



Strategic Human Resources Management:

A Demographic Analysis of the Work Force Of the City of Grande Prairie, Alberta

A Report Prepared by R.A.L. Consulting Limited
Hamilton, Ontario, Canada

www.ralconsulting.ca

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Work Force Analysis: City of Grande Prairie

Part I: Introduction

Project Objective

This project has been carried out by R.A.L. Consulting Limited, a Canadian company with its head office in Hamilton, Ontario. The objective of the project is:

To analyse the demographic characteristics of the City of Grande Prairie's work force as a basis for devising human resource management strategies that foster cost-effective succession planning and recruitment and retention of the City's staff at all organizational levels.

Project Outcomes

There are two principal project outcomes: research and consultation.

The research component analyses:

1. Past, current, and projected demographic profiles of the City's work force by department, occupational category, union status, and employment status.
2. Linkages between the City's work force demographic profiles and past, current, and projected demographic profiles of Alberta's labour force and Grande Prairie's local area labour force.
3. A comparison of current and projected internal and external demographic trends with the findings of the research conducted by R.A.L. for the City in 2002-2003.¹
4. Strategic implications of the changing internal and external demographic trends for succession planning and the recruitment and retention of the City's work force.

The consultation component focused on six meetings with senior departmental staff between July 9 and 11, 2007 as well as another meeting with selected staff on September 14, 2007. All meetings were held in Grande Prairie.

The findings of the research and consultation processes, including recommendations for implementation, are incorporated into this draft final report to the client.

The main focus of the report is to analyse the extent to which Grande Prairie's municipal work force is characterized by *demographic imbalance*. Demographic imbalance may or may not be problematic. To document a situation of demographic imbalance does not imply poor work performance or ineffectiveness in human resource management processes such as recruitment or promotion. Demographic imbalance has the potential to create strategic challenges (for example, the loss of key employees through retirement and insufficient recruitment to fill the gaps) in the effective management of the City's most important organizational resource – its people.

¹ *Strategic Human Resources Management: A Demographic Analysis of the Work Force of the City of Grande Prairie, Alberta*. A report prepared by R.A.L. Consulting Limited, Hamilton, Ontario (January, 2003), 69 pages.

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Data Sources

The report is based on both municipal and other public data sources. Grande Prairie furnished the municipal data on a confidential basis. The Grande Prairie "work force data base" covers most of the variables required to conduct demographic analysis including the age, sex, employment status, department, and occupation of the City's 944 full-time, part-time, temporary, and casual employees as of May, 2007.

Most of the other public data are available from Statistics Canada. R.A.L. Consulting Limited acknowledges the strategic role of Canada's national statistical agency in the collection of demographic, economic, and social data that is important for planning and decision-making in both the public and private sectors. Demographic population projections developed by Alberta Finance also form part of the analysis.

Organization of the Report

The remainder of the report is organized in terms of three parts:

- **Part II** looks at *Alberta's population and labour force*. The province's population and labour force are analysed from the perspective of past, current, and projected demographic trends. This part sets the stage for the analysis in Part III.
- **Part III** examines the *internal demographic trends of Grande Prairie's municipal work force*. It sketches out the local demographic context and provides profiles of Grande Prairie's work force with respect to age, sex, occupation, employment status, union status, and length of service. It also examines recruitment and attrition patterns. Projections of Grande Prairie's work force at both the departmental and occupational group levels to 2017 are made on a "steady state" basis, i.e., it is assumed that there will be no change in work force size, occupational structure, service levels, and the use of technology in service delivery.
- **Part IV** identifies the major *Conclusions and Recommendations* emanating from the analysis. The emphasis is on merging the external and internal streams of analysis and setting out practical courses of action.

Both Part II and Part III of the report have a *Key Points* section at the end. Part I, the *Key Points*, and Part IV constitute an *Executive Summary* of the report. For a complete and in-depth understanding of the labour market research undertaken by R.A.L. Consulting Limited on behalf of the City of Grande Prairie, please consult the complete final report.

Project Team

R.A.L. Consulting Limited has carried out this project under contract to the City of Grande Prairie. The members of the R.A.L. project team are:

Richard Loreto (project manager)
Gerald Bierling (researcher)

Biographies for the project team and information on R.A.L. Consulting Limited can be found at the company's web site (www.ralconsulting.ca).

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R.A.L. Consulting Limited gratefully acknowledges the assistance provided by Dave Gourlay, City Manager, Bill Walker, Director of Protective Services, and Glenn Rogers, Human Resource Consultant, with respect to the organization of the project. In addition, we thank the many staff members at all levels and several city councilors who participated in the consultation meetings and freely provided their input. Responsibility for the analysis and recommendations of the report rests solely with R.A.L. Consulting Limited.

Part II: Demographic Analysis of the Alberta Labour Force

Introduction

From an economic perspective, a municipal government can be analysed in terms of both *demand* and *supply* factors. The notion of *demand*, at its simplest, involves an understanding of the socio-economic characteristics of a municipality's residents and the related need for public services. The *supply* side of the municipality's business activities focuses on its capacity to deliver the demanded services. Although a number of factors affect *supply*, the key one is labour. To ensure sustainability not only must there be residents exerting *demand* but there must also be a work force of trained individuals available to deliver the services.

This part of the report examines the macro labour *supply* factors attributable to demographics. Demographic profiles are developed for Alberta's labour force with emphasis on the factors of age, gender, and migration. An analysis of *demand* factors is beyond the scope of this report.

Demographic Analysis

Overview

Demographics is the study of human populations. In short, its focus is people. Demographers are interested in understanding the trends and market or public policy implications associated with:

- the natural increase in the population (i.e., the difference between births and deaths);
- the migration of people from one city or region to another or between countries;
- and the distribution in the population of characteristics such as age, gender, ethnicity, and race.

In the economy, people can generate demands for private or public goods and services and they can be involved in the production and supply of these goods and services. In other words, people can be customers and clients as well as employers and workers. David K. Foot has demonstrated the strategic value of conducting economic analysis on the foundation of demographics.² Foot's "life cycle" approach places primary emphasis on the explanatory power of two variables, age and population size. According to Foot, the utility of demographic analysis for decision-makers in business and government is that it explains "about two-thirds of everything".

Canada's "Cohorts"

Population aging is now a well-established trend in Canada and the United States that is expected to continue during the 21st century. The aging of the "baby boomers" born in Canada between 1947 and 1966 drives this trend:

² David K. Foot with Daniel Stoffman, *Boom, Bust & Echo: Profiting From the Demographic Shift in the 21st Century* (Toronto: Stoddart, 2000).

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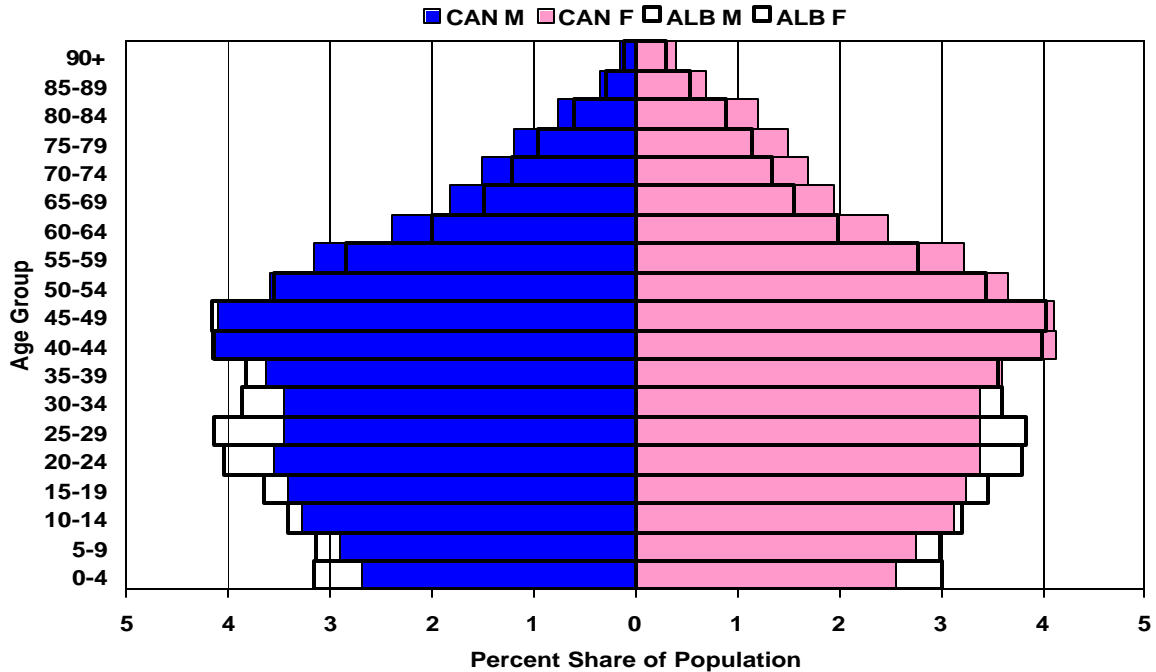
- In 2007, the *boomers* range in age from 41 to 60 (about 30 percent of the population). They constitute the experienced core of the labour force and are consuming an identifiable mix of public and private goods and services.
- Since "every year they will get a year older", over the next decade the *boomers* will age into the 51 to 70 range. They will be the *45-plus generation*³ and will represent an unprecedented force in the marketplace as they consume a changing mix of goods and services.
- In 2012, the first members of the "big generation"⁴ will reach the traditional retirement age of 65. Given the indelible stamp that the *boomers* have placed on all prior stages of the life cycle, there is concern about Canada's ability to sustain the pension and health care expenditures that will accompany this "seniors' boom". This concern is valid. However, from the vantage point of 2007, there is time to prepare for the implications of *boomers'* retirement.
- The "baby bust" cohort, born between 1967 and 1979, is the group that followed the *boom* and its members now range in age from 28 to 40. The size of the *bust* cohort is only 60 percent of the *boom* and therefore, its significance is where the members of the *bust* cohort are currently positioned and will be positioned over the next ten years in the life cycle. At present, members of this cohort are attempting to establish themselves in their careers or purchase their first houses. During the next ten years, the *bust* cohort will age into the 38 to 50 range. Among other things, they will move up in the housing market and take their kids to museums but, given their relative size in Canada's population structure, the volume of their demands is substantially less than that generated earlier by the *boomers*.
- The "baby boom echo" essentially represents the children of the *boomers*. The members of this cohort were born between 1980 and 1995, with births across Canada reaching a peak in 1990. "Echo kids" currently represent the bulk of Canada's youth, ranging in age from 12 to 27. As the front end of this cohort prepares to leave college and university to enter the labour market, the back end is moving into the secondary level of the educational system. The *echo* is about 71 percent of the *boom* cohort. Therefore, as it ages over the next ten years, there will be a discernible impact on the post-secondary educational system and the market for young workers who understand the latest technology.

The *boom, bust & echo* template varies somewhat across Canada's provinces. For example, in Alberta, Canada's youngest province, *boomers* account for about 29 percent of the population, but the shares for the *bust* (68 percent) and *echo* (81 percent) cohorts relative to the *boom* are larger than is the case across Canada. In addition, births peaked in Alberta in 1983, well before they did so at the national level. Chart II-1 shows that, compared to its country, Alberta has proportionately more persons under the age of 50 and fewer over that age.

³ David K. Foot, Richard A. Loreto, and Thomas W. McCormack, *A Competitive Analysis of Niagara's Business Opportunities Associated with Adult Lifestyle: A Demographic Perspective*. A study prepared for the Niagara Economic and Tourism Corporation by the Madison Avenue Demographics Group, 1999.

⁴ John Kettle, *The Big Generation*. Toronto: McClelland and Stewart Limited, 1980.

**Chart II-1
Population Pyramid, 2006 (%)
Alberta (outline) versus Canada (colour)**



Source: Statistics Canada and R.A.L. Consulting Limited.

The Labour Market in Alberta

Defining the Labour Force

The central data source for the labour market in Canada is the *Labour Force Survey* conducted monthly by Statistics Canada. This survey, first instituted in 1945, encompasses a sample of approximately 54,000 households across Canada’s ten provinces. Before proceeding further, it is useful to explain a number of concepts employed to describe and analyse the labour market in Canada.

People choosing to participate in labour market activities represent only about one-half of the total population. For analytical purposes the group from which the economy can draw workers -- the labour force source population -- is defined to include everyone 15 years of age and over not living on an Indian Reservation or not institutionalized (in a penal or mental facility) and who are of legal age to work and physically able to do so. The labour force source population consists of two key groups: those who participate in labour market activity and those who do not. The latter group includes primarily the elderly, students not working part-time, the disabled, and stay-at-home spouses.

$\text{Source Population} = \text{Labour Force} + \text{Not In Labour Force}$

Those participating in labour market activity are said to form the labour force. The participation rate -- the share of the source population choosing to participate in labour

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market activity -- is calculated as the labour force divided by the source population expressed as a percent. In 2006, the participation rate in Canada was about 67 percent.

$$\text{Participation Rate} = (\text{Labour Force} / \text{Source Population}) \times 100$$

Labour market participants, in turn, can be broken into two groups: those with jobs (whether full-time or part-time), and those without jobs but looking for work. The latter are designated as unemployed.

$$\text{Labour Force} = \text{Employed} + \text{Unemployed}$$

An employed person is anyone who during the labour force survey reference week did any work at all or who had a job but was not at work due to illness, family responsibilities, bad weather, labour dispute, vacation, etc. A person is considered to be employed if he or she works for pay or profit or is self-employed. Employment also includes unpaid family work that contributes directly to the operation of a farm, business, or professional practice owned by a related member of the household.

The unemployment rate – an indicator known to most -- is calculated as the number of unemployed expressed as a percentage share of the total labour force. The unemployment rate rises and falls with the business cycle and is considered a key indicator of overall economic performance.

$$\text{Unemployment Rate} = (\text{Unemployed} / \text{Labour Force}) \times 100$$

Unemployed persons are those who, during the reference week, were without work; had actively looked for work in the past four weeks and were available for work; had not actively looked for work but had been on layoff and were available for work; or had not actively looked for work but had a new job to start in four weeks or less and were available for work.

Profile of Alberta's Labour Force⁵

In 2006, the size of the labour force in Alberta was estimated to be 1,937,500 persons. The participation rate was 73 percent, above the national average of 67 percent. Males accounted for 55 percent of the labour force and females, 45 percent. The size of the labour force in 2006 was 28 percent larger than it was in 1996. Females accounted for 47 percent of the increase between 1996 and 2006.

Research on the labour force at both the national and provincial levels has demonstrated a number of findings that are relevant to an analysis of municipal government workers in Alberta:

- Labour force participation varies by age and by sex.

⁵ The data used to compile this profile are taken from *Labour Force Historical Review 2006* (Ottawa: Statistics Canada, February 2007). In most instances, data are rounded to the nearest whole number. Percentage shares may not add up to 100 percent due to rounding.

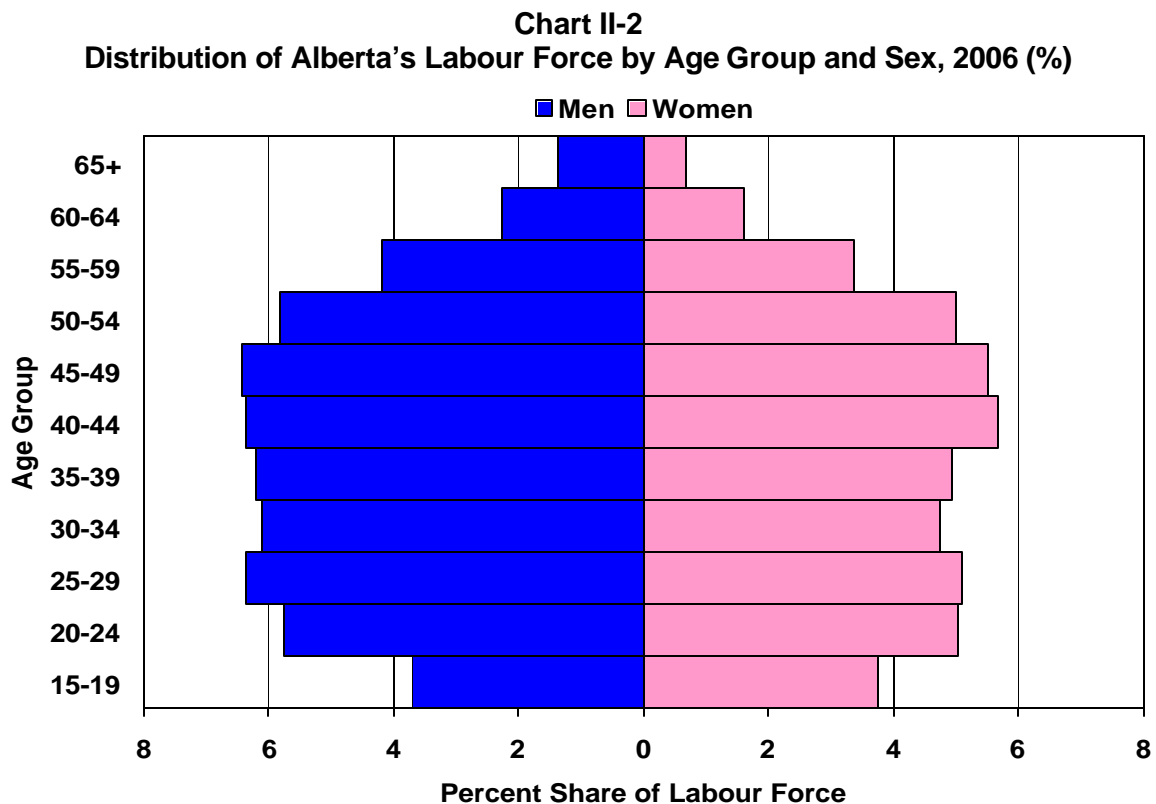
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- Since the 1950's male participation has declined and female participation has increased. However, both male and female participation have been relatively stable since 1990.
- The *boomers* have driven labour market growth since the 1960's. Since 1981, when the last of this cohort entered the labour force, Canada's labour force has been slowly aging.
- Over the past 30 years, the growth of the "labour market entry cohort" (workers under 25) has been much less than that of the "retirement cohort" (workers 55 and older).
- Between 1976 and 2006, the median age of retirement in Canada's public sector declined from 64.9 to 59.3 for males and from 64.8 to 59.9 for females.
- During the next ten years and beyond, workers 45 and older are projected to dominate labour force growth. The number and labour force share of workers under 25 are projected to be lower than the number and labour force share of workers 55 and older.

These and related findings will now be illustrated for Alberta.

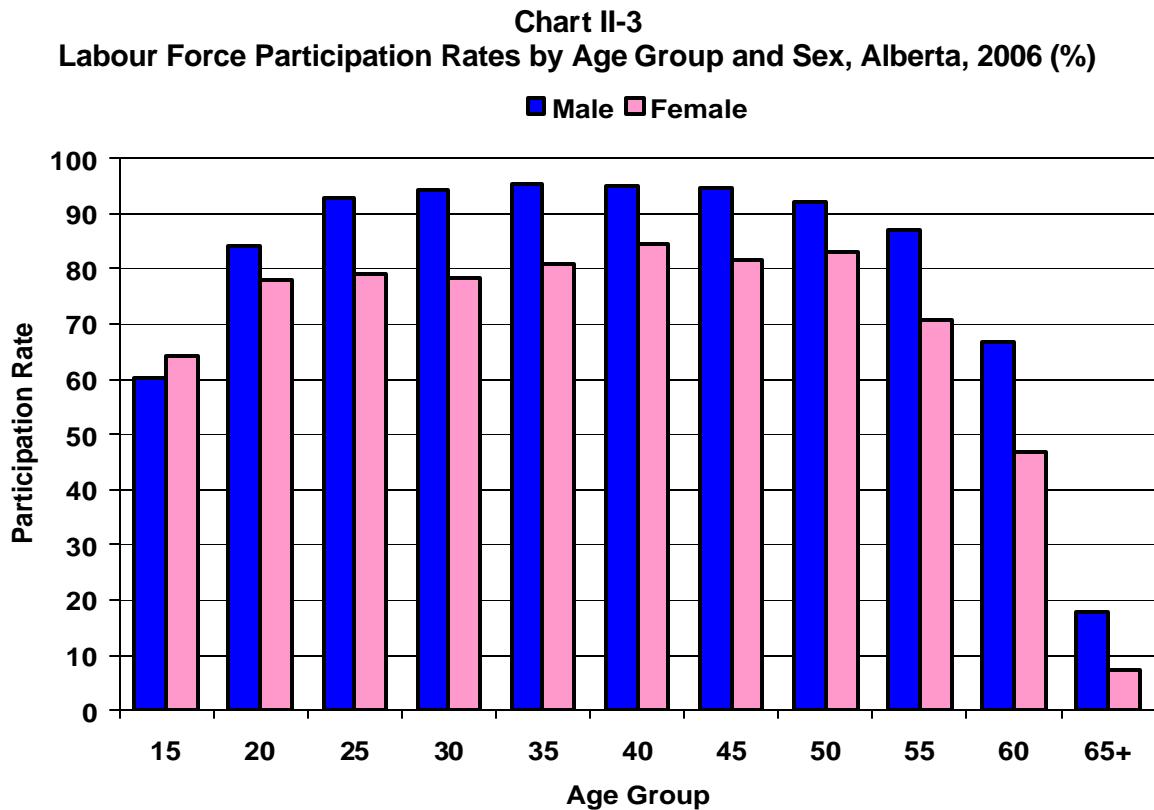
LABOUR FORCE PARTICIPATION

The finding that labour force participation varies by age and by sex is clear in both Chart II-2 and Chart II-3. Chart II-2 shows the distribution of the province's labour force by age and sex in 2006. With the exception of the 15-19 age group, the share of males is higher than the share of females in each five-year age group. However, the differences are modest. Chart II-2 also demonstrates that *boomers* retain a strong presence in Alberta's labour force. In 2006, *boomers* (i.e., 40-59) were 42.4 percent of the labour force (a decline from their 48.5 percent share in 2001).



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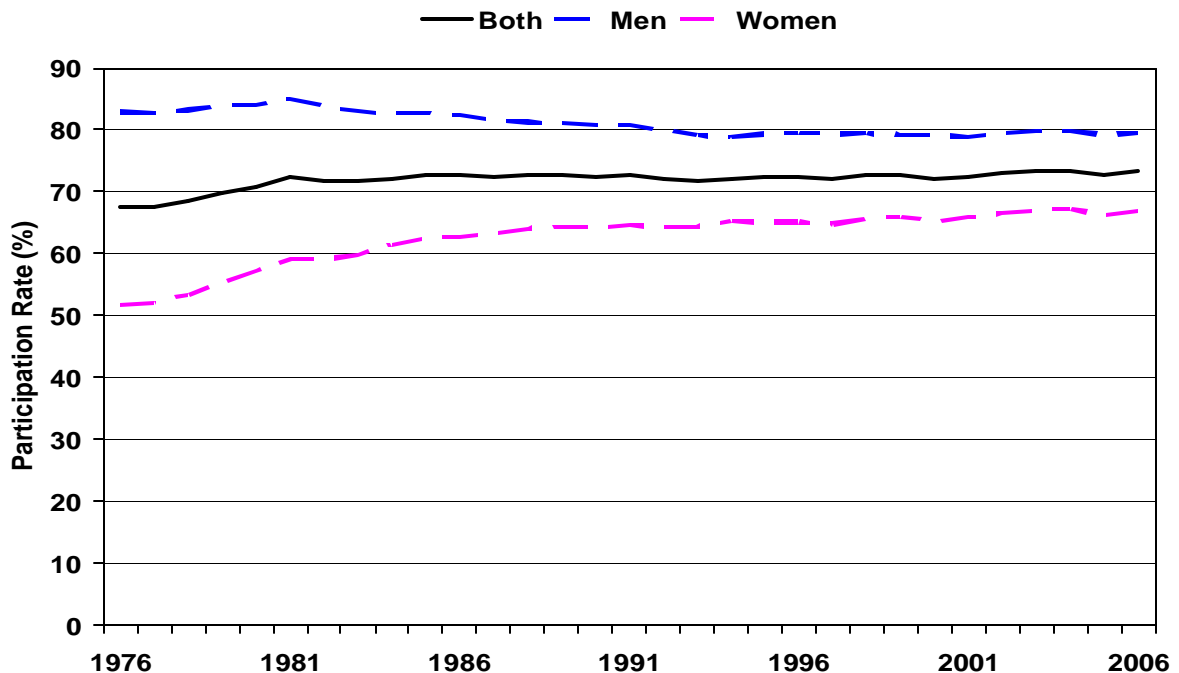
In Chart II-3, age and sex differences are depicted in terms of the labour force participation rate. The male rate was higher than the female rate in all age groups except the 15-19 age group.



In 2006, the overall participation rate for males in Alberta was 79.6 percent and for females, 67.0 percent (a gap of 12.6 percentage points). The gap was greatest in the 30-34 (16.1), 55-59 (16.4), and 60-64 (19.8) age groups, respectively. It is also evident from Chart II-3 that the highest levels of participation for both males and females are between the ages of 20 and 59.

Chart II-4 illustrates the trends towards decreasing male participation and increasing female participation. Between 1976 and 2006, the male rate declined by four percent. For females, the rate increased by 30 percent. However, most of the change in the female rate occurred between 1976 and 1991 (an increase of 25 percent). Since 1991, both rates have been relatively stable. The male rate has declined 1.4 percent, and the female rate has increased 3.9 percent.

