

Labour Market Outlook in Municipal Government

with Christian Saint Cyr

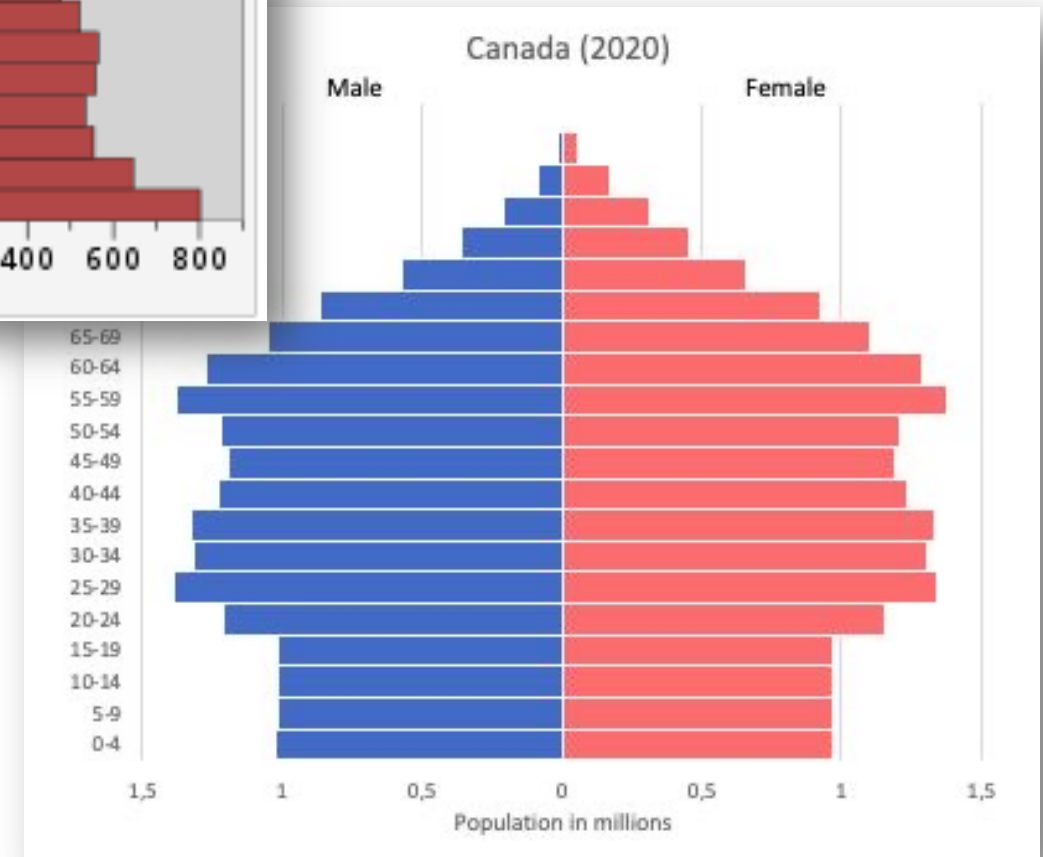
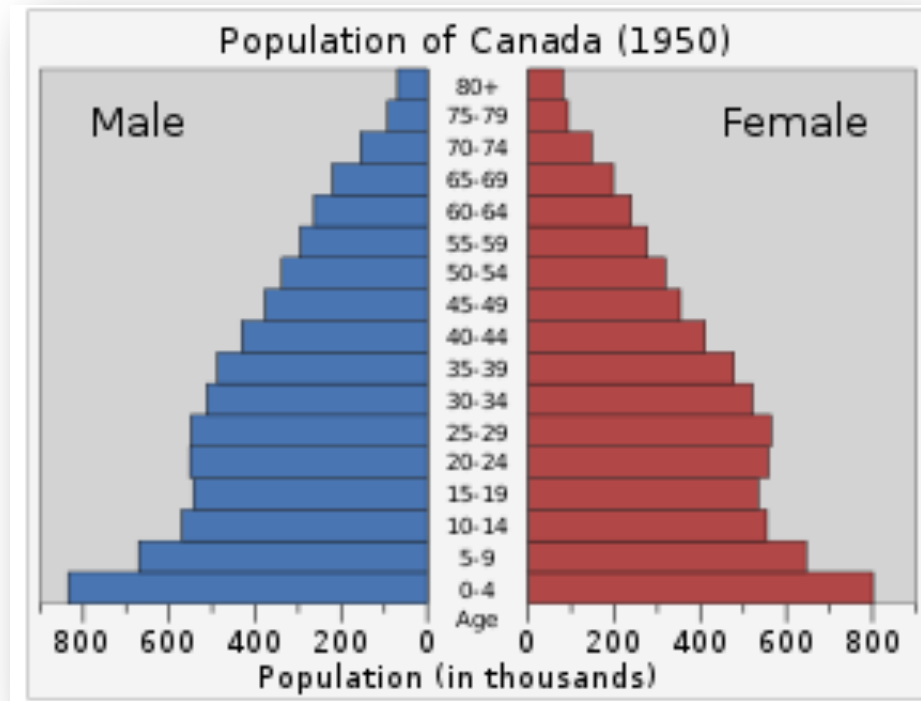
