

# Northern Development Ministers' Forum 2003

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## Recruitment and Retention in Northern Canada: *Partnerships for Progress*

September 24th - 26th, 2003 Iqaluit, Nunavut

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**Recruitment and Retention in Northern Canada: Partnerships for Progress**  
**Northern Development Ministers Forum 2003**

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# I. Executive Summary

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Recruitment and  
Retention in  
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## **2003 Northern Development Ministers Forum**

### **Recruitment and Retention In Northern Canada:**

### **Partnerships for Progress**

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## **Executive Summary**

### **I. Introduction**

#### ***Background***

A report on recruitment and retention best practices was presented to delegates at the 2002 Northern Development Ministers' F/P/T Forum (NDMF) held in Peace River, Alberta. The attending ministers endorsed several recommendations for follow-up. Those recommendations included:

- Continued research and analysis of best practices for future forums
- Revisit all jurisdictions and expand to private industry
- Document the results of successful practices and Aboriginal partnerships
- Develop a Northern Region recruitment and retention contact listing to be presented at the 2003 NDMF

In response to the recommendations, a F/P/T/ senior officials' working group led by representatives from Newfoundland and Labrador, along with Manitoba and Indian and Northern Affairs Canada (INAC), proceeded to follow-up with jurisdictions represented at the NDMF.

#### ***Process***

Provincial and territorial governments and INAC were contacted and based on information submitted for the 2002 report were asked to provide the following:

- A report/update on the success of recruitment and retention initiatives identified in 2002
- Information on new initiatives or initiatives not previously reported
- Details on successful Aboriginal initiatives and partnerships
- A list of contacts to facilitate follow-up on specific recruitment and retention initiatives.

A template containing information from the 2002 report was provided to act as a guide and to facilitate the capture of the information requested.

To supplement the information received on recruitment and retention last year, each jurisdiction was also asked to solicit information on best practices from private sector entities. It was left to the discretion of each participating jurisdiction as to which private sector entities they chose to approach as well as the format used.

As done last year, the responses were compiled into a template categorized by the following employment sectors: Health, Education, Social, Technical, Trades, Physical Sciences, Regulatory/Legal and Administration.

### ***Skill Shortages***

Recruitment challenges continue to be reported in education, trades (including the energy industry), technical, physical sciences, health care, social and administration. The shortages reported in the social sector, while less pronounced, emphasized Aboriginal social workers in the area of child and family services. The responses also suggest that some initiatives in health care are beginning to show results.

A common concern exists for the lack of succession planning to address the large numbers of retirees expected in the next ten years. In more than one instance, mention was made of senior and middle management belonging to the same cluster of retirees, presenting a significant challenge for succession planning.

### ***Trends***

- Demand continues to outpace supply in many employment sectors. In the case of nursing, education and trades training it was observed that there are generally insufficient training positions to meet current and expected demand.
- Increasing dependence on technology is creating increased demand for technical and computer background and skills.
- Increasingly complex inter-governmental relationships and relationships with Aboriginal communities are creating demands in the area of administration as well as for Aboriginal specialists.
- Fiscal cutbacks leading to lengthy vacancies impact remaining staff contributing to higher staff turnover.
- Public health and safety concerns related to infrastructure are leading to higher standards and emphasis on candidates having the necessary skills.
- Recruitment efforts commonly involve early contact with students to promote career choices as well as participation in career fairs, co-op programs, summer placements and practicums.
- Retention strategies commonly focus on quality of work life issues, including professional development.
- Housing is a key incentive when recruiting to northern locations.
- Decentralized training programs targeted at specific needs are being delivered in many jurisdictions particularly in the fields of nursing, education and trades.

***In order to create an Aboriginal Representative Workforce we first need to assist in the creation of an Aboriginal Representative student body.***

Aboriginal Representative Workforce Strategy - Burntwood Regional Health Authority

## **II. Update on Initiatives**

### ***Outcomes - Highlights***

- Nunavut reports success of their Temporary Labour Market Supplement.
- Money still seems to count, as some respondents report lack of recruitment success related to non-competitive salary/benefit packages.

- Exit interviews from Labrador indicate that the top two reasons professionals stay in Labrador are family and friends and a love of the outdoors and environment.
- Local delivery of education targeted to specific needs show positive results. Examples of RN, BN, LPN, teacher education, BSW and trades training are many.
- Manitoba reports more than 600 nurses to graduate up from 210 in 1999.
- Partnerships make it happen. There are numerous examples of successful partnerships between and among various levels of government, industry, the education sector and Aboriginal communities and organizations.
- Alberta reports, that overall, there has been an excellent return service rate for co-sponsored bursaries offered by the Northern Alberta Development Council and local partners.
- Flexibility pays off in recruitment of retired educators re-entering the workforce and initial waiving of B.Ed. requirements for otherwise qualified entrants to the teaching profession according to reports by Newfoundland and Labrador.
- Educational Funding Programs - four entrance scholarships for first-year engineering students with guaranteed summer employment (Manitoba Hydro) and Queen Elizabeth II Scholarships to top two in each year of four year nursing program (Nunavut).

***When it comes to HR, you can "buy it - recruit" or "build it - training and development"***

Yukon Energy, Mines and Resources

### III. New Initiatives

- Bursary programs in health and education (Alberta) and geology (Manitoba)
- Refining various mixes of incentives, benefits and recruitment tools (various)
- Personal and professional development and mentoring (various)
- Licensure changes to recruit doctors internationally and centralized recruitment processes (Manitoba)
- Establishment of specific purpose funds to support recruitment and retention of health care professionals (various)
- Subsidized teacher housing initiative (Newfoundland and Labrador)
- Aboriginal apprentice training program for aircraft maintenance (Saskatchewan)
- *Careers the Next Generation* and the *Registered Apprenticeship Program* to increase careers in trades (Alberta)
- *Career Counseling for Aboriginal Youth Professional Development* (Manitoba)
- *Bridging the Gap* training local people for local jobs (Newfoundland and Labrador)

- Aboriginal Youth Program - environmental science and engineering (Saskatchewan)
- Inuit Employment Plan (IEP) and Municipal Training Organization (Nunavut)
- Recruitment of BSW grads into positions providing necessary experience leading to Social Worker positions (Yukon)
- Inuit Access Nursing Program (Labrador)
- Pilot summer camp ("Building the Circle") for Aboriginal girls exploring engineering, technology and trades launched in 2002. Due to its success, plans for camp offerings include two new first year groups "Entering the Circle" and the returning group of 10 girls for Phase II "Exploring the Circle" (Manitoba Hydro)
- Promotion of science in schools and new 2-year Environmental Technology Program at Nunavut Arctic College

## **IV. Private Sector Report**

### ***Shortages***

- Engineers, trades, skilled miners, industrial electricians and mechanics, heavy duty mechanics, instrumentation technicians, electrical engineers, metallurgists, industrial chemists and mine management - MB mining sector
- Business skills (basic planning, budgeting and people management), retailing skills (grocery, general merchandise, meat and produce managers), general office skills, food service industry skills (food handling, health and safety and regulatory requirements), financial management and customer service skills - The Northwest Company

### ***Strategies - Recruitment***

- Work closely with colleges and high schools
- Attend or host "community job fairs"
- Newspaper ads, internet postings
- Incentive packages including housing, allowances and a range of benefits
- Northern Labour Market Committee and Multi-Party Training Plans
- Training to employment initiatives with local organizations
- Human Resource Development Agreements and Impact Management Agreements
- In-house trades training initiatives and apprenticeship programs
- Private-public partnerships
- Hire locally
- Employee referrals

### ***Strategies - Retention***

- Provide a good work environment
- Treat people with respect and fairness and provide them with the tools to do the job
- Partnerships/options

- Opportunity to diversify skills, job rotation
- Flexible work schedules
- Competitive compensation, benefits and pension
- Housing assistance
- Training, mentoring, staff development and promotion from within to middle and senior management levels
- Positive company environment
- Demonstrated corporate culture that gives loyalty and encourages loyalty in return.

#### ***Notable Initiatives***

- Cameco will expand current 9 trades apprenticeship program to 26 trades by 2005
- Saskatchewan's Multi-Party Training Plans I and II
- Collective agreement between Cameco Corporation and United Steelworkers of America Local 8914 supporting local employment
- HBMS in concert with the Provincial Apprentice Branch (MB) and various educational facilities have operated successful apprentice training programs for well over 30 years (68% of the mechanical workforce and 90% of the electrical group are program graduates).
- In April 2003, Jacque Whitford Environmental Ltd., an international environmental consulting company, joined forces with Innu Environmental Partnership, an Aboriginal owned company, to create Minaskuat Limited Partnership. The partners have worked together since 1998, placing significant importance on support for Labrador Aboriginals aspiring to a career in natural sciences.

#### **V. Aboriginal Partnerships**

*Syncrude's Aboriginal Development Program started in 1974 and education has been the key to its success. Initially, it consisted of a childhood literacy program, and trades education and training. The establishment of an industrial workers course at Keyano College, the signing of the Syncrude Indian Opportunities Agreement and the launch of the Aboriginal Careers Initiative with the University of Alberta followed. "I see a future that includes a stronger Aboriginal component in what we do, and a future that is more prosperous for everyone as a result".*

*Eric Newell from Footprints in Athabasca's Oil Sands Conference Board of Canada, Leaders on Leadership, May 2003*

Partnerships with Aboriginal communities and organizations are found across all jurisdictions and exist in as many forms as there are initiatives intended to increase and

ultimately maximize the participation of Aboriginal people across the North in education and training programs leading to employment. Examples include:

- The Nunavut Land Claims Agreement - Article 23 Inuit Employment Within Government
- Training and education projects in nursing, teaching, trades, social work
- Joint ventures in the forestry sector
- Human resource initiatives
- Harvesting contracts
- Representative/respectful workplaces
- Aboriginal recruitment and advisory committees
- Mentoring programs, internship programs and career counseling
- Outreach and networking programs
- Pre-training and access programs
- Local/Aboriginal preference mechanisms
- Educational funding program leading to summer and full-time employment for students in engineering, computer science and technologies

## **VI. Conclusions**

- A significant opportunity exists and is being responded to for inclusion of Aboriginal communities in northern economic activity and specifically as a solution in addressing job shortages in the North.
- Greater access to post-secondary training and adult education in northern jurisdictions is necessary to increase Aboriginal workforce participation.
- There is a notable emphasis on recruitment strategies targeting students at the high school level to create awareness of career opportunities and interest in pursuing a career in the recruiter's organization or sector.
- Government, the education and private sectors are endeavoring to respond to anticipated shortages resulting from demographic trends.
- Development of competencies in the areas of science, technology and computer applications is a challenge for which more needs to be done.

## **VII. Recommended Action**

1. Support the formation of a working group (HR and education specialists), to plan and deliver a national forum for action on Aboriginal workforce participation in the North. The focus would be on education/skills development and industry needs with a link to recruitment and retention practices.

Objectives of the forum would be to develop an agenda for action based on:

- A review or the current status of education in northern jurisdictions relative to labour market needs
- A review of successful northern education initiatives

- The exploration of existing interest with key partners from industry, government, First Nations and Aboriginal organizations to develop a united, holistic and coordinated action plan

Outcomes of the forum could include:

- Implementation of pilot strategies with selected Aboriginal communities/industries to be evaluated and expanded to a wider range of participants
  - The linking of industry partners to establish an Industry Overview Committee
  - A focused national strategy on education and skill development in the North that is linked to and driven by the requirements of industry
  - An assessment of current and future northern labour markets and current recruitment and retention practices
  - A list of priorities and action items for policy consideration
2. Do a case study of one best practice related to education and training or recruitment from each jurisdiction. This could be an independent project for the next NDMF or done in collaboration with the working group proposed in recommendation number one for presentation at a national forum on northern education and Aboriginal workforce participation.
  3. Distribute the current report to each jurisdiction to be circulated to stakeholders as a resource for planning and policy development.
  4. Update the contact list every second year for presentation to ministers at NDMF and for distribution to appropriate stakeholders in each jurisdiction.

## II. Northern Regions Template

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Recruitment and  
Retention in  
Northern Canada:  
*Partnerships for  
Progress*

## **Northern Regions Template: Recruitment & Retention In Northern Canada: Partnerships in Progress**

**This template contains information received from five provinces (Alberta (AB)/Saskatchewan (SK)/Manitoba (MB)/Quebec (QC)/Newfoundland & Labrador (NF)), three territories (Yukon (YK)/Northwest Territories (NWT)/Nunavut (NT)) and the federal department of Indian & Northern Affairs Canada (INAC). The template follows the same layout as presented in the 2002 report.**

*Please note:*

- ◆ Alberta's information is largely based on the results of a Professional Workforce Scan undertaken from January to March 2003 of 115 employers (mostly private sector). Employers from fifteen sectors of the northern Alberta economy gave impressions about their sector. Since scan numbers are small, the information may not be complete or representative of the entire sector. Note also, that in the recruitment and retention sections there may be overlap between existing and new practices since some are considering what others have used for some time. Information was also provided by Alberta Ministry Human Resource and program contacts.
- ◆ Saskatchewan provided additional information in March 2004 in the areas of health and trades.
- ◆ Newfoundland and Labrador is dedicated to Labrador recruitment and retention issues. The province's Strategic Social Plan has organized a Labrador Sub-Committee on recruitment and retention, which leads the Strategic Social Plan Human Resource Strategy for Labrador. This strategy includes the delivery of exit and retention surveys, Labrador - Come Work and Play promotional campaign and the Opening the Door to the North Human Resource Forum. These initiatives will have positive implications for all professional employment sectors.
- ◆ Northwest Territories, Quebec and Saskatchewan provided their additional information as contained in this template in March 2004.
- ◆ INAC's information is limited to the Education and Technical sectors.

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# Health

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Yukon

Northwest Territories

Nunavut

Québec

Ontario

<b>ALBERTA</b>		
<b>Skill Shortages: Newly Identified</b>		<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Audiology</li> <li>• Combined X-Ray &amp; Lab Technology</li> <li>• Diagnostic Medical Sonography</li> <li>• Emergency Medical Technicians (Paramedic)</li> <li>• Medical X-Ray</li> <li>• Nurse Practitioner</li> <li>• Pharmacy &amp; Pharmacy Technology</li> </ul>		<ul style="list-style-type: none"> <li>• Physical Therapists</li> <li>• Public Health Science (Inspector)</li> <li>• Rehabilitation Practitioner</li> <li>• Respiratory Technician</li> <li>• General Practice Medicine</li> <li>• Specialists (Anaesthesia, Cardiology, Obstetrics, Gynaecology)</li> <li>• Speech Pathology</li> </ul>
<b>Trends: Newly Identified</b>		
<ul style="list-style-type: none"> <li>• Health regions are currently in the midst of a regionalization process, which has reduced the number of health regions in the province and created uncertainty. Regionalization will affect the number of administrative staff and management positions.</li> <li>• With reduced funding levels, health regions have not been able to fill current vacancies.</li> <li>• Training positions are seen as insufficient to meet the demand for nurses, EMS, public health, occupational therapists, speech pathologists, physical therapists, pharmacists and physicians.</li> <li>• Health care professionals are taking positions out of the country.</li> <li>• The aging population will have two effects on the employment opportunities. First, current staff will be retiring providing more opportunities for new graduates. Second, an older population will require more medical intervention and demand for services will soar in the next ten years. Long-term care professionals and home care professionals will be in high demand.</li> <li>• Increased dependence on technology will mean more on-the-job training for professionals and candidates with more technical backgrounds will have an advantage.</li> <li>• Employers are looking to recruit more staff directly from universities, job fairs and getting involved more aggressively in practicum placements and internships.</li> </ul>		
<b>Recruitment and Retention Strategies: Current</b>		<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Opportunity North is a recruitment resource for Alberta employers. It consists of a website listing jobs and visual images of Northern Alberta, a CD-Rom and a brochure.</li> <li>• The Recruitment Apprenticeship Program (RAP), originally designed to create job awareness in trades at a high school level, has been expanded to the health care professions.</li> <li>• Lakeland Health region collaborated with Grant MacEwan College to offer a Registered Nurse program, using local facilities, instructors and video-conferencing.</li> <li>• A Bachelor of Nursing Program is offered in Grande Prairie, Fort McMurray and via distance through Athabasca University.</li> <li>• LPN programs are offered in many small communities.</li> </ul>		<ul style="list-style-type: none"> <li>• Health Regions have included Opportunity North in their recruitment. An evaluation has not yet been completed.</li> <li>• There has been a lot of northern student interest in health placement options in the RAP program. This is a long-term initiative. It is too early to see how many students are entering health careers as a result of the RAP or working in northern areas.</li> <li>• Approx. 20 students graduated from the RN program in the Lakeland area. All were hired (starting on a part-time or casual basis).</li> <li>• The area health regions employ most graduates of the northern delivered programs.</li> </ul>
<b>Recruitment and Retention Strategies: Anticipated</b>		
<ul style="list-style-type: none"> <li>• With acute shortages in health care professionals, employers are looking out of province for candidates and they will be tailoring their recruitment to that. There will be more use of web-based recruitment of professionals and professional staff may be interviewed by conference call or teleconferencing.</li> </ul>		
<b>New Initiatives</b>		<b>Outcomes</b>
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• The Northern Alberta Development Council, with Alberta Learning, offers bursaries for education students. Some bursaries are offered in partnership with employers.</li> <li>• The Fort Vermilion School Division, Silver Birch Child &amp; Family Services Authority and Northwestern Health Services region, in partnership with the Northern Alberta Development Council, offer bursaries to 20 students per year enrolling in education, health or social services related programs. These have a return service commitment.</li> <li>• Post-secondary school - active recruitment prior to graduation including recruitment fairs.</li> <li>• Website advertising.</li> <li>• Educational loans.</li> <li>• Facilitate student practicums.</li> <li>• Employee referral policy.</li> <li>• Relocation assistance for hard to recruit positions.</li> <li>• Worksite advertising.</li> </ul>		<b>Recruitment</b> <ul style="list-style-type: none"> <li>• There is a high return service rate amongst health bursary recipients.</li> <li>• Overall, there has been an excellent return service rate for co-sponsored bursaries.</li> </ul>

<ul style="list-style-type: none"> <li>• Funding for students through educational loans, bursaries and joint bursary with NADC.</li> <li>• Student placements, Careers the Next Generation, job fairs, continuing education support STEP, SLLP.</li> <li>• Professional association postings.</li> <li>• A strategic plan that recognizes the challenges in the North, and focuses on supportive work environments and informal mentoring programs for new graduates.</li> <li>• Sign-on bonuses, relocation assistance.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Flexible work hours.</li> <li>• Personal and professional employee development and mentoring.</li> <li>• Competitive wage and benefit package.</li> <li>• Professional licensing reimbursement.</li> <li>• Providing quality equipment, protocols and technology.</li> <li>• Nursing Education Fund, Nursing Education Management Certificate program, support masters degree candidates, licensed practical nurse role expansion long-service awards, partnerships with GPRC Nursing and Business Administration programs.</li> <li>• Wellness programs are springing up in some health regions.</li> <li>• Educational and recreational incentives paid by the employer.</li> </ul>	
<b>New Initiatives: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Increased focus on improving work environment.</li> <li>• Signing bonuses.</li> <li>• Increase educational and professional development succession planning.</li> <li>• Mentoring program for new graduates – extended orientation prepares them for independent practice in rural hospitals (rural practice is so diverse, new graduates find it overwhelming and leave).</li> <li>• Recognition for existing staff and service awards.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>• Careers the Next Generation RAP program has expanded health careers. A northern-based Field Director focuses on northern Aboriginal communities.</li> <li>• 2003 Professional Workforce Scan employer practices - recruitment and retention of Aboriginal staff.</li> <li>• Bursaries for Aboriginal students in health careers.</li> <li>• LPN program is offered in Aboriginal communities.</li> <li>• Employment of an Aboriginal Liaison worker.</li> </ul>	