**Chart II-4
Labour Force Participation Rates by Sex, Alberta, 1976-2006 (%)**



LABOUR FORCE AGING

If population aging is a well-established trend in Canada, it is not surprising that the labour force is aging in lock step. The extent of this phenomenon in Alberta can be portrayed in a number of ways.

Chart II-5 presents labour force pyramids for Alberta in 1976 and 2006, respectively, in absolute terms (i.e., the number of workers). A labour force “pyramid” portrays the distribution of workers by age and sex. An analysis of the data used to build the pyramids reveals that:

- The size of Alberta’s labour force grew by 118 percent between 1976 and 2006.
- Females accounted for 52 percent of the growth.
- The ranks of workers between the ages of 25 and 54 increased by 153 percent.
- There were 31 percent more labour force participants under the age of 25 in 2006 than in 1976 (see Chart II-6).
- There were 169 percent more labour force participants 55 and older in 2006 compared to 1976 (see Chart II-6).
- The difference, in absolute terms, between the number of younger workers (under 25) and the number of older workers (55-plus) decreased by almost two-thirds between 1982 and 2006 (see Chart II-6).

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Chart II-5
Labour Force Pyramid, Alberta (000's)
1976 (colour) versus 2006 (outline)

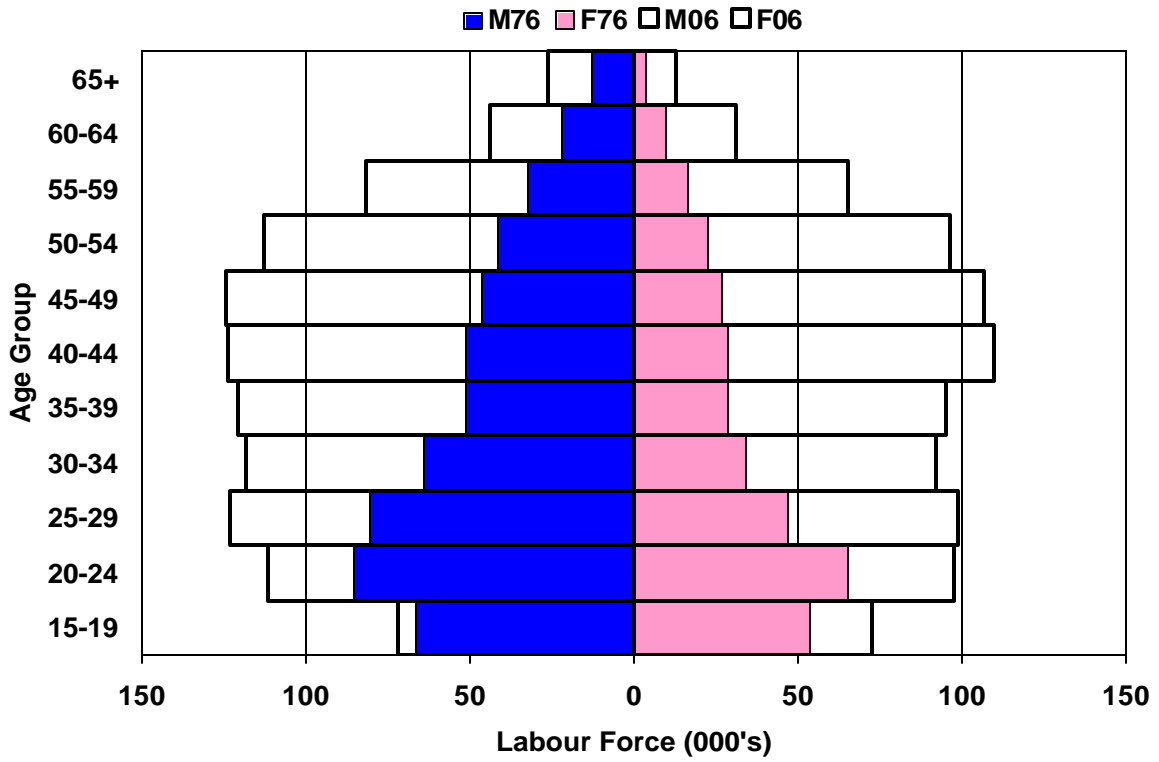
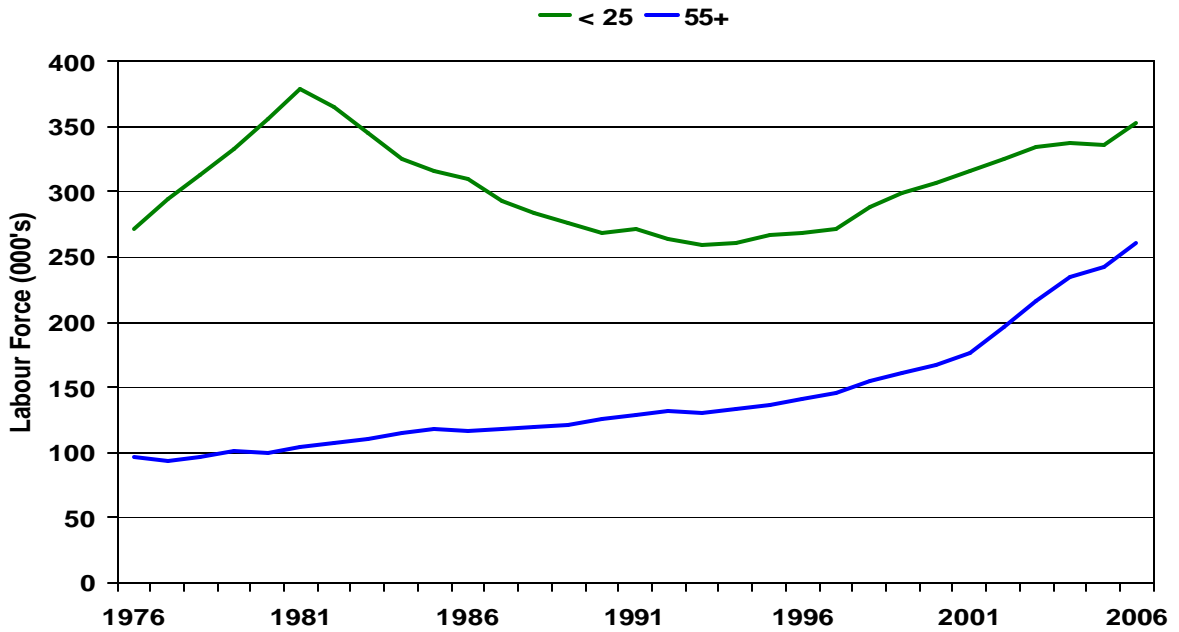


Chart II-6
Labour Force by Age Group, Alberta, 1976-2006 (000's)



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Chart II-7 presents labour force pyramids for Alberta in 1976 and 2006, respectively, in relative terms (i.e., percentage share of the labour force). An analysis of these data reveals that:

- The male share of the labour force declined from 62 percent in 1976 to 55 percent in 2006 or a drop of 11 percent.
- The female share increased from 38 percent to 45 percent (an 18 percent increase).
- The labour force shares of the 35-59 age range increased noticeably. The *boomers* dominate this age range.
- The share of workers under 25 fell from 30 percent to 18 percent or a decline of 40 percent (see Chart II-8).
- The share of workers 55 and older remained in the range of 9 to 10 percent of the labour force between 1976 and 2001. Since 2001, the share has increased by 30 percent (see Chart II-8).

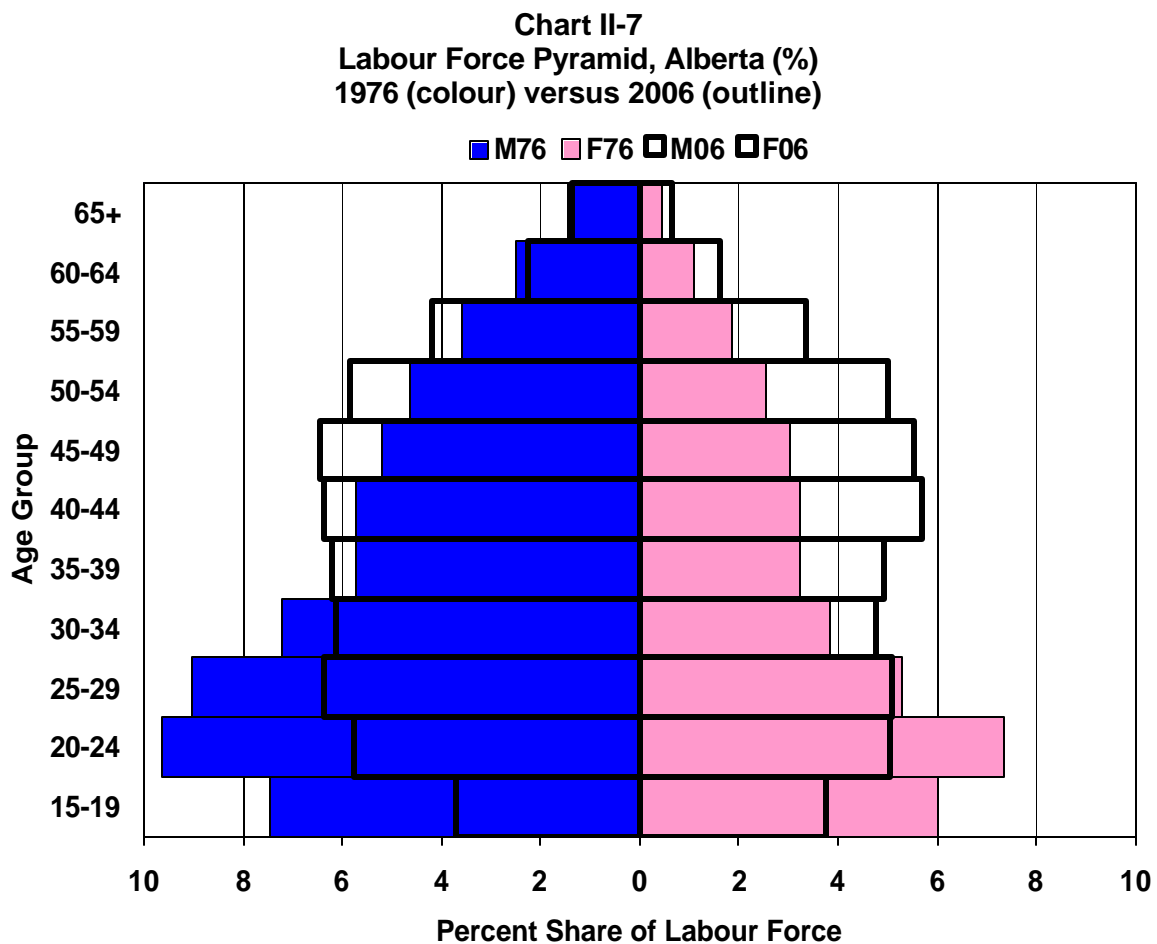
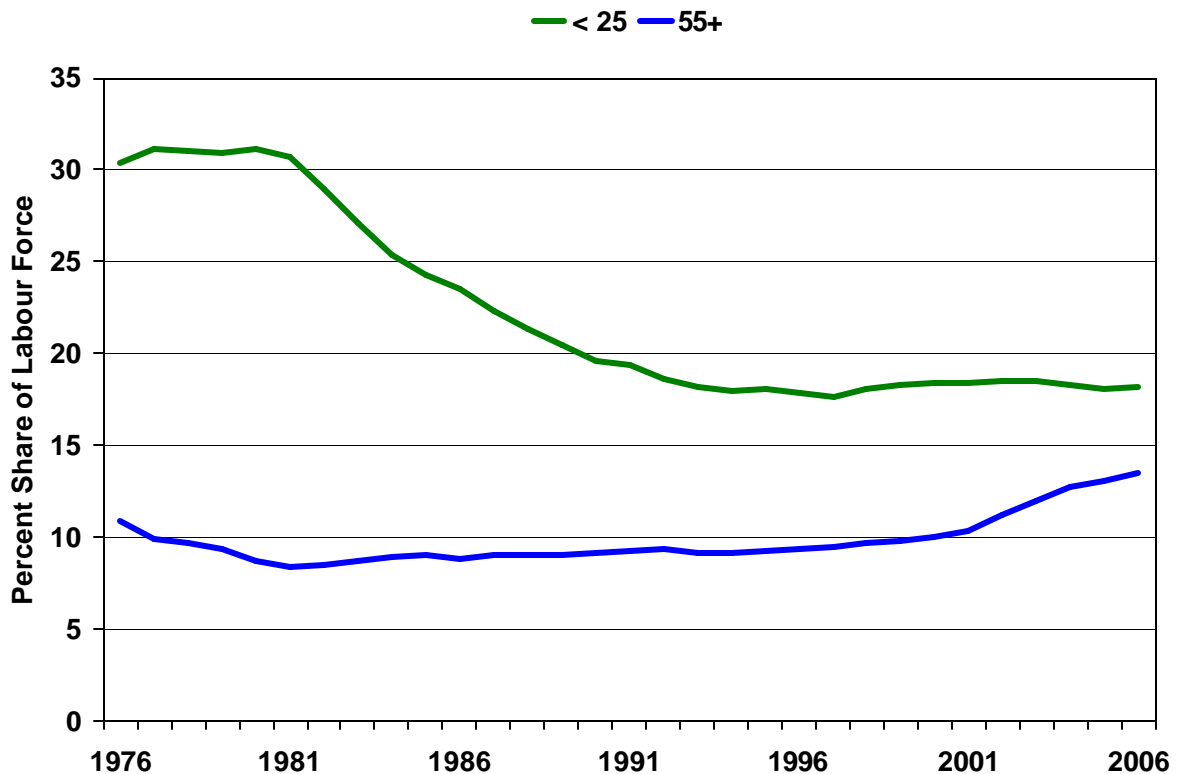


Chart II-8
Labour Force by Age Group, Alberta, 1976-2001 (%)



The “pictures” of Alberta’s labour force portrayed in Charts II-5 through II-8 are pictures of an aging labour force. About one in seven workers are in the “retirement cohort” (i.e., 55 and older), a share that is starting to increase. Fewer than two in ten workers are under 25 compared to three in ten 30 years ago. One-half of workers in the prime labour force participation years (25-54) are *boomers*.

Labour Force Projections

An important aspect of labour market analysis is to use past and current trends as a basis of identifying what might happen in the future. A labour force is a population of workers. To project the size of any population group it is necessary to make assumptions about how many people will enter and exit the population over a given time period.

The projections that follow utilize data from the 2006 *Labour Force Survey* and the general population projections developed by Alberta Finance. It is assumed that:

1. Workers can enter Alberta’s labour force at the age of 15.
2. There is no labour force participation by persons 75 and older.
3. The average labour force participation rates for the 2001 to 2006 period in Alberta remain the same for males and females in all age groups.

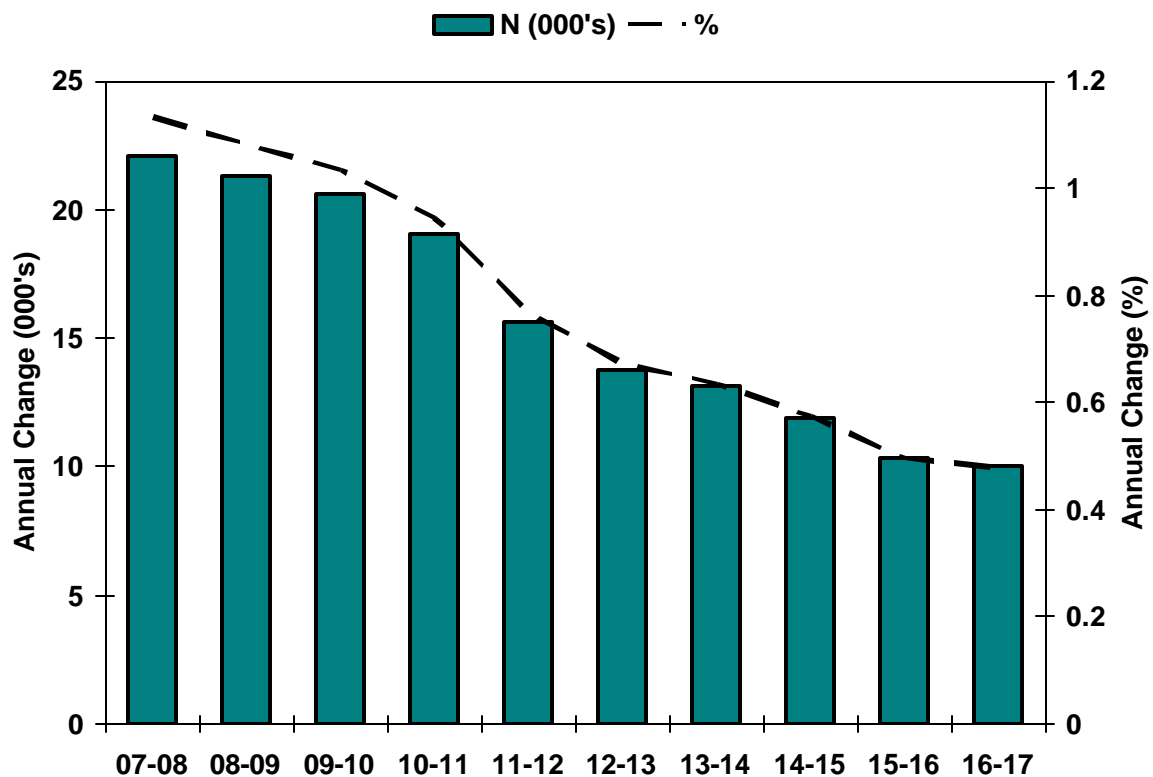
The projections are based on assumptions about fertility, mortality, and migration inherent in the Medium (Series 2) population projection developed by Alberta Finance. In addition, the

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labour force projections assume no major decline in the overall demand for labour as a result of technological or economic factors.

Between 2007 and 2017, R.A.L. Consulting Limited projects an increase of just over 158,000 persons in Alberta's labour force (8.1 percent). Males will account for 58 percent of this growth. Chart II-9 indicates that annual growth is projected to decline on both an absolute and relative basis. For example, the annual growth rate in percentage terms will be slightly above one percent until 2010 but less than one-half that rate by 2017.

Chart II-9
Annual Absolute and Relative Change, Alberta Labour Force, 2007-2017 (projected)



Alberta's labour force ages substantially during the projection period. In absolute terms (see Charts II-10 and II-11);

- The labour market entry cohort (under 25) decreases by 14,359 persons or 4.2 percent;
- The core labour force cohort (25-54) increases by 43,180 (3.2 percent) but there is a projected shortfall of 18,415 workers in their forties (-3.8 percent); and
- The "retirement cohort" (55-plus) grows by 129,255 or 50.1 percent.

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Chart II-10
Labour Force Pyramid (000's), Alberta, 2007 versus 2017 (projected)

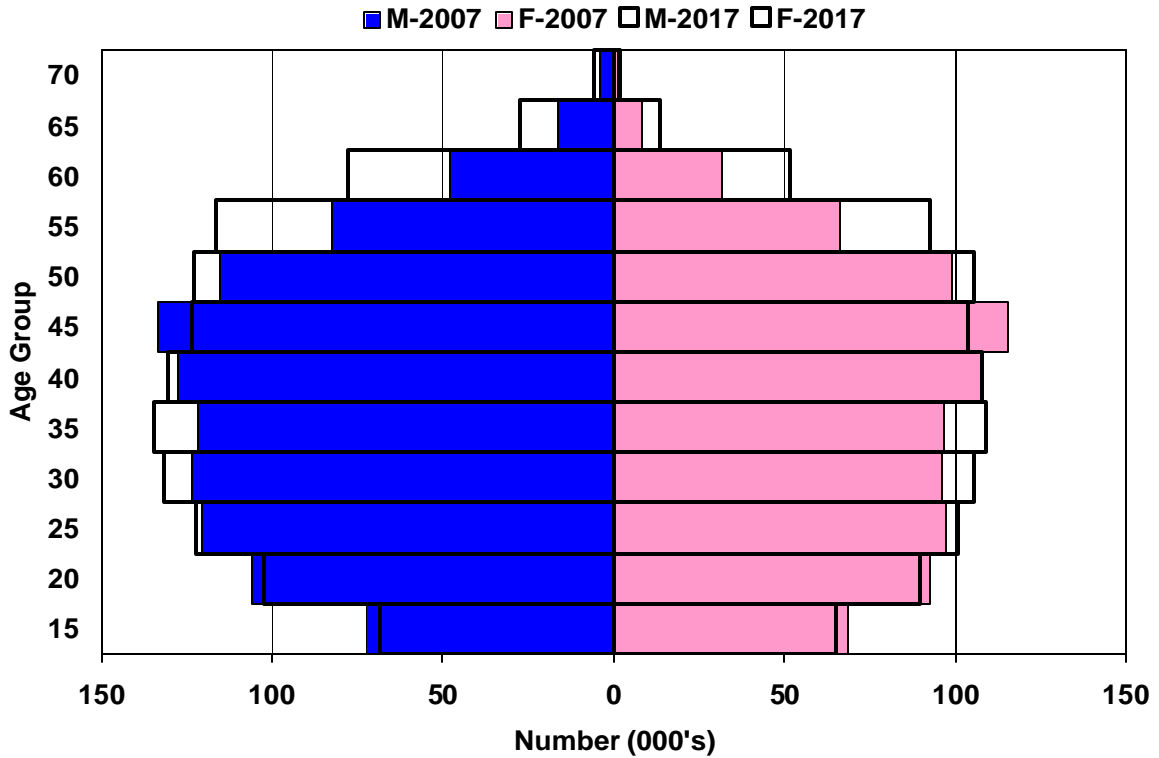
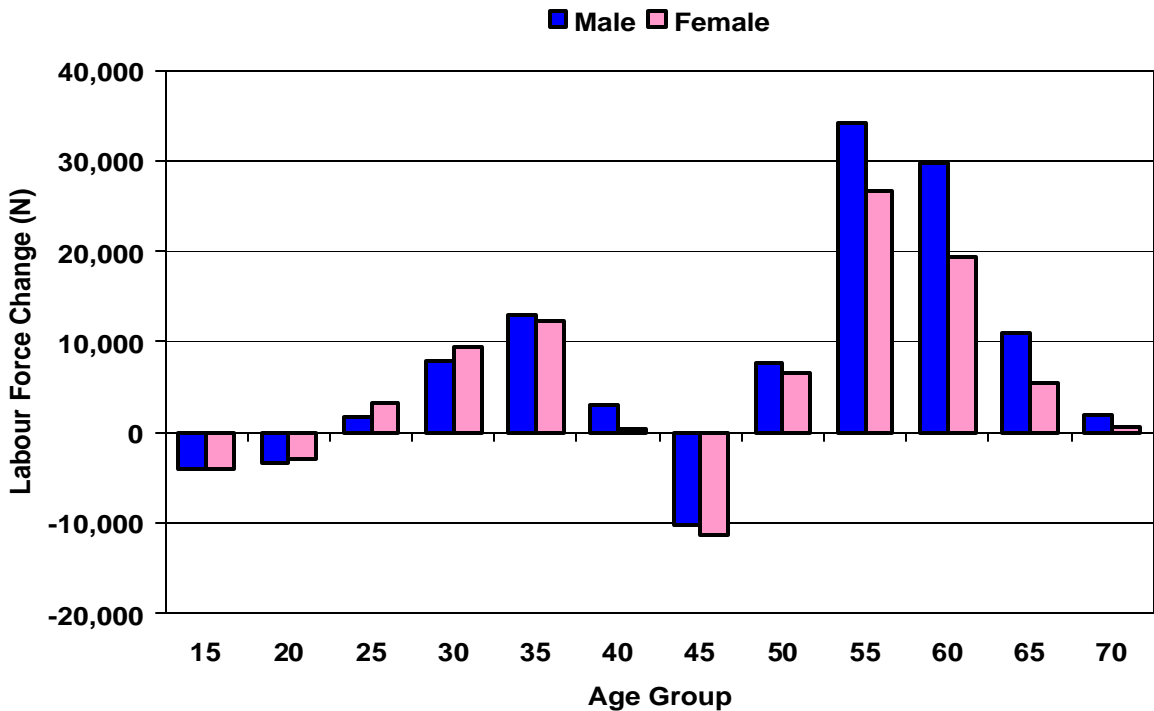


Chart II-11
Labour Force, Alberta, Change by Age Group and Sex (N), 2007-2017 (projected)



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In relative terms (see Charts II-12 and II-13):

- The labour market entry cohort (under 25) share of the labour force decreases from 17.4 to 15.4 percent, a decline of 11.5 percent;
- The core labour force cohort (25-54) share decreases from 69.4 to 66.2 percent, a decline of 4.6 percent;
- The share of workers in their forties falls from 24.9 to 22.1 percent (-11.3 percent); and
- The “retirement cohort” (55-plus) share rises from 13.2 to 18.4 percent, an increase of 38.9 percent.

