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SERVICES

Aligning Talent and Opportunity in Local Government

An Analysis of Local Government Recruitment
and Retention Challenges in the Mainland
Southwest Region of British Columbia



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The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia.



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COVID-19 Statement

The research for this report was originally completed in early March 2020. In mid-March, a pandemic was declared, and British Columbia introduced a set of unprecedented social and economic restrictions to contain the spread of the coronavirus disease (COVID-19). The pandemic and the resulting economic shutdown led to a sudden and unprecedented rise in unemployment across the province. It also changed the way in which work is carried out such that remote work has become the norm for many.

While a number of the findings from this report are still current, preliminary research and anecdotal evidence suggest that the pandemic has resulted in rapid, significant, and potentially permanent change to the entire workforce in the province, including local government.

To address these new realities, supplemental research on the impact of the pandemic on the local government workforce will be conducted in order to strengthen the research previously completed. Drawing on the experiences and insights of in-scope employers and on available secondary data, supplemental research will be conducted to update the original findings in key areas, including recruitment and retention, skills development, and diversity and inclusion. This supplemental research will also identify additional options for employers to consider during this period of unprecedented change.

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A. Executive Summary

Project overview

In recent years, Chief Administration Officers in local and regional government across the Mainland and Southwest Region of British Columbia have become increasingly concerned about their organizations' capacities to find and retain suitable and qualified employees to fill critical positions. However, beyond anecdotal evidence, there is limited information and analysis to help confirm or nuance these concerns, to identify root causes of recruitment and retention challenges, and to delineate options for moving forward.

This report aims to address these information gaps and to provide insight into the recruitment and retention challenges facing 26 local and regional government employers across the region. The report focuses on approximately 140 occupations. This represents approximately 70% of the workforce in the in-scope region. This report was prepared by the Regional Employers Services (RES) on behalf of the Metro Vancouver Regional District with funding from the Sector Labour Market Partnerships program administered by the Ministry of Advanced Education, Skills and Training. Research and analysis support was provided by The Deetken Group, a Vancouver-based consultancy.

Guided by six main research questions and drawing on a combination of quantitative and qualitative research methods, the report provides more than 20 main findings. It identifies positions that are particularly difficult to fill and to retain in local and regional government. It sheds light on the impact of recruitment and retention challenges and how these challenges are likely to evolve over time. It builds a profile of the local and regional government workforce in the region and provides insight into the soft and technical skills that are hard to find in candidates. It concludes with a set of options for addressing a range of workforce challenges.

Key findings

The report's key findings are summarized here.

Key recruitment and retention challenges:

Most employers are experiencing some degree of difficulty recruiting and retaining qualified and suitable employees into their organizations.

- All employers are experiencing recruitment challenges. For close to 45% of employers, these challenges depend on the occupation under consideration.
- While employers generally find retention less challenging than recruitment, just over half of employers experience some degree of difficulty retaining employees within their organizations.
- Employers identify "Engineering" as their most difficult-to-fill occupation group, followed by "Parks, Recreation & Culture (excluding operations)" and "Operation & Trades."
- "Engineering" and "Parks, Recreation and Culture (excluding operations)" are also employers' most difficult-to-retain occupation groups, followed by "Permits and Development" and "Administration."
- Employers' top three most difficult-to-fill positions include Construction Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153), and Civil Engineering Technologists and Technicians (NOC 2231).
- These are the same positions that employers find most difficult to retain.

- There is some evidence to suggest that a number of the positions that employers find most difficult to fill are not necessarily difficult to fill in the broader economy. This may mean that there are characteristics or considerations specific to local government work that make these positions difficult to fill for local government employers. It may also mean that the applicants for local government positions do not have the skills required by local government employers.

Drivers of recruitment and retention challenges:

There are a number of reasons certain occupation groups and positions are difficult to fill and to retain. As there is considerable overlap between the drivers of recruitment and retention challenges, these may represent high impact opportunity areas.

- According to separation data collected by Metro Vancouver's Regional Employers Services, resignation is the most common reason that people leave their positions in local government. These findings suggest that there are factors beyond retirement that drive retention challenges.
- In this regard, employers identify a number of key reasons that positions are both difficult to recruit and to retain. These include a perceived imbalance between the cost of living and compensation, a general lack of awareness of opportunities in the sector, and the perception that local government work does not offer sufficient career development and advancement opportunities or flexible work options.
- Misleading or ambiguous job descriptions and employment status (i.e. difficulty filling temporary, auxiliary and casual positions) are also drivers of recruitment challenges.

- Employers identify ineffective leadership as a driver of turnover, noting that employees may leave local government in response to leaders that they feel do not allocate work properly or consistently, micromanage the people they supervise, and/or do not communicate clearly with their staff. This is a challenge in occupation groups where highly skilled specialists are promoted quickly due to a limited candidate pool and/or a high number of retirements without obtaining the requisite leadership or supervisory skills.

Public perceptions of local government work:

There is a general lack or limited knowledge of the types of work and career opportunities provided by local government. While overall perceptions of local government work are favourable among the general population in the region, there may be opportunities to increase awareness around the diversity of career opportunities and the other advantages that local government work provides.

- When respondents to a general population survey conducted for this report were asked to identify jobs and careers in municipal/local government, the most common response was "I don't know" (30%) followed by elected positions (28%), administrative jobs (23%) and city maintenance (20%). An informal survey of grade 10 to 12 students reveals that high school students also have a limited understanding of local government work.
- According to a survey conducted for this report, the general population in the region has positive perspectives related to the salary and benefits and work/life balance provided by local government work, and tend to agree that it provides meaningful work and a diverse and inclusive workforce. However,

perceptions are less favourable when it comes to whether local government provides the kinds of jobs respondents are seeking and whether the work is exciting, dynamic and respected.

- Given the importance that the general population assigns to advice from family and friends and personal connections when looking for work, there may be value in enhancing general awareness of and perceptions around local government work across a broad audience as a means to improve attraction of talented candidates.

Impact of recruitment and retention challenges and potential changes over time:

Employers report that recruitment and retention challenges are having an impact on current staff and on the efficiency and effectiveness of their organizations. Some of these challenges may persist or intensify over time due, in part, to potentially high rates of retirement and limited succession planning.

- Recruitment and retention challenges are placing additional pressure on existing staff, are leading to the loss of institutional memory/knowledge, and are limiting staff time/capacity to focus on service or business improvement
- The fact that most employers do not have an approach to succession planning or knowledge transfer may exacerbate these impacts.
- Many employers have found recruitment and retention more challenging this year¹ than previous years.

- There is evidence to suggest that these challenges may persist or potentially intensify, including among difficult-to-fill positions, due to potentially high retirement rates combined with limited succession planning, among other reasons.
- Employers feel that the proliferation of technology is unlikely to reduce workforce pressures but will drive the need for specialized skills for new and existing staff.

Diversity and inclusion in the workforce:

Certain groups are under-represented in the local government workforce population compared to the broader population. These findings point to potential opportunities for diversifying the local government workforce.

- Overall, immigrants, visible minorities and women are under-represented in local government in the region.
- A review of the workforce profile of the three positions that employers find most difficult to fill and to retain shows that certain groups are under-represented among the local government workforce populations for Construction Inspectors (NOC 2466) and Civil Engineering Technologists and Technicians (NOC 2231). This suggests that there may be opportunities to diversify the local government workforce in relation to these positions. It is important to note that Firefighters (NOC 4312), Police Officers (except commissioned) (NOC 4311), and Commissioned Police Officers (NOC 0431) are not in scope for this report and are therefore not included in this analysis.

¹ In this case, "this year" refers to 2019.

- Employees indicate that local government provides a diverse and inclusive workplace. In addition, employers are undertaking a range of initiatives to enhance and promote diversity and inclusion. However, these findings notwithstanding, there are a number of obstacles and challenges that might limit employers' ability to attract and retain a diverse workforce and to create and maintain an inclusive work environment. These include limited outreach to candidates from under-represented groups, unconscious bias, and workplace culture.

Skills development and career advancement:

Leadership skills are the foundational soft skills that are hardest to find in candidates, including among candidates for senior level positions. The technical skills required of Construction Inspectors (NOC 2466), Civil Engineering Technologists and Technicians (NOC 2231), and Heavy-Duty Equipment Mechanics (NOC 7312) are the most difficult to find among candidates. While employers provide a range of supports for skills development and career advancement, there is room for improvement.

- A majority of employers identify “leadership skills, inspiring and motivating” as the foundational soft skills that are hardest to find among candidates at all levels, including senior levels.
- A deficit in leadership skills, particularly among senior candidates, may compromise an organization’s capacity to deliver on its mandate and to retain staff.
- A range of technical skills are hard to find in candidates at all levels. In this regard, the hardest to find technical skills include the following: Building Official certification (Level 3), followed by Certified Technician certification with Applied Science Technologists and Technicians of BC (ASTTBC), as well as Registered Professional Planners (RPP, LPP, or equivalent) and BC Certificate of Qualification as Mechanic.
- An inability to find candidates with the requisite technical skills and/or certifications may result in reduced hours of operation and/or service quality.
- While employers provide supports to staff at all levels, employers recognize there are additional opportunity areas to develop employee skills and to support career advancement.

Emerging options for addressing workforce challenges

A number of options for addressing workforce challenges emerge from these findings.

1. Raise awareness about the opportunities provided by local government employment.
2. Improve aspects of the employee value proposition.
3. Improve and promote career advancement and skills development opportunities.
4. Enhance diversity and inclusion in the workforce.
5. Develop a more intentional approach to succession planning and knowledge transfer.
6. Create a tool to maintain up-to-date information about recruitment and retention challenges and innovations.

B. Introduction

In 2017, Chief Administration Officers in local and regional government across the Mainland and Southwest Region of British Columbia (B.C.) started to express growing concerns over difficulties finding qualified candidates to fill positions, including those that are necessary for delivering critical public services to the region's residents. Managers were also noticing that retention was becoming increasingly difficult. However, beyond anecdotal evidence, there was limited reliable information on the nature or severity of these challenges, how they might evolve over time, and options for addressing them.

The purpose of this report is to provide data-driven insight into the scope of the problem, its root causes and potential options moving forward. Specifically, the report seeks to address the following main research questions:

1. What positions are difficult to fill and difficult to retain at present?
2. Why are these positions difficult to fill and difficult to retain?
3. How do we expect these conditions will change over time?
4. What is the workforce profile of these positions and how might diversity and inclusion be further encouraged/promoted through both recruitment and retention strategies and approaches?

5. Do these positions vary by region and by population size?

6. What are potential options for addressing workforce challenges?

Twenty-six employers² and approximately 140 occupations³ are in scope for this project. These occupations/National Occupational Classification codes (NOCs) were identified based on the initial results of a 2018 recruitment data project undertaken by Metro Vancouver's Regional Employers Services. This recruitment dataset was used to inform the selection of NOC codes because it was the most comprehensive dataset available containing detailed and verified NOC codes on a per position basis. Notably, Firefighters (NOC 4312), Police Officers (except commissioned) (NOC 4311) and Commissioned Police Officers (NOC 0431) are not in scope for this report. These occupations were excluded from analysis because participating employers did not report supply shortage issues.

While the total local government workforce in the region consists of approximately 24,000 people according to 2016 Census data, the total in-scope workforce comprises approximately 17,000 people, representing approximately 70% of the local government workforce in the in-scope region.⁴

2. The 26 in-scope employers include one Treaty First Nation (i.e. Tsawwassen First Nation), one Regional District (i.e. Metro Vancouver Regional District) and 24 municipal governments (i.e. City of Abbotsford, Village of Anmore; Village of Belcarra; Bowen Island Municipality; City of Burnaby; City of Chilliwack; City of Coquitlam; City of Delta; City of Langley; Township of Langley; Village of Lions Bay; City of Maple Ridge; City of New Westminster; City of North Vancouver; District of North Vancouver; City of Pitt Meadows; City of Port Coquitlam; City of Port Moody; City of Richmond; City of Surrey; City of Vancouver; District of West Vancouver; Resort Municipality of Whistler; and City of White Rock).

3. See Annex 1 for a list of in-scope NOCs.

4. Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156

The research methodology used for surfacing the findings presented in this report is described in the next section. This is followed by a presentation of the report's main findings, which are directly linked to the research questions. The final section provides an overview of options that could better position local government employers to recruit and retain a qualified, suitable and diverse workforce.

To address the main research questions, this report is organized around eight main themes:

1. Positions that are difficult to fill at present and the reasons why these positions are difficult to fill
2. How recruitment challenges may change over time
3. Positions that are difficult to retain at present and the reasons why these positions are difficult to retain
4. How retention challenges may change over time
5. The impact that recruitment and retention challenges is having on current staff and on overall service delivery
6. The workforce profile of difficult-to-fill and difficult-to-retain positions and opportunities to enhance and promote diversity and inclusion in the local government workforce
7. The soft and technical skills that are hardest to find in candidates and the opportunities that local government employers provide for skills development and career advancement
8. Options for addressing workforce challenges

C. Methodology

To address the research questions, this report draws on a combination of quantitative and qualitative research methods, utilizing both primary and secondary data.

Primary research

A number of tools were used to collect primary data to engage employers, employees and the general population.

1. Employer engagement

Employers were engaged through two methods:
1) a questionnaire; and 2) focus groups.

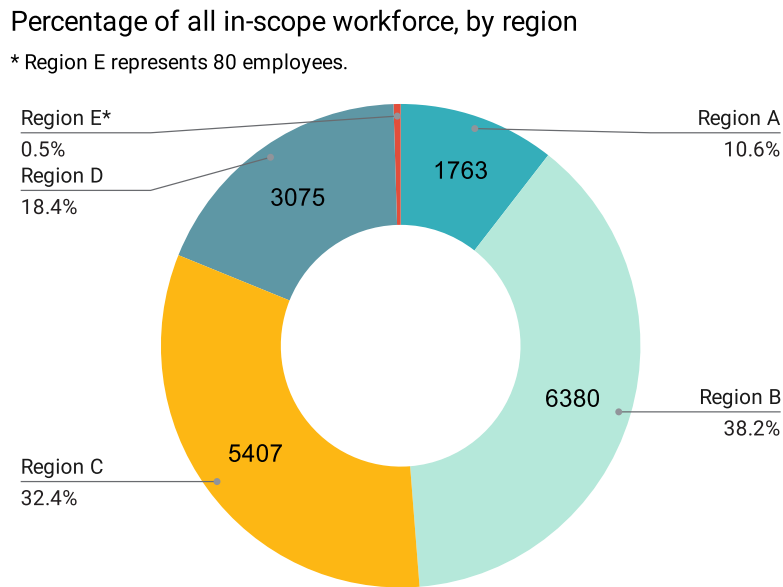
Employer questionnaire: A questionnaire was shared with the Human Resource department heads in all 26 in-scope organizations. In order to provide a degree of anonymity among respondents, employers were clustered into five regional groupings. A total of 22 responses were received, with representation from all five regional groupings. The figures included in this section on employer engagement illustrate the regional groupings used throughout the report, the total number of in-scope employees and the percentage of the in-scope workforce in each region as well as the number of responses by region. The full employer questionnaire is provided in Annex 2.

Figure 1: Regional groupings and employer questionnaire response rates⁵

REGION	EMPLOYERS	NO. OF IN-SCOPE EMPLOYEES (2016 CENSUS DATA)	TOTAL NO. OF EMPLOYERS	TOTAL RESPONSES RECEIVED	RESPONSE RATE
A	Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler	1763	5	3	60%
B	Burnaby, Metro Vancouver Regional District, New Westminister, Richmond, Vancouver	6380	5	5	100%
C	Abbotsford, Chilliwack, Delta, Langley City, Langley Twp., Surrey, Tsawwassen, White Rock	5407	8	7	88%
D	Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody	3075	5	5	100%
E	Anmore, Belcarra, Bowen Island	80	3	2	67%
Total		16705	26	22	85% (average)

5. Numbers approximate and are based on Census data for in-scope employees (Firefighters (NOC 4312), Police Officers (except commissioned) (NOC 4311) and Commissioned Police Officers (NOC 0431) are not in scope), where available. (Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156.) Estimates for the total number of employees in three municipalities are based on input from employers.

Figure 2: Percentage of overall in-scope workforce in each region



Employer focus groups: To validate and supplement the findings from the employer questionnaire and to generate additional insights into a number of research themes, focus groups were held with employers. Specifically, four focus groups were organized. The focus groups engaged a total of 17 employers, representing four of the five regions referenced in Figure 3.⁶ Focus groups were three hours in length and were facilitated by an expert trained in focus group facilitation. The employer focus group guide is available in Annex 3.

⁶ Employers from Region E were sent invitations to the focus groups but did not participate.

Figure 3: Employer focus group participation by region

REGION	EMPLOYERS	TOTAL NO. OF EMPLOYERS	PARTICIPATION	RATE
A	Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler	5	4	80%
B	Burnaby, Metro Vancouver Regional District, New Westminster, Richmond, Vancouver	5	5	100%
C	Abbotsford, Chilliwack, Delta, Langley City, Langley Twp., Surrey, Tsawwassen, White Rock	8	5	62.5%
D	Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody	5	3	60%
E	Anmore, Belcarra, Bowen Island	3	0	0%
Total		26	17	60.5% (average)

2. Employee engagement

Employees were engaged through semi-structured interviews. The employee interview guide can be found in Annex 4. In-scope employers were reluctant to contact employees directly, given the potentially sensitive nature of some aspects of this research. For this reason and in an effort to achieve diverse representation among interviewees, the project team reached out to the following entities on multiple occasions:

- BC Recreation and Parks Association (BCRPA)
- Building Officials’ Association of BC (BOABC)
- Capilano University, School of Public Administration – Local Government Programs
- Engineering and Geoscientists in British Columbia (EOCP)
- Industry Training Authority (ITA BC)
- Local Government Management Association

- SLMP Steering Committee (i.e. the project steering committee for this report)
- Tsawwassen First Nation
- Village of Anmore
- Village of Belcarra

Interview participants indicated their interest in participating in an interview by responding to an online survey. For this reason, it is generally not known through which organization, group or employer interview participants were sourced. The project team then followed up with interested participants via email to schedule an interview.

A total of 10 employees responded to the online request for an interview. Only employees affiliated with the organizations, groups or employers referenced here (e.g. BCRPA, BOABC, etc) were asked to participate in an interview via an online request.⁷

⁷ See the "Limitations to the study" section of this report for additional details.

A total of 7 employees participated in an interview, despite repeated efforts to organize interviews with all 10 employees.

In one case, an interview participant was sourced via referral. This technique was used to secure an interview with an employee representing a specific occupation group. Referrals or snowballing were not used beyond this example, in part because the project team had specific objectives vis-a-vis the occupation groups and diversity characteristics represented among interview participants. The team felt these requirements were best met via targeted outreach rather than employee referral and had started to formulate a targeted outreach plan just as the COVID-19 pandemic was announced.

In this regard, the declaration of the COVID-19 pandemic in mid-March and the social and economic shutdown that followed precluded efforts to secure interviews with an additional 3 employees, not least because conditions have changed so significantly that employee experiences prior to and following the pandemic-related shutdown are likely not comparable. Figure 4 demonstrates the diversity characteristics, regional representation and occupation groups of interview participants.

Figure 4: Characteristics of employees interviewed for report

DIVERSITY CHARACTERISTICS		REGION		OCCUPATION GROUPS	
Woman	5/7	A	1/7	Administration	2/7
Visible minority	3/7	B	4/7	Permits and Development	1/7
Immigrant	2/7	C	1/7	Human Resources	1/7
Self identify as Indigenous	0/7	D	0/7	Operation and Trades	1/7
Other	Muslim (1/7) Sikh (1/7)	E	1/7	Engineering	2/7

3. Engagement with the general population

The general population (i.e. individuals who reside in the Metro Vancouver region and who are not currently employed by local/regional government) were engaged via an omnibus survey. This omnibus survey was sent to 5,300 individuals and received a total of 641 responses. Survey questions and representation among responses are provided in Annex 5.

Literature review and environmental scan

A literature review was conducted to gain insights related to the drivers of workforce challenges and potential solutions from other relevant jurisdictions and thought leaders. The literature review also aimed to identify observed external trends (e.g. growth in competitor industries) that may have an impact over time on the supply, recruitment, and retention of workers, and to inform the development of the research tools. All sources referenced in this report are noted in Annex 6.

Secondary data

Approximately 140 National Occupational Classification (NOC) codes are in-scope for this report.⁸ The in-scope industry NAICS at the 4-digit level is NAICS 9130 (Local, Municipal and Regional Public Administration). These occupations were excluded from analysis because participating employers did not report supply shortage issues.

The following secondary data sources are used in this report.

Publicly available data

B.C. Labour Market Outlook: 2018 Edition

The B.C. Government provides an annual 10-year forecast of skills that will be in demand and predictions about expected job opportunities in the province, together with major trends impacting the workplace. The High Demand Occupations list provided in the B.C. Labour Market Outlook: 2018 Edition was used in this report to compare the positions that employers find difficult-to-fill to positions that are forecasted to be in demand in the provincial economy in the next 10 years.

Job Vacancy and Wage Survey

Data from the Job Vacancy and Wage Survey (JVWS) were used to determine vacancy rates in a number of in-scope NOCs in 2017 in Canada. National-level data was used as B.C.-specific data are not robust enough to provide reliable results.

Labour Force Survey

Data from the Labour Force Survey for the years of 2015 to 2019 were used to indicate unemployment rates in the Vancouver Census Metropolitan Area compared to other parts of B.C.

Statistics Canada, 2016 Census

Data from the 2016 Census were used throughout this report in part because this is the most reliable data available at the 4-digit NOC-level. In particular, a custom data request for in-scope NOCs in NAICS 9130 from the B.C. Labour Market Information Office was used to determine the size and profile of the in-scope workforce. The results of secondary data analysis for Region E are not included in this report, given that the data is unreliable due to small sample size.

8. See Annex 1 for all in-scope NOCs.

RES pilot data

RES recruitment data

This dataset comprises 2018 job postings from 17 employers and includes information such as job title, number of applications received per posting, time to fill per posting and whether the job advertisement was reposted. The dataset was collected as part of a RES pilot project to identify regional trends related to recruitment and to inform outreach to relevant stakeholders, such as post-secondary and training organizations. This dataset is used in this report to supplement findings from the employer questionnaire and to guide decision-making about how best to collect data related to recruitment moving forward. (See Figure 5 for list of employers for which recruitment data are available.)

RES job separations data

The RES job separations dataset consists of data from 2017 to 2018 for 18 member employers on job separations, including job title, start date, separation date, and reason for separation. This dataset was collected to provide greater insight into the length of service and age of employees at separation. The data collection applies to regular full-time unionized employees. It is used in this report to supplement findings from the employer questionnaire and to guide decision-making about how best to collect data related to retention moving forward. (See Figure 5 for a list of employers for which separation data are available.)

Figure 5: Employer participation in recruitment and separation data pilot projects

EMPLOYER	RECRUITMENT DATA	SEPARATION DATA
Abbotsford	No	No
Anmore	No	No
Belcarra	No	No
Bowen Island	No	No
Burnaby	Yes	Yes
Chilliwack	No	No
Coquitlam	Yes	Yes
Delta	Yes	Yes
Langley City	No	Yes
Langley Township	Yes	Yes
Lions Bay	Yes	Yes
Maple Ridge	Yes	Yes
Metro Vancouver	Yes	Yes
New Westminster	Yes	Yes
North Vancouver City	Yes	Yes
North Vancouver District	Yes	Yes
Pitt Meadows	Yes	Yes
Port Coquitlam	Yes	Yes
Port Moody	Yes	Yes
Richmond	Yes	Yes
Surrey	Yes	Yes*
Tsawwassen First Nation	No	No
Vancouver	Yes	Yes
West Vancouver	No	Yes
Whistler	No	No
White Rock	Yes	Yes

* SEPARATION DATA WERE PROVIDED. HOWEVER, JOB TITLE WAS NOT INCLUDED.

Project governance

The project was governed by a project Steering Committee. The purpose of the Steering Committee was to provide project oversight and input, and endorse project deliverables and outcomes in accordance with the [Sector Labour Market Partnership Program Guidelines](#).

Specifically, the project Steering Committee did the following:

- Met regularly to provide guidance and direction to the project team
- Reviewed and approved the research methodology and the tools, including the employer questionnaire, the employer focus group guide, the omnibus survey questions, and the employee interview guide
- Reviewed and approved the main findings emerging from the research and developed the options for moving forward.
- Provided final sign-off on the final Labour Market Information Report and any supporting materials.

D. Limitations to the study

As noted in the methodology section above, this report draws on a number of research methods and data sources and engages a range of stakeholders in order to provide a robust analysis of the recruitment and retention challenges facing local government employers and to identify options to address these challenges. The data and information used in this report are rich. However, in some cases, there are limitations related to the research methodologies and datasets leveraged. These limitations, together with approaches to addressing them, are discussed in the tables found in this section.

Employer questionnaire:

LIMITATION	RESPONSE
The employer questionnaire was circulated to all 26 in-scope employers. A total of 22 responses were received, representing all 5 regions.	<ul style="list-style-type: none"> • Multiple reminder emails were sent to all employers with a request to complete the questionnaire. • The deadline for the questionnaire responses was extended multiple times in order to encourage additional responses. • Main findings from the questionnaire were confirmed by the project steering committee and the RES project manager, as well as with a broader group of employers during focus group discussions.
Different employers represent a different percentage of the in-scope workforce.	<ul style="list-style-type: none"> • In order to account for these differences, a number of key questionnaire findings were weighted according to the size of the workforce represented by employers in each region. • Footnotes throughout the report clearly indicate when results have been weighted.

Employer focus groups:

LIMITATION	RESPONSE
<p>A total of 17 in-scope employers participated in focus group discussions. All regions, except Region E, were represented during focus groups.</p>	<ul style="list-style-type: none"> • Multiple emails were sent to employers from Region E with a request to participate in the focus groups. • As focus group findings largely confirmed the findings from the questionnaire, which received responses from 2 of 3 employers in Region E, the project team is reasonably confident that focus group findings align with the experiences of employers in Region E.
<p>As with all focus groups, whereby participants listen to the opinions of others, there is a risk that perspectives are influenced by peer views.</p>	<ul style="list-style-type: none"> • Participants were encouraged at the beginning and throughout the focus group discussions to speak frankly and candidly on the basis of their experience. • The project team employed an experienced facilitator from outside the project team to lead the focus groups, to encourage honest responses, and to ensure an unbiased approach to engaging participants and summarizing results. • Accordingly, the project team is reasonably confident that employer focus group responses provided an accurate reflection of prevailing employer sentiments.

Employee interviews:

LIMITATION	RESPONSE
<p>The research team had intended on initially conducting 10 employee interviews and potentially increasing these numbers, if a data saturation point (i.e. the point at which no new information is being generated) had not yet been reached by early March 2020. These lower than desired participation rates were due, in part, to the fact that in-scope employers were reluctant to contact employees directly, given the potentially sensitive nature of some aspects of this research. Consequently, the research team contacted employees via a number of relevant organizations, groups or - in some cases - employers. This may have limited outreach. These organizations, groups and employers included the following:</p> <ul style="list-style-type: none"> • BC Recreation and Parks Association (BCRPA) • Building Officials’ Association of BC (BOABC) • Capilano University, School of Public Administration – Local Government Programs • Engineering and Geoscientists in British Columbia (EOCP) • Industry Training Authority (ITA BC) • Local Government Management Association • SLMP Steering Committee (i.e. the project steering committee for this report) • Tsawwassen First Nation • Village of Anmore • Village of Belcarra <p>A total of 7 interviews had been conducted by early March 2020. In addition, the declaration of the COVID-19 pandemic in mid-March and the social and economic shutdown that followed precluded efforts to secure an additional 3 interviews. This is because conditions have changed so significantly that employee experiences prior to and following the pandemic-related shutdown are likely not comparable. In addition, employers have been under considerable strain and, therefore, were likely not in the position to intensify efforts to identify employees to participate in interviews for this report.</p>	<ul style="list-style-type: none"> • Prior to the declaration of the pandemic, multiple reminder emails were sent to employers and to relevant entities requesting outreach to employees to participate in interviews. • Prior to the declaration of the pandemic, multiple email requests were sent to employees who had indicated an interest in participating in an interview but who did not respond to a follow up request to schedule an interview. • Because there was considerable consensus among all 7 of the employees interviewed for this report and because interview responses generally confirmed findings from employer engagement and additional research, the project team is reasonably confident that the results from employee interviews provide useful insights into employee perspectives. However, it is also important to note that sample-related limitations do limit generalizability. This is less of concern in this report as employee engagement was designed to supplement the range of other research tools used to generate the results presented in this report.

General population survey:

LIMITATION	RESPONSE
The general population survey conducted for this report included participants residing in the Metro Vancouver region, not the broader Mainland Southwest Region. Specifically, participants from 18 of the 26 local governments that are in-scope for this report participated in this survey. ⁹	<ul style="list-style-type: none"> While the survey did not include participants from all in-scope local governments, the most densely populated regions and municipalities were included. The project team is reasonably confident that the results of this survey are sufficiently representative of the views of the general population across the in-scope local governments.

Secondary data:

There are some limitations related to the secondary data sources used in this report. These are discussed here.

Statistics Canada, 2016 Census

LIMITATION	RESPONSE
Data from the 2016 Census were used throughout this report. In particular, a custom data request for in-scope NOCs in NAICS 913 from Statistics Canada was used to determine the size of the in-scope workforce. Data analysis that draws on custom Census data only pertains to 23 of the 26 in-scope employers. This is because, at the time of writing, custom data was not available for the municipalities of Abbotsford, Chilliwack and Whistler.	<ul style="list-style-type: none"> The number of local government employees in Whistler, Abbotsford and Chilliwack was provided directly by employers.

⁹ The following in-scope regions and municipalities were included in this survey:

- Burnaby
- City of Langley
- Coquitlam
- Delta
- Maple Ridge
- New Westminster
- North Vancouver City
- North Vancouver District
- Pitt Meadows
- Port Moody
- Port Coquitlam
- Richmond
- Surrey
- Township of Langley
- Tsawwassen First Nation
- Vancouver
- West Vancouver
- White Rock

LIMITATION	RESPONSE
<p>Census data relating to the workforce (i.e. employed and unemployed) for NAICS 913 by diversity characteristics (i.e. gender, visible minority, immigrant and Indigenous) were not available at the time of writing.</p>	<ul style="list-style-type: none"> • The report uses the workforce population when analyzing the diversity characteristics of NAICS 913. As noted in the body of the report, “local government workforce population” refers to people who, at the time of the 2016 Census, were employed in NAICS 913; were actively seeking employment within NAICS 913 or were on temporary leave or starting work within four weeks; or whose last held position when surveyed in 2015 or 2016 was in NAICS 913. • Using this broader sample (i.e. the workforce population rather than workforce) may help to more accurately capture insights into the representation of certain groups in the local government workforce over a longer period of time than would be possible through a consideration of workforce alone.
<p>Secondary data for Region E are unreliable due to a small sample size due to a small sample size. (Note: Data from other publicly available data sources are not aggregated at the regional level so this limitation does not apply to the other publicly available data sources used throughout this report.)</p>	<ul style="list-style-type: none"> • To avoid reporting unreliable results, the report does not include the results of secondary data analysis specifically for Region E (i.e. a total of 3 employers with a local government workforce of approximately 80 employees).
<p>Custom data for the Vancouver Census Metropolitan Area (CMA) were used to identify and to compare diversity characteristics and the age distributions in NAICS 913. The local governments in this CMA are not a one-to-one match with the municipalities that are in-scope for this report. In particular, Abbotsford, Chilliwack and Whistler are not included in the Vancouver CMA.</p>	<ul style="list-style-type: none"> • Because custom data are not available for 3 of the 26 in-scope local governments (i.e. Abbotsford, Chilliwack and Whistler), the project team decided to use the Vancouver CMA (rather than an aggregate of available data for in-scope local governments) for workforce profile and related analysis. This is because the Vancouver CMA is a closer approximation in terms of population size and geography to the in-scope municipalities than the total population of the 23 municipalities for which data are available. • In addition, for NOC-by-NAICS analysis, the Vancouver CMA data provides a larger and more reliable sample size than an aggregate of data for in-scope regions. • Therefore, to help maintain consistency throughout the report, particularly with respect to the diversity characteristics and age distribution of the local government workforce, data for the Vancouver CMA were used, unless otherwise noted.
<p>The data for Census 2016 were captured beginning in mid-2016, close to 4 years prior to the completion of this report.</p>	<ul style="list-style-type: none"> • Census 2016 data are the most reliable data for many of the results presented in this report, particularly those that rely on data at the 4-digit NOC level and for data related to diversity characteristics. Where possible and relevant, census data is supplemented by more recent publicly available data.

RES recruitment and separation pilot data

LIMITATION	RESPONSE
<p>A total of 17 employers provided recruitment data, and a total of 18 employers provided usable separation data.</p>	<ul style="list-style-type: none"> • The findings from an analysis of recruitment and separation data were used to supplement, rather than drive, the findings from other research methods. • The main findings emerging from the analysis of RES data were shared with and validated by the project steering committee.
<p>The RES recruitment dataset provides data for only a single year (2018). In addition, it includes data only for regular full-time employees and excludes protective services.</p>	<ul style="list-style-type: none"> • The findings from the RES recruitment data were used to supplement findings from the employer questionnaire and other research methods. • Employers reported that labour supply issues were not a concern for protective services.

