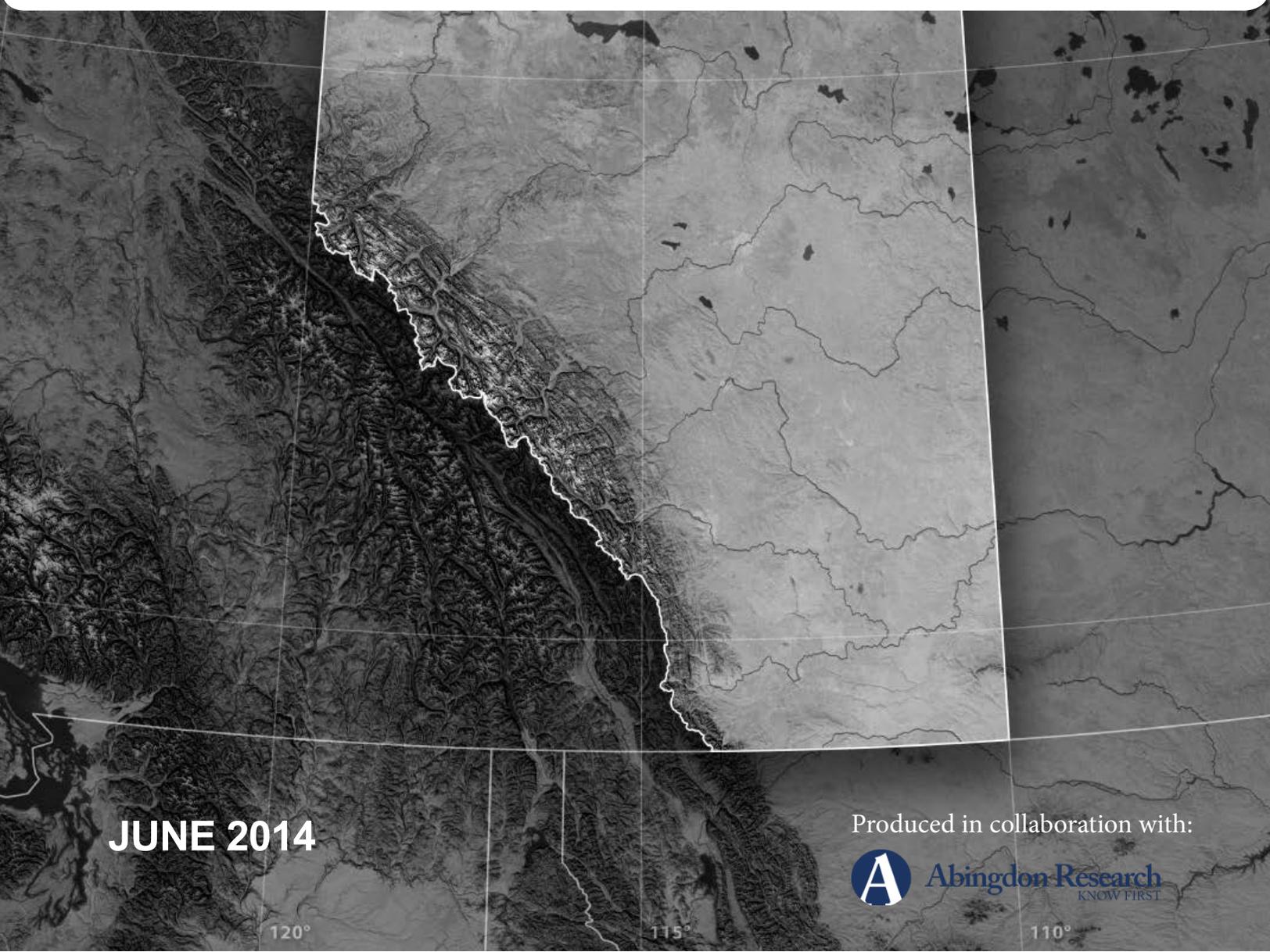


**ALBERTA HR  
TRENDS  
REPORT**

**HRIA**

HUMAN RESOURCES INSTITUTE OF ALBERTA



**JUNE 2014**

Produced in collaboration with:



# ALBERTA HR TRENDS REPORT

Alberta companies are experiencing a significant labour and skills shortage. Earlier this year, it was estimated that employers could face a deficit of up to 96,000 workers by 2023.

The Alberta HR Trends Report – a toolkit for employers and HR practitioners – provides timely labour market information to help employers and governments make better decisions in managing the province’s available human capital.

The Alberta HR Trends research initiative was undertaken in December 2013 in collaboration with Abingdon public opinion research firm, and will appear bi-annually. The next survey is planned for September 2014.

