

Bridging The Divide: A Multi-sector Approach to Natural Resources Labour Needs in Northern BC

WORKSHOP PROCEEDINGS

April 24 & 25, 2012



RESOURCES  NORTH

Integrated resource management through collaboration and partnerships

**Bridging the Divide:
A Multi-sector Approach to
Natural Resources Labour Needs
in Northern British Columbia**

**Workshop Proceedings
April 24 & 25, 2012**



305-1488 Fourth Avenue, Prince George, British Columbia, V2L 4Y2
T: [250] 612-5840 • F: [250] 612-5848 • www.resourcesnorth.org

FUNDERS



The Labour Market Partnership is a program administered by the BC Ministry of Jobs, Tourism and Innovation which funds projects that encourage and support employers, employee and/or employer associations and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements.

The Forest Products Sector Council builds collective action among business, labour and sector stakeholders and provides national leadership in the development of strategic responses and interventions which address current and emerging human resource and labour market issues in the forest products sector.

Resources North Association (RNA) is a multi-sector not-for-profit organization with a mandate to champion collaborative approaches to natural resource management for the benefit of communities in northern BC. It is guided by a unique board and membership of communities, industry and government. RNA brings together diverse voices to cooperate on developing sustainable solutions.

Natural Resources Canada provides funding to RNA through their Forest Communities Program. This program helps forest-based communities develop the tools, approaches, and strategies that they need to respond to new challenges facing Canada's forest sector.



ORGANIZING COMMITTEE



Much appreciation goes to the following members of our Steering Committee for their time and direction in developing this workshop:

- Chris Lear, Council of Forest Industries
- Dave Kim, Kim Forest Management
- Dave Leman, Resources North Association
- Diana Tecson, Resources North Association
- Ed Morrice, College of New Caledonia
- Jill Moore, Employment Action
- John DeGrace, Prince George Exploration Group
- Kate Iverson, Central Interior Logging Association
- MaryAnne Arcand, Central Interior Logging Association
- Mary Jarbek, Employment Action
- Melanie Karjala, Resources North Association



DEDICATION

Prior to this workshop, on the evening of April 24th, 2012, a large explosion and fire occurred at Lakeland Mills' planer mill in Prince George, destroying the building and injuring many workers inside. All the workshop participants were deeply affected by this disaster as news of two fatalities were announced over the course of the two-day event. These proceedings are dedicated to the Lakeland Mills victims and their families.



EXECUTIVE SUMMARY

Most employment sectors in Canada report that there will not be enough workers to fulfill society's needs for goods and services. Several important industries in Northern BC, including mining, oil and gas and forestry, have similar labour needs. This emerging issue was predicted by many well in advance of the current situation. True to its mandate of solving natural resource sector problems through partnership, RNA along with the Forest Products Sector Council, and several local organizations saw an opportunity to approach the labour issue from a collaborative point of view, and set out to plan a workshop around this concept. By giving the title *Bridging the Divide* to the workshop, the steering committee aimed to explore the potential for such collaboration. In order to make the workshop outcomes meaningful, a team of champions and leaders would need to carry the results forward in an ongoing and evolving effort afterwards. This champions group was assembled under the leadership of the Prince George Chamber of Commerce President, Bill McGill, and is actively striving to address the issues identified.

The *Bridging the Divide* workshop occurred over a two-day period and was designed to inspire audience participation and dialogue by introducing perspectives from the natural resource sectors through a series of moderated panels and discussion sessions. Sessions on the first day focused on speaking to the issues and barriers faced by the forestry, mineral exploration/mining, and energy sectors with respect to recruitment, training and retention. Fourteen issues and barriers were identified and prioritized by the workshop participants. The top four issues and barriers were:

1. Image and awareness of northern BC as a place to live and work;
2. Communication between qualified job candidates and employers; educational institutions and employers;
3. Image of the natural resources sector and awareness of career opportunities (youth, new Canadians, women, and people with barriers to employment); and
4. Retaining the existing workforce in small communities.

Having identified key issues and barriers, the sessions on the second day of the workshop focused on learning about current strategies that each sector is implementing as well as brainstorming new ones. This session resulted in strategies or series of actions for addressing each of the fourteen issues and barriers. The workshop provided a venue to capture the current and short-term issues in natural resources sector labour recruitment for northern BC. Engaging some of the sectors and groups was a challenge for the



organizing committee. Career and job seekers were identified as important to this discussion as well, however it was difficult at this initial stage to create an appropriate venue where they could enter into the discussion. A key recommendation moving forward is to encourage increased involvement from several important groups including:

- First Nations
- Unions
- Small communities
- Energy and mining industry representatives
- Career and job seekers

Addressing the barriers and implementing strategies to labour recruitment and retention in northern BC will require a diverse group of organizations, companies, and communities to appropriately implement the tasks, processes and changes that that need to occur, and to do so in a coordinated way.





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INTRODUCTION

Most employment sectors in Canada report that there will not be enough workers to fulfill society's needs for goods and services. In 2011 the Forest Products Sector Council released a report projecting a national shortage of 40,000 – 120,000 workers in the forest sector alone. Similarly, the Mining Industry Human Resources Council reports that between 75,000 – 100,000 workers will be needed across Canada by 2020. Filling these positions is particularly challenging in northern regions where natural resource development opportunities abound, the population pool is small, and communities are working diligently, but with limited resources, to maintain a good quality of life for current and future residents.

Several important industries in northern BC, including mining, oil and gas and forestry, have similar labour needs. Appropriately trained field technicians, truck and equipment operators, trades people and registered professionals are critical to the continued economic success of these natural resource sectors, worker safety, and for sustainable land stewardship.

This emerging issue was predicted by many well in advance of the current situation. In 2008, Resources North Association (RNA) partnered with the College of New Caledonia to help local employers by managing an email listserv to notify private and public sector stakeholders about recruitment events in Prince George. With the subsequent global recession, however, this activity subsided as the projected labour shortfalls were delayed by slow economic activity and the resulting restructuring of many resource industries. In 2011, however, the discussions and concerns re-emerged.

True to its mandate of solving natural resource sector problems through partnerships, RNA along with the College of New Caledonia, the Forest Products Sector Council, and several local organizations and industry representatives, saw an opportunity to approach the labour issue from a collaborative point of view, and set out to plan a workshop around this concept. Several discussions amongst the steering committee revealed that labour retention and recruitment challenges in northern BC are wide ranging and complex. Many industries and organizations are currently working to resolve various aspects of these challenges, and stories of competition for labour amongst companies and sectors emerged. However it was agreed that there are opportunities to exponentially improve the situation by working together rather than in competition with each other. A critical question was asked by one of the committee members: Why would industry agree to collaborate on labour issues? The consensus from the group was: If people

“Northern BC – a sense of optimism tinged with anxiety.”

