years where the employment level has risen for youth and in the trade sectors.<sup>2</sup> The strong economy has forced unemployment rates down nationally and provincially. The local unemployment trend in the Nechako-Coast region (from Vanderhoof to Prince Rupert) and Caribou region (including Prince George) has shown a decrease only recently, but unemployment rates have been rapidly dropping from above 11% to well below 8% in two years.<sup>3</sup>

<sup>1</sup> Overview of Aging Workforce Challenges: Analysis Government of Canada June 2001, Gov. of Canada HRSDC website.

<sup>2</sup> Statistics Canada Labour Force Survey February 2006 website; page 2.

<sup>3</sup> Overview of Aging Workforce Challenges: Analysis Government of Canada June 2001, Gov. of Canada HRSDC website.

**Figure 3: Projected change in the Canadian labour force, 2021.**

Source: Statistics Canada

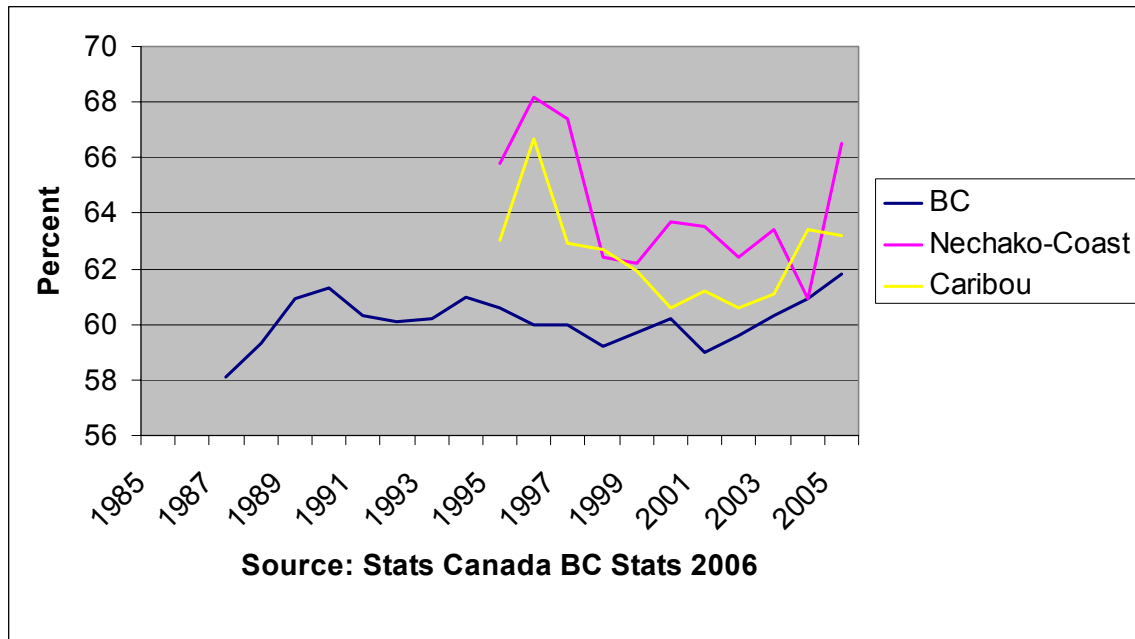
Figure 4 shows a trend toward increased employment in the Vanderhoof area and in the province. BC's employment is forecast to hit 2.14 million jobs by the year 2008.<sup>4</sup> In addition, Statistics Canada predicts the following:

- Over 2.13 million workers were employed in 2005 in BC, which is only 0.05% below the 2008 projected employment level of 2.14 million workers.
- In BC, employment grew by 2.4% in 2004 and last year employment growth was 3.3%, the largest growth since 1994.<sup>5</sup>

<sup>4</sup> An Overview of Labour Market and Skill Shortages Issues in BC and Canada, BC Ministry of Advanced Education, June 2001, page 17.

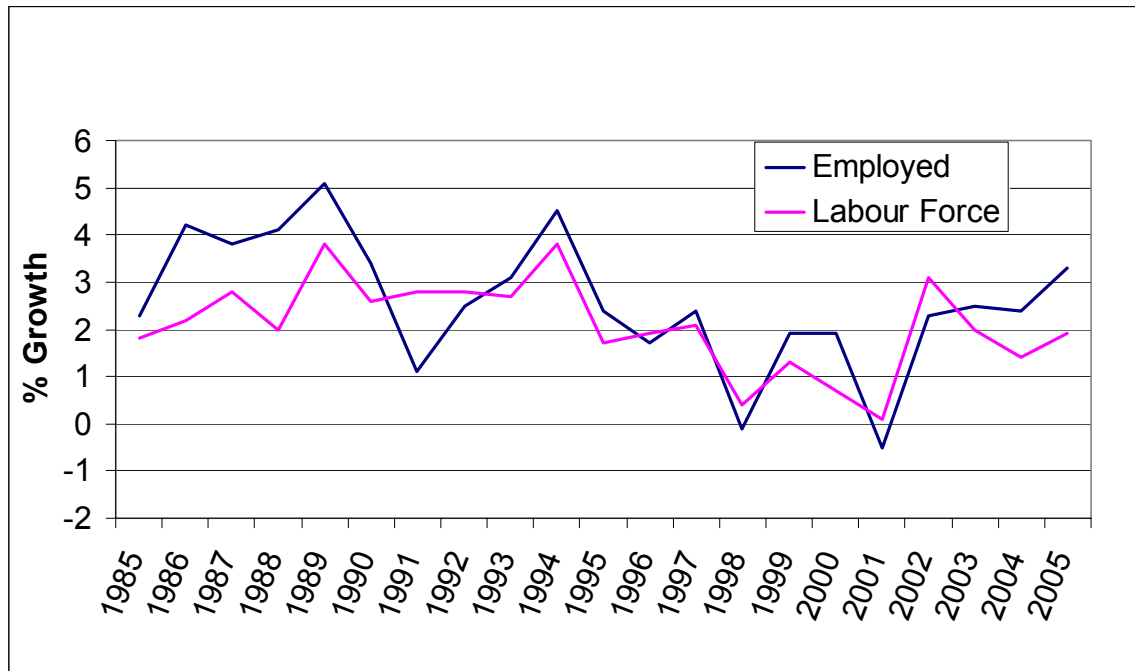
<sup>5</sup> Statistics Canada website. "<http://www.bcstats.gov.bc.ca/data/lss/lfs/bccanlfs.pdf>" page 1.

**Figure 4: Labour employment trends.**



As shown in Figure 5, the three-year trend from 2003 through 2005 is similar to the employment growth period shown in the last years of the 1980s—the last time employment growth exceeded growth in the labour force for several years.

**Figure 5: Growth in BC employment versus growth in labour force.**



Labour force growth was exceeded by employment growth due to strong economic growth in the late 1980s. The labour supply of the 1980s was not influenced by the population demographics of today where many jobs will become available due to retirement and an aging workforce. New labour demand is exceeding the new labour entering the labour force due to a shortage of young workers. It is expected that by the year 2008 over half of all jobs in BC will be obtained as replacement jobs created from workers retiring and leaving the workforce.<sup>6</sup> In addition, skills shortages are likely to occur as a replacing an older workforce which has valuable job knowledge and experience important in the efficient running of both private and public sectors.<sup>7</sup>

Several options are available to fill the predicted shortage of labour and the possible skills shortages in the labour force. Apart from ongoing training of a younger workforce, importing workers from the rest of Canada or abroad is a possibility. In a recent comment, BC Economic Development Minister Colin Hanson said:

*“One million jobs will be created in the next 12 years and only 650,000 will graduate from BC high schools, so we will not be able to fill the jobs of the future by simply training BC born kids and we have to look at immigration in order to grow the economy in the future and to meet skills shortages”.*<sup>8</sup>

The BC Progress Board, a panel of business and academic leaders tasked with finding ways to improve economic and social performance, has shown similar support for immigration and training and other strategies such as:

- Skills education and research
- Encourage integrating immigration through assisting employers to assess immigrant skills and training
- Bridge training to “top up” immigrant skill levels
- Promoting the incentive and bonus systems to keep workers in the workforce
- Utilize immigration and trades training to fill the shortages in trade occupations
- Use pension adjustments to keep workers in the workforce
- Use flexible work arrangements.<sup>9</sup>

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<sup>6</sup> An Overview of Labour Market and Skill Shortages Issues in BC and Canada, BC Ministry of Advanced Education, June 2001; page 18.

<sup>7</sup> Building Bridges across Generations in the Workplace, A Response to the Aging Workforce, Sylvain Schetagne, Canadian Council on Social Development, page 17 website: <http://www.ccsd.ca/pubs/2001/bridges/bbeng.pdf>.

<sup>8</sup> Source: Vancouver Sun newspaper, 17 Mar 2006.

<sup>9</sup> Boosting Incomes, Confronting Demographic Change: BC's Productivity Imperative, A Companion Discussion Paper to the Fifth Annual Report December 2005, BC Progress Board, April 2006 website- [http://www.bcprogressboard.com/2006Report/ProductivityReport/Productivity\\_Final.pdf](http://www.bcprogressboard.com/2006Report/ProductivityReport/Productivity_Final.pdf)



There is a key problem that exists with respect to immigration as a source of labour in the Vanderhoof area. At the start of the 21<sup>st</sup> century, over 60% of people born outside of Canada were living in the three largest cities in Canada.<sup>10</sup> This is disproportionate when compared to the 30% of the total population living in the largest Canadian cities.<sup>11</sup>

A factor that may cushion the impact of the labour-skills shortage is the view that people are living longer so they may retire later. However, recent Canadian information has shown the opposite to be the case as early retirement rates have increased from 29% in 1990 to 43% in 2000.<sup>12</sup>

There is no doubt that the workforce is getting older. From February 2005 to February 2006, the number of people who participated in the Canadian workforce grew by 109,700 in the 25–54 age group compared to a growth of 110,000 workers in the 55-year plus age group.<sup>13</sup> These older workers may have pressure to remain in the workforce longer to fill predicted labour shortages.

### **Labour Market Survey**

There are two common methods of measuring labour market and skills shortage: economic or market indicators and employer-based surveys or interviews.

The economic indicator approach measures the labour shortages and pressures on wages, employment growth, and unemployment. These indicators are easy to measure, interpret, and track over time. The weakness in these indicators is that they do not show trends in specific labour sectors and they are not tracked in small regions such as Vanderhoof. Further, there is a tendency to overlook regulated labour market sectors such as professions (medical, nursing and teaching) that may have high vacancies in times of overall high employment.<sup>14</sup>

The employment survey has the benefit of providing labour shortage information in regulated labour markets like nursing, and direct employer based information on skills and experience required from labour. Employer surveys may be influenced by the recruitment and retention difficulty in the study region that is not apparent provincially or nationally. This information can be used to identify regional or community labour market weakness so that human resource strategies can be established.

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<sup>10</sup> John Deutch Institute, Queens University, Canadian Immigration policy for the 21 Century, Charles M. Beach, Alan G. Green and Jeffrey G. Reitz 2003  
<http://jdi.econ.queensu.ca/Publications/Immigration.html>

<sup>11</sup> Stats Canada website: <http://www40.statcan.ca/I01/cst01/>

<sup>12</sup> Overview of Aging Workforce Challenges: Analysis Government of Canada, June 2001 Gov. of Canada HRSDC website.

<sup>13</sup> Latest Release from the Labour Force Survey, Statistics Canada, March 2006, website.

<sup>14</sup> An Overview of Labour Market & Skills Shortage Issues in BC and Canada, Youth and Labour Market Services Branch BC Ministry of Advanced Education June 2001; pgs 7–13.

Interpreting results, even quantitative results, in an employer survey can be difficult due to the fact that work, conditions, wages and environment can mask real labour shortage. The survey analysis should identify the less obvious labour market challenges so that strategies can focus on all problem areas.<sup>15</sup>

A survey is a measure of current conditions only. To overcome this limitation, a systematic quantitative approach where surveys are conducted at regular intervals with similar questions would provide the best analysis of regional or community labour markets change. Quantitative information could be tracked over time to see if community human resource management initiatives are changing the labour market.

In reviewing labour market research it is evident that a comprehensive community specific labour market survey is a rare entity. Some labour market surveys look at businesses in communities but they fail to look at community employers as a whole and are not inclusive of all types of employers such as government, for profit business and not for profit agencies together. In order to obtain a representation measure of labour market skill requirements and human resource issues an inclusive study of all community employers would be the most relevant. However, there are projects that can be used as a framework for developing a survey for a specific community such as Vanderhoof.

Another challenge in labour market study is to quantify that there is or will be a labour market shortage and quantify the specific skills shortages that may exist in community labour. Labour market surveys generally start with a qualitative analysis of the region of interest by using focus groups and steering committees to bring forward labour issues backed up by regional and national statistics to show that labour is in demand and that improving human resource planning is relevant to the economic and demographic conditions.

Once the demand and relevance have been determined, surveys quantify the needs and opinions of employers and community members so that stakeholders in the community can take action to improve the labour market.

### **Labour Sectors**

The employer labour market survey provides quantitative results showing the types of employer sectors and the occupation types that are employed so that trends for specific types of employers and community members can be found. Certain types of employers may have experienced challenges or have advantages that other employer groups do not; similarly, community members can be broken into groups that have different needs and opinions.

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<sup>15</sup> An Overview of Labour Market & Skills Shortage Issues in BC and Canada, Youth and Labour Market Services Branch BC Ministry of Advanced Education June 2001; pgs 7–13.

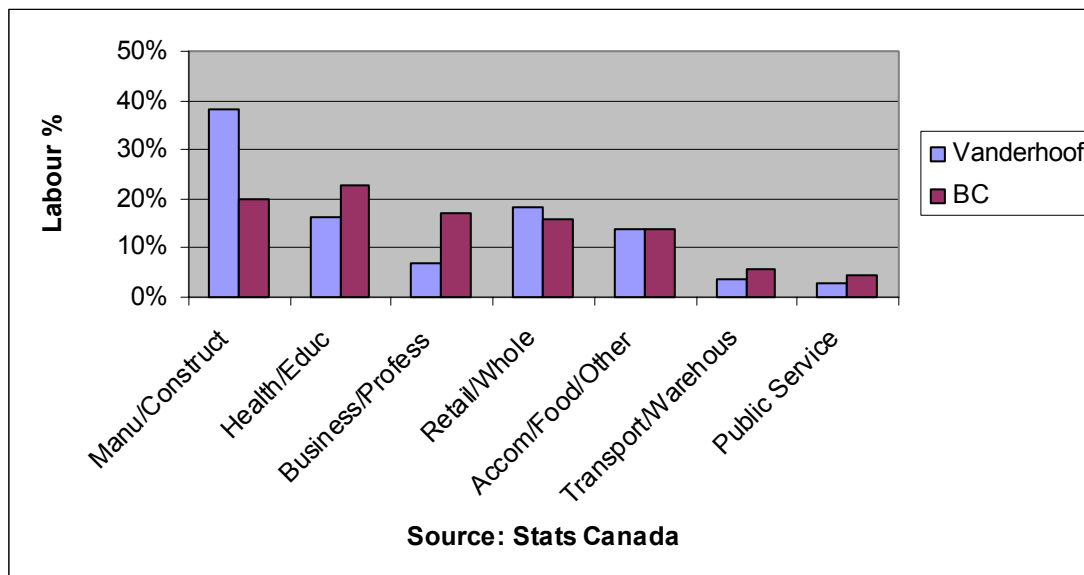
Quantitative results give sector information and specific job information that:

- Can be compared with other regions and comparative surveys done in the future in the same region;
- Allows for sector specific stakeholders in the community and outside the region to measure and compare the specific labour market issues;
- Defines the skills and the occupations that exist in the study area; and
- Provides a measure of the human resource issues in the region at the time the survey is conducted.

The results will be that human resources strategies for the different groups of employers and community members can then be put in place to provide the most impact for improving specific labour market challenges within each group.

In the 2001 Canadian census, the community of Vanderhoof relied heavily on the forest related manufacturing and logging, and construction sectors to derive employment. This was in contrast to BC sectors as a whole, which rely more on the business, professional, health and education sector for employment. The retail and food and accommodation sectors were similar in Vanderhoof to the rest of the province. The sectors in Figure 6 have been consolidated for simplicity. Surveys have sectorised jobs into as few as 6 sectors and as many as 20 sectors, depending on the type of analysis required. Sector analysis is also important when identifying survey bias and ensuring survey response rates are adequate in each employer sector.

**Figure 6: 2001 sector employment.**



Source: BC Statistics

Labour market surveys, for continuity, should identify the industrial sectors and use a guide such as the North American Industry Classification System (NAICS) to define each employer sector. Occupation information can be classified using a system such as the Canadian National Occupational Code (NOC). These classifications will give the analysis meaning for stakeholders and provide comparison for future survey analysis in the region or comparisons outside the region.

### **Future Skills Trends**

Assuming the objective is to have a skilled workforce, the question must be posed: What types of skills are in demand and is labour meeting these demands? Elaine O'Reilly, in the 2<sup>nd</sup> Edition of *Making Career Sense of Labour Market Information*, outlines the following key skill demands for workers to have in the new economy:

- Worker self responsibility for career and positive attitude toward change
- Workers must take responsibility as consumers of their own education and training and evaluate the merits of the training they receive
- Workers must provide generic (transferable) skills in math, computer, communications, team work and decision making
- Entrepreneurial skills to market themselves and to innovate in the workplace
- Career choice skills to deal with the frequent job changes that are part of the new economy.<sup>16</sup>

Employers could use labour market survey information to find out where the people with the skills they need are located so they can develop a human resource strategy to fill vacancies. To meet the need of both employers and employees, and to know the types of skills that are demanded but in short supply, labour surveys need to be more comprehensive in nature and provide better and faster information.<sup>17</sup>

Employers are looking for more classification of skills, more managerial skills that demonstrate multi-tasking, entrepreneurship and problem solving.<sup>18</sup> Workers need to know the skills they should identify and promote to meet employer job criteria. Labour market survey information is important for workers and employers. The information can help them both identify and build the skill sets to meet labour requirements in the survey region.

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<sup>16</sup> 2nd Edition of *Making Career Sense of Labour Market Information*, BC Ministry of Advanced Education 2006.

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

## **4. TREND ANALYSES SUMMARY**

### **4.1. EMPLOYER TRENDS**

Qualitative information about the challenges and needs of employers was gathered in March and April of 2006 from the Vanderhoof Labour Market Partnership Steering Committee and employer sector representatives. The information was gathered from emails and faxes from the Steering Committee, and from a meeting of sector employer representatives and Steering Committee members. Additional information was gathered from telephone conversations of sector representatives who could not attend the meeting.

To determine the trends in qualitative information gathered from the Steering Committee and sector representatives, the information was summarized into the following categories.

#### **Attitudes:**

- Young workers need better work ethics (motivation, appearance, honesty, pride, responsibility).
- Workers need better attitudes towards work especially when serving customers (respect, people skill).
- Young workers need better life skills and role models.
- Expectations for pay from entry-level workers or low-skilled workers are too high for the work experience and skills they bring to the jobs.
- Younger people do not understand the value of work and the effort required to do a good job, younger workers want easy jobs.
- Entry-level workers need to know how to qualify (train for the first job by taking extra courses outside of high school).
- It is a priority, perhaps the number one priority, for employers to hire based on the attitudes of recruits.
- Workers know that there is a labour shortage so they know they can get away with doing less because there is limited labour to replace poor employees; there is a lack of incentive for labour to become more highly skilled.
- Workers may be looking for work elsewhere because they are concerned about the viability of Vanderhoof “after forestry dies” (beetle-kill issue).

#### **Employer Needs:**

- More workers are needed (vacancies), in low-wage and less-skilled jobs as well as more skilled workers locally and from outside.
- More trades people are needed and trades training should be encouraged.
- More unskilled people (with good work ethic) are needed to fill lower-wage, entry-level jobs
- Unfavourable shifts and part-time and seasonal positions are difficult to fill.

- Employers need to train from within and hire locally when they can so people will stay.
- Vanderhoof and BC Skills information indicated that employers have lowered work standards to retain staff.
- More mentoring programs like Project Agriculture are needed.
- People with training in the job sectors that are strong in Vanderhoof, such as agriculture, and equipment and truck operation are needed.

**Skills and Education:**

- Schools do not produce skills for business and employers in smaller towns (multi-task, handyman, entrepreneurial, vocations, practical work skills); employers feel schools are too geared toward computers and academics, lots of jobs in a rural town that require a skill set different from what is taught in schools.
- There is a need to promote skills required in agriculture sector jobs.
- Employers want to know completion-rate and dropout rate information in educational programs to anticipate shortages.

**Human Resource Practices and Strategies:**

- Small business employers need to find a way to compete with larger industries paying high wages to low-skilled workers
- Competition for trained and skilled workers is costly for some employers, especially when workers move to rural communities and then leave because of the attraction of higher wages, or better amenities in larger communities
- Need to provide training, flexible hours, incentives to get more from the workforce.
- Low pay is a problem in some sectors (retail and agriculture) when competition from higher-paying, lower-skilled jobs comes from other sectors.
- Immigration is a viable option but areas outside Vanderhoof, such as the Lower Mainland agricultural sector are able to take better advantage of immigrant workers; Vanderhoof employers need to know more about immigrant workers.
- Employers need to know how, and where, to find suitable labour outside the area and promote working in Vanderhoof.
- Labour shortage could worsen if new industries such as Oriented Strand Board (OSB) plants or pellet operation move to the area.
- Employers need to know more about the labour market to better manage the labour shortage.

**Community and Infrastructure Needs:**

- More affordable housing and lack of builders needed to improve situation
- Lack of facilities and recreation activities compared to Prince George
- Limited opportunities for career advancement in Vanderhoof

- Amenities need to be developed to attract and keep skilled workers
- Community amenities should help break down barriers for workers to be trained (public transportation, taxi, and training facilities)

**Succession:**

- Employers need to know the sustainability of jobs (how long before jobs are obsolete) to plan for emerging jobs
- Employers need to plan for retirement

See Appendix D for comments from participants of meeting.

In the qualitative meetings, employers and Steering Committee members have stated that there are human resource problems in Vanderhoof. The meeting information has verified many of the same concerns that were expressed by community leaders in the past when the Labour Management Partnership was first initiated. It has been determined that others in the community feel there is a labour shortage problem of both skilled and unskilled Workers.

The information also revealed that there are problems with the attitudes and ethics with the labour force and that it is community problem that stakeholders such as educators, parents, and employers should try to improve. Employers indicated there are improvements that could be made to education systems to develop more skills suited to Vanderhoof employer's demands. The qualitative data shows that employers are looking for information on how to compete for the labour and to fill the shortages that exist. Employers want to know how to compete with other communities, to obtain immigrant labour and skilled labour, and how to keep the labour they currently have employed. Employers indicate that they are competing within the community, in the region and outside the region for labour; employers also want to find out how to attract labour outside of Vanderhoof. The competition is mostly due to higher wages offered by some sectors for low skills, high wages offered outside the community, and better amenities available outside of Vanderhoof. Employers did indicate that more training, incentives, and flexibility would have to be offered to employees to improve the human resource problems and address shortages. Employers want to find out more about labour skills and how to exchange skills information with labour so that workers will come to, and stay, in Vanderhoof.

The small group of employers and Steering Committee members have provided the baseline trends in the labour market that show that there are opportunities to improve the labour market in Vanderhoof. The next step is to verify that the labour climate is problematic by conducting surveys of employers and community members to verify and quantify the information gathered anecdotally. The surveys will help prove or disprove the opinions of a few by accurately measuring the labour market concerns of the majority of Vanderhoof employers and residents.

## **4.2. COMMUNITY TRENDS**

Qualitative information about the challenges and needs of community members was gathered in June 2006 from the Vanderhoof Labour Market Partnership Steering Committee, and employer sector representatives. Participants in the meeting were asked to contribute their opinions about how the community survey information should be communicated to the public and the type of information the community survey should provide. The meeting participants concluded that the survey should determine community member opinions, plans and needs about their education and skills training, career and work, and the community.

To determine the information trends gathered in the meeting, notes are summarized into the following qualitative-trend categories.

### **Communication:**

- Community members need to provide input for potential communication methods for the project results.
- There should be a short summary of results for stakeholders such as local and regional politicians in the final presentation of results.
- Results should be available for other users to help with projects such as a layered mapping of land use in the Vanderhoof area.

### **Basic Information:**

- To ensure that there was representation among a broad cross-section of the community members in the survey, the following basic demographic information was requested:
  - Age
  - Gender
  - Birth location and immigration history
  - Employment status
  - Marital status
  - Income
  - Number of dependants
  - Aboriginal ancestry
- The future plans of where community members intend to live, work and upgrade their education, and why, were found to be important.

### **Skills and Education:**

- Community skill and education, training and professional development levels in potential employees and current employees must be assessed.
- Awareness of the availability of local programs and funding opportunities for education, training and professional development needs to be determined.
- The survey requires open-ended questions about education, training, and professional development needs including the types of programs and employment services required by community members.



- The commitment that employees show, in terms of job satisfaction resulting from employers providing on the job training, mentoring, and professional development are factors that need to be measured.
- Employers and stakeholders need to know if employees commit to a job because employers provide on-the-job training and mentoring.
- The community needs to know if employees and potential employees are aware of funding programs for training and if these programs are sufficient.
- There is a need to find out the types of programs that are offered to help students make career choices and prepare for leaving high school.
- A measure of the adequacy of local training and education and where community members expect to receive further education and training was brought forward.

**Employment and Career:**

- The survey should measure barriers that prevent community members from working or working more hours such as:
  - Child or other dependant care
  - Education, training, or certification
  - Transportation
  - Age
  - Medical or health condition
  - Disability
  - Work hours
- Information on how long community members will remain in the local labour market and the occupations they hold now and expect to obtain in the future is needed.
- There is a need to know job satisfaction levels in the following areas:
  - Advancement opportunities
  - Management and supervision
  - Wages
  - Benefits
  - Work environment or conditions
  - Training or development opportunities
  - Bonuses or Incentives
- The survey needs to quantify the availability of casual/contract/seasonal workers and the number of workers that work full-time or part-time.
- Answers to why community members change jobs or careers, and if they change industry sectors are required
- Quantifying future employee career plans, goals and movement, including the reasons workers change jobs and the type of industry sectors workers tend to pursue in Vanderhoof was an objective of meeting participants.
- Identify and profile those willing to start a new business, those currently self-employed and the reasons that the self-employed do not employ others in their business were recognized as survey goals.

**Community:**

- How long have people lived in the Vanderhoof area?
- There is a need to know if community members are considering leaving and how satisfied they are in areas such as:
  - Business Services and Shopping
  - Career and Job Opportunities
  - Recreation, Social and Cultural Activities and Facilities
  - Health and Education Services
  - Climate
  - Housing and Infrastructure
  - Seniors, Child, Special Needs Services
  - Family

**Comments provided about the Labour Market:**

- There is a need for entrepreneurs, who develop business and become employers, to be better skilled at managing and supervising the business.
- Students coming out of school have low math and basic skills for certain jobs like reading a tape measure in construction or dealing with people performing a cashier job.
- More students should be offered training in the form of programs such as co-ops, project agriculture, project heavy duty and pre-apprentice where learning is practical and “hands on.”
- Soften age requirements for people to work in the service industry (Food and Accommodation).
- Examine the youth (perhaps aged 15–18 in a separate survey)
- Examine self-employed workers as a separate study (find out why they are not expanding their business)
- What role does government have (private sector with government funding) in helping with these issues (labour market concerns)?

In the qualitative information-gathering meetings Steering Committee members and employers have described human resource concerns and the types of labour market information that should be gathered in a survey of community members to verify and define the problems.

The information showed that there is a need to measure basic information about people in the community and to find out more in-depth information about career plans, educational goals, and if those plans involve living in the Vanderhoof area. There is also a requirement for more information about the barriers people have to working more or entering the workforce and to obtaining further training and education. Meeting participants stated that they want to find out satisfaction levels among community members in living, working, and advancing their education and careers locally. The participants also requested that information be provided about the intentions of people in terms of where they will live and work and when they will stop or change the amount they work. In addition, it was

requested that information be obtained about the factors that draw residents to the community and motivate other residents to relocate elsewhere.

The input from this small group meeting and the April 5, 2006 meeting and the survey of employers completed earlier was used to form the basis for the survey of community members and to complete the next step in the Vanderhoof Labour Market Partnership. This step is intended to verify labour market problems and needs of community members.

See Appendix E for comments from participants.

## **5. EMPLOYER SURVEY**

### **5.1. SURVEY DESIGN**

Based on the literature review, environmental scan and meetings with steering committee members and employers' representatives, a 30-question employer questionnaire was drafted by the CFDC-SN research team. The draft questionnaire was reviewed by VCLMP Steering Committee members who provided input into content and structure as well as suggestions for additional survey questions. The questionnaire was pre-tested by delivering it to neighbouring community employers who volunteered to complete the questionnaire and make suggestions on structure and content. The final draft incorporated changes suggested by steering committee members and by pre-test volunteers.

The final questionnaire asked respondents to answer questions pertaining to:

*Their organization's characteristics* (such as organization type, sector, number of full-time, part-time, and casual/contract/seasonal employees, whether they were a home-based business, peak season for employing casual/contract/seasonal employees, and number of employees in various age groups);

*Perceived employment issues* (such as problems recruiting and retaining employees, adequacy of current training programs, perceptions about why employees leave their jobs and which sector attracts them, and perceptions of who should be responsible for ensuring workers obtain basic job skills);

*Their response to perceived labour shortages* (such as strategies used for recruitment and retention, for selling the business and replacing exiting employees and geographic areas employers use to recruit employees).

### **5.2. POPULATION, SAMPLE, AND RESPONSE RATE**

#### **Population**

The CFDC-SN staff compiled key contacts and addresses of all organizations representing private business, non-profit organizations, government (including First Nations), and government-funded agencies within the Vanderhoof area. These contacts were identified from the District of Vanderhoof business licence list, Chamber of Commerce listings, telephone directory blue pages (government), white pages, yellow pages and a list of contacts previously compiled by CFDC-SN. Staff attended two local Cattlemen's Association meetings to help identify employers in the agricultural sector.

A research team member first contacted each potential respondent (employer) by telephone. Employers were asked if they currently employed workers, employed workers in the past year, or had plans to employ workers within in the next year. Those who answered affirmatively were invited to receive a hand-delivered questionnaire. For most respondents it was the business owner or organizational leader who completed the questionnaire, while in some larger organizations staff members assisted by compiling numbers and identifying types of employees.

The research team attempted to contact employers several times. Six employers did not return messages, or did not answer. Employers whose telephone numbers were no longer in service were removed from the list.

The target population included 288 employers in the Vanderhoof, B.C. area that had at least one paid employee (part-time or full-time) over the last year or that expected to hire an employee part-time or full-time in the next year. The survey area was the Regional District of Bulkley-Nechako Electoral Area F, which includes Vanderhoof rural and the District of Vanderhoof.

### **Sample**

The research team chose to use a census sampling approach (all individuals in the population were included in the sample frame). Given the desire to compile data such as total number of employees, the research team wanted to obtain as many responses as possible rather than use a random sample approach where only a percentage of the employers would receive a questionnaire. Given the small size of the population, the pre-work done to advertise the survey and to prepare employers for the survey, and the resources available for multiple follow-up contacts with non-respondents, it was deemed reasonable to conduct a census rather than a random sample of the population. A non-respondent survey was conducted to determine the level of non-response error (see Section 6.3).

### **Survey Implementation**

A 30-question questionnaire was distributed to employers and included a one-page cover letter from Keith Federink, General Manager of CFDC-SN, inviting employers to respond and ensuring confidentiality in accordance with Canada's *Privacy Act* and *Access to Information Act*. As an incentive to participate, employers who participated in the survey were told their name would be entered in a draw for a piece of local art.

The North American Industry Classification System (NAICS) was used as a guide to develop the survey's employer sectors and the Canadian National Occupation Code (CNO) was used to develop the occupation categories.

For each employer, the research team made multiple telephone calls to set up a time to deliver a written survey or to record a non-response survey. Employers were given several days to complete the survey before receiving a call from the

research team to arrange for pick-up. In some cases, employers were visited in person to promote completing the survey and to establish a pick-up time.

Thirteen employers requested to have surveys faxed or emailed to them. They were primarily out-of-town employers who answered the survey on behalf of local offices. Of the 13 surveys faxed or emailed, 11 were completed and returned. Four emailed or faxed surveys came from within the Vanderhoof area and the nine surveys came from head offices in Terrace, Smithers, and Prince George. Some employers preferred to drop off or mail their survey to the CFDC office but everyone who received a hand-delivered survey was given the opportunity to have the survey picked up.

### **Response Rate**

Out of 288 employers, 220 completed and returned the questionnaires—a 76% response rate, which is considered excellent for surveys. Eight of 68 employers did not respond to the survey or provide numbers of employees. Based on general knowledge about the non-respondent employers, it is believed that the survey captured the employers who hire the vast majority of employees in Vanderhoof. Of the total number of employees represented by the survey and the count from non-respondents, the survey represents responses from employers who employ approximately 93% of all employees in Vanderhoof and area.

### **Analysis Process**

After surveys were collected, the data was entered into Zoomerang, a commercially available Web-based survey compilation tool. Zoomerang allows researchers to enter results from written surveys and automatically compile the data. The data was subsequently transferred into SPSS (Statistical Package for Social Sciences) for the analysis. SPSS is a standard commercial data analysis tool.

## **5.3. NON-RESPONDENTS**

Because there is a greater risk of bias when using a census sampling approach rather than a random sampling approach, the research team conducted a “non-respondent survey” to identify if there were considerable differences in those who completed a survey compared with those who did not. The research team tested non-response error by conducting a brief demographic telephone survey of 60 employers (called “non-respondents”) who agreed to provide minimal information but declined to complete the full questionnaire and compared the data with those who did complete a full questionnaire. The research team asked the 60 non-respondent employers six questions (Appendix C).

Non-respondent employers represented 15 sectors, with accommodation and food service; business, building and other support services; and retail trade sectors having the highest number of non-respondent employers. Twelve percent of the non-respondents were from the accommodation and food service sector, 12% were from the business, building, and other support services sector, and 12% were from the retail trade sector. There was slight over-representation in non-respondents from the business, building and other support services sector, as well as the transportation and warehousing, and agriculture sectors, while there was slight under-representation from the retail trade sector, and the finance, insurance, real estate and leasing sector compared with the population. No one from the education, high tech, public administration, and utilities sectors were included in the non-respondents, as shown in Table 1.

**Table 1: Non-respondents compared with respondents**

	# employers who completed demographic survey ("non-respondents")	% employers who completed demographic survey ("non-respondents")	# employers surveyed ("respondents")	% employers surveyed ("respondents")
Accomm. & Food Service	7	11.7	22	10.0
Business, Building and Other Support Services	7	11.7	12	5.5
Retail-Trade	7	11.7	39	17.7
Agriculture	6	10.0	11	5.0
Construction	6	10.0	22	10.0
Transportation and Warehousing	5	8.3	5	2.3
Health Care & Social Assistance	4	6.7	14	6.4
Manufacturing	4	6.7	16	7.3
Other	4	6.7	8	3.6
Professional, Scientific and Technical Services	3	5.0	10	4.5
Information, Culture and Recreation	2	3.3	6	2.7
Logging	2	3.3	17	7.7
Finance, Insurance, Real Estate and Leasing	1	1.7	9	4.1
Forestry	1	1.7	8	3.6
Wholesale Trade	1	1.7	1	0.5
Education Services	0	0	9	4.1
High Tech	0	0	2	.9
Public Administration	0	0	7	3.2
Utilities	0	0	2	.9
TOTAL	60	100.0	220	100.0

The key difference between respondents and non-respondents is that respondents included several larger companies that have many more employees than do the non-respondents. Table 2 shows a comparison between those who completed the comprehensive survey and those who responded only to the demographic survey in terms of average number of full-time, part-time, and casual/contract/seasonal employees. Most non-respondent employers have a small number of employees: the average number of full-time employees was two, part-time was one, and casual/contract/seasonal was two, with relatively little variation among employers (known as standard deviation<sup>19</sup>). By contrast, the average number of employees for respondents was 11 full-time, three part-time, and three casual/contract/seasonal employees.

**Table 2: Employee type – respondents and non-respondents**

	Avg. # FT employees	SD	Avg. # PT employees	SD	Avg. # casual/ contract/ seasonal employees	SD
Respondents	11	3.2	3	6.9	3	7.40
Non-respondents	2	2.3	1	1.7	2	2.58

Table 3 shows a comparison of employers by organization size and the number of employees for respondents and non-respondents. One percent of the respondent employers (the two largest employers) had 21% of the employees and 47% of employers had only 8% of employees. For non-respondents, two-thirds of the employers employed 45% of employees.

**Table 3: Organization size – respondents and non-respondents**

	Respondents				Non-respondents			
Size	No. of employers	% of employers	No. of employees	% of employees	No. of employers	% of employers	No. of employees	% of employees
Small (1–5)	82	37.3%	253	6.7%	46	77%	112	45%
Medium (6–25)	102	46.4%	1156	30.5%	14	23%	136	55%
Large (26–193)	31	14.1%	1739	45.8%	0	0	0	0
Very large (300–330)	2	.91%	645	17%	0	0	0	0
<b>Total</b>	<b>220</b>	<b>100%</b>	<b>3,793</b>	<b>100%</b>	<b>60</b>	<b>100%</b>	<b>248</b>	<b>100%</b>

<sup>19</sup>Standard deviation is a measure of variability among responses. A high standard deviation means that there is a great deal of variation among responses around an average (some employers gave very low values, some gave very high values). A low standard deviation means that respondents gave more similar answers without a great deal of variability among them. The statistic is used in conjunction with average, since average could be misleading without knowing the dispersion around the average.



#### **5.4. LIMITATIONS OF THE EMPLOYER SURVEY**

The employer survey weighed responses of all employers equally regardless of how many employees they each employed. The non-respondent survey shows that the results of the study could be biased towards perceptions of those representing smaller organizations. The 187 small organizations (those under 25 employees) that represent 85% of the employers employ only 37% of the employees, while the 33 largest organizations (those with 25 or more employees) that represent 15% of the employers employ 63% of employees. To compensate for this potential bias, the report presents some results from employers in larger organizations separately from those in smaller organizations.

