

2013 Professional Workforce Scan

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



Northern
Alberta
Development
Council

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NADC'S VISION

A stronger Alberta through a stronger north

NADC'S MISSION

The NADC's mission is to identify and implement sustainable measures that will advance northern development and advise government on opportunities and issues for the benefit of Albertans



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Executive Summary

The *2013 Professional Workforce Scan* offers a picture of current and future workforce trends across northern Alberta. To learn about the trends and issues, employers from all sectors across northern Alberta were asked to complete a survey. Responses were grouped by sector; there were a total of 133 responses across 14 sectors. Some sectors had many respondents, some a very limited number. This Scan is a general overview of northern Alberta's current and future workforce trends and should not be taken as anything more than an overview of trends in the north.

Current Employment Opportunities

The overarching theme amongst respondents was the need for workers in all sectors. Retirements, competition from other sectors, population growth, population aging and a strong economy were the most common reasons cited by respondents. All sectors showed growth; very few respondents reported that employment opportunities were declining. Some identified employment opportunities as stable; this is primarily because they provide an essential service, such as health care, or hiring only occurs when there is a vacancy, as is the case for some social services providers.

The current labour shortage seems to be driven by the strength of the mining, oil and gas sector. This has increased the population in northern Alberta and created new opportunities in construction, manufacturing and trades, and transportation and utilities. In turn, population growth has created demand for services, including finance and insurance and medical and health services. Hospitality, tourism and recreation have also seen a significant increase in demand due to population growth and the strength of several other sectors.

Two of the big challenges to recruitment for many sectors in northern Alberta are the cost of wages and the availability of housing. Many respondents stated that they cannot offer wages comparable to those in mining, oil and gas, and as a result they experience difficulty recruiting and retaining employees. Some sectors rely heavily on temporary foreign workers, and expect this to continue.

Future Employment Opportunities

In the next three to five years, employers expect the growth trend and labour shortage to continue. Many employers expect a wave of retirements within the next five years. Other positions will be opened through attrition; this is particularly true for sectors like communications, where employees tend to move on to larger markets. One major challenge in the social services and medical and health sectors is work-life balance for employees, as employers in these sectors reported that they are operating at full capacity. Construction, manufacturing and trades sector respondents stated that creating long-term plans for staffing is difficult, as demand fluctuates with production levels in the mining, oil and gas sector.

Current and Future Recruiting Practices

To meet these challenges, recruiters plan on broadening their scope when looking for new employees. While a few respondents stated that they plan on using local newspaper advertisements for recruiting, most stated that they plan on using social media, national and international recruiting fairs, online postings and the Temporary Foreign Worker Program to find employees. Apprenticeships and internships are also an important piece of the recruiting plan for many employers.

Sector Issues and Challenges

Workforce challenges and opportunities for employers in northern Alberta are outlined in other general and industry specific reports. Industry profiles from Alberta Enterprise and Advanced Education were consulted in the preparation of this document, as well as academic papers and industry specific publications. This supplemental research indicates that Alberta is experiencing an economic boom, and that retirements will increase the number of job vacancies for the foreseeable future. Although the economy is subject to global downturns, the current labour shortage is the biggest challenge for employers in northern Alberta.

Scan overview

Introduction

In April 2013 the Northern Alberta Development Council (NADC) completed the Professional Workforce Scan 2013. The intended outcome was to gain a clearer picture of the current and future workforce trends across northern Alberta.

The information presented in this report is intended to:

- Advise the NADC Bursary Selection Committee during its annual selection of bursary recipients (for more information about NADC bursaries visit: www.benorth.ca)
- Provide career counselors and students with a general overview of future workforce demands across northern Alberta

By developing and conducting an online questionnaire of 14 different employment sectors, the NADC aims to achieve the following:

- Identify the education programs that are currently and increasingly in demand by northern employers
- Recognize the education programs that are experiencing a low or declining demand in the north
- Highlight what type of employees northern managers find difficult to recruit
- Spot future trends managers expect to affect hiring in their sector.

Method

For this scan, 900 contacts from across 15 industries were selected and encouraged to complete an online questionnaire. Emails for participating respondents were gained from NADC's existing contact list and through an extensive online search of employer contacts. To ensure the best possible response across sectors and geographical regions, potential participants were chosen using the following criteria:

- Managers and human resource representatives
- Ability to provide a sector-wide view
- Geographical balance across Alberta's north
- Balance of public / private sector

Participants were also encouraged to forward the link to their network of associates both within and outside their sector.

Distribution of Survey

Since the early 1990s the NADC has commissioned a workforce scan every two or three years. The most recent was completed in 2010. The 2013 scan was distributed using an email containing a link to an online survey for selected participants, placed on the NADC website, and distributed through social media.

Data Collected

Contacts who accepted the email invitation were greeted with an introductory page outlining the NADC's intended objectives. Participants were reminded of the benefit their input would provide their businesses and their sector. Participants were asked to reply to the following questions:

- Are employment opportunities in your sector growing, stable, or declining? Explain why.
- What changes do you anticipate in employment opportunities in your sector in the next three to five years?
- What recruitment and hiring practices are currently being used in your sector?
- How do you expect recruitment and hiring practices for your sector to change in the next three to five years?

Participants were then asked to review a list of post-secondary programs related to their sector and:

- Rate whether the fields of study were in low, medium or high demand
- Identify which employees with training in those particular fields they expected to find difficult in recruiting

195 respondents initiated the survey with 133 questionnaires fully completed online or over the phone with an NADC research officer. Some sectors had many respondents, other very limited. Most sectors received seven responses or more. Manufacturing received one response, and was reclassified as a response in the construction, manufacturing and trades sector.

Report Structure

This report contains sector specific comments and rankings provided by the respondents. A literature review provides supporting information. To maintain confidentiality, this report does not contain respondents' identities.

Limitations

With an average of ten responses per sector, the Professional Workforce Scan is a *general* overview of northern Alberta's current and future workforce trends and should not be taken as anything more than an overview of trends in the north.

Agriculture and Food Processing

Nine respondents were recorded for the agriculture and food processing industry.

Current Employment Opportunities

When asked for their perception of the condition of the industry, respondents noted that overall it was growing due to strong commodity demand.

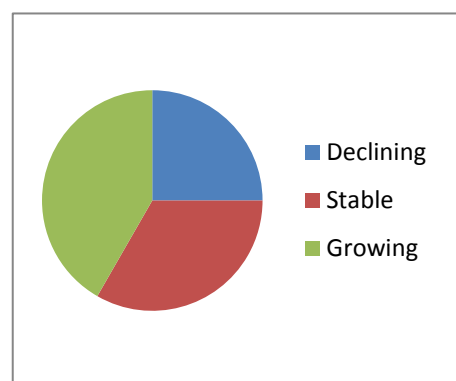
Declining	25.00%	3
Stable	33.30%	4
Growing	41.70%	5

Future Employment Opportunities

Respondents noted that although there are challenges with larger farms and more automation, labour demand will be created through retirements.

Current and Future Recruiting Practices

Respondents noted that existing recruitment practices are effective, and do not see a change in the future. One respondent noted the importance of temporary foreign labour and transparency in this process.



Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Certificate	Community Health Representative
Degree	Chemical Engineering
Degree	Mathematics
Degree	Mechanical Engineering
Certificate	Millwright & Carpentry
Diploma	Agri-Business
Diploma	Agricultural Production
Certificate	Agricultural Technology
Diploma	Agricultural Technology
Degree	Agriculture
Degree	Livestock Production
Degree	Soil Science
MD/PhD	Veterinary Medicine - Large Animal
Apprentice	Agricultural Mechanic
Journeyman	Agricultural Mechanic
Apprentice	Heavy Equipment Technology
Journeyman	Millwright

Other Programs Added

No additional programs were added by the respondents.

