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Welcome

**Alberta Centre for Sustainable Rural
Communities Rural Alberta Information
and Learning Commons**

Changing Rural Demography

**Kristen Cumming
October 2015**



The region by numbers

Excepting this recent decline in oil prices influencing Alberta's economic wellbeing, Alberta's labour market is predicted to grow at an annual rate of 2.4%, while its labour supply grows at an annual rate of 1.9%.

Bottom line: By 2021, Alberta predicts a cumulative shortage of +/- 114 000 workers

<http://eae.alberta.ca/documents/occupational-demand-and-supply-outlook.pdf>

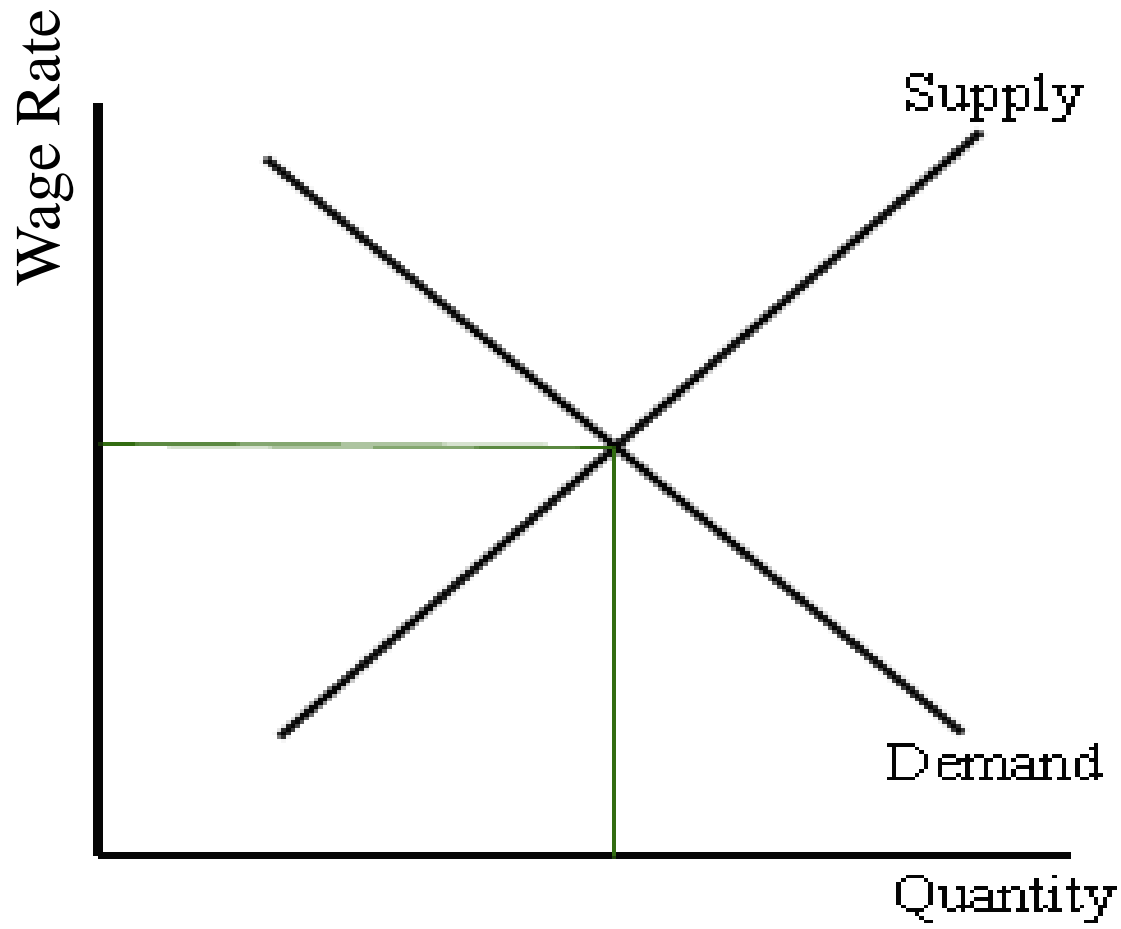
Short-term Problems Resulting From Shortages

- **Lower productivity from current staff**
- **Higher wages to current staff**
- **Skilled labourers doing the job of unskilled labourers and vice versa**
- **Lower morale**
- **Over-worked employees**
- **Increased overtime expenses**
- **Longer wait times for customers**
- **Loss of customers**
- **Liability issues**

Long-term Problems Resulting From Shortages

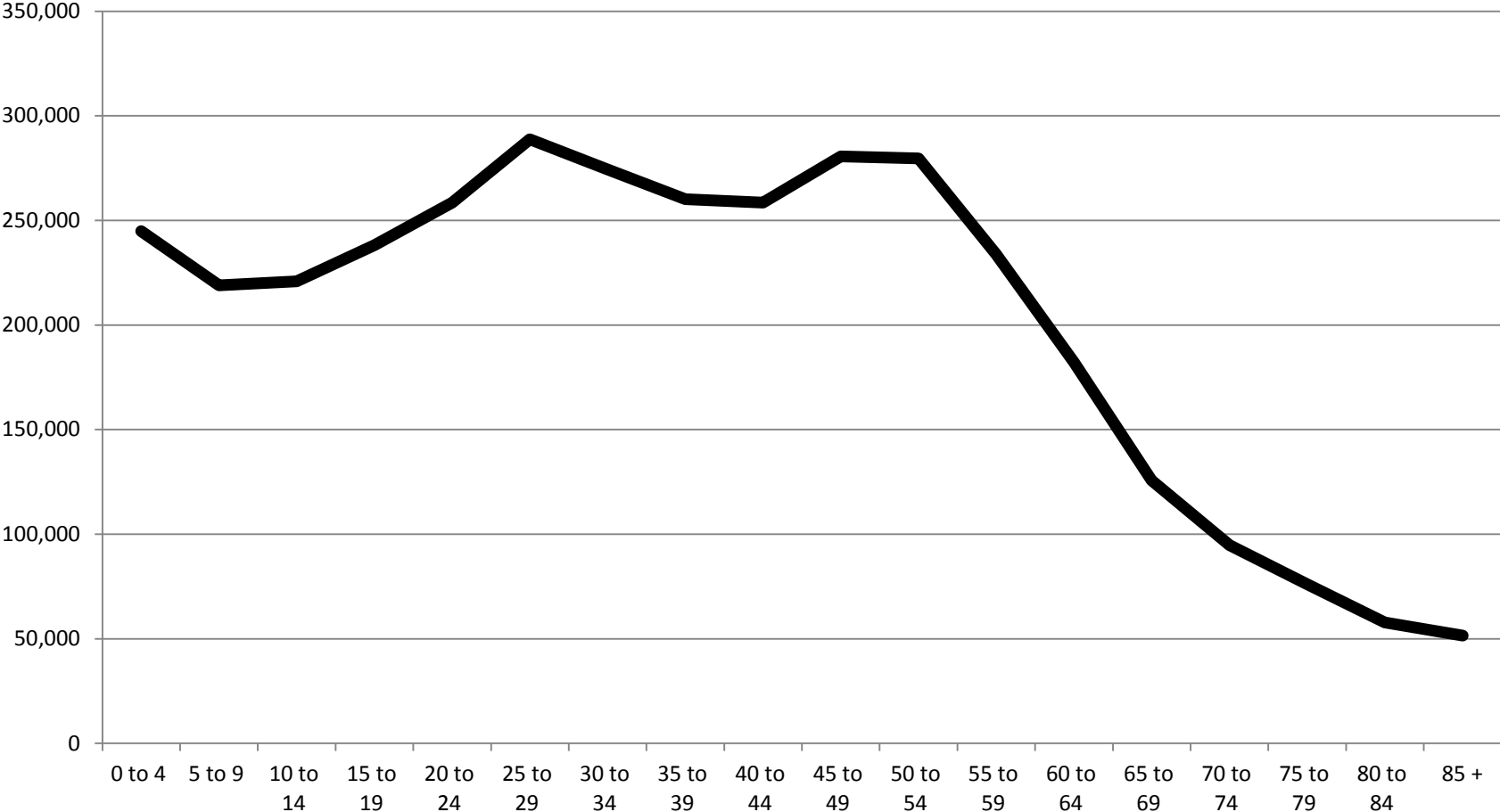
- **Loss in revenue**
- **Loss of customers**
- **Over-worked employees leaving the company**
- **Unable to expand**
- **Closing of companies**
- **Bankruptcy**