SASKATCHEWAN	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Public Health Nurses</li> <li>• Licensed Practical Nurses</li> <li>• Dental Assistants</li> <li>• Physiotherapy Assistants</li> <li>• Dieticians</li> </ul>	<ul style="list-style-type: none"> <li>• General Duty Nurses (RNs)</li> <li>• Primary Care (Outpost) Nurses</li> <li>• Medical Laboratory Technologists/Combined Laboratory X-ray Technicians</li> <li>• Public Health Inspectors</li> </ul>
<b>Trends:</b>	
<ul style="list-style-type: none"> <li>▪ A growing northern population is placing increased demands on the health services provided in the North.</li> <li>▪ The average age of nurses in the province is 44.1 years, which is higher than the national average.</li> </ul>	
<b>Recruitment Strategies: Current</b>	<b>Recruitment Strategies: Anticipated</b>
<ul style="list-style-type: none"> <li>• For all employees, Northern District Allowances and Special Northern Leave – entitled to an extra week of vacation after one complete year of service (for all employees).</li> <li>• Health Transportation Benefits (SUN &amp; SGEU members) – 4 trips/year to closest service location.</li> <li>• Northern Benefits for Union of Nurses (SUN) members: <ul style="list-style-type: none"> <li>- Charge pay for nurse in charge at Primary Health Centres</li> <li>- Transportation expenses – mileage allowance</li> <li>- Enhanced family leave – up to 6 or 7 days</li> <li>- Sick leave</li> <li>- Moving and transportation expenses for new employees to a maximum of \$3,000</li> <li>- Continuing Nursing Education – one trip per year paid transportation</li> <li>- Travel benefit – 1 paid round trip to Saskatoon annually, after one year of service</li> <li>- Winter clothing allowance of \$100 per year</li> </ul> </li> <li>▪ Northern benefits for SGEU members – transportation expenses (mileage allowance)</li> <li>▪ Signing bonus of \$6,000 for Public Health Inspectors.</li> <li>▪ Undertaking a Provincial Market Supplement and/or Joint Job Evaluation process to replace any future need for signing bonuses, especially for Public Health Inspectors and Dental Therapists.</li> <li>▪ Relocation Allowances – to new staff filling permanent/full-time positions and some other than full-time employees in difficult to recruit positions (two year service return commitment).</li> <li>▪ Book and Tuition Support Policy – provides financial support to employees wishing to enhance their qualifications</li> <li>▪ Developmental Assistance Educational Leave – financial support based on benefit to employer and one for one return service commitment.</li> <li>• Recruit and develop employees for advancement (ie. dental assistant to a dental therapist - develop to become out of scope manager).</li> <li>• Tuition bursary for new graduates - \$3,000.</li> <li>• Northern Benefits for Health Sciences Association of Saskatchewan (HSAS) members: <ul style="list-style-type: none"> <li>- Transportation expenses – mileage allowance</li> <li>- Enhanced family leave – up to 6 or 7 days</li> <li>- Sick leave</li> <li>- Moving and transportation expenses for new employees to a maximum of \$3,000</li> <li>- Continuing Nursing Education – one trip per year paid transportation</li> <li>- Travel benefit – 1 paid round trip to Saskatoon annually, after one year of service</li> <li>- Winter clothing allowance of \$100 per year; \$200 per year for La Loche.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Agreement for Northern Benefits for Health Sciences Association of Saskatchewan (HSAS) members yet to be ratified.</li> <li>• Keewatin Yatthe Regional Health Authority – development of a Quality Workplace Coordinator. Duties may include (1) education and teaching to support employee development and (2) work with high schools within the region to generate interest in health careers and identify students already interested.</li> <li>• Northern health delivery system working with Saskatchewan Institute of Applied Science and Technology (SIAST) and Northlands College to offer training programs locally for special care aides, home health aides, emergency medical technicians and licensed practical nurses.</li> <li>• Market supplements for difficult to recruit positions, especially when there are wage inequities with similar positions with First Nations and Federal government employees.</li> </ul>

<b>Retention Strategies: Current</b>	<ul style="list-style-type: none"> <li>▪ Annual retention payments after each year of service for SUN members</li> <li>▪ Annual retention payments after each year of service (a Quality Workplace initiative) also available for HSAS members.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<ul style="list-style-type: none"> <li>• Mamawetan Churchill River Regional Health Authority – hired an Aboriginal Employment Development Co-ordinator to assist with the development of Aboriginal Employment Development Program (AEDP).</li> <li>• Audit to identify percentage of Aboriginal employees within workplace.</li> <li>• Keewatin Yatthe Regional Health Authority conducting comprehensive human resources survey in region to (1) identify retention issues, and (2) determine workforce development issues and desires (Representative Workforce Strategy).</li> <li>• Aboriginal Employment Development Agreement signed with Aboriginal and Intergovernmental Affairs Department in 1999.</li> </ul>	<ul style="list-style-type: none"> <li>• Mamawetan Churchill River Regional Health Authority – develop a network for Aboriginal employees in the region.</li> <li>• Keewatin Yatthe Regional Health Authority – discussions with Meadow Lake Tribal Council and individual Indian Bands in health region regarding ability to collaborate and share professional workloads.</li> <li>• Aboriginal Employment Development Program (AEDP) – hiring an Aboriginal Employment Development Co-ordinator to assist with the development of the program.</li> </ul>

<b>MANITOBA</b>	
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Interim accommodations up to 3 months in an apartment in Thompson or equivalent of three months rent.</li> <li>• Attending job fairs and career days: U of M Nursing, Physio and OT job fairs through U of M Student Assoc., Frontier School division/RDPC career day.</li> <li>• Summer student employment opportunities and job shadowing.</li> <li>• U of M Faculty of Medicine has increased enrollment for medical students from 70-85 and the government has dedicated a total of \$5.9 million over six years to increase enrollment.</li> <li>• Funding provided for a baccalaureate nursing program at Norway House.</li> <li>• A cross training program for certified medical laboratory technologists in limited scope x-ray functions, for application in rural and northern sites where there is a need for cross-trained technologists.</li> <li>• Training of LPN's in home communities funded jointly through Assiniboine Community College/Feds/MB Education.</li> <li>• Established new Office of Rural and Northern Health (ORHN) to increase number of physicians practicing in rural and northern communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Offering 3 month free accommodations in one of our BRHA apartments continues to be a big help for our new recruits in helping them settle and have the time to find suitable accommodations. Saving three months rent is a big incentive for new graduates.</li> <li>• Continue to attend job fairs and career days to promote careers in health care, as it has proven successful. Maritimes job fairs have been successful in recruiting from the east coast</li> <li>• Summer employment opportunities for nursing students to be employed as nurses aides. This provides the opportunity to mentor and try to attract these students into positions when they graduate.</li> <li>▪ Introduced a five-point plan to address the challenge of recruiting and retaining physicians in rural and northern MB. In the Fall of 2002, of the 90 students who enrolled in medical school at the U of M, 6 (4F, 2M) were of Aboriginal descent.</li> <li>▪ In Nov. 2002, there were 22 students enrolled at the Norway House site and 117 students at KCC sites.</li> <li>▪ Funding provided for training medical laboratory technologists in x-ray functions. Five students have been identified to participate in the delivery of the program in the Fall of 2003. RHA Diagnostic Managers are attempting to identify more.</li> <li>▪ Province contributed \$1.1M to Assiniboine Community College (ACC) for the development of 7 satellite LPN nursing programs with agreement that at least two will be delivered in the North. As of Feb 2003, the LPN program through ACC had 27 students enrolled in Flin Flon and 20 in Thompson.</li> <li>▪ In June 2002, the Health Minister announced the appointment of the medical director for the Office of Rural and Northern Health (ORNH) with the office to be located in Dauphin.</li> <li>• Norman RHA recently received funding approval for a second midwife in The Pas. Burntwood RHA has requested additional positions.</li> <li>• An Aboriginal Midwifery Education Proposal and Letter of Intent were developed by a committee led by Public Health (in collaboration with various stakeholders) and submitted to the Health Canada Primary Health Care Transition Fund. This is still under review.</li> <li>• Increased funding for resident Psychiatrists in both The Pas and Thompson.</li> <li>• Increased funding to Burntwood RHA to increase number of GP's and provide increased coverage for obstetrics, gynecology, pediatrics and surgery. Increased the number of doctors in the NRHA by eight. Increased funding of the Northern Medical Unit to allow for five new doctors for Pukatawagan and Cross Lake, expanded services at Island Lake, Grand Rapids, Easterville and the fly-in program.</li> <li>▪ As of Sept 2003, there are 34 students enrolled in the Bachelor of Science in Psychiatric Nursing distance delivery program offered through the Canadian virtual University.</li> </ul>
<b>Recruitment Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>• The ORNH, will direct efforts at increasing the numbers of all health care professionals, resulting in increased enrollment of students from northern areas into medical school.</li> <li>• Have a stand-alone Office of Northern Health, to be located North of 53.</li> </ul>	

<b>Retention Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Conduct exit interviews to determine why individuals are leaving the region.</li> <li>Internal recruitment – sponsorship for specialization for medical staff for a return-for-service, assess current staff skill set to determine education and support required, promote from within to retain current staff.</li> <li>Actively support job rotations, job enrichment, acting status opportunities and scheduling adjustments.</li> <li>Implementation of a Supportive Practice Environment Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Developed a regional exit interview form, which all employees that are leaving the organization are given the opportunity to complete.</li> </ul>
<b>Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>Retention bonus for staff in outlying communities.</li> <li>Develop consistent exit interviews.</li> <li>Implementation of a Community Mentorship Program.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>
<p><b>Doctors:</b></p> <ul style="list-style-type: none"> <li>Licensure changes to recruit foreign-trained doctors – opening conditional registration to International Medical Graduates (IMG'S) and standardizing the required qualification.</li> <li>Introduced in 2001, MB's Medical Licensure Program (MLP) is one of Canada's first programs to facilitate the licensure of foreign-trained doctors.</li> <li>Recognition of Quebec's family medicine and specialist certification.</li> <li>Formulated a centralized recruitment process to better co-ordinate RHA recruitment efforts.</li> <li>Establishment of the Office of Rural and Northern Health to promote rec. &amp; ret. of doctors in rural and northern MB.</li> <li>Conditional grants for medical students/residents.</li> <li>Negotiation of a retention fund to address physician resource challenges (\$10 million over next two years).</li> </ul> <p><b>Nurses:</b></p> <ul style="list-style-type: none"> <li>Nursing Safety and Security Fund to invest in measures that improve safety and security for nurses in the workplace (\$700.0 available to assist RHA's).</li> <li>Media campaign to foster a more positive image of nursing and ensure sustained interest in nursing as a career. Approx. cost \$210.0.</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>Currently expanding the residency placement program to include Family Practice.</li> <li>Exploring initiative of implementing a Workplace Wellness Program.</li> <li>Promoting locum opportunities for vacancies.</li> <li>Established a joint employee/employer committee to investigate feasibility of day care services.</li> <li>Increase corporate image to increase awareness.</li> <li>Community Mentorship Committee with external partners to assist new hires with a process of establishing roots within the community.</li> <li>Maintain a monthly list of vacancies and distribute widely.</li> <li>Incentives for students who complete their Senior Practicum placements with our organization.</li> <li>Sponsorship program for identified areas for education with a return to service agreement signed by the parties.</li> <li>MB Health has identified funding from the Primary Health Care Transition Fund to</li> </ul>	<p><b>Doctors:</b></p> <ul style="list-style-type: none"> <li>3 doctors have successfully completed MB's MLP and are now ready to begin practicing.</li> <li>In 2002, there were 2,122 licensed doctors in MB up from 2,037 in 1999.</li> <li>Expansion of medical school training spaces from 70 to 85.</li> </ul> <ul style="list-style-type: none"> <li>Recruitment of more than 120 specialists since 1999 through the WRHA Specialist Recruitment and Retention Fund.</li> <li>Over 250 years of service have been secured from new and future doctors through the conditional grants program.</li> </ul> <p><b>Nurses:</b></p> <ul style="list-style-type: none"> <li>More than 600 nurses expected to graduate in 2003 up from 210 in 1999.</li> <li>90% of new graduates are being hired in MB.</li> <li>Manitoba Nursing Strategy website <a href="http://www.gov.mb.ca/health/nurses/strategy">www.gov.mb.ca/health/nurses/strategy</a>.</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>Locum opportunities have been successful in some areas, ie. Radiology and Physicians.</li> <li>Incentives for Senior Practicums have resulted in interest from outside our community to complete their practice in our region.</li> <li>Student sponsorship program has resulted in three students being sponsored, 1 radiology and 2 nursing students.</li> </ul>

develop Primary Care Paramedic Instructors and practitioners through northern and rural communities in MB.	
<b>New Initiatives: Anticipated</b>	
<ul style="list-style-type: none"><li>• Potential development of a central database to help link International Medical Graduates with job opportunities across MB.</li><li>• New employee referral program.</li><li>• Bursary for high school and local college.</li><li>• RHA website for recruitment tool.</li></ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"><li>• Partnership agreement signed between the province and three RHA's (Winnipeg, Burntwood and NorMan) on the development of Aboriginal HR Strategies in each RHA.</li><li>• Development of an Aboriginal Representative Workforce Strategy for BRHA which developed a "Profiles of Health Careers" booklet for career pathing. This strategy has found thus far that in order to create an Aboriginal Representative Workforce we first need to assist in the creation of an Aboriginal Representative student body.</li><li>• Aboriginal Recruitment Strategy partnership with other provincial departments, a one-year term position will be created to concentrate on Aboriginal recruitment and develop a strategy. In process of hiring for this position.</li></ul>	

<b>NEWFOUNDLAND AND LABRADOR</b>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<p><b>Nurses:</b></p> <ul style="list-style-type: none"> <li>• A \$5,000 annual incentive is given to nurses in northern postings, along with the regular northern allowance.</li> <li>• The Nursing Access Program, delivered by the College of the North Atlantic, was a pilot project to assist in upgrading skills for entrance into nursing programs. Many students were from smaller communities in Labrador.</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>• Video conferencing technology has assisted nurses and physicians in improved quality and delivery of health services.</li> <li>• Telemedicine program has been a very successful delivery of health care services for remote communities. With simultaneous digital photography and teleconferencing, a physician can make a diagnosis to a patient/nurse in another community.</li> </ul>	<p><b>Nurses:</b></p> <ul style="list-style-type: none"> <li>• Experience shows that financial incentives are not the determining factor in the recruitment of health care professionals in Labrador. Recent exit and retention survey results indicate that the top two reasons why professionals stay in Labrador are (1) family and friends and (2) love of the outdoors and environment.</li> <li>• This Nursing Access program was delivered in 1991. The program was very successful, resulting in graduates returning to their home communities to work.</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>• Both video conferencing and telemedicine has improved the quality of health care services, particularly in isolated communities.</li> </ul>
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Continued financial incentives.</li> <li>• Continuation of the NorFaM program.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Inuit Nursing Access Program is in the process of curriculum development. Intake will take place in January 2004. The training provides both practical and classroom instruction. The initiative is geared towards the Labrador Inuit Association membership and may expand into other professions, in the future.</li> </ul>	<ul style="list-style-type: none"> <li>• Not yet determined – however the response from potential participants has been very positive.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>• In 2003, the Labrador Inuit Health Commission will be moving its operations to Rigolet (within the proposed Inuit Lands area) in 2003.</li> </ul>	

<b>YUKON</b>	
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>• Currently, there are several vacancies. Nurses continue to be sought for permanent, term, seasonal and relief positions. Requests for leave for personal, maternity and health issues have increased.</li> </ul>	
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<u>Physicians:</u> <ul style="list-style-type: none"> <li>• Negotiated fee schedule competitive with other jurisdictions. In addition, funds to assist with setting up a new practice and an educational support program for advanced specialized training.</li> </ul> <u>Nurses and other Allied Health Professionals:</u> <ul style="list-style-type: none"> <li>• Competitive salaries and benefits.</li> </ul> <u>Other:</u> <ul style="list-style-type: none"> <li>• A Yukon Government Employment Opportunities Internet site provides information on job opportunities with government as well as information on the Yukon. Information packages are sent out to all potential candidates.</li> </ul>	<u>Physicians:</u> <ul style="list-style-type: none"> <li>• Overall, physician services are fairly stable. We are currently examining ways to improve service delivery in the areas of specialist services, emergency department services and medivac services.</li> </ul> <u>Nurses and other Allied Health Professionals:</u> <ul style="list-style-type: none"> <li>• Nursing services continue to be a challenge particularly for communities outside of Whitehorse.</li> </ul> <u>Other:</u> <ul style="list-style-type: none"> <li>• A Department of Health &amp; Social Services website provides further information on nursing within the Yukon.</li> </ul>