Sector Issues and Challenges as Seen by Others

As of 2001 51,800 people were working in Agriculture and Food Processing. Notably:

- “This industry accounted for 2.5% of total employment in Alberta in 2011.
- Employment in the Agricultural industry is expected to grow at an average rate of 0.8% from 2011 to 2015.”¹
- The industry is expected to account for 2.2% of total employment in Alberta in 2015²

The industry has faced significant challenges but remains a viable employer.³

¹ Alberta Enterprise and Advanced Education. “Industry Profile: Agriculture,” <http://eae.alberta.ca/documents/profiles/industry-profile-agriculture.pdf>, p. 3

² Ibid, p. 4

³ Human Resources and Social Development Canada, Strategic Policy Directorate. “Looking Ahead: a 10-Year Outlook for the Canadian Labour Market, 2005-2015.” http://www.hrsdc.gc.ca/eng/publications_resources/research/categories/labour_market_e/sp_615_10_06/sp_615_10_06e.pdf

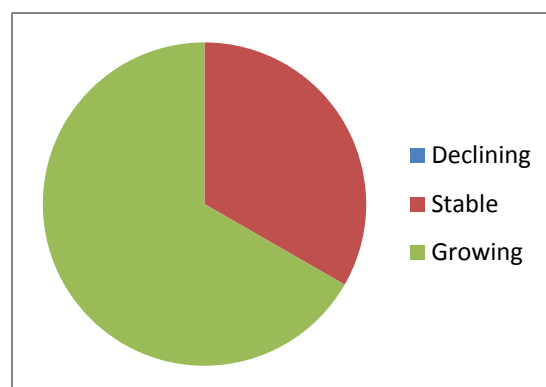
Business Administration and Law

Only two respondents were recorded for the Business Administration and Law sector. The information presented has value; however, it reflects a very narrow sampling of this sector.

Current Employment Opportunities

Respondents note that the sector is stable and growing due to the large number of small businesses and a tendency for the oil and gas industry to contract professional services that they require rather than retain those professionals on staff.

Declining	0.00%	0
Stable	33.30%	1
Growing	66.70%	2



Future Employment Opportunities

Future employment opportunities are seen as strong, however, there is concern about the lack of affordable housing being a detriment to hiring skilled professionals in northern Alberta.

Current and Future Recruiting Practices

Recruiting practices have, and continue to be, focused on newspapers. In the future, there is expected to be more emphasis placed on quality of life as a means of recruitment. There is also a focus on hiring summer students, then recruiting them for professional positions after they have graduated.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Diploma	Accounting
Diploma	Certified General Accountant -Designation - CGA
Degree	Certified Management Accountant - Designation - CMA
Degree	Accounting - CA
Diploma	Financial Analyst
Degree	Financial Analyst
Degree	Human Resources Management
Degree	Law

Other Programs Added

No additional programs were added by the respondents.

Sector Issues and Challenges as Seen by Others

The business administration and law sector used by the NADC does not match other organizations' definition. The following are some of the general trends in related definitions of this sector. Notably:

- This sector accounted for 3.5% of total employment in Alberta in 2011.
- Employment in the Business, Building, and Other Support Services sector is expected to grow at an average of 2.8% from 2011 to 2015.⁴
- The sector is expected to account for 3.7% of total employment in Alberta in 2015.⁵

⁴ Alberta Enterprise and Advanced Education. "Industry Profile: Business, Building and Other Support Services Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-business-building-and-other-support-services.pdf>, p.3

⁵ Ibid, p. 4

Communications

Ten respondents were recorded for the communications sector, representing radio broadcasting, print journalism, and telecommunications infrastructure companies.

Current Employment Opportunities

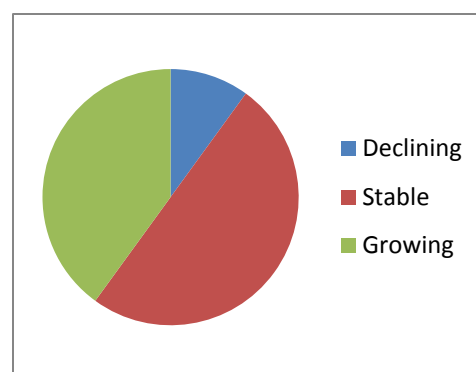
Most respondents stated that the communications sector was growing or stable. Respondents from radio stations and telecommunications infrastructure companies were more optimistic about the state of the industry than respondents from print journalism. The need to be able to provide competitive wages in an economy dominated by resource extraction was noted as an impediment to recruitment.

Respondents from print journalism identified budget cuts and a general decline in the medium as primary recruitment challenges, but stated that newspapers in rural communities are valued.

Declining	10.0%	1
Stable	50.0%	5
Growing	40.0%	4

Future Employment Opportunities

For those interested in pursuing a career in the technical side of communications, there will be many opportunities in the next three to five years. Radio stations identified the need for radio engineers and IT support, and the increasing number of broadcasting licenses available from the Canadian Radio-television Telecommunications Commission (CRTC) as opportunities for growth. Respondents from the infrastructure side of telecommunications identified the need for workers with a high degree of technical aptitude as wireless networks increase across northern Alberta.



Respondents from radio stations and newspapers stated that there will be job openings in the next three to five years, even though growth is generally stable. These positions will open through attrition; employees at northern newspapers and radio stations tend to move on to bigger markets.

Current and Future Recruiting Practices

Currently, employers in the communications recruit primarily online. Industry specific job websites are used, particularly by radio stations. Advertising through “word of mouth” and using head hunters were also mentioned. Advertising at post-secondary institutions and hiring summer students is also common.

Several respondents mentioned the struggle to recruit employees and keep them in small communities, especially when employees have been recruited from other provinces. Many of the respondents in this sector emphasized the growing importance of social media as a promotional and recruitment tool, and expected to use telephone and Skype interviews more frequently in the future.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Diploma	Public Relations
Degree	Electrical/Electronic Engineering
Diploma	Telecommunications Engineer Technology
Degree	Telecommunications Engineering
Diploma	Broadcast Arts
Degree	Broadcast Arts
Diploma	Journalism, News Reporting
Degree	Journalism, News Reporting
Degree	Professional Writing
Journeyman	Communication Electrician

Other Programs Added

Diploma Broadcast Technician/Engineer

Journeyman Communications Technician

Sector Issues and Challenges as Seen by Others

In 2011, approximately 3.8% of Albertans were employed in the information, culture and recreation industry. This industry is expected to grow by 2.1% from 2011 to 2015.⁶ Above average employment growth is expected for professionals in writing and public relations and creative and performing artists.⁷

According to the Alberta Weekly Newspaper Association, there are over 120 weekly papers in circulation in Alberta and the Northwest Territories.⁸ Although print media is on the decline, rural newspapers have bucked this trend across North America. As broadband internet access is extended, it will become increasingly important for rural and small town newspapers to create digital content. This may lead to a demand for employees with digital and interactive media design skills.⁹

⁶ Alberta Enterprise and Advanced Education, "Industry Profile: Information, Culture and Recreation." <http://eae.alberta.ca/documents/profiles/industry-profile-information-culture-and-recreation.pdf>, page 2

⁷ Ibid, page 4

⁸ Alberta Weekly Newspaper Association, "About Us." <http://www.awna.com/about-us>

⁹ PBS, "Media Shift" <http://www.pbs.org/mediashift/2012/08/at-rural-newspapers-some-publishers-still-resist-moving-online234.html>

Construction, Manufacturing and Trades

There were eight recorded responses in the construction, manufacturing and trades sector. Respondents represented construction associations, independent contractors, trade unions and industrial manufacturers.