E. Findings

1. Positions that are difficult to fill at present and the reasons that these positions are difficult to fill

Finding 1: All employers are experiencing some degree of difficulty recruiting qualified and suitable employees into their organizations. For close to 45% of employers, these challenges depend on the occupation under consideration.

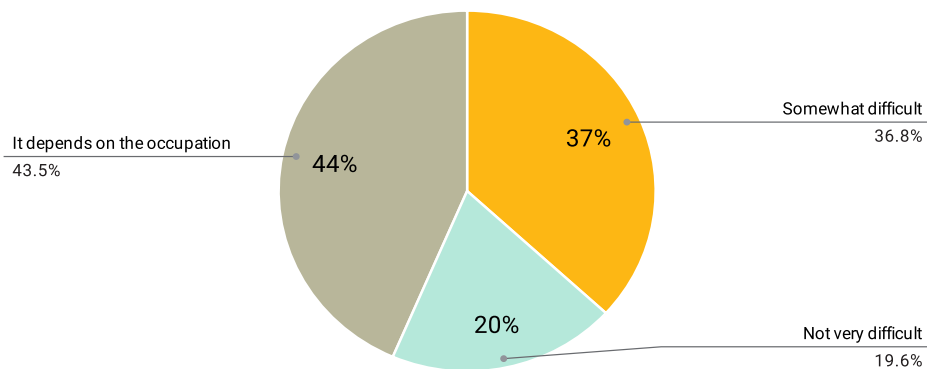
All employers report experiencing some degree of difficulty recruiting qualified and suitable employees into their organizations. For 44% of employers,

recruitment challenges depend on the occupation under consideration. An additional 37% find it somewhat difficult to recruit qualified and suitable employees in general, while another 20% report that it is not very difficult to recruit the employees their organization requires. It is important to note that no employers (0%) indicated that it is “very difficult” or that it is “not at all difficult” to recruit employees.¹⁰

Figure 6: Employer perspectives on how difficult it is to recruit employees, weighted by size of the workforce in each region¹¹

Generally speaking, how difficult is it to recruit qualified and suitable employees into your organization? (Results weighted by size of the workforce in each region.)

Source: Q2, Employer Questionnaire, 2019, n=22



10. Questionnaire results have been weighted according to the size of the workforce in each region.

11. Results have been weighted according to the size of workforce in each region. See Figure 2.

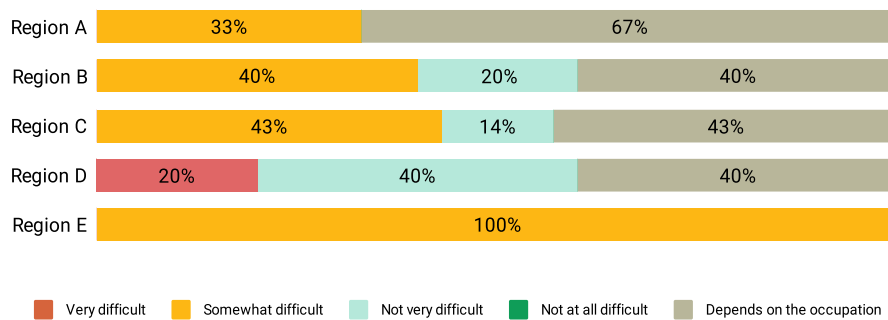
There is some regional variation in employers' experiences with recruitment.¹² Employers in Regions B, C and, in particular, E are most likely to face challenges recruiting qualified and suitable employees. Employers in Region D are comparatively more likely

to indicate that recruitment is not very difficult, while employers in Region A are most likely to report that recruitment challenges depend on the occupation under consideration. (See Figure 7)

Figure 7: Regional differences in employer perspectives on how difficult it is to recruit employees

Generally speaking, how difficult is it to recruit qualified and suitable employees into your organization?

Source: Q2, Employer Questionnaire, 2019, n=22



Finding 2: Overall, employers identify “Engineering” as their most difficult-to-fill occupation group, followed by “Parks, Recreation & Culture (excluding operations)” and “Operation & Trade.”

“Engineering” followed by “Parks, Recreation & Culture (excluding operations)” and “Operation and Trades” are the most frequently cited occupation groups with difficult-to-fill positions. Specifically, 95% of employers report that they find it difficult to recruit

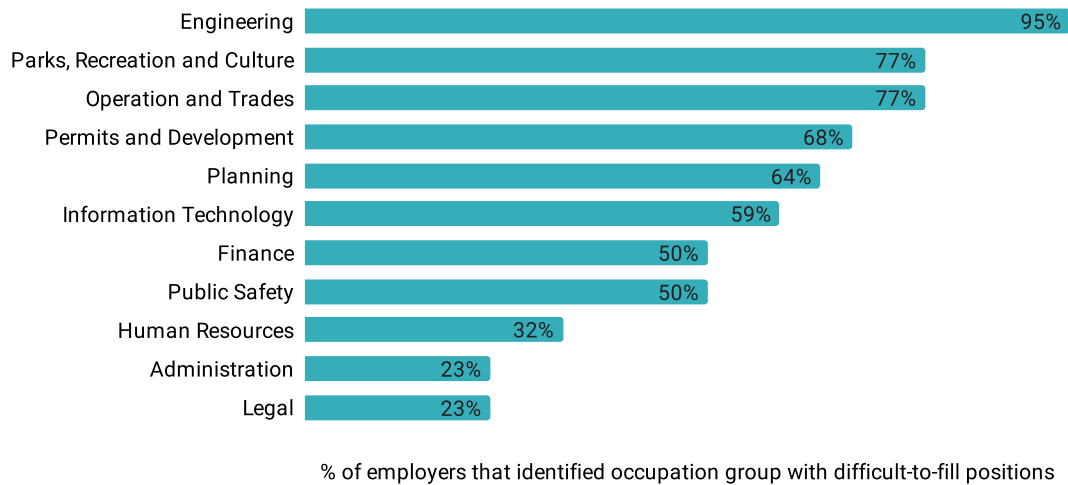
for positions in the “Engineering” occupation group, while close to 80% (77%) of employers are experiencing challenges recruiting for positions in the “Parks, Recreation and Culture”, and the “Operation and Trades” occupation groups.

12. Regions refer to regional groupings described in Figure 3. Numbers do not add up due to rounding.

Figure 8: Most frequently cited occupation groups with difficult-to-fill positions¹³

For which occupation groups have you had the most difficulty recruiting candidates with suitable qualifications?

Source: Q3, Employer Questionnaire, 2019, n=22



While employers in all regions find it difficult-to-recruit positions in the “Engineering” occupation group, there is some regional variation with other difficult-to-fill occupation groups. For example, employers in Region B experience significant (i.e. identified by 50% or more of employers) challenges in all occupation groups, except “Legal,” whereas other regions identify a select number of difficult-to-fill occupation groups. (See Figure 9)

13. Employers were asked to list positions within occupation groups that are difficult to fill, if any. Specifically, this question read, “For which positions have you had the most difficulty recruiting candidates with suitable qualifications? Please consider the occupation groups listed below. For each occupation group, please list the positions that have been most difficult to fill, if any.” (See question 3 in the employer questionnaire in Annex 2.) Several employers did not identify positions in a number of occupation groups. In addition, employers were not asked to provide a ranking of positions that are most difficult to fill.

Figure 9: Difficult-to-fill occupation groups by region¹⁴

FOR WHICH OCCUPATION GROUPS HAVE YOU HAD THE MOST DIFFICULTY RECRUITING CANDIDATES WITH SUITABLE QUALIFICATIONS?

REGION A	REGION B	REGION C	REGION D	REGION E
(Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler)	(Burnaby, Metro Vancouver Regional District, New Westminster, Richmond, Vancouver)	(Abbotsford, Chilliwack, Delta, Langley City, Langley Twp, Surrey, Tsawwassen, White Rock)	(Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody)	(Anmore, Belcarra, Bowen Island)
Engineering (100%)	Engineering (100%)	Engineering (100%)	Engineering (100%)	Engineering (50%)
Operation and Trades (100%)	Operation and Trades (100%)	Parks, Recreation and Culture (71%)	Operation and Trades (100%)	Operation and Trades (50%)
Permits and Development (100%)	Parks, Recreation and Culture (100%)	Permits and Development (71%)	Parks, Recreation and Culture (100%)	Planning (50%)
Parks, Recreation and Culture (67%)	Information Technology (100%)	Planning (71%)	Information Technology (80%)	Finance (50%)
	Public Safety (80%)	Information Technology (57%)	Permits and Development (60%)	
	Human Resources (80%)	Public Safety (57%)	Planning (60%)	
	Permits and Development (80%)		Finance (60%)	
	Planning (80%)			
	Finance (80%)			
	Administration (60%)			

SOURCE: Q3, EMPLOYER QUESTIONNAIRE, 2019, N=22

14. Occupation groups are included in this figure if they were identified by 50% or more of questionnaire respondents.

Finding 3: Overall, employers find that Construction Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153), and Civil Engineering Technologists and Technicians (NOC 2231) are their most difficult-to-fill positions.

Employers identified specific positions that are particularly difficult to fill. Overall, these include Construction Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153), and Civil Engineering Technologists and Technicians (NOC 2231).¹⁵

Specifically, 68% of employers identified Construction Inspectors (including Civil Inspectors, Welding Inspectors, Plan Checkers, and Building Inspectors) as difficult to fill, while 59% pointed to Urban and Land Use Planners (including Planners, Park Planners, Urban Design Planners, and Heritage Planners) as difficult to fill. Civil Engineering Technologists and Technicians (including Engineering Technician/Technologists and Transport Technicians) were identified by just over half (55%) of employers. Other difficult-to-fill positions are included in Figure 10.

Figure 10: Employer perspectives on positions that are most difficult-to-fill¹⁶

FOR WHICH POSITIONS HAVE YOU HAD THE MOST DIFFICULTY RECRUITING CANDIDATES WITH SUITABLE QUALIFICATIONS?

OCCUPATION GROUP	NOC CODE	NOC DESCRIPTION	# CITATIONS	% OF TOTAL RESPONSES
Engineering, Permits and Development, Planning	2264	Construction Inspectors	15	68%
Parks, Recreation and Culture (excluding operations), Planning	2153	Urban and Land Use Planners	13	59%
Engineering, Planning, Permits and Development	2231	Civil Engineering Technologists and Technicians	12	55%
Parks, Recreation and Culture (excluding operations)	5254	Program Leaders and Instructors in Recreation, Sport and Fitness	9	41%
Operation and Trades	9243	Water and Waste Treatment Plant Operators	9	41%
Engineering	2131	Civil Engineers	7	32%
Information Technology, Operation and Trades	2171	Information Systems Analysts and Consultants	7	32%
Engineering, Operation and Trades	7312	Heavy-Duty Equipment Mechanics	7	32%

15. It is important to note that in the employer questionnaire, the majority of employers identified challenges with “Engineers”, “Engineering Technologists” and “Engineering Technicians”. “Engineers” were mapped to NOC 2131 (Civil Engineers) and “Engineering Technologist” and “Engineering Technicians” were mapped to NOC 2231 (Civil Engineering Technologists and Technicians). These assumptions were made by the research team.

16 The positions identified in this visual were cited by a minimum of 20% of questionnaire respondents (i.e. by a minimum of 5 respondents).

OCCUPATION GROUP	NOC CODE	NOC DESCRIPTION	# CITATIONS	% OF TOTAL RESPONSES
Parks, Recreation and Culture (excluding operations), Engineering, Planning, Operation and Trades	2225	Landscape and Horticultural Technicians and Specialists	6	27%
Public Safety	4423	By-law Enforcement and Other Regulatory Officers, n.e.c.	6	27%
Engineering, Operation and Trades	7442	Waterworks and Gas Maintenance Workers	6	27%
Administration, Legal, Public Safety	1411	General Office Support Workers	5	23%
Parks, Recreation and Culture (excluding operations), Operation and Trades	6733	Janitors, Caretakers and Building Superintendents	5	23%
Engineering	0211	Engineering Managers	5	23%
Parks, Recreation and Culture (excluding operations), Planning	0412	Government Managers - Economic Analysis, Policy Development and Program Administration	5	23%

SOURCE: Q3, EMPLOYER QUESTIONNAIRE, 2019, N=22

As with occupational groups, there is some regional variation with respect to positions. Employers in Region A, B and C all found Construction Inspectors (NOC 2264) to be most difficult to fill. Employers in Region D were most likely to point to challenges filling Civil Engineering Technologist and Technicians (NOC 2231). Employers in Region E identified four difficult-to-fill positions, only two of which are also considered difficult to fill in other regions, i.e. Water and Waste Treatment Plant Operations (NOC 9243) and Engineering Managers (NOC 0211).¹⁷

¹⁷ Specifically, employers in Region E identified Senior Managers (financial, communications and other business services) (0013) and Planning Managers (0212) as among their most difficult-to-fill positions. These positions are not among the most difficult-to-fill positions identified by employers in other regions.

Figure 11: Regional variation in most difficult-to-fill positions

FOR WHICH OCCUPATION GROUPS HAVE YOU HAD THE MOST DIFFICULTY RECRUITING CANDIDATES WITH SUITABLE QUALIFICATIONS?)

POSITION	REGION A (%)	REGION B (%)	REGION C (%)	REGION D (%)	REGION E (%)
	(Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler)	(Burnaby, Metro Vancouver Regional District, New Westminster, Richmond, Vancouver)	(Abbotsford, Chilliwack, Delta, Langley City, Langley Twp, Surrey, Tsawwassen, White Rock)	(Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody)	(Anmore, Belcarra, Bowen Island)
Construction Inspectors (2264)	100%	100%	86%	60%	0%
Urban and Land Use Planners (2153)	33%	100%	57%	40%	0%
Civil Engineering Technologists and Technicians (2231)	67%	40%	57%	100%	0%
Program Leaders and Instructors in Recreation, Sport and Fitness (5254)	100%	40%	29%	60%	0%
Water and Waste Treatment Plant Operators (9243)	33%	40%	29%	60%	50%
Civil Engineers (2131)	0%	60%	29%	40%	0%
Information Systems Analysts and Consultants (2171)	33%	100%	0%	20%	0%
Heavy-Duty Equipment Mechanics (7312)	67%	80%	0%	20%	0%
Landscape and Horticultural Technicians and Specialists (2225)	0%	60%	43%	0%	0%
By-law Enforcement and Other Regulatory Officers, n.e.c. (4423)	33%	40%	29%	20%	0%
Waterworks and Gas Maintenance Workers (7442)	67%	0%	43%	20%	0%

POSITION	REGION A (%)	REGION B (%)	REGION C (%)	REGION D (%)	REGION E (%)
	(Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler)	(Burnaby, Metro Vancouver Regional District, New Westminster, Richmond, Vancouver)	(Abbotsford, Chilliwack, Delta, Langley City, Langley Twp, Surrey, Tsawwassen, White Rock)	(Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody)	(Anmore, Belcarra, Bowen Island)
Janitors, Caretakers and Building Superintendents (6733)	0%	40%	14%	40%	0%
Engineering Managers (0211)	0%	20%	29%	20%	50%
Government Managers - Economic Analysis, Policy Development and Program Administration (0412)	0%	40%	43%	0%	0%

SOURCE: Q3, EMPLOYER QUESTIONNAIRE, 2019, N=22 (REGIONAL VARIATION BY PERCENTAGE OF RESPONSES)

During focus groups, employers identified additional positions that are difficult to fill across occupation groups. These are largely employer-specific and include the following:

- Finance positions, including Financial Analysts and Payroll Clerks
- Civilian Police/RCMP positions¹⁸, including Telecommunications Operators (levels 1, 2 and 3); Records Clerk; and Police Accountants Clerk
- Engineering Inspectors
- Ice/Refrigeration positions
- Finance Clerks and Building and Permit Clerks
- Positions that require GIS expertise
- City Clerks, Committee Clerks, Records and Archives

It is interesting to compare the results of the employer questionnaire related to difficult-to-fill positions and the findings from an analysis of the recruitment data collected by RES.¹⁹ Specifically, in collecting recruitment data, RES asked employers to provide information related to the number of applications received per posting, time to fill each posting, and how often a job advertisement was reposted. There is some overlap between the employer questionnaire results and findings from the RES recruitment data. However, according to the recruitment data collected by RES data, there is no overlap between the 15 positions identified by employers as difficult to fill in the employer questionnaire and the 15 positions that take the longest average time to fill. There is also no overlap between the 15 positions that employers identify as difficult to fill in the employer questionnaire and the 15 positions that receive the fewest applications per job posting. However, 4 of the 15 positions that

18 While Police officers (except commissioned) (NOC 4311) and Commissioned police officers (NOC 0431) are out of scope for this project, a number of the civilian positions associated with policing (e.g. telecommunications operators, records clerks, and accountants) are in-scope.

19. As noted in the methodology section, the RES recruitment dataset comprises 2018 job postings from 17 employers.

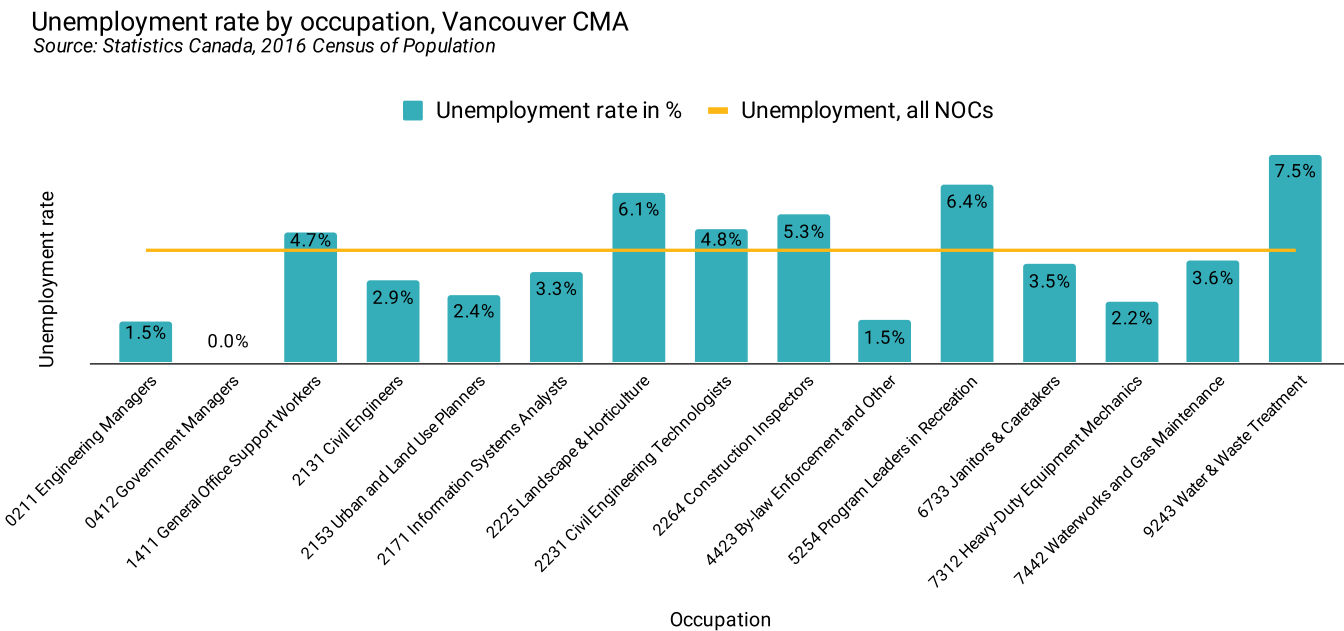
employers find most difficult to fill also experience high rates of re-postings (i.e. a high number of repostings per opening)²⁰. While these results are summarized in Annex 7, these findings may suggest that the distribution of a regular questionnaire to employers may be a more effective method for obtaining accurate information around difficult-to-fill positions when compared to periodically collecting recruitment data and inferring from that data what positions are difficult to fill.

Finding 4: There is some evidence to suggest that a number of the positions that employers find most difficult to fill are not necessarily difficult to fill in the broader economy. This may mean that there

are characteristics or considerations specific to local government work that make these positions difficult to fill for employers. It may also mean the applicants for local government positions do not have the required skills by local government employers.

An analysis of 2016 Census data²¹ indicates that unemployment rates among six of the positions that employers find most difficult to fill, including Construction Inspectors (NOC 2264) and Civil Engineering Technologists and Technicians (NOC 2231), are slightly higher than the total unemployment rate in the Vancouver Census Metropolitan Area (CMA).²²

Figure 12: Unemployment among employers' most difficult-to-fill positions²³



In addition, average vacancy rates in four positions that employers find difficult to fill, including Construction Inspectors (NOC 2264), are the same or lower than the average national vacancy rate.

20. These four positions include: By-law Enforcement and Other Regulatory Officers, n.e.c. (NOC 4423); Civil Engineers (NOC 2131); Engineering Managers (NOC 0211); and Waterworks and Gas Maintenance Workers (NOC 7442)

21. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016298. Note: Labour Force Survey data, which would provide more recent insights into unemployment, are only available at the 2-digit NAICS and NOCs level. For this reason, Census 2016 data was selected as the most reliable data source for unemployment at the 4-digit NOCs level.

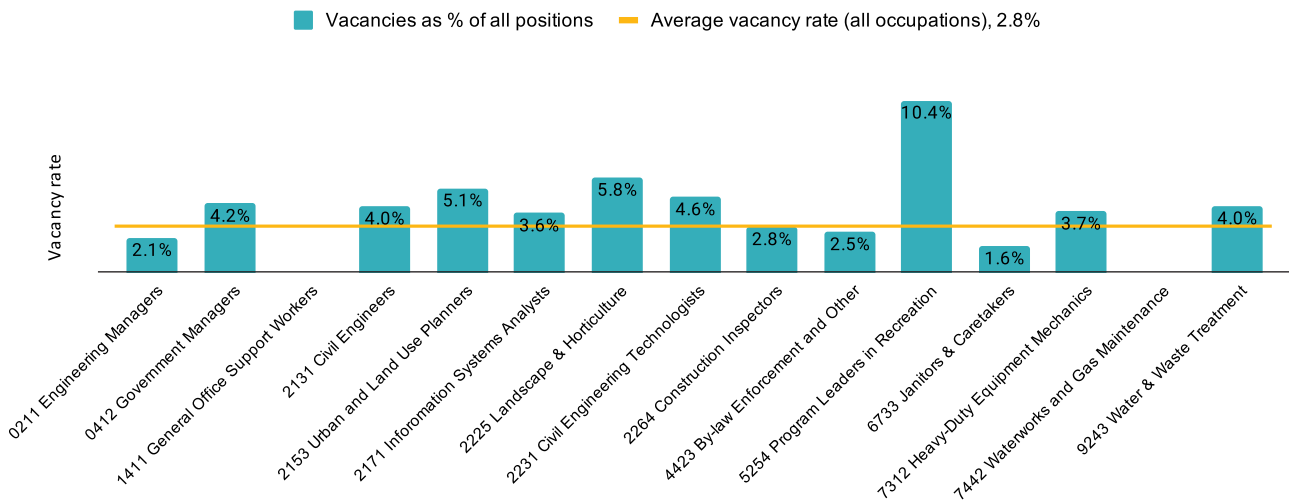
22. The Vancouver CMA includes 23 of the 26 employers in scope for this project. It does not include Whistler, Abbotsford or Chilliwack.

23. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016298.

Figure 13: Job vacancy rates in most difficult-to-fill positions²⁴

Job vacancy rates by occupation, 2017, Canada

Source: *Job Vacancy and Wage Survey, 2017*



While unemployment and vacancy rates may not be comparable in this case,²⁵ it is nonetheless interesting to observe that an analysis of unemployment and job vacancy data suggests that a number of the positions that employers find difficult to fill in local government are not necessarily difficult to fill in the broader economy. This may mean that there are characteristics or considerations specific to local government work that make these positions difficult to fill for employers. It may also mean the applicants for local government positions do not have the skills required by local government employers. These findings are discussed in more detail below.

Finding 5: Employers identified a number of reasons that certain occupation groups and particular positions are difficult to fill, including a lack of skills and experience among applicants, the perception that there is an imbalance between the cost of living and compensation, and a general lack of awareness of opportunities in the sector. Other drivers include a perception that local government work does not offer sufficient career development and advancement opportunities or flexible work options. Ambiguous job descriptions, and employment status were also identified. Results from a general population survey reinforce some of these findings.

24. Source for total payroll employees: Statistics Canada. Table 14-10-0001-01 Average full-time hourly wage paid and payroll employment by type of work, economic region and occupation
 Source for job vacancies: Statistics Canada. Table 14-10-0328-01 Job vacancies, proportion of job vacancies and average offered hourly wage by selected characteristics, quarterly, unadjusted for seasonality. Source for average job vacancy rate: Statistics Canada. Table 14-10-0326-01 Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by industry sector, quarterly, unadjusted for seasonality
 Note: interpret data for NOC 0412, NOC 2264, NOC9243 with caution (data quality indicated as "use with caution" by Statistics Canada). Data for NOC 1411 and NOC 7442 not published by Statistics Canada because data are not reliable. Because B.C.-specific data are not reliable due to sample size, job vacancy rates are based on national-level data collected in 2017.

25 Unemployment rates are based on data collected in 2016 and are specific to the Vancouver CMA. Because B.C.-specific data are not reliable due to sample size, job vacancy rates are based on national-level data collected in 2017. There may be unique factors that impact the Vancouver CMA that are not as relevant at the national level or vice versa. In addition, unemployment relates to supply whereas vacancies indicate demand for workers.

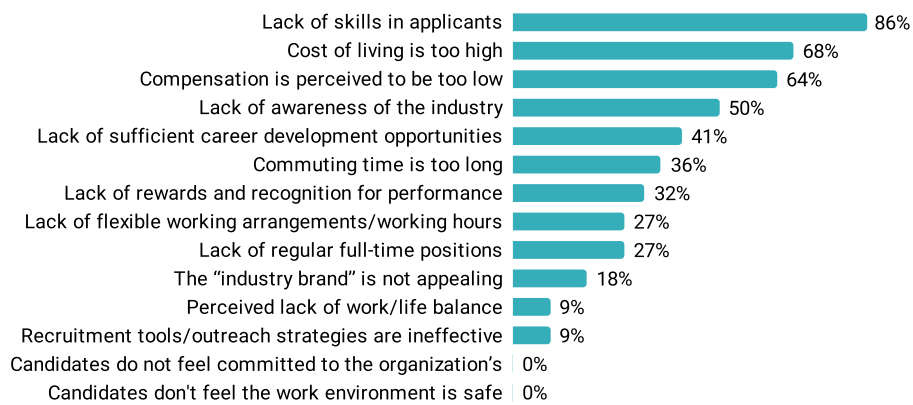
Employers identified a number of reasons that certain occupation groups and particular positions are difficult to fill. Specifically, most employers (86%) pointed to the fact that applicants do not have the skills, qualifications, and/or experience that a position requires. This aligns with the observations made under Finding 4, that is, that many of the positions that employers find difficult to fill are not necessarily difficult to fill in the broader economy, potentially pointing to

a disconnect between employer requirements and the skill level of applicants. Other frequently cited reasons for recruitment challenges relate to the fact that the cost of living makes it difficult to attract qualified candidates (68%) and that employee compensation is perceived to be lower in local/regional government than in competing industries (64%). A general lack of awareness about the industry was also identified as a key driver by half (50%) of all employers.

Figure 14: Employer perspectives on why certain positions are difficult to fill

Generally speaking, why do you think these positions are difficult to fill?

Source: Q4, Employer Questionnaire, 2019, n=22



As illustrated in Figure 15, there are some regional differences in the drivers of recruitment challenges. For example, concerns related to the cost of living are most acute among employers in Regions A, B, and E but are less of a concern in Regions C and D. According to employers, employee compensation relative to competitor industries is a particular challenge in Regions D and E and, to a lesser extent, Regions A and C. Commuting time is a central concern in Regions A and, to a lesser extent, E but is not a significant concern elsewhere. These results align with focus group discussions in which employers from some, principally smaller, municipalities noted that the comparatively more manageable cost of living and limited commute times help them attract candidates.

Insufficient career development and advancement opportunities is a central concern in Region B and, to a lesser extent, Regions D and E but is not a significant concern in Regions A or C. This may reinforce focus group findings that smaller municipalities may offer access to more diverse work (i.e. less siloing) than larger municipalities. Employers in Region B and, to a lesser extent, Regions C and D feel that a lack of industry awareness is driving recruitment challenges. This is not a concern for employers in Regions A or E.

Figure 15: Regional perspectives on drivers of recruitment challenges²⁶

GENERALLY SPEAKING, WHY DO YOU THINK THESE POSITIONS ARE DIFFICULT TO FILL?

	REGION A	REGION B	REGION C	REGION D	REGION E
Applicants do not have the required skills, qualifications and/or experience	100%	100%	86%	80%	50%
Cost of living makes it difficult to attract qualified candidates	100%	100%	43%	40%	100%
Employee compensation is perceived to be lower than in competing industries	67%	40%	57%	80%	100%
Commuting time makes it difficult to attract qualified candidates	100%	40%	29%	0%	50%
Qualified candidates do not see sufficient career development and advancement opportunities	0%	80%	14%	60%	50%
There is a lack of awareness of the industry	0%	80%	57%	60%	0%

SOURCE: Q4: EMPLOYER QUESTIONNAIRE, 2019, N=22

Focus group discussions provided additional insight into employer perspectives on the drivers of recruitment challenges. Many employers identified a perceived imbalance between the cost of living and compensation as key drivers of recruitment challenges. Participants expressed the view that the impact of the high cost of living in many regions, often driven by housing affordability and availability, is exacerbated by the fact that compensation packages in local government are not always robust enough to attract candidates or are not perceived to be competitive with those offered by other (often private sector) employers. According to employers, this is particularly true for positions in difficult-to-fill occupations groups, such as Engineering, Permits and Development and Information Technology (IT). Collective Agreements can limit employer flexibility regarding compensation. Anecdotally, a number of employers noted that they have, at times, received interest from qualified out-of-province candidates.

However, once candidates come to understand the relationship between cost of living and compensation, they withdraw their applications.

A number of employers pointed to a lack of awareness among potential candidates of the career development and growth opportunities that local government can offer. As a result, qualified individuals are not aware of or interested in applying to local government positions. In some cases, the lack of career opportunities may be more than a perception. Employers pointed to positions in the IT occupation group, as an example. As an ever-evolving industry, IT professionals are particularly interested in pursuing continuous learning and working with up-to-date technology, opportunities that may be limited and/or delayed in local government. In other words, local government employers may not be able to provide the kinds of opportunities that IT professionals are likely to value.

26. This figure includes those drivers of recruitment challenges that were referenced by more than a third of employers.

Related to this, employers observed that development of career paths is not consistently practiced across their organizations. This may result in lost opportunities for recruitment. For example, younger people who work in local government while pursuing their education (e.g. a summer Lifeguard) are often not made aware of the many opportunities in the sector. They are therefore less inclined to seek employment with local government on graduation. In addition, because a number of positions (e.g. Planners) often require work experience, it is difficult for local government employers to hire recent graduates. In the absence of entry level opportunities, these recent graduates may choose to start and advance their careers in other sectors.

Some employers reported that they are not in a position to provide robust flexible working arrangements and that this is unattractive to many candidates.²⁷ One focus group participant noted that they have started to inform candidates that they do not offer flexible working arrangements early in the application process because many candidates pull their applications once they learn that these arrangements are not available. However, at the same time, employers observed that applicants, particularly those who work in high pressure, high volume industries such as engineering, law, and finance are often drawn to the work-life balance opportunities provided by local government.

Employers also pointed to the fact that job descriptions may be ambiguous or misleading and do not necessarily accurately reflect the nature of the job and/or the diversity and value of the work. For example, one employer remarked that a recent job posting for a position related to climate action was advertised as a sustainability-related position. This may have precluded qualified applicants with a particular interest in climate action.

Another major driver of recruitment challenges relates to employment status. Specifically, employers noted that temporary, auxiliary, and casual positions are often difficult to fill.²⁸ This challenge is particularly acute for positions in the Parks, Recreation, and Culture occupation group where many positions are seasonal or casual.

During interviews, employees were asked for their perspectives on why employers may be having a difficult time recruiting and retaining qualified candidates, either in their occupation groups specifically or in local government more generally. A number of employees (4 out of 7) noted that there is a perception that the compensation and incentives offered by local government are not competitive with the private sector, a challenge which is exacerbated by the high costs of living in the Lower Mainland. These views were shared across occupation groups. Other challenges identified by employees included limited access to flex time/telecommuting options (2 out of 7), an overall lack of understanding of the career opportunities offered by local government (2 out of 7) and limited career advancement and diverse work opportunities (2 out of 7).

27. Some employers are able to provide different types of flexibility (e.g. Regular Days Off). Another employer is piloting a telecommuting program. However, for the most part, employers reported that they are not able to offer robust flexible working arrangements.

28. Note: A Regular Full-Time employee (RFT) is an employee who is employed on a full-time basis for an indefinite period of time. A Temporary Full-Time employee (TFT) is an employee who is employed on a full-time basis but for a definite and limited period of time. A Regular Part-Time employee (RPT) is an employee who is employed on a regular part-time schedule of weekly hours that are less than the number constituting full-time, for an indefinite period of time. An Auxiliary employee or Casual employee is any other employee, specifically, those who work less than a certain number of hours per week (e.g. 24 hours or less) or those who work less than the normal work week or work day for that position. Casual employees may be hired on a seasonal basis in some local governments. (Note: each employer has definitions set out in their Collective Agreements. Therefore, definitions may vary from one employer to another.)