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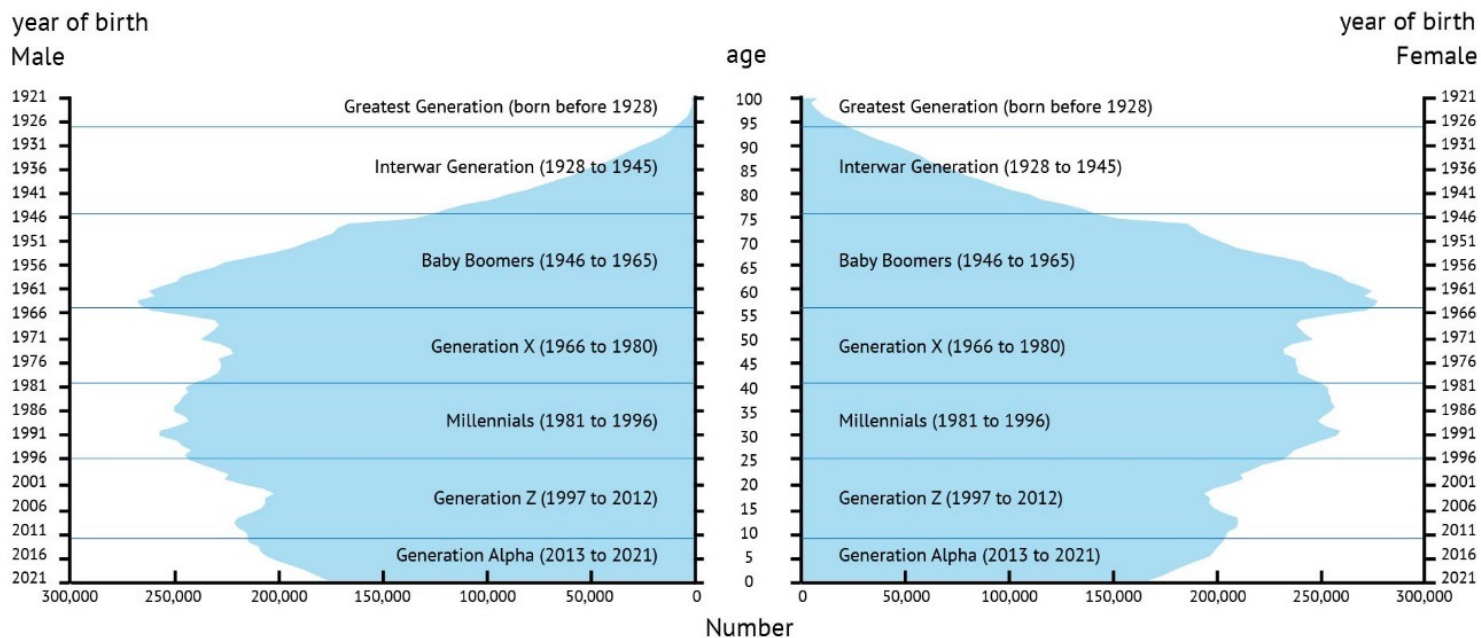
Understanding
the nature of
the problem