NORTHWEST TERRITORIES					
<b>Skill Shortages: Current</b>		<b>Skill Shortages: Anticipated</b>			
<ul style="list-style-type: none"> <li>▪ Community Health Nurses</li> <li>▪ Pharmacists</li> <li>▪ Speech Language Pathologists</li> </ul>		<ul style="list-style-type: none"> <li>▪ Audiology</li> <li>▪ Physicians - Specialists</li> </ul>			
<b>Trends:</b>					
<ul style="list-style-type: none"> <li>▪ Areas such as Pharmacy, Speech Language Pathology, Audiology and Community Health Nursing (Outpost Nursing) continue to be difficult to recruit and retain.</li> <li>▪ Community Health Nurses represent the largest number of nurse vacancies within the NWT Health Care System.</li> <li>▪ Specialist Nurse and General Duty Nurse positions within the hospitals have become more stable as a result of R&amp;R initiatives supported by the Department of H&amp;SS.</li> <li>▪ Pharmacists across the country are in high demand. It is estimated that there could be as high as 2000 Pharmacy vacancies across Canada. An increase in the number of pharmacists qualified to work within Canada is not expected in the immediate future.</li> </ul>					
<b>Recruitment and Retention Strategies: Current</b>		<b>Outcomes</b>			
<ul style="list-style-type: none"> <li>▪ Grad Placement &amp; Mentorship Programs - All northern nurse graduates are offered indeterminate employment with the GNWT upon graduation and acquisition of the RNA license. Each graduate is offered a mentorship opportunity that provides them with the opportunity to consolidate their skills.</li> <li>▪ Professional Development Initiative - All Nurses, Social Workers and Allied health workers are entitled to PDI funds (\$2,000 - \$3,000 dependent upon location) for professional development.</li> <li>▪ Nurse Practitioner Program (Education Leave Bursary) - The Department has contracted with Aurora College for the Delivery of an NP Program. Current employees can apply for the NP Education Leave Bursary Program (return of service) while attending the program – 70 to 80% of salary.</li> <li>▪ Return of Service Bursaries (Nurses &amp; Allied Health Workers) – Return of Service Bursaries are available for most health professions (the majority are for northern students only).</li> <li>▪ Relief Pool (Backfill for nurses) – A relief pool of nurses has been established through permanent hire, casual placements and Nurse Agency coverage to reduce the number of closures and reduction of service.</li> <li>▪ Health Jobs Review – All Nurse and Allied Health Worker Job Descriptions within the NWT were reviewed, rewritten using approved Job Description format and reevaluated by the GNWT to ensure proper evaluation and interdepartmental consistency (all GNWT Depts and Agencies).</li> <li>▪ Recruitment Fair Participation – The Department attends several recruitment fairs throughout Canada for Physicians, Nurses and Allied Health Workers.</li> </ul>		<ul style="list-style-type: none"> <li>▪ The indeterminate placement of nurse graduates has helped the Department and Authorities address shortages within the hospitals (ie. STHA is virtually fully staffed). Unfortunately, the program has been unable to address shortages within the community health centers.</li> <li>▪ PDI funds have been made available to all eligible staff. A review of the program will take place in 2004/05.</li> <li>▪ The College is running their second NP Program. The NP ELB Program was prior to the current delivery. A review of the NP Program was completed in the fall of 2003. A working group has been put together to review the program. An implementation plan will be implemented in early 2004/05.</li> <li>▪ Bursaries have been distributed by the Department for several years. The Department will conduct a review of the different bursaries during the 2004/05 fiscal year.</li> <li>▪ The Department is currently trying to staff 2 permanent relief pool nurses. The casual relief pool is being developed on an ongoing basis (Introduction to Advanced Nursing – offered by Aurora College). Nurse Agencies are used as a last resort to avoid closures. Over Christmas 2003, the Department was faced with potential closures in several health centers. Through the use of the relief pool (primarily agency nurses) the Department and Authorities were able to avoid all but a few short-term emergency closures.</li> <li>▪ The health jobs review was completed in January 2004. The review resulted in the upgrade, no change and downgrade of positions throughout the system.</li> <li>▪ The Department partnered with all of the Health Authorities and participated in 5 major career fairs for nurses and allied health workers as well as 3 fairs for physicians. Dozens of applications and resumes were collected during each of the different recruitment fairs.</li> </ul>			
<b>Recruitment and Retention Strategies: Anticipated</b>					
<ul style="list-style-type: none"> <li>▪ With acute shortages in certain health care professions a focused approach will need to be taken. Options such as foreign recruitment of health professionals will have to be considered and flexibility to support these initiatives will have to be supported.</li> </ul>					
<b>New Initiatives: Current</b>		<b>Outcomes</b>			
<ul style="list-style-type: none"> <li>▪ Develop a comprehensive Community Health Nurse Training/Mentorship program that will help move northern nurses from a hospital to a community-based practice.</li> <li>▪ Focus advertising and hard to recruit positions (CHN, Pharmacist, Speech Language Pathologists).</li> <li>▪ Foreign recruitment for hard to recruit positions (CHN, Pharmacist).</li> </ul>		<ul style="list-style-type: none"> <li>▪ The development of a comprehensive Community Health Nurse Training/Mentorship program will create an avenue for northern nurses to return to their home community (or other communities within the North).</li> <li>▪ Foreign recruitment may help fill short term needs while the Department and Authorities support northerners (ie. through bursaries and other initiatives) interested in pursuing health care as a profession.</li> </ul>			

New Initiatives: Anticipated
<ul style="list-style-type: none"><li>▪ The Department of Health &amp; Social Services has recently completed several reviews (HR Analysis, HR Plan, NP Review, Physician Recruitment &amp; Retention) and is in the process of reviewing the result and developing implementation plans. These may include new initiatives designed to support and enhance the recruitment and retention of northerners in health professions (The best way to retain a northern workforce is to hire a northern workforce).</li></ul>
Highlights of Aboriginal Involvement: Current
<ul style="list-style-type: none"><li>▪ The Aurora College Nursing Program graduates a significant number of Aboriginal nurses on an annual basis (ie. 10 Indigenous Aboriginal nurse graduates in 2003/04 academic year).</li><li>▪ LPN Program offered in Inuvik.</li></ul>

<b>NUNAVUT</b>																												
<b>Skill Shortages: Newly Anticipated</b>																												
<ul style="list-style-type: none"> <li>• Nurses</li> <li>• Social Workers</li> </ul>																												
<b>Trends: Newly Identified</b>																												
<ul style="list-style-type: none"> <li>• The nursing shortage is a great concern not only for Nunavut, but globally.</li> <li>• In order for a nurse to work in Nunavut one has to be able to work in a broad base of clinical practice and successfully work independently.</li> </ul>																												
<b>Recruitment and Retention Strategies: Current</b>				<b>Outcomes</b>																								
<u>Nurses:</u> <ul style="list-style-type: none"> <li>• Receive \$24,000 temporary labour market supplement over a two-year period for a 3-year commitment.</li> </ul>				<ul style="list-style-type: none"> <li>• The Temporary Labour Market Supplement (TLMS), which began in July 2001, has proven successful in retaining and recruiting nursing staff. Currently, have a compliment of 161 nursing positions of which the TLMS has had a significant impact.</li> </ul> <p><b>TLMS to DATE</b></p> <table> <thead> <tr> <th><b>Years</b></th><th><b>Indeterminate</b></th><th><b>Term</b></th><th><b>TOTAL</b></th></tr> </thead> <tbody> <tr> <td>0+</td><td>1+</td><td>2+</td><td>3+</td><td>4+</td><td></td></tr> <tr> <td>41</td><td>30</td><td>18</td><td>15</td><td>8</td><td>112</td></tr> <tr> <td>8</td><td>8</td><td>0</td><td>1</td><td>0</td><td>17</td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Successfully recruited 9 Nurses from the UK, and anticipate their arrival in September 2003.</li> <li>• All recruitment advertising provides a continuous stream of applicants.</li> </ul>			<b>Years</b>	<b>Indeterminate</b>	<b>Term</b>	<b>TOTAL</b>	0+	1+	2+	3+	4+		41	30	18	15	8	112	8	8	0	1	0	17
<b>Years</b>	<b>Indeterminate</b>	<b>Term</b>	<b>TOTAL</b>																									
0+	1+	2+	3+	4+																								
41	30	18	15	8	112																							
8	8	0	1	0	17																							
<b>Recruitment and Retention Strategies: Anticipated</b>																												
<u>Nurses:</u> <ul style="list-style-type: none"> <li>• Anticipate 3-4 recruitment trips for 2003/04, of which will include a recruitment staffing officer and a nurse chosen from current staff.</li> <li>• Will be reviewing the H&amp;SS website and deciding how to make it more effective for recruitment.</li> <li>• Will be reviewing the professional development of current nursing staff.</li> </ul>																												
<b>New Initiatives</b>				<b>Outcomes</b>																								
<ul style="list-style-type: none"> <li>• Advertise for recruitment trips and specific vacancies that need immediate attention in southern newspapers (ie. Globe &amp; Mail).</li> <li>• Currently devising the recruitment strategies for 2003/04. Nunavut Arctic College Nursing program will have its first graduates in 2004. All nursing students are eligible for a bursary, which is dependent upon the resources in the department of H&amp;SS.</li> <li>• Created a Queen Elizabeth II Scholarship to the top two students of each of the four years of the Nursing program.</li> </ul>				<ul style="list-style-type: none"> <li>• Continually increasing the number of beneficiary nursing students into the nursing program.</li> <li>• The students look forward to the bursary of which helps to offset additional expenses incurred in their academic year.</li> </ul>																								

<b>QUÉBEC</b>					
<b>Skills Shortages: Current</b>		<b>Skills Shortages: Anticipated</b>			
• Nurses	• Physiotherapists	• Social Workers	• Respiratory Therapists		
• Speech Therapists	• Occupational Therapists	• Radiologists	• Nurses		
• Radiology Technicians	• Pharmacists	• General Practitioners			
<b>Trends: Newly Identified</b>					
<ul style="list-style-type: none"> <li>• Aging personnel is adding to retirement pressure</li> <li>• A new generation of healthcare workers is not in place to benefit from the knowledge of those soon to retire.</li> <li>• High turnover rates persist.</li> </ul>					
<b>Recruitment and Retention Strategies: Current</b>		<b>Outcomes</b>			
<ul style="list-style-type: none"> <li>• The James Bay Regional Health and Special Services Centre provides special incentives to its physicians: settlement and retention grants, salary increases, moving expenses and special leave</li> <li>• isolation allowance</li> <li>• retention bonus</li> <li>• annual activity and trip program</li> <li>• housing program</li> </ul>		<ul style="list-style-type: none"> <li>• These initiatives do facilitate recruiting and retaining employees.</li> </ul>			
<b>Recruitment and Retention Strategies: Anticipated</b>					
<ul style="list-style-type: none"> <li>• In April 2004, the James Bay Regional Health and Special Services Centre will be hiring a Recruitment and Retention Advisor to promote the Hospital and the region in order to facilitate the recruitment and retention of human resources</li> <li>• A “Working Group on Regional Collaboration” plans to be developed to study recruitment and retention challenges in the region.</li> <li>• Collective agreements often interfere with efforts to enhance compensation packages. Plans are underway to address this.</li> </ul>					

<b>ONTARIO</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Physicians</li> <li>• Nurses</li> <li>• Pharmacists</li> <li>• Other Allied Health Professionals</li> </ul> <p><b>Trends: Newly Identified</b></p> <ul style="list-style-type: none"> <li>• Aging population which leads to an increased demand for health issues.</li> <li>• Difficulties training and attracting health care professionals.</li> <li>• Most visible shortages are with physicians.</li> <li>• More remote communities of the region experience greater shortages</li> </ul> <p><i>Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario.</i></p>	
<b>Recruitment and Retention Strategies: Current</b>	
<p><b>TRAINING</b></p> <ul style="list-style-type: none"> <li>• Establishment of two full medical school campuses in Northern Ontario at Lakehead and Laurentian Universities. There is a strong correlation between where people study and where they settle – that figure is nearly 70%.</li> <li>• The Under serviced Area Program (UAP) was established in 1969 to respond to the need for more health professionals in Northern Ontario. The program is administered by the Ministry of Health and Long Term Care (MOHLTC), Community Health Division, North Region Branch, to enhance access to health care services in designated Northern, rural and remote areas of the province by helping with the recruitment and retention of health care professionals in communities which have difficulty attracting and retaining these professionals.</li> </ul>	
<b>UAP FINANCIAL INCENTIVES</b>	
<p><u>Incentive Grant Programs</u></p> <p>Health care professionals relocating to designated under serviced northern communities may be eligible to apply for incentive grants such as:</p> <ul style="list-style-type: none"> <li>• \$40,000, paid over four years to GPs/FPs who establish practice in designated under serviced communities;</li> <li>• \$20,000, paid over four years to specialists who establish practice in northern under serviced areas;</li> <li>• Second grant of \$20,000, again paid over four years, to specialists who, in addition to establishing practice in northern under serviced areas provide a minimum of 12 clinic days of outreach services per year in outlying communities;</li> <li>• \$15,000, paid over three years, for audiologists, chiropodists, occupational therapists, physiotherapists and speech-language pathologists who fill full-time positions in fully funded Ministry of Health and Long-Term Care facilities/agencies.</li> </ul>	
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>• It is expected that the new medical school will begin admitting students (56 undergraduates) in 2005.</li> <li>• Increase in the number of postgraduate residency positions in the North.</li> <li>• MOHLTC has completed a review of the UAP and is currently reviewing the recommendations.</li> </ul>	
<b>New Initiatives</b>	
<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• <u>Community-Sponsored Contracts (CSC)</u>: CSCs provide guaranteed annual incomes for GP/FPs in northern communities that have been designated as requiring a complement of one to two physicians. CSCs may be signed for one, two or three year periods.</li> <li>• <u>Community Development Officers (CDO)</u>: CDOs facilitate and co-ordinate the independent recruitment initiatives of physicians, by communities, government agencies and other stakeholders to address regional physician health human resources issues. Three CSOs provide service to Northern Ontario and are located in Thunder Bay, Sudbury, and Timmins.</li> <li>• <u>Community Visit Program</u>: Health care professionals and their spouses may be reimbursed for travel and accommodation expenses within Ontario to visit a designated under serviced community to assess practice opportunities.</li> <li>• <u>Free Tuition Program</u>: The Free Tuition Program offers newly graduated physician applicants up to \$40,000 (or \$10,000 per year) in exchange for a three or four year return-of-service commitment. The program has two components: the reimbursement of medical undergraduate tuition fees and a location incentive fund. The Free Tuition Program will compensate medical students and postgraduate trainees for actual medical tuition payments (to a maximum of \$10,000 annually), in exchange for a return-of-service commitment in a community designated as under serviced. The location incentive fund may provide tuition grant candidates with additional financial incentives to locate to approved communities.</li> <li>• <u>Health Professionals Recruitment Tour</u>: The tour is an annual recruitment activity that provides communities across the province with an opportunity to market themselves to established health</li> </ul>	

care professionals and those in training. The tour, held in the fall of each year, visits all five of the provinces Academic Health Science Centres. *Source: 2001 Health Professionals Recruitment Tour- Report to Participants*

- In July 2001, the Ontario government announced the Northern Physician Retention Initiative (NPRI), a three year initiative enabling eligible physicians in Northern Ontario to receive the equivalent of \$7,000 retention incentive paid at the end of each year in which they continue to practice full-time in Northern Ontario. *Source: Government of Ontario Press Release, July 11, 2001 (revised July 2004)*

## **Retention**

### **PRACTICE SUPPORTS:**

- Locum Tenens Programs: The locum program assists designated under serviced communities in Ontario with temporary medical services to replace physicians on holidays, education leave, and provide coverage in designated under serviced communities with a severe shortage of physicians, but actively recruiting for full time physicians.

The GP/FP program is administered by the OMA and is available to identified communities across the province that meet funding eligibility requirements.

The specialist program is administered directly by UAP and is available to designated communities in Northern Ontario.

- Support Programs: Additional practice supports exist for northern health care professionals. The Ontario Health Professionals Development Program provides support to rehabilitation professionals (audiologists, chiropodists, occupational therapists, physiotherapists and speech-language pathologists) practicing in UAP areas as a means of promoting their retention. The Psychiatric Outreach Program provides support for psychiatrists. *UAP funds The Northern Ontario Virtual Library which provides digital library resources to northern Ontario health practitioners who do not have access to biomedical information resources locally.*

### **ENHANCING ACCESS TO MEDICAL SERVICES:**

- Visiting Specialists Clinic Program: Approved northern communities not able to support full-time resident specialist services may access these services through outreach clinics.
- Nursing Stations/Medical Clinics: In remote, rural and northern communities not able to support full-time resident GP/FPs, primary care is provided through UAP nursing stations or medical clinics. These sites are usually staffed with nurses or nurse practitioners and receive regular physician visits. Local agencies (ie; hospitals, public health units, etc.) usually administer the nursing stations or medical clinics.
- Physician Outreach Program: Regularly scheduled primary care clinics may be provided to communities that have UAP-funded nursing stations or medical clinics. Telephone back up to the nurse or nurse practitioner staffing the site is usually provided by nearby physicians.

# Education

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Yukon

Northwest Territories

Nunavut

Indian & Northern Affairs Canada

Québec

Ontario

<b>ALBERTA</b>	
<b>Skill Shortages: Newly Anticipated</b>	
<ul style="list-style-type: none"> <li>• French &amp; French Immersion Teachers</li> <li>• Masters Level Instructors (If university programs are expanded)</li> <li>• Aboriginal Teachers</li> </ul>	
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>• Funding shortfalls affect the future, as well as employment opportunities.</li> <li>• The population is declining in many smaller northern Alberta communities.</li> <li>• Aging faculties may result in more opportunities for new graduates in the next ten years. On the other hand, population stagnation would stifle any potential growth.</li> <li>• Recent high school curriculum changes will require instructors capable of teaching a second language, particularly French.</li> <li>• Post-secondary institutions will be requiring more instructors with master degrees due to the focus on university degrees.</li> <li>• Institutions might rely more on part-time instructors in the future.</li> <li>• Due to the competition from larger centres and southern communities for some types of candidates, ie. math and science teachers, positions will be increasingly difficult to fill.</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• <i>Opportunity North</i> is an initiative to assist recruitment to northern Alberta. A recruitment campaign has been established with a website and promotional materials (brochure/CD). The education sector is highlighted.</li> </ul>	<ul style="list-style-type: none"> <li>• Some school divisions and colleges have included Opportunity North in their recruitment. An evaluation has not yet been completed.</li> </ul>
<b>New Initiatives</b>	<b>Outcomes</b>
<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• The Northern Alberta Development Council, with Alberta Learning, offers bursaries for education students. Some bursaries are offered in partnership with employers.</li> <li>• The Fort Vermilion School Division, Silver Birch Child &amp; Family Services Authority and Northwestern Health Services Region, in partnership with the Northern Alberta Development Council, offer bursaries to 20 students per year enrolling in education, health or social services related programs. These have a return service commitment.</li> <li>• While traditional recruitment such as word of mouth and newspaper ads are still successful, recruiters are stressing more networking and non-traditional strategies.</li> <li>• Meet with universities and students to share anticipated needs.</li> <li>• Financial remuneration: relocation incentives, bursaries and moving allowances.</li> <li>• Emphasize cultural and recreational possibilities in ads; put attention on total compensation and benefits; sell the organization; try different combinations of advertising; advertising in areas hit hard by downsizing; advertising up North!</li> <li>• Attend job/career fairs at universities in Western Canada and across the country.</li> <li>• Hire couples.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Involve all staff in decision-making.</li> <li>• Support staff through quality professional development including mentorship programs for 1<sup>st</sup> year teachers and in-service training opportunities.</li> <li>• Inviting working conditions: provide incentive packages to encourage teachers to stay; fewer steps to maximum salaries; higher starting salaries and long-service incentives.</li> <li>• Competitive benefits packages, wellness programs and flexible work hours.</li> <li>• Providing quality education for students. Staff have a higher sense of efficacy when their students are successful.</li> <li>• Hire couples.</li> </ul>	<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• There is a high return service rate amongst education bursary recipients.</li> <li>• Overall, there has been an excellent return service rate for co-sponsored bursaries.</li> <li>• Web-based recruitment is meeting with some success, especially the use of internet sites and promotional CD's targeted for the particular discipline area.</li> </ul>

<b>New Initiatives: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Co-ordinate with other authorities to reduce recruitment costs.</li> <li>• Track the reasons why employees leave.</li> <li>• Offer location modifiers (location specific bonuses).</li> <li>• Focus on retention of new teachers; adjust expectations for 1<sup>st</sup> year teachers.</li> <li>• Practicum placements.</li> <li>• More online advertising and out of province recruitment.</li> <li>• Improve school and jurisdiction posting on placement web pages.</li> <li>• Undergraduate bursaries with return service contracts.</li> <li>• Attend career fairs, using the Opportunity North materials in recruitment efforts.</li> <li>• Increase professional development dollars and relocation allowances.</li> <li>• Flexible scheduling.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<ul style="list-style-type: none"> <li>• The Métis Settlements Strategic Initiatives Society provides individual sponsorship to students and also funds or co-sponsors large group labour market training projects.</li> </ul> <p><b>2003 Professional Workforce Scan employer practices - recruitment and retention of Aboriginal staff:</b></p> <ul style="list-style-type: none"> <li>• Recruitment from Teacher Education North at northern colleges.</li> <li>• Bursaries are available for Aboriginal students.</li> <li>• Only advertise locally if there are enough qualified local candidates.</li> <li>• Use Aboriginal publications and websites.</li> </ul>	<ul style="list-style-type: none"> <li>• One more location will be added for the Aboriginal Teacher Education degree program.</li> </ul>