Kevin Evans, Industry Training Authority

are attracted to the region, with its lifestyle, education, training and career opportunities, then all the sectors and communities will benefit. By giving the title *Bridging the Divide* to the workshop we aimed to explore the potential for such collaboration.

The *Bridging the Divide* workshop strived to produce the following outcomes:

1. Participants will have a better awareness of challenges and opportunities related to retention and recruitment.
2. Participants will have an opportunity to learn about existing regional and sectoral initiatives and to explore and establish partnerships with each other.
3. Participants will have a better understanding of the needs of employers and potential employees in the sector.

Labour recruitment and retention affects a wide range of individuals and organizations who would benefit from the workshop content. These include:

1. Education institutions and training organizations
2. Sector associations
3. Professional associations
4. Employers (business and government)
5. Communities/economic development organizations

Career and job seekers were identified as important to this discussion as well, however it was difficult at this initial stage to create an appropriate venue where they could enter into the discussion. This group would be an important one to pursue in future activities related to regionally-based labour needs.

Finally a critical request by a member of the *Bridging the Divide* steering committee emerged prior to the workshop. It was suggested that in order to make the workshop outcomes meaningful, a team of champions and leaders would need to carry the results forward in an ongoing and evolving effort. This group was assembled under the leadership of the Prince George Chamber of Commerce President, Bill McGill.

WORKSHOP THEMES

“We have skilled workers in the region, and employers in the region need, and are looking for these workers. But there’s often a gap in communications between these two groups.”

Bev Collins, T-Rex Group

The *Bridging the Divide* workshop occurred over a two-day period and was designed to inspire audience participation and dialogue by introducing perspectives from the three natural resource sectors (forestry, energy, and mining/mineral exploration) through a series of moderated panels and discussion sessions. These sessions aimed to take participants through a stepwise process starting with identifying issues and barriers that sectors experience, to learning about existing solutions and collectively develop strategies and actions based on what they learned over the two days (see Appendices A and B).

DAY 1 — ISSUES AND BARRIERS

Sessions on the first day focused on speaking to the issues and barriers faced by the forestry, mineral exploration/mining, and energy sectors with respect to recruitment, training and retention. Guided by moderators, the presentations were designed to initiate discussion among the participants (see Appendix C). Cross-sector attendance was encouraged to promote an understanding of the similarities and differences in experience within the natural resource sectors. There was a combination of both breakout and plenary sessions during the day. The question that speakers were asked to address was:



What are the **three key issues** or barriers that your organization has observed or experienced with respect to labour recruitment and retention in your sector (forestry, energy or mining/mineral exploration)?

“Our workforce is overwhelmingly white, male and older (45 years plus) – pale, male and stale.”

Allister Hain, Forest Products Sector Council

Following the presentations, audience participation in the discussions was strongly encouraged to capture the widest possible range of perspectives and experiences. While some solutions and strategies were discussed within these sessions, the focus was on identifying the key issues and barriers for the given topic. Participants were invited over the course of the workshop to contribute to an exercise whereby they could identify the most important issues and barriers within the list of 14 created on the first day. With an allotment of three dots/votes per participant they could vote for one or more of the issues and barriers listed on flip charts. The final results were then tallied, and this generated a prioritized list of issues and barriers to take forward. In addition to this, four issues and barriers that were identified as common between the sector breakout sessions were noted. Table 1 places this list in order of priority and describes each issue and barrier in detail.

TABLE 1. DESCRIPTION OF KEY ISSUES AND BARRIERS

Issues and Barriers (in order of priority)	Common Across Industry Sectors	Details
1 Image and awareness of northern BC as a place to live and work.	✓	Image barriers of the North as a whole were identified as significant. There are perceptions that living and working in the North may require living in very isolated communities or camps, with few amenities that individuals or families typically find desirable. Selling an image of northern BC’s assets doesn’t need to target everyone, but it does need to reach the right people who want the lifestyle that our region has to offer.
2 Communication between qualified job candidates and employers; educational institutions and employers.		The lines of communication between employers looking to hire, and skilled job seekers, are often disjointed. This becomes a problem if we want to ensure that qualified people who already live in northern BC are fully employed. Participants identified the lack of timely response to acknowledge receipt of applications and providing candidates with ongoing updates about the hiring process, as substantial challenges, resulting in qualified employees “moving on” with their job search. There is also room to improve communication between industry and education/training institutions and proactively prepare trained graduates for upcoming jobs.
3 Image of the natural resources sector and awareness of career opportunities (youth, new Canadians, women, and people with barriers to employment).	✓	There is a perception that natural resource extraction has negative impacts on the environment. There is also a self-deprecating culture from the people who already work in natural resource industries which is spread to friends and family. Some view the sector as dangerous and high risk with respect to health and safety issues. Many are not aware of the positive environmental practices of the industries including job/career seekers and the general public.
4 Retaining the existing workforce in small communities.		Communities diminish when residents need to leave for work opportunities elsewhere. Providing superior lifestyle opportunities, amenities, and infrastructure promotes community stability and ensures that there is a critical mass of local skilled labour pool to draw upon when economic development opportunities arise.
5 Improving access to local/regional skilled labour before looking beyond.		Communities face significant challenges when a transient or temporary workforce is brought in who don’t relocate permanently to the community to live with their families. Ideally, unemployed people who already have roots in the community or region should be trained and employed for new job opportunities.

Issues and Barriers (in order of priority)	Common Across Industry Sectors	Details
6 Ensuring there is accommodation/housing in communities for employee and their families.		A significant challenge for recruiting skilled labour is the availability of suitable housing to encourage workers and their families to relocate to the community where they work. This is particularly challenging in small rural communities that are unprepared for large influxes of people who come to work on new resource development projects.
7 Marketing job opportunities to the local workforce.		Work opportunities are not always marketed such that they are successful at recruiting the local qualified workforce first.
8 Conducting labour market data collection and analysis that looks at supply (not just demand for labour).	✓	There is incomplete labour market information for the region. While a recent report on labour demand was commissioned by the Northern BC Resource Sector Human Resources Committee, a baseline on the regional labour supply would be a critical source of information for planning training programs and recruitment and retention initiatives. This data can help to develop effective strategies for retention and recruitment efforts.
9 Finding ways to engage the aging/retiring workforce.		Semi-retired or soon-to-be retired employees provide a valuable resource for employers by training and mentoring new workers. Developing creative ways to engage this demographic group while they transition out of their career by offering part-time, flexible hours, or flexible time off options, will help to retain their expertise and mitigate the labour shortfall.
10 Improvements to local training, education, and apprenticeship opportunities.	✓	Programs are needed to train new entrants and to upgrade/upskill experienced workers. Getting employers to invest in apprentices is a significant challenge because the employees often leave soon after the apprenticeship is completed. There are also systemic and regulatory barriers to getting workers upgraded/skilled and certified/licensed to fill positions quickly. Some are unable to afford the time and money required to take the necessary training and testing to acquire certification.
11 Ensuring that certifications can cross jurisdictional boundaries (e.g., between provinces).		Recruiting labour from other jurisdictions will be a necessary strategy once the local and regional labour force is employed. Certifications that are easily transferable across Canada and internationally will facilitate recruitment to the region.
12 Addressing geographic isolation issues when working in remote communities and locations.		Living and working in remote communities and camps is a necessary but to many, unappealing aspect of working in the natural resources sector. Separation from families, friends and amenities presents a challenge for selling a career in the industry to career seekers.
13 Companies and sectors are competing for the same labour force.		The forestry, energy, and mining sectors require many of the same or similar skill sets in their workforce, and are increasingly competing with each other to hire the same people typically using higher salaries as the carrot. This competitive environment drives the cost of labour higher without resolving the labour shortage problem.
14 Companies competing with each other for labour by poaching employees from each other.		Sectors and companies have been observed to be actively recruiting labour from each other creating a competitive environment that doesn't resolve the overall problem of a labour shortfall. Using high salaries to entice workers from one sector to another will increase the cost of doing business for all industries.