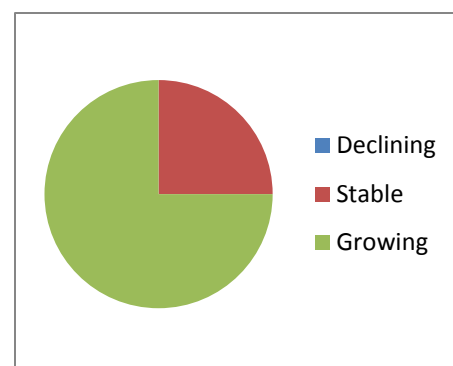
Current Employment Opportunities

All respondents in this sector indicated that it is stable or growing. The respondents who indicated that the sector is stable are operating at full capacity, and all other respondents stated that keeping up with demand and finding a sufficient number of skilled employees is a major challenge. Many respondents stated that skilled workers are retiring, and they are unable to find new employees with the right skills to fill vacant or soon-to-be vacant positions. Growth in the mining, oil and gas and logging and forestry sectors have spurred growth in construction, manufacturing and trades.

Declining	0%	0
Stable	25.0%	2
Growing	75.0%	6

Future Employment Opportunities

Respondents in the construction, manufacturing and trades sector were very optimistic about future opportunities. Many respondents stated that more skilled trades people will be required in northern Alberta, specifically pipefitters and welders. It will become increasingly difficult to recruit for these positions, as there is strong competition for employees with the mining, oil and gas sector.



Current and Future Recruiting Practices

Currently, employers in this sector are relying heavily on apprenticeship programs. To fill the many vacancies in construction, manufacturing and trades, employers are actively recruiting across Canada and overseas. Hiring fairs, print ads and social media are also used to advertise vacancies.

Respondents have started working on succession planning to guarantee that vacancies created through upcoming retirements will be filled. One respondent stated that 17% of their employees are nearing retirement. In the next three to five years, overseas recruitment and the use of temporary foreign workers will become more common. Several employers stated that maintaining good working conditions and high wages is essential for future recruitment. Respondents also stated that they are attempting to increase the participation of Aboriginal people and women in the trades. Raising awareness of the trades is also a priority for employers.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Diploma	Human Resources Management
Certificate	Carpentry

Degree	Civil Engineering
Diploma	Civil Engineering Technology
Degree	Computer Science
Degree	Construction Engineering
Degree	Engineering
Certificate/Diploma	Engineering Technology
Certificate	Heavy Equipment Operator
Certificate	Heavy Equipment Technology
Diploma	Heavy Equipment Technology
Certificate	Instrumentation Technology
Diploma	Instrumentation Technology
Certificate	Machinist
Diploma	Materials Engineering Technology
Certificate	Millwright and Carpentry
Degree	Survey Engineering
Certificate	Welding
Apprentice	Automotive Service Technology
Journeyman	Carpenter
Journeyman	Electrician
Apprentice	Heavy Equipment Technology
Journeyman	Heavy Equipment Technology
Journeyman	Insulator
Journeyman	Welding

Medium and Low Demand, but Hard to Recruit

Journeyman Instrument Mechanic

Journeyman Iron Worker

Journeyman Millwright

Journeyman Machinist

Other Programs Added

Apprentice Steamfitter-Pipefitter

Sector Issues and Challenges as Seen by Others

In 2011, approximately 10% of Albertans worked in construction. By 2015, 11% of Albertans will work in this sector.¹⁰ From 2011-2015, there will be above average demand for plumbers, pipefitters and gas fitters, carpenters, cabinet makers, masons and plasterers, electricians, heavy equipment operators, crane operators, drillers and blasters, and 'other construction trades.'¹¹ Currently, only 13% of employees in this sector are women.¹² By 2020, employment in construction will increase by 35,200 employees.¹³ Employers will likely try to increase the participation rate of women in this sector to meet the demand.

¹⁰ Alberta Enterprise and Advanced Education (AEA) "Industry Profile: Construction," <http://eae.alberta.ca/documents/profiles/industry-profile-construction.pdf>, p. 3

¹¹ Ibid, p. 4

¹² Ibid p. 6

¹³ Ibid, p. 4

In 2011, approximately 7 % of Alberta worked in manufacturing.¹⁴ Although employment in this sector is likely to see a slight decrease by 2015, the need for labourers will remain high. Compared to other provinces, Alberta's manufacturing sector is highly specialized and requires highly skilled workers.¹⁵ In 2007, the two most valuable groups of products manufactured in Alberta were petroleum/coal products and chemicals; nationally, the most valuable product was transportation equipment. Machinery, food and fabricated metal products also contributed to Alberta's GDP.¹⁶ In a 2006 survey by the Canadian Manufacturers and Exporters, 95% of Alberta's manufacturers stated that the labour shortage dramatically impacted their productivity, and expected the labour shortage to worsen.¹⁷ Over 75% of Alberta manufacturers identified the availability of skilled and experienced personnel as a problem that will impact manufacturers for the foreseeable future.¹⁸

¹⁴ Alberta Enterprise and Advanced Education. "Industry Profile: Manufacturing," <http://eae.alberta.ca/documents/profiles/industry-profile-manufacturing.pdf>, p. 2

¹⁵ Ronald V. Kalafsky and Murray D. Rice. "Alberta's Manufacturers: Workforce Challenges and Strategies," *Western Geographer* 2007-9, pp. 39-60, p. 43

¹⁶ Ibid, p. 45

¹⁷ Ibid, p. 47

¹⁸ Ibid, p. 49

Education

Eighteen respondents were recorded for the Education sector.

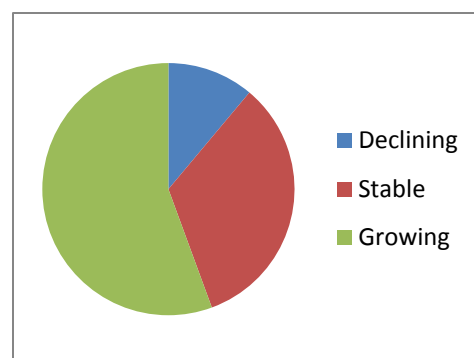
Current Employment Opportunities

Respondents note that for the most part the sector is growing. Some felt that it was stable, and a few felt that it was declining.

Declining	11.10%	2
Stable	33.30%	6
Growing	55.60%	10

Future Employment Opportunities

Future employment opportunities for this sector look good, with openings in executive positions projected because of retirements and an increased need for instructors for trades training. Respondents commented that there is a strong relationship between enrolments and what programs are offered, and employment opportunities.



Current and Future Recruiting Practices

A variety of recruiting practices are used, including:

- Recruitment /job fairs at universities
- Country wide online advertising
- Social media
- Hosting practicum placement students
- Northern Student Teacher Bursary and Northern Teacher Practicum Support
- Local newspapers
- Word of mouth

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**. Interestingly, all of these programs were listed as medium to low demand by respondents and are included in a separate table.

