

**SASKATOON LABOUR MARKET COMMITTEE**  
**Saskatoon Work Force and Employer Needs Study**  
**Final Report**

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# EXECUTIVE SUMMARY

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## INTRODUCTION

The Saskatoon Labour Market Committee (SLMC) contracted Fast Consulting to conduct the Saskatoon Work Force and Employer Needs Study. The study serves to profile the Saskatoon labour market, identify issues and challenges facing employers, and highlight successful recruitment and retention strategies.

The primary objective of this study is to provide SLMC with a comprehensive understanding of the employment-related needs and issues of local employers. Specifically, the study aims to:

- Conduct primary research with Saskatoon employers in order to profile the current labour market situation,
- Identify where employment vacancies exist and what employee recruitment and retention issues are facing employers; and
- Develop a set of proposed employee attraction and retention strategies that will address the needs of local employers.

## RESEARCH METHODOLOGY

In order to achieve the project objectives, Fast Consulting employed three types of research methodologies: survey research, focus groups and high-level interviews. The survey was designed to identify employment trends, skills shortages, recruitment and retention issues, staff stability and information needs. The focus groups and high-level interviews were designed to further investigate the issues and challenges identified in the survey. Discussion topics included recruitment and retention challenges, industry issues, employee turnover, best practices and strategies and human resources information requirements.

### Survey Research

In February 2004, Fast Consulting surveyed a representative sample of 750 employers in Saskatoon across all industry sectors. Using an in-house DASHcati system, respondents were contacted by telephone and given the option to complete the survey on the telephone or on-line. In total, 523 surveys were conducted on the telephone and 227 were completed on-line.

A sample size of 750 employers yields a 95% statistical level of confidence, with an overall margin of error of plus or minus 3.6 percentage points. The margin of error will be larger for different sub-sets of the survey population.

### **Focus Groups**

Following the survey research, four focus groups were conducted with Saskatoon employers in four broad-based industry sectors. Based on consultation with the SLMC and the information gathered from the survey, the focus group discussions were held with the following industry clusters:

- Tourism & Accommodation/ Food Services
- Construction/Metal Fabrication/Manufacturing
- Printing/Publishing & Film/ Video & Information Technology/ Electronics
- Not-For-Profit

### **High-Level Interviews**

Fast Consulting conducted 22 one-on-one personal interviews and discussions with a cross-section of employers from industries not involved in the focus groups.

## **SURVEY RESEARCH**

- The survey represents 19 different industry sectors within the Saskatoon business community. The largest sectors include Manufacturing (14.4%), Accommodation & Food Services (13.1%), Retail & Wholesale (12.9%), Finance (8.5%) and Business Services (8.3%).
- More than one-half (57.2%) of respondents describe the current stage of business to be stable, while 38.0% say their business is in a growth phase.
- Businesses in the Public Sector (99%), Information Technology/Electronics/ Telecommunications (96%) and Metal Fabricating (91.6%) industries utilize the largest proportions of full-time employees.
- The top three industries that utilize the largest proportions of part-time employees include: Accommodation & Food Services (55.3%), Tourism (49.0%) and Health Services (43.0%).
- The number of employees covered by this survey is 25,603. The current estimate of the labour force in Saskatoon is 128,800 (employed and unemployed)<sup>1</sup>. Based on this estimate, this survey covers 19.9% of the Saskatoon labour force.

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<sup>1</sup> <http://www.statcan.english/Pgdb/labour35.htm>

- Over one-half (54.8%) of employees covered in this survey are between the ages of 25 and 44, while 76.5% are under 45.
- Respondents in the Construction and Agriculture/ Mining/ Oil & Gas industries have the largest percentage of employees between the ages of 25 and 44 (72.8% and 68.5% respectively).
- Approximately 40% of the respondents (or 304 businesses) anticipate 1,945 employment vacancies within the next 12 months.
- Approximately 37% of vacant positions are general labour, 16.2% are sales/consultant positions, 13.0% are retail or customer service jobs and 12.9% are business services positions.
- One-half (51.6%) of respondents do not find it difficult to attract employees in certain occupations, while 46.3% do have difficulties.
- A large majority of respondents in the following industries report having difficulties attracting employees to certain occupations: Health Services (81.8%), Construction (72.2%), Printing/Publishing (72.0%) and Tourism (63.6%).
- Approximately 60% (or 27.6% of all respondents) that have difficulties attracting employees say it is because of a shortage of skilled or experienced workers; one-third (33.4%) of respondents say it is because their organization offers a lower pay scale compared to competitors or other employers.
- Approximately one-half (54.3%) of respondents think that word-of-mouth is an effective or very effective means of recruitment, while professional journals and trade unions are also considered to be effective or very effective (29.4% and 26.5% respectively).
- Over two-thirds of respondents indicate that a shortage of experienced workers (66.9%) and a shortage of skilled workers (64.4%) are challenges they sometimes face when trying to find employees in their industry, while 33.2% say it is out-migration of workers.
- The majority of respondents in all industries except for the Not-For-Profit, Food & Value Added Ag Processing and Public Sector industries, indicate that a shortage of experienced and skilled workers is a challenge.
- The Construction (61.1%), Education (50.0%) and Biotechnology/ Pharmaceutical/Nutraceutical (47.8%) industries report the greatest challenge in attracting employees to Saskatoon.

- Approximately 40% of respondents of large businesses face out-migration as a recruitment challenge. This compares to 28.3% of respondents of small businesses and 35.2% of respondents of medium-sized businesses.
- The majority of employers (86.5%) are not concerned about their turnover rates.
- Over one-half of respondents (52%) say employees leave for better opportunities, which includes better jobs and/or jobs that offer full-time work.
- The majority (56.9%) of businesses have not experienced an increase or decrease in the number of employees leaving for employment out of the province and/or country, while 13% indicate they have experienced an increase.
- Industries with the highest percentage of employees leaving for employment out of the province and/or country are Education (50%), Business Services (21%), Metal Fabricating (18.5%) and Health Services (18.2%).
- Close to one-half (44%) of respondents use money (wages, salaries, commission or bonuses) as a successful employee retention strategy. One-quarter 25% offer competitive wages or salaries, while 19% offer competitive commissions or bonuses.
- One-in-five respondents (20%) require information or support services for training employees and 18% require information or support services on recruitment, hiring and retention of employees.

## **FOCUS GROUPS AND HIGH-LEVEL INTERVIEWS**

- Saskatoon employers say they face a number of recruitment challenges including:
  - Lack of skilled and/or experienced workers
  - Lack of work ethic
  - Lack of vocation awareness and negative perceptions
  - Lack of adequate training or training facilities
  - Economic volatility
  - Competition with other employers and other cities
- The type of recruitment method employed by Saskatoon employers varies between industry, size of business and type of position required.
- However, word-of-mouth and referral recruitment is the method preferred by most employers.

- When recruiting for highly skilled or specialized positions, most participants prefer to use targeted recruitment methods such as recruitment consultants, industry journals or postings at the educational institute that offers the required training program.
- Recruitment methods such as newspaper ads, employment agencies and Internet sites are used with varying degrees of success.
- Employers in almost every industry struggle with the emigration of employees. Employees leave their Saskatoon employers for higher paying jobs, full-time work, better job opportunities, lower taxes or a different lifestyle in other cities.
- In addition to losing employees to other cities, businesses also lose their employees to higher paying employers.
- Several employers indicate that employees leave for better opportunities for career growth and advancement.
- Other employers lose employees because of issues such as job stress and employee burn out.
- Participants in most industries believe that the recruitment and retention challenges they face are common to employers in their industries across the province.
- Employers in most industries say they do not require information on human resources-related issues.
- However, some would like to see an information toolkit that provides employers with information recruitment and retention strategies, industry associations, training or apprenticeship programs and funding or subsidy programs.
- Other participants think that there should be a monthly newsletter, e-mail or information sessions that serve to inform employers about changes in grants or subsidy programs for employers, new regulations and human resources best practices.

## **PROPOSED STRATEGIES & RECOMMENDATIONS**

The research project presents a series of recruitment and retention strategies, as well as a set of strategic recommendations that are based on information gleaned from the focus groups and high-level interviews. In some cases, secondary sources of research were used to provide a more thorough explanation of the strategy.

## **RECRUITMENT STRATEGIES**

### **Offer Attractive and Competitive Compensation**

- Employers choose to use attractive remuneration packages such as signing bonuses, competitive wages, stock options, profit sharing, etc. to recruit employees.

### **Create a Potential Employee Database**

- Develop a pre-qualified candidate pool by accumulating resumes before a position needs to be filled.

### **Establish Partnerships with Training and Educational Institutes**

- Post jobs at schools which offer the required training.
- Consider participating in or developing tailored co-op and apprenticeship programs. By employing co-op or apprenticeship students, employers are able to 'test out' employees without any long-term commitment.

### **Hire From Within**

- Announce, post and advertise all employment, promotion and transfer opportunities, including acting, interim, temporary, and part-time appointments to internal staff first.

### **Market the Position**

- When advertising a position, emphasize the benefits of the job, identify the most important responsibilities and qualifications and be as specific as possible to minimize unqualified applications.

### **Provide Information on Saskatoon and Saskatchewan**

- Provide prospective employees from outside Saskatoon and Saskatchewan with information on the benefits of living and working here. The material should include information on housing costs, taxes, community and social life, the environment, etc.

### **Provide Relocation Assistance**

- When recruiting employees from outside Saskatoon and Saskatchewan consider providing travel and relocation assistance, as well as help in finding a new home, school and/or employment for spouses/partners.

### **Track Recruitment Successes**

- In order to determine which recruitment methods are effective, track candidate sources and subsequent successes.

### **Retention as a Recruitment Strategy**

- By maximizing employee retention, employers are effectively reducing the need for recruitment and the high cost of training new employees.

## **RETENTION STRATEGIES**

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### **Hiring Practices**

- Use stringent screening processes, multi-phase interview procedures and aptitude tests to select a candidate that has the proper skill set, experience and fit with organizational culture.
- Considering hiring candidates that have ties to Saskatoon or that used to live in Saskatchewan.

### **Competitive and Equitable Compensation**

- Given that many employees leave jobs for better paying opportunities, employers should attempt to offer competitive and equitable compensation.

### **Flexible and Competitive Benefit Plans**

- Provide competitive benefit plans that are flexible and include Employee Assistance programs, earned days off, extra vacation time, fitness programs or day care.

### **Flex-Time or Family Friendly Work Place Policies**

- Provide flexible working hours to accommodate employees' personal or family needs.

### **Lateral Advancement**

- Provide opportunities for employees to move laterally throughout the organization. This allows employees to grow, take on new responsibilities and learn new skills.

### **Training Opportunities**

- Encourage and provide a means for employees to acquire new training or further their education to help them become better at what they do.

### **Mentoring**

- Use formal mentoring programs to develop and maintain a well-trained and versatile workforce.

### **Recognition and Reward**

- It is important for employers to acknowledge and reward employees for such things as good work, loyalty and productivity. This improves employee morale, encourages motivation and demonstrates appreciation.

### **Positive Work Environment**

- Ensure that employees are working in a positive, friendly and safe work place that is free of harassment, intimidation and health hazards.

### **Job Satisfaction/Challenging Work**

- Ensure that employees are given work assignments that match their skill sets.
- Provide employees with a variety of assignments and give them autonomy to make work-related decisions on their own.

### **Employee Surveys**

- Some employers utilize employee satisfaction, opinion or retention surveys to identify issues concerning staff early on.

## **GENERAL RECOMMENDATIONS**

### **Change Saskatchewan Attitudes and Economic Climate**

- Saskatoon employers and residents of this province and city need to have a positive mind set and openly promote the benefits of living and working here.
- The government should continue to employ strategies such as the Wide Open Future campaign to educate people about the opportunities that exist in Saskatchewan and aggressively promote the province as a great place to work and live.
- The SLMC should work with the Government of Saskatchewan, businesses and educational institutions to develop and implement job creation strategies that foster economic growth.

### **Partnerships with Government**

- It is too expensive for some employers to continually train employees who end up leaving once they are trained. This creates a disincentive for employers to help build a skilled work force.
- The SLMC should work with employers, industry associations and the government to develop employer-friendly programs that support training. Once grants are established, the committee should inform employers about opportunities that exist.

### **Partnerships with Educational Institutions**

- Respondents that require skilled employees think that there should be more communication between employers and industry associations and educational institutions to mitigate the skill gaps, lack of experience and inadequate training issues facing employers.
- Industry associations and the SLMC should act on behalf of employers to ensure that training standards are meeting the requirements and expectations of employers.

### **Positive Promotion of Undervalued Vocations**

- In order to increase awareness about Manufacturing, Construction, Transportation, Accommodation and Food Services industries and potential career opportunities, industry associations and the SLMC should work with the primary and secondary school system to incorporate these industries in the school curriculum as viable and attractive career choices for students to consider.

### **Foreign and Immigrant Workers**

- The SLMC should work with government agencies and training institutions to explore opportunities involving recruitment of skilled foreign labourers to address some of the province's skills shortages.

### **Required Changes in Hiring Practices**

- In order to lessen the gap between available workers and experienced workers, employers should be willing to take chances on inexperienced workers by giving them jobs in order to gain work experience.

## **RECOMMENDATIONS SPECIFIC TO THE SLMC**

### **Increase Awareness of the SLMC**

- Our study indicates that awareness of SLMC is currently low in the Saskatoon business community. One of the most important steps SLMC can undertake to increase its effectiveness is to increase awareness among Saskatoon employers of the Committee, its activities and its objectives. It's also an opportunity to position itself in the business community in a manner that is consistent with the evolving labour market needs of employers as identified in this study.

### **Disseminate Human Resources-Related Information**

- The committee should consider using monthly newsletters or e-mails to inform employers about changes in training grants or subsidy programs, new employment regulations and human resources best practices.
- Information can be shared with employers via information sessions, presentations to employers and organizations such as Saskatoon Human Resources Association and direct mail or e-mail information newsletters.

### **Develop a Human Resources Toolkit for Employers**

- The SLMC should create an information tool kit for employers, which provides information on recruitment and retention strategies, industry associations, training or apprenticeship programs and funding or subsidy programs.

### **Promote Saskatoon Success Stories**

- The SLMC should publicize the business and employment successes in Saskatoon. This will help to change some attitudes about Saskatoon and reinforces that it is a great place to work or conduct business.

### **Create a Promotional Package**

- In order to help employers in recruiting employees from outside Saskatoon, an information/promotional package about Saskatoon should be created. The package should include information on cost of living, taxes, housing costs, educational opportunities, community-environment, family-life, etc.

# 1.0 INTRODUCTION

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## 1.1 PROJECT BACKGROUND

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The Saskatoon Labour Market Committee has a mandate to facilitate, coordinate and share analysis of the Saskatoon labour market needs in order to:

- Address the needs of local employers in order to foster economic growth within the Saskatoon Region.
- Address the economic and social development needs of the community within the Saskatoon Region.
- Facilitate responsible planning and development of partnerships to respond to the identified needs.
- Promote the development of a comprehensive approach to Career Services that supports good career matches.

In order to fulfill this mandate, the SLMC contracted Fast Consulting to conduct the Saskatoon Work Force and Employer Needs Study. The study serves to profile the Saskatoon labour market, identify issues and challenges facing employer and highlight successful recruitment and retention strategies.

## 1.2 PROJECT OBJECTIVES

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The primary objective of this study is to provide SLMC with a comprehensive understanding of the employment-related needs and issues of local employers. Specifically, the study aims to:

- Conduct primary research with Saskatoon employers in order to profile the current labour market situation;
- Identify where employment vacancies exist and what employee recruitment and retention issues are facing employers; and
- Develop a set of proposed employee attraction and retention strategies that will help address the needs of local employers.

### **1.3 SCOPE OF WORK**

Fast Consulting conducted this project through the implementation of the following phases:

#### **Phase One – Project Initiation**

A project initiation meeting involving the Saskatoon Labour Market Committee steering committee and the consultant team was held to review the project's goals and the work plan. The purpose of the meeting was to ensure that there was a common understanding of all objectives, roles, responsibilities and reporting relationships.

#### **Phase Two – Survey Research**

Fast Consulting conducted 750 telephone and internet surveys with a representative sample of Saskatoon employers across all industry sectors. The sample frame was based on four employer databases received from SREDA, NSBA, Tourism Saskatoon and the Chamber of Commerce.

The survey was designed to identify where employment vacancies and skills shortages exist in Saskatoon, as well as identify employee recruitment and retention issues related retention rates, staff stability and turnover.

#### **Phase Three - Focus Group Research**

Following the completion of the survey research, Fast Consulting held focus group discussions with four different industry sectors. The focus groups were designed to further investigate the issues and challenges identified in the survey. Discussion topics included recruitment and retention challenges, industry issues, employee turnover, best practices and strategies and human resources information requirements.

#### **Phase Four – High-Level Interview Research**

Fast Consulting conducted 22 one-on-one personal interviews and discussions with a cross-section of employers from industries not involved in the focus groups. Interview research provides insight and perspective on the issues identified in the survey and focus groups. This forum was also used to identify and examine successful employee recruitment and retention strategies.

## **Phase Five – Proposed Strategies and Strategic Recommendations**

The research project culminates with a series of proposed recruitment and retention strategies that speak to some of the key challenges and issues facing Saskatoon employers. The report also includes a set of strategic recommendations that are intended to help the SLMC fulfill its mandate. These strategies and recommendations are based on the information gleaned from the focus group, high-level interviews and various sources of secondary research.

### **1.4 STRUCTURE OF THE REPORT**

This report is organized into seven main sections, including this introduction which provides a background to the project. Section 2.0 outlines the research methodologies employed throughout the study. Section 3.0 presents the survey research results. Section 4.0 profiles the focus group and high-level interview research. Section 5.0 and 6.0 presents the proposed recruitment and retention strategies and Section 7.0 outlines the strategic recommendations.

## **2.0 RESEARCH METHODOLOGIES**

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### **2.1 SURVEY RESEARCH**

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Fast Consulting, in consultation with the SLMC, reviewed the existing survey instrument and made appropriate changes to its structure and design to ensure that it met the project objectives. A thorough screening process was also incorporated into the survey design to ensure that the survey was conducted with the appropriate individuals. A copy of the survey instrument can be found in Appendix I.

The sample frame was constructed based on four employee databases obtained from SREDA, NSBA, Tourism Saskatoon and the Chamber of Commerce. These databases were merged and cleaned of duplications and inconsistencies, which resulted in a total population of 2162 business numbers.

Fast Consulting randomly selected interview respondents from this database using standard polling practices to ensure random selection of Saskatoon employers. Using an in-house DASHcati system, respondents were contacted by telephone and given the option to complete the survey on the telephone or on-line. Five hundred and twenty-three (523) surveys were conducted on the telephone, while 227 were completed on-line for a total sample size of 750. The surveys were conducted between January 30<sup>th</sup> and February 20<sup>th</sup>, 2004. Interviews conducted by telephone occurred at times that were appropriate and convenient for business owners – weekdays between the hours of 9:00am and 5:00pm CST.

The Saskatoon Workforce and Employer Needs Survey sample size of 750 people yields a 95% statistical level of confidence, with an overall margin of error of plus or minus 3.6 percentage points. The margin of error will be larger for different sub-sets of the survey population.

Fast Consulting designed and implemented programs to facilitate the statistical analysis using the industry standard SPSS computer program (Statistical Package for Social Sciences). Data checking procedures were utilized at all times to ensure accuracy of the data.

### **2.2 FOCUS GROUP RESEARCH**

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Four focus groups were conducted with Saskatoon employers in four broad-based industry sectors. Based on consultation with the SLMC and the

information gathered from the survey, the focus group discussions were held with the following industry clusters:

- Tourism & Accommodation/ Food Services
- Construction/Metal Fabrication/Manufacturing
- Printing/Publishing & Film/ Video & Information Technology/ Electronics
- Not-For-Profit

On a broad level, these industry groupings share commonalities in the nature of their industries and the types of employees they hire. More respondents in these industries are experiencing challenges with recruiting and retaining employees than respondents in other industries.

Focus group participants in these industries were randomly selected from databases provided for the telephone survey. Participants were required to be the most senior person in their organization that is mostly likely to deal with issues related to recruiting and retaining employees. The businesses selected also had to have more than one employee. The focus group recruitment attempted to select a range of small to large employers in each of the identified industry groups.

The focus groups were held in hotel meeting rooms. Audio recordings were made of the discussions. Participants were paid an honorarium for their participation. Payment not only works as an incentive to ensure active participation on the part of the respondent, it also generates goodwill on behalf of the client by demonstrating to participants that their opinions are important and their efforts are valued and appreciated.

The format for the discussion and the moderator's guide was established with SLMC in advance to ensure that all of the research objectives were clear and that they were addressed in the group. A copy of the moderator's guide can be found in Appendix II.