See Annex 9 for a summary of a 2016 survey conducted by Insights West on behalf of the Canadian Association of Municipalities on related subject matter.

Finding 6: Results from a general population survey and engagement with high school students reinforce employers' perspectives that there is a general lack or limited knowledge of the types of work and career opportunities offered by local government.

Results from the general population survey conducted for this report²⁹ as well as a recent informal survey of high school students reinforce employer perspectives³⁰ that there is a general lack or limited knowledge related to the types of work and career opportunities offered by local government. When respondents to the general population survey were asked to identify jobs and careers in municipal/local government, the most common response was "I don't know," (30%) followed by elected positions (28%), administrative jobs (23%), and city maintenance (20%). There is limited variance in responses based on gender, age, or regional location of respondents. This points to potential opportunities to enhance the perception of local government and to raise awareness about the diversity of careers available.

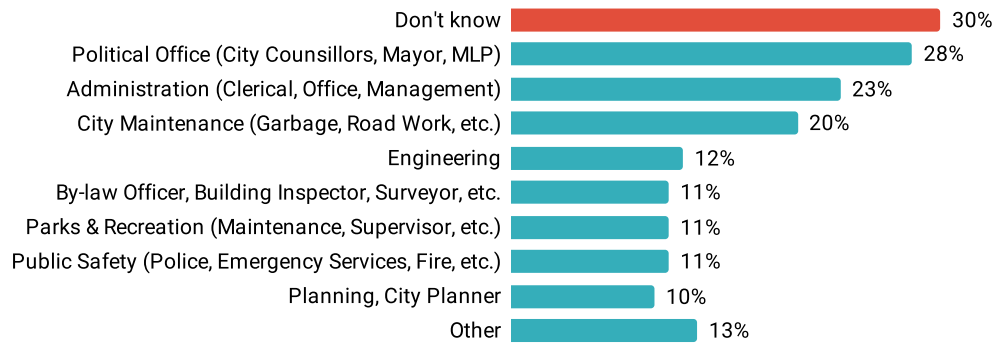
29. Justason Market Intelligence. October 2019. Omnibus survey of the general population in the Metro Vancouver region. A number of questions in this survey were designed specifically to inform the outcomes of this current report. More details on this omnibus survey are provided in the Methodology section of this report. The questions asked in the survey are provided in Annex 5 of this report

30 Regional Employers Services. December 2019. 325 students in grades 10 to 12 responded to a voluntary and informal survey during Education Career Fair (ECF) Events held in Surrey and Vancouver. The survey was conducted by Regional Employers Services in order to enhance understanding of youth awareness of local government services and career opportunities.

Figure 16: General perceptions of opportunities in local government³¹

When thinking about jobs and careers in municipal/local government, which positions come to mind? (Name up to three.)

Source: 2019 Omnibus Survey, Q2, n=641



An informal survey of grade 10 to 12 students who attended a Vancouver and Surrey education career fair in late 2019 reveals that high school students also have a limited understanding of local government work.³² When asked to identify careers in local government, a significant number of students identified positions that are outside of the scope and responsibility of local government, including for example members of the House of Commons and Parliament, as well as the Prime Minister.³³ There may therefore be value in raising general awareness around local government work among high school students.

Finding 7: While overall perceptions of local government work are favourable, there may be opportunities to increase awareness around the diversity of career opportunities and the other advantages that local government work provides.

31. Justason Market Intelligence. October 2019. Omnibus survey of the general population in the Metro Vancouver region.

32. Regional Employers Services. December 2019. 325 students in grades 10 to 12 responded to a voluntary and informal survey during Education Career Fair (ECF) Events held in Surrey and Vancouver. The survey was conducted by Regional Employers Services in order to enhance understanding of youth awareness of local government services and career opportunities.

33. Students were asked the following question: "When you think of a career in local government, what are the first couple of words that come to mind?"

According to the general population survey conducted for this report, overall, 60% of respondents were very likely (27%) or somewhat likely (33%) to recommend a job in municipal/local or regional government to a friend or family member.³⁴ There was limited variance in responses based on the gender or age of the respondent. However, people with previous experience working with local government were more likely than those without this experience to recommend a local government job to family or friends. Specifically, 71% of individuals with previous local government work experience were very likely (31%) or somewhat likely (40%) to recommend a job in local government to friends or family. This can be compared to the 58% of individuals without previous local government work experience who were very likely (26%) or somewhat

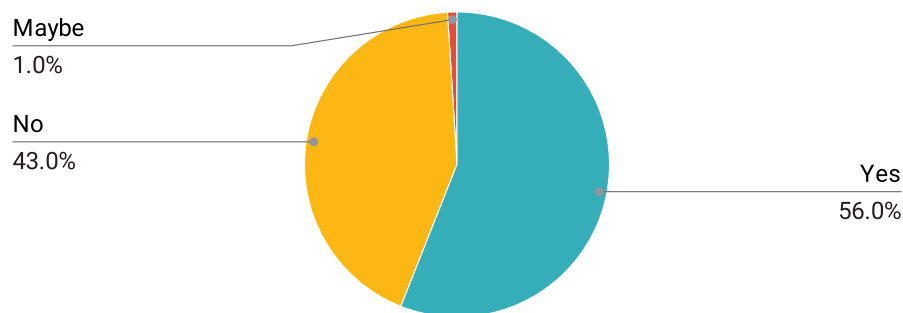
likely (32%) to do so. In other words, the majority of people, both with and without previous experience, have an overall favourable view of local government work. However, there are still opportunities to better promote the sector to an outside audience, including by using current employees as advocates.

Results from the informal survey with students in grades 10 to 12 reveal a fairly positive view of local government work³⁵. Just over half (56%) of survey respondents indicated that they would consider a career in local government. Many of the respondents who reported that they would not consider working with local government noted that they did not know enough about the work or they thought it was boring.

Figure 17: Perspectives of high school students on a career in local government³⁶

Would you consider a career in local government?

Source: High School Student Career Fairs, Surrey and Vancouver, 2019, n=325



Respondents to the general population survey conducted for this report were also asked about their perspectives on a number of aspects of local government employment. Close to 70% of

respondents indicated that local government work offers a competitive salary and benefits (72%), offers a good work/life balance (71%), provides meaningful work that makes a difference (70%), and offers a

34. Justason Market Intelligence. October 2019. Omnibus survey of the general population in the Metro Vancouver region.

35. Regional Employers Services. December 2019. 325 students in grades 10 to 12 responded to a voluntary and informal survey during Education Career Fair (ECF) Events held in Surrey and Vancouver. The survey was conducted by Regional Employers Services in order to enhance understanding of youth awareness of local government services and career opportunities.

36. Ibid.

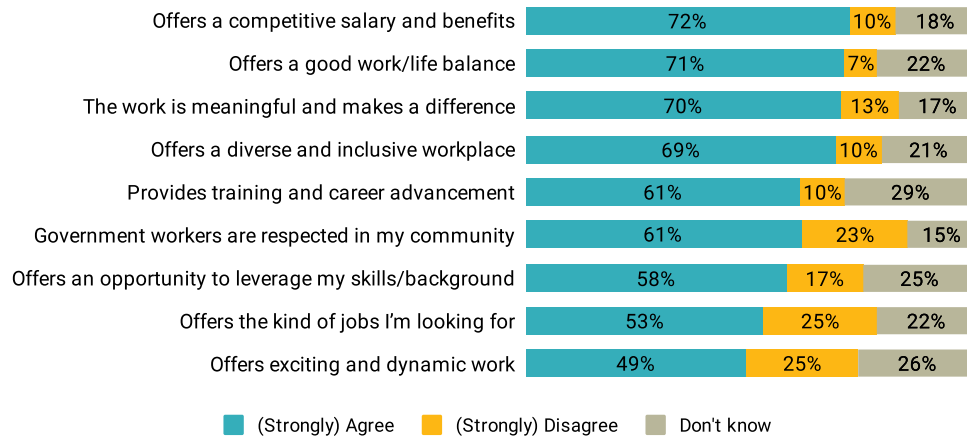
diverse and inclusive workplace (69%). However, approximately a quarter of respondents did not agree that local government offers exciting and dynamic work (25%) or provides the kinds of jobs they were seeking (25%). Approximately a fifth of respondents do not feel that government workers are respected in their communities (23%) or that local government

work offers an opportunity to leverage their skills/background (17%). These perceptions (i.e. around the nature and types of opportunities associated with local government work) may provide opportunity areas for local employers as they seek to enhance talent attraction.

Figure 18: Perspectives of the general population on different aspects of local government work³⁷

Based on your own experience or what you have heard from others, do you basically agree or disagree with the following statements.

Source: 2019 Omnibus Survey, Q3, n=641



There is limited variance in perspectives on these aspects of local government work across genders, regions, and previous experience working with local government. The most significant variation in responses relates to the ancestry and age of

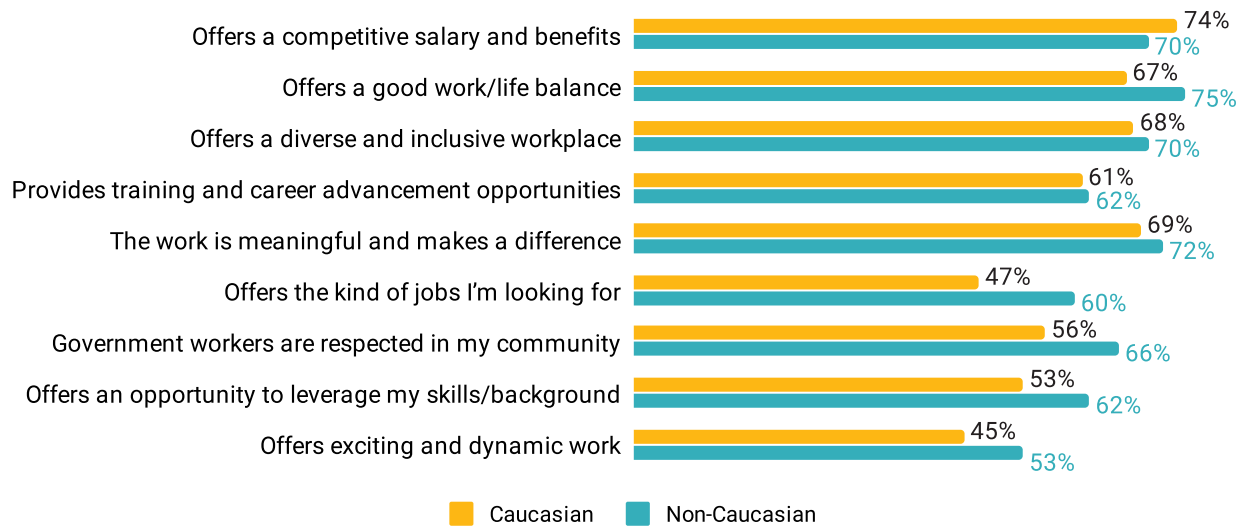
respondents. Specifically, respondents who do not identify as Caucasian are more likely than those who do to agree that work with local government offers the kinds of jobs they are seeking and that government workers are respected in their communities.

37. Justason Market Intelligence. October 2019. Omnibus survey of the general population in the Metro Vancouver region.

Figure 19: Perspectives of aspects of local government work by ancestry³⁸

Thinking now about your municipal/local government as an employer, based on your own experience or what you have heard from others, do you basically agree or disagree with the following statements:

Source: Q3, Omnibus Survey, by ancestry, Caucasian (n=328), Non-Caucasian (n=313)



In addition, the general population survey revealed that younger people (i.e. people between the ages of 18 and 34) are less likely than people in older age groups to agree that local government provides a competitive salary and benefits, good work life balance, a diverse and inclusive workforce, training and career development opportunities, and exciting and dynamic work. However, approximately two thirds of people in this age group tend to agree that government workers are respected in their community (63%), and that government work is meaningful and makes a difference (71%).

Finding 8: Employers tend to use a variety of (principally online) tools to recruit qualified candidates. Generally speaking, these tools align with those used by the general population. However, about a third of job seekers rely on advice

from family and friends and personal connections when looking for work. This points to the importance of enhancing general awareness of and perceptions around local government work across a broad audience.

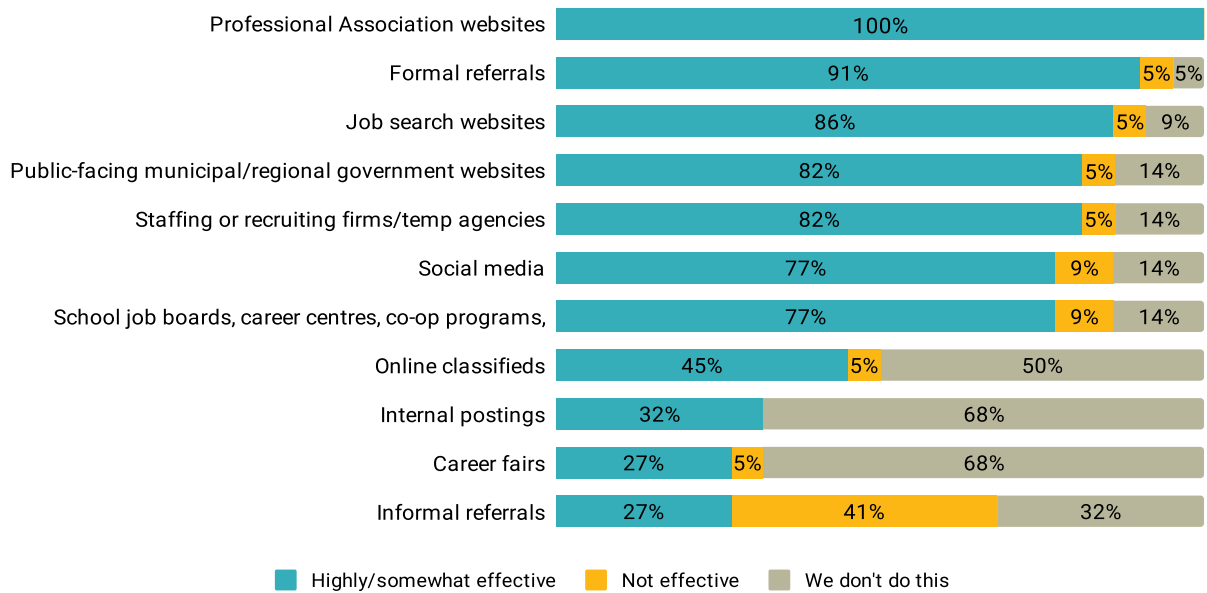
Employers tend to use a range of tools to recruit qualified candidates, some of which are more effective than others. Professional Association websites (used by all employers) are the most commonly used and most effective recruitment tools, followed by formal referrals (used by 96% of employers), job search websites (used by 91% of employers) and public-facing municipal/ regional government websites (82%).

38 Ibid.

Figure 20: The effectiveness of recruitment tools used by employers

What recruitment tools do you use to recruit for vacant positions and how effective are these tools?

Source: Q14, Employer Questionnaire, 2019, n=22



Results from a 2016 survey conducted by Insights West on behalf of the Canadian Association of Municipalities (CAMA) reveal the importance of using a variety of recruitment tools, including job search websites (e.g. Indeed.ca, Monster.ca, and Workopolis.com), websites for specific organizations, and online classified ads. About a third of job seekers rely on advice from family and friends (33%) and personal connections (31%) when looking for work. There is limited variance between national and B.C.-specific responses. This points to the importance of enhancing general knowledge and

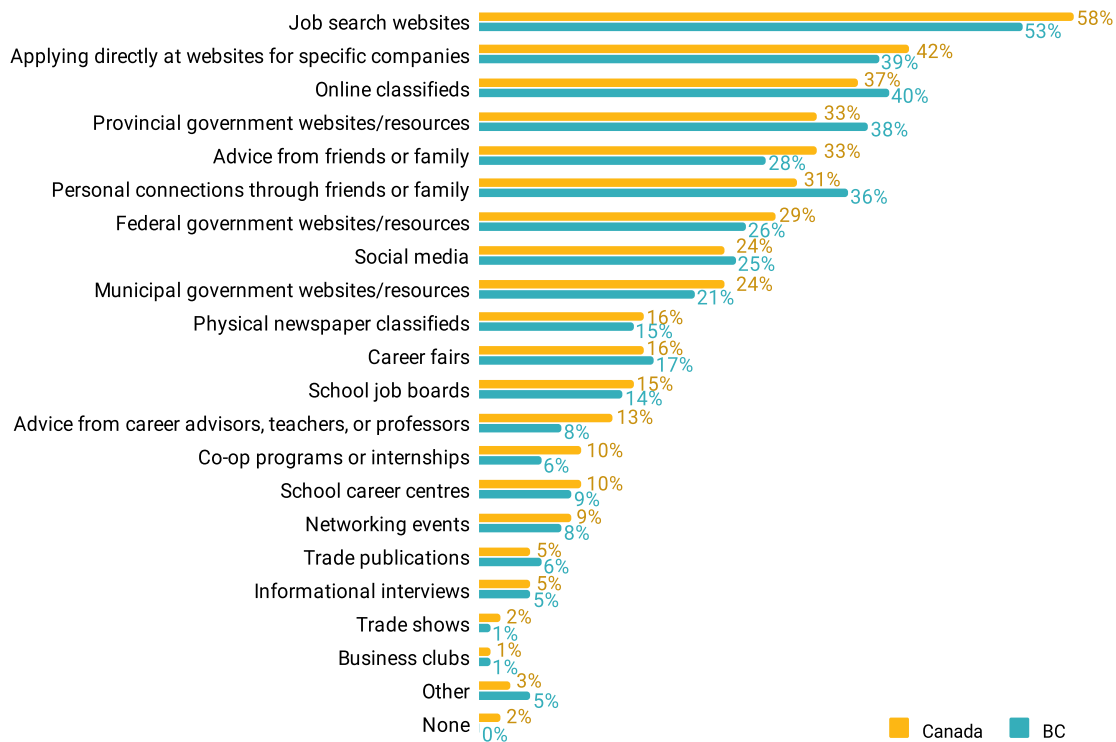
perceptions of local government work across a broad audience³⁹. Interviews with employees reinforce these findings. Most employees (6 out of 7) reported finding their first jobs in local government via an online posting. In addition, most employees (5 out of 7) explicitly sought out employment with local government during their job search. For a number of employees, this was based on a recommendation from an acquaintance.

39 CAMA and Insights West. February 2016. National Prospective Employee Research.

Figure 21: The general population's most commonly used job search tools⁴⁰

Thinking about the last time you were looking for a job, which of the following did you use or participate in during your job search?

Source: 2016 CAMA/Insights West survey, Canada (n=1,058), BC (n=152)



Employees identified a number of options when asked what employers could do to recruit more people into local government. They pointed to opportunities to increase outreach, particularly to students and to better leverage current employees as advocates (3 out of 7). They also identified opportunities to provide more incentives for working in local government (2 out of 7) and the need for a more robust reward system for high performance (2 out of 7).

40. Ibid. Note: B.C.-specific data should be interpreted with caution due to the small sample size.

2. How recruitment challenges may change over time

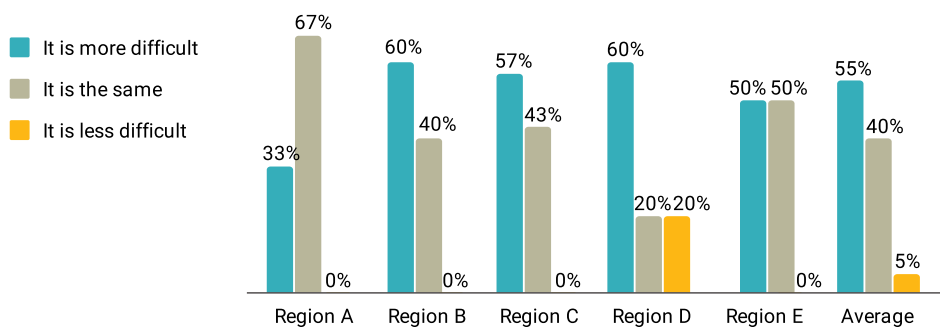
Finding 9: More than half of employers found recruitment more challenging this year⁴¹ compared to previous years. There is evidence to suggest that these challenges may persist or potentially intensify. Specifically, potentially high retirement rates, including among difficult-to-fill positions, changes to certification requirements for specific positions, the continued high cost of living in some regions, increased competition for workers, and the work patterns and expectations of younger workers may make recruitment more difficult over time.

Overall, a majority of employers (55%) found it more difficult to recruit qualified and suitable people this year compared to the last 3 to 5 years. A total of 40% of employers have not experienced any recent change with recruitment challenges, and an additional 5% observe that it is less difficult this year compared to previous years. There is some regional variance in employers' experiences. Notably, a majority of employers in Region A (67%) indicated that recruitment challenges are the same this year, compared to previous years. In addition, while most employers in Region D have found that recruitment challenges have recently intensified, a fifth (20%) indicated that it is less difficult to recruit this year compared to previous years.

Figure 22: Employers' experience with recruitment this year compared to previous years

Generally speaking, how would you compare your organization's experience recruiting qualified and suitable people for these difficult-to-fill positions this year compared to the last 3 to 5 years?

Source: Q5, Employer Questionnaire, 2019, n=22



41 In this and other similar questions, "this year" refers to 2019.

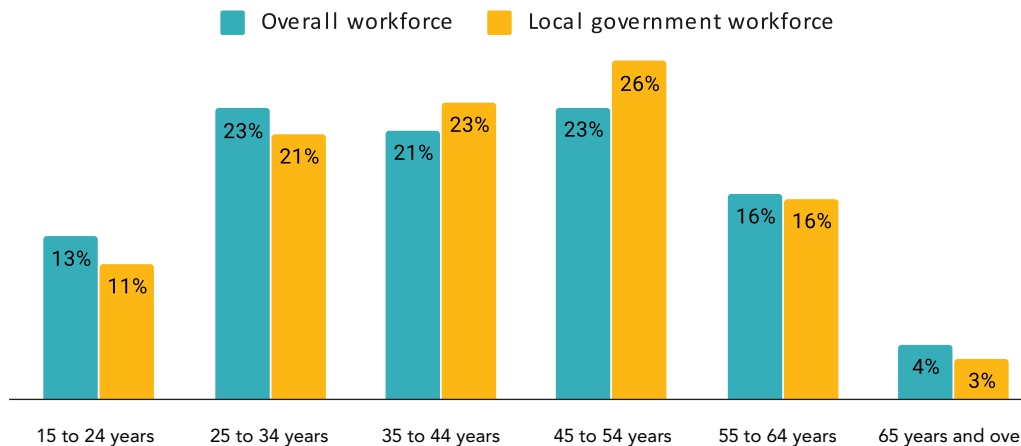
A review of age-related secondary data suggests that the local government workforce may experience high rates of retirements in the coming years, including in a number of difficult-to-fill positions (see Figures 23 and 24).⁴² This may place additional recruitment pressures on employers. While there is no mandatory retirement age in local government, the average retirement age for public sector employees in 2019 in

Canada was 62.6 years of age.⁴³ Close to 20% of the local government workforce is 55 years of age or older. This means that close to a fifth of the workforce may retire in the next few years. In addition, another 26% of local government employees are between the ages of 45 and 54, suggesting that the local government workforce may experience another significant wave of retirements in the next two decades.

Figure 23: Age distribution of the local government workforce⁴⁴

Age distribution in the local government workforce (NAICS 913) compared to the overall workforce in the Census Metropolitan Area of Vancouver

Source: Statistics Canada, 2016 Census of Population



Retirements are likely to impact employers' most difficult-to-fill positions. Data from the 2016 Census indicates that half (50%) of local government workers in NOC 2264 (Construction Inspectors) – one of the top three most difficult-to-fill positions according to employers – are 55 years of age or older, i.e. close to or over the average national retirement age.⁴⁵ In addition, while upcoming retirements may be slightly

less of a concern among the employers' other two most difficult-to-fill positions (i.e. NOC 2231 (Civil Engineering Technologists and Technicians) and NOC 2153 (Urban and Land Use Planners), more than 30% of the workforce in two additional difficult-to-fill positions is 55 years of age or older and therefore potentially approaching retirement age.⁴⁶

42. For the purposes of this report, local government workforce refers to individuals who, at the time of the 2016 Census, were employed or unemployed (where unemployed is without work but actively looking, on temporary leave, or starting work within four weeks) in NAICS 913.

43. Statistics Canada. January 2020. Table 14-10-0060-01 Retirement age by class of worker, annual

44. Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156.

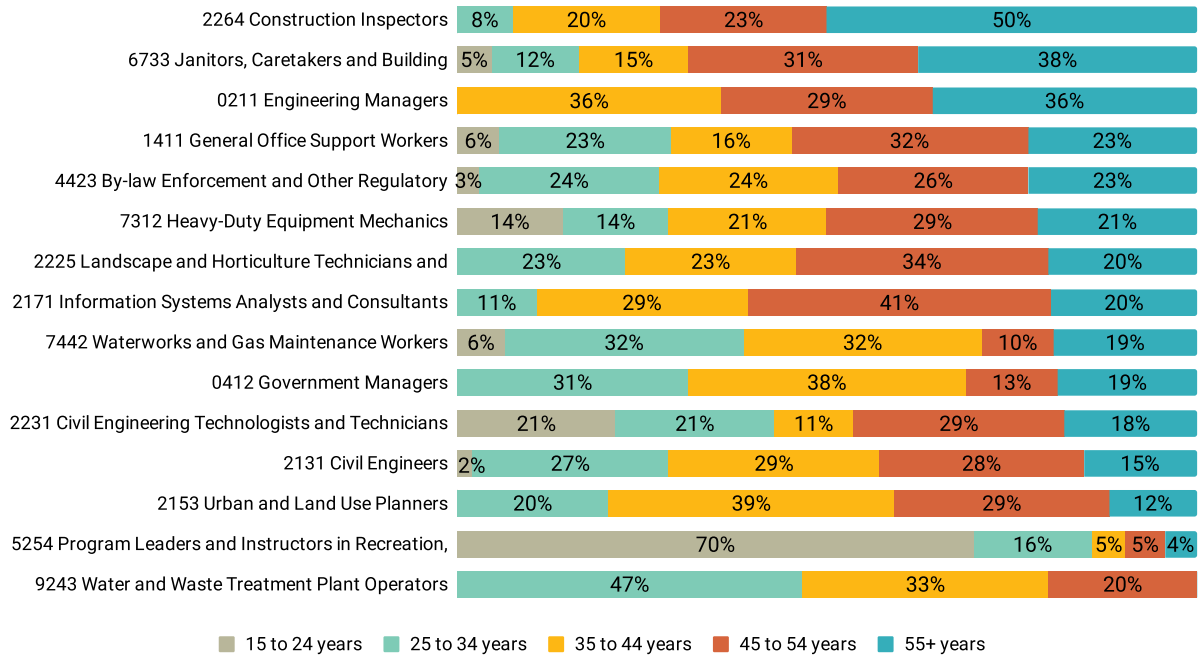
45. Ibid.

46. Ibid.

Figure 24: Age distribution of difficult-to-fill positions in local government, Vancouver CMA⁴⁷

Age distribution of local government workforce in difficult-to-fill positions in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



The High Demand Occupations list presented in the 2018 edition of WorkBC’s Labour Market Outlook (LMO) provides additional insight into how recruitment pressures may change over time.⁴⁸ This resource lists occupations that are expected to have above-average opportunities over the next 10 years (i.e. 2018 to 2028). It identifies the top 100 non-health occupations, plus 13 health occupations (out of a total of 500 occupations) that are likely to be in the greatest demand and to experience a tighter supply of labour over the next 10 years.

It is interesting to note that 5 of the 15 positions identified by employers as most difficult to fill are among the LMO’s high demand occupations.⁴⁹ These include the following:

- Program Leaders and Instructors in Recreation, Sport and Fitness (NOC 5254)
- Civil Engineers (NOC 2131)
- Information Systems Analysts and Consultants (NOC 2171)
- Engineering Managers (NOC 0211)
- Government Managers (NOC 0412)

47. Ibid.

48. WorkBC. 2018. [British Columbia Labour Market Outlook: 2018 Edition](#).

49. The top three positions that employers find most difficult to fill (i.e. NOC 2264 (Construction Inspectors), NOC 2231 (Civil Engineering Technologists and Technicians) and NOC 2153 (Urban and Land Use Planners) are not on this list. However, this may be due to the methodology used for determining which occupations are included on this list and, therefore, may not provide insight into whether or not these positions will be in demand over the next 10 years.

Focus group discussions with employers identified additional position-specific changes that may make recruitment more challenging in the coming years. For example, employers pointed to changes in certification requirements for most code-related positions (e.g. Building Inspectors, Plan Checkers, and Land Surveyors). Specifically, by 2021, these positions will require a Building Officials Association of British Columbia (BOABC) certification. While some employers are trying to support employees in covering the costs of acquiring this certification, exams are difficult and failure rates are high. In addition, because the BOABC is specific to B.C., it may become increasingly difficult to hire for these positions from outside of B.C. In light of these challenges, employers indicated that competition for individuals with the BOABC certification is likely to increase.

Employers also pointed to a number of other factors that may make recruitment more challenging. Many expressed continued concerns about the high cost of living in their regions. One employer noted that, as people start or grow their families, they are more likely to want to move to a location with affordable housing and an overall lower cost of living. An analysis of available data aligns with the perception that the cost of living is increasing. For example, according to data prepared by B.C. Stats, between January 2019 and January 2020, the Consumer Price Index (CPI) in both Vancouver and in B.C. overall increased by 2.2% (unadjusted) and 2.3% (unadjusted) respectively, compared to a national increase of 2.4% (unadjusted).⁵⁰ The costs of food and clothing, shelter (for both renters and owners) and transportation have all increased in B.C. since January 2019. While cost of living is a challenge for employers in particularly expensive regions, it may be an asset in comparatively less expensive locations.

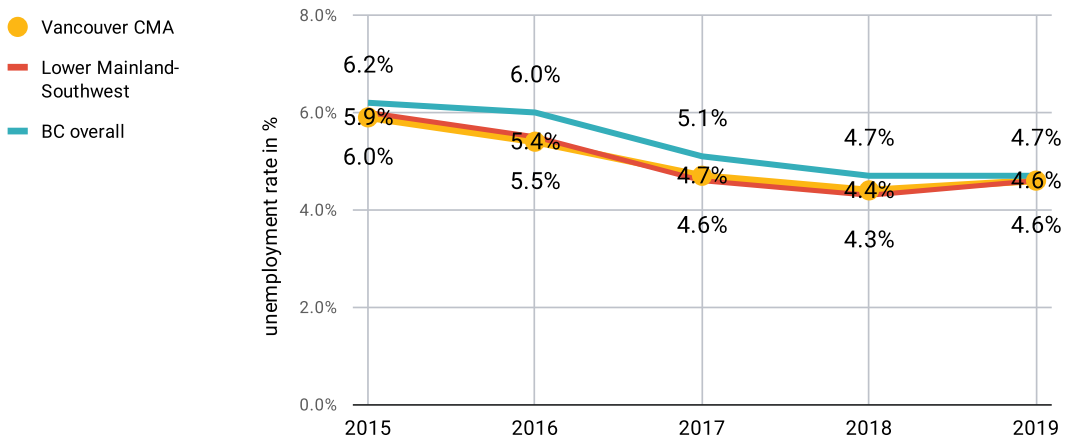
Others pointed to high rates of development in their regions and increased competition from other employers, noting that these changes may make it harder to recruit for a number of occupation groups (e.g. Engineering, Permits and Development, Planning, and Information Technology). Specifically, municipalities that are experiencing rapid development may experience a decrease in the supply of workers, particularly if unemployment rates continue to remain low or decline. (See Figure 25.) (It is important to note that there may be some regional variation vis-à-vis development plans; at least one employer noted that their municipality is experiencing a slowdown in development, in part due to a shift in Council priorities.) Increased competition from outside industries may also contribute to recruitment pressures.

50. BC Stats Consumer Price Index. Reference Date: January 2020 (Released February 2019). Available online at: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/consumerpriceindexhighlights_202002.pdf

Figure 25: Year over year unemployment rates in Vancouver CMA compared to other parts of BC⁵¹

Unemployment rate in Vancouver CMA compared to other parts of BC

Source: Statistics Canada, Labour Force Survey



In addition, several employers noted that the work patterns and expectations of the younger generation of workers may contribute to recruitment challenges. Specifically, several employers observed that younger generations are less likely to stay in their jobs for a long period of time. This leads to higher rates of turnover and, therefore, more recruitment pressures. These perceptions are supported by the literature, which finds that – overall – employee tenure (i.e. the amount of time an employee works for a specific employer) is higher among older workers than younger ones.⁵² Therefore, if older, more stable workers are increasingly replaced by younger, more transient workers, recruitment pressures may increase.

The expectations of younger workers might also affect local government recruitment efforts. Employers indicated that the lack of flexible working arrangements may be an obstacle to recruitment because younger people value this type of working arrangement. This analysis aligns with findings from the literature. According to Deloitte’s 2019 Global Millennial Survey, poor work/life balance and a lack of flexibility is one of the main reasons that Millennials and Gen Zs would consider leaving a job.⁵³ A 2016 study by PwC found that PwC Millennial employees have specific expectations when it comes to workplace productivity and flexibility. In particular, they do not believe that flexibility should be “measured by the number of hours worked at the office” but rather “by the output of the work performed.”⁵⁴

51. Statistics Canada. Table 14-10-0096-01 Labour force characteristics by census metropolitan area, annual, Vancouver CMA Data. Statistics Canada. Table 14-10-0090-01 Labour force characteristics by province, territory and economic region, annual. Lower Mainland and BC data.