MOVING TO SOLUTIONS

REGIONAL APPROACHES TO LABOUR RECRUITMENT

As a warm up to the Day 2 activities, the Northern Alberta Development Council presented on two of their regional initiatives. The Opportunity North (www.opportunitynorth.com) initiative markets northern Alberta and provides materials that employers in the region can use to attract workers to their organization or company. The BeNorth (www.benorth.ca) campaign communicates the characteristics and assets that will attract people who enjoy the northern Alberta lifestyle. Both these initiatives provided excellent examples to consider for northern BC given the high priority that workshop participants place on improving the image of the region.

DAY 2 — MOVING TO SOLUTIONS

Having identified key issues and barriers, the sessions on the second day of the workshop focused on generating possible solutions and strategies for each sector and between sectors (forestry, mining/mineral exploration, energy). The panel sessions were again guided by moderators who facilitated discussion among the participants, and this involved both breakout and plenary sessions. Cross-sector attendance was encouraged to promote an understanding of the similarities and differences within the natural resource sectors. The question that speakers were asked to address was:

What top three strategies are you using to address issues and barriers to natural resource sector recruitment and retention?

The participants were then engaged in a brainstorming solutions session where nine breakout groups developed strategies for the priority issues and barriers incorporating solutions presented by the panelists and their own experiences. After reporting out, participants were invited to pitch project ideas and to volunteer to participate in the champion group.

“We need to energize partnerships and collaboration in the north.”

John Bowman, College of New Caledonia

“Are we developing a strategy for recruiting, training and retaining labour? Or, are we developing a shared vision of economic prosperity, social wellbeing and a healthy environment for Northern BC? Are we laying bricks or are we building a cathedral?”

Alice Downing, Human Resources Specialist

DEVELOPING A PLAN OF ACTION

The top four issues / barriers and associated strategies and actions that the participants developed are listed in Table 2. While these are listed in order of priority, it may be more useful to consider these four as a group of priorities to be worked on in parallel efforts. Some are inherently short-term projects and other will take longer to implement. Interestingly, they focus largely on recruitment strategies rather than retention. Strategies and actions for the remaining ten issues and barriers are outlined in Appendix D of this document.

While specific strategies were identified for each issue and barrier, there were also several general recommendations on how to approach the issues as a whole. Getting the government involved and on board is critical. Partnerships between industry, government and NGOs have been successful in efforts to address targeted training opportunities for example, but could also be extended to other important recruitment and retention strategies. Taking a proactive approach and exercising leadership was a key requirement identified for making a collaborative approach succeed. Current opportunities exist to apply for BC Labour Market Partnership Program funding to develop a proposal that would collect critical labour market information that helps address human resource needs, and this opportunity should be harnessed as soon as possible. Finally, regional and community readiness for the anticipated influx of investment, worker recruitment and migration, and the associated social and infrastructure challenges that they present to northern communities, is not to be forgotten.

TABLE 2. STRATEGIES TO ADDRESS LABOUR ISSUES AND BARRIERS

Key Barriers or Issues (in order of priority)	Strategies
1 Image and awareness of northern BC as a place to live and work.	<ul style="list-style-type: none"> • Market the north to recruit people to the region; • Get industry associations, labour organizations, and contractors to buy-in and participate; • Secure funding; • Northern Development Initiative Trust has a portal already that can be used and built upon; • Develop a northern marketing strategy that is intercommunity, with Prince George as the hub; • Ensure that it is measureable and sustainable; • Produce a single website – marketing an image of the north; • Promote assets: <ul style="list-style-type: none"> • ability to work and play in your own backyard; • be ambassadors for the region; • attention needs to be paid to the smaller communities – easy to recruit to Prince George; and • identify a range of assets for a range of people. • Produce direct, correct, easily accessed media and promotion materials; • Showcase communities – through special events, tourism: “tell our stories whenever we can”; • At job fairs, listen to what candidates are interested in and their priorities; then tailor the pitch about the region to that candidate; • Harness a potential audience through the Canada Winter Games; • Have direct flights to major centres to reduce the perception of remoteness; • Ask people who have moved here from elsewhere why they have stayed. Use this information as part of marketing campaign and target the right audience; • People tend to look for the job first, then the community will “seal the deal”.



Key Barriers or Issues (in order of priority)	Strategies
2 Communication between qualified job candidates and employers.	<ul style="list-style-type: none"> • Connect employers with as many local and regional skilled workers as possible. • Industry: <ul style="list-style-type: none"> • understand what attracts who, where and why (talk to current employees) for a better recruitment outcome; • engage with service providers (employment agencies) who are tied to qualified candidates; • produce relevant advertising, marketing materials, and avenues for promoting positions; and • follow up with applicants; • Educational institutions/service providers/trainers: <ul style="list-style-type: none"> • foster continued culture of collaboration to meet the needs in a timely manner – start at operational level; • build a relationship on honesty and trust; • start conversation with “how are we going to collaborate to get this done?”; • information sharing – share what has succeeded; • understanding expectations – what base qualifications are required – set workers up for success; • effective communication – using the same terminology, “talk the same language”; • measure/track results of programs and partnerships; and • cultivate honesty and trust between partners. • Employers: <ul style="list-style-type: none"> • communicate with educational institutions directly – tapping into their employment services for students/new graduates in a timely way; • educate industry that employment agencies/services are not just for entry-level positions; also includes up-skilling for people with experience; and • hold job fairs specifically to link contractors with job seekers.
3 Image and awareness of the natural resources sector and awareness of career opportunities (youth, new Canadians, women, Aboriginals, and people with barriers to employment)	<ul style="list-style-type: none"> • Market a positive corporate image of the sector – develop a unified picture of all phases of resource development and the opportunities/responsible management at each phase. • Emphasise the triple bottom line: people, profits, and planet. • Secure commitment from industry and government for ongoing support. • Improve communication about corporate social responsibility / environmental practices. • Engaging, informing, and presenting to youth and educators about what occupations and career options there are in various sectors. • Offer skills training in high school similar to Industry Training Authority youth programs. • Ask local, municipal government (mayors and MLAs) to engage industry, be proactive around demanding industry excellence. • Industry: <ul style="list-style-type: none"> • bring sectors together to have a unified message; • establish a multi-sector industry steering committee to promote industry as a whole; • don’t define yourself too narrowly; and • rebrand the sector to redefine the industry (image of ‘dirty fingernails’, uneducated, environmentally damaging). • Recruitment: <ul style="list-style-type: none"> • to attract youth, use social media and evolving communications tools.

