Strategic Human Resources Management:

A Demographic Analysis of the Work Force Of the Municipal District of Greenview, Alberta

A Report Prepared by RAL Consulting Limited

Hamilton, Ontario, Canada

www.ralconsulting.ca

January 2003

Table of Contents

	Page
Part I: Introduction	**1**
Project Objective	1
Project Outcomes	1
Data Sources	1
Organization of the Report	**2**
Project Team	2
Part II: Demographic Analysis of the Alberta Labour Force	**3**
Introduction	3
Demographic Analysis	3
The Labour Market in Alberta	5
Migration	20
Alberta's Registered Aboriginal Population	27
Key Points	27
Part III: Demographic Analysis of Greenview's Municipal Work Force	**29**
Introduction	29
Local Demographic Context	29
Demographic Profiles of Greenview's Municipal Work Force	36
Key Points	54
Part IV: Conclusions and Recommendations	**58**
Conclusions	58
Recommendations	59

Part I: Introduction

Project Objective

This project has been carried out by RAL 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 work force of the Municipal District of Greenview as a basis for devising human resource management strategies that foster cost-effective recruitment, retention, and development of the Municipal District's employees 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 Municipal District's work force.

2. Linkages between the Municipal District's work force demographic profiles and past, current, and projected demographic profiles of Alberta's labour force and the local labour force.

3. Strategic implications of demographic trends for the Municipal District's work force, with particular emphasis on the succession planning process.

The consultation component included a plenary presentation to Greenview's municipal Council and a group meeting with selected municipal staff on November 13, 2002.

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

The main focus of the report is to analyse the extent to which Greenview'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 municipality's most important organizational resource – its people.

Data Sources

The report is based on both municipal and public data sources. The Greenview "work force data base" identified most of the variables required to conduct demographic analysis including the age, sex, employment status, department, and occupation of employees. The

municipal data set covers 37 full-time employees[1] and 49 part-time and seasonal employees who had worked for the Municipal District up to August, 2002.

Most of the public data are available from Statistics Canada. RAL 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.

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 Greenview's municipal work force*. It sketches out the local demographic context and provides profiles of Greenview's work force with respect to age and sex, occupation, and employment status. It also examines recruitment and attrition patterns. Projections of Greenview's work force to 2022 are made on a "steady state" basis, i.e., it is assumed that there will be no dramatic changes 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 RAL Consulting Limited on behalf of the Municipal District of Greenview, please consult this final report.

Project Team

RAL Consulting Limited has carried out this project under contract to the Municipal District of Greenview. The members of the RAL project team are: *Richard Loreto (project manager)* Gerald Bierling (researcher). Biographies for the project team and information on RAL Consulting Limited can be found at the company's web site (www.ralconsulting.ca).

RAL Consulting Limited gratefully acknowledges the assistance of Ms. Fran Pedersen, Manager of Human Resources for Greenview, in preparing this report. In addition, we acknowledge the support of the members of Greenview's municipal council and Chief Administrative Officer, Mr. Gordon Frank. Responsibility for the analysis and recommendations of the report rests solely with RAL Consulting Limited.

[1] The data set includes four employees who were terminated in 2002. Total full-time complement is 33.

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 their 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 "Generations"

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

- In 2002 the *boomers* range in age from 36 to 55 and form 32 percent of Canada's population. They constitute the core of the labour force and are consuming a mix of

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

public and private goods and services reflective of their position in the economic life cycle.

- Since "every year they will (hopefully) get a year older", over the next decade the *boomers* will age into the 46 to 65 range. They will be the *45-plus generation* and will represent an unprecedented force in the marketplace as they consume a changing mix of goods and services.[3]

- Looking forward to the second decade of the century, the first members of the "big generation"[4] will reach the 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 2002, there is time to prepare for the implications of the *boomers'* retirement.

- The *baby bust* generation, born between 1967 and 1979, is the group that followed the boom and its members now range in age from 23 to 35. It is considerably smaller than the *boomer* generation (18 percent of Canada's population) but its significance is where the members of the *bust* generation are currently positioned and will be positioned over the next ten years in the life cycle. At present, some members of this generation are in the post-secondary educational system while others are attempting to establish themselves in their careers or purchase their first houses. During the next ten years, the *bust* generation will age into the 33 to 45 range. Among other needs, they will want more day care and housing 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 generation 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 7 to 22. As the front end of this generation prepares to enter college and university or the labour market, the back end is moving into the primary level of the educational system. The *echo* generation is 21 percent of Canada's population. Therefore, as it ages over the next ten years, there will be a discernible impact on the educational system and the market for young workers who understand the latest technology.

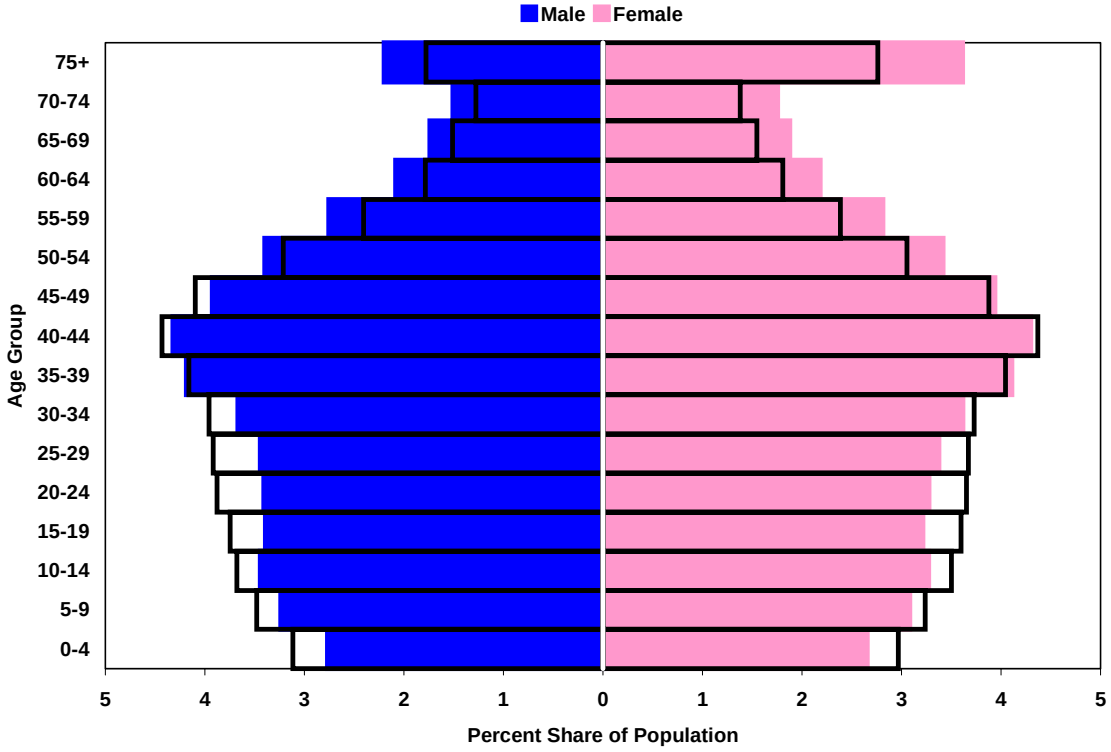
The *boom, bust & echo* template applies to Alberta, Canada's youngest province, but there are some differences. Although Alberta's *boomers* also account for about 32 percent of the population, the share for the *bust* (62 percent) and *echo* (74 percent) generations relative to the *boom* is larger 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, 1980).

Chart II-1
Population Pyramid, 2002 (%)
Alberta (outline) versus Canada (solid)



Source: Statistics Canada

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.

Source Population = Labour Force + 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 market activity -- is calculated as the labour force divided by the source population expressed as a percent. The participation rate in Canada is currently about 66 percent.

Participation Rate = (Labour Force / Source Population) X 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.

Labour Force = Employed + 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.

Unemployment Rate = (Unemployed / Labour Force) X 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, who had not actively looked for work but had been on layoff and were available for work, or who 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 Force[5]

In 2001 the size of the labour force in Alberta was estimated to be 1,710,700 persons or 72 percent of the province's adult population.[6] Males accounted for 55 percent of the labour force and females, 45 percent. The size of the labour force in 2001 was 39 percent larger than it was in 1981, the year in which the last of the *boomers* entered the labour market. A dynamic element in the growth of the labour force over that period was the increasing involvement of females. Females accounted for 59 percent of the increase between 1981 and 2001.

[5] The data used to compile this profile are taken from *Labour Force Historical Review Revised* (Ottawa: Statistics Canada, February 2002). In most instances data are rounded to the nearest whole number. Percentage shares may not add up to 100 percent due to rounding.
[6] Alberta's population 15 years or older is estimated at 2,366,700.

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:

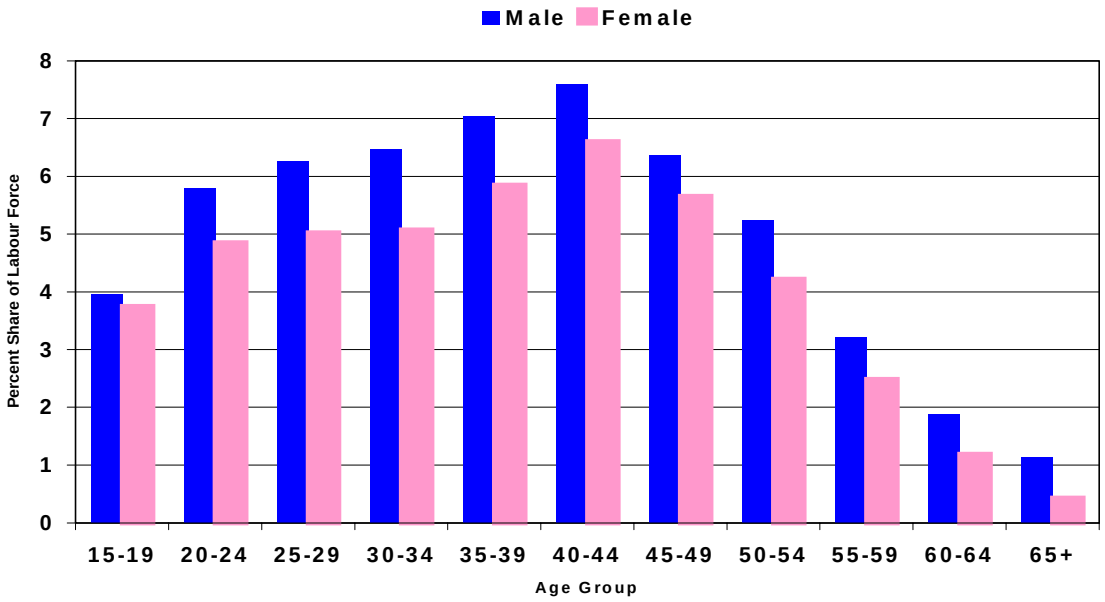
- Labour force participation varies by age and by sex.
- Since the 1950's male participation has declined and female participation has increased. However, female participation stabilized during the 1990's.
- The *boomers* have driven labour market growth since the 1960's. Since 1981 when the last of this generation entered the labour force, Canada's labour force has been slowly aging.
- During the past 20 years or so, there has been a dramatic decline in the share of the "feeder group" to the labour market (workers under 25) and a modest increase in the share of workers 55 and older, the "feeder group" to retirement.
- Between 1976 and 2000 the average age of retirement in Canada declined from 65.2 to 61.4 for males and from 64.4 to 60.7 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

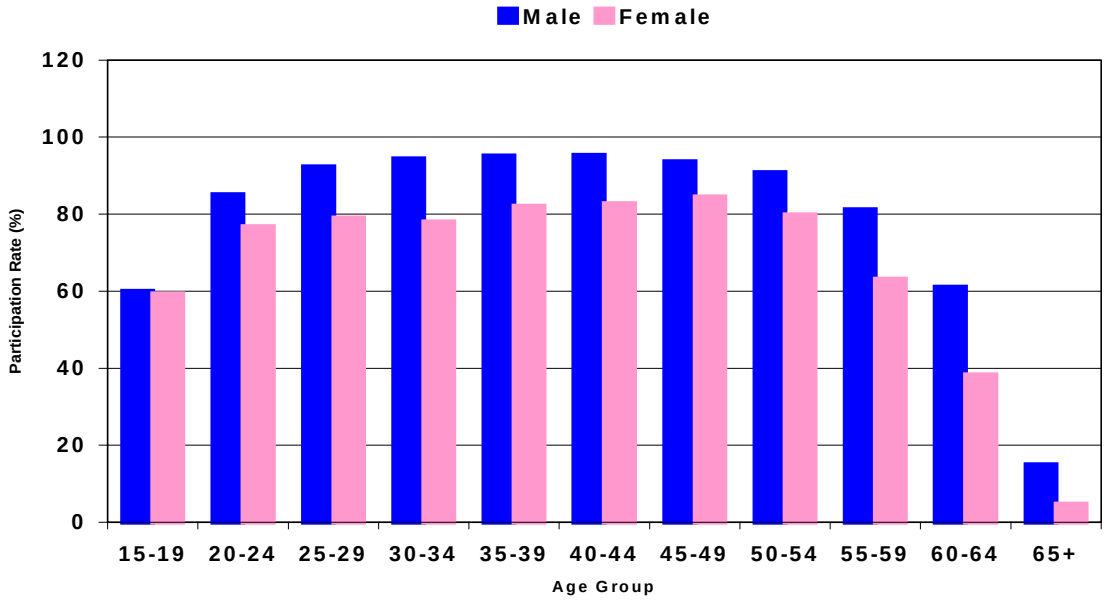
The finding that labour force participation varies by age and by sex is clear in both Chart II-2 and Chart II-3. Chart II-2 shows the distribution of the province's labour force by age and sex in 2001. In every five-year age group, the share of males is higher than the share of females. The "gender gap" is greatest in the 30 – 34 group (1.4 percent) and lowest in the 15 - 19 group (0.3 percent). Chart II-2 also demonstrates the dominance of *boomers* in Alberta's labour force. In 2001, *boomers* (i.e., 35 - 54) were 48.5 percent of the labour force (a decline from their 60.5 percent share in 1981).

Chart II-2
Distribution of Alberta's Labour Force by Age and Sex, 2001 (%)



In Chart II-3 age and sex differences are depicted in terms of the labour force participation rate. The male rate is higher than the female rate in all groups.

Chart II-3
Labour Force Participation Rates by Age and Sex, Alberta, 2001 (%)



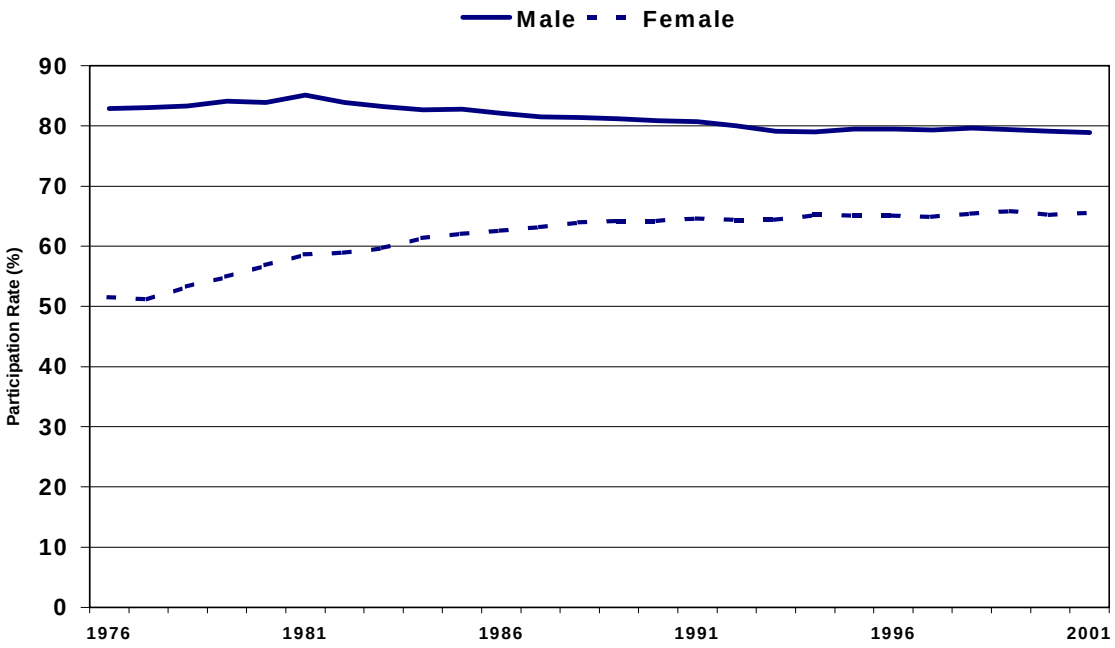
The overall participation rate for males in Alberta is 78.9 percent and for females, 65.6 percent (a gap of 13.3 percentage points). The gap is greatest for the 60 – 64, 55 – 59, and 30 – 34 age groups, respectively. It is also evident from Chart II-3 that the highest levels of participation for both males and females are between the ages of 25 – 54.

Table II-1 and Chart II-4 illustrate the trends towards decreasing male participation and increasing female participation. Between 1976 and 2001 the male rate declined by almost five percent. For females the rate increased by 27 percent. The female participation rate stabilized during the 1990's (the greatest gains were between 1976 and 1986). The female rate has remained around 65 percent from 1994 on.

Table II-1: Change in Labour Force Participation Rate by Sex, Alberta, 1976 – 2001 (%)

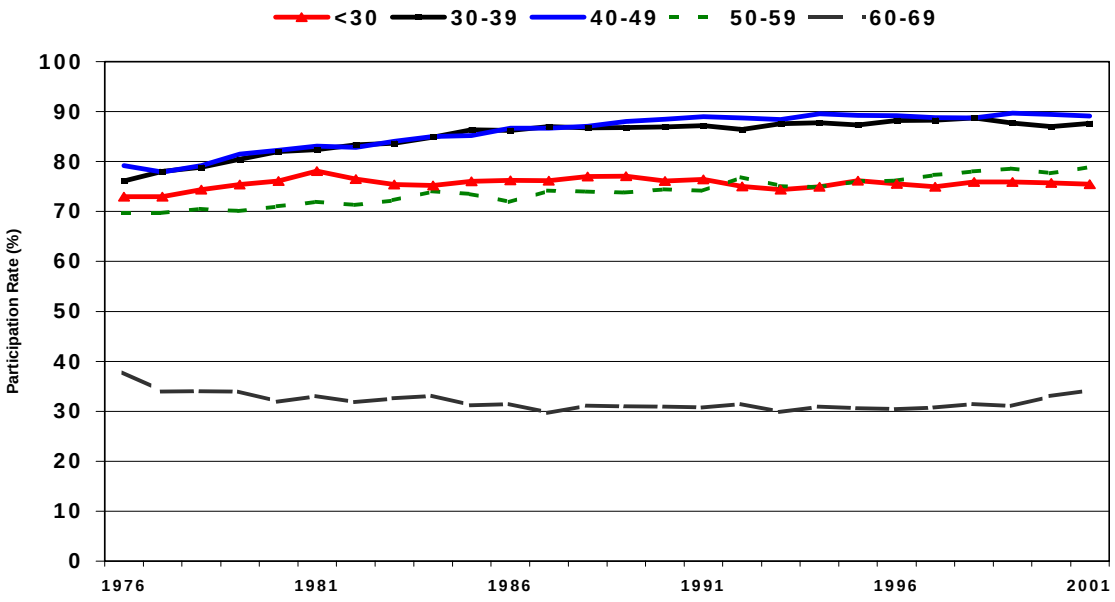
	Total	Males	Females
1976-81	7.1	2.7	14.0
1981-86	0.3	-3.5	6.6
1986-91	0.3	-1.7	3.2
1991-96	-0.4	-1.5	0.8
1996-01	0.0	-0.8	0.8
1976-01	**7.3**	**-4.8**	**27.4**

Chart II-4
Labour Force Participation Rates by Sex, Alberta, 1976 – 2001



It is interesting to expand the analysis of labour force participation by examining the rate variation by age group over time (Chart II-5). The participation rate for the youngest workers (under 30) increased only four percent between 1976 and 2001. For workers in the other age groups, the change was more substantial. The rate for workers in their thirties increased 15 percent; for workers in their forties, 13 percent; and for workers in their fifties, 13 percent. The 60 – 69 group experienced a decline of 10 percent.

Chart II-5
Labour Force Participation Rates by Age Group, Alberta, 1976 – 2001 (%)



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-6 presents labour force pyramids for Alberta in 1976 and 2001, 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 91 percent between 1976 and 2001.
- Females accounted for 53 percent of the growth.
- The ranks of workers between the ages of 25 and 54 increased substantially.
- There were only 15 percent more labour force participants under the age of 25 in 2001 than in 1976 (see Chart II-8 on page 12).
- There were 81 percent more labour force participants 55 and older in 2001 compared to 1976 (see Chart II-8 on page 12).
- The gap, in absolute terms, between the youngest workers (under 25) and the oldest (55-plus) decreased from 1981 until the latter half of the 1990's (see Chart II-8 on page 12).

Chart II-6
Labour Force Pyramid, Alberta (000's)
1976 (solid) versus 2001 (outline)

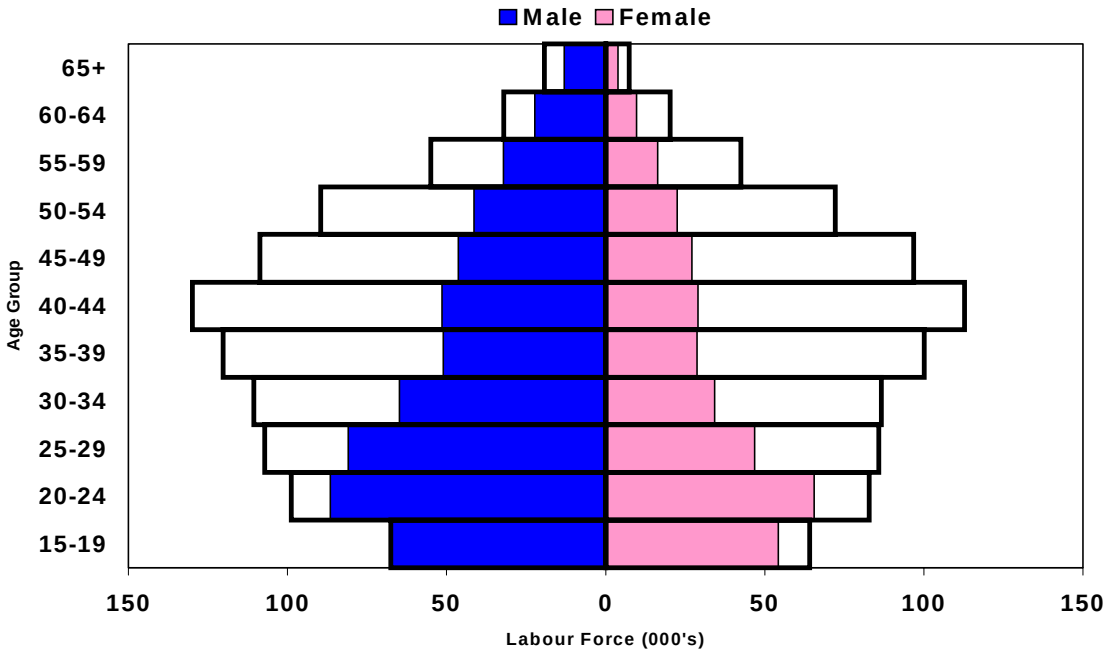


Chart II-7 presents labour force pyramids for Alberta in 1976 and 2001, respectively, in relative terms (i.e., percentage share of the labour force). An analysis of these data reveals that:

- The male share of the labour force declined from 62 percent in 1976 to 55 percent in 2001 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 – 54 age groups increased noticeably. The *boomers* are encompassed within these groups.
- The share of workers under 25 fell from 30 percent to 18 percent or a decline of 40 percent (see Chart II-9 on page 12).
- The share of workers 55 and older remained in the range of 9 - 10 percent of the labour force (see Chart II-9 on page 12).

