

5 Key Survey Findings

5.1 Report on Survey Response

- A total of 1,776 companies were contacted, resulting in 1,102 emails being distributed. Of the companies contacted, 784 responded to all or part of the survey (response rate of 71.1% of email invitations and 44.1% of contacts).
- Of the respondents, 86.5% were in the private sector, 8.4% were in the public sector, and 5.0% were in the health sector.
- In terms of the number of employees represented by the organizations that responded, 23,712 were in the private sector, 11,670 were in the public sector, 8,985 were in Health/Public, and 933 employees were in Health/Private.
- Almost half of the respondents (48.4%) are in the Business Service, Manufacturing, or Trade industries.
- The number of employees covered by the survey was 45,300. The current estimate of the labour force in Saskatoon is 123,600 (employed + unemployed)¹. Based on this estimate, the survey covered 37% of the Saskatoon labour force.
- In terms of number of employees surveyed, the following highlight the major Industries:
 - Health, with 9,179 employees or 20.3%.
 - Manufacturing, with 6,565 employees or 14.5%.
 - Education, with 6,383 employees or 14.1%.
 - Government, with 4,519 employees or 10.0%.

5.2 Economic Growth

5.2.1 Growth Statistics

- 47.5% of companies indicated that they are currently in a growth stage, compared to 43.2% of companies in the 2000 survey.
- 45.7% of companies indicated that they are currently in a stable stage, compared to 39.0% of companies in the 2000 survey.
- The industries with the highest proportion of companies currently experiencing growth are Agriculture (57.9%) and Manufacturing (56.3%).
- The industries with the highest proportion of companies currently experiencing decline (and also with lower growth proportions) are Social Services (6.7%), Accommodation (5.9%), Transportation (5.7%), and Agriculture (5.3%).
- Of the respondents surveyed, 4.5% indicated they were start-up firms. This is less than last year, in which 12% of the firms indicated they were in the start-up stage.
- The industries with the highest proportion of companies currently in the start-up stage are Agriculture (15.8%) and Communication (11.5%).

¹ <http://www.sreda.com/industry.htm>

5.2.2 Increasing Staff Levels

- Of the total survey respondents, 34.6% indicated they plan to increase staff levels over the next year.
- The industries with the highest proportion of companies planning on increasing staff levels are Other Services (45.5%), Business Services (42.3%) and Manufacturing (39.7%).
- A total of 108 businesses (14% of the total respondents) in the Business Services and Manufacturing industries account for approximately 50% of the planned increase in staff levels.
- Of the respondents indicating they plan to increase staff levels in 2002, 39.1% will require recruits with technical education and 33.9% with university education.
- A total of 1,534 new hires were identified in the survey, indicating an increase in staff levels of 3.4% in the coming year. Education and experience requirements for these new hires are as follows:
 - 19.2% of the positions will not require grade 12 education, with the majority of these jobs opening up in Manufacturing (73%).
 - 22.9% of the positions will require grade 12, with 47% of these jobs opening up in Communication and Transportation.
 - 29.9% of the positions will require technical diplomas, with 69% of these jobs opening up in Manufacturing, Business Services, and Health.
 - 22.9% of the positions will require University degrees, with 70% of these jobs opening up in Business Services, Health and Agriculture.
 - 43% of the positions will need less than one year of experience.
- The top 20 occupations where increased staff levels are expected is summarized in the following table:

Occupation	Total Positions	Number of Companies	Occupation	Total Positions	Number of Companies
Labourers	213	17	Post-doctorates	30	1
Sales Person	133	32	Electrician	29	8
Truck Driver	92	10	Assemblers	24	2
Welder	54	8	Housekeeping	24	4
Clerk	50	6	Technician	22	10
LPN	45	2	Real Estate Associate	20	2
Production Labourers	39	2	Operations staff	18	3
Computer Programmer	35	14	Engineer	17	8
Security Guard	35	1	Administrative Assistant	16	11
Registered Nurse	31	2	Scientists	16	2

5.2.3 Drivers

- The top reasons explaining why growth rates have changed are a change in demand for products and services (47.4%), a change in the organization's direction (39.4%), and market change (34.7%).
- Companies that are currently growing indicated a change in demand for products or services (55.1%) as the number one cause of the increasing growth rate, while a change in company direction (49.0%) was the second most common reason.
- The number one reason public sector employers believe their service will increase is the growing demand for their services, accounting for 83.3% of responses.

5.3 Labour Force Statistics

5.3.1 Age Profile

- Age analysis reveals that nearly half (49%) of the workforce is between the age of 25 and 44, while 61% of the labour force is less than 45 years of age.
- Education and Government have the highest percentage of employees age 55 and over (22% and 21% respectively), followed by Health and Other Primary with 10%.