Key Barriers or Issues (in order of priority)	Strategies
3 Continued	<ul style="list-style-type: none"> • Retention: <ul style="list-style-type: none"> • use ‘appreciative inquiry’ research (don’t ask leading questions in this process)¹; explore what the industry is doing ‘right’ (ask those already working who fit the profile of who you’d like to attract) and market that; • know the industry and what keeps people there; and • build bridges between organizations and sectors. • First Nations: <ul style="list-style-type: none"> • build First Nations leadership and business capacity before or in conjunction with skills training; • develop training programs; • encourage First Nations participation in the forest-based tenures; • engage First Nations in land management/reforestation processes within their own traditional territories; and • develop communication/information exchange strategies. • Alternative recruitment (non-traditional demographic groups): <ul style="list-style-type: none"> • explore broader access to the local work force; • change perceptions of what it means to have a disability (wide variety of abilities/challenges); • a group that is easily retained; • know your community to be able to match employer needs with potential employee skills; • working together to build success stories; and • identify small accommodations for successful integration into the workplace. • Help education institutions and employment/placement agencies to learn more about the natural resources sectors so that they can market opportunities for the sector. • Health and Safety <ul style="list-style-type: none"> • safety program development at new job sites; and • ensure a healthy work culture both physical and mental/emotional.
4 Retaining the existing work-force in small communities	<ul style="list-style-type: none"> • Look at how other jurisdictions are handling this – i.e., the federal government with the North-west Territories and the Yukon. • Recruit people and train them in the north: <ul style="list-style-type: none"> • through job fairs in Vancouver; and • appeal to immigrants. • Hire the right people who want a northern lifestyle. • Industry training for being an employee of choice. • Keep young people in the north. • Create opportunities for people who have left the region to return: <ul style="list-style-type: none"> • exchange opportunities where employees will come back; and • forgive student loans if they return to the north. • Ensure that amenities and services are provided (healthcare, education). • Address the suitable housing issue: <ul style="list-style-type: none"> • housing subsidies and allowances; • provide company-owned homes/apartments for workers; and • bonus for buying a home within six months of moving to the north.

¹ Appreciative inquiry is an organizational development method which focuses on increasing what an organization does well rather than on eliminating what it does badly. Through an inquiry which appreciates the positive and engages all levels of an organization (and often its customers and suppliers) it seeks to renew, develop, and build on this (source: www.wikipedia.com).



Key Barriers or Issues (in order of priority)	Strategies
4 Continued	<ul style="list-style-type: none"> • Address isolation issue: <ul style="list-style-type: none"> • paid holidays/shopping trips; • isolation allowance; • direct flights to major centres to visit family; • support employment for spouses; • support daycare services; and • for spouses working in camps, provide family support; prevention of marital breakup, counseling services. • Healthcare amenities: <ul style="list-style-type: none"> • bring healthcare workers and doctors; and • paid time off for doctor's visits. • Education incentives: <ul style="list-style-type: none"> • paid tuition for spouses or kids of employees with a requirement to stay in the community/region or otherwise pay it back; • expand policy to forgive student loans if they stay in the north; and • bursaries: promise to stay or pay it back. • Creating a social network/sense of community: <ul style="list-style-type: none"> • support community events; and • industry and community work together to ensure new employees are welcomed. • Valuing employees and having a sense of purpose: <ul style="list-style-type: none"> • strategy for career development and advancement; and • understanding the younger generation – what are their values.





CONCLUSION: NEXT STEPS

“A vision for 2020:
Northern BC’s workforce
training culture is a key
competitive advantage.”

Kevin Evans, Industry Training
Authority

“Living in the North is
not for everyone ... but
it just might be right for
you.”

— Be North, Be You —
Northern Alberta
Development Council
marketing campaign

The workshop provided a venue to capture the current and short-term issues in natural resources sector labour recruitment for northern BC. It also provided an opportunity for recruiting diverse participation in the *Bridging the Divide* champion group and providing them with initial guidance to implement solutions. The key lesson from the workshop was that all barriers to labour recruitment and retention are linked, and must be addressed in a coordinated way in order to be fully successful.

Engaging some of the sectors and groups in the workshop was a challenge for the organizing committee. Future efforts must work at increasing involvement from these sectors and the organizations and agencies that are attempting to address ongoing labour needs. A key recommendation moving forward is to encourage increased involvement from several important groups including:

- First Nations
- Unions
- Small communities
- Energy and mining industry representatives
- Career and job seekers

It is clear that retention comes first: keeping people currently in the sector where they are, and ensuring that people already in Northern BC are gainfully employed. Recruitment needs to be geographically prioritized like concentric circles, from local, to regional, provincial, national and international. Addressing the labour barriers identified at the workshop and implementing strategies in northern BC will require a diverse collaboration of organizations, companies, and communities to appropriately address the tasks, processes and changes that need to occur, while attempting to do so in a coordinated way. This will be the opportunity of the *Bridging the Divide* champion group.



APPENDIX A. WORKSHOP WELCOME LETTER



305-1488 Fourth Avenue, Prince George, British Columbia, V2L 4Y2
T: [250] 612-5840; F: [250] 612-5848; www.resourcesnorth.org

April 24, 2012

Dear Workshop Participants:

Re: Bridging the Divide: A Multi-Sector Approach to Natural Resources Labour Needs in Northern BC

Thank you for registering for the workshop, and welcome! The labour retention and recruitment challenges in our region are wide ranging and complex. While many industries and organizations are working to resolve aspects of these challenges, there are opportunities to exponentially increase these efforts by working together on labour issues in our region. With this workshop we aim to explore the potential for such collaboration.

By holding this workshop, we hope to generate the following outcomes:

1. Participants will have a better awareness of challenges and opportunities related to retention and recruitment.
2. Participants will have an opportunity to learn about existing regional and sectoral initiatives and to explore and establish partnerships with each other.
3. Participants will have a better understanding of the needs of employers and potential employees in the sector.