Labour Market Outlook for Municipal Government

Understanding
the nature of
the problem

AGE PYRAMID OF THE CANADIAN POPULATION (2021)



Source(s): Census of Population, 2021 (3901).

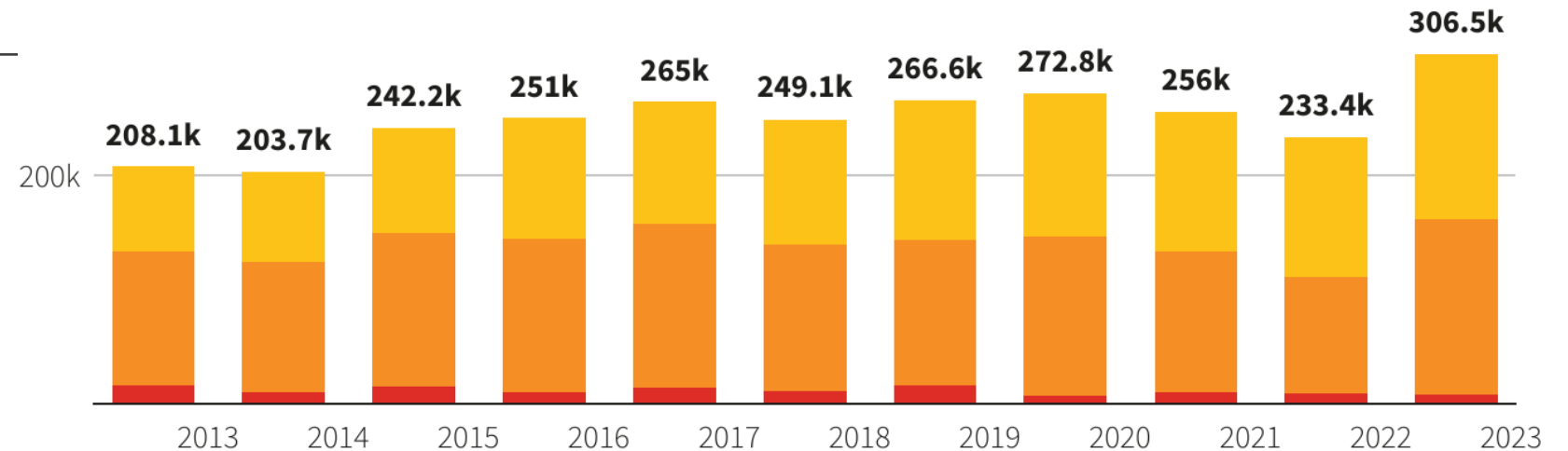
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Looking to the Future

Canadians are retiring in droves

After falling in the pandemic, a record number of Canadians say they retired in the last 12 months

● 15 to 54 ● 55 to 64 ● 65+



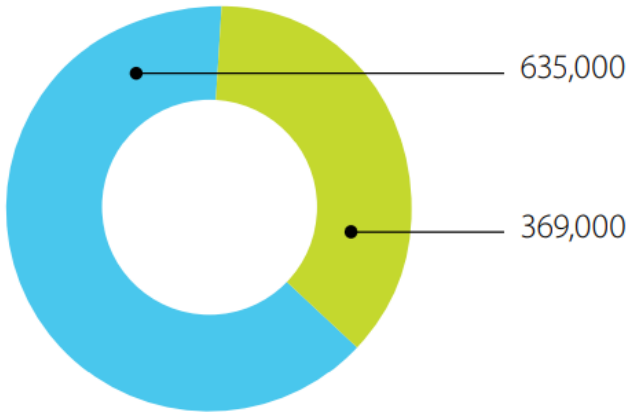
Note: Data is for August of each year and represents the net number of people who retired in the previous 12 months

Source: Statistics Canada

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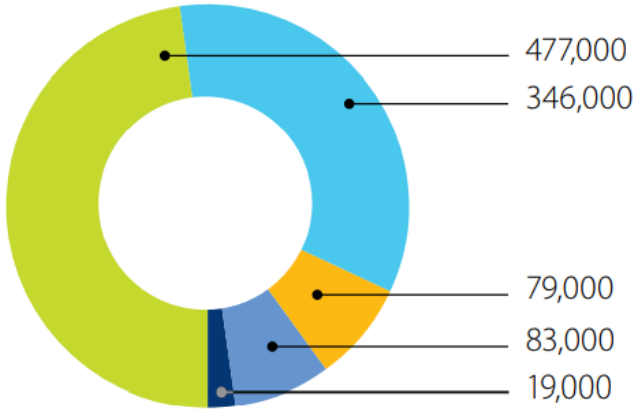
Looking to the Future

LABOUR MARKET OUTLOOK HIGHLIGHTS, B.C., 2021-2031



TOTAL JOB OPENINGS: 1,004,000

- Replacement (63%)
- Expansion (37%)



SUPPLY ADDITIONS AND REDUCED UNEMPLOYMENT: 1,004,000

- Young people starting work (48%)
- Immigrants (34%)
- Migrants from other provinces (8%)
- Additional supply requirement (8%)
- Decline in unemployment (2%)

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1,005,660 Jobs Vacant Across Canada