## Highlights | Turnover

**3x** as many companies reported an increase in employees



**Strongest hiring intent among medium size firms; large companies reported net employment is flat**

### #1 Reason for resignations



Q1 & Q2 of 2014

better opportunities

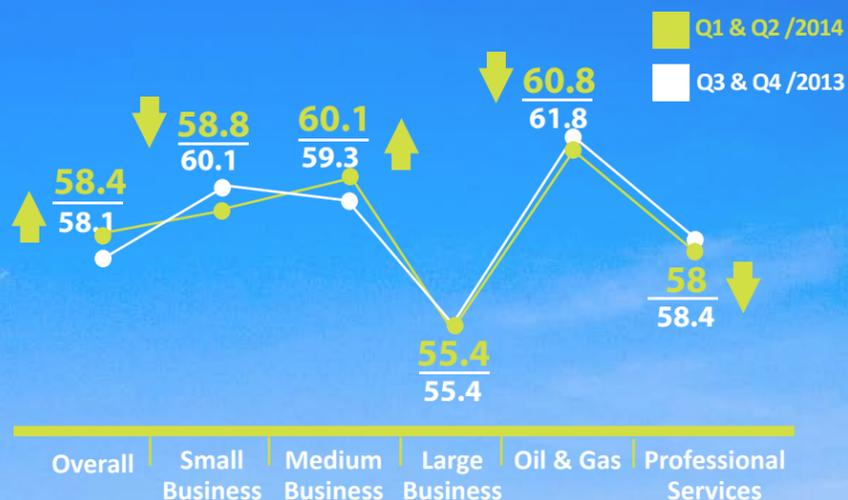
Q3 & Q4 of 2013

retirement

Executives continue to leave mainly due to retirement

MAX value = 100 Value of 50+ = HR more confident than worried about hiring  
MIN value = 0

## Highlights | Hiring Confidence Index



**43%** of HR Professionals reporting negative impact on business due to turnover

**3%** increase

**1 in 5** companies did not grow as planned due to turnover

**1 in 6** companies reported not being able to take on new projects due to turnover

## Highlights | Top 3 Actions to Reduce Resignations

- 1** Better onboarding
- 2** Flexible work arrangements
- 3** More team building events

Turnover by Numbers

Resignations as cause for leaving	29% of total	↓ 14%
Termination as cause for leaving	22% of total	↑ 11%
Retirement as cause for leaving	16% of total	↑ 5%

## Highlights | Filling Vacancies



% of positions that took more than 6 months to fill:

Professional managerial positions	15%	↑ 3%
Technical positions	7%	↓ 2%
Journeypersons or tradespersons	6%	0%

### Vacancy Trends

% of tradespeople vacancies filled within 3 months

82%

↓ 15% from 2013

Average cost for processing an employee turnover

\$15,270

% of companies reporting a growing need for training

50%

### Recruitment

% of firms using outside recruiter in past 6 months

49%

% of firms expecting to use outside recruiter in the future

41%

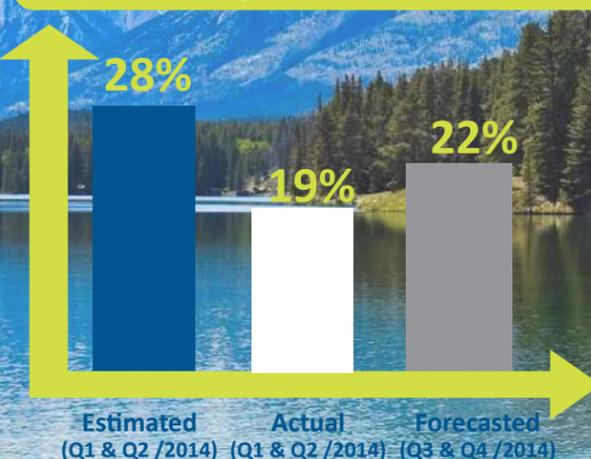
Top positions remaining unfilled:

- quality assurance technicians
- software developers
- project managers
- marketing managers