High Demand

Degree	Career & Technology Studies
Degree	Education - Math
Degree	Education - Music/Band
Degree	Education - Native Studies
Degree	Education - Science
Degree	French Immersion
Degree	Speech Language Pathology
Masters	Speech Language Pathology
Degree	Communications Studies

Masters	Communications Studies
Diploma	Computer Engineering Technology
Degree	Computer Science
Masters	Computer Science
MD/PhD	Computer Science

Medium and Low Demand, but Hard to Recruit

Degree Education – TEN

Degree Other Languages – Elementary

Diploma Aboriginal Child & Family Services

Other Programs Added

No additional programs were added by respondents.

Sector Issues and Challenges as Seen by Others

The education sector is a large employer in Alberta:

- This sector accounted for 6.1% of total employment in Alberta in 2011.¹⁹
- Employment in the Educational Services sector is expected to grow at an average rate of 1.5% from 2011 to 2015.²⁰
- The sector is expected to account for 6.2% of total employment in Alberta in 2015²¹

¹⁹ Alberta Enterprise and Advanced Education. "Industry Profile: Educational Services Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-educational-services.pdf>, p. 3

²⁰ Ibid

²¹ Ibid, p. 4

Finance and Insurance

Six respondents were recorded for the finance and insurance sector, representing Community Futures organizations, financial planners, accountants and credit unions.

Current Employment Opportunities

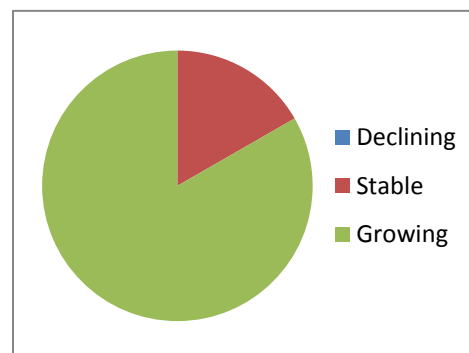
The majority of respondents in this sector identified it as growing due to population growth and aging. These two forces have created a large demand for financial services in the region. In addition to a high demand for services, respondents in the finance and insurance sector identified several recruitment challenges including a large number of positions opened through retirement, and competition with the mining, oil and gas sector for employees.

Declining	0.00%	0
Stable	16.7%	1
Growing	83.3%	5

Future Employment Opportunities

Based on the dual forces of aging and population growth, respondents were optimistic about future employment opportunities in this sector. If the demand for services continues at its current pace, individual financial advisors stated that they will likely hire other advisors and staff for office management. There is also a need for financial advisors in smaller communities across the region.

Respondents predicted continued employee churn in the industry, and identified a shortage of financial advisors. Although respondents stated there is room for career advancement, the potential for a slow-down in the sector was mentioned. The health of the finance and insurance sector relies on the strength of other economic activity, particularly in mining, oil and gas.



Current and Future Recruiting Practices

Currently, recruitment is typically conducted through newspaper ads. One respondent mentioned the need to advertise outside of the region to attract employees. Career fairs, university information sessions and online advertising are also used. Outside recruitment firms are sometimes used for senior and executive level positions. As a perk, one respondent offers their employees the option of a modified work week.

Respondents expected that to an extent, recruiting practices will stay the same, but advertising for vacant positions will be done extensively. Several respondents for this sector identified the need for new recruiting practices, as the expectation is that the sector will continue to grow, and employers have been unable to recruit all of the employees they need.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Certificate	Accounting
Diploma	Accounting
Diploma	Administration Technology
Degree	Bachelor of Commerce
Degree	Business Administration
Diploma	Certified General Accountant -Designation - CGA
Degree	Certified Management Accountant - Designation - CMA
Degree	Accounting - CA
Degree	Insurance
Degree	Management
Degree	Economics
Diploma	Financial Analyst
Degree	Financial Analyst
Degree	Financial Management
Degree	Human Resources Management
Degree	Industrial Management and Relations
Diploma	Computer Programming and Software

Other Programs Added

Certified Financial Planner

Sector Issues and Challenges as Seen by Others

In 2011, nearly 5% of Albertans were employed in the finance, insurance, real estate and leasing sector.²² Slight growth is projected in this sector, but employment will remain at approximately 5% by 2015.²³ Over the last ten years, employment in this sector across the province has declined.²⁴ The growth in opportunities identified by respondents in this sector may be a localized phenomenon. By 2015, there will be higher demand for finance and insurance clerks, insurance and real estate buyers and sellers, and managers in finance and business services occupations.²⁵

²² Alberta Advanced Education and Enterprise. "Industry Profile: Finance, Insurance, Real Estate and Leasing Industry," p. 2

²³ Ibid

²⁴ Ibid, p. 4

²⁵ Ibid

Government and Administration

There were 29 respondents for the government and administration sector.

Current Employment Opportunities

Respondents see employment opportunities as growing due to the requirement to have more staff to deal with economic growth and investment in northern Alberta. Retirements are also seen as leading to more employment opportunities.

Declining	10.30%	3
Stable	37.90%	11
Growing	51.70%	15

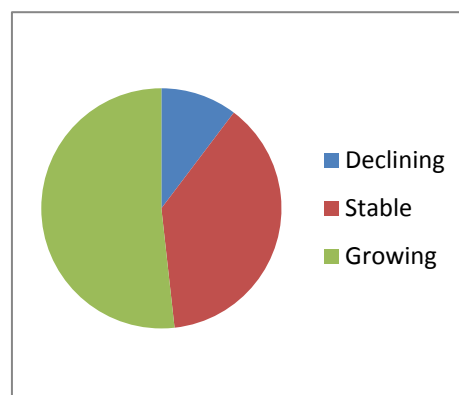
Future Employment Opportunities

Respondents expect new jobs in accounting and financial services, project management, program design and administration, planning, land management, health services, construction and transportation at both a municipal and provincial level, in addition to seniors care.

Current and Future Recruiting Practices

Current and future recruiting practices include:

- Local and provincial newspapers
- Online advertisements
- Online review of job seekers
- GOA website
- Headhunting organizations
- Focus on succession planning, not recruitment



Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Certificate	Community Health Representative
Certificate	Health Development and Administration
Degree	Health Sciences
Masters	Public Health Policy
Degree	Public Health Science - Inspector
Diploma	Certified General Accountant -Designation - CGA
Degree	Certified Management Accountant - Designation - CMA
Diploma	Building/Heating Inspector
Degree	Civil Engineering
Diploma	Civil Engineering Technology
Degree	Mechanical Engineering
Diploma	Water and Wastewater Treatment

Degree	Water and Wastewater Treatment
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Other Programs Added

Paralegal
Heavy Duty Mechanic
Safety Codes
Heavy Equipment Operator
Property Assessor
Electrician
Millwright

Sector Issues and Challenges as Seen by Others

The respondent's observations were also noted by other evaluations of the labour potential in this sector. Specifically:

- This sector accounted for 4.0% of total employment in Alberta in 2011.²⁶
- Employment in the Public Administration sector is expected to grow at an average rate of 1.3% from 2011 to 2015.²⁷
- This sector is expected to account for 4.1% of total employment in Alberta in 2015²⁸

²⁶ Alberta Enterprise and Advanced Education. "Industry Profile: Public Administration Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-public-administration.pdf>, p.3

²⁷ Ibid

²⁸ Ibid, p. 4

Hospitality, Recreation and Tourism

Nine respondents were recorded for the hospitality, recreation and tourism sector. These respondents represented tourism associations, chambers of commerce, hotels, restaurants and recreational centers.