<b>SASKATCHEWAN</b>		
<b>Skill Shortages: Newly Identified</b> (The ongoing shortage in this area is not limited to those listed)		<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Special Education (Resource) Teachers</li> <li>• Degreed Specialty Teachers (Math, Science, French Immersion, English, Cree, Dene, Industrial Arts, Home Economics, Outdoor Education, Industrial Arts)</li> <li>• Principals &amp; Vice Principals</li> <li>• Education Curriculum Developers</li> </ul>	<ul style="list-style-type: none"> <li>• Education Administrators</li> <li>• Guidance Counsellors</li> <li>• Library and Information Studies Providers</li> <li>• Paraprofessional Teacher Aides, Tutors &amp; Community School Workers</li> <li>• Degreed and Aboriginal Instructors</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> </ul>
<b>Trends: Newly Identified</b>		
<ul style="list-style-type: none"> <li>• Identified as growing, in terms of professional employment demands. There are more jobs, however there are fewer qualified people.</li> <li>• Aging professionals creates concern that there will be more retirees than replacements.</li> <li>• There is a high demand for Aboriginal teachers.</li> <li>• Historically, within the Northern Lights School Division, turnover has been approx. 35% with slight improvement shown in recent years.</li> <li>• Recruiting costs rise every year. Fly-in communities tend to be the most difficult to recruit.</li> <li>• Incorrect assumption is often made by southern teachers that northern communities/schools are lacking in technology (computers, internet access), lacking necessary conveniences (electricity, grocery stores, etc.), inaccessible by roads, exposed to a higher crime rate and providing inadequate housing.</li> </ul>		
<b>Recruitment and Retention Strategies: Current</b>		
<ul style="list-style-type: none"> <li>• In 2001, a Human Resource Department was established in Northern Light School Division's (NLSD) central office to co-ordinate recruiting measures throughout the division.</li> <li>• Advertise teaching positions on Internet through Education Canada Network &amp; Division's website.</li> <li>• Provide information on division's website for teacher applicants re: communities, schools.</li> <li>• Attend career fairs at universities in the provinces of BC, AB, SK, MB, ON, NS &amp; NF.</li> <li>• Travel to the cities of Regina, Saskatoon and Edmonton to conduct information meetings for recently retired teachers wanting to return to the teaching profession.</li> <li>• Interview incentive of up to \$175 for a teacher to attend an interview at the school.</li> <li>• Cover moving expenses of up to \$1,500 for new teachers.</li> <li>• Northern Allowance (amount dependent on community) for teaching &amp; support staff.</li> <li>• Subsidized, furnished housing &amp; rental subsidy for teachers.</li> <li>• Teacher reimbursements for utilities (100% for sewer &amp; water &amp; 50% for electricity).</li> <li>• Teachers in fly-in communities receive 3 paid round trips out of community per year.</li> <li>• Paid long-term (over 20 school days) &amp; short-term (20 school days or less) educational leaves for teaching &amp; support staff.</li> <li>• Educational bursaries available to teaching &amp; support staff – additional bursary assistance available for teaching staff through SK Learning.</li> <li>• Altered School Year (179 school days at 330 minutes instruction per day) available in all communities throughout the school division.</li> <li>• Resigning bonus of \$1,000 each to teachers returning to the school division.</li> <li>• Early resignation incentive (\$150 per teacher) offered to teachers letting the school division know by March 14 that they will not be returning in the next year.</li> <li>• Retirement gratuity of \$250/year for teachers &amp; \$100/year for support staff for staff retiring from the school division as reward for more than 10 years service.</li> </ul>		
<b>Recruitment and Retention Strategies: Anticipated</b>		
<ul style="list-style-type: none"> <li>• Upgrade school division's website to include applications on-line &amp; links to necessary areas (ie. SK Learning for teacher certification).</li> <li>• Continue with the current recruitment and retention strategies.</li> <li>• Continue to lobby the universities to encourage student-teaching placements in schools throughout the NLSD #113.</li> </ul>		
<b>Highlights of Aboriginal Involvement: Current</b>		<b>Highlights of Aboriginal Involvement: Anticipated</b>
<ul style="list-style-type: none"> <li>• Aboriginal language fluency for teaching &amp; support staff who instruct in the classroom.</li> <li>• Pre-service bursaries available to Northern Teacher Education Program (NORTEP) 3<sup>rd</sup> &amp; 4<sup>th</sup> year students who agree to teach for the school division after graduation.</li> <li>• Recruitment team involves Aboriginal Board of Education members.</li> <li>• Local boards of trustees are genuinely involved in the interview process.</li> <li>• Continuation of the cross-cultural program, "The Indian and Metis Staff Development Program".</li> </ul>		<ul style="list-style-type: none"> <li>• Developing an administrative mentoring program for interested prospective northern principals and vice principals.</li> </ul>

<b>MANITOBA</b>	
<b>Skill Shortages: Newly Identified</b>	
<ul style="list-style-type: none"> <li>Formally Trained Educators (Bachelor of Education, Health Care Professionals (Nursing/Health Care Aide Instructors))</li> </ul>	<ul style="list-style-type: none"> <li>Individuals with training in the Technology Field</li> <li>Individuals with Inter-provincial Trades Qualifications</li> </ul>
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Training teachers through the off-campus BUNTEP (Brandon University Northern Teacher Education Program) located in Thompson.</li> <li>Program for the Education of Native Teachers (PENT) Brandon University. Students are sponsored in a seven-year program. Students are recruited by local school divisions to work, earn a salary and gain experience. Students attend spring/summer sessions at Brandon University graduating with a B. Ed, plus second degree in a specific discipline.</li> <li>In partnership with ETS, ANA and the Aboriginal Single Window Initiative (HRDC), Partners for Careers (PFC) was established to place Aboriginal graduates (high school, training, post-secondary) into employment. PFC contracts with the Centre for Aboriginal Human Resource Development in Winnipeg and Manitoba Association of Friendship Centres in rural and northern Manitoba to provide this service. The storefront location also offers a single service for employment and career information.</li> <li>Increasing visibility of KCC at employment related events in MB, particularly Aboriginal and employment/education events.</li> <li>Provide a variety of workshops for staff with regards to diversity and respect in the workplace.</li> <li>Networking with various organizations and establishing more outreach connections.</li> <li>Developing additional personal contacts who are in the field of education or who may be in a position to recommend individuals who meet our recruitment needs.</li> <li>Contact potential candidates directly to provide specific information about the college and the position to be recruited.</li> <li>Development of a database of potential future employees based on personal contacts and resumes submitted.</li> <li>Working with groups such as the MMF and First Nations to provide for targeted funding of specific positions.</li> </ul>	<ul style="list-style-type: none"> <li>Since 1999, 61 graduates from the BUNTEP program have found work in northern MB. Eight graduates in 2002. 82% of students currently enrolled are Aboriginal.</li> <li>PENT -14 graduates this year. Serves 50 communities; 75% graduation rate; close to 400 graduates serving as teachers, principals, superintendents and Directors of Education in provincial and band operated schools; high retention rate; recipient of American Teacher Educators Award.</li> <li>PFC has registered 530 Aboriginal people to assist with their job search and placed almost 100 Aboriginal people with northern Manitoba employers so far this year.</li> </ul>
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>University College of the North - by providing training to students in northern Manitoba there is an expectation of increased retention rates with northern employers as well as opportunities to recruit new employees.</li> <li>Campus Manitoba, the distance and off-campus delivery arm of Manitoba universities, with the support of the Deans of Education, is exploring the expansion of pre-service training for teachers and new opportunities for post-graduate course delivery to teachers in northern Manitoba. This initiative would address both recruitment and retention issues.</li> <li>Develop community, business and school division partnerships for youth (mentoring, part-time/summer employment).</li> <li>Linkages need to be strengthened with the Chamber of Commerce - Aboriginal Employment Initiative.</li> <li>Incentives for teachers to stay in communities is being explored.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>The Aboriginal Education Directorate of Manitoba Education &amp; Youth and Advanced Education and Training provides leadership in a collaborative approach, to address the priorities that are relevant to stakeholders, the departments and Aboriginal learners in Manitoba.</li> <li>A "Career Counselling for Aboriginal Youth Professional Development Program " is being offered at the U of M. The program is designed to provide participants with the knowledge and skills required to help Aboriginal youth make career choices.</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with stakeholders regarding Critical Action Areas of the Aboriginal Education and Training Framework.</li> <li>Adopted the Aboriginal Education and Training Framework – goals to improve student success and completion rates; increased skill training and rates of employment and strengthened partnerships.</li> <li>Assembly of Manitoba Chiefs and Manitoba Education and Youth Working Group established to address educational issues affecting First Nations learners; on-going partnership to improve communication and understanding between First Nations educators and staff in the department.</li> <li>Manitoba First Nations Education Resource Centre supporting teachers in the</li> </ul>

	<p>classroom and curriculum development.</p> <ul style="list-style-type: none"> <li>• Manitoba Association of School Superintendents (MASS) has identified Aboriginal education as an organizational priority in its strategic plan.</li> <li>• Red River College and the University of Winnipeg developing an Aboriginal Language Education major.</li> <li>• Centre for Aboriginal Human Resource Development, through its Aboriginal Peoples' College, has expanded its post-secondary programming.</li> <li>• The Manitoba Teachers' Society and the MMF are offering bursaries to Aboriginal post-secondary students.</li> </ul>
<b>New Initiatives: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Develop "Making Education Work" Research Project funded by the Canadian Millennium Scholarship Foundation. The project would test the effectiveness of dual credit arrangements between high school and post-secondary programs in community service occupations in northern and urban communities.</li> <li>• A demonstration project funded by the Canadian Millennium Scholarship Foundation related to the preparation of teaching assistants is under development.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Collaborate with Federal Government on First Nations School Reform.</li> <li>• Collaborate with Assembly of Manitoba Chiefs, regional Tribal Councils for continuity of effort across the systems.</li> <li>• Continue to strengthen partnerships with Aboriginal organizations, education stakeholders, school divisions and schools in implementation of the K-S4 Education Plan.</li> <li>• Aboriginal Education Directorate establishing an inventory of Aboriginal education graduates from Teacher Education Programs (TEP's) and from Faculties of Education. The inventory will be the basis for research on Aboriginal educators in Manitoba.</li> <li>• Development of a Northern Recruitment Training program in northern and First Nation communities to build capacity for the improvement of education by recruiting and providing incentives to high school students and by developing teaching assistants and educators who will stay and work in northern schools and social service agencies.</li> <li>• Expand teacher education program participation by Aboriginal people in the universities and colleges to reflect population.</li> <li>• Increase the number of Aboriginal high school students making a successful transition into post-secondary education, training and employment.</li> <li>• Increase career planning and services throughout the learning system.</li> <li>• Provide choices and bridges to post-secondary learning for Aboriginal learners participating in academic upgrading programs.</li> <li>• Provide programs for Aboriginal people that reinforce cultural and linguistic identity, enhance character development and develop life management skills.</li> </ul>	

NEWFOUNDLAND AND LABRADOR	
Recruitment Strategies: Current	Outcomes
<p><b>Primary/Secondary:</b></p> <ul style="list-style-type: none"> <li>Financial incentive of \$5,000 as a recruitment and retention bonus.</li> <li>The Department of Education has provided some flexibility with teaching requirements in areas where vacancies prevail. Level III teacher certification is allowed for individuals to teach, who have not achieved a B. Ed., but may have specialized qualifications. The objective in these cases is to obtain/complete a B. Ed.</li> <li>The Department of Education has also allowed retired teachers to re-enter the workforce to teach in areas where positions are highly demanded. Pensionable earnings are not penalized upon the retiree's return to work.</li> <li>Each spring, the Labrador School Board and School Districts, attend a teacher recruitment fair at Memorial University.</li> <li>Labrador school districts commence annual recruitment campaigns earlier than any other provincial district (begin preparation in January). This provides them with additional leverage in recruiting professionals.</li> </ul> <p><b>Early Childhood Education:</b></p> <ul style="list-style-type: none"> <li>Through partnerships with Health Canada, College of the North Atlantic and Labrador Inuit Health Corporation (LIHC), an Early Childhood Education program was delivered in Hopedale.</li> </ul>	<p><b>Primary/Secondary:</b></p> <ul style="list-style-type: none"> <li>A recent exit and retention survey indicates that access to increased work experience and family are primary factors for retention, not financial incentives.</li> <li>The flexibility in policy at the regional level has been quite successful at meeting the teaching demands in some communities.</li> <li>This has been a very successful practice. In April 2002, there were 70 vacancies in Labrador and now they are down to approximately 7 vacancies. The Department of Education sponsored the attendance of the Labrador School Board at this fair, in the past. This has proven to be an asset to recruitment.</li> </ul> <p><b>Early Childhood Education:</b></p> <ul style="list-style-type: none"> <li>Graduates from the program are now gainfully employed as part of the daycare strategy of LIHC in Hopedale. A very successful program with 13 of the 15 graduates working in the daycare centre.</li> </ul>
<p><b>New Initiatives</b></p> <ul style="list-style-type: none"> <li>An Early Childhood Education Program (mirrors the Hopedale program) was launched in Nain in January 2003.</li> <li>There is a teacher housing shortage in Labrador's coastal communities, which is a deterrent in recruitment and retention. The Province of Newfoundland &amp; Labrador recognize the unique situation of teacher housing and has committed \$500,000 to subsidize rentals and other teacher housing initiatives over the next two years.</li> </ul>	<p><b>New Initiatives: Anticipated</b></p> <ul style="list-style-type: none"> <li>There have been some discussions on providing business strategy workshops on Labrador's North Coast to encourage the operation of rental properties. This would be a viable business opportunity and would also address teacher housing needs in coastal Labrador.</li> </ul>

<b>YUKON</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Librarians (rural Yukon)</li> <li>• Secondary Math and Science Teachers</li> <li>• Shop Teachers</li> <li>• Special Education Teachers</li> <li>• Principals</li> <li>• University Level - Physics and Social Work Instructors</li> <li>• College Level - Accounting and Trades Instructors with both technical and education/teaching experience</li> </ul>	<ul style="list-style-type: none"> <li>• Librarians (rural Yukon and Whitehorse)</li> <li>• Aboriginal Language Instructors</li> <li>• University Level Social Work Instructors</li> <li>• University/College Level Specialized Teachers</li> <li>• College – Renewable Resource Management, Environment Protection and Management, Accounting and Trades Instructors, with both technical and education/teaching experience</li> </ul>
<b>Trends:</b>	
<u>Librarians:</u> <ul style="list-style-type: none"> <li>• High-level professional training not available in the Yukon. Development of rural community libraries creates higher demand for highly-skilled and professional library staff.</li> </ul>	
<u>Public Schools:</u> <ul style="list-style-type: none"> <li>• Aging workforce, increased number of retirements, long-term absences, disability claims.</li> <li>• Difficult to find staff willing to make long-term commitment to remote communities.</li> <li>• Multi-grade classrooms in many communities.</li> <li>• Principal candidates either inexperienced in administration or post-retirement without long-term plans for filling position.</li> </ul>	
<u>College/University:</u> <ul style="list-style-type: none"> <li>• Aging workforces, many retiring staff in the next 5-10 years.</li> <li>• Current economic situation in the territory, ie. recession.</li> <li>• More limited financial resources for institution leading to increased workloads, stress, burn-out.</li> <li>• Better benefits and working conditions in other jurisdictions.</li> <li>• Lack of skilled trades instructors to replace retiring staff.</li> <li>• Increased lost staff time due to caring for elderly parents/relatives and illness. Increased requests from staff for reduced workloads (lifestyle consideration).</li> </ul>	
<b>Recruitment Strategies: Current</b>	
<u>Public Schools:</u> <ul style="list-style-type: none"> <li>• Attendance at university career/job fairs.</li> <li>• Follow-up interviews outside of Yukon.</li> <li>• Advertising and promotional materials on Internet, both on ECN and on our own website.</li> <li>• Promote Yukon as a lifestyle choice, natural environment attractive to outdoor enthusiasts.</li> <li>• Relocation subsidy available.</li> <li>• Affordable and subsidized housing in communities.</li> <li>• New teacher orientation program in place. Teacher mentoring program in place.</li> <li>• Small class sizes. Class size restrictions and prep time included in negotiated collective agreement.</li> <li>• Attractive salary and benefit package, including Yukon bonus travel allowance.</li> <li>• Incentives for employees in rural communities (extra travel allowance and extra paid leave days, community allowances).</li> </ul>	
<u>College/University:</u> <ul style="list-style-type: none"> <li>• “Try out” many new instructors through continuing education and contract work.</li> <li>• Dedicated professional development funds.</li> <li>• Regular provision of Instructional Skills Workshops and Instructional Diploma courses.</li> <li>• Active programming committees comprised of members of the community/employers.</li> <li>• Special studies of labour market analysis, identification of solutions through programming committees.</li> </ul>	

<b>Recruitment Strategies: Anticipated</b>	
<u>Librarians:</u>	
<ul style="list-style-type: none"> <li>• Increased training opportunities available locally (through Yukon College, provided to rural communities, etc.).</li> <li>• Community development, generally, to foster strong community ties for rural Yukoners, providing necessary infrastructure (health care, education, employment opportunities for spouse, etc.)</li> </ul>	
<u>College/University:</u>	
<ul style="list-style-type: none"> <li>• Develop the Yukon as a magnet destination, ie. lifestyle, quality of life, etc.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<u>Public Schools:</u>	<u>Public Schools:</u>
<ul style="list-style-type: none"> <li>• Yukon Native Teacher Education program offered to First Nation's students, leads to B. Ed. Degree.</li> <li>• Graduates of YNTEP program are given preference in hiring.</li> <li>• Guaranteed First Nation representation on parent school councils.</li> <li>• Aboriginal language programs in most schools.</li> <li>• First Nation governments contribute to cultural activities/exursions.</li> <li>• Many First Nation governments involved in local teacher orientation process.</li> </ul>	<ul style="list-style-type: none"> <li>• New position in department corporate office, Co-ordinator, First Nation partnerships, to assist First Nations in their involvement in K-12 schools and to provide First Nation advice during policy and program development.</li> </ul>
<u>College/University:</u>	<u>College/University:</u>
<ul style="list-style-type: none"> <li>• Recent hiring of senior manager (Director of First Nations Initiatives) to focus on meeting needs of First Nations, particularly as they relate to the implementation of self-government and land claim agreements.</li> <li>• First Nation involvement in programming committees.</li> <li>• Elders in advisory roles in programming and service areas.</li> <li>• First Nations Liaison position in the social work degree program.</li> <li>• Cultural development program within the college.</li> <li>• Specific programming targeted at First Nations (Native Teacher Education Program, First Nations Access Program).</li> </ul>	<ul style="list-style-type: none"> <li>• Development of bridging programs for students.</li> <li>• Expansion of distance learning opportunities for communities, particularly through videoconferencing.</li> <li>• Development of a representative workforce policy and process.</li> </ul>