LABOUR MARKET



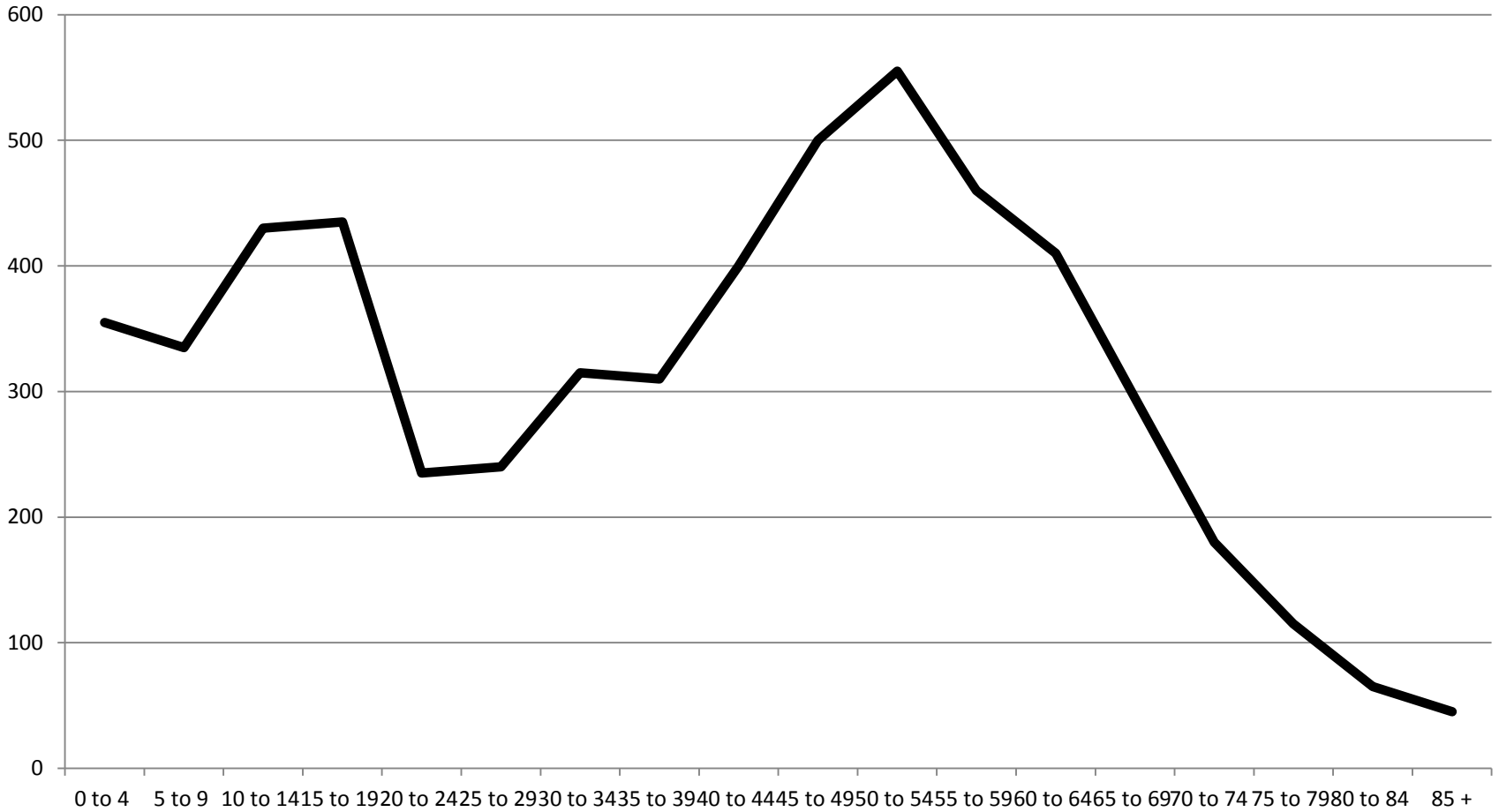
Province of Alberta

Data courtesy of Statistics Canada - 2011 Census



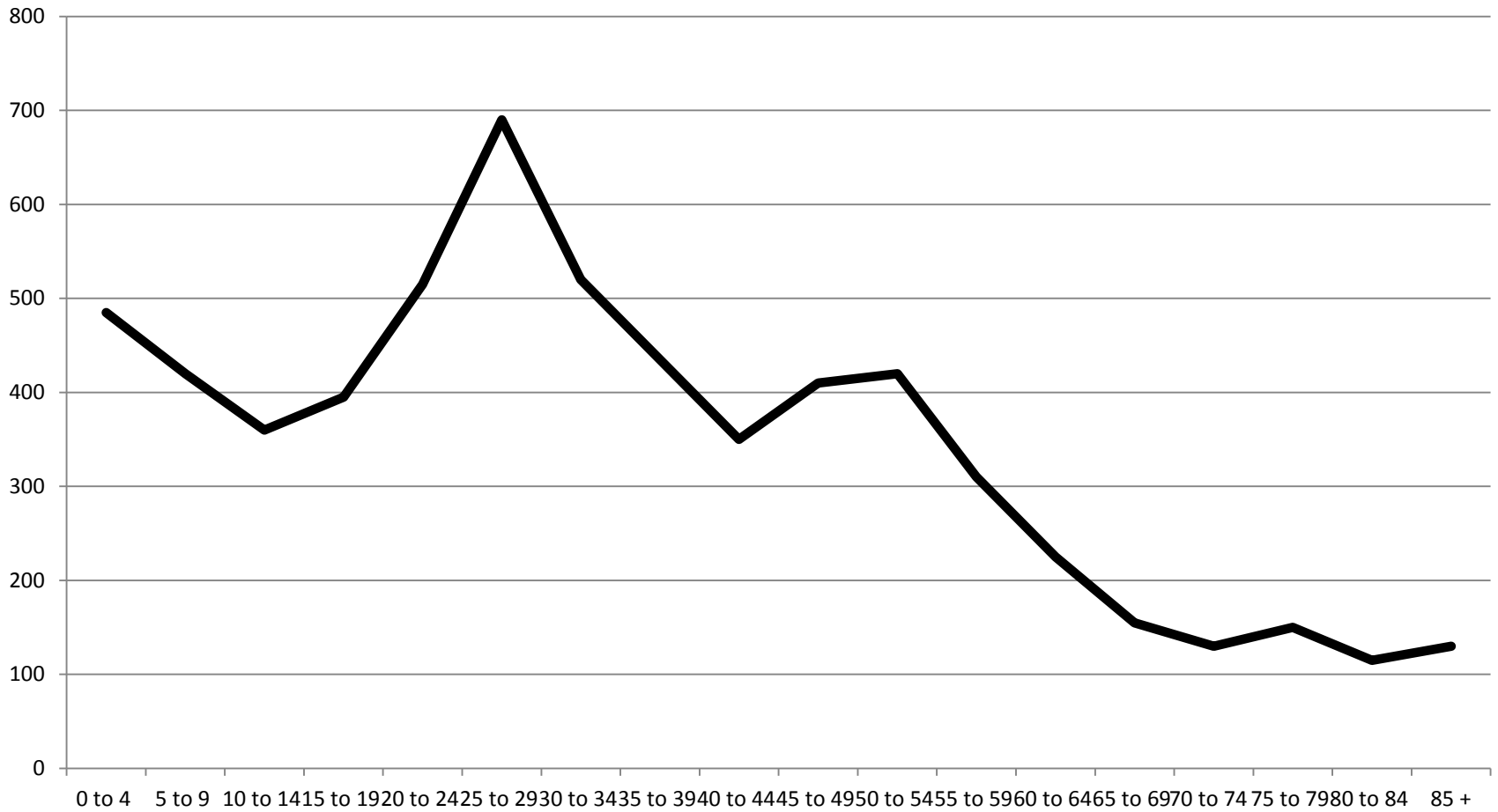
Beaver County

Data courtesy of Statistics Canada - 2011 Census



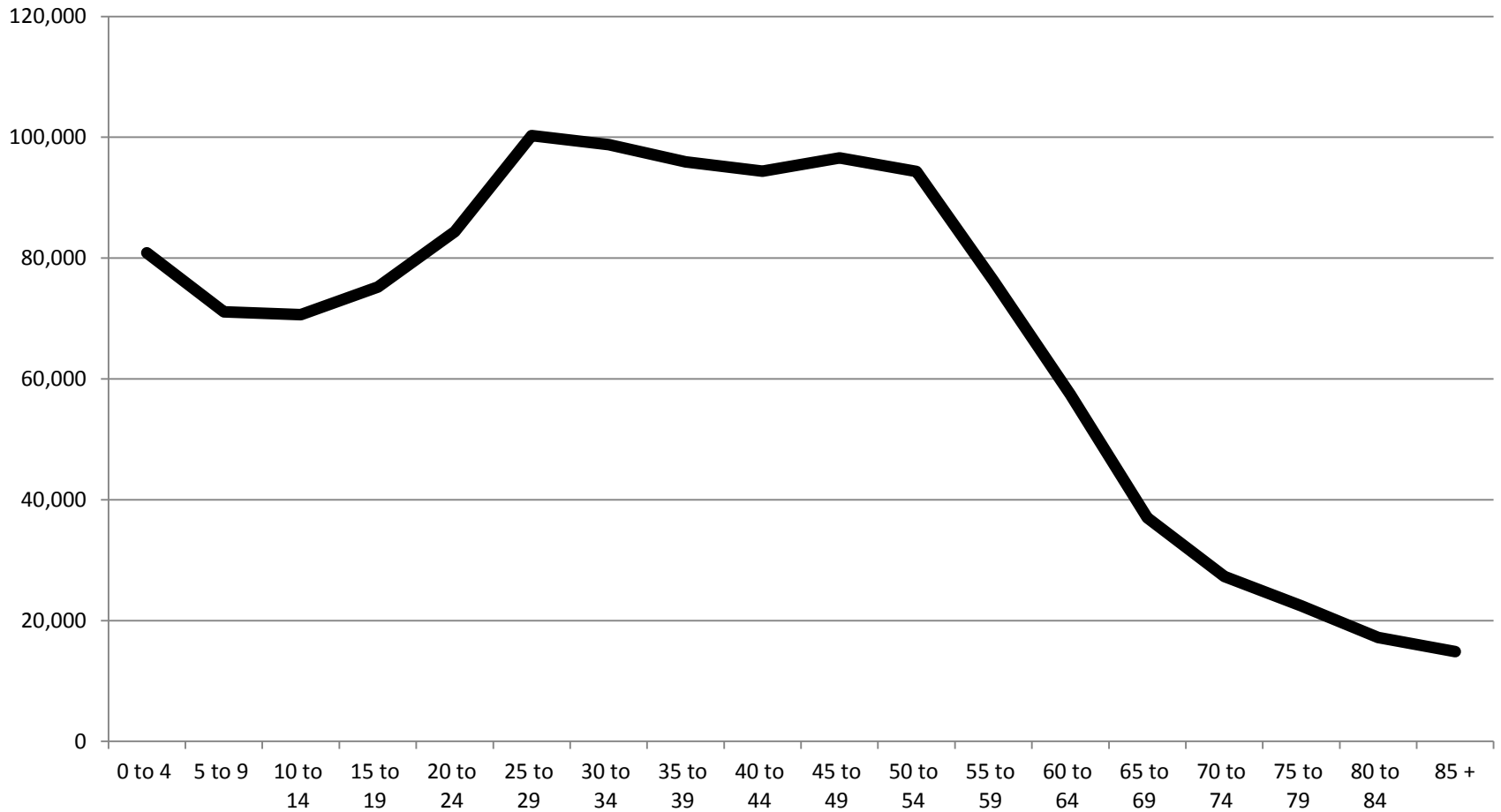
Bonnyville

Data courtesy of Statistics Canada - 2011 Census