Current Employment Opportunities

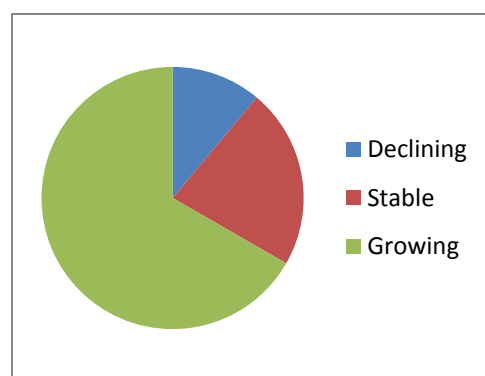
The majority of respondents in this sector identified it as growing, mainly through increased activity in the mining, oil and gas sector. Population and economic growth across the region have created many opportunities in this sector. As part of the service industry, opportunities in hospitality, recreation and tourism grow when the economy is strong.

Respondents noted that tourism is a growing industry, but finding employees is difficult due to the wage differential between this sector and mining, oil and gas. As a result, this sector relies heavily on temporary foreign workers.

Declining	11.1%	1
Stable	22.2%	2
Growing	66.7%	6

Future Employment Opportunities

The sector is expected to grow as infrastructure and new tourist attractions are developed in the north. However, there are also significant challenges for recruitment. Several respondents noted that there is a critical labour shortage in hospitality, recreation and tourism, as well as demands for higher wages to keep up with other sectors. Affordable housing remains an issue for recruitment in this sector.



Current and Future Recruiting Practices

Currently, employers in this sector use Internet advertising, 'word of mouth,' post-secondary career fairs and on-the-spot hiring to fill vacancies. Employee retention is important to employers in this sector, as many employees leave to pursue opportunities in other sectors. Positions that require specialized training are sometimes filled through practicum or co-op placements. Temporary foreign workers are essential to employers operating in this sector.

A heavy reliance on temporary foreign workers will continue in this sector. Employers plan on recruiting from across Canada. Increasing wages and working to change the perception of careers in hospitality, recreation and tourism are important for the future recruitment plans of respondents from this sector.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Diploma	Business Administration
Degree	Business Administration
Diploma	Hotel and Food Administration

Diploma	Hotel Management
Degree	Hotel Management
Degree	Recreation Administration
Diploma	Tourism and Hospitality
Certificate	Turfgrass Technology
Diploma	Turfgrass Technology
Diploma	Commercial Cook
Certificate	Culinary Arts
Apprentice	Commercial Cook
Journeyman	Commercial Cook

Medium and Low Demand, but Hard to Recruit

Certificate Business Administration

Masters Business Administration

Diploma Commercial Baker

Other Programs Added

Certificate Catering Management

Certificate/Diploma Hospitality and Tourism Management

Sector Issues and Challenges as Seen by Others

In 2011, approximately 6% of Albertans were employed in the accommodation and food service Industry.²⁹ It is expected that this employment rate across the province will remain stable until 2015.³⁰ Employment in this sector increased by nearly 18% from 2001-2011.³¹ In the coming years, there will be an increase in demand for chefs and cooks, managers in food services and accommodation, and food and beverage servers.³²

Employers in the hospitality, recreation and tourism sector are also part of the information, culture and recreation sector. This includes archives and heritage institutions, golf courses, skiing facilities, and fitness and recreational centers.³³ There will be below average growth for professionals in recreation from 2011-15.³⁴

According to the Alberta Hotel and Lodging Association, there is strong growth for accommodation providers. In the last year, over 1,000 new hotel rooms have opened across the province.³⁵ One significant challenge to accommodation providers is fluctuations in the mining, oil and gas industry. High demand in the mining, oil and gas industry has increased labour costs for construction, and demand for hotel rooms in northern Alberta is often tied to activity in mining, oil and gas.³⁶

²⁹ Alberta Enterprise and Advanced Education, "Industry Profile: Accommodation and Food Services" <http://eae.alberta.ca/documents/profiles/industry-profile-accommodation-and-food-services.pdf>, p. 3

³⁰ Ibid

³¹ Ibid, p. 4

³² Ibid

³³ AEA, "Industry Profile: Information, Culture and Recreation," p. 2

³⁴ Ibid, p. 4

³⁵ Carrie Russell, "Hotel Development Trends in Alberta," *Alberta Hospitality*, Winter 2013, p. 7 <http://www.ahla.ca/wp-content/uploads/2013/01/abhwin13.pdf>

³⁶ Ibid, p. 9

Logging, Forestry, and Wood Products

Nine respondents commented on this industry.

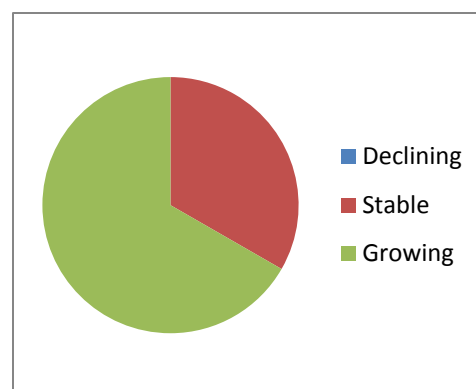
Current Employment Opportunities

Respondents note that the logging, forestry, and wood products industry is stable and growing. Markets are seen as improving, and expansion into additional products/markets are listed as the reasons.

Declining	0.00%	0
Stable	33.30%	3
Growing	66.70%	6

Future Employment Opportunities

Future employment opportunities will be because of retirements, requirements for additional maintenance personnel, and expansion. Positions will also be available in finance, trucking, and power recovery. Respondents estimated that there will be a 10% opening of positions due to retirement over the next few years.



Current and Future Recruiting Practices

Current recruiting practices are:

- Online
- Social media
- Newspaper
- Trade fairs
- Post-secondary job fairs
- Forestry campaigns
- Radio ads
- Head hunters

Future recruiting practices will be more aggressive and targeted recruiting of trades, and reliance on the Foreign Worker program.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Degree	Chemical Engineering
Diploma	Chemical Engineering Technology
Diploma	Electrical Technology
Masters	Electrical/Electronic Engineering
Degree	Engineering
Certificate	Instrumentation Technology
Diploma	Instrumentation Technology

Certificate	Millwright & Carpentry
Diploma	Power Engineering Technology
Certificate	Welding
Degree	BSc/Chemistry
Degree	Forest Management
Certificate	Forest Technology
Diploma	Forest Technology
Certificate	Wood Products Processing
Degree	Wood Products Processing
Journeyman	Electrician
Journeyman	Instrument Mechanic
Journeyman	Millwright

Other Programs Added

Respondents added degree programs in marketing, bio-engineering, and materials engineering.

Sector Issues and Challenges as Seen by Others

The logging, forestry, and wood products industry is growing. Alberta Enterprise and Advanced Education notes that:

- This industry accounted for 0.2% of total employment in Alberta in 2011.³⁷
- Employment in the Forestry and Logging with Support Activities industry is expected to grow at an average rate of 1.1% from 2011 to 2015.³⁸
- This industry is expected to account for 0.2% of total employment in Alberta in 2015.³⁹

³⁷ Alberta Enterprise and Advanced Education. "Industry Profile: Forestry Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-forestry.pdf>, p. 3

³⁸ Ibid, p. 3

³⁹ Ibid, p. 4

Medical and Health Services

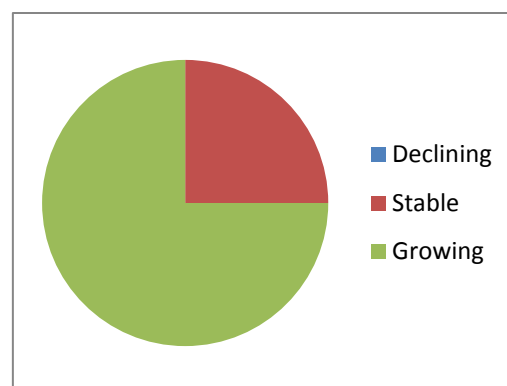
Eight respondents were recorded for the medical and health services sector. Respondents represented emergency medical services, holistic treatment centers and rural medicine associations.