52. U.S. Bureau of Labor Statistics. 20 September 2018. [Employee Tenure Summary](#).

53. Deloitte. 2019. [The Deloitte Global Millennial Survey 2019: Societal discord and technological transformation create a “generation disrupted”](#).

54. PwC. 2016. [PwC’s NextGen: A global generational study](#).

It is worth noting, however, that research suggests that younger generations of workers are particularly interested in work that aligns with their values. A recent study by the University of Waterloo found that younger workers value benevolence (i.e. helping others) and are likely to turn down a job if they feel their values do not align with those of prospective employers.⁵⁵ A 2019 study on the world's most attractive employers also found that Generation Z employees are more interested in being dedicated to a cause than Generation Y workers.⁵⁶ This could be an important selling feature of local government work, which can provide meaningful and impactful work across a range of issues. Indeed, findings from the general population survey reveal that younger people (i.e. ages 18 to 34) are likely to report that government workers are respected in their community (63%), and that government work is meaningful and makes a difference (71%).

Finding 10: Employers feel that the proliferation of technology is unlikely to reduce workforce pressures but will drive the need for specialized skills for new and existing staff. In addition, although uptake is limited, most employers see the potential of technology in supporting recruitment processes, while only a small number of employers believe that technology will play a central role in facilitating flexible working arrangements.

When asked how a range of technologies might influence their workforce requirements in the future,⁵⁷ most employers emphasized that increased use of technology would drive a need for more specialized skills or, at a minimum, a higher level of awareness or comfort with technology across the workforce. Some employers noted that the proliferation of technology may reduce their reliance on certain positions, such as entry level clerical staff, some frontline staff positions, and jobs that are largely manual or physical in nature (e.g. machine operations and garbage collection). However, for the most part, employers are not expecting that technology will reduce overall workload or workforce requirements. As one employer noted, "My experience with [the proliferation of technology in the workplace] so far has been no impact on workforce requirements. These services have "shifted" the work, and changed the work, but not reduced the work."

55. University of Waterloo. 2019. Are you ready to manage the workforce of the future?

56. Universum. 2019. World's Most Attractive Employers.

57. Specifically, in the employer questionnaire, employers were asked how they see the following technologies influencing workforce requirements: advanced data analytics; web-based services; robotics; Internet of Things; connected workplace; and other technologies. It is important to note that response rates to these technology-related questions were comparatively low. Specifically, questions related to data analysis received 14 responses, web based services received 15 responses, robotics received 7 responses, the Internet of Things received 10, and connected workplace received 11 responses. A total of 6 employers responded to the "other category" and 6 employers did not respond to any technology-related questions.

Overall, employers see the potential of technology in supporting recruitment efforts, including by simplifying processes, facilitating broader outreach to potential candidates, tracking trends, and forecasting future workforce requirements. Some have adopted technology to this end. For example, one employer has implemented a new candidate management system, which has reduced administration tasks, streamlined recruitment, and made the recruitment process faster. Others are exploring options to leverage technology for recruitment, e.g. an Applicant Tracking System that can transfer new data into the existing Human Resource Management System, or a chatbot for the Careers website). However, overall, few employers make significant use of technology to support recruitment efforts.

Only a small number (i.e. three) employers see the potential of technology in facilitating flexible working arrangements, which – as noted elsewhere – could help attract and retain staff. This may be because restrictions contained within Collective Agreements and/or hesitation on the part of senior decision-makers are the main obstacles to implementing flexible working arrangements, not a lack of access to the requisite technology. Other efficiencies referenced by employers include improved communication across the organization, efficiencies with respect to customer service and workflow, and opportunities related to online learning.

3. Positions that are difficult to retain at present and the reasons why these positions are difficult to retain

Finding 11: While employers generally find retention less challenging than recruitment, just over half of employers experience some degree of difficulty retaining employees within their organizations.

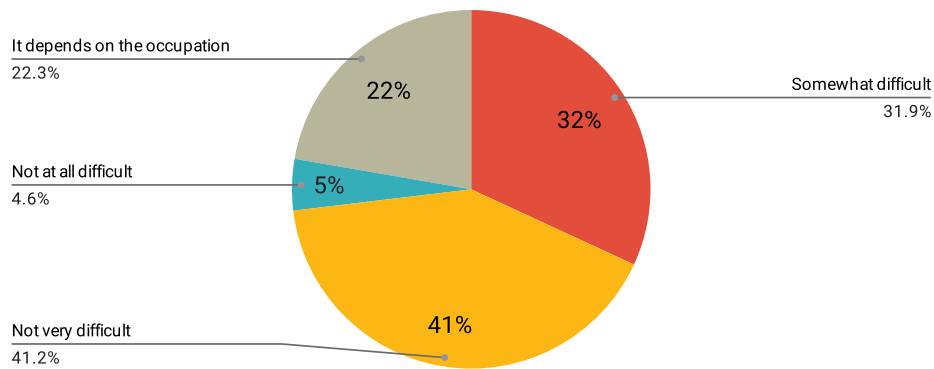
Overall, employers find retention less challenging than recruitment. As one employer noted, “once you’re in, you stay.” However, despite the fact that retention is less challenging than recruitment, just over half (54%) of employers report that they experience some degree of difficulty with retention. Specifically, approximately 22% of employers report that retention challenges depend on the occupation under consideration. In addition, 32% of employers find it somewhat difficult to retain employees in general, while just under half (46%) of employers report that it is not very difficult or not at all difficult to retain employees.⁵⁸

58. Questionnaire results have been weighted according to the size of the workforce in each region.

Figure 26: Employer perspectives on how difficult it is to retain employees, weighted by size of the workforce in each region⁵⁹

Generally speaking, how difficult is it for you to retain employees within your organization? (Results weighted by size of the workforce in each region.)

Source: Q8, Employer Questionnaire, 2019, n=22



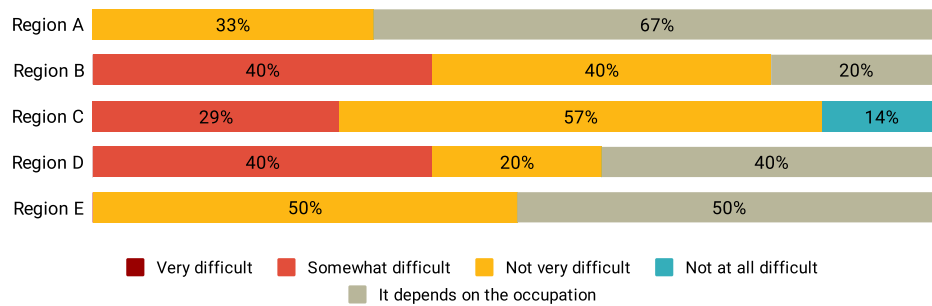
There is some regional variation with respect to retention challenges. Employers in Regions A and E find that retention difficulties are largely occupation-specific. Employers in Regions B and D are most likely to report some overall difficulty with retention. Region C is the only region comprising a portion of employers for whom retention is not at all difficult.

59. Results have been weighted by the size of the workforce in each region.

Figure 27: Regional differences in Employer perspectives on how difficult it is to retain employees

Generally speaking, how difficult is it for you to retain employees within your organization?

Source: Q8, Employer Questionnaire, 2019, n=22



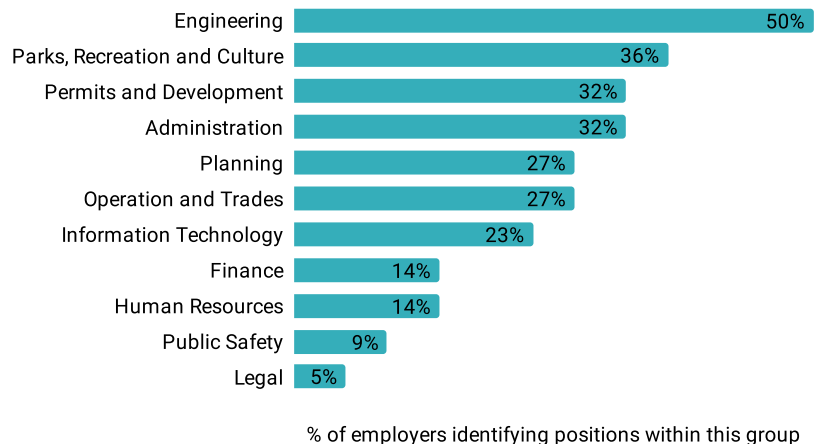
Finding 12: As with recruitment, overall, employers identified “Engineering” as the most difficult-to-retain occupation group, followed by “Parks, Recreation and Culture (excluding operations).” Employers also report retention challenges in the “Permits and Development” and “Administration” occupation groups.

“Engineering” is the most commonly cited occupation group (i.e. referenced by 50% of employers) comprising difficult-to-retain positions, followed by “Parks, Recreation and Culture (excluding operations)” (identified by 36% of employers), and “Permits and Development,” and “Administration” (both identified by 32% of employers). As shown in Figure 28, none of the 11 occupation groups was referenced by more than 50% of employers. This can be compared to analysis related to recruitment, which revealed that 6 out of the 11 occupation groups were identified as difficult to fill by more than half of employers. (See Figure 8) This further reinforces the finding that employers find retention less challenging than recruitment.

Figure 28: Most frequently cited occupation groups with difficult-to-retain positions

For which occupation groups have you had the most difficulty retaining candidates with suitable qualifications?

Source: Q9, Employer Questionnaire, 2019, n=22



There is some regional variation with respect to the occupation groups that are most difficult to retain. Employers in Regions B and D were most likely to identify challenges in Engineering. Employers in both A and B identified Parks, Recreation and Culture as a difficult-to-retain occupation group. However, beyond these two occupation groups, there is limited consistency across employers with respect to difficulty to retain.

Figure 29: Regional differences related to retention challenges⁶⁰

FOR WHICH OCCUPATION GROUPS HAVE YOU HAD THE MOST DIFFICULTY RETAINING EMPLOYEES WITHIN YOUR ORGANIZATION?

REGION A	REGION B	REGION C	REGION D	REGION E
(Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler)	(Burnaby, Metro Vancouver Regional District, New Westminster, Richmond, Vancouver)	(Abbotsford, Chilliwack, Delta, Langley City, Langley Twp, Surrey, Tsawwassen, White Rock)	(Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody)	(Anmore, Belcarra, Bowen Island)
Permits and Development (67%)	Engineering (80%)		Engineering (80%)	Information Technology (50%)
Parks, Recreation and Culture (67%)	Operation and Trades (60%)			Administration (50%)
	Parks, Recreation and Culture (60%)			
	Planning (60%)			
	Administration (60%)			
	Human Resources (60%)			

SOURCE: Q9, EMPLOYER QUESTIONNAIRE, 2019, N=22

Finding 13: Construction Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153), and Civil Engineering Technologists and Technicians (NOC 2231) are employers’ top three most difficult-to-retain positions. These are the same positions that employers find most difficult to fill.

The top three most difficult-to-retain positions, all of which were identified by 27% of employers, include Construction Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153), and Civil Engineering Technologies and Technicians (NOC 2231). Civil Engineers (including, for example, Project Engineers (Liquid Waste), Civil Engineers and Transportation Engineers) were identified by 23% of employers (NOC 2131).⁶¹ This position is also among the top 15 most difficult-to-recruit positions.

60. Occupation groups are included in this figure if they were identified by 50% or more of questionnaire respondents. No occupation groups were identified by 50% or more of questionnaire respondents from Region C.

61. It is important to note that in the employer questionnaire, the majority of employers identified challenges with “Engineers”, “Engineering Technologists” and “Engineering Technicians”. All these positions have been incorporated into NOC 2231 (Civil Engineering Technologists and Technicians). This assumption has been made by the research team.

Figure 30: Employer perspectives on positions that are most difficult to retain⁶²

FOR WHICH OCCUPATION GROUPS HAVE YOU HAD THE MOST DIFFICULTY RETAINING EMPLOYEES WITHIN YOUR ORGANIZATION?

OCCUPATION GROUP	NOC CODE	NOC DESCRIPTION	# CITATIONS	% OF TOTAL RESPONSES
Engineering, Permits and Development, Planning	2264	Construction Inspectors	6	27%
Parks, Recreation and Culture (excluding operations), Planning	2153	Urban and Land Use Planners	6	27%
Engineering, Planning, Permits and Development	2231	Civil Engineering Technologists and Technicians	6	27%
Engineering	2131	Civil Engineers	5	23%

SOURCE: Q9, EMPLOYER QUESTIONNAIRE, 2019, N=22

According to the separations data collected by RES, two of top three positions that employers identified as most difficult to retain in the employer questionnaire (i.e Construction Inspectors (NOC 2264) and Urban and Land Use Planners (NOC 2153)) are also among the 15 positions with the average shortest tenure or length of service, according to the separations data collected by RES. (See Annex 8 for the 15 positions with the shortest tenure or length of service according to RES data)

As demonstrated in Figure 31, the average length of service for employers’ three most difficult-to-retain positions is below the average tenure for all occupations for which RES separation data are available. Length of service is particularly short for Construction Inspectors (2264) and Urban and Land Use Planners (NOC 2153) when benchmarked against average length of service for all occupations for which RES data are available.⁶³

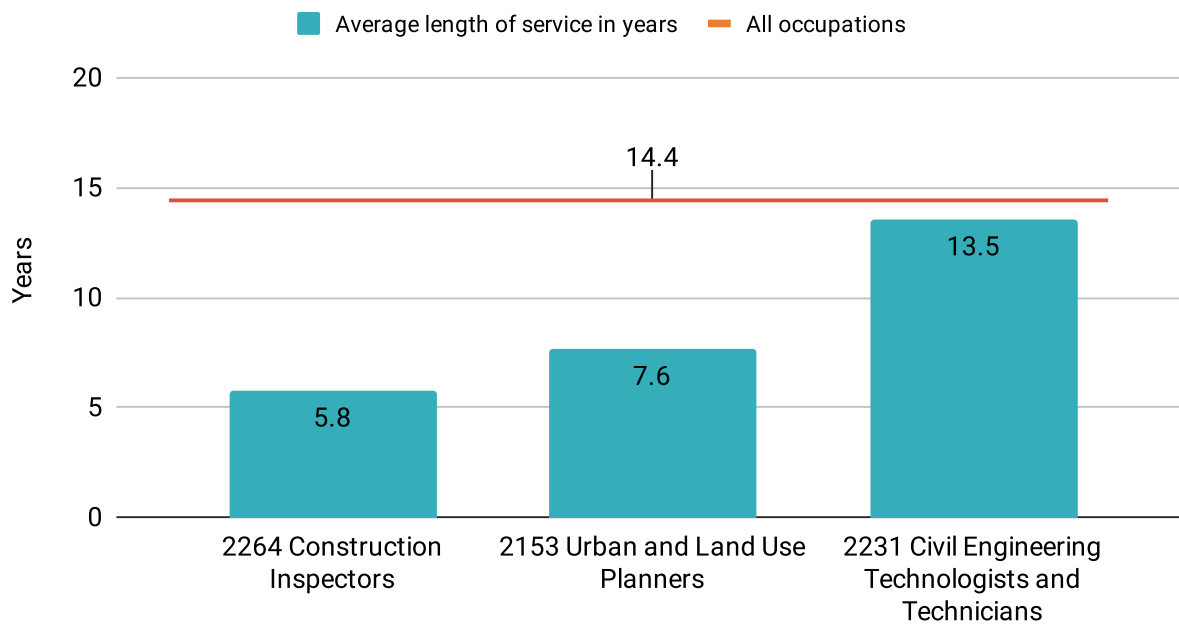
62. The positions identified in this visual were cited by a minimum of 20% of questionnaire respondents (i.e. by a minimum of 5 respondents).

63. RES separation dataset, 2017 and 2018. Note that there are not enough data points (i.e. separations) to draw conclusions for NOC 2131. (NOC 2264 = 24 separations, NOC 2153 = 70 separations, and NOC 2231 = 39 separations.) In addition, only the data with assigned NOC codes and for which hire or seniority date is available are used in any analysis using RES separation data. Finally, NOC-specific analysis is undertaken only for those NOCs with more than 10 separations. As noted in the methodology section of this report, RES job separations dataset consists of data from 2017 to 2018 for 18 member employers on job separations, including job title, start date, separation date and reason for separation.

Figure 31: Average length of service by occupation in years⁶⁴

Average length of service by occupation, 2017-2018

Source: RES pilot separations data, 2017-2018



Finding 14: According to RES separation data, resignation is the most common reason that people leave their positions in local government. This is the case for the employers’ three most difficult-to-retain positions, albeit to varying degrees. These findings suggest that there are factors beyond retirement that drive retention challenges.

According to the RES separation data, the most common reasons for leaving an employer altogether include resignation (45% of separations) and retirements (43% of separations). Discharges account for 9% of separations while other reasons (e.g. death) account for 4% of separations.⁶⁵ Resignation is the most common reason for separation among all three most difficult-to-retain positions (e.g. Construction

Inspectors (NOC 2264), Urban and Land Use Planners (NOC 2153) and Civil Engineering Technologies and Technicians (NOC 2231)). Discharges are particularly high among Construction Inspectors and resignations are particularly high among Urban and Land Use Planners when compared to overall separations.⁶⁶ In short, according to RES data, Construction Inspectors (NOC 2264) and Urban and Land Use Planners (NOC 2153) are likely to stay in the job for a shorter period of time (i.e. approximately half the amount of time as the average) and are more likely to leave due to discharges, in the case of Construction Inspectors, and resignation, in the case of Urban and Land Use Planners, when compared to all occupations for which RES data are available.

64. Ibid.

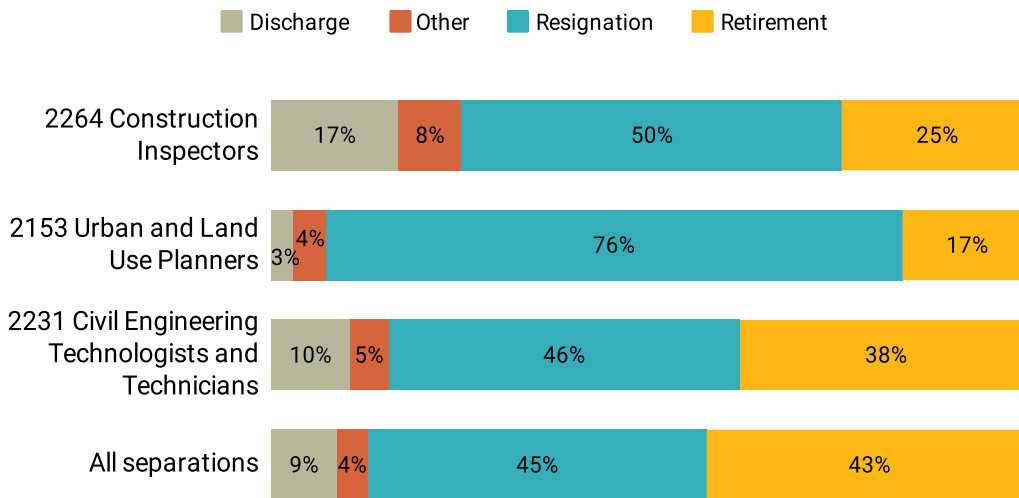
65. Ibid.

66. Ibid.

Figure 32: Reasons for separation⁶⁷

Reasons for separation by occupation

Source: RES pilot separations data, 2017-2018



Finding 15: Employers are most likely to attribute turnover to the fact that employees perceive there to be a lack of skills and career development and advancement opportunities. Perceptions that local government compensation is lower compared to other industries combined with cost of living concerns, the perception that employees feel they are unlikely to secure a regular full-time position, a lack of flexible working arrangements, and the impact of ineffective leadership are also key drivers of turnover. Given their overlap with drivers of recruitment challenges, these may represent high impact areas.

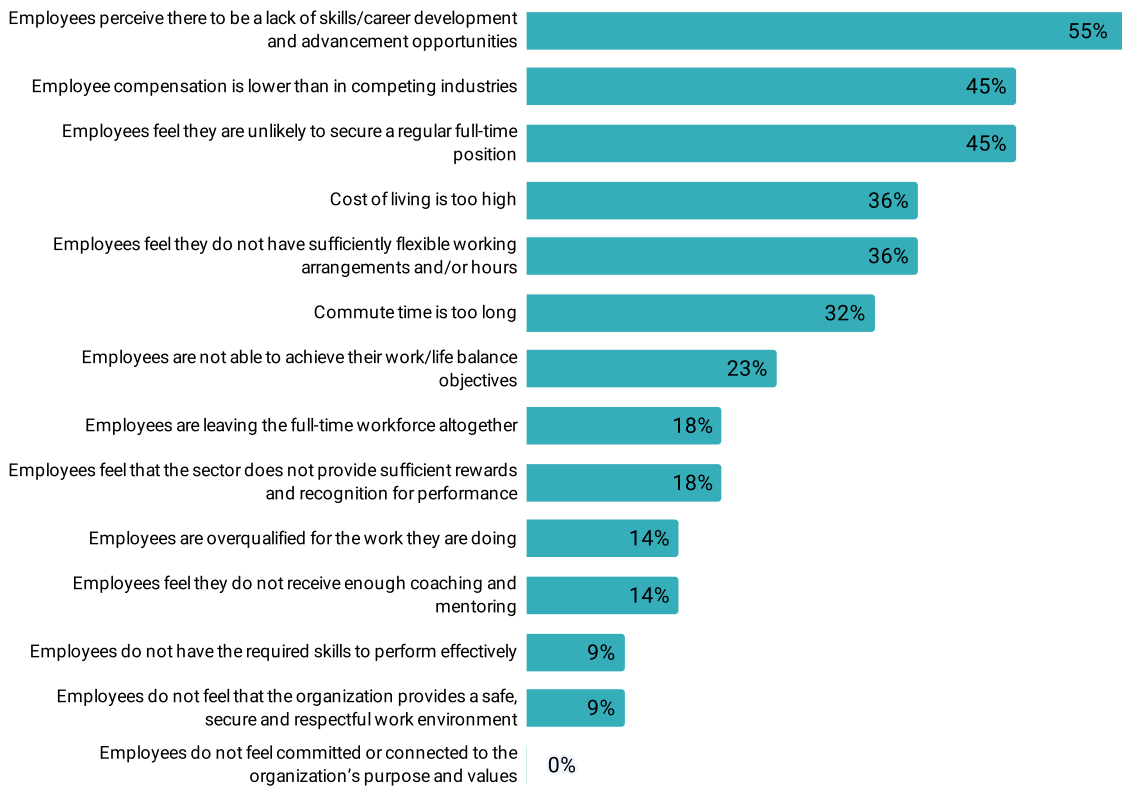
Over half (55%) of employers indicated that retention challenges are due, at least in part, to the fact that employees perceive a lack of skills/career development opportunities in local/regional government. Other commonly cited reasons for retention challenges relate to perceptions that compensation is lower vis-à-vis competing industries, the fact that employees feel they are unlikely to secure a regular full-time position, the cost of living, and the fact that employees do not feel they have sufficiently flexible working arrangements and/or hours. In addition, there is significant alignment between the drivers of retention challenges and the factors contributing to difficulties with recruitment, suggesting that these may indicate opportunities for addressing workforce challenges.

67. Ibid.

Figure 33: Employer perspectives on why certain positions are difficult to retain

Generally speaking, why do you think these positions are difficult to retain in your organization?

Source: Q10, Employer Questionnaire, 2019, n=22



There are some regional differences related to the drivers of retention challenges. For example, employee perceptions related to a lack of skills development and career advancement opportunities is a concern for employers in Regions B and D as are perceptions related to employee compensation relative to competitor industries. Employers in Region B are more likely than employers in other regions to identify concerns around securing a full-time regular position as a major driver of retention challenges. Cost of living is most acute for employers in Region A but less of a retention challenge in other regions. Lack of flexible working arrangements is comparatively more of a

challenge for employers in Region A than elsewhere. Respondents in Region E identified a different set of drivers of retention challenges. Specifically, the following were all identified by 50% of questionnaire respondents in Region E: employees are not able to achieve their work/life balance objectives; employees do not feel that the organization provides a safe, secure and respectful work environment; employees feel they do not receive enough coaching and mentoring; and employees feel that the sector does not provide sufficient rewards and recognition for performance.

Figure 34: Regional perspectives on the drivers of retention challenges⁶⁸

GENERALLY SPEAKING, WHY DO YOU THINK THESE POSITIONS ARE DIFFICULT TO RETAIN IN YOUR ORGANIZATION?

	REGION A	REGION B	REGION C	REGION D	REGION E
Employees perceive there to be a lack of skills/career development and advancement opportunities	33%	80%	43%	80%	0%
Employee compensation is perceived to be lower than in competing industries	33%	60%	29%	80%	0%
Employees feel they are unlikely to secure a regular full-time position	33%	80%	29%	60%	0%
Cost of living is too high	100%	60%	14%	20%	0%
Employees feel they do not have sufficiently flexible working arrangements and/or hours	67%	20%	43%	40%	0%

SOURCE: Q10: EMPLOYER QUESTIONNAIRE, 2019, N=22

Focus groups with employers provided additional insight into the reasons that retaining suitable and qualified candidates for certain occupation groups can be challenging. With respect to career advancement opportunities, for example, employers noted that employees often feel that they do not have sufficient opportunities to advance their careers or to move up in their organizations. This problem may be particularly acute for smaller employers who may have fewer horizontal and vertical mobility opportunities to offer employees. In this regard, some employers pointed to the fact that employees may leave smaller municipalities to seek out career advancement and promotion opportunities with larger municipal employers. Others may leave the sector altogether. In addition, in some municipalities, seniority is a central determining factor for promotion in some unionized positions, limiting the room for advancement for less senior staff. Employers also indicated that employees often leave local government in response to ineffective leadership, citing the familiar adage that employees join an organization but leave a manager. Specifically,

employees tend to leave in response to leaders that they feel do not allocate work properly or consistently, micromanage the people they supervise, and/or do not communicate clearly with their staff. This is a challenge in occupation groups where highly skilled specialists are promoted quickly due to a limited candidate pool and/or a high number of retirements without obtaining the requisite leadership or supervisory skills.

During interviews, employees were asked for their perspectives on why employers are finding it difficult to retain people in local government in particular and (if relevant) in their specific occupation group. The cost of living was the most frequently cited reason (3 out of 7 employees) that people leave their positions with a local government employer, particularly as larger municipalities pay the same as small municipalities where the cost of living may be lower. As one employee noted, people often move from one local government employer to another but tend not to leave the sector altogether. Indeed, when employees were asked where they would go if, hypothetically,

68. This figure includes those drivers of retention challenges that were referenced by more than a third of employers.

they were looking to leave their current employer, all participants (7 out of 7) noted that they would stay with local government, primarily because they enjoy serving their communities and they feel that their work has an impact. Other drivers of turnover, according to employees, include the lack of recognition, particularly within larger employers where it is “easy to feel invisible” (2 out of 7), together with limited transparency around promotion and a sense that there is no where to grow (2 out of 7).

Finding 16: Employers undertake a range of actions to reduce turnover, some of which are more effective than others. Specifically, employers indicated that the type of work offered, the workplace environment and culture, and the career advancement and training/skills development

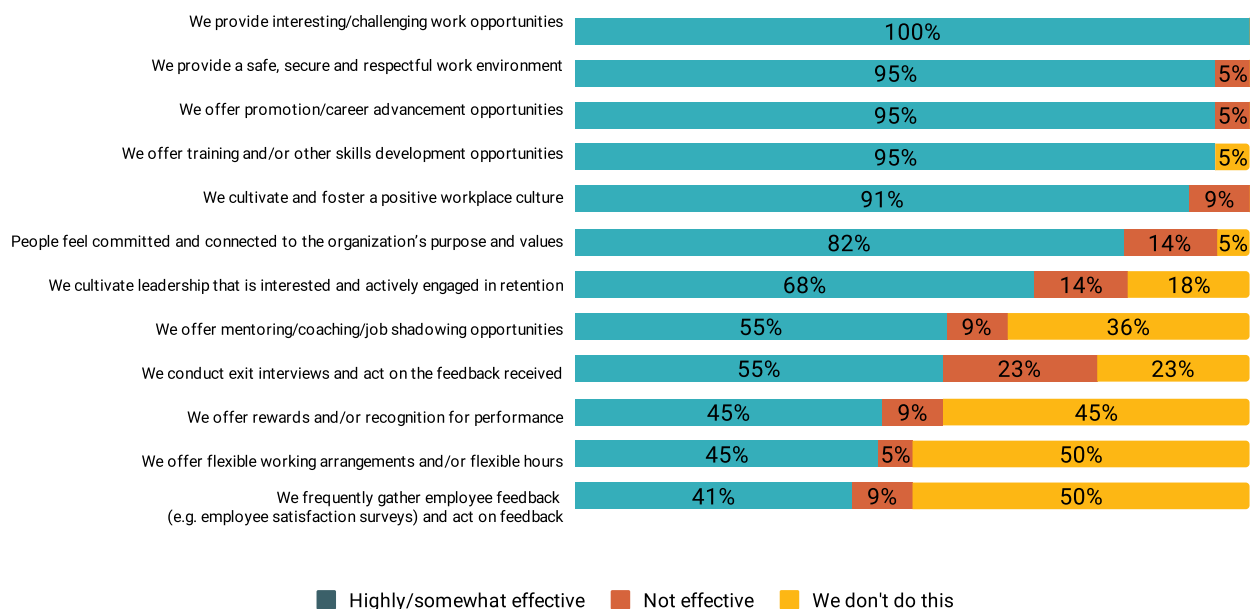
opportunities provided by local government help to limit turnover. There may be additional opportunities to reduce turnover, including by providing more robust career advancement and skills development opportunities, offering flexible working arrangements, and strengthening leadership and management capacities.

Employers pursue a range of activities to reduce turnover and find that some of these are more effective than others. Specifically, all or a large majority of employers found that the most effective actions for reducing turnover relate to offering interesting and challenging work (100%), creating a safe and respectful workplace culture and environment (95%), and offering opportunities for employees to advance their careers and develop their skills (95%).

Figure 35: Employer perspectives on actions to reduce turnover and their effectiveness

What actions are you, as an employer, taking to reduce turn-over and how effective are these actions?

Source: Q17, Employer Questionnaire, 2019, n=22



It is worth noting that employers feel that they offer interesting and challenging work. However, according to the general population survey results conducted for this report, approximately a quarter of respondents did not agree that local government offers exciting and dynamic work, a sentiment that is more common among British Columbians than Canadians overall, and among younger people when compared to older people. This suggests a potential disconnect between the perspectives of employers and the views of a broader population.

In addition, it is interesting to further investigate employer perspectives around the impact of offering career advancement and skills development opportunities. Indeed, this appears to contradict analysis presented earlier in this report that one of the main reasons employers face retention challenges is precisely because employees perceive there to be a lack of such opportunities. This may be explained in part by the fact that, while not without its challenges, employers find retention to be considerably less difficult than recruitment. In other words, employers' efforts at retention are overall relatively effective.

However, taken together, these two observations (i.e. that employers feel that their career advancement and training/skills development efforts are effective in reducing turnover, on the one hand, and the fact that one of the main drivers of retention challenges is a perceived lack of these opportunities on the part of employees, on the other) suggest that there may be significant value in improving and/or expanding the career and skills development options offered by local government. In this regard, during focus groups, employers indicated that providing better career development opportunities, including mentoring and developing career paths could play a central role in helping to reduce turnover.

69. See Figure 35.

70. Weiler Reynolds, Brie. 13 August 2019. Flexjobs 2019 Annual Survey: Flexible Work Plays Big Role in Job Choices.

71. Society for Human Resource Management (SHRM). 2015 Employee Job Satisfaction and Engagement: Optimizing Organizational Culture for Success

During focus groups, employers pointed to a number of additional opportunity areas for reducing turnover. In particular, many stressed the value of improving access to flexible working arrangements, which are currently offered by less than half of employers.⁶⁹ Indeed, a review of the literature suggests that offering flexible working arrangements, including for example compressed work weeks, flexible scheduling, and telecommuting options can enhance both retention efforts. A 2019 survey of over 7,000 workers in the US found that 16% of workers were searching for a new job because their employer did not offer sufficient flexibility. In addition, 80% of respondents indicated that they would be more loyal to their employers if they were offered more flexible work options.⁷⁰ A 2015 survey of 600 US-based workers found that 55% of employees report that flexibility to balance work and life issues to be a very important aspect of their job satisfaction.⁷¹ Employers identified additional opportunities to reduce retention pressures, including the provision of rewards and recognition for performance, currently offered by just over half of employers, as well as strengthening leadership and management capacities.

Employee interviews provide additional insight into opportunities for reducing turnover. When asked how to retain more people, the most common response (4 out of 7) was to provide more career advancement opportunities, including clearer pathways for upward mobility and skills development. A number of employees (3 out of 7) suggested increasing the incentives and perks of working with local government, referencing in particular more flexible working arrangements and the provision of onsite day care. Other ideas (2 out of 7) included increasing the pay/salary for employees. There was limited variation in responses based on employer or occupation group.

4. How retention challenges may change over time

Finding 17: While under a third of employers have found retention more challenging this year⁷² compared to previous years, there is some evidence to suggest that these challenges may intensify. In particular, as with recruitment, competition for workers, upcoming retirements and the preferences of younger workers may exacerbate retention pressures.