In compiling total number of employees, eight employers did not respond to the survey or provide numbers of employees. It is not known how many employees were represented by these eight organizations.

Vanderhoof-area employers varied widely in numbers of employees, ranging from one to 330. Results from the survey are provided either in the aggregate (based on percent of all employers), broken out by employment sector, or by occupation group. When broken out by sector, the numbers of employers for some sectors is quite small (in some cases, only two employers), so percentages used to describe results (such as 50% of employers in that sector) could be misleading.

## **6. EMPLOYER SURVEY RESULTS**

### **6.1. PROFILE OF EMPLOYERS**

#### **Organization Size**

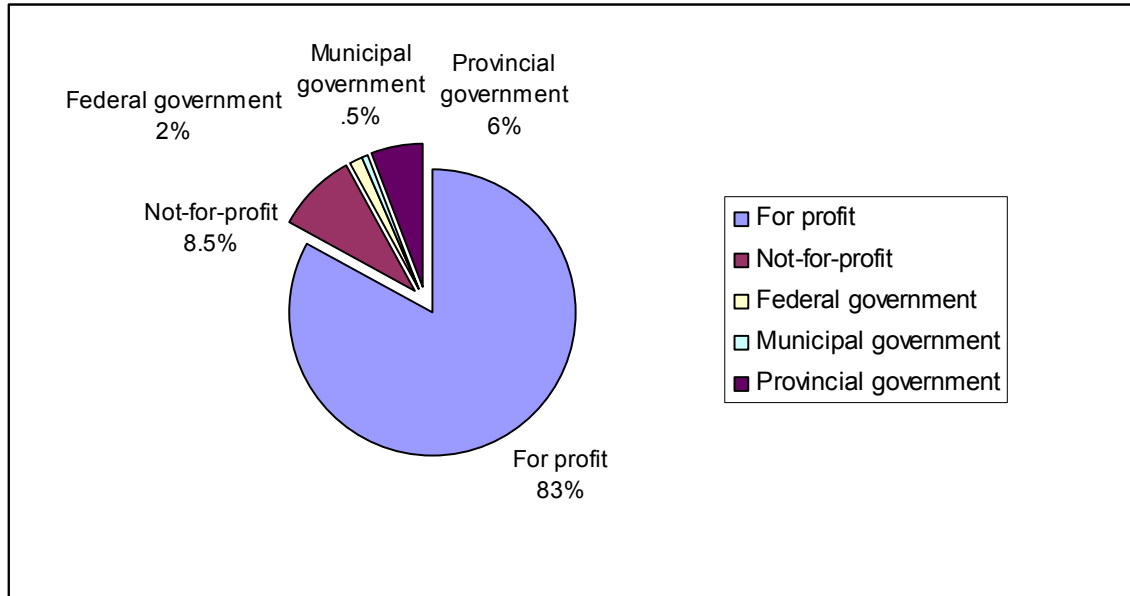
The data shows that the Vanderhoof labour market is dominated by a few large organizations and yet many employers are small organizations with only a few employees. Small organizations (under six employees) comprise almost half (47%) of the employers, but hire only 8% of the employees. A third of all employees are employed by the five largest organizations that hire more than 100 employees each and that employ 1,062 employees in total. These numbers illustrate a significant difference between those who work for large organizations that are more likely to have resources for more employee services, training, recruitment and retention programs and those who work for smaller employers that likely do not have human resource departments or resources to aid in recruitment and retention.

Employers in 18 sectors (plus an “other” category) reported having 2,459 full-time, 651 part-time, and 536 casual/contract/seasonal employees. Almost all (90%) employers reported employing full-time workers, 60% employ part-time workers, and 54% had casual/contract/seasonal employees.

#### **Organization Type**

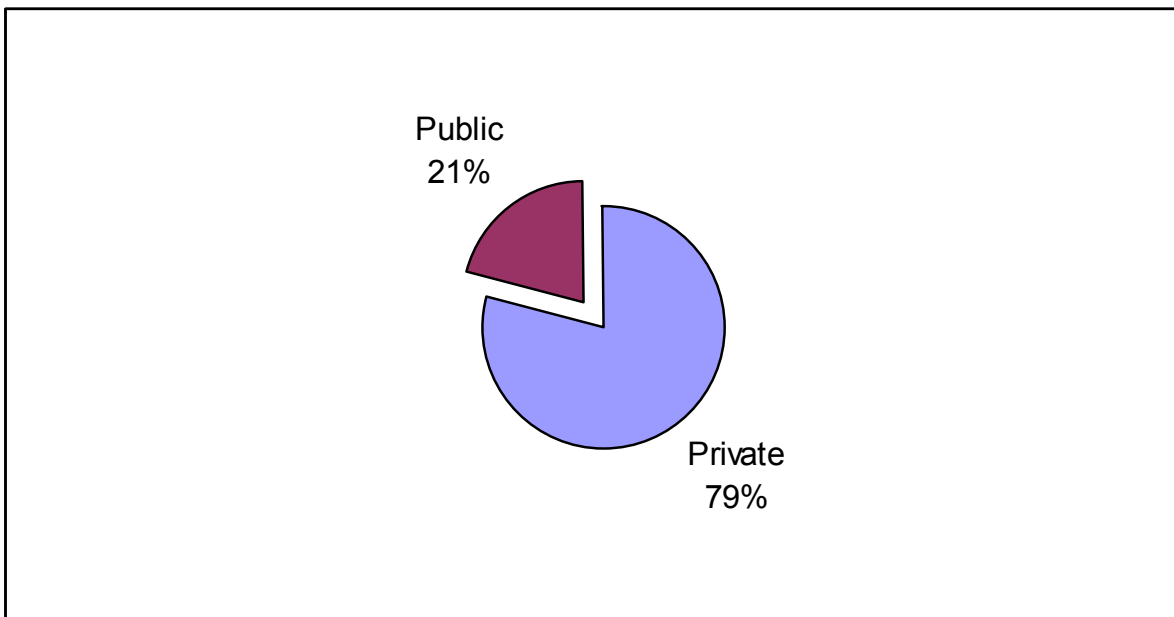
Two hundred and twenty (220) employers representing over 20 sectors completed the survey. By far, the greatest number of employers represent for-profit businesses (183 or 83%), followed by 19 not-for-profit organizations (8.5%). Thirteen provincial government employers represent 6% of the total, while 2% are federal government. There is one municipal government employer at .5%. The non-profit organizations include one First-Nation organization. These percentages are shown in Figure 7.

**Figure 7: Employers by organization type.**



Seventy-nine percent of all employees work for private (profit or not-for-profit) organizations, while 21% of employees work for public organizations (federal, provincial, municipal, or First Nations' government), as shown in Figure 8.

**Figure 8: Percentage of employees working for public and private organizations.**



### Sectors

Table 4 shows the number and percentage of employers who represent various employment sectors, using categories of the North American Industry Classification System (NAICS). See Appendix F for more information on NAICS. The highest number of employers (39) work in the retail trade sector, followed by accommodation and food service, and construction sectors (22 employers each). In total, 3,793 employees were employed in the past 12 months. Twelve percent of employees worked in either the logging or forestry sector. Employers that considered themselves in the “other” category included auto body and repair, local church, and First Nations administration.

**Table 4: Number of employers and employees by sector\***

	No. of employers	% of total employers surveyed	Total individual employees	% of employees
Accommodation and Food Service	22	10.0	333	8.8
Agriculture	11	5.0	77	2.0
Business, Building and Other Support Services	12	5.5	166	4.4
Construction	22	10.0	281	7.4
Education Services	9	4.1	667	17.6
Finance, Insurance, Real Estate and Leasing	9	4.1	58	1.5
Forestry	8	3.6	208	5.5
Health care and Social Assistance	14	6.4	249	6.6
High Tech	2	.9	6	0.2
Information, Culture and recreation	6	2.7	47	1.2
Logging	17	7.7	238	6.3
Manufacturing	16	7.3	645	17.0
Professional, Scientific and Technical Services	10	4.5	61	1.6
Public Administration	7	3.2	87	2.3
Retail Trade	39	17.7	465	12.3
Transportation and Warehousing	5	2.3	82	2.2
Utilities	2	.9	11	0.3
Wholesale Trade	1	.5	13	0.3
Other (e.g. auto body and repairs, local church, and First Nations Administration)	8	3.6	99	2.6
<b>Total</b>	<b>220</b>	<b>100.0</b>	<b>3,793</b>	<b>100.0</b>

\* Note: In the last 12 months

Table 5, on the following page, breaks down the number of employees by sector in terms of full-time, part-time and casual/contract/seasonal.

**Table 5: Number of full-time, part-time, and casual/contract/seasonal employees by sector\***

	No. of full-time employees	No. of part-time employees	No. of casual/contract/seasonal employees
Accommodation and Food Service	146	151	30
Agriculture	26	39	14
Business, Building and Other Support Services	113	18	27
Construction	173	44	94
Education Services	508	29	125
Finance, Insurance, Real Estate and Leasing	33	13	13
Forestry	182	6	18
Health Care and Social Assistance	92	79	71
High Tech	4	0	2
Information, Culture and Recreation	10	5	32
Logging	189	10	28
Manufacturing	580	33	11
Other (e.g. auto body and repairs, local church, and First Nations Administration)	50	17	0
Professional, Scientific and Technical Services	30	11	20
Public Administration	46	10	15
Retail Trade	245	181	27
Transportation and Warehousing	58	5	9
Utilities	11	0	0
Wholesale Trade	13	0	0
<b>Total</b>	<b>2,459</b>	<b>651</b>	<b>536</b>

\* Note: In the last 12 months

#### 6.1.1. Full-time, Part-time and Seasonal Employees

Half of the employers who responded currently have three or fewer full-time employees and three-quarters of employers have fewer than 10 full-time employees. Two percent of organizations have 100 or more full-time employees, and two employers have more than 300 people each.

Except in agriculture and accommodation and food service, employers reported hiring more full-time employees than part-time or casual/contract/seasonal workers. The average number of employees per organization is 11 full-time, three part-time, and three casual/contract/seasonal workers, with significant variation among employers (a high standard deviation). The average was skewed by the existence of two large organizations that employ 315 and 330 people. Even without those two organizations, however, the average is nine full-time employees, three part-time, and three casual/contract/seasonal employees.

Just over half of all employers hire only one or no part-time employees and close to three-quarters of employers have two or fewer employees. No employer hires more than 60 part-time employees. Eight employers hire between 20 and 60 part-time employees. In total, this represents more than 250 part-time jobs.

Seventy-nine percent of employers who have casual/contract/seasonal employees have fewer than three casual/contract/seasonal employees. One organization hires 89 casual/contract/seasonal positions.

### **Home based**

Twenty-four percent (52 employers) said that their organizations are home-based. Thirty percent of all home-based businesses are in construction, 18% are in logging, and 11% are in agriculture. All other sectors represent less than 8% of the total percent of home based businesses.

The highest percentage of home-based businesses within a sector is in construction (16 or 72% of construction businesses, followed by logging (10 or 59% of logging businesses), agriculture (6 or 54%), and high tech (1 or 50% of high tech businesses). There were no home-based businesses in the following sectors: finance, insurance, real estate and leasing; forestry; health care and social assistance; professional, scientific and technical services; public administration; utilities; and wholesale trade. Refer to Table A in Appendix G for details.

## **6.2. CURRENT LABOUR SITUATION IN VANDERHOOF AREA**

### **6.2.1. Job vacancies filled in the past 12 months**

Across all employment sectors, the total number of *new* job vacancies reported in the past 12 months was 265. There were 569 vacancies for *replacement* positions, for a total of 834 job vacancies in the past 12 months. One employer reported 89 new job vacancies, slightly positively skewing the average of 1.2 vacancies for new positions per employer, and 2.5 vacancies for replacement positions per employer. The one employer that hired 89 contract workers last year is from the education sector and reported hiring many workers for small pieces of work throughout the year. The number of job vacancies reported in the past 12 months does not necessarily correspond with the number of positions filled in the past 12 months, discussed in Section 7.2.2.

### **6.2.2. Number of positions filled and expected to be filled, by occupation**

Table 6 shows the number and percentage of positions expected to be filled in the next five years and in 6–10 years, broken out by occupation group. By far, the highest numbers of positions filled are among labourers (380 or 43% of all job types filled in past 12 months). The greatest number of positions in the next five years is also expected in labour occupations (851 or 46.9% in the next five years, an average of 170 per year).

**Table 6: Positions filled in the last 12 months, and positions expected to be filled in 1–5 years and in 6–10 years**

	No. of positions filled in the past 12 mo.	% of positions filled in the past 12 months	No. positions expected to be filled in the next 5 years	% of positions expected to be filled in the next 5 years	No. positions expected to be filled in 6–10 years	% of positions expected to be filled in 6–10 years
<b>OCCUPATIONS/JOBS</b>						
<b>LABOURERS</b>						
Labourers–Primary Industry	98	11.0	81	4.5	85	5.0
Labourers–Processing, Manufacturing & Utilities	51	5.7	201	11.1	327	19.4
Labourers–Government	6	0.7	6	0.3	6	0.4
Labourers–Construction	26	2.9	25	1.4	43	2.5
Labourers–Agriculture	5	0.6	8	0.4	7	0.4
Labourers–Retail/Wholesale	108	12.2	423	23.3	62	3.7
General Labourers	39	4.4	107	5.9	59	3.5
<b>Labourers Total</b>	<b>380</b>	<b>42.8</b>	<b>851</b>	<b>46.9</b>	<b>589</b>	<b>34.9</b>
<b>TRADES PERSONS</b>						
Trade–Electrical	7	0.8	11	0.6	8	0.5
Trade–Plumbing/Heating	6	0.7	11	0.6	16	0.9
Trade–Millwright	7	0.8	24	1.3	15	0.9
Trade–Welding/Fabricating	10	1.1	15	0.8	14	0.8
Trade–Automotive/Heavy Duty Mechanic	15	1.7	34	1.9	37	2.2
Trade- Carpentry/Cabinet Making/Painting	15	1.7	25	1.4	31	1.8
Trade–Other	23	2.6	56	3.1	53	3.1
<b>Trades Persons Total</b>	<b>83</b>	<b>9.4</b>	<b>235</b>	<b>12.9</b>	<b>177</b>	<b>10.5</b>
<b>Truck/Bus/Courier/Taxi Drivers</b>	<b>62</b>	<b>7.0</b>	<b>89</b>	<b>4.9</b>	<b>151</b>	<b>8.9</b>
<b>EQUIPMENT OPERATORS</b>						
Equipment Operators–Forest Industry	30	3.4	67	3.7	46	2.7
Equipment Operators–Agriculture	22	2.5	54	3.0	103	6.1
Other Equipment Operators	6	0.7	6	0.3	14	0.8
<b>Equipment Operators Total</b>	<b>58</b>	<b>6.5</b>	<b>127</b>	<b>7.0</b>	<b>163</b>	<b>9.7</b>
<b>PROFESSIONAL</b>						
Professional Business	15	1.7	14	0.8	19	1.1
Professional Health	27	3.0	54	3.0	64	3.8
Professional Education	10	1.1	26	1.4	22	1.3
Other Professional	7	0.8	17	0.9	6	0.4
<b>Professional Total</b>	<b>51</b>	<b>5.7</b>	<b>111</b>	<b>6.1</b>	<b>111</b>	<b>6.6</b>

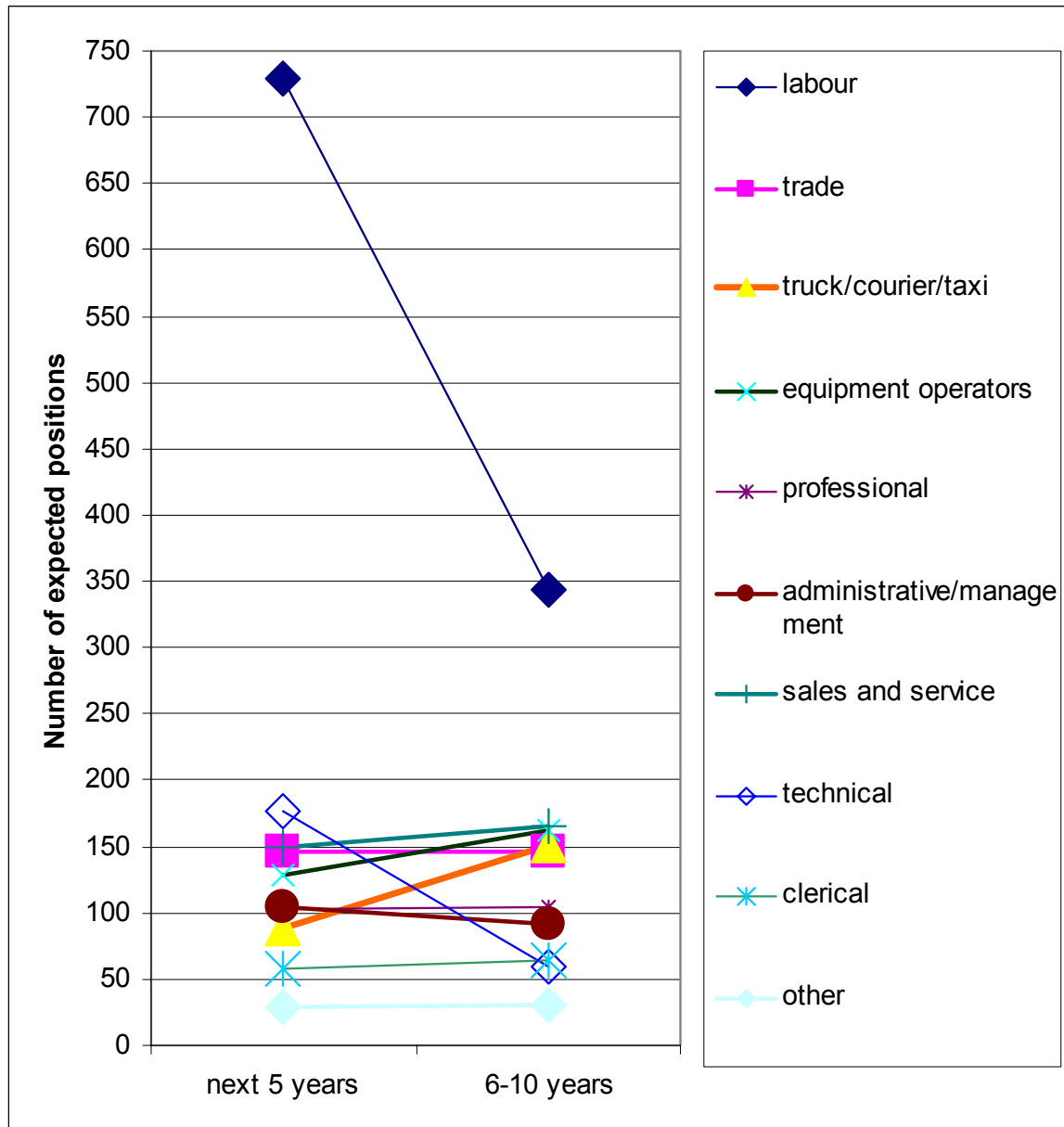
<b>SALES AND SERVICE</b>						
Retail Sales/Service Clerks	70	7.9	156	8.6	188	11.1
Skilled Retail/Service	9	1.0	15	0.8	17	1.0
Retail Management	6	0.7	19	1.0	27	1.6
<b>Sales and Service Total</b>	<b>85</b>	<b>9.6</b>	<b>190</b>	<b>10.5</b>	<b>275</b>	<b>16.3</b>
<b>ADMINISTRATIVE/MANAGEMENT</b>						
Skilled Administrative	10	1.1	32	1.8	36	2.1
Supervisory	25	2.8	52	2.9	47	2.8
Managers	20	2.3	34	1.9	24	1.4
Skilled in Arts, Culture, Recreation and Sport	1	0.1	6	0.3	4	0.2
<b>Administrative/Management Total</b>	<b>56</b>	<b>6.3</b>	<b>124</b>	<b>6.8</b>	<b>111</b>	<b>6.6</b>
<b>TECHNICAL</b>						
Technical—Health	15	1.7	16	0.9	16	0.9
Technical—Forestry	14	1.6	19	1.0	26	1.5
Technical—Agriculture	2	0.2	2	0.1	2	0.1
Technical—Business	1	0.1	1	0.1	0	0.0
Other—Technical	12	1.4	14	0.8	17	1.0
<b>Technical Total</b>	<b>44</b>	<b>5.0</b>	<b>52</b>	<b>2.9</b>	<b>61</b>	<b>3.6</b>
<b>CLERICAL</b>						
Clerical—Business/Finance	36	4.1	50	2.8	58	3.4
Clerical—Health	3	0.3	5	0.3	3	0.2
Clerical—Education	2	0.2	2	0.1	1	0.1
Clerical—Government	9	1.0	5	0.3	2	0.1
Clerical—Other	8	0.9	4	0.2	2	0.1
<b>Clerical Total</b>	<b>58</b>	<b>6.5</b>	<b>66</b>	<b>3.6</b>	<b>66</b>	<b>3.9</b>
<b>Other</b>	<b>10</b>	<b>1.1</b>	<b>29</b>	<b>1.6</b>	<b>30</b>	<b>1.8</b>
<b>Total</b>	<b>887</b>	<b>100%</b>	<b>1,815</b>	<b>100%</b>	<b>1,688</b>	<b>100%</b>

The greatest number expected in 6–10 years is also in the labour occupations (589 or 35% in the next 6–10 years, an average of 117 per year). These positions are due to employees resigning or retiring or anticipated increases or decreases in the number of jobs each employer is expected to have available. Economic and environmental conditions could influence position availability as well.

Figure 9 shows the sharp decline in the number of new labourers required in 6–10 years compared with the next five years, while almost all other general job categories predict a slight increase in the longer term, except for positions in the technical job category. These are expected to decrease from 176, five years from now, to 60 in 6–10 years. The number of equipment operator positions is expected to slightly increase in 6–10 years.



**Figure 9: Positions expected to be filled in the next 5 years and in 6–10 years, by occupation.**



See Appendix H for details of each sector broken out further.

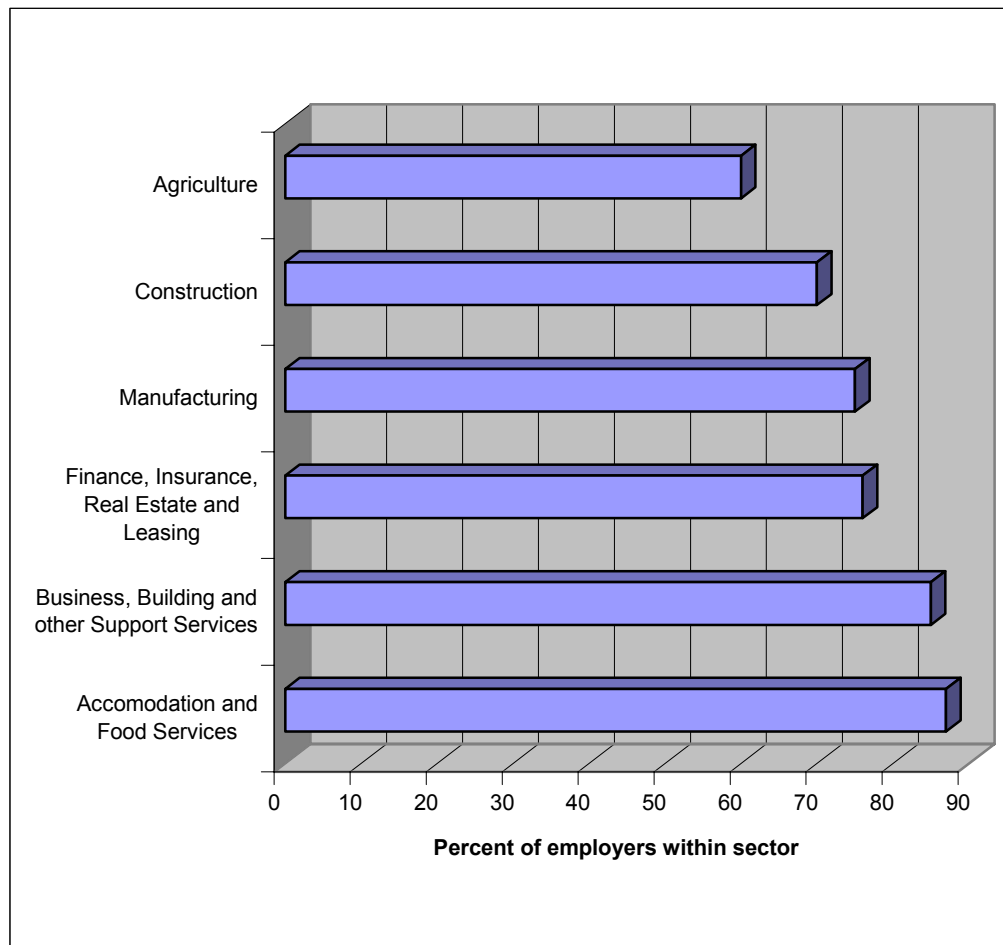
### 6.2.3. Peak Seasons for Hiring Casual/Contract/Seasonal Employees

Of the 54% of employers who hire casual/contract/seasonal employees, by far the highest percentage consider the summer months their peak time (July–September) (52% or 65 employers). Eighteen percent (22) employ them in October to December and the same number considers April to June as their peak time. The season where the fewest employers hire casual/contract/seasonal

employees is January to March (12% or 15 employers).<sup>20</sup> The logging sector, where 17 employers reporting employing 446 workers but only constitutes 8% of employers in the survey, employ workers heavily in the winter months (70% of logging employers said that January to March was their peak season)

Across most sectors, more than half of employers who hire casual/contract/seasonal employees employ them during the summer months, as shown in Figure 10. However, seventy percent of logging casual/contract/seasonal employees work in January–March; two-thirds of health care and social assistance in April–June; 40% of information, two-thirds of transportation and warehousing in April–June, culture and recreation employees work in the summer and the remainder are evenly spread across all other seasons.

**Figure 10: Employers, by sector, who hire casual/contract/seasonal employees – summer months.**



See Table B in Appendix G for data broken out by sectors.

<sup>20</sup> Note that 15% of the employers (the largest employers) hire 63% of all employees reported in the survey.

#### 6.2.4. Number of months worked by casual/contract/seasonal employees

Casual/contract/seasonal employees work an average of five months per year across all sectors, but the number of months varies widely within sectors, ranging from 0 to 12 months with a standard deviation of 3.8 months, shown in Table 7.

**Table 7: Number of months worked – casual/contract/seasonal employees**

	Minimum	Maximum	Average	SD
Number months that casual/contract/seasonals work	0	12	5.34	3.8

Health care and social assistance employers reported hiring casual/contract/seasonal employees for the highest number of average months, at 7.6 months, with a standard deviation of 5.6 months (one of the most diverse sectors in terms of number of months). Business, building and other support services hire casual/contract/seasonal employees for an average of seven months, with less variation in months in that sector as compared to the health care and social assistance sector (SD = 2.9). Public administration and manufacturing employers reported hiring casual/contract/seasonal employees for an average of seven months, but there was also considerable variation within the sector. The shortest average number of months was reported by the finance, insurance, real estate and leasing sector, at one month, but there was significant variation among employers within that sector.

#### 6.2.5. Number of employees by age group

The average number of employees per employer is 2.8 in the 15 to 24-year-old group, while in the 25 to 34-year-old group the average is 3.4. In the 35 to 44-year-old group the average is 4, and in the 45 to 54-year-olds the average is 4.2. The smallest group is 55 and over with an average of just under two employees per employer. There is enormous variation; among employers of 35 to 44-year-olds, the standard deviation is 11.2. See Table 8.

**Table 8: Numbers of employees by age group**

	Minimum	Maximum	Average # Employees	SD
15- to 24-yr-olds	0	67	2.8	6.5
25- to 34-yr-olds	0	69	3.4	8.1
35- to 44-yr-olds	0	99	4.0	11.2
45- to 54-yr-olds	0	105	4.2	10.9
55 and over	0	47	1.7	5.2

Table 9 shows that the accommodations/food service, agriculture, and to some degree retail/trade sectors are largely dominated by the youngest workers among

employees in this survey. Sectors such as health care and social assistance, forestry, and public administration lean slightly more towards older workers, and sectors such as business, building and other support services, education services, and transportation/warehousing tend to have more workers in the middle age groups.

**Table 9: Employees by age group and sector**

SECTOR	# Employed by Age Group				
	15–24	25–34	34–44	45–54	Over 55
Accommodation and Food Service	110	58	53	43	13
Agriculture	28	4	8	11	8
Business, Building & Other Support Serv.	23	18	22	14	5
Construction	34	70	56	52	26
Education Services	20	114	237	93	85
Finance, Insurance, Real Estate & Leasing	10	18	4	16	5
Forestry	27	39	54	76	16
Health Care and Social Assistance	5	48	66	64	35
High Tech	0	0	2	2	3
Information, Culture and Recreation	13	6	4	9	5
Logging	27	52	44	63	23
Manufacturing	108	135	107	92	58
Professional, Scientific & Technical Services	5	12	11	13	7
Public Administration	7	6	8	18	17
Retail Trade	131	92	87	71	26
Transportation and Warehousing	9	21	24	10	6
Utilities	0	0	1	3	4
Wholesale Trade	1	2	3	6	1
Other	11	11	10	9	6
<b>TOTAL</b>	<b>569</b>	<b>706</b>	<b>801</b>	<b>665</b>	<b>349</b>

### 6.3. PERCEIVED LABOUR ISSUES

#### 6.3.1. Employees expected to retire

Employers were asked to indicate the number of employees they expect will retire in the next year, in the next 1–5 years, and 6–10 years. Employers indicated they are aware of a relatively small number of expected retirements compared with the total number of employees per sector; even in the public administration sector that has a high percentage of older employees on average, employers reported only six employees expected to retire in 1–5 years. In the next year for all employers, 36 employees are expected to retire. In one to five years, 170 are expected to retire, and in 6–10 years, 305 are expected to retire. This means that there may be a glut of retirements over the 10-year mark, or that employers have underestimated the number of retirements in the next 10 years.

In the next year, the largest number of retirees is expected in the education services sector. Education services, manufacturing, and health care and social assistance sectors lead the number of expected retirees for 1–5 years, and 6–10 years with 54, 42, and 40 respectively, as shown below in Table 10. Across all sectors, employers expect only a bit more than half the number of retirees in the next 1–5 years than they do in the next 6–10 years. Given the number of employees in the older age classes (45 and older) as shown in Table 10, employers in almost all sectors may have underestimated their number of retirees. The data shows that more retirees are expected in 6–10 years than in the next five years.

**Table 10: Number of retirees expected, compared with number of employees in older age classes**

Sector	Retirements in 12 mos	Retirements in 1–5 yrs	Retirements in 6–10 yrs	Employees age 45–54	Employees age 55+
Accomm/Food Service	0	8	18	43	13
Agriculture	1	2	4	11	8
Business, Building and Other Support Services	2	5	10	14	5
Construction	1	9	21	52	26
Education Services	8	36	54	93	85
Finance, Insurance, Real Estate and Leasing	0	7	6	16	5
Forestry	1	13	27	76	16
Health & Social Assistance	4	22	40	64	35
High Tech	0	0	3	2	3
Information, Culture & Rec.	0	1	7	9	5
Logging	3	13	23	63	23
Manufacturing	5	23	42	92	58
Prof., Scientific, Technical	1	2	1	13	7
Public Administration	4	6	8	18	17
Retail Trade	5	16	25	71	26
TransportationWarehousing	0	1	12	10	6
Utilities	1	4	3	3	4
Wholesale Trade	0	1		6	1
Other	0	1	1	9	6
<b>Total</b>	<b>36</b>	<b>170</b>	<b>305</b>	<b>665</b>	<b>349</b>

### 6.3.2. Need to adjust job requirements in the past year

Eighty employers (36%) said that their organization needed to adjust job requirements in the past year because of lack of adequately qualified applicants. The health care and social assistance sector had the highest percentage of employers who said they had to adjust job requirements (66% of employers), as shown in Table 11 below. More than half of all employers within the sectors of

forestry, construction, accommodation and food service, and transportation and warehousing said that they needed to adjust job requirements.

**Table 11: Lack of adequately skilled applicants, by sector**

Sector (number of employers in sector)	# employers needing to adjust job requirements	% in sector needing to adjust job requirements	% employers needing to adjust job requirements
Health Care and Social Assistance (14)	8	66%	10.0%
Forestry (8)	5	63%	6%
Construction (22)	12	54%	15%
Accommodation and Food Service (22)	11	50%	14%
Transportation and Warehousing (5)	2	50%	2.5%
High Tech (2)	1	50%	1%
Agriculture (11)	5	45%	6%
Logging (17)	7	41%	9%
Retail Trade (39)	14	37%	18%
Business, Building & other Support Serv. (12)	4	33%	5%
Finance, Insurance, Real Estate & Leasing (9)	3	33%	5%
Prof., Scientific & Technical Services (10)	3	30%	4%
Education Services (9)	2	22%	2%
Public Administration (7)	1	14%	1%
Manufacturing (16)	1	6%	1%
Utilities (2)	0	0	0
Wholesale Trade (1)	0	0	0
Information, Culture & Recreation (6)	0	0	0
<b>Total</b>	<b>80</b>	<b>n/a</b>	<b>100%</b>

A third of organizations with fewer than 10 employees said that they had to adjust job requirements, while 44% of larger organizations reported the same. The highest percentage of employers who said they had to adjust job requirements was within the retail trade sector (18% of all employers), followed by the construction, and accommodation and food service sectors at 15% and 14% respectively. Employers from the sectors of information, culture, and recreation; utilities; and wholesale trade did not indicate any need to adjust job requirements in the past year. Within sectors, sixty percent of health care and social assistance employers needed to adjust job requirements, and 63% of forestry employers needed to adjust job requirements.

**Employer Quote:**

*"We are taking less skilled & qualified people and crossing our fingers"*

### 6.3.3. How adequately job applicants meet skill requirements

Employers were asked to indicate how adequately job applicants meet each of the 12 skills, shown in Figure 11. Across all employment sectors, project management and supervisory skills were most frequently cited as "not

adequately” meeting requirements (29% and 26% of employers respectively). In addition, more than half of employers said that technical and computer skills are “somewhat adequately” or “not adequately” met by job applicants. A third of employers rated life skills as being “somewhat adequately” or “not adequately” met.

**Figure 11: Skill adequacy of job applicants.**

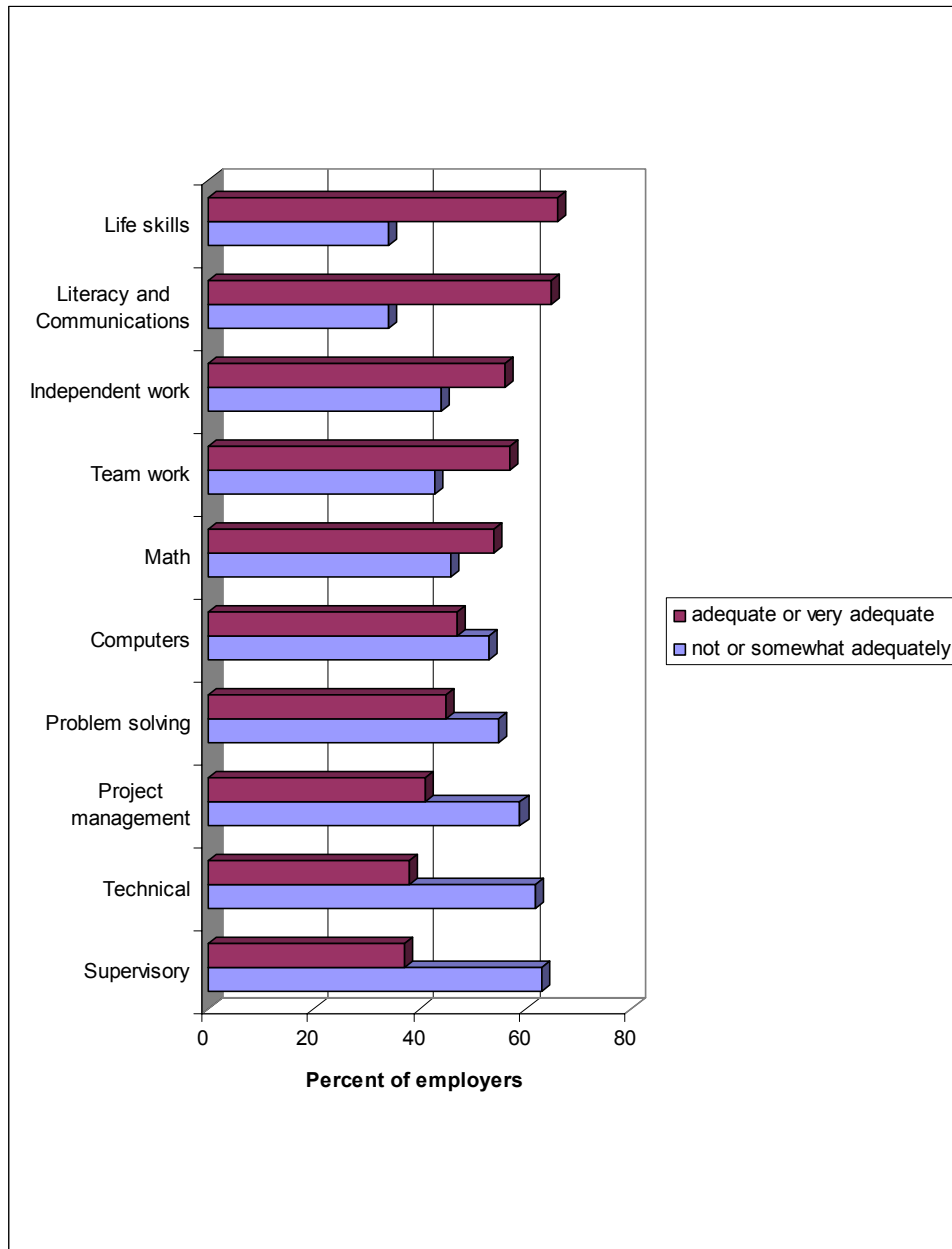


Table 12: Percent of employers who rate the skill level of job applicants as adequate or very adequate, by sector

	Technology	Computers	Math	Literacy	Writing	Oral Comm.	Supervisory	Project Management	Team Work	Independent Work	Problem Solving	Life Skills
Accommodation and Food Service	25	33	40	62	67	58	8	50	68	50	28	57
Agriculture	40	67	57	57	67	66	50	50	44	30	25	70
Business	14	50	67	70	44	82	75	40	75	60	60	73
Construction	10	50	47	57	33	58	45	25	79	58	39	72
Education	50	63	100	100	89	88	43	80	76	76	78	76
Finance, Insurance, Real Estate and Leasing	67	88	63	86	57	86	50	50	71	63	25	4.3
Forestry	63	51	43	57	38	50	28	43	37	63	13	76
Health Care and Social Assistance	51	50	86	100	92	92	33	33	76	71	77	92
High Tech	50	50	100	0	0	50	0	0	100	100	100	100
Information, Culture and Recreation	0	0	25	84	60	100	75	50	84	83	50	67
Logging	33	66	71	82	73	92	62	63	78	64	54	73
Manufacturing	45	40	43	58	73	56	29	29	47	57	36	62



**Table 12, cont.: Percent of employers who rate the skill level of job applicants as adequate or very adequate, by sector**

	Technology	Computers	Math	Literacy	Writing	Oral Comm.	Supervisory	Project Management	Team Work	Independent Work	Problem Solving	Life Skills
Professional, Scientific and Technical Services	62	63	57	63	50	100	100	57	78	78	78	67
Public Administration	60	100	100	100	100	47	22	100	86	100	84	100
Retail Trade	25	25	41	63	45	47	0	8	63	37	34	58
Transportation and Warehousing	0	100	67	100	75	25	0		25	50	25	25
Utilities	430	0	0	0	0	50	0	0	0	50	0	50
Wholesale Trade	-	0	0	0	0	0	0	50	58	0	0	0
Other	25	33	60	50	40	58	40	50	65	58	58	34

**Oral communications skills:**

Employers in most sectors said that oral communications skills are somewhat adequately or adequately met by job applicants; however, some employers in the accommodation and food service; business, building, and other support services; forestry; high tech; logging; manufacturing; professional, scientific and technical services; and retail trade sectors said oral communications skills are not adequately met.