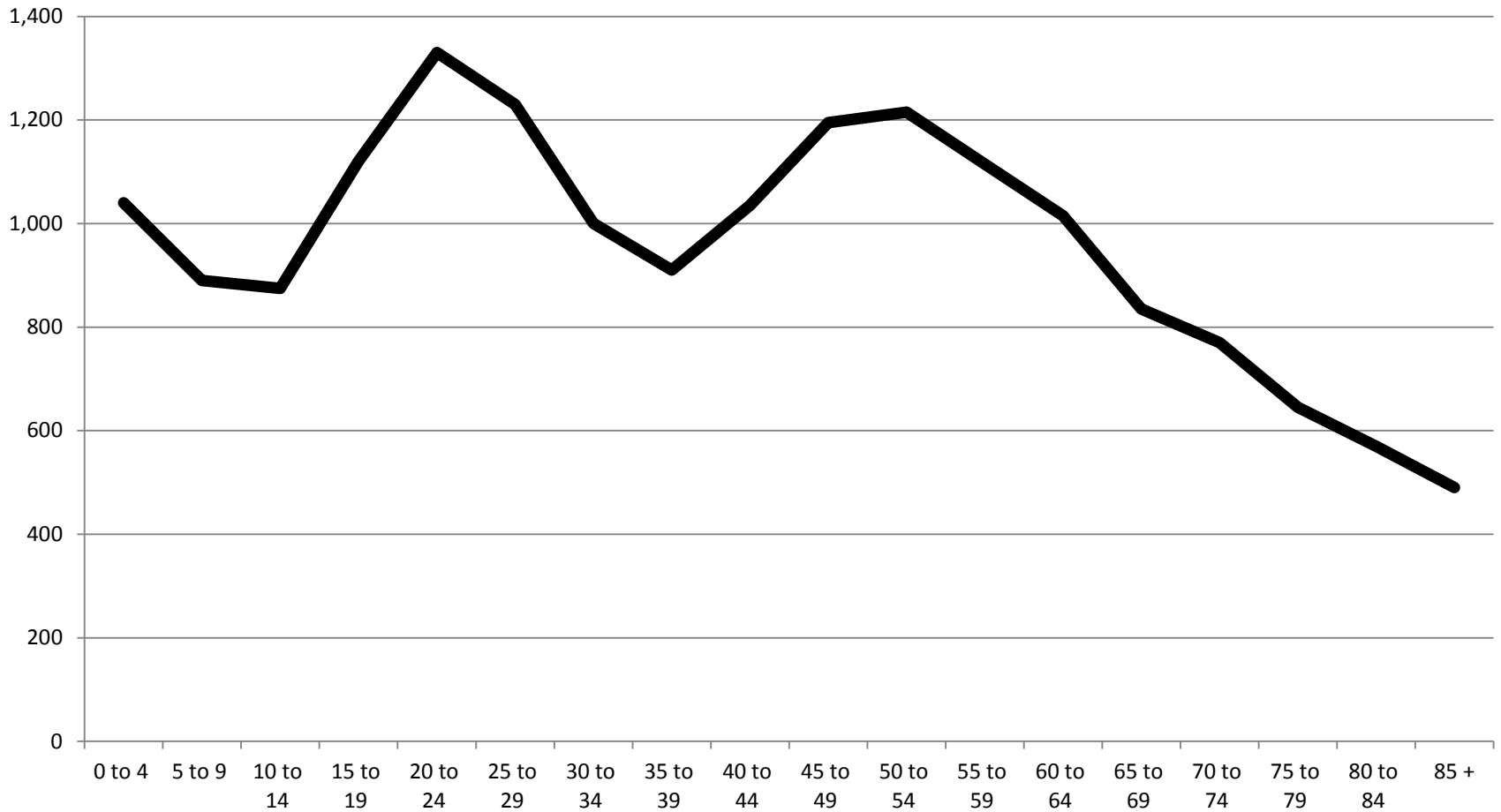
Calgary

Data courtesy of Statistics Canada - 2011 Census



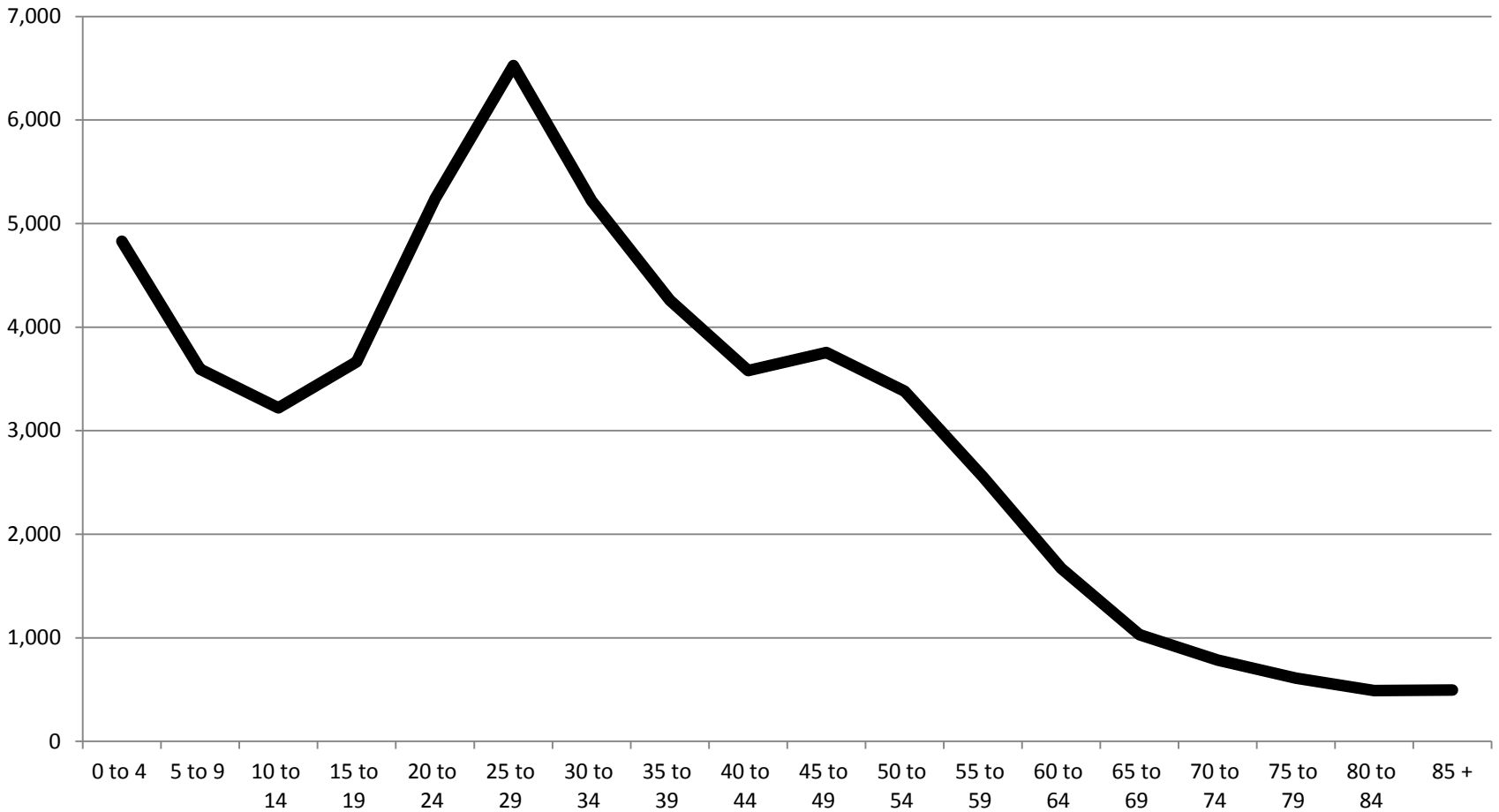
Camrose

Data courtesy of Statistics Canada - 2011 Census



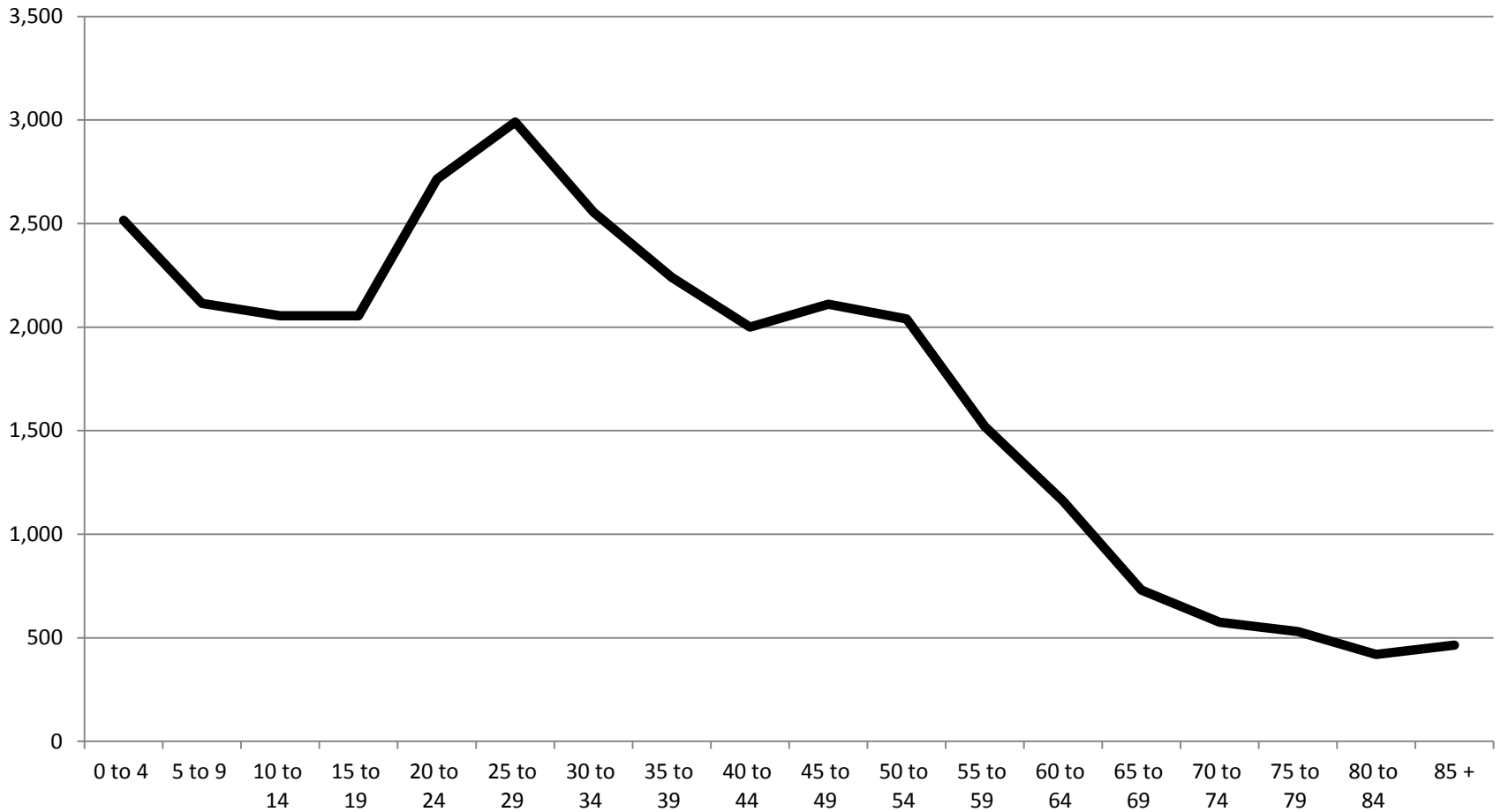
Grande Prairie

Data courtesy of Statistics Canada - 2011 Census



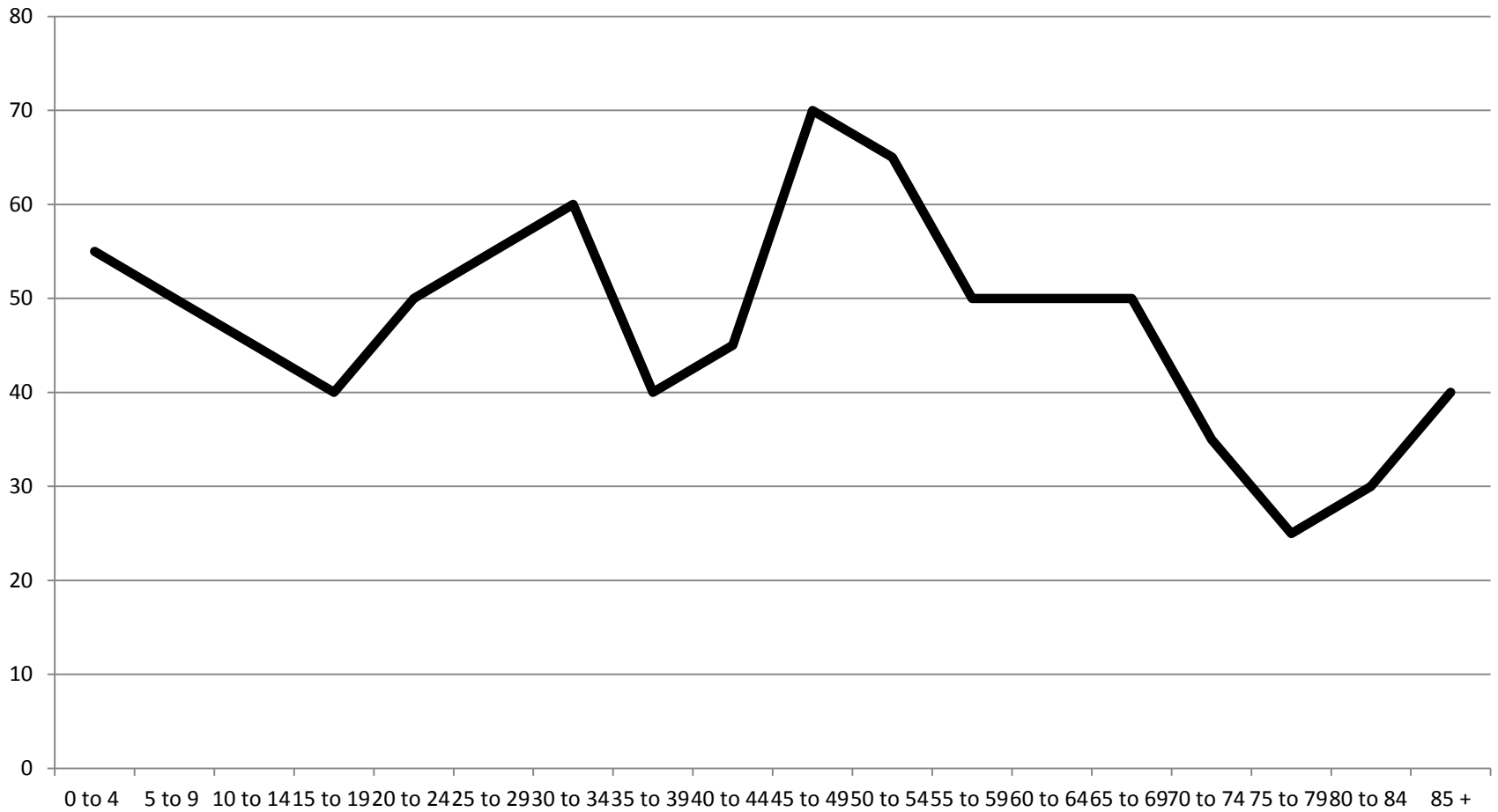
