
Appendices

Appendix A: Statistics About Scope of Survey

Question 1.1 - 'Other' Responses:

- Sports Facility (3)
- Conservation (2)
- Entertainment Services & Products (2)
- Golf Course (2)
- Travel Agency (2)
- Arts & Culture (1)
- Audio visual (1)
- Body modification (1)
- Equip rental (1)
- Funeral Services (1)
- Graffiti removal (1)
- Home cleaning services (1)
- Home services (1)
- Instrumentation (1)
- Live Theatre (1)
- NGO, Sport, Recreation, & Culture (1)
- Pharmaceutical distribution (1)
- Private Analytical Laboratory Services (1)
- Privately operated Ice Sports Facilities (1)
- R&D food industry (1)
- Radiation Protection (1)
- Remote sensing/GIS (1)
- Rental-tools, washrooms & special events (1)
- Sports Entertainment (1)
- Trade Promotion (1)
- Tradeshow supplies (1)
- Video Surveillance (1)
- Waste utilization & end product sales (1)

Appendix B: Labour Force Statistics

B1: Overall

Table 1 – Detailed Listing by Occupation

Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Labourers	213	198	5	0	10	17
Sales Person	133	78	53	2	0	32
Truck Driver	92	87	5	0	0	10
Welder	54	54	0	0	0	8
Clerk	50	15	20	0	15	6
LPN	45	20	0	5	20	2
Production Labourers	39	2	0	37	0	2
Computer Programmer	35	35	0	0	0	14
Security Guard	35	15	10	10	0	1
Registered Nurse	46	5	5	15	21	3
Post-doctorates	30	0	0	30	0	1
Electrician	29	29	0	0	0	8
Assemblers	24	20	0	0	4	2
Housekeeping	24	6	11	0	7	4
Technician	22	20	1	1	0	10
Real Estate Associate	20	20	0	0	0	2
Operations staff	18	18	0	0	0	3
Engineer	17	15	0	2	0	8
Administrative Assistant	16	15	1	0	0	11
Scientists	16	10	0	6	0	2
Accounting Personnel	15	8	2	3	2	6
Personal Care Aide	15	0	0	15	0	1
Telephone Interviewers	15	0	5	0	10	1
Financial Advisors	14	14	0	0	0	2
Instructor	14	11	3	0	0	3
Mechanic	12	10	1	1	0	4
Manager	12	12	0	0	0	8
Sewing machine operators	12	8	4	0	0	3
Homemakers	10	0	0	10	0	1
Pharmacists	10	4	4	1	1	4
Computer Programmer	10	10	0	0	0	1
Machine Operators	10	10	0	0	0	4
Marketing	10	10	0	0	0	5
Animators	10	0	0	10	0	1
Actors	10	0	0	0	10	1
Driver	9	9	0	0	0	6
Trainers	8	4	4	0	0	1
Woodworkers	7	5	1	1	0	2
Systems Analysts	7	7	0	0	0	2
Tech Support	7	4	3	0	0	2
Technologists	6	5	1	0	0	3
Food Service Supervisor	6	0	2	0	4	1
Process Operators	6	6	0	0	0	2
Computer Technician	6	6	0	0	0	3

Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Quality Assurance Technicians	6	6	0	0	0	3
Autobody Technician	5	5	0	0	0	4
Lawyers	5	5	0	0	0	5
Cashiers	5	0	5	0	0	1
Receptionist	5	4	1	0	0	5
Consultant	5	4	0	1	0	4
Electronics Technician	5	4	1	0	0	3
Customer Service Rep	5	3	2	0	0	3
Fabricators	5	5	0	0	0	1
Technical Analysts	5	5	0	0	0	2
Dietician	5	2	0	1	2	1
Social Workers	5	3	2	0	0	3
Golf Course Maintenance Labourer	5	0	5	0	0	1
Project Manager	4	4	0	0	0	2
Paramedic	4	4	0	0	0	1
Food & Beverage Server	4	1	3	0	0	1
EMT	4	0	0	0	4	1
Facilitators	4	2	0	2	0	2
Database Analyst	4	1	1	1	1	1
Door Technician	4	2	0	1	1	1
Fitters	4	4	0	0	0	1
Geotechnical Engineer	4	4	0	0	0	2
Graphic Designer	4	4	0	0	0	4
Research Technicians	4	4	0	0	0	1
Research Officer	4	1	0	2	1	4
Investment Advisor	4	4	0	0	0	2
Sheet metal worker	4	4	0	0	0	2
Faculty	3	3	0	0	0	1
Commercial Sewers	3	3	0	0	0	1
Plumbers	3	3	0	0	0	1
Pharmacy Technician	3	3	0	0	0	2
Auditors	3	3	0	0	0	1
Pressmen	3	3	0	0	0	2
Design	3	0	3	0	0	1
Food Workers	3	1	0	0	2	1
Math and/or English markers	3	0	2	0	1	1
Janitor	3	3	0	0	0	1
Math and/or English assistants	3	0	2	0	1	1
Legal Assistant	3	3	0	0	0	4
Human Resources Officer	3	2	0	0	1	3
Occupational Therapist	3	2	0	0	1	2
Speech Language Pathologist	3	3	0	0	0	1
Rental counter person	2	2	0	0	0	1
Purchasing Agent	2	2	0	0	0	2
Machinists	2	2	0	0	0	1
Certified First Aid Instructor	2	0	0	2	0	1
Line staff	2	0	2	0	0	1
Commercial broker	2	2	0	0	0	1
Aesthetician	2	2	0	0	0	1
Lab Techs	2	1	0	1	0	1
Journeyman	2	2	0	0	0	1
Travel consultant	2	2	0	0	0	1

Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Refrigeration servicepersons	2	0	2	0	0	1
Insurance Broker	2	2	0	0	0	2
Relationship management	2	2	0	0	0	1
Cabinet maker	2	2	0	0	0	2
Remote sensing	2	2	0	0	0	1
Warehouse Clerk	2	1	1	0	0	2
Research Scientist	2	2	0	0	0	1
Consultants	2	2	0	0	0	1
Controller	2	2	0	0	0	2
Counselor	2	0	0	2	0	2
Safety Professional	2	2	0	0	0	1
Tax practitioners	2	2	0	0	0	2
Dispatcher	2	2	0	0	0	2
Product Development Chemist	2	2	0	0	0	1
Electrical Engineer	2	2	0	0	0	1
Facility Managers	2	2	0	0	0	1
Executive Assistant	2	1	1	0	0	2
Trailer Repair	2	2	0	0	0	1
Parts person	2	2	0	0	0	2
Prepper/Painter	2	2	0	0	0	1
Administration	2	2	0	0	0	2
Air Quality Scientist	2	2	0	0	0	1
Physical Therapists	2	1	1	0	0	1
Professor	2	1	0	1	0	1
Leadhand	2	2	0	0	0	1
Pastoral staff	2	0	1	1	0	1
Business Consultant	2	1	0	1	0	2
Property Manager	2	2	0	0	0	2
Architectural Technologist	2	2	0	0	0	1
Website Designers	2	1	0	1	0	2
Office Administrator	2	1	1	0	0	2
Protein Analyst	2	2	0	0	0	1
Ministry staff	2	0	1	1	0	1
Network Administrator	2	1	1	0	0	2
Protein Chemist	2	2	0	0	0	1
Millwright	2	2	0	0	0	1
Youth Mediation Caseworker	2	1	0	1	0	1
Tattooist	1	0	0	1	0	1
Systems engineer	1	1	0	0	0	1
Agrologist	1	1	0	0	0	1
System sales and service	1	1	0	0	0	1
Draftsperson	1	1	0	0	0	1
Adult Facilitator	1	1	0	0	0	1
Stenographer	1	0	1	0	0	1
Dental Assistant Level II	1	1	0	0	0	1
Educator	1	1	0	0	0	1
X-ray Technicians	1	1	0	0	0	1
Steel draftsperson	1	1	0	0	0	1
Staff Scientist	1	1	0	0	0	1
Business Development Manager	1	1	0	0	0	1
Youth care worker	1	0	0	0	1	1
Songraphers	1	1	0	0	0	1

Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
ECG Technicians	1	1	0	0	0	1
Archaeologist	1	1	0	0	0	1
Commodity buying clerk	1	0	0	1	0	1
Used Truck reclaiming	1	1	0	0	0	1
Upholsterer	1	1	0	0	0	1
Watershed planner	1	1	0	0	0	1
Water Resources Engineer	1	1	0	0	0	1
Senior municipal engineer	1	1	0	0	0	1
Campaign Officer	1	1	0	0	0	2
Body piercer	1	0	0	0	1	1
Aquatic Biologist	1	1	0	0	0	1
Certified Dental Assistant	1	1	0	0	0	2
Warehouse shipping	1	1	0	0	0	1
Wildlife Biologist	1	1	0	0	0	1
Cook	1	0	1	0	0	1
Animal Control Services Supervisor	1	1	0	0	0	1
Veterinarian	1	1	0	0	0	1
Therapist	1	1	0	0	0	1
Certified H2S Instructor	1	0	0	1	0	1
Loans officer	1	1	0	0	0	1
Installer	1	0	1	0	0	1
Refrigeration Operator	1	1	0	0	0	1
Landscape architecture	1	1	0	0	0	1
Laser Operators	1	1	0	0	0	1
Refrigeration Engineer	1	1	0	0	0	1
Program Manager	1	1	0	0	0	1
Estimator	1	1	0	0	0	1
Promotions/advertising	1	0	0	1	0	1
Legislative Editor	1	1	0	0	0	1
Office Assistant	1	1	0	0	0	1
Health Care Aids	1	0	0	0	1	1
Quality Assurance Inspector	1	1	0	0	0	1
QA Manager	1	1	0	0	0	1
Nuclear Medicine Technicians	1	1	0	0	0	1
Public Health Inspectors	1	1	0	0	0	1
Materials professionals	1	1	0	0	0	1
Psychologists	1	1	0	0	0	1
Psychologist	1	0	0	1	0	1
Nail technician	1	1	0	0	0	1
Operating Room Tech	1	0	1	0	0	1
Fundraising Coordinator	1	1	0	0	0	1
Press operator	1	1	0	0	0	1
Pre-management	1	1	0	0	0	1
Sign installer	1	1	0	0	0	1
Service Coordinator	1	1	0	0	0	1
Fire Ecologist	1	1	0	0	0	1
Mechanical engineer	1	1	0	0	0	1
Senior writer	1	1	0	0	0	1
Senior Marketing	1	1	0	0	0	1
Senior Management	1	1	0	0	0	1
Refrigeration Technician	1	1	0	0	0	1
Foreman	1	1	0	0	0	1

Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Hairdresser	1	1	0	0	0	1
Geo-environmental Engineer	1	1	0	0	0	1
Seamstress	1	1	0	0	0	1
Goldsmith	1	1	0	0	0	1
Production specialist	1	1	0	0	0	1
Physiologist	1	1	0	0	0	1
Production/shipper	1	1	0	0	0	1
Perfusionists	0	0	0	0	0	1
Production Coordinator	0	0	0	0	0	1
Biologist	0	0	0	0	0	1
Powder coaters	0	0	0	0	0	1
Recycling Technicians	0	0	0	0	0	1
Sleep Disorder	0	0	0	0	0	1
Site labour	0	0	0	0	0	1
Furniture movers	0	0	0	0	0	1
Dentist	0	0	0	0	0	1
Custom cabinet builders	0	0	0	0	0	1
Client Service Representatives	0	0	0	0	0	2
Guides	0	0	0	0	0	1
Models	0	0	0	0	0	1
CMA	0	0	0	0	0	1
Flower designer	0	0	0	0	0	1
Claims Assessor	0	0	0	0	0	1
Line Haul Driver	0	0	0	0	0	1
Cardiovascular Technician	0	0	0	0	0	1
Bodyperson	0	0	0	0	0	1
Respiratory Therapist	0	0	0	0	0	1

Detailed Listing by Sector

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Accommodation	Housekeeping	19	5	9	0	5	2
Accommodation	Cashiers	5	0	5	0	0	1
Accommodation	Food & Beverage Server	4	1	3	0	0	1
Accommodation	Labourers	4	0	4	0	0	1
Accommodation	Janitor	3	3	0	0	0	1
Accommodation	Receptionist	2	1	1	0	0	1
Agriculture	Post-doctorates	30	0	0	30	0	1
Agriculture	Scientists	16	10	0	6	0	2
Agriculture	Technician	6	6	0	0	0	2
Agriculture	Protein Analyst	2	2	0	0	0	1
Agriculture	Protein Chemist	2	2	0	0	0	1
Agriculture	Operations staff	1	1	0	0	0	1
Agriculture	Physiologist	1	1	0	0	0	1
Agriculture	Senior Management	1	1	0	0	0	1
Agriculture	Senior Marketing	1	1	0	0	0	1
Bus. Serv	Security Guard	35	15	10	10	0	1
Bus. Serv	Computer Programmer	27	27	0	0	0	10
Bus. Serv	Labourers	15	5	0	0	10	2
Bus. Serv	Clerk	15	0	0	0	15	1
Bus. Serv	Telephone Interviewers	15	0	5	0	10	1
Bus. Serv	Sales Person	12	10	0	2	0	6

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Bus. Serv	Accounting Personnel	12	5	2	3	2	3
Bus. Serv	Computer Programmer	10	10	0	0	0	1
Bus. Serv	Instructor	10	10	0	0	0	1
Bus. Serv	Actors	10	0	0	0	10	1
Bus. Serv	Computer Technician	6	6	0	0	0	3
Bus. Serv	Marketing	6	6	0	0	0	1
Bus. Serv	Quality Assurance Technicians	6	6	0	0	0	3
Bus. Serv	Systems Analysts	6	6	0	0	0	1
Bus. Serv	Tech Support	6	4	2	0	0	1
Bus. Serv	Lawyers	5	5	0	0	0	5
Bus. Serv	Technologists	5	4	1	0	0	2
Bus. Serv	Administrative Assistant	4	4	0	0	0	2
Bus. Serv	Consultant	4	4	0	0	0	3
Bus. Serv	Geotechnical Engineer	4	4	0	0	0	2
Bus. Serv	Manager	4	4	0	0	0	3
Bus. Serv	Technician	4	4	0	0	0	3
Bus. Serv	Database Analyst	4	1	1	1	1	1
Bus. Serv	Auditors	3	3	0	0	0	1
Bus. Serv	Engineer	3	3	0	0	0	2
Bus. Serv	Graphic Designer	3	3	0	0	0	3
Bus. Serv	Legal Assistant	3	3	0	0	0	4
Bus. Serv	Technical Analysts	3	3	0	0	0	1
Bus. Serv	Design	3	0	3	0	0	1
Bus. Serv	Air Quality Scientist	2	2	0	0	0	1
Bus. Serv	Architectural Technologist	2	2	0	0	0	1
Bus. Serv	Consultants	2	2	0	0	0	1
Bus. Serv	Electrical Engineer	2	2	0	0	0	1
Bus. Serv	Project Manager	2	2	0	0	0	1
Bus. Serv	Relationship management	2	2	0	0	0	1
Bus. Serv	Safety Professional	2	2	0	0	0	1
Bus. Serv	Tax practitioners	2	2	0	0	0	2
Bus. Serv	Electronics Technician	2	1	1	0	0	1
Bus. Serv	Human Resources Officer	2	1	0	0	1	2
Bus. Serv	Office Administrator	2	1	1	0	0	2
Bus. Serv	Website Designers	2	1	0	1	0	2
Bus. Serv	Customer Service Rep	2	0	2	0	0	1
Bus. Serv	Facilitators	2	0	0	2	0	1
Bus. Serv	Research Officer	2	0	0	1	1	2
Bus. Serv	Administration	1	1	0	0	0	1
Bus. Serv	Aquatic Biologist	1	1	0	0	0	1
Bus. Serv	Archaeologist	1	1	0	0	0	1
Bus. Serv	Business Development Manager	1	1	0	0	0	1
Bus. Serv	Controller	1	1	0	0	0	1
Bus. Serv	Electrician	1	1	0	0	0	1
Bus. Serv	Executive Assistant	1	1	0	0	0	1
Bus. Serv	Geo-environmental Engineer	1	1	0	0	0	1
Bus. Serv	Mechanical engineer	1	1	0	0	0	1
Bus. Serv	Production specialist	1	1	0	0	0	1
Bus. Serv	Senior municipal engineer	1	1	0	0	0	1

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Bus. Serv	Senior writer	1	1	0	0	0	1
Bus. Serv	Service Coordinator	1	1	0	0	0	1
Bus. Serv	Systems engineer	1	1	0	0	0	1
Bus. Serv	Water Resources Engineer	1	1	0	0	0	1
Bus. Serv	Wildlife Biologist	1	1	0	0	0	1
Bus. Serv	Business Consultant	1	0	0	1	0	1
Bus. Serv	Network Administrator	1	0	1	0	0	1
Bus. Serv	Models	0	0	0	0	0	1
Bus. Serv	Occupational Therapist	0	0	0	0	0	1
Bus. Serv	Production Coordinator	0	0	0	0	0	1
Bus. Serv	Receptionist	0	0	0	0	0	1
Communication	Sales person	83	33	50	0	0	2
Communication	Animators	10	0	0	10	0	1
Communication	Computer Programmer	6	6	0	0	0	2
Communication	Engineer	4	4	0	0	0	1
Communication	Administrative Assistant	3	3	0	0	0	1
Communication	Technician	2	2	0	0	0	1
Communication	Certified First Aid Instructor	2	0	0	2	0	1
Communication	Network Administrator	1	1	0	0	0	1
Communication	Systems Analysts	1	1	0	0	0	1
Communication	Certified H2S Instructor	1	0	0	1	0	1
Communication	Warehouse clerk	1	0	1	0	0	1
Construction	Electrician	25	25	0	0	0	5
Construction	Door Technician	4	2	0	1	1	1
Construction	Plumbers	3	3	0	0	0	1
Construction	Technician	3	1	1	1	0	1
Construction	Sheet metal worker	2	2	0	0	0	1
Construction	Refrigeration servicepersons	2	0	2	0	0	1
Construction	Estimator	1	1	0	0	0	1
Construction	Office Assistant	1	1	0	0	0	1
Construction	Purchasing Agent	1	1	0	0	0	1
Construction	Refrigeration Technician	1	1	0	0	0	1
Education	Trainers	8	4	4	0	0	1
Education	Faculty	3	3	0	0	0	1
Education	Math and/or English assistants	3	0	2	0	1	1
Education	Math and/or English markers	3	0	2	0	1	1
Education	Instructor	2	1	1	0	0	1
Education	Professor	2	1	0	1	0	1
Education	Administration	1	1	0	0	0	1
Finance	Real Estate Associate	20	20	0	0	0	2
Finance	Financial Advisors	14	14	0	0	0	2
Finance	Sales person	11	11	0	0	0	5
Finance	Administrative Assistant	5	5	0	0	0	5
Finance	Investment Advisor	4	4	0	0	0	2
Finance	Commercial broker	2	2	0	0	0	1
Finance	Insurance Broker	2	2	0	0	0	2
Finance	Manager	2	2	0	0	0	1