### **2.3 HIGH-LEVEL INTERVIEW RESEARCH**

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High-level interviews involve one-on-one personal interviews and discussions with individuals from key organizations that can provide insight and perspective on issues identified in the survey results and focus groups. The format for discussion and the interview questionnaire was developed with SLMC in advance to ensure that all of the research objectives are understood and that they are addressed in the interviews. An adapted version of the focus group moderator's guide was used as an interview guide.

Fast Consulting conducted 22 high-level interviews with a cross-section of employers from industries that were not involved in the focus groups. The interviewee selection attempted to reflect a range of small to large employers. Interviews were conducted by our management consultants who have extensive experience in high-level interviews with businesses. The interviews were conducted over the telephone during the week of March 22<sup>nd</sup> and March 30<sup>th</sup>, 2004. Similar to the survey research and focus group recruitment, a systematic screening process was employed to ensure interviews were conducted with appropriate individuals.

## 3.0 SURVEY RESULTS

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### 3.1 INTRODUCTION

The following results summarize the findings of the telephone survey. Tables and charts illustrate these findings and significant results related to groups are identified where differences exist. Included in this analysis is a breakdown of the findings by industry sectors and employer size.

#### 3.1.1 Industry Sectors

For the purposes of a more detailed and informative analysis, the survey respondents are grouped into the following industry sectors.

**Table 1 – Industry Sectors**

Industry	Businesses Surveyed	
	Number	Percentage
Manufacturing	108	14.4%
Retail & Wholesale	97	12.9%
Finance/Insurance	64	8.5%
Business Services	62	8.3%
Transportation & Warehousing	56	7.5%
Tourism	55	7.3%
Accommodation & Food Service	43	5.7%
Food & Value Added Ag Processing	39	5.2%
Mining/Oil & Gas/Agriculture	33	4.4%
Information Technology/Electronics/Telecommunications	32	4.3%
Not-For-Profit	31	4.1%
Metal Fabricating	27	3.6%
Printing/Publishing	25	3.3%
Biotechnology/Pharmaceuticals/Nutraceutical	23	3.1%
Construction	18	2.4%
Film/Video	12	1.6%
Health Services	11	1.5%
Education	8	1.1%
Public Sector	6	0.8%
<b>Total</b>	<b>750</b>	<b>100.0%</b>

- The Employer Needs survey represents 19 different industry sectors within the Saskatoon business community. Definitions of the industry sectors are listed in the table below.

- Businesses in Manufacturing (14.2%) and Retail and Wholesale (12.9%) represent the largest sectors.
- Almost one-half (44.1%) of the respondents are in Manufacturing, Retail & Wholesale, Finance and Business Services industries.

**Table 2 - Industry Sector Key**

Industry	Description
Manufacturing	Textiles, Wood, Machinery and Equipment, etc.
Retail & Wholesale	Retail Stores, Repair Shops, Service Stations, Lumber Yards
Finance/Insurance	Trust Companies, Banks, Investments, Real Estate Operators, etc.
Business Services	Employment Agencies, Computer Services, Accounting, Advertising, Lawyers, Consultants, etc.
Transportation & Warehousing	Transportation of Goods & Services by Air, Rail, Water and Motor Vehicles, Grain Elevators, Storage & Warehousing, etc.
Tourism	Travel Trade, Sports & Recreation, Adventure & Events, Charter Bus Lines, etc.
Accommodation & Food Service	Hotels, Restaurants, Bars, Taverns, Night Clubs, etc.
Food & Value Added Ag Processing	Food & Beverage Processing
Mining/Oil & Gas/Agriculture	Primary Mining, Oil & Gas, Agriculture and Support Services
Information Technology /Electronics/Telecommunications	Information Technology, Electronics, Telecommunications
Not-For-Profit	Community and Religious Organizations and Not-For-Profit Agencies
Metal Fabricating	Machining and Metal Fabricating
Printing/Publishing	Printers and Publishers
Biotechnology/Pharmaceuticals/ Nutraceuticals	Biotechnology, Pharmaceuticals, Nutraceutical
Construction	Residential and Non-Residential Construction, Heavy Construction, Highway Construction, Concrete Installation, etc.
Film/Video/Multi-Media	Motion Picture & Video Production
Health Services	Hospitals, Health Boards, Doctors, Dentists, Chiropractors, Medical Laboratories, etc.
Education	Elementary and Secondary, Universities, Technical Institutes, etc.
Public Sector	Federal, Provincial and Local Government, Crown Corporations, Utilities, Police Services, Fire Fighting, Foreign Affairs, etc.

### 3.1.2 Employer Size

In order to identify significant differences between employers of different sizes, respondents are also grouped by employer size. Employers are categorized as small, medium or large employers based on the number of employees they have.

**Table 3 – Employer Size**

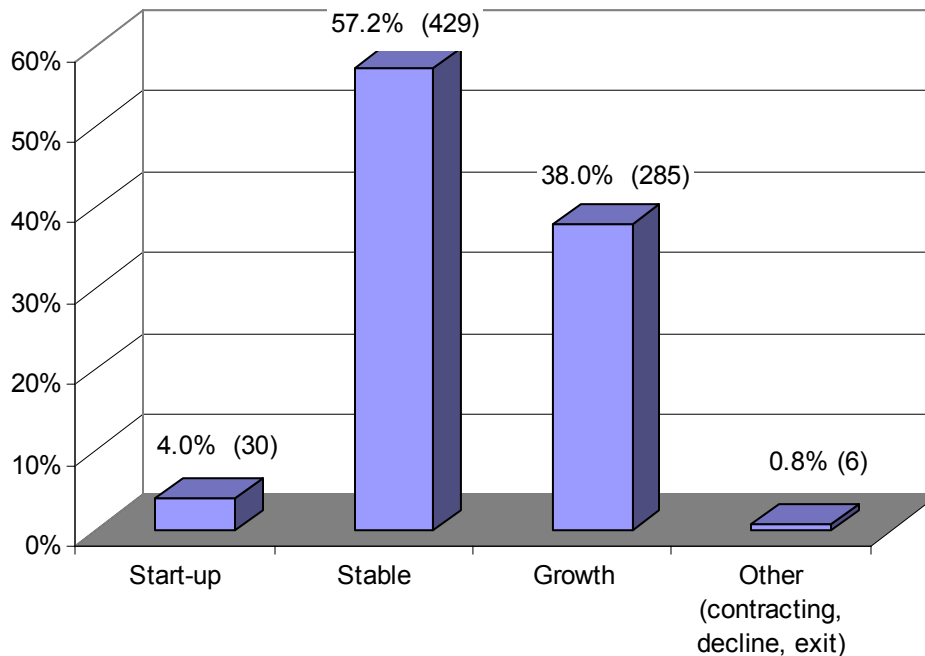
Employer Category	Number of Employees	Businesses Surveyed	
		Number	Percentage
Small	1 – 5	272	36.3%
Medium	6 – 25	327	43.6%
Large	26 +	142	18.9%
Refused	-	9	1.2%
<b>Total</b>	-	<b>750</b>	<b>100%</b>

- Approximately 36% of respondents have one to five employees, 43.6% have 6 to 25 employees and 18.9% have over 26 employees.
- Nine respondents (or 1.2%) did not respond to this answer.

### 3.2 STAGE OF BUSINESS

**Question:** Which of the following best describes the current stage of your business?

**Figure 1 – Stage of Business**



- More than one-half (57.2%) or 429 respondents describe the current stage of business to be stable.
- Over one-third (37% or 285 respondents) say their business is in a growth phase, while 4% (or 30 respondents) say their business is in a start-up phase.

**Table 4 - Stage of Business by Employer Size**

Stage of Business	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
<b>Start-up</b>	16	5.9%	8	2.4%	2	1.4%	4	44.4%	30	4.0%
<b>Stable</b>	145	53.3%	209	63.9%	71	50.0%	4	44.4%	429	57.2%
<b>Growth</b>	107	39.3%	108	33.0%	69	48.6%	1	11.1%	285	38.0%
<b>Decline</b>	4	1.5%	2	0.6%	-		-	-	6	0.8%
<b>Total</b>	272	100%	327	100%	142	100%	9	100%	750	100%

- Approximately 6% of small employers are in a start-up mode, compared to 2.4 % of medium-sized employers and 1.9% of large employers.
- Close to one-half (48.6%) of large employers are in a growth phase, compared to 39.3% of small employers and 33.0% of medium-sized employers.

**Table 5 - Stage of Business by Industry**

Industry	Start-Up		Stable		Growth		Decline		Total	
	#	%	#	%	#	%	#	%	#	%
Manufacturing	6	5.6%	55	50.9%	45	41.7%	2	1.9%	108	100%
Retail & Wholesale	7	7.2%	57	58.8%	33	34.0%	-	-	97	100%
Finance/Insurance	2	3.1%	34	53.1%	28	43.8%	-	-	64	100%
Business Services	-	-	34	54.8%	28	45.2%	0	-	62	100%
Transport & Warehousing	-	-	34	60.7%	20	35.7%	2	3.6%	56	100%
Tourism	-	-	31	56.4%	24	43.6%	-	-	55	100%
Accomm & Food Service	2	4.7%	32	74.4%	9	20.9%	0	-	43	100%
Food Processing	-	-	27	69.2%	12	30.8%	-	-	39	100%
Mining/Oil & Gas/Agriculture	-	-	14	42.4%	17	51.5%	-	6.1%	31	100%
InfoTech/Electronics/Telecomm	8	25.0%	16	50.0%	8	25.0%	-	-	32	100%
Not-For-Profit	-	-	21	67.7%	10	32.2%	-	-	31	100%
Metal Fabricating	-	-	15	55.6%	12	44.4%	-	-	27	100%
Printing/Publishing	-	-	17	68.0%	8	32.0%	-	-	25	100%
Biotech/Pharma/Nutraceutical	3	13.0%	12	52.2%	8	34.8%	0	-	23	100%
Construction	-	-	7	38.9%	11	61.1%	0	-	18	100%
Film/video	2	16.7%	8	66.7%	2	16.7%	0	-	12	100%
Health Services	-	-	3	27.3%	8	72.7%	-	-	11	100%
Education	-	-	6	75.0%	2	25.0%	0	-	8	100%
Public Sector	-	-	6	100%	0	-	-	-	6	100%
<b>Overall</b>	<b>30</b>	<b>4.0%</b>	<b>429</b>	<b>57.2%</b>	<b>285</b>	<b>38.0%</b>	<b>6</b>	<b>0.8%</b>	<b>750</b>	<b>100%</b>

- Out of the 19 industries examined, only 7 have respondents that say their business is in a start-up phase. These industries include: Accommodations & Food Services, Biotechnology/Pharmaceuticals/Nutraceuticals, Film/Video, Finance/Insurance, Information Technology/Electronics/Telecommunications and Retail & Wholesale.
- The majority of respondents in the following industries indicate that their business is in a growth phase: Construction (61.1%), Health Services (72.7%) and Primary Mining, Oil & Gas and Agriculture (51.5%).

### 3.3 NUMBER OF EMPLOYEES

**Question:** How many full-time, part-time and casual/contract employees are there in your Saskatoon organization, including yourself?

**Table 6 – Number of Employees**

Employee Type	Number of Businesses Surveyed	Percentage of Businesses Surveyed	Number of Employees
Full-time	741	98.8%	18,565
Part-time	493	65.7%	5,846
Other (contract/casual)	122	16.3%	1,192
<b>TOTAL</b>	<b>750</b>	<b>-</b>	<b>25,603</b>

- In total, this survey represents 750 employers and 25,603 employees. The current estimate of the labour force in Saskatoon is 128,800 (employed and unemployed)<sup>2</sup>. Based on this estimate, this survey covers 19.9% of the Saskatoon labour force.
- Of the 750 businesses surveyed, 98.8% have full-time employees. This translates into 18,565 full-time employees.
- Two-thirds (65.7%) of respondents have part-time employees. This translates into 5,846 part-time employees.
- Approximately 16% of respondents have casual or contract employees, which translates into 1,192 employees.

<sup>2</sup> <http://www.statcan.english/Pgdb/labour35.htm>

**Table 7 - Employee Status by Industry**

Industry	Total # of Businesses	# of F-T Employ	% F-T	# of P-T Employ	% P-T	# of Contract/Casual Employ.	% Contract/Casual	# of Employ. By Industry
Manufacturing	108	2837	89.9%	259	8.2%	61	1.9%	3157
Retail/Wholesale	97	1713	77.1%	473	21.3%	36	1.6%	2222
Finance/Insurance	64	1425	68.6%	513	24.7%	138	6.6%	2076
Business Services	62	930	81.9%	179	15.8%	26	2.3%	1135
Transport/Warehousing	56	1110	72.7%	296	19.4%	120	7.9%	1526
Tourism	55	875	45.4%	944	49.0%	108	5.6%	1927
Accom & Food	43	482	43.8%	609	55.3%	10	0.9%	1101
Food Processing	39	2784	90.1%	293	9.5%	12	0.4%	3089
Mining/Oil/Gas	33	639	80.0%	100	12.5%	60	7.5%	799
Info. Tech/Electronics	32	427	96.0%	16	3.6%	2	0.4%	445
Not-for-Profit	31	491	57.0%	315	36.5%	56	6.5%	862
Metal Fabricating	27	437	91.6%	15	3.1%	25	5.2%	477
Printing/Publishing	25	333	68.7%	108	22.3%	44	9.1%	485
Biotech/Pharmaceutical	23	864	78.7%	178	16.2%	56	5.1%	1098
Construction	18	198	29.1%	254	37.4%	228	33.5%	680
Film/Video	12	118	72.4%	37	22.7%	8	4.9%	163
Health Services	11	234	30.6%	329	43.0%	202	26.4%	765
Education	8	2468	72.7%	926	27.3%	0	0.0%	3394
Public Sector	6	200	99.0%	2	1.0%	0	0.0%	202
<b>Total</b>	<b>750</b>	<b>18565</b>	<b>72.5%</b>	<b>5846</b>	<b>22.8%</b>	<b>1192</b>	<b>4.7%</b>	<b>25603</b>

- Businesses in the Public Sector (99%), Information Technology/Electronics/Telecommunications (96%) and Metal Fabricating (91.6%) industries utilize the largest proportions of full-time employees.
- The top three industries that utilize the largest proportions of part-time employees include: Accommodation & Food Services (55.3%), Tourism (49.0%) and Health Services (43.0%).
- Businesses in the Construction (33.5%), Health Services (26.4%) and Printing/Publishing (9.1%) industries utilize the largest proportions of casual/contract employees.

**Table 8 - Employee Status by Employer Size**

Number of F-T Employees	Total # of Businesses	# of Bus. with F-T Staff	% of Bus. with F-T Staff	# of Bus. with P-T Staff	% of Bus. With P-T Staff	# of Bus. with Contract/Casual Staff	% of Bus. with Contract/Casual Staff
1-5	272	272	36.3%	329	66.7%	76	62.3%
6-25	327	327	43.6%	126	25.6%	36	29.5%
26 +	142	142	18.9%	38	7.7%	10	8.2%
Refused	9	9	1.2%	-	-	-	-
<b>Total</b>	<b>750</b>	<b>750</b>	<b>100%</b>	<b>493</b>	<b>100.0%</b>	<b>122</b>	<b>100.0%</b>

### 3.4 AGE OF EMPLOYEES

**Question:** How many of your total Saskatoon employees are in the following age ranges?

**Table 9 – Age of Employees**

Age Range	Number of Respondents n = 750	Percentage of Respondents	Number of Employees in Age Range	Percentage of Total Number of Employees
15-18	124	16.5%	652	3.4%
19-24	459	61.2%	3,557	18.3%
25-34	581	77.5%	6,007	31.0%
35-44	568	75.7%	4,607	23.8%
45-54	459	61.2%	3,116	16.1%
55+	252	34.0%	1,455	7.5%
<b>Total</b>	-	-	<b>19,394*</b>	100%

\*Note: The total number of employees represented in this question differs from that of Table 7 due to the large degree of variance that exists in the responses of both questions.

- Approximately 17% or 124 respondents have employees between the ages of 15 and 18. This translates into 652 employees in this age range.
- Over one-half (54.7%) of employees covered in this survey are between the ages of 25 and 44, while 76.5% are under 45.
- One-third (34%) of respondents have employees over the age of 54, but this only accounts for 7.5% of all employees covered in the survey.

**Table 10 - Age Demographics of Saskatoon Employees by Industry**

<b>Industry</b>	<b>15-18</b>	<b>19-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55+</b>	<b>Total</b>
Manufacturing	1.0%	16.9%	25.2%	35.2%	15.8%	6.0%	100.0%
Retail & Wholesale	5.6%	21.6%	19.4%	19.6%	17.3%	16.4%	100.0%
Finance/Insurance	0.6%	8.5%	19.5%	34.9%	26.5%	10.1%	100.0%
Business Services	0.2%	9.5%	32.5%	27.4%	19.9%	10.4%	100.0%
Transport & Warehousing	0.2%	14.8%	24.6%	28.7%	23.3%	8.4%	100.0%
Tourism	6.6%	31.5%	18.6%	20.0%	16.1%	7.2%	100.0%
Accomm & Food Service	14.9%	48.2%	21.2%	10.2%	3.0%	2.5%	100.0%
Food Processing	4.6%	17.4%	59.6%	4.8%	11.1%	2.5%	100.0%
Mining/Oil & Gas/Agriculture	0.8%	11.7%	31.7%	36.8%	16.6%	2.2%	100.0%
InfoTech/Electronics/Telecomm	1.1%	22.3%	43.2%	13.8%	9.8%	9.8%	100.0%
Not-For-Profit	5.1%	16.1%	30.6%	26.6%	17.3%	4.3%	100.0%
Metal Fabricating	0.0%	17.4%	39.6%	24.3%	17.1%	1.6%	100.0%
Printing/Publishing	3.4%	7.3%	34.5%	30.1%	18.9%	5.8%	100.0%
Biotech/Pharma/Nutraceutical	5.0%	19.8%	29.9%	29.7%	13.9%	1.6%	100.0%
Construction	0.0%	15.0%	43.6%	29.3%	8.2%	4.0%	100.0%
Film/video	5.6%	27.8%	25.0%	30.6%	11.1%	0.0%	100.0%
Health Services	0.0%	5.2%	8.9%	12.1%	33.8%	40.0%	100.0%
Education	0.0%	4.7%	5.2%	32.1%	51.9%	6.1%	100.0%
Public Sector	0.0%	12.8%	18.8%	31.6%	35.9%	0.9%	100.0%
<b>Overall</b>	<b>3.3%</b>	<b>18.4%</b>	<b>31.0%</b>	<b>24.8%</b>	<b>18.8%</b>	<b>7.9%</b>	<b>100.0%</b>

- Respondents in the Construction (72.8%) and Agriculture/ Mining/ Oil & Gas (68.5%) industries have the largest percentage of employees between the ages of 25 and 44.
- Accommodation & Food Services (48.2%) and Tourism (31.5%) have the highest percentage of employees aged 15 to 24.
- The Education and Health Services sectors have the highest percentage of employees over the age of 55 (58.0% and 73.8% respectively).

**Table 11 - Age Demographics of Saskatoon Employees by Employer Size**

Age Range	15-18	19-24	25-34	35-44	45-54	55+	Total
Small	3.4%	22.4%	29.5%	22.1%	16.7%	6.1%	100%
Medium	5.8%	21.0%	27.4%	23.3%	14.5%	8.1%	100%
Large	2.2%	16.5%	32.9%	24.2%	16.8%	7.4%	100%
<b>Overall</b>	<b>3.4%</b>	<b>18.3%</b>	<b>31.0%</b>	<b>23.8%</b>	<b>16.1%</b>	<b>7.5%</b>	<b>100%</b>

- The age distribution of employees is fairly similar between small, medium and large employers.
- However, small and medium-sized employers have a slightly higher percentage of employees aged 19 to 24 (22.4% and 21.0% respectively) than large employers (16.5%).

### **3.5 RECRUITMENT ISSUES**

**Question:** What types of jobs does your Saskatoon organization need to fill in the next 12 months?

**Table 12 – Employment Vacancies**

Job Classifications	Number of Positions	Percentage of Positions
General Labour	712	36.6%
Sales/Consultants	315	16.2%
Retail/Customer Service	252	13.0%
Business Services	251	12.9%
Science/Technology	111	5.7%
Education	108	5.6%
Trades	107	5.5%
Admin/Office Support	69	3.5%
Drivers/Transport	20	1.0%
None at this time	-	-
Unsure/Don't Know	-	-
<b>Total</b>	<b>1,945</b>	<b>100%</b>

**Table 13 - Job Classifications Key**

<b>Job Classifications</b>	<b>Examples</b>
Sales/consultants	Sales manager, leasing sales, outdoor sales, marketers
Administrative/office support	Insurance clerk, administration, executive assistant
Retail/public services	Restaurant, kitchen staff, bakers, seamstress, customer service reps, housekeeping, travel agents, front line staff, cashiers
General labour	Maintenance, manual labour, work not requiring formal training or post-secondary certification
Trades	Metal fabrication, electrician, plumber, machinist, welding, construction trades, other mechanical trades
Business services	Architecture, financial services, executive positions, professional services, engineers
Science/Technology	research, chemical and information technologists, scientists
Human Resource	human resource management
Education	Education specialists, teachers
Drivers/transport	Drivers, lease operators

- Approximately 40% of the respondents (or 304 businesses) anticipate 1,945 employment vacancies within the next 12 months.
- Over one-third (36.1%) of respondents do not have any employment vacancies in their organization, while 23.3% are unsure.
- Over one-third (36.6%) vacant positions are general labour positions. This translates into 712 jobs.
- Approximately 16.2% of vacant positions are sales/consultant jobs, 13.0% are retail or customer service jobs and 12.9% are business services positions.