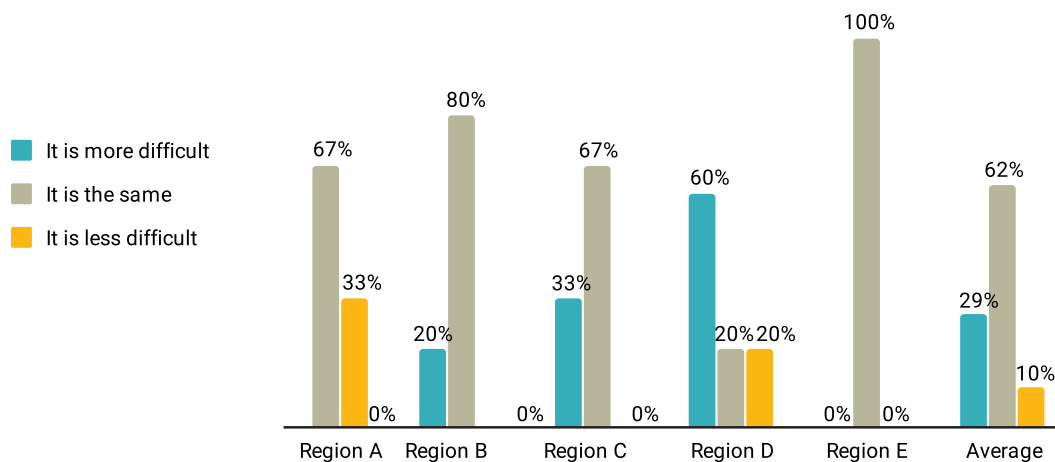
Most employers report no change (62%) in their ability to retain employees this year compared to the past three to five years. Another 10% have found it easier to retain employees this year compared to previous years. However, for approximately one in three employers (i.e. 29%) retention challenges have intensified.

There is some variation in experience across regions. Employers in Region D are most likely to indicate that it is more difficult to retain employees this year compared to previous years (60%), while a third of employers in Region A (the largest percentage for all regions) indicate that it is less difficult to retain employees this year compared to previous years. Region E reports the least amount of change, with all employers indicating that retention challenges are the same this year compared to previous years.

Figure 36: Employers' experience with retention this year compared to previous years by region

Generally speaking, how would you compare your organization's experience retaining employees this year compared to the past 3 to 5 years?

Source: Q11, Employer Questionnaire, 2019, n=22



⁷² In this and other similar questions, "this year" refers to 2019.

Focus group discussions with employers revealed several reasons that retention challenges may intensify in the coming years. As with recruitment challenges, a number of employers pointed to the fact that growth and development in their municipalities and growing competition from other sectors may lead to an increase in demand in workers and therefore more competition for certain skills. Upcoming retirements, particularly in positions that are already difficult to recruit and retain may exacerbate retention pressures. In addition, the comparatively transient work patterns of younger workers and their preference for flexible working arrangements may lead to higher turnover, particularly if younger workers replace older employees.

Several employers referenced initiatives that are underway in their regions that might make retention easier, including efforts to increase access to affordable housing and improvements to the public transit system. In addition, a number of employers observed that managers are increasingly aware of the impact of retention challenges and are therefore dedicating more time and energy to working to reduce and plan for turnover.

5. The impact that recruitment and retention challenges is having on current staff and on overall service delivery

Finding 18: Employers report that recruitment and retention challenges are having an impact on current staff and on the efficiency and effectiveness of their organizations. Some of these challenges may intensify over time, particularly as most employers do not have an approach to succession planning or knowledge transfer.

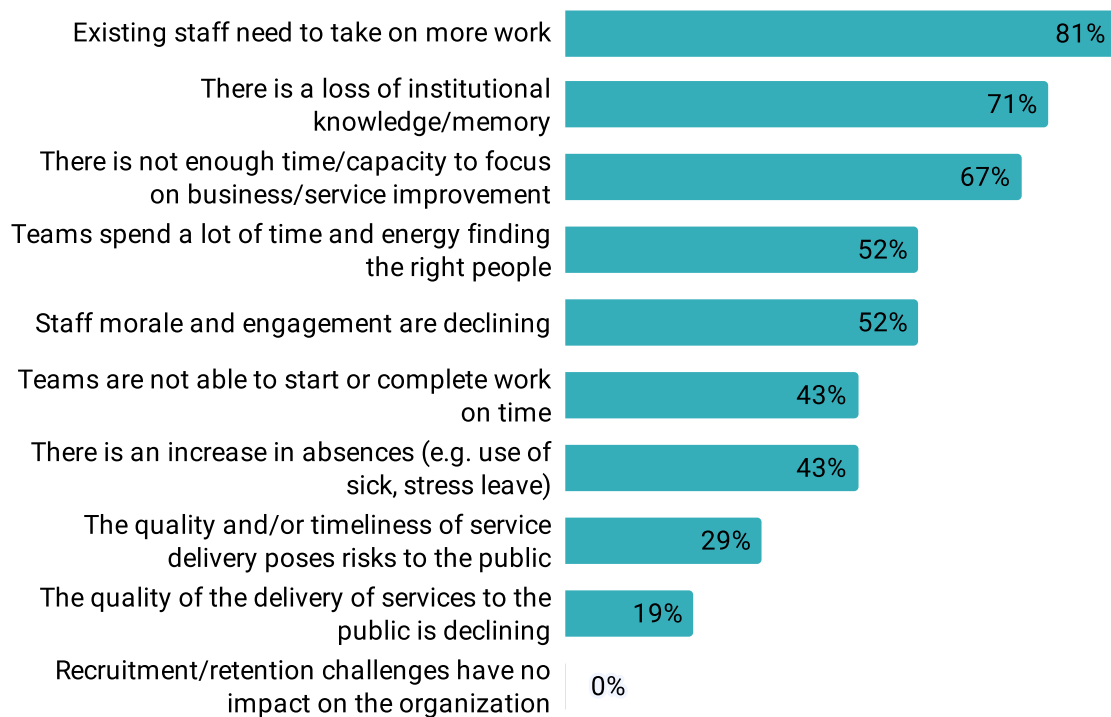
All employers reported that recruitment and retention challenges are having some kind of effect on their organization. A large majority of employers noted that these challenges place pressure on existing staff who need to take on more work to compensate for vacancies (81%), lead to a loss of institutional

knowledge/memory (71%), and limit staff's time or capacity to focus on business or service improvement (67%). In addition, more than half of all employers (52%) noted that recruitment and retention challenges cause teams to spend significant time and energy on finding the right people and have an impact on staff morale and engagement. They may also be impacting service delivery. During engagement with employers, several employers observed that workforce pressures had led to reduced or modified hours of operation for some services.

Figure 37: Impact of recruitment and retention challenges

If relevant, what best describes the impact of recruitment/retention challenges on your organization?

Source: Q12, Employer Questionnaire, 2019, n=22)



As noted under *Findings 9 and 10* and *Finding 17* above, there is evidence to suggest that recruitment and retention challenges, particularly for difficult to fill and difficult to retain positions, may intensify over time. This may deepen the impact these challenges are having on current staff and service delivery. As one focus group participant noted, “the time lapse between someone leaving and a new person joining is growing. This puts additional pressure on staff and makes it harder for the organization to perform at its best.”

A number of these impacts may be exacerbated by the fact that most employers do not have a formal approach to succession planning (i.e. an integrated, strategic approach to anticipating and sourcing/cultivating future required competencies) or knowledge transfer (i.e. the identification of essential knowledge and the implementation of a plan to share this knowledge between one person and another using knowledge transfer tools). Specifically, while a number of employers take an informal approach to succession planning and knowledge transfer (including for example through job shadowing, ensuring there

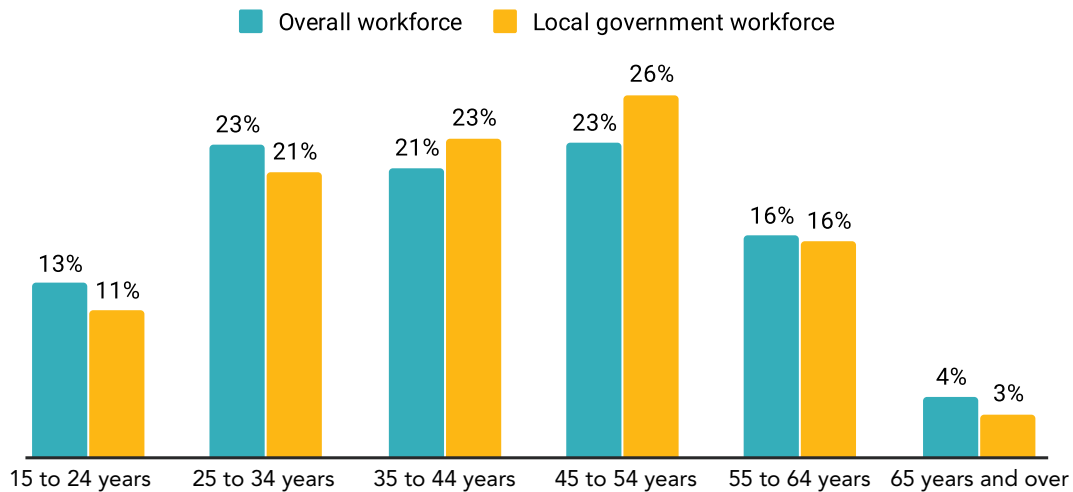
is overlap between exiting and new staff, and using retirees to fill staffing gaps), only about a third have a dedicated succession planning or knowledge transfer strategy. Many pointed to the challenges of undertaking succession planning in a constrained environment, that is, where budget and/or Collective Agreement restrictions may affect an organization's capacity to build and implement a succession plan.

Close to half (45%) of the local government workforce is 45 years of age or older. (See Figure 38, presented again here for ease of reference). In other words, a significant percentage of local government workers are potentially approaching retirement in the next two decades, pointing to a potential lack of "bench strength," that is, individuals who can step up as leaders in the coming years. A lack of planning on how more senior workers might be replaced may affect how efficiently and effectively local government is able to meet its service levels.

Figure 38 Age distribution of the local government workforce⁷³

Age distribution in the local government workforce compared to the overall workforce in the Census Metropolitan Area of Vancouver

Source: Statistics Canada, 2016 Census of Population



In addition, without appropriate planning and knowledge transfer, an individual's departure may increase the workload of existing staff who will need to spend extra time building a sufficient knowledge base to perform efficiently and effectively. In some cases, knowledge may be lost altogether. This may

interrupt service delivery. Conversely, research shows that organizations with an integrated approach to succession planning experience higher retention rates, and increased employee morale and engagement. It may also create an environment that stimulates innovation and organizational change.⁷⁴

73. Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156.

74. See, for example, Young, Mary, Dr. 2005. *Building the Leadership Pipeline in Local, State, and Federal Government*, CPS Human Resource Services, and Government of Saskatchewan. 2020. *Succession Planning*.

6. The workforce profile of difficult-to-fill and difficult-to-retain positions and opportunities to enhance and promote diversity and inclusion in the local government workforce

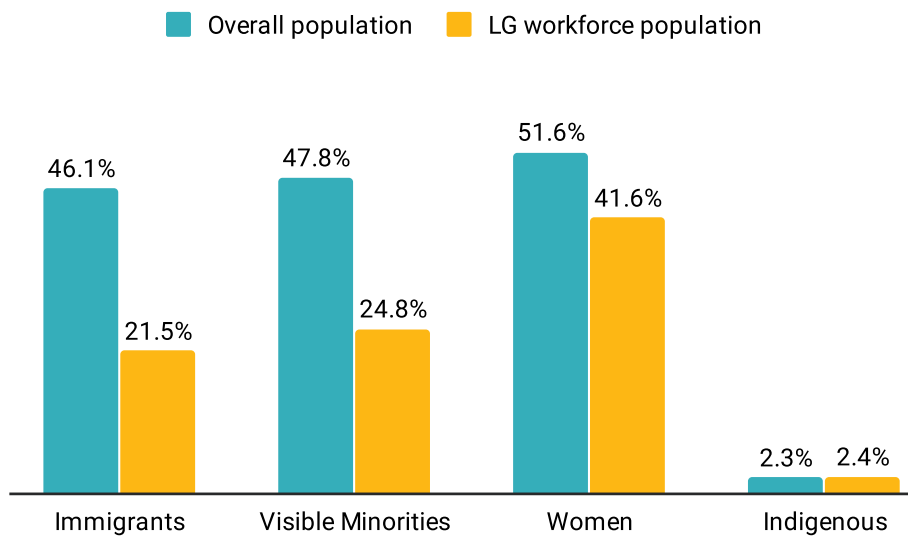
Finding 19: Immigrants, visible minorities, and women are under-represented in the local government workforce population⁷⁵ compared to the overall population. These findings point to potential opportunity areas for diversifying the local government workforce. The local government age distribution broadly resembles that of the overall workforce.

When compared to the overall population (i.e. the population in the Census Metropolitan Region of Vancouver), immigrants, visible minorities, and women are under-represented in the local government workforce population.

Figure 39: Representation in the local government workforce⁷⁶

Representation of diversity characteristics in the local government workforce population compared to the overall population in the Census Metropolitan Area of Vancouver

Source: Statistics Canada, 2016 Census of Population



75 See, for example, Young, Mary, Dr. 2005. *Building the Leadership Pipeline in Local, State, and Federal Government*, CPS Human Resource Services, and Government of Saskatchewan. 2020. *Succession Planning*.

76. Statistics Canada, 2016 Census of Population, 2016 Census Custom Table Reference #: Rev. CRQ0107156. Note: The numbers used in the following graphs include a digit after the decimal when numbers are particularly small. This was an intention decision on the part of the research team to show granularity where needed.

The age distribution of the local government workforce broadly aligns with those of the overall workforce. (See Figure 38)

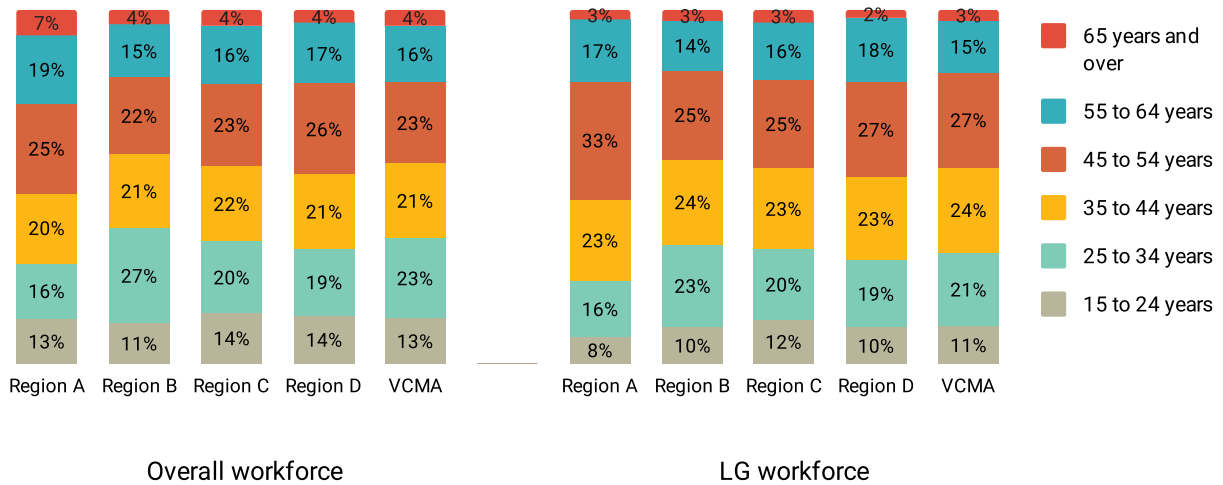
The age distributions found in the local government workforces in all regions generally align with the

distributions found in the local government workforce in the Vancouver CMA. In addition, the age distribution of the local government workforces in each region generally aligns with the age distributions found in the overall workforce in each region.⁷⁷

Figure 40: Age distribution in local government workforce by region ⁷⁸

Age distribution in local government workforce (NAICS 913) compared to the overall workforce (all industries), by region

Source: Statistics Canada, 2016 Census of Population



In addition, for the most part, the characteristics of the local government workforce population in the Vancouver CMA (i.e. under-representation of immigrants, visible minorities, and women) can be observed at the regional level, that is, when representation in the local government workforce population in a specific region is compared to representation in the overall population in that region. Specifically, visible minorities, women, and immigrants

are under-represented in the local government workforce populations in all regions when compared to the overall populations in these regions. In addition, as with distributions in the Vancouver CMA, there is a slightly higher representation of people who self-identify as Indigenous in the local government workforces at the regional level than the overall workforces at the regional level.

77. Note that secondary data for region E is unreliable due to a small sample size. For this reason, this report does not include the results of secondary data analysis for Region E.

78. Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156. Specifically, Statistics Canada data were used and organized as follows:

- Region A: The data used for Region A include Statistics Canada data for: Lions Bay, North Vancouver City, North Vancouver District, West Vancouver. (Note: this dataset does not include Whistler as custom data was not available at the time of writing.)
- Region B: The data used for Region B include Statistics Canada data for: Burnaby, New Westminister, Richmond, Vancouver
- Region C: The data used for Region C include Statistics Canada for: Delta, Langley City, Langley Twp., Surrey, Tsawwassen, White Rock (Note: this dataset does not include Abbotsford and Chilliwack as custom data was not available at the time of writing.)
- Region D: The data used for Region D include Statistics Canada data for: Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, and Port Moody.

Figure 41: Representation of immigrants in local government by region⁷⁹

Representation of immigrants in local government compared to the overall population, by region

Source: Statistics Canada, 2016 Census of Population

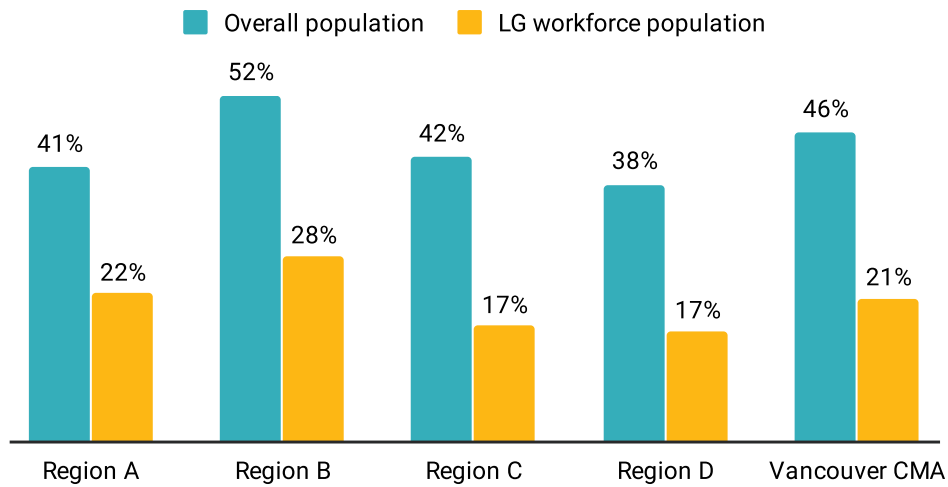
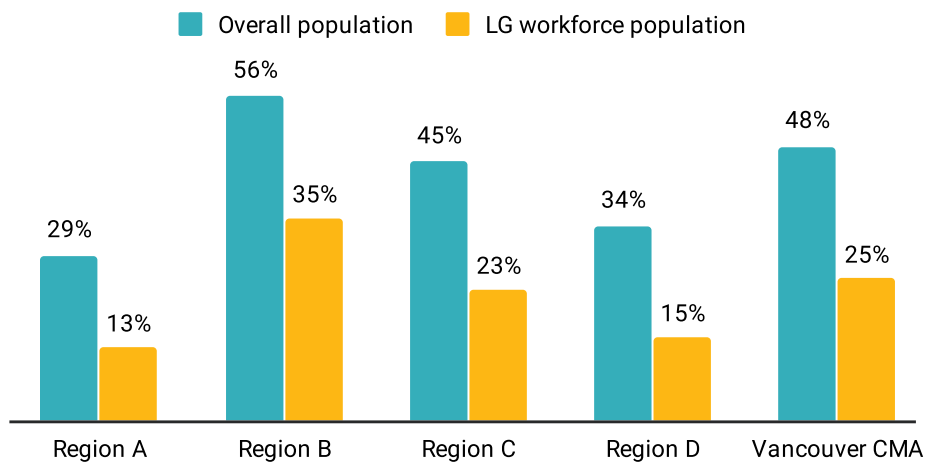


Figure 42: Representation of visible minorities in local government by region⁸⁰

Representation of visible minorities in local government compared to the overall population, by region

Source: Statistics Canada, 2016 Census of Population



79. Ibid. Note: the numbers presented for Vancouver CMA in the graphs presented in this section may not exactly match the numbers presented in Figure 39 which shows representation of diversity characteristics in the local government workforce population compared to the overall population in the Vancouver CMA. This is due to rounding.

80. Ibid.

Figure 43: Representation of women in local government by region⁸¹

Representation of women in local government compared to the overall population, by region

Source: Statistics Canada, 2016 Census of Population

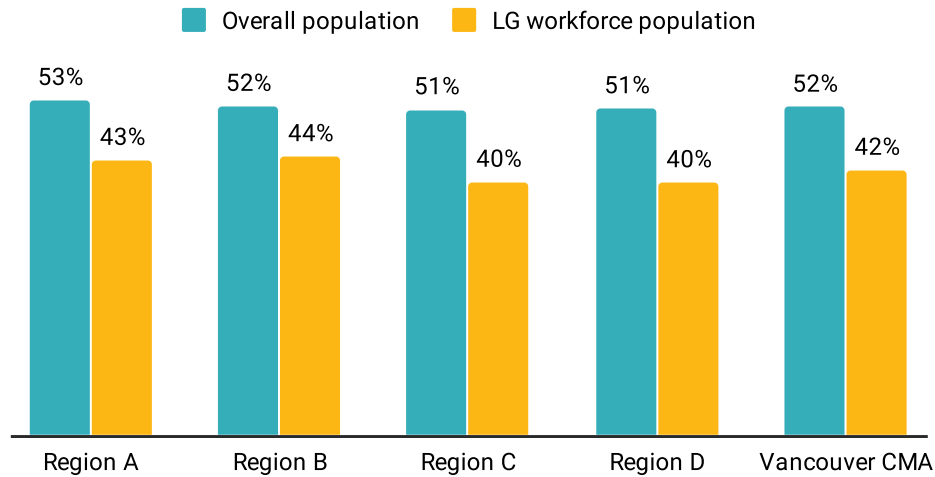
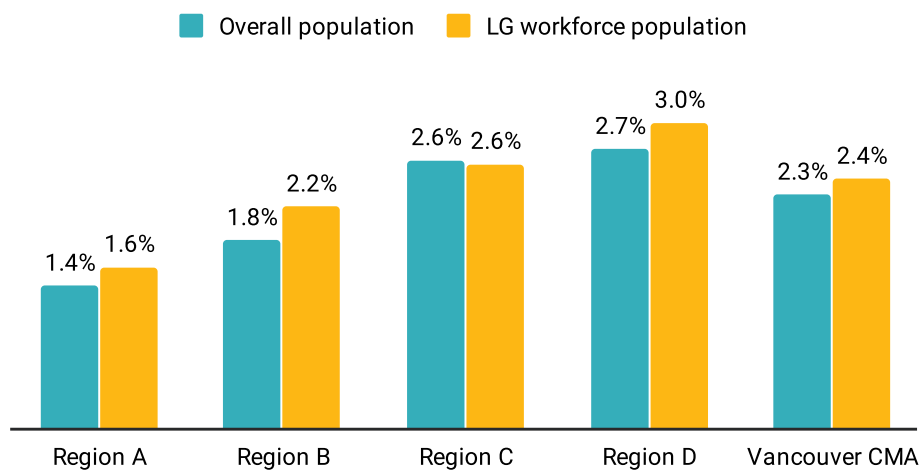


Figure 44: Representation of Indigenous people in local government by region⁸²

Representation of Indigenous people in local government compared to the overall population, by region

Source: Statistics Canada, 2016 Census of Population



Finding 20: Certain groups are under-represented among the local government workforce populations for Construction Inspectors and Civil Engineering

Technologists and Technicians, two of the three positions that employers find difficult to recruit and retain. This suggests that there may be

81. Ibid.

82. Ibid.

opportunities to enhance diversity within these workforces.

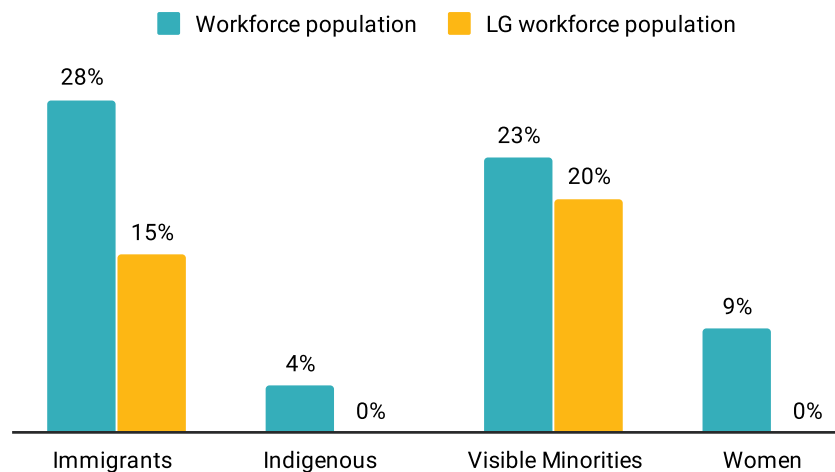
A review of secondary data provides insight into the workforce profiles of employers’ most difficult-to-fill and difficult-to-retain positions, i.e. Construction Inspectors (NOC 2264), Civil Engineering Technologist and Technicians (NOC 2231), and Urban and Land Use Planners (NOC 2153)⁸³. Specifically, immigrants, visible minorities, women and people who self-identify as Indigenous are under-represented among Construction Inspectors (NOC 2264) in the local government workforce population when compared to the NOC-specific workforce population in the Vancouver CMA.⁸⁴

In particular, there is a low participation of immigrants and, to a lesser extent, women. It is important to note, however, that immigrants and visible minorities are also under-represented among Construction Inspectors (NOC 2264) in general when compared to the broader population. There is also a disproportionately high participation of workers who are 55 years of age and older in the local government workforce when compared to the NOC-specific workforce. In short, Construction Inspectors in local government are more likely to be male, 55 years of age or older, and born in Canada than their counterparts in other sectors.

Figure 45: Representation of diversity characteristics in local government for Construction Inspectors (NOC 2264)⁸⁵

Representation of diversity characteristics in local government compared to the overall workforce population, Construction Inspectors (NOC 2264) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



83 It is important to recall that Firefighters (NOC 4312), Police Officers (except commissioned) (NOC 4311) and Commissioned Police Officers (NOC 0431) are excluded from the NOC-specific analysis conducted for this report.

84. Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156. For the purposes of this report, NOC-specific workforce population refers to individuals who, at the time of the 2016 Census, were employed or unemployed (where unemployed is without work but actively looking, on temporary leave, or starting work within four weeks) in a particular occupation or whose last held position when surveyed in 2015 or 2016 was in NOC 2264.

85. Ibid.

Figure 46: Representation of immigrants in NOC 2264 (NAICS 913 and all industries) compared to the overall population⁸⁰

Representation of immigrants in NOC 2264, Vancouver CMA
Source: Statistics Canada, 2016 Census of Population

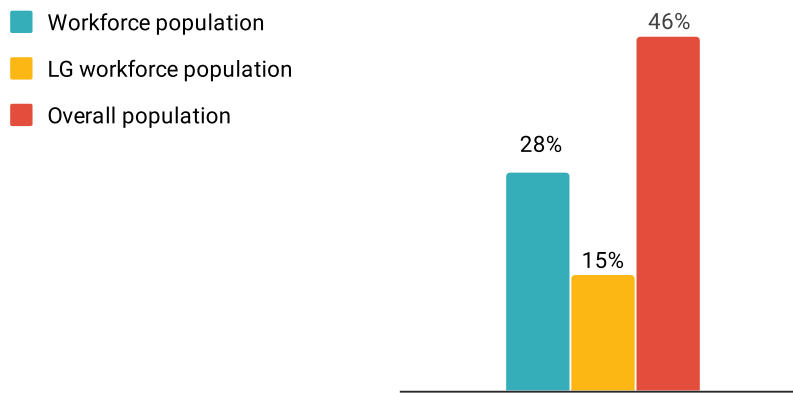
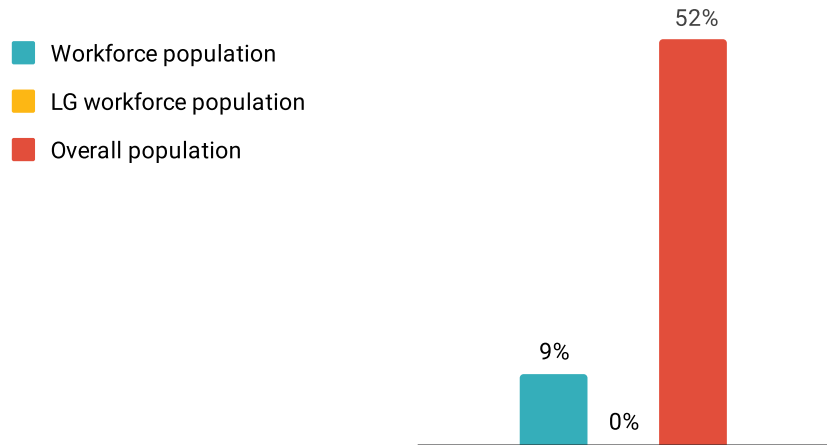


Figure 47: Representation of women in NOC 2264 (NAICS 913 and all industries) compared to the overall population⁸⁶

Representation of women in NOC 2264, Vancouver CMA
Source: Statistics Canada, 2016 Census of Population

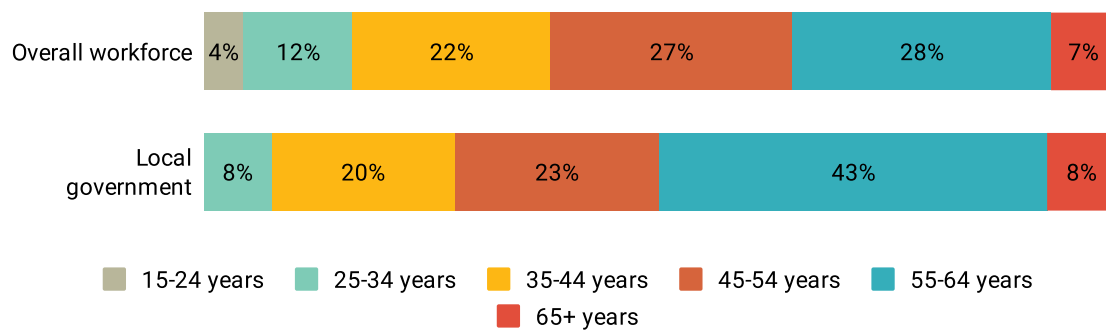


86 Ibid

Figure 48: Age distribution of Construction Inspectors (NOC 2264) in local government compared to Construction Inspectors in overall workforce⁸⁷

Age distribution of the local government workforce compared to the overall workforce, Construction Inspectors (NOC 2264) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



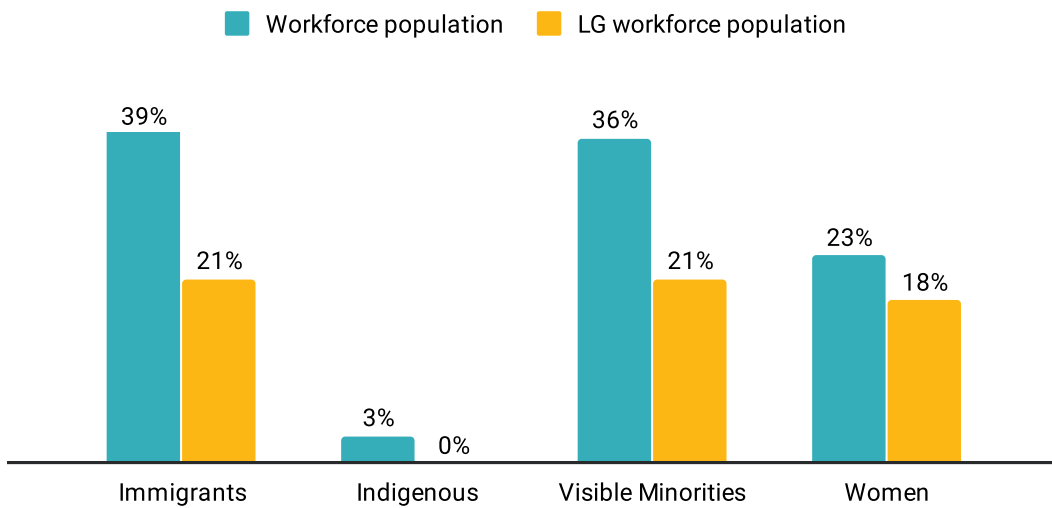
Immigrants and visible minorities are particularly under-represented in the Civil Engineering Technologists and Technicians (NOC 2231) local government workforce population when compared to the NOC-specific workforce population in the Vancouver CMA. It is important to note that immigrants and visible minorities are also under-represented in the overall NOC-specific workforce population when compared to the overall population. Age distributions more or less align. In other words, Civil Engineering Technologists and Technicians in local government are more likely to be Caucasian and born in Canada than those who work outside local government.