We would like to take this opportunity to give a big thank you to our sponsors, the Forest Products Sector Council, the BC Ministry of Jobs, Tourism and Innovation, and Natural Resources Canada's Forest Communities Program. As well our appreciation to the members of our Steering Committee for their time and direction in developing this workshop:

Ed Morrice, College of New Caledonia
Dave Kim, Kim Forest Management
John DeGrace, Plateau Minerals Corp.
MaryAnne Arcand, Central Interior Logging Association

Chris Lear, Council of Forest Industries
Jill Moore, Employment Action
Kate Iverson, Central Interior Logging Association
Mary Jarbek, Employment Action

The efforts of this workshop do not end here. The Prince George Chamber of Commerce has assembled a group of community 'Champions' to move this partnership approach to addressing labour needs beyond the workshop into actions that will make a difference.

I would also like to personally recognize the efforts of the staff at Resources North Association, Dave Lemman and Diana Tecson, for their hard work which has made this event possible.

Resources North Association is pleased to have the opportunity to be a catalyst for projects and events that promote partnerships in natural resource management.

Sincerely,

RESOURCES NORTH ASSOCIATION

A rectangular box containing a handwritten signature in black ink that reads "Melanie Karjala".

Melanie Karjala,
Acting General Manager



APPENDIX B. WORKSHOP AGENDA

WORKSHOP AGENDA – Day 1		
TUESDAY, APRIL 24, 2012		
TIME	TOPIC	SPEAKER
7 am – 8 am	Registration Check-in Coffee and Breakfast Pastries	
8 am – 8:45 am	Opening Welcome and Workshop Introductions	Melanie Karjala, Resources North Association Forest Products Sector Council
9 am – 9:45 am	Keynote Address	Kevin Evans, BC Industry Training Authority
9:45 am – 10:15 am	Refreshment Break	
10:15 am – 12 pm	Consecutive Plenary Sessions	
	Natural Resource Sector Overview Moderator: Kathie Scouten	Allister Hain, Forest Products Sector Council Bob Haugen, Northern Lights College Bev Collins, T-Rex Group Inc. (M. Turner and Associates)
12 pm – 1:30 pm	Buffet Lunch and Networking	
1:30 pm – 3 pm	Concurrent Breakout Sessions	
	Identifying Issues and Barriers to Recruitment and Retention in Forestry Moderator: Ed Morrice, College of New Caledonia	Kathy Lewis, University of Northern British Columbia MaryAnne Arcand, Central Interior Logging Association Rob Jarvis, Canfor Corporation
	Identifying Issues and Barriers to Recruitment and Retention in Energy, Mining and Mineral Exploration Moderator: Paul Jago, Ministry of Forests, Lands and Natural Resource Operations	Shayne Olsen, Pinnacle Renewable Energy Group Bob Haugen, Northern Lights College
3 pm – 3:30 pm	Refreshment Break	
3:30 pm – 4:30 pm	Sharing Observations and Insights Moderator: Dan Adamson, City of Prince George	Report out on breakout sessions
7 pm – 7:30 pm	Evening Presentation A Regional Approach to Retention and Recruitment	Audrey DeWit, Northern Alberta Development Council
7:30 pm – 9 pm	Reception	Appetizers and no host bar

WORKSHOP AGENDA – Day 1		
WEDNESDAY, APRIL 25, 2012		
TIME	TOPIC	SPEAKER
7 am – 8 am	Registration Check-in Coffee and Breakfast Pastries	
8 am – 9 am	Welcome	Dave Leman, Resources North Association
	Keynote Presentation	Alice Downing, Human Resources Specialist
9 am – 10:15 am	Consecutive Plenary Sessions	
	Health, Safety and Demographics Moderator: Chris Lear, Council of Forest Industries	Brandon Grant, Northern Health Laura Maguire, BC Forest Safety Council Victoria Pazukha, Resource Training Organization
10:15 am – 10:30 am	Refreshment Break	
10:30 am – 12 pm	Consecutive Breakout Sessions	
	Moving to Solutions for Recruiting and Retaining Labour in Northern BC – Forestry Moderator: Ed Morrice, College of New Caledonia	Jill Moore/Mary Jarbek, Employment Action John Betts, Western Silvicultural Contractors' Association
	Moving to Solutions for Recruiting and Retaining Labour in Northern BC – Energy, Mining, and Mineral Exploration Moderator: Paul Jago, Ministry of Forests Lands and Natural Resource Operations	Danielle Smyth, Northwest Community College Nadine Israel, BC Aboriginal Mine Training Association Korah DeWalt, New Gold Corp. – New Afton Mine
12 pm – 1:30 pm	Buffet Lunch and Networking	
1:30 pm – 3 pm	Brainstorming Solutions: Breakout Session Report Back and Discussion Moderator: Dave Leman, Resources North Association	Report out on breakout sessions Table brainstorming
3 pm – 3:30 pm	Refreshment Break	
3:30 pm – 4:30 pm	Building Partnerships and Sharing Solutions	Bev Collins, T-Rex Group (M. Turner and Associates) <i>Bridging the Divide</i> Champion's Commentary
4:30 pm	Closing Remarks	

APPENDIX C. SPEAKER BIOGRAPHIES, PRESENTATIONS AND NOTES



MELANIE KARJALA

General Manager
Resources North Association
Tel: 250-612-5844
melanie@resourcesnorth.org



Melanie joined Resources North Association (RNA) in April 2011 and leads the organization in implementing and carrying out RNA's commitments on multiple projects related to integrated resource management. Melanie has over ten years of experience in natural resource management in British Columbia. She holds a Master of Natural Resources and Environmental Studies degree from UNBC, and is a registered member of the Association of BC Forest Professionals. She brings experience in integrated resource management, sustainable forest management, community engagement and well-being, resource analysis, strategic planning, program and project management, partnership building, strategic alliances and networking. In May 2012, she will be taking on a new role as RNA's Business Development Strategist. Prior to joining RNA, Melanie was the Research and Education Programs Coordinator for the Aleza Lake Research Forest Society.



KEVIN EVANS

Chief Executive Officer
Industry Training Authority
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Kevin Evans is chief executive officer (CEO) of the Industry Training Authority (ITA), responsible for the governance, expansion and improvement of B.C.'s industry training system. He was appointed CEO in October 2007, after joining the organization as chief operating officer in April.

Before joining ITA, Kevin was vice-president, Western Canada, of the Retail Council of Canada – a national non-profit trade association. In this capacity, he was also chair of the Coalition of BC Businesses and vice-chair of the B.C. government's Permanent Roundtable on Small Business. From 1996 to 1998, Kevin was chief journalist, Television News and Current Affairs at CBC British Columbia, where his primary focus was provincial government affairs. His community involvement includes serving on the Board of the Immigrant Employers' Council BC.



ALLISTER HAIN

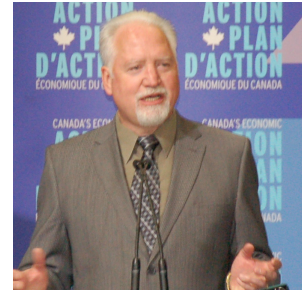
Director, Communications
Forest Products Sector Council
Tel: 613-234-0901 ext 225
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Allister Hain has more than 15 years' experience in creating strategic communications and outreach programs for non-profit, public, government and corporate organizations. Previous to joining the Forest Products Sector Council he worked for the Canadian Forest Service and the Canadian Model Forest Network. Allister originally started with the Forest Products Sector Council as the Manager, Communications in July 2009.