The "pictures" of Alberta's labour force portrayed in Charts II-6 through II-9 are pictures of an aging labour force. On the one hand, only one in ten workers are in the "feeder group" to retirement (i.e., 55 and older), a share that has been stable over the past quarter century. On the other hand, only two in ten workers are under 25 compared to three in ten 25 years ago. The majority of workers are *boomers* (35 – 54) in their prime labour force participation years. Therefore, at present the manifestations of labour force aging are limited to specific industry sectors, businesses, or occupations and not widespread.

Chart II-7
Labour Force Pyramid, Alberta (%)
1976 (solid) versus 2001 (outline)

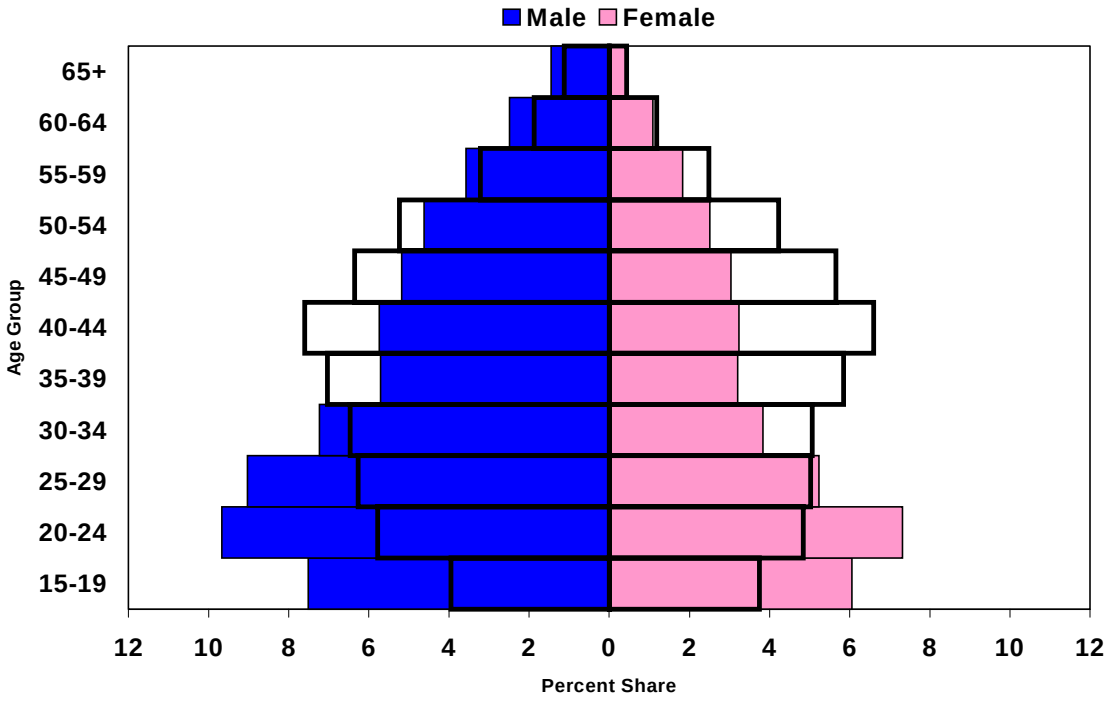


Chart II-8
Labour Force by Age Group, Alberta, 1976 – 2001 (000's)

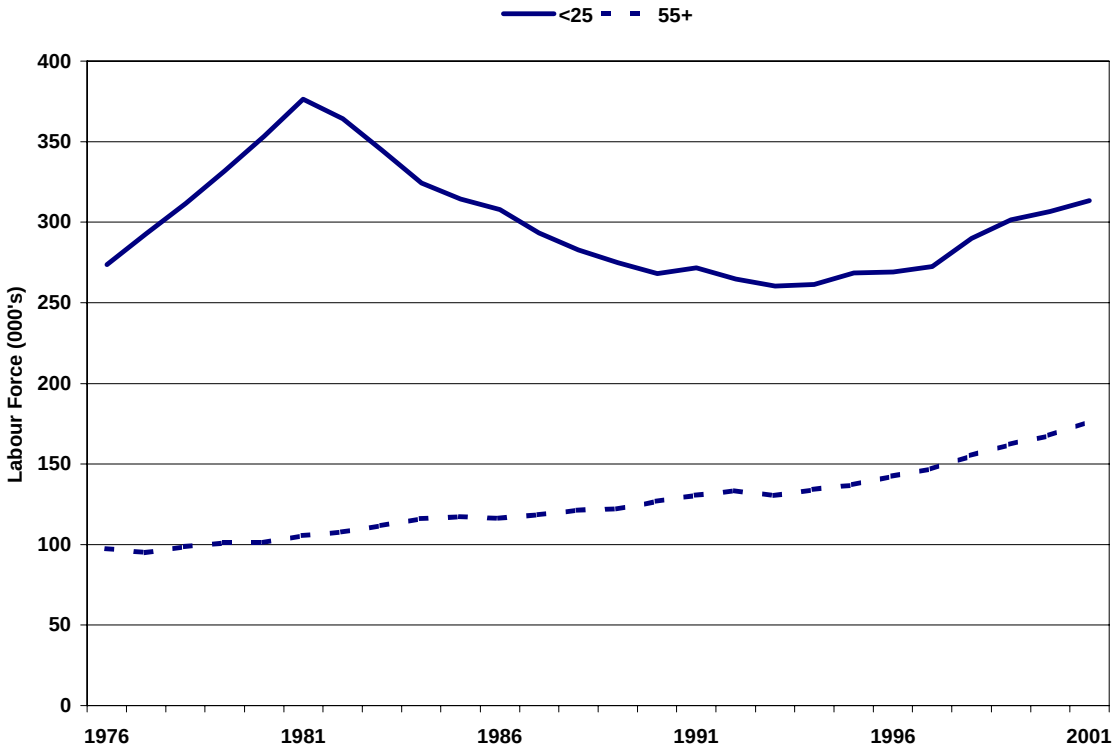
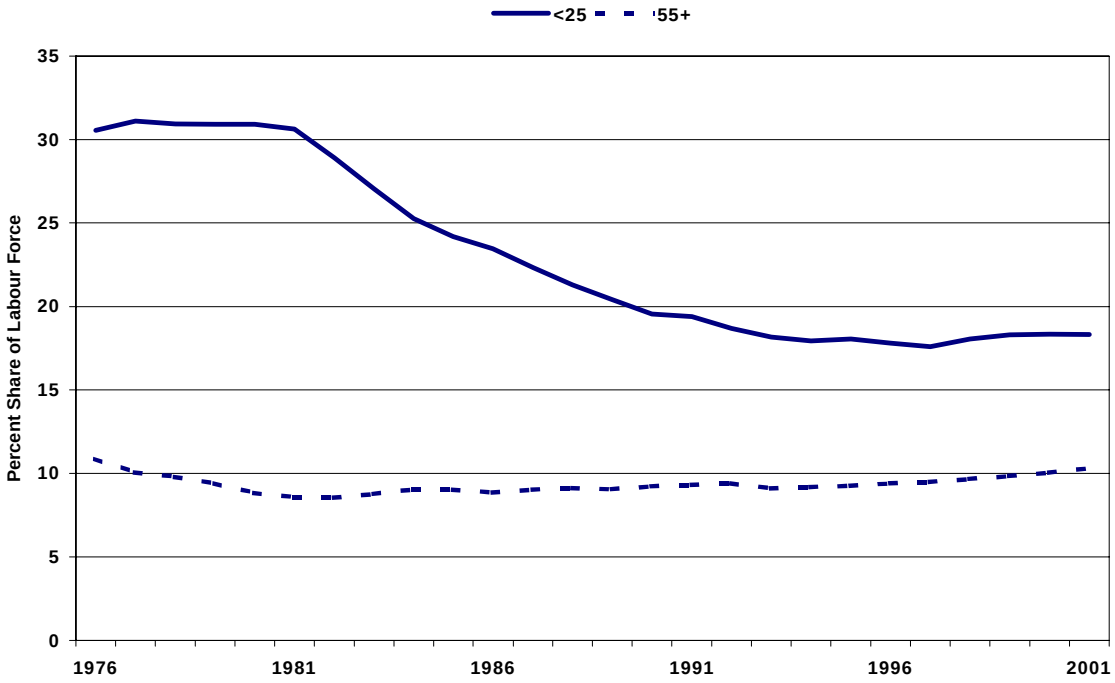


Chart II-9
Labour Force by Age Group, Alberta, 1976 – 2001 (%)



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 2001 *Labour Force* Survey and the general population projections developed by Statistics Canada. 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 70 and older (the 65-plus age group is actually the 65 – 69 age group).
3. The labour force participation rates evident in 2001 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 population projections for the province. In addition, the projections assume no major decline in the overall demand for labour as a result of technological or economic factors.

Given these assumptions Alberta's labour force is projected to expand to 1,865,300 workers by 2021 or an increase of 9 percent from 2001 (see Chart II-10). This increase is roughly one-fifth (19 percent) of the increase between 1981 and 2001.

Chart II-10
Alberta's Labour Force, 1976 – 2021 (projected)
Size (000's) and Annual Percentage Change

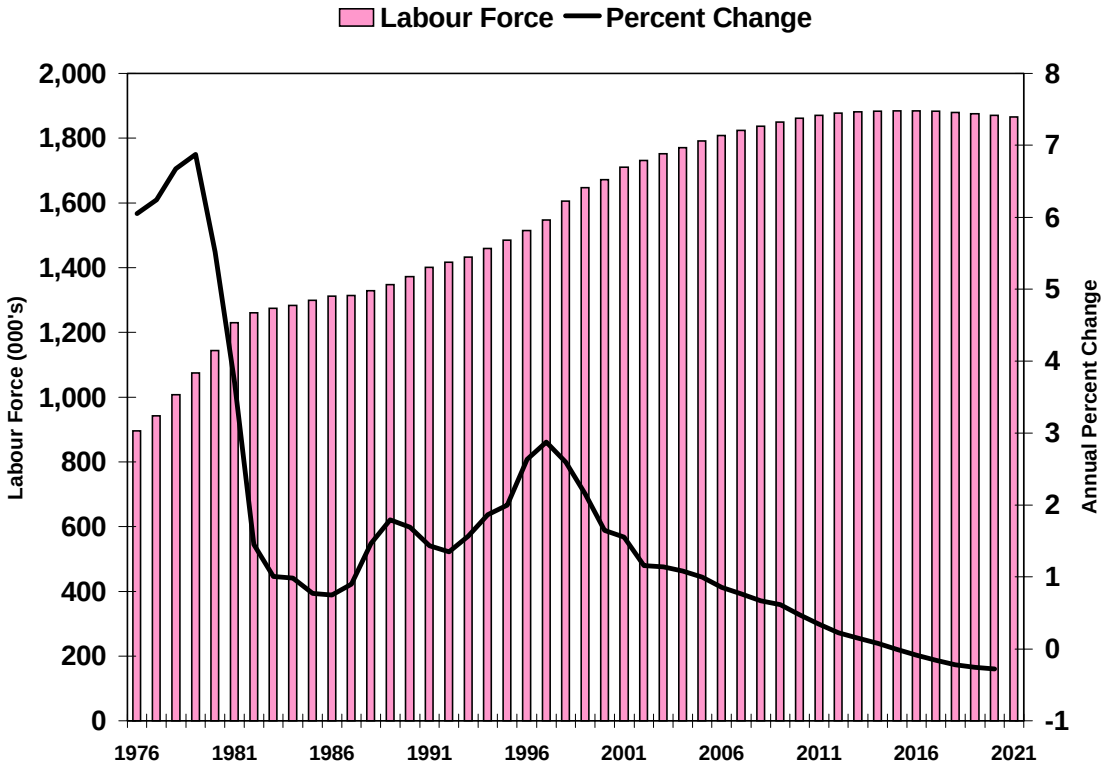


Chart II-10 also depicts the actual and projected growth of the province's labour force in terms of the annual rate of growth. From an annual rate of 1.6 percent in 2001, the rate descends steadily throughout the period reaching negative growth by 2017 (although the decrease is minimal).

Declining labour force growth is an indicator of the most important trend over the 2001 – 2021 period -- the accelerated aging of the province's labour force. This trend is well illustrated by Charts II-11 to II-14. The charts compare the labour force pyramids, both in absolute and relative terms, for two time periods: 2001 versus 2011 and 2011 versus 2021. Using the *boom, bust & echo* template it is clear that:

- Between 2001 and 2011 the *boomers* swell the ranks and shares of workers in the 45 – 64 age groups. The number and share of workers 35 – 44 falls as the *bust* generation enters these age groups. The *echo* increases the number of workers who are under 35 but the shares of the groups under 45 decrease.

- Between 2011 and 2021 the impact of the aging of the *boomers* is most evident in the 55-plus age group. The entrance of the *bust* brings both absolute and relative decline to the 45 – 54 age group. The impact of the *echo* is discernible in the prime age groups of the 30 – 44 range. However, there are both absolute and relative declines in the under 30 group – the base of the pyramid continues to collapse.

Chart II-11
Labour Force Pyramid (Projected), Alberta (000's)
2001 (solid) versus 2011 (outline)

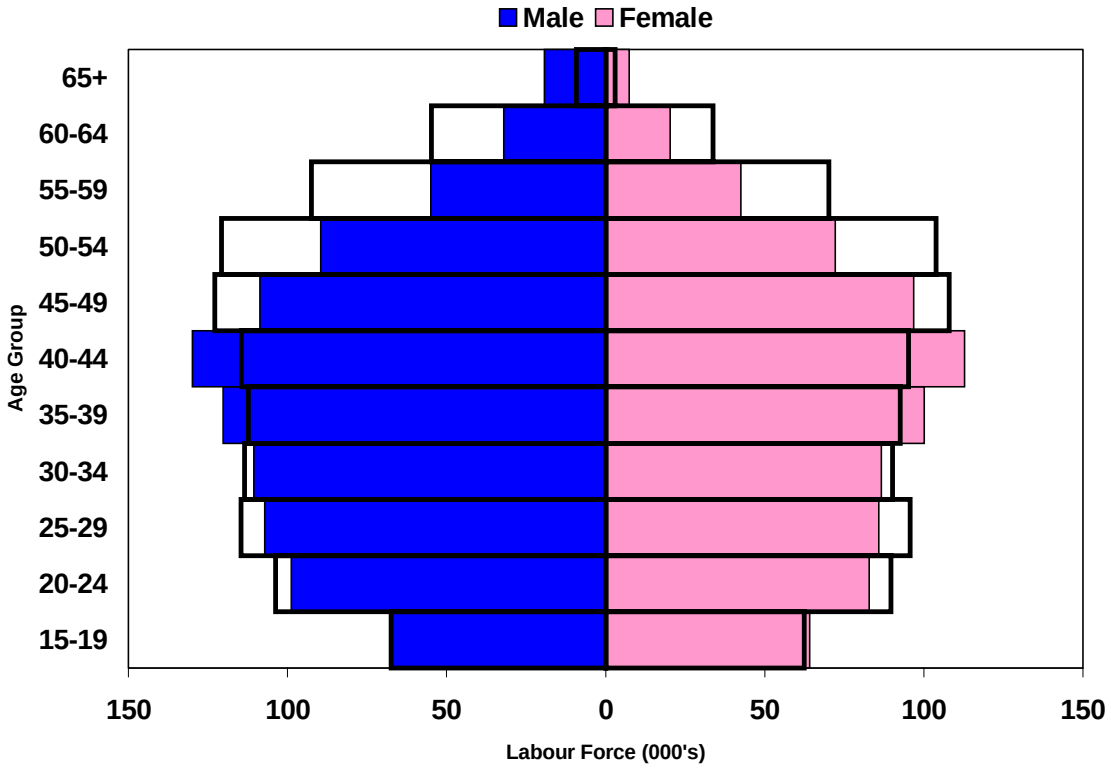


Chart II-12
Labour Force Pyramid (Projected), Alberta (%)
2001 (solid) versus 2011 (outline)

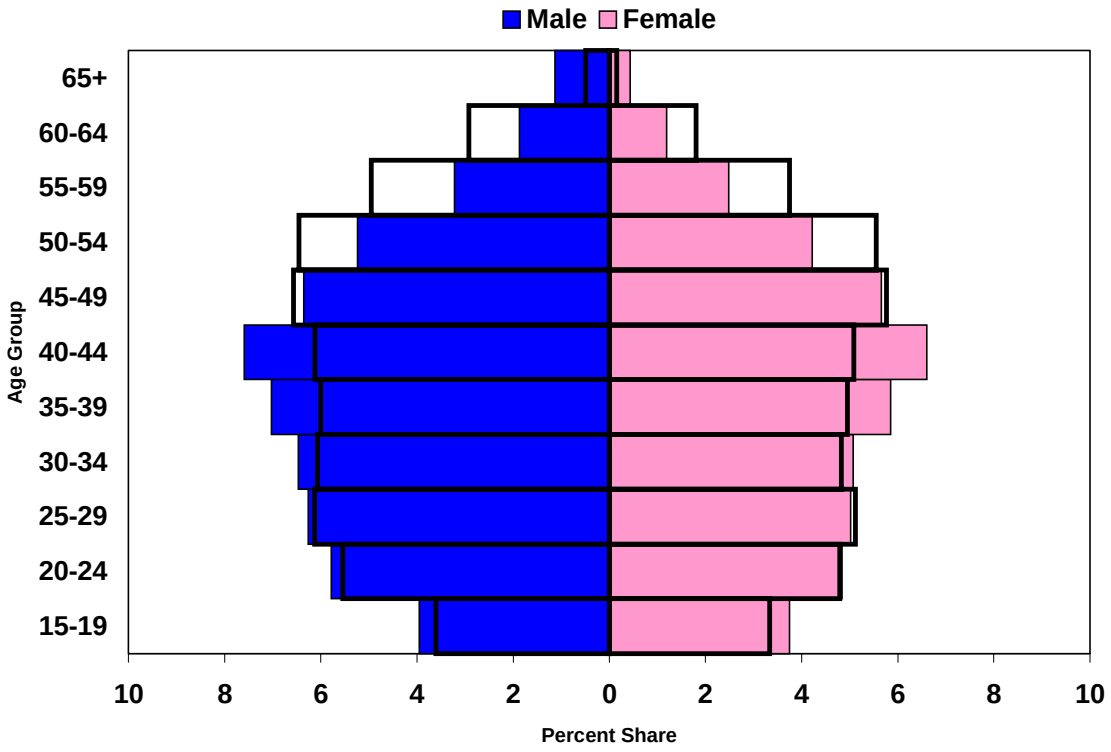


Chart II-13
Labour Force Pyramid (Projected), Alberta (000's)
2011 (solid) versus 2021 (outline)

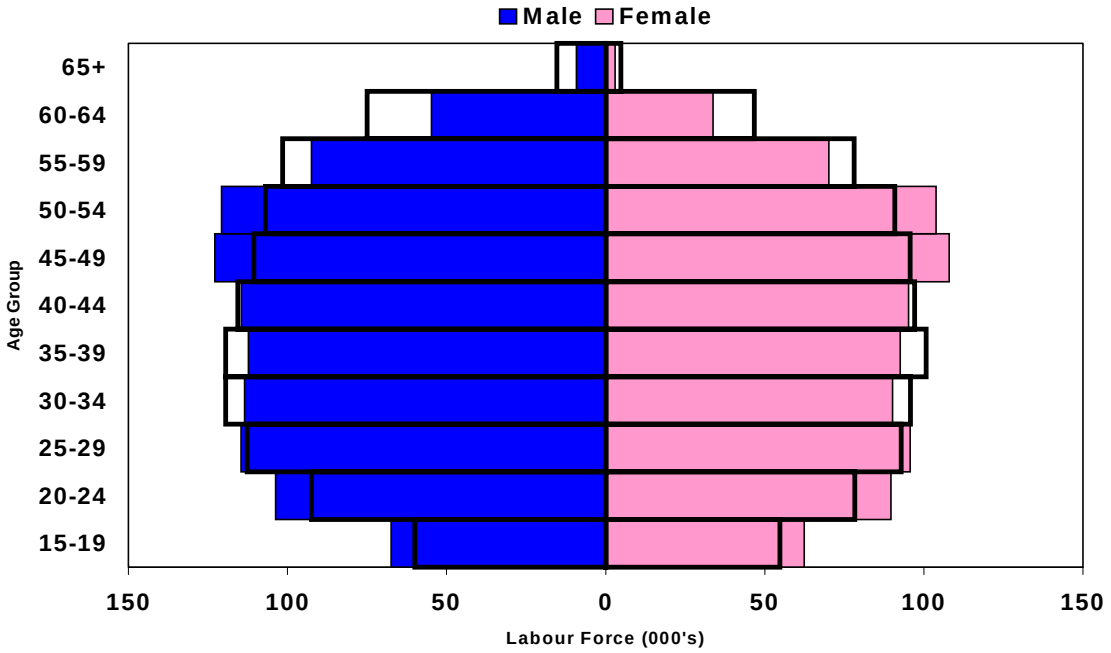
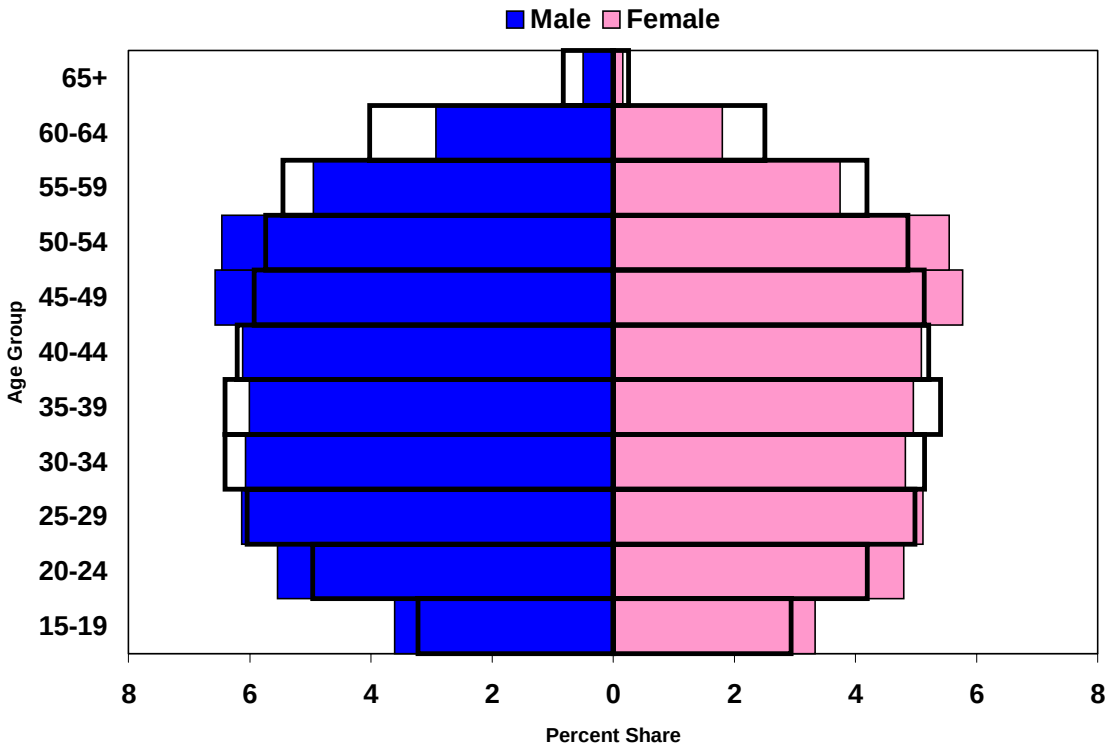


Chart II-14
Labour Force Pyramid (Projected), Alberta (%)
2011 (solid) versus 2021 (outline)



The analysis of labour force aging requires further refinement. What are the trends for two key groups of workers – those most likely to enter and to exit the labour force over the next twenty years? Charts II-15 and II-16 show that the year 2016 is projected to be a historic one for the province's labour market. In 2016 the labour market is projected to experience an unprecedented event – both the number and share of the oldest workers will be greater than the number and share of youngest workers. In this *generational crossover* the "feeder group" to retirement will exceed the "feeder group" to the labour force. The charts also indicate that:

- The number of workers under 25 peaks in 2007 (at about the same level as 1984). The share of this age group falls gradually from 2001 to 2021 (from 18.3 to 15.3 percent or a decline of 16 percent).