Chart II-12
Labour Force Pyramid (%), Alberta, 2007 versus 2017 (projected)

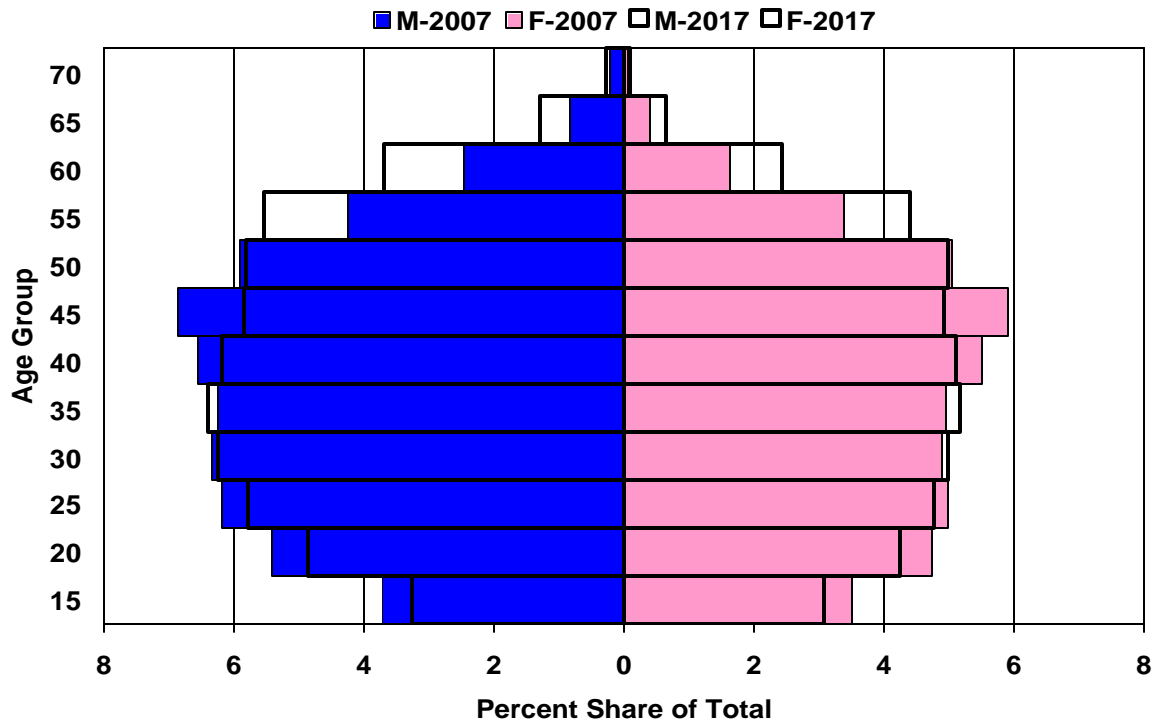
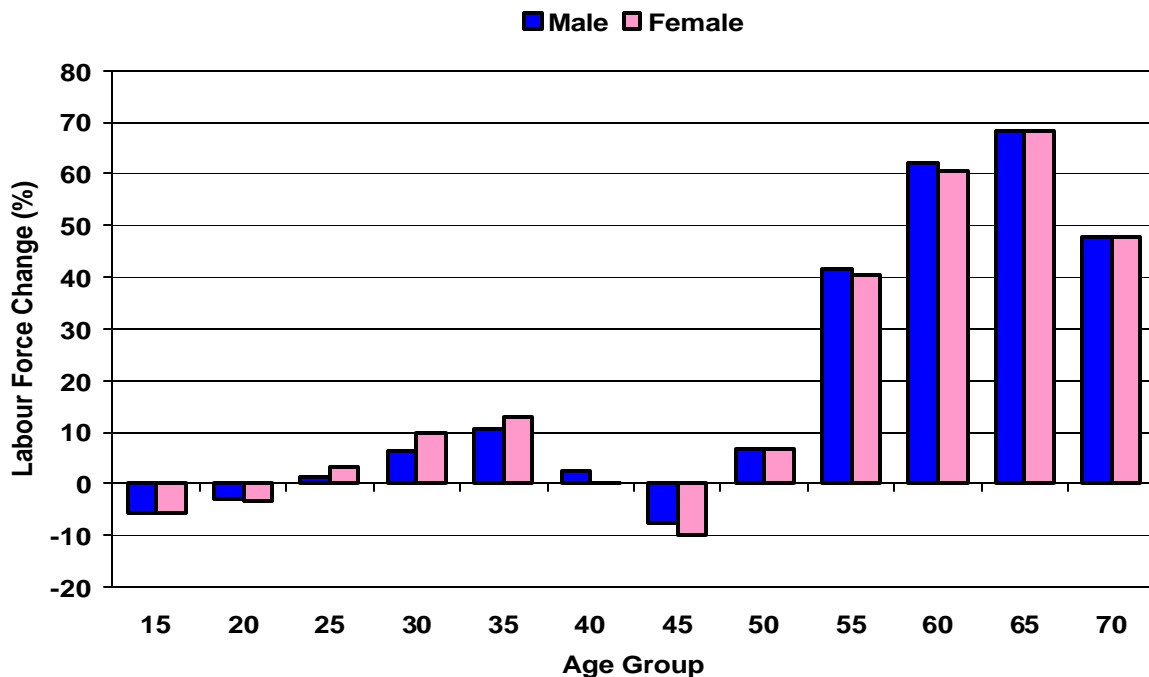


Chart II-13
Labour Force, Alberta, Change by Age Group (%), 2007-2017 (projected)



Migration

When its economy is strong (for example, from the mid-1970's until the early 1980's or during this decade), Alberta's population growth has been more influenced by migration than net natural increase (i.e., the difference between births and deaths).⁶ From a provincial growth perspective, migration can be broken down into two population flows: international migration and inter-provincial migration.

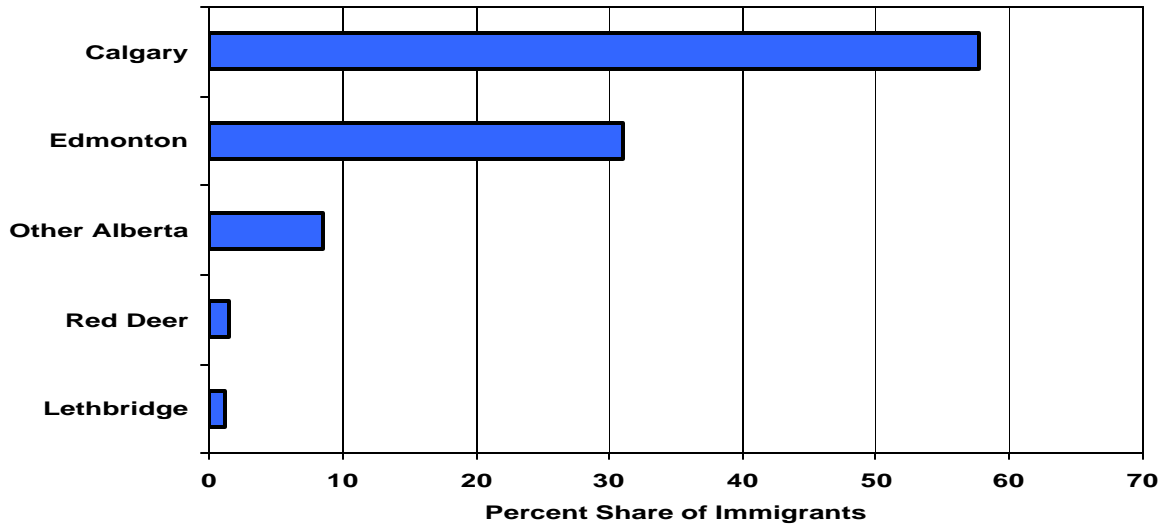
International

The impact of international migration on the labour force can be determined by an analysis of data published by Citizenship and Immigration Canada.⁷ Between 1997 and 2006, Alberta received an average of 15,408 immigrants a year representing only 6.8 percent of all immigrants to Canada. The bulk of the immigrants settled in the province's two largest urban centers, Calgary and Edmonton. Six in ten immigrants chose Calgary; three in ten, Edmonton; and one in ten, the rest of Alberta (see Chart II-14):

⁶ See Statistics Canada, *Report on the Demographic Situation in Canada 2003 and 2004* (Ottawa: Ministry of Industry, 2006), Table A1.1, pages 22.

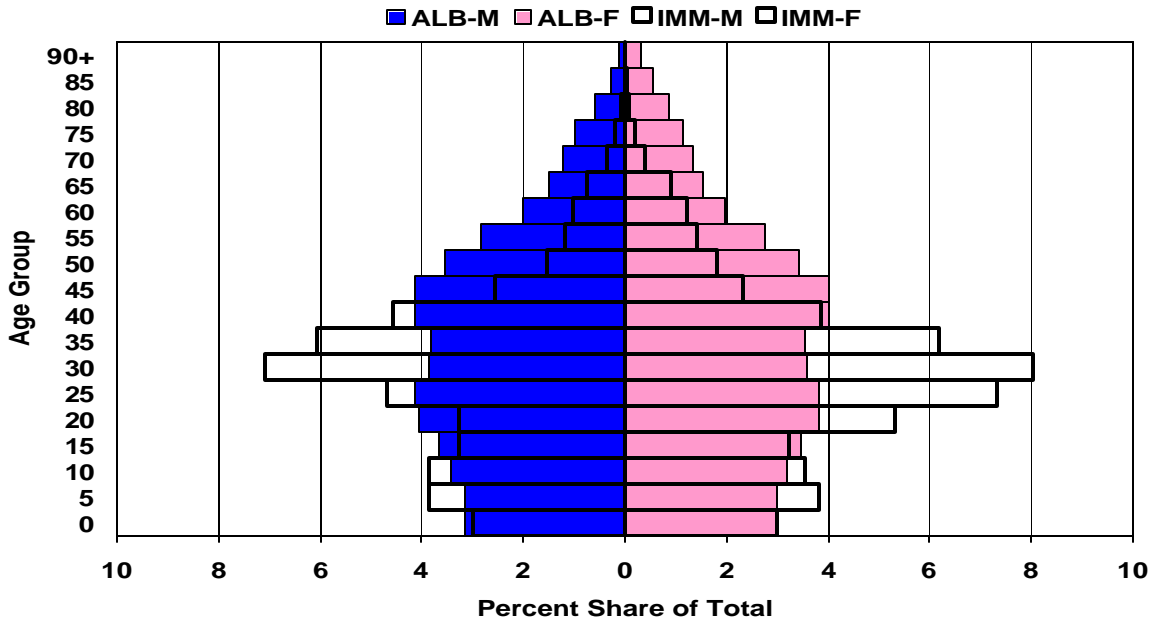
⁷ Unless noted otherwise, the analysis of labour force immigrants in this section is based on Citizenship and Immigration Canada, *Facts and Figures 2006: Immigration Overview – Permanent and Temporary Residents* (<http://www.cic.gc.ca/english/pdf/pub/facts2006.pdf>).

Chart II-14
Distribution of Alberta's Immigrants by Area of Residence
 1997-2006 (average percent share)



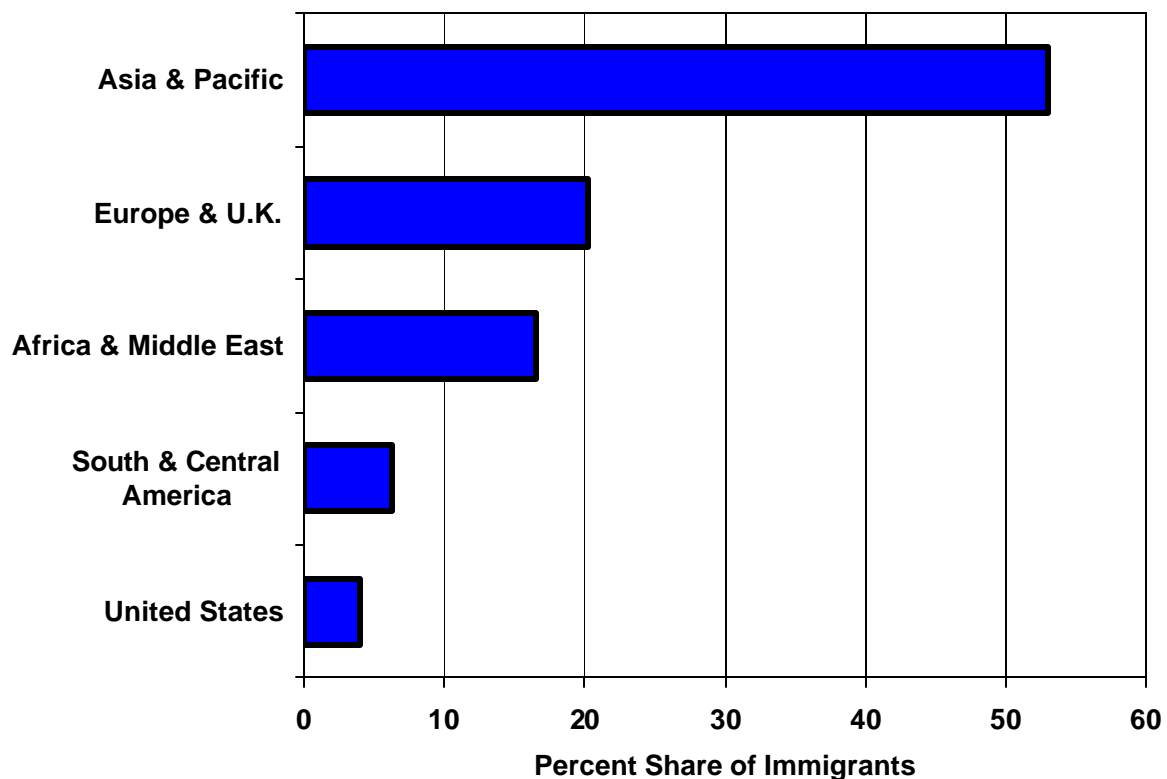
The age structure of the immigrant flow suggests its importance to the growth of the labour force. In Chart II-15, it is evident that immigrants are over-represented in the 25-39 age groups. In particular, the share of immigrants who are in their thirties is noticeably larger than the share of the province's population in their thirties (27 versus 15 percent). Moreover, female immigrants account for 61 percent of immigrants in their twenties. Therefore, on balance, the influx of immigrants provides the labour force with a cohort of young workers.

Chart II-15
Population Pyramids, Alberta, 2006 (%)
 Immigrants (outline) versus Province (colour)



Immigration also diversifies Alberta's labour force in ethnic and racial terms. Chart II-16 demonstrates that one in two of Alberta's immigrants came from the Asia and Pacific region during the past ten years. One in five came from Europe and the United Kingdom; one in six, Africa and the Middle East; and one in ten, the Americas. These trends mirror what has occurred nationally in terms of the global source areas for Canada's immigrants.

Chart II-16
Distribution of Alberta's Immigrants by Source Area
1997-2006 (average percent share)



It is also important to understand that not all immigrants come to Canada intending to participate in the labour market or with identified occupational skills. On average between 1997 and 2006, 52 percent of immigrants to Canada "intended to work".⁸ It was possible to identify the occupational skills of 55 percent of these labour market immigrants. The majority of labour market immigrants with identified occupational skills were "professionals" (56 percent). The next largest group was "skilled and technical" (25 percent).⁹

Inter-provincial

Between 1972 and 2006, migration, both international and inter-provincial, and net natural change (i.e., the difference between births and deaths) contributed equally to the growth of Alberta's population. Compared to inter-provincial migration, the flow from international migration has been lower but more consistent. The flow from inter-provincial migration has

⁸ Data are not available at the provincial level.

⁹ Definitions of the occupational skill levels can be accessed at <http://www.cic.gc.ca/english/resources/statistics/facts2006/glossary/index.asp>.

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been more substantial but only during good economic times. In poor economic times, inter-provincial migration exerts a negative influence on the province's population and labour force growth. These observations are well supported by the data portrayed in Charts II-17 and II-18.

Chart II-17
Sources of Population Change: Net Natural versus Net Migration (N)
Alberta, 1972-2006

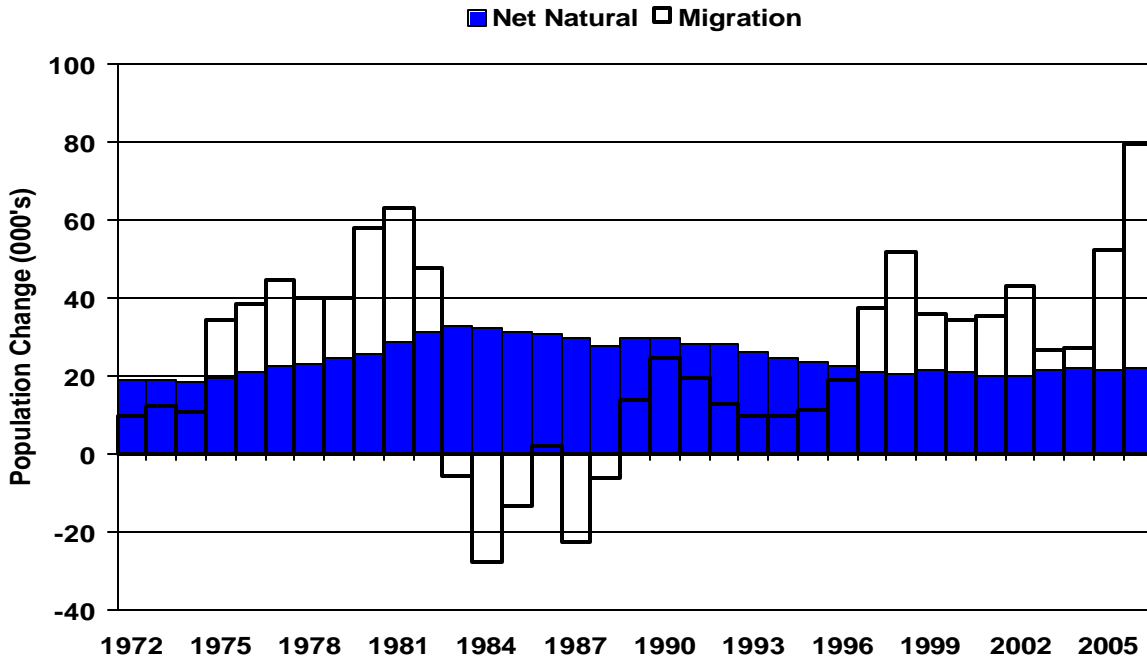
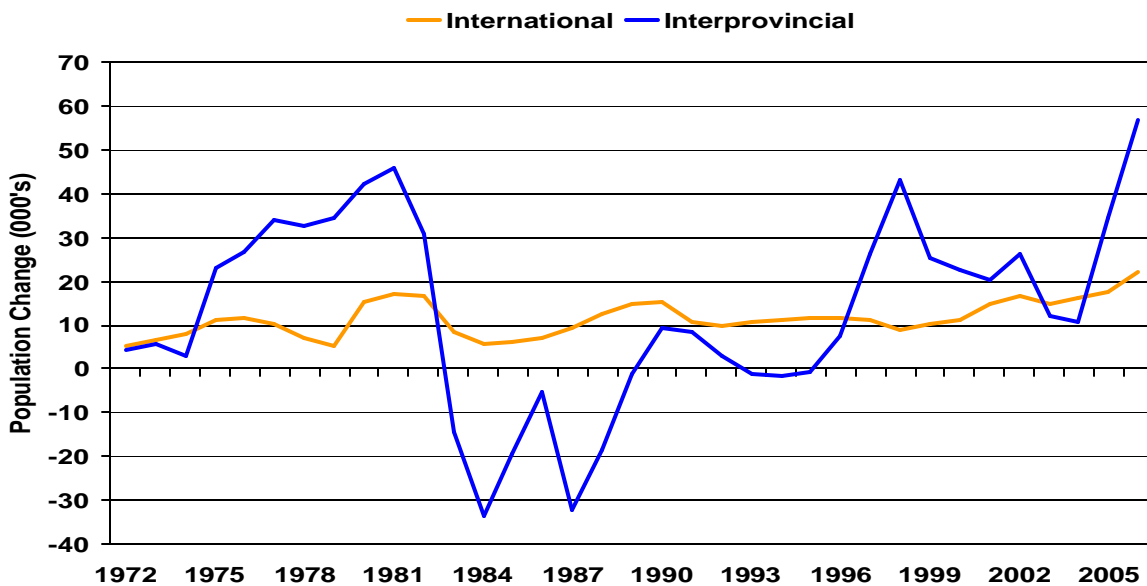
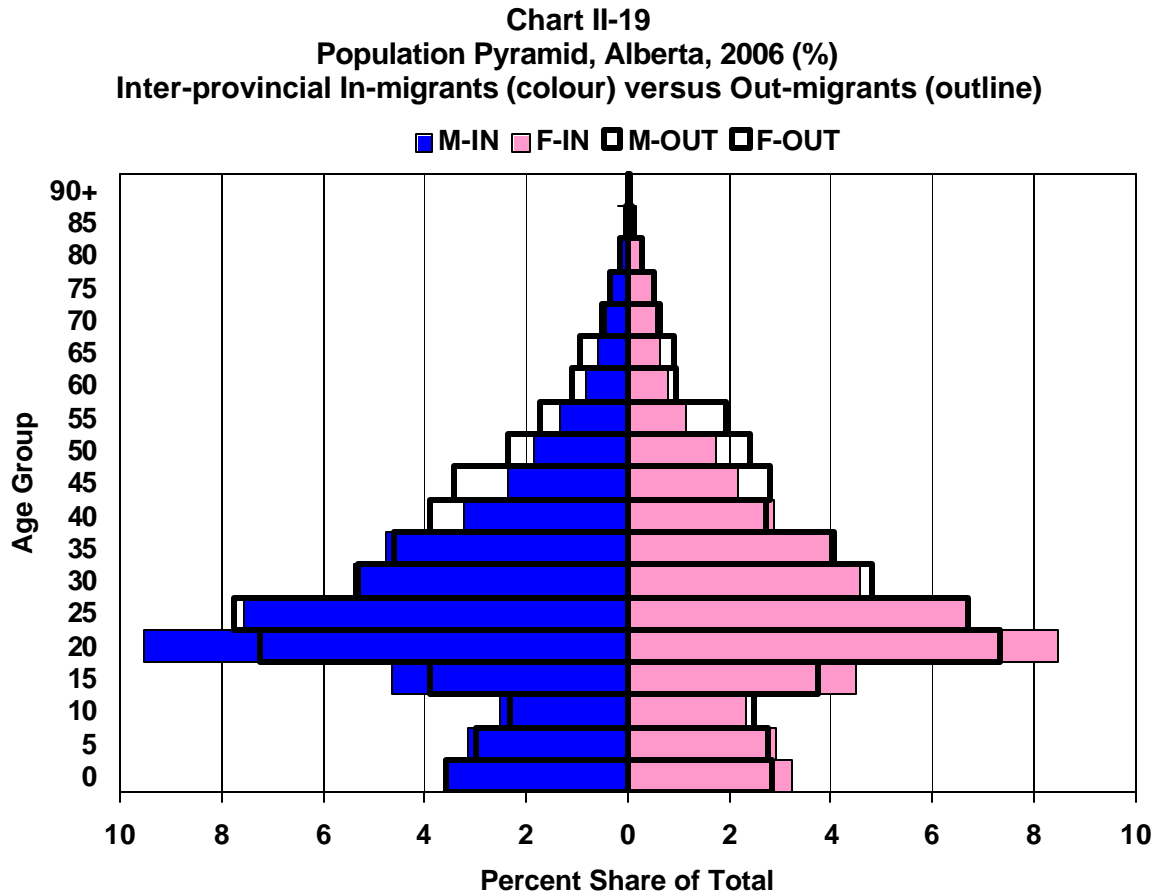


Chart II-18
Sources of Population Change: International versus Inter-provincial Migration (N)
Alberta, 1972-2006



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Like international migrants, inter-provincial migrants are relatively young and, therefore, represent an important source of growth for the labour force. Chart II-19 shows the distribution by age and sex of inter-provincial migrants moving into and out of Alberta in 2006. Inter-provincial migrants, whether they are coming to Alberta or leaving, are predominately persons in their twenties and thirties. This is true for both men and women.