5.3.2 Employee Type

- Of the employees covered in the survey, 66% were full-time and 22% part-time.
- The percentage of full-time, part-time, contract and on-call a year ago are similar to that reported by companies today.
- Significant changes by industry between 2001 and 2000 include the following:
 - In the social services industry, the decline in on-call workers from 11% in 2000 to 7% in 2001, and the increase in part-time and contract workers.
 - In the communications industry, the decline in contract workers from 48% in 2000 to 19% in 2001, and the increase in full-time workers from 46% to 66%.
 - In the manufacturing industry, the decline in full-time workers from 87% in 2000 to 79% in 2001, and the increase in part-time workers from 9% to 19%.

5.4 Retention

5.4.1 Movement to Other Jurisdictions

- Of the respondents to the survey, 52.0% indicated that they do not believe the ability to attract and retain employees in their organization is hampered by increased movement of employees to other Canadian jurisdictions or the United States, while 33.2% believe their efforts are hampered.
- The industries with the highest proportion of organizations affected by the movement of employees to other jurisdictions are Construction (68.8%), Health (50.0%), and Communication (46.2%).

- Survey respondents identified a total of 655 employees leaving the province. This represents 51.4% of the 1,273 current vacancies and 1.4% of the 45,300 employees included in this survey.
- The respondents who indicated that they had employees leaving for other jurisdictions indicated the primary destinations were Alberta (66%), British Columbia (11%), and Ontario (7%).
- The majority of employers (57.6%) feel that the number of employees leaving the province has not changed. Just over 14% of respondents indicated that their organization had seen an increase in the number of employees leaving, while 3% indicated a decrease.
- The industries with the highest proportion of organizations experiencing an increase in the number of employees leaving for employment outside the province or country are Accommodation (29.4%) and Construction (25.8%).

5.4.2 Turnover Rates

- The overall turnover rate for all respondents in the survey is 13%.
- The three industries with the highest turnover rates are Accommodation (36%), Communication (29%), and Construction (25%).
- Of the total survey respondents, 19.8% believe their turnover rate has increased, 71.2% believe it has stayed the same, and only 9.1% believe it has decreased.
- The industries with the highest proportion of organizations that believe their turnover rate has increased are Accommodation (38.2%), Government (36.8%), Social Services (27.8%), and Health (26.9%).
- The top reasons employees leave their company were personal reasons (41.0%), better wages elsewhere (35.7%), and going back to school (33.0%).
- Industry turnover:
 - Accommodation has the highest employee turnover (36%). Reasons given are back to school, personal, better wages, and weekend work.
 - Communication has the second highest employee turnover (29%). Reasons given are personal and better wages.
 - Construction has the third highest employee turnover (25%). Reasons given are terminations, personal, and moving out of province.

5.4.3 Hiring Difficulties

- 60.2% of organizations indicated they have experienced difficulty hiring for certain occupations over the past year.
- The top 10 occupations most frequently cited as being difficult to hire are listed in the following table:

Occupations	Number of Respondents
Sales Person	39
Labourers	30
Manager	20
Truck Driver	20
Welders	17
Receptionist	16
Food & Beverage Servers	14
Machinists	13
Mechanics	12
Administrative Assistant	11

- Industries with above average difficulty in hiring certain occupations are Construction (81.8%), Accommodation (76.5%), Transportation (74.0%), Manufacturing (69.7%), Trade (66.0%), and Government (64.0%).
- Analysis of the reasons for difficulty in hiring specific occupations highlighted shortages of experienced workers (44.7%), shortages of skilled workers (38.9%), and shortages of available workers (23.1%) as the principal reasons. Less important factors were turnover (12.9%), difficulty attracting to Saskatoon (9.4%), out-migration (6.4%), training (4.7%), and working conditions (4.4%).

5.4.4 Current Vacancies

- Nearly 35% of respondents indicated that their organization currently has vacant positions, in contrast to 28% of the responses in the 2000 survey.
- The industries with the highest proportion of organizations with vacant positions are Government (66.7%), Accommodation (55.9%), Transportation (47.9%), Health (42.3%), and Tourism (41.7%).
- Survey respondents identified a total of 1,273 vacancies in 252 companies, indicating that 2.8% of all positions in Saskatoon are vacant.
- The top 20 most frequently cited vacant occupations are as follows:

Occupations	Number of Positions	Number 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
Licensed Practical Nurse	17	2
Clerk	13	4
Tax Specialist	12	4
Receptionist	11	9
All others	717	140

5.5 Recruitment

5.5.1 Recruitment Channels

5.5.1.1 Typical Recruitment

- Respondents indicate newspaper (60.6%), employee referrals (49.0%), networking (33.8%), and training in-house (26.6%) as the top 4 methods of recruiting skilled workers. Adoption of the Internet as a means of recruiting employees was indicated by 17% of the respondents.
- Of the top 3 methods of regularly recruiting employees, the breakdown by industry reveals the following:
 - The industries that most frequently use the newspaper are Accommodation (73.5%), Other Services (72.7%), Agriculture (72.0%), and Health (69.2%).
 - The industries that most frequently use employee referrals are Transportation (66.0%), Health (57.7%), Finance (54.8%), and Communication (53.6%).
 - The industries that most frequently use networking are Finance (43.8%), Business Services (41.4%), Health (38.5%), and Social Services (35.0%).
- Compared to the Private sector, the Public sector tends more to use outside Saskatchewan recruitment, University recruitment, and job fairs.