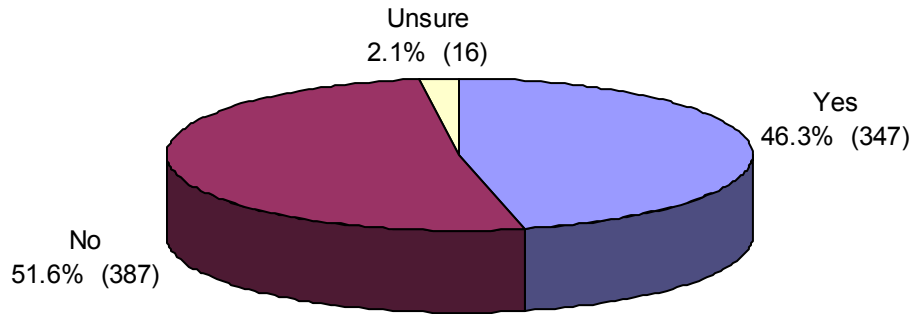
**Table 14 - Occupation Vacancies by Employer Size**

Job Classifications	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
General Labour	26	9.6%	16	4.9%	12	8.5%	-	-	54	7.2%
Trades	13	4.8%	25	7.6%	12	8.5%	-	-	50	6.7%
Sales/Consultants	25	9.2%	25	7.6%	20	14.1%	-	-	70	9.3%
Retail/Public Services	38	14.0%	57	17.4%	24	16.9%	-	-	119	15.9%
Business Services	12	4.4%	19	5.8%	10	7.0%	1	11.1%	42	5.6%
Science/Technology	9	3.3%	18	5.5%	7	4.9%	-	-	34	4.5%
Education	2	0.7%	6	1.8%	5	3.5%	-	-	13	1.7%
Admin/Office Support	16	5.9%	14	4.3%	10	7.0%	-	-	40	5.3%
Drivers/Transport	6	2.2%	13	4.0%	4	2.8%	-	-	23	3.1%
None at this time	120	44.1%	119	36.4%	24	16.9%	8	88.9%	271	36.1%
Unsure/Don't Know	5	1.8%	15	4.6%	14	9.9%	-	-	34	4.5%
<b>Total</b>	<b>272</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>142</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>750</b>	<b>100%</b>

- Close to one-half (44.1%) of small employers are not looking to fill any positions in the next twelve months, compared to 36.4% of medium employers and 16.9% of large employers.
- A higher percentage of large (14.1%) employers need to fill sales/consultant positions than small employers (9.2%) and medium-sized employers (7.6%).

**Question:** Do you find it difficult to attract employees in certain occupations?

**Figure 2 - Difficulty Attracting Employees to Certain Occupations**



- One-half (51.6%) of respondents do not find it difficult to attract employees in certain occupations, while 46.3% do have difficulties.

**Table 15 - Businesses with Difficulties in Attracting Employees by Industry**

Industry	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Manufacturing	45	41.7%	57	52.8%	6	5.6%	108	100%
Retail & Wholesale	55	56.7%	40	41.2%	2	2.1%	97	100%
Finance/Insurance	20	31.3%	44	68.8%	-	-	64	100%
Business Services	21	33.9%	41	66.1%	-	-	62	100%
Tourism	35	63.6%	18	32.7%	2	3.6%	55	100%
Transport & Warehousing	28	50.0%	28	50.0%	-	-	56	100%
Accomm & Food Service	20	46.5%	23	53.5%	-	-	43	100%
Food Processing	12	30.8%	27	69.2%	-	-	39	100%
Mining/Oil & Gas/Agriculture	10	30.3%	21	63.6%	2	6.1%	33	100%
InfoTech/Electronics/Telecomm	13	40.6%	19	59.4%	-	-	32	100%
Not-For-Profit	13	41.9%	18	58.1%	-	-	31	100%
Metal Fabricating	14	51.9%	13	48.1%	-	-	27	100%
Printing/Publishing	18	72.0%	7	28.0%	-	-	25	100%
Biotech/Pharma/Nutraceutical	12	52.2%	11	47.8%	-	-	23	100%
Construction	13	72.2%	5	27.8%	-	-	18	100%
Film/Video	7	58.3%	1	8.3%	4	33.3%	12	100%
Health Services	9	81.8%	2	18.2%	-	-	11	100%
Education	2	25.0%	6	75.0%	-	-	8	100%
Public Sector	-	-	6	100.0%	-	-	6	100%
<b>Overall</b>	<b>347</b>	<b>46.3%</b>	<b>387</b>	<b>51.6%</b>	<b>16</b>	<b>2.1%</b>	<b>750</b>	<b>100%</b>

- A large majority of respondents in the Health Services (81.8%), Construction (72.2%), Printing/Publishing (72.0%) and Tourism (63.6%) sectors indicate that they have difficulties attracting employees in certain occupations.
- Conversely, the majority of respondents in the Public Sector (100%), Education (75.0%), Food Processing (69.2%) and Finance/Insurance (68.8%) industries do not have trouble attracting employees to certain occupations.

**Table 16 - Businesses with Difficulties in Attracting Employees by Employer Size**

	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
Yes	125	46.0%	161	49.2%	59	41.5%	2	22.2%	347	46.3%
No	143	52.6%	164	50.2%	79	55.6%	1	11.1%	387	51.6%
Unsure	4	1.5%	2	0.6%	4	2.8%	6	66.6%	16	2.1%
<b>Total</b>	<b>272</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>142</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>750</b>	<b>100%</b>

- A larger percentage of respondents in medium (49.2%) and small (46.0%) businesses have difficulties attracting employees in certain positions than respondents in large organizations (41.5%).

**Question:** Please identify the occupation:

*(This question was asked only of the 347 respondents who have difficulties attracting employees.)*

**Table 17 – Occupations Difficult to Fill**

Occupations Difficult to Fill	Number of Respondents	Percentage of Respondents with Difficulties Attracting Employees	Percentage of all Respondents Surveyed
		n = 347	n = 750
Retail/Customer Service	110	31.7%	14.7%
Trades	48	13.8%	6.4%
Sales/Consultants	45	13.0%	6.0%
All Positions	36	10.4%	4.8%
Drivers/Transport	26	7.5%	3.5%
Business Services	24	6.9%	3.2%
General Labour	24	6.9%	3.2%
Science/Technology	17	4.9%	2.3%
Admin/Office Support	8	2.3%	1.1%
Education	4	1.2%	0.5%
Human Resources	1	0.3%	0.1%
Unsure/Don't Know	4	1.2%	0.5%
<b>Total</b>	<b>347</b>	<b>100%</b>	<b>46.3%</b>

- Close to one-third (31.7%) of respondents that have trouble attracting employees find it difficult to fill retail or public services positions. This translates into 14.7% of all businesses surveyed.
- Approximately 13.8% of respondents have trouble attracting employees to trades positions and 13.0% have trouble filling sales/consultant positions.

**Table 18 - Occupations Difficult to Fill by Industry**

Industry	Retail/ Customer Service	Trades	Sales/ Consult	All positions	Drivers/ Transport	Bus. Serv	General Labour	Sci/ Tech	Admin/ Office Support	Education	HR	Unsure	Total
Manufacturing	(14) 31.1%	(12) 26.7%	(4) 8.9%	(2) 4.4%	-	(4) 8.9%	(9) 20.0%	-	-	-	-	-	(45) 100%
Retail & Wholesale	(22) 40.0%	(6) 10.9%	(9) 16.4%	(8) 14.5%	(2) 3.6%	-	(4) 7.3%	(2) 3.6%	-	-	-	(2) 3.6%	(55) 100%
Finance/ Insurance	(7) 35.0%		(5) 25.0%	-	(1) 5.0%	(2) 10.0%	-	(2) 10.0%	(2) 10.0%	(1) 5.0%	-	-	(20) 100%
Business Services	(3) 14.3%	(1) 4.8%	(4) 19.0%	(1) 4.8%	-	(9) 42.9%	-	(1) 4.8%	-	-	-	(2) 9.5%	(21) 100%
Transport/ Ware	(4) 14.3%	(2) 7.1%	-	(2) 7.1%	(9) 9%	-	-	-	-	-	-	-	(28) 100%
Tourism	(22) 62.9%	-	(7) 20.0%	(2) 5.7%	-	(2) 5.7%	-	-	(2) 5.7%	-	-	-	(35) 100%
Accomm/ Food Serv	(13) 65.0%	(4) 20.0%	(1) 5.0%	(2) 10.0%	-	-	-	-	-	-	-	-	(20) 100%
Food Process	(6) 50.0%	(2) 16.7%	-	-	-	-	(4) 33.3%	-	-	-	-	-	(12) 100%
Oil/Gas/Ag	(2) 20.0%	(2) 20.0%	-	-	(2) 20.0%	-	(2) 20.0%	(2) 20.0%	-	-	-	-	(10) 100%
InfoTech/ Electronic	-	-	-	(6) 46.2%	-	(3) 23.1%	-	(4) 30.8%	-	-	-	-	(13) 100%
Not-For-Profit	(6) 46.2%	-	(4) 30.8%	(1) 7.7%	-	-	-	-	(2) 15.4%	-	-	-	(13) 100%
Metal Fabricating	(2) 14.3%	(7) 50.0%	(1) 7.1%	(2) 14.3%	(2) 14.3%	-	-	-	-	-	-	-	(14) 100%
Printing/ Publishing	(3) 16.7%	(8) 44.4%	(4) 22.2%	(1) 5.6%	-	-	-	(2) 11.1%	-	-	-	-	(18) 100%
Biotech/ Pharma	(2) 16.7%	-	(2) 16.7%	(4) 33.3%	-	-	-	(4) 33.3%	-	-	-	-	(12) 100%
Construct	-	(4) 4.8%	(3) 23.1%	(2) 15.4%	-	-	(4) 30.8%	-	-	-	-	-	(13) 100%
Film/Video	(4) 57.1%	-	(1) 14.3%	-	-	(2) 28.6%	-	-	-	-	-	-	(7) 100%
Health Services	-	-	-	(1) 11.1%	-	(2) 22.2%	-	-	(2) 22.2%	(3) 33.3%	(1) 11.1%	-	(9) 100%
Education	-	-	-	(2) 100%	-	-	-	-	-	-	-	-	(2) 100%
Public Sector	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(110) 31.7%</b>	<b>(48) 13.8%</b>	<b>(45) 13.0%</b>	<b>(36) 10.4%</b>	<b>(26) 7.5%</b>	<b>(24) 6.9%</b>	<b>(24) 6.9%</b>	<b>(17) 4.9%</b>	<b>(8) 2.3%</b>	<b>(4) 1.2%</b>	<b>(1) 0.3%</b>	<b>(4) 1.2%</b>	<b>(347) 100%</b>

- Overall, the Retail & Wholesale (55), Manufacturing (45) and Tourism (35) industries have the highest number of respondents that report having difficulties attracting employees to certain positions.
- Approximately 40% of the occupations that are difficult to fill in the Retail & Wholesale sector are retail and public service type jobs and 16.4% are sales or consulting jobs.
- Almost one-third (31.1%) of the occupations that are difficult to fill in the Manufacturing sector are retail and customer service jobs, while 26.7% are trades positions and 20.0% are general labour jobs.
- Two-thirds (62.9%) of the occupations that are difficult to fill in the Tourism industry are retail and public service type jobs; 20% are sales and consultant jobs.
- Industries that have difficulties filling retail/customer service positions include: Accommodation & Food Services (65.0%), Tourism (62.9%), Film/Video/Multimedia (57.1%) and Food Processing (50.0%).

**Table 19 - Occupations Difficult to Fill by Employer Size**

Occupations Difficult to Fill	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
Retail/Public Services	40	32.0%	61	37.9%	9	15.3%	-	-	110	31.7%
General Labour	10	8.0%	12	7.5%	2	3.4%	-	-	24	6.9%
Trades	18	14.4%	24	14.9%	6	10.2%	-	-	48	13.8%
Sales/Consultants	23	18.4%	15	9.3%	7	11.9%	-	-	45	13.0%
All Positions	16	12.8%	10	6.2%	10	16.9%	-	-	36	10.4%
Business Services	5	4.0%	13	8.1%	6	10.2%	-	-	24	6.9%
Science/Technology	4	3.2%	7	4.3%	6	10.2%	-	-	17	4.9%
Drivers/Transport	5	4.0%	11	6.8%	10	16.9%	-	-	26	7.5%
Admin/Office Support	2	1.6%	4	2.5%	2	3.4%	-	-	8	2.3%
Education	2	3.0%	1	0.6%	1	1.0%	-	-	4	1.2%
Human Resources	-	-	1	0.6%	-	-	-	-	1	0.3%
Unsure/Don't Know	-	-	1	0.6%	1	1.7%	2	100%	4	1.2%
<b>Total</b>	<b>125</b>	<b>100%</b>	<b>160</b>	<b>100%</b>	<b>60</b>	<b>100%</b>	<b>2</b>	<b>100%</b>	<b>347</b>	<b>100%</b>

- Small and medium-sized employers have the most trouble filling retail and public services positions (32.0% and 37.9% respectively).

- A higher percentage of large employers (16.9%) and small employers (12.8%) have difficulties filling all positions than respondents of medium-sized employers (6.2%).
- Approximately 17% of large employers have trouble filling driver or transportation-type positions, compared to 4.0% of small employers and 6.8% of medium-sized employers.

**Question:** Why is it difficult to attract employees to this occupation?

*(This question was asked only of the 347 respondents who have difficulties attracting employees. Open-ended question with multiple responses allowed.)*

**Table 20 – Reasons for Recruitment Challenges**

Reason	Number of Businesses	Percentage of Businesses that have Difficulties Attracting Employees	Percentage of all Businesses Surveyed
		n=347	n=750
Low wages/ Can't compete	116	33.4%	15.5%
Shortage of experienced workers	109	31.4%	14.5%
Shortage of skilled workers	98	28.2%	13.1%
Shortage of available workers	55	15.9%	7.3%
High turnover in this industry	25	7.2%	3.3%
Unappealing working conditions	24	6.9%	3.2%
Out-migration	21	6.1%	2.8%
Young people aren't dedicated	19	5.5%	2.5%
Lack of training facilities/programs	18	5.2%	2.4%
Difficulty attracting to Saskatoon	11	3.2%	1.5%
Seasonal work	8	2.3%	1.1%
Unsure/Don't know	7	2.0%	0.9%

- One-third (33.4%) of respondents that have difficulties attracting employees to certain occupations say it is because their organization offers a lower pay scale compared to competitors or other employers. This translates into 15.5% of all respondents.
- Approximately 60% (or 27.6% of all respondents) say it is because of a shortage of skilled or experienced workers.

**Table 21 - Reasons for Recruitment Challenges by Industry**

Industry	n=	Low Wages	Shortage of			High Turnover	Unappealing Working Conditions
			Experienced Workers	Skilled Workers	Available Workers		
Manufacturing	45	35.6% (16)	37.8% (17)	31.1% (14)	8.9% (4)	4.4% (2)	4.4% (2)
Retail & Wholesale	55	50.9% (28)	12.7% (7)	25.5% (14)	18.2% (10)	16.4% (9)	12.7% (7)
Finance/Insurance	18	35% (7)	10% (2)	10% (2)	15% (3)	-	5% (1)
Business Services	21	42.9% (9)	23.8% (5)	19% (4)	4.8% (1)	4.8% (1)	-
Transport & Warehousing	28	46.4% (13)	39.3% (11)	25% (7)	14.3% (4)	-	7.1% (2)
Tourism	35	20% (7)	42.9% (15)	28.6% (10)	14.3% (5)	2.9% (1)	8.6% (3)
Accomm & Food Service	20	30% (6)	10% (2)	25% (5)	20% (4)	-	5% (1)
Food Processing	12	50% (6)	25% (3)	25% (3)	25% (3)	-	25% (3)
Mining/Oil & Gas/Agriculture	10	-	30% (3)	20% (2)	10% (1)	-	20% (2)
InfoTech/Electronics/Telecom	13	7.7% (1)	38.5% (5)	61.5% (8)	-	23.1% (3)	-
Not-For-Profit	13	61.5% (8)	23.1% (3)	38.5% (5)	-	-	-
Metal Fabricating	14	42.9% (6)	28.6% (4)	28.6% (4)	21.4% (3)	7.1% (1)	-
Printing/Publishing	20	5.6% (1)	44.4% (8)	22.2% (4)	5.6% (1)	11.1% (2)	5.6% (1)
Biotech/Pharma/Nutraceutical	12	25% (3)	66.7% (8)	25% (3)	33.3% (4)	16.7% (2)	16.7% (2)
Construction	13	15.4% (2)	69.2% (9)	30.8% (4)	30.8% (4)	-	-
Film/Video	7	-	42.9% (3)	85.7% (6)	28.6% (2)	20% (4)	-
Health Services	9	33.3% (3)	22.2% (2)	33.3% (3)	66.7% (6)	-	22.2% (2)
Education	2	-	100% (2)	-	-	-	-
Public Sector	-	-	-	-	-	-	-
<b>Overall</b>	<b>347</b>	<b>33.4% (116)</b>	<b>31.4% (109)</b>	<b>28.2% (98)</b>	<b>15.9% (55)</b>	<b>7.2% (25)</b>	<b>6.9% (24)</b>

Industry	Out-Migration	Lack of Dedication	Lack of Training Facilities	Difficulty Attracting to S'toon	Seasonal Work	Unsure
Manufacturing	-	2.2% (1)	8.9% (4)	8.9% (4)	4.4% (2)	-
Retail & Wholesale	-	7.3% (4)	3.6% (2)	-	-	-
Finance/Insurance	-	30% (6)	-	-	-	5% (1)
Business Services	-	19% (4)	-	9.5% (2)	-	9.4% (2)
Transport & Warehousing	-	-	3.6% (1)	7.1% (2)	-	-
Tourism	5.7% (2)	-	17.1% (6)	-	5.7% (2)	-
Accomm & Food Service	-	-	10% (2)	5% (1)	5.0% (1)	-
Food Processing	-	8.3% (1)	-	-	-	-
Mining/Oil & Gas/Agriculture	20% (2)	-	-	-	-	-
InfoTech/Electronics/Telecom	15.4% (2)	7.7% (1)	-	-	-	15.4% (2)
Not-For-Profit	-	-	-	-	7.7% (1)	-
Metal Fabricating	7.1% (1)	-	7.1% (1)	-	-	-
Printing/Publishing	22.2% (4)	11.1% (2)	-	-	-	11.1% (2)
Biotech/Pharma/Nutraceutical	8.3% (1)	-	-	16.7% (2)	-	-
Construction	53.8% (7)	-	15.4% (2)	-	-	-
Film/Video	-	-	-	-	-	-
Health Services	22.2% (2)	-	-	-	-	-
Education	-	-	-	-	-	-
Public Sector	-	-	-	-	-	-
<b>Overall</b>	<b>6.1% (21)</b>	<b>5.5% (19)</b>	<b>5.2% (18)</b>	<b>3.2% (11)</b>	<b>2.3% (8)</b>	<b>2.0% (7)</b>

n = number of organizations in each industry that have difficulties attracting employees in certain occupations.

- Lower wages and salaries make it difficult to attract employees in most industries, but a lack of skilled and/or experienced workers is the major issue facing employers in industries such as Construction, Information Technology/Electronics/Telecommunication and Tourism.
- Although there are some variations in recruitment challenges between industries, the sample size for many of the industries is too small to draw any statistical comparisons or conclusions.