**Independent work skills:**

Between 6 and 30% of employers in the accommodations and food service sector (15%); agriculture (30%); construction (21%); forestry (13%); information, culture, and recreation (17%); logging (7%); manufacturing (6%); professional, scientific and technical services (11%); and retail trade (8%) said that independent work skills are inadequately met by job applicants. All employers in public administration and high tech said that independent work skills are adequately met. Retail trade and manufacturing were mixed, with some employers saying independent work skills are adequately met and others saying they are not.

**Writing skills:**

Employers in five of 18 employment sectors cited writing skills as a problem for job applicants: finance, insurance, real estate and leasing (14%); high tech (100%); manufacturing (15%); professional, scientific and technical services (25%); and retail trade (16%). Most other employers said that writing skills are somewhat adequately or adequately met. More than 40% of employers in the public administration and the information, culture and recreation sectors said that writing skills are very adequately met.

**Team work skills:**

For more than half of employers across all sectors, except forestry, manufacturing, and transportation and warehousing, team work skills are adequately or very adequately being met by job applicants. Only in the education; manufacturing; and professional, scientific and technical services sectors did 10–13% of employers say that job applications do not adequately meet team work skills requirements.

**Mathematics skills:**

Employers in the accommodations and food service sector (20%); manufacturing (21%); professional, scientific and technical (14%); retail trade (16%); transportation and warehousing (33%); and wholesale trade (100%) said that job applicants did not adequately meet mathematics skills requirements. More than 40% of all other sector employers said that math skills are adequately met by job applicants.

**Computer skills:**

All employers in the public administration sector said that computer skills are adequately or very adequately met. Eighty-six percent of employers in the finance, insurance, real estate and leasing sector said that these skills are adequately met. However, more than 50% of employers in accommodation and food service; construction; high tech; information, culture, and recreation; manufacturing; and retail trade sectors said that job applicants somewhat adequately or did not adequately meet computer skills.

**Problem solving skills:**

Only in the business, building and other support services sector; construction; logging; professional, scientific and technical services; public administration; and retail trade sectors did any employers say that problem solving skills are very adequately met by job applicants. In 10 of 18 sectors, at least 10% of employers said problem solving skills are not adequately met by job applicants.

**Project management skills:**

More than half of employers in accommodation and food service; agriculture; construction; finance, insurance, real estate and leasing; and utilities sectors said that project management skills are not adequately being met by job applicants. Only in the public administration (100%), education services (80%), professional, scientific and technical services (57%) sectors did more than half of employers say that project management skills are adequately or very adequately met.

**Technical skills:**

Fifty percent or more of employers in the education services sector, finance, insurance, real estate and leasing sector, forestry sector, high tech sector, and the public administration sector said that job applicants met technical skill requirements adequately or very adequately.

**Supervisory skills:**

More than half of employers in the forestry, utilities, and agriculture sectors said that job applicants didn't meet requirements for supervisory skills. Thirty-eight percent of logging employers indicated that job applicants did not adequately meet supervisory skills. Fifty-seven percent of education services sector employers said that applicants didn't meet supervisory skill requirements. By contrast, seventy-five percent of information, culture, and recreation sector employers said that job applicants did adequately meet supervisory requirements. All other results by sector are mixed. Other skills that were mentioned were:

**Inadequate**

- basic shop skills
- mechanical skills
- common sense

**Somewhat adequate**

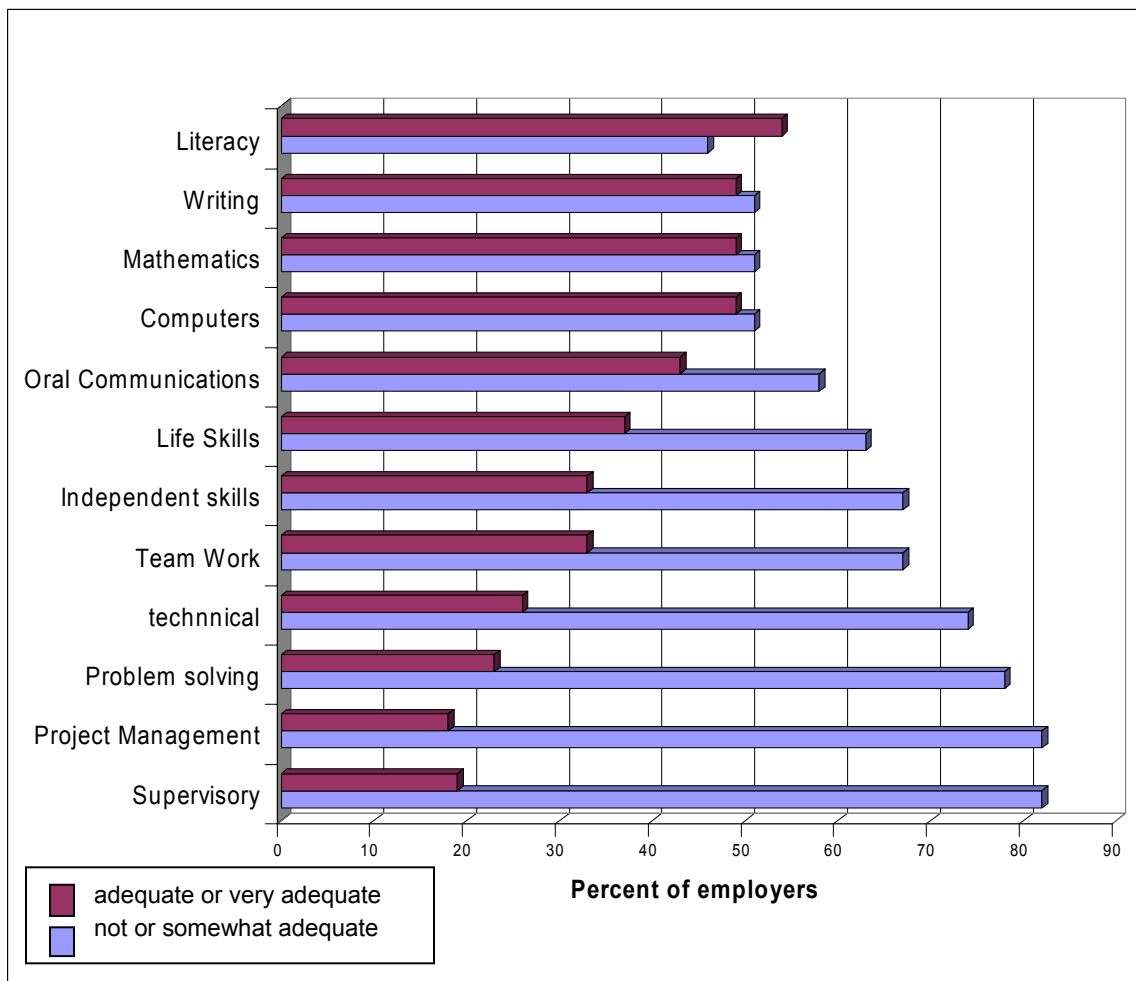
- physical fitness
- multi-tasking

**Adequate or very adequate**

- customer service

**6.3.4. Adequacy of current training programs**

When asked to rate the adequacy of current local employee training programs related to the 12 listed job skills, the highest percentage of employers who said that training programs are not adequate was in the project management and supervisory skill areas (58% and 51% of employers said not adequate, respectively), as shown in Figure 12. Forty-five percent said that training for technical skills is inadequate for meeting their needs as an employer.

**Figure 12: Adequacy of current training programs.**

More than 60% of employers in the utility; retail trade; high tech; construction; and business, building and other support services sectors said that current technical training programs do not adequately or only somewhat adequately meet employee job skill requirements. A high percentage of business, building and other support services sector employers said that technical, supervisory, project management, team work, independent work, writing, oral communications, and problem-solving training is not adequately meeting the need. Half of employers in education said that current technical training is adequate.

Most employers said that current computer training either adequately meets their needs, with the exception of almost half of health care and social assistance and a quarter of retail trade employers saying that it is not adequate. All high tech employers indicated that current computer training is not adequate.

Most employers said that mathematics training programs adequately meet the need, except for a higher percentage of accommodation and food service and retail trade employers (31% and 25% respectively) who said that they do not meet the need. In addition, all high-tech employers felt that math training programs do not adequately meet the need.

Eighty percent in the professional, scientific and technical services sector said that math training is adequate and 75% of forestry and 100% of business, building and other support services sector employers felt that math training does meet the need.

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**Employer Quote:**

*"The biggest problem facing our company is finding young people with appropriate life skills and work ethic. Short-term projects cannot teach this. It is quite easy to tell whether a young adult has been taught basic skills and work ethic. Part of the EI or other social service programs for those lacking in life skills/work ethic/sense of self worth should be a long-term (8 months) program directed towards helping individuals to be prepared for the challenges of being an adult. So, if a young adult wishes to be paid by EI or by welfare, the requirement will be completion of such a course."*

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Employers across most sectors said that current literacy and writing training somewhat adequately or adequately meets the need, except for 20 to 25% of retail trade feel literacy and writing training are inadequate. Two-thirds of business, building and other support services employers said that writing and oral communications training are not adequate. Seventy percent of retail trade employers said that oral communications training only somewhat adequately or not adequately meets the need.

Supervisory training is considered inadequate by more than 50% of employers in all sectors except construction; logging; retail trade; and professional, scientific and technical services. More than 50% of employers in these sectors felt that current supervisory training is adequately met. As much as 80% and 100% of forestry and

manufacturing employers (respectively) felt that supervisory training is inadequate.

A high percentage of employers in the manufacturing; business, building and other support services; high tech; forestry; and retail trade sectors considered project management training inadequate. Construction and logging responses were mixed. A majority of finance, insurance, real estate and leasing employers reported that project management training is adequate.

A larger percentage of public administration and retail trade employers said that team work training is not adequate when compared with employers of other sectors, but generally responses regarding team work training were mixed. More than two-thirds of accommodation and food service sector and retail trade sector employers said that team work training is only somewhat or not at all adequate.

Forestry; business, building and other support services; and public administration sector employers said that training relating to independent work skills is only somewhat adequately met or not at all adequate. In no sector except accommodation and food service; professional, scientific and technical services; construction; and logging did more than 20% of employers say that training related to independent work skills is adequate.

Training related to problem-solving skills was rated as somewhat adequately or not adequately met by a high percentage of employers in most sectors, particularly retail trade (80%), accommodation and food service (91%), construction (80%), forestry (100%), public administration (100%), and business, building and other support services (100%). Opinions about life skills training were mixed among most sectors; no sector except high tech conclusively said current life skills training is adequate.

Other training needs mentioned:

- Entry-level training for electrical apprentice in Prince George
- Driver training
- Safety courses, H2S etc.
- Shop skills
- Experience
- Merchandising

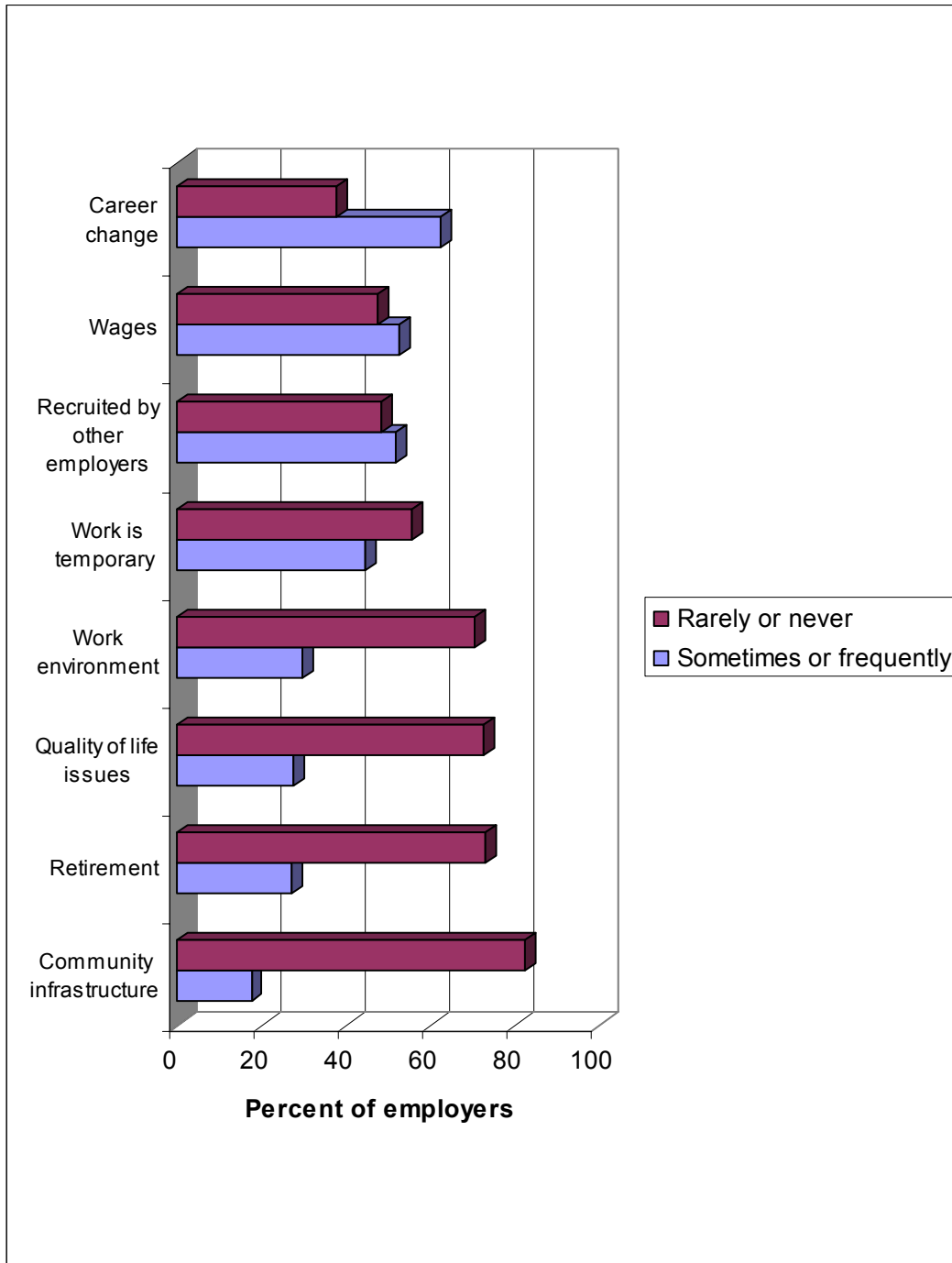
One employer said that their company provided their own training and one employer said, "(It's not) not the training that is lacking. (It's the) motivation!!"

#### **6.3.5. Reasons employees leave their jobs**

Employers were given eight possible reasons why their employees might leave, and were asked to indicate if they thought the reason applied "frequently," "sometimes," "rarely," or "never" to their situations. Overall, fewer employers thought that community infrastructure, work environment, retirement, and quality-

of-life issues are frequently the reasons why employees leave the jobs compared with other reasons such as workers recruited by other employers, the temporary nature of work, wages, and career changes, as shown in Figure 13.

**Figure 13: Perceptions of reasons why employees leave their jobs.**



The work environment was mentioned by more than 40% of employers as sometimes or frequently the reason why employees leave the job in the following sectors: accommodation and food service (63%), agriculture (84%), construction (41%), and public administration (40%) sectors. Quality of life was mentioned as frequently or sometimes a reason for 63% of forestry sector employers, 50% of accommodation and food service employees, and 40% of transportation and warehousing sector employers.

Community infrastructure is more of a reason cited by forestry sector employers than in other sectors (63% said frequently or sometimes). Less than 40% of employers selected “frequently” or “sometimes,” for retirement as a reason, except in the agriculture; business, building and other support services; education services; health care and social assistance; and information, culture and recreation sectors. In the utilities sector, one employer said “frequently” and one said “sometimes” retirement is a reason.

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**Employer Quote:**

*“We find that a lot of our crew do not like the camp life & leave employment so they can be home every night”*

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Fewer employers from smaller organizations (under 26 employees) thought that quality of life and community infrastructure were factors in why employees leave their jobs than employers from larger organizations (those with 26 or more employees), but the 187 smaller organizations represent only a total of 1,409 (37% of all employees). Employers from the smallest organizations (those with 10 or fewer employees) were the largest employer group that reported that quality of life and community infrastructure were never factors in why people leave their jobs. The 33 organizations with 26 or more employees with a total of 2,384 employees (63% of all employees) were the largest group of employers who said that quality of life and community infrastructure were major reasons why employees left their jobs.

Other reasons given by employers in the survey included:

**Frequently**

- Lazy
- Return to school
- Camp
- “Grass is greener”
- Spouse leaving
- Inability to work with other staff
- Moving
- Lack of work ethic
- Dissatisfaction
- Moving to Alberta
- Maternity
- Vanderhoof lacks local infrastructure



### Sometimes

- Physical endurance
- Personal conflicts with other employees
- Cannot perform basic job requirements
- Maternity
- Moving
- Work environment, i.e., stairs

### Rarely

- Medical reasons
- Personal dispute

#### 6.3.6. Sector that most often attracts/recruits employees who leave the job

##### **Employer Quote:**

*"The construction business is competing with the wages paid in the logging industry."*

Employers were asked to select from a list of employment sectors that most often recruits/attracts employees who leave the job to work for other employers. See Table 13. Of the 107 employers who said their employees leave their jobs to work for other employers, logging was by far the most frequently mentioned sector that attracts workers (27% of employers selected this sector, while no more than 9% of any other sector was selected).

Of employers who indicated that other employers attracted their workers, the highest percentage of employers said that their employees were attracted by employers in the same sector. In contrast, retail trade sector employers indicated 10 different sectors that attract their workers—the most significant being logging and manufacturing (25% and 20% of employers respectively).

Twenty-five percent of retail trade sector employers, 60% of construction employers, and 71% of agriculture employers said that the logging sector attracts their employees while 20% of retail trade employers said that the manufacturing sector attracts their employees. Five of 107 employers cited the mining and oil and gas extraction sector (from construction; health and social assistance; high tech; professional, scientific and technical services; and retail trade) as sectors that most often recruits/attracts employees who leave the job.

##### **Employer Quote:**

*"The town needs more to offer someone looking to relocate here."*

**Table 13: Sectors that most often recruit/attract employees when employees leave to work for other employers**

	Number of employers	Percent of total employers
Logging	29	27.2
Manufacturing	10	9.3
Forestry	9	8.5
Health care and Social Assistance	8	7.6
Education Services	6	5.6
Mining and Oil and Gas Extraction	5	4.8
Construction	4	3.7
Finance, Insurance, Real estate and Leasing	4	3.7
Retail Trade	4	3.7
Accommodation and Food Service	3	2.8
Agriculture	3	2.8
Transportation and warehousing	3	2.8
Business, Building and other Support Services	2	1.9
Public Administration	2	1.9
Professional, Scientific and Technical Services	1	.9
Utilities	1	.9
Wholesale Trade	1	.9
Other	12	11
<b>Total</b>	<b>107</b>	<b>100.0</b>

Since employers were asked to select only one sector, some wrote additional sectors in the “other” section of the survey. They included:

- Government institutions/agencies
- BC Ministry of Forests and Range
- Hair salons
- Logging and forestry
- Home-based business or anything for higher wages
- Professional
- Community services or working in lodge
- Finance

### 6.3.7. Difficulty recruiting and retaining various job classifications

As shown in Table 14, 33% of employers who hire trades/technical employees (72) said that they have difficulty recruiting trades/ technical employees, 20% of employers who hire labourers said they have difficulty recruiting minimal skilled labour, 18% who hire professional/management employees have difficulty recruiting professional/management, and 13% who hire clerical employees have difficulty recruiting clerical employees. Seventeen percent of employers selected “other job classifications,” as listed below. Seventeen percent (38) have difficulty retaining minimal skilled labour, and 16% have difficulty retaining trades/technical employees. Four percent of employers have difficulty retaining clerical workers.

**Table 14: Number and percentage of employers who said they have difficulty recruiting and retaining employees, by job classification**

Job Classification	Difficulty Recruiting		Difficulty Retaining	
	Number of employers	Percent of employers within job classification	Number of employers	Percent of employers within job classification
Trades/technical	72	33	35	16
Minimal skilled labour	44	20	38	17
Professional/management	39	18	20	9
Clerical	28	13	8	4
Other	38	17	0	0

Some employers chose to specify the positions they have difficulty recruiting.

These include:

- Certified fitness instructor
- Drivers
- Truck drivers (mentioned by 9 employers)
- Equipment operators
- Processor operators
- Bank tellers, personal bankers
- Quilters
- Cleaning staff
- Server/kitchen (mentioned by 2 employers)
- Crisis workers
- Machine operators
- Tax associate
- Paramedic (trained)
- Drycleaner
- Retail clerks/customer service (mentioned by 3 employers)
- Professional
- Sales

- Cooks
- Maintenance, housekeeping
- Teachers/special education assistants
- Medical
- Guards
- Frontline residential care workers

Others listed as being difficult to retain, once hired:

- Machine operators (mentioned by 3 employers)
- Truck drivers (mentioned by 6 employers)
- Equipment operators, including processor (mentioned by 2 employers)
- Pilots/engineers
- Servers waitresses
- Kitchen/cooks
- Tax Associate
- Personal bankers and small business lenders
- Paramedics
- Retail clerks/customer service
- Frontline care workers
- Housekeeping (mentioned by 2 employers)

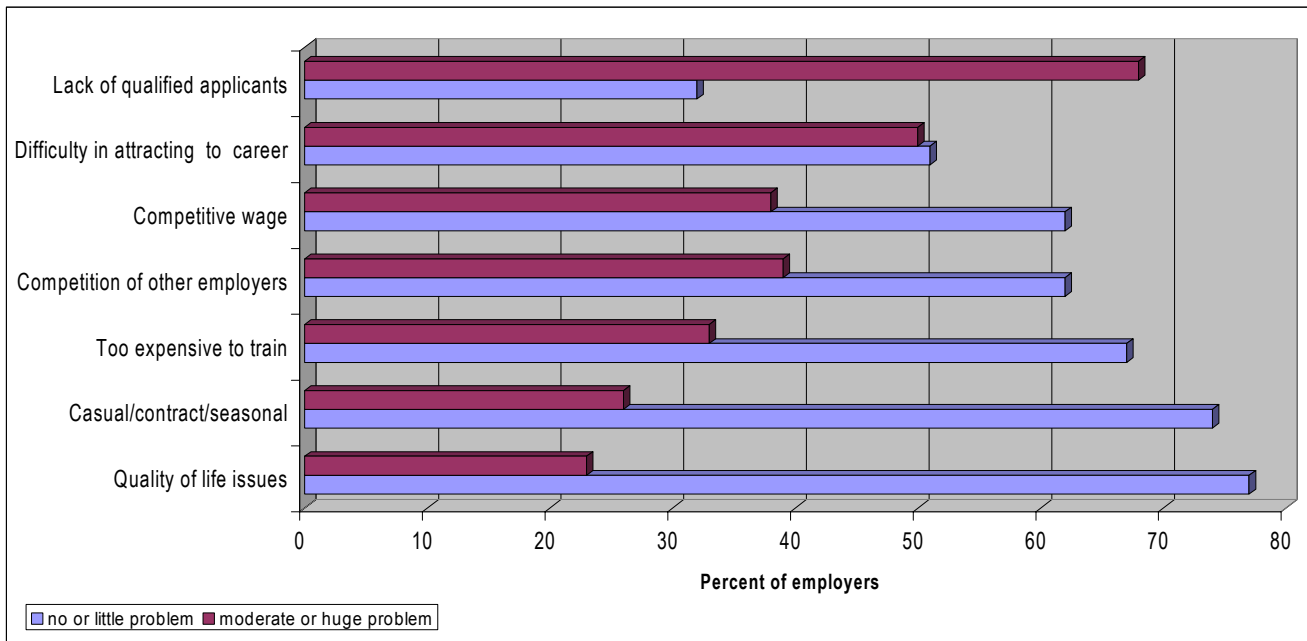
#### **6.3.8. Problems associated with filling job vacancies**

As shown in Figure 14, the most frequently cited problem associated with filling job vacancies is the lack of qualified applicants (39% across all sectors said it is a huge problem). Other problems associated with filling job vacancies across employment sectors are “attracting workers to this career” (21% said it is a huge problem), “competition from other employers” (17% said it was “a huge problem”), “competitive wages” (13% said it was a huge problem), “training costs” (12% said it was a huge problem), “casual/contract/seasonal work” (9% said it was a huge problem), and “quality-of-life issues” (6.5% said it was a huge problem).

There was little difference in employer perceptions between smaller (less than 25 employees) and larger organizations (25 or more employees) regarding the severity of the problem of lack of qualified applicants in filling vacancies.

Organization size appeared to be a factor in perceptions regarding competition from other employers, however; a higher percentage of employers in smaller organizations said that competition from other employers was not at all a problem in filling vacancies compared with larger organizations (41% compared with 18%). Thirty-nine percent of employers in larger organizations thought competition from other employers was a huge problem, compared with 12% of employers of smaller organizations.

**Figure 14: Problems filling job vacancies, all employers.**



Fewer employers in smaller companies also reported difficulties with attracting workers to the career, competitive wages, the expense of training, and quality of life issues than those in larger organizations. A higher percentage of employers in smaller organizations cited casual/contract/seasonal work as a moderate problem in filling positions compared with larger organizations, however.

Several individual employers listed “other” problems, including:

### **Huge Problem**

- “The construction business is competing with the wages paid in the logging industry”
- Too far to travel
- Remote location
- Too many students; restricted work times
- Workers do not want to work away from home (camp life)

### **Moderate Problem**

- Hiring students limits hours they are available

The following sections provide further detail about problems by sector.

**Lack of Qualified Job Applicants by Sector**

As stated earlier, the most frequently cited problem associated with filling job vacancies is the lack of qualified applicants. Sixty-eight percent of employers said that lack of qualified applicants is a “moderate” or “huge problem.” Just under a third (32%) said that it was a “little” or “no problem.”

More than 47% of employers in agriculture, forestry, high tech, retail trade, transportation and warehousing, and utilities said it is a huge problem. The only sector where half of employers said it is only a little problem or no problem was in public administration. Half of health care and social assistance sector employers said it is a moderate problem and 14% reported it is a little problem. In the professional, scientific and technical services sector, employers were mixed between those who said lack of qualified applicants is a problem and those who did not consider it a problem. Only in the public administration and professional, scientific and technical services sectors did 50% or more say that a lack of qualified applicants is a little problem or not at all a problem.

Fifty percent or more of employers in these sectors said that a lack of qualified job applicants is a moderate or huge problem:

- Accommodation and Food Service
- Agriculture
- Business
- Construction
- Education services
- Finance, Insurance, Real Estate and Leasing
- Forestry
- Health care and Social assistance
- High Tech
- Information, Culture and Recreation
- Logging
- Manufacturing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade

Forty percent or more of employers in these sectors said that a lack of qualified job applicants is a little problem or no problem:

- Public Administration
- Retail
- Manufacturing

### **Difficulty Attracting Workers to this Type of Career**

Overall, half of employers said that attracting workers to the career offered job applicants is a moderate or huge problem: 60% of agriculture; 67% of finance, insurance, real estate and leasing; and 80% of logging sector employers. Between 45 and 66% of employers in the public administration; business, building and other support services; and high tech sectors said that attracting workers to this type of career is not a problem. Forty-four percent of retail and trade sector employers also said it is not a problem. In the high tech sector, one employer said it was a huge problem while the other said it is not at all a problem.

Two-thirds of employers who filled vacancies or plan to fill vacancies in the labour-primary industry occupation said that it is difficult to attract workers to the occupation. More than half of employers who filled vacancies or planned to fill vacancies said that it is difficult to attract labourers: manufacturing and utilities (55%), construction (69%), agricultural labourers (67%), other general labourers (53%), truck/bus/courier/taxi (55%), clerical business/finance (53%), clerical education (2 of 2 employers), trade electrical (74%), trade—plumbing and heating (63%), millwright (57%), welding-fabrication (67%), carpenter/cabinet maker/painting (63%), other trades (66%), technical agriculture (1 of 1 employers), technical business (2 of 2 employers), other technical (60%), and other (70%).

### **Competitive Wage**

Thirteen percent of employers indicated that being able to provide a competitive wage is a huge problem. More than 40% in the business, building and support services; construction; health care and social assistance; high tech; logging; public administration; manufacturing; transportation and warehousing; and utilities sectors said it is not at all a problem. However, 75% of employers from the professional, scientific and technical services sector reported being able to offer competitive wages is a moderate or huge problem.

More than half of employers who filled vacancies or plan to fill vacancies in the future said that competitive wage is a problem in these occupation categories: government labourers (1 of 1 employer), other general labourers (53%), education clerical (1 of 1 employer), retail sales/service clerks (53%), technical agriculture (1 of 1 employer), technical business (2 of 2 employers), other technical (80%), other supervisory (53%). Thirty-five percent (13) of retail trade sector employers said that competitive wage is not at all a problem and another 27% (10) thought it is a little problem. Fourteen percent thought it is a huge problem. Thirty-six percent of accommodation and food service employers indicated that competitive wages are not at all a problem while 18 percent indicated it is “a huge problem.”

Compared with other problems identified by occupation group, competitive wage affected fewer occupation groups than did other problems.

### **Competition from Other Employers**

Opinions on the extent of competition from other employers varied widely within each sector. Employers who said it is a huge problem, a moderate problem, a little problem, and not at all a problem were generally evenly distributed, reflecting the diversity within the sectors.

Overall, 61.5% of employers reported that it is a little or no problem. The highest percentage of employers who indicated it is not at all a problem was from the public administration (67%) retail trade (62%), and manufacturing (60%) sectors. Two of four employers in the transportation and warehousing sector said it is a huge problem, while one of two high-tech companies said that competition from other employers is a huge problem while the others felt that it was a little problem.

More than half of employers who said that they had either filled vacancies or plan to fill vacancies in the future currently consider competition from other employers a moderate or huge problem in the following occupation categories: government labour (1 of 1 employer said it is a huge problem), construction labour (56% of employers), equipment operators in the forest industry (51%), other equipment operators, truck/bus/courier/taxi, clerical health (50%), education clerical, (2 of 2 employers), electrical trade (57%), trade plumbing and heating (50%), millwright (57%), carpenter/cabinet making/painting (55%), retail management (50%), other manager (59%).

### **Workers Expensive to Train**

In many sectors, the expense of training workers is not considered a huge problem, but many did consider it a moderate problem. In the accommodation and food service sector; business, building and support services; construction; education services; finance, insurance, real estate and leasing; manufacturing; public administration; retail trade; and utilities sectors, more than 40% of employers said that the expense of training workers is not at all a problem, but between 25 and 50% of accommodation and food service; agriculture; construction; business, building and support services; forestry; logging; retail trade; transportation and warehousing sector employers said it is a moderate problem. The sector where a higher percentage of employers said it is a huge problem was in the professional, scientific and technical services sector, at 38%. In all other sectors except high tech, less than 29% of employers thought it is a huge problem. In construction, only 5% said it is a huge problem.

The job category where most of the employers said the expense of training employees is a problem is among equipment operators. Two-thirds of those employers said it is a problem for general equipment operators and 58% said it is a problem with forest industry equipment employees. Fifty-three percent of employers who hired or plan to hire automotive/heavy duty mechanics said that training expenses are a problem. Fewer than 50% of employers who hired or plan to hire in all other job categories said that the expense of training employees is a problem.



### **Work is Casual/Contract/Seasonal**

The casual/contract/seasonal nature of jobs within many sectors does not appear to be a problem for many employers. Only 9% across all sectors said this is a huge problem. More than 40% of employers in the accommodation and food service; education services; finance, insurance, real estate and leasing; forestry; health care; professional, scientific and technical services; and manufacturing sectors did not consider the casual/contract/seasonal nature of the work a problem. The high-tech employers were split: one indicated that it is a huge problem, while the other reported it is not at all a problem. Six percent of logging sector employers said it is a huge problem, and between 10 and 20% of all other employers said it is a huge problem.

Less than 50% of employers who said that they filled or plan to fill vacancies across most occupations said that the casual/contract/seasonal nature of work is a problem in terms of their ability to fill job vacancies. The exceptions were among the employers who are in the following categories: equipment operators (100% of employers cited casual/contract/seasonal nature of work as a problem when filling vacancies), technical forestry (57%), and technical agriculture (1 of 1 employer).

### **Quality-of-Life Issues**

Compared with other problems, quality of life for employees is not considered a huge problem for most employers. In 11 of 18 sectors, more than half of all employers said that quality of life issues are not a problem. None of the sectors had more than 25% of employers who said it is a huge problem, and most were below 14%. However, in the forestry sector, 63% said quality of life is a moderate or huge problem and in the professional, scientific and technical services sector, 38% said it is a moderate problem.

Quality-of-life issues were viewed as a problem for employees by 50% or more of employers who hire in the following job categories: technical forestry, technical business, and other technical. In all other job categories, quality of life is a problem for fewer than 50% of employers. Compared with other problems, quality of life is not as big a problem for employees in most job categories.

#### **6.3.9. Job vacancies gone unfilled for past three months**

For the vacancies discussed in Section 7.2.1, just under a third of employers said that they have had job vacancies remain unfilled for more than three months (32% of employers, or 69). The highest percentage of those were in the forestry sector, where 87% (7) said that they had unfilled job vacancies after three months, followed by the finance, insurance, real estate and leasing sector (44% or 4). Both utilities and high tech sectors were split, with one utilities employer saying that they had unfilled vacancies after three months and three saying that they did not.

There does not seem to be a sector that stands out as having a larger percentage of their positions remaining unfilled when compared to other sectors. Table 15 shows the number and percentage of employers that had positions for more than three months by sector. For comparison, the table also shows the total number of jobs in each sector and the percentage of total jobs in the sector gone unfilled for more than three months.