<b>NORTHWEST TERRITORIES</b>	
<b>Skill Shortages: Current</b>	<b>Skill Shortages: Anticipated</b>
<ul style="list-style-type: none"> <li>Teachers (Math, Science, French, Aboriginal Language and culture)</li> <li>Substitute Teachers, especially in smaller communities</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal Language Specialists – current ones retiring</li> <li>Recruits for Teacher Education Program</li> </ul>
<b>Trends:</b>	
<ul style="list-style-type: none"> <li>On-line/internet recruitment proving most successful, looking at streamlining hiring process.</li> <li>High annual teacher turnover (often 15% to 25% outside Yellowknife) requires honest and up-to-date information to new staff working in regions.</li> <li>Continued concern over cost and condition of housing units, especially in smaller communities is a factor in teacher retention.</li> <li>GNWT limited by Canadian Human Rights Act in its ability to address market conditions for teachers through their compensation packages.</li> <li>International recruitment of Canadian trained teachers which may lead to a drop in applications by suitable teacher candidates from southern Canada.</li> </ul>	
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>The <b>Aurora College Teacher Education Program (TEP)</b> funded under the Maximizing Northern Employment (MNE) Initiative is a 3-year diploma that provides an opportunity for northerners to enter the teaching professional. Completion of degree is through transfer to the University of Saskatchewan. The program aims to be uniquely Aboriginal and northern culture-based.</li> <li>The <b>Northern Graduate Teacher Program</b> and accompanying application form was developed by Corporate Human Resources. This program identifies Northern teachers and guarantees them employment a job offer. ECE and Corporate HR promote the program jointly with post-secondary students studying education.</li> <li>ECE has <b>coordinated teacher recruitment</b> activities with local education authorities. Updated statistics on recruitment and retention are also kept.</li> <li>An <b>on-line application</b> form has been available on the ECE website from 2002; links are also provided with the Education Canada Internet Job Fair where Boards have been posting job openings since 2002.</li> <li>ECE <b>employs students and graduates</b> through various programs, including the Internship Program, to provide meaningful work experience and improve employment prospects. In 2002/03, a total of 72 graduates/students were employed.</li> <li>A cross-cultural and self-directed <b>Certificate in Adult Education (CAED)</b> at Aurora College develops skills and knowledge.</li> <li>A <b>course reimbursement fund</b> is available for certain educational post-secondary expenses if a person is enrolled in a full-time distance learning course at a private institution, attending part-time, or employed full-time. Each full credit course can be reimbursed up to \$500, to a lifetime limit of \$5,000.</li> <li>In co-operation with H&amp;SS, the NWT <b>Student Financial Assistance (NWTSFA)</b> program introduced a remissible loan intended to assist and encourage students to enroll in social work and nursing programs in the NWT. This remissible loan is in addition to any other NWTSFA benefits one may qualify for, including the regular remissible loan.</li> <li>Also, if a student is enrolled in a social work or nursing program at an approved post-secondary institution in Canada and have completed all of the first years of their program in the NWT, they are eligible to receive a remissible loan.</li> <li>Remissible loans under the NWTSFA program can be forgiven if a student meets certain conditions and returns to the NWT.</li> </ul>	<ul style="list-style-type: none"> <li>Since TEP began in 1968, there have been 242 graduates. Graduates since 1990 have been retained in education at a rate of 75%. The majority of graduates are Aboriginal.</li> <li>Guidelines have recently been developed to ensure that the Aboriginal cultural perspective is included in every course.</li> <li>Discussions are ongoing. The online-program was most successful for 2003/04 in terms of the number of teachers hired.</li> <li>Established in 2001 and ongoing.</li> <li>During the 2003/04 academic year, 6 individuals were reimbursed a total amount of \$3,784.49. The benefit available for students who participate in full-time distance learning programs at home needs to be promoted more.</li> <li>During the 2003/04 academic year, a total of 76 students, primarily in nursing, accessed the remissible loan.</li> </ul>
<b>Recruitment Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>ECE is finalizing arrangements that will allow a Bachelor of Education to be earned entirely at Aurora College (TEP graduates currently travel south to complete their undergraduate degree).</li> </ul>	

Retention Strategies: Current	Outcomes
<ul style="list-style-type: none"> <li><b>NWT Teacher Induction and Mentorship Program</b> to support new and beginning teachers introduced during the 2000/01 academic year. It involves close co-operation with the local education authorities. The program is aimed to start from the day teachers are hired. In 2003/04, ECE set up 82% of beginning teachers in formal mentoring programs. A co-ordinator has been in post since 2001/02 to oversee this program.</li> <li><b>Educational Leadership (Principal) Program</b> certificate is a requirement for school principles within 2 years of entering their post. Covers school culture and management, as well as building community networks, governance, and community educational planning.</li> <li>Various <b>professional improvement funds</b> are in place whereby ECE and Aurora College contribute a percentage of the teachers/instructors base salaries.</li> <li><b>Educational and part-time leave for NWT teachers</b> for completing undergraduate degrees continues to be funded under MNE Initiative.</li> <li>ECE offers a range of <b>career planning</b> options including short and long-term training; on-the-job training and educational leave. Career counseling is also available.</li> <li>ECE makes a point of <b>recognizing employees</b> through the Long Service Awards, the Ministerial Literacy Awards and the Community Language Leader Awards. The Premier's Award for Excellence is presented annually to public service employees.</li> <li>ECE promotes a <b>healthy workplace</b> at ECE headquarters and plans to promote this in other regions.</li> </ul>	<ul style="list-style-type: none"> <li>85% of teachers who participated in the mentorship program in 2002/03 were retained in 2003/04. Overall, the retention rate for teachers in their school jurisdiction for 2003/04 was 82%.</li> <li>The NWT Teacher Induction website has been particularly successful as teachers are using it as a resource to teach in the NWT. It is also used by prospective applicants who seek out the GNWT at job fairs.</li> <li>30 of the 48 NWT principals completed the program in 2002/03.</li> </ul> <ul style="list-style-type: none"> <li>Ongoing, yearly.</li> </ul> <ul style="list-style-type: none"> <li>Human Resources is in the process of reactivating an Occupational Health and Safety Committee and training for employees.</li> </ul>
Highlights of Aboriginal Involvement: Current	Highlights of Aboriginal Involvement: Anticipated
<ul style="list-style-type: none"> <li>Several initiatives that support recruitment and retention of Aboriginal teachers and offer support to those coming from the south have been developed. These include computer program training to facilitate the development of Aboriginal resources by Teaching and Learning Centres (TLCs); development and implementation of Dene Kede and Innuqatigii curricula; creation of Aboriginal Language Nest; Residential School Awareness Workshops that have helped Aboriginal teachers come to terms with the past.</li> <li>Active involvement of the <b>Aboriginal Educators Leadership Institute (AELI)</b> in development of these initiatives. The AELI was initiated and is funded by the GNWT. Elders are included in membership.</li> <li>Teachers are hired by community education authorities, which are made up of local people that reflect the local population.</li> <li>GNWT departments, including ECE, carry out all staff recruitment in accordance with <b>Affirmative Action Policy</b> whereby staffing priority is granted to designated groups of which Indigenous Aboriginal persons come first.</li> <li>Positions are routinely reviewed to remove systemic barriers.</li> <li><b>Northern Graduate Teacher Program</b> helpful to Aboriginal people.</li> <li>Aboriginal course content in <b>TEP</b> being strengthened through recently adopted guidelines developed by the Aboriginal Cultural Perspectives Working Group, a sub-group of the NWT Committee on Teacher Education that guides the work of Aurora College.</li> </ul>	<ul style="list-style-type: none"> <li>WNCP Aboriginal Languages and Cultures website to be launched in June 2004. There will be an NWT website and database of Aboriginal resources.</li> <li>Clarification of TLC roles and responsibilities to improved collaboration in development of Aboriginal resources.</li> </ul> <ul style="list-style-type: none"> <li>The Affirmative Action Policy is applied at both the screening and the hiring stage.</li> <li>As of March 2003, there were 362 Indigenous Aboriginal employees in the Department. This represents 32.76% of all 1,105 Department employees. There were 11 Aboriginal employees in management positions, this represents 13.41% of all 82 management positions.</li> </ul>

<b>NUNAVUT</b>	
<b>Skill Shortages: Newly Identified</b>	
<ul style="list-style-type: none"><li>• Finance Support Staff</li><li>• Inuit Teachers</li><li>• IT Support Staff</li></ul>	
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"><li>• With the current group of Inuit teachers nearing retirement, the need to replace these staff will become increasingly difficult.</li></ul>	
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"><li>• Discuss the development of a new teacher education training program, which would be focused on 'on job' training – perhaps based on the apprenticeship model.</li></ul>	
<b>New Initiatives</b>	
<ul style="list-style-type: none"><li>• Teachers: Try to encourage senior high school students upon graduation to consider a career in education.</li></ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"><li>• Article 23 will be the basis and focus of program development initiatives.</li></ul>	

**INDIAN & NORTHERN AFFAIRS CANADA****New Initiatives: Anticipated**

- Implementation of the recommendations of the INAC Ministers National Working Group on Education. Recommendation for teacher recruitment and retention includes: expanding Aboriginal teacher education programs, increasing the number of Aboriginal secondary school teachers, making teacher education accessible in communities, developing programs for teacher aides to become teachers and adding an Aboriginal component to all teacher education programs.
- Council of Ministers of Education, Canada (CMEC) have agreed on an action plan for further strengthening pan-Canadian collaboration on a series of key education issues. Ministers discussed ongoing efforts across the country to enhance measures that attract, develop and retain highly qualified teachers. There was unanimous agreement that the continuing exchange of information in this area would enable provinces and territories to better meet the challenge of sustaining and enriching high-quality education systems.

QUÉBEC	
Skills Shortages: Current	Skills Shortages: Anticipated
<ul style="list-style-type: none"> <li>Teachers in a variety of disciplines: nursing, engineering, math, science, IT, music, English as a second language</li> <li>Managers within the Education system</li> </ul>	<ul style="list-style-type: none"> <li>Continued demand for all disciplines</li> </ul>
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>There continues to be a lack of local residents to meet the employment demand and there is difficulty in recruiting people from outside of the region.</li> <li>Increasing trend towards youth out-migration</li> <li>There seems to be more challenge in retention versus recruitment</li> </ul>	
Recruitment and Retention Strategies: Current	Outcomes
<ul style="list-style-type: none"> <li>Retention bonus</li> <li>Annual travel benefits for families in isolated regions</li> <li>Isolation allowances</li> <li>Recruitment strategies include participation at career fairs</li> </ul>	<ul style="list-style-type: none"> <li>Turnover is still very high; recruits are coming for the short term to gain work experience.</li> </ul>

## ONTARIO

### **Skill Shortages: Current and Anticipated** (The ongoing shortage in this area is not limited to those listed)

- Teachers (primary and secondary)

#### **Trends:**

- Retirement and having difficulties filling vacancies even though more schools are closing.
- Expect demand to grow.
- Rural areas of Northern Ontario having the greatest difficulties in recruitment.
- On a post secondary perspective, there are challenges in accessing training programs. People have to travel long distances to further their education.

*Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario*

<b>Recruitment and Retention Strategies: Current</b>	<b>Anticipated</b>
<ul style="list-style-type: none"><li>• <b>Contact North</b>, a distance education network, provides access to education and training opportunities, via audio-conferencing and video conferencing, for residents in small and remote communities in more than 100 northern communities (including 39 First Nations). (<i>Source: <a href="http://www.cnorth.edu.on.ca/">http://www.cnorth.edu.on.ca/</a> (Contact North Web site)</i>)</li><li>• In June 2000, the government announced a new investment of \$26.25 million to create a total of 3500 new spaces in teacher education programs over the next four years. (<i>Source: Teacher Recruitment and renewal in Ontario</i>)</li></ul>	<ul style="list-style-type: none"><li>• Training programs to become more flexible in delivery.</li></ul>

# Social

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Yukon

North West Territories

Ontario

<b>ALBERTA</b>		
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>	
<ul style="list-style-type: none"> <li>• Aboriginal Child &amp; Family Services Worker</li> <li>• Career/Employment Counselling</li> <li>• Clinical Psychology</li> <li>• Early Childhood Services</li> </ul>	<ul style="list-style-type: none"> <li>• Family Therapist</li> <li>• Mental Health Worker</li> <li>• Registered Psychologist</li> <li>• Residential Aide</li> </ul>	<ul style="list-style-type: none"> <li>• Addictions Counsellor</li> <li>• Psychiatric Nurse</li> <li>• Family Therapist</li> <li>• Registered Psychologist</li> </ul>
<b>Trends: Newly Identified</b>		
<ul style="list-style-type: none"> <li>• Recent government restructuring, funding freezes and policy changes may affect employment opportunities. Shortages in professionals remain, but are less acute.</li> <li>• Retirements, especially in management, will create some opportunities for new graduates.</li> <li>• Chronic shortages in some fields continue to play a part in future opportunities. Some qualified professionals and para-professionals will continue to be in high demand, ie. psychiatric nurses, family therapists, addictions counsellors and psychologists.</li> <li>• There may be more responsibility placed on employers to encourage staff to take training to upgrade their skills.</li> <li>• The Alberta Response Model, which is in the initial stages of implementation, will result in a higher need to provide early intervention support to families and reduced need for child protection resources.</li> <li>• Standards for professional designation have slowly been increasing. The Health Professions Act requires individuals to register their professional designation. This may mean that more candidates are screened out early in the recruitment process.</li> </ul>		
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Social work degree program "Access BSW".</li> </ul>	<ul style="list-style-type: none"> <li>• Approx. 30 northern Alberta students have graduated from the BSW.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>	
<p><b>Recruitment:</b></p> <ul style="list-style-type: none"> <li>• The Northern Alberta Development Council, with Alberta Learning, offers bursaries for education students. Some bursaries are offered in partnership with employers.</li> <li>• The Fort Vermilion School Division, Silver Birch Child &amp; Family Services Authority and Northwestern Health Services Region, in partnership with the Northern Alberta Development Council, offer bursaries to 20 students per year enrolling in education, health or social services related programs. These have a return service commitment.</li> <li>• Enhanced web-based advertising of government positions.</li> <li>• Local advertising and word of mouth.</li> <li>• Advertise outside the region - many agencies are now looking out of community and out of province.</li> <li>• Internet advertising.</li> <li>• Advertising at colleges, attending job fairs at colleges and universities and school visits.</li> <li>• Commitment to ongoing staff development and learning.</li> <li>• Demonstrate the benefits of living and working in the North, highlighting recreational activities in the North.</li> <li>• Present the organization as a good place to work through demonstrated progress made with families.</li> </ul> <p><b>Retention:</b></p> <ul style="list-style-type: none"> <li>• Improve wellness in the workplace.</li> <li>• Increased wages, bonuses and benefits.</li> <li>• Incentives and long-service bonuses.</li> <li>• Ongoing commitment to staff development and learning.</li> <li>• Stress good employer-employee relationships.</li> <li>• Promote on ability and experience, not necessarily education.</li> <li>• Ongoing organizational and team building activities.</li> <li>• Development of business plan and creating a common purpose in services to children and families.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a good return service rate among bursary recipients taking social services programs. Overall, there has been an excellent return service rate for co-sponsored bursaries.</li> <li>• AB government website is very useful, sometimes resulting in high numbers of applications.</li> <li>• Identified as successful by some employers.</li> </ul>	

<b>New Initiatives: Anticipated</b>
<ul style="list-style-type: none"><li>• Improving profile of the employer.</li><li>• Bursary programs.</li><li>• Attempting to negotiate better funding.</li><li>• Use of global advertising journal ads.</li><li>• Website.</li></ul>
<b>Highlights of Aboriginal Involvement: Current</b>
<p><i>2003 Professional Workforce Scan employer practices - recruitment and retention of Aboriginal staff</i></p> <ul style="list-style-type: none"><li>• Social services sector stresses the need to hire Aboriginal employees due to the demographics of the clients they serve.</li><li>• Hire at lesser qualifications, if needed, and provide on-the-job training.</li><li>• Aboriginal Specialist who assists in work related activities in relation to Aboriginal staff members.</li></ul>

SASKATCHEWAN	
<b>Skill Shortages: Newly Identified</b>	
<ul style="list-style-type: none"> <li>• Social Workers</li> <li>• Recreation Professionals</li> </ul>	
<b>Trends: Newly Identified</b>	
<p><b>Social Workers:</b></p> <ul style="list-style-type: none"> <li>• Lengthy vacancies directly impact the workload of remaining staff, contribute to retention problems and greater staff turnover. Skeleton staff in place most of the time.</li> <li>• High demand from caseloads, client needs, vacancies, demands of meetings, training and associated travel time.</li> </ul> <p><b>Recreational Professionals:</b></p> <ul style="list-style-type: none"> <li>• Limited municipal tax base in many northern municipalities prohibits many communities from employing permanent full-time recreation directors and offering sport, recreation and cultural programs on a continuous basis.</li> <li>• Lack of professional support for recreation employees, as well as lack of post-secondary education and training for northern recreation leaders.</li> <li>• Increased demand for cultural and recreation skilled personnel, especially during the summer months, when many northern communities would like to provide additional summer programming for community youth.</li> </ul>	
Recruitment and Retention Strategies: Current	Outcomes
<p><b>Social Workers:</b></p> <ul style="list-style-type: none"> <li>• Northern District Allowance and Special Northern Leave and paid medical travel.</li> <li>• Hire northerners, wherever possible.</li> </ul> <p><b>Recreational Professionals:</b></p> <ul style="list-style-type: none"> <li>• <b>Northern Recreation Strategy</b> <ul style="list-style-type: none"> <li>- Overarching strategy that will address the delivery of sport, recreation and cultural in northern Saskatchewan.</li> <li>- Portions of strategy will reinforce need for training of northern recreation professionals and the development of leadership and management skills.</li> </ul> </li> <li>• <b>Recreation and Leisure Management Three-Year Diploma Program</b> <ul style="list-style-type: none"> <li>- Program focusing on leadership and management skills development to be delivered over a three-year period to allow for ongoing work placement experience in community recreation field. Course content based on Recreation and Tourism Management Diploma Program delivered in Saskatoon by Saskatchewan Institute of Applied Science and Technology. Changes made to southern-based curriculum to adapt course to social, cultural, environmental and economic well being of the people and communities in northern Saskatchewan.</li> <li>- Main student target group is recreation directors already working in northern communities. Thus, allowing for student work placements to occur in community of employment.</li> </ul> </li> <li>• <b>Community/School Recreation Co-ordinator Program</b> <ul style="list-style-type: none"> <li>- Purpose: To employ recreation workers in northern provincial schools to facilitate the planning and presentation of community sport, recreation and cultural activities and programs. Program provides supportive work environment and opportunities for professional growth for recreation employees. Recreation worker employed as a school employee; ongoing guidance provided at each project site by a local steering committee consisting of school principal, teachers and community members.</li> <li>- Project development and implementation has been a co-operative effort between provincial government (ie. Saskatchewan Culture, Youth and Recreation and Saskatchewan Learning), Northern Recreation Co-ordinating Committee, northern provincial schools and other northern-based agencies.</li> <li>- Core funding provided by Saskatchewan Lotteries Trust Fund for sport, culture and recreation.</li> </ul> </li> </ul>	<p><b>Recreation and Leisure Management Three-Year Diploma Program</b></p> <ul style="list-style-type: none"> <li>• First intake of students occurred in Sept 2001; completion date will be June 2004 at conclusion of three-year program. Second intake of 17 new students in January 2003.</li> </ul> <p><b>Community/School Recreation Co-ordinator Program</b></p> <ul style="list-style-type: none"> <li>• Six new permanent community-based recreation worker positions have been created in the North. Two of six employees have been employed in this program for at least three years, while one recreation worker continues to remain employed in the same job since the program start in 1996/97.</li> <li>• Program initiated as a pilot project during the 1996/97 and 1997/98 school years. Three project sites (ie. three different provincial schools, one in each of the northern communities of La Loche, Ile-a-la-Crosse and Cumberland House) participated in the pilot.</li> <li>• At the start of 1998/99 school year, project became ongoing. In 2001/02, program expanded to three additional northern sites (ie. communities of Green Lake, La Ronge/Air Ronge and Sandy Bay).</li> </ul>