**Table 22 - Reasons for Recruitment Challenges by Employer Size**

Reason	Small n = 125		Medium n = 161		Large n = 59		Refused n = 2		Overall n = 347	
	#	%	#	%	#	%	#	%	#	%
Low wages/ Can't compete	39	31.2%	50	31.1%	25	42.4%	2	100%	116	33.4%
Shortage of experienced workers	40	32.0%	50	31.1%	19	32.2%	-	-	109	31.4%
Shortage of skilled workers	29	23.2%	47	29.2%	22	37.3%	-	-	98	28.2%
Shortage of available workers	23	18.4%	23	14.3%	9	15.3%	-	-	55	15.9%
High turnover in this industry	7	5.6%	11	6.8%	7	11.9%	-	-	25	7.2%
Unappealing working conditions	9	7.2%	11	6.8%	6	10.2%	-	-	26	7.5%
Out-migration	10	8.0%	9	5.6%	2	3.4%	-	-	21	6.1%
Young people aren't dedicated	5	4.0%	11	6.8%	3	5.1%	-	-	19	5.5%
Lack of training facilities/programs	8	6.4%	6	3.7%	4	6.8%	-	-	18	5.2%
Difficulty attracting to Saskatoon	4	3.2%	5	3.1%	2	3.4%	-	-	11	3.2%
Seasonal work	3	2.4%	5	3.1%	-	-	-	-	8	2.3%
Unsure/Don't know	4	3.2%	3	1.7%	-	-	-	-	7	2.0%

- Respondents of large employers (37.3%) are more likely than respondents of small (23.2%) and medium (29.2%) employers to indicate that it is difficult to attract employees because of a shortage of skilled workers.
- Large employers (42.4%) are also more likely to say that it is difficult to attract employees because of lower salaries and wages than small (31.2%) and medium-sized (31.1%) employers.
- A higher percentage of small employers (8.0%) indicate that out-migration is a challenge than medium or large employers (5.6% and 3.4%).

### 3.6 RECRUITMENT METHODS

**Question:** Please indicate how effective each method of recruitment has been?

**Table 23 – Recruitment Methods**

Recruitment Methods	Very Ineffective	Ineffective	Somewhat Effective	Effective	Very Effective	Unsure	Total
Word of Mouth	10.1%	10.1%	19.9%	22.3%	32.0%	5.6%	100%
Professional Journals	16.7%	13.9%	24.1%	19.3%	10.1%	15.9%	100%
Trade Unions	17.3%	16.0%	31.5%	17.9%	8.5%	8.8%	100%
Job Fairs	32.0%	3.6%	3.6%	4.3%	5.3%	51.2%	100%
Radio	31.6%	8.3%	12.1%	6.3%	1.6%	40.1%	100%
Newspapers	37.9%	6.3%	4.4%	3.6%	1.2%	46.7%	100%
Television	36.1%	5.2%	4.0%	2.7%	1.1%	50.9%	100%
Recruitment Consultants	37.2%	2.8%	1.3%	0.3%	0.9%	57.5%	100%
Resume Drop Off	35.5%	5.7%	4.5%	1.3%	0.8%	52.1%	100%
Internet	37.9%	2.3%	0.8%	0.3%	0.8%	58.0%	100%
Employment Agencies	38.9%	1.5%	0.3%	0.1%	0.3%	58.9%	100%

- Over one-half (54.3%) of respondents think that word-of-mouth is an effective or very effective means of recruitment.
- Professional journals (29.4%) and trade unions (26.5%) are also considered to be effective or very effective.
- Over one-third of respondents feel that newspapers (44.2%), radio (39.9%), television (41.3%), resume drop-off (41.2%), internet (40.2%), recruitment consultants (40.0%), employment agencies (40.4%) and job fairs (35.6%) are very ineffective methods of recruitment.
- However, in most cases, nearly half of employers are unsure if the recruitment methods listed are effective because they have never used it or have not tracked its success rate.

**Table 24 - Effectiveness of Recruitment Methods by Overall Mean Score**

*Where 1 = very ineffective and 5 = very effective*

Recruitment Methods	Overall	
	n =	Mean
Word of Mouth	708	3.59
Professional Journals	631	2.91
Trade Unions	684	2.83
Radio	449	1.96
Job Fairs	366	1.92
Newspapers	400	1.56
Television	368	1.52
Resume Drop Off	359	1.46
Recruitment Consultants	319	1.24
Internet	315	1.19
Employment Agencies	308	1.08

n = the number of respondents that rated the recruitment method with a score of 1 to 5

- On a scale of one to five with five being the highest ranking, the overall mean scores for the recruitment methods listed range from a low of 1.08 (employment agencies) to a high of 3.59 (word of mouth).
- Overall, the recruitment methods listed are considered to be somewhat effective at best.
- Of all the recruitment methods listed, word of mouth is considered to be most effective, as it receives an overall mean score of 3.59.
- Professional journals (2.91) and trade shows (2.83) receive the next highest overall mean score.

**Table 25 - Mean Score of Recruitment Methods Effectiveness by Industry**

*Where 1 = very ineffective and 5 = very effective*

Recruitment Methods	Manufact	Retail	Finance	Bus. Services	Transport/ Warehouse	Tourism	Accom/ Food	Food Process	Ag/Oil/ Gas	Info Tech/ Electron
	n=108	n=97	n=64	n=62	n=56	n=55	n=43	n=39	n=33	n=32
Word of Mouth	3.69	3.64	3.63	4.05	3.84	3.21	3.83	3.17	3.30	3.63
Newspapers	1.67	1.68	1.20	1.64	1.63	1.33	1.56	1.20	1.50	1.43
Professional Journals	3.10	2.87	2.79	2.62	2.29	2.96	3.09	3.55	3.21	2.83
Radio	2.14	2.23	1.60	1.86	2.14	2.00	1.65	2.21	2.00	2.00
Television	1.35	1.48	1.57	1.86	1.33	1.38	1.17	2.20	1.88	1.71
Resume Drop Off	1.38	1.45	1.36	1.59	1.41	1.40	1.30	1.67	1.00	1.76
Internet	1.23	1.50	1.27	1.00	1.26	1.27	1.09	1.20	1.00	1.00
Recruitment Consultants	1.38	1.39	1.09	1.40	1.10	1.13	1.00	1.00	1.23	1.14
Employment Agencies	1.00	1.29	1.10	1.00	1.07	1.13	1.00	1.00	1.00	1.00
Job Fairs	1.41	2.00	3.00	2.92	1.58	1.13	1.32	2.09	2.25	1.95
Trade Unions	2.80	3.06	2.89	2.55	2.41	2.88	3.70	3.16	2.55	2.77

Recruitment Methods	NFP	Metal Fab	Printing/ Publish	Biotech/ Pharm	Construct	Film/ Video	Health Service	Education	Public Sector
	n=31	n=27	n=25	n=23	n=18	n=12	n=11	n=8	n=6
Word of Mouth	3.90	2.78	2.92	3.43	4.11	3.50	3.73	3.00	3.67
Newspapers	1.59	2.30	1.00	1.71	1.67	1.80	1.00	1.00	4.00
Professional Journals	3.45	2.12	3.67	2.65	3.06	1.38	2.89	3.75	3.00
Radio	2.29	1.87	1.67	1.94	1.70	1.20	1.40	1.75	2.50
Television	1.32	1.31	1.67	1.63	1.00	1.17	2.71	1.00	2.00
Resume Drop Off	1.47	1.15	1.25	1.75	1.33	1.00	2.33	3.00	3.00
Internet	1.00	1.14	1.00	1.38	1.00	1.00	1.00	1.00	1.00
Recruitment Consultants	1.15	1.29	1.27	1.11	2.33	1.27	1.00	1.75	3.00
Employment Agencies	1.13	1.14	1.00	1.11	1.00	1.60	1.00	1.00	1.00
Job Fairs	1.40	1.75	1.56	2.00	1.37	2.60	1.00	2.25	1.00
Trade Unions	2.52	2.63	2.96	2.74	3.25	2.13	3.00	2.50	2.33

n = the number of respondents that rated the recruitment method with a score of 1 to 5

- Word of mouth receives a relatively high mean score from all of the industries, with Construction (4.11) and Business Services (4.05) providing the highest scores.
- There is a considerable range of score for professional journals, with a low of 1.38 from the Film/Video/Multimedia industry to a high of 3.67 from the Printing/Publishing industry.
- With the exception of the Public Sector (4.00), most industries rate newspapers with a low mean score.

**Table 26 - Mean Score of Recruitment Methods Effectiveness by Employer Size**

*Where 1 = very ineffective and 5 = very effective*

Recruitment Methods	Small		Medium		Large	
	n =	Mean	n =	Mean	n =	Mean
Word of Mouth	256	3.67	319	3.55	132	3.53
Newspapers	120	1.50	196	1.54	83	1.76
Professional Journals	205	3.04	297	2.69	128	3.21
Radio	154	1.97	212	1.91	83	2.11
Television	119	1.57	183	1.49	65	1.49
Resume Drop Off	105	1.36	174	1.26	80	2.03
Internet	107	1.22	142	1.09	66	1.33
Recruitment Consultants	103	1.21	147	1.20	69	1.35
Employment Agencies	103	1.14	147	1.01	58	1.19
Job Fairs	119	1.66	174	1.94	73	2.29
Trade Unions	234	2.60	313	2.88	136	3.10

n = the number of respondents that rated the recruitment method with a score of 1 to 5

- Respondents from small and large businesses (3.04 and 3.21 respectively) rate professional journals higher than respondents from medium-sized businesses (2.69).
- The mean score for job fairs and trade unions as effective recruitment methods increases incrementally from small to large sized businesses.

**Question:** The following is a list of challenges that employers sometimes face when trying to find employees in their industry. Please indicate if you experience any of the following challenges.

*(List of recruitment challenges were provided to respondents.)*

**Table 27 – Recruitment Challenges**

Recruitment Challenge	Businesses Surveyed n = 750	
	Number	Percentage
Shortage of experienced workers	502	66.9%
Shortage of skilled workers	483	64.4%
Shortage of available workers	326	43.5%
Out-migration	249	33.2%
High turnover in this industry	225	30.0%
Lack of training facilities/programs	200	26.7%
Difficulty attracting to Saskatoon	149	19.9%
Unappealing working conditions	90	12.0%

- Over two-thirds of respondents indicate that a shortage of experienced workers (66.9%) and a shortage of skilled workers (64.4%) are challenges they sometimes face when trying to find employees in their industry.
- One third (33.2%) of respondents say that workers leaving the city (out-migration) is a challenge they experience when trying to find employees in their industry.

**Table 28 - Recruitment Challenges Faced by Industry Sector**

Industry	n =	Shortage of			High Turnover	Difficulty Attracting to S'toon	Out-Migration	Lack of Training Facilities	Unappealing Working Conditions
		Experienced Workers	Skilled Workers	Available Workers					
Manufacturing	108	72.2%	71.3%	42.6%	39.8%	25.0%	21.3%	45.4%	22.2%
Retail & Wholesale	97	69.1%	69.1%	60.8%	34.0%	26.8%	39.2%	35.1%	10.3%
Finance/Insurance	64	59.4%	56.3%	25.0%	12.5%	6.3%	21.9%	12.5%	3.1%
Business Services	62	75.8%	64.5%	38.7%	22.6%	25.8%	24.2%	22.6%	9.7%
Transport & Warehousing	56	66.1%	69.6%	53.6%	32.1%	7.1%	28.6%	16.1%	17.9%
Tourism	55	76.4%	69.1%	41.8%	32.7%	3.6%	40.0%	25.5%	10.9%
Accomm & Food Service	43	60.5%	55.8%	58.1%	46.5%	18.6%	46.5%	4.7%	4.7%
Food Processing	39	41.0%	41.0%	25.6%	41.0%	-	20.5%	30.8%	25.6%
Mining/Oil & Gas/Agriculture	33	57.6%	57.6%	24.2%	18.2%	12.1%	36.4%	6.1%	12.1%
InfoTech/Electronic/Telecom	32	59.4%	53.1%	28.1%	31.3%	21.9%	43.8%	31.3%	-
Not-For-Profit	31	41.9%	48.4%	25.8%	29.0%	-	16.1%	29.0%	32.3%
Metal Fabricating	27	77.8%	88.9%	51.9%	14.8%	37.0%	59.3%	11.1%	7.4%
Printing/Publishing	25	80.0%	56.0%	56.0%	24.0%	32.0%	24.0%	52.0%	8.0%
Biotech/Pharma/Nutraceutical	23	78.3%	69.6%	43.5%	34.8%	47.8%	60.9%	17.4%	-
Construction	18	100.0%	100.0%	94.4%	27.8%	61.1%	77.8%	38.9%	-
Film/video	12	66.7%	66.7%	41.7%	-	25.0%	25.0%	25.0%	-
Health Services	11	81.8%	63.6%	36.4%	45.5%	18.2%	27.2%	45.5%	18.2%
Education	8	50.0%	75.0%	50.0%	25.0%	50.0%	75.0%	25.0%	-
Public Sector	6	33.0%	33.0%	-	-	33.3%	-	-	-
<b>Overall</b>	<b>750</b>	<b>66.9%</b>	<b>64.4%</b>	<b>43.5%</b>	<b>30.0%</b>	<b>19.9%</b>	<b>33.2%</b>	<b>26.7%</b>	<b>12.0%</b>

- The table above illustrates the percentage of respondents within each industry sector that face each challenge when trying to find employees in their industry.
- The majority of respondents in all industries except for the Not-For-Profit, Food & Value Added Ag Processing and Public Sector industries, indicate that a shortage of experienced and skilled workers is a challenge.

- Virtually all of the respondents in the Construction industry experience a shortage of experienced workers (100%), a shortage of skilled workers (100%) and a shortage of available workers (94.4%).
- The majority of respondents in the Construction (77.8%), Education (75%), Biotechnology/Pharmaceutical/Nutraceutical (60.9%) and Metal Fabricating (59.3%) industries indicate that out-migration of employees in their industry is a challenge.
- High turnover rates pose the greatest challenge in the Accommodation and Food Services (46.5%), Health Services (45.5%) and Food Processing (41.0%) industries.
- The Construction (61.1%), Education (50.0%) and Biotechnology/Pharmaceutical/Nutraceutical (47.8%) industries report the greatest challenge in attracting employees to Saskatoon.

**Table 29 - Recruitment Challenges Faced by Employer Size**

Recruitment Challenges	Small n = 272		Medium n = 327		Large n = 142		Refused n = 9		Total n = 750	
	#	%	#	%	#	%	#	%	#	%
Shortage of experienced workers	165	60.7%	233	71.3%	103	72.5%	1	11.1%	502	66.9%
Shortage of skilled workers	166	61.0%	217	66.4%	99	69.7%	1	11.1%	483	64.4%
Shortage of available workers	110	40.4%	148	45.3%	67	47.2%	1	11.1%	326	43.5%
High turnover in this industry	89	32.7%	94	28.7%	42	29.6%			225	30.0%
Difficulty attracting to Saskatoon	51	18.8%	65	19.9%	32	22.5%	1	11.1%	149	19.9%
Out-migration	77	28.3%	115	35.2%	57	40.1%			249	33.2%
Lack of training facilities/programs	76	27.9%	85	26.0%	38	26.8%	1	11.1%	200	26.7%
Unappealing working conditions	32	11.8%	38	11.6%	20	14.1%			90	12.0%

- The percentage of employers that say shortages of experienced, skilled and available workers are challenges faced by their organization, increases from small to large businesses.
- Approximately 40% of respondents of large businesses face out-migration as a recruitment challenge. This compares to 28.3% of respondents of small businesses and 35.2% of respondents of medium-sized businesses.

### **3.7 TURNOVER RATES**

**Question:** Approximately how many full-time employees, part-time and casual/contract employees have left your organization in the last twelve months?

**Table 30 - Employee Turnover**

Employee Type	Number of Businesses with Employee Type	Businesses with Employees That Have Left		Number of Employees That Have Left
		Number	Percentage	
Full-time	741	344	46.4%	5,056
Part-time	493	14	2.8%	108
Contract/casual	122	0	0%	0
<b>Total</b>	<b>750</b>	-	-	<b>5,241</b>

- Approximately 46% of respondents have had at least one full-time employee leave the organization in the last twelve months. This translates into approximately 5,056 employees.
- Close to 3% of respondents who have part-time employees have lost at least one part-time employee in the last twelve months. This translates into approximately 108 employees.
- None of the organizations claim to have lost casual or contract workers in the last twelve months.
- In total, approximately 5,241 employees have left the organizations covered in the survey in the last twelve months.

### 3.7.1 Full-Time Employees

**Table 31 – Full-Time Employee Turnover**

Number of Full-Time Employees that have Left	Number of Businesses Surveyed	Percentage of Businesses Surveyed
1 - 5	220	29.3%
6 - 25	93	12.4%
26 +	31	4.1%
Unsure/Refused/NA	406	54.1%
<b>Total</b>	<b>750</b>	<b>100.0%</b>

- Approximately 29.3% of respondents have lost between one and five full-time employees in the last twelve months, 12.4% have lost between 6 and 25 and 4.1% have lost over 25 employees.

### 3.7.2 Part-Time Employees

**Table 32 – Part-Time Employee Turnover**

Number of Part-Time Employees that have Left	Number of Businesses Surveyed	Percentage of Businesses Surveyed
1 - 5	10	1.3%
6 - 25	2	.3%
26 +	2	.3%
Unsure/Refused/NA	736	98.1%
<b>Total</b>	<b>750</b>	<b>100.0%</b>

- Close to 1% of respondents have lost between one and five part-time employees in the last twelve months.
- The vast majority of respondents have not lost any part-time employees in the last twelve months.

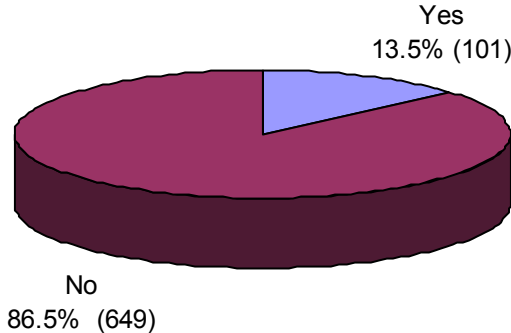
**Table 33 - Annual Turnover Rate by Industry**

<b>Industry</b>	<b>Turn-Over Rate</b>
Accomm & Food Service	48.9%
Printing/Publishing	21.6%
Mining/Oil & Gas/Agriculture	21.4%
Not-For-Profit	19.6%
Metal Fabricating	17.8%
Construction	17.2%
Retail & Wholesale	13.4%
Manufacturing	13.1%
Transport & Warehousing	12.0%
Biotech/Pharma/Nutraceutical	10.1%
InfoTech/Electronics/Telecomm	9.8%
Business Services	9.4%
Tourism	7.9%
Finance/Insurance	7.8%
Education	4.6%
Health Services	4.3%
Food Processing	2.6%
Film/Video	1.5%
Public Sector	1.0%

- Industries with the highest turnover rates are Accommodation & Food Services (48.9%), Printing/Publishing (21.6%), Mining/Oil & Gas/Agriculture (21.4%) and Not-For-Profit (19.6%).

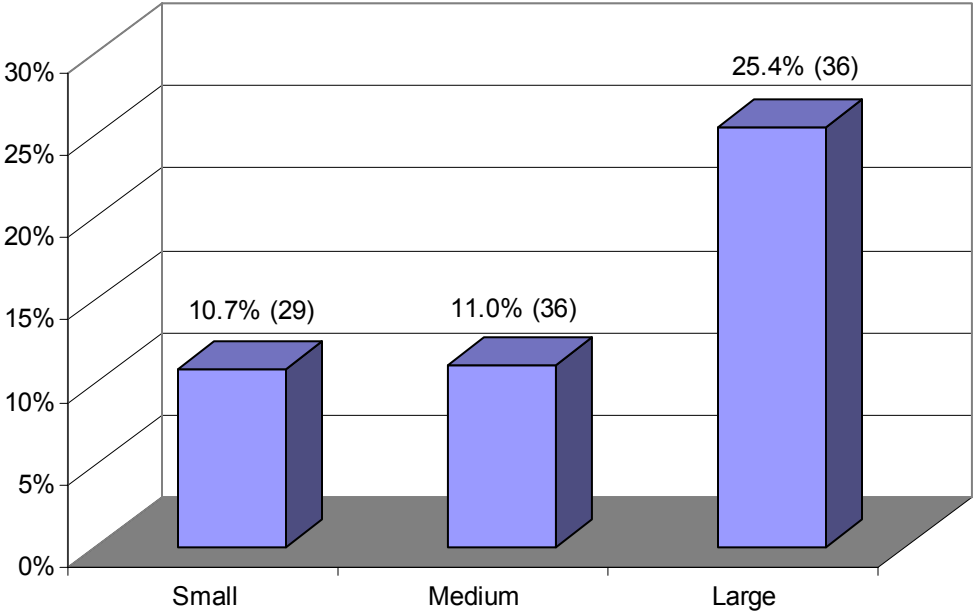
**Question:** Is this turnover rate a concern for you?

**Figure 3 - Concern for Turnover Rate**



- The majority of employers (86.5%) are not concerned about their turnover rate.

**Figure 4 - Concern for Turnover Rate by Employer Size**



- The chart above illustrates the percentage and number of respondents in each employer size group that are concerned about their turnover rates.

- Close to one-quarter (25.4%) of respondents of large employers are concerned about their turnover rates. This compares to 11% of medium-sized and 10.7% of small businesses.