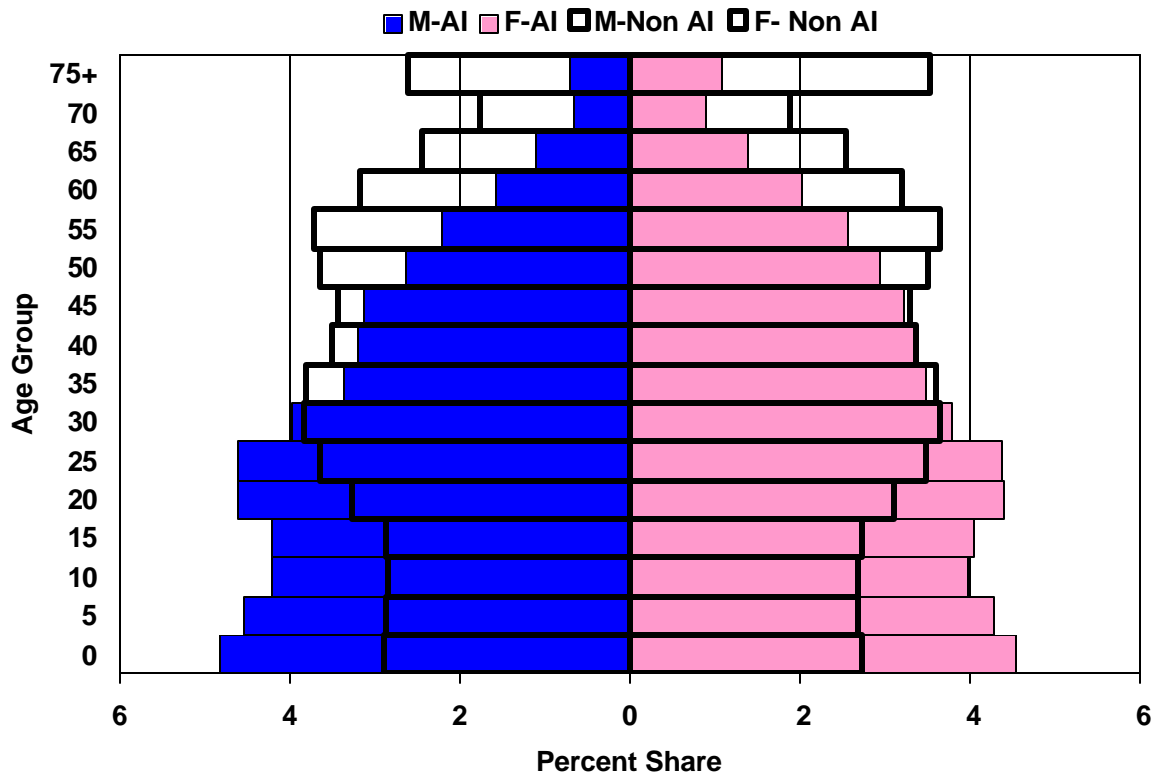


Alberta's Aboriginal Identity Population¹⁰

In an aging society, there is one group in the population that represents an oasis of youth – Canada's aboriginal peoples. Data available for Alberta's Aboriginal Identity population illustrates this fact clearly. Chart II-20 compares the age and sex structure of the projected Aboriginal Identity population with that of the province as a whole. One in three Aboriginals (34 percent) will be in the 15-34 age range in 2017. One in four non-aboriginal Albertans (27 percent) will be in the same age range. If this projection is sound, then Aboriginal peoples will be an important source of young workers in Alberta's aging labour market.

¹⁰ The Aboriginal Identity population consists of three groups: North American Indians, Métis, and Inuit. Data on the Aboriginal Identity Population are taken from Statistics Canada, *Projections of the Aboriginal Populations – Canada, Provinces and Territories: 2001 to 2017* (91-547-SCB). Data on Alberta's population are taken from Statistics Canada, *Population Projections for Canada, Provinces and Territories: 2005-2056* (91-520-SCB).

Chart II-20
Population Pyramid, 2007 versus 2017 (%)
Aboriginal Identity Population (outline) versus Alberta (solid)



Key Points

Reviewing trends during the last 30 years, it is clear that:

- The Alberta labour force has grown substantially. Between 1996 and 2006, it increased by 28 percent.
- Since 1990, overall labour force participation rates for both men and women have stabilized in Alberta.
- The province’s labour force has become more balanced in terms of gender.
- Although their share of Alberta’s labour force has declined from its peak in 1981, *boomers* (i.e., workers 41-60 in 2007) currently account for about two in five workers.
- The Alberta labour force is aging. For example, the difference, in absolute terms, between the number of younger workers (under 25) and the number of older workers (55-plus) decreased by almost two-thirds between 1982 and 2006.
- The annual immigrant flow is a dynamic element in labour force growth in that immigrants are disproportionately represented in the 25-39 age groups (compared to the provincial population). However, across Canada, only about one-half of immigrants

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enter the labour market upon arrival. In addition, most of Alberta's immigrants settle in either Calgary or Edmonton.

- Immigrants have also brought greater ethnic and racial diversity to Alberta's labour force. During the past ten years, over one-half of immigrants came from the Asia and Pacific region.
- Inter-provincial migrants, who are primarily in their twenties and thirties, have a greater impact on labour force growth than international migrants but the flow is correlated with the economic cycle in Alberta.

Looking ahead 10 years, it is projected that:

- Alberta's labour force will increase by just over 158,000 persons (8.1 percent). Males will account for 58 percent of this growth. Annual growth is projected to decline on both an absolute and relative basis. For example, the annual growth rate in percentage terms will be slightly above one percent until 2010 but less than one-half that rate by 2017.
- Alberta's labour force will age substantially. In absolute terms, the labour market entry cohort (under 25) decreases by 14,359 persons or 4.2 percent; the core labour force cohort (25-54) increases by 43,180 (3.2 percent) but there is a projected shortfall of 18,415 workers in their forties (-3.8 percent); and the "retirement cohort" (55-plus) grows by 129,255 or 50.1 percent.
- If current levels are maintained or augmented, the annual flow of immigrants will increasingly be a strategic element in labour force growth.
- One in three Aboriginals (34 percent) will be in the 15-34 age range in 2017. One in four Albertans (27 percent) will be in the same age range. Aboriginal peoples will be an important source of young workers in Alberta's aging labour market.

Part III – Demographic Analysis of Grande Prairie’s Municipal Work Force

Introduction

Demographics is the study of human populations. The population under scrutiny can be that of a nation or city or that of an organization. The geographic or organizational boundaries of the population do not fundamentally alter the type of analysis required.

Demographic analysis focuses on a variety of population characteristics -- principally age, sex, growth, and mobility. In the particular case of an organization's work force, the key questions that must be answered are:

- What is the general age and sex profile of the members of the work force?
- What is the age and sex profile by organizational division, occupational group, and employment status?
- How do these profiles compare with those of the broader labour force?
- What are the trends regarding attrition? What is the age and sex profile of the members entering and exiting the organization's work force?
- Given certain assumptions, what is the future profile of the work force?

In this part of the report, the demographic trends characterizing the City of Grande Prairie’s municipal workers are identified and analysed.

Local Demographic Context

Current Picture

In Part II, the demographic context of Alberta’s labour market was examined in detail. Before proceeding with an analysis of Grande Prairie’s municipal workers, it is necessary to look at the local demographic context. The question to be answered is simply: *How similar, in demographic terms, is the City of Grande Prairie and adjacent communities to the province of Alberta?*

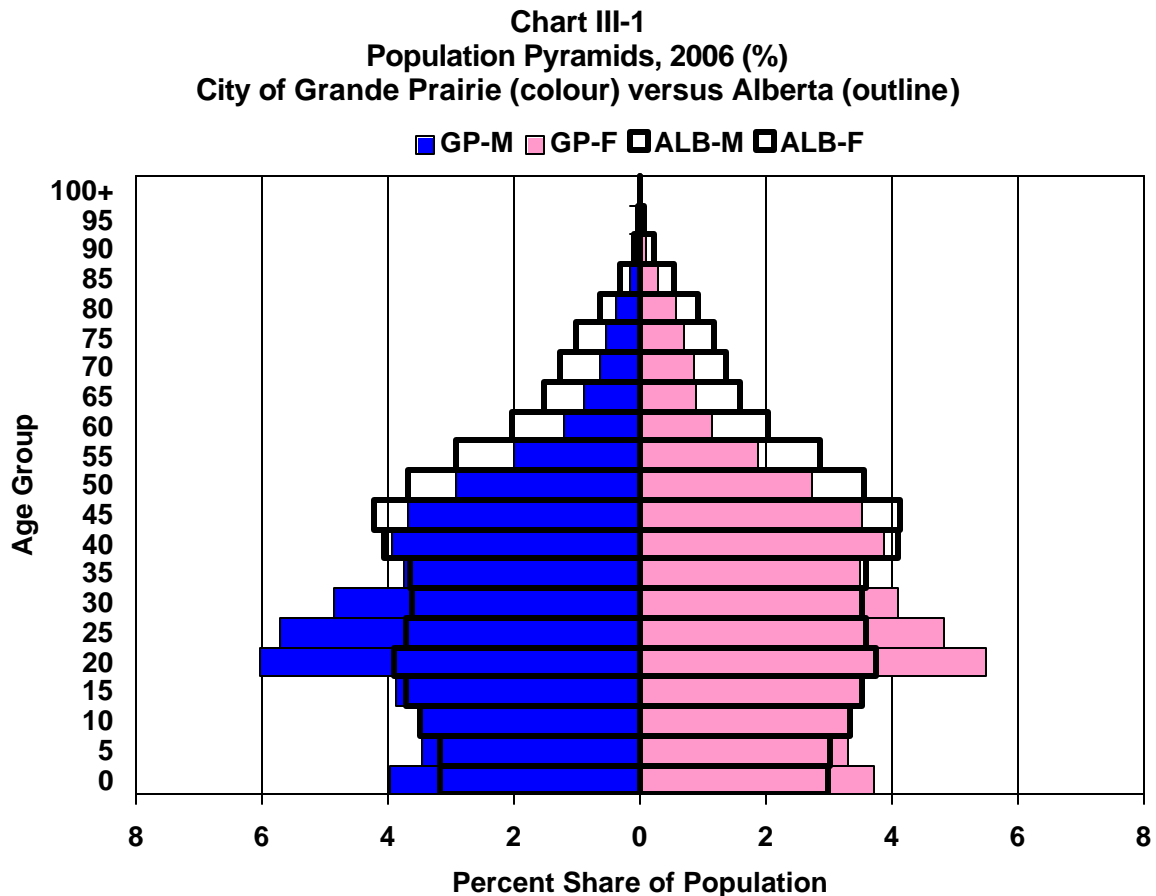
A comparison of the age and sex structure of the populations of Alberta and the City of Grande Prairie, respectively, is contained in Chart III-1.¹¹ Several observations can be made:

- 67 percent of Grande Prairie’s population is under the age of 40 compared to 56 percent in Alberta;
- Grande Prairie has a higher share of persons in their twenties (22 percent) than Alberta (15 percent);
- Grande Prairie’s share of population (6 percent) in the “retirement cohort” (55-64) is lower than Alberta’s (10 percent); and
- Grande Prairie’s share of population (19 percent) in the labour force entry cohort (15-24) exceeds that of Alberta (15 percent).

¹¹ Data on local demographic factors are taken from various Statistics Canada publications, especially the *Demographics Estimates Compendium 2006* (91-213-SCB) and the *2006 Census*.

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The comparison suggests that Grande Prairie's demographic profile skews somewhat younger than the profile of its province. Its higher share of persons in their twenties and lower share of persons over the age of 40 are particularly striking.

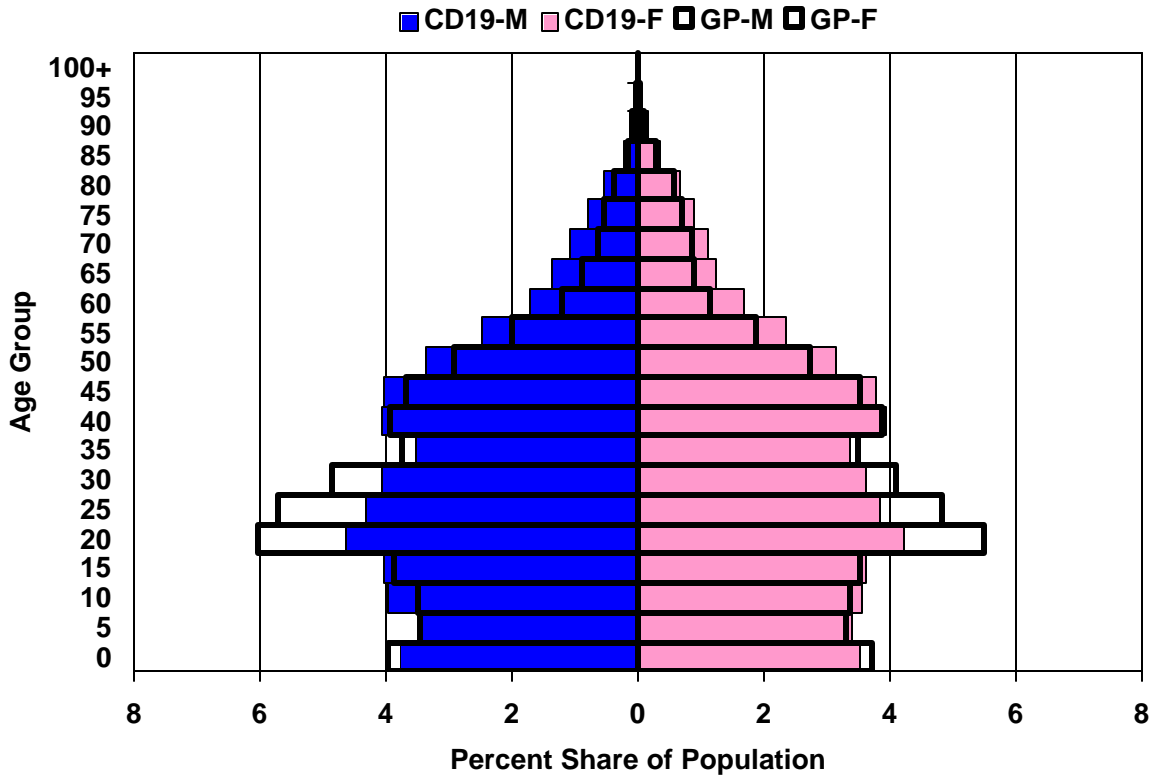


It is also instructive to compare the City of Grande Prairie with its neighbouring communities. This done in Chart III-2 by comparing Grande Prairie with the age and sex structure of the population in census division (CD) 19, one of the administrative areas used by Statistics Canada to conduct the national census (see Table III-1). Analysing the data in this chart shows that:

- 67 percent of Grande Prairie's population is under 40 compared to 61 percent in CD 19;
- Grande Prairie has a higher share of persons in their twenties (22 percent) than CD 19 (17 percent);
- Grande Prairie's share (6 percent) of persons in the "retirement cohort" (55-64) is lower than the share in CD 19 (8 percent); and
- Grande Prairie's share of population (19 percent) in the labour force entry cohort (15-24) exceeds that of CD 19 (16 percent).

The Grande Prairie versus CD 19 comparison is similar to that between Grande Prairie and Alberta.

**Chart III-2
Population Pyramids, 2006 (%)
Census Division 19 (colour) versus Grande Prairie (outline)**



Between 2001 and 2006, the population of CD 19 grew by 14.4 percent. It is clear from the data in Table III-1 that not all of the communities within the census division contributed to the growth trend. The City of Grande Prairie had the largest absolute (10,093) and relative gains (27.3 percent¹²). Its share of CD 19's population in 2006 was just under 48 percent. Overall, 13 of the 24 communities gained population.

¹² The 29.1 percent increase in the population of Hythe, a small community (population of 821 in 2006), is excluded from the analysis.

Table III-1: Population Change by Community, Census Division 19, 2001 to 2006

	Population 2006	Population 2001	Percent Change 2001-2006
Canada	31,612,897	30,007,094	5.4
Alberta	3,290,350	2,974,807	10.6
Census Division No. 19	98,712	86,299	14.4
Beaverlodge	2,264	2,110	7.3
Berwyn	516	546	-5.5
Birch Hills County	1,470	1,644	-10.6
Donnelly	293	351	-16.5
Duncan's 151A	102	121	-15.7
Fairview	3,297	3,155	4.5
Fairview No. 136	1,432	1,801	-20.5
Falher	941	1,109	-15.1
Girouxville	282	306	-7.8
Grande Prairie	47,076	36,983	27.3
Grande Prairie County No. 1	17,970	15,638	14.9
Grimshaw	2,537	2,435	4.2
Horse Lakes 152B	335	324	3.4
Hythe	821	582	29.1
McLennan	824	804	2.5
Peace No. 135	1,487	1,496	-0.6
Peace River	6,315	6,240	1.2
Rycroft	638	609	4.8
Saddle Hills County	2,458	2,566	-4.2
Sexsmith	1,959	1,653	18.5
Smoky River No. 130	2,442	2,405	1.5
Spirit River	1,148	1,100	4.4
Spirit River No. 133	662	824	-19.7
Wembley	1,443	1,497	-3.6

The data in Table III-2 provide more explanation of population trends in CD19. Over the 2001 to 2006 period, CD 19 experienced a population gain of 13,975 persons.¹³ Two demographic components – net natural increase and inter-provincial migration – accounted for 90 percent of the population increase. Two other demographic components – international migration and intra-provincial migration¹⁴ – made less substantial contributions. Other observations about the demographic basis of population change in CD 19 include:

- In absolute terms, net natural increase has been a steady source of population growth over the period but its share of total growth declined from 58 to 19 percent;

¹³ This total, derived from the *Demographic Estimates Compendium 2006* (see Table III-2), differs from the total calculated using data from the *2001 Census* and *2006 Census*, respectively (see Table III-1). The discrepancy is attributable partly to the different time periods during which the data were collected. Data from the *Compendium* are collected for the July to June period. *Census* data are collected as of May during each census year. In addition, the *Compendium* data for 2006 are estimates based on the latest revisions to the *2001 Census* data.

¹⁴ Intra-provincial migrants are persons who leave CD 19 for other parts of Alberta or who come to CD 19 from elsewhere in Alberta.

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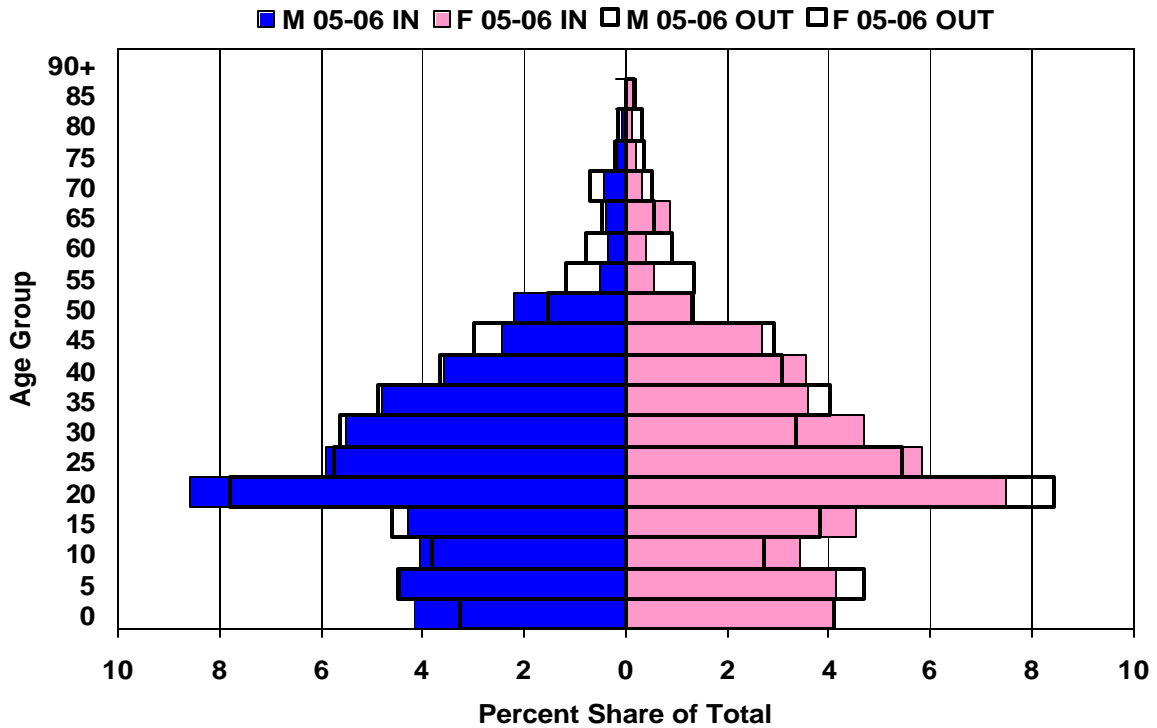
- The impact of international migration on growth has been minimal;
- Overall inter-provincial migration is the major contributor to population growth but its contribution on an annual basis does vary; and
- The flow from intra-provincial migration has picked up since 2003-2004.

Table III-2: Components of Population Change, Census Division 19, 2001-02 to 2005-06

	2001-02	2002-03	2003-04	2004-05	2005-06	Totals
Population	1,914	1,491	2,267	3,560	4,743	13,975
Births	1,314	1,291	1,398	1,379	1,410	6,792
Deaths	428	431	480	496	516	2,351
Net natural	886	860	918	883	894	4,441
Net Immigrants	-28	30	27	45	92	166
Net Inter-provincial	1,209	522	937	2,173	3,298	8,139
Net Intra-provincial	-153	79	385	459	459	1,229
Total Components	1,914	1,491	2,267	3,560	4,743	13,975
Net Natural %	46.3	57.7	40.5	24.8	18.8	31.8
Net Immigrants %	-1.5	2.0	1.2	1.3	1.9	1.2
Net Inter-provincial %	63.2	35.0	41.3	61.0	69.5	58.2
Net Intra-provincial %	-8.0	5.3	17.0	12.9	9.7	8.8
Totals	100.0	100.0	100.0	100.0	100.0	100.0

In Part II, the age and sex profile of inter-provincial migrants was illustrated (see Chart II-19, page 21). Inter-provincial migrants are mostly people in their twenties and thirties. Chart III-3 depicts the age and sex profile of intra-provincial migrants. Overall, the age and sex profile of intra-provincial migrants is similar to that of inter-provincial migrants. Most movement is by persons in their twenties and thirties, especially persons in the 20-24 age group.

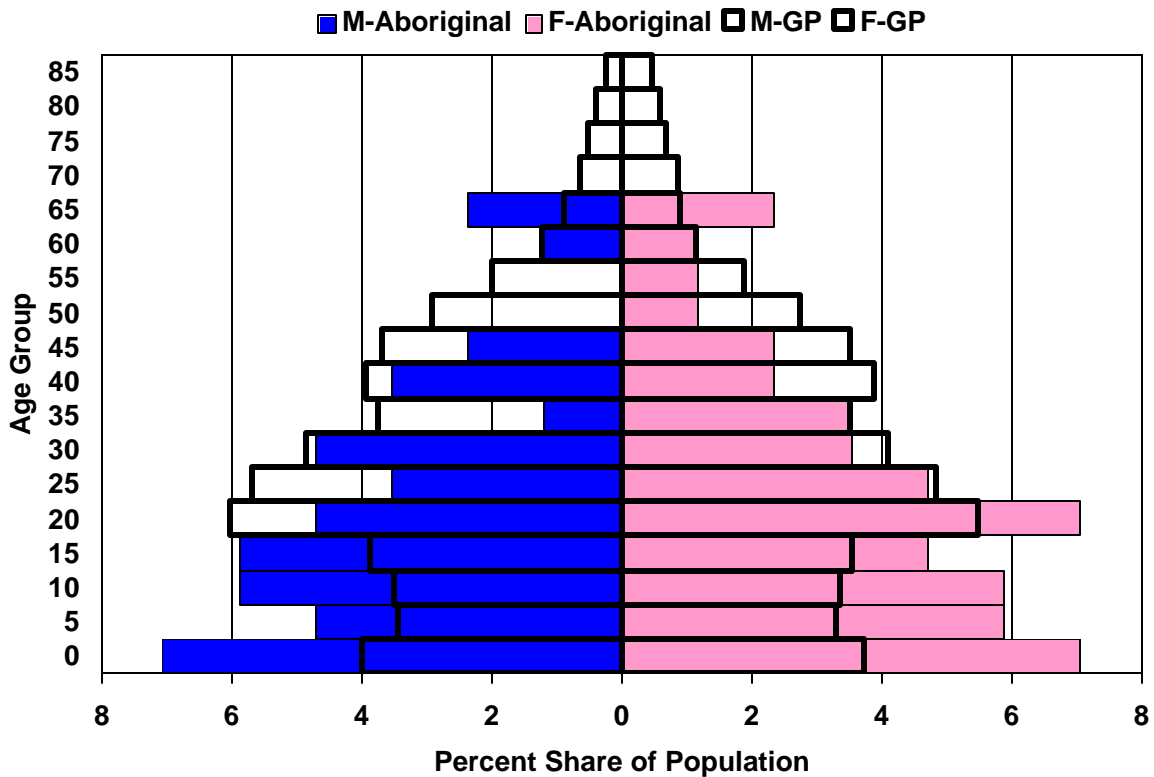
Chart III-3
Population Pyramids, Census Division 19, 2005-2006 (%)
Intra-provincial In-migrants (colour) versus Out-migrants (outline)



A final element of the local demographic context is the age profile of the Aboriginal communities - Duncan's and Horse Lakes - within CD 19. Demographic data on these communities are available from the 2006 *Census*.¹⁵ Using these data, it is possible to depict the age and sex structure of the on-reserve Aboriginal population in CD 19 (see Chart III-4). Compared to the population of Grande Prairie, the Aboriginal population has a much higher share of persons under the age of 15 (36 versus 20 percent). Conversely, the shares of persons 20 and older are generally smaller for the Aboriginal population.

¹⁵ Accessed at <http://www.statcan.ca/bsolc/english/bsolc?catno=92-591-XWE>.

Chart III-4
Population Pyramids, 2006 (%)
Aboriginal Communities (colour) versus City of Grande Prairie (outline)



Labour Force Projection

R.A.L. Consulting Limited has prepared a projection for Grande Prairie's local labour market (defined as CD 19) for the 2007 to 2017 period. The projection is based on the same assumptions and data sources as the labour market projection for the province of Alberta (see pages 13-14).

Overall, it is projected that the number of workers will increase by 10.5 percent (compared to 8.1 percent for Alberta). However, the growth pattern varies for the major labour market cohorts. The labour market entry cohort (15-24) will decline by 1.5 percent. The core labour market cohort (25-54) will increase by 5.5 percent; however, workers in their forties will decrease by 1.0 percent. The retirement cohort (55-64) will increase by 58.5 percent. Charts III-5 and III-6 illustrate the projected absolute and relative changes by age group and sex.