<b>Recruitment and Retention Strategies: Anticipated</b>	
<b>Social Workers:</b>	
<ul style="list-style-type: none"> <li>• Bursary program, apprenticeship and mentoring programs, at developmental stages pending resources and implementation plan.</li> </ul>	
<b>Recreation Professionals:</b>	
<b>Recreation and Leisure Management Program</b> <ul style="list-style-type: none"> <li>▪ To continue to deliver northern Recreation and Leisure Management diploma program to meet training and employment demands due to continued expansion of the Community/School Co-ordinator program to several additional northern schools.</li> <li>▪ Intake of new first year students to occur approximately every 1½ years.</li> </ul>	
<b>Community/School Recreation Co-ordinator Program</b> <ul style="list-style-type: none"> <li>▪ Potential expansion of program to additional northern municipal communities, as well as northern First Nations communities.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<b>Social Workers:</b> <ul style="list-style-type: none"> <li>• Elder's Support (support strategy for northern staff) – Aboriginal elders trained in traditional ways to help people in holistic ways of life (ie. healing circles) that help people learn to cope with trauma and stress.</li> </ul> <b>Recreation Professionals:</b>	<b>Recreation Professionals:</b>
<b>Recreation and Leisure Management Program</b> <ul style="list-style-type: none"> <li>• Majority of recreation professional trainees/students currently enrolled in the Recreation and Leisure Management Program are of First Nation and Metis descent.</li> </ul>	<b>Recreation and Leisure Management Program</b> <ul style="list-style-type: none"> <li>• All instructors of the Recreation and Leisure Management Program of Aboriginal decent.</li> </ul>

<b>MANITOBA</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>Aboriginal Social Workers who work in Child Welfare – especially those who speak both Cree and English</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal Social Workers with training and experience in the area of Child and Family Services</li> </ul>
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>Aboriginal social workers need community development expertise and cross-program experience. They need to have the ability to negotiate protocol and service agreements.</li> <li>Many staff in the social services field will be retiring in the next two to four years.</li> </ul>	
<b>Recruitment Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>The U of M social work program will focus more on the areas of child and family services.</li> <li>The recruitment of social workers will become more decentralized to the regions.</li> <li>Social workers may need to be recruited from outside of Manitoba.</li> </ul>	
<b>Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>Workplace training modules are being explored to train early childhood educators in northern MB. Manitoba Family Services &amp; Housing will provide more in-house training to social workers.</li> </ul>	
<b>New Initiatives</b>	
<ul style="list-style-type: none"> <li>A new five-year plan in MB for childcare aims to increase the number of funded childcare spaces by 5,000. One of the goals of the plan is to recruit an additional 450 early childhood educators (II's &amp; III's) throughout MB, including the North. This is on top of the current shortage of 200 early childhood educators for MB as a whole.</li> <li>A new childcare plan will see salaries increase for early childhood educators to improve recruitment &amp; retention of staff. As well, Child Day Care launched a public education and student recruitment campaign in January 2003 to attract more students to the field. Competency-based training opportunities are being increased for untrained staff currently working in the area. Licensed childcare centres are being encouraged to plan and implement staff retention strategies, which might include co-funding, staff training courses and providing a financial incentive for completed courses.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>MB's Aboriginal Justice Inquiry-Child Welfare Initiative (AJI-CWI) is a joint initiative between the Province, MMF, AMC and MKO. The initiative will see the establishment of four separate and distinct province-wide authorities to deliver child and family services in MB. Two of the new agencies will be geared towards Aboriginal citizens, while one will be geared towards citizens of metis background. New hiring standards for these agencies will include a focus on recruiting Aboriginal social workers. A long-term recruitment initiative is recommended involving Aboriginal partners. This might include a bachelor of social work sponsorship program that would include a northern work experience component.</li> <li>KCC is currently reviewing its early childhood education curriculum and delivery options. It has been delivering training on contract in various northern communities. There is discussion about a workplace model (one-week training, three weeks working) through KCC in collaboration with KTC, as well as offering some accredited courses online. More distance education courses are also being considered.</li> <li>Manitoba Child Day Care has provided funding to AMC to cost-share the <i>Manitoba First Nations Child Day Care Regulations and Monitoring Initiative</i>.</li> </ul>	

<b>NEWFOUNDLAND AND LABRADOR</b>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Community recreation plans are currently being developed in Labrador to highlight training needs for recreational staff and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Very successful. In January 2003, the Torngat Recreation Commission was formed on the North Coast as a delivery mechanism to build leadership capacity in all North Coast communities through community partnerships, training, community activities and sport programming.</li> <li>Through community recreation planning, the Labrador Winter Games Community Leaders were provided training in leadership, motivation and volunteer recruitment.</li> </ul>
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>A similar recreation commission is anticipated for the South Coast of Labrador.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>The province's department of Human Resources and Employment delivered job readiness training to Innu Nation members and social assistance recipients. The goal of the program was to provide high school equivalency and job preparedness training to participants.</li> </ul>	<ul style="list-style-type: none"> <li>The program was jointly delivered to Innu and social assistance participants. Only Innu were provided financial incentives to participate and once the social assistance participants learned this, they dropped out. The program was very successful for Innu participants, but not for the other group. The Department learned that to ensure success of a program, participants should enter the training at an equal level; in this instance financial incentive was the issue.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>Memorial University of Newfoundland, in conjunction with Sheshatshiu Innu are exploring the possibility of delivering a social work program to the Innu. The program would be geared towards Innu employees already working in the social work field. MUN is also determining the possibility of having past work experience recognized as university accreditation for this specified program.</li> </ul>	

<b>YUKON</b>	
<b>New Initiatives</b>	
•	Department is currently hiring trained (BSW) social service workers/case workers with potential to later move into social worker positions. This is a higher level of education than social service workers have had previously, making them potentially good candidates for regional social workers after they have gained work experience.

<b>NORTHWEST TERRITORIES</b>	
<b>Skill Shortages: Current</b>	<b>Skill Shortages: Anticipated</b>
▪ Aboriginal Social Workers (Child Protection Workers)	▪ Aboriginal Social Workers (Child Protection Workers)
<b>Trends:</b>	
▪ In the past, the GNWT has been relatively successful in the development of northern social workers. However, over the past few years' enrollments have dropped and fewer northerners are enrolling in social work programs.	
<b>Recruitment and Retention: Current</b>	<b>Outcomes</b>
▪ Grad Placement & Mentorship Programs - All northern social work graduates are offered indeterminate employment with the GNWT upon graduation. Each graduate is offered a mentorship opportunity that provided them with the opportunity to consolidate their skills. ▪ Professional Development Initiative (PDI) - All Social Workers are entitled to PDI funds (\$2,000 - \$3,000 dependent upon location) for professional development. ▪ Return of Service Bursaries (Social Workers) - Return of Service Bursaries are available for most health professions including social workers, addictions counselors, etc. (the majority are for northern students only).	▪ The indeterminate placement of social work graduates has proven to be difficult as a result of limited vacancies suitable for the new graduates. The Social Work Mentorship Program is currently being reviewed. An implementation plan will be developed in early 2004/05. ▪ PDI funds have been made available to all eligible staff. A review of the program will take place in 2004/05. ▪ Bursaries have been distributed by the Department for several years. The Department will conduct a review of the different bursaries during the 2004/05 fiscal year.
<b>New Initiatives: Current</b>	<b>New Initiatives: Anticipated</b>
▪ Relief Pool (Backfill for social workers) – A relief pool of social workers will be established through casual placements.	▪ The Department of Health & Social Services has recently completed several reviews (HR Analysis, HR Plan, NP Review, Physician Recruitment & Retention) and is in the process of reviewing the result and developing implementation plans. These may include new initiatives designed to support and enhance the recruitment and retention of northerners in health professions (The best way to retain a northern workforce is to hire a northern workforce).
<b>Highlights of Aboriginal Involvement: Current</b>	
▪ The Aurora Social Work Program graduated 1 Indigenous Aboriginal social worker graduate during the 2003/04 academic year.	

ONTARIO	
Skill Shortages: Current	Skill Shortages: Newly Anticipated
<p><b>Trends:</b></p> <ul style="list-style-type: none"> <li>• High demand for cultural and recreational skills on a seasonal basis (summer).</li> <li>• Tourism in the region has been on the increase for the past several years. The low Canadian dollar has translated into an increase in the amount of American tourists in the region and has also meant that more and more Canadians are deciding to stay in Canada for their vacations. Northern Ontario has benefited from this trend. There are indications that the demands of the tourists visiting the region are changing. Traditionally the region's tourism industry has depended heavily upon hunting and fishing. More recently the demand for "eco-tourism" has been increasing. This could indicate a new training need in future years. (<i>Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario</i>)</li> </ul>	
<p><b>Recruitment and Retention Strategies: Current</b></p> <ul style="list-style-type: none"> <li>• The Northern Bursary Program is a provincial program. It is currently under review. In the past the program offered various levels of financial assistance to post-secondary students pursuing careers in psychology, social work and speech-language pathology, who are interested in working in Northern Ontario. Native students are particularly encouraged to apply. Students who receive a bursary must work in an area of Northern Ontario designated by the Ministry of Community and Social Services as an undersigned area. (<i>Source: <a href="http://www.sgs.utoronto.ca/SGSCalendar/2001-2002/finast6.asp">http://www.sgs.utoronto.ca/SGSCalendar/2001-2002/finast6.asp</a></i>)</li> </ul>	

# Technical

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Yukon

Northwest Territories

Nunavut

Indian & Northern Affairs Canada

Québec

Ontario

<b>ALBERTA</b>		
<b>Private Sector: Skill Shortages</b>		<b>Private Sector Skill Shortages: Anticipated</b>
<ul style="list-style-type: none"> <li>• Computer Networking Specialist</li> <li>• Design/Drafting</li> <li>• Geographic Information Services</li> <li>• Information Technology</li> </ul>		<ul style="list-style-type: none"> <li>• Instrumentation Technology</li> <li>• Interactive Digital Design</li> <li>• Wood Products Processing</li> </ul>
<p><b>Trends: Newly Identified</b></p> <p><u>Communications</u></p> <ul style="list-style-type: none"> <li>• Increased use of the Internet, growth in radio and video technology and increased opportunities to network using video and computer technology has created a demand for skilled employees able to implement and maintain new technologies.</li> <li>• Radio and print media are looking for employees able to cope with changes in technology.</li> <li>• Print media remains strong in the North and most newspapers are doing more of their work electronically. There is greater centralization of newspaper services. Smaller papers are contracting page layout, ad composition, printing and website hosting to larger papers.</li> <li>• Staffing levels in radio are declining as a result of increased technology and use of pre-recorded sessions.</li> <li>• There is also a growing demand for employees, especially entry-level employees, with radio, technical and computer interface capabilities. There is and will continue to be, a significant shortage of qualified people due to the aggressive growth in this part of the sector.</li> </ul> <p><u>Logging, Forestry and Wood Industries</u></p> <ul style="list-style-type: none"> <li>• Appears to be stabilized after a period of dramatic growth, as a result of trade disputes with the United States. Many companies are streamlining and consolidating operations.</li> <li>• The demand for skilled labour and employees with technical backgrounds is acute and growing. The industry is automating much of its production and will require technicians and tradesmen with computer skills.</li> <li>• The trend towards mechanization may affect current staff, but will also increase demand for employees with technical and computer backgrounds.</li> <li>• Prospects will improve in the long-term with retirements in the current workforce.</li> <li>• There has been limited expansion to value-added lumber products.</li> <li>• Logging and forestry relies heavily on seasonal employees and contractors; in order to retain them through the off-season, companies are trying to improve the return for these contractors with such initiatives as lengthening the logging season.</li> </ul> <p><u>Manufacturing</u></p> <ul style="list-style-type: none"> <li>• Much of this sector in northern Alberta is dependent on the oil and gas sector. In some areas, this has meant declines, while in others, most notably Fort McMurray, opportunities are robust.</li> <li>• Growth is not expected in the next few years.</li> <li>• Changes to provincial regulations will affect hiring practices. Occupational Health &amp; Safety issues will mean employers will be looking for employees with all their safety certifications up-to-date.</li> </ul> <p><u>Mining, Oil and Gas</u></p> <ul style="list-style-type: none"> <li>• Represents 12% of the workforce in northern Alberta, the single largest sector in the economy. Oil and gas production in northern Alberta represents half of Alberta's production and all of Alberta oil sands production. The health of many other sectors is tied to the health of this sector.</li> <li>• Oil sands production is expanding quickly, but other areas report slow growth or stability. Overall, the sector is strong and growth expected to continue. People with technical backgrounds will be at a premium in the future.</li> <li>• The pipeline industry may see some growth with new projects, such as the Mackenzie Valley project, which will see development of a pipeline from the Beaufort Sea through Alberta.</li> <li>• Conventional oil projects are mostly expected to maintain current production levels.</li> </ul> <p><u>Transportation and Utilities</u></p> <ul style="list-style-type: none"> <li>• Increased utility costs and fuel costs are causing downward pressure. Due to higher consumption rates, higher costs for fuel and utilities will have more of an impact in the North.</li> <li>• Smaller airlines are predicting growth as larger airlines are leaving northern communities. Scheduled flight services for those smaller companies are expanding and more staff will be required.</li> <li>• The demand for technologists and engineers will be increasing.</li> <li>• Replacements for retiring staff will be very difficult to fill with predicted graduates.</li> <li>• The overall growth in the population will cause an increase in demand for transportation services and utilities.</li> </ul> <p><b>Private Sector Strategies: Current</b></p> <p><u>Communication</u></p> <p><u>Recruitment</u></p> <ul style="list-style-type: none"> <li>• Send representatives to all schools and technical colleges and provide information about opportunities in the field.</li> <li>• Local newspaper advertising and web-based strategies.</li> </ul>		

**Retention**

- Respondents indicated that for many firms in this sector, retention was not emphasized and it was expected that employees would move on.
- Provide good work environments and benefit packages to compensate for low wages.
- The industry allows for creativity and pride in a job well done, which is a good retention feature.
- Treat people with respect and fairness; give them the tools to carry out their tasks and pay them as much as we can afford.
- Income bonuses and partnerships/options (stock in).

Logging, Forestry and Wood Industries**Recruitment**

- Advertising out of province, job fairs. Host “community job fairs” in conjunction with the local college campus.
- Scholarship and student incentives.
- Trades are more likely to be recruited with traditional advertising and the Internet is becoming much more popular with professionals.

**Retention**

- Keep employees interested in their jobs: offer the opportunity to diversify skills, offer job rotations.
- Flexible work schedules: compressed work week with three-day weekends, some employees work only day shift.
- Medical benefits plan for retention as well as back to work programs after injury or accident.
- Performance base pay systems, staff recognition and bonus programs.
- Stay competitive in compensation, safety practices and even environmental practices. Candidates much more selective of employers.
- Use headhunters.

Manufacturing**Recruitment**

- Word of mouth. The internet and newspaper are also common practice.
- The oil companies are offering signing bonuses however; the smaller companies are not able to compete with this.
- Hire “portable welders”.

**Retention**

- Financial remuneration benefit plans, fair/competitive wages, long-term wage increases and benefits.
- Good working conditions.

Mining, Oil and Gas**Recruitment**

- Potential for employees to apprentice and receive tickets in various fields. Also, potential to earn a good income, live in small town or country environment.
- Newspaper ads, some local and some in larger papers. Online job posting databases and corporate websites.
- University/colleges contacts and word of mouth/associates.
- International use of co-op placements, RAP.

**Retention**

- Many employers in this sector rely heavily on contractors and as such did not feel retention was a major issue.
- Good pension plan, long-term financial incentives, benefits package and competitive wages.
- Employee referrals.
- Security and long-term employment.
- Flexible work schedules, including scheduled days off, flex days off. Daytime hours - no shift work.
- Company housing, flights out of the North to compensate for expense of living in the North.
- Housing purchase down payments.
- Training.
- Positive company environment.

Transportation and Utilities**Recruitment**

- Open competitions in northern Alberta advertised outside of Alberta.
- Job opportunities where people can upgrade their experience and then return to the south.

- Internal training and hands on training.
- Local community newspaper advertising. Attend selected career fairs. Continued relations with schools and colleges.
- Employee referrals.

#### **Retention**

- Housing purchase down payments.
- Daytime hours - no shift work.
- Competitive compensation, benefits package and pension plan.
- Training.
- Positive company environment.

#### **Private Sector Strategies: Anticipated**

##### Communication

- The Alberta Weekly Newspaper Association's education committee is endeavouring to have more journalist students come to community newspapers.
- New intern programs.
- Working with local college to develop a one-year community newspaper course.
- Broader search base for apprenticeship opportunities.

##### Logging, Forestry and Wood Industries

- Higher level of training and longer training periods for staff.
- More use of the Internet.
- Increase awareness among high school students to promote careers in forestry and mill jobs.

##### Manufacturing

- Trade shows and recruitment fairs.
- Improve working conditions, pay, benefits, safety in the workplace and hire more apprentices.

##### Mining, Oil and Gas

- Greater focus on flex pay.
- Greater emphasis on career development opportunities and training. Work with colleges to provide local training. Training and promoting from within.

##### Transportation and Utilities

- More benefits.
- More Aboriginal hiring through the Registered Apprenticeship Program.
- Bursaries.
- Internet advertising.
- Focus on both new graduates and more experienced skilled people.
- Increased reliance on training existing staff to meet demands.
- Look outside northern Alberta to fill positions.

#### **Highlights of Aboriginal Involvement: Current**

##### Alberta Human Resources and Employment (AHRE) supports various training partnerships including:

- The First Nations Resource Training Project (Precision Drilling Project) involved four First Nations (Kehewin, Heart Lake, Frog Lake and Cold Lake), industry, federal Government (INAC), AHRE and the Petroleum Industry Training Service (PITS).
- Gift Lake Employment Training Project: AHRE developed a joint oil/gas training and employment demonstration project at the Gift Lake métis settlement with PITS and Edge Petroleum.
- Petroleum Project 2000 and Northern Lakes College are training Aboriginal workers in the high level area for employment in the oil and gas industry.

##### Private companies support training projects and have entered into partnership agreements with Aboriginal communities and companies including the following:

- Suncor supports training initiatives such as the Mine Operations program at Keyano College and collaborates on recruitment activities with industry as well as local and regional Aboriginal organizations.
- The Chip Manufacturing Company of the Fort Chipewyan First Nation was created to fulfill industrial needs of Suncor and other companies and provide a stable, economic growth opportunity for local people. The Oil Sands' Aboriginal Business Development Committee helped identify products that industry uses and that could be produced locally.
- The Aseniwuche Winewak Nation has agreements with Chevron Canada and Burlington Resources, which set out guiding principles for land stewardship, project consultation, education and training, employment and business opportunities and community development.