BOB HAUGEN, MA

Workforce Training
Clean Energy Program Coordinator
Northern Lights College, B.C.'s Energy College
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Bob Haugen is the Clean Energy Program Coordinator for Northern Lights College at the Dawson Creek Campus and has been coordinating the delivery of Solar Thermal Installer Certification courses throughout BC for the past four years. Bob has a Master of Arts degree from Royal Roads University and wrote a thesis on setting Solar City criteria for Canadian municipalities. He recently founded, and is a director of The Canadian Solar Cities Project, a Canadian registered NGO dedicated to advancing the concept of Solar City across Canada. Bob initiated the concept that led to the construction of the Centre of Excellence for Clean Energy Technologies, Energy House, on the Dawson Creek campus of Northern Lights College, and also developed the new Certificate in Applied Clean Energy.

BEV COLLINS

Director
T-Rex Group Inc.
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Bev brings over 10 years of Recruitment experience working directly with employers and clients to determine employment needs and candidate suitability. As an Employment Specialist she organized and hosted industry spotlight days and job fairs for local employers to meet with prospective employees. She was a Program Coordinator for: Employment programs, Forestry work programs, Women's conferences and Small business consulting.

Bev piloted the Science Council of BC (Entrepreneurship program for youth in scientific related companies). She has over 12 years in Industrial Sales, in scientific, manufacturing and construction equipment to labs and resource industries throughout BC and Canada, and owned her own scientific company as an agent for American and overseas companies

Bev is a labour market expert on northern BC projects and industries. She is a Facilitator of workshops in: Labour Market, Transferable skills, Orientation, Job Readiness, and ITA Challenge. Bev is a past Director of Prince George Chamber of Commerce and Member of Northern Interior Mining Group.

KATHY LEWIS

Professor
University of Northern BC
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Dr. Kathy Lewis is a Professor and the Chair of Ecosystem Science and Management at the University of Northern British Columbia. She obtained a BSF degree from UBC in 1983, an MSc in Forest Pathology from Virginia Polytech in 1985, and PhD in Forest Pathology from Oregon State University in 1990.

Dr. Lewis is currently the Chair of the Ecosystem Science and Management Program at UNBC, which administers degrees in Natural Resources Management (majors in Wildlife and Fisheries, Forest Ecology and Management, Outdoor Recreation and Conservation), Biology and Environmental Studies. Dr. Lewis has taught courses in forestry, natural resources management and biology. She has served on the Board of Directors for the John Prince Research Forest, jointly managed between UNBC and the

Tl'azt'en Nation, the Provincial Forest Appeals Commission and the Environmental Appeal Board, the Board of Examiners for the Association of BC Forest Professionals, the External Review Panel for the Sustainable Forestry Initiative, and the Provincial Forestry Roundtable.



MARYANNE ARCAND

Executive Director
Central Interior Logging Association
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MaryAnne Arcand is Executive Director of the Central Interior Logging Association, which represents log harvesters, log haulers, forest road builders, silviculture, bio-mass and service/suppliers to the forest industry in central and northern BC. She is also the founder of the Carbon Aggregation Co-op of BC, a first of its kind in the world program for capturing carbon offsets from trucks and heavy equipment. As well, MaryAnne coordinates the RoadHealth coalition, which focuses on road safety in the RCMP's North District. She is also active on a number of not-for-profit boards of directors, including the BC Forest Safety Council, the BC Trucking Association and the BC Trucking Safety Council.



ROB JARVIS

Manager, Talent and Employee Development
Canfor Corporation
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Rob Jarvis is the Manager for Talent and Employee Development for Canfor, for whom he has worked for the past 25 years. Rob is currently focusing on recruitment and retention strategies for Canfor. Rob is also a member of the BC Human Resources Management Association (BCHRMA) Advisory council, a Board Chair for United Way of Northern BC, and a member of the Human Resources Leaders Forum in Prince George.



SHAYNE OLSEN, CA

Director of Human Resources
Pinnacle Renewable Energy Group
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Shayne Olsen joined Pinnacle in November 2006 as a senior member of the accounting and finance team. Prior to Pinnacle, Shayne worked as a Senior Account Manager with one of Canada's top 5 banks. He is currently the Director of Human Resources for Pinnacle Renewable Energy.

Shayne received a Bachelor of Business Administration from Simon Fraser University in 1994. He is a Chartered Accountant with the Institute of Chartered Accountants of British Columbia.



AUDREY DEWIT

Manager of Programs and Coordination
Northern Alberta Development Council
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Like so many northerners, Audrey DeWit moved to Peace River, Alberta with her husband in 1980, intending to stay for just a year. Now she and her family are very much part of the fabric of northern Alberta.

Audrey has worked with the Northern Alberta Development Council for the past twenty years, and is currently the Manager of Programs and Coordination. She has worked on a wide variety of initiatives related to education, recruitment, tourism, regional development, student funding and communications.

DAVE LEMAN

Projects Coordinator
Resources North Association
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Dave Lemman has worked with Resources North Association for the past four years, both as the Coordinator of the Northern Climate Change Network hosted by RNA, and more recently as a Projects Coordinator. Before moving to Prince George 22 years ago, he graduated with a Master's degree in Environmental Design (Environmental Science) from the University of Calgary. Dave worked for 10 years as an employee of the University of Northern British Columbia, where he worked as a Project Coordinator for the Northern Land Use Institute and also as a Co-operative Education Coordinator. Dave has been engaged in consulting work for various organizations, such as the BC Sustainable Energy Association (BCSEA) and the City of Prince George among others. He has undertaken volunteer work for numerous organizations including time in East Africa with the African Conservation Fund and the Tanzania Bird Atlas Project. Recently Dave has been instrumental in developing a project to install photovoltaic panels on an elementary school in Prince George, with a view to exploring renewable energy options for northern communities.

ALICE DOWNING

Certified Human Resources Professional
Tel: 250-562-1902
adowning@telus.net



Alice Downing provides broadly based governance and human resources consulting services. She is a Certified Human Resources Professional with a breadth of experience across industry, natural resource and service sectors as well as in the public and not-for-profit sectors.

Alice currently serves as Board Chair of the Canadian Healthcare Association. She previously chaired the boards of the University of Northern British Columbia and Health Employers Association of BC, served as Vice-Chair of the Northern Health Board of Directors, and served as a Director of the Insurance Corporation of BC (ICBC). In 2003, she was awarded the Queen's Golden Jubilee Medal for excellence in leadership and governance of a post-secondary institution.