**Table 15: Number and percent of employers who had unfilled positions for more than three months**

	No. of employers	% employers (within sector)
Accommodation and Food Service	8	38.1%
Agriculture	3	27.3%
Business, Building and other Support Services	3	25.0%
Construction	7	31.8%
Education Services	3	33.3%
Finance, Insurance, Real Estate and Leasing	4	44.4%
Forestry	7	87.5%
Health Care and Social Assistance	5	35.7%
High Tech	1	50.0%
Information, Culture and Recreation	2	33.3%
Logging	4	23.5%
Manufacturing	4	25.0%
Professional, Scientific and Technical Services	2	20.0%
Public Administration	1	14.3%
Retail Trade	10	26.3%
Transportation and Warehousing	1	20.0%
Utilities	1	50.0%
Wholesale Trade	0	0
<b>TOTAL</b>	<b>66</b>	

### 6.3.10. Responsibility for job preparedness

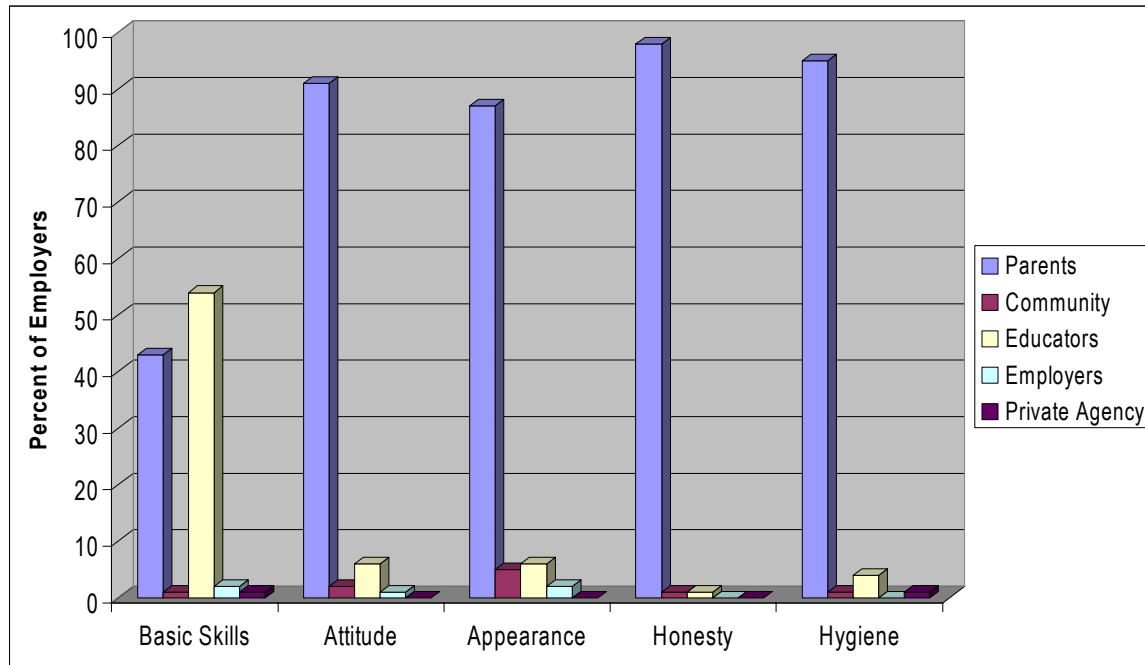
Employers were asked who they felt is responsible for ensuring employees have basic skills, attitude, appearance, honesty, and hygiene. By far, the highest percentage of employers called on parents across all five attributes, except when it came to basic skills. Ninety-seven percent of employers said parents should be responsible for honesty, 95% said parents should be responsible for hygiene, and 91% said parents should be responsible for attitude. Less than 10% of employers

#### **Employer Quote:**

*"I believe that the development of these attributes is the responsibility of the parents, but realistically, if the basics aren't taught at home, then they most certainly should be learning these skills in school."*

thought either community, educators, employers, or private agencies should be responsible for attitude, appearance, honesty, and hygiene, but 54% thought that educators should be responsible for basic skills. There was wide agreement across all sectors, except almost a quarter (21%) of construction employers thought basic skills is a primary responsibility of employers. See Figure 15.

**Figure 15: Responsibility for job preparedness skills.**

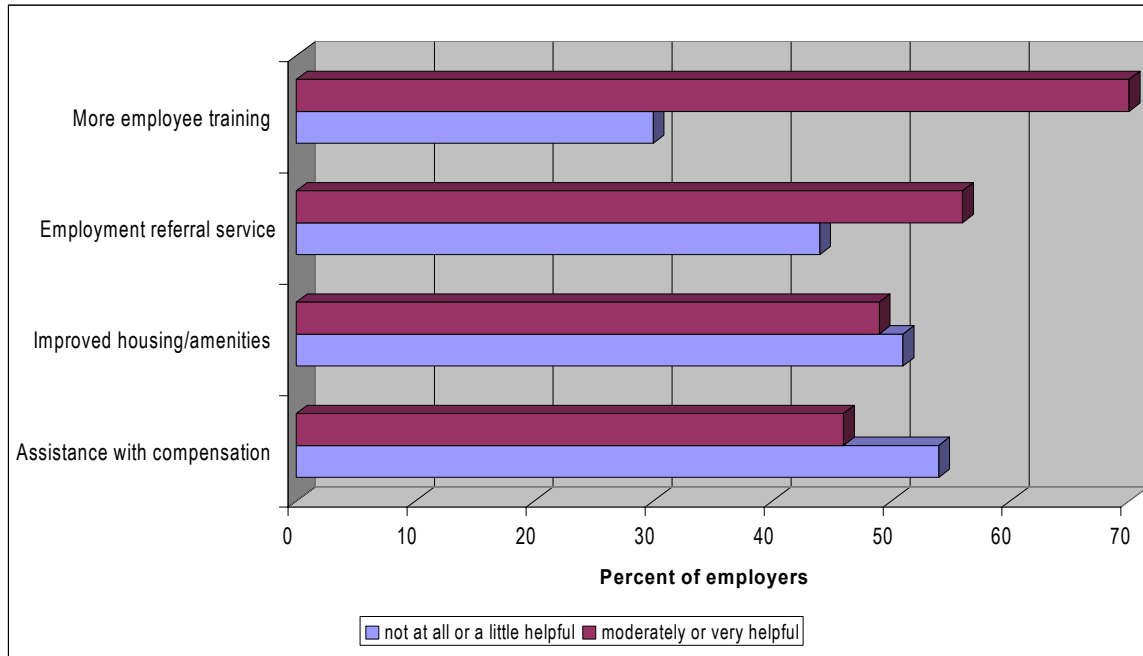


## 6.4. EMPLOYER RESPONSE TO PERCEIVED LABOUR SHORTAGE ISSUES

### 6.4.1. Helpfulness of strategies in dealing with challenges recruiting or retaining employees

As shown in Figure 16, more than 70% of employers said that more relevant training for prospective employees would be “moderately helpful” (29.6%) or “very helpful” (40.8%) in recruiting or retaining employees. However one employer pointed out that “relevant training is the individual employer’s responsibility and requires hands-on experience.”

**Figure 16: Level of helpfulness of various recruitment and retention strategies.**



Approximately 55% of employers said that employment referral services would be moderately (35.7 %) to very helpful (20%) as strategies in recruiting or retaining employees. Over half (54%) thought that assistance developing compensation and wages would be “a little helpful” or “not at all helpful.” Employers were mixed about the effect of strategies for improved quality-of-life factors (such as housing and amenities) on recruitment or retention, with 50% saying it would be moderately or very helpful, while 50% said it would be a little or not at all helpful.

Other comments included:

- Industry/government
- Transportation
- Work experience program at school
- Strong community for family
- Past employment history is all important
- Technical training

Over half of employers in 11 of 18 sectors said that employment referral services would be moderately or very helpful including 100% of transportation and warehousing, 88% of finance, insurance, real estate and leasing, 77% of agriculture, and 75% of public administration employers. Overall, fewer employers indicated that help with compensation would be helpful; more than half of employers in only four sectors (accommodation and food service; agriculture; forestry; and information, culture and recreation) said help with compensation would be moderately or very helpful.

The vast majority of employers favoured more relevant employee training; more than half of employers in all sectors, except business, building and other support services, said that more relevant training would be a moderate or very helpful strategy.

More than half of employers in the accommodation and food service; business, building and support services; forestry; health care and social assistance; and public administration sectors indicated that improved amenities and housing for employees would be helpful strategies. Eighty-eight percent of forestry employers indicated the same.

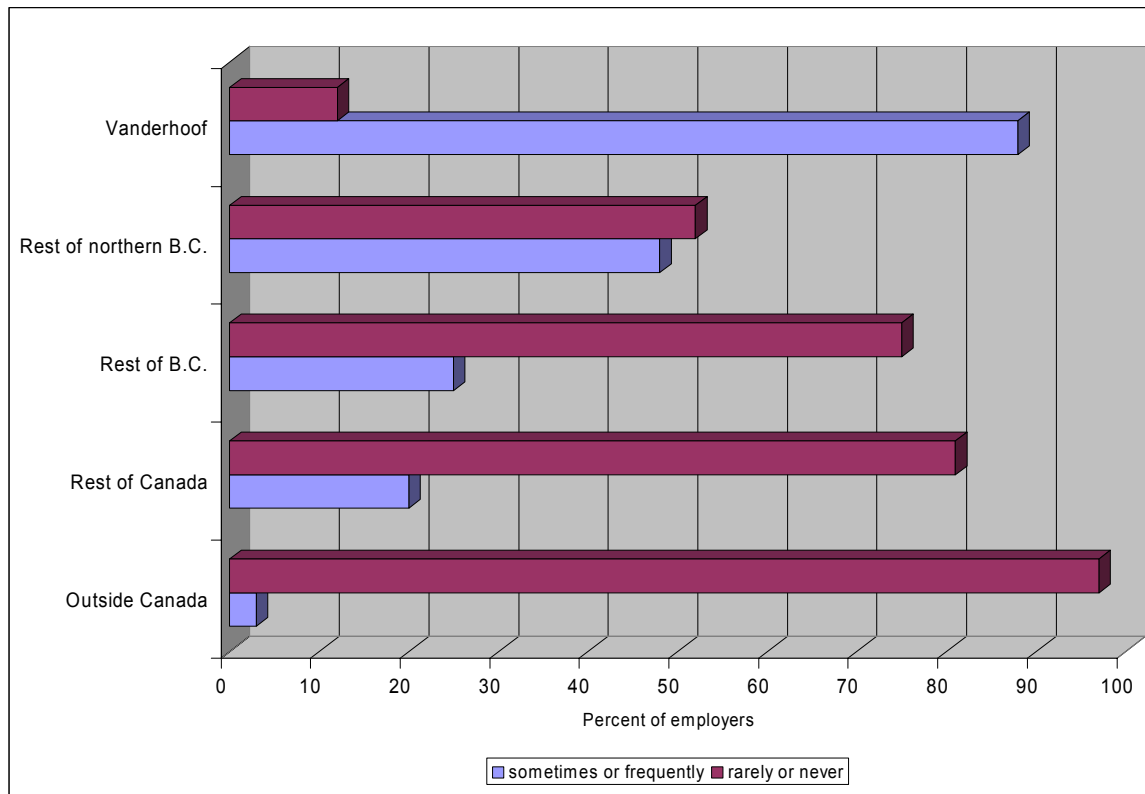
#### **6.4.2. Conducting routine exit interviews**

Employers were asked if they routinely conduct “exit interviews” with employees who leave their jobs to learn why they were leaving. A third of employers said that they conduct exit interviews, while two-thirds do not. All employers in the forestry, utilities, transportation and warehousing, and wholesale trade sectors reported routinely conducting exit interviews, but 50% or more of employers in other sectors said they do not conduct exit interviews.

Half of employers in larger organizations (10 or more employees) said that they routinely conduct exit interviews while only 23% of smaller companies use this strategy.

#### **6.4.3. Geographic areas for recruitment**

Two-thirds of employers “frequently” or “sometimes” recruit employees in the Vanderhoof area. A smaller percentage, 48% of employers, recruit from the rest of northern B.C. Numbers of employers decline considerably regarding recruitment from the rest of B.C., the rest of Canada, and internationally. More than three-quarters “rarely” or “never” recruit outside northern B.C., and 80% rarely or never recruit in the rest of Canada. Only a few (3%) sometimes or often recruit internationally. This is shown in Figure 17.

**Figure 17: Geographic area employers use to recruit employees.**

When the data is broken out by sectors, it shows that a quarter of forestry employers said they rarely recruit in Vanderhoof, 30% of professional, scientific and technical services sector employees said that they rarely or never recruit in Vanderhoof, a third of public administration and 100% of utilities (2 employers) said they also rarely recruit in the Vanderhoof area for employees. A smaller percentage (less than 11%) of business, building and support services; construction; education services; finance, insurance, real estate and leasing; manufacturing, retail trade and others said they never recruit in the Vanderhoof area.

No more than half of employees in any sector said that they recruit frequently in the rest of northern B.C., but a large percentage said they sometimes do. Only in the accommodation and food service; high tech; finance; insurance, real estate, and leasing; professional, scientific and technical sectors did fewer than half of employers say that they sometimes or frequently recruit in the rest of northern B.C.

At least 40% of employers in the agriculture, forestry, health care and social assistance, high-tech, public administration, and transportation and warehousing sectors said that they recruit employees in the rest of B.C. (other than northern B.C.). At least 60% of employers in other sectors said that they rarely or never do. At least 30% of employers in the agriculture, education services, high tech,

health care and social assistance, and forestry, sectors said that they frequently or sometimes recruit in Canada outside of B.C. No employer said that they frequently recruit outside Canada, but 11% of accommodation and food service, 25% of agriculture, and 9% of business, building and support services employers said that they sometimes recruit outside of Canada.

Table 16 shows a comparison between responses from employers from smaller and larger organizations. While about the same percentage of employers from large and small organizations recruit sometimes or frequently from the Vanderhoof area, a much smaller percentage of smaller organizations recruit from the rest of northern B.C., the rest of B.C. and the rest of Canada. The same percentage frequently or sometimes recruits outside of Canada.

**Table 16: Percentage of employers from larger and smaller organizations that recruit from various geographic areas**

	Larger Organizations		Smaller Organizations	
	Sometimes or frequently	Rarely or never	Sometimes or frequently	Rarely or never
Vanderhoof	91	9	87	13
Rest of northern B.C.	88	12	40	61
Rest of B.C.	41	59	22	78
Rest of Canada	28	72	18	82
Outside Canada	3	97	3	97

#### 6.4.4. Methods to Advertise Vacancies

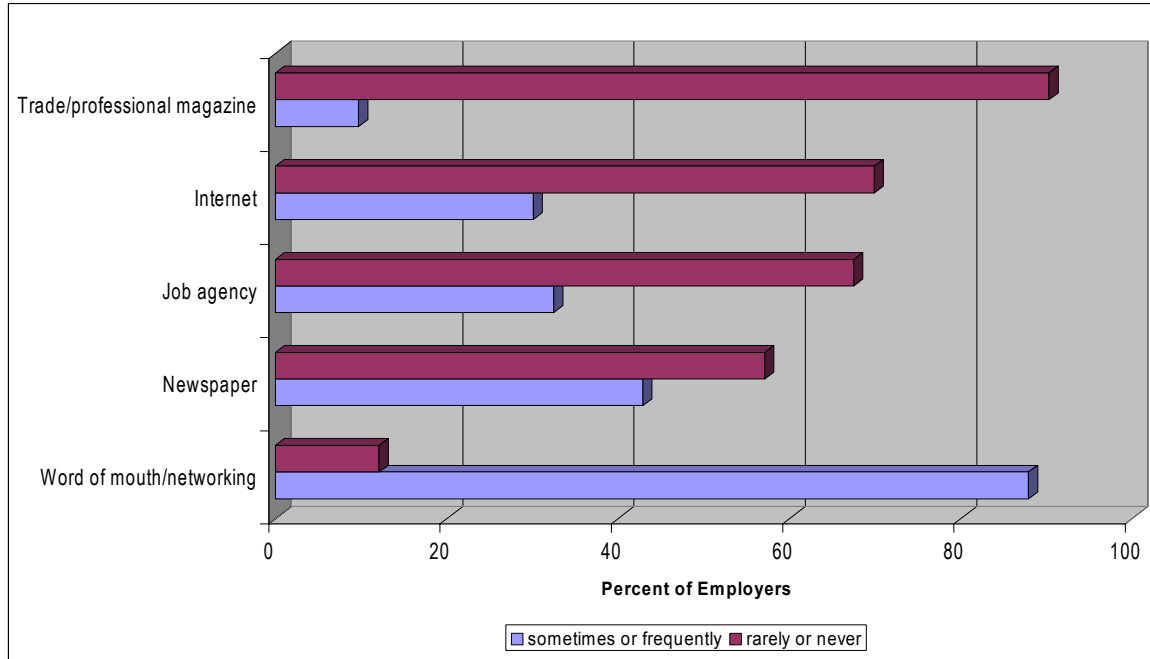
Word of mouth is by the far the most frequently mentioned method of advertising job vacancies, with 88% of employers saying that they frequently or sometimes use word of mouth as a recruitment strategy, as shown in Figure 18. Two-thirds of employers said that they rarely or never use the internet and job agencies, and 89% rarely or never use trade or professional magazines. About half of employers use newspapers.

By occupation group, the data shows that in 15 out of 40 occupation categories, 100% of employers also said that they advertise job vacancies sometimes or frequently through word of mouth. There was no job category where less than 67% of employers use this method and in most categories, between 80 and 100% of employers use the method.

A third of employers who hire employees in management and technical agriculture occupation groups use trade magazines, and 50% of employers who hire technical business positions sometimes or frequently use trade magazines. In contrast, newspaper was used by more than 50% of employers sometimes or frequently for all occupation groups except technical health (33%), forest industry

equipment operators (39%), plumbing and heating trades (38%), retail management (44%), and professional health (45%).

**Figure 18: Strategies for advertising job vacancies.**



The use of the Internet was variable among employers. Fewer employers of labour, trades, and equipment operators tended to use the Internet than employers of professional and management (less than 50% across all labour, trade and equipment operators, with the exception of agriculture equipment operators (67%). Eighty-six percent of employers of technical agriculture employees used the Internet to advertise job vacancies. Seventy-five percent of employers of government and other clerical employees use the internet. No more than 50% of employers of any job category said that they used job agencies to advertise vacancies.

Table 17 shows the comparison between employers of larger (more than 25 employees) and smaller organizations (25 or fewer employees) in terms of method of advertising vacancies. Employers of large and small organizations use word of mouth at about the same frequency, however larger organizations use newspapers, internet, job agencies, and trade/professional magazines at greater frequencies than small organizations. Small organizations clearly use word of mouth at twice the frequency as any other method.

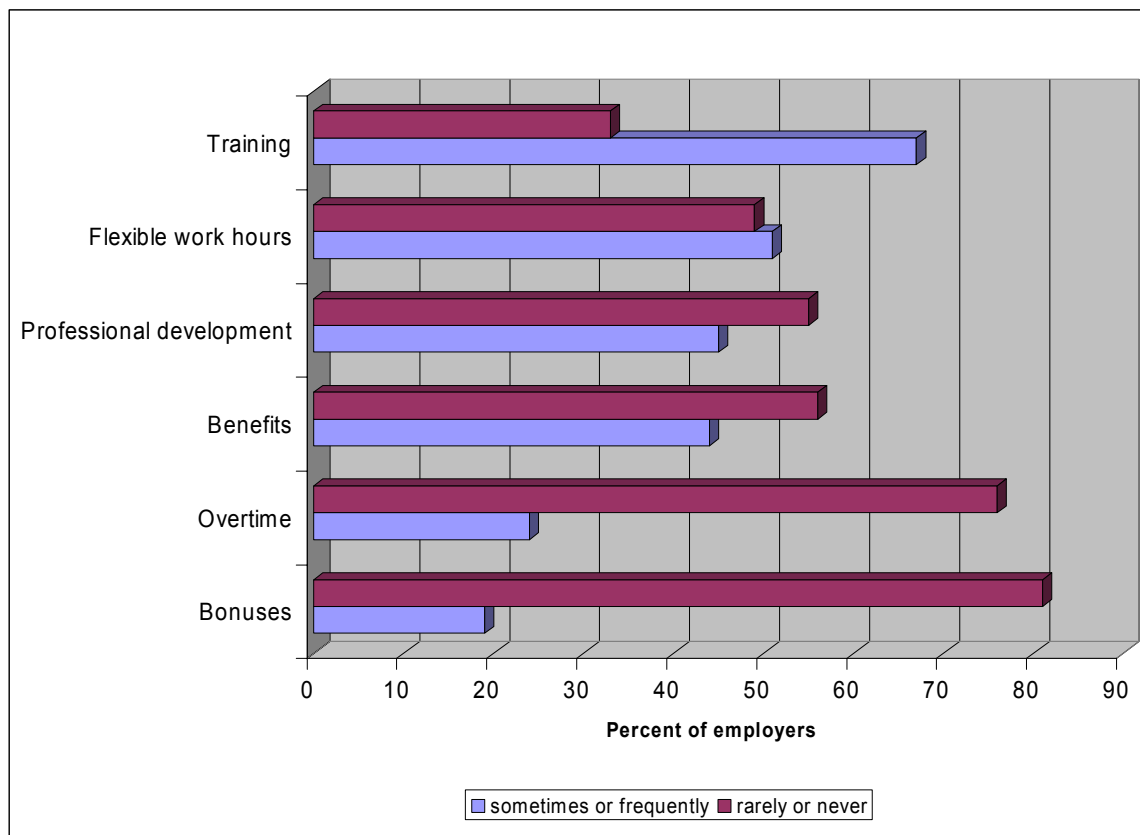


**Table 17: Percentage of employers from larger and smaller organizations that use various methods to advertise vacancies**

	Larger organizations (>25)		Smaller organizations (< or =25)	
	sometimes or frequently	rarely or never	sometimes or frequently	rarely or never
Word of mouth/networking	87	13	88	12
Newspaper	84	16	43	57
Internet	50	50	30	70
Job agency	46	54	33	68
Trade/professional magazine	26	74	10	90

**6.4.5. Incentives used for recruitment**

A strong majority of employers frequently or sometimes use training as a recruitment incentive (67%). Flexible work hours are used sometimes or frequently by about half of employers. Two-thirds said that bonuses are never used. Professional development, overtime, and benefits are frequently or sometimes used only by a small percentage of employers (See Figure 19).

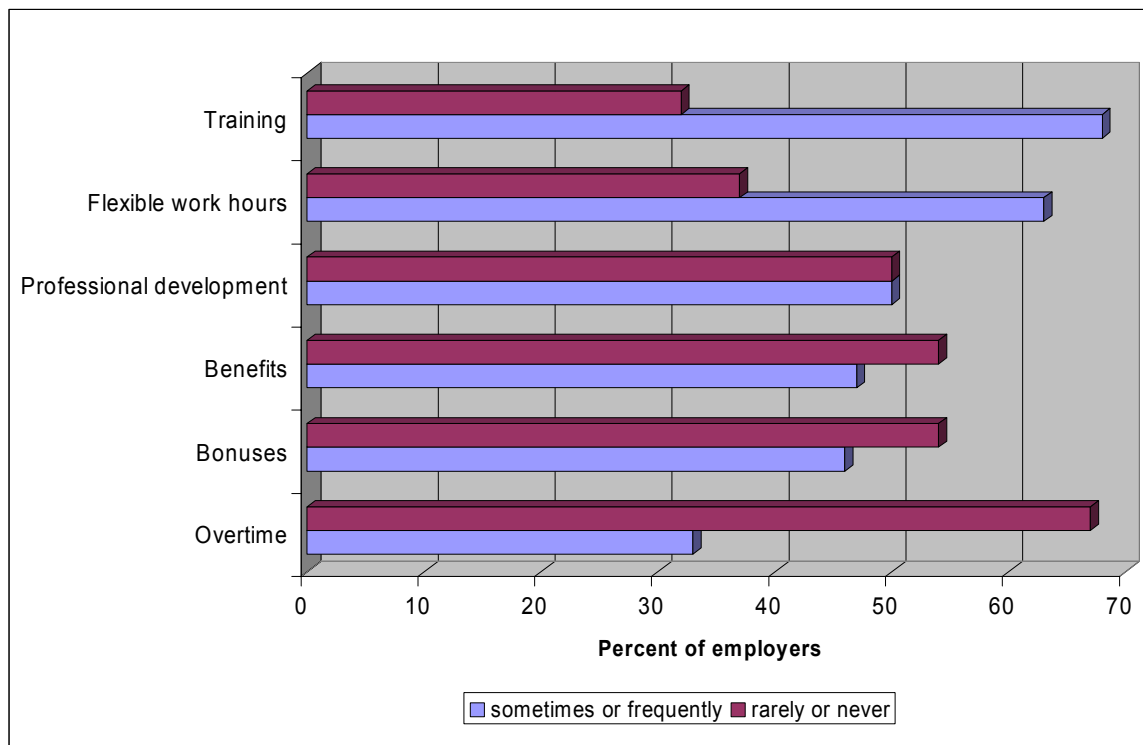
**Figure 19: Incentives used by employers for recruiting employees.**

Other incentives used frequently or sometimes included good wages, wage increases, work-life factors, awards dinners, conventions, pensions, profit sharing, and existence of a union.

#### 6.4.6. Incentives used for retention

Employers mentioned using bonuses and flexible work hours more frequently as an incentive to retain employees rather than as an incentive for recruitment. Overtime was used by slightly more employers for retention than recruitment. The number of employers who said that training and professional development is used was about the same for recruitment and retention purposes. See Figure 20.

**Figure 20: Incentives used by employers for retaining employees.**



#### 6.4.7. Formal strategies for dealing with vacancies and retiring or selling the business

Fifty-eight percent of employers said they don't have a formal strategy for dealing with vacancies as a result of employees leaving their jobs. Of the 129 employers who said they are business owners, 62% don't have a strategy to address their own retirement or selling of the business.

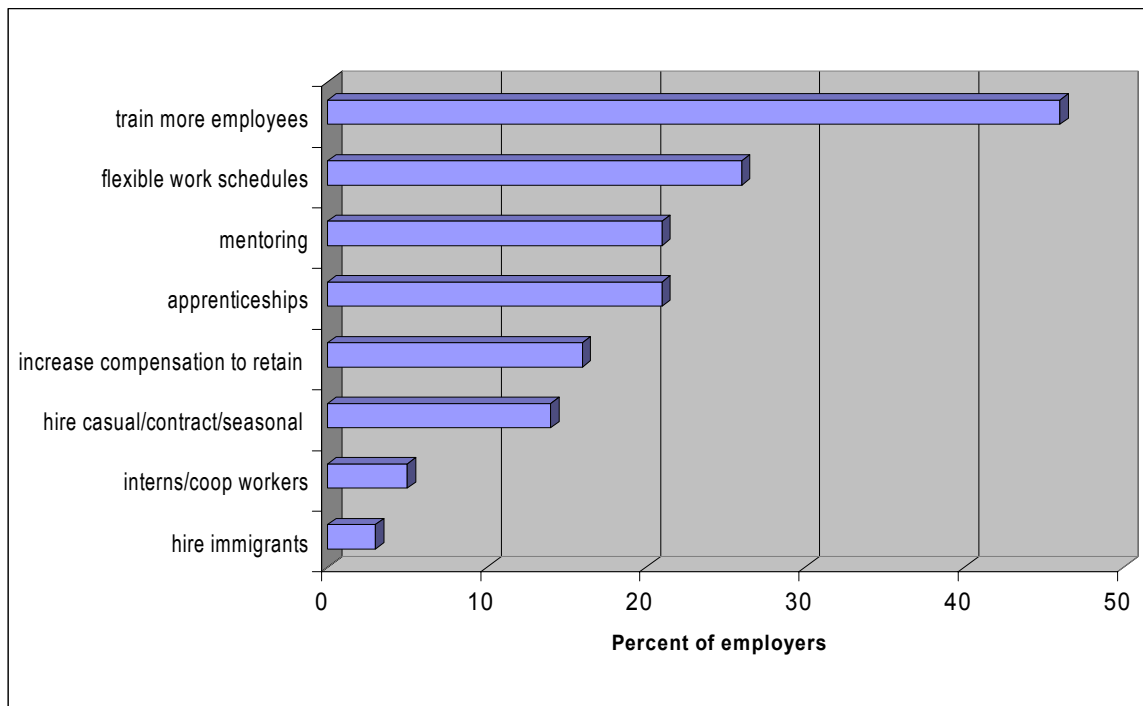
The following are sectors where less than half of employers have formal strategies to deal with vacancies and retiring or selling the business:

- Accommodation and Food Service
- Agriculture
- Business, Building and other Support Services
- Construction
- High Tech
- Logging
- Manufacturing
- Professional, Scientific and Technical Services

#### 6.4.8. Strategies to replace exiting employees

Employers were asked to select from a list of possible strategies they use for replacing exiting employees. The greatest number of employers said they train or develop more employees as a way of replacing exiting employees (102 or 46% of employers said this). A quarter uses flexible work schedules, and 21% use apprenticeships and mentoring as a strategy. Only 5% indicated they use interns or co-op work as a strategy, and only 3% hire immigrants as a strategy for replacing exiting employees. This is shown in Figure 21.

**Figure 21: Percent of employers who use various strategies to replace exiting employees.**



Half of employers' organizations with 10 or more employees have formal strategies for replacing exiting employees, as do a third of smaller companies. Forty percent of employers in large organizations (10 or more employees) said that hiring casual/contract/seasonal employees is a strategy, while 25% of smaller organizations use this. There were no major differences between smaller and larger companies in terms of other strategies used.

There were many other strategies listed by employers:

- Hire mostly students and retirees
- Hire replacement workers
- Job postings through Northern Health Authority
- Lateral transfer process and recruitment
- Hire from the hair dressing school
- Word of mouth
- Advertising/offering internships
- Contact seminars
- Wage increase for years worked
- "Always know why employees are leaving"

## **6.5. EMPLOYER SURVEY SUMMARY**

CFDC-SN conducted a survey of employers in the Vanderhoof area to develop employer and labour profiles for the community, and to describe issues surrounding the labour market from the employer's perspective. The survey also assessed how employers are responding to labour issues, what strategies they are using to fill vacancies, and how they feel about strategies to help them. The survey was delivered to employers and then picked up by CFDC-SN staff during May and June 2006. The research team obtained a 76% response rate from area employers, representing 3,125 employees— a strong majority of workers in the Vanderhoof area.

### **Employers**

The majority of organizations (65%) who responded to the survey employ fewer than 10 employees. Employers represented over 20 different sectors and hired a wide variety of occupations. Many organizations in the logging and construction sector are considered home-based. The employers represented in the survey reported a total of 2,459 full-time employees, 651 part-time and 536 casual/contract/seasonal employees, for a total of 3,696 employees working in the last 12 months. The retail/trade sector included the most employers (39). The manufacturing sector has the most full-time employees (508).

### **Employees**

Labourers represented the highest number of employees, by far, compared with other occupations. Employers predict that the number of labour positions is expected to drop significantly after five years while the number of employees in many other occupations is predicted to slightly increase. The most casual/contract/seasonal workers are hired in the summer months, with an average of 5.3 months of employment per year.

### **Vacancies**

Many employers are having a hard time filling vacancies. Over a third of employers overall said that they needed to adjust job requirements in the past year to fill their positions. More than half of employers in many sectors needed to do this. Almost a third of all employers said that they have had job vacancies remain unfilled for more than three months. Half of employers thought it was a moderately or hugely difficult to attract workers to the types of careers being offered workers.

There were differences in opinion regarding the biggest reason for problems related to filling vacancies. Overall, the most frequently cited problem is a lack of qualified applicants. Over a third of all employers surveyed said this is a huge problem. The only sector where a very small number of employers said a lack of qualified applicants is a problem was in public administration. Only in the public administration and professional, scientific and technical services sectors did 50% or more report that lack of qualified applicants is a little problem or not at all a problem.

About a quarter of employers overall viewed the ability to attract workers to the careers being offered as a huge problem.

A high percentage of logging employers said that competition from other employers is a major problem. Logging is the sector that tends most frequently to attract employees from other jobs. All other sectors were mixed on the question of competition from other sectors as a major problem. Quality-of-life issues (housing, amenities) are not considered a huge problem for filling vacancies by most employers, with the exception of forestry employers who cited quality-of-life issues as a major problem in filling job vacancies.

The health care and social assistance, forestry, and construction sectors had the largest percentage of employers who said that they had to adjust job requirements to fill positions, but several other sectors are not far behind: 66% of health care and social assistance employers said that they had to adjust job requirements in the past year to fill positions while 63% of forestry and 54% of construction employers reported the same. Up to 50% of accommodation and food service, high tech, transportation and warehousing, agriculture, and logging employers indicated this was true for them as well. Almost 90% of forestry, 50%

of utility, and just over 40% of finance, insurance, real estate and leasing employers have had job vacancies unfilled for more than three months.

### **Recruitment**

While employers in all sectors mentioned a variety of occupations they are having difficulty filling, overall, a third of employers said that they are having difficulty recruiting trades/technical positions. A fifth (20%) said they are having difficulty recruiting minimal skilled labour. Some employers specified job types: truck drivers were mentioned by nine individuals, equipment operators were mentioned by seven.

Two-thirds of employers recruit locally for vacancies but a much smaller percentage recruit in the rest of northern B.C. The farther from Vanderhoof, the less that employers recruit there for employees. The exception is in forestry, where 25% of employers say they rarely or never recruit locally, public administration, where 30% say they rarely or never recruit locally. Both utility companies also reported rarely or never recruiting locally.

Almost all (97%) of employers rarely or never recruit internationally. Those that do are in the accommodation and food service; agriculture; and business, building and other support services sectors. More than half of employers rely on training, benefits, and flexible work hours as recruitment incentives. Bonuses and overtime are used by fewer employers as a recruitment incentive; they are considered by more employers as retention strategies than recruitment strategies.

By far the most frequently mentioned recruitment method is word of mouth. The use of Internet is used extensively by some sectors, and hardly at all by others. Most employers rarely, if ever, use job agencies to advertise job vacancies.

### **Retention**

Retention does not appear to be as serious an issue as recruiting. The number of employers who said they are having difficulty retaining workers is smaller than those who have difficulty recruiting workers. Of those who said they are having challenges retaining employees, minimally skilled labour and trades/technical are the highest (17% and 16% of employers in those sectors said these were a challenge, respectively).

### **Adequacy of Job Applicant Skills**

Employers were given 12 skill areas and asked to rate the adequacy of job applicants in meeting the skill requirements. Across all sectors, supervisory and project management skills were mentioned most frequently as inadequate. Many employers also said that technical and computer skills are lacking. The majority of employers thought, however, that life skills are, adequately, met by job applicants.

### **Adequacy of Current Training**

Employers were also asked to rate the adequacy of current training programs to meet job requirements. Project management and supervisory training are considered inadequate by a high percentage of employers. Almost all forestry and manufacturing employers felt that supervisory training is inadequate. Problem solving and technical skills were also frequently mentioned as inadequate. Employers were evenly split on perspectives of the adequacy of computer training; about half thought computer training is adequate while half thought it is not. The high tech sector employers said that current training, in math and computers, is not adequate.

### **Why Employees Leave their Jobs**

Employers cited community issues such as quality of life, community infrastructure, or retirement as reasons why people leave their jobs much less frequently than reasons such as workers recruited by other employers, wages, and career change. The exception was in the forestry sector where 60% of employers said that employees frequently leave the job for quality-of-life reasons. Many employers offered other reasons employees frequently or sometimes leave: returning to school, maternity, spousal relocation, inability to work with other staff, and dissatisfaction with job and job environment are among them.

Only five of 107 (5%) employers cited mining and oil and gas extraction as the sector that most often recruits/attracts their employees who leave the job. (Those who mentioned mining and oil and gas were from construction; health and social assistance; high tech, professional, scientific and technical services; and retail trade.)

### **Responsibility for Job Preparedness**

By far, most employers said that parents are responsible for personal job preparedness attributes such as attitude, appearance, honesty, and hygiene. Over half of employers said that educators are responsible for basic skills. The exception was that a slightly higher percentage of construction employers indicated that basic skills are the responsibility of employers. Several employers wrote comments that reflect frustration about work ethic of younger workers.

### **Strategies for Recruitment and Retention**

Two-thirds of employers do not conduct formal exit interviews to learn why their employees are leaving. Fifty-eight percent don't have a formal strategy for dealing with vacancies as a result of employees leaving their jobs. Employers from larger companies (10 or more employees) tend to do both of these more than smaller companies. Most employers train more employees as a strategy to replace exiting employees, followed by offering flexible work schedules and mentoring for new employees. Sixty-two percent of business owners don't have a strategy to address their own retirement or the selling of the business. A vast majority of employers said that offering more employee training would be a

beneficial strategy in helping them deal with their challenges in recruiting or retaining employees.

## **6.6. EMPLOYER SURVEY CONCLUSIONS**

While findings of this survey showed that there was considerable variation in responses from employers across sectors on many issues, some generalizations can be made about the results across all employment sectors. Generally speaking the data showed that:

- Many employers have needed to lower job standards to fill positions.
- Supervisory and project management skills are in short supply compared with the need.
- Most employers don't believe that the mining and oil and gas sectors are attracting a large number of employees away from their jobs in Vanderhoof compared with other sectors that attract their employees.
- Retirement numbers don't show as serious a problem as expected in 6–10 years by many in Vanderhoof, or expected retirement numbers are being underestimated by employers.
- Many employers don't believe that lack of amenities in Vanderhoof impacts employee recruitment and retention as much as other factors.
- Many employers are relying on word of mouth advertising to fill positions more than other wider methods such as the Internet that could improve their ability to find qualified candidates.
- A third of employers who hire trades/technical employees said that they have difficulty recruiting trades/ technical employees, and 16% of them have difficulty retaining these employees.

### **Lowering Job Standards**

Based on steering committee and other community input before the survey was conducted, the research team expected to find that employers in Vanderhoof are forced to lower job standards in order to recruit employees. It is indeed noteworthy that the data shows a third of employers said they needed to adjust job requirements to fill positions and a third said they have had job vacancies for more than three months. These appear to be solid indicators of either a labour shortage, a mismatch between training and available positions, a lack of broad enough recruitment (geographically speaking), or a combination of factors.

### **Competition from Oil and Gas Sector**

Competition from the oil and gas sector was expected to be a significant problem, yet the data did not show that many employers believe that the oil and



gas sector attracted a large number of employees away from Vanderhoof jobs compared with other reasons employees leave their jobs.

### **Retirement**

Retirement is expected to create a major drain on the labour force yet employers did not report a large number of expected retirees compared with numbers of jobs expected in the future.

### **Recruitment**

The survey showed that employers don't take advantage of immigration and many don't look far outside the Vanderhoof area for qualified applicants. Many employers cited problems with attitude and work ethic issues in younger workers. Several employers cited the existence of other unskilled, high-wage jobs as a disincentive for young workers to seek training and education. Many employers don't seem to take advantage of a full range of recruitment methods available; word of mouth, which keeps recruitment local, is by far the most frequently mentioned method of recruitment across sectors in the Vanderhoof area.

### **Amenities**

There was an assumption that many employees leave (or don't come) to the Vanderhoof area because of lack of amenities, but overall, many employers did not think quality-of-life issues are strongly related to recruitment or retention issues, compared with other barriers for employees. The exception is in the forestry and logging sectors, where quality of life issues were more closely related to recruitment and retention.

### **Supervisory and Project Management Skills**

Many employers across all sectors cited lack of supervisory and project management skills as a considerable problem and said that current training programs for those skills are inadequate. A third of employers indicated that basic life skills are not well met by job applicants. Job retention is likely linked with work environment and work environment is often linked with an organization's supervisors and managers. The approaches used by supervisors and managers can make or break an employment work environment and also probably influence retention and possibly recruitment. Good supervisors serve multiple purposes—they serve as good mentors for work ethic, provide positive reinforcement for workers, engender team work, enhance independent work skills, and many other skills that employers thought were in short supply among job applicants. Since word of mouth is an important recruitment tool in Vanderhoof, the reputation of management and supervisory styles inside an organization can significantly influence recruitment efforts. This study shows that the need for supervisory and management mentoring, training, and education cannot be overemphasized.