The respective labour market shares of the three cohorts will also change over the next ten years. The share of the 15-24 age group will fall from 19 to 17 percent. The share of the 25-54 age group will fall from 69 to 66 percent. The 55-64 age group increases its share from 10 to 15 percent.

Therefore, the future local labour market will not only be larger but also older.

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Chart III-5
Change in the Labour Force by Age Group and Sex (N), 2007-2017
Census Division 19

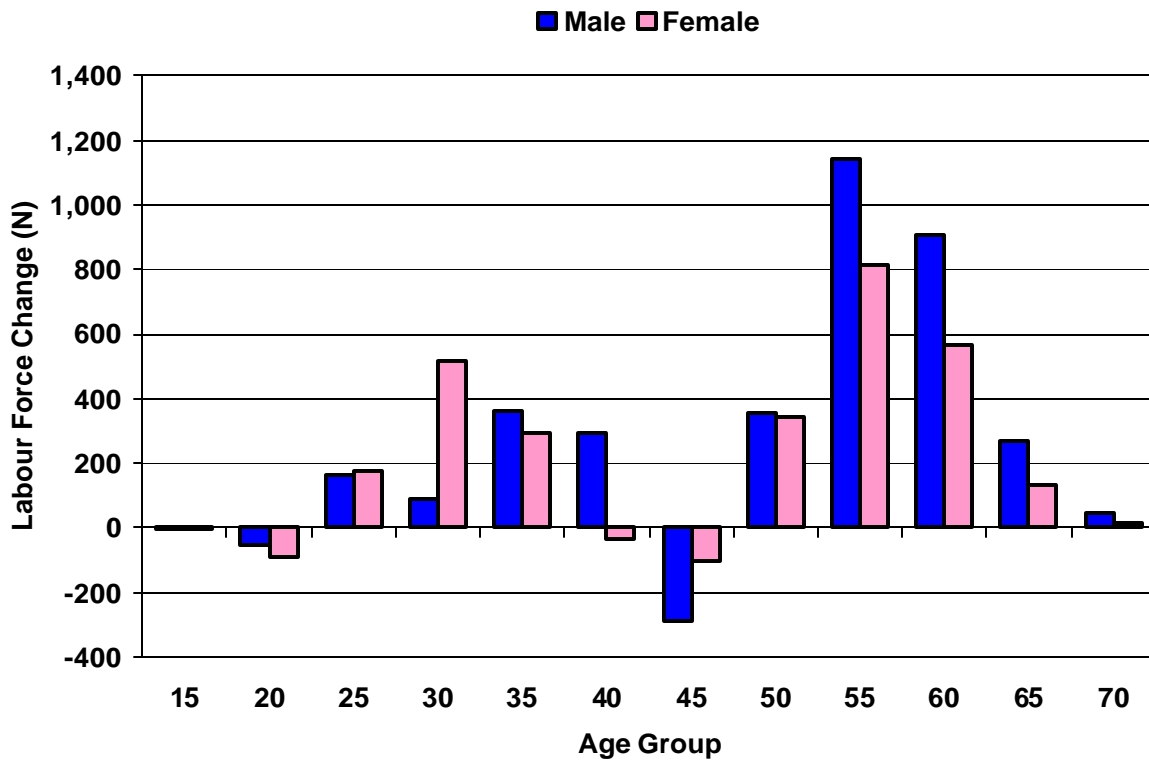
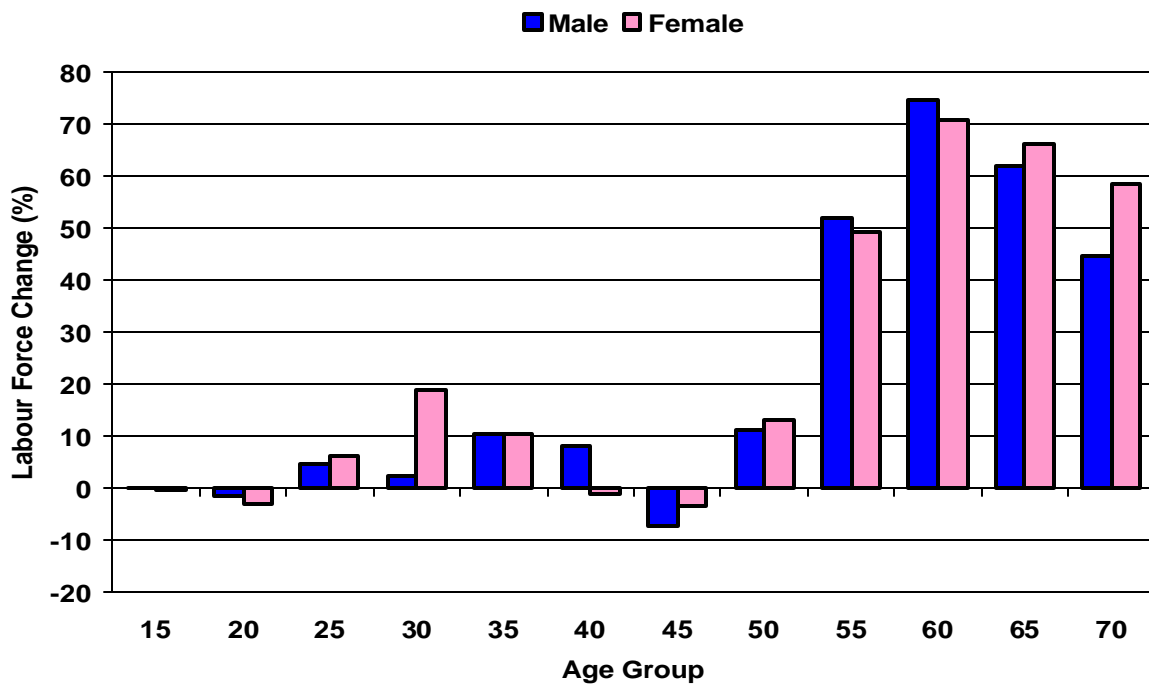


Chart III-6
Change in the Labour Force by Age Group and Sex (%), 2007-2017
Census Division 19



Work Force Analysis: City of Grande Prairie

Demographic Profiles of Grande Prairie's Municipal Work Force¹⁶

Overview

Table III-3 shows the distribution of the employees of the City of Grande Prairie by department during two time periods, 2002 and 2007. The data in the table refer to the total of full-time, part-time, and temporary employees.¹⁷ Between 2002 and 2007, the number of employees overall grew by 40 percent. The largest increases were in Aquatera (formerly Utilities) and Community Services. The two departments combined accounted for 65 percent of the increase in the size of the municipal work force. Protective Services also increased its work force substantially (33 percent). The remaining departments had increases well below the 40 percent level. As a result of the employment growth, both Aquatera and Community Services increased their respective shares of total employees while the shares of all other departments declined.

Nine in ten of the employees added to the City's work force over the past five years were in the front line departments (Aquatera, Protective Services, Community Services, and Public Works). In 2007, the front line departments accounted for 86 percent of total employees compared to 83 percent in 2002. Community Services is now the largest department in terms of the number of employees.

Table III-3: All Employees by Department, 2002 and 2007

Department	2002		2007		Change	
	N	%	N	%	N	%
City Manager	13	3.0	15	2.4	2	15.4
Utilities/Aquatera	55	12.5	108	17.6	53	96.4
Financial	60	13.7	73	11.9	13	21.7
Protective Services	87	19.8	116	18.9	29	33.3
Community Services	111	25.3	172	28.0	61	55.0
Public Works	113	25.7	131	21.3	18	15.9
Total	439	100	615	100	176	40.1

The data in Table III-4 suggest that the increase in municipal employment largely resulted from the addition of more full-time employees. Across departments, the share of full-time employees increased from 63 to 69 percent. The part-time share dipped one percent; the temporary share, five percent. The shift in Aquatera was dramatic. In 2002, 31 percent of Aquatera's employees were full-time. By 2007, the share had increased to 70 percent. The next largest increase in the share of full-time employees took place in Community Services where the share rose from 32 to 42 percent. The share of full-time employees in the other departments remained stable over the period. Notwithstanding the higher shares in Aquatera and Community Services, respectively, in comparative terms the two departments still had the lowest shares of full-time employees.

¹⁶ Data for the analysis of the municipal work force have been provided by the City of Grande Prairie.

¹⁷ Any reference to "all employees" means the total of full-time, part-time, and temporary employees. The City also employs a large number of people on a casual basis but this group will be analysed separately later in the report. Casual employees were not included in the analysis conducted for the City of Grande Prairie by R.A.L. Consulting Limited in 2002-2003.

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Another trend evident in Table III-4 is that the share of female full-time employees was noticeably higher in three departments – Aquatera (8 percentage points), Protective Services (7 percentage points), and Community Services (4 percentage points). As a result, the corporate share of female, full-time employees increased by three percentage points (the male share also increased by three percentage points).

Table III-4: All Employees by Department and Employment Status, 2002 and 2007

Department/Employment Status	2002 (%)			2007 (%)		
	Female	Male	Total	Female	Male	Total
City Manager						
Full Time	76.9	15.4	92.3	73.3	20.0	93.3
Part Time	0.0	0.0	0.0	0.0	0.0	0.0
Temporary	7.7	0.0	7.7	6.7	0.0	6.7
Total	84.6	15.4	100.0	80.0	20.0	100.0
Financial						
Full Time	40.0	40.0	80.0	41.1	41.1	82.2
Part Time	3.3	0.0	3.3	1.4	0.0	1.4
Temporary	6.7	10.0	16.7	8.2	8.2	16.4
Total	50.0	50.0	100.0	50.7	49.3	100.0
Protective Services						
Full Time	27.6	62.1	89.7	34.5	54.3	88.8
Part Time	2.3	0.0	2.3	0.0	0.0	0.0
Temporary	6.9	1.1	8.0	10.3	0.9	11.2
Total	36.8	63.2	100.0	44.8	55.2	100.0
Community Services						
Full Time	22.5	9.0	31.5	26.7	15.7	42.4
Part Time	8.1	1.8	9.9	9.9	0.0	9.9
Temporary	39.6	18.9	58.6	30.2	17.4	47.7
Total	70.3	29.7	100.0	66.9	33.1	100.0
Public Works						
Full Time	18.6	56.6	75.2	19.8	54.2	74.0
Part Time	0.0	0.9	0.9	0.0	0.0	0.0
Temporary	9.7	14.2	23.9	11.5	14.5	26.0
Total	28.3	71.7	100.0	31.3	68.7	100.0
Aquatera						
Full Time	10.9	20.0	30.9	18.5	50.9	69.4
Part Time	1.8	3.6	5.5	1.9	0.9	2.8
Temporary	14.5	49.1	63.6	9.3	18.5	27.8
Total	27.3	72.7	100.0	29.6	70.4	100.0
All						
Full Time	25.1	37.6	62.6	28.1	40.5	68.6
Part Time	3.2	1.1	4.3	3.3	0.2	3.4
Temporary	16.9	16.2	33.0	15.6	12.4	28.0
Total	45.1	54.9	100.0	47.0	53.0	100.0

Therefore, in 2007, about seven in ten of the City of Grande Prairie's employees are full-time, with most of the rest occupying temporary positions. Community Services stands out

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from the rest of the departments in that a majority of its staff work on either a temporary or part-time basis. Overall, male employees outnumber female employees by a margin of six percent (the differential in the Alberta labour force is nine percent). Female representation is highest in the City Manager's department (80 percent) and Community Services (67 percent); lowest (about 30 percent) in Public Works and Aquatera. Both Financial and Protective Services are around the corporate representation level of 47 percent.

Age Analysis

COHORTS

Table III-5 displays the results of analyzing the City's work force in terms of the *boom*, *bust*, and *echo* cohorts within Alberta's population and the *labour force entry* (15-24), *core labour force* (25-54), and *retirement* (55-plus) cohorts within Alberta's labour market.

Between 2002 and 2005, the *boom* cohort has declined substantially. Its share of the City's work force has fallen from 58 to 47 percent (but it is still higher than the Alberta labour force share of 42 percent). The share occupied by the *bust* cohort has decreased slightly. The void has been filled by a larger share for the younger *echo* cohort. The *echo's* share has risen from 9 to 25 percent of all employees. Males have led the decline of the *boom* cohort (-24 percent) as well as the rise of the *echo* cohort (400 percent).

The loss of male *boomers* and the gain of male members of the *echo* cohort are reflected in the analysis of the labour force cohorts. The share of males under the age of 25 (*echo*) has increased by 74 percent. The share of males ranging in age from 25 to 54 (an age range that incorporates most of the *boom*) has fallen by 19 percent. The share occupied by the *retirement* cohort has doubled from one in twenty to one in ten employees.

Table III-5: All Employees, Cohorts, 2002 and 2007

Boom, Bust & Echo Cohorts (%)				
2002				
	Boom	Bust	Echo	Total
Male	33.3	15.9	2.7	51.9
Female	24.4	12.8	6.6	43.7
Total	57.6	28.7	9.3	95.7
2007				
	Boom	Bust	Echo	Total
Male	25.2	13.3	13.5	52.0
Female	21.8	13.3	11.1	46.2
Total	47.0	26.7	24.6	98.2
Labour Force Cohorts (%)				
	2002	2007	Difference	% Change
<25 M	5.7	9.9	4.2	74.2
<25 F	8.4	8.5	0.0	0.3
25-54 M	45.6	37.1	-8.5	-18.6
25-54 F	35.3	34.1	-1.2	-3.3
55+ M	3.6	6.0	2.4	65.1
55+ F	1.4	4.4	3.0	221.2

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MEAN AND MEDIAN AGES

Cohort analysis is one way of obtaining a better understanding of the demographic profile of the City's workers. Another way is to calculate the *mean* and *median* ages of the workers and to cross-tabulate that information with other variables such as sex, department, occupation, employment status, and union status. The *mean* age is the *average* age. The *mean* is sensitive to the *range* of the data or the distance between the highest and lowest values in the set. Therefore, when the *range* of the data is skewed, the *mean* is a less accurate determination of the centre. A better indicator of centrality is the *median*. The *median* is the mid-point of the data in that one half of the values lie above the median and one half below it. In the analysis that follows, reference will be made to the median age.

Age, Sex, and Department

The data in Table III-6 show the variable of age cross-tabulated with two others, sex and department. The median age of all employees has remained stable during the past five years. Stability also characterizes the overall age profiles of two departments – Protective Services and Public Works. Financial, Community Services, and Aquatera have overall median ages in 2007 that are two to three years older than in 2002. The greatest increase has occurred in the City Manager's department. In five years, the median age of all employees in this department has risen by 7.4 years.

However, focusing on the age and sex variables, other patterns emerge from the data in Table III-6. Underlying the stability of the overall median age is a slight increase in the median age of all female employees and a slight decrease in the median age of all male employees. The median ages of both female and male employees in the City Manager's department have increased substantially. In Finance, both female and male employees have somewhat higher median ages in 2007 than in 2002. The median age of females in Protective Services has remained the same while that of males has fallen by a couple of years. The opposite is true in Community Services – the male median age has been stable while the female median age has increased by 5.7 years. Between 2002 and 2007, females have become noticeably older in Aquatera and younger in Public Works. The median age of males in Aquatera declined by a few years and that of males in Public Works rose by a few years.

In 2007, the oldest departments (as measured by the median age) are City Manager and Financial. Community Services remains the youngest. The oldest male employees are in the City Manager and Financial departments; the youngest male employees are in Community Services. The oldest female employees are in the City Manager's department and Aquatera; the youngest female employees are in Public Works.

Table III-6: All Employees by Age, Sex, and Department, 2002 and 2007

Department		2002			2007		
		Female	Male	Both	Female	Male	Both
City Manager	Mean	43.8	49.2	44.6	52.0	54.9	52.6
	Median	47.6	49.2	47.6	54.0	57.9	55.0
Financial	Mean	37.9	40.8	39.4	39.1	42.7	40.9
	Median	39.4	42.7	41.0	41.2	45.6	43.7
Protective Services	Mean	38.2	39.1	38.8	37.4	39.7	38.7
	Median	37.2	42.0	39.7	37.0	40.3	39.6
Community Services	Mean	33.4	33.1	33.3	36.3	34.2	35.6
	Median	31.8	30.0	31.1	37.5	30.8	34.5
Public Works	Mean	40.1	41.7	41.2	37.3	41.3	40.0
	Median	42.8	42.2	42.2	34.2	44.4	42.0
Utilities/ Aquatera	Mean	37.4	38.6	38.3	43.4	37.0	38.9
	Median	39.4	38.3	38.3	46.4	35.6	40.2
All	Mean	36.8	39.4	38.2	38.4	39.0	38.7
	Median	38.2	40.8	39.7	39.8	40.1	39.9

Age, Sex, and Employment Status

In an aging work force situation, it is crucial to understand the demographic characteristics of both full-time workers and temporary and part-time workers. Temporary and part-time workers have experience with the municipality and are often younger, thereby making them a potential recruitment pool for openings among the full-time ranks.

Using the median age as the yardstick, full-time employees are the oldest members of the City’s work force, followed by part-time and temporary employees (see Table III-7). During the past five years, the median age of all full-time employees has increased by almost two years. The median age of part-time employees has fallen by around two years. Temporary employees are just over four years younger. Both females and males have contributed to the rising median age of full-time employees. The falling median ages of part-time and temporary employees, respectively, are attributable to large drops in the median ages of the male employees in those employment status categories. The median age of male, part-time employees has fallen by 17.5 years and that of male, temporary employees by 7.8 years.

Table III-7: All Employees by Age, Sex, and Employment Status, 2002 and 2007

Employment Status	2002			2007		
	Female	Male	Both	Female	Male	Both
Full Time						
Mean	41.2	42.0	41.7	42.8	42.7	42.8
Median	42.2	42.7	42.6	44.3	44.6	44.4
Part Time						
Mean	39.1	45.7	40.9	38.8	31.3	38.5
Median	38.8	48.8	39.6	39.0	31.3	37.8
Temporary						
Mean	29.9	32.7	31.3	30.4	27.0	28.9
Median	25.2	30.7	28.2	26.0	22.9	24.0

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Age, Sex, and Occupation

City workers in Grande Prairie hold a variety of specific occupations (e.g., firefighter or tax clerk) that reflect the business of the municipality. Given the large number of occupations, it is more useful for purposes of this analysis to group the employee's occupations in terms of broader *occupational categories*. These categories were also employed in the study carried by R.A.L. Consulting Limited in 2002-2003.

The data in Table III-8 demonstrate that in 2007 only employees in the Technical and Operational categories, respectively, had median ages below the corporate median age (39.9). The other occupational categories were above the corporate median by a range of 3.1 (Clerical) to 15.1 (Policy & Planning) years. It was also the case that between 2002 and 2007 the overall median age of every category except Technical and Operational had increased. The largest increases were registered by Policy & Planning (7.4 years); Skilled Trades (6.2 years); and Senior Management (4.7 years). The median age of the Other Management category rose modestly from 47.7 to 48.3 years. The median age of the Clerical category was three years higher. The drop in the overall median ages of Technical and Operational, respectively, was in the range of two to three years.

Lower median ages for both females and males drove the decline in the Technical category. In the Operational category, the female median age rose by almost three years while the male age plummeted six years. A similar pattern was evident in the Clerical category. The median ages of employees of both sexes increased in the Policy & Planning category. Female members of the Other Management category were a couple years older by 2007 and their male counterparts about the same age (but still older than the females). In 2007, there were no female employees in either the Senior Management or Skilled Trades categories.

The analysis of the relationship between employee age, sex, and occupational category shows that the front line occupations remain the youngest part of the City's work force. The Technical and Operational categories each have median ages well below the overall median age (39.9). Corporate categories – Senior Management, Other Management, and Policy & Planning -- are the oldest. Skilled Trades and Clerical both have median ages noticeably above the corporate median age.

With the exception of both the Other Management and Policy & Planning categories, males and females have similar median ages. Males in Senior Management and Policy & Planning, respectively, exhibit the highest median ages. The median ages of males in Other Management (50.1), Skilled Trades (46.6), and Clerical (43.4) are well above the corporate median age for males (40.1). Males in Technical (35.9) and Operational (34.0) are well below.

In 2007, there are no female employees in either the Senior Management or Skilled Trades categories. The oldest females are in Policy & Planning and Other Management, respectively. Females in the Clerical category are over three years above the overall median age for females (39.8). Females in both the Technical and Operational categories, like their male counterparts, are well below the overall female median age.

Table III-8: All Employees by Age, Sex, and Occupation, 2002 and 2007

Occupation	2002			2007		
	Female	Male	Both	Female	Male	Both
Senior Management						
Mean		49.3	49.3		53.5	53.5
Median		49.7	49.7		54.4	54.4
Other Management						
Mean	44.7	50.2	47.4	45.4	49.4	47.7
Median	45.6	50.3	47.7	47.9	50.1	48.3
Policy & Planning						
Mean	52.5	42.9	49.3	54.8	53.4	54.3
Median	52.5	42.9	47.6	55.0	53.4	55.0
Clerical						
Mean	39.3	50.2	39.4	40.8	41.3	40.8
Median	39.9	50.2	40.0	43.0	43.4	43.0
Technical						
Mean	39.0	39.8	39.4	38.8	38.1	38.3
Median	39.7	38.6	38.6	35.9	35.9	35.9
Skilled Trades						
Mean	42.4	39.8	40.1		46.2	46.2
Median	42.4	40.4	40.4		46.6	46.6
Operational						
Mean	32.5	37.9	36.1	34.7	36.3	35.7
Median	30.1	39.7	37.0	33.0	34.0	33.7

Age, Sex, and Union Status

About three in five of the City of Grand Prairie’s employees are unionized. The largest group (48 percent of all employees) is represented by the Canadian Union of Public Employees (CUPE). The Grande Prairie Firefighters’ Association (GPFA) represents nine percent of all employees. The remaining 42 percent of employees are out-of-scope. Thirty-two (32) percent of CUPE members are female; 16 per cent of GPFA members are female; and 71 percent of the out-of-scope employees are female.

The data in Table III-9 cross-tabulate age with sex and union status. In 2007, out-of-scope employees have a higher overall median age (43.9) than either CUPE (34.0) or GPFA (40.3) members. Since 2002, the median age of out-of-scope employees has risen somewhat; stayed essentially the same for GPFA members; and fallen by three years for CUPE members. In the case of both GPFA members and out-of-scope employees, respectively, the median age of females has increased while that of males has decreased. The median age of female CUPE members has been stable and the median age of male members has declined.

The “gender age gap” first documented in the 2002-2003 report has decreased for CUPE members as well as out-of-scope employees. For example, in 2002 CUPE’s male members had a median age that was 10.7 years higher than the median age of female members. By 2007, the difference has declined to 7.8 years. Conversely, the gap for GPFA members has

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widened. The median age of female members is now 5.3 years greater than that of male members (compared to 1.3 years in 2002).

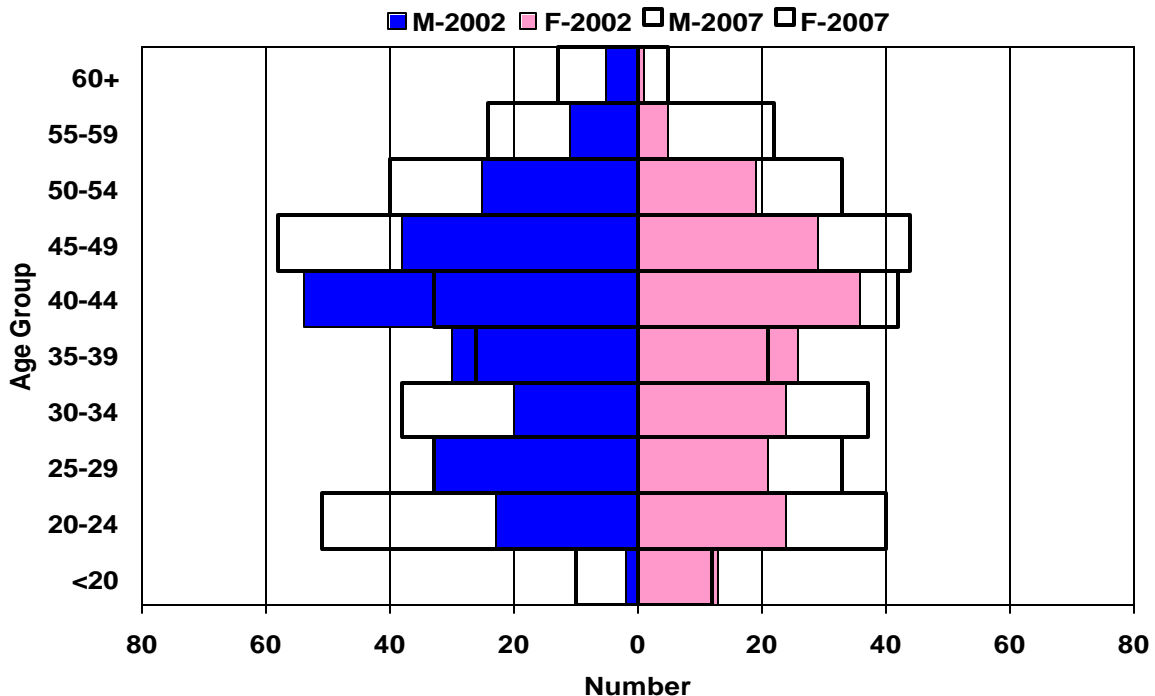
Table III-9: All Employees by Age, Sex, and Union Status, 2002 and 2007

Union Status	2002			2007		
	Female	Male	Both	Female	Male	Both
CUPE						
Mean	31.9	38.4	36.2	32.7	37.0	35.7
Median	29.4	40.1	37.0	29.3	37.1	34.0
GPFA						
Mean	40.0	38.0	38.3	43.1	39.2	39.8
Median	41.8	40.5	40.5	44.3	39.0	40.3
Out of Scope						
Mean	40.3	45.0	41.5	41.1	44.3	42.1
Median	41.5	47.9	42.3	43.0	46.8	43.9

WORK FORCE "PYRAMIDS"

The age and sex structure of the City's work force can also be usefully illustrated by means of a work force pyramid. Chart III-7 compares the work force pyramid for all employees in 2002 versus the work force pyramid for all employees in 2007. It is evident that the ranks of 45-plus employees (mostly *boomers*) have expanded; there has been a decrease in the number of employees in the 35-44 age group (early *bust* and late *boom* cohorts); and employees have been added to the age groups under 35 (*bust* and front end of the *echo*).