Lloydminster

Data courtesy of Statistics Canada - 2011 Census



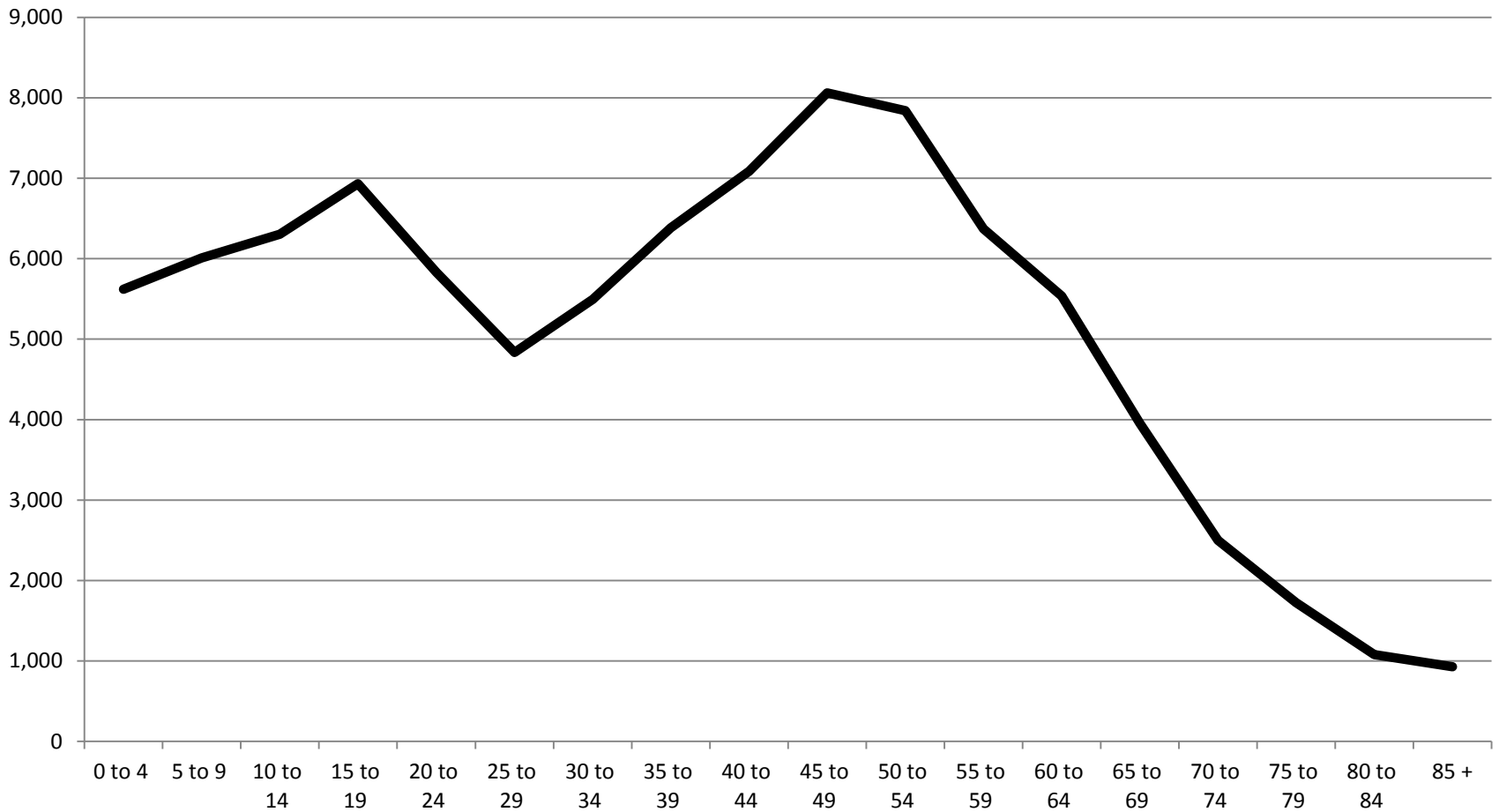
Sedgewick

Data courtesy of Statistics Canada - 2011 Census



Strathcona County

Data courtesy of Statistics Canada - 2011 Census



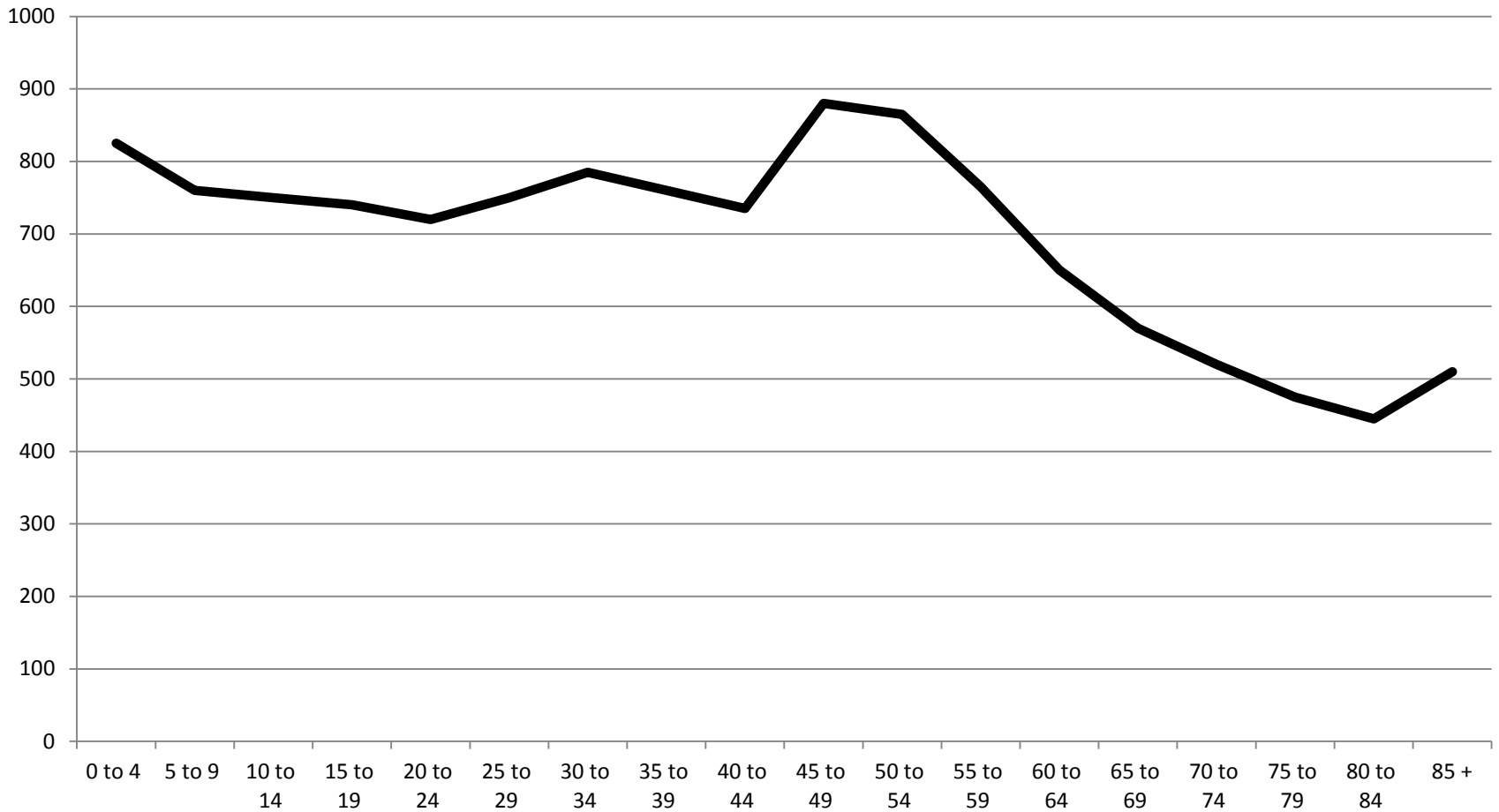
Wainwright

Data courtesy of Statistics Canada - 2011 Census