- Between 2001 and 2021, both the size and share of the 55-plus group increases steadily throughout the period. The share increases from 10.3 to 17.2 percent or an increase of 67 percent.

Chart II-15
Alberta's Labour Force by Age Group, Projected 2001 – 2020 (000's)

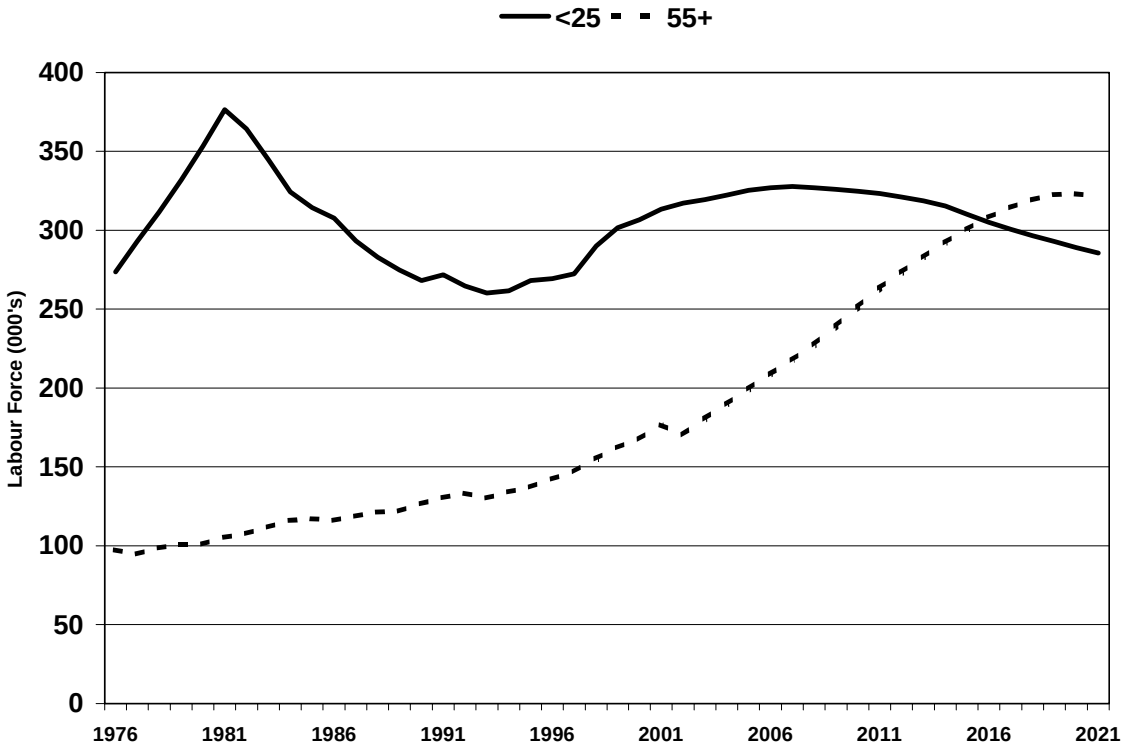
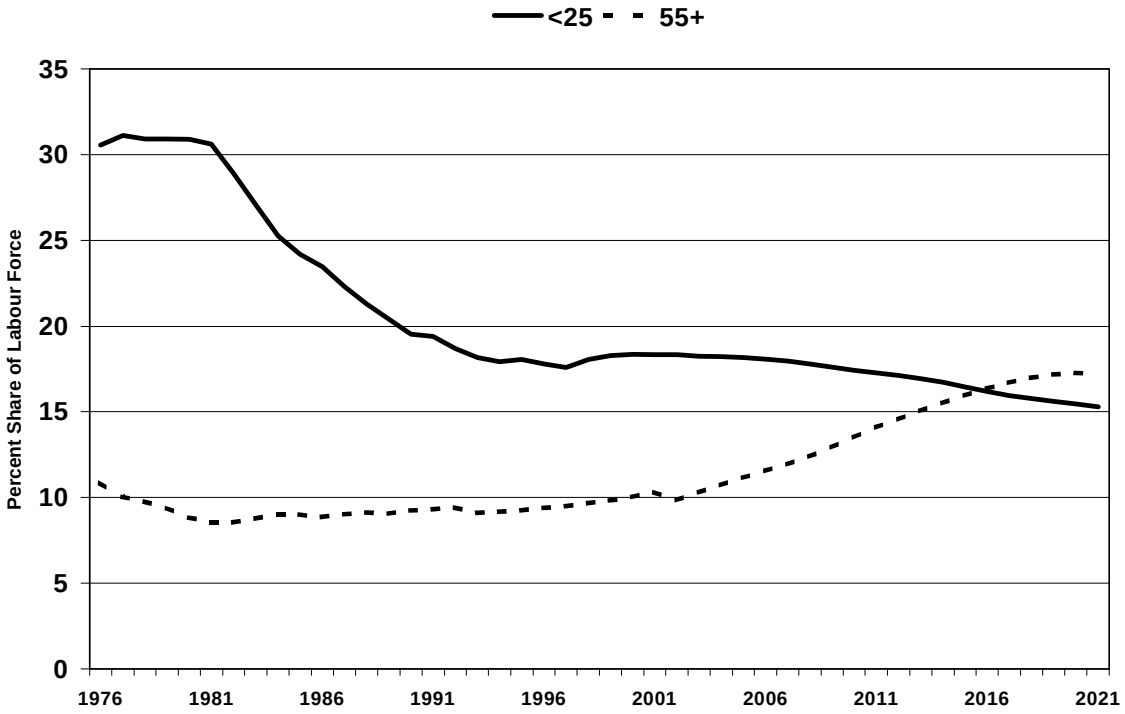


Chart II-16
Alberta's Labour Force by Age Group, Projected 2001 – 2020 (%)



In the *generational crossover* there are important differences between the aging of the male and female sides of the labour force. For males the year 2016 is not the historic marker. The number and share of 55-plus workers exceeds the number and share of under 25 workers by 2014 (sees Chart II-17 and II-18). However, the number of males under 25 peaks in 2007. For females the *crossover* does not occur during the projection period but the general trend is the same (see Charts II-19 and II-20).

Chart II-17
Alberta's Male Labour Force by Age Group, Projected 2001 – 2021 (000's)

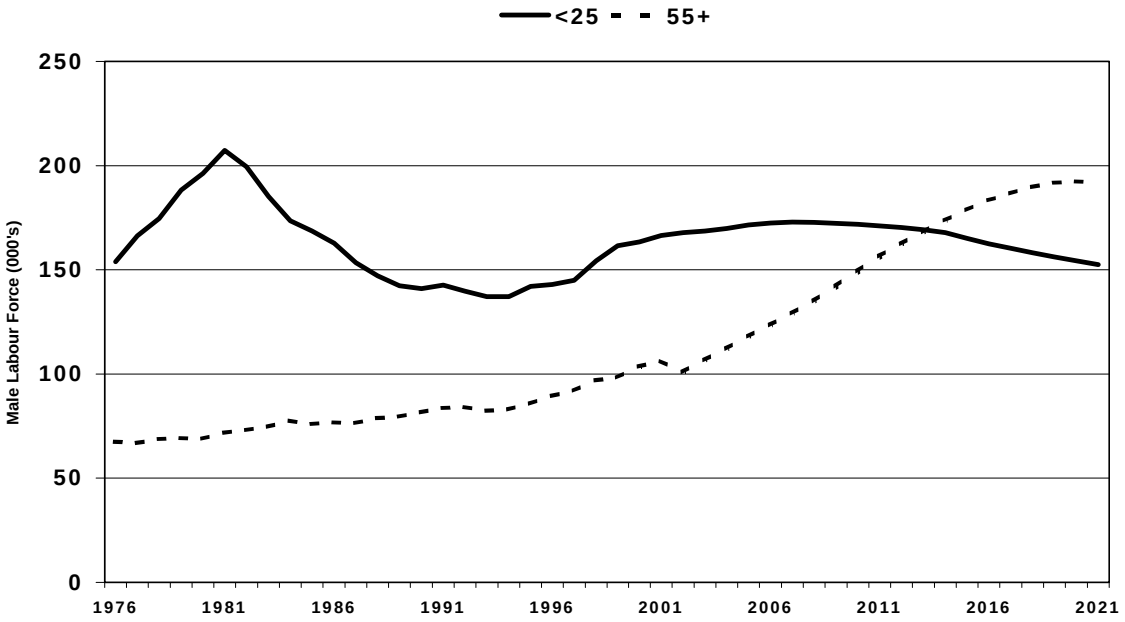


Chart II-18
Alberta's Male Labour Force by Age Group, Projected 2001 – 2021 (%)

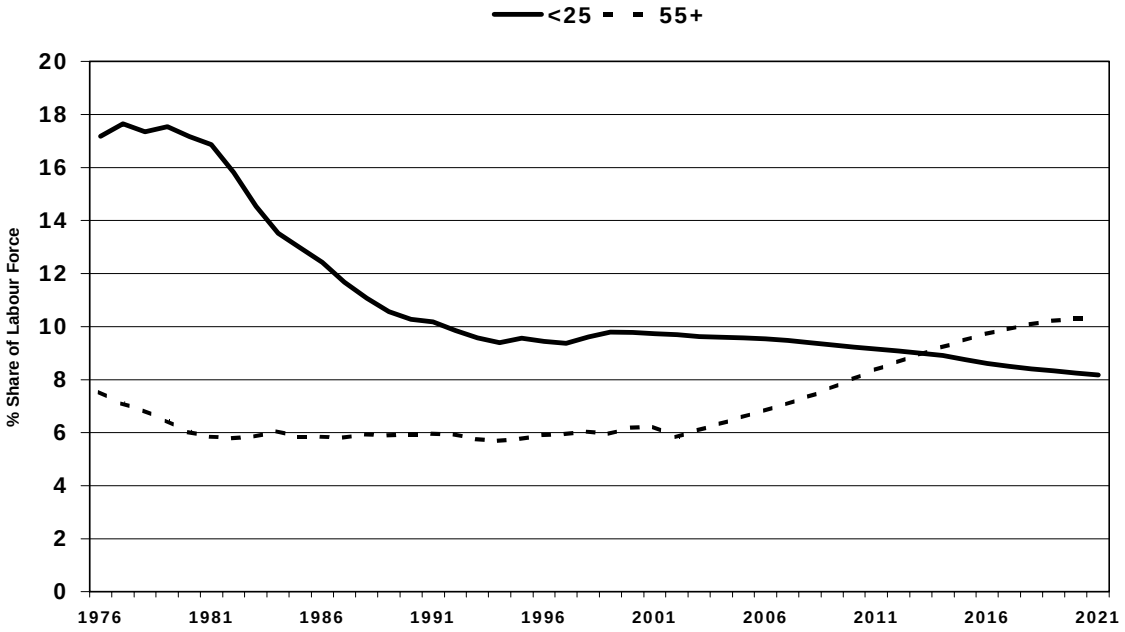


Chart II-19
Alberta's Female Labour Force by Age Group, Projected 2001 – 2021 (000's)

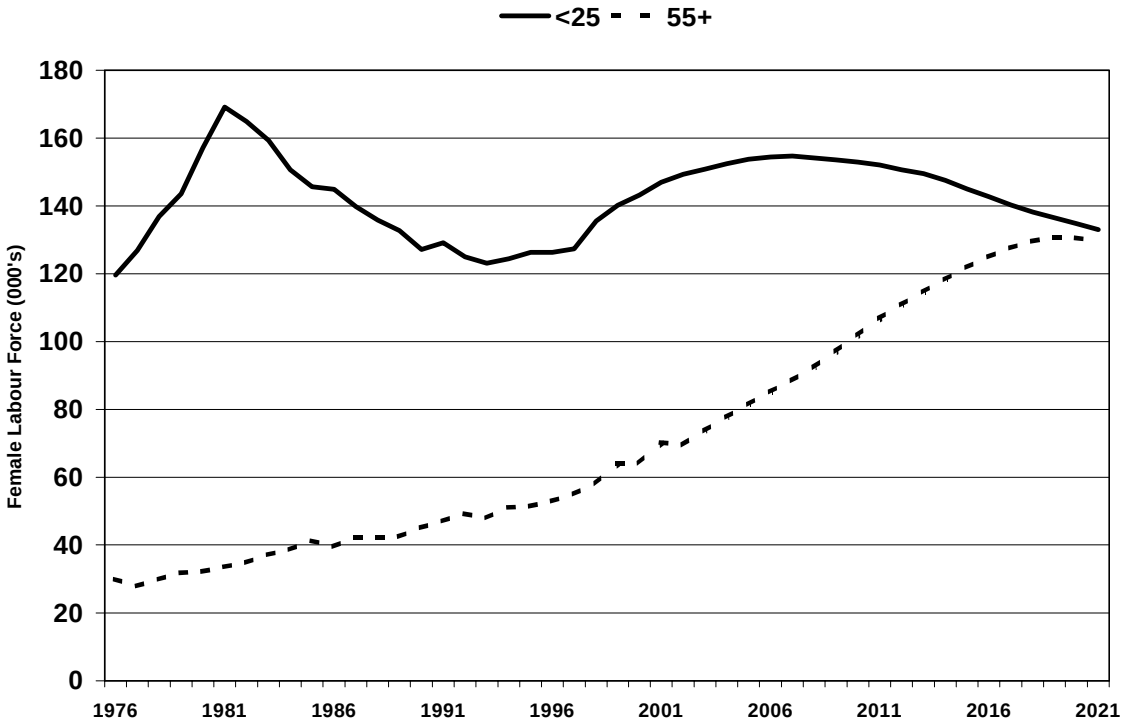
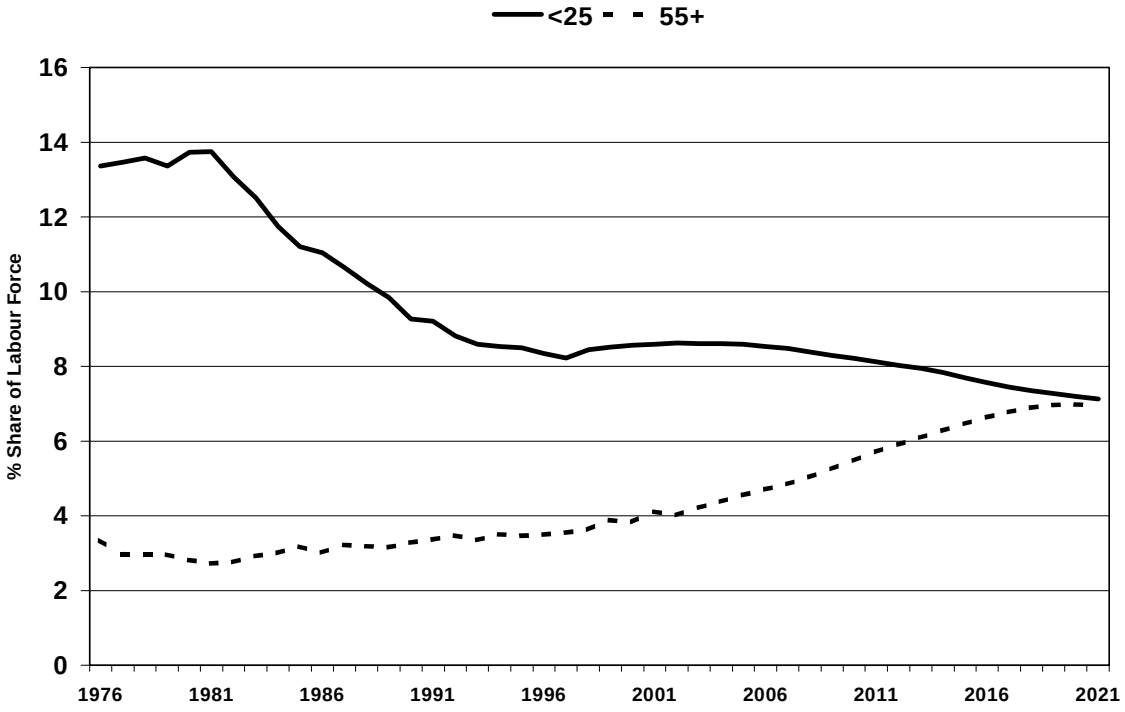


Chart II-20
Alberta's Female Labour Force by Age Group, Projected 2001 – 2021 (%)



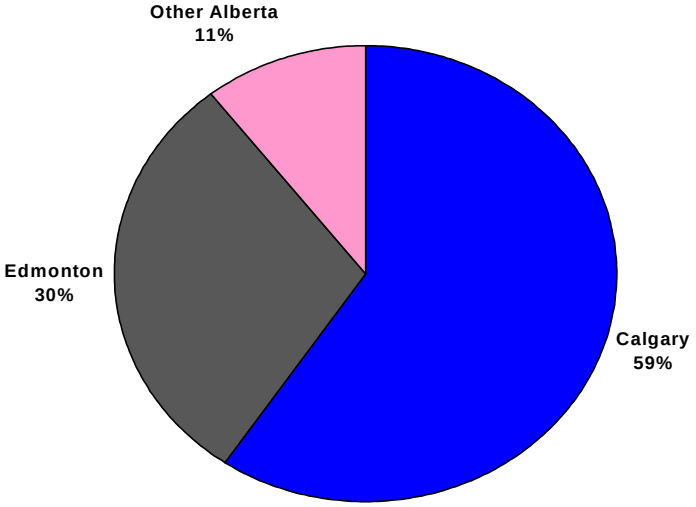
Migration

When its economy is strong (for example, from the mid-1970's until the early 1980's or during the last half of the 1990's), Alberta's population growth has been more influenced by migration than net natural increase (i.e., the difference between births and deaths).[7] 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.[8] Between 1999 and 2001, Alberta received an average of 14,250 immigrants a year representing only 6.4 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-21):

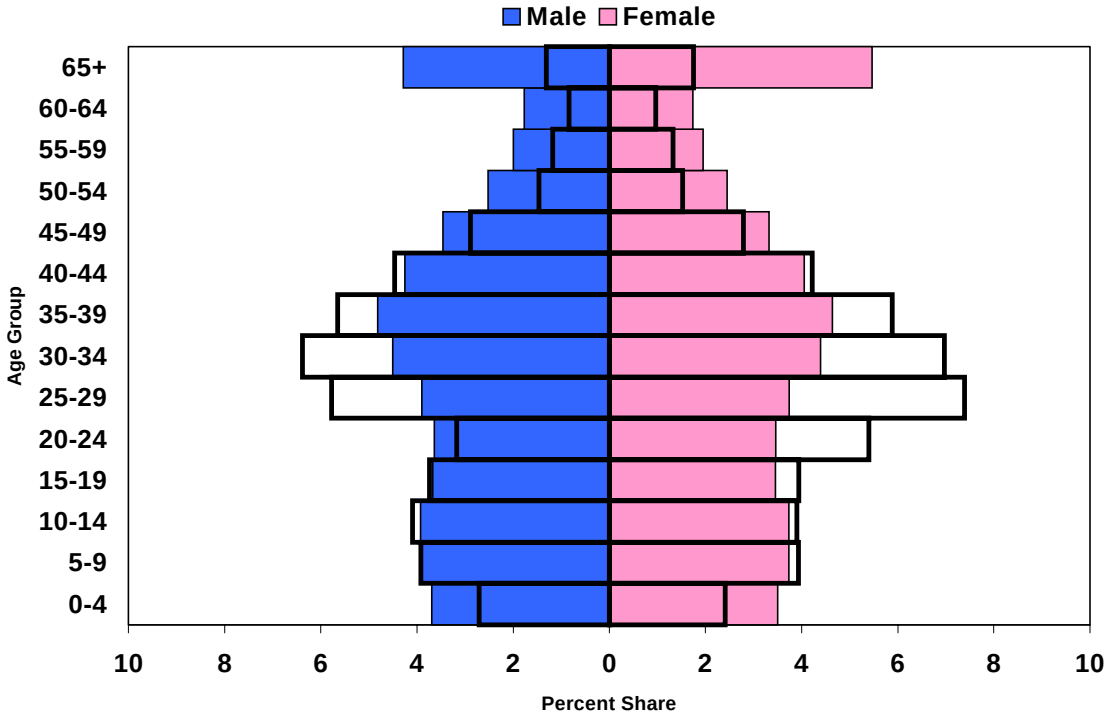
Chart II-21
Distribution of Alberta's Immigrants by Area of Residence
1999 – 2001 (average percent share)



[7] See Statistics Canada, *Report on the Demographic Situation in Canada 2001: Current Demographic Analysis* (Ottawa: Ministry of Industry, 2002), Table A1, pages 74-75.
[8] Unless noted otherwise, the analysis of labour force immigrants in this section is based on two documents published by Citizenship and Immigration Canada: *Citizenship and Immigration Statistics 1996* (Ottawa: Minister of Public Works and Government Services Canada, 1999) and *Facts and Figures 2001: Immigration Overview*.