**Question:** What are the most common reasons employees give you when they leave your organization?

*(Multiple responses allowed)*

**Table 34 - Reasons for Leaving Employment**

Reason for Leaving	Businesses Surveyed n = 750	
	Number	Percent
Better opportunities/better job/full-time work	390	52.0%
Hours are too long	172	22.9%
Lack of training	77	10.3%
Physical demands of the job	71	9.5%
Personality conflicts	60	8.0%
Retirement	32	4.3%
Personal reasons	19	2.5%
Going back to school	13	1.7%
To open their own business	13	1.7%
Job is too stressful	12	1.6%
Having to work weekends	6	0.8%
Insufficient wages	2	0.3%
Insufficient benefits	2	0.3%
Having to work shifts	2	0.3%
Unsure	14	1.9%

- Over one-half of respondents (390 or 52%) say employees leave for better opportunities, which includes better jobs and/or jobs offer full-time work.
- Close to one-quarter (22.9%) claim employees leave because working hours are too long; 10.3% leave because of lack of training and 9.5% leave due to physical demands of the job.

**Table 35 - Reasons Employees Leave by Industry**

Industry	n =	Better opp/job	Long hrs	Lack of training	Physical demands	Personality conflicts	Retirement	Personal reasons	Back to school	Open own business	Job stress	Wkend work	Insuff. wages	Insuff. benefits	Shift work	Unsure
Manufacturing	108	62.0%(67)	18.5% (20)	11.1%(12)	5.6% (6)	8.3% (9)	1.9% (2)	1.9% (2)	0.9% (1)	2.8% (3)	1.9% (2)	1.9% (2)	-	-	-	0.9% (1)
Retail & Wholesale	97	50.5%(49)	20.6% (20)	12.4%(12)	12.4%(12)	4.1% (4)	10.3%(10)	2.1% (2)	2.1% (2)	6.2% (6)	-	-	-	2.1% (2)	2.1%(2)	-
Finance/Insurance	64	51.6%(33)	25.0% (16)	1.6% (1)	21.9% (14)	6.3% (4)	9.4% (6)	3.1% (2)	-	-	3.1% (2)	-	3.1%(2)	-	-	3.1% (2)
Business Services	62	64.5%(40)	9.7% (6)	1.6% (1)	11.3% (7)	3.2% (2)	-	3.2% (2)	3.2% (2)	3.2% (2)	-	3.2% (2)	-	-	-	9.7% (6)
Transport/Ware	56	55.4%(31)	25.0% (14)	7.1% (4)	3.6% (2)	12.5% (7)	7.1% (4)	-	-	-	-	3.6% (2)	-	-	-	-
Tourism	55	43.6%(24)	27.3% (15)	16.4% (9)	9.1% (5)	10.9% (6)	-	10.9% (6)	-	-	-	-	-	-	-	-
Accomm & Food Service	43	37.2%(16)	27.9% (12)	44.2%(19)	-	14.0% (6)	-	-	4.7% (2)	-	4.7% (2)	-	-	-	-	-
Food Processing	39	46.2%(18)	20.5% (8)	23.1%(9)	5.1% (2)	10.3% (4)	-	5.1% (2)	-	-	-	-	-	-	-	7.7% (2)
Mining/Oil & Gas/Ag	33	39.4%(13)	36.4% (12)	9.1% (3)	18.2% (6)	6.1% (2)	6.1% (2)	-	-	-	-	-	-	-	-	-
InfoTech/Electron	32	62.5%(20)	28.1% (9)	-	-	6.3% (2)	-	3.1% (1)	-	-	-	-	-	-	-	-
Not-For-Profit	31	48.4%(15)	25.8% (8)	6.5% (2)	19.4% (6)	-	6.5% (2)	-	-	-	6.5% (2)	-	-	-	-	-
Metal Fabricating	27	74.1%(20)	18.5% (5)	-	7.4% (2)	-	-	-	-	-	-	-	-	-	-	-
Printing/Publishing	25	20.0% (5)	52.0% (13)	-	16.0% (4)	16.0% (4)	16.0%(4)	-	-	-	16.0%(4)	-	-	-	-	4.0% (1)
Biotech/Pharma/Nutra	23	47.8%(11)	17.4% (4)	13.0%(3)	4.3% (1)	8.7% (2)	-	-	8.7% (2)	8.7% (2)	-	-	-	-	-	-
Construction	18	55.6%(10)	33.3% (6)	11.1% (2)	-	-	-	-	-	-	-	-	-	-	-	-
Film/video	12	58.3% (7)	-	-	16.7% (2)	16.7% (2)	-	-	-	-	-	-	-	-	-	-
Health Services	11	45.5% (5)	-	-	-	18.2% (2)	-	18.2%(2)	18.2% (2)	-	-	-	-	-	-	-
Education	8	-	50.0% (4)	-	25.0% (2)	50.0% (4)	25.0% (2)	-	25.0%(2)	-	-	-	-	-	-	-
Public Sector	6	100% (6)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Overall</b>	<b>750</b>	<b>52.0%</b>	<b>22.9%</b>	<b>10.3%</b>	<b>9.5%</b>	<b>8.0%</b>	<b>4.3%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>0.8%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>1.9%</b>

- A significant percentage of respondents in every industry except for Education claim that employees leave for better opportunities.

- Respondents in most industries indicate that employees leave because of long hours, particularly in the Printing/Publishing (52%), Education (50%), Mining/Oil & Gas/Agriculture (36.4%) and Construction (33.3%) sectors.
- Lack of training is a common reason employee leave in the Accommodation & Food Services (44.2%) and Food Processing (23.1%) industries.

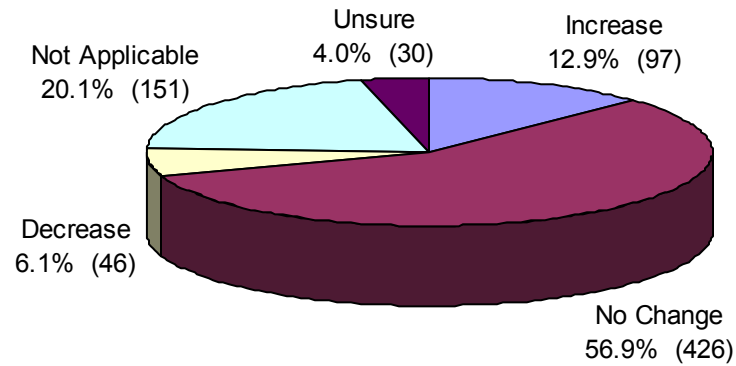
**Table 36 - Reasons Employees Leave by Employer Size**

Reason for Leaving	Small n = 272		Medium n = 327		Large n = 142		Refused n = 9		Total n = 750	
	#	%	#	%	#	%	#	%	#	%
Better opportunities/ better job/full-time work	165	60.7%	155	47.4%	62	43.7%	8	88.9%	390	52.0%
Hours are too long	53	19.5%	80	24.5%	39	27.5%	-	-	172	22.9%
Lack of training	18	6.6%	36	11.0%	23	16.2%	-	-	77	10.3%
Physical demands of the job	17	6.3%	39	11.9%	15	10.6%	-	-	71	9.5%
Personality conflicts	18	6.6%	24	7.3%	18	12.7%	-	-	60	8.0%
Retirement	10	3.7%	8	2.4%	14	9.9%	-	-	32	4.3%
Personal reasons	5	1.8%	12	3.7%	2	1.4%	-	-	19	2.5%
Going back to school	6	2.2%	4	1.2%	3	2.1%	-	-	13	1.7%
To open their own business	4	1.5%	8	2.4%	1	0.7%	-	-	13	1.7%
Job is too stressful	8	2.9%	2	0.6%	2	1.4%	-	-	12	1.6%
Having to work weekends	2	0.7%	-	-	4	2.8%	-	-	6	0.8%
Insufficient wages	-	-	2	0.6%	-	-	-	-	2	0.3%
Insufficient benefits	2	0.7%	-	-	-	-	-	-	2	0.3%
Having to work shifts	-	-	2	0.6%	-	-	-	-	2	0.3%
Unsure	1	0.4%	8	2.4%	4	2.8%	1	11.1%	14	1.9%

- Close to two-thirds (60.7%) of small employers indicate employees leave for better opportunities/job/full-time work. This compares to 47.4% of medium-sized employers and 43.7% of small employers.
- A higher percentage of large employers (16.2%) say that employees leave because of a lack of training than small and medium-sized employers (6.6% and 11.0% respectively).

**Question:** Compared to prior years, has your organization experienced an increase or decrease in the number of employees leaving for employment out of the province and/or country?

**Figure 5 – Employee Emigration**



- The majority (56.9%) of business have not experienced an increase or decrease in the number of employees leaving for employment out of the province and/or country.
- Approximately 13% indicate they have experienced an increase.

**Table 37 - Out-of-Province or Country Migration by Industry**

Industry	Increase	No Change	Decrease	N/A	Unsure	Total
Education	50% (4)	-	25% (2)	25% (2)	-	100% (8)
Business Services	21% (13)	53.2% (33)	9.7% (6)	16.1% (10)	-	100% (62)
Metal Fabricating	18.5% (5)	66.7% (18)	-	14.8% (4)	-	100% (27)
Health Services	18.2% (2)	81.8% (9)	-	-	-	100% (11)
Biotech/Pharma/Nutraceutical	17.4% (4)	60.9% (14)	-	21.7% (5)	-	100% (23)
Printing/Publishing	16% (4)	48% (12)	-	36% (9)	-	100% (25)
Manufacturing	14.8% (16)	50.9% (55)	2.8% (3)	24.1% (26)	7.4% (8)	100% (108)
Tourism	14.5% (8)	58.2% (32)	3.6% (2)	20% (11)	3.6% (2)	100% (55)
Retail & Wholesale	14.4% (14)	49.5% (48)	12.4% (12)	17.5% (17)	6.2% (6)	100% (97)
Accomm & Food Service	14% (6)	62.8% (27)	9.3% (4)	14% (6)	-	100% (43)
Finance/Insurance	12.5% (8)	56.3% (36)	6.3% (4)	25% (16)	-	100% (64)
Mining/Oil & Gas/Agriculture	12.1% (4)	51.5% (17)	6.1% (2)	24.2% (8)	6.1% (2)	100% (33)
Transport & Warehousing	7.1% (4)	57.1% (32)	7.1% (4)	21.4% (12)	7.1% (4)	100% (56)
InfoTech/Electronic/Telecomm	6.3% (2)	53.1% (17)	9.4% (3)	25% (8)	6.3% (2)	100% (32)
Construction	5.6% (1)	88.9% (16)	-	5.6% (1)	-	100% (18)
Food Processing	5.1% (2)	61.5% (24)	10.3% (4)	17.9% (7)	5.1% (2)	100% (39)
Film/Video	-	41.7% (5)	-	25% (3)	33.3% (4)	100% (12)
Public Sector	-	66.7% (4)	-	33.3% (2)	-	100% (6)
Not-For-Profit	-	87.1% (27)	-	12.9% (4)	-	100% (31)
<b>Overall</b>	<b>12.9% (97)</b>	<b>56.9% (426)</b>	<b>6.1% (46)</b>	<b>20.1% (151)</b>	<b>4.0% (30)</b>	<b>100% (750)</b>

- The majority of industries have not experienced a change in the number of employees leaving for employment out of the province and/or country.
- Industries with the highest percentage of employees leaving for employment out of the province and/or country are Education (50%), Business Services (21%), Metal Fabricating (18.5%) and Health Services (18.2%).

**Table 38 - Out-of-Province or Country Migration by Employer Size**

Out-Migration	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
Increase	30	11.0%	57	17.4%	10	7.0%	-	-	97	12.9%
No Change	144	52.9%	183	56.0%	98	69.0%	1	11.1%	426	56.8%
Decrease	13	4.8%	21	6.4%	12	8.5%	-	-	46	6.1%
Not Applicable	77	28.3%	58	17.7%	16	11.3%	-	-	151	20.1%
Unsure	8	2.9%	8	2.4%	6	4.2%	8	88.9%	30	4.0%
<b>Total</b>	<b>272</b>	<b>100%</b>	<b>327</b>	<b>100%</b>	<b>142</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>750</b>	<b>100%</b>

- A higher percentage of respondents from small and medium businesses (11.0% and 17.4% respectively) than large businesses (7.0%) have experienced an

increase in the number of employees leaving for employment out of the province and/or country.

### **3.8 RETENTION STRATEGIES**

**Question:** What employee retention practices or strategies has your company used with success?

**Table 39 – Successful Retention Strategies**

Retention Strategies	Businesses Surveyed n = 750	
	Number	Percentage
Competitive wages & salaries	187	24.9%
Competitive commissions & bonuses	143	19.1%
Positive work environment/Treat staff fairly	137	18.3%
Nothing different or unusual	121	16.1%
Competitive benefits	85	11.3%
Expanded holidays/Flexible hours	26	3.5%
Unsure/Don't Know	51	6.8%
<b>Total</b>	<b>750</b>	<b>100%</b>

- Close to one-half (44%) of respondents use money (wages, salaries, commission or bonuses) as a successful employee retention strategy. One-quarter 25% offer competitive wages or salaries, while 19% offer competitive commissions or bonuses.
- Other successful practices include providing a positive work environment (18%) and competitive benefits (11%).

**Table 40 - Successful Retention Strategies by Industry**

Industry	Competitive wages	Competitive bonuses	Positive work enviro	Nothing different	Competitive benefits	Expanded holidays/ flexible hrs	Unsure	Total
Manufacturing	28.7% (31)	21.3% (23)	15.7% (17)	22.2% (24)	6.5% (7)	2.8% (3)	2.8% (3)	100%(108)
Retail & Wholesale	25.8% (25)	17.5% (17)	23.7% (23)	13.4% (13)	11.3% (11)	4.1% (4)	4.1% (4)	100% (97)
Finance/Insurance	26.6% (17)	15.6% (10)	14.1% (9)	25% (16)	14.1% (9)	4.7% (3)	-	100% (64)
Business Services	24.2% (15)	16.1% (10)	22.6% (14)	11.3% (7)	6.5% (4)	8.1% (5)	11.3% (7)	100% (62)
Transport & Warehousing	21.4% (12)	21.4% (12)	23.2% (13)	12.5% (7)	16.1% (9)	-	5.4% (3)	100% (56)
Tourism	18.2% (10)	21.8% (12)	23.6% (13)	20% (11)	9.1% (5)	1.8% (1)	5.5% (3)	100% (55)
Accomm & Food Service	20.9% (9)	23.3% (10)	16.3% (7)	11.6% (5)	16.3% (7)	-	11.6% (5)	100% (43)
Food Processing	17.9% (7)	20.5% (8)	25.6% (10)	17.9% (7)	10.3% (4)	-	7.7% (3)	100% (39)
Mining/Oil & Gas/Ag	45.5% (15)	15.2% (5)	18.2% (6)	9.1% (3)	6.1% (2)	-	6.1% (2)	100% (33)
InfoTech/Electronic/Tele	21.9% (7)	12.5% (4)	15.6% (5)	9.4% (3)	18.8% (6)	6.3% (2)	15.6% (5)	100% (32)
Not-For-Profit	22.6% (7)	19.4% (6)	16.1% (5)	19.4% (6)	16.1% (5)	-	6.5% (2)	100% (31)
Metal Fabricating	18.5% (5)	7.4% (2)	11.1% (3)	22.2% (6)	14.8% (4)	11.1% (3)	14.8% (4)	100% (27)
Printing/Publishing	36% (9)	24% (6)	16% (4)	4% (1)	12% (3)	-	8% (2)	100% (25)
Biotech/Pharma/Nutra	17.4% (4)	26.1% (6)	17.4% (4)	13% (3)	8.7% (2)	4.3% (1)	13% (3)	100% (23)
Construction	22.2% (4)	16.7% (3)	11.1% (2)	16.7% (3)	5.6% (1)	11.1% (2)	16.7% (3)	100% (18)
Film/Video	25% (3)	25% (3)	-	8.3% (1)	16.7% (2)	16.7% (2)	8.3% (1)	100% (12)
Health Services	36.4% (4)	18.2% (2)	18.2% (2)	9.1% (1)	9.1% (1)	-	9.1% (1)	100% (11)
Education	-	50.0% (4)	-	50.0% (4)	-	-	-	100% (8)
Public Sector	50.0% (3)	-	-	-	50.0% (3)	-	-	100% (6)
<b>Overall</b>	<b>24.9% (187)</b>	<b>19.1% (143)</b>	<b>18.3% (137)</b>	<b>16.1% (121)</b>	<b>11.3% (85)</b>	<b>3.5% (26)</b>	<b>6.8% (51)</b>	<b>100% (750)</b>

- Over one-quarter (26.1%) of respondents in the Biotechnology/Pharmaceutical/ Nutraceutical industry have used competitive wages as a successful employee retention strategy.
- Approximately 46% of respondents in the Mining/Oil & Gas/Agriculture industry have used competitive wages as a successful employee retention strategy.
- Approximately one-quarter of respondents in the Retail & Wholesale industry have successfully used competitive wages (25.8%) and a positive work environment (23.7%) as an employee retention practice.

**Table 41 - Successful Retention Strategies by Employer Size**

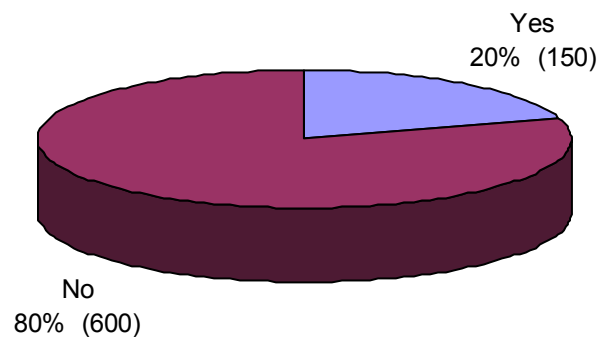
Retention Strategies	Small		Medium		Large		Refused		Total	
	#	%	#	%	#	%	#	%	#	%
Competitive wages & salaries	71	26.1%	81	24.8%	32	22.5%	3	33.3%	187	24.9%
Competitive commissions & bonuses	54	19.9%	53	16.2%	35	24.6%	1	11.1%	143	19.1%
Positive work environment/Treat staff fairly	52	19.1%	58	17.7%	26	18.3%	1	11.1%	137	18.3%
Nothing different or unusual	40	14.7%	67	20.5%	13	9.2%	1	11.1%	121	16.1%
Competitive benefits	33	12.1%	35	10.7%	17	12.0%			85	11.3%
Expanded holidays/Flexible hours	4	1.5%	14	4.3%	6	4.2%	2	22.2%	26	3.5%
Unsure/Don't Know	18	6.6%	19	5.8%	13	9.2%	1	11.1%	51	6.8%
Total	272	100%	327	100%	142	100%	9	100%	750	100%

- A higher percentage of large employers (24.6%) use competitive commissions and bonuses than small and medium-sized employers (19.9% and 16.2% respectively).

### 3.9 INFORMATION OR SUPPORT SERVICES REQUIREMENTS

**Question:** Does your company require information or support services for training employees?

**Figure 6 – Need for Employee Training Information or Support Services**



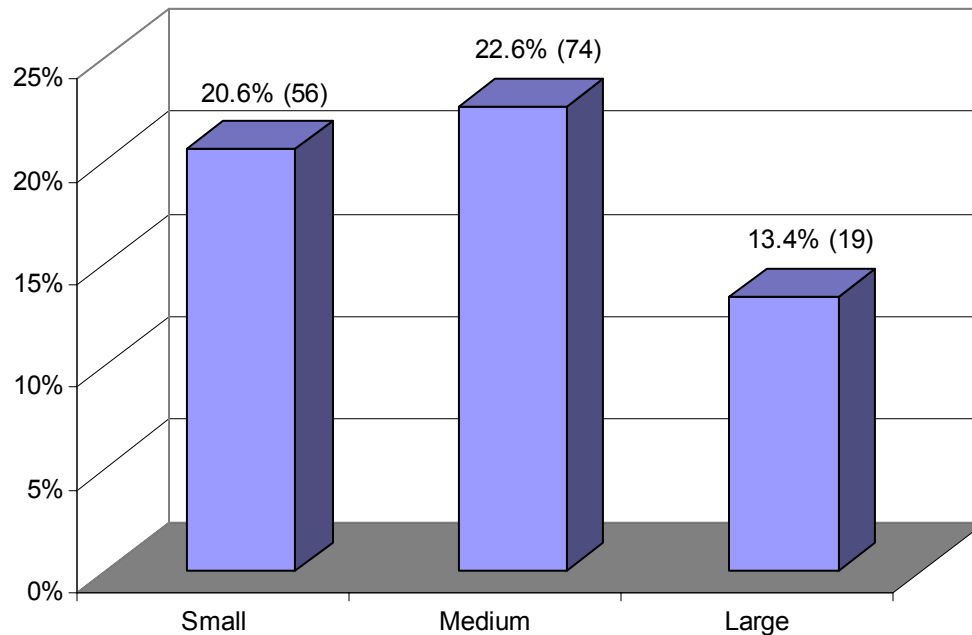
- One-in-five respondents (20%) require information or support services for training employees.