Alice's participation on other boards and agencies includes the BC Labour Force Development Board, Minister's Council on Employment for Persons with Disabilities, BC Public Sector Employers Council,

Collective Agreement Arbitration Bureau Joint Advisory Committee, National Institute of Disability Management and Research Education Committee, Vancouver Foundation Advisory Committee, as well as a number of community boards and committees.

Ms. Downing has received the BC Human Resources Management Association Award of Merit for northern British Columbia, the National Institute of Disability Management and Research Award for Ongoing Commitment and Support to Disability Management, Canfor President's Award of Excellence and the Prince George YM-YWCA Outstanding Board Member Award.



BRANDON GRANT

Men's Health Coordinator
Northern Health
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Brandon Grant is the Men's Health Coordinator for Northern Health. Brandon is a graduate from Saint Mary's University, UNBC, and the Johnson Shoyama School of Public Policy at the University of Saskatchewan. He has been with Northern Health for 11 months.



LAURA MAGUIRE

Manager of Training & Program Development
BC Forest Safety Council
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BC Forest Safety Council

Laura brings 12 years of forestry experience to her role, working both in the field and in forest safety management.

Laura began her forestry career as a tree planter working her way through university. After completing a Business degree from Royal Roads she worked in small business consulting, community economic development and investment banking. A strong passion for the forests brought Laura back to the industry in 2005 where she worked primarily in pre and post-harvest activities, including 4 years developing and managing the safety program for a mid-sized forestry company. She is a certified internal and external auditor with the BCFSC and a former Director of the Western Silvicultural Contractors' Association.

Areas of interest include organizational culture, change management and risk management to help companies become more competitive in the marketplace.

In her free time she enjoys long distance running and mountain biking in the woods across British Columbia.

VICTORIA PAZUKHA

Manager, Strategic Initiatives
Resource Training Organization
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Victoria is the Manager, Strategic Initiatives at Resource Training Organization. Her experience includes working for employment and skills development programs with a broad range of clients and occupational groups across various sectors including youth, women, aboriginal peoples, immigrants, trades professionals, technicians, technologists and others. She is experienced in workforce development strategies, program development and implementation, partnership building and stakeholder communications.

Victoria is a Board Member of the BC Career Development Association and a Chair of Professional Development and CHRP Committee at the Coastal Vancouver Advisory Council of the BC Human Resources Management Association. She holds both Certified Human Resources Professional and Certified Career Development Professional designations.

LORI FORGERON

Executive Director
Employment Action
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Lori Forgeron has 18 years experience developing and delivering employment programs to marginalized and high risk individuals across a broad spectrum. She possesses experience developing programs for high risk youth, displaced fisheries and forestry workers, First Nations individuals, persons with disabilities, women in transition and individuals with low literacy levels or in need of significant life skills supports. Lori has served as the Executive Director for several not-for profit organizations in Canada and has developed programming that is responsive to job seekers needs. She possesses a Bachelor's Degree in Political Science from St. Francis Xavier University, and has extensive additional training in organizational management, program development and vocational counseling. Lori has a proven capacity to deliver multiple programs simultaneously and has enjoyed great success with all programs she had developed and delivered. She is a highly sought after consultant, often working with other not for profit organizations to assist them to develop responsive employment programs.

JOHN BETTS

Executive Director
Western Silviculture Contractors' Association
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John Betts has been the executive director of the Western Silvicultural Contractors' Association since 1996. He first worked in the silviculture industry as a tree planter in 1967. Over his decades of involvement in the silviculture sector in British Columbia he has planted and spaced trees, fought wildfire, operated his own silviculture contracting firm and been active in representing the industry to government and the public.

John is a founding director of the BC Forest Safety Council and is active in ongoing strategies to develop effective programs around worker safety and other human resource issues related to the seasonal B.C. silviculture workforce. He has worked as a news reporter, a hard rock miner, a west coast chokerman, a freelance journalist and a public relations consultant. He has raised two sons, one of whom plants trees. He lives with his wife, Anneke, on Kootenay Lake near Nelson.



DANIELLE SMYTH
Project Administrator
School of Exploration and Mining
Northwest Community College
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Danielle Smyth is a Project Administrator with Northwest Community College's School of Exploration and Mining (NWCC SEM) based in Smithers, BC.

Danielle obtained a Bachelor of Science degree (Environmental Science) from the University of Guelph in 2005, and a Master of Natural Resources and Environmental Studies from UNBC in 2009. Her broad interests are reflected in her academic and professional background having worked in a variety of sectors including government, industry and post-secondary. In her current role with Northwest Community College, Danielle enjoys the challenge of providing equal opportunities to education and training that is responsive to industry needs and leads to local employment.



NADINE ISRAEL
Program Coach
BC Aboriginal Mine Training Association
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British Columbia Aboriginal
Mine Training Association

Nadine has a Diploma of Natural Resource Technology from Nicola Valley Institute of Technology and is a Registered Forest Technologist with the Association of BC Forest Professionals. She has worked for 9 years in the BC Southern Interior region in the resource sector in both planning and operational roles. Her focus has been with Aboriginal communities relating her expertise in Forest Management, Cultural Heritage Protection, and Wildlife Management and provided support to protection of Archaeological Resources. Nadine's strengths are her communication skills and ability to positively facilitate effective working relationships between Aboriginal communities, government and industry.

In addition to Nadine's technical skills, she has several years' experience coaching families through major change (as a Doula). Nadine has found her niche as a Program Coach at BC AMTA which has allowed her to stay connected with Aboriginal communities and their members. With her combination of post-secondary education, cultural understanding, volunteer work and life experiences, these elements are the foundation that keeps her passionate about her work.

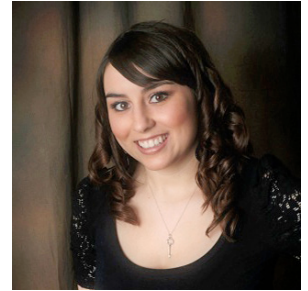
Nadine is a member of Skeetchestn of the Secwepemc Nation and was raised in the Savona area. She has previously been a member of the Aboriginal Task Group with the Association of BC Forest Professionals and currently, she is a member of the Women in Mining Human Resource Taskforce Subcommittee.

In addition to her career, she values time with her husband and three sons; as a family they enjoy spending time together skiing/snowboarding in the winter, as well as, camping and boating in the summer.



KORAH DEWALT

Human Resources Assistant
New Gold Corp. – New Afton Mine
Tel: 250-377-2810
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Korah DeWalt, member of the Tk’emlups Indian Band, is the daughter of Connie Leonard.

Over the past two years she has worked in the mining industry with New Gold, Inc. – New Afton Mine, located 10 km west of Kamloops, BC. She is responsible for a variety of different tasks related to recruitment, employee development, and community engagement. Further, Korah works closely with BC AMTA and the two local bands, Skeetchestn and Tk’emlups. Korah is very grateful for the opportunity New Gold has presented her, as she has the opportunity to work within her community.