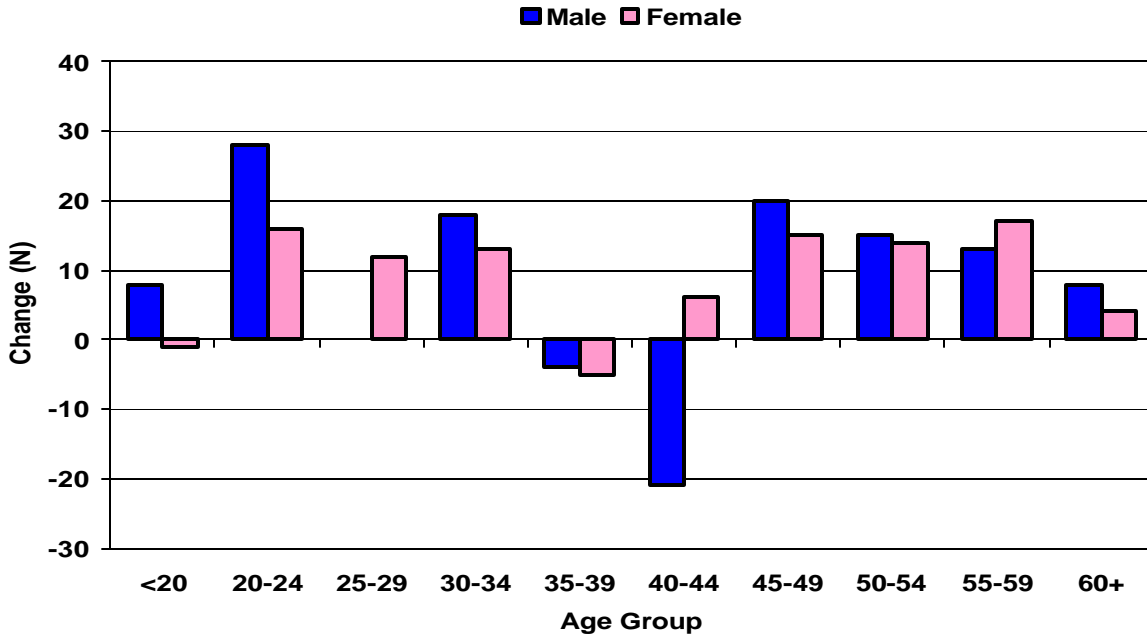
Chart III-7
All Employees (N), Work Force Pyramid, 2002 (colour) and 2007 (outline)



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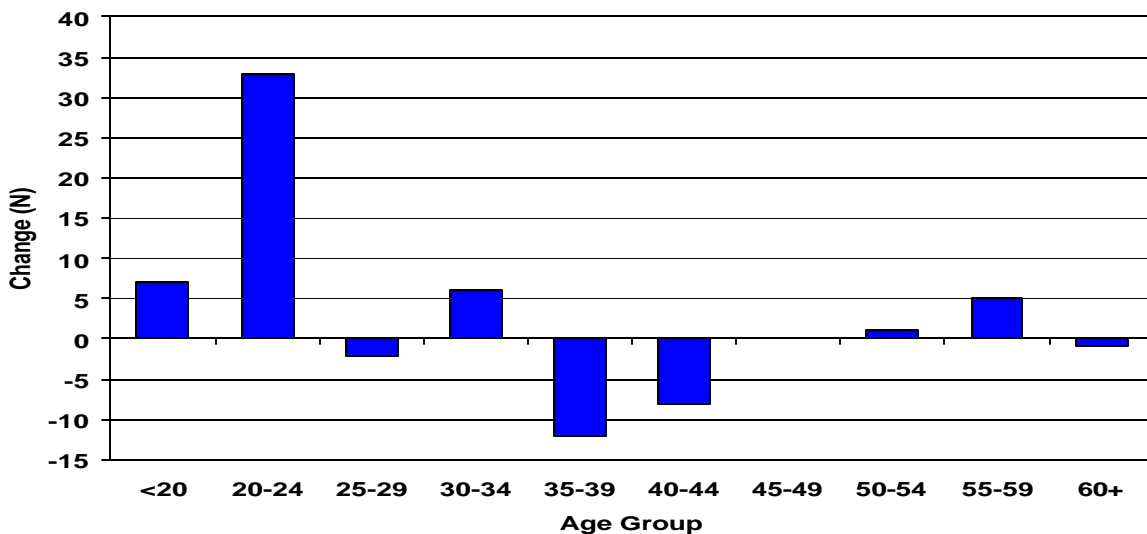
The trends identified in Chart III-7 are highlighted more directly in Chart III-8. In addition, it is clear that male employees have led the expansion of the under 35 age groups as well as the decline of the 35-44 age group.

Chart III-8
All Employees (N), Change by Age Group and Sex, 2002-2007



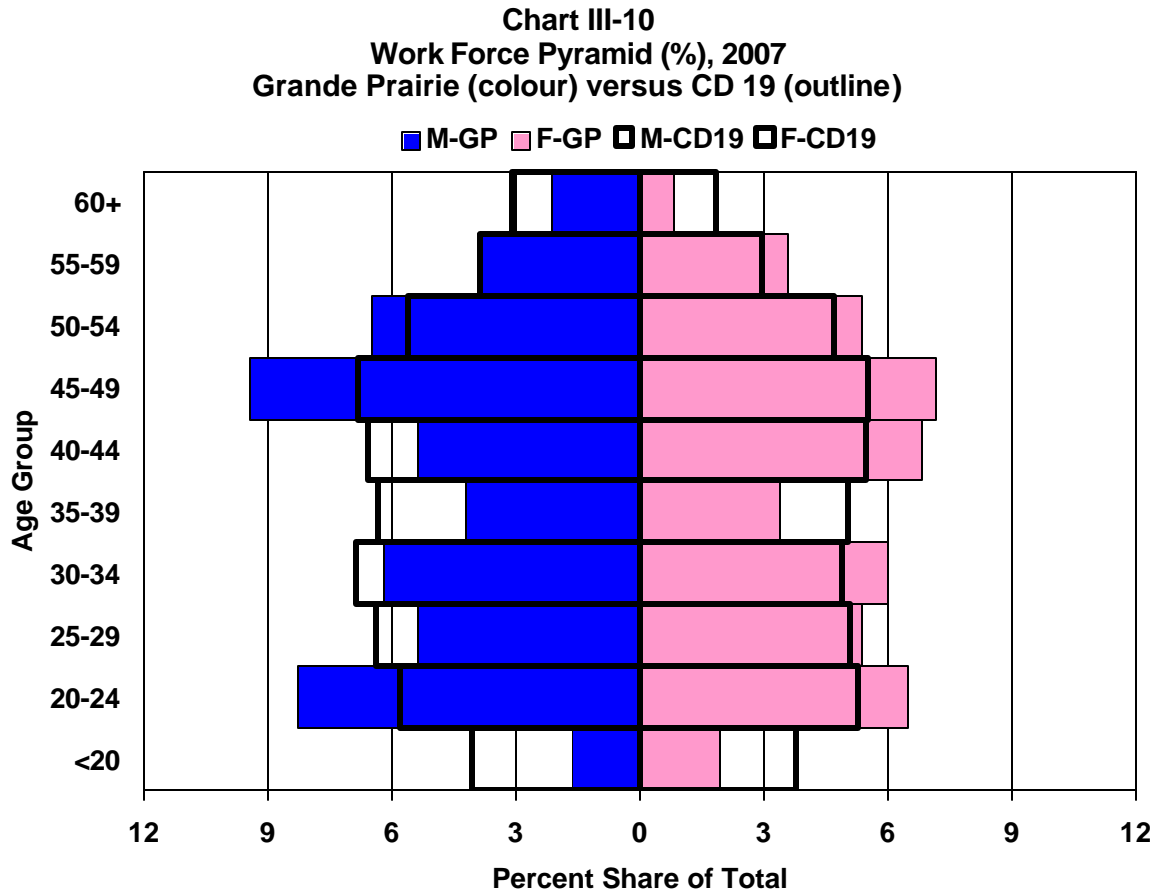
Of the 176 employees added to the City's work force since 2002, only 29 or 16 percent were either temporary or part-time employees. Chart III-9 shows that 44 temporary or part-time employees were added to the age groups under 35, especially the 20-24 age group. However, the impact of this growth is offset to a substantial extent by the loss of 20 temporary or part-time employees in the 35-44 age group.

Chart III-9
Non Full-time Employees (N), Change by Age Group, 2002-2007



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The age and sex structure of the City's work force can be compared to that of the local labour force (i.e., CD 19). In Chart III-10, it is evident that the City's work force has a somewhat larger share of *boomers* (41-60 age group) than is the case in the CD 19 labour force. Conversely, the *bust* cohort (28-40 age group) is under-represented in the City's work force compared to the labour force in CD 19. The share of the City's work force drawn from the 20-24 segment of the *echo* cohort (15 percent) is somewhat larger than the share of the same age group in the CD 19 labour force (11 percent). Overall, the male-female shares are fairly similar – females account for 47.0 percent of the City's work force and 44.5 percent of the CD 19 labour force.



In Chart III-11 the work force pyramid for the City's temporary employees is compared to that for the labour force in CD 19. The City's temporary workers are disproportionately drawn from the ranks of labour force participants under the age of 30, especially the 20-24 age group. Forty (40) percent of the City's temporary workers are 20-24; 11 percent of the CD 19 labour force is in the 20-24 age group. In addition, the majority of the City's temporary employees are female (56 percent). Similar trends are apparent when an internal comparison is done between the City's full-time and temporary workers (see Chart III-12).

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Chart III-11
Work Force Pyramids, 2007 (%)
Temporary City Workers (colour) versus CD 19 (outline)

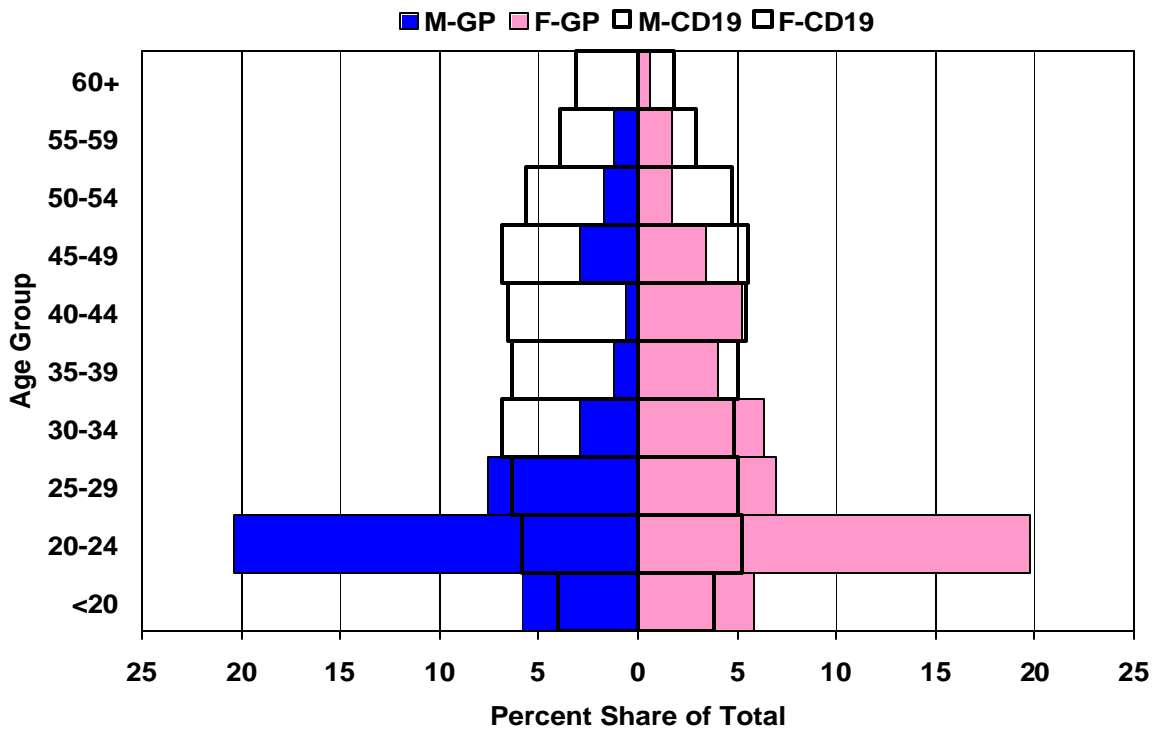
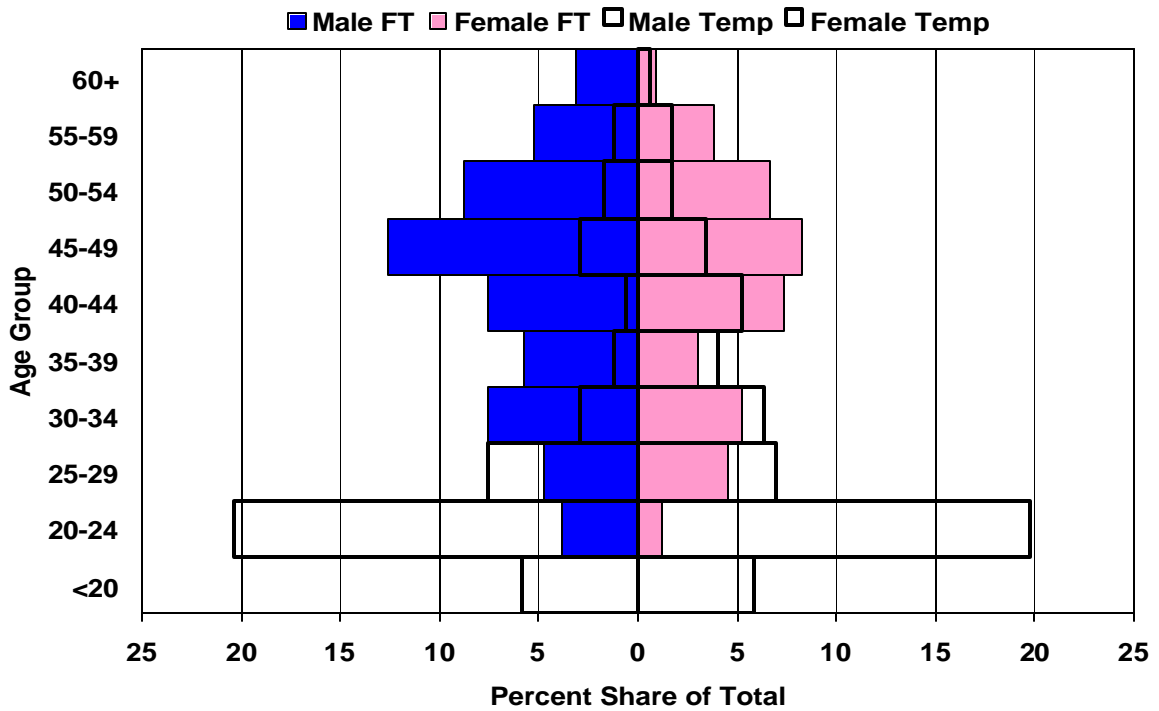


Chart III-12
Work Force Pyramids, 2007 (%)
Full-time City Workers (colour) versus Temporary (outline)

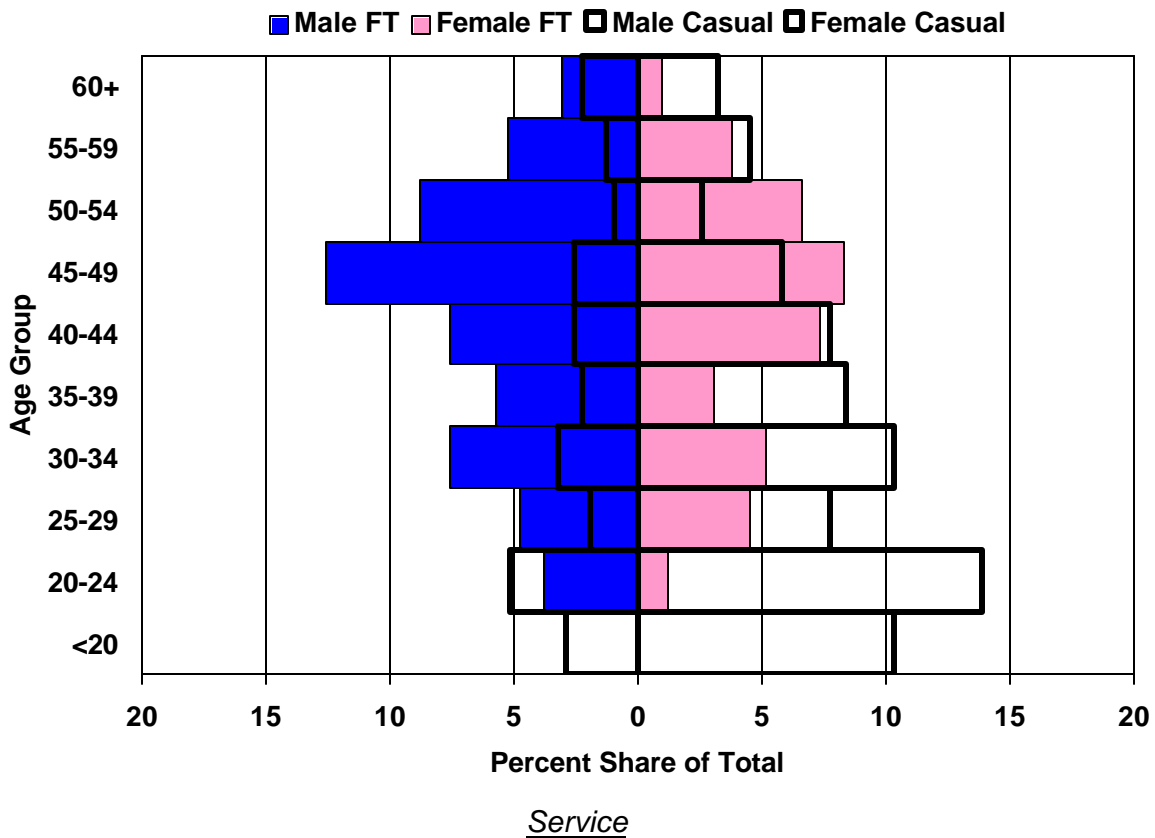


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CASUAL EMPLOYEES

The 2002-2003 study of the City's work force did not have access to data on casual employees. In 2007, 320 casual employees work for the City of Grande Prairie, representing 34 percent of municipal employees in all employment categories. Seventy-five (75) percent of casual employees are female. Eighty-six (86) percent work in Community Services. In terms of occupation, casual employees are mostly found in the operational category (78 percent), with the balance in the Clerical category. Around three in ten casual employees are under 25 compared to one in twenty full-time employees (see Chart III-13). The median age of a casual employee is 32.0 compared to 44.4 for a full-time employee. A substantial majority of casual employees (70 percent) fall under the jurisdiction of CUPE. Out-of-scope employees (28 percent) account for most of the rest (the GPFA share is 1.6 percent).

Chart III-13
Work Force Pyramids, 2007 (%)
Full-time City Workers (colour) versus Casual (outline)



The data set for the City's workers includes the date on which an employee was hired. These data were used to calculate summary statistics on the length of service of employees with the City (not necessarily career service). Partial results are presented in Table III-10.

Over one-half of the City's employees have less than five years of service, and three-quarters have less than ten years. Only six percent of employees have 25 or more years of service. There is little variation between the shares held by males and females, respectively.

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Table III-10: Years of Service by Sex, All Employees, 2007 (%)

	Female	Male	Both
<5	29.4	27.0	56.4
5-9	8.6	9.8	18.4
10-14	3.1	4.2	7.3
15-19	3.3	4.9	8.1
20-24	1.1	2.4	3.6
25+	1.5	4.7	6.2
Total	47.0	53.0	100.0

The data in Table III-11 indicate that the median length of service for all employees is 3.6 years, with males (4.1 years) serving longer than females (2.9 years). From a departmental perspective, Public Works, Community Services, and Aquatera have values below the median of 4.1 years for all employees. Median years of service are greatest in the City Manager's department. Males have higher median values than females in all departments except Aquatera. The largest gap is in Financial (4.2 years).

In terms of occupation, Other Management has the most service (15.0 years); Technical, the least (2.8 years). Males have more service than females in Other Management, Clerical, and Operational; females, in Policy & Planning and Technical. The largest gap is in the Other Management category (7.7 years).

GPFA members have much more service than either CUPE members or out-of-scope employees. Males have greater length of service than females in the two unions.

Full-time employees are the most experienced with males having the higher median values.

Table III-11: Years of Service by Sex, Department, Occupation, Union Status and Employment Status (mean and median), All Employees, 2007

	Female	Male	Both
City Manager			
Mean	14.3	13.5	14.2
Median	15.8	17.6	17.6
Financial			
Mean	6.7	8.8	7.7
Median	3.8	8.0	4.8
Protective Services			
Mean	5.5	12.5	9.4
Median	2.2	7.7	6.1
Community Services			
Mean	4.3	4.3	4.3
Median	2.0	2.1	2.1
Public Works			
Mean	4.5	8.5	7.2
Median	2.8	4.2	3.9
Aquatera (Utilities)			
Mean	5.6	5.9	5.8
Median	2.4	1.6	1.9

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	Female	Male	Both
Senior Management			
Mean		15.6	15.6
Median		14.2	14.2
Other Management			
Mean	11.9	16.3	14.4
Median	9.1	16.8	15.0
Policy & Planning			
Mean	15.6	12.6	14.4
Median	13.6	12.6	13.6
Clerical			
Mean	5.7	9.4	5.9
Median	3.1	8.9	3.3
Technical			
Mean	6.0	6.0	6.0
Median	2.8	2.1	2.8
Skilled Trades			
Mean		11.7	11.7
Median		9.1	9.1
Operational			
Mean	3.5	6.5	5.4
Median	1.7	3.5	2.9
CUPE			
Mean	2.7	6.7	5.5
Median	1.1	3.1	2.4
GPFA			
Mean	8.7	13.4	12.7
Median	8.1	8.4	8.4
Out of Scope			
Mean	6.7	8.0	7.0
Median	3.9	4.2	3.9
Full-Time			
Mean	7.8	10.1	9.1
Median	5.0	6.4	6.1
Part-Time			
Mean	5.5	1.0	5.3
Median	3.8	1.0	3.8
Temporary			
Mean	1.2	1.3	1.2
Median	0.6	0.8	0.7
Total			
Mean	5.4	8.0	6.8
Median	2.9	4.1	3.6

The median length of service of casual employees (1.6), both male(2.0) and female (1.5), exceeds that of temporary employees.

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Hiring

From 2002 until May, 2007, the City of Grande Prairie hired 384 employees. This total represents 62 percent of all employees (excluding casual employees) hired between 1972 and 2007. If casual employees are included, 649 employees were hired between 2002 and 2007. Casual employees are the “recent arrivals”; 81 percent have been hired since 2002.

Data on the entry age of all employees (i.e., full-time, part-time, and temporary) as of May, 2007 cross-referenced to the variables of sex, department, occupation, and union status are set out in Table III-12. With reference to the median values, it can be observed that:

- The overall median age of entry is 30.0, with females having a somewhat higher entry age (32.0) and males, a somewhat lower entry age (28.3).
- Three departments -- Protective Services, Community Services, and Public Works -- have values below the median age of entry for all employees. The City Manager's department has the highest entry age (37.6). Females have higher entry ages than males in three departments – Protective Services, Community Services, and Aquatera.
- In terms of occupation, Policy & Planning (46.6) and Senior Management (42.3) have the highest entry ages and Operational (27.4), the lowest. Within the four categories with female representation, females have higher entry ages in three of them – Other Management, Clerical, and Operational.
- Out-of-scope employees have a higher entry age than union members. With the exception of the GPFA, males enter at a higher age than females.