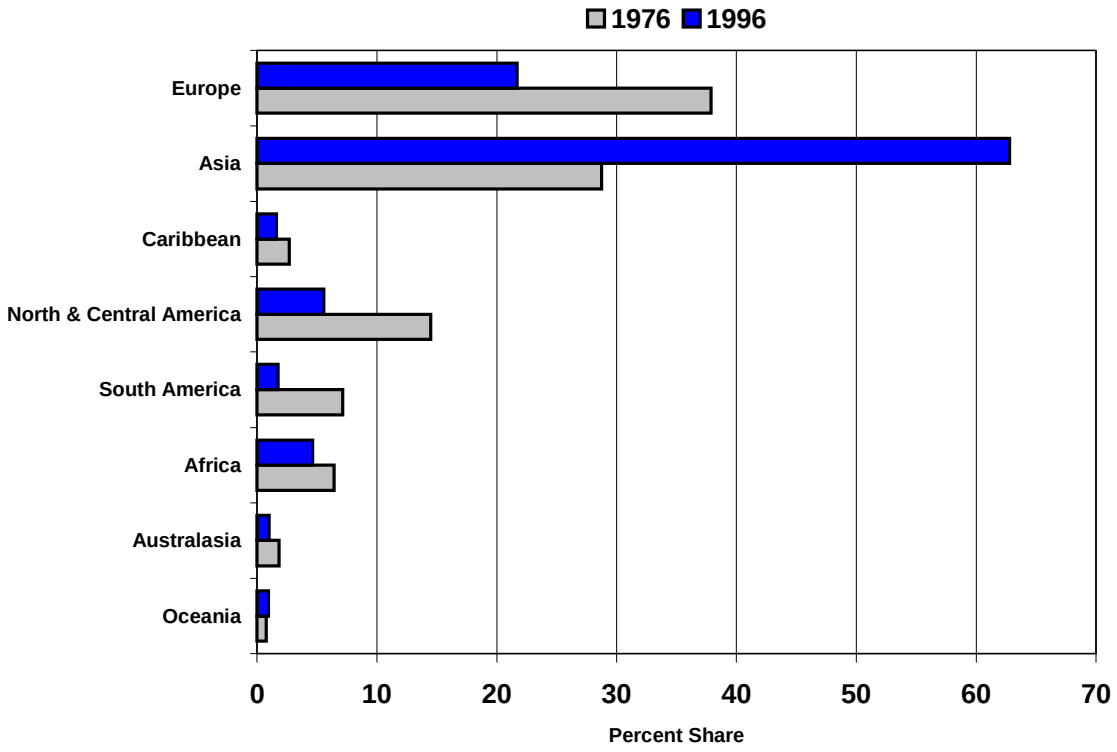
The age structure of the immigrant flow suggests its importance to the growth of the labour force. In Chart II-22 it is evident that immigrants are over-represented in the 25 – 39 age groups. In particular, the share of immigrants who are in their thirties is noticeably larger than the share of the province's population in their thirties (25 versus 18 percent). Moreover, female immigrants account for 59 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-22
Population Pyramids, Alberta, 1996
Immigrants (outline) versus Province (solid)



Immigration also diversifies Alberta's labour force in ethnic and racial terms. Chart II-23 demonstrates that in 1976 and 1996 (both periods of economic expansion), most of Alberta's immigrants came from either Asia or Europe. In 1976, 67 percent came from the two continents; in 1996, 84 percent. However, the relative importance of each source area has changed over time. In 1976, Europe's share of immigrants was 38 percent compared to 29 percent for Asia. Twenty years later, the European share had shrunk by almost one-half (22 percent of Alberta's immigrants) and Asia's share had more than doubled (63 percent). These trends mirror what has occurred nationally in terms of the global source areas for Canada's immigrants.

Chart II-23
Distribution of Alberta's Immigrants by Source Area
1976 versus 1996 (%)



It is also important to understand how many immigrants are destined for the labour market and what occupations they bring to the labour market. An analysis of the data in Table II-2 reveals that:

- Between 1991 and 1996, an average of 17,417 immigrants came to Alberta each year, with about one half (9,184 or 52.7 percent) available to the labour force.

- The largest occupational shares in 1996 were: *Education, Farming & Horticulture, Forestry & Logging, Managerial & Administrative, Religion, and Material Handling*.

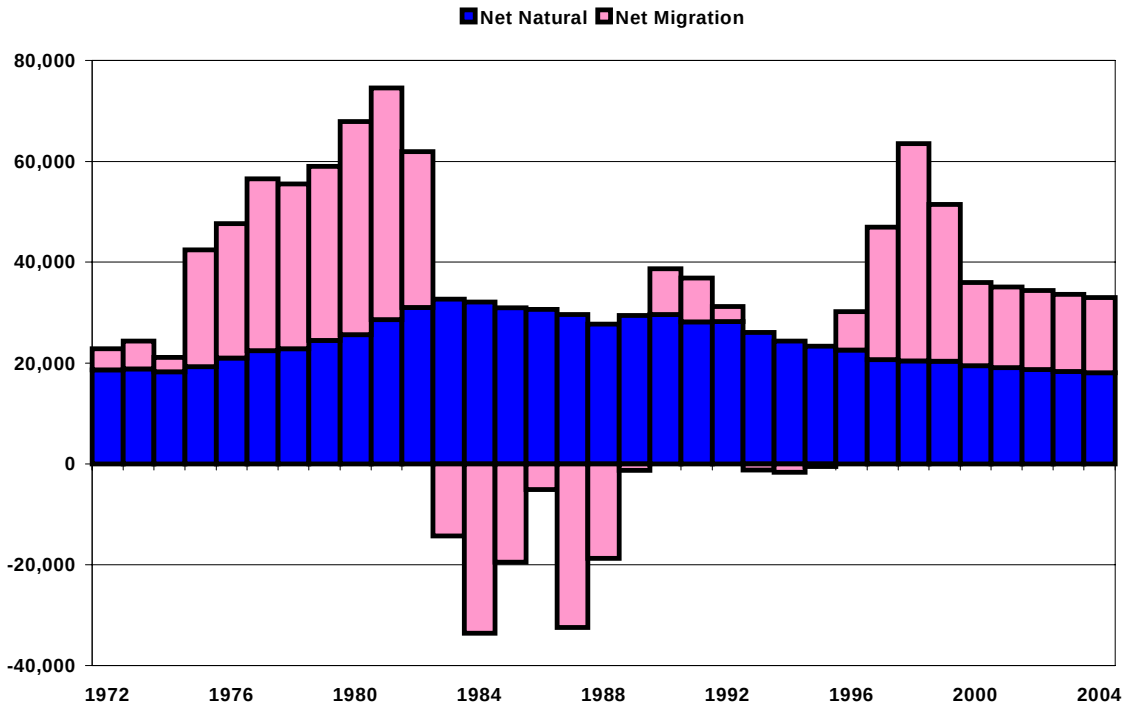
Table II-2: Labour Force Immigrants by Intended Occupation (percent share of total immigrants), Alberta, 1991 -1996

Occupation	1991	1992	1993	1994	1995	1996
Entrepreneurs	0.6	0.5	0.7	0.8	0.9	0.8
Investors	0.2	0.2	0.4	0.5	0.5	0.2
Managerial & Administrative	3.5	2.1	1.7	1.7	2.4	2.9
Natural Science & Engineering	0.8	0.7	1.7	1.9	1.9	1.7
Social Science	0.2	0.3	0.6	0.7	0.6	0.4
Religion	2.3	1.5	1.5	1.6	2.1	2.6
Education	3.4	2.8	2.2	2.5	4.7	7.5
Medicine & Health	0.6	0.4	0.4	0.4	0.7	1.0
Literary & Performing Arts	0.2	0.3	0.4	0.3	0.2	0.2
Sports & Recreation	1.4	1.3	1.2	1.1	0.7	0.9
Clerical	2.3	2.3	1.8	1.6	1.4	1.4
Sales	0.5	0.5	0.4	0.5	0.6	0.7
Services	0.1	0.1	0.1	0.0	0.1	0.1
Farming & Horticultural	4.1	3.1	2.8	2.4	2.9	3.4
Fishing, Hunting & Trapping	1.7	1.3	1.2	1.1	1.1	1.2
Forestry & Logging	4.2	4.0	4.6	5.3	4.5	3.1
Resource Extraction	1.5	1.1	1.1	1.4	0.8	0.7
Resource Processing	0.0	0.0	0.0	0.0	0.0	0.0
Machining	0.0	0.0	0.0	0.0	0.0	0.0
Product Fabrication & Repair	0.1	0.0	0.0	0.0	0.0	0.0
Construction	0.5	0.4	0.4	0.4	0.2	0.2
Transport & Equipment Operating	1.1	0.7	0.7	0.6	0.5	0.6
Material Handling	5.4	4.5	3.6	3.1	2.3	2.5
Other Crafts & Equip. Operating	2.0	1.6	1.1	0.9	0.6	0.9
Unknown	0.6	0.4	0.4	0.3	0.3	0.3
Workers as % of Total Immigrants	*53.8*	*53.9*	*54.8*	*52.3*	*50.0*	*51.4*
Workers	**10,188**	**9,152**	**9,688**	**9,716**	**8,991**	**7,368**
Total Immigrants	**18,944**	**16,985**	**17,689**	**18,567**	**17,986**	**14,328**

Inter-provincial

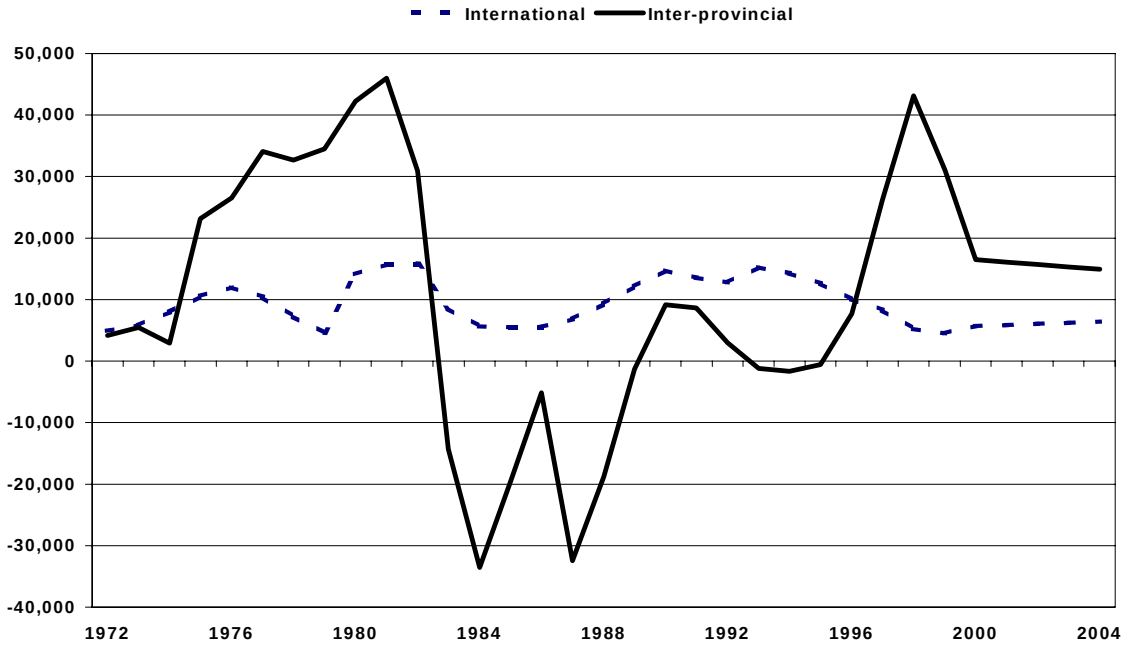
Migration is a dynamic factor in Alberta's population growth over the past twenty-five years or so. The contribution made by international migration to the growth of Alberta's population (and labour force) is relatively modest but consistent. By comparison, inter-provincial migration makes a more substantial contribution 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.[9] These observations are well supported by the data portrayed in Charts II-24 and II-25.[10]

Chart II-24
Sources of Population Change: Net Natural versus Net Migration (N)
Alberta, 1972 – 2004 (projected)



[9] On balance, Alberta gains population from inter-provincial migration. From 1972 – 2000, Alberta attracted 311,220 migrants from other provinces, second only to British Columbia's 469,877 migrants. See Statistics Canada, *Report on the Demographic Situation in Canada 2001*, page 51.
[10] Data source is Statistics Canada, *Annual Demographic Statistics 2001.*

Chart II-25
Sources of Population Change: International versus Inter-provincial Migration (N)
Alberta, 1972 – 2004 (projected)



Like international migrants, inter-provincial migrants are relatively young and, therefore, represent an important source of growth for the labour force. Charts II-26 and II-27 show the distribution by age and sex of inter-provincial migrants moving in and out of two census divisions in northern Alberta.[11] Census division (CD)19 contains, among other communities, the City of Grande Prairie. Census division (CD)18 includes the Municipal District of Greenview and several other communities. In both cases, 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.

[11] Data source is Statistics Canada, *Annual Demographic Statistics 2001.*

Chart II-26
Population Pyramid, 1996 – 2001 (average percent share)
Inter-provincial In-migrants (solid) versus Out-migrants (outline)
Alberta Census Division 19

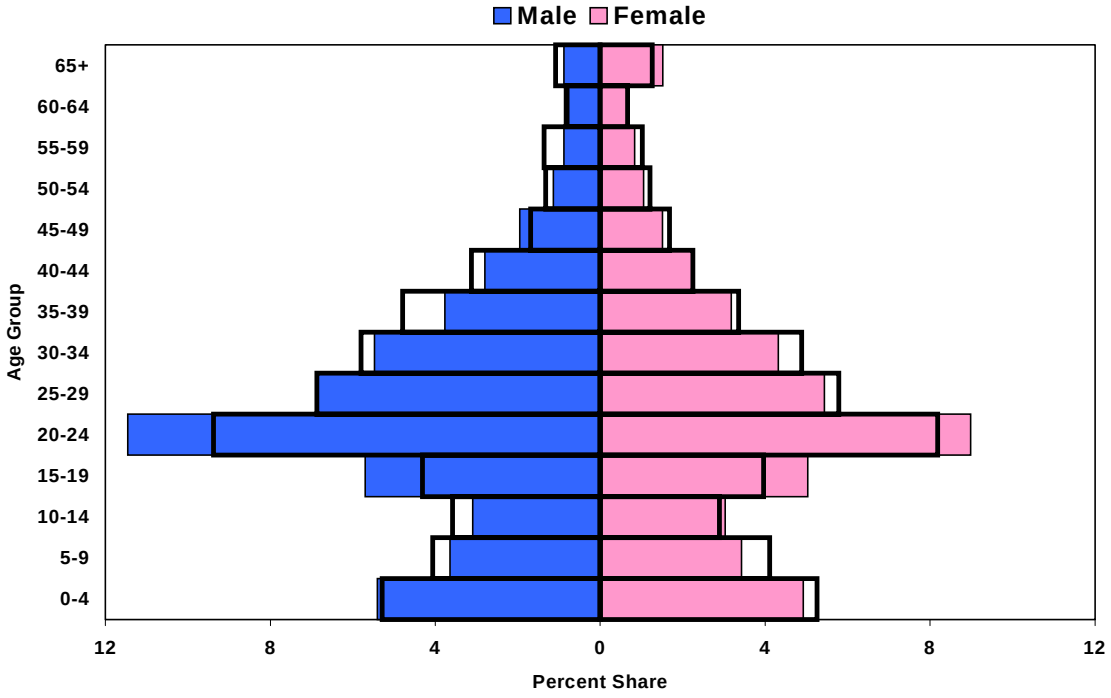
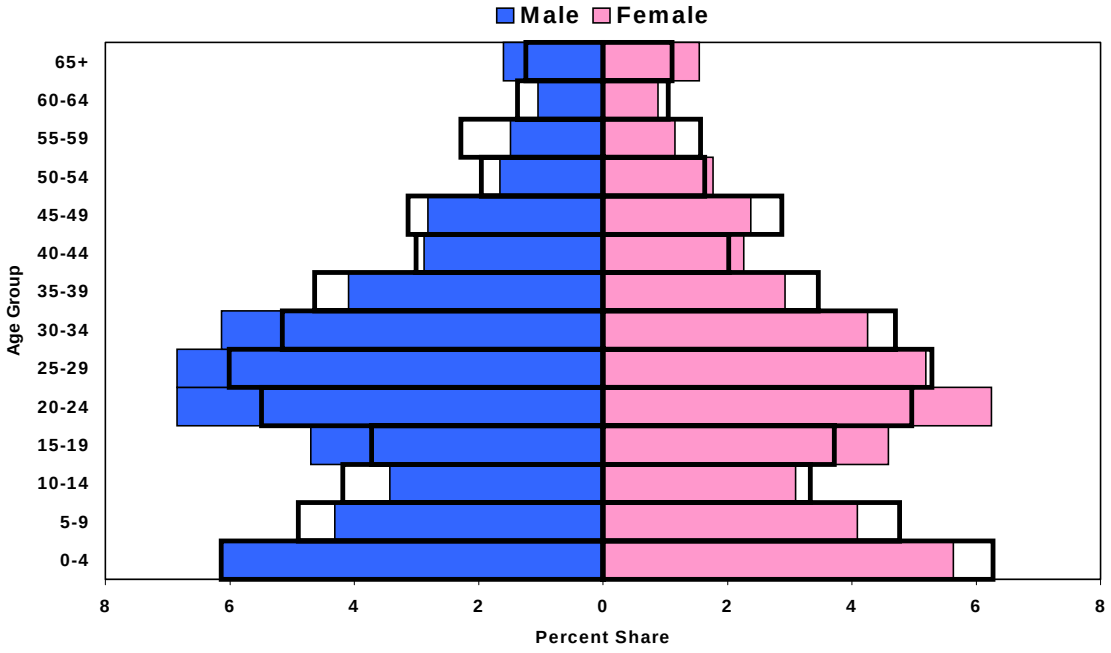


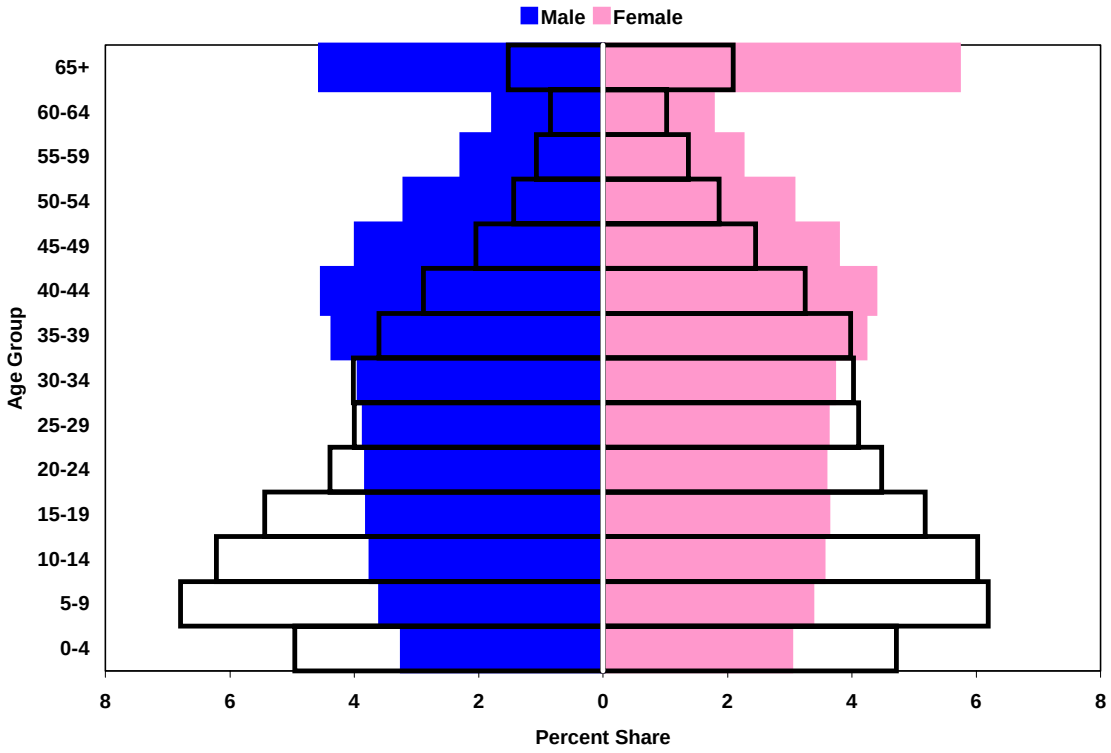
Chart II-27
Population Pyramid, 1996 – 2001 (average percent share)
Inter-provincial In-migrants (solid) versus Out-migrants (outline)
Alberta Census Division 18



Alberta's Registered Aboriginal Population

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 registered Aboriginal population identify this fact clearly. Chart II-28 compares the age and sex structure of the registered Aboriginal population with that of the province as a whole. Six in ten registered Aboriginals (62 percent) are under the age of 30. Four in ten Albertans (43 percent) are under the age of 30. Registered Aboriginals and other aboriginal peoples are potentially a source of young workers in Alberta's aging labour market.

Chart II-28
Population Pyramid, 2001 (%)
Registered Aboriginals (outline) versus Alberta (solid)



Key Points

Reviewing trends during the last 25 years, it is clear that:

- Since 1990, overall labour force participation rates for both men and women have stabilized in Alberta. The rate for the youngest (under 30) age group was fairly stable throughout the period. The rate for the oldest (60 - 69) age group actually declined.

- The province's labour force has become balanced in terms of gender.

- Although their share of Alberta's labour force has declined from its peak in 1981, b*oomers* (i.e., workers 35 – 54) currently account for about one in two workers.

- 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).

- Immigrants have brought greater ethnic and racial diversity to Alberta's labour force.

- Recently arrived immigrants are a relatively small component of the provincial labour force.

- Inter-provincial migrants have a greater impact on labour force growth than international migrants but the flow is correlated with the economic cycle in Alberta.

Looking ahead 20 years, it is projected that:

- The absolute growth of the province's labour force will be modest and the annual rate of growth will decline slowly but consistently.

- If current levels are maintained or augmented, the annual flow of immigrants will increasingly be a strategic element in labour force growth, especially in the second decade of the century.

- Although the entrance of the *echo* generation will signal an increase in the number of workers under 35 (but not the share) between 2001 and 2011, the aging of the *boomers* will mean a larger number of workers over the age of 45. Therefore, labour force aging will accelerate.

- During the second decade of this century, the supply of the oldest (55-plus) workers will exceed that of the youngest workers (under 25). This *generational crossover* will occur later for female workers.