Korah graduated in 2011 with her Bachelor of Business, with a major in Human Resources, from Thompson Rivers University. Prior to graduating, Korah worked with the First Nations Coordinator and the Human Resources Team in the capacity of HR Co-op. During that time she was able to demonstrate her abilities and passion in HR that eventually landed her a job with New Afton Mine.

Doing what’s right: that’s how New Gold defines one of their core values – Integrity. At the New Afton Mine, they are doing just that by ensuring every workplace is the safest it can be; to living and breathing their commitment to the environmental stewardship; to caring for our local communities. Korah contributes to this motto by striving to hire the right people for the job. New Afton sets them up to succeed in their workplace by providing the training and support they need to get the job done right.

Finally, Korah would like to thank the organizers of Resources North for organizing this event.

APPENDIX D: STRATEGIES AND ACTIONS 5 TO 14

Key Barriers or Issues (in order of priority)	Strategies
5 Improving access to local/ regional skilled labour before looking beyond	<ul style="list-style-type: none"> • be proactive and prioritize locally - communicate needs as far ahead as possible; • access both skilled and unskilled labour; • hire locally (cheaper in the longer term); • policy to hire local first, regionally, then provincially; • acquire services locally; • review practices in Selkirk, Manitoba; • develop a policy and philosophy to accommodate the needs of the employees; • taking care of that employee 'engagement' will in turn create more value for the corporation; • keeping employees safe is part of this philosophy; • look within and "train to retain"; • value the employee; • labour unions must be involved; • strategic human resources planning – empower existing groups working to link needs, education, and training; • build on local foundational education and training already in place; and • capture "emotional quotient" (EQ); hiring based not just on skills alone.
6 Ensuring there is accommodation/housing in communities for employee and their families	SEE BARRIER #4 STRATEGIES
7 Marketing job opportunities to the local workforce	SEE BARRIER #2 STRATEGIES
8 Conducting labour market data collection and analysis that looks at supply (not just demand for labour)	<ul style="list-style-type: none"> • collect in-depth social science, evidence-based data for the northern bc region; • collect evidence to verify and challenge our assumptions of worker shortages for the resource industries; • forge a labour market partnership; • develop innovative approaches that capture qualitative and quantitative data to get to the root of the issue; and • develop a labour market partnership proposal to the ministry of jobs, tourism and innovation to fund data collection.
9 Finding ways to engage the aging/retiring workforce	<ul style="list-style-type: none"> • interview retired or retiring employees to explore a range of options; • work with unions to incorporate options into collective agreements; and • allow for part-time, flexible hours, flexible time off, short-term employment and contract based options

Key Barriers or Issues (in order of priority)	Strategies
10 Improvements to local training, education, and apprenticeship opportunities	<ul style="list-style-type: none"> • private – public partnerships “PPP” for training delivery to different groups; • bring industry, training /education together; • willingness to give people with training the opportunity to gain the experience they need; • Identify and work to rectify systemic barriers (e.g., testing for truck drivers occurs only once per month); • develop incentives to encourage businesses to take on apprentices; • develop timelines to coordinate the start of projects with the number and types of jobs are needed to set up training programs early on – having info on projected needs is key; • Find ways of overcoming company to company confidentiality issues by lumping labour needs data in to discreet categories; • develop programs to give experienced workers upgrade training; and • develop programs to hire candidates with good potential in entry level positions so they can work while upgrading their skills.
11 Ensuring that certifications can cross jurisdictional boundaries (e.g., between provinces)	STRATEGIES REQUIRE FURTHER EXPLORATION
12 Addressing geographic isolation issues when working in remote communities and locations	SEE BARRIER #4 STRATEGIES
13 Sectors are competing for the same labour force	<ul style="list-style-type: none"> • host forums for companies to discuss the issues (closed shop to ensure confidentiality and to increase participation); • overcome fears – to share information or knowledge about business deficiencies; • gather statistics/studies via a forum involving all demographic groups; • coordinate sharing of workers between companies/sectors where feasible; • capture “emotional quotient” (EQ); hiring based not on skills alone ; • exit interviews to identify why they leave a place of employment; exit interviews will help sectors to adapt their retention strategies; and • find ways to keep older workers to have an influence/to fill the generation gap; • shutdown example.
14 Companies competing with each other for labour and possibly poaching employees from each other	<ul style="list-style-type: none"> • create a corporate policy/culture of not stealing or poaching from other projects/companies within the sector; and • get at the problem of poaching from small-company employees

APPENDIX E. LIST OF PARTICIPANTS

Lesley Anderson	United Way of Northern BC
Kevin Bedford	Carrier Lumber Ltd.
Angela Bennett	College of New Caledonia
Dan Boudreau	Nechako-Kitamaat Development Fund Society
John Bowman	College of New Caledonia
Gail Brewer	Ministry of Forests, Lands and Natural Resource Operations
Jeff Brown	Ministry of Forests, Lands and Natural Resource Operations
Shelley Carlson	Village of Fraser Lake
Nello Cataldo	Natural Resources Canada, Canadian Forest Service
Bev Collins	T-RexGroup Inc.
Emily Colombo	District of Fort St James
Maureen Czirfusz	Houston and District Chamber of Commerce
Marlene Fehr-Power	The BID Group
Heather Flood	TRADES Plus
Michelle Gronskei	Dunkley Lumber Ltd.
Laura Honeyman	T-RexGroup Inc
Kate Iverson	CILA
Ryan Iverson	General Interest
Mary Jarbek	Employment Action
Bryn Kulmatycki	College of New Caledonia
Chris Lear	Council of Forest Industries
Kathy Leeman	People and Workplace Strategies Branch for Corporate Services and Natural Resource Sector
Laura Maguire	BC Forest Safety Council
Gary McDermott	Industry Training Authority
Bill McGill	PG Chamber of Commerce
Jody McInnes	Stillwater Consulting
Melissa Mills	Initiatives Prince George Economic Development Corporation
Jill Moore	Employment Action
Ed Morrice	College of New Caledonia
Shayne Olsen	Pinnacle Renewable Energy
Victoria Pazukha	RTO Resource Training Organization
Wendy Pelletier	Wendy Pelletier Consulting
Cal Purcell	Kopar Administration/Prince George Employment Services
Brian Quick	Lakeland Mills Ltd
Rebecca Reid	Community Futures Fraser Fort George
Cameron Rittich	FPIInnovations
Darrell Robb	FLNRO
Jolene Shepherd	United Way of Northern BC
Diane Smith	District of Mackenzie
Marshall Smith	The BID Group
Trish Sterloff	Ministry of Jobs, Tourism and Innovation Economic Development Division
Trudy Temple	Tolko Industries Ltd
Albie Thomson	FPIInnovations - Forest Operations
Sharon Tower	Omineca Beetle Action Coalition
Carly Zenzen	Spectrum Resource Group Inc.