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Finance	Property Manager	2	2	0	0	0	2
Finance	Receptionist	2	2	0	0	0	2
Finance	Trailer Repair	2	2	0	0	0	1
Finance	Accounting Personnel	1	1	0	0	0	1
Finance	Business Consultant	1	1	0	0	0	1
Finance	Clerk	1	1	0	0	0	1
Finance	Loans officer	1	1	0	0	0	1
Finance	Parts Person	1	1	0	0	0	1
Finance	Pre-management	1	1	0	0	0	1
Finance	Used Truck reclaiming	1	1	0	0	0	1
Finance	Tech Support	1	0	1	0	0	1
Finance	Claims Assessor	0	0	0	0	0	1
Finance	Client Service Representatives	0	0	0	0	0	2
Finance	Computer Programmer	0	0	0	0	0	1
Finance	Site labour	0	0	0	0	0	1
Government	Animal Control Services Supervisor	1	1	0	0	0	1
Government	Clerk	1	1	0	0	0	1
Government	Controller	1	1	0	0	0	1
Government	Educator	1	1	0	0	0	1
Government	Fire Ecologist	1	1	0	0	0	1
Government	Fundraising Coordinator	1	1	0	0	0	1
Government	Legislative Editor	1	1	0	0	0	1
Government	Veterinarian	1	1	0	0	0	1
Government	Executive Assistant	1	0	1	0	0	1
Government	Research Officer	1	0	0	1	0	1
Government	Stenographer	1	0	1	0	0	1
Health	Personal Care Aide	15	0	0	15	0	1
Health	RN	16	0	0	15	1	2
Health	Homemakers	10	0	0	10	0	1
Health	Pharmacists	6	2	3	0	1	3
Health	LPN	5	0	0	5	0	1
Health	Paramedic	4	4	0	0	0	1
Health	Research Technicians	4	4	0	0	0	1
Health	EMT	4	0	0	0	4	1
Health	Research Scientist	2	2	0	0	0	1
Health	Lab Techs	2	1	0	1	0	1
Health	Certified Dental Assistant	1	1	0	0	0	2
Health	Dental Assistant Level II	1	1	0	0	0	1
Health	Human Resources Officer	1	1	0	0	0	1
Health	Pharmacy Technician	1	1	0	0	0	1
Health	Therapist	1	1	0	0	0	1
Health	Counselor	1	0	0	1	0	1
Health	Health Care Aids	1	0	0	0	1	1
Health	Housekeeping	1	0	0	0	1	1
Health	Dentist	0	0	0	0	0	1
Health	Recycling Technicians	0	0	0	0	0	1
Manufacturing	Labourers	185	184	1	0	0	11
Manufacturing	Welder	54	54	0	0	0	8
Manufacturing	Production Labourers	39	2	0	37	0	2
Manufacturing	Assemblers	24	20	0	0	4	2

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Manufacturing	Sewing machine operators	11	7	4	0	0	2
Manufacturing	Machine Operators	10	10	0	0	0	4
Manufacturing	Sales person	8	8	0	0	0	5
Manufacturing	Woodworkers	7	5	1	1	0	2
Manufacturing	Engineer	6	6	0	0	0	4
Manufacturing	Process Operators	6	6	0	0	0	2
Manufacturing	Fabricators	5	5	0	0	0	1
Manufacturing	Technician	5	5	0	0	0	1
Manufacturing	Fitters	4	4	0	0	0	1
Manufacturing	Commercial Sewers	3	3	0	0	0	1
Manufacturing	Electrician	3	3	0	0	0	2
Manufacturing	Pressmen	3	3	0	0	0	2
Manufacturing	Cabinet maker	2	2	0	0	0	2
Manufacturing	Computer Programmer	2	2	0	0	0	1
Manufacturing	Driver	2	2	0	0	0	2
Manufacturing	Electronics Technician	2	2	0	0	0	1
Manufacturing	Facilitators	2	2	0	0	0	1
Manufacturing	Machinists	2	2	0	0	0	1
Manufacturing	Manager	2	2	0	0	0	1
Manufacturing	Millwright	2	2	0	0	0	1
Manufacturing	Prepper/Painter	2	2	0	0	0	1
Manufacturing	Product Development Chemist	2	2	0	0	0	1
Manufacturing	Sheet metal worker	2	2	0	0	0	1
Manufacturing	Technical Analysts	2	2	0	0	0	1
Manufacturing	Line staff	2	0	2	0	0	1
Manufacturing	Accounting Personnel	1	1	0	0	0	1
Manufacturing	Draftsperson	1	1	0	0	0	1
Manufacturing	Foreman	1	1	0	0	0	1
Manufacturing	Goldsmith	1	1	0	0	0	1
Manufacturing	Graphic Designer	1	1	0	0	0	1
Manufacturing	Laser Operators	1	1	0	0	0	1
Manufacturing	Marketing	1	1	0	0	0	1
Manufacturing	Materials professionals	1	1	0	0	0	1
Manufacturing	Press operator	1	1	0	0	0	1
Manufacturing	Production/shipper	1	1	0	0	0	1
Manufacturing	QA Manager	1	1	0	0	0	1
Manufacturing	Quality Assurance Inspector	1	1	0	0	0	1
Manufacturing	Research Officer	1	1	0	0	0	1
Manufacturing	Steel draftsperson	1	1	0	0	0	1
Manufacturing	System sales and service	1	1	0	0	0	1
Manufacturing	Technologists	1	1	0	0	0	1
Manufacturing	Upholsterer	1	1	0	0	0	1
Manufacturing	Custom cabinet builders	0	0	0	0	0	1
Manufacturing	Powder coaters	0	0	0	0	0	1
Other Primary	Sales Person	1	1	0	0	0	1
Other Serv	Golf Course Maintenance Labourer	5	0	5	0	0	1
Other Serv	Engineer	4	2	0	2	0	1
Other Serv	Housekeeping	4	1	2	0	1	1
Other Serv	Food Workers	3	1	0	0	2	1

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Other Serv	Project Manager	2	2	0	0	0	1
Other Serv	Remote sensing	2	2	0	0	0	1
Other Serv	Rental counter person	2	2	0	0	0	1
Other Serv	Mechanic	2	1	1	0	0	1
Other Serv	Administrative Assistant	1	1	0	0	0	1
Other Serv	Agrologist	1	1	0	0	0	1
Other Serv	Electronics Technician	1	1	0	0	0	1
Other Serv	Labourers	1	1	0	0	0	1
Other Serv	Landscape architecture	1	1	0	0	0	1
Other Serv	Manager	1	1	0	0	0	1
Other Serv	Marketing	1	1	0	0	0	1
Other Serv	Sales person	1	1	0	0	0	1
Other Serv	Staff Scientist	1	1	0	0	0	1
Other Serv	Watershed planner	1	1	0	0	0	1
Other Serv	Body piercer	1	0	0	0	1	1
Other Serv	Tattooist	1	0	0	1	0	1
Other Serv	Biologist	0	0	0	0	0	1
Social	Clerk	2	2	0	0	0	1
Social	Youth Mediation Caseworker	2	1	0	1	0	1
Social	Ministry staff	2	0	1	1	0	1
Social	Pastoral staff	2	0	1	1	0	1
Social	Campaign Officer	1	1	0	0	0	2
Social	Social Workers	1	1	0	0	0	1
Social	Administrative Assistant	1	0	1	0	0	1
Social	Cook	1	0	1	0	0	1
Social	Counselor	1	0	0	1	0	1
Social	Psychologist	1	0	0	1	0	1
Social	Youth care worker	1	0	0	0	1	1
Tourism	Travel consultant	2	2	0	0	0	1
Tourism	Instructor	2	0	2	0	0	1
Tourism	Adult Facilitator	1	1	0	0	0	1
Tourism	Marketing	1	1	0	0	0	1
Tourism	Program Manager	1	1	0	0	0	1
Tourism	Guides	0	0	0	0	0	1
Trade	Clerk	31	11	20	0	0	2
Trade	Sales Person	17	14	3	0	0	11
Trade	Labourers	8	8	0	0	0	2
Trade	Autobody Technician	5	5	0	0	0	4
Trade	Mechanic	3	2	0	1	0	2
Trade	Aesthetician	2	2	0	0	0	1
Trade	Journeyman	2	2	0	0	0	1
Trade	Manager	2	2	0	0	0	1
Trade	Technician	2	2	0	0	0	2
Trade	Accounting Personnel	1	1	0	0	0	1
Trade	Customer Service Rep	1	1	0	0	0	1
Trade	Hairdresser	1	1	0	0	0	1
Trade	Marketing	1	1	0	0	0	1
Trade	Nail technician	1	1	0	0	0	1
Trade	Parts person	1	1	0	0	0	1
Trade	Purchasing Agent	1	1	0	0	0	1
Trade	Receptionist	1	1	0	0	0	1

Industry	Occupation	Total	FT	PT	ONCALL	CONTRACT	Number of Companies
Trade	Seamstress	1	1	0	0	0	1
Trade	Sewing Machine Operators	1	1	0	0	0	1
Trade	Sign installer	1	1	0	0	0	1
Trade	Warehouse shipping	1	1	0	0	0	1
Trade	Commodity buying clerk	1	0	0	1	0	1
Trade	Installer	1	0	1	0	0	1
Trade	Promotions/advertising	1	0	0	1	0	1
Trade	Bodyperson	0	0	0	0	0	1
Trade	Flower designer	0	0	0	0	0	1
Transportation	Truck Driver	92	87	5	0	0	10
Transportation	Operations staff	17	17	0	0	0	2
Transportation	Driver	7	7	0	0	0	4
Transportation	Mechanic	7	7	0	0	0	1
Transportation	Administrative Assistant	2	2	0	0	0	1
Transportation	Customer Service Rep	2	2	0	0	0	1
Transportation	Dispatcher	2	2	0	0	0	2
Transportation	Facility Managers	2	2	0	0	0	1
Transportation	Leadhand	2	2	0	0	0	1
Transportation	Manager	1	1	0	0	0	1
Transportation	Refrigeration Engineer	1	1	0	0	0	1
Transportation	Refrigeration Operator	1	1	0	0	0	1
Transportation	Warehouse Clerk	1	1	0	0	0	1
Transportation	Consultant	1	0	0	1	0	1
Transportation	CMA	0	0	0	0	0	1
Transportation	Furniture movers	0	0	0	0	0	1
Transportation	Line Haul Driver	0	0	0	0	0	1
Transportation	Sales Person	0	0	0	0	0	1