## **7. COMMUNITY SURVEY RESULTS**

The CFDC-SN conducted a survey of community members during July and August 2006 to obtain input from community residents about their education and training needs, about their employment challenges, and how they feel about living and working in the Vanderhoof area.

### **7.1. SURVEY DESIGN**

A telephone survey method was used for the community survey. Based on input from steering committee members, community members, and literature review findings, the CFDC-SN research team developed a 55-question survey. The survey was tested by Steering Committee members, CFDC-SN staff members, visitors, and CFDC-SN staff contacts who acted as pre-test participants by completing the survey by telephone and commenting on its structure and content. The survey was modified and re-tested in response to this feedback.

The final questionnaire asked respondents to answer questions pertaining to:

*Personal demographics* (such as age, gender, racial/ethnic group, and marital status, birthplace, years living in the Vanderhoof area, whether or not they have ever moved away from Vanderhoof, number of dependents and people per household, income information, and education level).

*Employment demographics* (such as employment and retirement status, current occupation and sector, years until retirement, whether or not they have looked for work with a different employer, if they own or are considering starting a business, expectations for training and education, plans for upgrading their training and education, and reasons for leaving employment).

*Perceptions about employment issues* (such as adequacy of community attributes, adequacy of skills, job satisfaction, barriers to working more hours or entering the workforce, barriers to upgrading training and education, adequacy of local training and education).

The survey included closed-ended choice questions and rating-type questions (scale of 1–10), and open-ended questions that allowed respondents to select “other.” Skip logic was used on several questions to enable surveyors to ask questions based on the responses to previous questions.

## **7.2. POPULATION, SAMPLE AND ANALYSIS PROCESS**

Individuals targeted for the survey were youth and adults between the ages of 15–64 and living in the Vanderhoof area, which included the Regional District of Bulkley-Nechako Electoral Area F (Vanderhoof rural and Cluculz Lake). To obtain telephone numbers for the survey, the CFDC-SN staff compiled a list of numbers from the telephone directories for Vanderhoof and Cluculz Lake. The list was modified to exclude non-residential telephone numbers belonging to businesses, government, and other agencies and organizations. A map of the Regional District of Fraser Fort George was used to determine the telephone numbers in the Cluculz Lake directory located outside the survey boundary. Once the non-residential numbers were excluded, the list was comprised of 2,860 households.

A systematic method was used to draw a sample. The telephone list was divided into segments of 10 telephone numbers and random numbers between 1 and 10 determined which telephone numbers in each segment would be called on the first pass, second pass, and so on. The survey was designed to interview only one person (15 years of age and older) per household. To ensure that the respondent in each household was randomly selected, the CFDC-SN staff asked to speak with the household member who had had the most recent birthday.

The sampling included 10 passes through the telephone list until all numbers on the list were dialled once. When there was no answer, the number was called a second time on the next pass through the list. Numbers that were not in service, or that belonged to residents who declined to be surveyed, or had no residents aged 15–64 years were removed from the list. A total of 834 telephone numbers were removed from the list of residences in the population because they were fax numbers, duplicate numbers such as shop and barn numbers, not in service, or without residents aged 15–64. After these telephone numbers were removed from the list, a total of 2,026 households remained in the population.

In the last three days of the survey, 173 residents were contacted and a stratified survey of males was conducted to ensure that males were not under-represented in the sample.

From a population of 2,026, a total of 646 residents declined to participate in the survey, while 492 residents completed surveys for a response rate of 24.3%. This response rate, using a random sampling technique, produces a potential error margin of + or – 3.8% at a 95% confidence level, which is considered more than acceptable for this type of survey research. After the surveys were completed, the data were entered directly into Zoomerang, a commercially available Web-based survey compilation tool. The data were then transferred into SPSS (Statistical Package for Social Sciences) for the analysis. SPSS was used to generate frequencies and descriptive statistics and charts and graphs. Cross tabulations were conducted for many of the survey questions such as age by

likelihood to move away from Vanderhoof, and industrial sector by number of years until retirement.

### 7.3. NON-RESPONDENTS

To identify if there were major differences between community members who completed a survey and those who did not, and to see if there was bias in the results due to sampling error, the research team compared ages, personal and household incomes, genders, and education levels of respondents with the total population of the area obtained through the Canadian Census (2001). It is important to note that the Census was conducted in 2001 and this survey was conducted five years later. The 2006 Census data is expected to be available in early 2007.

The comparison found differences in three areas: age of respondents, household income, and education. First, the survey sample included slightly younger respondents than was reported in the population through the Canadian Census 2001. Second, median household income of respondents was slightly higher than the overall population in the 2001 Census (\$58,999 for respondents and \$45,621 for the Vanderhoof District as reported in the Census). Finally, fewer respondents reported having higher than high school diplomas compared to the overall population in the Vanderhoof District in the 2001 Census. One similarity between the survey and the Census came with the male/female ration, which in survey was almost equal to the overall population in the District in 2001. See Table 18.

**Table 18: Respondents compared with population statistics from Census Canada**

	Respondents	Census Canada data <sup>21 22</sup>
Age (%15–39 years)	46%	38.9% (2001)
Household income (% under \$59,999)	51%	Median <sup>23</sup> household (2000) was \$45,621
Gender (% male, % female)	49% male 51% female	50.3% male 49.7% female
Education level (% that have less than high school graduation)	Ages 25-34- 9% Ages 35-44- 18% Ages 45-54- 17% Ages 55-64- 24%	20-34 years 16.3% 35-44 years 25.0% 45-64 years 26.3%

<sup>21</sup>

[http://www12.statcan.ca/english/profil01/CP01/Details/Page.cfm?Lang=E&Geo1=CSD&Code1=5951007&Geo2=PR&Code2=59&Data=Count&SearchText=Vanderhoof&SearchType=Begin&SearchPR=59&B1=All&Custom=Census Canada data is for Vanderhoof District, not Vanderhoof Rural or Cluculz Lake](http://www12.statcan.ca/english/profil01/CP01/Details/Page.cfm?Lang=E&Geo1=CSD&Code1=5951007&Geo2=PR&Code2=59&Data=Count&SearchText=Vanderhoof&SearchType=Begin&SearchPR=59&B1=All&Custom=Census%20Canada%20data%20is%20for%20Vanderhoof%20District,%20not%20Vanderhoof%20Rural%20or%20Cluculz%20Lake)

<sup>22</sup> <http://www.bcstats.gov.bc.ca/data/dd/facsheet/cf038.pdf>

<sup>23</sup> median means that half of population has more than \$45,621 and half the population has less than \$45,621 household income

## 7.4. LIMITATIONS OF THE COMMUNITY SURVEY

Telephone surveys have inherent weaknesses that can lead to coverage error (error created when the list of community members does not include all elements of the population that were desired to study). Not everyone in the Vanderhoof area has telephones and some phone numbers were unlisted. The fact that the survey was conducted during the summer months meant that those community members such as farmers who have busy summer seasons could have been less available and under-represented in the sample. The fact that teachers were not in school means that this profession could be over-represented in the sample. Non-response error was minimized by placing calls during the daytime as well as evening time.

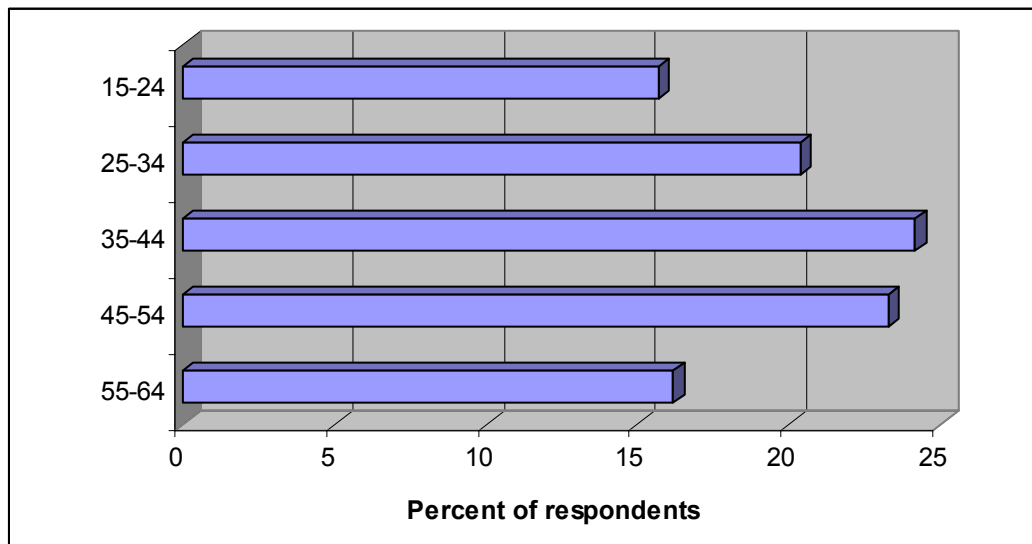
Surveys that rely on a sample, rather than a census, have inherent sampling error potential. The comparison of respondent demographics with Census Canada statistics in Section 7.3 shows that there are only minor differences between those who responded to the survey and the general population as reported by the 2001 Census.

## 7.5. PROFILE OF COMMUNITY MEMBERS

### 7.5.1. Age, gender and racial/ethnic group, and marital status

Just under half of respondents (46%) are under 40 years old, while the remaining 54% are 40–64 years old. The largest age group is the 35–55 age group (21%). Sixteen percent are in the 15–24 age group and 9% are under 20. Eleven percent of respondents are Aboriginal. Three quarters of respondents are married or the equivalent. A quarter of respondents are single, widowed, divorced, or separated. See Figure 22.

Figure 22: Age groups of respondents.



Respondents are almost evenly split among males and females (51% females and 49% males).

### 7.5.2. Birthplace of respondents

Just over one quarter (27%) of respondents said that they were born in Vanderhoof, while 34% said they were born in B.C. but outside Vanderhoof. Another quarter (26%) said that they were born in other parts of Canada. Thirteen percent were born outside of Canada.

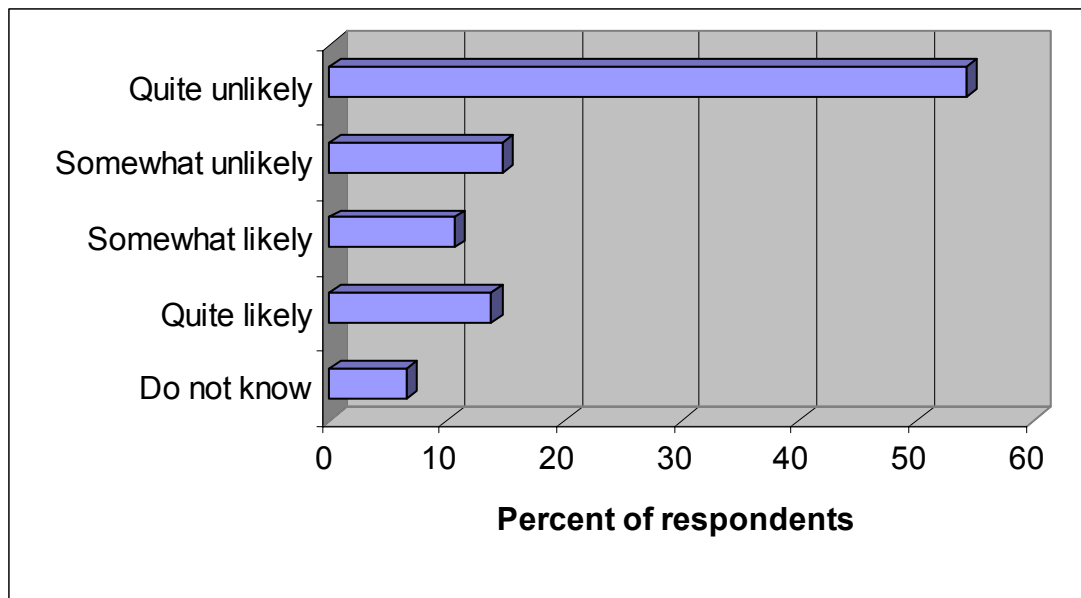
### 7.5.3. Years living in Vanderhoof area

Respondents have lived an average of 21 years in the Vanderhoof area, with a wide range between 0 and 63 years ( $SD^{24} = 13$ ). Half of the respondents have lived in Vanderhoof 18 years or more.

### 7.5.4. Moving away from Vanderhoof area

Vanderhoof is a relatively stable community. One hundred eighty community members (37%) said that they have moved from the Vanderhoof area in the past, while 63% said that they have not. Twenty-four percent of respondents said that they were either “quite likely” or “somewhat likely” to move away from Vanderhoof area in the next five years. The remaining 76% said that they were “somewhat” or “quite unlikely” to leave in the next five years. See Figure 23.

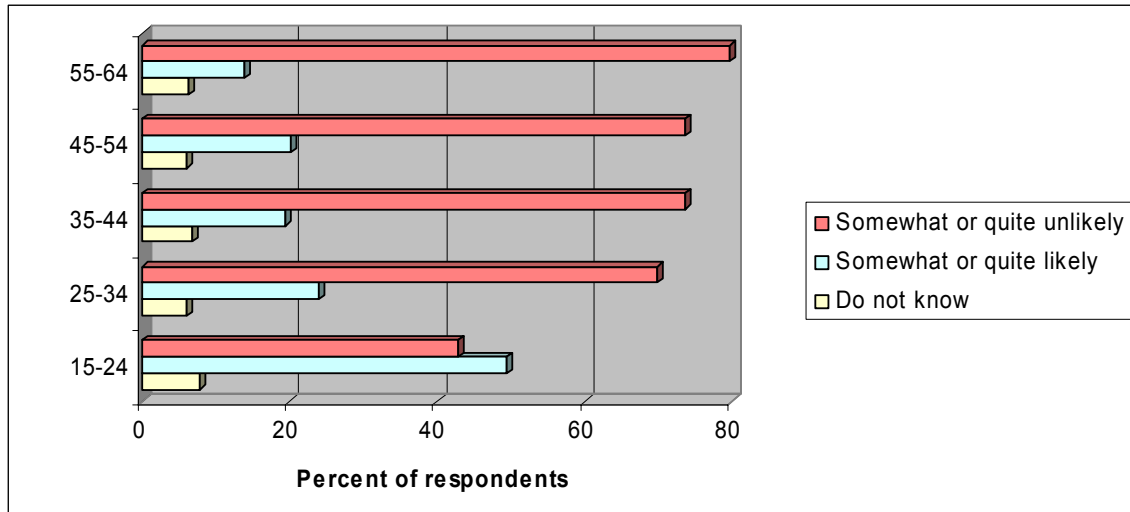
**Figure 23: Move away within the next five years.**



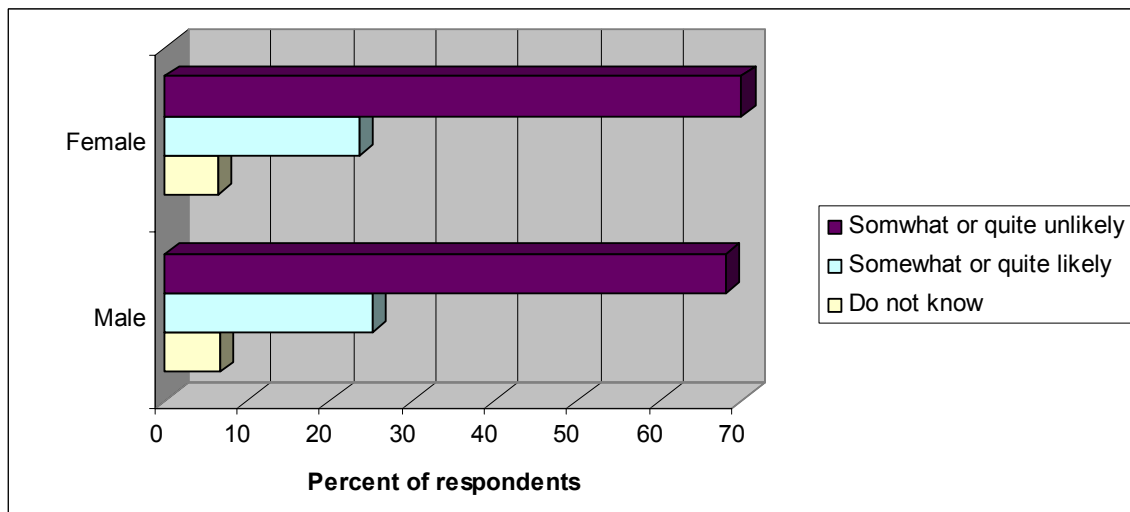
<sup>24</sup>Standard deviation is a measure of variability among responses. Footnote on page 13 explains the definition.

Younger people are more likely to move in the next five years compared with older people, as shown in Figure 24. Males are only slightly more likely than females to move in the next five years, as shown in Figure 25.

**Figure 24: Move away within the next five years, by age group.**



**Figure 25: Move away in the next five years, by gender.**



#### 7.5.5. Number of dependents

Forty-three percent of respondents (208) said that they do not have any dependents. Eighty-nine percent said that they have three or fewer. The average number of dependents is 1.4 (SD = 1.5). The number of dependents ranged from 0 to 6.

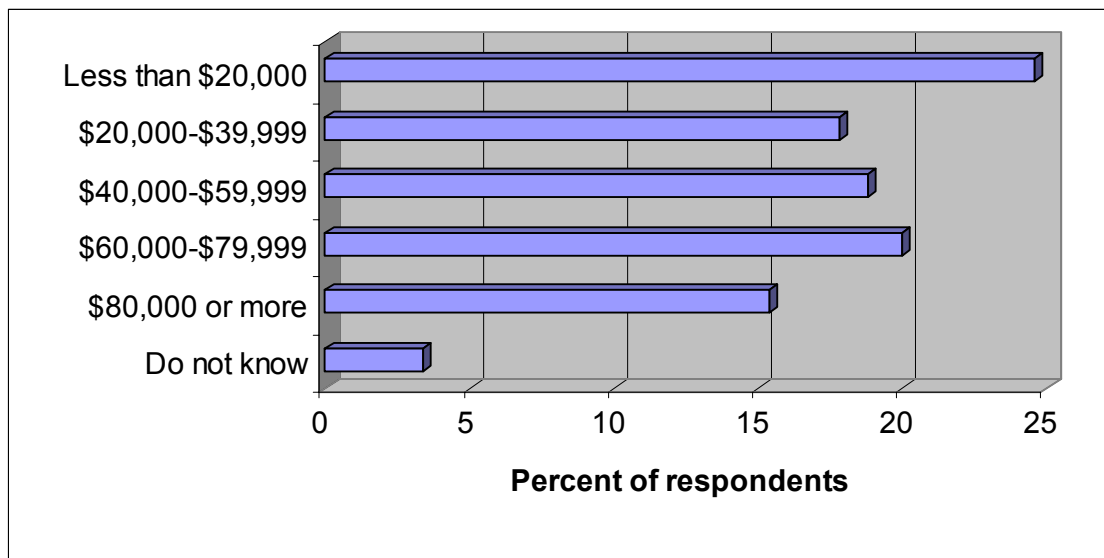
### 7.5.6. Number of people per household

The average number of people per household is 3.4 (SD = 1.5). The minimum is one and the maximum is 10. The most frequently mentioned number of people per household is two (a quarter of respondents said their household contained two persons). Just over half (55%) said that their household contained three or fewer members.

### 7.5.7. Personal annual income

Of the 325 respondents who provided their personal annual income, almost a quarter earn less than \$20,000. Forty-three percent reported earning less than \$40,000 annually, while 57% reported earning over \$40,000. Of those, 15 percent of respondents earn \$80,000 or more. See Figure 26.

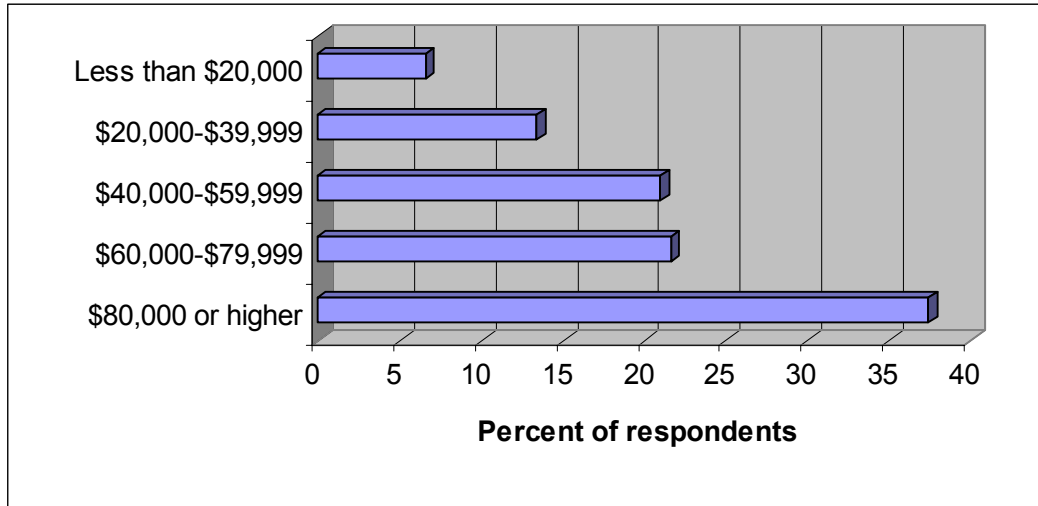
**Figure 26: Personal annual incomes.**



### 7.5.8. Household income

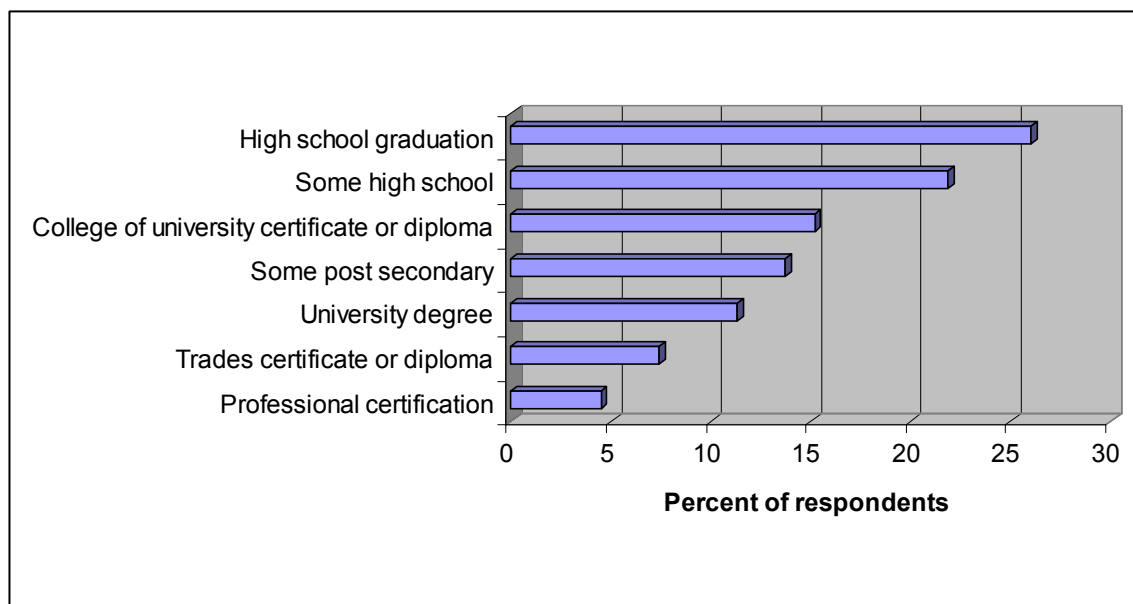
Just over a third (37%) of respondents who reported their household annual salaries indicated household earnings of \$80,000 or more. Seven percent of respondents live in households that earn less than \$20,000. A quarter said they didn't know or preferred not to disclose the information. See Figure 27.



**Figure 27: Household annual incomes.**

#### 7.5.9. Education level

A quarter of respondents indicated that a high school diploma is their highest level of education. Twenty-one percent said they had some high school education. Thirteen percent indicated having some post secondary, and 7% selected trades certificate/diploma as their highest level of education. Fifteen percent have a college or university certificate or diploma. Eleven percent has a university degree. Just under 5% have professional certifications. See Figure 28.

**Figure 28: Highest education level attained.**

Forty-one percent of Aboriginal respondents have completed some high school, but did not graduate.

#### 7.5.10. Business ownership

Of the 379 community survey respondents who were employed, 121 (32%) said that they have their own business. Seventy-two (19%) said that they own their own business as a primary income source, and 49 (13%) said they own their business as a secondary income source. Sixty-five (54%) said that they employ others, including family members, while 56 (46%) said that they did not employ others.

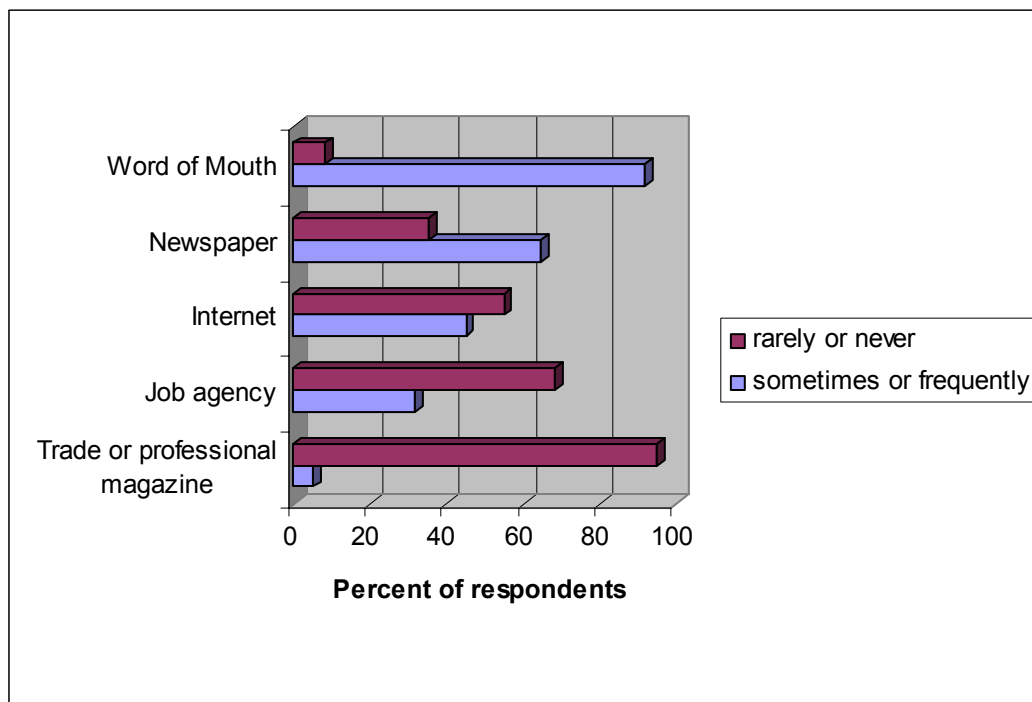
### 7.6. CURRENT EMPLOYMENT SITUATION IN THE VANDERHOOF AREA

#### 7.6.1. Employment and retirement status

Just under three-quarters of respondents (375 or 73%) said that they are currently employed. An additional 5% (24) are not employed but expect to return to work (such as seasonal workers) in the next year. Twenty-two percent (110) of respondents are not employed.

Of the 492 respondents, 193 or 39% said that they have looked for work in the past five years. When looking for a job, these respondents said they most frequently use word of mouth to learn about job opportunities. They use trade or professional magazines the least, as shown in Figure 29.

**Figure 29: Ways to learn about job opportunities.**



While most respondents overall did not use trade or professional magazines to look for job openings, 21% of those in the administrator/manager/supervisor category said they used this method “frequently” or “sometimes.” The Internet was used more frequently by those respondents in the occupations of professional and administrative/manager/supervisor as compared to those from other occupations. The vast majority of sales and service representatives, technicians, and truck/bus/courier/taxi driver respondents “rarely” or “never” use the Internet to look for job openings. Half of labour workers use job agencies frequently or sometimes. One hundred percent of equipment operator respondents frequently use word-of-mouth, as do 85% of administrative/manager/supervisor respondents, and 72% of sales or service representative respondents.

Of the 109 respondents who are not working and don’t expect to work in the next year, 16 (15%) said that they are retired.

### 7.6.2. Occupations

The largest occupation group is labourers (70, or 18.7% of employed workers or those who expect to return to work in the next year), followed by professionals at 55 or 14.7% and administrators/managers/supervisors at 53 or 14.1%. See Table 19.

**Table 19: Respondents employed or planning to return to work in the next year, by occupation**

	Frequency	Percent
Labourer	70	18.7
Professional	55	14.7
Administrator/Manager/Supervisor	53	14.1
Sales or Service Representative	41	10.9
Equipment Operator	37	9.9
Clerical Worker	23	6.1
Technician	16	4.3
Truck/Bus/Courier/Taxi driver	14	3.7
Trades	28	7.5
<b>Total</b>	<b>375</b>	<b>100.0</b>

Table 20 shows the distribution of respondents who were employed or expected to return to work in the next year by age group. More than half of labourers are younger people (age 15–29) and half of young people are labourers. The 28 trades respondents were normally distributed among the age groups, with the largest group of respondents in the middle years (25–49).

**Table 20: Percent of respondents in each occupation, by age group**

		Age groups					
		15-24	25-34	35-44	45-54	55-64	Total
Labourer	Count	22	17	12	13	6	70
	% within occupation	31.4%	24.3%	17.1%	18.6%	8.6%	100.0%
Truck/Bus/Courier/Taxi Driver	Count		3	3	6	2	14
	% within occupation		21.4%	21.4%	42.9%	14.3%	100.0%
Equipment Operator	Count	5	9	13	5	5	37
	% within occupation	13.5%	24.3%	35.1%	13.5%	13.5%	100.0%
Clerical Worker	Count	2	2	9	6	4	23
	% within occupation	8.7%	8.7%	39.1%	26.1%	17.4%	100.0%
Sales/Service Rep.	Count	8	9	7	12	5	41
	% within occupation	19.5%	22.0%	17.1%	29.3%	12.2%	100.0%
Technician	Count	1	3	4	3	4	15
	% within occupation	6.7%	20.0%	26.7%	20.0%	26.7%	100.0%
Professional	Count	1	12	20	14	7	54
	% within occupation	1.9%	22.2%	37.0%	25.9%	13.0%	100.0%
Administrator/Mgr/Supervisor	Count	2	5	17	17	11	52
	% within occupation	3.8%	9.6%	32.7%	32.7%	21.2%	100.0%
Trades	Count	3	7	7	5	6	28
	% within occupation	10.7%	25.0%	25.0%	17.9%	21.4%	100.0%
<b>Total</b>	<b>Count</b>	<b>44</b>	<b>67</b>	<b>92</b>	<b>81</b>	<b>50</b>	<b>334</b>
	<b>% within occupation</b>	<b>13.2%</b>	<b>20.1%</b>	<b>27.5%</b>	<b>24.3%</b>	<b>15.0%</b>	<b>100.0%</b>

The trades include electrical, plumbing and heating, millwright, welding or fabricating, automotive or heavy-duty mechanic, and carpenter/cabinet maker/painter. When trades are broken down, the highest number of respondents is in automotive or heavy-duty mechanics or electrical trades (7 or 1.9% of employed or returning to work respondents each). Electrical trades tend to be older workers, while automotive or heavy duty mechanics ages are more evenly distributed. The ages of the five respondents in welding and fabricating were fairly evenly distributed, and the ages of the five people in the carpenter/cabinet maker/painter category are in the middle age groups (25–54). See Table 21.

**Table 21: Distribution of age groups – trades occupations**

	Age Group	15-24	25-34	35-44	45-54	55-64	Total
Electrical	Count	1		1	2	3	7
	% within occupation	14.3%		14.3%	28.6%	42.9%	100.0%
Plumbing or Heating	Count		1				1
	% within occupation		100.0%				100.0%
Millwright	Count		2	1			3
	% within occupation		66.7%	33.3%			100.0%
Welding or Fabricating	Count		2	1		2	5
	% within occupation		40.0%	20.0%		40.0%	100.0%
Automotive/Heavy Duty Mechanic	Count	2	1	2	1	1	7
	% within occupation	28.6%	14.3%	28.6%	14.3%	14.3%	100.0%
Carpenter/Cabinet Maker/Painter	Count		1	2	2		5
	% within occupation		14.3%	28.6%	28.6%		100.0%

### 7.6.3. Employment sectors

Logging is the most frequently mentioned sector for respondents who said they are employed or expecting to return to work in the next year work in (51 or 13.6%), followed by the education services sector (48 or 12.8%), as shown in Table 22.

**Table 22: Employment, by sector**

	Frequency	Percent
Logging <sup>1</sup>	51	13.6
Education Services	48	12.8
Manufacturing	46	12.3
Retail Trade	46	12.3
Business, Building and Other Support Services	27	7.2
Health Care and Social Assistance	27	7.2
Forestry	26	6.9
Accommodation and Food Service	23	6.1
Agriculture	18	4.8
Construction (residential and commercial)	17	4.5
Information, Culture, and Recreation	12	3.2
Financial, Insurance, Real Estate and Leasing	10	2.7
Public Administration	8	2.1
Mining, Oil and Gas	5	1.3
Transportation and Warehousing	4	1.1
Wholesale Trade	3	.8
Professional, Scientific and Technical Services	2	.5
High Tech	1	.3
Utilities	1	.3
<b>Total</b>	<b>375</b>	<b>100.0</b>

<sup>1</sup>Logging refers to activities related to harvest and hauling of trees while forestry more broadly refers to forest management and planning activities.

#### 7.6.4. Hours and seasons of work

Of the 375 respondents who said that they are employed or will return to work in the next year, 80% (299) said that they work 30 hours or more per week. The remaining 20% (76) said that they work less than 30 hours per week. One hundred and twenty-three respondents (33%) said that they work on a casual/contract/seasonal basis. On average, casual/contract/seasonal employees work 8.7 months per year (SD=3.0).

Respondents were asked when they were available to work on a casual/contract/seasonal basis. Of the 123 community members who work in casual/contract/seasonal positions, 105 (85%) said they are available at any time of year. Eight (6.5%) are available January–March; 15 (12%) are available April–June; 16 (13%) are available July–September; and 11 (9%) are available October–December.

### 7.6.5. Looking for work with different employer

Of 375 working respondents, 55 (14.5%) said that they are currently employed in more than one job. Forty percent (193) of all survey respondents said that they have looked for work in the past five years. Eighty-eight percent (333) of respondents are not currently looking for a job with another employer; however, 5% (19) have been looking for a job with another employer for up to three months. Another 3.7% (14) said that they have been looking for a job for up to a year. Twelve respondents (3.2%) have been looking for more than a year, as shown in Table 23.

**Table 23: Length of time looking for work with a different employer – working respondents**

	Frequency	Percent
Not currently looking	333	88.1
Up to 3 months	19	5.0
3 months to 1 year	14	3.7
Looking for more than one year	12	3.2
<b>Total</b>	<b>378</b>	<b>100.0</b>

A higher percentage of those who are working casual/contract/seasonal positions are looking for work with a different employer than those who are not casual/contract/seasonal (17% compared with 10%). A higher percentage of casual/contract/seasonal workers have been looking between three months and a year compared to those who don't work in the casual/contract/seasonal sector (5.7% compared with 2.8%). See Table 24.

**Table 24: Length of time looking for work with a different employer – Respondents working casual/contract/seasonal and others**

	Working casual/contract/seasonal		Not Working casual/contract/seasonal	
	Frequency	Percent	Frequency	Percent
Not currently looking	103	83	228	90
Up to 3 months	10	8.1	9	3.6
3 months to 1 year	7	5.7	7	2.8
Looking for more than one year	20	2.4	9	3.6
<b>Total</b>	<b>123</b>	<b>100.0</b>	<b>254</b>	<b>100.0</b>

### 7.6.6. Years until retirement by occupation

Fifty-one percent of respondents across all occupation categories said that they expect to retire in more than 10 years and 25% did not know. Eighty-five percent of labourers and equipment operators, 70.6% of clerical workers, 72% of sales or service representatives, 70% of professionals, and 66.7% of trade workers said they plan to retire in more than 10 years. See Table 25.

**Table 25: Years until retirement, by occupation**

		Within a year	1-4.9 yrs	5-10 yrs	>10 yrs	Do not know	Total
Laborer	Count		2	4	34	30	70
	% within occupation		2.9%	5.7%	48.6%	42.9%	100.0%
Truck, bus, courier, taxi	Count		3	2	6	3	14
	% within occupation		21.4%	14.3%	42.9%	21.4%	100.0%
Equipment operator	Count		2	2	23	10	37
	% within occupation		5.4%	5.4%	62.2%	27.0%	100.0%
Clerical worker	Count			5	12	6	23
	% within occupation			21.7%	52.2%	26.1%	100.0%
Sales or service representative	Count	1		6	18	16	41
	% within occupation	2.4%		14.6%	43.9%	39.0%	100.0%
Technician	Count		3	2	7	4	16
	% within occupation		18.8%	12.5%	43.8%	25.0%	100.0%
Professional	Count	3	2	10	36	3	54
	% within occupation	5.6%	3.7%	18.5%	66.7%	5.6%	100.0%
Administrator/ Mgr/Supervisor	Count	2	2	14	27	8	53
	% within occupation	3.8%	3.8%	26.4%	50.9%	15.1%	100.0%
Trades	Count		4	3	14	7	28
	% within occupation		14.3%	10.7%	50.0%	25.0%	100.0%
<b>TOTAL</b>	<b>Count</b>	<b>6</b>	<b>18</b>	<b>48</b>	<b>177</b>	<b>87</b>	<b>336</b>
	<b>% within occupation</b>	<b>1.8%</b>	<b>5.4%</b>	<b>14.3%</b>	<b>52.7%</b>	<b>25.9%</b>	<b>100.0%</b>

Table 26 shows the breakdown of trade occupations by the number of years until retirement. While half of the trades respondents expect to retire in more than 10 years, some employees in the electrical trades, automotive or heavy duty mechanic, and welding and fabricating trades said they plan to retire in the next 1-5 years.