Table III-12: Entry Age by Sex, Department, Occupational, and Union Status, 2007

	Sex	Mean	Median
DEPARTMENT			
City Manager	Female	37.6	36.9
	Male	41.4	42.6
	Both	38.4	37.6
Financial	Female	32.4	29.5
	Male	34.0	33.6
	Both	33.2	30.9
Protective Services	Female	31.8	31.3
	Male	27.2	24.7
	Both	29.3	27.1
Community Services	Female	31.9	30.7
	Male	29.9	24.8
	Both	31.3	29.5
Public Works	Female	32.8	29.5
	Male	32.8	29.5
	Both	32.8	29.5
Aquatera (Utilities)	Female	37.8	40.3
	Male	31.1	30.1
	Both	33.1	31.9

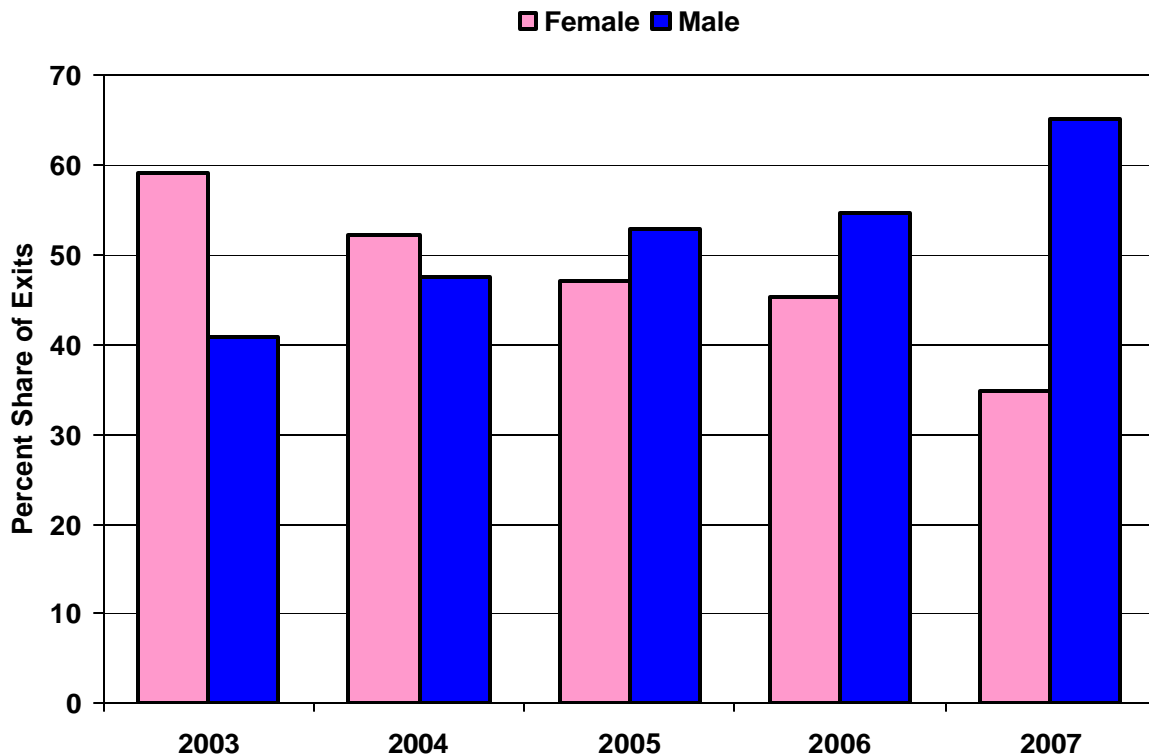
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	Sex	Mean	Median
OCCUPATION			
Senior Management	Female		
	Male	37.9	42.3
	Both	37.9	42.3
Other Management	Female	33.5	33.7
	Male	33.1	30.4
	Both	33.3	31.0
Policy & Planning	Female	39.2	48.5
	Male	40.8	40.8
	Both	39.9	46.6
Clerical	Female	35.0	34.9
	Male	31.9	31.0
	Both	34.9	34.8
Technical	Female	32.8	28.3
	Male	32.1	29.2
	Both	32.3	28.8
Skilled Trades	Female		
	Male	34.5	34.7
	Both	34.5	34.7
Operational	Female	31.1	28.3
	Male	29.8	26.7
	Both	30.3	27.4
UNION STATUS			
CUPE	Female	30.0	25.8
	Male	30.3	27.7
	Both	30.2	27.3
GPFA	Female	34.4	32.5
	Male	25.8	24.3
	Both	27.1	24.9
Out of Scope	Female	34.5	33.6
	Male	36.4	34.7
	Both	35.0	33.7
Total	Female	33.0	32.0
	Male	31.0	28.3
	Both	31.9	30.0

Exits

Between June, 2003 and May, 2007, 389 employees left the employment of the City of Grande Prairie, 48 percent of whom were female. However, during the 48-month period, the female share of exits declined noticeably from 59 to 35 percent and the male share increased (see Chart III-14). The average number of exits every 12 months for employees of both sexes was 97.

**Chart III-14
Exits by Sex, All Employees, 2003-2007 (%)**



From Table III-13, it is clear that temporary employees typically account for seven in ten of the exits; full-time, one in four; and part-time, one in twenty.

Table III-13: Exits by Employment Status, All Employees, 2003-2007 (%)

Employment Status	2003	2004	2005	2006	2007	2003-07
Full-Time	0.0	16.7	26.9	27.4	30.4	23.4
Part-Time	9.1	8.9	4.6	4.8	0.0	5.7
Temporary	90.9	74.4	68.5	67.8	69.6	71.0

The data in Table III-14 demonstrate that over the 2003-2007 period, temporary employees accounted for the majority of exits in all departments except City Manager and Protective Services. However, in Protective Services (there were no exits by temporary employees from the City Manager's department), the share of exits held by temporary employees was substantial (43 percent). In the remaining four departments, two-thirds to three-quarters of the exits were by temporary employees. Excluding the City Manager's Department, the highest exit shares for full-time employees were in Protective Services (50 percent) and Financial (34 percent). Looking at the data from another perspective (see Table III-15), the largest number of exits was from Community Services (41 percent of the total over the period), followed by Public Works (21 percent) and Aquatera (19 percent). Among full-time employees, Community Services and Public Works each accounted for about one-quarter of the exits. Protective Services, Aquatera, and Financial each accounted for around 15 percent. Only two percent of exiting full-time employees came from the City Manager's department.

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Table III-14: Exits by Department and Employment Status, 2003-2007

City Manager	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	1	0	1	0	2	100.0
Part-Time	0	0	0	0	0	0	0.0
Temporary	0	0	0	0	0	0	0.0
Total	0	1	0	1	0	2	100
Financial	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	4	4	5	1	14	34.1
Part-Time	0	0	0	0	0	0	0.0
Temporary	1	12	8	6	0	27	65.9
Total	1	16	12	11	1	41	100
Protective Services	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	1	4	8	2	15	50.0
Part-Time	0	2	0	0	0	2	6.7
Temporary	0	6	1	6	0	13	43.3
Total	0	9	5	14	2	30	100
Community Services	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	3	8	8	3	22	13.9
Part-Time	2	4	5	4	0	15	9.5
Temporary	14	31	35	38	3	121	76.6
Total	16	38	48	50	6	158	100
Public Works	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	6	11	7	0	24	28.2
Part-Time	0	2	0	0	0	2	2.4
Temporary	5	17	15	16	6	59	69.4
Total	5	25	26	23	6	85	100
Aquatera (Utilities)	2003	2004	2005	2006	2007	2003-07 (N)	2003-07 (%)
Full-Time	0	0	2	11	1	14	19.2
Part-Time	0	0	0	3	0	3	4.1
Temporary	0	1	15	33	7	56	76.7
Total	0	1	17	47	8	73	100

Table III-15: Exits by Department and Employment Status, 2003-2007

Department	All Employees		Full-time Employees	
	2003-07 (N)	2003-07 (%)	2003-07 (N)	2003-07 (%)
City Manager	2	0.51	2	2.2
Financial	41	10.54	14	15.4
Protective Services	30	7.71	15	16.5
Community Services	158	40.62	22	24.2
Public Works	85	21.85	24	26.4
Aquatera (Utilities)	73	18.77	14	15.4
Total	389	100.00	91	100.0

From an occupational perspective, the Operational category had the highest number of exits, both overall and among full-time employees (see Table III-16). The two next highest categories were Clerical and Technical. About two-thirds of the exits by full-time employees came from the Operational and Technical categories combined. A majority of the exits in the Clerical and Operational categories, respectively, were by temporary employees (44

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percent of the exits from Technical were by temporary employees). Almost four in five of the exits by temporary employees were in the Operational category. There were no exits in the Senior Management category, and one from each of the Policy & Planning and Skilled Trades categories.

Table III-16: Exits by Occupational Category and Employment Status, 2003-2007

Occupational Category	Full-Time	Part-Time	Temporary	Total	Full-Time	Part-Time	Temporary
	N	N	N	N	%	%	%
Other Management	10	0	0	10	100.0	0.0	0.0
Senior Management	0	0	0	0			
Policy & Planning	1	0	0	1	100.0	0.0	0.0
Clerical	18	11	36	65	27.7	16.9	55.4
Technical	27	1	22	50	54.0	2.0	44.0
Skilled Trades	0	0	1	1	0.0	0.0	100.0
Operational	35	10	215	260	13.5	3.8	82.7
Total	91	22	274	387	23.5	5.7	70.8

Table III-17 shows that temporary employees account for seven in ten exits; full-time, one in four. There are different reasons for leaving, however, temporary employment status (46 percent of exits) and resignation (48 percent) account for most of the exits. Among both full-time and part-time employees, approximately four-fifths of the exits are through resignation. Retirement by full-time employees represents only eight percent of the exits.

Table III-17: Exits by Reason and Employment Status, 2003-2007

Reason	Full-Time	Part-Time	Temporary	Total	Full-Time	Part-Time	Temporary	Total
Temporary Employee	4	3	172	179	4.4	13.6	62.5	46.1
Death	2	0	0	2	2.2	0.0	0.0	0.5
Resignation	75	19	93	187	82.4	86.4	33.8	48.2
Retirement	7	0	1	8	7.7	0.0	0.4	2.1
Terminated without Cause	3	0	8	11	3.3	0.0	2.9	2.8
Terminated with Cause	0	0	1	1	0.0	0.0	0.4	0.3
Total	91	22	275	388	100	100	100	100

The age profile of exiting employees is depicted in the data contained in Tables III-18 through III-20. The median age of exit for all employees is 27.4 years. Both full-time (42.2) and part-time (31.8) employees are well above this mark, and temporary employees (23.4) are well below it.

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Table III-18: Exit Age by Employment Status, 2003-2007

Employment Status	Mean	Median
Full-Time	42.3	42.2
Part-Time	33.4	31.8
Temporary	27.7	23.4
Total	31.4	27.4

The median exit ages of employees in three departments – City Manager, Financial, and Protective Services – are much higher than the overall median exit age (see Table III-19). Public Works and Aquatera, respectively, have median exit ages somewhat above the corporate level. The median exit age for the employees of the Community Services department is almost three years less than the overall median exit age. With the exception of Community Services, the median exit age of men is higher than that for women (no men have left the City Manager’s department).

The median exit ages in all occupational categories except Operational are well above the overall median exit age. In the four categories where both men and women have left, the male median exit age is higher than the female. The widest gap is in the Other Management category (15.1 years).

Both departing GPFA members and out-of-scope employees have median exit ages above the overall median exit age. CUPE members are below it by a few years. The median exit ages of male union members are much higher than those of female members. Out-of-scope female employees have a slightly higher median exit age than their male counterparts.

Table III-19: Exit Age by Sex, Department, Occupation, and Union Status, 2003-2007

	Mean			Median		
	Female	Male	Both	Female	Male	Both
City Manager	50.2		50.2	50.2		50.2
Financial	34.6	35.5	34.8	33.7	35.9	35.9
Protective Services	34.2	37.0	35.7	31.9	34.7	32.6
Community Services	29.6	28.7	29.2	25.3	24.1	24.5
Public Works	30.3	33.0	32.1	26.2	30.2	28.0
Aquatera (Utilities)	29.9	33.4	32.6	22.6	30.9	29.8
Occupational Categories						
Clerical	37.0	41.9	37.2	33.4	35.4	34.4
Operational	27.5	31.1	29.7	23.2	27.4	24.7
Other Management	33.9	47.9	44.8	33.9	49.0	41.2
Senior Management						
Policy & Planning	49.9		49.9	49.9		49.9
Skilled Trades		43.7	43.7		43.7	43.7
Technical	31.6	32.7	32.4	28.2	30.5	30.2
Union Status						
Out of Scope	35.8	34.4	35.4	33.2	32.4	33.1
CUPE	27.2	31.3	29.7	23.3	28.0	25.3
GPFA	31.9	37.8	37.1	31.9	40.1	36.0
Total	31.1	32.2	31.7	26.5	29.5	27.6

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Depending on the reason for departure, the median exit age varies greatly (see Table III-20). The median retirement age is 61.1 years; the median resignation age, 33.3 years. The lowest median age (22.5) is for employees who leave because of the termination of their temporary employment.

Table III-20: Exit Age by Reason, 2003-2007

Reason for Exit	Age	
	Mean	Median
Resignation	35.1	33.3
Retirement	60.5	61.1
Terminated without Cause	35.3	31.1
Terminated with Cause	52.9	52.9
Temporary Employee	25.8	22.5
Death	48.6	48.6
Total	31.5	27.5

The service profile of departing employees is captured by the data in Table III-21. Several observations are in order:

- One-fifth of departing employees have 31 or more months of service with the City of Grande Prairie. In the case of full-time employees, the share is one-half; part-time, one-third.
- Overall, 59 percent of employees exit with 12 or fewer months of service. The share for full-time employees is 26 percent; part-time, 55 percent; and temporary, 70 percent.

Table III-21: Exits by Length of Service (months) and Employment Status, 2003-2007

	Full-Time		Part-Time		Temporary		Total	
	#	%	#	%	#	%	N	%
<6	11	12.6	8	40.0	151	55.3	170	44.7
6-12	12	13.8	3	15.0	41	15.0	56	14.7
13-18	8	9.2	1	5.0	40	14.7	49	12.9
19-24	5	5.7	1	5.0	9	3.3	15	3.9
25-30	5	5.7	0	0.0	12	4.4	17	4.5
31+	46	52.9	7	35.0	20	7.3	73	19.2
Total	87	100	20	100	273	100	380	100

Work Force Projections

The extent to which the age structure of the City of Grande Prairie's work force poses challenges for future recruitment can be determined by projecting forward its likely future age composition. R.A.L. Consulting Limited has developed a projection starting with the detailed age data for the city's full-time work force as of May, 2007 and making the following assumptions:

- Each city work force member retires upon:
 - Attaining "factor 85";

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- Reaching the age of 63; or
- Reaching the age of 65
- No current member leaves the city work force except through retirement, and no new recruitment takes place.
- The level of service delivery remains constant.

This "steady state" projection covers each year from 2007 to 2017. The detailed data in APPENDIX A (departments) and APPENDIX B (occupational categories) illustrate the future recruitment challenges faced by the City of Grande Prairie stemming from the natural erosion of its existing work force base under the three retirement scenarios.

A word is in order about how the retirement age scenarios were determined. Like other municipal employees in Alberta, Grande Prairie's full-time employees are members of the Local Authorities Pension Plan (LAPP). LAPP members may retire with an unreduced pension as early as the age of 55 if their age plus years of service equals 85 ("Factor 85").¹⁸ Using age 65 for another scenario reflects the "traditional" retirement age. Finally, the age 63 scenario is based on two considerations. The first is that age 63 is midway between the traditional retirement age of 65 and the median retirement age of 61 for the eight City employees who retired between June, 2003 and May, 2007 (see Table III-19). Secondly, the age of 63 is the same as the median age of retirement for the 1997-2002 period analysed in the earlier report prepared by R.A.L. Consulting Limited for the City of Grande Prairie.

DEPARTMENTS

APPENDIX A contains data on projected retirements by department under three scenarios. An analysis of the data shows that in the next ten years:

- The impact of retirement is greatest under the Factor 85 scenario. Under this scenario, there will be 99 retirements compared to 80 under the Age 63 scenario and 55 under the Age 65 scenario.
- About two-thirds of the retirements (under any of the scenarios) will take place during the 2012-2017 period.

Table III-22 recasts the data in APPENDIX A. These data indicate that:

- The Factor 85 scenario reduces the City's full-time staff by 24 percent; Age 63, by 19 percent; and Age 65, by 13 percent.
- Under any scenario, the City Manager's Department will lose over one-half of its full-time employees.
- Protective Services experiences the largest absolute loss under the Factor 85 scenario (followed closely by Public Works) but its losses fall substantially under the other two scenarios. Under the other two scenarios, the largest absolute losses are suffered by Public Works. In relative terms, Public Works loses one-quarter of its full-time

¹⁸ The service value used to calculate an employee's Factor 85 status is based only on service with the City of Grande Prairie. Data on other service that counts towards the Factor 85 calculation were not available from the City's administrative records. If a large number of employees have other service, then the impact of the Factor 85 scenario will be greater.

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employees under both the Factor 85 and Age 63 scenarios and one-fifth under the Age 65 scenario. Aquatera also loses one-quarter of its full-time employees under the Factor 85 scenario but its losses decline to 17 and 11 percent under the other two scenarios.

- In relative terms, Community Services is impacted the least of all departments under the Factor 85 scenario.

Table III-22: Retirements by Department, 2007-2017 (projected)

Department	# of FT Employees 2007	Factor 85		Age 63		Age 65	
		Retired	% of FT	Retired	% of FT	Retired	% of FT
City Manager	14	9	64.3	8	57.1	7	50.0
Financial	60	11	18.3	12	20.0	8	13.3
Protective Services	103	27	26.2	10	9.7	7	6.8
Community Services	73	9	12.3	12	16.4	7	9.6
Public Works	97	25	25.8	25	25.8	18	18.6
Aquatera	75	18	24.0	13	17.3	8	10.7
City	422	99	23.5	80	19.0	55	13.0

Department	Factor 85		Age 63		Age 65	
	N	% of Total	N	% of Total	N	% of Total
City Manager	9	9.1	8	10.0	7	12.7
Financial	11	11.1	12	15.0	8	14.5
Protective Services	27	27.3	10	12.5	7	12.7
Community Services	9	9.1	12	15.0	7	12.7
Public Works	25	25.3	25	31.3	18	32.7
Aquatera	18	18.2	13	16.3	8	14.5
City	99	100.0	80	100.0	55	100.0

OCCUPATION

APPENDIX B contains data on projected retirements by occupational category under three scenarios. Table III-23 recasts the data in APPENDIX B. These data indicate that:

- Under any scenario, Policy & Planning, a small category, will lose 60 percent of its full-time employees.
- The Operational category experiences the largest absolute loss under the Factor 85 scenario (36 retirements). Other Management also has a high number of retirements (27). Under the other two scenarios, Operational continues to have the highest number of retirements but the numbers for Other Management fall by one-half under the Age 63 scenario and two-thirds under the Age 65 scenario.
- In relative terms, Public Works loses one-quarter of its full-time employees under both the Factor 85 and Age 63 scenarios and one-fifth under the Age 65 scenario. Aquatera

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also loses one-quarter of its full-time employees under the Factor 85 scenario but its losses decline to 17 and 11 percent under the other two scenarios.

- In relative terms, Other Management loses almost one-half of its full-time employees and Senior Management loses one-third under the Factor 85 scenario. The category of Skilled Trades loses one-quarter of its full-time employees and Operational, one-fifth. With the exception of Senior Management, these shares decline under the other two scenarios. Senior Management will lose 83 percent of its full-time employees under the Age 63 scenario and 50 percent under the Age 65 scenario.
- The Operational category accounts for 35 to 38 percent of all retirements by full-time employees under any of the scenarios.

Table III-23: Retirements by Occupational Category, 2007-2017 (projected)

Occupational Category	# of FT Employees 2007	Factor 85		Age 63		Age 65	
		Retired	% of FT	Retired	% of FT	Retired	% of FT
Senior Management	6	2	33.3	5	83.3	3	50.0
Other Management	58	27	46.6	14	24.1	8	13.8
Policy & Planning	5	3	60.0	3	60.0	3	60.0
Clerical	90	14	15.6	14	15.6	10	11.1
Technical	65	11	16.9	12	18.5	8	12.3
Skilled Trades	19	5	26.3	4	21.1	2	10.5
Operational	183	36	19.7	28	15.3	21	11.5
Total	426	98	23.0	80	18.8	55	12.9
Occupational Category	Factor 85		Age 63		Age 65		
	N	% of Total	N	% of Total	N	% of Total	
Senior Management	2	2.0	5	6.3	3	5.5	
Other Management	27	27.6	14	17.5	8	14.5	
Policy & Planning	3	3.1	3	3.8	3	5.5	
Clerical	14	14.3	14	17.5	10	18.2	
Technical	11	11.2	12	15.0	8	14.5	
Skilled Trades	5	5.1	4	5.0	2	3.6	
Operational	36	36.7	28	35.0	21	38.2	
Total	98	100.0	80	100.0	55	100.0	

OCCUPATIONAL GROUPS

Analysis can also be done at the occupational group level. Firefighters represent the largest occupational group within the ranks of full-time employees (13 percent of the total). Table III-24 shows the retirement patterns for firefighters as well as two other occupational groups, engineers and waste water treatment plant operators. Under Factor 85, 20 firefighters or over one-third of the 2007 complement are projected to retire. Nine of the twenty will retire between 2007 and 2012. Under the other two scenarios, the impact of retirements is considerably less. No retirements are projected for engineers under any of the scenarios.

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Under the Factor 85 scenario, two of the eight current waste water operators are projected to retire (one between 2007 and 2012).

Table III-24: Retirements by Selected Occupational Group, 2007-2017 (projected)

Occupational Group	# of FT Employees 2007	Factor 85		Age 63		Age 65	
		Retired	% of FT	Retired	% of FT	Retired	% of FT
Firefighters	57	20	35.1	5	8.8	3	5.3
Engineers	6	0	0.0	0	0.0	0	0.0
Waste Water Operators	8	2	25.0	0	0.0	0	0.0

TIMING OF RETIREMENTS

Earlier it was observed that approximately one-third of the retirements under any of the three scenarios will take place between 2007 and 2012. Therefore, the retirement challenge for the City of Grande Prairie is “back end loaded” in that two-thirds of the retirements will take place between 2012 and 2017. However, this general pattern varies noticeably by department and occupational group, respectively. The variation is evident in Table III-25.

Under the Factor 85 scenario, two departments, City Manager and Protective Services, will have well more than one-third of their retirements between 2007 and 2012. Conversely, Community Services will have no retirements during this period. The impact of retirement is substantially reduced for both the City Manager’s department and Protective Services under the other two scenarios but it is magnified for Public Works. Under both the Age 63 and Age 65 scenarios, Public Works will experience about one-half of its projected retirements, and Community Services will have about one-quarter of its retirements occur.

From an occupational perspective, all of the Senior Management retirements under the Factor 85 scenario occur between 2007 and 2012. Both Other Management (44 percent) and Policy & Planning (67 percent) also have high shares during this period. The Technical and Operational categories have higher shares under the other two scenarios.

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Table III-25: Percent Share of Total Projected Retirements Occurring Between 2007 and 2012 by Department and Occupational Category

Department	Factor 85	Age 63	Age 65
City Manager	55.6	37.5	28.6
Financial	36.4	33.3	12.5
Protective Services	44.4	20.0	14.3
Community Services	0.0	25.0	28.6
Public Works	36.0	48.0	50.0
Aquatera	22.2	23.1	25.0
Occupational Category			
Senior Management	100.0	20.0	33.3
Other Management	44.4	21.4	25.0
Policy & Planning	66.7	66.7	33.3
Clerical	28.6	21.4	0.0
Technical	36.4	50.0	37.5
Skilled Trades	20.0	0.0	0.0
Operational	25.0	42.9	47.6
City	34.3	33.8	30.9

Key Points

Local Demographic Context

POPULATION

- Census division (CD) 19 had the third highest population increase in relative terms among Alberta's census divisions between 2001 and 2006.
- The City of Grande Prairie accounted for over 80 percent of the population increase in CD 19.
- Net natural increase and inter-provincial migration were the major sources of population growth.
- Migrants into and out of CD 19 are typically persons in their 20's or 30's.
- CD 19 is currently somewhat younger than Alberta, and Grande Prairie is somewhat younger than CD 19.
- Alberta Finance projects continued aging of CD 19's population over the next ten years.
- Compared to the population of Grande Prairie, the Aboriginal population in CD 19 has a much higher share of persons under the age of 15 (36 versus 20 percent). Conversely, the shares of persons 20 and older are generally smaller for the Aboriginal population.

LABOUR FORCE

- R.A.L. Consulting Limited has prepared a projection for Grande Prairie's local labour market (defined as CD 19) for the 2007 to 2017 period. Overall, it is projected that the number of workers will increase by 10.5 percent (compared to 8.1 percent for Alberta). However, the growth pattern varies for the major labour market cohorts. The labour market entry cohort (15-24) will decline by 1.5 percent. The core labour market cohort (25-54) will increase by 5.5 percent; however, workers in their forties will decrease by

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1.0 percent. The retirement cohort (55-64) will increase by 58.5 percent. Therefore, the future local labour market will not only be larger but also older.