Current Employment Opportunities

The majority of respondents in this sector identified it as growing, due to population growth and aging in the region. The respondents who identified the sector as stable noted that since health care is an essential service, the demand is always high, and therefore has not changed significantly in recent years.

Several respondents stated that they cannot keep up with demand. An acute need for doctors and EMS professionals was noted. The respondents noted that EMS professionals are in high demand as they serve the oil and gas industry.

Declining	0%	0
Stable	25.0%	2
Growing	75.0%	6



Future Employment Opportunities

The growing population will create more opportunities for professionals in this sector. Population aging will create new demands on the health care system, and there will be a need for more specialists. The high demand for EMS professionals will continue as the oil and gas industry expands its operations. There will also be a need for nurses, as a large number in the region are close to retirement.

Current and Future Recruiting Practices

Employers in this sector are currently using province and country-wide print ads, online advertising, job postings on sector specific sites and local and international job fairs to recruit employees. Post-secondary recruitment and high school information sessions and internships are also used. Relocation assistance is offered by some employers in this sector.

Respondents did not feel that recruiting practices will change substantially. There is a sense that employers in the sector are already doing everything they possibly can to recruit employees. Many respondents noted that they will use the same recruiting practices with greater frequency in the future.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

MD/PhD	General Practice Medicine
MD/PhD	Orthopedic Surgeon
MD/PhD	Specialist – Anesthesia
MD/PhD	Dental Surgery
MD/PhD	Dentistry
MD/PhD	Specialist - Obstetrics Gynecology

MD/PhD	Specialist – Psychiatry
MD/PhD	Specialist – Surgery
Diploma	Combined X-Ray and Lab Technology
Diploma	Diagnostic Medical Sonography
Diploma	Emergency Medical Technician (Paramedic)
Diploma	Emergency Medical Technician (Ambulance)
Certificate	Health Care Aide
Degree	Midwife
Degree	Nursing
Degree	Nursing (Operating Room)
Masters	Nurse Practitioner
Degree	Occupational Therapy
Diploma	Licensed Practical Nurse
Diploma	Respiratory Technician
Diploma	Computer Engineering Technology

Medium and Low Demand, but Hard to Recruit

Diploma Acupuncture
 Diploma Athletic Therapy
 Masters Audiology
 Diploma Biomedical Engineering Technology
 Degree Biomedical Engineering Technology
 Certificate Community Health Representative
 Diploma Community Rehabilitation
 Degree Community Rehabilitation
 Certificate Dental Assistant
 Diploma Dental Assistant
 Diploma Dental Hygiene
 Degree Dental Hygiene
 Diploma Denturist
 Diploma Dietary Technology
 Masters Chiropractic
 Certificate Emergency Medical Responder
 Masters Epidemiology
 Diploma Fitness Leadership
 Diploma Food and Nutrition Management
 Certificate Health Development and Administration
 Degree Health Promotion/Community Development
 Masters Health Promotion/Community Development
 Certificate Health Records
 Degree Health Sciences
 Masters Health Services Administration
 Degree Kinesiology
 Diploma Holistic Health Practitioner
 Certificate Massage Therapy
 Diploma Massage Therapy
 Diploma Medical Lab Technology
 Diploma Medical X-Ray Technology
 Diploma Medical Radiologic Technology
 Degree Nursing (Community Health Nurse)
 Degree Nutrition and Food Sciences

Masters Occupational Therapy
Degree Optometry
Degree Pharmacy
Certificate Pharmacy Technology
Diploma Pharmacy Technology
Diploma Physical Therapy Assistant
Degree Physical Therapy
Masters Physical Therapy
Masters Public Health Policy
Diploma Public Health Science – Inspector
Diploma Radiation Therapy
Diploma Recreation Therapy Assistant
Degree Recreation Therapy
Certificate Reflexology
Diploma Rehabilitation Practitioner
Degree Rehabilitation Practitioner
Diploma Speech Language Assistant
Degree Speech Language Pathology
Masters Speech Language Pathology
Diploma Therapist Assistant
Certificate Unit Clerk
Diploma Addictions Counseling
Masters Clinical Psychology
Masters Counseling Services
Masters Psychology
MD/PhD Psychology
Degree Social Work/Services – Aboriginal Specialization
Masters Social Work/Services – Aboriginal Specialization
Diploma Social Work/Welfare – General
Degree Social Work/Welfare– General
Masters Social Work/Welfare – General
Degree Business Administration
Diploma Laboratory Technology
Diploma Personal Fitness Trainer

Other Programs Added

No other programs added.

Sector Issues and Challenges as Seen by Others

In 2011, approximately 11% of Albertans were employed in the health care and social assistance sector.⁴⁰ This sector is projected to continue growing.⁴¹ There will be a need for more managers in this sector in the near future.⁴²

Meeting demand is a challenge for employers in this sector. In 2012, the Canadian Institute for Health Information (CIHI) released a report on Canadian trends in regulated nursing from 2006-2010. The College and Association of Registered Nurses of Alberta (CARNA) responded to the report, stating that it

⁴⁰ Alberta Enterprise and Advanced Education. “Industry Profile: Health Care and Social Assistance,” <http://eae.alberta.ca/documents/profiles/industry-profile-health-care-and-social-assistance.pdf> p. 3

⁴¹ Ibid

⁴² Ibid, p. 4

reinforced the need to invest in nursing across the province.⁴³ Alberta has the third lowest number of nurses compared to the population in the country, after British Columbia and Ontario.⁴⁴ CARNA supports increasing the number of nursing education spots. Since nearly 26% of Alberta's nurses are 55 or older, there is a need for more nurses in the province.⁴⁵

MDs and PhDs in nearly all fields were ranked as high demand and hard to recruit in this survey. As of December 2012, only 5% of the province's physicians were practicing in the North Zone.⁴⁶ Attracting physicians to rural areas is an issue across Canada.⁴⁷

⁴³ College and Association of Registered Nurses of Alberta. "Alberta Registered Nurses Respond to CIHI Report," Jan. 26, 2012. <http://www.nurses.ab.ca/Carna/index.aspx?WebStructureID=6233>

⁴⁴ Ibid

⁴⁵ Ibid

⁴⁶ College of Physicians and Surgeons of Alberta. "Quarterly Update, Physician Resources in Alberta, October 01, 2012 to December 31, 2012." http://www.cpsa.ab.ca/Libraries/pro_registration/quarterly-report-q4.pdf?sfvrsn=6 p. 3

⁴⁷ Maria Matthews. "Policy of recruiting doctors to rural centers fails," *Winnipeg Free Press*, March 11, 2013. <http://www.winnipegfreepress.com/opinion/westview/Policy-of-recruiting-doctors-to-rural-centres-fails-197029831.html?device=mobile>

Mining Oil and Gas

There were 11 respondents for the mining oil and gas industry.

Current Employment Opportunities

The mining oil and gas industry is mostly considered to be growing by respondents. Respondents noted that labour opportunities are growing because of increased demand due to worldwide population growth and retirement. One respondent also noted competition from other industries and attrition for opening up positions in mining, oil and gas.