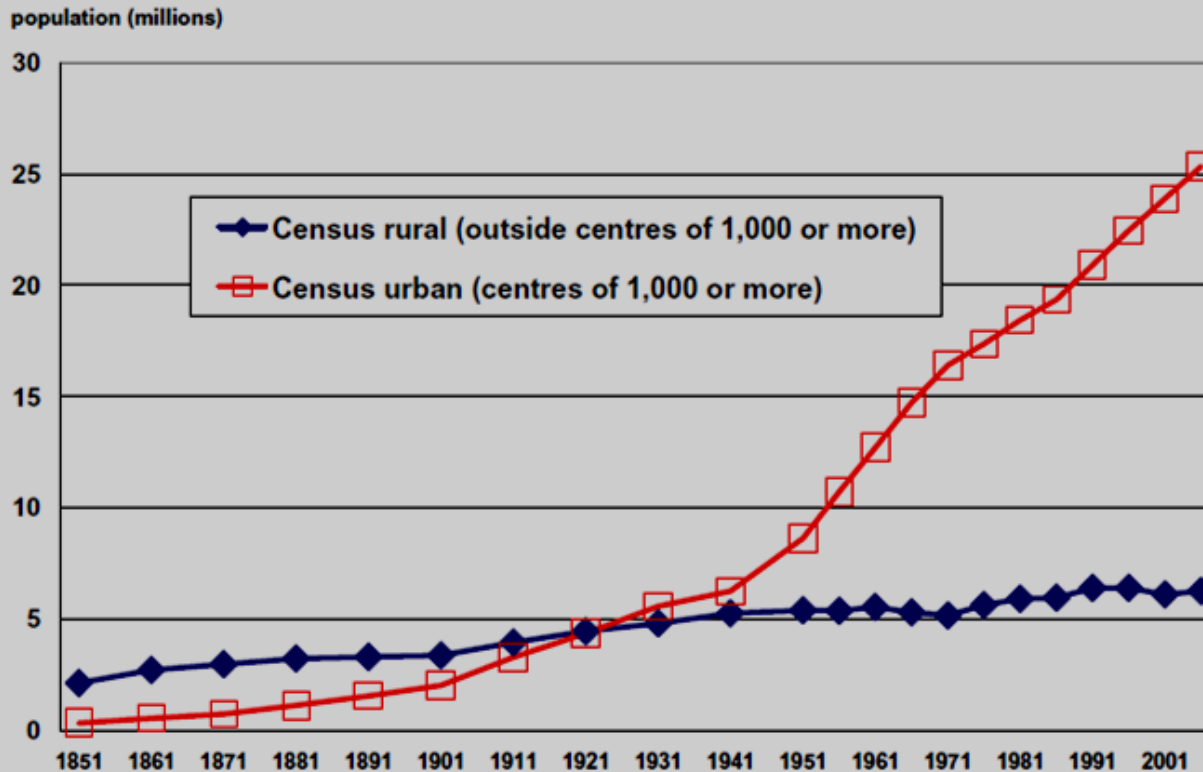
Wetaskiwin

Data courtesy of Statistics Canada - 2011 Census



Rural vs. Urban Population

Figure 1 Rural population in Canada became a minority after 1921



Note: Data are tabulated in the boundaries applicable at the time of the given census.
Source: Statistics Canada, Census of Population, 1851 to 2006.