B2: Skilled Worker Shortages

Table 2 – Skilled Worker Shortages, by Occupation

Occupation	No. of Respondents	% of Respondents
Sales Person	39	6%
Labourers	30	5%
Truck Driver	20	3%
Manager	20	3%
Welders	17	3%
Receptionist	16	2%
Food & Beverage Servers	14	2%
Machinists	13	2%
Mechanics	12	2%
Administrative Assistant	11	2%
Consultants	11	2%
Accounting Personnel	9	1%
Housekeeping Staff	9	1%
Maintenance Personnel	9	1%
Cook	8	1%

Occupation	No. of Respondents	% of Respondents
Fabricators	8	1%
Electricians	8	1%
Marketing	8	1%
Computer Programmer	7	1%
Engineer	7	1%
Drivers	7	1%
Graphic Designer	7	1%
Account Executive	7	1%
Customer Service Rep	7	1%
Technician	7	1%
Clerk	6	1%
Catering Staff	5	1%
Security Analyst	5	1%
Auto body	5	1%
Research Scientists	5	1%
Legal Assistants	5	1%
Press operator	4	1%
Parts person	4	1%
Lawyers	4	1%
Real Estate Agents	4	1%
Installers	4	1%
Production Manager	4	1%
Systems Analyst	4	1%
Project Manager	4	1%
Computer Technicians	4	1%
Warehouse staff	4	1%
Owner Operators	3	0%
Chef	3	0%
Dispatcher	3	0%
Cabinet maker	3	0%
Mechanical Engineers	3	0%
Sheet metal worker	3	0%
Technologists	3	0%
AutoCAD Technologist	3	0%
Shipper/Receiver	3	0%
Bartenders	3	0%
Website Designers	3	0%
Baker	3	0%
Mechanic Technician	2	0%
Research Assistant	2	0%
Human resource professional	2	0%
Technical Writer	2	0%
Millwrights	2	0%
Pre-press	2	0%
Post-doctorates	2	0%
Aircraft Maintenance	2	0%
Plant Supervisor	2	0%

Occupation	No. of Respondents	% of Respondents
Plant Operator	2	0%
Meat Cutter	2	0%
Entry Level Position	2	0%
Travel Agents	2	0%
Electrical Engineer	2	0%
Art Administrator	2	0%
Youth Worker	2	0%
Taxation Specialists	2	0%
Upholsterers	2	0%
Painters	2	0%
Packers	2	0%
Administrative Assistant	2	0%
Embroidery Technicians	2	0%
Woodworkers	2	0%
Draftsperson	2	0%
Accountant	2	0%
Database Analyst	2	0%
Auto body technician	2	0%
Sewing machine operators	2	0%
Seamless coating installer	2	0%
Sales Manager	2	0%
Quality engineer	2	0%
Investment Advisor	2	0%
Chartered Accountant	2	0%
Collections	2	0%
Property Manager	2	0%
Autobody Preppers	2	0%
Information Resource Positions	2	0%
Program Manager	2	0%
Butcher	2	0%
Foreman	1	0%
Food Processor	1	0%
Flower designer	1	0%
Excavator operators	1	0%
Food Prepper	1	0%
Food & Beverage Managers	1	0%
Aesthetician	1	0%
Forklift operator	1	0%
Finisher	1	0%
Geotechnical Engineer	1	0%
Fast food service associate	1	0%
Framers	1	0%
Geo-environmental Engineer	1	0%
Executive Director	1	0%
Financial Assistant	1	0%
Financial Advisors	1	0%
Export Marketing Personnel	1	0%

Occupation	No. of Respondents	% of Respondents
Gear hobbers	1	0%
Film Crew	1	0%
Gas Attendant	1	0%
Furniture movers	1	0%
Field sound recorder	1	0%
Financial Manager	1	0%
Auto-detail person	1	0%
Construction superintendent	1	0%
Chauffeur	1	0%
CFO	1	0%
Carpenter	1	0%
Cappuccino bar server	1	0%
Body piercer	1	0%
Biotechnology Technologist	1	0%
Biologist	1	0%
Childcare workers	1	0%
Bailiff Assistance	1	0%
Civil/municipal engineer	1	0%
Audio visual repair technician	1	0%
Artists	1	0%
Architect	1	0%
Appraiser	1	0%
Animal Health Technologist	1	0%
Aircraft maintenance engineer	1	0%
Air Quality Scientist	1	0%
Agrologist	1	0%
Accounting Technician	1	0%
Bilingual positions	1	0%
Controller	1	0%
Educational Psychologist	1	0%
Disc Jockeys	1	0%
Director of resource development	1	0%
Designers	1	0%
Custom builders	1	0%
Creative Writer	1	0%
Counter personnel	1	0%
Cost Accountants	1	0%
Chemical Residue Technicians	1	0%
Copier technicians	1	0%
Equipment operators	1	0%
Goldsmith	1	0%
Computer training staff	1	0%
Locksmith	1	0%
Communications Technicians	1	0%
Commercial Sewers	1	0%
Collision Repair Tech	1	0%
Collision Refinish Tech	1	0%

Occupation	No. of Respondents	% of Respondents
Clinical Research Associates	1	0%
Cleaners	1	0%
Copy writer	1	0%
Refrigeration Techs	1	0%
Seasonal Course Maintenance	1	0%
Seamstress	1	0%
Script writers	1	0%
Screen Printers	1	0%
Scientists	1	0%
Science Officer	1	0%
School Bus Driver	1	0%
Sanders	1	0%
Resident Caretakers	1	0%
Repair Technician	1	0%
Professor	1	0%
Registered nurse	1	0%
Service Technician	1	0%
Refrigeration Engineer	1	0%
Refinish technicians	1	0%
Recycling Technician	1	0%
Record keeping	1	0%
Quality Assurance Technicians	1	0%
Qualified Door Technician	1	0%
Purchaser	1	0%
Promotions/advertising	1	0%
Project proposal & completion writer	1	0%
Lifeguard	1	0%
Rentals / Equipment Technicians	1	0%
Technical designers	1	0%
Welder	1	0%
Wealth management managers	1	0%
Water Resources Engineer	1	0%
Veterinarian	1	0%
Vehicle Detail Person	1	0%
Underwriter	1	0%
Transit Operator	1	0%
Trades persons	1	0%
Tire service technicians	1	0%
Telephone answering operators	1	0%
Secretary	1	0%
Technical people	1	0%
Seed Analyst	1	0%
Tattooist	1	0%
Tailors	1	0%
Students	1	0%
Steel fitters	1	0%
Steel draftsperson	1	0%

Occupation	No. of Respondents	% of Respondents
Speech Language Pathologist	1	0%
Special care aide	1	0%
Skilled Worker	1	0%
Sign installer	1	0%
Set Up Crews	1	0%
Production/shipper	1	0%
Technician (drafting)	1	0%
Kitchen staff	1	0%
Mechanic	1	0%
Materials Specialists	1	0%
Lube technician	1	0%
Logistics and Documentation	1	0%
Zamboni Operators	1	0%
Linux server administrator	1	0%
Licensed embalmer/funeral director	1	0%
Librarians	1	0%
Lending Officer	1	0%
Landscape laborers	1	0%
Project Engineer	1	0%
Land development manager	1	0%
Microbiologist	1	0%
Junior Copywriter	1	0%
Janitorial	1	0%
IT Administrator	1	0%
Ironworkers	1	0%
Instructors	1	0%
Hydrogeologist	1	0%
Helpers	1	0%
Heavy duty mechanics	1	0%
Hardware Consultant	1	0%
Hairdresser	1	0%
Landscape architecture	1	0%
Part time help	1	0%
Production scheduler	1	0%
Product Development Chemist	1	0%
Producers	1	0%
Process operator	1	0%
Pork Production Specialist	1	0%
Police officers	1	0%
Plumbers	1	0%
Pipefitters	1	0%
Pilots	1	0%
Photogrammetrist	1	0%
Merchandiser	1	0%
Parts Cleaning	1	0%
Metal worker for restoration	1	0%
Parasitologist	1	0%

Occupation	No. of Respondents	% of Respondents
Operations staff	1	0%
Office manager	1	0%
Nursing Instructors	1	0%
Night auditors	1	0%
News Reporter/Anchor	1	0%
Nail technician	1	0%
Musicians	1	0%
Motor License Issuer	1	0%
Mixer Drivers	1	0%
Golf professionals	1	0%
Pastry helper	1	0%
	665	100%

Analysis of the top 10 occupations that businesses are having difficulty hiring, indicating the following length of vacancy for each occupation:

Table 3 – Top 10 difficult occupations to hire

Occupation	Vacancy Length	Number of Respondents	Percentage	Cumulative Percent
Administrative Assistant	0-3 months	6	55%	55%
	3-6 months	1	9%	64%
	6-9 months	3	27%	91%
	9-12 months	0	0%	91%
	> 1 year	0	0%	91%
	select	1	9%	100%
		11	100%	
Labourers	0-3 months	21	70%	70%
	3-6 months	5	17%	87%
	6-9 months	1	3%	90%
	9-12 months	1	3%	93%
	> 1 year	0	0%	93%
	select	2	7%	100%
		30	100%	
Machinists	0-3 months	3	23%	23%
	3-6 months	5	38%	62%
	6-9 months	3	23%	85%
	9-12 months	1	8%	92%
	> 1 year	0	0%	92%
	select	1	8%	100%
		13	100%	
Manager	0-3 months	5	25%	25%
	3-6 months	5	25%	50%
	6-9 months	5	25%	75%