158,550 Jobs Vacant in British Columbia
6.4% Vacancy Rate

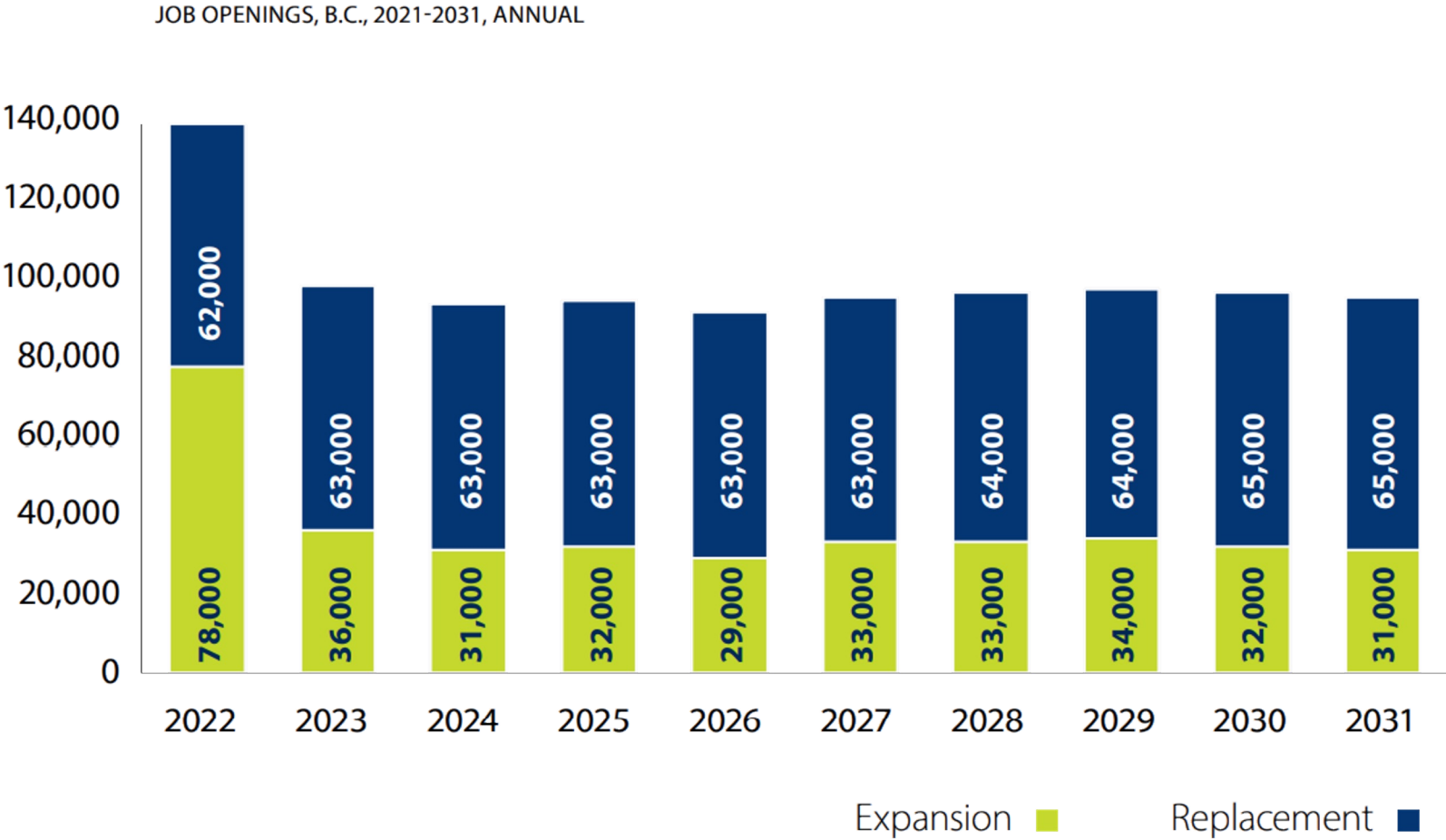
Public Administration: 2,670 Vacant Jobs