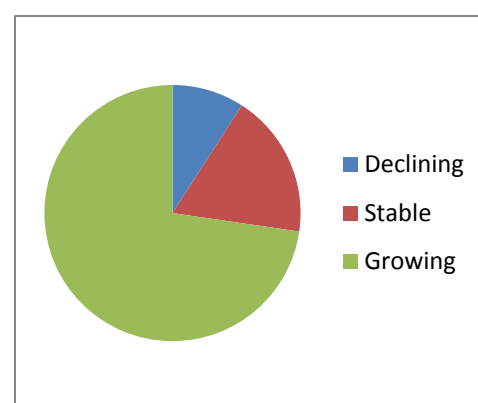
Declining	9.10%	1
Stable	18.20%	2
Growing	72.70%	8

Future Employment Opportunities

Future employment opportunities are seen as a challenge because of retirements and because of less experienced job seekers who do not have the same tolerance of cyclical work cycles or long hours. There is also a shortage of skilled professionals in particular programs of study.

Current and Future Recruiting Practices

Current recruiting practices include radio, newspapers, online advertisements, social media as well as employee incentives for referrals. Signing bonuses and job fairs are also used.



Future recruiting practices are expected to be more competitive. Respondents noted that they are hiring additional human resource practitioners and that they expect it to become more difficult to hire qualified people. Other respondents noted that they expect recruitment efforts to stay the same.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Degree	Chemical Engineering
Degree	Civil Engineering
Diploma	Civil Engineering Technology
Diploma	Construction Engineering
Degree	Electrical/Electronic Engineering
Degree	Engineering
Certificate	Gas Field Operator
Certificate	Heavy Equipment Technology
Diploma	Heavy Equipment Technology
Diploma	Industrial Heavy Equipment Technology

Degree	Instrumentation Engineering
Certificate	Instrumentation Technology
Diploma	Instrumentation Technology
Certificate	Mechanic Diesel
Certificate	Mechanic General
Degree	Mechanical Engineering
Diploma	Piping Technologies - Non-plumbing
Certificate	Power Engineering Technology
Diploma	Power Engineering Technology
Certificate	Process Operator - Oil Field
Diploma	Process Operator - Oil Field
Certificate	Welding
Apprentice	Heavy Equipment Technology
Journeyman	Heavy Equipment Technology

Other Programs Added

Respondents also listed Class 1 Drivers in high demand.

Sector Issues and Challenges as Seen by Others

According to Alberta Enterprise and Advanced Education:

- This industry accounted for 7.2% of total employment in Alberta in 2011.⁴⁸
- Employment in the Mining and Oil and Gas Extraction industry is expected to grow at an average rate of 2.2% from 2011 to 2015.⁴⁹
- This industry is expected to account for 6.9% of total employment in Alberta in 2015.⁵⁰

⁴⁸ Alberta Enterprise and Advanced Education. "Industry Profile: Mining and Oil and Gas Extraction Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-mining-oil-and-gas-extraction.pdf>, p. 3

⁴⁹ Ibid

⁵⁰ Ibid, p. 4

Retail and Wholesale Trade

Five respondents commented on the retail and wholesale trade sector.

Current Employment Opportunities

Respondents in this sector either saw it as declining or as growing. None saw it as stable. The expected decline is seen as being the result of online sales and tight competition. Growth is seen as the result of a strong economy.

Declining	20.00%	1
Stable	0.00%	0
Growing	80.00%	4

Future Employment Opportunities

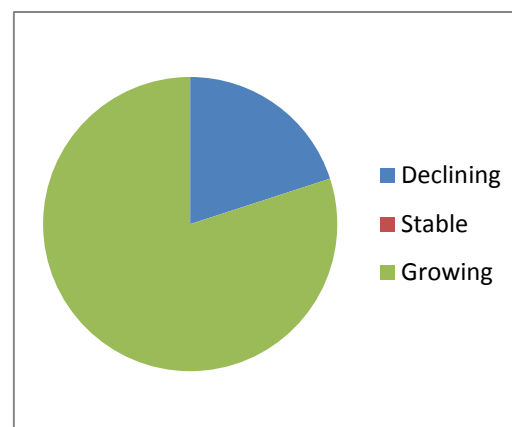
Finding qualified people is seen as a challenge, as is competing with online sales and direct sales, and industrial wages.

Current and Future Recruiting Practices

Recruitment practices include:

- online advertisements
- advertising through newspapers
- recruitment companies

Signing bonuses, assistance in finding housing, and paid tuition have also been used.



Respondents expect recruitment to become more of an issue in the future, particularly around hiring qualified employees, and expect to see increases in wages and bonuses. There will also be more of a focus on social media.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

Degree	Pharmacy
Certificate	Accounting
Diploma	Accounting
Degree	Accounting - CA
Masters	Communications Studies
Diploma	Financial Management
Certificate	Digital & Interactive Media Design
Diploma	Digital & Interactive Media Design
Certificate	Outdoor Power Equipment Technician
Certificate	Partsman
Certificate	Webmaster / Internet Consultant

Apprentice	Automotive Service Technology
Journeyman	Automotive Service Technology

Other Programs Added

Respondents did not have any other programs to add.

Sector Issues and Challenges as Seen by Others

Other labour force projections break this sector into retail trade, and wholesale trade. For retail trade:

- This sector accounted for 11.1% of total employment in Alberta in 2011.⁵¹
- Employment in the Retail Trade sector is expected to grow at an average rate of 1.7% from 2011 to 2015.⁵²
- This sector is expected to account for 11.2% of total employment in Alberta in 2015.⁵³

For wholesale trade:

- This sector accounted for 4.4% of total employment in Alberta in 2011.⁵⁴
- Employment in the Wholesale Trade sector is expected to grow at an average rate of 2.5% from 2011 to 2015.⁵⁵
- This sector is expected to account for 3.7% of total employment in Alberta in 2015.⁵⁶

⁵¹ Alberta Enterprise and Advanced Education. "Industry Profile: Retail Trade Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-retail-trade.pdf>, p. 3

⁵² Ibid

⁵³ Ibid, p. 4

⁵⁴ Alberta Enterprise and Advanced Education. "Industry Profile: Wholesale Trade Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-wholesale-trade.pdf>, p. 3

⁵⁵ Ibid

⁵⁶ Ibid, p. 4

Social Services

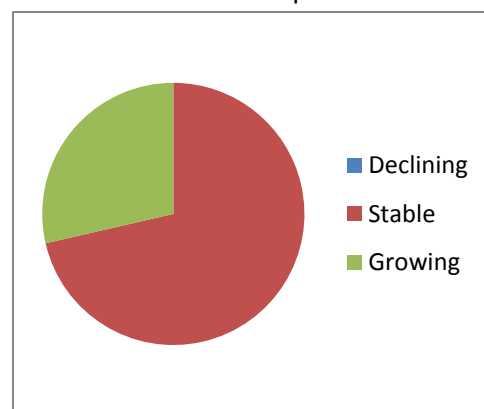
Seven respondents were recorded for the social services sector. Respondents represented daycares, Family and Community Support Services (FCSS) organizations, regional child and family services authorities, and fetal alcohol spectrum disorder (FASD) networks.

Current Employment Opportunities

The majority of respondents identified this sector as stable, and some identified it as growing. The stability in this sector seems to come from competing demands; the need for services has outpaced increases in funding. Therefore, many social services providers only hire staff to replace employees who have retired, are on leave, or have left the organization. For some organizations, the ability to hire staff is dependent on available project funding. Non-profit organizations have a particularly difficult time staffing positions, since the wages offered may be lower than in a comparable position within government.