**Table 42 - Businesses that Require Information on Training by Industry**

Industry	Yes		No		Total	
	#	%	#	%	#	%
Manufacturing	14	13.0%	94	87.0%	108	100%
Retail & Wholesale	18	18.6%	79	81.4%	97	100%
Finance/Insurance	12	18.8%	52	81.3%	64	100%
Business Services	12	19.4%	50	80.6%	62	100%
Transport & Warehousing	12	21.4%	44	78.6%	56	100%
Tourism	14	25.5%	41	74.5%	55	100%
Accomm & Food Service	6	14.0%	37	86.0%	43	100%
Food Processing	6	15.4%	33	84.6%	39	100%
Mining/Oil & Gas/Agriculture	1	3.0%	32	97.0%	33	100%
InfoTech/Electronic/Telecomm	6	18.8%	26	81.3%	32	100%
Not-For-Profit	11	35.5%	20	64.5%	31	100%
Metal Fabricating	7	25.9%	20	74.1%	27	100%
Printing/Publishing	3	12.0%	22	88.0%	25	100%
Biotech/Pharma/Nutraceutical	3	13.0%	20	87.0%	23	100%
Construction	8	44.4%	10	55.6%	18	100%
Film/video	2	16.7%	10	83.3%	12	100%
Health Services	9	81.8%	2	18.2%	11	100%
Education	4	50.0%	4	50.0%	8	100%
Public Sector	2	33.3%	4	66.7%	6	100%
<b>Overall</b>	<b>150</b>	<b>20.0%</b>	<b>600</b>	<b>80.0%</b>	<b>750</b>	<b>100%</b>

- The majority of respondents in the Health Services (81.8%) industry require information or support services for training employees.
- A significant percentage of respondents in the Education (50%) and Construction (44.4%) industries also require information or support services for training employees.

**Figure 7 - Businesses that Require Information on Training by Employer Size**



- Approximately one-fifth of respondents of small businesses require information or support services for training employees. This compares to 22.6% of respondents with medium-sized businesses and 13.4% of respondents with large businesses.

**Question:** Please indicate if your organization requires information on the following topics:

*(This question was asked of the 150 organizations that require information or support services on training employees.)*

**Table 43 – Employee Training Information Requirements**

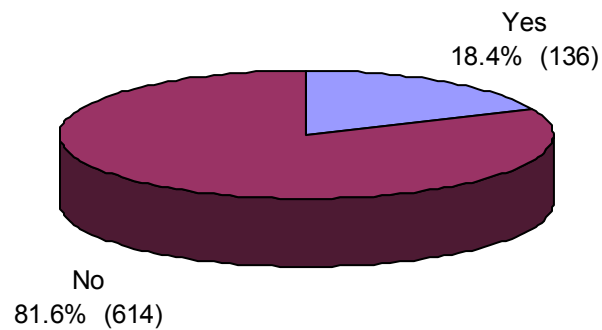
Type of Information	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Knowledge of community resources for recruitment	25	16.7%	65	43.3%	60	40.0%	150	100%
Managing cultural diversity within the work place	24	16.0%	72	48.0%	54	36.0%	150	100%
General human resources practices	22	14.7%	64	42.7%	64	42.7%	150	100%
Handling performance issues	17	11.3%	75	50.0%	58	38.7%	150	100%
Labour standards	17	11.3%	70	46.7%	63	42.0%	150	100%
Best practices for rewarding/retaining employees	18	12.0%	68	45.3%	64	42.7%	150	100%
Employee evaluation tools	16	10.7%	71	47.3%	63	42.0%	150	100%
Human rights requirements	12	8.0%	75	50.0%	63	42.0%	150	100%

- Of the organizations that require information on training employees, 16.7% or (3.3% of all employers) require knowledge of community resources within the

work place, 16% (or 3.2% of all employers) want information on managing cultural diversity within the work place and 14.7% (or 2.9% of all respondents) require information on general human resources practices.

**Question:** Does your company require information or support services that might help with recruitment, hiring and retention of employees?

**Figure 8 – Need for Recruitment, Hiring and Retention Information or Support Services**



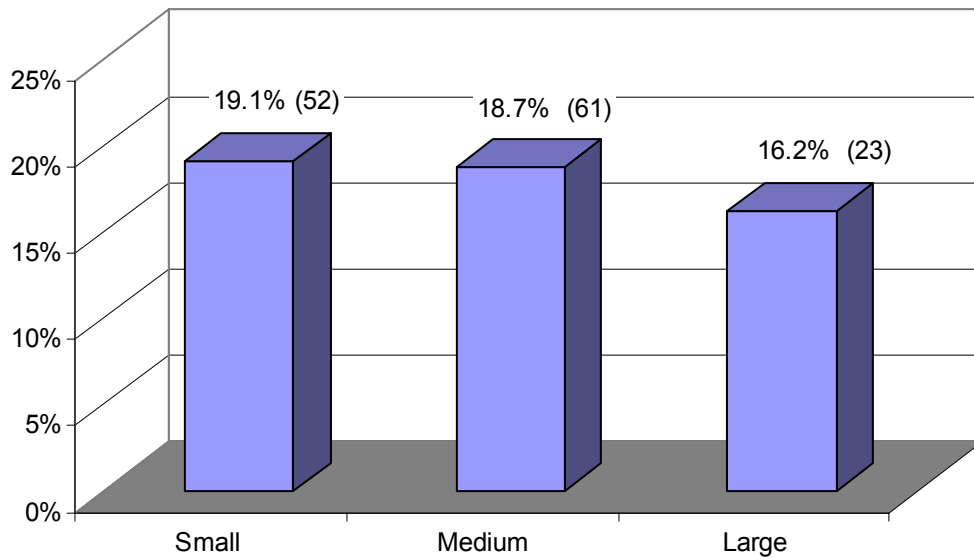
- Approximately 18% of respondents require information or support services that might help with recruitment, hiring and retention of employees.

**Table 44 - Businesses that Require Information on Recruitment & Retention by Industry**

Industry	Yes		No		Total	
	#	%	#	%	#	%
Manufacturing	20	18.5%	88	81.5%	108	100%
Retail & Wholesale	18	18.6%	79	81.4%	97	100%
Finance/Insurance	20	31.3%	44	68.8%	64	100%
Business Services	9	14.5%	53	85.5%	62	100%
Transport & Warehousing	8	14.3%	48	85.7%	56	100%
Tourism	8	14.5%	47	85.5%	55	100%
Accomm & Food Service	6	14.0%	37	86%	43	100%
Food Processing	7	17.9%	32	82.1%	39	100%
Mining/Oil & Gas/Agriculture	1	3.0%	32	97.0%	33	100%
InfoTech/Electronic/Telecomm	10	31.3%	22	68.8%	32	100%
Not-For-Profit	8	25.8%	23	74.2%	31	100%
Metal Fabricating	0	-	27	100.0%	27	100%
Printing/Publishing	4	16.0%	21	84.0%	25	100%
Biotech/Pharma/Nutraceutical	7	30.4%	16	69.6%	23	100%
Construction	4	22.2%	14	77.8%	18	100%
Film/video	0	-	12	100.0%	12	100%
Health Services	2	18.2%	9	81.8%	11	100%
Education	2	25.0%	6	75.0%	8	100%
Public Sector	2	33.3%	4	66.7%	6	100%
<b>Overall</b>	<b>136</b>	<b>18.4%</b>	<b>614</b>	<b>81.6%</b>	<b>750</b>	<b>100%</b>

- Approximately one-third of respondents in the Public Services (33.3%), Finance/Insurance/Real Estate (31.3%), Information Technology/Electronics/Telecommunications (31.3%) and Biotechnology/Pharmaceutical/Nutraceutical (30.4%) industries require information or support services that might help with recruitment, hiring and retention of employees.

**Figure 9 - Businesses that Require Information on Recruitment & Retention by Employer Size**



- Respondents with small and medium-sized businesses (19.1% and 18.7% respectively) are slightly more likely to require information or support services on recruitment, hiring and retention of employees than respondents of large businesses (16.2%).

**Question:** Please indicate if your organization requires information or support services on the following topics:

*(This question was asked of the 136 organizations that require information on recruitment, hiring and retention of employees.)*

**Table 45 - Information or Support Services Requirements**

Type of Information	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Access to internet job bank	21	15.4%	64	47.1%	51	37.5%	136	100%
Assistance with recruitment/retention issues	20	14.7%	65	47.8%	51	37.5%	136	100%
Financial assistance for on-the-job training	20	14.7%	75	55.1%	41	30.1%	136	100%
Arranging/conducting job interviews	19	14.0%	62	45.6%	55	40.4%	136	100%
Development of interview questions/techniques	17	12.5%	65	47.8%	54	39.7%	136	100%
Development of suitable training courses	16	11.8%	61	44.9%	59	43.4%	136	100%
Administering testing or assessment tools	15	11.0%	62	45.6%	59	43.4%	136	100%
Provide facilities for orientation/interviews	13	9.6%	64	47.1%	59	43.4%	136	100%
Pre-screening job applicants	5	3.7%	72	52.9%	59	43.4%	136	100%
Access to other job seeker pools	5	3.7%	72	52.9%	59	43.4%	136	100%

- Of the organizations that require information or supports services related to recruitment, hiring and retention of employees, a considerable proportion require information on access to internet job bank (15.4% or 2.8% of all employers), assistance with recruitment/retention issues (14.7% or 2.7% of all employers), financial assistance for on-the-job training (14.7% or 2.7% of all employers) and arranging/conducting job interviews (14% or 2.6% of all employers).
- At least 30% of respondents that require information on recruitment, hiring and retention are unsure if they need information on the specific topics listed.

## 4.0 FOCUS GROUP & INTERVIEW SUMMARY

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### 4.1 BACKGROUND

#### **Focus Groups**

During the month of March, four focus groups were held in Saskatoon. The focus groups were designed to further investigate the issues and challenges identified in the survey. Discussion topics included recruitment and retention challenges, industry issues, employee turnover, best practices and strategies and human resources information requirements.

Based on consultation with the SLMC and the information gathered from the survey, four focus group discussions were held with the following industry clusters:

- Tourism & Accommodation/ Food Services
- Construction/Metal Fabrication/Manufacturing
- Printing/Publishing & Film/ Video & Information Technology/ Electronics
- Not-For-Profit

On a broad level, these industry groupings share commonalities in the nature of their industries and the types of employees they hire. More respondents in these industries are experiencing challenges with recruiting and retaining employees than respondents in other industries.

#### **High-Level Interviews**

In addition to the focus groups, 22 high-level personal interviews were conducted with a cross-section of employers from industries that were not involved in the focus groups. The interviews were designed to provide insight and perspective on issues identified in the survey results and focus groups. This medium was also used to further explore recruitment and retention best practices.

## **4.2 KEY FINDINGS**

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Several key themes emerged from the focus groups and high-level interviews. Some of these themes or issues were common across all the industries, while others reflected the unique circumstances of specific industries. Several distinct differences were also found between the Not-For-Profit employers and the rest of employers. The following summary provides an overview of the key findings, as well as significant issues as they pertain to each specific industry.

## **4.3 RECRUITMENT CHALLENGES**

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The following section outlines common recruitment challenges faced by Saskatoon employers.

### **Lack of Skilled and/or Experienced Workers**

The labour pool for specific types of skilled workers is very small in Saskatchewan. The demand is very high for these types of positions and there aren't enough people with these skills living in or willing to come to Saskatoon. In some industries such as the Construction and Manufacturing industries or some Not-For-Profit organizations, there are simply not enough young people going into highly skilled trades or gaining the required training. In many cases, it takes several years of training and work experience to become qualified and/or certified for these types of vocations. Those that have the qualifications or experience often move to other provinces to pursue opportunities that offer career advancement, higher wages, larger signing bonuses and employment stability. The deficiency of skilled and experienced workers is an issue for employers across all industry sectors.

Another issue facing many employers is the gap between newly trained workers and experienced workers. Some employers require employees to have a certain amount of work experience before they will be hired. For example, new travel agents or transportation operators usually need a minimum of two to three years work experience in order to be hired. As a result, there is a glut of newly trained or willing workers, a shortage of experienced workers, but no bridge to connect the two.

In some areas of the Tourism industry, skills gaps seem to exist. Participants indicate that there are a lot of people who are interested or willing to work in the Tourism industry, but there are very few that have the experience or knowledge required for many specialized positions (e.g. tour guides, travel agents). This issue also applies to sales and marketing jobs. Many employers, including those in the Retail industry, say it is difficult to find knowledgeable and experienced

sales people. There are a lot of people willing to do the job, but few that are good at it. The sales people that are very talented are already working.

### **Lack of Work Ethic**

A common sentiment shared by most participants in all the for-profit focus groups and many of the interviewees is that many young people entering the work force lack a strong work ethic. Young people can be lazy and undisciplined. Moreover, many new graduates come out of school expecting high-level positions and high paying jobs. They are not willing to 'put their time in' or 'work their way up'. Other employers say they are challenged to find employees who are team-players or have positive attitudes.

"It is difficult to find new employees who will do what it takes to get the job done."  
- *focus group participant*

This issue is a major concern for respondents that are small business operators. In smaller organizations employees are often required to be versatile and fulfill tasks in all areas of the business. In some cases, young employees or new graduates are not willing to do anything outside of their job description. Many feel it has become very difficult to find new hard-working, entrepreneurial employees.

### **Lack of Awareness & Perception**

Participants in the Construction and Manufacturing industries think that a major issue plaguing the trade industries is the overall lack of awareness of trade careers. Most young people are not aware of the various types of career opportunities available in the trades industries. Those that are aware often consider employment in the trades to be a temporary job, not a career. For example, many young men will work in the Construction industry while going to school for a 'career'. They don't realize that working in the Construction industry can be a career in itself and a rewarding one at that.

"A lot of young people don't think of their occupation as a career...they think of it as just a temporary job."

- *focus group participant*

Furthermore, participants feel that there is a relatively negative stigma associated with trade jobs. This is also a sentiment shared by several participants in the Accommodation, Food Services and Transportation industries. Many people do not consider these types of occupations to be impressive or desirable. As such, parents and teachers do not encourage young people to pursue these careers in these industries. Youth are pushed to pursue academic avenues that will enable them to have 'important' or 'prestigious' careers such as doctors or lawyers.

"There's a stigma around trades people. Not many parents tell their kids to become a carpenter or a plumber."

*- focus group participant*

### **Lack of Adequate Training**

Several participants in industries where technical training is required (trades, Manufacturing, Printing and Publishing, etc) think that there is a lack of adequate training available. In the Printing and Publishing industry, many participants say there is a mismatch between the training students receive in school and what is actually required in the work place. Many employers have to train new employees internally.

In the trade industries, many of the participants feel that the apprenticeship programs at the training institutes in Saskatchewan are inadequate. Students coming out of these training programs still require several years of experience and hands-on training before they can yield a return. Others think that the standards of education and training are set too low.

"The bar is too low. No one fails."

*- focus group participant*

Many participants feel this situation contributes to the negative perception surrounding the industry. For example, if anyone can become a carpenter, the occupation seems simple and insignificant.

### **Lack of Local Training Facilities or Programs**

This issue is specific to businesses in the Printing and Publishing industries and some Not-For-Profit organizations. According to the focus group participants there are no graphic design, press or production training institutes in Saskatoon. There are also no training facilities in Saskatchewan for special needs training (i.e. visually and hearing impaired). Some participants feel this contributes to the lack of qualified workers in Saskatoon, as well as the disconnection between training curriculum and the skills required in the workforce.

### **Economic Volatility**

Another issue facing employers in the Manufacturing, Construction and Tourism industries in Saskatchewan is their high dependency on current economic conditions. In many sectors, there is not steady or sustainable growth to justify employing a full staff year-round. In many cases, employees are laid off simply because business is too slow. This situation contributes to the depleted labour pool in Saskatchewan, as many skilled workers move to Alberta or other provinces where they are guaranteed full-time work year-round.

“It’s tough to keep employees when you can’t guarantee full-time or long-term employment.”

*- high-level interview participant*

### **Competition with other Employers and other Cities**

Many participants find it difficult to recruit skilled or experienced employees because they are competing with employers who are able to pay higher wages. In many cases, these employers are located in other cities across Canada. They can offer better hours or higher wages than their counterparts or competitors in Saskatoon. Higher wages or full-time work can be very important factors to some employees; especially new graduates who have to service large student loans. Saskatoon employers also have to compete with other cities on variables over which they have no control. Such variables include lower taxes, climate, desired lifestyle and negative perception of Saskatoon.

### **Challenges Unique to Not-For-Profit Employers**

Although Not-For-Profit employers share some similar challenges with for-profit employers, many of their issues are unique. Employers in the Not-for-Profit world are rarely able to pay as well as their for-profit counterparts. Therefore, the challenge becomes recruiting people who want to work for a cause, rather than a salary. Because of the nature of the job, Not-For-Profit workers must also be empathic, compassionate and non-judgmental. It can be very difficult to find workers with this combination of skills and traits.

Many positions in Not-For-Profit organizations are based on annual funding or grants. Some jobs are half-time; many are contract or term positions. Because organizations cannot always offer guaranteed long-term employment, it can be difficult to recruit employees for these positions.

### **Uniqueness of Problems**

In all the industry sectors examined, all the participants believe that the challenges and issues they have are common to employers in their industries. However, most believe that the issues are unique to Saskatchewan. Industry

competitors in other provinces may share similar challenges, but not to the same degree as Saskatchewan employers.

Businesses in the Transportation, Food Services industry and Not-For-Profit world generally believe that their recruitment and retention issues are common Canada-wide.

#### **4.4 RECRUITMENT METHODS & PRACTICES**

Participants use a variety of recruitment techniques. The type of recruitment method employed varies between industry, size of business and type of position required. However, word-of-mouth and referral recruitment is the preferred method by the majority of employers because the prospective employees usually come from trusted sources. This method is considered to be the most effective and least time consuming. Many participants also keep a database of potential employees on file. The databases usually consist of resumes that have been dropped off throughout the year or submitted through the company website. This method is effective because the resumes have already been screened and deemed suitable.

When recruiting for highly skilled positions that require specific education or training, most participants prefer to use targeted recruitment methods such as recruitment consultants, industry journals and newspapers or postings at the educational institute that offers the training program. These methods can be effective if there are skilled or experienced people available. Some smaller businesses in the Food Services industry also post job vacancies in-store. This method is usually effective because prospective employees usually have a general understanding of the establishment and what the job might entail.

The use of local newspapers as a recruitment method varies considerably across industry sector and employer size. Generally, the newspaper is considered to be most effective when recruiting entry-level positions or jobs that involve less skill or experience. However, some employers also use the newspaper to recruit highly specialized positions that require specific education and experience (e.g. civil engineer or upper management positions). Job postings in the newspaper often result in countless unqualified applications that employers must go through. This can be very time-consuming to employers. As such, many employers do not advertise available job positions in the newspaper. Some participants also think that the cost of advertising in a newspaper outweighs its relative effectiveness.

“We just don’t have the time or the money to weed through hundreds of resumes.”

*-focus group participant*

Some employers use employment agencies and employment Internet sites, while some do not. Those that use these sources report varying degrees of success. Similar to the issues surrounding advertising in newspapers, employment agencies and Internet sites can be effective depending on position. Recruiting for entry-level positions or general labour jobs by these means works relatively well for many employers. A few participants prefer not to use such methods because they are required to categorize the vacant position into classifications that don't necessarily reflect the position.

Virtually none of the participants use the radio as a recruitment method because it is too expensive and ineffective for their needs. Similarly, trade unions are rarely used because they are considered to offer little value. Some employers participate in job fairs, but this avenue is utilized more for advertising or public relations than for immediate recruitment. As such, most employers rarely track the recruitment successes achieved through job fairs.

#### **4.5 EMPLOYEE TURNOVER**

Generally, participants in the Biotechnology/Pharmaceutical/ Nutraceutical, Health Services, Education, Public Sector, Business Services and Finance/Insurance and Information Technology/Electronics/Telecommunications industries feel they experience relatively low levels of employee turnover. Participants in the Construction/Manufacturing, Retail, Printing/Publishing and Transportation industries say that some positions have high levels of turnover.

Turn-over rates in the Not-For-Profit sector differ from organization to organization. In general, most employers admit turnover exits in their businesses, but they aren't overly concerned. Many Not-For-Profit organizations are used as employment stepping stones for young people to gain experience and exposure and turnover is expected by most employers.

Most of the participants in the hospitality industry say they do not have a lot of trouble recruiting entry-level positions. However, there is a high level of turnover with these types of positions. Entry-level positions often do not pay very well. People leave jobs for higher paying or full-time positions or to go back to school. Some participants feel that there isn't much that can be done to alleviate their recruitment & retention issues. High turnover has been and always will be a problem in the Accommodation and Food Services industry.

“It is the nature of the industry”.