Occupation	Vacancy Length	Number of Respondents	Percentage	Cumulative Percent
	9-12 months	1	5%	80%
	> 1 year	3	15%	95%
	select	1	5%	100%
		20	100%	
Mechanics	0-3 months	4	33%	33%
	3-6 months	3	25%	58%
	6-9 months	2	17%	75%
	9-12 months	1	8%	83%
	> 1 year	1	8%	92%
	select	1	8%	100%
		12	100%	
Receptionist	0-3 months	11	69%	69%
	3-6 months	1	6%	75%
	6-9 months	2	13%	88%
	9-12 months	0	0%	88%
	> 1 year	0	0%	88%
	select	2	13%	100%
		16	100%	
Sales person	0-3 months	20	51%	51%
	3-6 months	8	21%	72%
	6-9 months	2	5%	77%
	9-12 months	2	5%	82%
	> 1 year	5	13%	95%
	select	2	5%	100%
		39	100%	
Truck Driver	0-3 months	16	80%	80%
	3-6 months	0	0%	80%
	6-9 months	0	0%	80%
	9-12 months	0	0%	80%
	> 1 year	3	15%	95%
	select	1	5%	100%
		20	100%	
Welders	0-3 months	13	76%	76%
	3-6 months	2	12%	88%
	9-12 months	1	6%	94%
	> 1 year	0	0%	94%
	select	1	6%	100%
		17	100%	

Table 4 – Top occupations businesses had difficulty hiring, by industry

Industry	Occupations	Number of Respondents
Accommodation	Food & Beverage Servers	11
Accommodation	Housekeeping Staff	6
Accommodation	Cook	5
Accommodation	Receptionist	5
Accommodation	Manager	4
Accommodation	Bartenders	3
Accommodation	Catering Staff	3

Industry	Occupations	Number of Respondents
Agriculture	Post-doctorates	2
Agriculture	Consultants	2
Agriculture	Research Scientists	1
Agriculture	Technician	1
Agriculture	Technical Writer	1
Agriculture	Seed Analyst	1
Agriculture	Sales Person	1
Agriculture	Research Assistant	1
Agriculture	Project proposal & completion writer	1
Agriculture	Microbiologist	1
Agriculture	Marketing	1
Agriculture	Manager	1
Agriculture	Landscape laborers	1
Agriculture	Labourers	1
Agriculture	Scientists	1
Agriculture	Pork Production Specialist	1
Agriculture	Biotechnology Technologist	1

Industry	Occupations	Number of Respondents
Bus. Serv	Computer Programmer	5
Bus. Serv	Legal Assistants	5
Bus. Serv	Receptionist	5
Bus. Serv	Consultants	5
Bus. Serv	Sales person	4
Bus. Serv	Manager	4
Bus. Serv	Lawyers	4
Bus. Serv	Administrative Assistant	4
Bus. Serv	Accounting Personnel	4

Industry	Occupations	Number of Respondents
Communication	Sales person	2
Communication	Receptionist	1
Communication	Sales Manager	1
Communication	Script writers	1
Communication	Systems Analyst	1
Communication	Producers	1
Communication	Telephone answering operators	1
Communication	Communications Technicians	1

Industry	Occupations	Number of Respondents
Communication	Technician	1
Communication	Account Executive	1
Communication	Creative Writer	1
Communication	Administrative Assistant	1
Communication	CFO	1
Communication	News Reporter/Anchor	1
Communication	Computer Programmer	1
Communication	Field sound recorder	1
Communication	Film Crew	1
Communication	Marketing	1

Industry	Occupations	Number of Respondents
Construction	Electricians	7
Construction	Labourers	6
Construction	Seamless coating installer	2
Construction	Welders	2
Construction	Trades persons	1
Construction	Pipe fitters	1
Construction	Plumbers	1
Construction	Qualified Door Technician	1
Construction	Refrigeration Techs	1
Construction	Set Up Crews	1
Construction	Sheet metal worker	1
Construction	Shipper/receiver	1
Construction	Mixer Drivers	1
Construction	Technician (drafting)	1
Construction	Technician	1
Construction	Excavator operators	1
Construction	Accounting Personnel	1
Construction	Architect	1
Construction	AutoCAD Technologist	1
Construction	Carpenter	1
Construction	Ironworkers	1
Construction	Equipment operators	1
Construction	Millwrights	1
Construction	Foreman	1
Construction	Framers	1
Construction	Hardware Consultant	1
Construction	Installers	1
Construction	Manager	1
Construction	Construction superintendent	1

Industry	Occupations	Number of Respondents
Education	Project Manager	2
Education	Information Resource Positions	2
Education	Professor	1
Education	Program Manager	1
Education	Technologists	1
Education	Librarians	1
Education	Educational Psychologist	1
Education	Aircraft Maintenance	1
Education	Administrative Assistant	1

Industry	Occupations	Number of Respondents
Education	Speech Language Pathologist	1
Education	Nursing Instructors	1

Industry	Occupations	Number of Respondents
Finance	Sales Person	3
Finance	Account Executive	3
Finance	Real Estate Agents	3
Finance	Manager	3
Finance	Maintenance Personnel	3
Finance	Receptionist	2
Finance	Property Manager	2
Finance	Investment Advisor	2
Finance	Administrative Assistant	2
Finance	Clerk	2

Industry	Occupations	Number of Respondents
Government	Consultants	2
Government	Research Scientists	2
Government	Police officers	1
Government	Receptionist	1
Government	Resident Caretakers	1
Government	Transit Operator	1
Government	Systems Analyst	1
Government	Parasitologist	1
Government	Administrative Assistant	1
Government	Students	1
Government	Maintenance Personnel	1
Government	Hydrogeologist	1
Government	Financial Manager	1
Government	Executive Director	1
Government	Computer Technicians	1
Government	Chemical Residue Technicians	1
Government	Animal Health Technologist	1
Government	Accounting Personnel	1
Government	Veterinarian	1
Government	Bilingual positions	1

Industry	Occupations	Number of Respondents
Manufacturing	Welders	15
Manufacturing	Labourers	14
Manufacturing	Machinists	13
Manufacturing	Fabricators	7
Manufacturing	Sales Person	6
Manufacturing	Engineer	4
Manufacturing	Press operator	4

Industry	Occupations	Number of Respondents
Other Primary	Pre-press	2
Other Primary	Shipper/receiver	1

Industry	Occupations	Number of Respondents
Other Primary	Receptionist	1
Other Primary	Food & Beverage Servers	1
Other Primary	Graphic Designer	1
Other Primary	Housekeeping Staff	1

Industry	Occupations	Number of Respondents
Other Serv	Mechanics	2
Other Serv	Labourers	1
Other Serv	Landscape architecture	1
Other Serv	Licensed embalmer/funeral director	1
Other Serv	Manager	1
Other Serv	Musicians	1
Other Serv	Rentals / Equipment Technicians	1
Other Serv	Sales person	1
Other Serv	Tattooist	1
Other Serv	Technical people	1
Other Serv	Travel Agents	1
Other Serv	Part-time help	1
Other Serv	Zamboni Operators	1
Other Serv	Engineer	1
Other Serv	Research Scientists	1
Other Serv	Installers	1
Other Serv	Agrologist	1
Other Serv	Biologist	1
Other Serv	Body piercer	1
Other Serv	Disc Jockeys	1
Other Serv	Export Marketing Personnel	1
Other Serv	Food & Beverage Managers	1
Other Serv	Food & Beverage Servers	1
Other Serv	Food Processor	1
Other Serv	Heavy duty mechanics	1
Other Serv	Housekeeping Staff	1
Other Serv	Computer Programmer	1

Industry	Occupations	Number of Respondents
Social	Youth Worker	2
Social	Lifeguard	1
Social	Sales Person	1
Social	Cleaners	1
Social	Childcare workers	1
Social	Administrative Assistant	1
Social	Director of resource development	1

Industry	Occupations	Number of Respondents
Tourism	Cook	2

Industry	Occupations	Number of Respondents
Tourism	Art Administrator	1
Tourism	Marketing	1
Tourism	Housekeeping Staff	1
Tourism	Program Manager	1
Tourism	Catering Staff	1
Tourism	Artists	1
Tourism	Travel Agents	1
Tourism	Instructors	1

Industry	Occupations	Number of Respondents
Trade	Sales person	16
Trade	Mechanics	7
Trade	Auto body	5
Trade	Labourers	5
Trade	Parts person	4
Trade	Customer Service Rep	4
Trade	Manager	3

Industry	Occupations	Number of Respondents
Transportation	Truck Driver	18
Transportation	Sales Person	4
Transportation	Drivers	4
Transportation	Owner Operators	3
Transportation	Dispatcher	3
Transportation	Manager	2
Transportation	Mechanics	2
Transportation	Warehouse staff	2

B3: Current Vacancies

Table 5 – Detailed listing of current vacancies, by occupation

Occupation	No. of Positions	No. of Companies
Registered Nurse	121	4
Sales Person	103	39
Labourers	56	13
Truck Driver	54	10
Owner operators	50	2
Housekeeping	37	10
Welder	37	6
Security Guards	29	3
Real Estate Agent	27	4
Food Server	25	9
Electricians	23	6
Drivers	21	7
Personal Care Aide	21	3
Actors	20	1
Catering Staff	20	3
Entry level, part-time, evenings	20	1

Occupation	No. of Positions	No. of Companies
LPN	17	2
Clerk	13	4
Tax Specialist	12	4
Receptionist	11	9
Financial Security Advisor	10	1
Mechanic	10	4
School Bus Driver	10	1
Customer Service Representative	9	6
Scientists	9	3
Administration Assistant	8	7
Bartender	8	3
Physiotherapists	8	2
Accounting Personnel	7	6
Attendant	7	1
Dietary Aide	7	1
Warehouse Staff	7	4
Articling Students	6	1
Health Record Technician	6	3
Investment Advisor	6	2
Kitchen Staff	6	2
Machinist	6	4
Materials Management Assistant	6	1
Other	6	1
Pharmacist	6	3
Professor	6	2
Respiratory Therapists	6	1
Technician	6	4
Auditors	5	1
Entry level	5	1
Entry level daytime	5	1
Manager	5	3
Marketing	5	4
Medical Oncologists	5	1
Post-Doctoral	5	1
Supervisor	5	4
Tellers	5	2
Caretaker	4	1
Carpet installers	4	1
Computer Programmer	4	3
Engineers	4	2
Heavy duty mechanic	4	1
Patient Registration Clerk	4	1
Plumbers	4	2
Psychologists	4	1
Research Technician	4	1
Sewing machine operators	4	1
Sonographer	4	1
Writers	4	2
Account Executive	3	3
Bell Staff	3	2
Business Development	3	2
Daily Living Assistant	3	1