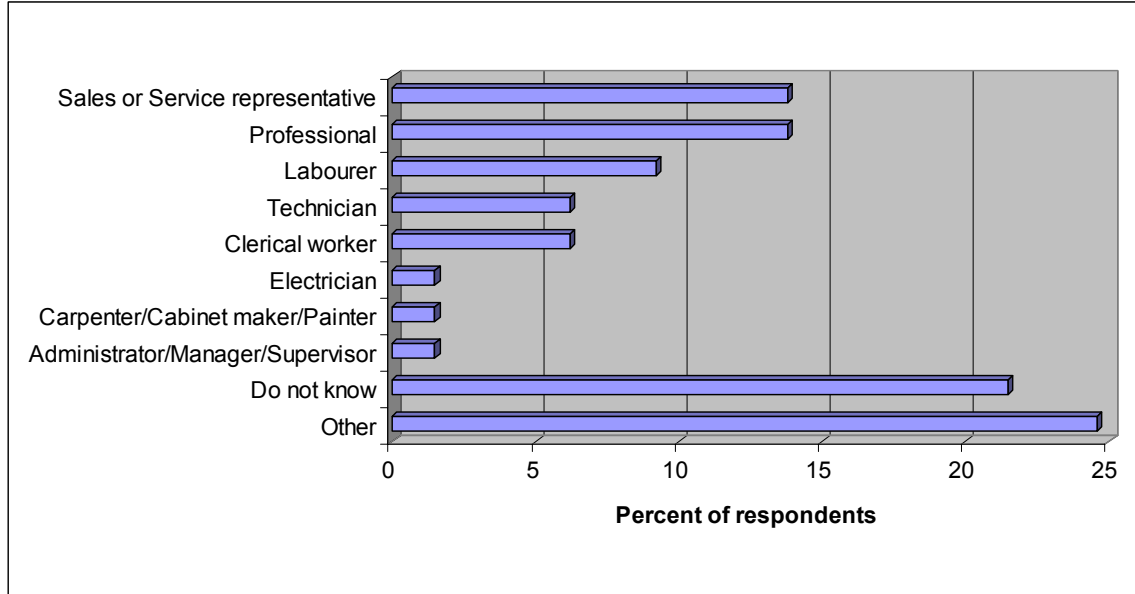
**Table 26: Distribution of years until retirement among trade occupations**

		Within a year	1–4.9 yrs	5–10 yrs	> 10 yrs	Do not know	Total
Electrical	Count		2		3	2	7
	% within occupation		28.6%		42.9%	28.6%	100.0%
Plumbing or Heating	Count				1		1
	% within occupation				100.0%		100.0%
Millwright	Count				3		3
	% within occupation				100.0%		100.0%
Welding or Fabricating	Count		1		4		5
	% within occupation		20.0%		80.0%		100.0%
Automotive/Heavy Duty Mechanic	Count		1	1	1	4	7
	% within occupation		14.3%	14.3%	14.3%	57.1%	100.0%
Carpenter/Cabinet Maker/Painter	Count			2	2	1	5
	% within occupation			40.0%	40.0%	20.0%	100.0%
<b>Total</b>	<b>Count</b>		<b>4</b>	<b>3</b>	<b>14</b>	<b>7</b>	<b>28</b>

#### 7.6.7. Re-entering the workforce

Respondents who are not working or don't plan to work in the next year were asked if they plan to re-enter the workforce. Sixty-five (59% of 109) said that they do plan to enter the workforce, while 31 (28%) reported the opposite. Thirteen (12%) did not know. Of those respondents who said that they plan to enter the workforce, the highest percentage said that they plan to enter the sales or service occupations and professional occupations, as shown in Figure 30. A smaller percentage plans to enter the workforce as a labourer, clerical worker, or technician. Less than 5% of respondents that plan to re-enter the workforce say that they will do so as administrator/manager/supervisor, or a carpenter/cabinet maker/painter, or an electrician.

**Figure 30: Occupations in which respondents plan to re-enter the workforce.**



Many respondents indicated “other” occupations, including:

- Agriculture worker
- Artisan
- Artist
- Chef
- Child care worker
- Hairstylist
- Health care aid
- Homecare worker
- Massage therapist
- Masseuse
- Personal Attendant
- Refereeing hockey
- Restaurant work
- Special needs care worker
- Teaching assistant
- Training and education of some sort

#### **7.6.8. Considering starting a business**

Respondents were asked if they are considering starting a business in the next five years. Sixteen percent of 492 (80) said “yes,” 74% (359) said “no,” and 10% (48) said they did “not know.” Of Aboriginal respondents, 26% said that they were planning to start a business.

### 7.6.9. Have stopped working for a Vanderhoof area employer

Almost a third of respondents (151 or 30%) said that they have stopped working for a Vanderhoof area employer in the past five years. The highest percentage of these respondents are in the retail sector (21%) followed by the accommodation and food service sector (18%), and the logging sector (11%), as shown in Table 27 below.

**Table 27: Stopped working – Local employer – Past five years, by sector**

	Frequency	Percent
Retail Trade	32	21.2
Accommodation and Food Service	27	17.9
Logging	16	10.6
Education Services	13	8.6
Forestry	12	7.9
Manufacturing	12	7.9
Business, Building and Other Support Services	6	4.0
Public Administration	6	4.0
Health Care and Social Assistance	5	3.3
Agriculture	4	2.6
Information, Culture and Recreation	4	2.6
Transportation and Warehousing	4	2.6
Construction (residential and commercial)	3	2.0
Financial, Insurance, Real Estate and Leasing	3	2.0
Wholesale Trade	2	1.3
Mining, Oil and Gas Extraction	1	0.7
Professional, Scientific and Technical Services	1	0.7
<b>Total</b>	<b>151</b>	<b>100.0</b>

The 151 respondents who have stopped working for a Vanderhoof area employer in the past five years selected conditions that contributed to their decision to leave. A third of those selected “lack of career development opportunities” as a condition that contributed to their decision. Thirty-one percent said “lack of opportunities to advance” contributed to their decision to leave. To a slightly lesser, but still considerable degree, management and supervision were mentioned. Still less frequently mentioned were work environment conditions and wages. See Table 28.

**Table 28: Condition for leaving job**

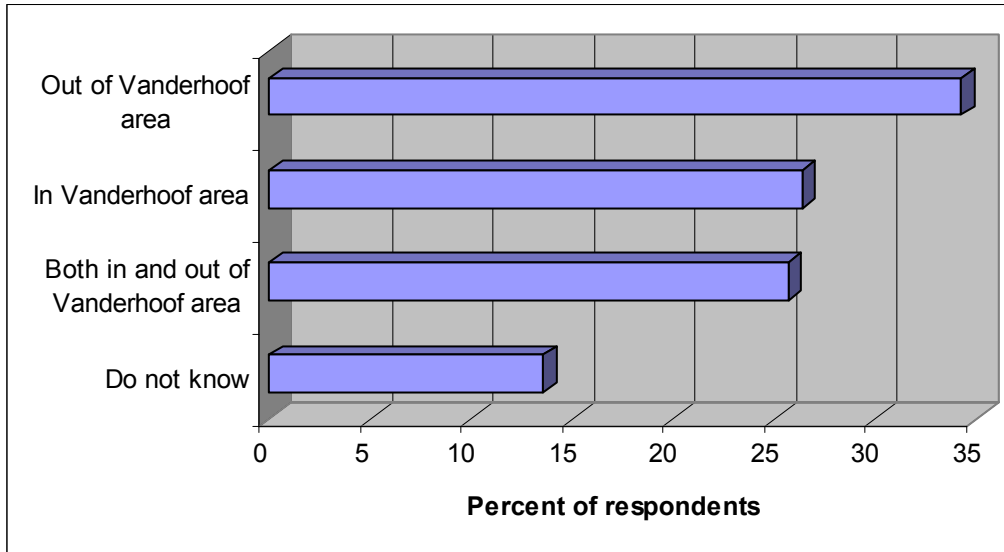
Condition for leaving job	Frequency	Percent
Lack of career development opportunities	50	33.1
Lack of opportunities to advance	47	31.1
Management and supervision	43	28.5
Work environment	40	26.5
Wages	37	24.5
Work demands	35	23.2
Hours of work	33	21.9
Incentives (i.e., bonuses)	26	17.2
Benefits	22	14.6

Lack of opportunities to advance and lack of career opportunities were conditions for leaving a job that were mentioned most in the accommodation and food service, retail trade, and manufacturing occupations. Wages were also selected by a high percentage of respondents in the following sectors: retail trade; transportation and warehousing; and financial, insurance, real estate and leasing. Work environment was cited by two out of three construction respondents as a condition for leaving a Vanderhoof employer in the past five years.

#### 7.6.10. Expectations for training or education

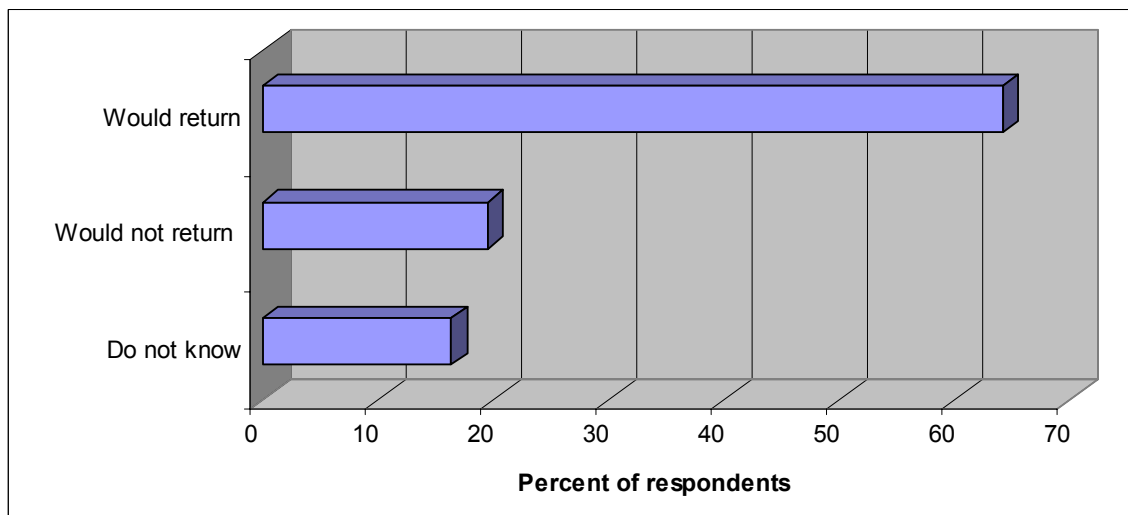
Of the 477 respondents, 265 (56%) said that they expect to take some training or education related to their career in the next five years. Of those, only a quarter said they plan to take it in the Vanderhoof area. Sixty percent said they plan to take at least some of their training outside of the Vanderhoof area (34% of those said they would take their training or education outside Vanderhoof area and 26% said they plan to take it both in and outside of Vanderhoof area). Thirteen percent did not know where they might take the training or education, as shown in Figure 31. Sixty-seven percent of Aboriginal respondents said that they expected to take some training or education related to their career in the next five years.

**Figure 31: Expected location of training or education, next five years.**



Of the 159 respondents who expect to take training or education outside the Vanderhoof area, or both in and out and of the Vanderhoof area, 102 (64%) said that they expect to return to the area to work, while 31 (20%) said they do not expect to return. Twenty-six (16%) did not know. See Figure 32.

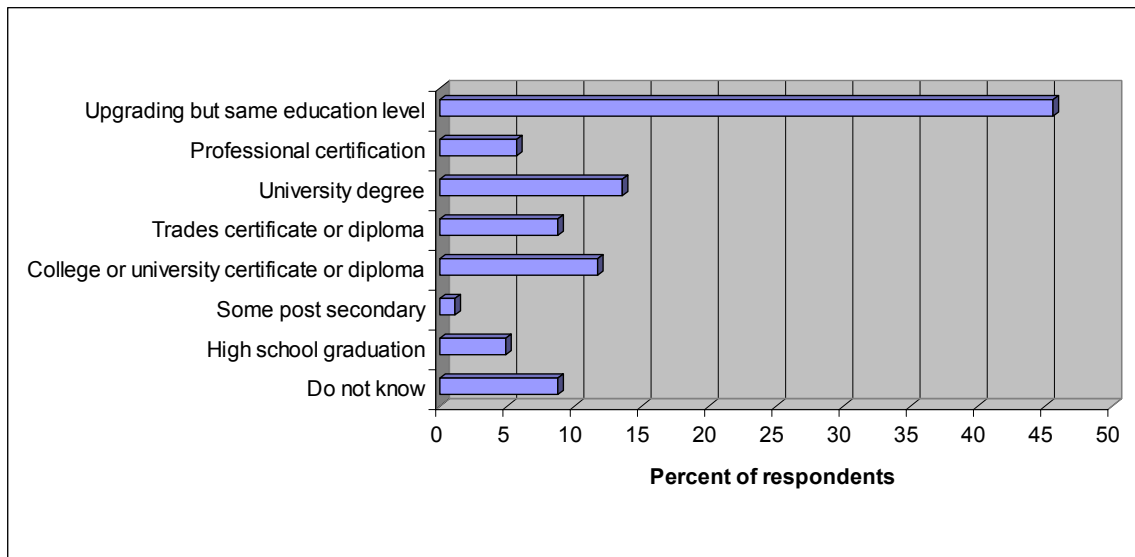
**Figure 32: Expect to return after training or education.**



Sixty-three percent of those who expect to take training or education outside of the Vanderhoof area and those who plan on upgrading to a higher education level also expect to return to the Vanderhoof area to work. Eighteen percent of the respondents do not expect to come back to Vanderhoof and another 15% do not know.

Of the 265 respondents who expect to take training or education related to their careers in the next five years, 45.7% (121) plan on upgrading their training or education but maintain the same education level, 11.7% plan on a college or university certificate or diploma, 13% plan on a university degree, 8% plan on a trades certificate or diploma, as shown in Figure 33. Thirty-nine percent of Aboriginal respondents plan to upgrade but stay at the same level, while 15% said they plan to upgrade to a high school diploma. Twelve percent plan to upgrade to a university degree. Fifteen percent do not know.

**Figure 33: Level of education desired from upgrading.**



As shown in Table 29, within each occupation except labour, half or more of respondents who expect to upgrade their training or education said they plan to stay at the same education level. Twenty-four percent of labour respondents and 36% of equipment operators plan to upgrade to a trade certificate or diploma. Twenty-two percent of administrator/manager/supervisor respondents plan to upgrade to a university degree.

As shown in Table 30, twelve of the 24 trade respondents (50%) who plan to take training or education in the next five years said they plan to upgrade but stay at the same education level. Two of the five (40%) electrical trade respondents said they planned to get professional or trade certificates/diplomas.

Respondents who plan to take training or education in the next five years were asked what occupation or career they plan to pursue after completing their education or training. Forty-six percent want to pursue a job in their same occupation, while 54% want to pursue other occupations. The other top occupations to pursue include professional (50 or 19.8%) and administrator/manager/supervisor (11 or 4.3%). Ten percent do not know what they want to pursue.

Table 29: Level of education respondents plan achieve, by occupation

		Upgrading but same educ. level	High school graduation	Some post secondary	College or university certificate or diploma	Trades certificate or diploma	University degree	Professional certification	Do not know	Total
Labourer	Count	12	3		4	11	6	5	5	46
	% within occupation	26.1%	6.5%		8.7%	23.9%	13.0%	10.9%	10.9%	100.0%
Truck/Bus/Courier/Taxi Driver	Count	2	1						1	4
	% within occupation	50.0%	25.0%						25.0%	100.0%
Equipment operator	Count	6				4		1		11
	% within occupation	54.5%				36.4%		9.1%		100.0%
Clerical worker	Count	7	1		2		2	1	1	14
	% within occupation	50.0%	7.1%		14.3%		14.3%	7.1%	7.1%	100.0%
Sales or Service representative	Count	9			1	1	3		3	17
	% within occupation	52.9%			5.9%	5.9%	17.6%		17.6%	100.0%
Technician	Count	7			1		1			9
	% within occupation	77.8%			11.1%		11.1%			100.0%
Professional	Count	27			3	1	8	3	1	43
	% within occupation	62.8%			7.0%	2.3%	18.6%	7.0%	2.3%	100.0%
Administrator/ Manager/ Supervisor	Count	18		1	5	1	7			32
	% within occupation	56.3%		3.1%	15.6%	3.1%	21.9%			100.0%
Trades	Count	12				4		1	1	18
	% within occupation	66.7%				22.2%		5.6%	5.6%	100.0%
Total	Count	100	5	1	16	22	27	11	12	194
	% within occupation	51.5%	2.6%	.5%	8.2%	11.3%	13.9%	5.7%	6.2%	100.0%

Table 30: Level of upgrading education respondents plan to achieve – Trades

		Upgrading but same educ. level	High school graduation	Some post secondary	College or university certificate or diploma	Trades certificate or diploma	University degree	Professional certification	Do not know	Total
Electrical Trades	Count	3				1		1		5
	% within Q27	60.0%				20.0%		20.0%		100.0%
Plumbing or Heat Trades	Count	1								1
	% within Q27	100.0%								100.0%
Millwright Trades	Count	3								3
	% within Q27	100.0%								100.0%
Welding or Fabricating Trades	Count	1				1				2
	% within Q27	50.0%				50.0%				100.0%
Automotive or Heavy Duty Mechanic	Count	3				2				5
	% within Q27	60.0%				40.0%				100.0%
Carpenter/ Cabinet Maker/ Painter	Count	1							1	2
	% within Q27	50.0%							50.0%	100.0%



Twenty-four community respondents said that they want to obtain a trade after completing their education or training. Eight of those respondents want to pursue welding or fabrication, seven want to pursue a career as a carpenter/cabinet maker/painter and five respondents want to pursue automotive or heavy-duty mechanics. Two of the 24 respondents want to pursue millwright trades, and two respondents want to pursue electrical trades. No respondent selected plumbing/heating trades. No Aboriginal respondents selected the trades; however 16% selected professional, 6% selected carpenter/cabinet maker/painter, and 6% selected clerical occupations.

The number of individuals who want to pursue various occupations can be compared with the number of vacancies predicted by employers in the next five years, and 6–10 years as in Table 31 below. The number estimated for the survey population is calculated by dividing the frequency (number of respondents) of the sample (for example 116 for “same occupation”) by the response rate of the survey of 23.4%. Thus, for example, the estimated number of people in the entire population who will choose the “same occupation” is 496.

**Table 31: Respondents desired occupations after completing education or training, and vacancies expected by employers**

	#	%	Estimated # for pop <sup>1</sup>	# filled 5 yrs <sup>2</sup>	Expected shortfall 5 yrs <sup>3</sup>	# filled 6– 10 yrs <sup>4</sup>	Expected shortfall 6–10 yrs <sup>5</sup>
Same occupation	116	45.8	496	na	na	na	na
Professional	50	19.8	214	111	–103	111	–103
Trades	24	9.4	103	235 <sup>6</sup>	132	177 <sup>7</sup>	74
Admin/Mgr/ Supervisor	11	4.3	47	124	77	111	64
Clerical Worker	8	3.2	34	66	32	66	32
Technician	8	3.2	34	52	18	61	27
Sales/Service Rep.	5	2	21	190	169	275	254
Equipment Operator	2	.8	9	127	118	163	154
Labourer	1	.4	4	851	847	589	585
Truck/Bus/Courier/Taxi Driver	1	.4	4	89	85	151	147
Do not know	27	10.7	496	na	na	na	na
<b>Total</b>	<b>253</b>	<b>100</b>	<b>1081</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>

<sup>1</sup>calculated by dividing the frequency of responses by the response rate of 23.4%

<sup>2</sup>data from the employer survey

<sup>3</sup>number of positions expected to be filled minus estimated population number

<sup>4</sup>data from the employer survey

<sup>5</sup>number of positions expected to be filled minus estimated population number

<sup>6</sup>includes 56 “other trades”

<sup>7</sup>includes 53 “other trades”

Other occupations listed include:

- Agriculture Worker
- Bridge Inspector
- Culinary-Chef
- Fishing Guide
- Graphic Art and Web designer
- Health care Aid
- Homecare Worker
- Photographic Artist
- Special Needs Worker
- Teacher's Aid
- Teaching Assistant

To calculate the estimated shortfall in occupations in the next five years, population frequency multiplied by a factor of 4.27 was then subtracted from the number of vacancies expected to be filled in the next five years provided by employers in the employer survey.

Given a survey response rate of 23.4%, it can be estimated that a total of 103 individuals want to pursue the trades in the next five years in the Vanderhoof area. This contrasts with the number of positions predicted by employers in the next five years and 6–10 years (235 and 177 consecutively). This could represent a shortage in trade professionals in the future. The data also show a huge potential shortfall in labour workers (shortfall of 847). The data revealing that the majority of labourers are younger workers points to the importance of maintaining and supporting a young workforce in Vanderhoof.

The data also show that there will be a higher number of workers seeking professional positions than the number of professional positions that will exist. Employers predict there will be 111 professional positions needing to be filled in the next five years and the data shows that 214 people will be looking for such positions (a shortfall of 103 positions). If employers have accurately predicted the number of positions that will be available and respondents pursue their aspirations for professional credentials, many respondents will either need to leave the community to practise their professions, or will need to create their own employment to use their professional skills.

Twenty-four respondents said that they want to pursue trades. Extrapolated to the population and broken out by trade (Table 32), the category that most people indicate they want to pursue a trade in is welding or fabricating (34), followed by carpenter/cabinet maker/painter (30). Note that many respondents wrote in “other trades” as well.

**Table 32: Respondents who want to pursue trades occupations after completing education or training, extrapolated to population.**

	# respondents	# estimated for population
Welding or Fabricating Trades	8	34
Carpenter/Cabinet Maker/Painter	7	30
Automotive or Heavy Duty Mechanic	5	21
Electrical Trade	2	9
Millwright Trade	2	9
<b>Total</b>	<b>24</b>	<b>103</b>

All but two community respondents who want to pursue trades said they plan to upgrade their level of education in the next five years (carpenter/cabinet maker/painter and automotive or heavy duty mechanic).

#### **7.6.11. Length of time to complete training or education**

Among respondents who expect to pursue training or education, the number of years they expect to take to complete training or education ranges from less than 1 year to 5 or more years. Twenty-nine percent (77) said it would take less than one year, 23% (60) said it would take 1–2 years, 21% (55) said it would take 2–5 years, and 11% (29) said it would take 5 or more years.

#### **7.6.12. Exit interviews**

Of the 148 community respondents who have left an employer in the past five years, 27% said that employers had conducted exit interviews to determine why they were leaving, 68% said exit interviews were not conducted, and 5% did not know. When asked the same question, 32% of employers said they did, and 63% said they did not. Four percent of community respondents did not know whether exit interviews had been conducted.

### **7.7. PERCEIVED EMPLOYMENT ISSUES**

#### **7.7.1. Adequacy of community characteristics**

Respondents were invited to rate the adequacy of various community characteristics of the Vanderhoof area as to how well they met their needs on a scale of 1 to 10, with 1 being very inadequate and 10 very adequate. The highest average score among all respondents relates to the adequacy of the community for meeting the needs of their spouse's career or job (mean = 7.82), followed by their own career or job needs being met (mean = 7.71). Less adequate, on average, are social and cultural activities, business services and shopping, and sport and leisure activities (mean = 5.92, 5.89, and 5.02, consecutively). No characteristic received a mean score of less than 5.

Younger respondents (under age 40) rated the adequacy of “proximity to family” somewhat higher than all respondents (mean = 7.12 compared with mean = 6.53 overall), and their own career or job needs only slightly lower than the overall score. In general, however, there are not considerable differences in the perspective of younger people compared to the overall community perspective on the adequacy of most community characteristics. See Table 33. These numbers do not reflect the young people who have already left the community and were not surveyed.

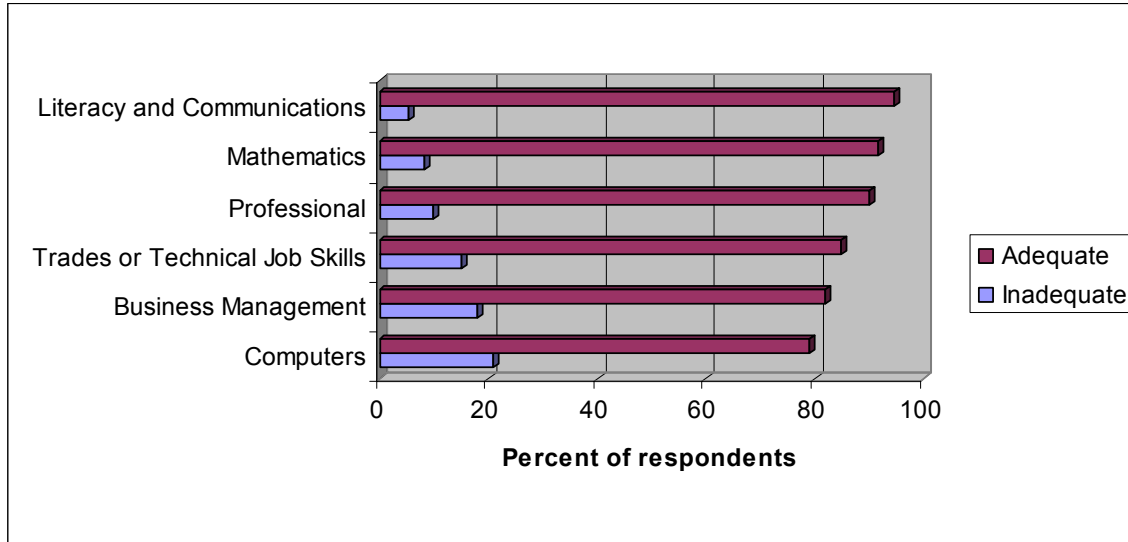
**Table 33: Adequacy of community characteristics for all ages verses respondents under age 40.**

	All ages			Under age 40		
	N	Mean	SD	N	Mean	SD
Spouse's Career/Job	325	7.82	2.3	137	7.74	2.3
Career or Job	392	7.71	2.3	173	7.55	2.3
Sen. Care Facilities & Services	346	7.19	2.0	147	7.55	1.9
Health Services	484	7.06	2.1	223	7.20	2.0
Education Services	451	6.88	2.0	212	6.96	1.9
Proximity to Family	475	6.53	3.2	223	7.12	3.1
Lifestyle & Recreation Opportunities	480	6.50	2.2	221	6.32	2.1
Housing & Infrastructure	469	6.48	2.0	215	6.63	2.0
Social & Cultural Activities	442	5.92	2.2	206	5.97	2.1
Business Services & Shopping	486	5.89	2.0	225	5.74	2.0
Sport & Leisure Activities	446	5.02	2.3	209	5.09	2.3

Aboriginal respondents rated the adequacy of “career or job,” “senior care facilities and services,” and “business services and shopping” slightly higher than all respondents, but rated “spouse’s career or job,” “lifestyle and recreation opportunities,” and “social and cultural activities” lower than all respondents. “Spouse’s career or job” rated particularly low compared with the overall average of respondents (average 6.84 compared with 7.82).

### 7.7.2. Adequacy of skills in meeting work requirements

The vast majority of respondents who are employed or expecting to return to work in the next year said that their current skills meet their work requirements, as shown in Figure 34. Literacy and communications were rated as adequate by the highest percentage of respondents (95%), followed by mathematics, professional skills, and trades or technical job skills. Business management and computers are considered adequate by a smaller percentage of working respondents but are still considered adequate by 82% and 79% of working respondents.

**Figure 34: Percent of respondents who said current skills meet requirements.**

When broken out by sector, computer skills were adequate for 50% of community members working in agriculture, and also adequate for 100% of construction; finance, insurance, real estate and leasing; utilities, and wholesale trade. Fifty percent of those in professional, scientific and technical services feel that their business and management skills are adequate. Other percentages by sector are shown in Table 34.

### 7.7.3. Satisfaction with job characteristics in main occupation

Respondents who are employed or expect to return to work in the next year rated hours of work and work environment highest in terms of satisfaction overall. Less satisfying are the opportunities to advance, benefits, and incentives (i.e., bonuses) (mean = 6.61, 6.49, and 5.26 consecutively on a scale of 1 to 10 where 1 is very unsatisfied and 10 is very satisfied).

The level of satisfaction among respondents under age 40 did not differ considerably from the overall respondent on most job characteristics, as shown in Table 35. Younger respondents rated all job characteristics slightly lower than respondents overall except concerning the job characteristic “opportunities for advancement.”

**Table 34: Percent of working (or plan to return to work) respondents who consider their skills adequate, by skill area and sector**

	n	Computers	Math	Literacy & Communic.	Business & Mgmt	Professional	Trades or Technical Skills
Accommodation & Food Service	23	67	78	95	81	90	67
Agriculture	18	50	94	82	75	62	92
Bus., Building & Other Support Services	27	65	95	100	96	96	89
Construction	17	100	100	93	90	100	88
Educ. services	48	89	91	96	76	96	71
Fin., Ins., Real Estate & Lease	10	100	100	100	86	90	100
Forestry	26	96	100	91	91	100	83
Health & SA	27	75	85	93	93	96	85
High tech	1	100	100	100	100	100	100
Info., Culture & Recreation	12	64	90	100	91	75	71
Logging	51	79	88	94	67	88	88
Manufacturing	46	85	91	98	86	92	94
Mining, Oil & Gas Extraction	5	75	80	100	50	80	75
Prof., Sc. & Tech. Services	2	100	100	100	50	100	100
Public Admin.	8	75	100	86	83	86	75
Retail Trade	46	71	93	96	82	83	81
Transportation & Warehousing	4	67	100	100	100	100	50
Utilities	1	100	100	0	0	0	100
Wholesale Trade	3	100	100	100	100	100	100

**Table 35: Satisfaction with job characteristics for all ages compared with respondents under age 40**

	All ages			Under age 40		
	N	Mean	SD	N	Mean	SD
Hours of work	373	7.93	2.37	166	7.87	2.48
Work environment	373	7.83	2.11	166	7.63	2.30
Management and supervision	313	7.53	2.39	155	7.45	2.50
Wages	371	7.37	2.43	164	7.35	2.28
Work demands	371	7.33	2.29	166	7.28	2.28
Training (Professional Development)	303	6.68	2.85	149	6.52	2.92
Opportunities to advance	286	6.61	2.98	145	6.68	2.85
Benefits	316	6.49	3.36	148	6.36	3.40
Incentives (i.e., bonuses)	258	5.26	3.39	135	5.13	3.38

Respondents who are “somewhat” or “quite likely” to move in the next five years also did not rate satisfaction levels considerably different than the overall ratings. These respondents rated work demands and management and supervision slightly lower than the overall (6.62 compared with 7.33 overall for work demands and 6.98 compared with 7.53 overall for management and supervision).

Of the 45 respondents who said that they are looking for a job with a different employer, the average satisfaction with job characteristics is considerably lower than those who are not currently looking for another employer. The highest average satisfaction score for individuals looking for work is for hours of work (6.79 mean score), and the lowest rated job characteristics are training, incentives (i.e., bonuses) and opportunities to advance (mean = 4.44, 4.19, 3.79 consecutively). Both groups rated incentives (i.e., bonuses) lower than other job characteristics. See Table 36.

**Table 36: Job satisfaction – Looking for work and not Looking for work, 1 = very unsatisfied, 10 = very satisfied**

	Currently looking for work			Not currently looking for work		
	N	Mean	SD	N	Mean	SD
Hours of work	43	6.79	3.11	329	8.08	2.22
Work environment	43	6.42	2.73	329	8.02	1.94
Management and Supervision	41	6.17	2.88	271	7.74	2.25
Work demands	42	5.95	2.69	328	7.5	2.18
Wages	43	5.7	2.93	327	7.59	2.28
Benefits	39	5.05	3.58	276	6.69	3.29
Training (Professional Development)	41	4.44	3.12	261	7.05	2.64
Incentives (i.e. Bonuses)	37	4.19	3.01	220	5.44	3.43
Opportunities to advance	38	3.79	2.72	247	7.05	2.77

The job satisfaction scores were lower for those who work in casuals/contract/seasonal positions compared with those who do not work casual/contract/seasonal positions: Hours, wages, benefits, opportunities to advance, and training are less satisfactory for casual/contract/seasonal workers. On average, casual/contract/seasonal workers scored work environment, work demands, management and supervision, and incentives slightly higher than non-casual/contract/seasonal respondents. See Table 37.

**Table 37: Job satisfaction – working casual/contract/seasonal and not**

	Working casual/contract/seasonal			Not working casual/contract/seasonal		
	N	Mean	SD	N	Mean	SD
Hours of work	119	7.75	2.54	252	8.00	2.28
Wages	117	7.16	2.63	252	7.46	2.34
Benefits	92	5.63	3.45	222	6.85	3.26
Work environment	119	7.94	2.06	252	7.77	2.13
Work demands	118	7.41	2.38	251	7.28	2.25
Management and Supervision	91	7.76	2.39	220	7.46	2.38
Opportunities to Advance	85	6.16	3.09	199	6.79	2.92
Training (Professional Development)	93	6.60	2.94	208	6.71	2.83
Incentives (i.e. Bonuses)	73	5.34	3.28	183	5.20	3.45

#### 7.7.4. Conditions to overcome to work more hours or enter the workforce

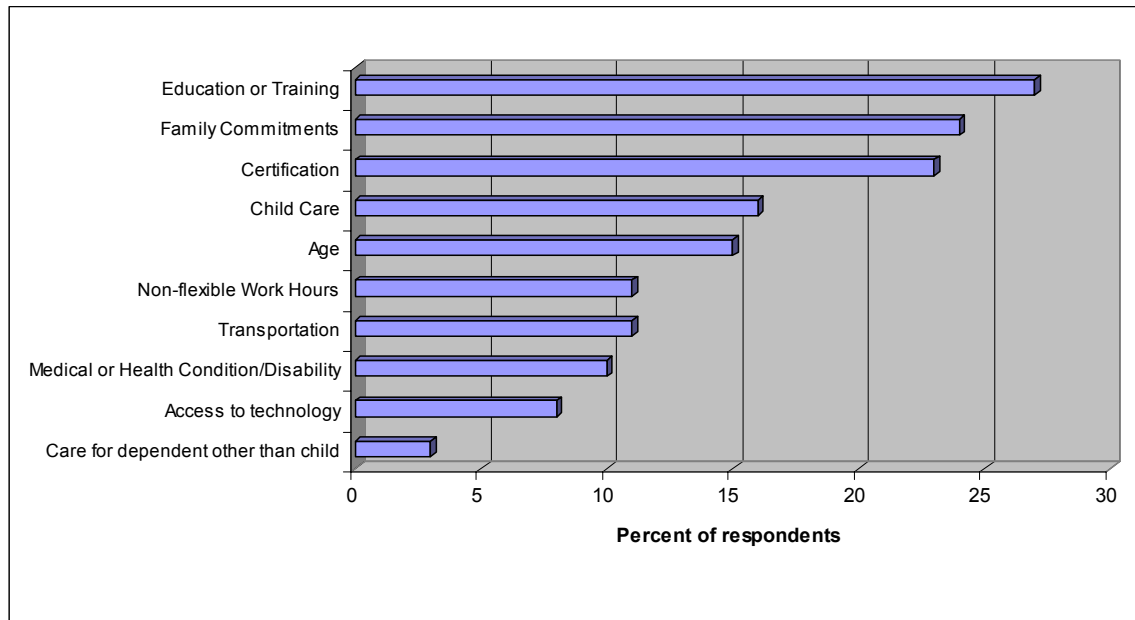
Respondents who were not working and who had not looked for work in the past five years were asked to identify conditions that would need to be overcome in order for them to work more hours or enter the workforce (Figure 35). The most frequently mentioned condition among all respondents was education and training (27% selected this condition), followed by family commitments (24%), and the need for certification (23%).

Respondents under 50 years old who are unemployed, but not retired, and who plan to upgrade their education and training in the next five years indicated conditions that they need to overcome to work more hours or enter the workforce, as in Figure 35. Eighty-one percent of these respondents said that education or training was a condition they needed to overcome, 72% selected certification, and 44% selected transportation. These percentages are considerably higher than the overall respondents.

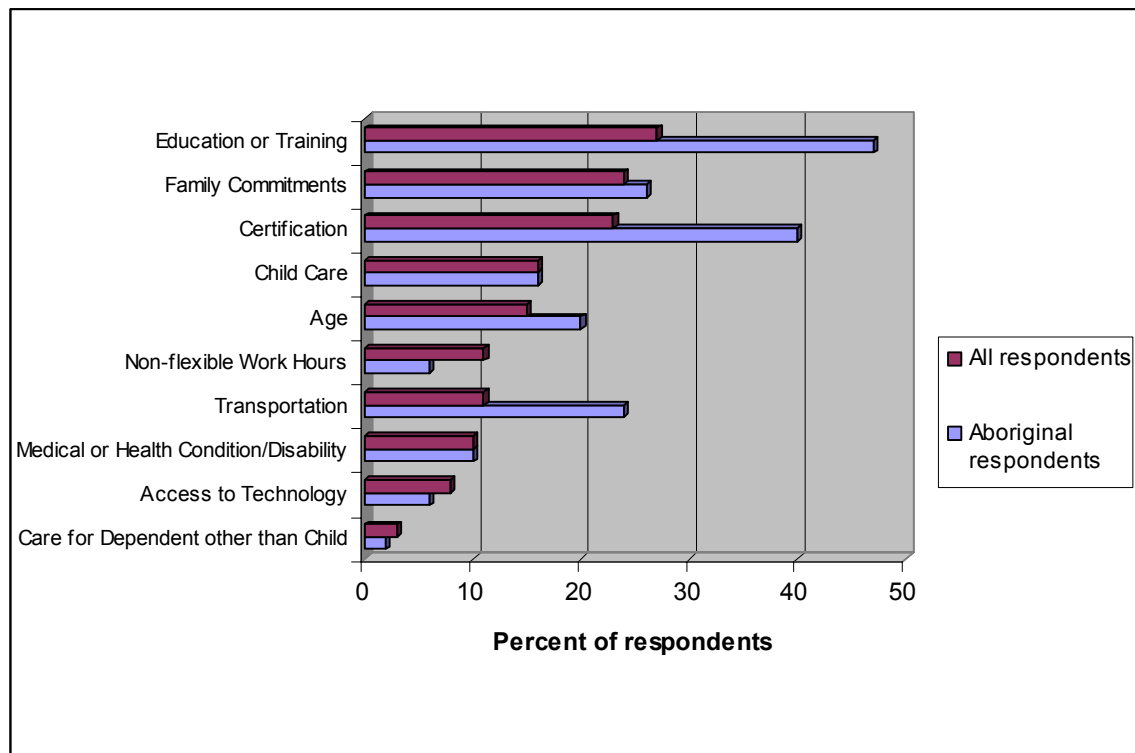
Among Aboriginal respondents, the greatest barriers are education or training (47% selected this is a barrier), and certification (40%). Transportation is also a more significant barrier for Aboriginal respondents compared with all respondents. Non-flexible work hours are considered a barrier by a smaller percentage of Aboriginal respondents compared with all respondents, as shown in Figure 36.