- Sturgeon Lake First Nation and Devon Energy Ltd. signed a joint venture partnership for the production of oil wells on the reserve and for the provision of oil and gas services from the First Nation to Devon Energy Ltd.
- Sucker Creek First Nation and Prentic Energy signed a joint venture partnership for the production of oil wells on the reserve and for the provision of oil and gas services from the First Nation to Devon Energy Ltd.
- Encana, Dene Tha', Métis Nation of Alberta Association, Saddle Lake First Nations signed drilling rig contracts that resulted in Aboriginal organizations and communities owning four drilling rigs.
- The Athabasca Chipewyan First Nation owns Aqua Jetters and Aqua Sonics, which have a new revolutionary ultrasonic wave method to remove bitumen; this is used by area industry.
- Mikisew Cree First Nation's, Mikisew Slings & Safety, manufactures fibre slings for Suncor and has a distribution agreement with Acklands, Grainger and Suncor.

***2003 Professional Workforce Scan employer practices - recruitment and retention of Aboriginal staff***

Logging, Forestry and Wood Industries

- Recognize benefits to companies: local employees are more flexible with short-term projects, less travel and away from home expenses with local employees.
- Make communities aware of opportunities; participate in career days and meeting with chief and council on opportunities.
- Educate team members on Aboriginal culture. Liaison with Aboriginal communities.
- Trades programs where we contract Aboriginal employees for four-year blocks and apprentice them in millwright, power engineering, etc. They are then encouraged to return to communities with skills.
- Participation in Woodland Operators Learning Foundation (WOLF) training program at Northern Lakes College.
- Contracts with Aboriginal woodland contractors, ie. Métis Nation of Alberta, Zone 6.

Mining, Oil and Gas

- Have an Aboriginal Affairs Manager.
- The most successful initiative that is being used by Suncor in the recruitment and retention of Aboriginal employees has been the open lines of communication between the Aboriginal communities and Suncor. Through this communication, we have seen the establishment of employment offices for the Athabasca Tribal Council and the métis. These employment offices help direct potential candidates to Suncor. In addition, Suncor has encouraged these employment offices to work with the educational institutions (ie. Keyano College, Portage College, etc.) to help other candidates to take training that will help them gain employment with Suncor. Some of the programs that have been successful in developing Aboriginal employees have been Keyano College's Mine Operations program, Power Engineering programs and the Trades Co-op program.
- Northern Lakes College PeT (Petroleum Employment Training) training.
- Regional Aboriginal agreements.

Transportation and Utilities

- Attending selected career fairs.
- Developing relations with schools and colleges.
- Advertise with the local Aboriginal groups and request referrals.

## SASKATCHEWAN

### **Skill Shortages: Newly Identified**

- Aircraft Maintenance Engineers

### **Trends: Newly Identified**

- Limited supply of qualified aircraft maintenance engineers interested in northern employment.
- The number of Aboriginal employees in professional and technical occupations is limited. SK Environment intends to increase this number.

### **Highlights of Aboriginal Involvement: Current**

#### **Aircraft Maintenance Engineer Apprenticeship Program (Northern Air Operations)**

- Northern Air Operations (NAO) of SK Environment, in partnership with the SK Government and General Employees' Union (SGEU), Lac La Ronge First Nation and Jim Brady Employment and Training Center (Metis Nation of SK Northern Region I Office), designed and implemented an Aboriginal Apprentice Program involving the training of eight First Nations and metis individuals to gain journeyman certification as aircraft maintenance engineers during the next few years. Apprentices and partner organizations are First Nation and Metis.
- NAO will assist the candidates to acquire the training, education and experience to attain a career as an aircraft maintenance engineer. When employment positions become available, NAO will first consider these candidates as potential employees.

**Initiatives presented below are not exclusively applicable to northern SK. Each initiative reflects province-wide efforts being taken by SK Environment to increase and enhance employment opportunities for Aboriginal peoples within this provincial government department.**

#### SK Environment Strategic Plan

- The following objective is included in SK Environment's Cabinet-approved strategic plan: *First Nation and Metis rights and their interests in the use of natural resources are met through co-operative means.* The department recognizes that effectively meeting this objective depends upon a workforce that appropriately represents the Aboriginal population throughout the province.
- Two of the performance measures against which the department will be rated in the workforce plan component of the strategic plan are (1) Aboriginal employment within SK Environment; and (2) Aboriginal cultural awareness training of department employees.

#### SK Environment Aboriginal Affairs Policy Framework

- Developed in 1997 and updated in 1999, this policy provides a framework that supports meaningful involvement of Aboriginal people in department decisions and guides the department's moral and legal response to Aboriginal rights and needs around renewable resources within SK Environment's mandate. This document directs department staff in key areas of Treaty/Aboriginal rights, fish and wildlife allocation, partnerships, co-management, consultation, renewable resource, economic development and internal capacity through a representative workplace.

#### SK Environment Aboriginal Advisory Committee

- A standing committee of SK Environment Aboriginal employees to provide the department's Executive Committee, Public Involvement and Aboriginal Affairs Branch and Corporate Development Unit with advice on the following: (1) corporate issues and policies that impact on Aboriginal employees and communities, including issues that may be identified by the Employment Equity Committee that are specific to Aboriginal employment; (2) providing support and acting as advisors and models to other Aboriginal employees and (3) monitoring progress of the department's Aboriginal program.
- The Aboriginal Advisory Committee sponsored development of a recruitment video, "The Sky's the Limit", featuring young SK Environment Aboriginal employees that will be given air time on the Aboriginal People's Television Network.

#### Aboriginal Liaison Employees

- Two Aboriginal staff have a full-time mandate of facilitating good working relationships between SK Environment, Aboriginal groups, communities and stakeholders, and to assist in developing an effective Aboriginal program in the department. A number of other Aboriginal employees carry on liaison activities in addition to other duties.

#### Aboriginal Hiring Committee

- The mandate of this committee is to focus on recruitment of people of Aboriginal ancestry for placement in SK Environment occupations requiring post-secondary education. In 2002/03, the committee successfully created and filled an Aboriginal Recruitment Co-ordinator position for the department.

#### SK Public Service Commission (PSC) Aboriginal Internship Program

- Through this program, SK Environment hired two Aboriginal interns during 2001/02: one intern in the Corporate Services Division and another intern in the La Ronge EcoRegion office (located in northern Saskatchewan). The department employed 30% of all interns during 2001/02 and 2 interns during 2002/03. In 2001/02, one of the SK Environment intern positions was located in the North in La Ronge. During 2002/03, the department did not have any intern positions located in the North.

#### Outreach/Networking

- SK Environment's Workplace Diversity Consultant works extensively with a number of people and organizations representing all of the employment equity groups – SK Employment Equity & Diversity Association (EDA), Intergovernmental and Aboriginal Affairs (IAA), Aboriginal Government Employees Network (AGEN), Interprovincial Association on Native Employment (IANE), Rainbow Youth Center (on the Board of Directors) – to achieve this goal. The Workplace Diversity Consultant regularly contacts potential employees to offer assistance with understanding government recruitment process and to provide a better understanding of the department and its mandate.

**SK Environment Mentorship Program**

- This program was designed to create unique opportunities for employee protégés to learn about the department's organizational culture and department programs and processes. Presently, the program's focus is general career development. This program actively recruits Aboriginal employees. In 2001, three Aboriginal employees chose to be protégés and one Aboriginal person, a mentor.

**Strategic Plan for a Respectful Workplace**

- A steering committee has identified key interests and a wide range of options for a Respectful Workplace Strategy. Several potential facilitators are being provided with information needed for developing workshops. As well, divisions, branches and regions continue to host workshops designed to teach about relevant laws, policies and programs related to the PSC Anti-harassment program in executive government.

<b>MANITOBA</b>		
<b>Private Sector Skill Shortages: Anticipated</b>		
<ul style="list-style-type: none"> <li>• Engineering (Electrical, Mechanical &amp; Civil)</li> <li>• Telecontrol Technicians</li> <li>• Protection Technicians</li> <li>• Information Technology (Support Specialists, Systems Analysts &amp; Developers, Programmers)</li> </ul>		
<b>Trends:</b>		
<u>Energy Industry</u> <ul style="list-style-type: none"> <li>• In the next 10 years, there will be approximately one third more retirements in technical occupations than there were in the last 10 years. These retirements will not be distributed evenly over those 10 years; they will start at low levels and rise to levels much higher than normal.</li> </ul>		
<b>Private Sector Strategies: Current</b>	<b>Outcomes</b>	<b>Private Sector Strategies: Anticipated</b>
<ul style="list-style-type: none"> <li>• Educational Funding Program includes 4 entrance scholarships (1 Winnipeg, 1 Rural, 1 Northern and 1 Memorial Scholarship for a female student) for 1<sup>st</sup> year engineering students (highest GPA) with guaranteed summer employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• 2002 success rate: 100% funding disbursed, 75% employed in summer.</li> </ul>	<ul style="list-style-type: none"> <li>• Educational Funding Program is an ongoing program.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>	
<ul style="list-style-type: none"> <li>• Leading the development of a 10-month pre-training program for civil technology technicians in partnership with KCC.</li> <li>• Promotion of technical and engineering occupations in northern Aboriginal schools in partnership with KCC.</li> <li>• Commitment to hire Aboriginal students from the CITT program for summer experience and upon completion of the course.</li> <li>• Promotion of an Aboriginal employee with a civil technology diploma to be a Junior Project Supervisor at the South Indian Lake road construction project.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead and support the continuation of the CTT program.</li> <li>• More aggressive promotion of technical occupations in northern Aboriginal schools.</li> <li>• Hire technical &amp; professional summer students wherever possible on construction projects.</li> <li>• Hire an Aboriginal person whose main objective will be to increase Aboriginal civil engineering and civil technology workers within Transportation. This position would also be the recruitment &amp; retention strategist in support of the Northern Employment Strategy focusing on northern Aboriginal people.</li> </ul>	
<u>Energy Industry</u> <ul style="list-style-type: none"> <li>• Educational funding program provides bursaries and priority consideration for summer and full-time employment opportunities for Aboriginal students in engineering, information technology/computer sciences, technologies (electronic, electrical, computer and communications engineering).</li> <li>• Career communications: "Cool Jobs" video recently produced by the Aboriginal Peoples Television Network (APTN) highlighting careers in engineering at MB Hydro.</li> </ul>		

<b>NEWFOUNDLAND AND LABRADOR</b>	
<b>Skill Shortages: Newly Identified</b>	
<ul style="list-style-type: none"> <li>Engineering Technologists</li> <li>Boiler Engineers</li> </ul>	
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>Wabush Mines anticipates a high retirement rate over the next few years.</li> <li>The Iron Ore Company of Canada is experiencing challenges in recruiting intermediate and senior level positions in all disciplines.</li> <li>The Torngat Fish Producers Cooperative is having difficulty in recruiting a boiler engineer for its fish plants and has been left with no other option but to hire outside of Labrador.</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	
<ul style="list-style-type: none"> <li>SMART Labrador, an initiative whose goal is to develop IT infrastructure and delivery throughout Labrador, has been a catalyst in encouraging IT professions within the region.</li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>To date the outcomes have been very positive with a significant amount of IT infrastructure implemented in communities across Labrador; creating increased access for all people. SMART Labrador's Heritage Mall website, showcasing Labrador art/craft products, has been an excellent exercise in exposing local entrepreneurs to e-business.</li> </ul>
<b>Private Sector Strategies: Current</b>	
<p><b>Churchill Falls Hydro Company</b></p> <ul style="list-style-type: none"> <li>Provides a significant incentive package to its employees: complimentary housing (with a minimal rental fee), free hydro and vacation allowance of \$2,200 per family member/dependent twice a year.</li> </ul> <p><b>Wabush Mines</b></p> <ul style="list-style-type: none"> <li>Provides incentives such as vacation and northern allowance, company owned housing, subsidized mortgages to buy a home and relocation compensation.</li> <li>Hires outside consultants to assist in recruitment. Final decision of employee appointment is made internally.</li> </ul> <p><b>Iron Ore Company of Canada (IOC)</b></p> <ul style="list-style-type: none"> <li>Uses various sources for recruiting: universities, co-op students, graduate development program, career fairs, communication campaigns, recruitment firms and on-line recruiting.</li> <li>Provides training initiatives such as Employee of the Future program. This is a partnership program with IOC and the College of the North Atlantic. The concept is to develop a training program in Labrador West (mine area) with both classroom and practical instruction to meet the present and future needs of the company and union.</li> <li>Have an employee development program and a tuition reimbursement initiative.</li> <li>Offers incentives such as northern allowance, air transportation benefit and a comprehensive medical and dental package.</li> </ul> <p><b>Serco Facilities Management</b></p> <ul style="list-style-type: none"> <li>Provides its employees with housing, leave/travel assistance and relocation compensation.</li> </ul>	<p><b>Outcomes</b></p> <p><b>Churchill Falls Hydro Company</b></p> <ul style="list-style-type: none"> <li>Quite successful with low turnover once people settle in the community. Only challenge is recruitment of engineers. A high rate of attrition is anticipated over the next few years.</li> </ul> <p><b>Wabush Mines</b></p> <ul style="list-style-type: none"> <li>Incentives have been quite successful with very low employee turnover.</li> </ul> <p><b>Iron Ore Company of Canada (IOC)</b></p> <ul style="list-style-type: none"> <li>Incentives have been quite successful with very low employee turnover.</li> <li>Training initiatives have been successful at meeting skill requirements for the company and encourage local training.</li> </ul> <p><b>Serco Facilities Management</b></p> <ul style="list-style-type: none"> <li>Considers its recruitment and retention policies very sound and experiences minimal turnover.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>Impact Benefit Agreements have been signed with both the Labrador Inuit Association and Innu Nation with respect to the Voisey's Bay Project. The Agreements have very positive implications for employment in the mining sector.</li> </ul>	

<b>YUKON</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
• Computer Analysts	• Computer Analysts

NORTHWEST TERRITORIES	
<b>Skill Shortages: Private Sector</b>	
• Advanced/Specialized IT (shortage generally increases with the degree of specialization)	

**Trends:**

- A growing economy that requires technical staff to build networks.
- People with more advanced skills are more likely to gravitate to larger urban centers.
- Many people entering the IT sector in the North are people just starting their IT careers.
- Most people entering the IT sector in the North have been trained in the south; this includes northerners who have studied in the south.
- Increased availability of online training may reduce future skill shortages.
- Retention is difficult for smaller private sector companies that are unable to compete with benefits offered in the public sector or larger-budget companies.
- Partnerships between the private sector and Aboriginal groups have led to those people who were trained up leaving for work elsewhere – which meant that Aboriginal groups had to go back to the private sector to get work done.
- Some local people are hired for entry-level positions on a will-train basis.
- People who acquired skills through local study programs don't always have the amount of real-world experience that companies are looking for.
- Local training is available only in certain skill areas, mostly hardware and networking.

NUNAVUT	
<b>Skill Shortages: Newly Identified</b>	
• Municipal Engineers	• Municipal Works Foreman

## INDIAN & NORTHERN AFFAIRS CANADA

<b>Trends: Newly Identified</b> <ul style="list-style-type: none"> <li>A very wide range of technical workers is anticipated over the next ten years. Currently, 35% to 45% of technical workers are pensionable.</li> <li>Few Aboriginal employees in senior management. Low rate of promotion among Aboriginal employees. Not enough Aboriginal people applying for jobs.</li> </ul>		
<b>Private Sector Strategies: Current</b>	<b>Outcomes</b>	<b>Private Sector Strategies: Anticipated</b>
<p><u>Policy Commitments</u></p> <ul style="list-style-type: none"> <li>Commitment to Aboriginal Communities.</li> <li>Community policy.</li> <li>Statement of principles.</li> <li>First Nation partnerships.</li> </ul> <p><u>Procedures</u></p> <ul style="list-style-type: none"> <li>Task Force on the advancement of Aboriginal employment.</li> <li>Aboriginal Development Steering Committee.</li> <li>Pre-interview skills workshop.</li> <li>Aboriginal Affairs management guide.</li> <li>Northern purchasing policy.</li> </ul> <p><u>Programs</u></p> <ul style="list-style-type: none"> <li>Aboriginal internship program.</li> <li>Development of internal Native Circle (Support Mechanism).</li> <li>Cross-cultural awareness training.</li> <li>Aboriginal Liaison Staff.</li> <li>Pre-employment training program.</li> </ul> <p><u>Partnership Agreements</u></p> <ul style="list-style-type: none"> <li>Three-year agreements.</li> <li>Partnership agreements with district health boards.</li> </ul> <p><u>Communication Initiatives</u></p> <ul style="list-style-type: none"> <li><i>Report card</i> on progress toward protocol initiatives.</li> <li><i>Annual reports</i> include Aboriginal initiatives and performance goals for the next year.</li> <li><i>Newsletter</i> update, progress in meeting goals for Aboriginal employment and purchases.</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cultural awareness is valuable because it contributes to an efficient and harmonious workplace and business relationship with the community.</li> <li>Action plans to eliminate barriers, achieve a representative workforce and create a workforce that fosters retention and advancement.</li> <li>Reports on progress the company have made over the last 20 years with respect to meeting its commitment to Aboriginal communities and peoples.</li> <li>Helped Aboriginal participants access how the skills and abilities they have developed in everyday life are relevant to potential job opportunities.</li> <li>Aboriginal participation in all phases of business (Corporate Mission Statement Guidelines).</li> <li>Increase in the percentage of Aboriginal candidates in all positions filled.</li> <li>Harmonized relations with Aboriginal communities.</li> </ul>	<ul style="list-style-type: none"> <li>Exit interviews to be conducted and monitored.</li> <li>Retention rates monitored and reported.</li> <li>Aboriginal employment policy/strategy.</li> <li>Senior management committed to Aboriginal employment.</li> <li>Set specific goals for Aboriginal employment.</li> <li>Fully integrate an Aboriginal employment strategy into all aspects of HR management.</li> <li>Negotiate and incorporate Aboriginal employment clauses in collective agreements.</li> <li>Define key performance indicators for Aboriginal employment.</li> <li>Establish accountability for Aboriginal employment in the performance management system.</li> <li>Contact and use Aboriginal training and recruitment service providers.</li> <li>Access inventories of Aboriginal job applicants.</li> <li>Ensure that job qualifications reflect real job requirements and accept a range of equivalencies.</li> <li>Ensure that assessment tools are job related and pre-tested for bias.</li> <li>Create and staff Aboriginal relations unit.</li> <li>Form partnerships with Aboriginal communities and service organizations.</li> <li>Network with Aboriginal education and employment councillors.</li> <li>Flexible working arrangements, which enable work release for traditional pursuits.</li> </ul>