Occupation	No. of Positions	No. of Companies
Disc Jockey	3	1
Dishwasher	3	2
Faculty	3	1
Fire Fighter	3	2
Geotechnical Engineer	3	1
Independent Contractor - Driver	3	1
Instructors	3	2
Licensed embalmers	3	1
Maintenance	3	3
Maintenance Manager	3	3
Medical Transcriptionist	3	1
Occupational Therapists	3	1
Operating Room Clerks	3	2
Parts person	3	1
Secretary	3	2
Sheetmetal worker	3	2
Special Care Aide	3	1
Speech Language Pathologist	3	1
Stenographer	3	1
Technical Specialist	3	2
Technologists	3	2
X-ray Techs	3	1
Agrologist	2	2
Alarm operators	2	1
Auto body	2	2
Baker	2	2
Banquet Supervisor	2	2
Bumper Finisher	2	1
Cabinet makers	2	1
Certified Dental Assistant	2	2
Chef	2	2
Chemical Residue Technician	2	1
Cleaner	2	2
Commercial Sewers	2	1
Communications Counselor	2	1
Computer Technologist	2	2
Cook	2	2
Data entry clerk	2	2
Dispatcher	2	2
EEG Technician	2	1
Aesthetician	2	1
Fabricators	2	1
Finishers/Painters	2	1
Furniture movers	2	1
Heavy Equipment Operator	2	1
Intermediate Engineer	2	1
Lawyer	2	1
Legal Assistant	2	2
Licensed funeral directors	2	1
Marketing Manager	2	2
Materials professionals	2	1
Meat cutters	2	1

Occupation	No. of Positions	No. of Companies
Municipal engineer	2	1
New media specialist	2	1
Nursing Aide	2	1
Office Assistant	2	2
Office Manager	2	2
Operations Manager	2	2
Painter	2	1
Patient Scheduling Clerk	2	1
Pilot	2	1
Plant Supervision	2	1
Production Manager	2	2
Project Manager	2	2
Protein Analyst	2	1
Protein Chemist	2	1
Radiation Therapists	2	1
Refrigeration mechanics	2	1
Relationship managers	2	1
Retail supervisors	2	1
Shift Manager	2	2
Technical Assistants	2	1
Technologist	2	1
Uut bond call centre	2	1
Youth care worker	2	2
Accountant	1	1
Air Quality Scientist	1	1
Apprentice	1	1
Aquatic Biologist	1	1
Archaeologist	1	1
Area manager	1	1
Art director	1	1
Assistant Manager of FIT	1	1
Auto body Prepper	1	1
AutoCAD Technologist	1	1
Body person	1	1
Builders	1	1
Business Analyst	1	1
Business consultant	1	1
CAD-draftsperson	1	1
Career Consultant	1	1
CFO	1	1
Client Care Coordinator	1	1
Computer Training Staff	1	1
Corporate Tax supervisor/checker	1	1
Database Analyst	1	1
Decals	1	1
Deli/bakery clerk	1	1
Dental Assistant	1	1
Dental Therapist	1	1
Dentist	1	1
Design consultant	1	1
Dietician	1	1
Draftsperson	1	1

Occupation	No. of Positions	No. of Companies
Earthmoving foreman	1	1
Editor	1	1
Electrical engineers	1	1
Embroidery Technicians	1	1
Environmental. Protection Officer	1	1
Estimator	1	1
Exercise Therapist	1	1
Fabricator	1	1
Financial Manager	1	2
Financial Support	1	1
Fire Ecologist	1	1
Fundraising Coordinator	1	1
Gaming	1	1
Gas attendant	1	1
Geo-Environmental Engineer	1	1
Goldsmith	1	1
Group Development	1	1
Hairdresser	1	1
Hardware Consultant	1	1
Head Iceman	1	1
Hydrogeologist	1	1
Inspector	1	1
Installer	1	1
Instrument Processing	1	1
Insurance Broker	1	1
Lab Technician	1	1
Landscape architecture	1	1
Layout specialist	1	1
Loader/Packager	1	1
Mechanical engineer	1	1
Mechanical Technician	1	1
Nail technician	1	1
News Photographer	1	1
Nurse Clinician	1	1
Office Administrator	1	1
Operating Room Technicians	1	1
Packer/Cleaner	1	1
Parasitologist	1	1
Perfusionists	1	1
Physician	1	1
Physiologist	1	1
Porter	1	1
Procurement Coordinator	1	1
Product Development Chemist	1	1
Production Technologist	1	1
Program manager	1	1
Project Engineer	1	1
Public Health Inspectors	1	1
Purchaser	1	1
QA Manager	1	1
Radiation Oncologists	1	1
Refrigeration technicians	1	1

Occupation	No. of Positions	No. of Companies
Regional Executive Director	1	1
Registered Psychologist	1	1
Safety Professional	1	1
Sales Manager	1	1
Sanders	1	1
Seamless Flooring Installer	1	1
Seamstress	1	1
Security/Engineer	1	1
Senior geotechnical engineer	1	1
Set up crews	1	1
Sign truck Operator	1	1
Silkscreener	1	1
Small tool mechanic	1	1
Software Engineer	1	1
Staff Psychometrician	1	1
Steel draftsman	1	1
Switchboard Operator	1	1
System Administrator	1	1
System analyst	1	1
Technical Engineer	1	1
Therapy Assistant II's	1	1
Trainer	1	1
Travel Agent	1	1
Unit Assistant	1	1
Upholsterer	1	1
Veterinarian	1	1
Volunteer Co-coordinator	1	1
Water Resources Engineer	1	1
Website Developer	1	1
Wildlife Biologist	1	1
Woodworker	1	1

Appendix C: Recruiting Methods

C1: Overall

Question 1.7 - 'Other' Responses:

- Applicants (19)
- Acquaintances (10)
- SIAST (9)
- Business Colleges (6)
- Competition (3)
- Internal Postings (3)
- Unions (3)
- Appointment (1)
- Beauty Colleges (1)
- Career Bulletin (1)
- Career College (1)
- Certified Fire Training School (1)
- CVBN (1)
- Direct contact to select persons having skills (1)
- HRDC (1)
- National recruiting resources (1)
- Pharmaceutical company contacts (1)
- Post secondary institutions, other targeted posts (1)
- Postings at Kelsey/U of S (1)
- Radio Ads (1)
- Referrals from industry relationships (1)
- Students from our tax course (1)
- We provide internships for Heinze Institute (1)
- Westlink Intern Program (1)
- Work Placements (1)
- Youth care worker training programs (1)

Question 1.11 – 'Other' Reasons:

- New company (5)
- Maternity leave (4)
- Lack of funds (2)
- Summer position (2)
- Aging workforce (2)
- Added programs (1)
- Assistance with specific project (1)
- Maternity return (1)

- Minor fluctuation (1)
- Normal turnover (1)
- Job opening (1)
- Personality conflicts (1)
- Sales staff changes (1)

Question 1.16 – ‘Other’ Reasons:

- Career advancement (13)
- Contract ended (13)
- Higher wages in public sector (12)
- Left for work with more hours (5)
- Poor work ethic (5)
- Left for Alberta (4)
- Career change (4)
- Spouse transferred (4)
- Transfers to other branches (3)
- High turnover in industry (2)
- Lack of funding (2)
- Layoffs (2)
- Maternity leave (2)
- Moving out of area (2)
- Moving out of province (2)
- Seasonal work (2)
- Associates are self-employed (1)
- Company challenges due to lack of capital invest (1)
- Go to industry (1)
- Government/university recruit trained staff (1)
- Internship expires (1)
- Lack of communication (1)
- Leaving to work in United States (1)
- Lower taxes in another province (1)
- Most of those who leave are with us between jobs (1)
- New position elsewhere (1)
- Perception (1)
- Performance issues (1)
- Person died (1)
- Positions vary on student intake (1)
- Relocating of office (1)
- Reorganization (1)
- Salaried position (1)
- Uncommon small industry (1)
- Work for U of S or City of Saskatoon (1)

C2: Skilled Worker Shortages

Question 1.6 – ‘Other’ Responses:

- Acquaintances (7)
- SIAST (5)
- Applicants (2)
- Saskatoon Business College (2)
- Apprenticeship (1)
- Beauty colleges (1)
- Co-op student program (1)
- Competition (1)
- HRDC (1)
- Aboriginal organizations (1)
- Individual recruitment (1)
- Internal National Recruiting Resources (1)
- Internal postings (1)
- New graduates – job fairs (1)
- Open Door Society (1)
- Public Service Commission (1)
- Radio ads (1)
- Referrals from education and social service sectors (1)
- Work education programs (1)
- Youth Care Worker training programs (1)

Appendix D: Aboriginal Labour Force

D1: Employment Statistics

Table 6 – Aboriginal employment, by occupation

Occupations	No. of Respondents
Labourers	37
Housekeeping Staff	16
Sales Person	14
Food Servers	12
Driver	12
Welder	11
Administration Assistant	11
Receptionist	8
Cook	8
Truck Driver	7
Technical Support	6
Marketing	5
Manager	5
Computer Programmers	4
Shipper/receiver	4
Production workers	4
Lawyer	4
Electricians	3
Instructor	3
Customer service representative	3
Contract	3
Entry level	3
Computer technologist	3
Cleaner	3
Guide	3
Real Estate Agent	3
Fabricator	3
Catering Staff	3
Dishwasher	3
Tellers	3
Summer Students	3
Security Guard	3
Assembly	3
Accounting personnel	3
Administrative Assistant	3
Packers	2
Operators	2
Customer call centre	2
Movers	2
Apprenticeship	2
Technicians	2
Maintenance	2
Telephone interviewer	2