Part III – Demographic Analysis of Greenview'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 Greenview'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 Greenview's municipal workers, it is necessary look at the local demographic context. The question to be answered is simply: *How similar, in demographic terms, is the Municipal District of Greenview and adjacent communities to the province of Alberta?*

A comparison of the age and sex structure of the populations of Alberta and Greenview, respectively, is contained in Chart III-1.[12] Several observations can be made:

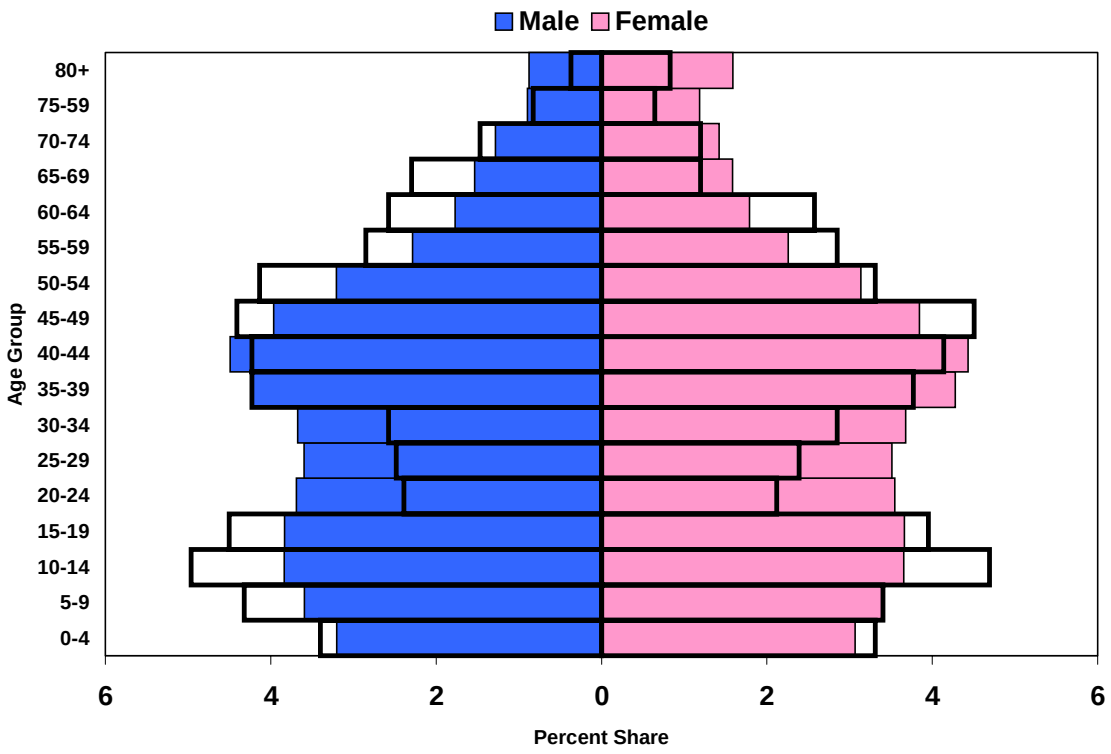
- 55.7 percent of Greenview's population is under the age of 40 compared to 58.5 percent in Alberta;
- Greenview has a lower share of persons in their twenties (9.6 percent) than Alberta (14.3 percent);
- Greenview's share of persons (10.8 percent) in the "retirement feeder group" (55 – 64) is higher than Alberta's (8.1 percent); and
- Greenview's share of population in the 10 -19 age group (18.1 percent) exceeds that of Alberta (15.0 percent).

The comparison suggests that, with the exception of the age groups under 20, Greenview's demographic profile skews somewhat older than the profile of its province. Its lower share

[12] Data on local demographic factors are taken from various Statistics Canada publications, especially the *2001 Census*.

of persons between the ages of 25 and 34 and higher share of persons between the ages of 45 and 74 are particularly evident.

Chart III-1
Population Pyramid, 2001 (%)
Greenview (outline) versus Alberta (solid)

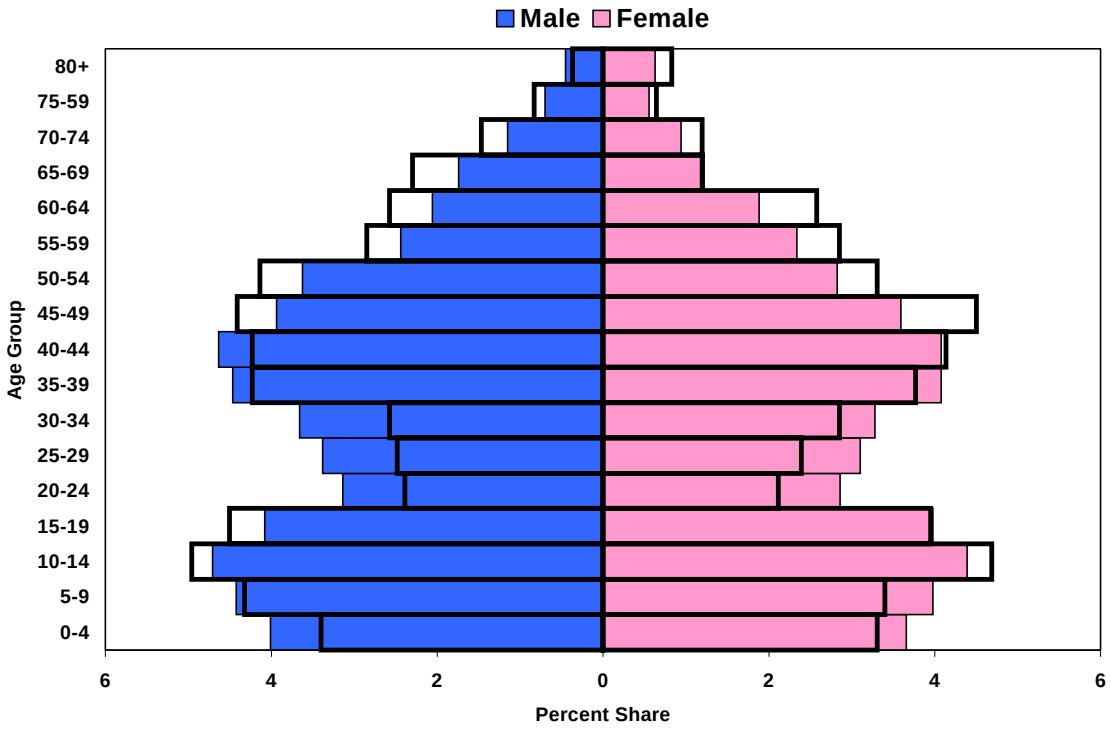


It is also instructive to compare Greenview with its neighbouring communities. This done in Chart III-2 by comparing Greenview with the age and sex structure of the population in census division (CD) 18, one of the administrative areas used by Statistics Canada to conduct the national census (see Table III-1). Analysing the data in this chart shows that:

- 55.7 percent of Greenview's population is under 40 compared to 61.2 percent in CD 18;
- Greenview has a lower share of persons in their twenties (9.6 percent) than CD 18 (12.4 percent);
- Greenview's share (10.8 percent) of persons in the "retirement feeder group" (55-64) is higher than the share in CD 18 (8.7 percent); and
- Greenview's share of population in the 10-19 age group (18.1percent) exceeds that of CD 18 (17.2 percent).

The Greenview versus CD 18 comparison is similar to that between Greenview and Alberta. The only notable difference is that the respective shares of persons under 20 are almost the same (a difference of less than one percent).

Chart III-2
Population Pyramid, 2001 (%)
Greenview (outline) versus Census Division 18 (solid)



Between 1996 and 2001, the population of CD 18 declined by 4.5 percent. It is clear from the data in Table III-1 that none of the communities within the census division escaped the trend towards either negative or minimal population growth.

Table III-1: Population Change by Community, Census Division 18, 1996 to 2001

Community	Population		Change, 1996 to 2001	
	1996	2001	N	%
Fox Creek	2,321	2,337	16	0.7
Grande Cache	4,441	3,828	-613	-13.8
Greenview	5,433	5,439	6	0.1
Valleyview	1,906	1,886	-20	-1.0
Sturgeon Lake	910	871	-39	-4.3
Division No. 18[13]	**15,022**	**14,346**	**-676**	**-4.5**

[13] The totals for the five communities do not add up to the total population in Division No. 18 due to the reporting procedures employed by Statistics Canada. For 1996 the total is different by a value of 11, and for 2001 the difference is a value of 15. The data source is the *2001 Census*.

The data in Table III-2 provide part of the answer for the loss of population. Over the 1986 – 2001 period, all components of population change except intra-provincial migration contributed to an increase in the population. Intra-provincial migrants are persons who leave CD 18 for other parts of Alberta or who come to CD 18 form elsewhere in Alberta. However, the loss of population attributable to this component is almost as great as the gain through the natural flow. Intra-provincial migration is a negative component in all sub-periods and in the 1996 – 2001 sub-period its level is almost twice that of net natural increase. Other observations about the demographic basis of population change in CD 18 include:

- Net natural increase declined 21 percent between 1986 and 2001 but it contributed the most to population growth over the period;
- The contribution of international migration is variable and modest but, on balance, positive;
- The impact of inter-provincial migration also varies but overall it contributes to population growth; and
- All components declined substantially during the 1996 – 2001 sub-period.

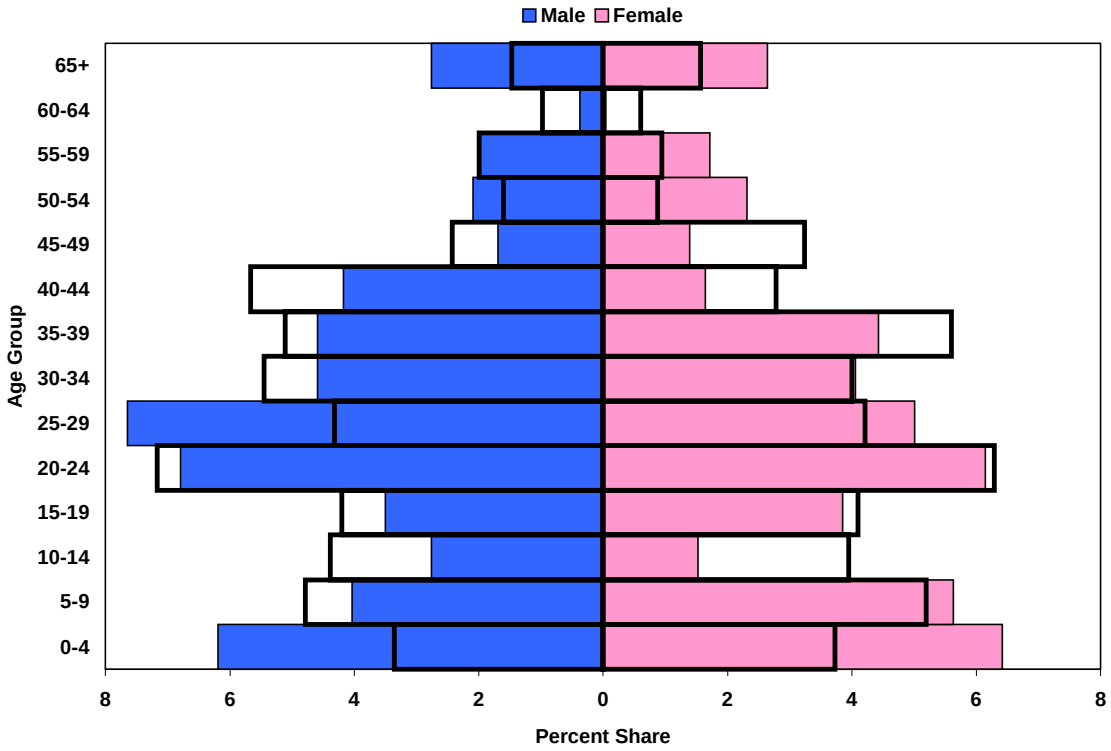
Table III-2: Components of Population Change, Census Division 18, 1986 to 2001

Component	1986-91	1991-96	1996-01	1986-01
Net natural increase	1,104	999	868	2,971
International migration	94	249	-17	326
Inter-provincial migration	-293	529	279	515
Intra-provincial migration	-516	-518	-1,616	-2,650
Total	389	1,259	-486[14]	1,162

In Part II, the age and sex profile of inter-provincial migrants was illustrated (see Chart II-27). 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. However, there are a few nuances. Intra-provincial in-migrants are more likely to be in their twenties and to have children under the age of ten in tow. Out-migrants have somewhat higher shares of people in their thirties and forties and of pre-teen and teenaged children.

[14] The population loss of 486 between 1996 and 2001 in Table III-2 is less than the loss of 676 in Table III-1. The discrepancy is explained by the use of different data sources. The data in Table III-1 is taken from the *2001 Census*. The data in Table III-2 is from the *Annual Demographic Statistics 2001*. Data on the selected demographic components is not yet available from the *2001 Census.* The latter source uses an estimate for the 1996 – 2001 period. The difference between the two values is equivalent to 1.3 percent of CD 18's *2001 Census* population total.

Chart III-3
Population Pyramid, 1996 – 2001 (average percent share)
Intra-provincial In-migrants (solid) versus Out-migrants (outline)
Alberta Census Division 18



A final element of the local demographic context is the age profile of registered Aboriginals living in CD 18. One of the communities within CD 18 is the Sturgeon Lake Cree Nation. Demographic data on this community are available from the provincial Department of Aboriginal Affairs and Northern Development.[15] Using these data, it is possible to depict the age and sex structure of the Sturgeon Lake community (see Chart III-4). Compared to the population of Greenview Municipal District, Sturgeon Lake has a much higher share of persons under the age of 35 (68 versus 48 percent). Conversely, the shares of persons 35 and older are noticeably smaller for Sturgeon Lake. Chart III-5 indicates that the on-reserve population is younger than the off-reserve population. The share of persons under 25 is higher for those living on reserve. The off-reserve population has a higher share of persons 25 and older, particularly those between the ages of 25 and 39.

[15] Aboriginal Affairs and Northern Development, *First Nations of Alberta: Indian Register Population - December 31, 2000* (Edmonton: Research and Analysis Branch, May 2001).

Chart III-4
Population Pyramid, 2001 (%)
Sturgeon Lake (outline) versus Greenview (solid)

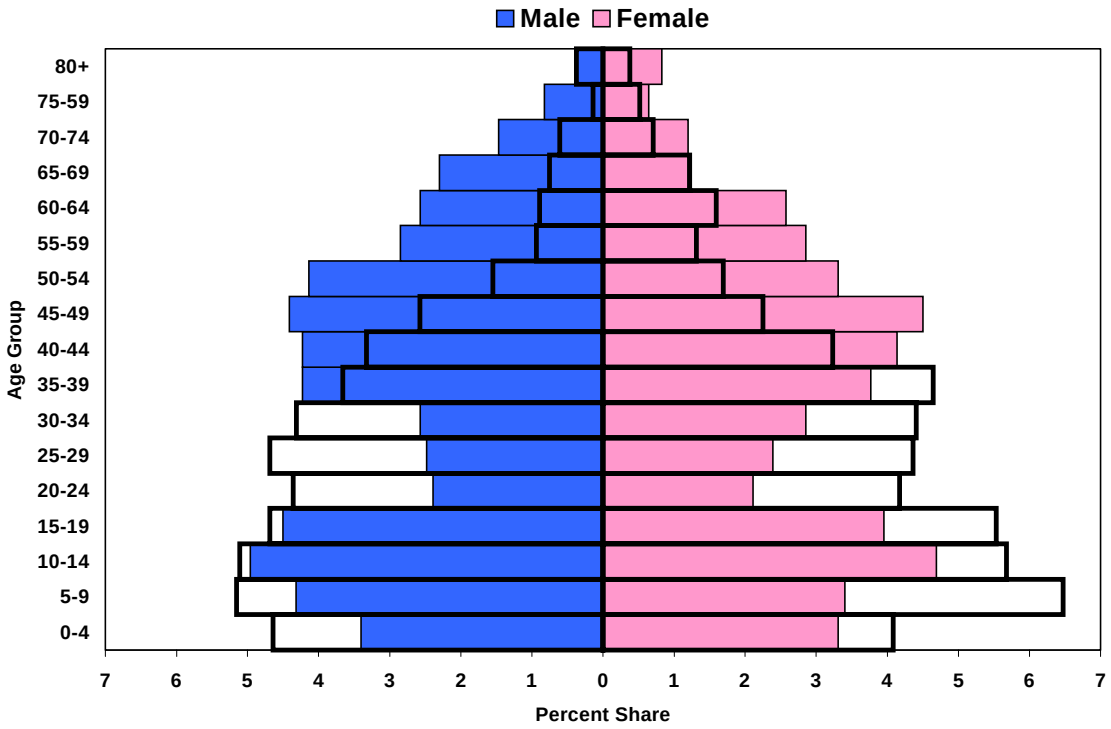
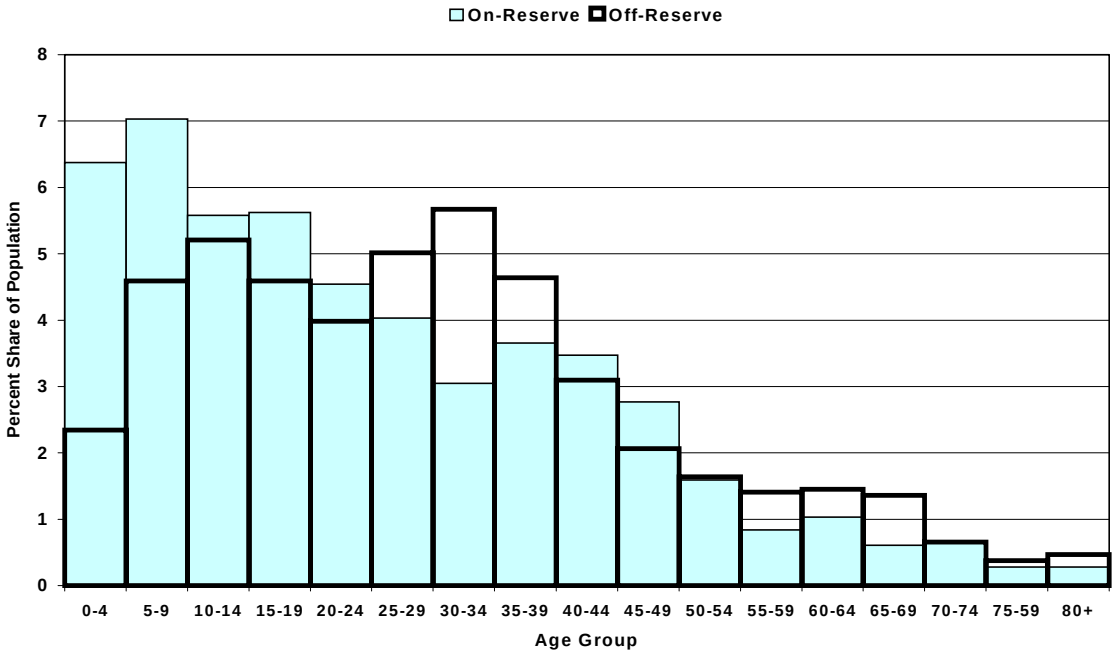


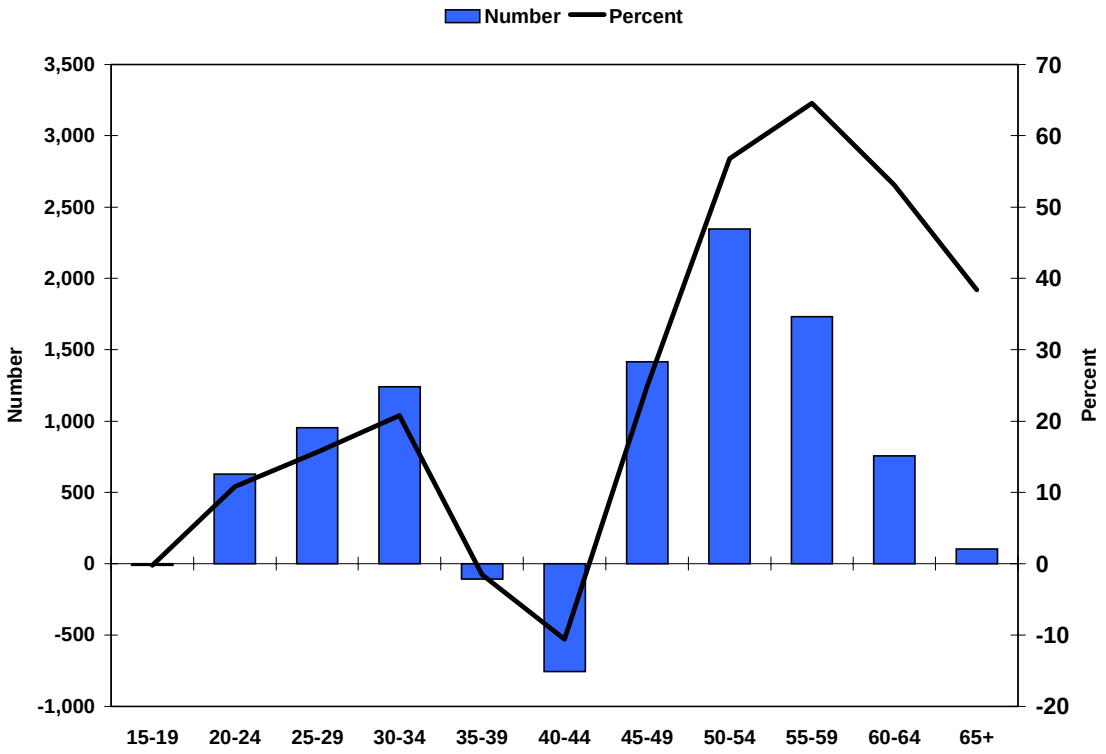
Chart III-5
Sturgeon Lake Cree Nation
On-reserve (solid) versus Off-reserve Population by Age, 2001 (%)



Labour Force Projection

Projecting the labour force of either Greenview or CD 18 is beyond the resources allocated to this report. However, a glimpse of the probable future profile of the area's labour force can be obtained by using the projections developed by Alberta Health and Wellness for the province's health regions[16] and assuming that labour force participation rates by age and sex are the same as they are in Alberta as a whole. Greenview is part of the Mistahia Health Region. Mistahia covers the communities in CD 18 and CD 19 (including the City of Grande Prairie). The health region's boundaries can be viewed as the local labour market for Greenview. Chart III-6 shows both the absolute and relative change in Mistahia's labour force by five-year age group for the 2000 – 2010 period. The projection indicates that the greatest growth will occur in the 20-34 and 45-64 age groups, respectively. This trend corresponds to the labour force projection for Alberta developed by RAL Consulting Limited.

Chart III-6
Change in the Population by Age (N and %), 2000 - 2010
Mistahia Health Region



[16] Alberta Health and Wellness, *Population Projections for Alberta and its Health Regions, 2000-2030: Report* (Edmonton: Health Surveillance, January 2002).

Demographic Profiles of Greenview's Municipal Work Force

Age and Sex

In August of 2002, the Municipal District of Greenview had 37 full-time employees[17], 17 of whom were male (46 percent).

A quick and familiar way to portray the age of a group of workers is to identify its "centre". This can be done by using two "indicators of central tendency", the arithmetic *mean* and the *median*. The *mean* age of a group of workers 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 are below it.

Table III-3 presents data on the mean and median ages of the full-time employees of the Municipal District of Greenview during the 1998 – 2002 period. With reference to the median age, it can be observed that:

- One-half of employees are over the age of 46 in 2002;
- Male employees are substantially older than female employees (52 versus 46 in 2002);
- The median age of all employees increased each year during the 1998 – 2001period, and fell back in 2002 (from 47.5 to 46.0); and
- The drop in the median age in 2002 is attributable to a drop in the median age of female employees (the male median increased in 2002).

Table III-3: Full-time Employees by Age and Sex, 1998 - 2002

	Men		**Women**		**Both**	
Year	*Mean*	*Median*	*Mean*	*Median*	*Mean*	*Median*
1998	44.4	44.5	39.1	38.5	42.0	42.0
1999	45.6	46.0	40.2	40.5	42.8	43.0
2000	47.6	48.5	40.5	42.5	44.0	44.0
2001	49.5	50.5	42.3	44.0	46.1	47.5
2002	48.0	52.0	40.2	43.0	43.8	46.0

The factors of age and sex can also be portrayed in terms of a work force pyramid. This is done in Chart III-7. The chart illustrates that 35 percent of full-time employees in 2002 are in their fifties but only 16 percent are under the age of 35. In addition, 78 percent of full-time employees are *boomers* (i.e., the 35 – 54 age group) compared to 48.5 percent in Alberta's labour force. Comparing the work force pyramid of 2002 with that of 1998 (see Chart III-8), it can also be said that the share of workers in their fifties has increased from 11 percent to 35 percent; the share of workers in their forties has decreased from 47 percent to 35 percent; and the share of workers under 35 has remained about the same (i.e., 16.7 percent in 1998 versus 16.2 percent in 2002).