Educational Services: 3,552 Vacant Jobs

Health Care / Social Assistance: 20,080 Vacant Jobs

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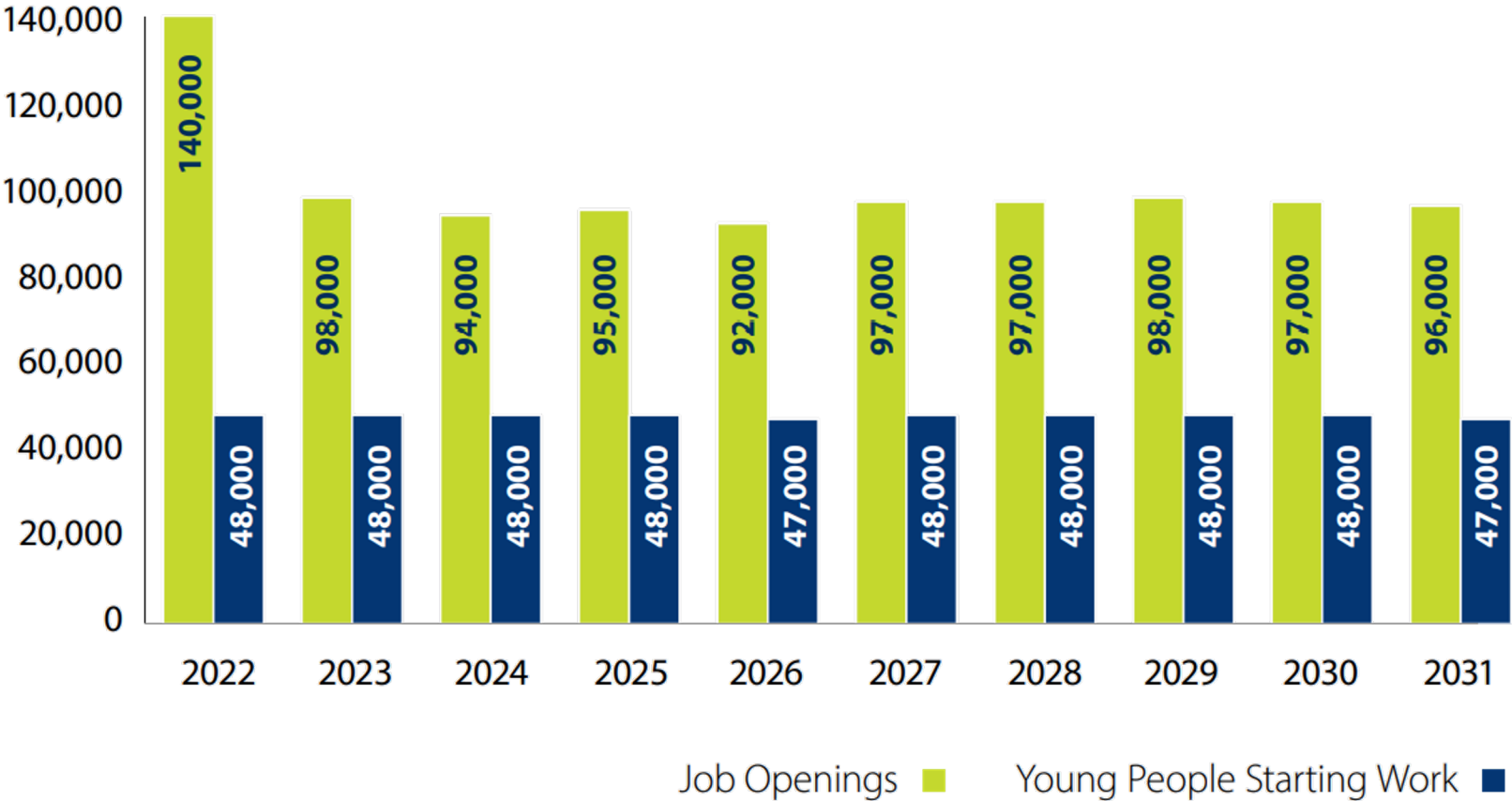
Looking to the
Future