Occupations	No. of Respondents
Personal care Aide	2
Kitchen Staff	2
Data entry clerk	2
Trainees	2
Actors	2
Youth care worker	2
Account Manager	2
Website developer	2
Graphic designer	2
Finance team member	2
Dispatcher	2
Food services	2
Shop helper	2
Bartender	2
Cashier	2
Clerk	2
Aesthetician	1
Chemical Residue Technician	1
Editorial assistant	1
Education consultant	1
Employment counselors	1
Casting director	1
Career Consultant	1
Accountant	1
Child Care Worker	1
Equipment Operator	1
Auto body	1
Experience	1
Bumper Repairer	1
Aboriginal Business Service Network Coordinator	1
Building Operator	1
Bindery	1
Financial Security Advisor	1
Fire fighter	1
Fitters	1
Food Preparation	1
Installer	1
Business consultant	1
Community Relations	1
Course maintenance	1
Crusher operator	1
Custodian	1
Installations	1
Concrete workers	1
Assist Sign Truck Operator	1
Assistant work coordinator	1
Customer Service Representative	1
Architectural Technologist	1
Draftsperson	1
Bellman	1
Daily living assistant	1
Consultant	1

Occupations	No. of Respondents
Community liaison worker	1
Daycare worker	1
Delivery Specialist	1
Dental Therapist	1
Detailer	1
Dietary aide	1
Advertising	1
Counselors/emergency shelter	1
Bailiff Assistant	1
Cutter	1
Recreation workers	1
Sander	1
Safe house workers	1
Rink Attendant	1
Restaurant Supervisor	1
Researcher	1
Registered nurse	1
Prepper	1
Recycling technicians	1
Services (i.e. cashier, youth leader, lifeguard)	1
Quality control	1
Program specialist	1
Program Officer	1
Program managers	1
Program coordinator	1
Professional	1
HR Advisor	1
Referral	1
Teachers	1
Woodworkers	1
Whatever they are qualified for	1
VP Student Nominations	1
Video camera person	1
Upholsterer	1
Travel consultant	1
Tire man	1
Screen Printer	1
Technologist	1
Seamstress	1
Supervisor	1
Student recruitment	1
Sound recordist	1
Sound person in training	1
Sheet metal worker	1
Sewing machine operator	1
Pipefitters	1
Term/casual	1
Hairdresser	1
Ironworkers	1
Inventory Clerk	1
Interviewers	1
Interpreters	1

Occupations	No. of Respondents
Interior Systems Installer	1
Independent Contractors	1
Press operator	1
HC/SCA	1
Lead Animator	1
Grip/electric	1
Golf professional	1
Golf Course Maintenance	1
General shop helper	1
Gaming	1
Furniture movers	1
Front line	1
Helper	1
Meat cutters	1
Pipe plant labour	1
Picture framer	1
Parts Cleaning	1
Painter	1
Page	1
Nursing	1
Motor License Issuer	1
Lab assistants	1
Mechanic	1
Laser operator	1
Materials Management	1
Machinist	1
Machine operator	1
Library assistant	1
Lead hand	1
Lead Designer	1
Foreman	1
Models	1

D2: Recruiting Analysis

Question 1.25 - 'Other' Responses:

- Newspaper ads (13)
- Acquaintances (12)
- Applications (9)
- Networking (8)
- Aboriginal publications (5)
- Employment agencies (3)
- SIAST (3)
- Can-Sask (2)
- Employee referrals (2)
- Public Service Commission (2)
- U of S Aboriginal recruitment (2)

- Aboriginal lending institutions (1)
- Aboriginal media (1)
- Affirmative action for entry positions (1)
- Hires from students trained internally (1)
- Labour ready, E.U. (1)
- Local Aboriginal prevalence and ownership (1)
- Not sure (1)
- Our reputation of training Métis and Aboriginal persons (1)
- Referral from CDI (1)
- Referral from member agencies (1)
- Regional Employment Development program (1)
- Social Services (1)
- Star Phoenix, our web site, U of S, Leader Post (1)
- Union (1)
- Very few aboriginals apply for a job with us (1)
- We are 71% owned by Aboriginal groups (1)
- We don't ask this question when hiring (1)

Question 1.26 – Comments

Good Success (49)

- Good success as we are an Aboriginal organization and are looked to by many of our members for employment.
- Contract basis. Worked fine.
- Good, although the supply of Aboriginal workers with formal education in finance and accounting is quite low.
- Our trainee worked hard but needed to go back to University to complete his degree
- Partnership program through intergovernmental and aboriginal affairs. We have had a job entry program through a community-based organization. We have hired an employment facilitator specializing in recruitment of Aboriginal people
- We have had great success through the LINKs program with Regional Employment Development. We hire as many of the 12 students who wish to come to us.
- We've had three successes in the last four years. The candidates obtained employment elsewhere as a result of a positive work experience with us.

Poor Success (43)

- 0%. The two we have hired in previous years felt that our work was beneath them.
- Despite numerous attempts I have over the past two years I have not been able to find people willing to make the commitment.
- Difficult to attract/retain qualified Aboriginal staff, as we cannot compete with wages in the private/public sector, as we are an NGO registered charity.
- Have had one aboriginal, did not work out due to lack of work ethic

- No success. No architecturally trained Aboriginal people available in Saskatchewan
- Not good. Most lack the commitment to their job. Many home problems that disrupt their work. No rides to work. High absenteeism
- Due to lack of experienced people
- Recruiting and retention is a problem because other organizations can offer them full-time permanent jobs. We can only offer casual or part-time entry-level jobs.
- Recruiting can some times be a challenge because the lack of education/training. Retaining them is another huge challenge it's almost that they feel that they don't necessarily have to work, because the Band will help them out financially.
- Success has been small. The absence of a good Broadcast Journalism course designed for Aboriginals has hurt us.
- Successes are not as high as we would like as the demand far exceeds supply in our industry. Reliability of employees and financial/ personal issues often play in this area creating an increased lack of professionalism
- The last Aboriginal employee that I hired stayed for eight days before resigning, forcing the start of hiring process all over again.
- Very few graduates from the parts training courses
- Very little. There are very few Aboriginal persons either taking or being accepted into post-secondary institutions for high-skilled educations that our organization requires.
- We do not have great success in recruiting Aboriginal workers as very few choose to work in a Science Related field, we tend to hire mostly staff with university degrees.
- We have had little luck in attracting or retaining Aboriginal teenage workers. They rarely apply and if hired their tenure is shorter than our average.
- We have in the past hired Aboriginals but not had any success in them arriving on the first day for the job.
- We have worked very closely with an Aboriginal owned agency and have experienced difficulty in finding experienced aboriginal candidates.

Not Attempting to Recruit (29)

- I did not recruit Aboriginal workers. I had an application from a prospective employee. I did hire this person and it happens this person is Métis.
- I have only hired once in last year and applicants were from walk in. None of these applicants were aboriginal
- Have not actively recruited. The person in question found us, and so far it is a fit.
- We have not intentionally sought Aboriginal Workers; however, we have employed many in the past 5 years.
- No specific recruiting of Aboriginal employees. One hired during the normal course of interviewing, hired for a contract position, and would rehire if opportunity presented itself.
- We look to employ persons with a disability, who may or may not be of Aboriginal ancestry.
- Primary focus is hiring persons with disabilities.

- We haven't actively recruited an Aboriginal or any specific ethnic or race of worker in over 6 years. We have interviewed and hired people who have applied to work for us, by referrals or by newspaper advertising regardless of heritage or culture.
- We don't specifically recruit Aboriginal Registered Nurses, as their numbers right now are too low to have a large pool.

Fair Success (27)

- Have hired two Aboriginals. One is still here, due to the fact he is hard working, honest and feels he is well treated. The other was the opposite
- In the past we have used Aboriginal employees. Again we hire usually who we know or who someone we know knows.
- Generally we find that the higher level of skill required in the position usually indicates that amount of time that a worker is in the position. I.e. general labourer position has a higher turnover than a truck driver.
- Reasonable success in the Saskatoon and Regina. Poor success in the northern communities in retaining aboriginal employees.
- Somewhat successful, undependable, untrained for the most part.

Good Success Recruitment/Good Retention (15)

- The Aboriginal workers we have hired have been hired for specific projects, for one and 2-month periods. We do not have staff turnover, with our newest employee having worked for us for 2 1/2 years. We do hire temporary staff to cover peak production periods.
- The vast majority of our employees are contract. When we have contracted employees of Aboriginal ancestry, we have retained them with complete success until the completion of their contract.
- We think that in the twelve years of operation we have lost one that went to the University of Alberta to take Native Law.

No Different than any Other Ethnic Background (14)

- Our organization tries to be non-bias and will hire and train anyone as long as they are willing to work
- There are not a lot of full-time employees, but when we hire contractors we will look at anyone with the experience.
- Treating them the same as any other employee. We did not make a special effort to hire. We simply have one who came to us through the regular employment/recruitment process.
- All positions are open to an Aboriginal person if they choose to apply for the position, and if they meet the qualification requirements.
- We have not tried specifically hiring anyone for their heritage, but for character and work ethic. I would always entertain all applicants as 100% equal.
- We view all workers equally. If one happens to be Aboriginal and we hire them, they are the best qualified person for the position.

Good Retention (12)

- Aboriginal Business Service Network Coordinator has been with our organization for a year and a half.
- Employed one for 19 years. He quit because of health reasons.
- One of our workers is long-term. Two are casual call-in and work elsewhere.
- The Aboriginal lady at our organization has been with us for close to 4 years and she is a wonderful employee and lady.
- We have had very good success with retaining Aboriginal staff who for our area of services bring forth cultural understanding to a large portion of our client base.

Poor Retention (11)

- Had 2, one moved to home province, one went on to a different career aspiration.
- Little success in retaining due to substandard skills (even though schools and institutes have given them good grades) and inability to fit into a standard work day.
- It is difficult to retain Aboriginal teachers because they are in such high demand in the regular system.
- Student placement, then offered scholarship to attend training
- They don't stay long. Go to other occupations
- Very little success. As with the food & beverage industry there is a high turnover for part time employees.
- We employed a receptionist who was Aboriginal, recruited from business college, she left after several months for a better paying job in the banking industry which she preferred.