5.5.2 Recruitment for Difficult to Fill Occupations

- Respondents who indicated difficulty in hiring particular occupations indicate they plan to fill these occupations using the newspaper (60.5%), employee referrals (53.3%), and training in-house (47.9%). The Internet as a means of recruiting “difficult occupations” was indicated by 28% of the respondents compared to 17% when recruiting normally.
- The top users of the Internet for recruiting are Health (50%), Business Services (41.8%), and Communication (40%).

5.5.3 Source of Candidates

- The Public sector, more so than the Private sector, plans to recruit from Quebec, Atlantic Canada, and the North.
- Of the respondents sourcing candidates from outside Saskatchewan but within Canada, the top three locations are Alberta (90.4%), Manitoba (76.7%), and British Columbia (68.5%). This finding is similar for “difficult occupations”.

5.6 Aboriginal Labour Force

5.6.1 Employment Equity

- 37.2% of respondents indicated they have an employment equity plan in place, which is a substantial increase from the 24% indicated in the 2000 survey.
- The industries with the highest proportion of organizations with an employment equity plan are Government (78.9%), Agriculture (56.0%), Social Services (55.6%) and Education (52.4%).

5.6.2 Employment Statistics

- 34.9% of respondents indicated that over the past year their organization has hired persons believed to be of Aboriginal ancestry.
- The industries with the highest proportion of organizations that hired Aboriginal persons over the past year are Accommodation (73.5%), Social Services (66.7%), Government (57.9%), and Transportation (55.3%).
- Over the past year the Construction industry has hired 119 Aboriginals, equivalent to 12% their current work force. The Construction industry also reports that Aboriginals currently comprise 7% of their work force.
- As a percentage of the current workforce, 5% of the employees in Saskatoon companies are of Aboriginal ancestry.
- The industries with the highest proportion of Aboriginal employees are Social Services (15%), Government (10%), and Tourism (10%).

5.6.3 Aboriginal Recruitment

- The top 20 most frequently cited occupations that Aboriginals were hired to fill are as follows:

Occupation	Number of Companies
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

- Of the respondents who have hired Aboriginal persons, 56% have had good or excellent success rates.
- Of the respondents who have hired Aboriginal persons, the main problems experienced are experience/education (31%), absenteeism (19%), and work ethic (16%).

5.7 Foreign and Immigrant Worker Labour Force

5.7.1 Foreign Worker Program Awareness

- 12.3% of respondents were aware of the Foreign Worker Program.
- The Agriculture industry has the highest proportion of employers who are aware of the Foreign Worker Program (29.2%).
- 8.8% of respondents are aware of the Provincial Nominee Program.
- The Agriculture industry has the highest proportion of employers who are aware of the Provincial Nominee Program (29.2%).

5.7.2 Immigrant Worker Program Awareness

- 49.7% of respondents are aware of the Saskatoon Open Door Society.
- The industries with the highest proportion of organizations aware of the Saskatoon Open Door Society are Health (73.1%) and Agriculture (70.8%).
- 49.1% of respondents are aware of the U of S International Students Association.

- The Agriculture industry has the highest proportion of employers who are aware of the U of S International Students Association (83.3%), followed by Education (75.0%).

5.7.3 Employment Statistics

- 9.3% of respondents have attempted to hire a foreign or immigrant worker.
- The Education industry has the highest proportion of employers who have attempted to hire foreign or immigrant workers (20.0%), followed by Agriculture (16.7%), Business Services (13.8%), and Construction (13.8%).
- For all the respondents, the total number of foreign or immigrant workers hired in the past two years was 230, representing 0.5% of the employees covered by the survey.
- As a percentage of the current workforce, the Agriculture sector hired the most foreign or immigrant workers over the past two years, representing 9.8% of its current workforce.

5.7.4 Foreign Worker Recruitment

- Of the organizations that have attempted to hire foreign or immigrant workers, 75.7% did not use any of the available programs surveyed.
- Of the organizations that have attempted to hire foreign or immigrant workers, the top 3 countries/regions to recruit from are the United States (49.2%), Europe (41.5%), and Asia (15.4%).
- Of the organizations that attempted to hire foreign or immigrant workers, 55.7% indicated they were successful.
- Of the respondents who hired foreign or immigrant workers, 50% experienced delays, while 43.8% experienced “other” problems.
- Of the employers who hired foreign or immigrant workers, 58.1% were successful at retaining them, 30.2% indicated they were somewhat successful, and 11.6% were not successful.
- The top 3 countries/regions identified as being of interest in hiring foreign workers was the United States (66.4%), Europe (37.1%), and Australia/New Zealand (29%).