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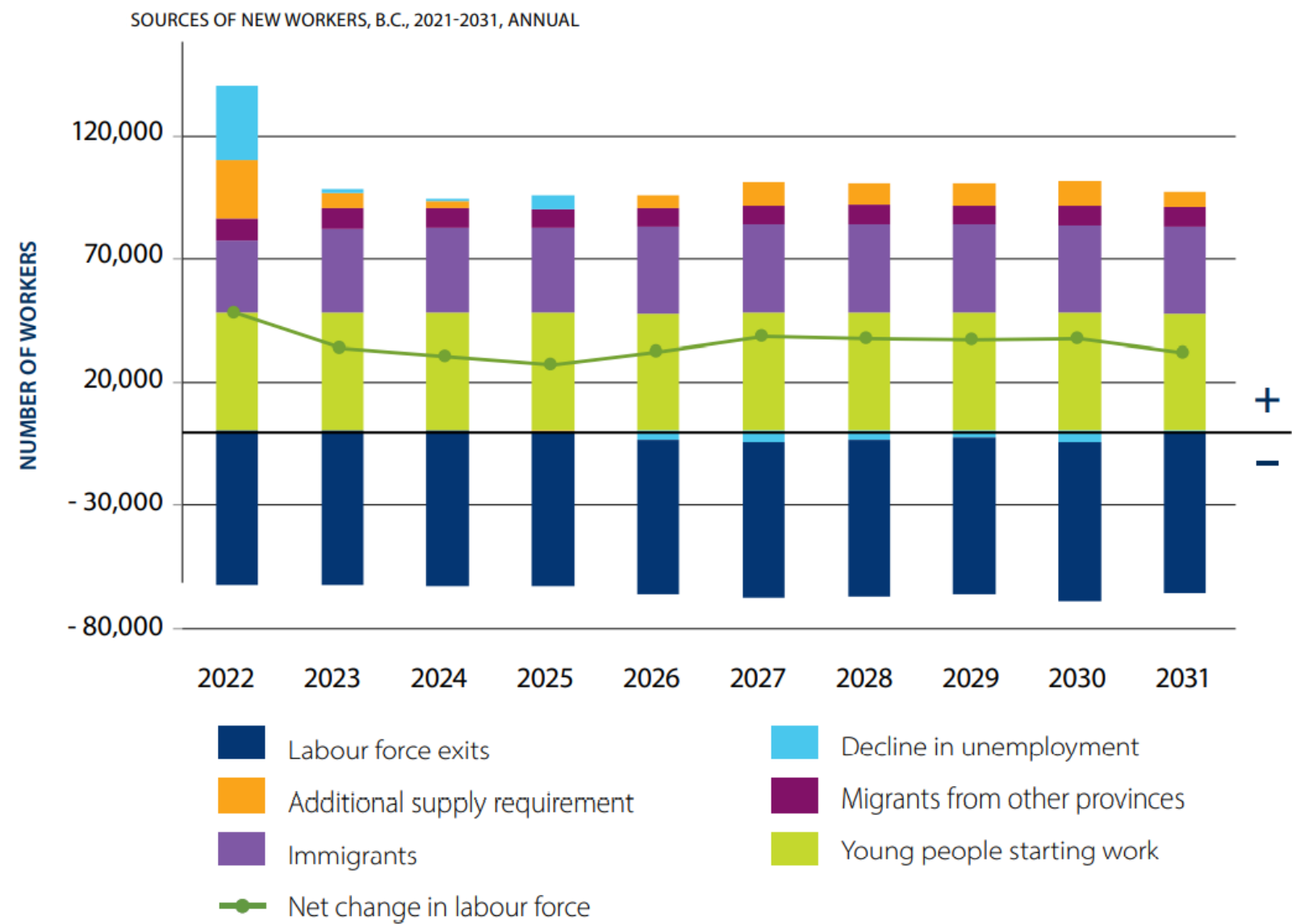
Looking to the
Future

JOB OPENINGS AND YOUNG PEOPLE STARTING WORK, B.C., 2021-2031, ANNUAL



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Looking to the Future

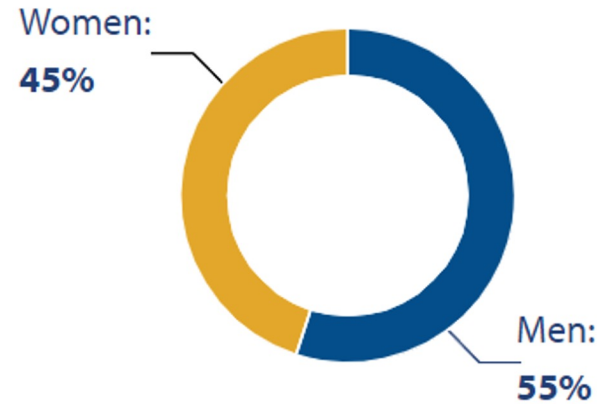


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Overview of Public Administration