*- focus group participant*

Turnover rates for the Transportation industry tend to be relatively high. However, the employers interviewed had lower than industry turnover rates.

Although their rates are lower, they are still relatively concerned as any turnover is a cost to the organization.

## **4.6 RETENTION ISSUES**

### **Emigration**

A common thread shared by almost all of the industries examined is the issue of emigration of employees. Employees leave their Saskatoon employers for higher paying jobs, full-time work, better job opportunities, lower taxes or a different lifestyle in other cities. Often employees will acquire their training or gain some work experience in Saskatoon, but will eventually move to other cities for employment.

“It is relatively easy to recruit students right out of school, but after a few years they move on to bigger and better thing. There is more money and more opportunities in Alberta.”

- *high-level interview participant*

### **Insufficient Pay**

In addition to losing employees to other cities, businesses also lose their employees to higher paying employers. Industries that employ unskilled workers, such as Retail, Accommodation or Food Service find this to be a major challenge. Because employees are usually paid minimum wage and have few benefits, there is little incentive to stay.

### **Limited Opportunities for Growth and Advancement**

Several employers indicate that employees leave for better opportunities for career growth and advancement. This issue faces employers of all sizes and across all industries. Smaller organizations lose employees to larger ones and large businesses lose employees to other provinces. Bigger organizations or businesses in other provinces are often able to offer opportunities to work on larger, more challenging projects or the ability for employees to advance more quickly.

### **Job Stress and Burn Out**

Some jobs are very stressful and, as a result, lead to high turnover. For example, employees in Health or Human services often have to deal with life and death situations, which can be very taxing or traumatic. In other cases, employees are worked too hard and eventually burn out. These situations often result because there are not enough employees to handle the work load or employees are expected to work unreasonable hours.

### **Aging Work Force**

The “Baby Boom” demographic bubble means many current workers will leave the labour market in the next five to ten years. The rate of new entrants to the

skilled labour market is not sufficient to replace the attrition. This is even more important in the Health Sector where the population's "graying" increases demands on the system while concurrently decreasing its capacity.

#### **4.7 RETENTION STRATEGIES**

Participants use a variety of effective employee retention practices and strategies across all industry sectors and business sizes. Although there are some practices that are important to general employee retention, the effectiveness of each strategy varies between organization, position and employee. As such, the practices listed below are not necessarily in order of effectiveness.

Even though many participants are not able to employ this practice, all participants think that offering competitive wages, salaries, benefits and/or bonuses can be an effective tool in retaining employees. However, most believe that competitive compensation must be offered in combination with other practices in order for it to be truly effective.

Providing flexible working hours is another effective retention strategy commonly employed by many participants. This is particularly effective with younger employees or single parents. Young people are motivated differently than their older counterparts. They want adjustments or flexibility in work schedules to accommodate their personal and social lives. Similarly, single parents often require time off to deal with family issues. This strategy can be effective in organizations with a small number of employees, but some participants of larger organizations indicate that flex-time is too difficult to manage.

All of the participants think that providing a positive working environment is an essential ingredient in keeping employees. Similar to the rationale behind flex-time, many younger employees want a fun and friendly work place.

"It (a positive work environment) is important to the younger generation. They are more concerned about feeling fulfilled, enjoying their work and being happy."

*- focus group participant*

Some participants also emphasize the importance of hiring employees that fit with the 'corporate culture' of the organization. These participants think that employees are happier when they are working with people of similar age or personalities. Providing positive feedback and recognition to employees also contributes to job satisfaction.

In an attempt to keep valuable employees working during slow periods, some organizations train employees in other areas of the business. This strategy is also employed to keep employees interested. One common reason employees

leave is for new opportunities or growth potential. To combat this, some respondents offer employees lateral growth opportunities. Employees are able to learn new skills or move to different areas of the organization.

However, training employees to have transferable skills also makes them more valuable and thus more susceptible to recruitment by other employers. Furthermore, investing in employee training can be a significant risk for many small-to-medium sized employers. As mentioned previously, several businesses train their employees or send them to school for training, but lose them to higher paying jobs elsewhere.

“If you put a lot of time and energy into training an employee and they leave you...it puts a bit of a sour taste into your mouth after a while.”

*- focus group participant*

Other participants say they cannot afford to send their employees to training because instruction often occurs in full-time blocks for long periods of time. Given existing staff shortages, many organizations cannot spare any employees for long time periods.

As mentioned in previous sections, many participants face the issue of employee out-migration. In order to alleviate this concern, one participant endeavors to hire people who have moved back to Saskatchewan. In these cases, the risk of losing the employee to Alberta or other parts of Canada is substantially reduced.

Other participants that are recruiting technical and/or skilled positions try to exercise stringent screening processes when hiring new employees. It is very expensive and frustrating to have new employees leave the organization because they did not like or want the job. By attempting to ensure that new recruits have a real interest and ability to do the job before hiring them, some employers mitigate employee turnover. Some employers use a multi-phase interview process, others employ aptitude tests and some allow for organizational tours or a ‘ride along’ so that prospective employees can gain some insight before accepting the job.

Other practices sometimes employed by participants include:

- incentive or reward programs,
- wellness programs,
- staff surveys,
- social committees or activities,
- earned days off or extra vacation time; or
- profit sharing.

#### **4.8 HUMAN RESOURCES INFORMATION REQUIREMENTS**

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None of the participants in the Manufacturing, Construction, Mining, Accommodation and Food Services or Tourism focus groups indicate that they need or want information on human resource-related issues. They feel there is a surplus of information already available for employers. However, one participant indicates that he had recently used resource material related to motivations of different generations. He feels this information was very useful in understanding and motivating his employees.

Participants in the Not-For-Profit, Printing/Publishing/Multimedia, and Biotechnology/Pharmaceutical/Nutraceutical industries are interested in receiving human resources-related information. Several of the participants say they are interested in information on recruiting, hiring and retaining employees. Some think there should be more resources available about hiring and working with marginalized people (people with disabilities, minorities, etc.). These people can be valuable human resources and more employers need to be aware of their presence in the labour pool.

Several employers think that an information tool kit for employers should be created. This kit could provide information on recruitment and retention strategies, industry associations, training or apprenticeship programs and funding or subsidy programs. It could also profile what other successful companies are doing in terms of recruitment or retention.

Other participants think that there should be a monthly newsletter or e-mail that informs employers about changes in grants or subsidy programs for employers, new regulations, human resources best practices. Others would like to see annual information on average industry wages and compensation packages. This would allow organizations to ensure they are offering wages or salaries that are competitive.

Many of the participants feel that open forums, similar to focus group discussions, are a good way for businesses to discuss human resources issues.

Many enjoy the opportunity to share their concerns and hear what other employers are doing to recruit and retain employees.

#### **4.9 POSITIONS DIFFICULT TO FILL**

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The following is a list of positions that focus group and high-level interview participants indicate are difficult to fill. It is not meant to be inclusive of all positions difficult to fill; it is simply a picture of the labour market deficiencies as identified by the employers involved in the focus groups and interviews.

- Orientation & mobility instructors
- Veterinarians
- Animal health technicians
- Public and media relations
- Street outreach workers
- Tour guides
- Travel agents
- Chef
- Cooks
- Auditor, night clerks
- Graphic designers
- Prepress production workers
- Press and printing positions
- Experienced sales/marketing
- Drafting/CAD technologist
- Biology or chemical technicians
- Speech language pathology
- Special education teachers
- Electrical & civil, mechanical technologists
- Experienced electrical, civil, mechanical engineers
- Certified trades journeymen
- Railing installers
- Volunteer program coordinators
- Experienced truckers
- Information technologist
- Radiation technician
- 1<sup>st</sup> & 2<sup>nd</sup> class power engineers
- Senior geologist
- Water processing engineer
- Industrial electricians
- Investment advisors
- Plumbers
- French immersion teachers
- Experienced research technicians and scientists
- Tax and solvency specialists

## 5.0 RECRUITMENT STRATEGIES

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### **5.1 INTRODUCTION**

In addition to the recruitment methods discussed in Section 4.4, employers also use a number of strategies to successfully recruit employees. The strategies are based on feedback gathered from the focus groups and high-level interviews. In some cases, secondary sources of research were used to provide a more thorough explanation of the strategy.

### **5.2 STRATEGIES**

#### **5.2.1 Offer Attractive and Competitive Compensation**

Employers can use attractive remuneration packages to recruit employees. The following is a list of common compensation options employers use as recruitment tools:

- Signing bonuses
- Competitive wages or salaries
- Commissions
- Stock options
- Profit Sharing
- Competitive benefits
- Vehicles allowances
- Flex-time

#### **5.2.2 Create a Potential Employee Database**

Develop a pre-qualified candidate pool before a position needs to be filled. By accumulating resumes that have been dropped off or submitted through the company web site, employers can establish a database of potential employees. Network and develop relationships with prospective employees. Utilize professional and community organizations to acquire contact names of potential prospects.

### **5.2.3 Establish Partnerships with Training & Educational Institutes**

If an organization requires specific training or education for some of its positions, employers should develop a relationship with the institute that offers the schooling. Job positions can be posted at the school or advertised in specific classes. Professors or instructors can be asked to identify top students and graduates.

Employers should also consider participating in available co-op and apprenticeship programs. Co-op or apprenticeship programs allow students to supplement academic and vocational courses with on-the-job training. If such programs do not currently exist, consider developing one with a particular training institute or high-school. By employing co-op students or apprentices, employers are able to 'test out' the employee without any long-term commitment. This practice also allows employees to understand what the job involves before accepting permanent employment.

### **5.2.4 Hire From Within**

Announce, post and advertise all employment, promotion and transfer opportunities, including acting, interim, temporary, and part-time appointments to internal staff first. This allows current employees to change positions or advance, while still maintaining employment with the organizations. Employers are able to choose from a labour pool that is familiar with the organization and its culture.

### **5.2.5 Market the Position**

In many cases, employers are no longer able to place an advertisement in the newspaper and expect to receive a great pool of applicants. Employers now have to take a more aggressive and involved approach to recruitment.

Ensure that the job description is clear and updated. Take the necessary time to assess the duties and skills that are required of the position. Prepare a short introductory paragraph for the job posting that will market the position to potential candidates. Consider using the following ways to make the job more attractive:

- Emphasize the benefits employees will receive (i.e. flex-time, family-friendly policies, extra vacation time, etc.).
- Identify the most important responsibilities and qualifications to use on the posting to enhance the attractiveness of the job without making it look overwhelming.

- Include a URL in the posting for a full job description and company information.
- Employment advertisements or postings should be as specific as possible to minimize unqualified applicants.

### **5.2.6 Provide Information on Saskatoon and Saskatchewan**

When recruiting employees from outside Saskatoon or Saskatchewan, employers must not only 'sell' their organization, but Saskatoon as well. Given the widespread misperceptions of Saskatoon, it is very important to stress all the benefits of living and working here. Employers cannot afford to assume that prospective employees know what Saskatoon has to offer. Therefore, when providing information to candidates on the organization and the position available, employers should also provide information on Saskatoon and Saskatchewan. The material should include information on housing costs, taxes, community and social life, the environment, etc.

### **5.2.7 Provide Relocation Assistance**

Providing relocation assistance can be an influential tactic employed when recruiting employees from outside Saskatoon or Saskatchewan. Depending on where a candidate originates from, it can be very expensive and stressful to relocate. Therefore, employers should consider providing travel and relocation assistance to candidates that require it. In addition, employers should also consider offering assistance in finding employment for the candidates' partner, as well as finding a new home, school and/or church in the neighbourhood that best meets the candidates' needs.

### **5.2.8 Track Recruitment Successes**

In order to determine which recruitment methods or strategies are effective, keep track of candidate sources and subsequent successes. Once effective recruitment methods are determined, employers can minimize recruitment costs and efforts.

### **5.2.9 Retention as a Recruiting Strategy**

Retaining key talent is a critical organizational competency and can essentially work as recruitment strategy. By maximizing employee retention, employers are effectively reducing the need for recruitment. Moreover, organizations with good reputations as employers tend to have less trouble recruiting employees.

## 6.0 RETENTION STRATEGIES

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### 6.1 INTRODUCTION

This section outlines a series of strategies that employers can use in order to retain employees within their organization. The strategies are based on feedback gathered from the focus groups and high-level interviews and supplemented by some sources of external secondary research. In some cases, secondary sources of research were used to provide a more thorough explanation of the strategy.

As discussed in Section 4.7, the effectiveness of the following strategies is dependent upon each individual employee, position and organization. Therefore, the strategies are not listed in order of effectiveness. In general, it is recommended that businesses looking for effective retention practices should employ a combination of the following strategies tailored specifically to their organization and employee needs.

### 6.2 STRATEGIES

#### 6.2.1 Hiring Practices

Choosing the right employee for the job is an important ingredient to retaining that employee. Employers should make every effort to hire an employee that understands what the job involves, has the proper skill set and experience and fits adequately into the organizational culture. Provide realistic verbal and/or visual job previews. Allow prospective employees to see or experience their working environment before hiring. Be honest with candidates during the 'sales' process. Use stringent screening processes, multi-phase interview procedures and aptitude tests to select the right candidate. These practices can help minimize the number of employees that leave because the job is not what they thought it would be.

Consider hiring candidates that have ties or roots to Saskatoon or Saskatchewan or candidates that used to live in Saskatchewan and have now decided to return. Employees are much more likely to stay in Saskatoon if they have established a family and community of friends here. Similarly, candidates from Saskatchewan that have lived elsewhere and have since returned most likely want to stay here.

### **6.2.2 Competitive and Equitable Compensation**

Given that many employees leave jobs for better paying opportunities, employers should attempt to offer competitive and equitable compensation. Consider using some of the following approaches to employee remuneration:

- Provide compensation that is equal to or higher than the average wages or salaries in the industry. Conduct or acquire annual surveys to determine what average industry wages are and adjust accordingly.
- Provide pay rate increases or bonuses for designated service periods (i.e. 3 months, 6 months, 1 year, Christmas, etc.)
- Offer compensation packages that include profit sharing, stock options, bonuses, commissions or incentives.
- It is equally important to ensure that compensation is not only equitable to industry standards, but also to other employees.
- Organizations should articulate how pay systems work and how individual compensation packages are determined. A new study, *The Knowledge of Pay*, surveyed more than 6,000 managers and employees from twenty-six organizations in the United States and Canada. It shows that more and better communication about compensation can boost employees' satisfaction with their pay, leading to stronger commitment to the organization, enhanced trust in management, and other benefits<sup>3</sup>.

### **6.2.3 Flexible and Competitive Benefit Plans**

Benefit packages can be an effective manner in which to compensate employees and keep them happy. Consider using some of the following approaches when developing an employee benefits plan:

- Provide employees with a benefit plan that is equal to or better than what competitors are offering.
- Ensure that the benefit plan allows for flexibility. Employees should be able to choose benefits that meet their particular needs and requirements.
- Benefit plans can also include Employee Assistance programs. These programs provide a variety of confidential services, including counselling and referrals to employees who are experiencing personal problems such as

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<sup>3</sup> <http://hbswk.hbs.edu/item.jhtml?id=3181&t=organizations&noseek=one>

work and family pressures, substance abuse, and financial problems which can adversely affect performance, reliability, and personal health.

- Other benefits can include earned days off, extra vacation time, financial support for fitness activities or gym memberships, day care and parking.

#### **6.2.4 Flex-Time or Family Friendly Work Place Policies**

There are several ways in which employers can offer flex-time to employees. Typically, flex-time is a work schedule which allows employees to work hours that are not within the standard 8-hour range, while maintaining a high-level of service during the organization's peak operating hours. There are three types of flex schedules commonly employed: peak-hour flex-time, adjusted lunch period and compressed work week<sup>4</sup>.

*Peak-Hour Flex-Time:* This flex-time schedule shifts daily work hours to meet the needs of an employee, while still maintaining an 8 hour day. For instance, instead of the normal 8-5 day, an employee could work from 7-4, 7:30-4:30, 9:00-6:00, etc.

*Adjusted Lunch Period* – This flex-time schedule allows employees to adjust the length of their lunch period, while still working an 8-hour day. An employee can take a minimum of 30 minutes and a maximum of two hours for lunch. For instance, an employee might want to go to the gym everyday from 11-1 and consequently leave work at 6:00 rather than 5:00.

*Compressed Work Week* – To maintain this flex-time arrangement, an employee works a full 40 hour work week in less than five days. For instance, an employee may work 4 10 hour days, or on a two week rotating basis; one week employees work a regular 8-5, five day week and the next they work a compressed schedule, which is four, 9-hour days and one 4-hour day.

Many employers also use family friendly work place policies such as time-off for family emergencies or special occasions, job-sharing or opportunities to work from home.

#### **6.2.5 Lateral Advancement**

Organizations that have a relatively flat management structure or that have little room for promotions often offer employees the option of moving laterally within the organization. This allows employees to grow within the organization, take on

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<sup>4</sup> [http://www.womans-work.com/flex-time\\_policy.htm](http://www.womans-work.com/flex-time_policy.htm)

new responsibilities and learn new skills. This strategy can also be used to keep valuable employees working during slow periods.

### **6.2.6 Training Opportunities**

Support individual, team and organizational learning. Encourage and provide a means for employees to acquire new training or further their education to help them become better at what they do. Increasing the skill set of employees makes them a more effective and beneficial employee. Employers can offer sabbaticals, partial or full reimbursement for training or upgrading. Offering training opportunities demonstrates that an organization values its employees and believes they are worth investing in.

### **6.2.7 Mentoring**

Many organizations use formal mentoring programs to develop and maintain a well-trained and versatile workforce. Generally, there are three different kinds of mentoring<sup>5</sup>:

*Supervisory mentoring* consists of the day-to-day coaching and guidance that an employee receives from his/her boss.

*Informal mentoring* is an unofficial pairing of individuals that naturally occurs between people as needs arise.

*Structured - facilitated mentoring* is the most formal type of mentoring, consisting of planned, sequenced steps, and it is organizationally sponsored.

### **6.2.8 Recognition and Reward**

It is important to acknowledge and reward employees for such things as good work, loyalty and productivity. This improves employee morale, encourages motivation and reinforces desired behaviors. Furthermore, employees require feedback in order to continually improve. Recognition and rewards can be informal or formal depending on the organization and its structure<sup>6</sup>. Formal recognition programs should be explicit so that employees are aware of the program and what it exactly involves. These types of reward programs can be designed around actions like timely completion of projects, excellence in customer service, achieving sales goals and other areas pivotal to supporting a thriving business.

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<sup>5</sup> <http://www.opm.gov/employ/women/career.htm>

<sup>6</sup> <http://www.med.umich.edu/mchrd/recognition/>

Informal recognition involves less structured acknowledgement. It can involve sharing positive client feedback with employees, complimenting employees for a job well done, celebrating successes or announcing achievements at staff meetings.

### **6.2.9 Positive Work Environment**

Ensure that employees are working in a positive, friendly and safe work place that is free of harassment, intimidation and health hazards. Create an open-door policy within the work place where employees are free to come to their managers with concerns or issues without fear of disregard or judgment.

A positive work environment can also involve social elements to the work place. For example, create a social club that organizes staff functions or social events such as end of busy season parties or pizza on Fridays.

### **6.2.10 Job Satisfaction/Challenging Work**

Ensure that employees are given work assignments that match their skill sets. Employees will be unhappy or bored if they are continually working at tasks that are not challenging or do not match their competencies. Give employees a variety of assignments or responsibilities and allow them to choose what they want to work on. It is also important to give employees autonomy to make work-related decisions on their own. This shows employees that managers believe they are competent and trust their judgment.

### **6.2.11 Employee Surveys**

In order to determine issues concerning staff, managers can use employee satisfaction or opinion surveys. When administered anonymously, employees are more likely to raise concerns or questions they may have. This practice can also bring issues to light before they become major problems.

Employers may also consider employing retention interviews to identify why employees are staying, as well as exit surveys to isolate why employees are leaving. Changes can then be made accordingly.

## 7.0 STRATEGIC RECOMMENDATIONS

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### 7.1 INTRODUCTION

The final section of this report presents a series of strategic recommendations that are based on opinions and perspectives gathered throughout the focus group and high-level interview phases. Participants were asked to offer suggestions as to what needs to happen in order for companies to attract and retain skilled and competent employees. Employers were also asked to identify ways in which the Saskatoon Labour Market Committee could help address their HR-related issues. As such, the following recommendations speak to Saskatoon employers in general, the Government of Saskatchewan and/or the Saskatoon Labour Market Committee.

### 7.2 GENERAL RECOMMENDATIONS

#### 7.2.1 Change Saskatchewan Attitudes and Economic Climate

In order for business to find and retain skilled and competent employees, all of the participants feel that an attitude change needs to occur in Saskatchewan. Young people must realize that they do not need to go elsewhere to find a job. Saskatoon employers and residents of this province and city need to have a positive mind set and openly promote the benefits of living and working here.