⁸⁷ Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156.

Figure 49: Representation of diversity characteristics in local government for Civil Engineering Technologists and Technicians (NOC 2231)⁸⁸

Representation of diversity characteristics in local government compared to the overall workforce population, Civil Engineering Technologists and Technicians (NOC 2231) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



88 Statistics Canada. 2016 Census of Population. 2016 Census Custom Table Reference #: Rev. CRQ0107156.

Figure 50: Representation of visible minorities in NOC 2231 (NAICS 913 and all industries) compared to the overall population⁸³

Representation of visible minorities in NOC 2231, Vancouver CMA

Source: Statistics Canada, 2016 Census of Population

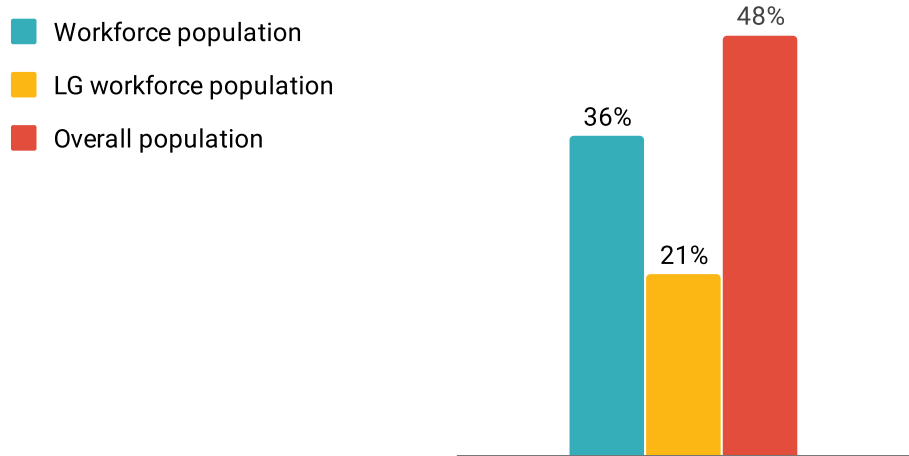
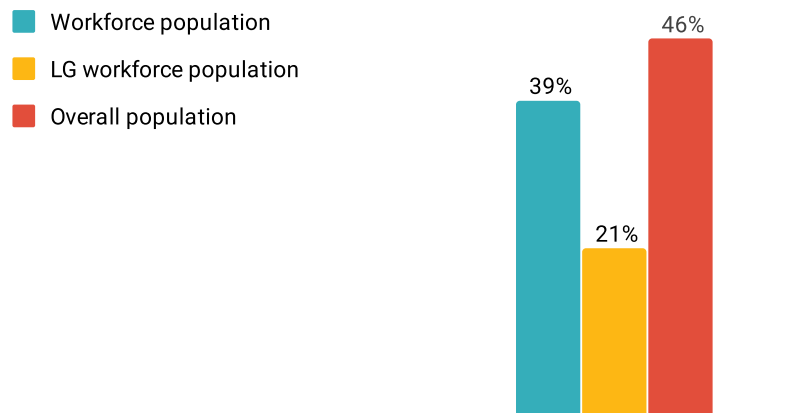


Figure 51: Representation of immigrants in NOC 2231 (NAICS 913 and all industries) compared to the overall population⁸⁹

Representation of immigrants in NOC 2231, Vancouver CMA

Source: Statistics Canada, 2016 Census of Population

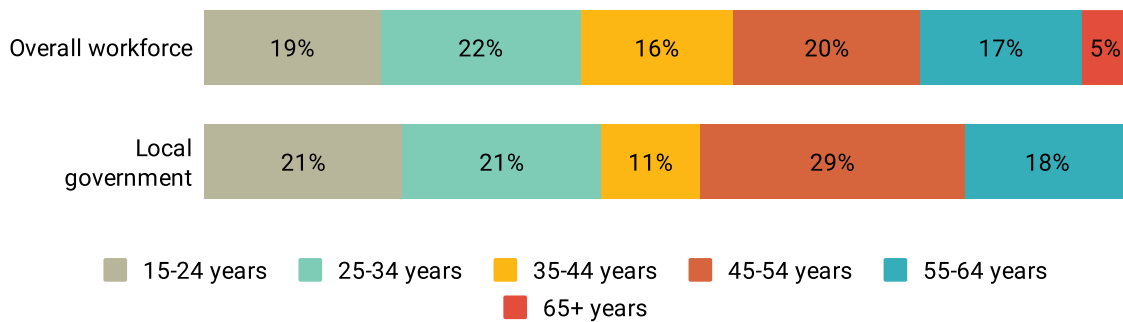


⁸⁹ Ibid

Figure 52: Age distribution of Civil Engineering Technologists and Technicians (NOC 2231) in local government compared to Civil Engineering Technologists and Technicians in overall workforce⁹⁰

Age distribution of the local government workforce compared to the overall workforce, Civil Engineering Technologists and Technicians (NOC 2231) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



The participation of all groups under consideration (i.e. immigrants, visible minorities, people who self-identify as Indigenous and women) in the Urban and Land Use Planners (NOC 2153) local government workforce population more or less aligns with participation of these groups in the workforce population in the overall industry. Age distributions also align.

90 Ibid.

Figure 53: Representation of diversity characteristics in local government for Urban and Land Use Planners (NOC 2153)⁹¹

Representation of diversity characteristics in local government compared to the overall workforce population, Urban and Land Use Planners (NOC 2153) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population

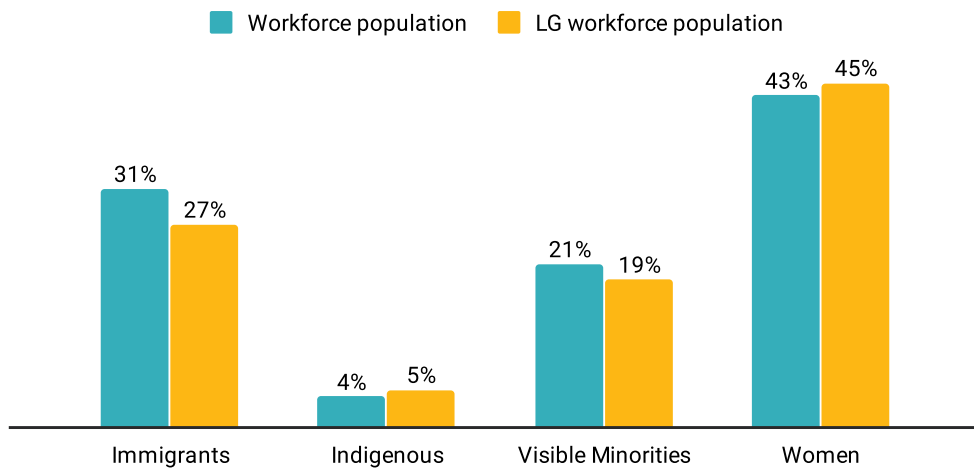
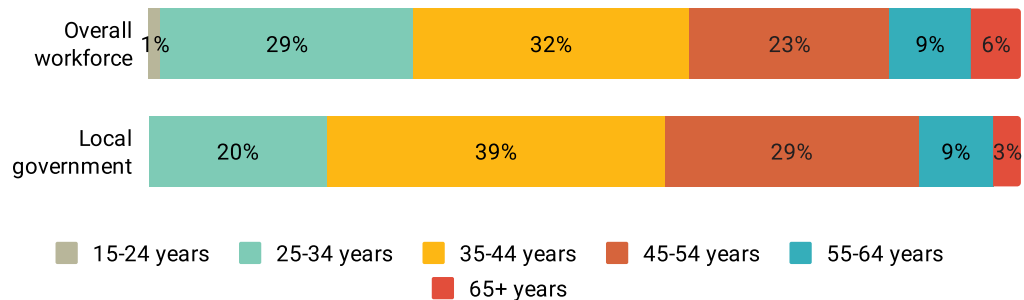


Figure 54: Age distribution of Urban and Land Use Planners (NOC 2153) in local government compared to Urban and Land Use Planners in the overall workforce⁹²

Age distribution of the local government workforce compared to the overall workforce, Urban and Land Use Planners (NOC 2153) in Vancouver CMA

Source: Statistics Canada, 2016 Census of Population



91. Ibid.

92. Ibid.

Finding 21: While employees indicate that local government provides a diverse and inclusive workplace, employers identified a number of obstacles and challenges that might limit their ability to attract and retain a diverse workforce and to create and maintain an inclusive work environment. These include limited outreach to candidates from under-represented groups, unconscious bias, and workplace culture.

During interviews, employees were asked about their lived experience with diversity and inclusion in the workforce. (See Figure 55 for an overview of the diversity and other characteristics of the employees interviewed for this report. This figure is presented in the methodology section of this report but is reproduced here for ease of reference.) Only one employee noted that she felt she had faced barriers to getting or keeping a job with local government because of the way she identified (i.e. as a woman in this case). Specifically, she felt that her career progression had been impacted by her decision to take maternity leave.⁹³

Figure 55: Characteristics of employees interviewed for report

DIVERSITY CHARACTERISTICS		REGION		OCCUPATION GROUPS	
Woman	5/7	A	1/7	Administration	2/7
Visible minority	3/7	B	4/7	Permits and Development	1/7
Immigrant	2/7	C	1/7	Human Resources	1/7
Self identify as Indigenous	0/7	D	0/7	Operation and Trades	1/7
Other	Muslim (1/7) Sikh (1/7)	E	1/7	Engineering	2/7

93. Specifically, interview participants were asked if they identify with any of these identity-related characteristics:

- A member of the LGBTQ2S+ community
- A woman
- A visible minority
- An immigrant or refugee
- Self-identify as Indigenous
- A person with diverse abilities
- 65 years of age or older/Between the ages of 15 and 24
- Other identity-related characteristics you would like to share (Prompt: religious and/or political beliefs, family status, marital status, etc)

Based on their responses to this question, interview participants were asked the following: “Do you feel you have faced any barriers or challenges to getting or keeping your job with local/regional government specifically because you identify as [fill in diversity characteristics]?” (See questions 12 and 13 of the employee interview guide in Annex 4.)

Generally speaking, interview participants indicated the local government offered a welcoming and accommodating workplace culture. Of note, 2 of the 3 interview participants who identify as a visible minority indicated that they felt that local government likely offers a more diverse and inclusive work environment than other sectors.

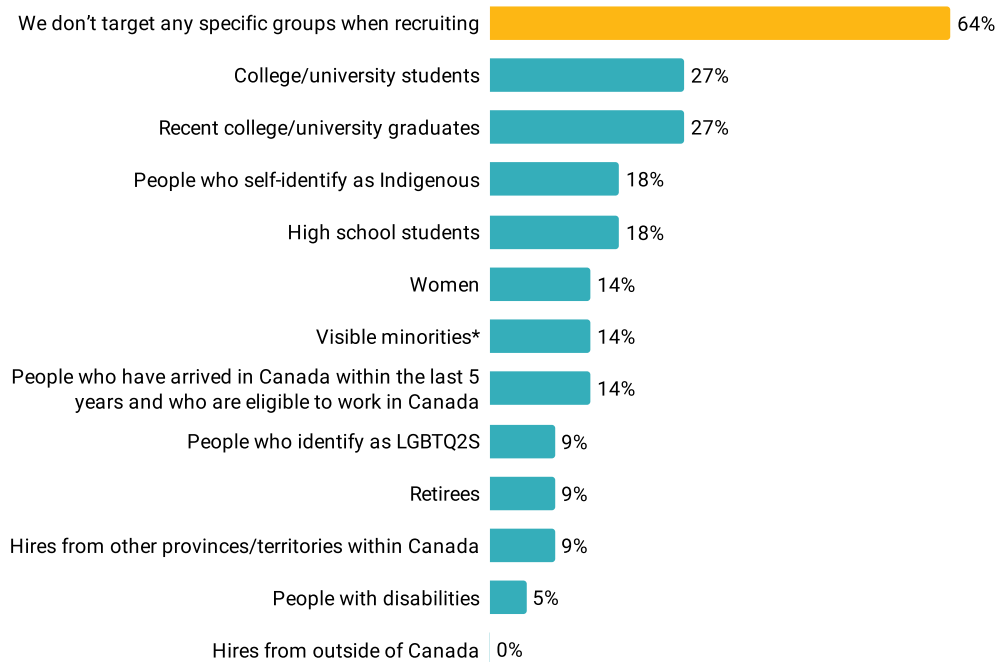
In addition, as noted under *Finding 20*, certain groups are under-represented within the broader occupation-specific workforce population for Construction Inspectors and Civil Engineering Technologists and Technicians, two of the three positions that employers find difficult to recruit and retain. It is not altogether surprising, therefore, that employers are having some difficulty attracting and retaining candidates from under-represented groups in a number of cases. These findings notwithstanding, employers identified a number of barriers, obstacles or challenges that might limit their organizations' ability to attract and retain a diverse workforce and to create and maintain an inclusive work environment. These can be organized into three main categories: limited outreach to candidates from under-represented groups, unconscious bias, and workplace culture.

Specifically, a number of employers noted that they aspire to reach out to a more diverse pool of potential candidates during hiring processes but are often not clear on how best to do so. To this end, results from the employer questionnaire indicate that most employers (62%) do not target specific groups when recruiting. Those that do typically focus on college/university students and graduates. This may represent a lost opportunity to focus recruitment efforts on groups that are under-represented in local government. In addition, the requirement that candidates have prior work experience, including Canadian work experience, may further reduce the size and diversity of the hiring pool.

Figure 56: Specific groups targeted by employers during recruitment

Which of the following demographic groups do you specifically engage through recruitment practices?

Source: Q15, Employer Questionnaire, 2019, n=22



Employers reported that the prevalence of bias may impact hiring and promotion decisions. For example, several employers observed that their focus on finding individuals that “fit” into an organization may preclude candidates with different backgrounds and experiences. Others pointed to more visible obstacles or barriers to inclusion, including for example a lack of accessible work spaces for people with diverse physical abilities.⁹⁴

In some cases, the workplace culture may make certain occupations less appealing to some groups. For example, employers noted that the “hyper-masculine” culture common to some occupation groups (e.g. Operation and Trades, and IT) may be particularly difficult to navigate for people who do not identify with this culture.

94. For example, at least two employers noted that their workspaces were not accessible to wheelchair users.

Finding 22: Employers are undertaking a range of initiatives to enhance and promote diversity and inclusion. However, there may be additional opportunities to deepen and broaden engagement with diverse and under-represented communities, to track progress/results, and to reduce bias.

Employers are undertaking a range of initiatives to enhance and promote diversity and inclusion in the workforce. While only one employer has developed an organization-wide diversity and inclusion strategy, an additional four employers are at various stages of developing such. In addition, most employers are undertaking actions/initiatives to promote and enhance diversity and inclusion. (See visual below.)

Figure 57: Examples of employer initiatives to enhance diversity and inclusion⁹⁵



95. Employers were asked the following question in the employer questionnaire (Q19): What actions, if any, are you taking to promote diversity and inclusion in the workforce/workplace? Responses were open-ended.

During focus groups, several employers shared best practices around efforts to enhance and promote diversity and inclusion in the workforce. These include the provision of specific supports to help foster a more inclusive workplace, such as onsite day care and mentorship programs focused on new immigrants. Employers referenced dedicated training and other efforts to improve outreach and enhance recruitment strategies, including training related to the recruitment of people who self-identify as Indigenous and initiatives focused on enhancing diversity in specific occupations or areas of expertise, e.g. Project Rise focused on attracting more women to STEM (Science, Technology, Engineering and Math) and the Industry Training Authority's Women in Trades Training initiative.

Just over half (4 out of 7) of the employees interviewed for this report were aware of some kind of action or initiative that their employer was undertaking to enhance diversity and inclusion in the workforce and workplace. When asked what their employers could do or do better to help attract and retain a more diverse and inclusive workforce, one employee noted that employers could do a better job reaching out to visible minorities as these communities may not consider a career in local government.

As noted in the literature, and as employers themselves indicated, local government employers are in a unique position to enhance employment opportunities for diverse groups.⁹⁶ This is also a shared value across employers. In this regard, employers identified several opportunity areas for enhancing diversity and inclusion. First, many employers pointed to the need to enhance outreach to more diverse populations, both through recruitment and more generally. In particular, there may be opportunities to enhance outreach to immigrants, visible minorities, and women. There may also be value in tailoring outreach for difficult-to-fill positions, building on findings related to under-representation of specific groups in the local government workforce population when compared to the overall industry-specific workforce population.

Another opportunity area relates to the collection of data to track progress and demonstrate results. While this can be a sensitive undertaking, research suggests a number of options related to data collection. For example, there may be opportunities to compare data from an employer's Human Resources Information System to demographic data for the overall population in the region in order to identify goals and targets. Other options include distributing voluntary self-identification surveys on composition of staff in all levels of the organization.⁹⁷ There may also be opportunities to leverage technology to reduce bias in, for example, screening of resumes.

96. Tsai, Stephanie. 2015. [Local Government Models of Diversity, Equity, and Inclusion in Employment](#).

97. See, for example, City for All Women Initiative (CAWI), Ottawa. June 2015. [Advanced Equity and Inclusion: A Guide for Municipalities](#).

7. The soft and technical skills that are hardest to find in candidates and the opportunities that local government employers provide for skills development and career advancement

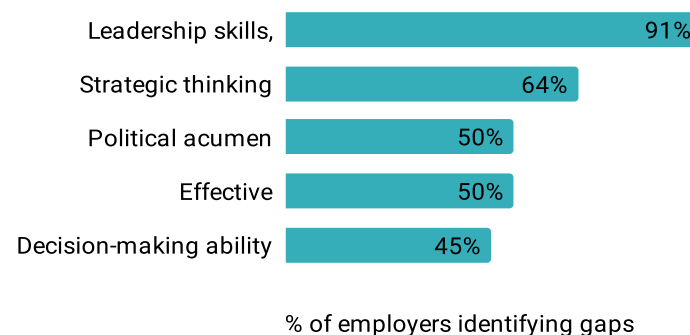
Finding 23: Employers identified leadership skills as the foundational soft skills that are hardest to find in candidates, including among candidates for senior level positions. In addition, the technical skills required of Construction Inspectors (NOC 2466), Civil Engineering Technologists and Technicians (NOC 2231), and Heavy-Duty Equipment Mechanics (NOC 7312) are the most difficult to find among candidates. These skills deficits may have a negative impact on both service delivery and staff retention.

A large majority of employers (91%) identified “leadership skills, inspiring, and motivating” as the foundational soft skills that are hardest to find in candidates at all levels. Other commonly cited hard to find soft skills include strategic thinking, political acumen, effective communication and decision-making ability. Generally speaking, these are also the soft skills most difficult to find in candidates for senior level positions. Specifically, “leadership skills” are the most difficult to find in candidates for senior positions.

Figure 58: Foundational soft skills that are hardest to find in candidates

Which foundational soft skills are hardest to find in candidates?

Source: Q6, Employer Questionnaire, 2019, n=22



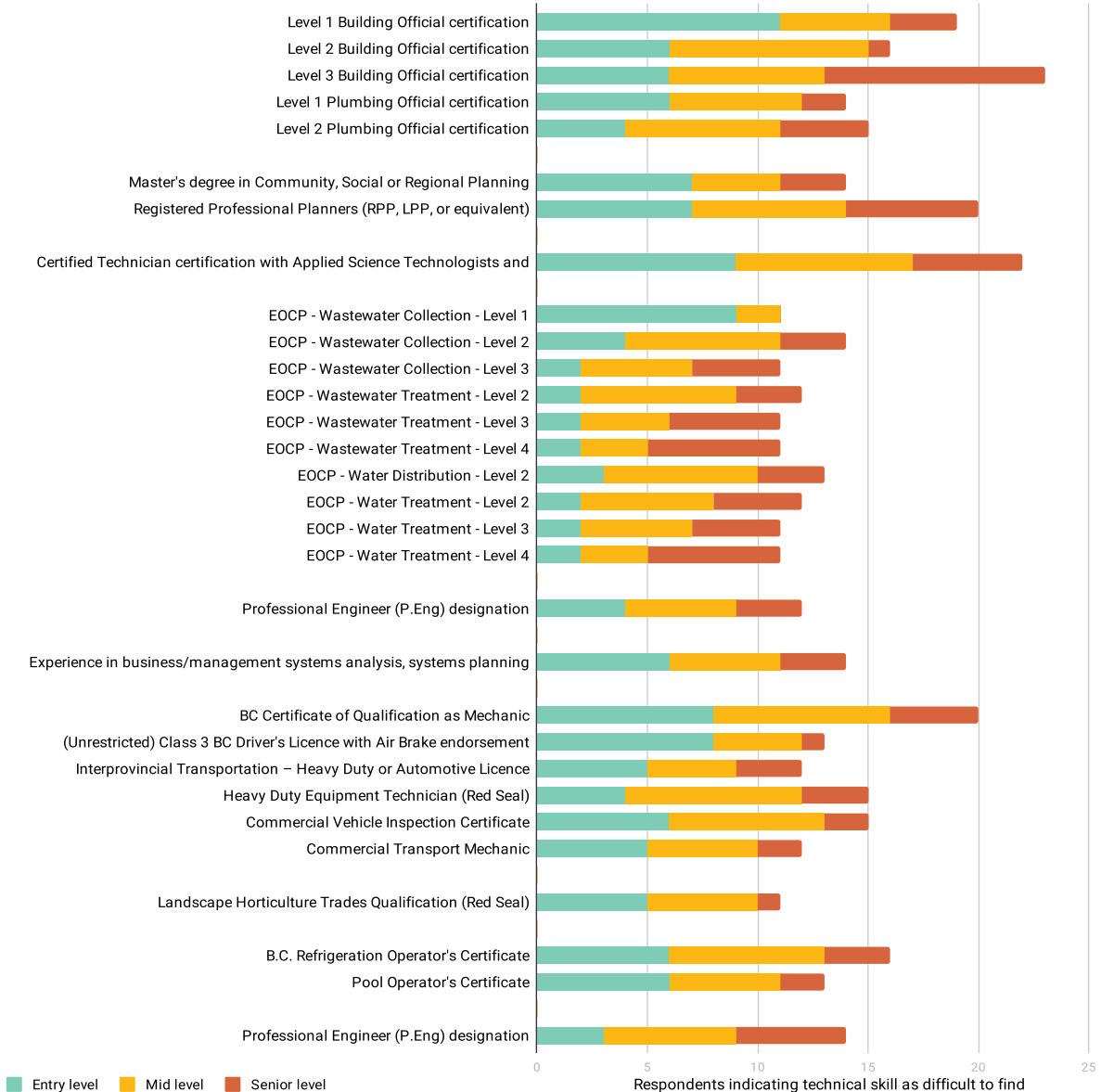
In addition to deficits in foundational soft skills, employers identified a number of technical skills or requirements that are hard to find in candidates. Overall, employers noted that the technical skills required by Construction Inspectors (NOC 2466), Civil Engineering Technologists and Technicians (NOC 2231), and Heavy-Duty Equipment Mechanics (NOC 7312) are hardest to find in candidates. While these technical skills are difficult to find in candidates at all levels, generally speaking, employers find that

candidates for entry and mid-level positions are most likely to lack requisite technical skills. Specifically, according to employers, the most difficult to find technical skills and/or requirements include Building Official certification (Level 3), followed by Certified Technician certification with Applied Science Technologists and Technicians of BC (ASTTBC) as well as Registered Professional Planners (RPP, LPP, or equivalent) and BC Certificate of Qualification as Mechanic.

Figure 59: Technical skills that are hardest to find in candidates by level⁹⁸

Most difficult to find technical skills, by level of position

Source: Employer Focus Groups, consolidated



98. These findings are based on a checklist exercise completed by employers during employer focus groups. The graph includes skills that were identified in more than 20% of all checked responses (i.e. checked more than 10 times at any level) and/or where more than a third of respondents (i.e. more than 5 respondents) reported difficulty in finding these skills at one or more level.

These skills gaps may affect an organization in a number of ways. During focus groups, employers noted that a deficit of leadership skills, particularly among senior candidates, may compromise an organization's capacity to deliver on its mandate. Employers also observed that their inability to find candidates with the requisite technical skills and/or certifications may result in reduced hours of operation and/or service quality. In addition, they pointed to the fact that a limited candidate pool has led to premature promotions of existing staff. This can have two potential outcomes. First, individuals who are promoted too quickly are not able to effectively supervise or manage staff, leading to quality concerns as well as reduced morale or job satisfaction on the part of more junior staff. This aligns with earlier findings that ineffective leadership may be a key driver of turnover. Secondly and perhaps somewhat paradoxically, focus group participants observed that some staff come to expect rapid career advancement (e.g. promotion) and tend to leave an organization if this expectation is not realized.

Finding 24: While employers provide a range of supports for skills development and career advancement, there is room for improvement, particularly around development of career paths, the provision of mentorship supports, and the expansion of training opportunities.

Employers are acutely aware of skills deficits facing their organizations and provide supports to staff at all levels to both develop their skills and advance their careers. During focus groups, employers identified a number of "best practice" skills development and career advancement initiatives offered by their organizations. These include leadership and management training; acting assignments; on-the-job, in-house and third party training, paid leave or tuition reimbursement for skills building or continued education; and formal and informal mentoring, among other supports.

However, despite the fact that they offer diverse supports, employers observed that there is room to improve the skills development and career advancement opportunities their organizations provide to employees. Indeed, as noted under *Finding 5* and *Finding 15*, employers identified the perception of a lack of sufficient career development and advancement opportunities as a barrier to recruitment and retention. The results from the general population survey and engagement with high school students confirm that these perceptions are widespread. Moreover, about 30% of employers recruit via internal postings. This may mean that candidates for mid- and senior-level positions are internal candidates. This finding, combined with the fact that leadership skills can be hard to find in candidates for senior-level candidates, suggests that there may be opportunities to improve or enhance the leadership and other skills development opportunities available to current staff.

These findings align with the results from employee interviews. During interviews, employees were asked if they think that the supports their organizations have in place for skills development and career advancement are effective. Overall, employees felt that their employers provide effective supports for skills development. However, budget and time constraints may impact an employee's ability to fully access skills training. Increasing both would better position employees to take more advantage of the skills development opportunities on offer. However, when asked if employers provide effective career advancement opportunities, responses were mixed. Approximately half of employees (4 out of 7) felt that they were not offered sufficient career advancement opportunities. One employee noted that access to career advancement opportunities varied considerably depending on the commitment and interest of managers. When asked what employers could do differently or better to help employees advance their careers, most (5 out of 7) pointed to a combination of career pathing support and/or a personalized development plan to help them determine how best to progress.

Employers identified a number of opportunities to enhance the skills development and career advancement opportunities they provide. In particular, they pointed to the value of offering career pathing support. This would provide employees, including new entrants, with clear direction on career paths, including insights into career options and required skills and experience to achieve career aspirations. There may be opportunities for municipalities to deepen collaboration in this regard, for example, by supporting cross-municipality horizontal and vertical mobility. At the same time, employers may benefit from encouraging horizontal moves within their organizations, particularly for leadership positions. In addition, while close to two thirds of employers provide some sort of mentorship support, many identified the need for a more formalized approach to mentorship. Finally, many employers pointed to the need for more training opportunities, including leadership training.

F. Options for addressing workforce challenges

Based on the more than 20 findings identified through research and analysis, this report presents six main options for addressing workforce challenges. These options may serve as the foundation for a set of strategies to help local government employers recruit and retain a qualified, suitable and diverse workforce.

It is important to note that these options may not be relevant for all employers, depending on their size, their Collective Agreements, and other considerations, including whether or not employers are already implementing some of these options.

1. Raise awareness about the opportunities provided by local government employment

A general lack or limited knowledge of local government work has been identified by employers as a key driver of recruitment challenges. The results of a general population survey conducted for this report and informal engagement with high school students reinforce these findings. **This may point to the need to increase awareness of local government work and the career opportunities and other advantages it provides.** In addition, the fact that many job seekers rely on advice from family and friends and personal connections when looking for work points to the **importance of enhancing general awareness of and perceptions around local government work across a broad audience.**

Overall perceptions of local government work are favourable, particularly among people with previous experience working with local government. Indeed, interviews suggest that employees enjoy their work with local government, particularly because they feel they are making a positive contribution to their communities, and intend on remaining in the sector. In addition, there is a sense among the general public

that local government work offers a competitive salary and benefits, good work/life balance, meaningful work that makes a difference, and a diverse and inclusive workplace. Young people (i.e. people between the ages of 18 and 34) are likely to agree that government workers are respected in their community, and that government work is meaningful and makes a difference. **As research shows⁹⁹ that younger generations of workers are particularly interested in work that aligns with their values, there may be opportunities to leverage these aspects (i.e. meaningful, impactful and respected work) during outreach, particularly to younger people.**

At the same time, approximately a quarter of respondents did not agree that local government offers exciting and dynamic work, a sentiment that is more common among British Columbians than Canadians overall, or provides the kinds of jobs they are seeking. Approximately a fifth of respondents do not feel that government workers are respected in their communities or that local government work offers an opportunity to leverage their skills/background.

⁹⁹ See, for example, University of Waterloo. 2019. Are you ready to manage the workforce of the future?; and Universum. 2019. World's Most Attractive Employers.

In addition, there is a misalignment between aspects of employment that people value (i.e. workplace culture, interesting work, staff morale and flexible work time) and their views on the capacity of local government employers to offer work that fulfills these priorities. **There may be opportunities to better promote these aspects of local government work (i.e. that it provides a range of exciting opportunities, a positive environment, and work/life balance) during outreach.**

Opportunities include the following:

- Undertake better branding and broader outreach focused on increasing awareness of local government as well as leveraging positive perceptions, by emphasizing how local government work can align with people's values and by addressing negative ones.

- Engage high school counsellors to raise awareness around and promote local government work among students.
- If appropriate and depending on the unique opportunities and constraints facing each employer, promote/"sell" the employee value proposition provided by local government employment.
- Leverage current employees and volunteers as advocates in this branding and outreach work.
- In addition to general outreach, engage young people in high schools and post-secondary institutions, focusing in particular on career pathing.
- Use more accurate and compelling job titles to the extent possible.

2. Improve aspects of the employee value proposition

Employers identified a number of factors that drive both recruitment and retention challenges and therefore may represent high impact may represent significant opportunity. These include a perceived imbalance between the cost of living and compensation, the lack of flexible work options, and employment status.¹⁰⁰

Opportunities include the following:

- For those employers who do not already provide these supports, offer more access to flexible working arrangements, such as Regular Days Off, working arrangement flexibility in exchange for working outside of traditional hours, flextime, and telecommuting, as appropriate for specific employers and positions. These arrangements might help limit commute time and/or enable people to make a broader set of choices about where they

live. For those employers who do not already do so, consider providing other supports that might help facilitate work/life balance, including, for example, onsite daycare (available to employees as well as members of the public).

- Offer other supports that might help alleviate some of the pressures related to high costs of living, including, for example, subsidized transit, or relocation support.
- Provide more awards and recognition for high performance/contribution and/or innovation. While there are Collective Agreement restrictions around pay for performance, this is not the case for exempt staff. For unionized staff, consider options beyond compensation, such as awards or appreciation events and gestures (e.g. thank you cards, gift cards, etc).

¹⁰⁰ Another cross-cutting issue (i.e. insufficient career development and advancement opportunities) is discussed in a separate section.

3. Improve and promote career advancement and skills development opportunities

Employers feel that the perception that local government work does not provide sufficient career development and advancement opportunities is a key driver of both recruitment and retention challenges.

While employers provide a range of supports for skills development and career advancement, there is room for improvement. Overall, employees felt that their employers provide effective supports for skills development. However, budget and time constraints may affect an employee's ability to fully access skills training. In addition, employees felt that they were not offered sufficient career advancement opportunities. Research and feedback from both employees and employers suggest three main areas of focus: development of career paths, the provision of mentorship support, and the expansion of training opportunities for both leadership and technical skills.

Offering career path options: There is limited career path support available to local government employees. In this context, career pathing refers to a process whereby employees are able to understand and pursue the career opportunities available to them in line with their career goals and aspirations. A robust career pathing model would also provide insight into the kinds of work experience, skills, certification, and/or education that may be required to pursue different career options. Career pathing support might also help attract new entrants, including for example, young people who work in local government while pursuing their education and who – if made aware of the opportunities available to them – may be interested in a career in local government upon graduation.

Opportunities include the following:

- Working with employers and post-secondary institutions, develop a high-level career pathing model for all occupations in local government across the region that is useful at entry level through career progression. This could draw on/build on testimonials from individuals who have achieved their career aspirations by progressing through local government. It could also profile some of the professional development opportunities that are provided by local government employers.
- Develop a career pathing model for difficult-to-fill positions as either a separate model or as a component of a high-level career pathing model. This could be a resource that is shared across employers.
- Leverage existing career awareness platforms and tools to educate users about local government professions.
- Build collaboration opportunities between municipalities (e.g. offering cross-municipality horizontal and vertical mobility opportunities and encouraging horizontal moves within organizations), potentially beginning with a pilot project.
- For those employers who are not already doing so, develop an internal secondment program.

Providing mentorship support: While close to two thirds of employers provide some sort of mentorship support, many identified the need for a more formalized approach to mentorship.

Opportunities include the following:

- Developing formal mentorship programs, particularly for difficult-to-fill and difficult-to-retain positions and potentially by building on existing models developed/used by local government employers.