[17] Includes four employees terminated in 2002.

Chart III-7
Work Force Pyramid, 2002
Full-time Municipal Employees (%)

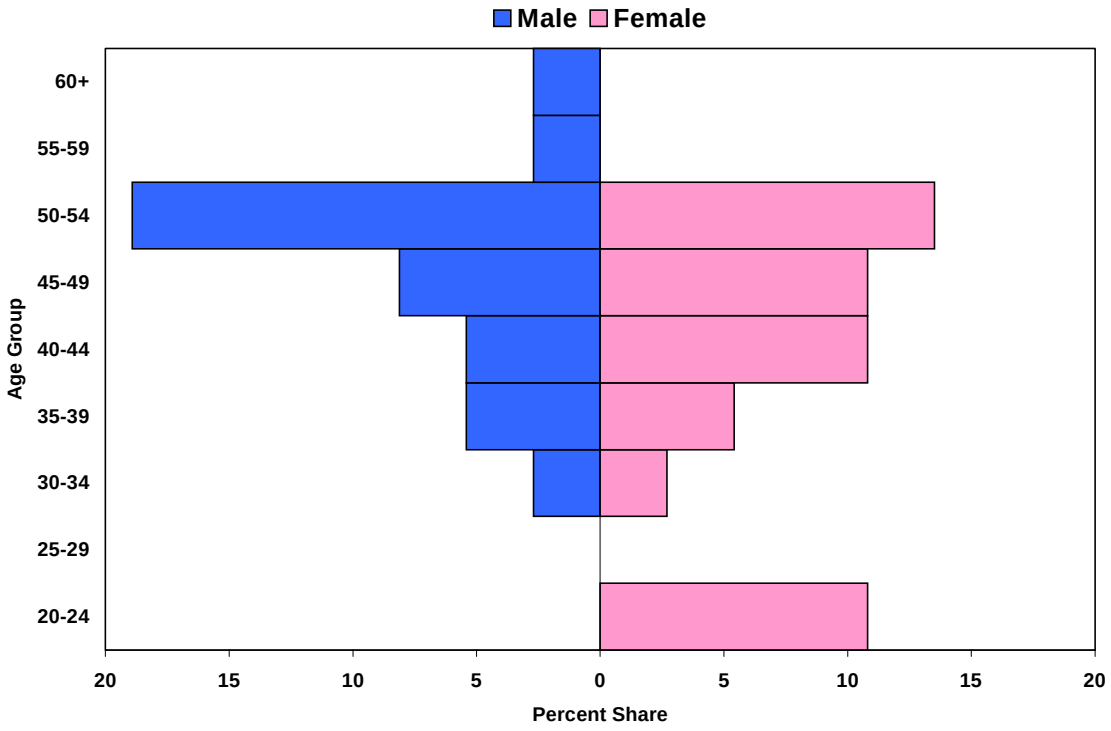
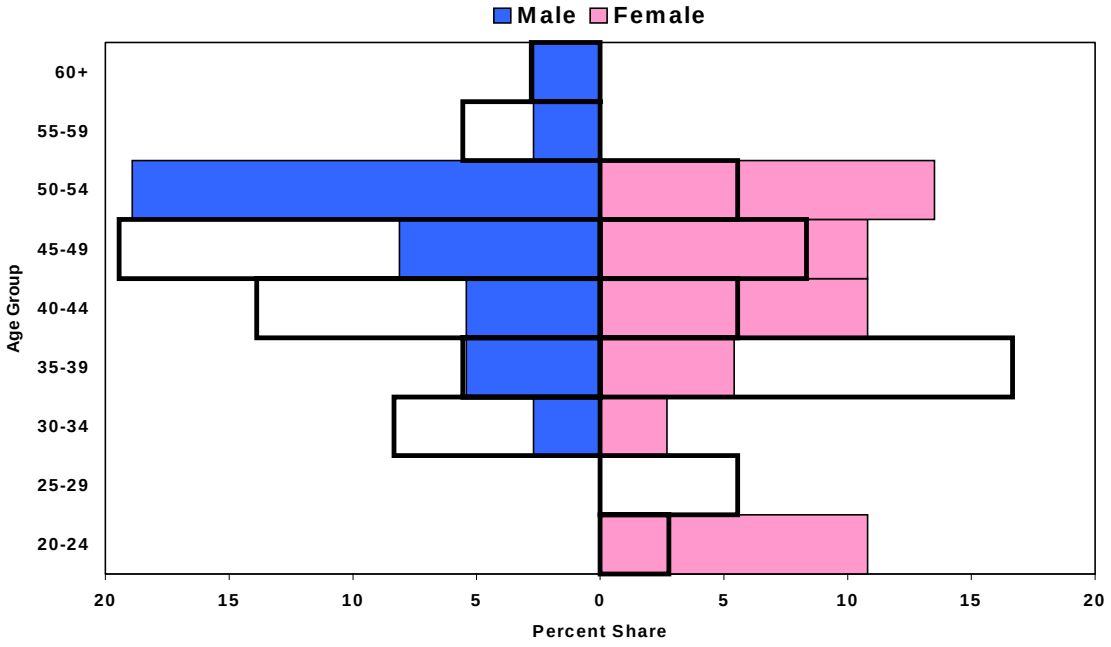


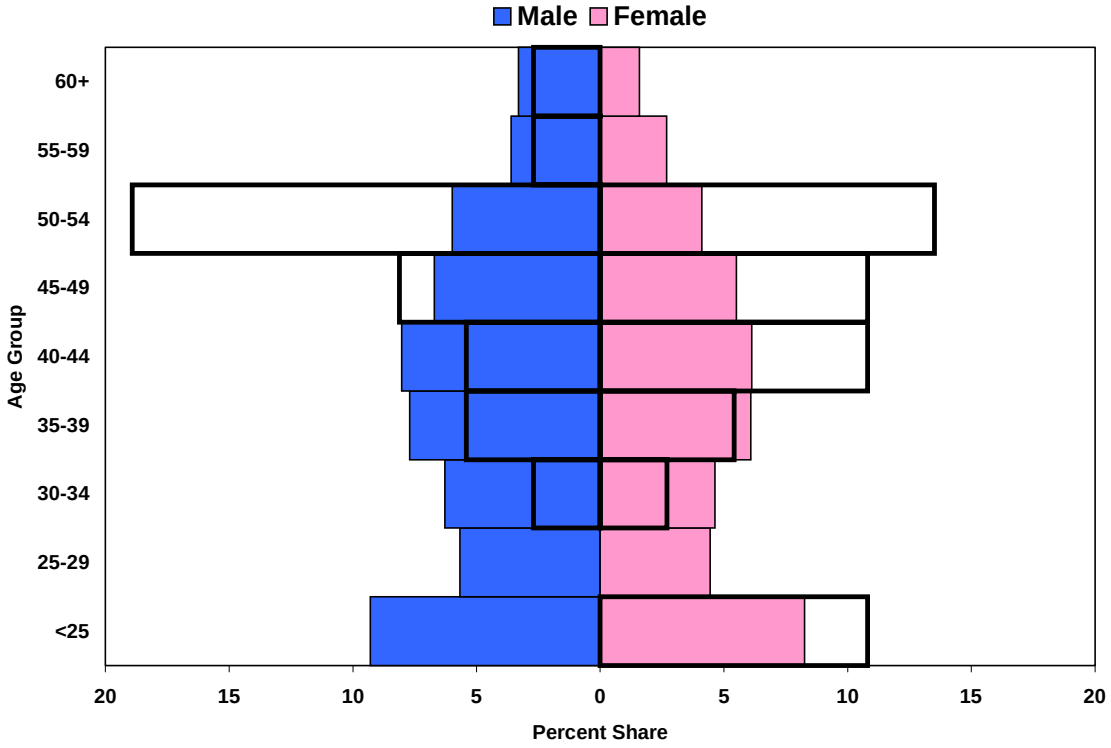
Chart III-8
Work Force Pyramid, 1998 (outline) versus 2002 (solid)
Full-time Municipal Employees (%)



The age and sex structure of the Greenview work force can be compared to that of the local labour market. Assuming that labour force participation rates by age and sex are the same locally as they are in Alberta, it is possible to construct a labour market pyramid for CD 18. In Chart III-9, the age and sex structure of Greenview's workers is overlaid on that of the adult population of CD 18 (i.e., the population from 15 to 74). Two major observations are evident. First, there is an over-representation of municipal workers in the 45 – 54 age range. Greenview's share of workers 45 – 54 (51 percent) is almost twice that in the CD 18 labour market (26 percent). Second, there is an under-representation of municipal workers under the age of 35. The share of labour force participants younger than 35 in CD 18 (39 percent) is much higher than the municipal share (16 percent).

The internal comparison over time of Greenview's full-time employees and the comparison with the age and sex structure of the local labour market both demonstrate that Greenview's municipal work force is an aging work force.

Chart III-9
Workers by Age and Sex, 2002[18]
Greenview M.D. (outline) versus CD 18 (solid)



[18] Population data are for 2001.

Occupation

Municipal workers in Greenview hold a variety of specific occupations (e.g., grader operator or receptionist) that reflect the business of the municipality. Given the small size of the municipal work force, it is more useful for purposes of this analysis to group the employee's occupations in terms of broader *occupational categories*. Greenview's Manager of Human Resources completed this task. Four categories are employed:

- *Senior Management*: positions of Chief Administrative Officer, Manager of Finance, Manager of Human Resources, and Superintendent of Public Works.

- *Front Line Supervision*: eight positions where incumbents exercise supervisory responsibility over front line operational or administrative staff (e.g., Development Officer or Protective Services Coordinator).

- *Operational*: nine positions where employees are directly involved in service delivery (e.g., Utilities Operator or Grader Operator).

- *Administrative*: twelve positions where employees provide support for Council or operations (e.g., Executive Secretary or File Clerk).[19]

Table III-4 draws a connection between the age of full-time employees and their occupational category. The data cover two periods of time, 1998 and 2002. A number of observations can be made:

- Between 1998 and 2002, the share of all employees who are either 40 years and older (40+) or who are 50 years and older (50+) has increased. The 50+ share has increased by a whopping 172 percent; the 40+ share, 19 percent.

- Both in 1998 and 2002, the Operational category has the largest share of 50+ employees. The share has increased from about one in four employees in 1998 to three in four in 2002.

- In 1998 only the Administrative category exhibited a share of 40+ employees (38.5 percent) that was below the corporate (i.e., all employee) average (61.1 percent). In 2002, the Administrative category remains below the corporate average but its share has increased by 46 percent (Front Line Supervision is also below the average). All employees in the Operational and Senior Management categories are 40+.

- With the exception of the 40+ share of the Front Line Supervision category, between 1998 and 2002, the 40+ and 50+ shares, respectively, of all the occupational categories increased markedly.

The analysis of these data on age and occupation lend further support to the contention that Greenview's municipal work force is aging, especially in the operational area.

[19] The four employees who were terminated in 2002 held positions in this category.

Table III- 4: Full-time Employees Aged 40+ and 50+ by Occupational Category, 1998 and 2002

Occupational Category	1998		2002	
	40+	50+	40+	50+
Administrative	38.5	7.7	56.3	25.0
Front Line Supervision	83.0	0.0	62.5	25.0
Operational	72.7	27.3	100.0	77.8
Senior Management	66.7	16.7	100.0	25.0
Corporate Average Share	**61.1**	**13.9**	**73.0**	**37.8**

The distribution of full-time employees by occupational category and sex is depicted in Chart III-10. Female representation ranges from a high of 100 percent in the Administrative category to a low of 11 percent in the Operational category. Sexual equality exists at the Senior Management level but in the "feeder group", Front Line Supervision, only one in eight managers is female.

Chart III-10
Full-time Employees by Occupational and Sex, 2002
Occupational Share (bar) versus Corporate Share (line)

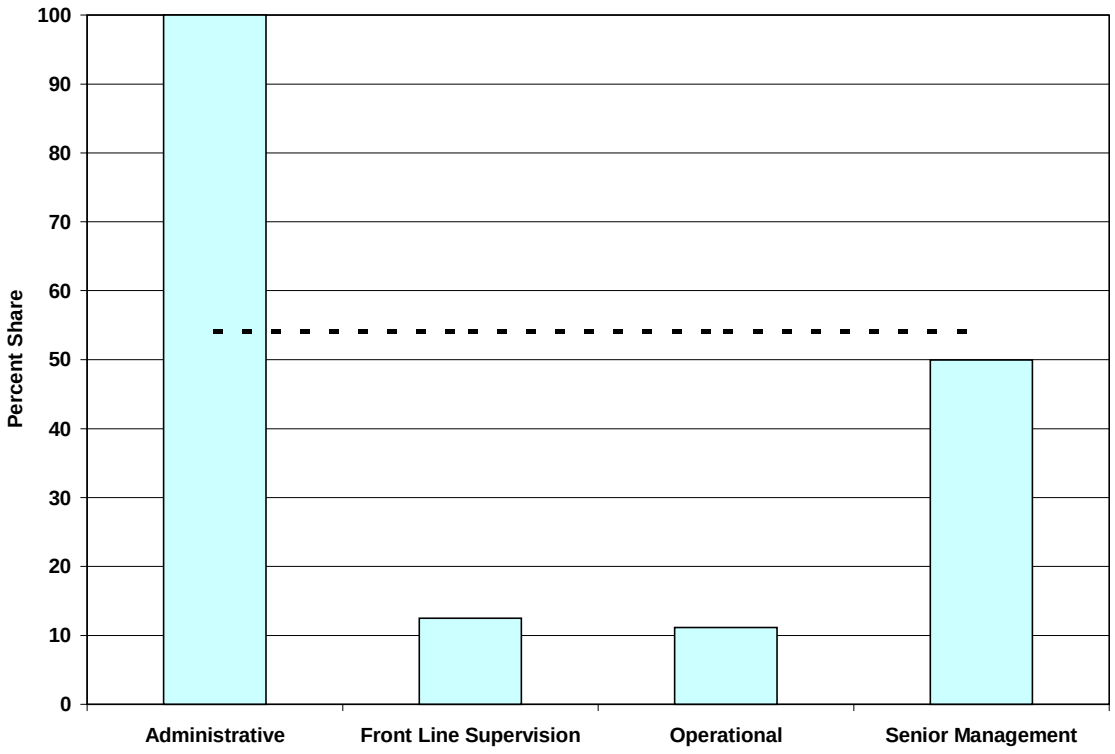


Table III-5 brings together the variables of age (i.e., mean and median ages), sex, and occupation. Using the median age as the reference point, it can be stated that:

- Male Operational employees are the oldest group.
- Male Front Line Supervisors are older than the male members of Senior Management.
- The female members of Senior Management are older than the males.

Table III-5: Full-time Employees by Age, Sex, and Occupational Category, 1998 – 2002

Occupational Category	Men		Women		Both	
	Mean	Median	Mean	Mean	Mean	Median
1998						
Senior Management	39.8	39.0	45.5	45.5	41.7	41.5
Front Line Supervision	42.2	42.5	NA	NA	42.2	42.5
Administrative	NA	NA	38.4	38.0	38.4	38.0
Operational	47.5	48.5	36.0	36.0	46.5	48.0
All categories	**44.4**	**44.5**	**39.1**	**38.5**	**42.0**	**42.0**
1999						
Senior Management	39.0	37.0	46.5	46.5	42.0	42.0
Front Line Supervision	43.0	43.0	NA	NA	43.0	43.0
Administrative	NA	NA	39.6	40.0	39.6	40.0
Operational	48.5	49.0	37.0	37.0	47.6	49.0
All categories	**45.6**	**46.0**	**40.2**	**40.5**	**42.8**	**43.0**
2000						
Senior Management	40.0	38.0	47.5	47.5	43.0	43.0
Front Line Supervision	44.6	46.0	NA	NA	44.6	46.0
Administrative	NA	NA	39.7	42.0	39.7	42.0
Operational	51.3	50.5	38.0	38.0	50.1	50.0
All categories	**47.6**	**48.5**	**40.5**	**42.5**	**44.0**	**44.0**
2001						
Senior Management	41.0	39.0	48.5	48.5	44.0	44.0
Front Line Supervision	46.3	47.5	40.0	40.0	45.4	47.0
Administrative	NA	NA	41.8	44.5	41.8	44.5
Operational	54.4	52.0	39.0	39.0	52.9	51.5
All categories	**49.5**	**50.5**	**42.3**	**44.0**	**46.1**	**47.5**
2002						
Senior Management	40.0	40.0	49.5	49.5	44.8	42.5
Front Line Supervision	43.4	46.0	41.0	41.0	43.1	43.5
Administrative	NA	NA	38.9	43.0	38.9	43.0
Operational	54.0	52.5	40.0	40.0	52.4	52.0
All categories	**48.0**	**52.0**	**40.2**	**43.0**	**43.8**	**46.0**

Employment Status

Not all of Greenview's workers are full-time. In 2002, Greenview employed 49 employees on either a part-time or seasonal basis to occupy positions such as Landfill Operator or Weed Inspector.

In an aging work force situation, it is crucial to understand the demographic characteristics of part-time and seasonal workers. These workers have experience with the municipality and may be a potential recruitment pool for openings among the full-time ranks.

In Table III-6 selected demographic characteristics of Greenview's different types of employees are presented (the data on hires and exits will be discussed later in Part III). Using the median age as the standard, several things are clear and important. The first is that overall part-time employees (86 percent of whom are permanent part-time) are the oldest group, although not that much older than full-time employees. Seasonal employees are dramatically younger than both of the other groups. Secondly, male employees in all three employment groups are older than their female counterparts. The gap is particularly large for full-time employees and seasonal employees.

Table III-6: Employees by Age, Sex, and Employment Status, 2002

	Men		**Women**		**Both**	
Year	**Mean**	**Median**	**Mean**	**Median**	**Mean**	**Median**
Full-time	48.0	52.0	40.2	43.0	43.8	46.0
Part-time	50.0	50.0	41.4	47.0	41.8	48.0
Seasonal	35.2	29.0	28.2	22.0	34.0	27.5
Hires	39.4	39.0	35.1	35.0	36.9	38.0
Exits	43.2	43.0	36.3	37.0	39.2	39.0

The work force pyramids for part-time and seasonal employees, respectively, illustrate some additional characteristics of these groups of workers (see Chart III-11 and Chart III-12). Looking at Chart III-11, it is evident that part-time workers are mostly female (95 percent) and over the age of 45 (57 percent). In Chart III-12, it is evident that seasonal workers are mostly male (82 percent) and under the age of 45 (71 percent). Both groups do not mirror the age and sex structure of the labour market in CD 18. Part-time workers are over-represented in the 45 – 54 age range (43 versus 22 percent), especially on the female side. Seasonal workers are over-represented in the under 25 group (46 versus 18 percent), especially on the male side.

Chart III-11
Workers by Age and Sex, 2002[20] (%)
Part-time Municipal Workers (outline) versus CD 18 (solid)

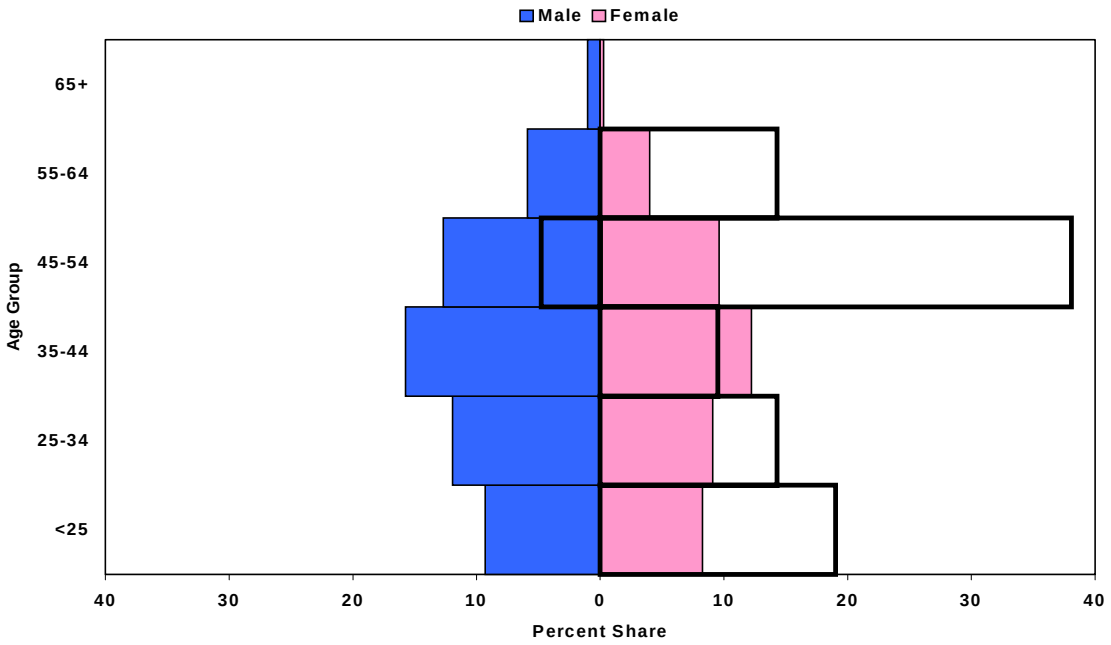
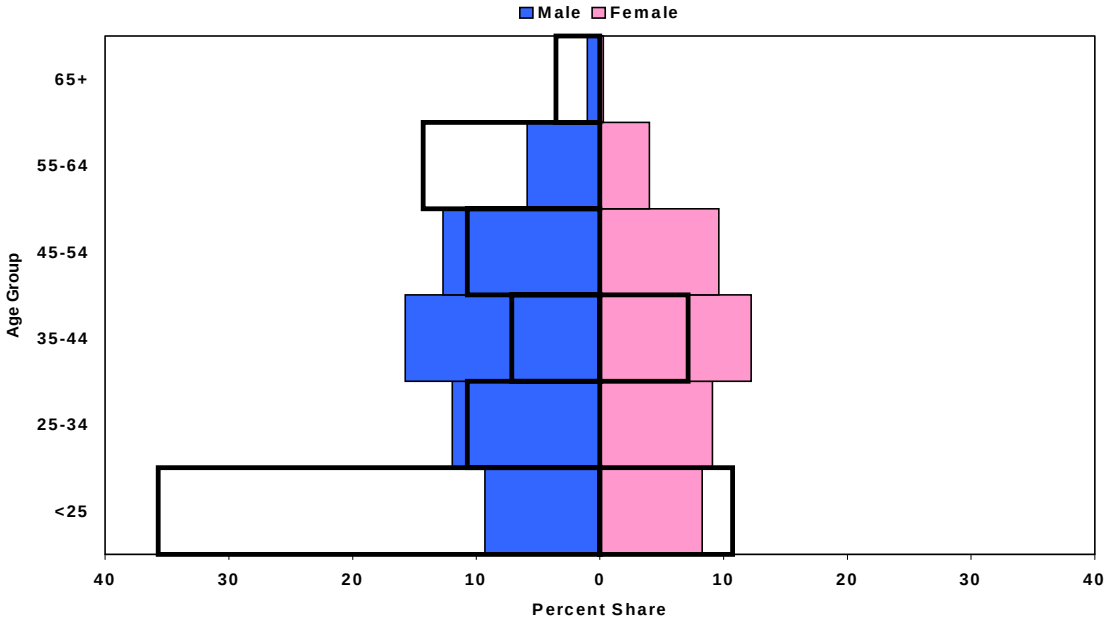


Chart III-12
Workers by Age and Sex, 2002[21] (%)
Seasonal Municipal Workers (outline) versus CD 18 (solid)



[20] The population data for CD 18 are for 2001.
[21] The population data for CD 18 are for 2001.