## Highlights | Temporary Foreign Workers (TFWs)

### Companies Using TFWs to Fill Vacancies (%)



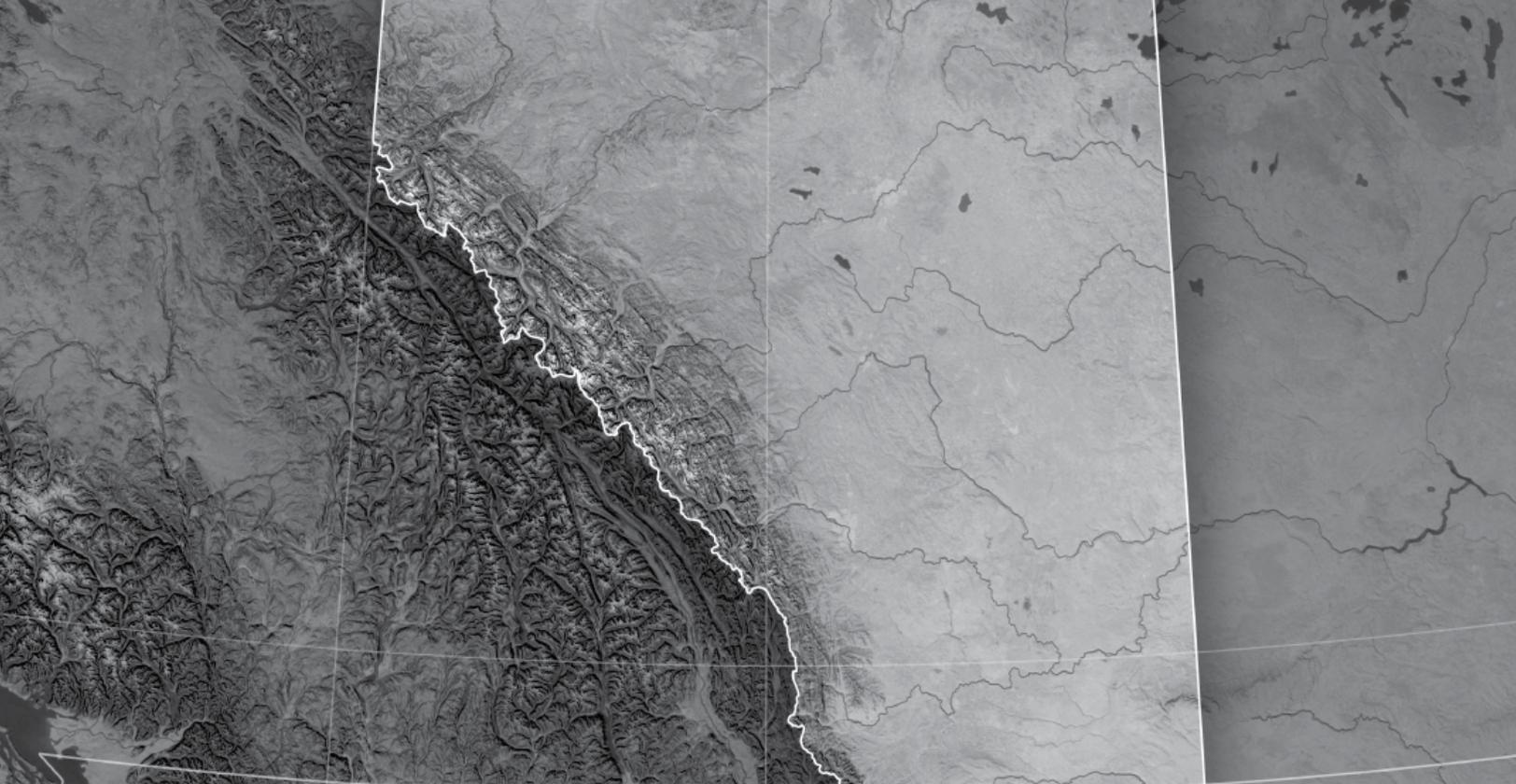
- 67% of companies intend to retain their TFWs by getting them to apply for permanent residency
- No company said they would stop using the TFW program
- 1 in 6 companies plan on replacing TFW with Canadian work

### In the next 6 months . . .

- 43% of HR professionals are confident they can replace departing workers with a similar level of experience and qualifications
- 32% of HR professionals are NOT confident they can replace departing workers with a similar level of experience and qualifications
- 9% of HR professionals expect to be laying off staff temporarily; employees laid off are typically hired back within 1-3 months 46% of the time
- Professionals working in Oil and Gas are most likely to leave their current job

26% of companies reported doing nothing to reduce resignations

\* Half of companies surveyed offer partial retirement; least common in Oil & Gas, with only 2 in 5 companies offering partial retirement



This survey was conducted online between May 1 and 22, 2014. 5,456 members of the HRIA were invited to participate via an email. Of these 729 completed enough of the survey for their responses to be useable, a response rate of 13.4%. 441 respondents completed every question, a completion rate of 8.1%, an increase over the previous report. The margin of error of this survey varies depending on the number of completions each question received. The margin of error varies between +/- 3.4%, nineteen times out of twenty and +/- 4.5%, nineteen times out of twenty.

The previous report was based on data collected in November and December 2013.



Abingdon specializes in large membership surveys and economic/public affairs oriented projects. The company's past work has included labour market studies of western Canada evaluating labour shortages and relative pay rates for employers. Based in western Canada, Abingdon boasts past clients such as the Port Metro Vancouver, BHP Billiton, the Calgary Chamber of Commerce, municipalities from British Columbia to Ontario, as well as major media organizations in British Columbia and Alberta.

## HRIA

HRIA is the leading professional association for human resources practitioners in Alberta dedicated to strengthening and promoting the HR profession. As Alberta's exclusive granting body for the Certified Human Resources Professional (CHRP) designation, HRIA plays a critical role in establishing professional standards within the industry. The HRIA membership connects over 5,900 HR practitioners, including 3,100 + CHRPs across the province through various professional development, networking, and community initiatives.