Offering/improving leadership and other training, including technical skills training: Employers identified leadership skills as the foundational soft skills that are hardest to find in candidates, including among candidates for senior level positions. They also noted that ineffective leadership contributes to turnover. In addition, employers identified a range of technical skills that are difficult to find among candidates. These skills deficits may have a negative impact on both service delivery and staff retention, and therefore could be useful focus areas for employers.

Opportunities include the following:

- Expand leadership training, including for employees who aspire to be leaders, potentially by sharing or aligning resources/opportunities across municipalities.
- Encourage post-secondary institutions to provide more training/certification options for technical skills and certifications that are hard to find in candidates and to offer opportunities to build the skills required to work in difficult-to-fill positions, drawing on up-to-date information/data from employers.
- Explore options for developing apprenticeship and internship opportunities for high school and post-secondary school students, potentially building on models currently being used by a number of employers.

4. Enhance diversity and inclusion in the workforce

Immigrants, visible minorities, and women are under-represented in the local government workforce population compared to the overall population in the Vancouver Census Metropolitan Area (CMA). There may be unique opportunities to broaden outreach to immigrant and visible minority communities, given the comparatively positive perspectives of local government work among non-Caucasians.

In addition, **certain groups are under-represented among the Construction Inspectors (NOC 2264) and Civil Engineering Technologists and Technicians (NOC 2231) in the local government workforce population when compared to the NOC-specific workforce population in the Vancouver CMA.**

Specifically, immigrants, visible minorities, women and people who self-identify as Indigenous are under-represented among Construction Inspectors (NOC 2264) in the local government workforce population when compared to the NOC-specific workforce population in the Vancouver CMA. In particular, there is a low comparative participation of immigrants and, to a lesser extent, women. There is also a disproportionately high participation of workers who are 55 years of age and older.

Immigrants and visible minorities are particularly under-represented among the Civil Engineering Technologists and Technicians (NOC 2231) in local government when compared to the NOC-specific workforce population in the Vancouver CMA.

Local government employers are in a unique position to enhance employment opportunities for diverse groups, particularly as this a core value that is shared across employers.

Opportunities include the following:

- Enhance outreach to groups that are under-represented in local government, particularly immigrants, visible minorities, and women. Options include building strong relationships and collaboration with organizations that represent more diverse communities as well as focusing on leveraging the comparatively positive perspectives of local government work among non-Caucasians. There may also be opportunities to collaborate more closely with post-secondary institutions as a means of enhancing outreach to a diverse population.
- Tailor outreach and recruitment strategies for difficult-to-fill positions like Construction Inspectors (NOC 2264) and Civil Engineering Technologists and Technicians (NOC 2231) to target groups that are under-represented in these positions in local government. In this regard, there may be opportunities to work more closely with high schools and post-secondary institutions to help create a pipeline of candidates from under-represented groups for positions in local government.
- Review key positions and related job postings to determine how much previous work experience is in fact required for a position.
- Collect data to track progress toward promoting diversity and inclusion and to demonstrate results, including for example by comparing Human Resource Information System (HRIS) data to a region's demographic data or leveraging voluntary self-identification surveys on workforce composition, recruitment, and retention.

- Explore the use and provision of more robust tools and training to help reduce bias in job postings and the review of resumes.
- Where relevant, enhance efforts to create a more inclusive workforce, such as undertaking training on unconscious or implicit bias, celebrating cultural days, and developing and implementing a respectful workplace policy.

5. Develop a more intentional approach to succession planning and knowledge transfer

Employers report that recruitment and retention challenges are having an impact on current staff and on the efficiency and effectiveness of their organizations. Some of these challenges may intensify over time, particularly as most employers do not have an approach to succession planning or knowledge transfer. This points to the urgency of developing more integrated approaches to succession planning and knowledge transfer.

Opportunities include the following:

- Share information, knowledge and/or succession planning models across employers
- Pair succession planning with career path and skills development strategies, where possible and in line with Collective Agreements. In this regard, there may be a need to develop separate approaches for exempt and non-exempt staff.
- Continue to develop leaders and to build skills that are currently in demand and are likely to be in demand in the future, building on regularly updated recruitment and retention data.
- Build or adopt an effective knowledge retention program, drawing on existing models.

6. Create a tool to maintain up-to-date information about recruitment and retention challenges and innovations

The research suggests that there is a need to gather up-to-date information on a number of questions related to workforce challenges among local government employers in the region, potentially via a semi-regular questionnaire. This questionnaire would be completed by employers on a biennial basis and would be used to inform recruitment and retention support strategies, diversity, and inclusion initiatives, and outreach to post-secondary institutions and others vis-à-vis potential skills development opportunities. A draft biennial questionnaire is provided in Annex 10.

Annex 1. In-scope National Occupation Classification codes

NOC CODE	NOC TITLE
0012	Senior Government Managers and Officials
0013	Senior Managers - Financial, Communications and Other Business Services
0015	Senior Managers - Trade, Broadcasting and Other Services, n.e.c.
0111	Financial Managers
0112	Human Resources Managers
0113	Purchasing Managers
0114	Other Administrative Services Managers
0124	Advertising, Marketing and Public Relations Managers
0125	Other Business Services Managers
0131	Telecommunication Carriers Managers
0211	Engineering Managers
0212	Architecture and Science Managers
0213	Computer and Information Systems Managers
0412	Government Managers - Economic Analysis, Policy Development and Program Administration
0414	Other Managers in Public Administration
0423	Managers in Social, Community and Correctional Services
0432	Fire Chiefs and Senior Firefighting Officers
0511	Library, Archive, Museum and Art Gallery Managers
0513	Recreation, Sports and Fitness Program and Service Directors
0711	Construction Managers
0714	Facility Operation and Maintenance Managers
0731	Managers in Transportation
0912	Utilities Managers
1111	Financial Auditors and Accountants
1112	Financial and Investment Analysts
1121	Human Resources Professionals

NOC CODE	NOC TITLE
1122	Professional Occupations in Business Management Consulting
1123	Professional Occupations in Advertising, Marketing and Public Relations
1211	Supervisors, General Office and Administrative Support Workers
1214	Supervisors, Mail and Message Distribution Occupations
1215	Supervisors, Supply Chain, Tracking and Scheduling Co-Ordination Occupations
1221	Administrative Officers
1222	Executive Assistants
1224	Property Administrators
1225	Purchasing Agents and Officers
1226	Conference and Event Planners
1227	Court Officers and Justices Of The Peace
1241	Administrative Assistants
1242	Legal Administrative Assistants
1253	Records Management Technicians
1311	Accounting Technicians and Bookkeepers
1314	Assessors, Valuers and Appraisers
1411	General Office Support Workers
1415	Personnel Clerks
1423	Desktop Publishing Operators and Related Occupations
1431	Accounting and Related Clerks
1432	Payroll Administrators
1451	Library Assistants and Clerks
1452	Correspondence, Publication and Regulatory Clerks
1454	Survey Interviewers and Statistical Clerks
1513	Couriers, Messengers and Door-to-Door Distributors
1521	Shippers and Receivers
1522	Storekeepers and Parts Persons
1524	Purchasing and Inventory Control Workers

NOC CODE	NOC TITLE
1525	Dispatchers
2131	Civil Engineers
2132	Mechanical Engineers
2147	Computer Engineers (Except Software Engineers and Designers)
2151	Architects
2152	Landscape Architects
2153	Urban and Land Use Planners
2154	Land Surveyors
2171	Information Systems Analysts and Consultants
2172	Database Analysts and Data Administrators
2174	Computer Programmers and Interactive Media Developers
2175	Web Designers and Developers
2211	Chemical Technologists and Technicians
2223	Forestry Technologists and Technicians
2224	Conservation and Fishery Officers
2225	Landscape and Horticulture Technicians and Specialists
2231	Civil Engineering Technologists and Technicians
2233	Industrial Engineering and Manufacturing Technologists and Technicians
2241	Electrical and Electronics Engineering Technologists and Technicians
2243	Industrial Instrument Technicians and Mechanics
2253	Drafting Technologists and Technicians
2254	Land Survey Technologists and Technicians
2255	Technical Occupations in Geomatics and Meteorology
2262	Engineering Inspectors and Regulatory Officers
2263	Inspectors in Public and Environmental Health and Occupational Health and Safety
2264	Construction Inspectors
2281	Computer Network Technicians
2282	User Support Technicians

NOC CODE	NOC TITLE
4112	Lawyers and Quebec Notaries
4161	Natural and Applied Science Policy Researchers, Consultants and Program Officers
4163	Business Development Officers and Marketing Researchers and Consultants
4164	Social Policy Researchers, Consultants and Program Officers
4167	Recreation, Sports and Fitness Policy Researchers, Consultants and Program Officers
4211	Paralegal and Related Occupations
4212	Social and Community Service Workers
4422	Correctional Service Officers
4423	By-Law Enforcement and other Regulatory Officers, N.e.c.
5111	Librarians
5211	Library and Public Archive Technicians
5212	Technical Occupations Related To Museums and Art Galleries
5226	Other Technical and Co-Ordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts
5241	Graphic Designers and Illustrators
5254	Program Leaders and Instructors in Recreation, Sport and Fitness
6211	Retail Sales Supervisors
6222	Retail and Wholesale Buyers
6311	Food Service Supervisors
6314	Customer and Information Services Supervisors
6322	Cooks
6522	Pursers and Flight Attendants
6541	Security Guards and Related Security Service Occupations
6552	Other Customer and Information Services Representatives
6611	Cashiers
6722	Operators and Attendants in Amusement, Recreation and Sport
6732	Specialized Cleaners
6733	Janitors, Caretakers and Building Superintendents
6742	Other Service Support Occupations, n.e.c.

NOC CODE	NOC TITLE
7201	Contractors and Supervisors, Machining, Metal Forming, Shaping and Erecting Trades and Related Occupations
7205	Contractors and Supervisors, other Construction Trades, Installers, Repairers and Servicers
7235	Structural Metal and Platework Fabricators and Fitters
7241	Electricians (Except Industrial and Power System)
7242	Industrial Electricians
7251	Plumbers
7271	Carpenters
7294	Painters and Decorators (Except Interior Decorators)
7301	Contractors and Supervisors, Mechanic Trades
7302	Contractors and Supervisors, Heavy Equipment Operator Crews
7305	Supervisors, Motor Transport and other Ground Transit Operators
7311	Construction Millwrights and Industrial Mechanics
7312	Heavy-Duty Equipment Mechanics
7313	Heating, Refrigeration and Air Conditioning Mechanics
7442	Waterworks and Gas Maintenance Workers
7445	Other Repairers and Servicers
7452	Material Handlers
7511	Transport Truck Drivers
7521	Heavy Equipment Operators (Except Crane)
7522	Public Works Maintenance Equipment Operators and Related Workers
7611	Construction Trades Helpers and Labourers
7621	Public Works and Maintenance Labourers
8255	Contractors and Supervisors, Landscaping, Grounds Maintenance and Horticulture Services
8612	Landscaping and Grounds Maintenance Labourers
9212	Supervisors, Petroleum, Gas and Chemical Processing and Utilities
9243	Water and Waste Treatment Plant Operators

Annex 2. Employer questionnaire

1. Please select the grouping that encompasses your employer.

- A - Lions Bay, North Vancouver City, North Vancouver District, West Vancouver, Whistler
- B – Burnaby, Metro Vancouver Regional District, New Westminister, Richmond, Vancouver
- C – Abbotsford, Chilliwack, Delta, Langley City, Langley Twp., Surrey, Tsawwassen, White Rock
- D – Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody
- E – Anmore, Belcarra, Bowen Island

2. Generally speaking, how difficult is it to recruit qualified and suitable employees into your organization?

("Difficult to recruit" may refer, for example, to situations where there is a low number of qualified applicants for a position, positions take a significant amount of time to fill, there is a need to hire under-qualified candidates, the work is contracted out, etc.)

- Very difficult
- Somewhat difficult
- Not very difficult
- Not at all difficult
- It depends on the occupation

[SKIP TO Q8 IF ANSWERED "Not at all difficult"]

3. For which positions have you had the most difficulty recruiting candidates with suitable qualifications?

Please consider the occupation groups listed below. For each occupation group, please list the positions that have been most difficult to fill, if any.

- Parks, Recreation and Culture (excluding operations)

Open ended question:

- Engineering

Open ended question:

- Planning

Open ended question:

Permits and Development

Open ended question:

Finance

Open ended question:

Human Resources

Open ended question:

Administration

Open ended question:

Legal

Open ended question:

Information Technology

Open ended question:

Operation and Trades (including Parks operations)

Open ended question:

Public Safety (e.g. Bylaw Officers, Emergency Programs, Protective Services)

Open ended question:

4. **Generally speaking, why do you think these positions are difficult to fill?** *(Select all that apply.)*

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Additional comments, if desired:

5. **Generally speaking, how would you compare your organization's experience recruiting qualified and suitable people for these difficult-to-fill positions this year compared to the last 3 to 5 years?**

- It is more difficult to recruit qualified and suitable people for these difficult-to-positions this year compared to the last 3 to 5 years
- It is the same this year as compared to the past 3 to 5 years
- It is less difficult to recruit qualified and suitable people for difficult-to-fill positions this year compared to the last 3 to 5 years
- Additional comments, if desired:

6. Generally speaking, which foundational soft skills (i.e. soft skills that are required to enter and then advance in the sector) are hardest to find in candidates?

- Decision-making ability
- Strategic thinking
- Problem-solving
- Time management
- Discretion and professionalism
- Ability to work independently
- Organizational/prioritization skills
- Creativity and innovation
- Versatility, adaptability, and flexibility
- Enthusiasm and commitment
- Resilience
- Team-building and management
- Ability to collaborate/work in a team
- Leadership skills, inspiring and motivating
- Service orientation
- Customer service
- Fiscal responsibility
- Political acumen
- Facilitation and negotiation
- Effective communication
- Consensus-building
- Presentation/public speaking skills

7. Thinking specifically about senior positions, which soft skills are hardest to find in candidates for senior level positions?

Open-ended question:

8. Generally speaking, how difficult is it for you to retain employees within your organization? (“Difficult to retain” may refer, for example, to positions where there are a high number of separations from the organization, the forecasted number of retirements is high, etc.)

- Very difficult
- Somewhat difficult
- Not very difficult
- Not at all difficult
- It depends on the occupation

[SKIP TO Q12 IF ANSWERED “Not at all difficult“.]

9. **Thinking about which positions are difficult to retain within your organization, please consider the occupation groups listed below.** For each occupation group, please list the positions that have been most difficult to retain, if any.

Parks, Recreation and Culture (excluding operations)

Open ended question:

Engineering

Open ended question:

Planning

Open ended question:

Permits and Development

Open ended question:

Finance

Open ended question:

Human Resources

Open ended question:

Administration

Open ended question:

Legal

Open ended question:

Information Technology

Open ended question:

Operation and Trades (including Parks operations)

Open ended question:

Public Safety (e.g. Bylaw Officers, Emergency Programs, Protective Services)

Open ended question:

10. **Generally speaking, why do you think these positions are difficult to retain in your organization?**

(Select all that apply)

- Cost of living is too high
- Commute time is too long
- Employees do not feel committed or connected to the organization's purpose and values
- Employee compensation is lower than in competing industries
- Employees do not have the required skills to perform effectively
- Employees are overqualified for the work they are doing
- Employees are not able to achieve their work/life balance objectives
- Employees feel they do not have sufficiently flexible working arrangements and/or hours
- Employees do not feel that the organization provides a safe, secure and respectful work environment
- Employees perceive there to be a lack of skills/ career development and advancement opportunities
- Employees feel they do not receive enough coaching and mentoring
- Employees feel that the sector does not provide sufficient rewards and recognition for performance
- Employees feel they are unlikely to secure a regular full-time position
- Employees are leaving the full-time workforce altogether
- Additional comments, if desired:

11. **Generally speaking, how would you compare your organization's experience retaining employees this year compared to the past 3 to 5 years?**

- It is more difficult to retain employees this year compared to the past 3 to 5 years
- It is the same this year as compared to the past 3 to 5 years
- It is less difficult to retain employees this year compared to the past 3 to 5 years
- Additional comments, if desired:

12. If relevant, what best describes the impact of recruitment/retention challenges on your organization?

(Select all that apply.)

- The quality of the delivery of services to the public is declining
- Teams are not able to start or complete work on time
- The quality and/or timeliness of service delivery poses risks to the public
- Teams spend a lot of time and energy finding the right people
- Existing staff need to take on more work
- Staff morale and engagement are declining
- There is an increase in absences (e.g. use of sick, stress leave)
- There is a loss of institutional knowledge/memory
- There is not enough time/capacity to focus on business/service improvement
- Recruitment/retention challenges have no impact on the organization
- Other. Please specify:

13. Does your organization have a dedicated recruitment strategy?

- Yes
- No
- Additional comment, if desired:

14. What recruitment tools do you use to recruit for vacant positions and how effective are these tools?

	HIGHLY EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	WE DON'T USE THIS TOOL
Job search websites (e.g. indeed.com, WorkBC job board)				
Professional Association websites (e.g. CPHR, Engineers and Geoscientists BC, Planning Institute of British Columbia, etc.)				
Public-facing municipal/regional government websites (e.g. CivicInfo BC, etc.)				
Online classifieds				
Internal postings				
Informal referrals				
Formal referrals				
Social media				
Career fairs				
School job boards, career centres, co-op programs and/or internships				
Staffing or recruiting firms/temp agencies				
Other, please specify				

15. **Which of the following demographic groups do you specifically engage through recruitment practices?**
(Select all that apply.)

- Women
- People who self-identify as Indigenous
- Visible minorities*
- People with disabilities
- People who identify as LGBTQ2S
- High school students
- College/university students
- Recent college/university graduates
- Retirees
- People who have arrived in Canada within the last 5 years and who are eligible to work in Canada
- Hires from other provinces/territories within Canada
- Hires from outside of Canada
- We don't target any specific groups when recruiting
- Other. Please specify:

*The Employment Equity Act defines visible minorities as "persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour."

16. **Does your organization have a dedicated strategy to retain staff?**

- Yes
- No
- Additional comment, if desired:

17. What actions are you, as an employer, taking to reduce turn-over and how effective are these actions?

	HIGHLY EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	WE DON'T DO THIS		
		We cultivate leadership that is interested and actively engaged in retention				
We offer flexible working arrangements and/or flexible hours		We provide interesting/challenging work opportunities				
We offer training and/or other skills development opportunities		We cultivate and foster a positive workplace culture				
We frequently gather employee feedback (e.g. employee satisfaction surveys) and act on feedback		We provide a safe, secure and respectful work environment				
We conduct exit interviews and act on the feedback received		People feel committed and connected to the organization's purpose and values				
We offer promotion/career advancement opportunities		We offer rewards and/or recognition for performance				
We offer mentoring/coaching/job shadowing opportunities		Other. Please specify:				

18. Do you have an organization-wide diversity and inclusion strategy?

- Yes Additional comments, if desired:
- No

19. What actions, if any, are you taking to promote diversity and inclusion in the workforce/workplace?

Open ended question:

20. How do you see the following technologies influencing workforce requirements? (For example, technology will change the total number of people you employ, technology will impact the skills you need employees to have, technology will impact work arrangements, etc.)?

Advanced data analytics including the use of machine learning and artificial intelligence to, for example, partially or fully automate business processes

Open ended question:

Web-based services to facilitate transactions and information exchange with constituents and stakeholders

Open ended question:

Robotics involved in the manipulation or movement of physical objects

Open ended question:

Internet of Things to collect data through sensors and other collection points to inform planning, service delivery, and operations management

Open ended question: _____

Connected workplace to enable and/or improve the productivity of a physically distributed workforce

Open ended question: _____

Other technologies

Open ended question: _____

21. **Do you have an approach to ensuring knowledge transfer (i.e. the identification of essential knowledge and the implementation of a plan to share this knowledge between one person and another using knowledge transfer tools)?**

Yes

Additional comment, if desired:

No

[SKIP TO Q23 IF ANSWERED "No".]

22. **In your opinion, how effective is this approach?**

Very effective

Not at all effective

Somewhat effective

Additional comments, if desired:

Not very effective

23. **Do you have an approach to succession planning (i.e. an integrated, strategic approach to anticipating and sourcing/cultivating future required competencies)?**

Yes

Additional comment, if desired:

No

[SKIP TO QUESTION Q25 IF ANSWERED "No".]

24. **In your opinion, how effective is this approach?**

Very effective

Not at all effective

Somewhat effective

Additional comments, if desired:

Not very effective

25. **Is there anything else you would like to add with respect to any of the issues addressed in this questionnaire?**

Open ended question:

Annex 3. Employer focus group guide

A. Difficult-to-fill positions

[Questionnaire results suggest that the following positions are most difficult to fill in the regions represented in this focus group (fill in positions by region, using visual aid). In addition, results from all employers suggest that there are a number of key reasons why certain positions are difficult to fill. We'd like to discuss these with you.]

- 1. What do you think are the main reasons that [insert positions that are most difficult to fill by region] are difficult to fill? What are you observing to suggest that these are the reasons that these positions are difficult to fill?**
- 2. Looking at these difficult-to-fill positions, does the employment status (e.g. temporary, auxiliary, etc) associated with certain positions/occupation groups have any impact on your ability to find qualified candidates? Please explain.**

[In the questionnaire, across employers the most commonly cited reason that certain positions are difficult to fill is that "applicants do not have the required skills, qualifications or experience for the position". Other frequently cited reasons include: "cost of living makes it difficult to attract qualified candidates"; "employee compensation is perceived to be lower than in competing industries"; "there is a lack of awareness about the industry"; "qualified candidates do not see sufficient career development and advancement opportunities" in local government. (Note: visual aid will be used for this exercise.)]

- 3. Do these findings (i.e. applicant skills, cost of living, compensation, lack of awareness of the industry, insufficient career development and advancement opportunities) resonate with you? (Note: framing of question will depend on degree of overlap between focus group responses and questionnaire responses.)**

- 4. How, if at all, do you think recruitment challenges might change going forward/moving into the future?** Here we are interested in exploring whether conditions impacting recruitment are getting better or worse, notwithstanding any actions taken on the part of employers. For example, are you aware of anything happening within these difficult-to-fill occupations or within your region, your organization, or among the communities you serve that would suggest that it will become easier or more difficult to recruit qualified people into your organization? *(Prompts: cost of living continues to rise, competition for work is increasing, there is greater demand for certain expertise, we are not reaching a younger demographic with recruitment outreach, the population size of our region is growing, people are looking for different/more flexible working arrangements, etc)*
- 5. If you could do or change anything to make it easier to recruit qualified and suitable people to fill positions, what would you do? (Format: breakout group and report back)** *(Prompts: improve recruitment strategies/outreach, improve brand, appeal and awareness of local government, offer more flexible working arrangements, etc)*
- 6. (If appropriate/relevant) What supports do you need to make these changes?**

B. Difficult-to-retain positions

[Questionnaire results suggest that the following positions are most difficult to retain in the regions represented in this focus group (fill in positions by region, using visual aid). Results from all employers suggest that there are a number of key reasons why certain positions are difficult to retain. We'd like to discuss these with you.]

7. **What do you think are the main reasons that [insert positions that are most difficult to retain by region] are difficult to retain? What are you observing to suggest that these are the reasons that these positions are difficult to retain?**
8. **Looking at these difficult-to-retain positions, does the employment status (e.g. temporary, auxiliary, etc) associated with certain positions/occupation groups have any impact on your ability to find qualified candidates? Please explain.**

[In the questionnaire, the most commonly cited reason for retention challenges is that "employees perceive there to be a lack of skills/career development and advancement opportunities" in local regional government. Other commonly cited reasons relate to the fact that "compensation is lower in local government than in competing industries", "employees feel they are unlikely to secure a regular full-time position", "the cost of living is too high", and "employees do not feel they have sufficiently flexible working arrangements and/or hours". (Note: visual aid will be used for this exercise.)]

9. **Do these findings (i.e. lack of skills/career development and advancement opportunities, compensation, concerns about securing a regular full-time position, and cost of living) resonate with you? (Note: framing of question will depend on degree of overlap between focus group responses and questionnaire responses.)**

10. **How, if at all, do you think retention challenges might change going forward/moving into the future?** Here we are interested in exploring whether conditions impacting retention are getting better or worse, notwithstanding any actions taken on the part of employers. For example, are you aware of anything happening within these difficult-to-retain occupations or within your region, your organization, or among the communities you serve that would suggest that it will become easier or more difficult to retain qualified people into your organization? *(Prompts: there are high rates of turn-over/retirement, competition for work is increasing, costs of living will continue to be high, etc)*
11. **If you could do or change anything to make it easier to retain qualified and suitable people for certain positions, what would you do? (Format: breakout group and report back)** *(Prompts: offer more flexible working arrangements, create more career advancement opportunities, etc)*
12. *(If appropriate/relevant)* **What supports do you need to make these changes?**

C. Skills development and career advancement opportunities

[The employer questionnaire identified foundational soft skills that are hard to find in candidates generally, including at more senior levels. We would like to explore technical skills/requirement gaps in this discussion. (By soft skills, we are referring to skills that are focused on attributes and personality traits (e.g. leadership skills, time management). By technical skills/requirements, we are referring to knowledge and abilities that tend to be industry/job-specific and that are often obtained through education, certification and/or qualification (e.g. coding, project management, bookkeeping, Microsoft Office, fluency in a second language, etc). In addition, the most commonly cited reason for retention challenges is the lack of skills/career development and advancement opportunities. We would like to explore your views on these opportunities as well.]

13. **Looking at the most difficult-to-fill and difficult-to-retain positions in your region, what, if any, technical skills/requirements are generally lacking in entry, mid-level and senior level candidates?**
(Note: a “checklist tool” will be used for this exercise. This tool will list a number of technical requirements/skills that are essential for performing well in positions that are most difficult to fill and difficult to retain. Focus group participants will be requested to complete the check list.)
14. **Thinking about candidates for positions in local/regional government more generally, are there are technical skills/requirements that you find are generally lacking, that is, that are not specific to any particular position but that are generally difficult to find in candidates?**
15. **Looking at the occupation groups with positions that are difficult to fill and difficult to retain in your region, are there any particular certifications that are difficult to find in candidates?**
16. **If employees want to build their skills, what supports does your organization provide that you think are particularly effective in helping them do so?** *(Prompts: skills training, peer-to-peer learning, certification opportunities, etc)*
17. **What do you think your organization could be doing differently/better to improve skills development opportunities for employees?**
18. **If employees want to advance their careers, including by building their leadership capacities, what supports does your organization have in place that are particularly effective in helping them do so?** *(Prompts: coaching, mentoring, management and leadership training, etc)*
19. **What do you think your organization could be doing differently/better to provide career advancement opportunities for employees?**

D. Diversity and inclusion

[Introduction: Our next set of questions relates to diversity and inclusion in the workforce and workplace.¹⁰¹]

20. **Do you see any barriers/obstacles/challenges that might limit your organization's ability to attract and retain a diverse workforce and to create and maintain an inclusive work environment?** *(Note: Related to question above and, depending on responses, could be folded into question above)*

21. **How many organizations are undertaking initiatives to promote diversity and inclusion in the workforce?** *(Show of hands)*

22. **For those who raised their hands, what actions/efforts do you think have been particularly effective in promoting diversity and inclusion in the workforce? Why?**

23. **What (other) opportunities do you see for increasing the participation of the following or other groups in your organization's workforce?** *(Note: Groups to be referenced include: the LGBTQ2S+ community, women, visible minorities, immigrants and refugees, people who self-identify as Indigenous, person with diverse abilities, people aged 65 and older, people between the ages of 15 and 24, people with diverse religious or political beliefs, other)¹⁰²*

101. Working definition of diversity and inclusion: Diversity is the variety of people and ideas within an organization (Sherman Garr, 2014). Variety includes visible and/or invisible differences, such as: age, culture, gender, race, mental/physical status, religion, sexual orientation, language, education, socioeconomic status, life experiences, family status, perspectives, etc. Inclusion is the environment where people feel involved, respected, valued, connected and where individuals bring their authentic selves to the team and business (Sherman Garr, 2014). Source: Diversity & Inclusion in the BC Tech Sector.

102. Note: These characteristics are based on the BC Human Rights code which protects a person from discrimination in hiring or on the job if the discrimination is based on one or more of the following protected grounds:

- Race, colour, ancestry, place of origin
- Political beliefs
- Religion
- Marital status
- Family status
- Physical or mental disability
- Sex
- Sexual orientation
- Gender identity or expression
- Age
- Conviction of a criminal or summary offence not related to the employment

Source: "Words Matter: Guidelines on using inclusive language in the workplace" prepared by the BC Public Service.

E. Succession planning and knowledge transfer

[In our final set of questions, we're interested in discussing succession planning, including knowledge transfer. By succession planning we are referring to an integrated, strategic approach to anticipating and sourcing/cultivating future required competencies. Succession planning helps ensure that necessary talent and skills will be available when needed, and that essential knowledge and abilities will be maintained when employees in critical positions leave. By knowledge transfer, we are referring to the identification of essential knowledge and the implementation of a plan to share this knowledge between one person and another using knowledge transfer tools. Knowledge transfer enables the continuity in the delivery of programs and services by creating a learning environment, access to corporate

memory and intentionally sharing and incorporating knowledge management practices into day-to-day interactions. Both succession planning and knowledge transfer require planning and facilitation.]

24. **How many organizations have an approach to or are undertaking actions to ensure succession planning, including knowledge transfer?**
(Show of hands)
25. **What actions do you think have been particularly effective and why?**

END

Annex 4. Employee interview guide

Recruitment tools and strategies/options

- 1. We are interested in knowing how you found your first job in local government. Did you specifically target/seek out local government as an employer? If so, why? If not, how did you find your first job with local government?**
- 2. How did you find your current position (if not also your first job)?**
- 3. Local/regional government employers are having a difficult time finding people to work in local government in general and (if relevant), your occupation group in particular. In your opinion, why is this the case?** *(Prompts: cost of living, compensation, commute time, employees are over-qualified for the work they are doing, etc)*
- 4. If you could make recommendations to your employer about how to recruit more people from your occupation group, what would you recommend?** *(Prompts: broaden recruitment outreach, increase awareness around the advantages of local government work, promote the career development and advancement opportunities in local government, job security, etc)*

Retention tools and strategies/options

- 5. Local/regional government employers are finding it difficult to retain people in local government in general and (if relevant) your occupation group in particular. In your opinion, why is this the case?** *(Prompts: cost of living, compensation, commute time, limited job mobility, competitor industries, job security, etc)*
- 6. If you could make any recommendations to your employer about how to recruit more people in local government in general or (if relevant) from your occupation group in particular, what would you recommend?**
- 7. We would like to get a better sense of “competitor industries” for local/regional government employers. Hypothetically, if you were looking to leave your current employer, where would you like to work? Specifically, would you stay in the local government sector or move outside the sector?**
- 8. (If outside the sector), where would you move?**
- 9. What aspects of local government work do you particularly like/appreciate?**

Diversity and Inclusion

10. **Are you aware of any actions/initiatives that your employer is undertaking to enhance diversity and inclusion in the workforce and workplace?** *(Prompts: specific capacity/role dedicated to diversity and inclusion, multi-cultural days, diversity and inclusion strategy, etc)*
11. **Is there anything that you feel your employer could do or do better to help to attract and retain a more diverse and inclusive workforce/workplace?** *(Prompts: greater outreach to under-represented communities, more robust training, more part-time options for some workers, etc)*
12. **Do you identify with any of these identity-related personal characteristics?**¹⁰³
- A member of the LGBTQ2S+ community
 - A woman
 - A visible minority
 - An immigrant or refugee
 - Self-identify as Indigenous
 - A person with diverse abilities
- 65 years of age or older/Between the ages of 15 and 24
 - Other identity-related characteristics you would like to share (Prompt: religious and/or political beliefs, family status, marital status, etc)
13. **Do you feel you have faced any barriers or challenges to getting or keeping your job with local/regional government specifically because you identify as (fill in based on response to Q12)?**
If so, please explain.
14. **Are there any aspects of the job that you think might be particularly attractive to (fill in based on response to Q12)?**
15. **Are there any aspects of the job that you think might be less attractive to (fill in based on response to Q12)?**

103. Note: These characteristics are based on the BC Human Rights code which protects a person from discrimination in hiring or on the job if the discrimination is based on one or more of the following protected grounds:

- Race, colour, ancestry, place of origin
- Political beliefs
- Religion
- Marital status
- Family status
- Physical or mental disability
- Sex
- Sexual orientation
- Gender identity or expression
- Age
- Conviction of a criminal or summary offence not related to the employment

Source: "Words Matter: Guidelines on using inclusive language in the workplace" prepared by the BC Public Service.