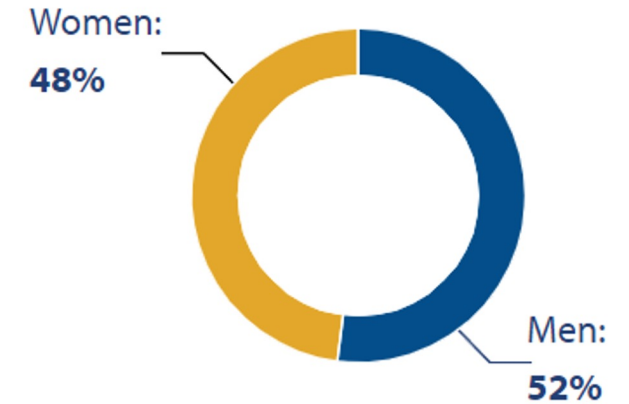
Gender

Employment by gender in 2020



Source: 2020 Labour Force Survey

Provincial average in 2020

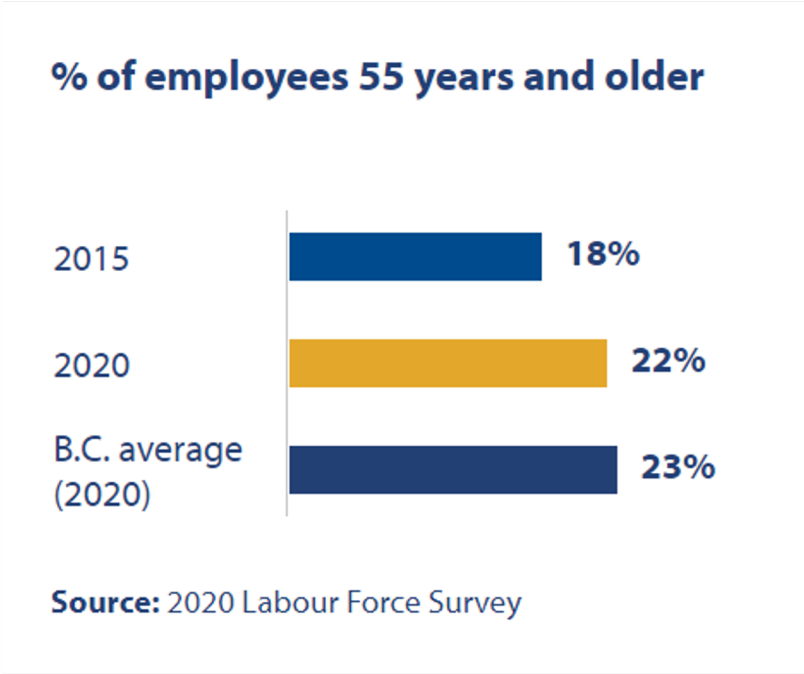
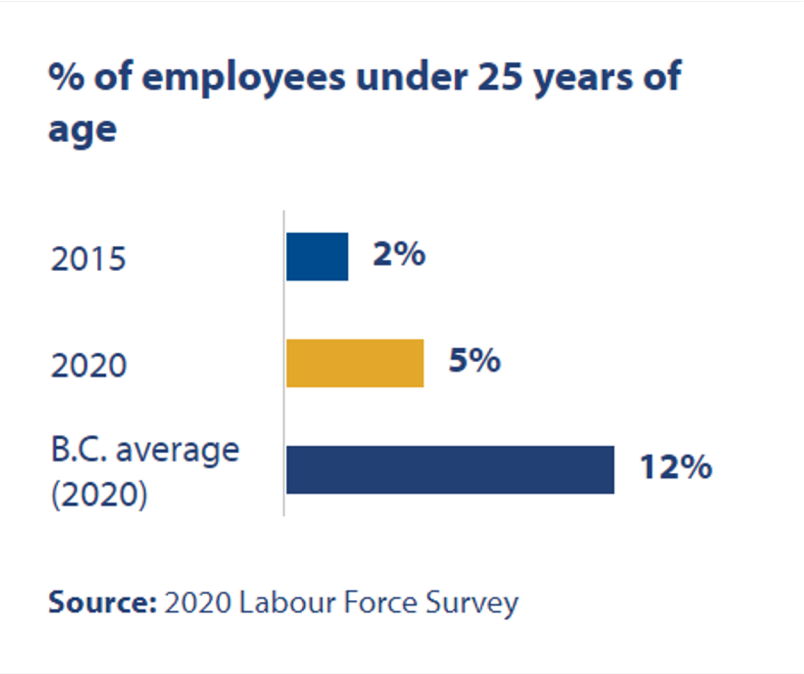


Source: 2020 Labour Force Survey

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Overview of Public Administration

Age groups



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Overview of Public Administration

Projected Unemployed Population	Aug 2022	Aug 2021	May 2020
Castlegar	295	387	609
Fort St. John	1,285	1,688	2,654
Kitimat	512	672	1,058
Penticton	1,377	1,808	2,844
Port Alberni	759	996	1,566
Quesnel	507	667	1,048
White Rock	551	723	1,137

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Overview of Public Administration

Projected Unemployment Rate	Aug 2022	Aug 2021	May 2020
Castlegar	6.3%	8.3%	15.1%
Fort St. John	8.9%	11.6%	21.1%
Kitimat	8.6%	11.3%	22.4%
Penticton	7.2%	9.5%	17.2%
Port Alberni	8.5%	11.1%	20.1%
Quesnel	9.3%	12.1%	22.1%
White Rock	4.9%	6.4%	11.1%