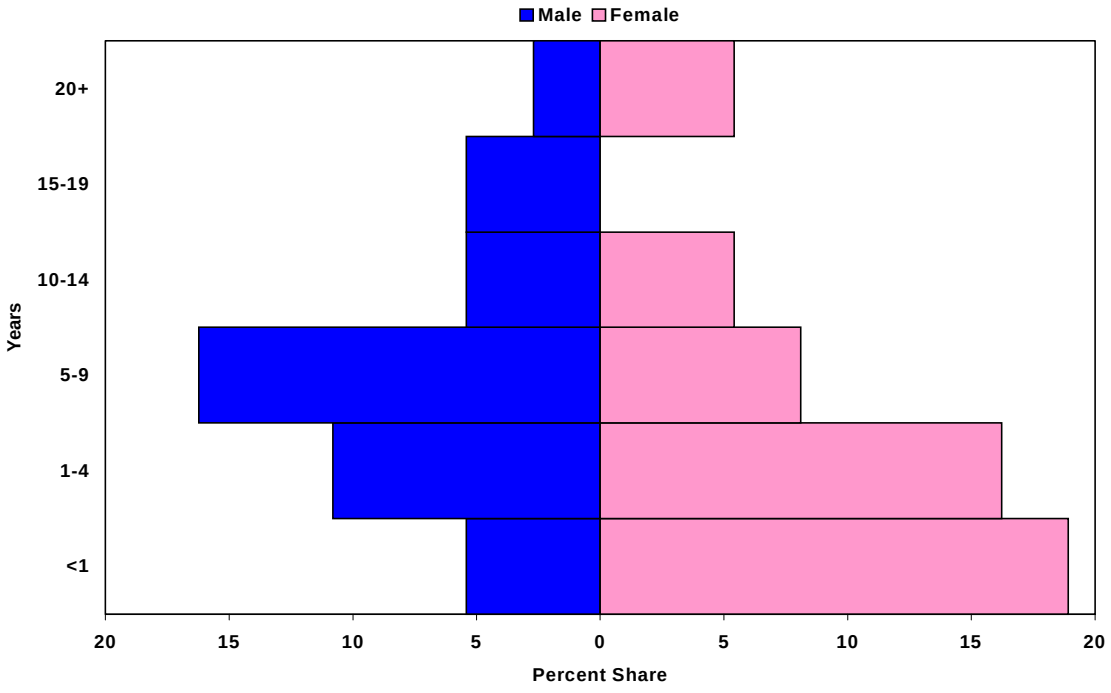
Service

The data set for Greenview's municipal workers includes the date on which an employee was hired. These data were used to calculate summary statistics on the length of service of full-time employees with the Municipal District (not necessarily career service). The results are presented in Table III-7 and Chart III-13. The median service level has fluctuated within a narrow range of 4.0 – 5.5 years since 1998. The variation, however, reflects the situation with female employees since the male median value has doubled over the period and, in 2002, the male median value (8.0 years) is twice that of all full-time employees (4.0 years). Also, in most instances, the mean value is higher than the corresponding median value, a sign that the data distribution is skewed. The degree of skewing is illustrated in Chart III-13. Most employees (80 percent) have fewer than 10 years of service. The share for males (67 percent) is less than that for females (80 percent). Therefore, one-third of males have 10 or more years of service compared to one-fifth of females.

Table III-7: Full-time Employees by Years of Service and Sex, 1998 – 2002

	Men		**Women**		**Both**	
Year	*Mean*	*Median*	*Mean*	*Median*	*Mean*	*Median*
1998	6.7	4.0	6.1	2.5	6.4	4.0
1999	7.5	5.0	5.5	2.0	6.5	5.0
2000	7.9	6.0	5.3	1.5	6.6	4.5
2001	8.6	7.0	6.7	2.5	7.7	5.5
2002	7.7	8.0	5.8	2.5	6.7	4.0

Chart III-13
Full-time Employees, Length of Service by Sex, 2002 (%)

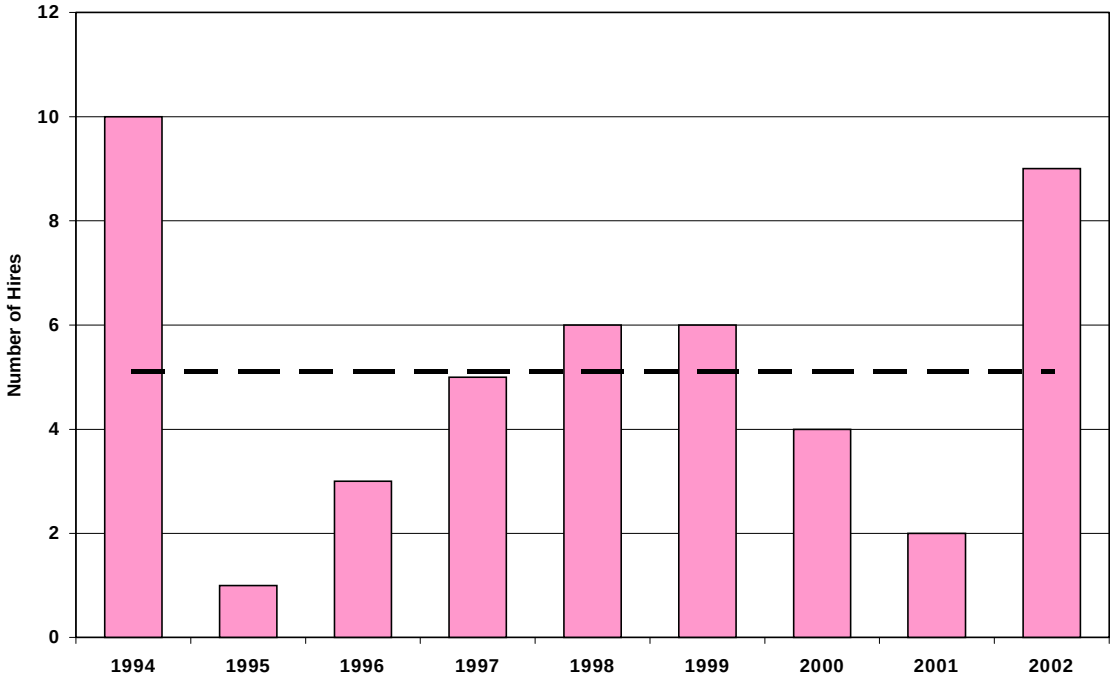


Understandably, the length of service of part-time and seasonal employees working in 2002 is considerably lower than that of full-time employees. The mean value for part-time employees is 26 months, and the median, 12 months. About one-quarter of part-time employees either have less than five months of service or five to fourteen months. Approximately, one-half have 15 months or more with one-third having 60 months or more. The tenure of seasonal employees is fleeting. It ranges from two weeks to twelve "seasons" (an average of 1,200 hours of work annually).

Hiring

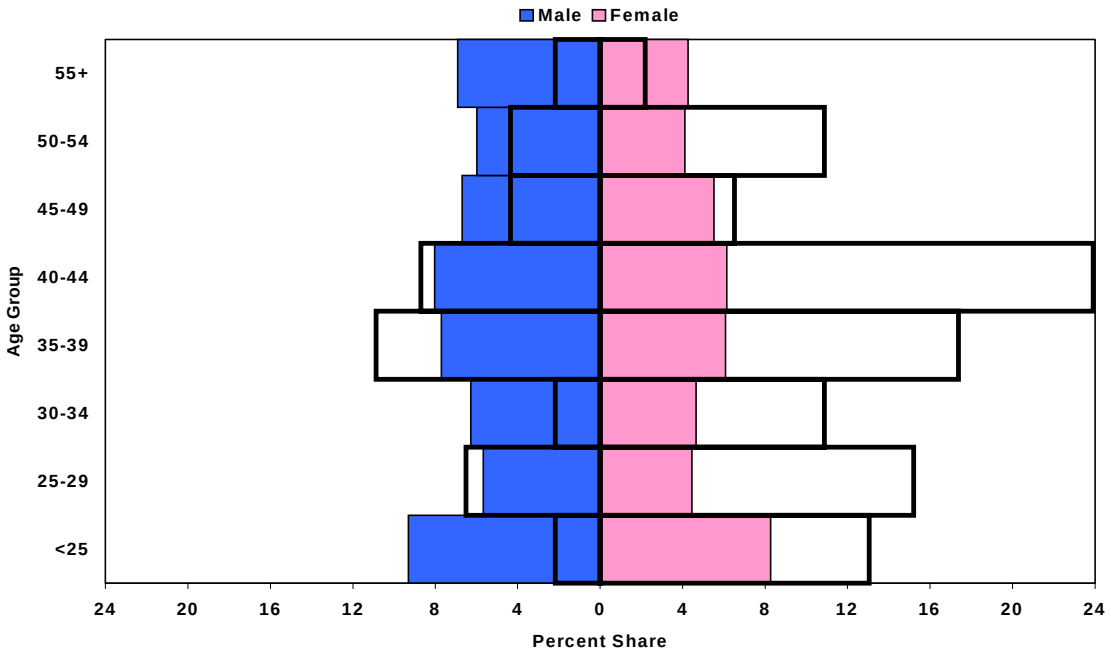
Between 1994 and 2002 (up to August), the Municipal District of Greenview hired 46 full-time employees, 41 percent of whom were male. Although the hiring activity has varied greatly by year, on average five hires have made annually (see Chart III-14). From 1998 – 2002, the hiring rate is 15 percent (5.4 hires annually on an average full-time complement of 36).

Chart III-14
Annual Hiring of Full-time Employees (N), 1994 – 2002
(mean = 5.1; median = 5.0)



The age and sex profile of the persons hired is set out in Table III-6 (see page 42) and Chart III-15. The median age of all hires is 38. It is higher for men (39) than women (35). Consistent with the median values, Chart III-15 shows that many hires (41 percent) are in the 35 – 44 age range, especially among females. Furthermore, compared to the labour market profile of CD 18, female hires are over-represented in all age groups under 55. For example, only 28 percent of labour market participants in CD 18 are 35 – 44 but 41 percent of the hires are in this range.

Chart III-15
Workers by Age and Sex, 1994 – 2002 (%)
Full-time Hires (outline) versus CD 18 (solid)



From an occupational perspective, 56 percent of the hires are in the Administrative category (see Chart III-16). Operational is the next largest category (22 percent of hires) followed by Front Line Supervision (17 percent). Only four percent of the hires are in the Senior Management category. Data on the distribution of hires by job position and by department are contained in Table III-8.

Chart III-16
Hires by Occupational Category, 1994 – 2002 (%)

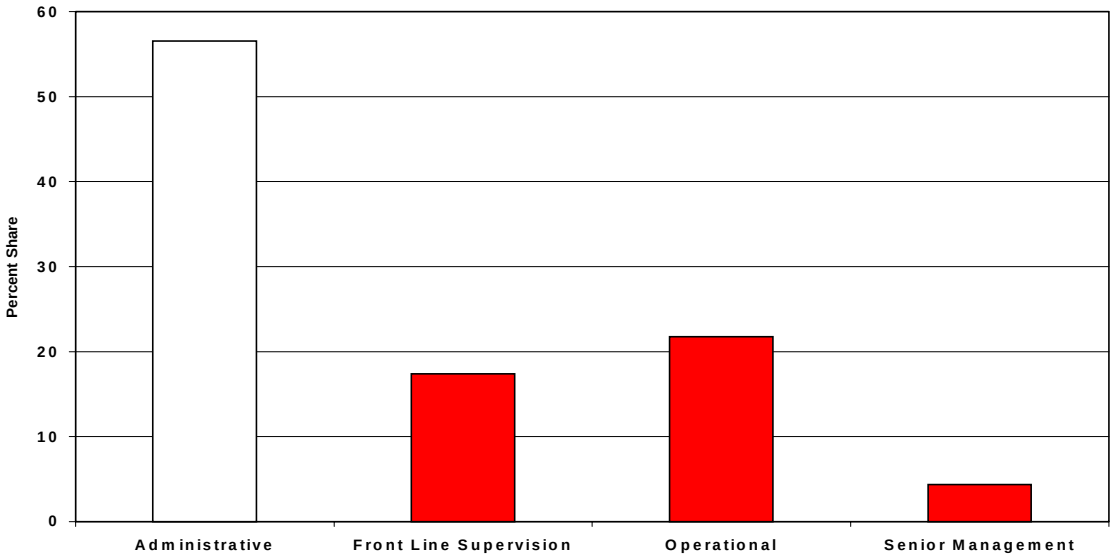


Table III-8: Hires by Job Position and Department, 1994 - 2002

Position	Number	Percent	Department	Number	Percent
Grader Operator	6	13.0	Administrative	17	37.0
Receptionist	6	13.0	Transportation	12	26.1
Transportation Clerk	6	13.0	Transportation Administration	6	13.0
Development Clerk	5	10.9	Public Works	4	8.7
Assessment Clerk	4	8.7	Development	3	6.5
Records Mgmt/FOIP	2	4.3	Management	2	4.3
Supt. Of Public Works	2	4.3	Agricultural Services	1	2.2
VV Utilities Operator	2	4.3	Protective Services	1	2.2
Infrastructure Coordinator	2	4.3	**Total**	**46**	**100**
ASB Secretary	1	2.2			
Assessor	1	2.2			
Environmental Services Coordinator	1	2.2			
FCSS Program Coordinator	1	2.2			
File Clerk	1	2.2			
GD Area Foreman	1	2.2			
Gravel Truck Driver	1	2.2			
Protective Services Coordinator	1	2.2			
Shop Foreman/Mechanic	1	2.2			
Utilities Operator	1	2.2			
VV Area Foreman	1	2.2			
Total	**46**	**100**			

Exits

Between 1994 and 2002 (up to August), 31 full-time employees left the employment of the Municipal District of Greenview, 42 percent of whom were male. Although this activity varied greatly by year, on average four employees exited annually (see Chart III-17). From 1998 – 2002, the exit rate is 13 percent (4.8 exits annually on an average full-time complement of 36).

Table III-9 shows that there are different reasons for exiting but, during the 1994 – 2002 period, the overwhelming reason was resignation (74 percent of exits), and one-fifth of the resignations (22 percent) were by female employees who spouse was re-locating. From

1998 – 2002, 79 percent of exits are resignations, mostly by females (81 percent). The resignation rate for the 1998 – 2002 period is 10.6 percent (3.8 resignations annually on an average full-time complement of 36). The next most important reason was retirement, however, it represented only about one in ten cases.

Chart III-17
Annual Exits by Full-time Employees (N), 1994 – 2002
(mean = 3.9; median = 4.0)

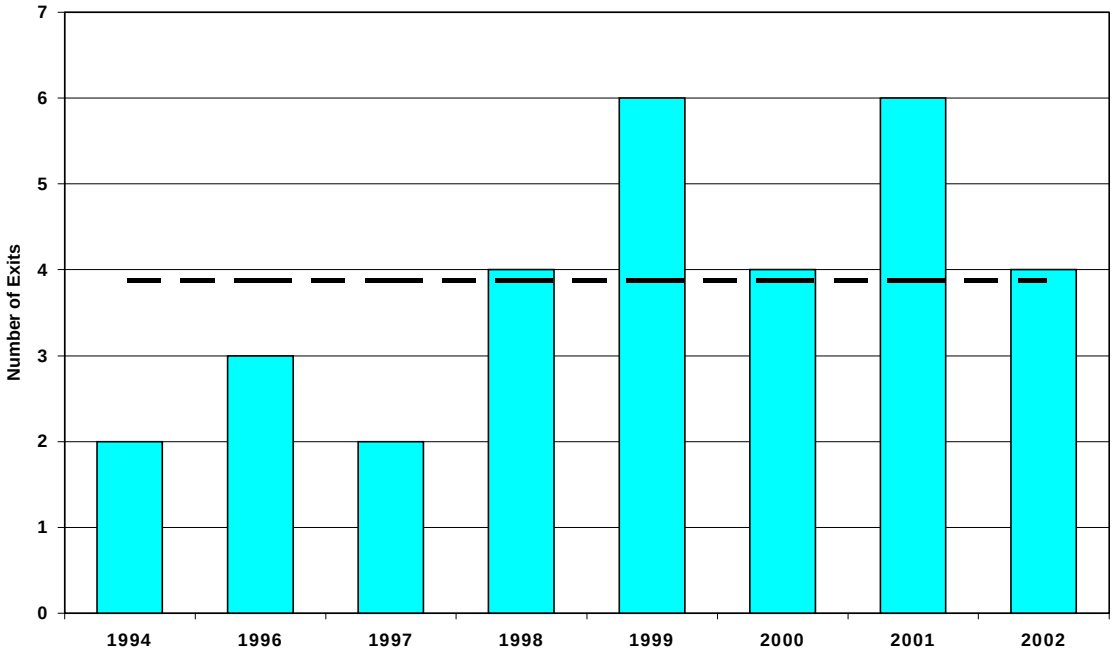


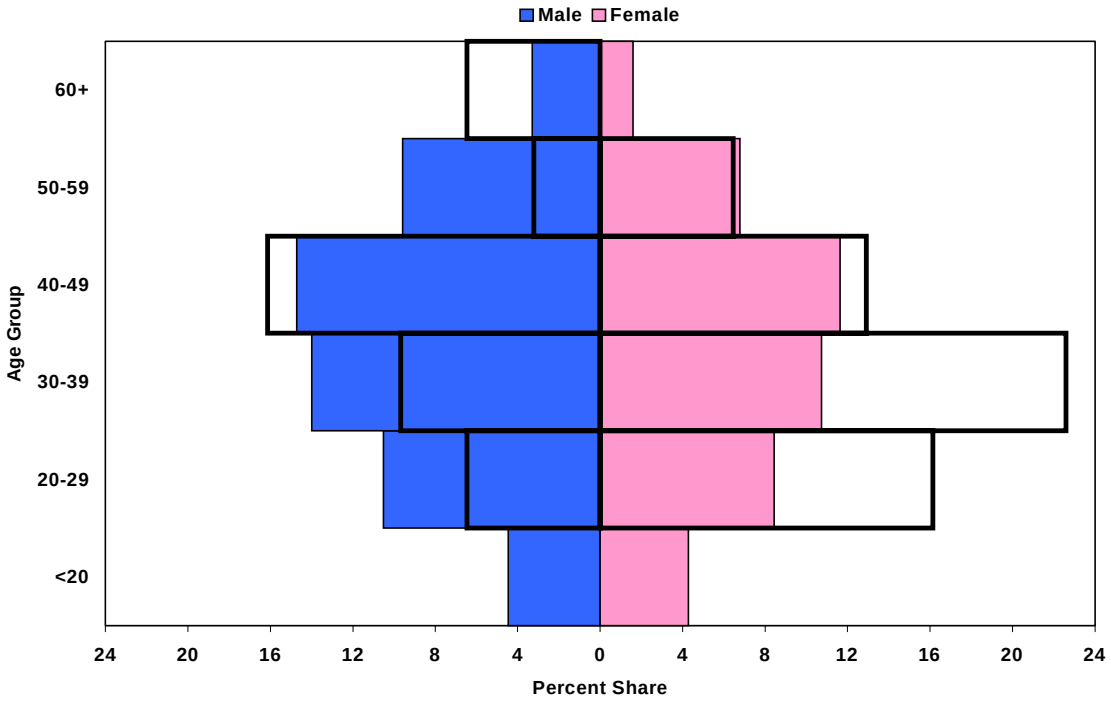
Table III-9: Exits by Reason, Full-time Employees, 1994 - 2002

Reason	Frequency	Percent	Mean	Median
Death in Service	1	3.2	45.0	45.0
Position abolishment	1	3.2	33.0	33.0
Probation not successful	1	3.2	36.0	36.0
Resignation	23	74.2	35.8	35.0
Retirement	3	9.7	62.3	65.0
Termination	2	6.5	45.5	45.5
Total	**31**	**100.0**	**39.2**	**39.0**

The age and sex profile of the persons exiting is set out in Table III-6 (see page 42) and Chart III-18. The median age of all exits is 39. It is higher for men (43) than women (37). In all cases, there is little difference between the mean and median values. Consistent with the median values, Chart III-18 shows that the largest share of exits is by employees in their thirties (32 percent) followed by employees in their forties (29 percent). Compared to the labour market profile of CD 18, female exits are over-represented in the 20 – 39 age range.

Only 21 percent of female labour market participants in CD 18 are in the 20 – 39 but 39 percent of the female exits are in this range.

Chart III-18
Workers by Age and Sex, 1994 – 2002 (%)
Full-time Exits (outline) versus CD 18 (solid)



It is interesting to explore the relationship between the factors of age and resignation more fully. The median age of resignations is 35.0 (mean = 35.8). The median age of those resigning due to spousal re-location is 44 (mean = 42.8). These values correspond well with the age profile of out-migrants, both inter- and intra-provincial, within CD 18. In particular, the median value for "spousal resignations" may be linked to the relatively large share of male intra-provincial out-migrants in the 40 – 44 age group.

From an occupational perspective, 61 percent of the exits are in the Administrative category (see Table III-10). Operational is the next largest category (23 percent of exits) followed by Front Line Supervision (13 percent). Only three percent of the exits are in the Senior Management category. Data on the distribution of exits by job position and by department are contained in Table III-11.