Skills and career development opportunities (10 minutes)

16. **Do you think that the supports your organization has in place to help employees build/develop their skills are effective? Please explain.** *(Prompts: skills training programs, lunch and learns, peer training, etc)*
17. **What do you think your employer could be doing differently/better to help employees to develop their skills?**
18. **Do you think that that the supports your organization has in place to help employees advance their careers are effective? Please explain.** *(Prompts: coaching, mentoring, leadership training, opportunities to try different types/areas of work, etc.)*
19. **What do you think your employer could be doing differently/better to help employees advance their careers?**

END

Annex 5. Omnibus survey questions

Demographic distribution of responses to the Omnibus Survey

DEMOGRAPHIC CRITERIA	SUBGROUP	TOTAL NUMBER	REPRESENTATION IN % OF TOTAL RESPONSES
Total		641	100.0%
Gender	Male	307	47.9%
	Female	330	51.5%
	Non Binary	3	0.5%
Age	18-34	187	29.2%
	35-44	107	16.7%
	45-64	224	34.9%
	65+	123	19.2%
Region	Central	258	40.2%
	North West	49	7.6%
	North East	85	13.3%
	South West	78	12.2%
	South East	170	26.5%
Ancestry	Caucasion only	328	51.2%
	Chinese	110	17.2%
	South Asian	69	10.8%
	Other Asian	25	3.9%
	Others	110	17.2%
Previous government employment	With previous government employment	89	13.9%
	Without previous government employment	552	86.1%

Survey Questions

Experience working for municipal/local or regional government in BC

1. Have you ever been employed by a municipal/local or regional government in BC?

- Yes
- No

Perceptions of municipal/local government work

2. When thinking about jobs and careers in municipal/local government, which positions come to mind?
(Name up to three.)

3. Thinking now about your municipal/local government as an employer, based on your own experience or what you have heard from others, do you basically agree or disagree with the following statements:

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	DON'T KNOW
Offers the kind of jobs I'm looking for					
Offers an opportunity to leverage my skills/background					
The work is meaningful and makes a difference					
Government workers are respected in my community					
Provides training and career advancement opportunities					
Offers a competitive salary and benefits					
Offers a good work/life balance					
Offers a diverse and inclusive workplace					
Offers exciting and dynamic work					

4. How likely or unlikely are you to recommend a job in municipal/local or regional government to a friend or family member?

- Very unlikely
- Somewhat unlikely
- Somewhat likely
- Very likely
- Don't know

Annex 6. References

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Annex 7. Results from RES recruitment data analysis

The tables below provide the results of an analysis of the recruitment data collected by RES.¹⁰⁴

TOP 15 NOCS WITH THE HIGHEST AVERAGE TIME TO FILL A POSITION ONCE POSTED

NOC CODE	NOC TITLE	AVERAGE TIME TO FILL (IN DAYS)
1212	Supervisors, Finance and Insurance Office Workers	291
0731	Managers in Transportation	274
4033	Educational Counsellors	235
4153	Family, Marriage and Other Related Counsellors	231
4166	Education Policy Researchers, Consultants and Program Officers	203
2147	Computer Engineers (except Software Engineers and Designers)	185
0013	Senior managers - Financial, Communications and Other Business Services	177
0113	Purchasing Manager	165
5223	Graphic Arts Technicians	153
0124	Communications Manager	152
0711	Construction Managers	151
1225	Purchasing Agents and Officers	151
0112	Human Resources Managers	146
4112	Lawyers and Quebec Notaries	139
1122	Professional Occupations in Business Management Consulting	136

¹⁰⁴. RES recruitment data.

TOP 15 NOCS WITH THE FEWEST AVERAGE NUMBER OF APPLICATIONS PER OPENING

NOC CODE	NOC TITLE	AVERAGE # OF APPLICATIONS PER OPENING
7202	Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	2
7305	Supervisors, Motor Transport and Other Ground Transit Operators	2
7521	Heavy Equipment Operators	2
4033	Educational Counsellors	3
7201	Contractors and Supervisors, Machining, Metal Forming, Shaping and Erecting Trades and Related Occupations	3
6322	Cooks	3
1521	Shippers and Receivers	4
5241	Graphic Designers and Illustrators	4
6311	Food Service Supervisors	4.5
1522	Storekeepers and Parts Persons	4.5
2175	Web Designers and Developers	5
6742	Other Service Support Occupations, n.e.c.	5.5
7611	Construction Trades Helpers and Labourers	6.75
7235	Structural Metal and Platework Fabricator and Fitters	8
7452	Material Handlers	8

NOCS WITH HIGHEST RATE OF REPOSTINGS¹⁰⁵

NOC CODE	NOC TITLE	#REPOSTINGS/ #OPENINGS
1452	Correspondence, publication and regulatory clerks	21%
8612	Landscaping and grounds maintenance labourers	20%
7442*	Waterworks and Gas Maintenance Workers	13%
0714	Facility Operation and Maintenance Managers	12%
0211*	Engineering Managers	9%
4164	Social Policy Researchers, Consultants and Program Officers	9%
6552	Other Customer and Information Services Representatives	7%
7621	Public Works and Maintenance Labourers	5%
1224	Property Administrators	4%
4423*	By-law Enforcement and Other Regulatory Officers, n.e.c.	4%
2131*	Civil Engineers	3%

*These positions were also identified as difficult to fill by employers in the employer questionnaire.

105. Occupations are included in this table if they include 10 or more postings.

Annex 8. Results from RES separation data analysis

Average tenure in years by reason for separation for top 15 occupations with shortest tenure/length of service, 2017-2018¹⁰⁶

NOC	AVERAGE TENURE	DISCHARGE	OTHER	RESIGNATION	RETIREMENT	NO. OF RECORDED SEPARATIONS
1221 Administrative Officers	4.2	3.5	*	1.9	29.0	13
2264 Construction Inspectors	5.8	1.3	0.0	4.6	13.0	24
7512 Bus Drivers, Subway Operators and Other Transit Operators	6.8	0.0	16.0	3.7	10.3	22
2282 User Support Technicians	7.2	7.0	27.0	4.5	15.0	18
2153 Urban and Land Use Planners	7.6	1.5	7.0	4.8	21.3	70
1222 Executive Assistants	8.3	*	*	5.2	13.0	10
5254 Program Leaders and Instructors in Recreation, Sport and Fitness	8.9	*	15.0	5.6	26.5	18
7442 Waterworks and Gas Maintenance Workers	9.7	6.5	13.0	4.1	21.6	23
1452 Correspondence, Publication and Regulatory Clerks	9.8	*	8.5	5.2	19.6	17
4423 By-law enforcement and Other Regulatory Officers, n.e.c.	10.3	1.8	*	3.7	26.1	39
7611 Construction Trades Helpers and Labourers	11.2	12.5	7.5	4.8	21.8	52
7321 Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	11.5	1.5	4.0	3.9	23.0	27
1411 General Office Support Workers	11.6	3.6	12.0	6.2	18.9	89
8612 Landscaping and Grounds Maintenance Labourers	11.9	*	21.0	2.6	26.0	17
4167 Recreation, Sports and Fitness Policy Researchers, Consultants and Program Officers	12.5	7.5	*	6.1	23.1	30

* No observations.

106. RES separation dataset, 2017 and 2018. Note that there are not enough data points (i.e. separations) to draw conclusions for NOC 2131. (NOC 2264 = 24 separations, NOC 2153 = 70 separations, and NOC 2231 = 39 separations.) In addition, only the data with assigned NOC codes and for which hire or seniority date is available are used in any analysis using RES separation data. Finally, NOC-specific analysis is undertaken only for those NOCs with more than 10 separations. As noted in the methodology section of this report, RES job separations dataset consists of data from 2017 to 2018 for 18 member employers on job separations, including job title, start date, separation date and reason for separation.

Annex 9. Results from 2016 survey conducted by Insights West on behalf of the Canadian Association of Municipalities

A 2016 survey conducted by Insights West on behalf of the Canadian Association of Municipalities (CAMA)¹⁰⁷ provides insight into what people value in a job, and their perceptions of local government work.

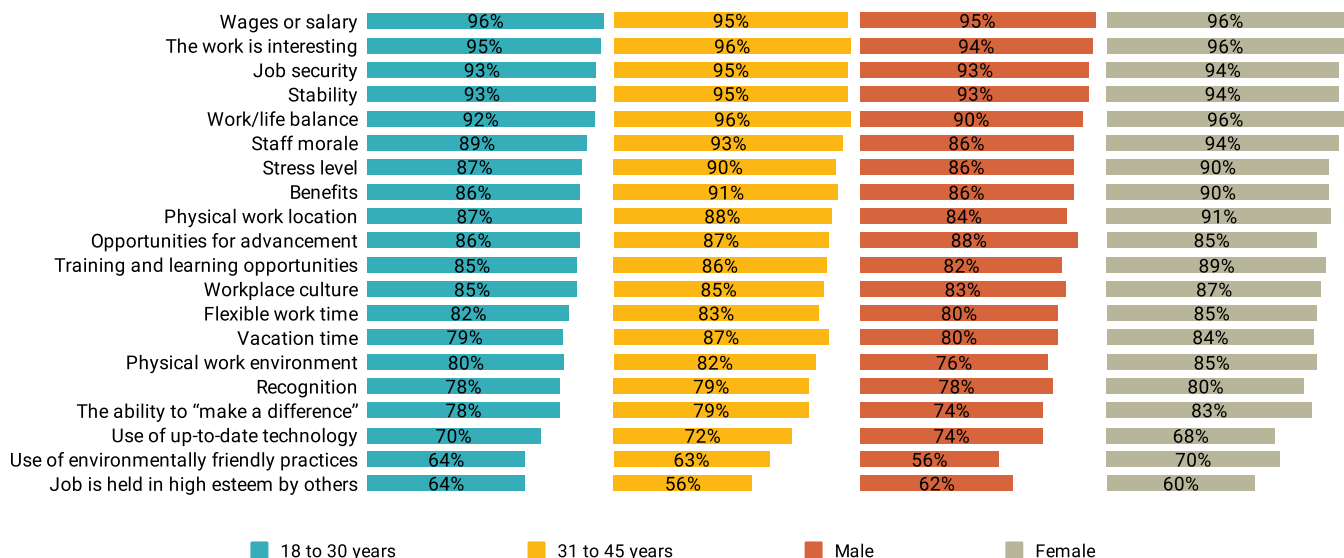
What do people value in a job?

- On a national level, wages or salary, interesting work and job security rank among the top three priorities when looking for employment.
- There is limited variation between Canada-wide and B.C.-specific priorities or across genders or age groups.

Figure 60. Important aspects of a job by age and gender¹⁰⁸

How important are each of the following aspects of a job when you are looking for employment? (Very Important or Important), national, by age and gender

Source: 2016 CAMA/Insights West survey, n=1,058



107 CAMA and Insights West. February 2016. National Prospective Employee Research.

108 Ibid.

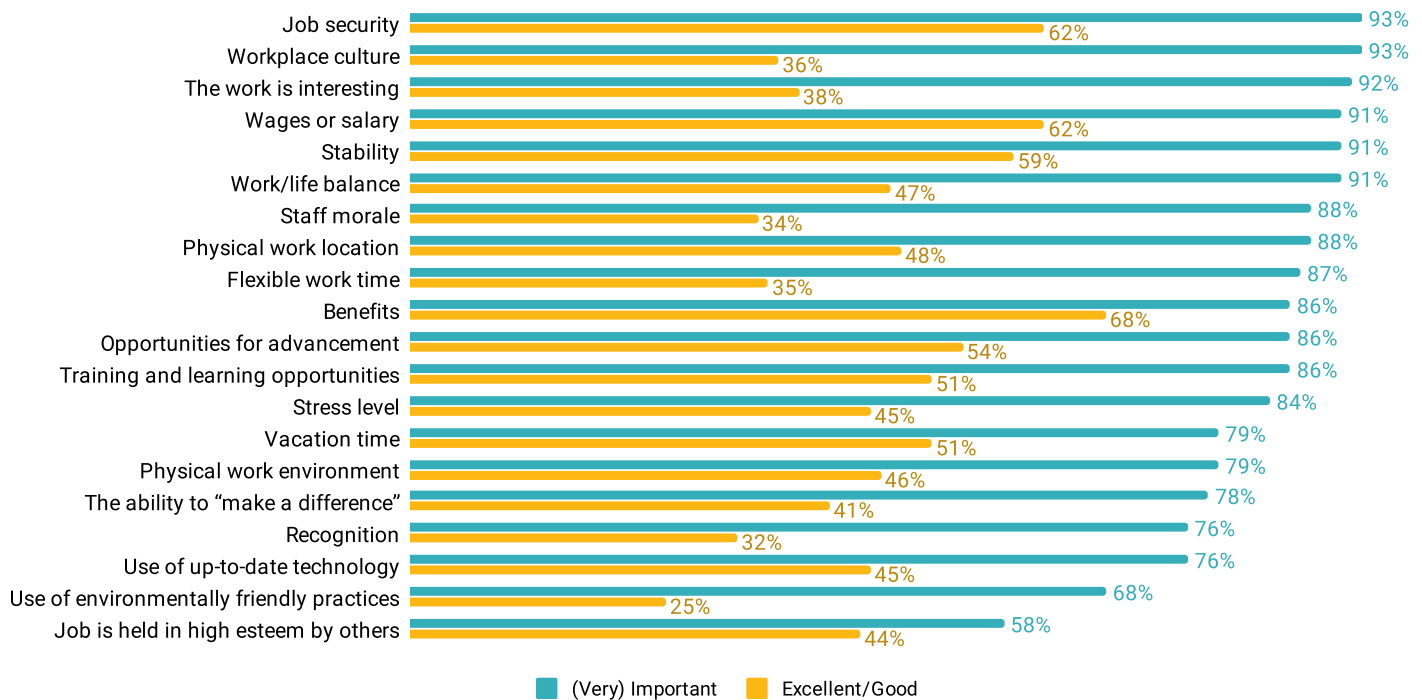
How does employment in local government measure up against the work-related priorities of the general population in British Columbia?

- Results suggest a misalignment between aspects of employment that British Columbians value (i.e. workplace culture, interesting work, staff morale and flexible work time) and their views on the capacity of local government employers to provide work or a workplace culture that fulfills these priorities.
- Main areas of alignment relate to vacation time, benefits, and the fact that the “job is held in high esteem by others.”¹⁰⁹

Figure 61: Priorities in a job to perceptions of local government work¹¹⁰

How important are each of the following aspects of a job when you are looking for employment? (Very Important or Important) Given what you know about public sector jobs with your local municipal or local government, how would you rate them on each of the following? (Excellent or Good)

Source: 2016 CAMA/Insights West survey, BC only, n=152



109 CAMA and Insights West. February 2016. National Prospective Employee Research. Note: B.C.-specific data is presented here. Due to the small sample size, results should be interpreted with caution.

110 CAMA and Insights West. February 2016. National Prospective Employee Research.

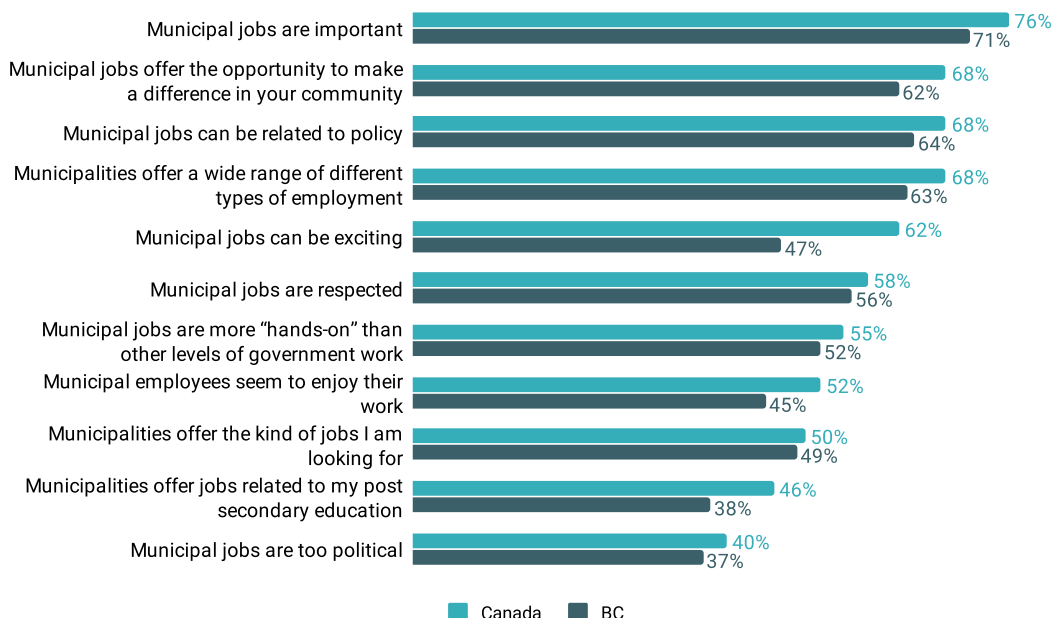
What perceptions do people have of local government work?

- Perceptions of local government work are favourable overall. There is limited variance between Canada-wide and B.C.-specific perspectives.
- However, B.C. residents are less likely to indicate that municipal jobs can be exciting (i.e. 47% of B.C. residents indicate that municipal jobs can be exciting compared to 62% nationally).

Figure 62: Perceptions about local government jobs (Canada versus B.C.)¹¹¹

To what extent do you agree or disagree with the following statements about public sector jobs with your local municipal government? (Agree)

Source: 2016 CAMA/Insights West survey, by region, Canada (n=1,058), BC (n=152)



111 CAMA and Insights West. February 2016. National Prospective Employee Research. Note: B.C.-specific data is presented here. Due to the small sample size, results should be interpreted with caution.

Annex 10. Biennial questionnaire for employers

The research conducted for this report suggests that there is a need to gather up-to-date information on the workforce challenges facing local government employers in the region. In this regard,, a questionnaire could be completed by employers on a biennial basis

and could be used to inform recruitment and retention support strategies, diversity and inclusion initiatives, and outreach to post-secondary institutions and others vis-à-vis potential skills development opportunities. Potential questions are included here.

A. Occupation groups and positions that are difficult to fill & reasons why they are difficult to fill

1. Thinking about the past 2 years, generally speaking, how difficult has it been to recruit qualified and suitable employees into your organization? (“Difficult to recruit” may refer, for example, to situations where there is a low number of qualified applicants for a position, positions take a significant amount of time to fill, there is a need to hire under-qualified candidates, the work is contracted out, etc.)

- Very difficult
- Somewhat difficult
- Not very difficult
- Not at all difficult

2. Regardless of the difficulty that your organization experiences recruiting qualified and suitable employees overall, do you have difficulties recruiting for specific occupation groups/positions?

- Yes
- No
- Additional comments:

[SKIP TO Q4 IF ANSWERED “Not at all difficult”]

3. For which positions have you had the most difficulty recruiting candidates with suitable qualifications? Below are listed positions that in the past have been identified as difficult to fill. Using the tables below, please identify positions that are currently difficult to recruit, if any, and at which level by using a checkmark or an “x”. Using the additional space in the table below, please also list additional positions that are not in the table but that are difficult to recruit, if any, and please indicate for which level(s) these additional positions are difficult to recruit.

Parks, Recreation and Culture (excluding operations)

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Arena Maintenance Workers	7621			
Aquatics Instructors / Lifeguards	5254			
Fitness Staff	5254			
Program Leaders (inc. Child, Youth, Senior Care Workers)	5254			
Parks, Recreation and Culture Managers	0412			
Park Rangers	2224			
Janitors	6733			
Arts & Culture Curators	5112			
Arts and Culture Programmer	4167			
Librarians	5111			
Archives	5211			
Other:				

Why do you think these positions in the **Parks, Recreation and Culture (excluding operations)** occupation group are difficult to fill? *(Select top three reasons.)*

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Engineering

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Architectural Technician	2251			
Civil Engineers	2131			
Civil Engineering Technologists / Technicians (inc. Engineering Assistants)	2231			
Electrical Engineers	2133			
Electrical Engineering Technologists / Technicians (inc. Engineering Assistants)	2241			
Engineering Inspectors	2262			
Environmental Specialists	4161			
Mechanical Engineers	2132			
Project Managers, Engineering	0211			
Transportation Engineers	2131			
Transportation Engineering Technologist/Technicians (inc. Engineering Assistants)	2231			
Other:				

Why do you think these positions in the **Engineering** occupation group are difficult to fill?
(Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Planning

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Urban Design Planners	2153			
Park Planners	2153			
Transportation Planners	2153			
Regional Planners	2153			
Heritage Planners	2153			
Policy Analysts	4164			
Landscape Design Technicians and Coordinators	2225			
Planning Managers	0212			
Other:				

Why do you think these positions in the **Planning** occupation group are difficult to fill? *(Select top three reasons.)*

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Permits and Development

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Building Inspector - BOABC Level 1	2264			
Building Inspector - BOABC Level 2	2264			
Building Inspector - BOABC Level 3	2264			
Building Manager	1224			
Clerk - Permits	1452			
Other				

Why do you think these positions in the **Permits and Development** occupation group are difficult to fill?
(Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
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- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Finance

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Accountants	1111			
Accounting Clerks	1431			
Buyers	1225			
Financial Analysts	1112			
Procurement	1225			
Chief Financial Officer	0013			
Other				

Why do you think these positions in the **Finance** occupation group are difficult to fill? (Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
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- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Human Resources

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Human Resource Advisor	1121			
Labour Relations Advisor	1121			
Health and Safety Advisor	2263			
Return to Work Advisor	1121			
Other				

Why do you think these positions in the **Human Resources** occupation group are difficult to fill?
(Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Administration

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Administrative Clerk	1411			
Committee Clerk	1222			
Executive Assistant	1222			
Communications Coordinator	1221			
Corporate Officer	0012			
FOI Personnel	0214			
Public Engagement (Manager)	0124			
Other:				

Why do you think these positions in the **Administration** occupation group are difficult to fill?
(Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Legal

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Legal Counsel	4112			
Other:				

Why do you think these positions in the **Legal** occupation group are difficult to fill? (Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Information Technology

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
IT Analysts	2171			
Business Analysts	1122			
Applications Developer	2171			
Cloud Based IT Specialists	2171			
Network Administrator	2281			
Technical Support Specialists	2282			
Geographic Information Systems (GIS) Technicians	2255			
IT Project Leads / Supervisors / Managers	0213			
User Support Technicians	2282			
Other:				

Why do you think these positions in the **Information Technology** occupation group are difficult to fill? (Select top three reasons.)

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Operation and Trades (including Parks operations)

POSITION	NOC CODE	DIFFICULT TO FILL AT:			
		ENTRY-LEVEL	JOURNEY- MAN/WOMAN	FOREMAN/ WOMAN	SUPER-VISOR/ MGMT
Arborist	2225				
Building / Facility Service Workers	6733				
Bus Driver	7512				
Commercial Vehicle Drivers	7511				
Equipment Operators (Public Works Equipment)	7522				
Facility Management Coordinator	0714				
Industrial Electricians	7241				
Heavy-Duty Mechanics	7312				
Labourer	7621				
Fire Mechanics	7312				
Maintenance Workers	7621				
Millwright	7311				
Power Line Technicians	7202				
Surveyors (Land)	2154				
Trails Workers and Operations Maintenance Workers in Parks	7621				
Utility / Operations Worker (Waterworks) (without EOCP Certification)	7442				
Waste and Wastewater Treatment Operators (with EOCP Certification)	9243				
Other:					

Why do you think these positions in the **Operation and Trades (including Parks operations)** occupation group are difficult to fill? *(Select top three reasons.)*

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates

Additional comments, if desired:

Public Safety (e.g. Bylaw Officers, Emergency Programs, Protective Services)

POSITION	NOC CODE	DIFFICULT TO FILL AT:		
		ENTRY-LEVEL	MID-LEVEL	SENIOR-LEVEL
Bylaw Officer	4423			
Court Liaison Officers	1227			
Victims Support Workers	4212			
Crime Analyst	4168			
Corporate Safety Officers	2263			
Protective Services Civilian Staff	4212			
Records Clerk RCMP	1411			
Telecommunications Operator	1525			
Other:				

Why do you think these positions in the **Public Safety (e.g. Bylaw Officers, Emergency Programs, Protective Services)** occupation group are difficult to fill? *(Select top three reasons.)*

- Cost of living makes it difficult to attract qualified candidates
- Qualified candidates do not see sufficient career development and advancement opportunities
- The organization is not able to provide regular full-time positions
- Employee compensation is perceived to be lower than in competing industries
- Qualified candidates do not feel committed or connected to the organization's purpose and values
- Applicants do not have the required skills, qualifications and/or experience
- Qualified candidates perceive that the job does not provide work/life balance
- Qualified candidates do not feel that the organization would provide a safe, secure and respectful work environment
- Commuting time makes it difficult to attract qualified candidates
- Qualified candidates do not believe that the sector provides sufficient rewards and recognition for performance
- There is a lack of awareness of the industry
- Recruitment tools/outreach strategies are ineffective
- The "industry brand" is not appealing (e.g. applicants do not find these jobs exciting enough)
- Qualified candidates perceive that the job does not provide sufficiently flexible working arrangements and/or flexible working hours
- Ambiguous or misleading job descriptions that are not appealing to candidates
- Additional comments, if desired:

B. Initiatives & innovations to enhance recruitment efforts

4. Have you introduced any initiatives or innovations for improving recruitment in the past 2 years?
If so, please explain.
5. (Customized question related to the effectiveness of a specific initiative or set of initiatives undertaken/
supported by RES to mitigate recruitment challenges)

C. If recruitment challenges are changing over time

6. How would you compare your organization's experience recruiting qualified and suitable people for difficult-to-fill positions this year compared to 2 years ago?
- It is more difficult to recruit qualified and suitable people for these difficult-to-fill positions this year compared compared to 2 years ago
 - It is the same this year compared to 2 years ago
 - It is less difficult to recruit qualified and suitable people for difficult-to-fill positions this year compared to 2 years ago

Additional comments, if desired:

D. Retention challenges

7. Thinking about the past 2 years, how difficult has it been to retain employees within your organization? (“Difficult to retain” may refer, for example, to positions where there are a high number of separations from the organization, the forecasted number of retirements is high, etc.)

- Very difficult
- Somewhat difficult
- Not very difficult
- Not at all difficult

[SKIP TO Q9 IF ANSWERED “Not at all difficult”]

E. Reasons that these positions are difficult to retain

8. Generally speaking and potentially drawing on feedback from exit interviews with employees who leave for reasons other than retirement, why do you think employees in these positions are difficult to retain in your organization? (Option: include a weighting here, e.g. select all that apply and order them from most significant to least significant driver of retention challenges)

- Cost of living is too high
- Commute time is too long
- Employees do not feel committed or connected to the organization’s purpose and values
- Employee compensation is lower than in competing industries
- Employees do not have the required skills to perform effectively
- Employees are overqualified for the work they are doing
- Employees are not able to achieve their work/life balance objectives
- Employees feel they do not have sufficiently flexible working arrangements and/or hours
- Employees do not feel that the organization provides a safe, secure and respectful work environment
- Employees perceive there to be a lack of skills/ career development and advancement opportunities
- Employees feel they do not receive enough coaching and mentoring
- Employees feel that the sector does not provide sufficient rewards and recognition for performance
- Employees feel they are unlikely to secure a regular full-time position
- Employees are leaving the full-time workforce altogether
- Weak/poor leadership drives employees to leave their positions

Additional comments, if desired:

9. Have you introduced any initiatives or innovations for enhancing retention in the past 2 years?
If so, please explain.

10. (Customized question related to the effectiveness of a specific initiative or set of initiatives undertaken/
supported by RES to mitigate retention challenges)

F. If retention challenges are changing over time

11. How would you compare your organization's experience retaining employees this year
compared to 2 years ago?

- It is more difficult to retain employees this year compared to 2 years ago
- It is the same this year as compared to 2 years ago
- It is less difficult to retain employees this year compared to 2 years ago

Additional comments, if desired:

G. Diversity and inclusion in the workforce

12. Does your organization track progress/results related to efforts to promote and enhance diversity and inclusion¹¹² in the workforce?

Yes

Additional comments, if desired:

No

I don't know

13. (If yes), how does your organization track progress/results related to efforts to promote and enhance diversity and inclusion in the workforce? Please specify:

14. How does diversity and inclusion compare in your organization to 2 years ago?

It is the same

I don't know

It is better

Additional comments, if desired:

It is worse

15. (If a, b, c or e) Why do you think this is the case? :

¹¹². According to the Treasury Board of Canada Secretariat, a diverse workforce in the public service is made up of individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives and experiences that are representative of Canada's current and evolving population. An inclusive workplace is fair, equitable, supportive, welcoming and respectful. It recognizes, values and leverages differences in identities, abilities, backgrounds, cultures, skills, experiences and perspectives that support and reinforce Canada's evolving human rights framework. Source: Treasury Board of Canada Secretariat, [Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion](#).

H. Soft and technical skills that are hardest to find in candidates

16. Which foundational soft skills (i.e. soft skills that are required to enter and then advance in the sector) are difficult to find in candidates? *(Select all that apply.)*

- Decision-making ability
- Strategic thinking
- Problem-solving
- Time management
- Discretion and professionalism
- Ability to work independently
- Organizational/prioritization skills
- Creativity and innovation
- Versatility, adaptability, and flexibility
- Enthusiasm and commitment
- Resilience
- Team-building and management
- Ability to collaborate/work in a team
- Leadership skills, inspiring and motivating
- Service orientation
- Customer service
- Fiscal responsibility
- Political acumen
- Facilitation and negotiation
- Effective communication
- Consensus-building
- Presentation/public speaking skills

17. Thinking specifically about senior positions, which soft skills are difficult to find in candidates for senior level positions?

Open-ended question:

18. Are there any changes in the soft skills that are most difficult to find in candidates this year compared to 2 years ago? Please explain.

19. What certifications/qualifications are hardest to find in candidates and at which levels?
Please complete the table below.

POSITION	CERTIFICATIONS/QUALIFICATIONS	DIFFICULT TO FIND AT:		
		ENTRY LEVEL	MID LEVEL	SENIOR LEVEL
Construction Inspectors	Level 1 Building Official certification			
	Level 2 Building Official certification			
	Level 3 Building Official certification			
	Level 1 Plumbing Official certification			
	Level 2 Plumbing Official certification			

Urban and Land Use Planners	Master's degree in Community, Social or Regional Planning			
	Registered Professional Planners (RPP, LPP, or equivalent)			
Environmental Planner	Master's degree in resource management, environmental planning, environmental science			
Civil Engineering Technologists and Technicians	Certified Technician certification with Applied Science Technologists and Technicians of BC (ASTTBC)			

Program Leaders and Instructors in Recreation, Sport and Fitness	Qualifications vary based on position			
Water and Waste Treatment Plant Operators	Environmental Operators Certification Program (EOCP)			
	EOCP - Wastewater Collection - Level 1			
	EOCP - Wastewater Collection - Level 2			
	EOCP - Wastewater Collection - Level 3			
	EOCP - Wastewater Collection - Level 4			
	EOCP - Wastewater Treatment - Level 1			
	EOCP - Wastewater Treatment - Level 2			
	EOCP - Wastewater Treatment - Level 3			

	EOCP - Wastewater Treatment - Level 4			
	EOCP - Water Distribution - Level 1			
	EOCP - Water Distribution - Level 2			
	EOCP - Water Distribution - Level 3			
	EOCP - Water Distribution - Level 4			
	EOCP - Water Treatment - Level 1			
	EOCP - Water Treatment - Level 2			
	EOCP - Water Treatment - Level 3			
	EOCP - Water Treatment - Level 4			

Civil Engineers	Professional Engineer (P.Eng) designation			
Information Systems Analysts and Consultants	Bachelor's in computer sciences, engineering, business or commerce			
	PMP Certification			
	Experience in business/management systems analysis, systems planning			

Heavy-Duty Equipment Mechanics	BC Certificate of Qualification as Mechanic			
**Three ranks of workers: Apprentices, Journeymen, and Masters	(Unrestricted) Class 3 BC Driver's Licence with Air Brake endorsement			
**Qualifications vary depending on position	Interprovincial Transportation – Heavy Duty or Automotive Licence			
**Red Seal means it is an accredited program and TQ is nationally/ interprovincial recognized certificate of qualification	Heavy Duty Equipment Technician (Red Seal)			
	Commercial Vehicle Inspection Certificate			
	Motor Vehicle Inspection Certificate			
	Forklift Operator Certificate			
	Licensed Automotive Mechanic			
	Commercial Transport Mechanic			
	Inspector's Authorization Certificate			

Landscape and horticultural Technicians and specialists	Landscape Horticulture Trades Qualification (Red Seal)			
Gardener and Arborist	Pesticide Applicator Certificate			
	Arborist Technician Trade Qualification (ISA Certified Arborist could be considered equivalent)			
	Utility Arborist Trade Qualification			
	Field Arborist Trade Qualification (no longer available)			
**Red Seal means it is an accredited program and TQ is nationally/ interprovincial recognized certificate of qualification	Certified Tree Risk Assessor/Tree Risk Assessment Qualification - through International Society of Arboriculture (ISA)			
	Trimmer/Climber course (some positions)			

By-law Enforcement and Other Regulatory Officers, n.e.c.	No certification requirements for bylaw enforcement officers			
Waterworks and Gas Maintenance Workers	Level 1 Plumbing Official certification			
	BC Gasfitter - Class A (Red Seal)			

General Office Support Workers	No certification requirements for general office support workers			
Janitors, Caretakers and Building Superintendents	Certificate of qualification in a trade varies depending on positions, here are some types:			
	Class 5 Power Engineering Certificate			
	Class 4 Power Engineering Certificate			
	B.C. Refrigeration Operator's Certificate			

	Pool Operator's Certificate			
	Boiler Safety Awareness Certificate			
	Propane Handler's Ticket			
Engineering Managers	Professional Engineer (P.Eng) designation			
Government Managers - Economic Analysis, Policy Development and Program Administration	Bachelor's or Master's degree in related discipline			

Other				

20. Have you observed any changes in the certifications/qualifications that are most difficult to find in candidates this year compared to 2 years ago? Please explain:

End of questionnaire