Due to a high turn-over rate, there are opportunities for employment in this sector. There is a particular need for experienced supervisory staff.

Declining	0%	0
Stable	71.4%	5
Growing	28.6%	2



Future Employment Opportunities

Respondents stated that there will continue to be opportunities in the social services sector, mostly through turn-over. There will be a strong need for managerial staff, home care and day care workers, and recruiting new talent to rural areas.

Current and Future Recruiting Practices

Employers in the social services sector use online and print ads to recruit staff. Since positions in this sector can be difficult to fill, many employers in this sector use incentives to attract employees. Some of the incentives used by the respondents are relocation assistance, cost of living allowances, flex hours, home offices, and training opportunities.

Respondents expected that the same practices will be used in the future, but employers will need to broaden their search to find qualified employees. International recruitment will become more common. For non-profit organizations in this sector, offering a salary close to the government rate of pay will be important. Since there is a high turn-over rate in this sector, some respondents plan on putting a greater emphasis on work-life balance as an incentive when recruiting.

Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**.

High Demand

MD/PhD	Specialist – Psychiatry
Certificate	Community Health Representative

Degree	Nursing Psychiatric
Certificate	Aboriginal Child and Family Services
Diploma	Aboriginal Child and Family Services
Masters	Clinical Psychology
Masters	Counseling Services
Certificate	Disability and Community Support
Certificate	Early Childhood Development
Diploma	Early Childhood Development
Degree	Early Childhood Development
MD/PhD	Psychology
Diploma	Social Work/Services – Aboriginal Specialization
Degree	Social Work/Services – Aboriginal Specialization
Diploma	Social Work/Welfare – General
Degree	Social Work/Welfare – General
Certificate	Women’s Shelter Crisis Worker
Diploma	Computer Engineering Technology
Certificate	Digital and Interactive Media Design

Medium and Low Demand, but Hard to Recruit
Masters Psychology

Other Programs Added

Certificate Health Care Aide

Sector Issues and Challenges as Seen by Others

The social services sector is part of the health care and social assistance sector. This sector employs approximately 11% of Albertans.⁵⁷ As with occupations in the medical and health services sector, there will be a high demand for supervisory and management staff in the coming years.⁵⁸

Social work and mental health care in northern and rural communities are closely linked, and social workers must have a broad set of skills.⁵⁹ There is a high demand for rural social workers, but federal and provincial budget cuts have led to a reduction in the number of employees and the financial resources available to employers in this sector.⁶⁰ According to the Canadian Association of Social Workers, rural and northern social workers are particularly prone to burnout, leading to high turnover rates.⁶¹ While the number of social workers across Canada almost doubled from 1997-2004, the increase across the Prairie Provinces was far less substantial.⁶² T

⁵⁷ AEA. “Industry Profile: Health Care and Social Assistance,” p. 3

⁵⁸ Ibid, p. 4

⁵⁹ Ralph Bodor. “The future of social work and mental health in rural and northern Canada,” *Rural Society*, 19.4 (Dec. 2009), pp. 289-292, p. 289

⁶⁰ Ibid

⁶¹ Ibid, p. 90

⁶² Ibid

Transportation and Utilities

Nine respondents commented on the transportation and utilities sector. They were predominantly from the transportation sector.

Current Employment Opportunities

Respondents to the transportation and utilities sector note that it is either stable, or predominantly growing. No respondents commented that it was declining. It is seen as growing due to retirements, and changes in government policy, which lead to opportunities.

Declining	0.00%	0
Stable	22.20%	2
Growing	77.80%	7

Future Employment Opportunities

There is opportunity for commercial drivers due to increased demand and retirements. An increase in the provinces' population is also seen as creating demand for more utilities.

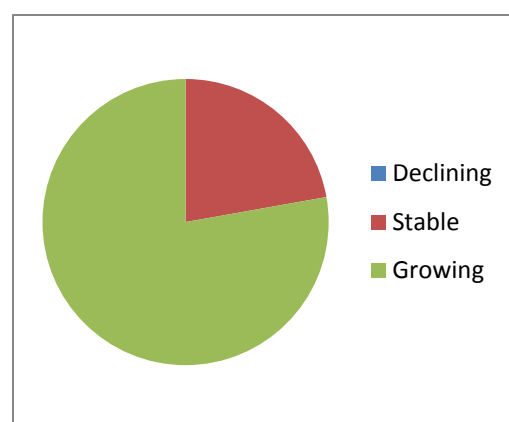
Current and Future Recruiting Practices

Current recruiting practices include:

- Newspapers
- Radio
- Social media
- Trade seminars
- Word of mouth
- Recruitment fairs
- Foreign Worker Program

Various hiring incentives have also been used such as paying relocation costs.

Future recruiting practices are not clear, but will involve less reliance on newspaper and radio advertisements, more pressure on recruiters, and a focus on word of mouth advertising.



Field of Study Ratings

The following high demand programs are based on respondent scores. Programs that were identified by at least 1/3 of respondents as **hard to recruit** are **bolded**. The transportation and utilities sector had the largest number of high demand programs that are also hard to recruit.

High Demand

Diploma	Accounting
Degree	Business Administration
Masters	Business Administration
Degree	Human Resources Management
Degree	Industrial Management & Relations
Diploma	Public Relations
Degree	Civil Engineering

Diploma	Civil Engineering Technology
Degree	Computer Engineering
Degree	Computer Science
Degree	Computer Systems Analyst
Degree	Construction Engineering
Diploma	Design/Drafting
Degree	Electrical/Electronic Engineering
Degree	Engineering
Masters	Engineering
MD/PhD	Engineering
Degree	Geological Engineering
Degree	Geometrics Engineering
Degree	Geophysical Engineering
Certificate	Heavy Equipment Operator
Degree	Materials Engineering
Degree	Mechanical Engineering
Diploma	Mechanical Engineering Technology
Journeyman	Automotive Service Technology
Journeyman	Communication Electrician
Journeyman	Electrician
Journeyman	Heavy Equipment Technology
Journeyman	Power Lineman
Journeyman	Power System Electrician
Journeyman	Welding

Other Programs Added

Class 1 drivers and transit operators were listed by respondents as additional programs to add to this sector.

Sector Issues and Challenges as Seen by Others

Other labour force projections break this sector into transportation and warehousing, and utilities. For transportation and warehousing:

- “This sector accounted for 5.1% of total employment in Alberta in 2011.”⁶³
- Employment in the Transportation and Warehousing sector is expected to grow at an average rate of 2.1% from 2011 to 2015.⁶⁴
- This sector is expected to account for 5.1% of total employment in Alberta in 2015.⁶⁵

For utilities:

- This sector accounted for 0.8% of total employment in Alberta in 2011.⁶⁶

⁶³ Alberta Enterprise and Advanced Education. “Industry Profile: Transportation and Warehousing Industry,” <http://eae.alberta.ca/documents/profiles/industry-profile-transportation-and-warehousing.pdf>, p. 3

⁶⁴ Ibid

⁶⁵ Ibid, p. 4

- Employment in the Utilities sector is expected to grow at an average rate of 1.7% from 2011 to 2015.⁶⁷
- This sector is expected to account for 0.9% of total employment in Alberta in 2015.⁶⁸

⁶⁶ Alberta Enterprise and Advanced Education. "Industry Profile: Utilities Industry," <http://eae.alberta.ca/documents/profiles/industry-profile-utilities.pdf>, p. 3

⁶⁷ Ibid

⁶⁸ Ibid, p. 4

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Back cover photo: Footner Lake Killdeer, photo submitted to NADC's photo contest by Georgina Boucher



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