Demographic Profiles of Grande Prairie's Municipal Work Force

AGE ANALYSIS

Comparing data from 2002 and 2007:

- The share of workers from the *boom* and *bust* cohorts has declined and the share from the *echo* cohort has increased noticeably.
- The share of workers in the "entry" and "retirement" labour force cohorts has increased while that of the "core" labour force cohort has declined.
- Employment has increased by 40 percent, with the greatest growth in Aquatera (96 percent) and Community Services (55 percent).
- The share of full-time employees has increased primarily at the expense of temporary employees, especially in Aquatera and Community Services.
- Employees have been added to all age groups with the exception of the 35-44 age group.
- The median age of full-time employees has increased somewhat while the median age of part-time and temporary employees, respectively, has decreased noticeably.
- The median ages of employees have increased or declined modestly in all departments except City Manger (+7.4 years) and Community Services (+3.4 years).
- The median ages of four occupational groups have climbed noticeably: Senior Management, Policy & Planning, Clerical, and Skilled Trades.
- The median ages of the Technical and Operational categories, respectively, have decreased by several years.
- In terms of union status, CUPE still has the lowest median age followed by the GPFA and the Out of Scope group.
- Of the 176 employees added to the City's work force since 2002, only 29 or 16 percent were either temporary or part-time employees. Forty-four (44) temporary or part-time employees were added to the age groups under 35, especially the 20-24 age group. However, the impact of this growth is offset to a substantial extent by the loss of 20 temporary or part-time employees in the 35-44 age group.
- Compared to the local labour force (i.e., CD 19), the City's work force has a somewhat larger share of *boomers* (41-60 age group). Conversely, the *bust* cohort (28-40 age group) is under-represented in the City's work force compared to the labour force in CD 19. The share of the City's work force drawn from the 20-24 segment of the *echo* cohort (14.8 percent) is somewhat larger than the share of the same age group in the CD 19 labour force (11.1 percent).
- The City's temporary workers are disproportionately drawn from the ranks of labour force participants under the age of 30, especially the 20-24 age group. Forty (40) percent of the City's temporary workers are 20-24; 11 percent of the CD 19 labour force is in the 20-24 age group. In addition, the majority of the City's temporary employees are female (56 percent).

CASUAL EMPLOYEES

- In 2007, 320 casual employees work for the City of Grande Prairie, representing 34 percent of municipal employees in all employment categories. Seventy-five (75) percent

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of casual employees are female. Eighty-six (86) percent work in Community Services. In terms of occupation, casual employees are mostly found in the operational category (78 percent), with the balance in the Clerical category. Around three in ten casual employees are under 25 compared to one in twenty full-time employees. The median age of a casual employee is 32.0 compared to 44.4 for a full-time employee. A substantial majority of casual employees (70 percent) fall under the jurisdiction of CUPE.

SERVICE

- Over one-half of the City's employees have less than five years of service, and three-quarters have less than ten years. Only six percent of employees have 25 or more years of service. There is little variation between the shares held by males and females, respectively.
- The median length of service for all employees is 3.6 years, with males (4.1 years) serving longer than females (2.9 years). From a departmental perspective, Public Works, Community Services, and Aquatera have values below the median of 4.1 years for all employees. In terms of occupation, Other Management has the most service (15.0 years); Technical, the least (2.8 years). GPFA members have much more service than either CUPE members or out-of-scope employees. Full-time employees are the most experienced with males having the higher median values.

HIRING

- From 2002 until May, 2007, the City of Grande Prairie hired 384 employees. This total represents 62 percent of all employees (excluding casual employees) hired between 1972 and 2007. If casual employees are included, 649 employees were hired between 2002 and 2007. Casual employees are the "recent arrivals"; 81 percent have been hired since 2002.
- The overall median age of entry is 30.0 (32.0 for females and 28.3 for males).
- From a departmental perspective, median age at entry ranges from 27.1 (Protective Services) to 37.6 (City Manager).
- From an occupational perspective, median age at entry ranges from 27.4 (Operational) to 46.6 (Policy & Planning).
- In terms of union status, the lowest median age of entry (24.3) is among male GPFA members.

EXITS

- Between June, 2003 and May, 2007, 389 employees left the employment of the City of Grande Prairie, 48 percent of whom were female. However, during the 48-month period, the female share of exits declined noticeably from 59 to 35 percent. The average number of exits every 12 months for employees of both sexes was 97.
- Resignation has been a key attrition factor, both overall and with respect to full-time employees.
- The largest number of resignations of full-time employees is in Public Works and Community Services.
- In terms of occupation, Operational, Technical, and Clerical have the highest number of resignations among full-time employees.
- Among full-time employees, the median age of exit is 42.3 years.
- The median age of resignation for all employees is 33.1 years.

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- The median age of retirement for all employees is 61.1 years.
- Over one-half of exiting full-time employees has 31 or more months of service with the City.

RETIREMENT PROJECTIONS: 2007-2017

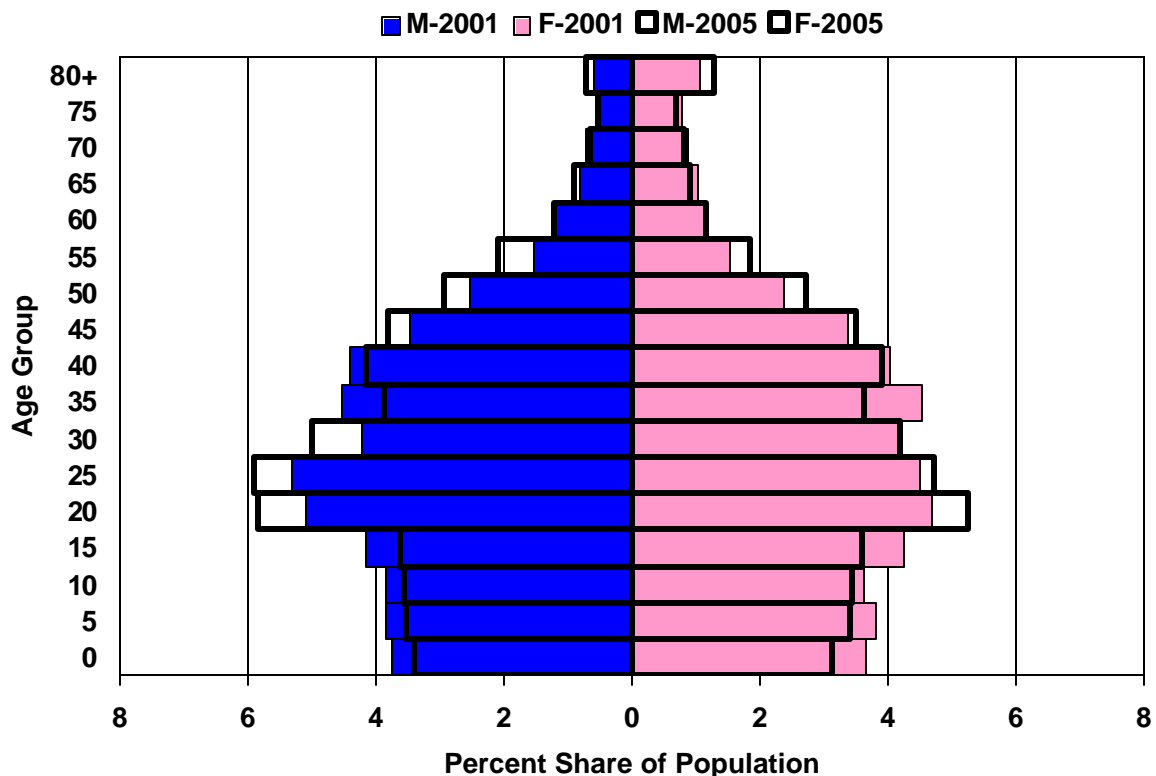
- The impact of retirement is greatest under the Factor 85 scenario. Under this scenario, there will be 99 retirements compared to 80 under the Age 63 scenario and 55 under the Age 65 scenario.
- About two-thirds of the retirements (under any of the scenarios) will take place during the 2012-2017 period.
- Under the Factor 85 scenario:
 - The most impacted departments are: City Manager, Protective Services, Public Works, and Aquatera.
 - The most impacted occupational categories are: Senior Management, Other Management, Policy & Planning, and Operational. All of the retirements in the Senior Management category are projected to occur by 2012.
 - Over one-third of the City's firefighters are projected to retire.

Part IV: Conclusions and Recommendations

Conclusions

From a demographic perspective, the City of Grande Prairie is a part of Alberta that is currently experiencing population growth¹⁹, particularly in the 20-34 and 45-59 age groups (see Chart IV-1). Since 2001, it has gained population through net natural increase (at a declining rate) and inter-provincial migration (at an increasing rate). The contributions of intra-provincial and international migration, respectively, have been more modest.

**Chart IV-1
Population Pyramids, City of Grande Prairie, 2001 and 2005²⁰ (%)**



Within this context, a number of conclusions can be reached regarding the current demographic profile of the municipal work force of the City of Grande Prairie:

- To meet the needs of Grande Prairie's fast-growing population, the municipal work force has experienced tremendous growth during the past five years. The bulk of the growth has been directed at the front line.
- Both aging and rejuvenation are evident in the current demographic profile of the City's work force. The aging component reflects the continued substantial presence of

¹⁹ The 2007 *Municipal Census* has confirmed that the City's new population is 50,227, a 6.69 percent increase over the 2006 Statistics Canada figure of 47,076. The City's population has climbed by 12.53 percent since the 2005 City enumeration. Accessed at <http://www.cityofgp.com/spotlights/2007censusresult.htm>

²⁰ The data source for Chart IV-1 is the 2001 and 2005 *Municipal Census*.

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boomers within the City's work force. The rejuvenation component reflects the fact that recent employment growth has been directed at both the:

- creation of full-time employment, and
- hiring of people under the age of 35.

Full-time employment supports retention by sending a signal of "commitment" to employees, especially younger employees. This is important in the context of Alberta's current and projected labour force trends. The competition for young workers is and will continue to be intense.

- Resignation remains a major source of attrition, especially for full-time employees, and is likely the main contributor to the loss of employees in the 35-44 age range. This age range is currently dominated by the *bust* cohort. Over the next ten years, the larger *echo* cohort begins to move into this age range.
- During the past ten years, retirement has not been a major source of attrition. The challenge of replacing workers who retire is still some time off but it will surely have an impact during the next ten years. In some departments (e.g., Protective Services) and occupational categories (e.g., Senior Management), retirement may have a large impact during the next five years.
- The Corporate Leadership Team (CLT) has implemented a number of the recommendations made in the 2002-2003 report:
 - A succession planning process is in place;
 - Exit interviews are conducted with departing employees, and the first results of this process are now available;
 - Targeted recruitment and retention policies are in place for both Aboriginals and "retired" workers;
 - Other recruitment and retention initiatives have been undertaken (i.e., compressed work week, Recruitment Referral Incentive Program, and Employee Wellness Account); and
 - A decision was made to carry out a fresh and timely analysis of work force demographic trends.

Recommendations

Based on the analysis in this report, R.A.L. Consulting Limited makes the following recommendations to the Council and the Corporate Leadership Team of the City of Grande Prairie. The recommendations are listed in order of priority and should be regarded as an integrated package of actions that will support the development of a productive municipal work force.

RECOMMENDATION 1

A Career Development Survey of all the City's employees should be planned and implemented in 2008. The general purpose of the survey is to identify the perceptions of employees regarding:

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- **Career goals, opportunities, and challenges;**
- **Current recruitment and retention programs (e.g., compressed work week); and**
- **Factors that most influence the decisions to either accept or leave employment.**

The survey would also provide an opportunity to cross-tabulate employee perceptions with their demographic characteristics. The results would establish an empirical basis for the continuing development of recruitment and retention policies and programs. In addition, the Survey should be linked to the findings of the Leadership Development Strategy that will be finalized in February, 2008 by Human Resources and the continuing work of the Succession Planning Committee.

The survey should be conducted by an external consultant working with an internal project management committee of key staff.

Understanding the career perspectives of three groups of employees is crucial for the development of innovative and effective recruitment and retention policies and programs:

- *Temporary and casual employees* represent a tremendous internal resource for continued work force rejuvenation. Today's casual or temporary employee may be tomorrow's full-time employee. Furthermore, the recent infusion of young full-time employees has been skewed towards males. Females are over-represented among both temporary and casual employees. Converting temporary and casual employees into full-time employees is a means of making further progress on the issue of gender balance.
- Resignation appears to be an issue of increasing salience for *full-time employees*. Between 1997 and 2002, three in five exits by full-time employees were by way of resignation. Between 2003 and 2007, four in five exits were by resignation. During 2003-2007 period, two-thirds of exits by full-time employees were from either the Technical or Operational occupational categories; one-half of the exits were from either Public Works or Community Services; the median age of resignation was 40.0 but two-thirds of resignations were by employees under 45; and males accounted for 60 percent of the resignations.

A retrospective approach to understanding and mitigating the impact of resignations exists with the current exit interview process (see Recommendation 3 below). The Career Development Survey represents a proactive approach to this strategic human resource management issue. This is particularly important given the current demographic profile of the City's work force. The workers in their twenties who have been hired into full-time positions in the last few years will over the next ten years be in the age groups where the resignation issue appears to be most problematic.

- Retirement has the least impact on employment levels if employees retire at the age of 65. It has a greater impact if they leave earlier. Therefore, the City must do research on how to "*re-invent the mature worker*". The Career Development Survey would encompass current employees either eligible for retirement now or in the next few years. The survey results would provide a foundation for constructing new retention policies for workers who normally might retire.

RECOMMENDATION 2

It is recommended that the Human Resources unit collect the type of demographic data used in this report on April 1st of each year in anticipation of future reviews. The data should be coded in accordance with the occupational categories employed in this report. In addition, the Human Resources unit should use the April 1st data to prepare a brief *Annual Work Force Demographic Update* document highlighting any changes in the demographic profile of the City's work force. The document should be submitted to the CLT and subsequently distributed to other key staff.

A comprehensive analysis of the City's work force similar in scope to this report should be carried out by an external consultant every three years. Therefore, the next review should be initiated no later than April 1, 2010.

Periodic updating of the demographic analysis contained in this report needs to take place. A time period of five years for a comprehensive review is too long. A three-year schedule coincides well with both the municipal census and Council electoral cycles, respectively. In addition, the importance of maintaining work force demographic data on an historical basis cannot be over emphasized. For example, the availability of historical data will support the calculation of age-based attrition rates, a concept that will allow for more accurate work force projections. Annual collection of this raw data is the minimum requirement. Consideration should be given to a quarterly archival process (i.e., January, April, July, and October).

RECOMMENDATION 3

The Exit Interview process should be more systematic in terms of its timing, implementation, and analytical method. The Human Resources unit should evaluate the existing Exit Interview process and make any changes that will result in the collection of more and better information from both temporary and full-time employees. It is further recommended that one member of the Human Resources unit have responsibility for and receive training in the conduct of the Exit Interview process.

The existence of an exit interview process is the prerequisite for understanding the resignation issue. The City of Grande Prairie has already taken this important first step. The next step is to ensure that analysis of the interview data is carried out in a regular fashion and that specific actions to enhance retention flow from the analysis.

During the period in which this report was researched and written, the first analysis of data from the exit interview process was undertaken by the Policy & Planning unit. Over the past year or so, thirty-two (32) full-time and 12 non full-time employees were interviewed. The median age of full-time employees was 42.0; non full-time, 31.0. The median years of service of full-time employees was 3.7; non full-time, 0.5. Two-thirds of interviewees were from front line departments, and 44 percent of interviewees were from either the Technical or Operational occupational categories. Therefore, the interview "sample" was fairly representative of the employees leaving the City's work force.

The results are informative:

- Two-thirds of full-time interviewees cited "external" reasons for leaving:

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- One-half of this group left to pursue a perceived better work opportunity including self-employment;
 - One-quarter left to accommodate family issues; and
 - One-quarter cited relocation as the main factor.
- The median exit age of full-time employees varied by the reason for leaving:
 - “Internal” (excluding transfers) → 42.0
 - Family → 39.0
 - Relocation → 38.4
 - Opportunity → 35.0

The initial results provide a basis for creating standard data categories for the analysis of the future interviews. Although the current interview instrument is reasonably sound, it should be reviewed with respect to its capacity to generate data on a valid and consistent basis. The analysis should take place on a semi-annual basis to ensure that the information is timely. The interviews should not be conducted by an employee’s manager but rather by trained staff of the Human Resources unit to ensure objectivity and consistency.

RECOMMENDATION 4

The existing succession planning process must take heed of the retirement projections contained in this report. It is especially important to address the potential consequences of the projections for the Senior Management and Other Management occupational categories as well as the Firefighters occupational group.

Under the Factor 85 scenario, two of the six senior managers can retire by 2012. Almost one-half (47 percent) of employees in the Other Management category can retire by 2017 (44 percent of these projected retirements could occur by 2012). Over one-third (35 percent) of Grande Prairie’s firefighters could retire by 2017.

RECOMMENDATION 5

The existing program designed to re-employ non-union LAPP pensioners should be evaluated in two ways. The first is through questions in the proposed *Career Development Survey*. This will test the interest in the program among prospective candidates. Secondly, a formal evaluation of the effectiveness of this program should be part of the comprehensive work force demographic analysis conducted by an external consultant in 2010.

RECOMMENDATION 6

To increase its competitiveness in the local labour market, the City will need to devise creative educational and recruitment initiatives in partnership with local educational authorities as well as other public sector institutions. A key objective should be to establish the City of Grande Prairie’s “brand” as an employer of choice.

The CLT should assign responsibility for the leadership of this initiative to a selected group of staff with expertise in the areas of human resources management, economic development, communications, and marketing.

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Marketing careers in the public sector to young people in the Grande Prairie region remains a priority. Compared to Alberta as a whole, the Grande Prairie regional labour market favours employment and occupations in the goods-producing sector over the services-producing sector. In particular, public sector employment and occupations are among the least favoured (see Table IV-1). Employment in the *Public Administration* sector has been in absolute and relative decline for the last 20 years (see Chart IV-2).

A distinctive *brand* must be created for a career in the municipal public service. Possible marketing themes include the: wide scope of municipal policy and service delivery responsibilities; strategic economic and social role of municipal government in the evolution of the Grande Prairie community; opportunity to influence public policy; and career security and progression.

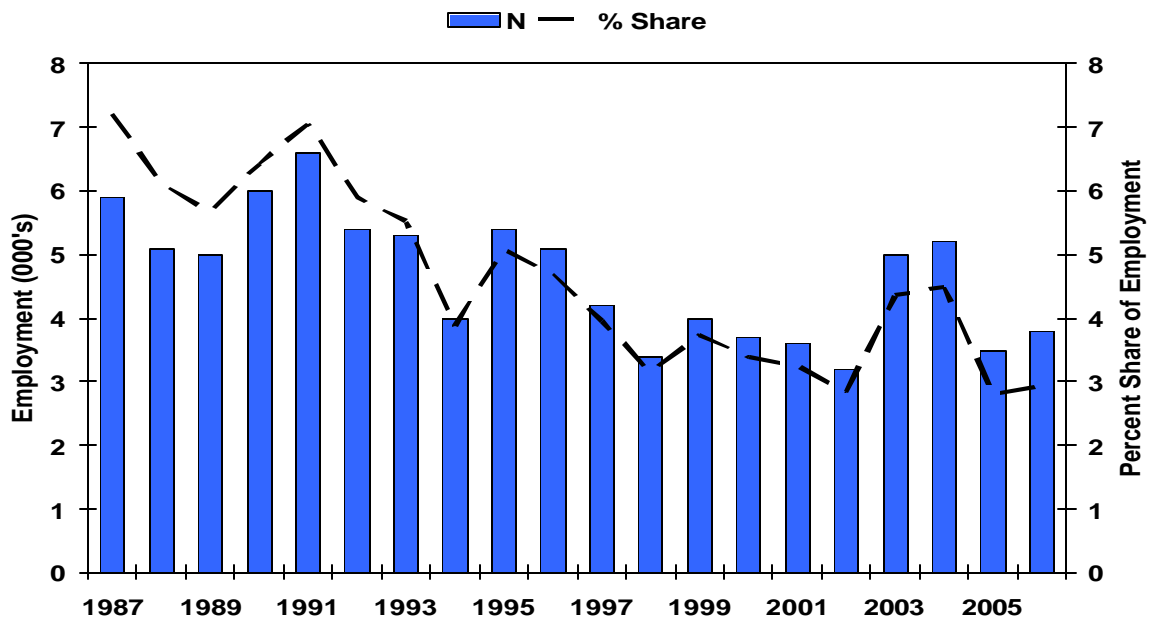
Table IV-1: Employment Index²¹ by Industry Sector (Alberta = 100), Athabasca-Grande Prairie-Peace River Economic Region (4870), 2006

Industry Sector	Index
Goods-producing sector	128
Agriculture	214
Forestry, fishing, mining, oil and gas	167
Utilities	76
Construction	105
Manufacturing	93
Services-producing sector	89
Trade	110
Transportation and warehousing	112
Finance, insurance, real estate and leasing	86
Professional, scientific and technical services	59
Business, building and other support services	58
Educational services	81
Health care and social assistance	88
Information, culture and recreation	72
Accommodation and food services	97
Other services	104
Public administration	68

Source: Statistics Canada and R.A.L., Consulting Limited

²¹ The index is calculated on the basis of the respective shares of employment in a sector in Alberta and the economic region. For example, the index value of 68 for the public administration sector means that it is 32 percent less likely that jobs in this sector will be found in the region compared to the province as a whole.

Chart IV-2
Public Administration Employment, Alberta Economic Region 4870, 2006



RECOMMENDATION 7

The CLT should seek the approval of the Council of the City of Grande Prairie regarding the creation of a community-wide partnership between public and private sector organizations that is focused on strategies to attract more immigrants to the community. The partnership should also include relevant provincial and federal government organizations. Lead responsibility within the civic administration should be vested with the staff of the Economic Development Office.

In addition, more “diversity training” should be implemented for City staff in anticipation of greater diversity within both the City’s future work force and population.

Staff from the Economic Development Office should inquire about the availability of financial support for initiatives in this area from provincial, federal, or other sources.

Although net natural increase and migration within Canada are the main sources of population growth in both the Grande Prairie area and Alberta, attracting immigrants will increasingly become a primary means of stemming projected losses in the younger age groups. This initiative is not something that the City of Grande Prairie can undertake in isolation.

It is also important that the partnership base its initiatives on solid research. Either community resources or an external consultant should be retained to identify the strategic implications of the statistical data and extensive secondary literature on immigration.

APPENDIX A: Projected Retirements by Department (N), 2007-2017

Department	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2017	2007-2012
City Manager													
Factor 85	0	0	2	1	1	1	1	1	1	0	1	9	5
Age 63	0	1	0	1	0	1	2	0	2	0	1	8	3
Age 65	0	0	0	1	0	1	0	1	2	0	2	7	2
Financial													
Factor 85	1	0	1	1	0	1	1	1	3	2	0	11	4
Age 63	0	0	0	1	1	2	1	1	2	2	2	12	4
Age 65	0	0	0	0	0	1	1	2	1	1	2	8	1
Protective Services													
Factor 85	4	2	0	2	2	2	3	1	3	3	5	27	12
Age 63	0	0	0	1	1	0	1	1	3	2	1	10	2
Age 65	0	0	0	0	0	1	1	0	1	1	3	7	1
Community Services													
Factor 85	0	0	0	0	0	0	2	3	1	1	2	9	0
Age 63	2	0	0	0	1	0	0	2	2	4	1	12	3
Age 65	1	0	1	0	0	0	1	0	0	2	2	7	2
Public Works													
Factor 85	3	0	2	2	2	0	1	0	7	5	3	25	9
Age 63	3	3	0	3	0	3	0	3	3	3	4	25	12
Age 65	2	0	1	3	0	3	0	3	0	3	3	18	9
Aquatera													
Factor 85	1	0	1	1	0	1	3	3	2	3	3	18	4
Age 63	1	0	0	1	0	1	3	1	1	3	2	13	3
Age 65	1	0	0	0	0	1	0	1	3	1	1	8	2
All													
Factor 85	9	2	6	7	5	5	11	9	17	14	14	99	34
Age 63	6	4	0	7	3	7	7	8	13	14	11	80	27
Age 65	4	0	2	4	0	7	3	7	7	8	13	55	17

APPENDIX B: Projected Retirements by Occupation (N), 2007-2017

Department	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2017	2007-2012
Senior Management													
Factor 85	1	0	0	0	1	0	0	0	0	0	0	2	2
Age 63	0	0	0	1	0	0	0	0	2	1	1	5	1
Age 65	0	0	0	0	0	1	0	0	0	0	2	3	1
Other Management													
Factor 85	2	2	1	4	1	2	2	4	6	1	2	27	12
Age 63	1	0	0	1	0	1	1	1	3	4	2	14	3
Age 65	0	0	1	0	0	1	0	1	1	1	3	8	2
Policy & Planning													
Factor 85	0	0	1	0	0	1	0	0	1	0	0	3	2
Age 63	0	1	0	0	0	1	0	0	1	0	0	3	2
Age 65	0	0	0	1	0	0	0	1	0	0	1	3	1
Clerical													
Factor 85	1	0	1	2	0	0	1	3	2	1	3	14	4
Age 63	0	0	0	0	1	2	3	1	3	2	2	14	3
Age 65	0	0	0	0	0	0	1	2	3	1	3	10	0
Technical													
Factor 85	1	0	1	0	1	1	1	0	2	4	0	11	4
Age 63	0	2	0	1	0	3	1	0	1	3	1	12	6
Age 65	0	0	0	2	0	1	0	3	1	0	1	8	3
Skilled Trades													
Factor 85	0	0	0	0	1	0	1	0	3	0	0	5	1
Age 63	0	0	0	0	0	0	0	1	1	0	2	4	0
Age 65	0	0	0	0	0	0	0	0	0	1	1	2	0
Operational													
Factor 85	4	0	2	0	2	1	6	2	3	8	8	36	9
Age 63	5	1	0	4	2	0	2	5	2	4	3	28	12
Age 65	4	0	1	1	0	4	2	0	2	5	2	21	10