**Figure 35: Conditions to overcome to work more hours or re-enter the workforce (unemployed respondents under age 50 who plan to upgrade their training and education).**



**Figure 36: Conditions to overcome to work more hours or re-enter the workforce: Aboriginal respondents and all respondents.**



### 7.7.5. Barriers to upgrading education and training

Respondents were asked to rate 12 potential barriers to upgrading education and training on a scale of 1 to 10, where 1 is “no barrier” and 10 is a “huge barrier.” The highest rated potential barrier overall was “availability of local programs,” (mean of 5.33) followed by financial resources (mean of 3.92) and family commitments (mean 3.77). Compared to all respondents, Aboriginal respondents rated all the barriers except “availability of local programs” and “child care” as higher than the overall mean scores, particularly financial resources. Government funding was considered only a slightly higher barrier for Aboriginal respondents than all respondents. See Table 38.

**Table 38: Barriers to upgrading education and training – all respondents and Aboriginal respondents (1 = no barrier and 10 = huge barrier)**

	Mean–All respondents	SD–All respondents	Mean–Aboriginal respondents	SD–Aboriginal respondents	Difference in means between Aboriginal and all respondents*
Availability of local programs	5.33	3.60	4.79	3.52	-0.54
Financial resources	3.92	3.19	4.23	3.23	0.31
Family commitments	3.77	3.27	3.80	3.28	0.03
Work hours	3.57	3.15	4.00	3.22	0.43
Government funding	2.78	2.91	2.74	3.19	-0.04
Your Age	2.56	2.71	2.71	2.77	0.15
Child care	2.47	2.82	2.17	2.65	-0.3
Access to technology	2.46	2.76	2.65	3.06	0.19
Support from employer	2.28	2.48	2.47	2.79	0.19
Transportation	2.24	2.52	2.53	2.96	0.29
Care for other than dependent child	1.87	2.20	1.93	2.28	0.06
Medical or health condition or disability	1.72	2.09	1.47	1.64	-0.25

\*A positive number means that Aboriginal respondents consider it a bigger barrier than all respondents. A negative number means that Aboriginal respondents consider it to be less of a barrier when compared with all respondents.

Female respondents consider the availability of local programs, care for dependent other than child, childcare, and medical or health condition or disability only slightly higher barriers to upgrading than males. Males consider transportation, access to technology, family commitments, work hours, and age

slightly more as barriers to upgrading than did women. The differences between males and females are not dramatic. See Table 39.

**Table 39: Barriers to upgrading education and training, male and female respondents (1 = no barrier and 10 = huge barrier)**

	Males			Females			
	N	Mean	SD	N	Mean	SD	Difference in means bet males and females*
Availability of Local Programs	209	5.3	3.7	230	5.4	3.5	0.1
Family commitments	220	3.7	3.3	239	3.8	3.2	-0.2
Financial Resources	225	3.7	3.2	243	4.1	3.1	-0.1
Work Hours	214	3.6	3.2	188	3.5	3.1	-0.1
Your Age	224	2.7	2.7	244	2.4	2.7	-0.2
Government Funding	184	2.6	3.0	193	2.9	2.9	0.0
Support from Employer	199	2.5	2.7	178	2.0	2.2	-0.1
Access to technology	221	2.3	2.6	243	2.6	2.9	-0.6
Childcare	214	2.2	2.5	222	2.8	3.1	0.3
Care for dependent other than child	211	2.1	2.4	214	1.6	1.9	0.6
Transportation	227	2.1	2.5	245	2.4	2.6	-0.6
Medical or Health Condition or Disability	223	1.6	2.0	242	1.8	2.2	0.1

\*A positive number means that female respondents consider it a bigger barrier than male respondents. A negative number means that male respondents consider it to be more of a barrier than females.

Respondents who are employed or expect to return to work in the next year indicated that caring for a dependent other than a child, support from employer, and availability of local programs as greater barriers to upgrading education and training than those who are unemployed. In all other areas, unemployed respondents had slightly higher barrier scores than those employed or returning to work in the next year. Childcare and availability of local programs are the two barriers that represent the greatest difference between employed/expecting to return and unemployed respondents (.9 and .3 on a scale of 1–10). Overall, the barrier scores are quite low for both employed, unemployed, and both males and females. See Table 40.

**Table 40: Barriers to upgrading for those employed or planning to return to work in the next year compared with unemployed**

	Employed or returning to work in next year			Unemployed			
	N	Mean	SD	N	Mean	SD	Difference in means bet Employed and Unemployed*
Child-care	338	2.27	2.603	98	3.16	3.424	0.9
Care for Dependent Other than Child	332	1.91	2.242	94	1.64	1.894	-0.3
Family Commitments	356	3.75	3.212	104	3.83	3.434	0.1
Access to Technology	358	2.43	2.680	107	2.50	2.954	0.1
Transportation	367	2.21	2.493	106	2.29	2.545	0.1
Your Age	363	2.51	2.619	106	2.77	3.021	0.3
Medical or Health Condition or Disability	361	1.56	1.817	105	2.20	2.733	0.6
Support from Employer	324	2.48	2.610	52	1.08	.555	-1.4
Financial Resources	364	4.00	3.168	106	3.69	3.284	-0.3
Work Hours	351	3.88	3.194	51	1.49	1.736	-2.4
Government Funding	292	2.88	2.942	85	2.45	2.809	-0.4
Availability of Local Programs	337	5.70	3.602	102	4.20	3.357	-1.5

\*A positive number means that unemployed respondents consider it a bigger barrier than employed respondents. A negative number means that employed respondents consider it to be more of a barrier than unemployed respondents.

Respondents who work part-time (employed less than 30 hours per week) had lower average barrier scores than those who worked 30 hours or more per week on most areas except “Access to Technology”, “Child care”, “Medical conditions” and “Transportation.” In these three areas, those who part time considered them more of a barrier than those who work more hours. See Table 41.

**Table 41: Barriers to upgrading for those employed 30 hours or more per week compared with those employed less than 30 hours per week**

	≥30 hrs/ wk			≤30 hrs/wk			
	N	Mean	SD	N	Mean	SD	Difference in means bet >30hrs or <30 hrs*
Availability of Local Programs	264	5.80	3.62	71	5.41	3.532	-0.4
Financial Resources	286	4.11	3.20	76	3.59	3.034	-0.5
Work Hours	280	4.01	3.25	69	3.30	2.866	-0.7
Family Commitments	278	3.77	3.21	76	3.54	3.17	-0.2
Government Funding	227	2.97	3.02	63	2.51	2.60	-0.5
Support from Employer	255	2.59	2.74	67	2.12	2.04	-0.5
Your Age	284	2.54	2.61	77	2.42	2.67	-0.1
Access to Technology	280	2.34	2.62	76	2.75	2.85	0.4
Child Care	267	2.15	2.43	69	2.65	3.05	0.5
Transportation	288	2.02	2.32	77	2.97	2.94	1.0
Care for Dependent Other than Child	261	1.99	2.32	69	1.62	1.91	-0.4
Medical or Health Condition or Disability	282	1.50	1.72	77	1.79	2.13	0.3

\*A positive number means that respondents employed fewer than 30 hours/week consider it a bigger barrier than those working 30 hours or more. A negative number means that respondents working 30 hours or more per week consider it to be more of a barrier than those working less than 30 hours/week.

Employees who are employed or plan to return to work find access to technology, age, child care, transportation and medical condition or disability slightly greater barriers than those who don't work casual/contract seasonal jobs: See Table 42.

**Table 42: Barriers to upgrading for those working casual/contract/seasonal positions compare with those who don't work casual/contract/seasonal**

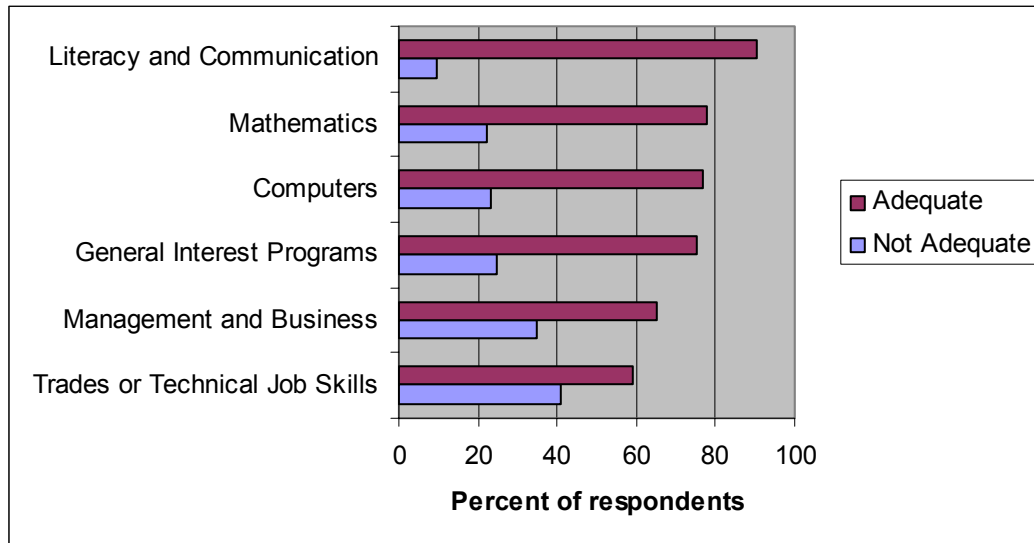
	Work casual/contract/seasonal			Don't work casual/contract/seasonal			Difference in means bet. casual/contract/seasonal and those who don't work casual/contract/seasonal*
	N	Mean	DD	N	Mean	SD	
Availability of Local Programs	109	5.13	3.598	227	5.99	3.581	0.9
Financial Resources	118	3.92	3.305	244	4.03	3.102	0.1
Work Hours	114	3.84	3.244	235	3.88	3.159	0.0
Family Commitments	117	3.50	3.098	237	3.83	3.249	0.3
Government Funding	93	2.72	2.712	198	2.93	3.034	0.2
Access to Technology	118	2.62	2.879	238	2.35	2.586	-0.3
Your Age	117	2.61	2.691	244	2.47	2.595	-0.1
Support from Employer	101	2.48	2.614	221	2.50	2.623	0.0
Child Care	111	2.40	2.741	225	2.22	2.545	-0.2
Transportation	119	2.31	2.544	246	2.15	2.462	-0.2
Medical or Health Condition or Disability	117	1.78	2.256	242	1.46	1.565	-0.3
Care for Dependent Other than Child	111	1.74	1.999	219	1.99	2.355	0.3

\*A positive number means that respondents employed as casual/contract/seasonal consider it a less of a barrier than those who are not employed as a casual/contract/seasonal employee. A negative number means that respondents employed as a casual/contract/seasonal consider it to be more of a barrier than those not working casual/contract/seasonal.

#### 7.7.6. Adequacy of local training and education programs

Nearly 60% of the respondents who plan to take training or education related to their career in the next five years feel that local training and education programs have adequately met their needs for trades and technical job skills, management and business, general interest, computers, mathematics, and literacy and communications during the past three years. A strong majority (more than 70%) of respondents feel that literacy and communications, mathematics, computers, and general interest training and education programs in the Vanderhoof area are adequate. A smaller percentage of respondents feel that management and business and trades or technical job skill programs are adequate (still no less than 60% however).

**Figure 37: Adequacy of local training and education programs for meeting needs in the past three years.**



There was little variation in responses between those who said they expected to upgrade their education and training in the next five years and those who did not expect to take any training or education related to their career regarding the adequacy of local training and education programs. However, there are differences in perception in respondents working in different sectors as shown in Figure 37. For computer training and education, 75% or more of accommodation and food service, education services, health care and social assistance, high tech, logging, and manufacturing employees thought it was adequate.

There was much variation in responses regarding the adequacy of local training and education in mathematics in the past three years. Sixty-seven percent of respondents in the logging sector considering it adequate and five other sectors identified mathematics as 100% adequate. Construction, and business, building and other support services respondents all thought it was adequate, while none of the health care and social assistance and professional, scientific and technical services thought it was adequate to meet their needs. The category, literacy and communications, was seen as adequate by all respondents in nine of 16 sectors. Only 17% of manufacturing respondents said management and business was adequate to meet their needs, but general interest training and education rate highly across most sectors.

Local training and education in trades and technical rated lower across most sectors, with fewer than half of respondents in forestry, and in health care and social assistance indicating it did not adequately meet their needs in the past three years, see Table 43.

**Table 43: Percent of respondents who think that local training and education was adequate for meeting needs in past three years, by sector and skills**

	Computers	Mathematics	Literacy & Commun.
Accom. & Food Service	6/86	7/78	8/100
Agriculture	4/80	3/75	5/100
Bus., Building & Other Support Services	5/71	3/100	4/100
Construction (Res'l & Comm'l)	2/67	4/100	4/100
Education Services	9/75	5/83	13/93
Financial, Insurance, Real Estate & Leasing	2/67	1/100	2/100
Forestry	4/40	6/67	6/67
Health care & Social Assistance	9/82	0/0	7/87
High Tech	1/100	1/100	1/100
Information, Culture and Recreation	3/60	2/67	2/67
Logging	5/100	4/100	7/100
Manufacturing	11/92	5/63	8/80
Professional, Scientific and Technical services	0/0	0	1/100
Public Administration	3/75	2/67	4/100
Retail Trade	11/69	12/85	16/9
Transportation and Warehousing	-	0/0	0/0
Utilities	0/0	-	-
	Mgmt & Business	General Interest	Trades or Technical
Accom. & Food Service	4/80	5/83	6/86
Agriculture	4/80	3/60	5/100
Bus., Building & Other Support Services	2/40	3/43	4/50
Construction (Res'l & Comm'l)	3/100	6/100	4/67
Education Services	6/67	22/76	7/50
Financial, Insurance, Real Estate and Leasing	2/67	1/50	0/0
Forestry	6/60	10/83	4/26
Health Care & Social Assistance	4/57	12/71	4/44
High Tech	1/100	0/0	0/0
Information, Culture and Recreation	2/50	3/50	2/50
Logging	1/50	12/92	20/87
Manufacturing	1/17	12/80	11/52
Professional, Scientific and Technical services	1/50	2/100	0/0
Public Administration	4/80	5/100	2/67
Retail Trade	11/73	18/78	11/61
Transportation and Warehousing	1/100	1/100	-
Utilities	-	-	-



## **7.8. COMMUNITY SURVEY SUMMARY AND CONCLUSIONS**

CFDC-SN conducted a telephone survey of community members' ages 15–64 in August and September 2006 to profile the labour market and to identify the issues and aspirations of community members for future employment. Results of the survey showed the following:

### **Labour Market Profile**

Most Vanderhoof area residents who responded to the survey are relatively long-time residents, and most do not plan to leave in the next five years. However, a quarter of respondents are “somewhat” or “quite likely” to move in the next five years. The younger the worker, the more likely that they expect to leave the area in the next five years. Eleven percent of respondents are Aboriginal; a quarter of the respondents earn less than \$20,000; and 57% of respondents earn \$40,000 or more annually.

While young people (aged 15–24) were only 13% of respondents, they hold 31% of the labour positions. The vast majority of workers work more than 30 hours per week. A third of workers hold casual/contract/seasonal positions. Fifteen percent of working respondents hold more than one job.

Logging is the largest sector, followed closely by education services, manufacturing, and retail trade.

Twelve percent of working respondents are currently looking for work with a different employer. Three percent of these have been looking for more than one year. Word of mouth is the most frequently used source of information about job openings, followed by newspapers. Sixteen percent of respondents said that they are considering starting a business in the next year.

A small percentage of respondents in any occupation group expect to retire in the next year, but more than a quarter of respondents who are truck/bus/courier/taxi drivers, in electric trades, or in automotive and heavy duty mechanic trades expect to retire in 1–5 years.

The retail sector has experienced the highest percentage of employees who have left a job in the past five years, followed by the accommodation and food service sector.

More than half of respondents said they plan to take some training or education related to their career in the next five years. Half of those who plan to take training or education expect to upgrade their skills, but stay at the same education level. The other half expects to upgrade to a higher level of education.

Over half of those who expect to take training or education plan to do at least part of their training outside of the Vanderhoof area. A quarter of the respondents

who plan to upgrade to a higher education level, with at least part of their training or education taking place outside the Vanderhoof area, don't expect to return to the Vanderhoof area to work. Another 24% are not sure if they will return or not.

More than half of respondents who plan to take training or education want to pursue new occupations. Twenty percent of those who expect to pursue other occupations want to pursue professional positions. Only small numbers of individuals want to pursue jobs in the trades.

Twenty-nine percent of working respondents said that they plan to retire in the next 10 years. Trades are the occupation group with the highest percentage of people who plan to retire sometime over the next 10 years.

### **Community Member Perspectives about Employment and Training/Education**

Lack of career development and advancement opportunities were the most frequently mentioned reasons respondents left their jobs in the past five years. Management and supervision were also significant reasons. Wages were mentioned by many respondents but lack of career advancement opportunities was selected as a reason for leaving jobs more frequently than wages.

Respondents appear generally satisfied about how adequately Vanderhoof's community characteristics meet the needs for their career and their spouses' career. Social and cultural activities, business services, and sport and leisure services were rated lower, but no community characteristic was rated lower than 5 on a scale of 1 to 10.

Overall, most respondents said that they possess the skills to meet their work requirements. Over 80% said that their skills in literacy and communications, mathematics, professional, trades or technical, business management, and computers are adequate.

A lack of available local programs is the most significant barrier for respondents to upgrading their education and training, followed by financial resources and family commitments, although these barriers are not considered very large (no more than 5 on a scale of 1 to 10). Education and training, including certification, were the most frequently mentioned conditions needed to work more hours or enter the workforce. Family commitments were also frequently mentioned as a condition to overcome to work more hours or re-enter the workforce. Among Aboriginal respondents, transportation was also frequently mentioned as a condition needed to work more hours or re-enter the workforce.

Nearly 60% of respondents who were employed or planning to return to work in the next year think that local training and education has been adequate for meeting their needs in the past three years for trades and technical skills, management and business, general interest, computers, mathematics, and literacy and communications. However, perceptions differed considerably

depending on the sector in which respondents worked. There was more agreement across sectors about the adequacy of training and education for literacy and communications and general interest (generally rated highly) than for computers, mathematics, management and business, and trades or technical, which were more variable across sectors.

Based on vacancy and retirement estimates from employers and responses from community members about what kinds of occupations they want to pursue, there may be vacancies in most occupation groups in the near future except in the professional occupations. This depends on decisions made by youth and others who are interested in coming (or returning) to the Vanderhoof area. These vacancies are likely especially to occur in the labourer, trades, sales/service representative, and equipment operator occupations.

## **8. COMPARISONS BETWEEN EMPLOYERS AND COMMUNITY MEMBERS**

One of the key aims of conducting both an employer and community survey in the Vanderhoof area was to compare perspectives between the two groups. Comparisons are drawn on:

1. Adequacy of skills needed for the job
2. Adequacy of local training and education for providing skills needed for job requirements
3. Desired occupations by community members in the future compared with estimated vacancies in occupations predicted by employers
4. Perceived reasons employees leave their jobs
5. How community members learn about position vacancies compared with how employers typically advertise position vacancies
6. Whether or not employers conduct exit interviews when employees leave their employ
7. Availability of employees to work seasonally compared with peak seasons for hiring seasonal employees
8. Incentives used by employers for recruitment and retention and the importance of those incentives to employees
9. Difficulty recruiting and retaining occupations

### **8.1. ADEQUACY OF SKILLS NEEDED FOR THE JOB**

Employers were asked to rate the adequacy of job applicant skills and for comparison, community members were asked to rate how adequately they felt that their own skills meet their job requirements. The survey indicated that while community members who are employed or are planning to return to work report that their skills are adequate enough to meet their work requirements, employers generally indicated that job applicants are lacking in key skills. One of the greatest barriers identified by employers in filling vacancies is a lack of qualified applicants.

As discussed in Section 7.7.2, more than 79% of community respondents working or planning to return to work in next year said that their skills in literacy and communications, mathematics, professional skills, trades or technical, business management, and computers are adequate to meet their work requirements. See Table 34. As discussed in Section 6.3.3, no more than 69% of employers feel that job applicants adequately meet 12 skill areas; for some skill areas the percentage is considerably lower (see Figure 11).

While the results of the employer survey reflect the perception of skill levels of job applicants as a group and the community survey reflects perceptions of working individuals, the comparison of this data still shows a discrepancy between employer and community perceptions about skill level adequacy of applicants.

**Table 44: Perceived job skill adequacy by community respondents\* and employers\*\***

Community member perceptions		Employer perceptions	
	% who say their job skill is adequate		% who say job skill is adequate for the job
Literacy and Comm.s	95	Literacy & Comm.	65
Mathematics	92	Mathematics	54
Professional	90	Life skills	66
Trades or Technical	85	Team work	57
Business Management	82	Writing	56
Computers	79	Computers	47
		Independent work	56
		Problem solving	45
		Project management	41
		Technical	38
		Supervisory	37

\* Employed or planning to return to work within one year

\*\* For applicants only

## 8.2. ADEQUACY OF LOCAL TRAINING AND EDUCATION

More employers said that local training and education programs for communications and literacy, math, and computers are adequate, compared with other programs (Figure 12). A high percentage of community members agreed that literacy and communications and mathematics training and education meet their needs while management and business training less adequately meets their needs.

A higher percentage of community members indicated that the computer training available is meeting their needs compared to many employers who said that computer training is not adequate for meeting job skill requirements.

### **8.3. DESIRED OCCUPATIONS IN THE FUTURE COMPARED WITH ESTIMATED VACANCIES PREDICTED BY EMPLOYERS**

Based on the number of vacancies estimated by employers and the number of respondents who want to pursue various occupations (as discussed in Section 7.6.10 and shown in Table 31, there will be a shortage in the trades, sales or service representatives, and labour occupations in the next five years and 6–10 years. Since a high percentage of labour employees are young, new youth entering the market could provide an important source of filling the expected gap for labourers in the future.

### **8.4. REASONS EMPLOYEES LEAVE THEIR JOBS**

Fewer employers said that community infrastructure, work environment, retirement and quality-of-life issues were reasons why employees leave their jobs compared to other reasons such as recruitment by other employers, the temporary nature of work, wages, and career changes. Community members pointed to the following reasons for leaving their current job: lack of career development, lack of incentives and opportunities to advance, and management and supervision. Dissatisfaction with wages was not the most frequent reason mentioned by community members (only 24% of those who left a job selected this reason compared with 33% who left for lack of career development and advancement opportunities).

### **8.5. HOW COMMUNITY MEMBERS LEARN ABOUT JOB OPENINGS COMPARED WITH HOW EMPLOYERS ADVERTISE VACANCIES**

Both community members and employers use word of mouth and newspapers as the most frequent methods of exchanging information about job openings, with word of mouth as the leading method for both groups. Most community members rarely or never use job agencies or trade magazines; employers tend to use trade/professional magazines as much as the Internet (30% use them). The Internet is used frequently by about 30% of community members for job hunting.

### **8.6. USE OF JOB EXIT INTERVIEWS WHEN EMPLOYEES LEAVE THE JOB**

Community members and employers generally agreed on the frequency that employers conduct exit interviews when employees leave their jobs. A third of employers (69) that employ 1,247 employees (33% of all employees) reported conducting exit interviews with employees who leave the job to learn why they were leaving. Of 148 community respondents who have left an employer in the past five years, 27% said that employers had conducted exit interviews to determine why they were leaving.

### **8.7. AVAILABILITY OF EMPLOYEES TO WORK SEASONALLY AND PEAK SEASONS FOR HIRING SEASONAL WORKERS**

The most common peak season for hiring casual/contract/seasonal workers is the summer months (52% of employers who hire casual/contract/seasonal workers hire them mainly in the summer months). The vast majority of community members who work in casual/contract/seasonal positions said they are available at any time of year.

### **8.8. INCENTIVES USED FOR RECRUITMENT AND RETENTION**

The majority of employers said that they use training and professional development as incentives for recruitment and retention more than other incentives. While community members were not asked directly about recruitment and retention methods, a high percentage did indicate that their major reason for leaving their most recent job was related to lack of career and advancement opportunities. This was especially true for those who work in retail trade and accommodation and food service positions.

### **8.9. DIFFICULTY RECRUITING AND RETAINING OCCUPATIONS**

The highest percentage of employers who have difficulty recruiting and retaining employees are those who hire trades and technical staff, truck drivers, and minimal skilled labour positions. When estimated vacancy rates are compared to the number of community members who indicated a desire to move into these occupations, a likely future shortage of employees in these positions is revealed.

## **9. CONCLUSIONS AND RECOMMENDATIONS**

The employer and community surveys and literature review showed an aging workforce and an expected shortage of young people available to fill positions that are being vacated by retiring workers.

Many Vanderhoof-area residents have lived in the area a long time and many do not expect to relocate for career advancement or other reasons. As a group, workers are motivated by work environment factors, including supervision and management, slightly more than wages alone. The fear of losing huge numbers of workers to the oil and gas industry outside the area was not substantiated by the surveys. Most community members generally expressed satisfaction with community attributes and did not indicate that lack of amenities was a major factor for leaving the community. However, young people clearly were more likely to leave the community than those in other age groups.

At the same time, many of the assumptions shared at Steering Committee and focus group meetings were confirmed by the employer and community member surveys. There does appear to be a lack of opportunities for career advancement, a lack of supervisory and management skills, difficulty recruiting and retaining certain kinds of employees such as truck drivers and trades people, and frustration among employers about the work ethic of young people. Immigration does not seem to be used as a major strategic solution to labour issues in Vanderhoof.

The surveys show that there is likely to be a shortage of workers, particularly in the trades, sales and service, and general labour occupations in the future, unless factors such as in-migration, immigration and/or a higher percentage of youth decide to stay in the community. Because of the number of community members who claim to aspire for professional credentials, there could be more qualified professionals in the Vanderhoof area than vacancies for them. Fortunately, the level of training and education required for trades and labour positions (two occupations where there is expected to be a shortage of workers) is considerably less than for professional positions; the community should be able to provide local training programs to bring in these workers into the workforce more easily than if there was an expected shortage in other positions that required longer-term training.

As a group, employers sent an important message about the lack of qualified applicants for positions; nearly a third said that they have had to modify job qualifications to fill positions. Yet the majority of employers do not advertise vacancies far outside of the Vanderhoof area and most still rely on word of mouth as their most frequent source of advertising for job openings. This keeps the recruitment relatively local compared with other advertising methods such as trade magazines, newspapers in other regions or the Internet, and makes it less likely that recruitment efforts will lead to a wide pool of suitable applicants.



While many employers thought that job applicants lacked necessary skills for the job, the majority of community members who were working or planning to return to work felt that their skills were adequate for the job in most topical areas. It is possible that this points to a disparity in perceptions between employers and workers about required skills.

Aboriginal respondents expressed many of the same perspectives as respondents overall; however more Aboriginal respondents plan to start businesses (26% compared with 16% overall) in the next five years, and more expect to take training or education in the next five years (67% compared with 56% overall). Many aboriginal respondents who plan to upgrade their training and education aspire to professional positions. They also rated community characteristics for meeting the needs of their spouse's career and lifestyle and recreation opportunities as less adequate than respondents overall.

### 9.1. RECOMMENDATIONS

Forming the Partnership and the Steering Committee and conducting the focus group meetings and literature search were critical first steps in understanding the labour situation in the Vanderhoof area. Conducting the surveys provided a systematic way to verify assumptions about the issues and circumstances in Vanderhoof. Based on these findings, the community can now more confidently build strategies for addressing the issues. Recommendations based on the findings include:

- **Increased targeted training and programs for young people.** The survey clearly pointed out the need for local training in the occupations that are expected to show a shortage in the future, particularly the trades and management and business including sales and service. However the presence of more training and education may not necessarily attract young people to these fields; there needs to be early opportunities for young people to get exposed to these fields in the community and at school. Investments in mentoring programs, youth business, and leadership programs such as School Net Youth<sup>25</sup>, career fairs, and other mechanisms for exposing local young people to occupations likely to be in high demand would be money well spent. The community would be wise to build on the institutions and strengths for training and education and youth development already in place.
- **Opportunities for advancement within organizations.** As a group, community members said that their jobs lacked opportunities for advancement and career development. Employers should seek ways to support and develop their employees within their organizations so they can advance and learn on the job without leaving the community for more

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<sup>25</sup> Industry Canada (<http://entrepreneurship.schoolnet.ca/pub/index.html?iin.lang=en>)

training or other jobs. Employers can conduct surveys and interviews with their employees to learn more about their career goals, about what motivates them most and why they have left the job, if they have left.

- **Immigration.** Immigration from other countries has been discussed as a possible remedy for future labour shortages in Canada. The literature shows that immigrants tend to locate where there are support systems and where they are close to others from their own cultural and language groups. A focused effort (such as multicultural associations and cultural centres) to make Vanderhoof more “immigrant friendly” could be one effective labour strategy. Sharing ideas and lessons with other rural communities may be a helpful first step.
- **Supervisory skills.** High numbers of community members and employers indicated that lack of supervisory and management skills are problems in Vanderhoof. Community members said that supervision and management were among the key reasons they have left jobs, and employers feel that supervisory skills are lacking among their employees. The community can seek creative ways to encourage these “soft” skills across all sectors in the community through initiatives such as “boss of the year” awards, breakfast support groups for supervisors to discuss and learn about supervisory issues, and more local and company-supported supervisory training. A key to success is for business and organizational leaders to acknowledge this gap and support supervisory training and other initiatives within their organizations or within the community.
- **Continue to monitor community member and employer perspectives.** The findings of this study represent a snapshot in time. Using this data as a baseline, the community can monitor and assess the effects of interventions to improve the labour situation, attitudes, and aspirations of community members, and changing demographics. Periodic (every five years) surveys such as this can help determine if strategies are being effective and what, if any, change in course needs to take place.

## **10. REFERENCES**

Statistics Canada. North American Industry Classification System. Accessed on August 16, 2006 at <http://www.statcan.ca/english/Subjects/Standard/naics/2002/naics02-menu.htm>

**APPENDIX A – COVER LETTER TO EMPLOYERS**

VANDERHOOF COMMUNITY  
LABOUR MARKET PARTNERSHIP

**Vanderhoof Employers Labour Market Survey**

Dear Employers

Many employers in Vanderhoof have stated that they are experiencing difficulty hiring skilled labour. To help local employers meet their skilled labour needs, Community Futures Development Corporation (CFDC) – Stuart Nechako is conducting a short survey as part of the Vanderhoof Community Labour Market Partnership project.

The survey should take 15 to 20 minutes to complete and will provide information such as:

- The employer sectors that are experiencing difficulties hiring, recruiting or retaining employees.
- The types of jobs employers need to fill.
- The types of training that employer's need for their employees.
- The types of skills and training employers require of people entering the work force.
- The plans employers have in place to deal with recruitment and retention

This information will help you and other community stakeholders build strategies to solve labour shortage and labour skills shortage issues.

Your participation in this survey is greatly appreciated. Any information identifying you or your firm in the survey will be protected with strict confidentiality in accordance with Canada's Privacy and Access to Information Acts. Survey analysis and reports will include sector trends and interpretations with no reference to specific employers.

If you need help filling out the survey or if you would like more information about the survey please call Barry O'Brien or Rebecca Robinson, at 250-567-5219.

After completing the survey, please place it in the envelope provided and we will pick it up. However, if you wish to drop off your completed survey our office is at 2750 Burrard St. and is open between 8:30 am and 12:00 noon and 1:00 pm and 4:30 pm Monday to Friday.

Thank you. Your participation in the survey will qualify you to be entered in a draw for a fine piece of local art.

Keith Federink,  
General Manager  
Community Futures Development Corporation Stuart Nechako

**APPENDIX B – VANDERHOOF EMPLOYER SURVEY**

Dear Vanderhoof area employers,

Thank you for your willingness to participate in this important community-based survey of all Vanderhoof area employers! The results of this survey will help identify your needs and challenges to ensure a skilled and fully employed future workforce here in Vanderhoof now and in the future.

A reminder that your responses are confidential and the final report will only include the compiled responses from all employers. THANK YOU AGAIN!

(Please print all responses)

**General Information**

1) Please provide:

- a) Your Name \_\_\_\_\_
- b) Your Job Title \_\_\_\_\_
- c) Your Organization/Company Name \_\_\_\_\_
- d) Your Division/Department \_\_\_\_\_

2) Please select the **ONE** option below that best describes your organization (please choose only one):

- |  |  |
|--|--|
| <input type="checkbox"/> For-profit Organization     | <input type="checkbox"/> Federal Government    |
| <input type="checkbox"/> Not-for-profit Organization | <input type="checkbox"/> Municipal Government  |
| <input type="checkbox"/> First Nations Government    | <input type="checkbox"/> Provincial Government |

3) Is your organization/company “Home Based?” (where the main office is in a home)

- ☐ Yes                      ☐ No

4) Please select the **ONE** sector that best describes your organization/company:

- |  |  |
|--|--|
| <input type="checkbox"/> Accommodation and Food Service            | <input type="checkbox"/> Logging                                       |
| <input type="checkbox"/> Agriculture                               | <input type="checkbox"/> Manufacturing (wood/metal products)           |
| <input type="checkbox"/> Bus, Building & Other Support Services    | <input type="checkbox"/> Mining, and Oil and Gas Extraction            |
| <input type="checkbox"/> Commercial Fishing                        | <input type="checkbox"/> Professional, Scientific & Technical Services |
| <input type="checkbox"/> Construction (residential and commercial) | <input type="checkbox"/> Public Administration                         |

- |   |   |
|---|---|
| <input type="checkbox"/> Education Services                           | <input type="checkbox"/> Retail Trade                   |
| <input type="checkbox"/> Finance, Insurance, Real Estate and Leasing  | <input type="checkbox"/> Transportation and Warehousing |
| <input type="checkbox"/> Forestry                                     | <input type="checkbox"/> Utilities                      |
| <input type="checkbox"/> Health Care and Social Assistance            | <input type="checkbox"/> Wholesale Trade                |
| <input type="checkbox"/> High Tech (e.g. information/ bio-technology) | <input type="checkbox"/> Other (please specify) _____   |
| <input type="checkbox"/> Information, Culture and Recreation          |   |

### **Skills and Education**

- 5) Have you or your organization/company had to adjust job requirements to fill a vacancy because of the lack of adequately qualified applicants in the past 12 months?

☐ Yes ☐ No ☐ Do Not Know

Additional comments:

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- 6) For each of the following job skills listed below, indicate how adequately **JOB APPLICANTS** meet the skill. If the skill listed was not required by applicants please select "Not Applicable."

	Not Applicable	Not Adequately	Somewhat Adequately	Adequately	Very Adequately
Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mathematics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oral Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Life skills (attitude, ethics, appearance, hygiene)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 7) For each of the following job skills listed below, indicate how adequately **CURRENT TRAINING PROGRAMS** in Vanderhoof meet your needs as an employer. If the skill listed was not required by your employees please select "Not Applicable."

	Not Applicable	Not Adequately	Somewhat Adequately	Adequately	Very Adequately
Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mathematics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oral Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life skills (attitude, ethics, appearance, hygiene)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 8) For each of the job skills and attributes listed below, please select the group (parents, community, educators, employers, or private agency) you think should be most responsible for ensuring youth entering the workforce have job preparedness skills. Please select only **ONE GROUP** for each skill or attribute.

	Parents	Community	Educators	Employers	Private Agency
Basic Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hygiene	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### **Recruitment and Retention**

- 9) If you have challenges **RECRUITING OR RETAINING** adequately skilled employees, please indicate how helpful you think the following strategies would be in addressing the challenges.

	Not at all Helpful	A little helpful	Moderately Helpful	Very Helpful
Employment referral service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistance developing compensation and wages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More relevant training for prospective employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved quality of life issues (housing, amenities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional comments: \_\_\_\_\_

- 10) How many employees in total has your organization employed in the last 12 months in each of the following categories?

- a) Full-time (more than 30 hours per week) \_\_\_\_\_
- b) Part-time (less than 30 hours per week) \_\_\_\_\_
- c) Casual/Contract/Seasonal \_\_\_\_\_
- TOTAL NUMBER OF EMPLOYEES** \_\_\_\_\_



- 11) When is the peak time for employing casual/contract/seasonal employees in your organization/company? Please select only **ONE** peak time.

☐ Not Applicable      ☐ Jan-Mar      ☐ Apr-Jun      ☐ Jul-Sep      ☐ Oct-Dec

- a) On average, how many months per year do your casual/contract/seasonal employees work? \_\_\_\_\_

- 12) For each of the following age categories, indicate how many employees do you currently have (include full-time part-time, and all casual/contract/seasonal employees)?

a) 15-24 yrs \_\_\_\_\_

b) 25-34 yrs \_\_\_\_\_

c) 35-44 yrs \_\_\_\_\_

d) 45-54 yrs \_\_\_\_\_

e) 55 years or over \_\_\_\_\_

**TOTAL NUMBER OF EMPLOYEES** \_\_\_\_\_

- 13) Please select the job classifications below for which you experience difficulty when **RECRUITING** employees. Select all that apply. If you experience no difficulty recruiting please select "Not Applicable."