Immigration

- **Canada has highest proportion of foreign-born people at 13% among G8**
- **Immigrants prior to 1971: 12.4% were members of visible minorities**
- **2006 to 2011 – 78% were members of visible minorities**

Immigration

Alberta Labour Force Profile

<http://eae.alberta.ca/documents/LMI/LMI-LFP-profile-immigrants.pdf>

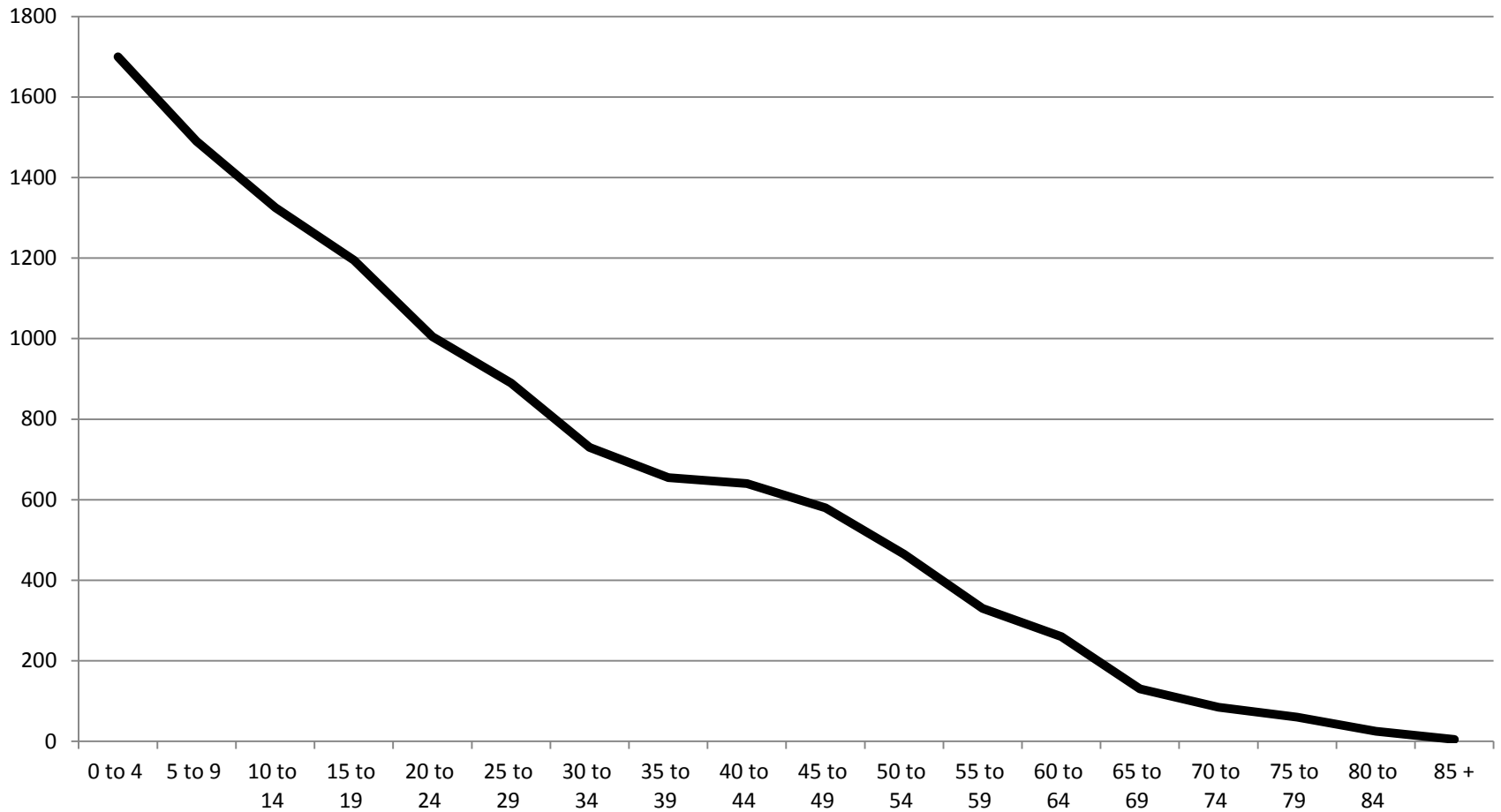
- **AB's share of new immigrants increased from 6.5% (2001) to 12.4% (2011)**
- **Immigrants account for 20% of the working age population in Alberta**
- **Albertan immigrants have the highest rate of participation, lowest rate of unemployment against other provinces**
- **Higher percentage work full time than other Albertans**