In a similar vein, most study participants feel that the provincial government should create a more pro-business climate and establish a stronger economic environment. Many participants think the government should encourage economic diversification by supporting new industry development within the province. New industries will create economic spin-offs and job creation. A strong economy will allow organizations to provide full-time employment year-round. The government should continue to employ strategies such as the Wide Open Future campaign to educate people about the opportunities that exist in Saskatchewan and aggressively promote the province as a great place to work and live. As such, the SLMC should work with the Government of Saskatchewan, businesses and educational institutions to develop and implement job creation strategies that foster economic growth.

### **7.2.2 Partnerships with Government**

Most of the participants think that partnerships between businesses and post-secondary institutions and/or government agencies could help alleviate some of the industry-specific labour issues. As mentioned in Section 4.7, it is too expensive for small employers to continually train employees who end up leaving once they are trained. This creates a disincentive for employers to help build a skilled work force. Some participants feel that some level of cost-shared training with industry associations or government would be helpful.

Other participants suggest that remuneration subsidies for new graduates should be available to employers. This would decrease the cost employers must incur when training new employees internally and it would also deflect the costs incurred if the employee doesn't work out. Programs such as these may be in existence, but most of the participants are not aware of them. The programs they are aware of are very difficult to access and manoeuvre through. They are usually difficult to find and have very stringent and complicated application criteria. Several participants feel they have to 'jump through hoops' in order to qualify.

The SLMC should work with employers, industry associations and the government to develop employer-friendly programs that support training. Once grants are established, the committee should inform employers about opportunities that exist.

### **7.2.3 Partnerships with Educational Institutions**

Respondents that require skilled employees think that there should be more communication between employers, industry associations and educational institutions. Employers and industry associations should work with training institutions to develop the school curriculum in order to ensure that students are learning the skills required in the work place. Some participants support the development of more co-ops, practicums and formalized apprenticeship programs so that students understand the industry and the job before they enter the workforce. Some participants in the trade industries also suggest more flexible training programs, such as part-time training during evenings or weekends. As mentioned previously, some smaller employers cannot afford to spare an employee for long periods of time. Industry associations and the SLMC should act on behalf of employers to ensure that training standards are meeting the requirements and expectations of employers. This is a particularly strong role that the SLMC can play in helping address some of the challenges facing Saskatoon employers.

#### **7.2.4 Positive Promotion of Undervalued Vocations**

Participants in the Manufacturing, Construction, Transportation, Accommodation and Food Services industries think that their industries need to be positively promoted to students and the general public. In order to increase awareness about these industries and potential career opportunities, industry associations and the SLMC should work with the primary and secondary school system to incorporate these industries in the school curriculum. Students should not only have the opportunity to enrol, but be encouraged to take cooking or welding classes. Teachers and guidance counsellors should be informed about these industries so that they may communicate information on how and where to acquire training for specific vocations. Benefits of employment in these industries, such as earning potential and short training periods, should also be promoted. Many believe that exposure to these industries should begin in the primary school system.

#### **7.2.5 Foreign Workers and Immigrants**

In order to address the province's skill shortages, the province should consider looking overseas to fill employment vacancies. By offering working visas with places of employment and location stipulations, skilled workers and immigrants could help to minimize the skills deficit in Saskatoon. The SLMC should work with government agencies and training institutions to explore opportunities involving recruitment of skilled foreign labourers.

#### **7.2.6 Required Changes in Hiring Practices**

In order to lessen the gap between available workers and experienced workers, employers should change their hiring practices. Employers have to be willing to take chances on inexperienced workers by giving them jobs in order to gain work experience.

### **7.3 RECOMMENDATIONS SPECIFIC TO THE SLMC**

#### **7.3.1 Increase Awareness of the SLMC**

Very few of the study participants know what the SLMC is or what it is designed to do. Most do not understand or appreciate how this type of organization can help address employer needs if there is little or no awareness of its existence. Although this lack of awareness is a weakness, it can also be viewed as an opportunity for the committee to reposition itself in the business community in a manner that is consistent with the evolving labour market needs of employers as

identified in this study. The SLMC may want to consider positioning itself as an advocacy organization as well. As discussed previously, there are several areas where the SLMC could effectively act on behalf of employers to address some of the challenges and issues facing Saskatoon employers.

With this in mind, the SLMC needs to increase awareness of itself and its objectives among Saskatoon employers. To achieve this, an awareness and communication plan should be developed. The plan should aim to inform employers about the support services it offers and how the committee can be reached.

### **7.3.2 Disseminate Human Resources-Related Information**

Once adequate awareness has been achieved, the committee can develop a strategy to disseminate available human resources-related information with more effectiveness. By repositioning itself as a value-added service provider, Saskatoon employers may be more inclined to look to the SLMC for human resources-related support information. The committee could use monthly newsletters or e-mails to inform employers about changes in training grants or subsidy programs, new employment regulations and best human resources practices. The committee could also circulate information on average industry wages and compensation packages.

Information can be shared with employers via information sessions, presentations to employers and organizations such as Saskatoon Human Resources Association and direct mail or e-mail information newsletters.

### **7.3.3 Develop a Human Resources Tool Kit for Employers**

The SLMC should create an information tool kit for employers, which provides information on recruitment and retention strategies, industry associations, training or apprenticeship programs and funding or subsidy programs. It could also profile what other successful companies are doing in terms of recruitment or retention. Once developed, the toolkit and its benefits should be communicated to Saskatoon employers.

### **7.3.4 Promote Saskatoon Success Stories**

In addition to promoting itself, many participants say that the committee should publicize the business and employment successes in Saskatoon. Focusing on and profiling positive and successful employers will help to change some attitudes about Saskatoon and reinforces that it is a great place to work or

conduct business. It may also serve to inform other Canadian residents about the success stories happening in Saskatchewan.

### **7.3.5 Create a Saskatoon Promotional Package**

An information/promotional package about Saskatoon should be created for employers to use when recruiting employees outside Saskatoon. The package should include information on cost of living, taxes, housing costs, educational opportunities, community-environment, family-life, etc. A positive promotional piece such as this may help to convince people to move to Saskatoon for employment.

### **7.3.6 Other Suggestions**

Some participants suggest that the committee look at European nations as examples of places where the trade industries are successful and are highly revered. A comparative analysis of such places may lend some insights as to how to better promote and develop trade industries.

# APPENDIX I SURVEY INSTRUMENT

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Hello, my name is \_\_\_\_\_ and I'm calling from Fast Consulting. We're a professional public opinion research firm and today we're calling on behalf of the Saskatoon Labour Market Committee to gather information on the needs of employers with respect to employee attraction and retention issues.

May I speak with the most senior person in your organization who would be most likely to deal with issues related to recruiting and retaining employees?

1. Yes **(CONTINUE)**
2. No **ASK TO SPEAK TO INDIVIDUAL  
IF NOT AVAILABLE RECORD NAME – ARRANGE CALL BACK TIME)**

## TARGET RESPONDENT

### REPEAT INTRODUCTION IF NECESSARY:

Hello, my name is \_\_\_\_\_ and I'm calling from Fast Consulting. We're a professional public opinion research firm and today we're calling on behalf of the Saskatoon Labour Market Committee to gather information on the needs of employers with respect to employee attraction and retention issues.

A. Just to confirm, are you the most senior person in your organization who would be most likely to deal with issues, related to recruiting and retaining employees?

1. Yes **(CONTINUE)**
2. No **ASK TO SPEAK TO INDIVIDUAL  
IF NOT AVAILABLE RECORD NAME – ARRANGE CALL BACK TIME)**

The focus of the Saskatoon Labour Market Committee (SLMC) is to address employer needs related to recruitment, retention and human resource management.

The survey only takes a few minutes and can be conducted over the phone or on-line at your convenience. Your responses are confidential, as provided by the Personal Information Protection and Electronic Documents Act. Your opinions will help the Saskatoon Labour Market Committee develop strategies that address the needs of employers for training, recruitment and retention.

B. Can I conduct the survey with you at this time?

- 1) Yes **(SKIP TO Q1)**
- 2) No **(CONTINUE)**

C. Would you prefer to complete the survey on-line?

- 1) Yes **(CONTINUE)**
- 2) No **Is there a better time that I can call back and complete the interview? (SET UP CALL BACK DATE AND TIME)**

- D. In order to conduct the survey on-line, we need your verbal permission that we may send you the survey via e-mail. What is the e-mail address that you would like the survey sent to?

**(RECORD E-MAIL ADDRESS)**

Thank you, the survey will be sent to you in the next couple of days.

1. Which industry sector is your company primarily involved in? **(CHECK MOST APPROPRIATE SECTOR)**

- 1) Accommodation
- 2) Food Service
- 3) Biotechnology
- 4) Business Services (Law Offices, Chartered Accountants, Engineering Firms, Business Consultants)
- 5) Construction
- 6) Education
- 7) Film/Video/Multi-Media
- 8) Finance, Insurance and Real Estate
- 9) Food Processing & Value Added Ag Processing
- 10) Health Service
- 11) Information Technology & Electronics
- 12) Manufacturing
- 13) Metal Fabricating/Machining
- 14) Mining Supply & Service
- 15) Nutraceutical/Bioproducts
- 16) Pharmaceutical
- 17) Primary (Mining, Oil and Gas, Agriculture)
- 18) Printing/Publishing
- 19) Public Sector (government, utilities)
- 20) Retail and Wholesale (Stores, Repair Shops, Service Stations, Lumber Yards)
- 21) Telecommunications
- 22) Tourism Related - Other
- 23) Tourism Services
- 24) Travel Trade
- 25) Attractions
- 26) Adventure and Events
- 27) Transportation and Warehousing
- 28) Not-for-Profit/Community-Based
- 29) Agriculture - Support Agencies
- 30) Environmental
- 31) Transportation – Travel
- 32) Applied Science
- 33) Sports and recreation
- 34) Other (specify): \_\_\_\_\_

2. Which of the following best describes the current stage of your business:

- 1) Start-up
- 2) Stable
- 3) Growth
- 4) Other (contracting, decline, exit, etc.)

3. How many full-time and how many part-time employees are there in your Saskatoon organization, including yourself:

- 1) Full-time \_\_\_\_\_
- 2) Part-time \_\_\_\_\_
- 3) Full-time equivalents \_\_\_\_\_
- 4) Other(contract/casual) \_\_\_\_\_

4. How many of your total Saskatoon employees are in the following age ranges?  
Please estimate the number of employees if you are not sure of the exact number in each age range.

- 1) 15-18
- 2) 19-24
- 3) 25-34
- 4) 35-44
- 5) 45-54
- 6) 55+

5. What types of jobs does your Saskatoon organization need in the next 12 months?  
List the specific job classification and the approximate number required i.e.  
Journeyman Welder (3); Machinist (1); Controller (1).

Job Classification	Number of New Positions
_____	_____
_____	_____
_____	_____
_____	_____

6. Do you find it difficult to attract employees in a certain occupation?

- 1) Yes
- 2) No (SKIP TO Q8)

7a. Please identify the occupation:

\_\_\_\_\_

\_\_\_\_\_

7b. Why is it difficult to attract employees to this occupation? **(DO NOT READ. CHECK ALL THAT APPLY)**

- 1) Shortage of experienced workers
- 2) Shortage of skilled workers
- 3) Shortage of available workers
- 4) High turnover in this industry
- 5) Difficulty attracting workers to Saskatoon
- 6) Out-migration - workers leaving the city
- 7) Lack of local training facilities/programs
- 8) Unappealing working conditions
- 9) Other **(SPECIFY)** \_\_\_\_\_

8. I am going to list a number of recruitment methods that you may have used to recruit employees. On a scale of ONE TO FIVE, WHERE ONE MEANS INEFFECTIVE AND FIVE MEANS VERY EFFECTIVE, please indicate how effective each method has been. **(ROTATE)**

Methods of Recruiting	Rating				
	Ineffective	→			Very Effective
Word of Mouth	1	2	3	4	5
Newspapers	1	2	3	4	5
Professional Journals	1	2	3	4	5
Radio	1	2	3	4	5
Television	1	2	3	4	5
Resume Drop Off	1	2	3	4	5
Internet	1	2	3	4	5
Recruitment Consultants	1	2	3	4	5
Employment Agencies	1	2	3	4	5
Job Fairs	1	2	3	4	5
Trade Unions	1	2	3	4	5
Other (specify)	1	2	3	4	5

9. I am going to read a list of challenges that employers sometimes face when trying to find employees in their industry? Please indicate if you experience any of the following challenges? **(READ) (ROTATE)**

- |   |                   |
|---|-------------------|
| 1) Shortage of experienced workers            | <b>Y/N/Unsure</b> |
| 2) Shortage of skilled workers                | <b>Y/N/Unsure</b> |
| 3) Shortage of available workers              | <b>Y/N/Unsure</b> |
| 4) High turnover in this industry             | <b>Y/N/Unsure</b> |
| 5) Difficulty attracting workers to Saskatoon | <b>Y/N/Unsure</b> |
| 6) Out-migration - workers leaving the city   | <b>Y/N/Unsure</b> |
| 7) Lack of local training facilities/programs | <b>Y/N/Unsure</b> |
| 8) Unappealing working conditions             | <b>Y/N/Unsure</b> |
| 9) Other <b>(SPECIFY)</b> _____               |                   |

10. Approximately how many full-time employees and how many part-time employees have left your organization in the last twelve months?

- 1) Full-time \_\_\_\_\_
- 2) Part-time \_\_\_\_\_
- 3) Full-time equivalents \_\_\_\_\_
- 4) Other(contract/casual) \_\_\_\_\_

11. Is this turnover rate a concern for you?

- 1) Yes
- 2) No

12. What employee retention practices or strategies has your company used with success?

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13. What are the most common reasons employees give you when they leave your organization? **(DO NOT READ. CHECK ALL THAT APPLY)**

- 1) Retirement
- 2) Going back to school
- 3) To open their own business
- 4) Personal reasons
- 5) Insufficient wages
- 6) Insufficient benefits
- 7) Hours are too long
- 8) Lack of training
- 9) Job is too stressful
- 10) Physical demands of the job
- 11) Personality conflicts
- 12) Having to work shifts
- 13) Having to work weekends
- 14) Other **(SPECIFY)**: \_\_\_\_\_

14. Compared to prior years, has your organization experienced an increase or decrease in the number of employees leaving for employment out of the province and/or country?

- 1) Increase
- 2) No Change
- 3) Decrease
- 4) Not Applicable

15. I am going to ask you a few questions regarding human resources related information and support services. Does your company require information or support services for training employees?

- 1) Yes
- 2) No

16. Does your company require information or support services that might help with recruitment, hiring and retention of employees?

- 1) Yes
- 2) No (**SKIP TO Q19**)

17. Please indicate if your organization requires information on the following topics:  
**(READ) (ROTATE)**

- |  |                   |
|--|-------------------|
| 1) Labour standards                                  | <b>Y/N/Unsure</b> |
| 2) Human rights requirements                         | <b>Y/N/Unsure</b> |
| 3) General human resources practices                 | <b>Y/N/Unsure</b> |
| 4) Employee evaluation tools                         | <b>Y/N/Unsure</b> |
| 5) Best practices for rewarding/retaining employees  | <b>Y/N/Unsure</b> |
| 6) Handling performance issues                       | <b>Y/N/Unsure</b> |
| 7) Knowledge of community resources for recruitment  | <b>Y/N/Unsure</b> |
| 8) Managing cultural diversity within the work place | <b>Y/N/Unsure</b> |
| 9) Other ( <b>SPECIFY</b> ) _____                    |                   |

18. Please indicate if your organization requires support services on the following topics:  
**(READ) (ROTATE)**

- |  |                   |
|--|-------------------|
| 1) Pre-screening job applicants                                      | <b>Y/N/Unsure</b> |
| 2) Administering testing or assessment tools                         | <b>Y/N/Unsure</b> |
| 3) Arranging/conducting job interviews                               | <b>Y/N/Unsure</b> |
| 4) Development of interview questions/techniques                     | <b>Y/N/Unsure</b> |
| 5) Provide facilities for orientation/interviews                     | <b>Y/N/Unsure</b> |
| 6) Access to internet job bank                                       | <b>Y/N/Unsure</b> |
| 7) Assistance with recruitment/retention issues                      | <b>Y/N/Unsure</b> |
| 8) Financial assistance for on-the-job training                      | <b>Y/N/Unsure</b> |
| 9) Access to other job seeker pools                                  | <b>Y/N/Unsure</b> |
| 10) Development of suitable industry/skill-specific training courses | <b>Y/N/Unsure</b> |
| 11) Other ( <b>SPECIFY</b> ) _____                                   |                   |

19. Are there any other areas pertaining to your company's human resource issues and needs that you would like to comment on?

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20. Do you want to receive the executive summary regarding the results of this survey?

- 1) Yes (**RECORD INFORMATION**)
- 2) No

Please provide the following information:

Contact name: \_\_\_\_\_

Position: \_\_\_\_\_

Business name: \_\_\_\_\_

Phone number: \_\_\_\_\_

Fax number: \_\_\_\_\_

Street Address: \_\_\_\_\_

City/Town: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Email: \_\_\_\_\_

21. In the next few weeks, we will be holding focus groups with a variety of employers to discuss this topic further. We will be contacting a random sample of interested employers to participate in these focus groups. Are you interested in being on this list of potential focus group participants?

- 1) Yes (**RECORD NAME AND NUMBER**)
- 2) No

**This concludes our survey interview. Thank you very much for taking the time to share your opinions with us. They are important and appreciated. Have a pleasant day.**

## APPENDIX II      MODERATOR'S GUIDE

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### *Introductory Comments*

- Focus group objective.
- Focus groups are a way for organizations to collect opinions in more detail than a typical telephone survey.
- They are exploratory – there are no right or wrong answers. Each person should speak for himself or herself. Not looking for consensus or agreement – don't hold back if your opinion is different from what others are saying.
- Taping of discussions.
- Ensure confidentiality. Assure participants that the data will be reported without any names attached.
- Introductions – State name, industry and organization size.

This evening we're going to be talking about employers' needs related to recruitment, retention and human resource management. We want to discuss things like:

- employee recruitment challenges;
- employee turnover; and
- employee retention issues.

1. What is the most serious challenge facing your organization with regards to recruiting skilled workers? (Probe for distinction b/w skills gaps & shortages).
2. What types of positions or occupations does your organization generally have trouble filling?
3. Why do you think these challenges exist?
4. Why is it difficult to attract employees to these occupations? (And what does this mean specifically)  
PROBE FOR:
  - a. Shortage of experienced workers
  - b. Shortage of skilled workers (probe for distinction b/w skills gaps & shortages)
  - c. Shortage of available workers
  - d. High turnover in this industry
  - e. Difficulty attracting workers to Saskatoon
  - f. Out-migration - workers leaving the city
  - g. Lack of local training facilities/programs
  - h. Unappealing working conditions
  - i. Other

5. We just discussed a number of reasons why it is difficult to attract employees in specific occupations. Why do you think there is (are): (ASK ALL THAT APPLY)
  - a. Shortage of experienced workers
  - b. Shortage of skilled workers
  - c. Shortage of available workers
  - d. High turnover in this industry
  - e. Difficulty attracting workers to Saskatoon
  - f. Out-migration - workers leaving the city
  - g. Lack of local training facilities/programs
  - h. Unappealing working conditions
  - i. Other
6. Do you think that these challenges are unique to your organization or do other businesses in your industry face similar issues? Why? Are these challenges unique to Saskatoon and/or Saskatchewan?
7. What can be done to change each of these situations, both at a company level and on a city-wide level? What would you like to see done to alleviate these shortages of workers?
8. Do you think that partnerships between businesses/organizations in your sector, post-secondary institutions and different levels of government could be used to help address these issues? What kinds of things would you like to see coming out of partnerships?
9. How do you recruit employees? What types of recruitment methods does your organization commonly use? Why do you use them? PROBE FOR:
  - Word of mouth
  - Newspapers
  - Professional journals
  - Radio
  - Resume drop-off
  - Internet
  - Recruitment consultants
  - Employment agencies
  - Job fairs
  - Trade unions
10. Do you find these recruitment methods effective? Why or why not?
11. What are some recruitment strategies or practices that your organization has used with success?
12. Approximately, what is the average turn-over rate at your organization?
13. Is this rate a concern for you? Why or why not?

14. What are the most common reasons employees give when they leave your organization?
15. Why do you think employees leave your organization?
16. Do you think the reasons employees leave your organization are unique to your organization or the same for most organizations in your industry?
17. What are some employee retention strategies or practices that your organization has used with success?
18. Why are these effective?
19. Are you aware of any other retention strategies or practices that other organizations use with success?
20. What in your opinion needs to happen or what change needs to take place in order for you to be able to find skilled and competent employees and retain them?
21. Organizations such as the SLMC are designed to address employer needs related to recruitment, retention and human resource management. How could the SLMC help address your HR-related issues?
22. Does your organization require information on training employees or recruiting, hiring and retaining employees? (If unsure, ask why?)
23. What types of information are you looking for?
24. How should this type of information be made available to you?