<input type="checkbox"/> Clerical/Office	<input type="checkbox"/> Professional/Management
<input type="checkbox"/> Minimal Skilled Labour	<input type="checkbox"/> Trades/Technical
<input type="checkbox"/> Other (please specify) _____	<input type="checkbox"/> Not Applicable

- 14) Please select the job classifications below for which you experience difficulty **RETAINING** employees. Select all that apply. If you experience no difficulty retaining please select "Not Applicable."

<input type="checkbox"/> Clerical/Office	<input type="checkbox"/> Professional/Management
<input type="checkbox"/> Minimal Skilled Labour	<input type="checkbox"/> Trades/Technical
<input type="checkbox"/> Other (please specify) _____	<input type="checkbox"/> Not Applicable

- 15) How many job vacancies have you had in the last 12 months? If you have experienced no vacancies, please enter a "0."

a) New positions \_\_\_\_\_

b) Replacement positions \_\_\_\_\_

**TOTAL JOB VACANCIES** \_\_\_\_\_

- 16) How much of a problem is each of the following in terms of your ability to fill job vacancies? For example, is "lack of qualified applicants" not at all a problem, a little problem, a moderate problem, or a huge problem?

	Not at all a problem	A little problem	A moderate problem	A huge problem
Lack of qualified applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition of other employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficult to attract workers to this type of career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitive wage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work is casual/contract/seasonal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too expensive to train staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life issues (housing, amenities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 17) From the list below, please select the number of positions in each occupation that you have filled in the past **12 months** and anticipate filling in the next **5 years** and **6-10 years**.

Occupations/Jobs	No. of vacancies in the past <b>12 months</b>	No. of positions in the next <b>5 yrs</b>	No. of positions in the next <b>6-10 yrs</b>
<input type="checkbox"/> Labourers- Primary Industry			
<input type="checkbox"/> Labourers- Processing, Manufacturing & Utilities			
<input type="checkbox"/> Labourers- Government			
<input type="checkbox"/> Labourers- Construction			
<input type="checkbox"/> Labourers- Agriculture			
<input type="checkbox"/> Labourers- Retail/Wholesale			
<input type="checkbox"/> General Labourers (specify) _____			
<input type="checkbox"/> Equipment Operators Forest Industry			
<input type="checkbox"/> Equipment Operators Agriculture			
<input type="checkbox"/> Other Equip. Ops. (specify) _____			
<input type="checkbox"/> Truck/Bus/Courier/Taxi Drivers			
<input type="checkbox"/> Clerical Business/Finance			
<input type="checkbox"/> Clerical Health			
<input type="checkbox"/> Clerical Education			
<input type="checkbox"/> Clerical Government			

<input type="checkbox"/> Other Clerical (specify)			
<input type="checkbox"/> Trade Electrical			
<input type="checkbox"/> Trade Plumbing/Heating			
<input type="checkbox"/> Trade Millwright			
<input type="checkbox"/> Trade Welding/Fabricating			
<input type="checkbox"/> Trade Automotive/Heavy Duty Mechanic			
<input type="checkbox"/> Trade Carpentry/Cabinet Making/Painting			
<input type="checkbox"/> Other Trade (specify)			
<input type="checkbox"/> Professional Business			
<input type="checkbox"/> Professional Health			
<input type="checkbox"/> Professional Education			
<input type="checkbox"/> Other Professional (specify)			
<input type="checkbox"/> Retail Sales/Service Clerks			
<input type="checkbox"/> Skilled Retail/Service			
<input type="checkbox"/> Retail Management			
<input type="checkbox"/> Technical Health			
<input type="checkbox"/> Technical Forestry			
<input type="checkbox"/> Technical Agriculture			
<input type="checkbox"/> Technical Business			
<input type="checkbox"/> Other Technical (specify)			
<input type="checkbox"/> Skilled Administrative			
<input type="checkbox"/> Supervisory (specify)			
<input type="checkbox"/> Managers (specify)			
<input type="checkbox"/> Skilled in Arts, Culture, Recreation and Sport			
<input type="checkbox"/> Other (please specify)			

Additional comments:

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18) Have you had any job vacancies that have gone unfilled for more than 3 months?

☐ Yes ☐ No ☐ Do Not Know

- 19) Have you or your organization/company routinely conducted “exit interviews” with employees to learn why they are leaving?

☐ Yes ☐ No ☐ Do Not Know

- 20) The following is a list of possible reasons that employees might leave an organization. For each possible reason listed, please indicate how frequently you believe your employees leave.

	Frequently	Sometimes	Rarely	Never
Recruited by other employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work is temporary (casual/contract/seasonal)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Infrastructure (housing, amenities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life issues (recreation, socialization, safety)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional comments: \_\_\_\_\_

- 21) If your employees leave to work for other employers, please select the **ONE** employment sector that most often attracts/recruits them. If you experience no difficulty retaining employees please select “Not Applicable.”

- |  |  |
|--|--|
| <input type="checkbox"/> Accommodation and Food Service                | <input type="checkbox"/> Logging   |
| <input type="checkbox"/> Agriculture                                   | <input type="checkbox"/> Manufacturing (e.g. wood/metal products)        |
| <input type="checkbox"/> Business, Building and Other Support Services | <input type="checkbox"/> Mining and Oil and Gas Extraction               |
| <input type="checkbox"/> Commercial Fishing                            | <input type="checkbox"/> Professional, Scientific and Technical Services |
| <input type="checkbox"/> Construction (residential and non-resident)   | <input type="checkbox"/> Public Administration                           |
| <input type="checkbox"/> Education Services                            | <input type="checkbox"/> Retail Trade                                    |
| <input type="checkbox"/> Finance, Insurance, Real Estate and Leasing   | <input type="checkbox"/> Transportation and Warehousing                  |
| <input type="checkbox"/> Forestry                                      | <input type="checkbox"/> Utilities                                       |
| <input type="checkbox"/> Health Care and Social Assistance             | <input type="checkbox"/> Wholesale Trade                                 |
| <input type="checkbox"/> High Tech (e.g. information/bio technology)   | <input type="checkbox"/> Other Services (please specify) _____           |
| <input type="checkbox"/> Information, Culture and Recreation           | <input type="checkbox"/> Not Applicable                                  |

22) How frequently do you or your organization/company recruit employees in each of the following geographic areas to fill job vacancies?

	Frequently	Sometimes	Rarely	Never
From Vanderhoof	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From the rest of Northern BC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From the rest of BC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Canada	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From outside Canada	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23) How frequently do you use the following methods to advertise job vacancies?

	Frequently	Sometimes	Rarely	Never
Trade/Professional Magazine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word of mouth/networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24) How frequently do you use the following incentives to **RECRUIT** employees for job vacancies?

	Frequently	Sometimes	Rarely	Never
Bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits (i.e., dental, health)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25) How frequently do you use the following incentives to **RETAIN** employees?

	Frequently	Sometimes	Rarely	Never
Bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits (i.e., dental, health)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Succession Planning**

26) How many employees do you expect will retire? If you expect no retirements, please enter a "0."

a) Within the next **Year** \_\_\_\_\_

b) After a year, but within the next **5 years** \_\_\_\_\_

c) After 5 years, but within the next **10 years** \_\_\_\_\_

27) Do you have a formal strategy for dealing with vacancies as a result of employees leaving?

☐ Yes ☐ No ☐ Not applicable ☐ Do not know

28) If you are a business owner, do you have a formal strategy to address your retiring or selling the business? If you are not a business owner please select "Not Applicable."

☐ Yes ☐ No ☐ Not applicable

29) Please indicate the strategies you use to replace exiting employees (please check all that apply).

☐ I don't have a strategy

☐ Mentoring

☐ Offering apprenticeships

☐ Train/Develop more employees

☐ Hiring casual/contract/seasonal workers

☐ Utilize flexible work schedules

☐ Hiring immigrants

☐ Using compensation/incentives to retain longer

☐ Interns or Coop work experience

☐ Other (please specify) \_\_\_\_\_

**THANK YOU!**

If you would you like a copy of the final report when it is completed (approximately October 2006), please provide your e-mail or mailing address and telephone number.

Email \_\_\_\_\_

Or \_\_\_\_\_

Mailing address \_\_\_\_\_

Telephone \_\_\_\_\_

Qualitative comments: \_\_\_\_\_

\_\_\_\_\_

**APPENDIX C – NON-RESPONDENT SURVEY**

<b>1</b>	Identifier number	<input type="text"/>
<b>2</b>	Please Provide:	
	respondent name:	<input type="text"/>
	job title:	<input type="text"/>
	organization/company:	<input type="text"/>
	division/dept:	<input type="text"/>
	na:	<input type="text"/>
	na:	<input type="text"/>
	na:	<input type="text"/>
	na:	<input type="text"/>
	na:	<input type="text"/>
<b>3</b>	type of organization/company	<input type="text"/>
<b>4</b>	if other, please specify	<input type="text"/>
<b>5</b>	Type of organization	

---

How many workers have you employed over the last 12 months.....

---

**6**  
Full-time

---

**7**  
Part-time

---

**8**  
Casual/contract/seasonal

---

**9**  
Total number of employees

---

To type in your initial question, click Edit. Insert adds a new question either above or below this one.



## **APPENDIX D – APRIL 5, 2006 – SECTOR GROUP QUALITATIVE MEETING**

### **Comments from participants**

#### **Ethics and Attitudes:**

- We need to be developed in terms of community amenities to attract people
- Need better work ethic
- Need workers who want to work
- Younger workers lack skills from home such parental role models
- Increasing single parenting could be cause of loss in work ethic
- Workers have high expectations for wages, they feel they are worth more than their skills and abilities are worth to the employer
- Younger workers do not have a sense of value of the good lifestyle, they do not want to put in the effort to achieve a comfortable lifestyle
- Workers seem to know that less will be expected of them because of labour shortage
- Kids want easier jobs
- Low pay is a problem, youth do not understand the value of work
- Workers lack being responsible
- Workers have not been taught that work is fun
- Workers need better ethics-dishonest on resumes
- Workers of school age have difficulty working the whole time they are being paid
- Young workers do not care about the job or the employer
- Fast food industry, in general needs potential workers to have food safe course- course is offered through the local college and high school but students do not seem to take the course. Students are interested in jobs but jobs but not in obtaining job skills such as food safe, cashier training and serving the public
- Young workers do not have the work ethic to be honest and hard working and do work like mopping floors
- Young workers are worried about how they look and socializing rather than staying focused on the job

#### **Employer Needs:**

- Need to keep people in the community with better amenities, nothing for young people to do
- More labour to choose from, less labour has meant that employers are lowering the performance standards of the worker to keep people on the job.

- Need to educate people at the entry level about the technical skills needed in the agriculture sector
- Need programs like Project Agriculture that educate young people about what goes on in farming
- Need agriculture skills in workforce
- We need to know the types of people in the labour market (their interests and skills)
- As the labour shortage advances we need to figure out how to compete with other sectors (agriculture competing entry level wages competing with forestry entry level wages)
- Need to know who in the community is going elsewhere to work and getting to them before they leave
- Need to look at why people leave- wages are not the only reason.

**Skills and Education:**

- Entry level experience and training needs an issue for agriculture sector
- There are misconceptions about skill levels required in agriculture
- Need to know about programs and exchanges that are available for skills development
- Find out how many people in the community want to take training but can't due to a barrier
- What are completion rates of training programs and drop out rates
- Workers need a broader education that includes education in labour skills (work ethic), and skills suited to developing in trades (vocational skills)- too much emphasis on computers
- Educators are not providing labouring and vocational skills in small towns such as Vanderhoof where skills are more in demand
- Workers have less practical skills
- Schools put less of an influence on trades and mechanical skills

**Community and Infrastructure:**

- Affordable housing, a tight housing market, not enough housing are problems
- Need to market housing availability and need more housing available
- Vanderhoof lacks facilities and amenities compared to Prince George
- Less sports in Vanderhoof than other areas
- Housing shortage exists
- Lack of skilled housing contractors to build houses
- More regulations that restrict housing contractors from building
- The size of Vanderhoof limits opportunities for advancement

**Succession:**

- Need to know the long-term sustainability of jobs (life-cycle of jobs) so that employers and employees can plan for succession

- Need to look at retired and semi-retired people as a source of skilled labour (retired people such as “snowbirds work in summer in agriculture)

**Human Resource Practices and Strategies:**

- People do not realize what is available in Vanderhoof
- To draw people to Vanderhoof we need to know the kind of people to target in marketing our jobs and community
- We need to qualify the types of employment available (skills needed, career opportunities and advancement opportunities
- There are differences in basic labour skills now compared the past labour skills
- Once we know the skills in the labour market we need to know how we can offer entry-level employment opportunities, with the opportunity to advance.
- Need value for wages we pay
- There is a problem with training people up and then losing employees to another employer after an investment has been made in training
- Need to know about importing labour from off shore (immigration) as an option to help the labour market (fill vacancies)
- Agriculture sector hires people every year to work seasonally, employers in agriculture need to market these jobs as an opportunity for workers to develop and build career skills
- Need to use substitute labour (teachers or loggers work in winter and work in the summer to fill agriculture positions)
- Incentives to get more out of the workforce
- Flexible hours to get more out the workforce or more labour time into the workforce
- Mills and Industry set high expectations for workers to enter the workforce with little or no skill required to get a high paying job, this lowers the incentive for young workers to self improve
- Long shifts and weekend work are less desirable, (people place more emphasis on family time) so people are less likely to take this type of employment
- Competition with higher wages in Alberta
- More skills are required of managers in small town, small scale businesses because the small department manager has to have more skills. Managers leave to go to bigger centres, such as Prince George, where they manage on a larger scale
- Workers will likely be using job agents to find them the best job out there as shortages worsen
- Agriculture in the lower mainland has access to more immigrant workers, who are skilled and willing to work. Vanderhoof farmers are at a disadvantage in recruiting immigrants

We compete with higher paying jobs offered to lower skilled people by other industries and the government

**Summary Priority Discussion:**

- 1) Who do the employers need?
  - Number of employees
  - Types of skills
  - Types of jobs
  - For how long a time-frame do we need the employees
- 2) What are employees looking for?
  - Types of work/jobs
  - In the community (housing, amenities)
- 3) What are the vacancies caused by?
- 4) What industries or employers take away employees?
- 5) Why other industries or employers they take employees?
- 6) What are the employer turnover rates?
- 7) Why is there turnover?
- 8) Where is the labour to fill the shortage?
  - Immigration
  - Within the community
  - Outside the region but from the rest of the province/country
- 9) How can immigration fill the labour shortage in Vanderhoof?
- 10) What forms of advertising or promotion can be used to help find labour?

## **APPENDIX E – JUNE 15, 2006 – SECTOR GROUP QUALITATIVE MEETING**

### **Comments and Discussions**

#### **Communication of Project:**

- Executive summary communicated. (2 pages to municipal council, other government and higher level stakeholders)
- Visual mapping of labour potential, making data available so that a layered map of the results can be made available to the public.
- Find out what the best method of communication would be to help community improve the labour market (ways to have employers, employees, the general public and community stakeholders such as educators and politicians communicate and exchange information related to the labour market).
- Find out best method of communicating the Project information to the public (REDI website, CFDC-SN website) in the community survey.

#### **Basic Information:**

- Ages
- What are the age demographics of employees?
- Birth Location
- Immigrate here
- If immigrate, why?

#### **Community:**

- What keeps community members in Vanderhoof?
- Ask about attractions Vanderhoof has, what attracts you to the community?
- What is there to do in Vanderhoof?
- What is available in the Vanderhoof community for employment?
- What new opportunities are here for implementing (jobs, industries)?
- Is there more to do in other places (Houston)?
- Weighing out options, such as quality of life (what type of factors most influence quality of life, such as quality of life community members to remain in Vanderhoof)?
- How long have you lived here? Why? Stay here to raise families? What attracts them?
- How many of their kids are here?
- Marketing (the community) to the ideal candidate and his/her family?

**Community Vision:**

- How would you like to see Vanderhoof grow (recreation, housing, nothing to do in Vanderhoof, education, after school, trade technical school)?
- Would you like to see Vanderhoof Grow?
- How can we attract new industry to Vanderhoof?
- Need to know what council/mayor want so not banging your head (growth vs. no change-process, policy, red tape)

**Skills and Education:**

- Education/skills
- Skill levels/education levels?
- Individuals who are entrepreneurs expand business, become employers but are not people managers, lack of supervisory skills.
- Leave questions open-ended about education needs and employment services.
- Comment that: low math and basic skills (out of high school) for certain jobs (construction cashiers?)
- Know high level of work skills and basic skills are lacking (workers entering the workplace dealing with people, math etc)
- What is the awareness of basic skills and career education opportunities in this area?
- What training and skills do community members need in the future?
- Would you like to see more local training programs? What types of programs?
- Student programs offered -summer programs (more coop, pre-apprentice type hands on learning required)
- Do you have employers willing to mentor and employees willing to commit to job and learning?
- Government funding for training?
- Do you know about training programs?
- What training programs would help?
- What is offered to help students prepare for post high school graduation choices?
- More project Agriculture in schools for other job sectors?
- Are project heavy duty/agriculture relevant? Do we need more programs like these in other areas?

**Employment and Career:**

- Are you employed? Why or why not?
- What is deterring you from working?
- Is childcare an issue?
- Childcare is it an issue?
- How long do you plan on working? How long before you retire?
- Are you planning to go back to work?

- Type of work you do? Do you want?
- Is work full time part time or casual/seasonal?
- Entry Level ability to advance-where do they go when they hit the ceiling? Or do they relocate (opportunities to advance their career in Vanderhoof)
- Training (employers do the training and then workers move on).
- If you left an employer- answer a 1 page exit interview for a reward?
- Wage expectations?
- Wage expectations in age ranges?
- Wage subsidy?
- What changes when switching industry? (If people switch industry, what is the influence on that change)
- Career occupation (goals or plan)?
- Competitive (compared with other similar community, such as Houston)?
- New business-who's willing (to start up)?
- Where they (workers) place value, productivity vs. punching the clock?
- What hinders your job stability (childcare, flexible hours, no flexible hours)?
- What are they going (graduates of high school) to do? Post-secondary education, work, travel, other?
- Why are graduates (and youth in general) leaving Vanderhoof?
- What are the future career plans of graduates and why?
- Profile owner operators (how many, what sectors they operate in, what are their plans for the future, what are the concerns and issues that prevent you from expanding your business to include more employees/equipment/productivity, what is the potential of owner operators?)
- What pressure (who influences graduates and youth to make the choice to leave Vanderhoof. Is it parents, peers, schools, community pressure that influences the choice to leave?
- Where are local graduates going, or are they staying? Where are they going?
- Network saying these are what we need (community, schools, business offering basic skills courses and mentoring). (A comment on how the strategies and actions to improve the community)
- Disabilities (closed door, unaware of) (people with disabilities may be underutilized employees because of a lack of awareness of government programs on the part of employees and employers)
- What kinds of jobs are they looking for (flexible hours)?
- How long do you plan on working? What hinders job stability (flexible work hours and child care)?
- What do you do?
- Will you change careers?
- Why are you not employed? Volunteer?
- Why did you lose your job?
- How many hours do you volunteer?

- Do you do unpaid work? What type?

**Recruiting and Retaining:**

- How would you keep youth from graduating and leaving the community?
- What would keep you in Vanderhoof (amenities, infrastructure, lifestyle, culture, recreation, social opportunity, religion, safety, transportation, communication)?
- Market Vanderhoof as a community that has cheap and available land to attract people to work/live here? Is land more affordable and easy to own here?
- What would it take you to stay here (training, mentoring, recreation)?
- How long are you planning on staying in Vanderhoof?
- If you have returned to Vanderhoof, what brought you back?
- Where are you planning on retiring- here or elsewhere?
- What brought you here?
- Why are you staying?
- How can we attract people from the outside in to Vanderhoof?
- What infrastructure is lacking (transportation/bus or taxi, affordable rental housing, activities, recreation center- is a center affordable? mid income housing)
- Is travel distance between towns (isolation) a problem?
- Would you buy or rent housing?
- Working with the population we have (What are your career objectives?)
- Limitations? (What is stopping you from working or attaining your career objectives?)
- Mind set, small community oriented. (Comment)
- Employers don't want to be a training ground with high turnover. Employers are willing to take workers and train them on for a long time but then they want them to stay. (Comment)
- Why have you lost your job?
- Mentoring/helping- commitment by employees.
- How long in Vanderhoof have you lived?
- If you moved and came back, why did you come back?
- Have you ever had an exit interview?
- Why do you stay in Vanderhoof?
- How long have you lived in Vanderhoof?
- What are the benefits of living in Vanderhoof?
- How many of your children have left Vanderhoof?
- What are the benefits (of living in Vanderhoof) such as owning property and privacy)
- Cheaper costs of extracurricular activities as opposed to lack of it.
- What are the unmet service needs in the community?



- What are they youth doing? Benefits of amenities vs. vandalism and drug use. What are their interests in particular? 15-18? Better, healthy employees would like to grow in Vanderhoof.
- What are the Facilities/requirements to move into the community?
- If pay were equal in a small vs. large town, what would you choose? Why? How much disposable income?
- Infrastructure strengths and weaknesses?
- What are the small town benefits to living in Vanderhoof?
- What fosters commitment to the community?
- Market town to keep people here. What do we have in Vanderhoof to attract people? Cheaper stables? How do we sell Vanderhoof, how do employers sell Vanderhoof?

*Other Comments:*

- Spin off businesses creates opportunities from logging and mining (Comment) (How does the labour market influence small business' ability to develop or expand?)
- Soften age requirements for people to work in the service industry (Food and Accommodation).
- Examine the youth (perhaps aged 15-18 in a separate survey)
- Examine Self employed as a separate study (find out why they are not expanding their business)
- What role does government have (private sector with government funding) in helping with these issues (labour market concerns)?
- Who is interested in starting a business? Why? What are the unmet needs of those thinking about starting/expanding their business?

**APPENDIX F – N.A. INDUSTRY CLASSIFICATION SYSTEM****Categories**

1. Agriculture, Forestry, Fishing and Hunting
  - Crop production
  - Animal production
  - Forestry and logging
  - Fishing, hunting, and trapping
  - Support services for forestry and logging
2. Mining and Oil and Gas Extraction
  - Oil and gas extraction
  - Mining (except oil and gas)
  - Support services for mining and oil and gas extraction
3. Utilities
  - Electric Power Generation, Transmission and Distribution
  - Natural Gas Distribution
  - Water, Sewage and Other Systems
4. Construction
  - Construction of buildings
  - Heavy and Civil Engineering Construction
  - Special trade contractors (e.g. roofing and electrical)
5. Manufacturing
  - Food manufacturing
  - Beverage and tobacco manufacturing
  - Textile mills
  - Textile product mills
  - Clothing manufacturing
  - Leather and allied product manufacturing
  - Wood product manufacturing
  - Paper manufacturing
  - Printing and related support services
  - Petroleum and coal products manufacturing
  - Chemical manufacturing
  - Plastic and rubber products manufacturing
  - Non-metallic mineral product manufacturing
  - Primary metal manufacturing
  - Fabricated metal product manufacturing
  - Machinery manufacturing
  - Computer and electronic product manufacturing
  - Electrical Equipment, Appliance and Component Manufacturing
  - Transportation equipment manufacturing
  - Furniture and related product manufacturing
  - Miscellaneous manufacturing (e.g. medical, jewellery)
6. Wholesale trade
  - Farm Product Wholesaler-Distributors
  - Petroleum Product Wholesaler-Distributors
  - Food, Beverage and Tobacco Wholesaler-Distributors
  - Personal and Household Goods Wholesaler-Distributors

Motor Vehicle and Parts Wholesaler-Distributors  
Building Material and Supplies Wholesaler-Distributors  
Machinery, Equipment and Supplies Wholesaler-Distributors  
Miscellaneous Wholesaler-Distributors  
Wholesale Agents and Brokers

7. Retail trade

Motor Vehicle and Parts Dealers US  
Furniture and Home Furnishings Stores US  
Electronics and Appliance Stores US  
Building Material and Garden Equipment and Supplies Dealers US  
Food and Beverage Stores US  
Health and Personal Care Stores US  
Gasoline Stations US  
Clothing and Clothing Accessories Stores US  
Sporting Goods, Hobby, Book and Music Stores US  
General Merchandise Stores US  
Miscellaneous Store Retailers US  
Non-Store Retailers e.g. Mail order, vending machine operators

8. Transportation/warehousing

Air Transportation  
Rail Transportation  
Water Transportation  
Truck Transportation  
Transit and Ground Passenger Transportation  
Pipeline Transportation  
Scenic and Sightseeing Transportation  
Support Activities for Transportation  
Postal Service  
Couriers and Messengers  
Warehousing and Storage

9. Information and Cultural Industries

Publishing Industries (except Internet)  
Motion Picture and Sound Recording Industries  
Broadcasting (except Internet)  
Internet Publishing and Broadcasting  
Telecommunications  
Internet Service Providers, Web Search Portals, and Data Processing Services  
Other Information Services

10. Finance and Insurance

Monetary Authorities - Central Bank  
Credit Intermediation and Related Activities US  
Securities, Commodity Contracts, and Other Financial Investment and Related Activities  
Insurance Carriers and Related Activities  
Funds and Other Financial Vehicles

11. Real Estate and Rental and Leasing

Real Estate  
Rental and Leasing Services  
Lessors of Non-Financial Intangible Assets (Except Copyrighted Works)

12. Professional, Scientific and Technical Services
  - Legal Services
  - Accounting, Tax Preparation, Bookkeeping and Payroll Services
  - Architectural, Engineering and Related Services
  - Specialized Design Services
  - Computer Systems Design and Related Services
  - Management, Scientific and Technical Consulting Services
  - Scientific Research and Development Services
  - Advertising and Related Services
  - Other Professional, Scientific and Technical Services
13. Management of Companies and Enterprises
14. Administrative and Support, Waste Management and Remediation Services
  - Administrative and Support Services
  - Waste Management and Remediation Services
15. Educational Services
16. Health Care and Social Assistance
  - Ambulatory Health Care Services
  - Hospitals
  - Nursing and Residential Care Facilities
  - Social Assistance
17. Arts, Entertainment and Recreation
  - Performing Arts, Spectator Sports and Related Industries
  - Heritage Institutions
  - Amusement, Gambling and Recreation Industries
18. Accommodation and Food Services
  - Accommodation Services
  - Food Services and Drinking Places
19. Other Services (except Public Administration)
  - Repair and Maintenance
  - Personal and Laundry Services
  - Religious, Grant-Making, Civic, and Professional and Similar Organizations
  - Private Households
20. Public Administration
  - Federal Government Public Administration
  - Provincial and Territorial Public Administration
  - Local, Municipal and Regional Public Administration
  - Aboriginal Public Administration
  - International and Other Extra-Territorial Public Administration

## APPENDIX G – EMPLOYER SURVEY RESULTS BY EMPLOYMENT SECTOR

Table A: Number and percent of home-based businesses

		Home based
<b>Accommodation and Food Service</b>	Count	3
	% within sector	14.3%
	% within home based	5.5%
<b>Agriculture</b>	Count	6
	% within sector	54.5%
	% within home based	10.9%
<b>Business, Building, and other Support Services</b>	Count	4
	% within sector	33.3%
	% within home based	7.3%
<b>Construction</b>	Count	16
	% within sector	72.7%
	% within home based	29.1%
<b>Education Services</b>	Count	2
	% within sector	22.2%
	% within home based	3.6%
<b>Finance, Insurance, Real Estate and Leasing</b>	Count	0
	% within sector	
	% within home based	0
<b>Forestry</b>	Count	0
	% within sector	0
	% within home based	0
<b>Health Care and Social assistance</b>	Count	0
	% within sector	0
	% within home based	0
<b>High Tech</b>	Count	1
	% within sector	50.0%
	% within home based	1.8%
<b>Information, Culture and recreation</b>	Count	2
	% within sector	33.3%
	% within home based	3.6%
<b>Logging</b>	Count	10
	% within sector	58.8%
	% within home based	18.2%
<b>Manufacturing</b>	Count	2
	% within sector	12.5%
	% within home based	3.6%
<b>Professional, Scientific and Technical Services</b>	Count	0

	% within sector	0
	% within home based	0
<b>Public Administration</b>	Count	0
	% within sector	0
	% within home based	0
<b>Retail Trade</b>	Count	4
	% within sector	10.5%
	% within home based	7.3%
<b>Transportation and Warehousing</b>	Count	2
	% within sector	40.0%
	% within home based	3.6%
<b>Utilities</b>	Count	0
	% within sector	0
	% within home based	0
<b>Wholesale Trade</b>	Count	0
	% within sector	0
	% within home based	0
<b>other</b>	Count	3
	% within sector	37.5%
	% within home based	5.5%
<b>TOTAL</b>	Count	55
	% within home based	100.0%

**Table B: Peak seasons by sector for temporary/contract/seasonal employees**

		Jan– Mar	April– June	July– Sept	Oct– Dec	TOTAL
<b>Accommodation/Food Service</b>	Count		1	12	1	14
	% within sector		7.1%	85.7%	7.1%	100.0%
	% within Peak season		4.5%	18.5%	4.3%	11.2%
<b>Agriculture</b>	Count		2	6	2	10
	% within sector		20.0%	60.0%	20.0%	100.0%
	% within Peak season		9.1%	9.2%	8.7%	8.0%
<b>Business, Building and other Support Services</b>	Count			6	1	7
	% within sector			85.7%	14.3%	100.0%
	% within Peak season			9.2%	4.3%	5.6%
<b>Construction</b>	Count	1	2	13	3	19
	% within sector	5.3%	10.5%	68.4%	15.8%	100.0%
	% within Peak season	6.7%	9.1%	20.0%	13.0%	15.2%
<b>Education Services</b>	Count		2	3	1	6
	% within sector		33.3%	50.0%	16.7%	100.0%
	% within Peak season		9.1%	4.6%	4.3%	4.8%

<b>Finance, Insurance, Real Estate and Leasing</b>	Count	1		2		3
	% within sector	33.3%		66.7%		100.0%
	% within Peak season	6.7%		3.1%		2.4%
<b>Forestry</b>	Count	1	2	3		6
	% within sector	16.7%	33.3%	50.0%		100.0%
	% within Peak season	6.7%	9.1%	4.6%		4.8%
<b>Health Care and Social Assistance</b>	Count		2	1		3
	% within sector		66.7%	33.3%		100.0%
	% within Peak season		9.1%	1.5%		2.4%
<b>High Tech</b>	Count				1	1
	% within sector				100.0%	100.0%
	% within Peak season				4.3%	.8%
<b>Information, Culture, and Recreation</b>	Count	1	1	2	1	5
	% within sector	20.0%	20.0%	40.0%	20.0%	100.0%
	% within Peak season	6.7%	4.5%	3.1%	4.3%	4.0%
<b>Logging</b>	Count	7	2	1		10
	% within sector	70.0%	20.0%	10.0%		100.0%
	% within Peak season	46.7%	9.1%	1.5%		8.0%
<b>Manufacturing</b>	Count		1	3		4
	% within sector		25.0%	75.0%		100.0%
	% within Peak season		4.5%	4.6%		3.2%
<b>Professional, Scientific and Technical Services</b>	Count	1		1	1	3
	% within sector	33.3%		33.3%	33.3%	100.0%
	% within Peak season	6.7%		1.5%	4.3%	2.4%
<b>Public Administration</b>	Count		1	2		3
	% within sector		33.3%	66.7%		100.0%
	% within Peak season		4.5%	3.1%		2.4%
<b>Retail Trade</b>	Count	3	4	8	11	26
	% within sector	11.5%	15.4%	30.8%	42.3%	100.0%
	% within Peak season	20.0%	18.2%	12.3%	47.8%	20.8%
<b>Transportation &amp; Warehousing</b>	Count		2		1	3
	% within sector		66.7%		33.3%	100.0%
	% within Peak season		9.1%		4.3%	2.4%
<b>Other</b>	Count			2		2
	% within sector			100.0%		100.0%
	% within Peak season			3.1%		1.6%
<b>TOTAL</b>	Count	15	22	65	23	125
	% within Peak season	100.0%	100.0%	100.0%	100.0%	100.0%

**APPENDIX H – EMPLOYER SURVEY RESULTS BY OCCUPATION****Table A: # of positions that have been filled in the past 12 months, by occupation**

Occupations/Jobs	No. of Vacancies filled in the past 12 months	% of total vacancies filled in the past 12 months
Labourers- Retail/Wholesale	114	13.9
Labourers- Primary Industry	98	12.0
Labourers- Processing, Manufacturing & Utilities	79	9.6
Truck/Bus/Courier/Taxi Drivers	62	7.6
General Labourers	57	7.0
Retail Sales/Service Clerks	32	3.9
Clerical Business/Finance	31	3.8
Equipment Operators Forest Industry	30	3.7
Labourers- Construction	27	3.3
Other Trade	23	2.8
Equipment Operators Agriculture	22	2.7
Supervisory	22	2.7
Professional Health	20	2.4
Managers	19	2.3
Technical Health	15	1.8
Trade Carpentry/Cabinet Making/Painting	14	1.7
Technical Forestry	14	1.7
Trade Automotive/Heavy Duty Mechanic	12	1.5
Other Professional	12	1.5
Professional Education	10	1.2
Other Technical	10	1.2
Other	10	1.2
Trade Welding/Fabricating	9	1.1
Professional Business	9	1.1
Skilled Retail/Service	9	1.1
Skilled Administrative	9	1.1
Trade Electrical	7	0.9
Trade Millwright	7	0.9
Labourers- Government	6	0.7
Other Equip. Ops.	6	0.7
Retail Management	6	0.7
Labourers- Agriculture	5	0.6
Clerical Government	4	0.5
Other Clerical	2	0.2
Trade Plumbing/Heating	2	0.2
Technical Agriculture	2	0.2
Clerical Education	1	0.1



Technical Business	1	0.1
Skilled in Arts, Culture, Recreation and Sport	1	0.1
Clerical Health	0	0.0
<b>Total</b>	<b>819</b>	<b>100</b>

**Table B: # of positions that are expected to be filled in the next five years, by occupation**

<b>Occupations/Jobs</b>	<b>No. of Positions expected to be filled in the next 5 years</b>	<b>% of total positions expected to be filled in the next 5 years</b>
Labourers- Retail/Wholesale	438	25.6
Other Technical	134	7.8
Retail Sales/Service Clerks	117	6.8
Truck/Bus/Courier/Taxi Drivers	89	5.2
General Labourers	89	5.2
Labourers- Primary Industry	81	4.7
Equipment Operators Forest Industry	67	3.9
Labourers- Agriculture	66	3.9
Equipment Operators Agriculture	54	3.2
Clerical Business/Finance	49	2.9
Professional Health	47	2.7
Other Trade	46	2.7
Supervisory	45	2.6
Managers	32	1.9
Other	29	1.7
Skilled Administrative	27	1.6
Labourers- Construction	26	1.5
Trade Automotive/Heavy Duty Mechanic	26	1.5
Professional Education	26	1.5
Trade Carpentry/Cabinet Making/Painting	24	1.4
Trade Millwright	24	1.4
Labourers- Processing, Manufacturing & Utilities	23	1.3
Other Professional	20	1.2
Technical Forestry	19	1.1
Retail Management	17	1.0
Technical Health	16	0.9
Skilled Retail/Service	15	0.9
Trade Welding/Fabricating	11	0.6
Trade Electrical	11	0.6
Professional Business	9	0.5

Other Equip. Ops.	7	0.4
Labourers- Government	6	0.4
Other Clerical	4	0.2
Trade Plumbing/Heating	4	0.2
Skilled in Arts, Culture, Recreation and Sport	4	0.2
Technical Agriculture	2	0.1
Clerical Education	2	0.1
Clerical Health	2	0.1
Clerical Government	1	0.1
Technical Business	1	0.1
<b>Total</b>	<b>1710</b>	<b>100</b>

**Table C: # of positions that are expected to be filled in 6–10 years, by occupation**

<b>Occupations/Jobs</b>	<b>No. of Positions expected to be filled in the next 6–10 years</b>	<b>% of total positions expected to be filled in the next 6–10 years</b>
Truck/Bus/Courier/Taxi Drivers	151	11.4
Retail Sales/Service Clerks	124	9.4
Equipment Operators Agriculture	103	7.8
General Labourers	86	6.5
Labourers- Primary Industry	85	6.4
Labourers- Retail/Wholesale	79	6.0
Clerical Business/Finance	58	4.4
Professional Health	58	4.4
Labourers- Construction	47	3.6
Equipment Operators Forest Industry	46	3.5
Supervisory	46	3.5
Other Trade	45	3.4
Labourers- Processing, Manufacturing and Utilities	36	2.7
Trade Carpentry/Cabinet Making/Painting	31	2.3
Other	30	2.3
Trade Automotive/Heavy Duty Mechanic	29	2.2
Technical Forestry	26	2.0
Retail Management	25	1.9
Managers	24	1.8
Professional Education	22	1.7
Skilled Administrative	22	1.7
Skilled Retail/Service	17	1.3
Technical Health	16	1.2
Other Professional	16	1.2
Other Technical	15	1.1
Trade Millwright	15	1.1

Other Equip. Ops.	14	1.1
Trade Welding/Fabricating	12	0.9
Professional Business	8	0.6
Trade Electrical	8	0.6
Labourers- Government	6	0.5
Trade Plumbing/Heating	6	0.5
Labourers- Agriculture	5	0.4
Clerical Health	3	0.2
Other Clerical	2	0.2
Technical Agriculture	2	0.2
Clerical Education	1	0.1
Skilled in Arts, Culture, Recreation and Sport	1	0.1
Clerical Government	0	0.0
Technical Business	0	0.0
<b>Total</b>	<b>1320</b>	<b>100</b>

**APPENDIX I – BIBLIOGRAPHY**

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