Immigrants by Place of Birth

- **China – 7.6%**
- **Germany – 4.2%**
- **India – 7.2%**
- **Philippines - 6.7%**
- **Poland – 6.0%**
- **United Kingdom – 8.8%**
- **Vietnam – 6.4%**

Aboriginal

Data courtesy of Statistics Canada - 2011 Census



Final Facts

- **50% more women going into post-secondary studies than men**
- **In 2006, 58% of all women aged 15 and over had jobs, up from 42% in 1976.**
- **Women made up 50.9% of Canada's paid workforce in March 2009**

Changing Dependency Ratio

http://eae.alberta.ca/documents/Imi/LMI-SSA_aging-and-shortages.pdf

Dependency Ratios for Canada and Alberta, 1971, 2001 and 2026

	Canada			Alberta		
	1971	2006	2026	1971	2006	2026
Old Age Dependency Ratio¹	12.98	19.98	33.26	11.94	15.33	25.69
Youth Dependency Ratio²	47.47	25.72	23.52	51.73	27.39	30.07
Total Dependency Ratio³	60.44	45.70	56.78	63.67	42.72	55.76

Data Source: Statistics Canada and Alberta Finance and Enterprise

¹The number of persons aged 65 years and older per 100 persons aged 15 to 64

²The number of persons aged 15 years and under per 100 persons aged 15 to 64

³The number of persons under 15 years of age, plus the number 65 years and older per 100 persons aged 15 to 64

Action Forward

Given what you've heard today and the needs you understand about your community, your organization and your people:

- **What is necessary, useful, practical and possible going forward?**
- **All ideas, not just “good” ideas**

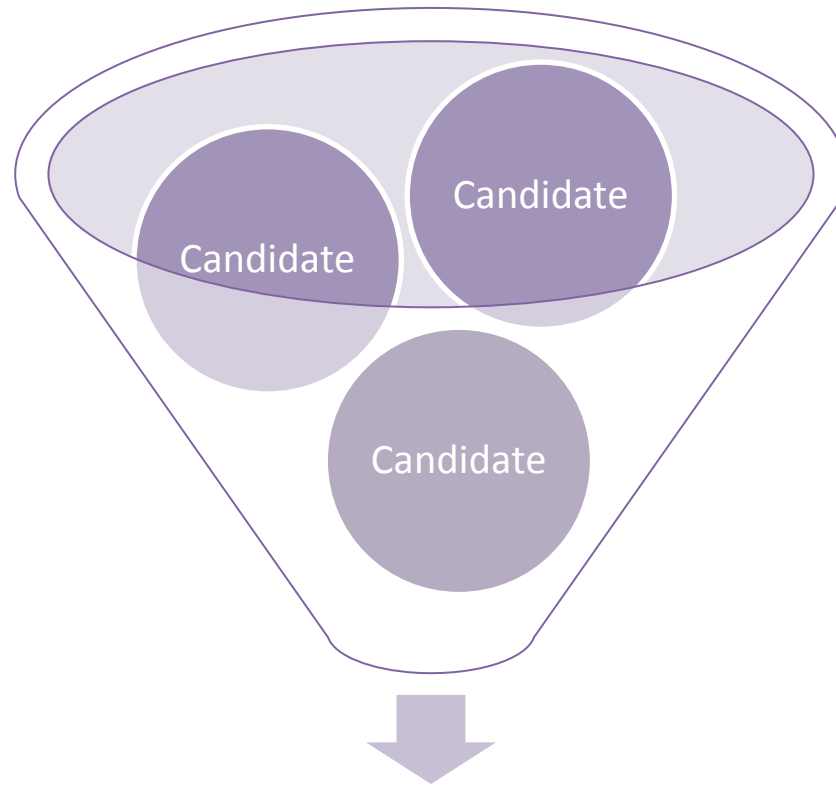
Welcome

**Alberta Centre for Sustainable Rural
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**Thinking Forward: Attracting and
Retaining Employees in Rural Settings**

**Kristen Cumming
October 2015**

Recruitment



NEW HIRE



“It takes far less energy to move from first-rate performance to excellence than it does to move from incompetence to mediocrity.”

Peter F. Drucker

**Internal • External • Staff Referral Former
Employees • Word of Mouth Search Firms
• Employment Services Agencies •
Contract Recruiters Newspaper •
Educational Partnerships Career Fairs •
Industry Organizations Job Search
Websites • Kijiji /indeed.ca Corporate
Website • Community Education •
Colleague Companies**

Must haves

- **Clear objectives**
- **Map values to specific roles, responsibilities, tasks and impacts**
- **Multiple learning styles supported**
- **Relationship-driven**
- **Progressive in complexity**
- **Multiple points of assessment throughout**
- **Primarily driven by the trainee**

Beacon of excellence vs. cautionary tale?

- **Clean out your side**
- **Select your trainers thoughtfully, invest in trainers**
- **Be transparent**
- **Evaluate, measure and communicate**
- **Follow through relentlessly**
- **Define your objectives: more of the same, or something entirely greater . . .**

TO DO: RECRUITMENT

- **No black holes**
- **No job boards**
- **Challenge accommodations**
- **Flex work**
- **Everything is up for negotiation**
- **Holistic recruitment and community-based marketing and hiring**

RETENTION

hrinsider.ca/articles-insight/latest-headlines/employee-turnover-in-canada

- **Alberta's voluntary turnover rate is 12.1%, second only to NWT at 15.7%**
- **HRI suggests this turnover rate is reflective of recruitment practices and morale issues**

TO DO: RETENTION

- **Welcoming communities**
- **Social inclusion**
- **Health care resources**
- **Community engagement**
- **Profile resources and assets, arts and culture**
- **Profile access to education, elearning, etc.**
- **Develop transportation infrastructure**
- **Accessibility**
- **Holistic welcoming**

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Beacon of excellence vs. cautionary tale?

- **Clean out your side**
- **Select and invest in your recruiters / trainers thoughtfully**
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- **Follow through relentlessly**
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**“Knowing is not enough;
we must apply. Willing is
not enough; we must do.”**

Johann Wolfgang von Goethe