Table III-10: Exits by Occupational Category, Full-time Employees, 1994 - 2002

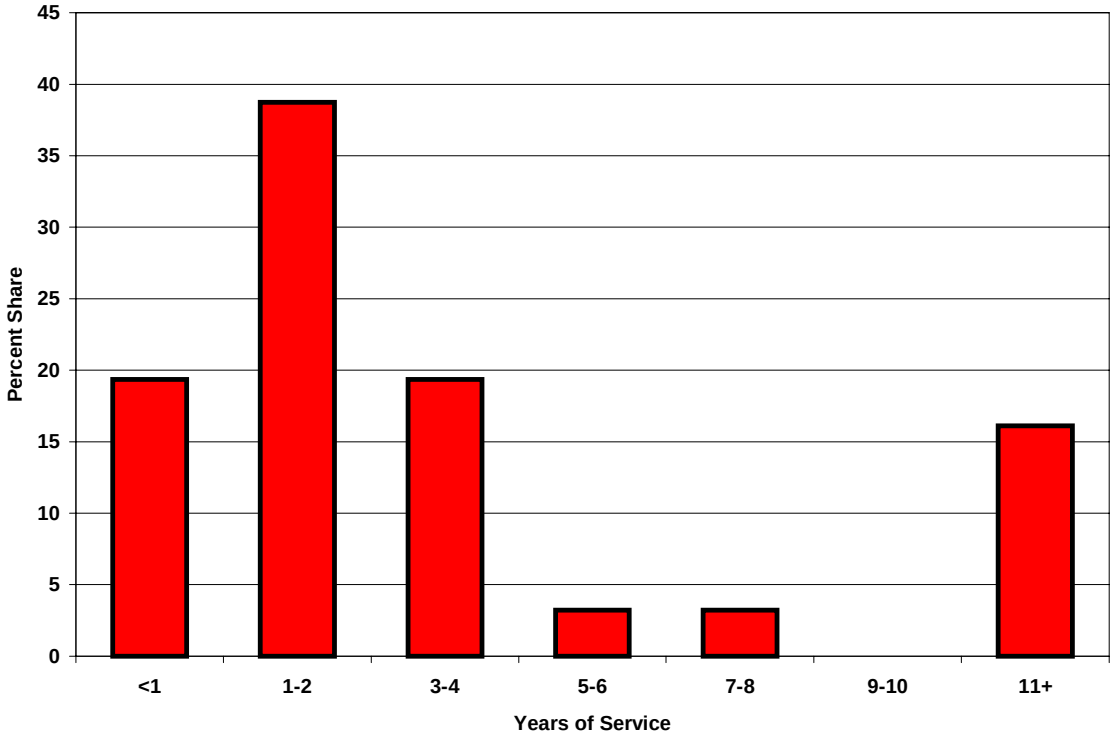
Occupational Category	Frequency	Percent
Administrative	19	61.3
Front Line Supervision	4	12.9
Operational	7	22.6
Senior Management	1	3.2
Total	**31**	**100.0**

Table III-11: Exits by Occupation and Department, 1994 - 2002

Occupation	**Number**	**Percent**	**Department**	**Number**	**Percent**
Grader Operator	4	12.9	Administration	11	35.5
Receptionist	4	12.9	Transportation	8	25.8
Transportation Clerk	4	12.9	Development	4	12.9
Development Clerk	3	9.7	Transportation Administration	4	12.9
Assessment Clerk	2	6.5	Public Works	2	6.5
File Clerk	2	6.5	ASB Administration	1	3.2
Taxation Clerk	2	6.5	Management	1	3.2
VV Utilities Operator	2	6.5	**Total**	**31**	**100**
ASB Secretary	1	3.2			
Assessor	1	3.2			
Development Officer	1	3.2			
Gravel Truck Driver	1	3.2			
Infrastructure Coordinator	1	3.2			
Public Works Supervisor	1	3.2			
Superintendent Of Public Works	1	3.2			
VV Area Foreman	1	3.2			
Total	**31**	**100**			

Chart III-19 shows that 58 percent of exiting employees have less than three years of service with Greenview and 78 percent less than 5 years of service. This is consistent with a median value of two years of service. Sixteen percent have 11 or more years of service. The three employees who retired between 1994 and 2002 are in this latter group.

Chart III-19
Exits by Length of Service
Full-time Employees, 1994 – 2002 (%)
(median = 2.0; mean = 4.3)



Work Force Projection

The extent to which the age structure of Greenview's full-time municipal work force poses problems for future recruitment can be determined by projecting forward its likely future age composition. RAL Consulting has developed a projection starting with the detailed age data for the municipal work force as of 2002 and making the following assumptions:

- The municipal work force faces mortality rates by age equal to those faced by individuals living in CD 18.
- Each municipal work force member retires at the age of 60.
- No member leaves the municipal work force except through retirement or death, and no new recruitment takes place.

RAL's "steady state" projection covers each year from 2002 to 2022. It further assumes that the level of service delivery will increase modestly over time. Therefore, Chart III-20 and Chart III-21 illustrate the future recruitment challenge faced by the Municipal District of Greenview stemming from the natural erosion of its existing work force base under the assumption that the retirement age is 60.

A word is in order about how the retirement age was determined. Like other municipal employees on Alberta, Greenview'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"). In determining an appropriate retirement age, RAL has added together the age and years of service for current full-time municipal employees in Greenview to create the Factor 85 variable. The median value for this variable in 2002 is 53. In 16 years the median value for the Factor 85 variable will be 85 (53 + 16 + 16). The mean age of current, full-time employees is approximately 44. In 16 years it will be 60.

In Chart III-20:

- the *dotted line*, the target, represents the total number of full-time municipal workers in 2002;
- the *hatched portion* of each bar represents those members as of 2002 who are still under the age of 60 in each year through to 2022;
- the *gray portion* of each bar represents those members as of 2002 who are either 60 years of age or over by the year indicated (these people are retired by that time, but they are still alive);
- the difference between the top of the stacked bars and the dotted line represents those workers as of 2002 who have died by the year indicated; and
- the difference between the dotted line and the top of the hatched portion of each bar represents those workers as of 2002 who have either retired or died in the meantime.

This latter gap represents the natural replacement recruitment challenge faced by the Municipal District of Greenview over the next two decades.

Chart III-20
Work Force Projection by Age
Full-time Employees (N), 2002 – 2022

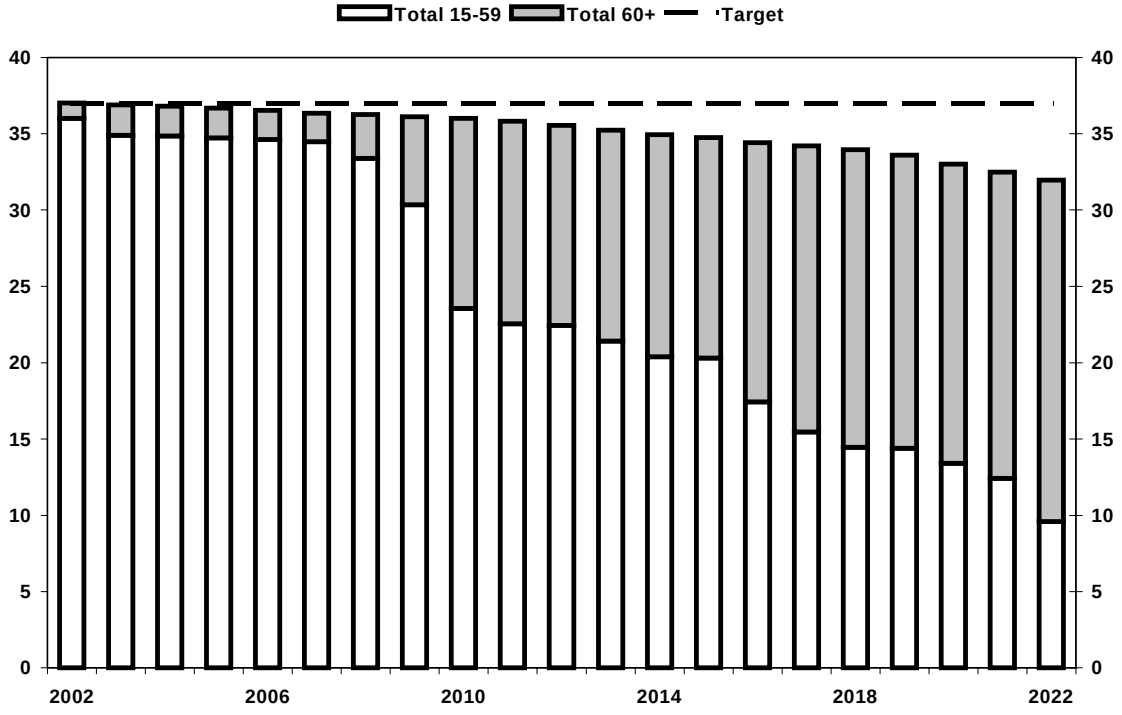
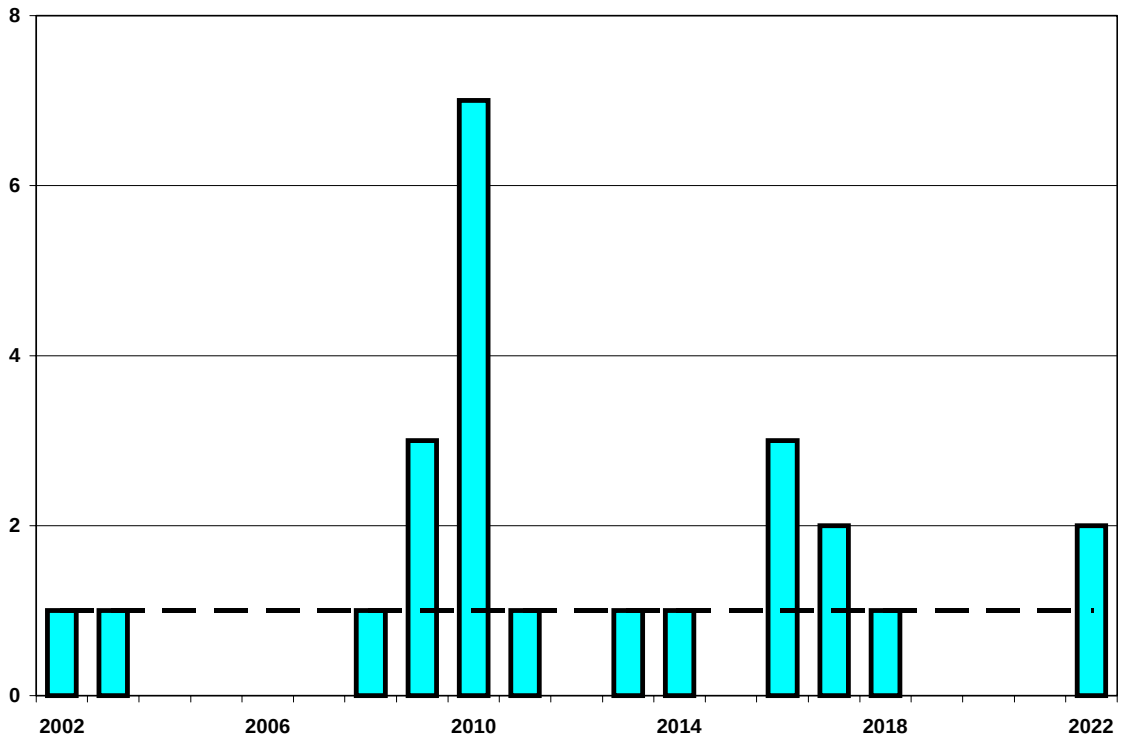


Chart III-21 presents the projection data in another manner. It shows that, on average, Greenview will need to replace one full-time employee each year over the period to maintain the target complement. This need does not include replacement attributable to resignation or other forms of attrition. The pattern of replacement is interesting. During the next few years, replacement need is at the average level. However, beginning in 2008 and ending in 2011, Greenview goes through a period during which it must replace one-third of its full-time workers. Given the age structure of its work force, most of the retirements from 2008 – 2011 will be male workers performing operational duties. The next wave of retirements hits during the 2016 – 2018 period when 16 percent of full-time workers will need to be replaced. One way to postpone the retirement wave of 2008 – 2011 is to encourage workers to retire at 65. This strategy has two potential problems. First, it flies in the face of the general trend towards early retirement in Canada over the past twenty-five years. Second, it leaves older workers at the front line, a situation in which there are both advantages (e.g., "institutional wisdom") and disadvantages (e.g., a higher incidence of physical disability).

Chart III-21
Annual Replacement Due to Attrition (N)
Full-time Employees, 2002 – 2022
(mean = 1.0)



Key Points

Local Demographic Context

- With the exception of the age groups under 20, Greenview's demographic profile skews somewhat older than the profile of its province and its local area as defined by census division (CD) 18. Its lower share of persons between the ages of 25 and 34 and higher share of persons between the ages of 45 and 74 are particularly evident.

- Over the 1986 – 2001 period, all components of population change (i.e., net natural, international migration, and inter-provincial migration) except intra-provincial migration contributed to an increase in the population of CD 18. However, the loss of population attributable to intra-provincial migration is almost as great as the gain through the natural flow (i.e., the difference between births and deaths). Intra-provincial migration is a negative component in all five-year sub-periods and in the 1996 – 2001 sub-period its level is almost twice that of net natural increase. Also, net natural increase declined 21 percent from 1986 to 2001.

- In CD 18 inter-provincial migrants are mostly people in their twenties and thirties. 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. However, there are a few nuances. Intra-provincial in-migrants are more likely to be in their twenties and to have children under the age of ten in tow. Out-migrants have somewhat higher shares of people in their thirties and forties and of pre-teen and teenaged children.

- One of the communities within CD 18 is the Sturgeon Lake Cree Nation. Compared to the population of Greenview Municipal District, Sturgeon Lake has a much higher share of persons under the age of 35 (68 versus 48 percent). Conversely, the shares of persons 35 and older are noticeably smaller for Sturgeon Lake. In addition, the on-reserve population is younger than the off-reserve population. The share of persons under 25 is higher for those living on reserve. The off-reserve population has a higher share of persons 25 and older, particularly those between the ages of 25 and 39.

- Greenview is part of the Mistahia Health Region. Mistahia covers the communities in CD 18 and CD 19 (including the City of Grande Prairie). The health region's boundaries can be viewed as the local labour market for Greenview. A labour force projection by age for the 2000 – 2010 period indicates that the greatest growth in the number of potential workers will occur in the 20-34 and 45-64 age groups, respectively. This trend corresponds to the labour force projection for Alberta developed by RAL Consulting Limited.

Demographic Profiles of Greenview's Municipal Work Force

- One-half of Greenview's full-time employees are over the age of 46 in 2002; male employees are substantially older than female employees (a median age of 52 versus a median age of 46 in 2002).

- Thirty-five (35) percent of full-time employees are in their fifties but only 16 percent are under the age of 35. In addition, 78 percent of full-time employees are *boomers* (i.e., the 35 – 54 age group) compared to 48.5 percent in Alberta's labour force.

- Compared to the local labour force in CD 18, Greenview's municipal work force over-represents workers in the 45 – 54 age range. Greenview's share of workers 45 – 54 (51 percent) is almost twice that in the CD 18 labour market (26 percent). Also, there is an under-representation of municipal workers under the age of 35. The share of labour force participants younger than 35 in CD 18 (39 percent) is much higher than the municipal share (16 percent).

- Between 1998 and 2002, the share of all full-time municipal employees who are either 40 years and older (40+) or who are 50 years and older (50+) has increased. The 50+ share has increased by a whopping 172 percent; the 40+ share, 19 percent.

- Both in 1998 and 2002, the Operational category has the largest share of 50+ employees. The share has increased from about one in four employees in 1998 to three in four in 2002.

- The distribution of full-time employees by occupational category shows that female representation ranges from a high of 100 percent in the Administrative category to a low of 11 percent in the Operational category. Sexual equality exists at the Senior Management level but in the "feeder group", Front Line Supervision, only one in eight managers is female.

- Male Operational employees are the oldest group. Male Front Line Supervisors are older than the male members of Senior Management. The female members of Senior Management are older than the males.

- In 2002, Greenview employed 49 employees on either a part-time or seasonal basis to occupy positions such as Landfill Operator or Weed Inspector. In terms of the median age, part-time employees (86 percent of whom are permanent part-time) are slightly older than full-time employees and much older than seasonal employees. Male employees in all three employment groups are older than their female counterparts. The gap is particularly large for full-time employees and seasonal employees, respectively.

- Part-time workers are mostly female (95 percent) and over the age of 45 (57 percent). Seasonal workers are mostly male (82 percent) and under the age of 45 (71 percent). Both groups do not mirror the age and sex structure of the labour market in CD 18. Part-time workers are over-represented in the 45 – 54 age range (43 versus 22 percent), especially on the female side. Seasonal workers are over-represented in the under 25 group (46 versus 18 percent), especially on the male side.

- Most employees (80 percent) have fewer than 10 years of service with the Municipal District of Greenview. The share for males (67 percent) is less than that for females (80 percent). Therefore, one-third of males have 10 or more years of service compared to one-fifth of females.

- Understandably, the length of service of part-time and seasonal employees is considerably lower than that of full-time employees. The mean value for part-time

employees is 26 months, and the median, 12 months. About one-quarter of part-time employees either have less than five months of service or five to fourteen months. Approximately, one-half have 15 months or more with one-third having 60 months or more. The tenure of seasonal employees is fleeting. It ranges from two weeks to twelve "seasons" (an average of 1,200 hours of work annually).

- Between 1994 and 2002 (up to August), the Municipal District of Greenview hired 46 full-time employees, 41 percent of whom were male. Although the hiring activity has varied greatly by year, on average five hires have made annually. From 1998 – 2002, the hiring rate is 15 percent (5.4 hires annually on an average full-time complement of 36).

- The median age of all hires is 38. It is higher for men (39) than women (35). Consistent with the median values, many hires (41 percent) are in the 35 – 44 age range, especially among females. Furthermore, compared to the labour market profile of CD 18, female hires are over-represented in all age groups under 55.

- From an occupational perspective, 56 percent of the hires are in the Administrative category. Operational is next largest category (22 percent of hires) followed by Front Line Supervision (17 percent). Only four percent of the hires are in the Senior Management category.

- Between 1994 and 2002 (up to August), 31 full-time employees left the employment of the Municipal District of Greenview, 42 percent of whom were male. Although this activity varied greatly by year, on average four employees exited annually. From 1998 – 2002, the exit rate is 13 percent (4.8 exits annually on an average full-time complement of 36).

- There are different reasons for exiting but, during the 1994 – 2002 period, the overwhelming reason was resignation (74 percent of exits), and one-fifth of the resignations (22 percent) were by female employees whose spouse was re-locating. From 1998 – 2002, 79 percent of exits are resignations, mostly by females (81 percent). The resignation rate is 10.6 percent (3.8 resignations annually on an average full-time complement of 36). The next most important reason was retirement, however, it represented only about one in ten cases.

- The median age of resignations is 35.0 (mean = 35.8). The median age of those resigning due to spousal re-location is 44 (mean = 42.8). These values correspond well with the age profile of out-migrants, both inter- and intra-provincial, within CD 18.

- From an occupational perspective, 61 percent of the exits are in the Administrative category. Operational is next largest category (23 percent of exits) followed by Front Line Supervision (13 percent). Only three percent of the exits are in the Senior Management category.

- Fifty-eight (58) percent of exiting employees have less than three years of service with Greenview and 78 percent less than 5 years of service. This is consistent with a median value of two years of service. Sixteen percent have 11 or more years of service. The three employees who retired between 1994 and 2002 are in this latter group.

- The "steady state" work force projection developed by RAL Consulting Limited covers each year from 2002 to 2022. It assumes that attrition will occur in the full-time complement through death and retirement (at age 60) and that the level of service delivery and use of technology will change minimally over the period.

- On average, RAL Consulting Limited projects that Greenview will need to replace one full-time employee each year over the period from 2002 to 2022 to maintain the target complement. This need does not include replacement attributable to resignation or other forms of attrition. During the next few years, replacement need is at the average level. However, beginning in 2008 and ending in 2011, Greenview goes through a period during which it must replace one-third of its full-time workers. Given the age structure of its work force, most of the retirements from 2008 – 2011 will be male workers performing operational duties. The next wave of retirements hits during the 2016 – 2018 period when 16 percent of full-time workers will need to be replaced.

Part IV: Conclusions and Recommendations

Conclusions

From a demographic perspective, the Municipal District of Greenview is a part of Alberta that is currently experiencing population decline (although the level is modest), particularly among the younger (20 – 34) age groups. It is also an area that since 1986 has consistently lost population, primarily in the 20 – 44 age groups, to other communities in Alberta.

Within this context, a number of conclusions can be reached regarding the degree of demographic imbalance in the work force of the Municipal District of Greenview:

- Greenview's work force (i.e., full-time, part-time, and seasonal) generally does not mirror the demographic characteristics (principally age and sex) of either Alberta's labour force or the local (CD 18) labour force.

- The full-time work force is aging, particularly at the operational front line. Furthermore, operational employees are predominately male. The concern here is not with the performance of operational workers. Assessing performance is beyond the scope of this report. The concern is that this group will create a "tsunami" wave of retirements between 2008 and 2011. In the absence of sound human resource planning, the retirement wave poses the risk of service delivery problems.

- Part-time workers, most of whom are females performing administrative tasks, also represent an aging group of employees. Given a retirement age of 60, many part-time workers will likely leave Greenview's employment over the next five to ten years.

- Seasonal workers perform operational duties, are predominately male, and are markedly younger than their full-time and part-time colleagues. They are also in an age range (i.e., 20 –29) that is under-represented (compared to Alberta and CD 18) in Greenview's population structure.

- Although within the Senior Management category there are currently an equal number of male and female managers, a "gender gap" exists in the other three occupational categories. Only females work in Administration (both full- and part-time) and males dominate Operations (both full-time and seasonal). Front Line Supervision, presumably the feeder group to Senior Management, is currently male-dominated. Once again, these observations imply nothing about job performance or a worker's ability but rather point to potential problems given broader labour market trends.

- Persons entering and leaving the full-time employ of Greenview in recent years have tended to be females in their thirties who have limited service (under five years) with the Municipal District. In terms of occupation, Administration has been a "revolving door" accounting for around three in every five hires or exits by full-time staff. There has also been noticeable turnover in the Operations area (about one-fifth of both hires and exits).

- Resignations stand out as the major reason for leaving full-time employment with Greenview, and spousal re-location is an important reason behind the resignations of a identifiable minority of female employees. Furthermore, the age of resigning employees is highly correlated with that of inter-provincial and intra-provincial migrants.

- Population and labour force projections for Greenview's region (i.e., the Mistahia Health Region) indicate that growth will concentrated in the 20 – 34 and 45+ age groups, respectively. The increase in he young workers' market presents an opportunity for Greenview to renew its municipal work force, particularly in the operational area.

Recommendations

Based on the analysis in this report, RAL Consulting Limited makes the following recommendations to the council and senior managers of the Municipal District of Greenview. 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.

It is recommended that:

1. The Manager of Human Resources assume the lead in instituting a formal process of succession planning for full-time staff. The priority areas are staff in the Front Line Supervision and Operational categories.

2. As part of the succession planning process, part-time and seasonal workers be "re-branded" as a developmental pool and that concerted efforts be made to facilitate the conversion of part-time and seasonal workers to full-time status where the fit between the individual worker and the corporate need is a good one.

3. Mentors be used, particularly in the operational area, to capture valuable corporate knowledge possessed by older employees nearing retirement and to "re-invent" the job situation of the older worker by pairing him or her with a younger worker that can facilitate the use, where appropriate, of new technology.

4. Additional efforts be made to encourage the participation of "under-represented groups" in Greenview's work force. For example, women, who account for about two in five workers in the local labour market, should be encouraged to work in operational positions. A good place to start is with women who are currently in a part-time or seasonal capacity with Greenview. In addition, the potential of the youthful aboriginal community should be managed strategically.

5. Interviews be carried out with employees who exit, especially those who resign, to determine the reasons behind the decision to exit and whether the Municipal District can take corrective action to manage any retention issues better.

6. The Manager of Human Resources, working with her fellow senior managers and, where appropriate, external consultants, should prepare and present to council an annual report on the demographic characteristics of Greenview's work force incorporating many of the categories of analysis used in this report.

7. The Manager of Human Resources, with assistance from both council and all municipal staff, develop a marketing initiative that targets all levels of the educational system regarding a career in local government. The initiative presents an opportunity to work in partnership with local private and public organizations to meet the challenges posed by work force aging.