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Creating Job Posting Awareness

- ☐ Post jobs on multiple platforms: **Job Bank, Indeed, CareerBuilder, LinkedIn, Glassdoor, Monster, Simply Hired, ZipRecruiter, Charity Village, Professional Websites, and your own municipal website.**
- ☐ Created 'Sponsored Jobs' on LinkedIn
- ☐ Municipal posts on LinkedIn AND individual posts by staff and managers
- ☐ Utilize all other social media platforms. Reward staff for sharing job postings on their own platforms
- ☐ Distribute by email to a network of organizations in the non-profit sector
- ☐ Distribute by email to other municipalities

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Networking Opportunities

- ☐ All leaders devoting time to cultivating networks in social media
- ☐ Leaders providing insightful feedback on social media posts
- ☐ Attend conferences and professional development with the intention of cultivating professional relationships
- ☐ Encourage managers and staff to participate in mentorship programs
- ☐ Encourage staff to provide reviews on Glass Door and other review sites
- ☐ Seek opportunities to speak to vocational training classes and host work placement
- ☐ Provide a financial incentive for staff who make referrals of potential employees

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Building a Diverse Workforce

- Immigrants
- Indigenous Canadians
- Mature Workers
- Survivors of Violence and/or Abuse
- Those with Disabilities
- Visible Minorities
- Women
- Youth, Youth-at-Risk

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Canada has doubled-down on immigration

- In 2021, Canada welcomed a record 405,000 permanent residents
- Immigration accounts for almost 100% of Canada's labour force growth and nearly 80% of our population growth
- 2022-2024 Canada Immigration Goals:
 - **2022:** 431,645 Permanent Residents
 - **2023:** 447,055 Permanent Residents
 - **2024:** 451,000 Permanent Residents
- By 2024, admissions will be 1.14% of Canada's Pop.

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Creating Accommodations

- Modified schedules
- Subsidized childcare
- Transportation supports
- Hybrid employment
- Professional development support
- Workplace modifications
- English / French language support
- Responsive extended health benefits
- Expanded personal days / sick leave
- Flex Days

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Building a diverse workforce

- Build relationships with Indigenous organizations, First Nations, settlement agencies, disabilities service organizations, youth serving groups, Service Canada and other non-profits.
- Reach out to career and co-op programs at local colleges and universities.
- Build relationships with English- and French language schools.
- Create speaking engagements with the purpose of cultivating prospective future employees.

Strategies to Implement

All hiring managers should cultivate a database of prospective future employees and reach out to those individuals when hiring.

Key Take-Away About Staff Retention

We are in the midst of a multi-generational skills shortage. Employers who recognize supply-and-demand has shifted and see their employees and prospective employees as **‘partners’** will be most successful.

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Salaries and Inflation

Increasing Pay Equity



69%

of companies have experienced pay compression in the last 12 months.



57%

are increasing salaries for current staff to help close wage gaps.

GET THE LATEST SALARY TRENDS

roberthalf.ca/en/salary-guide

Source: Robert Half survey of 234 C-suite executives in Canada

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rh Robert Half®
Talent Solutions

Strategies to Implement

If your municipality trends above prevailing wages, promote the differences. According to Indeed Canada, posting salaries can result in up to 90% more applicants. Indeed reports that 66% (2 of 3) job postings have some form of salary data.

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Encouraging Staff

- Pay and economic reward
- Job Autonomy
- Task flexibility
- Self-efficacy
- Positive relations
- Managers / supervisory support and loyalty
- Organizational culture and justice

Discouraging Staff

- Low pay
- Role inflexibility and conflict
- Time pressures
- Job-related stress
- Emotional fatigue and burnout
- Experiences of racism and discrimination
- Work-life conflict
- Exposure to risks
- Occupational injuries

Report: Recruitment and retention of the social care workforce: longstanding and emerging challenges during the COVID-19 pandemic

Written by Dr Agnes Turnpenny & Professor Shereen Hussein
September 2020

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There are 120,000 individuals working in public administration in British Columbia. The goal should be to ensure the best and brightest are employed with your municipality.

This will require a three-pronged strategy:

- 1. Retaining existing employees**
- 2. Attracting new skilled employees**
- 3. Developing unskilled employees**

This can be accomplished by developing your reputation as one of BC's foremost municipal employers (an 'Employer of Preference') and adopting a managerial and human resources strategy that focuses on the individual.

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*Thank
You!*

Christian Saint Cyr

BC Labour Market Report

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