Excellent Success (10)

- Excellent success - Remember they need to qualify - pre-employment training (Certificate in Public Fire Protection / EMT)
- Excellent workers, good for our line of business. Like working here because most of my staff is Aboriginal or Métis
- Our involvement with the Corporate Circle, affiliation with Chiefs, advertising in Aboriginal newspapers have attracted numerous applications from First Nations and Métis people. We are developing a very positive rapport with the Aboriginal community.
- The Aboriginals on staff are not recent recruits. Our operations in the north (not Saskatoon area) have had much success in recruiting Aboriginal employees.
- Very successful, as we are an Aboriginal organization and one that is very familiar to our First Nations people. Also, we target specifically First Nation's in all our hiring.

Excellent Success Recruiting/Good Retention (10)

- Vast % increase; 1999 SK Labour Force Dev Board Award; senior managers and more junior managers; national certification of over 75% of most heavily Aboriginal dominated department (cleaning and housekeeping)
- 50% of our full-time staff are First Nations; we have contracted with one Métis person; we require many project-specific contract work and have been successful in recruiting and contracting with First Nations people for script writing, video production.
- 80% recruiting and 65% retention
- We have had tremendous success with the individuals who work within our organization who's ethnic origins happen to be Aboriginal.
- Successful since ownership is made up of various Bands and Métis communities, we attract Aboriginal people from that avenue, and are successful at keeping them employed either with our company or other companies
- We are an Aboriginal organization. First Nations people are attracted to working here. Some of our employees are very long-term.

Attempting to Recruit (6)

- We make a concerted effort to hire individuals of Aboriginal decent, that apply for employment with our organization
- Have begun to try and recruit students for summer work to expose them to agricultural education and training. We have not had great success as most are in social science areas.
- Limited number of vacancies to hire in to. PSC has been actively promoting aboriginal recruitment. We are working hard to find qualified aboriginal people interested in working for government, as well as finding Aboriginal individuals within the organization.
- On going development on strategy.
- Our first priority is First Nation.
- We have tried with no success hiring from this segment (probably 8 people over the years). We are still looking at hiring in this area.

Do Not Apply (6)

- I have never had an Aboriginal worker apply for employment with our firm in the last 18 years that I am aware of.
- None have applied to ads in the newspapers.
- We rarely have Aboriginals apply, in any area of the company. We have no knowledge why, and we have a very open policy.
- When external advertising does occur, very few aboriginal applicants apply

Good Success Recruitment/Poor Retention (6)

- During 2000, two Aboriginal women were hired as Realtors. One left the industry completely after approximately 6 months, the other left for another real estate company, reason stated, lower costs.
- Have average success. Find that they only stay short periods of time
- Have not had a problem in hiring qualified aboriginal workers but none have stayed beyond their first paycheck even though they were well liked and very capable at their job.
- Have recruited a number of Aboriginal employees but unfortunately none have worked out long-term. Most have resigned due to family/personal problems.
- Recruiting has not been a problem, but retention has. I have not had an Aboriginal employee stay longer than 6 months in the past 2 years.
- We have had some individual successes in recruitment and one with retaining a very competent individual; however, we have not been successful in retaining, since most of the work is short-term contract positions.

Limited Success (5)

- Limited. There are very few Aboriginals in the Agricultural industry, particularly with the necessary post-secondary backgrounds.
- Our success has been limited due to the lack of qualified people in the technical skills required, i.e. aircraft maintenance and pilots.

Limited Success/Poor Retention (4)

- In Saskatoon, there has been limited success. Although competitions have been designated, several candidates have not been successful in the interview. In other cases, successful candidates stayed a short time and then left for promotional opportunities.
- Limited success. Have employed several over the last 20 years, but not retained any. One female has left to advance her education; all others have left the industry and have taken other occupations.
- Print ads in the Star phoenix seem to be our best recruiting method. Retaining the Aboriginal workforce has not been a positive experience.
- Recruiting is relatively simple. She answered an ad in the newspaper. Retaining was not as easy. She was offered a job on a reserve dental clinic

Company Not Large Enough to Require Additional Employees (3)

Good Success Recruitment/Fair Retention (3)

- A couple of our Aboriginal staff have become valuable and loyal, career-minded employees.
- In recruiting pretty good, retaining is fair, they get experience and opportunities open up for them

Never Had Qualified Applicants (3)

- When interviewed, the prospective employees do not present as the strongest candidate.
- Workers were not qualified that the agency sent over.

Excellent Success Recruitment/Poor Retention (2)

- Always successful in hiring them but I always lose them due to their work ethic.

Fair Retention (2)

- One long term Aboriginal employee remains in the company (since 1997).
- Retained only for the medium term, retained none over long term. They left of their own accord.

Unknown (2)

- To early to tell.
- Unknown at this time we are just starting to save statistics.
- Unknown. Do not survey employees for status.

Utilized Aboriginal Subcontractors (2)

- We have utilized Aboriginal sub-contractors from time to time to incorporate special knowledge and cultural background in business projects.
- Working with other First Nations agencies (i.e. Saskatoon Tribal Council).

Equity Program in Place (1)

- Our parent company, Baker Hughes, has had employment equity programs in place for a long time. The turnover of this facility is so low that we just don't have the opportunity to recruit.

Temporary Employment Through Manpower (1)

- Our Aboriginal worker was a temporary employee through Manpower. When the need arises next for his services, we will have him back!

*Question 1.27 – Comments***Difficulty Finding Qualified/Skilled Applicants (77)**

- Difficulty finding qualified workers that would fit with our firm culture.
- Few skilled aboriginal to fill the needs of Aboriginal positions.
- Finding people that have completed University to the level that they can apply for student status with the Saskatchewan Institute of Chartered Accountants.
- Hardly any grads from areas such as Agrologists, Engineers and Biologists.
- Lack of qualified candidates at the management level or pay expectations for management.
- We can hire apprentices or those who want to start in the trade, but very difficult to hire Aboriginal journeyman electricians.
- Limited exposure to welding trade so they don't focus on steel industry as a career. Not entering trade schools.
- Not enough training or education, and a few of them have no drive or encouragement to continue with their education.
- Qualified Aboriginal people are very much in demand.
- Substandard skills (even though schools and institutes have given them good grades).

Commitment/Poor Work Ethic (32)

- Very often, they have only participated for a while until they leave with little or no notice. I refuse to go out of my way to retain them.
- Lack of commitment to the job. We have found that they are not serious about working on an ongoing basis.
- Traditional hours of work not adhered to.
- The employee missed work and was late. It appeared he did not understand about the job expectations.
- Not knowing the responsibility of keeping a work schedule and no initiative.

Availability/Few Applicants Apply (30)

- Typically, Aboriginal people have not applied for most positions as posted. These are technical positions in the electronics engineering field.
- None have applied to work here which we would take as their non-interest in this industry.
- There are not many available through our normal hiring procedure. We are a union shop and all of our employees are hired through the International Brotherhood of Electrical Workers.
- Very few Aboriginal applicants. Our business would be a fantastic business for Aboriginals to gain experiences in a wide area of business.

Absenteeism (22)

- They have been late for work, or missed a day or 2 days without contacting our office. Many of our projects are time-sensitive

- Lack of consistent attendance created scheduling major scheduling problems in the northern communities.
- Notwithstanding that they have more problems than most, it is difficult to allow them to miss days and be late without being dismissed. Other employees see them as having more chances than they themselves do. Not being equal.

No Challenge (20)

- We hire based on individual attributes, not race.

Retention (12)

- Voluntary turnover rate is very high.
- One went to home province; one went on to a new career.
- Personal problems for one employee and the need for full-time, rather than part-time/contract work for the other, led both workers to leave our employment.

Competition (8)

- Being competitive with the salaries we offer and limited opportunities for advancement compared to other private and public sector employers. Many employees see our organization as a training ground for other employment.
- Cannot compete with wages for trained staff.
- Higher pay on reserves or with Aboriginal companies
- I have found reluctance to commit to leave an Aboriginal organization and commit to the entrepreneurial nature of the consulting business.
- Lose to Federal government
- Competing with government and on-reserve organizations that can offer tax-exempt income to employees.
- Young lawyers see law firms as a stepping-stone to high paying government jobs for Aboriginals. Therefore, no incentive to stay with a firm and build a practice.

Attitude (5)

- They feel that I owe them a job.
- Costing too much in terms of productivities and attitude towards work. Cannot work in a high-pressure environment in current very competitive market.
- Cultural differences in attitudes toward work

Alcohol Abuse (4)

Wages (4)

Desire Full Time over Part Time/Shift Work (4)

- Part-time to begin. Lack of interest in other than full-time permanent employment.

Being off Reserve and Losing Tax Exemption (2)

- Competing with government and on-reserve organizations that can offer tax-exempt income to employees.

Difficulty Finding Transportation (2)

Expectations Too High (2)

Having Them Relocate to Saskatoon (2)

Lacking Motivation (2)

Unknown (2)

Difficulty Trusting Non-Aboriginals (3)

- Difficulty in bonding with non-Aboriginals
- Mistrust of white people.
- Trying to mesh a number of cultures in our workplace.

Failed Probation Period (1)

- Failure of probation as the recruitment process is not successfully screening in the employees who will be successful.

Lack of organized employee placement programs (1)

Language Barrier (1)

Make More on Welfare (1)

- Getting them off of welfare since in some cases they can make more money on welfare than what we can offer. Working with welfare offices to make this transition better for all involved.

Mentoring Needed to Develop Employees (1)

No Response from Aboriginal Employment Agency (1)

- In attempting to recruit for welders and heavy-duty industrial mechanics we received no response to our telecom to several Aboriginal agencies.

Ongoing Development on Strategy (1)

Poor Living Conditions leading to Poor Health (1)

Poor Recruitment Methods (1)

- Challenges have been limited. As is the case when hiring, some have not worked out. I do not attribute this to their ethnic decent, but poor work ethic.

I blame this on our poor recruiting methods more than the employee being Aboriginal.

Prefer Not to Answer (1)