QUÉBEC		
Skills Shortages: Current	Skills Shortages: Anticipated	
<b>Trends: Newly Identified</b> <ul style="list-style-type: none"> <li>Local residents have a limited education with little specialized training.</li> </ul>		
<b>Recruitment and Retention Strategies: Current</b> <ul style="list-style-type: none"> <li>Retiree call-backs</li> <li>Participation in regional round tables to plan initiatives and discuss solutions</li> <li>Establishment of employment offices in major regional centres</li> </ul>		
<b>Private Sector Strategies: Current</b> <p><u>Inmet-Troilus Mining Corporation</u></p> <ul style="list-style-type: none"> <li>Since 2001, a <i>Succession Plan</i> has been in place to mentor employees to take over superior positions. Improvement training and special support is provided by the company.</li> <li>Provides general training programs for employees</li> <li>Offers a very competitive salary structure.</li> </ul> <p><u>Campbell Resources</u></p> <ul style="list-style-type: none"> <li>May assist in finding employment for spouse</li> <li>Pay for moving expenses for management positions</li> <li>All employees are offered company share options</li> </ul> <p><u>Société Miniére Raglan du Québec Ltée</u></p> <ul style="list-style-type: none"> <li>Provide an additional \$1.50 / hr as a northern isolation allowance</li> <li>All employees are housed and fed</li> </ul> <p><u>Cambior Inc. Géant Dormant (Sleeping Giant)</u></p> <ul style="list-style-type: none"> <li>Cambior has a <i>Buddy Training Programme</i> where young employees are hired and then directly trained in the mining workplace</li> <li>They also have a <i>Relocation Programme</i> that provides new employees with a \$5,000 loan for moving to Amos and a \$2,500 gift from the company.</li> </ul> <p><u>Langoise Mine (BreakWater Resources)</u></p> <ul style="list-style-type: none"> <li>Provide employees living in Lebel-sur-Quévillon a housing allowance of \$50 / week, while those renting receive a \$25 / week bonus.</li> </ul>		
<b>Highlights of Aboriginal Involvement: Current</b> <p><u>Inmet-Troilus Mining Corporation</u></p> <ul style="list-style-type: none"> <li>The Troilus-Cree Agreement between the company and the Mistissini Band Council ensures that 25% of the permanent labour force is comprised of Cree employees. Training programs have been implemented to achieve the labour force objectives.</li> </ul> <p><u>Société Miniére Raglan du Québec Ltée</u></p> <ul style="list-style-type: none"> <li>The Raglan Agreement that was developed with the Inuit ensures that Inuit are trained and hired on a priority basis. Presently, approximately 15% of the employment base is Inuit. The hiring and training of Inuit has greatly facilitated the recruitment and retention of the company's labour force.</li> </ul>		

ONTARIO	
Skill Shortages: Current	Skill Shortages: Anticipated
• IT Specialists	• IT professionals, especially computer literacy
<u>Trends:</u>	
• One of the most troubling trends for the long-term economic growth of Northern Ontario is the loss of jobs in the Professional, Scientific, and Technical service industries. These industries are those most closely linked to the growth of the new “knowledge-based economy”. Jobs in this sector tend to require post-secondary education and very high skill levels. ( <i>Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario</i> )	

# Trades

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Northwest Territories

Nunavut

Québec

Ontario

<b>ALBERTA</b>		
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>	
<ul style="list-style-type: none"> <li>• Agricultural Mechanic</li> <li>• Automotive Service Technician</li> <li>• Commercial Baker</li> <li>• Commercial Cook</li> <li>• Communication Electrician</li> <li>• Gas Fitter First Class</li> </ul>	<ul style="list-style-type: none"> <li>• Insulator</li> <li>• Machinist</li> <li>• Power Lineman</li> <li>• Printing &amp; Graphic Arts Craftsman</li> <li>• Instrument Mechanic</li> <li>• Heavy Equipment Technician</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled trades will continue to be in short supply</li> <li>• Specific occupations noted: Heavy Equipment Operators, Mechanics, Electricians, Process Operators</li> </ul>
<b>Trends: Newly Identified</b>		
<u>Construction and Trades</u>		
<ul style="list-style-type: none"> <li>• Continued shortages of tradesmen will translate into tremendous opportunities for new graduates.</li> <li>• With the average age of tradesman being 55 years of age, the shortage is likely to be more acute in the next ten years. The number of people going into trades is not meeting the demand and expected retirements could cause acute shortages, which will temper growth.</li> <li>• A relatively strong economy overall has created a strong demand for construction and trades in many areas. Strengths in resource based industries and continued development in all other sectors will continue to benefit this sector. Oil sand and commercial investment, aging facilities that are now requiring upgrades and large construction projects are required as the economy continues to grow.</li> </ul>		
<u>Logging, Forestry and Wood Industry</u>		
<ul style="list-style-type: none"> <li>• Like other sectors, there is a shortage of trades people. Filling these positions will be a significant challenge in the coming years.</li> <li>• The industry is automating much of its production and will require tradesmen with computer skills.</li> </ul>		
<u>Manufacturing</u>		
<ul style="list-style-type: none"> <li>• Manufacturing relies heavily on tradesmen and the current shortage and predicted retirements of existing tradesmen means competition for these employees will be fierce in the future. Tradesmen are often hired by larger firms, putting the smaller firms at a disadvantage. Opportunities are dependent on the community.</li> <li>• Some firms rely heavily on contract tradesmen, but reduce staffing costs by handing out contracts on a day to day basis.</li> </ul>		
<u>Mining, Oil and Gas</u>		
<ul style="list-style-type: none"> <li>• The shortage in tradesmen is challenging and the situation is expected to become critical as tradesmen currently in the field retire.</li> </ul>		
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• <i>Careers the Next Generation</i> is a government/industry partnership aimed at increasing the number of trades people in Alberta.</li> <li>• The <i>Registered Apprenticeship Program (RAP)</i> allows high school students to earn credits towards their apprenticeship training.</li> </ul>	<ul style="list-style-type: none"> <li>• With the regional division of program development, there has been increased uptake in the program in northern Alberta. More young Alberta residents are becoming indentured in a trade.</li> </ul>	
<b>Private Sector Strategies: Current</b>	<b>Private Sector Strategies: Anticipated</b>	
<u>Construction and Trades</u>		
<b>Recruitment</b>		
<ul style="list-style-type: none"> <li>• HRDC in the North is very helpful.</li> <li>• Newspaper ads and word of mouth. General advertising, newspaper and some Internet.</li> <li>• Company database.</li> <li>• Apprenticeships and safety programs.</li> <li>• Benefit packages.</li> <li>• Willingness to travel to meet prospective employee, interview.</li> <li>• Employment agencies.</li> <li>• Union hiring.</li> </ul>		
<b>Retention</b>		
<ul style="list-style-type: none"> <li>• Fair financial remuneration, good working conditions and safety. Benefit package.</li> <li>• Training bonuses and training.</li> <li>• Focus on “person”. Get past being just a number.</li> <li>• Provide special events, trips, tickets to games, golf, etc. including spouses.</li> <li>• Use of flexible schedules for additional overtime.</li> </ul>		
<u>Construction and Trades</u>		
<ul style="list-style-type: none"> <li>• Paid for upgrading and training.</li> <li>• Northern allowances, monthly stipends.</li> </ul>		
<u>Mining</u>		
<ul style="list-style-type: none"> <li>• Focus on youth, recruit from high schools.</li> <li>• Recruit out of country.</li> </ul>		

**Highlights of Aboriginal Involvement: Current**

*2003 Professional Workforce Scan employer practices - recruitment and retention of Aboriginal staff*

Construction and Trades

- Promote the benefits of trades occupations and provide realistic picture of challenges.
- High school programs targeted to Aboriginal students. Work with Aboriginal communities.

SASKATCHEWAN						
Skill Shortages: Current	Skill Shortages: Anticipated					
<ul style="list-style-type: none"> <li>▪ Mining</li> <li>▪ Supervisory, Management, and Professional</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervisory, Management, and Professional</li> </ul>					
<b>Trends:</b>						
<ul style="list-style-type: none"> <li>▪ The economy of the North will continue to be based primarily on the development of natural resources – mining (particularly uranium) and forestry.</li> <li>▪ Northern uranium mines operate on a 7 days in 7 days out cycle, where employees are flown to and from the mine sites that are equipped with state-of-the-art camp and recreation facilities.</li> <li>▪ Evolving regulatory and policy positions focused at enabling the realization of appropriate benefits for local residents within those regions various mining developments would occur, ie. northern employment and enabling northerners to become contractors and entrepreneurs providing goods and services to northern mine sites.</li> <li>▪ Since 1990, total number of northerners employed by northern mining companies from 39% to 47% of company workforce.</li> <li>▪ The number of northerners working for mining companies in northern SK has grown in all categories, but particularly in professional/technical and supervisory job categories.</li> <li>▪ In the years 1997 to 2001, the northern mine force decreased 31% as compared to the non-northern mine workforce, which declined 38%. In 2000, northerners held 60% more mine and contract jobs than they did in 1992.</li> <li>▪ Employment by mining companies is expected to remain fairly stable at about 1,600 for the decade ending 2010.</li> <li>▪ Aboriginal workers at mine sites increased from 35% in 1992 to 39% in 2000. The northern population is 81% Aboriginal (54% First Nation, 27% Metis).</li> </ul>						
<b>Recruitment Strategies: Current</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;">Outcomes</th> <th style="width: 50%;"></th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> <li>• Multi-Party Training Plans Phase I in 1993 &amp; Phase II in 1998 &amp; Phase III in 2003 - training to employment initiative:           <ul style="list-style-type: none"> <li>- MPTP I - focused on skill training and apprenticeship;</li> <li>- MPTP II - to increase % of northerners holding supervisory, trade and professional positions at northern uranium mines.</li> <li>- MPTP III – expands upon goals of Phase II, providing programs that support the retraining of current employees, foster development of northern businesses, and facilitate innovation initiatives with schools to improve students academic achievements and career awareness.</li> </ul> </li> <li>▪ Northern Labour Market Committee (NLMC) established in 1983:           <ul style="list-style-type: none"> <li>- Partnership of government, industry, training institutions, and Aboriginal authorities/institutions</li> <li>- Strategic and specific training project plans responding to industry identified labour needs</li> </ul> </li> <li>▪ Northern Mineral Surface Leases:           <ul style="list-style-type: none"> <li>- Mineral surface lease negotiated for each individual northern mine site</li> <li>- Surface lease assists in maximizing project related employment and economic opportunities for residents of the North</li> <li>- Each surface lease requires development of a long-term human resource development agreement for an individual mine site</li> <li>- Annually updated human resource development plans prepared as requirement of human resource development agreement.</li> </ul> </li> </ul> </td> <td style="padding: 5px;"> <p>Findings of Evaluation of Multi-Party Training Plan II (MPTP II), 1998-2003: Evaluation completed in February 2003. 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Northern employment in supervisory, trades and professional/technical categories is 20%, 32% and 38%, respectively.</li> <li>• Lower northern academic competencies, especially in mathematics, science, literacy and basic study skills, continue to provide barriers to employment for northerners in mineral sector positions requiring higher academic achievement and skills training.</li> <li>• During MPTP II, lower level of northern mining activity due to factors such as lower market prices, multiple users of individual operations and sites and enhanced mechanization of underground operations.</li> <li>• Percentage of Aboriginal employment in northern mining sector continued to generally reflect the percentage of Aboriginal portion of population of northern Saskatchewan.</li> </ul> </td></tr> </tbody> </table>			Outcomes		<ul style="list-style-type: none"> <li>• Multi-Party Training Plans Phase I in 1993 &amp; Phase II in 1998 &amp; Phase III in 2003 - training to employment initiative:           <ul style="list-style-type: none"> <li>- MPTP I - focused on skill training and apprenticeship;</li> <li>- MPTP II - to increase % of northerners holding supervisory, trade and professional positions at northern uranium mines.</li> <li>- MPTP III – expands upon goals of Phase II, providing programs that support the retraining of current employees, foster development of northern businesses, and facilitate innovation initiatives with schools to improve students academic achievements and career awareness.</li> </ul> </li> <li>▪ Northern Labour Market Committee (NLMC) established in 1983:           <ul style="list-style-type: none"> <li>- Partnership of government, industry, training institutions, and Aboriginal authorities/institutions</li> <li>- Strategic and specific training project plans responding to industry identified labour needs</li> </ul> </li> <li>▪ Northern Mineral Surface Leases:           <ul style="list-style-type: none"> <li>- Mineral surface lease negotiated for each individual northern mine site</li> <li>- Surface lease assists in maximizing project related employment and economic opportunities for residents of the North</li> <li>- Each surface lease requires development of a long-term human resource development agreement for an individual mine site</li> <li>- Annually updated human resource development plans prepared as requirement of human resource development agreement.</li> </ul> </li> </ul>	<p>Findings of Evaluation of Multi-Party Training Plan II (MPTP II), 1998-2003: Evaluation completed in February 2003. 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<b>Retention Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>▪ MPTP II has focused retraining of current employees to enable employment in other mineral sector jobs: <ul style="list-style-type: none"> <li>- Academic upgrading of current employees to further develop skills required for mineral sector employment, as well as development of skills transferable to employment in other sectors;</li> <li>- Enabling northerners to fill apprenticeship, technical, technological, supervisory, managerial and professional occupations;</li> <li>- Undertaking further support for the education and training of northerners in professions related to the mineral sector through long-term investment in mathematics and science education at all levels.</li> </ul> </li> </ul>	Findings of Evaluation of MPTP II, 1998-2003 – completed in February 2003: <ul style="list-style-type: none"> <li>▪ 275 individuals that took training under MPTP I, also took additional training in MPTP II.</li> <li>▪ MPTP II placed greater emphasis on basic education (ie. GED preparation, literacy, life skills and workplace preparation) than MPTP I; majority of MPTP II training was basic education.</li> <li>▪ MPTP II rate of technical training completion (ie. 68% or 40 of 59 students completed training) has fallen from MPTP I rates (ie. 91% or 88 of 97 students completed training).</li> <li>▪ Also, MPTP II enrollments in apprenticeship and technical areas have decreased.</li> <li>▪ Course completions in trades have been slow for northerners, but students are prepared for employment in other sectors such as forestry.</li> </ul>
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>▪ Possible expansion of the MPTP approach to growing training needs in the commercial forest sector expansion, as well as, to urgently needed skilled labour requirements in Alberta's Heavy Oil and Tar Sands Development.</li> <li>• Creation of a trans-border, tran-industry Multi-Party Training Plan initiative with the flexibility to address a wider range of evolving industry labour skills requirements.</li> <li>• Renegotiations of MPTP III in 2003.</li> </ul>	
<b>Private Sector Strategies: Current</b>	
<b>Workplace Education</b> <ul style="list-style-type: none"> <li>• On-site instruction at Cameco's Key Lake, Rabbit Lake, and McArthur River operations.</li> <li>• Program helps employees to remain competitive and technologically advanced in sector that requires high levels of literacy and computerization.</li> <li>• Upgrading provided in following areas: (1) basic literacy; (2) general upgrading and GED preparations; (3) assistance with apprenticeship courses and university classes; and (4) effective writing and computer skills.</li> </ul>	
<b>In-House Training Programs</b> <ul style="list-style-type: none"> <li>• Training centres at the Saskatoon corporate office and northern mine sites to deliver comprehensive in-house training.</li> <li>• Programs include supervisory, cross-cultural, computer, and financial subject areas.</li> <li>• At the mine sites, in particular, training is focused on skill development such as underground mining, mill operation, and environmental technician and safety training.</li> </ul>	
<b>Expansion of Apprenticeship Program</b> <ul style="list-style-type: none"> <li>• Cameco will expand its current nine trades apprenticeship program to 26 trades by 2005.</li> <li>• Current program also enhanced by providing academic support through workplace education, instituting a mentorship program, and targeting northern residents.</li> </ul>	
<b>Mineral Sector Steering Committee</b> <ul style="list-style-type: none"> <li>• Cameco participates as a member of this Northern Labour Market Committee (NLMC) subcommittee (See above for discussion of NLMC under "Recruitment Strategies: Current" for Saskatchewan Trades).</li> <li>• Subcommittee is a forum to exchange labour market information among competitor mining companies in northern Saskatchewan to assist training and funding agencies to develop long-term plans to prepare northerners to participate in the northern mineral industry.</li> </ul>	
<b>Multi-Party Training Plan II (MPTP II) (1998-2003)</b> <ul style="list-style-type: none"> <li>• MPTP II is a co-operative, training-to-employment initiative amongst Saskatchewan and federal governments, First Nations and Metis authorities, and northern mining industry.</li> <li>• Mineral Sector Steering Committee developed and implemented MPTP II.</li> <li>• Types of training included in MPTP II: <ul style="list-style-type: none"> <li>- Preparatory (e.g., pre-employment, skill development, basic education);</li> <li>- Entry level position (e.g., mill worker, underground miner);</li> <li>- Technical training (e.g., one and two year programs such as radiation technician and instrumentation technician); and</li> <li>- Apprenticeship (e.g., millwrights, industrial electricians).</li> </ul> </li> <li>• Cameco participates by: <ul style="list-style-type: none"> <li>- Hosting courses at its mine sites (e.g., pre-employment industrial mechanics at Rabbit Lake mine site); and</li> </ul> </li> </ul>	

- Providing apprentice indentureships, work placements for students, and assisting in administering the MPTP II.
- From July 1, 2001 to June 30, 2002, Cameco's MPTP II expenditures and in-kind contributions totaled approximately \$718,500.

#### **Human Resources Development Agreement and Plans**

- As a requirement of a northern mineral surface lease negotiated between the company and the Province, a Human Resources Development Agreement (HRDA) is signed between the company and Saskatchewan Learning for each of Cameco's mine sites in northern Saskatchewan.
- As a requirement of an HRDA, a Human Resource Development Plan is prepared annually for each mine site. Plan outlines the company's upcoming year's human resource requirements for an individual mine site. Such a plan sets forth the responsibilities, expectations, and measurable objectives regarding the recruitment, hiring, training, and advancement of Residents of Saskatchewan's North (RSN).

#### **Impact Management Agreement (as per uranium mining operations in Athabasca Basin)**

- Agreement developed and signed by most members of the Athabasca Working Group—uranium companies (ie. Cameco Corporation, Cigar Lake Mining Corporation, and COGEMA Resources Inc.); two Athabasca First Nations communities (ie. Black Lake and Fond du Lac Denesuline Nations) and four northern municipalities (ie. Stony Rapids, Wollaston Lake, Uranium City and Camsell Portage).
- The final agreement, signed in 1999, allows Athabasca residents and uranium companies to address: (1) environmental protection and compensation related to uranium mining activities; (2) employment, training, and business development opportunities for Athabasca residents related to uranium mine operations in the Athabasca area; and (3) benefit-sharing.

#### **Labour Relations—Union Commitment to Local Employment**

- The following clauses form part of the collective agreement between Cameco Corporation and United Steelworkers of America Local 8914:
  - The United Steelworkers of America acknowledges Cameco has entered into Surface Lease Agreements with the Province of Saskatchewan, which have as one of its objectives, the maximizing of employment of Residents of Saskatchewan's North (RSN). The union further acknowledges Cameco has as one of its objectives, the maximizing of employment of Residents of Saskatchewan's North of Aboriginal Ancestry (RSNAA).
  - Cameco will hire RSN and RSNAA who are qualified to perform work required when it is necessary to hire replacement or additional workers.
  - Cameco will utilize, amongst other sources of employment, available northern hiring programs to assist in the hiring of RSN and RSNAA.
  - Subject to some seniority restrictions, it is agreed that preference will be given to RSN and RSNAA in matters of hiring and recall. In the case of a reduction in the work force, preference will be given to retaining RSN and RSNAA.
  - Employees, who are RSN or RSNAA, on the basis of their general seniority, fill special apprenticeship vacancies.

#### **Business Development:**

- As outlined in the Surface Lease Agreements and the Impact Management Agreement, Cameco is committed to promoting and developing northern contractors and businesses.
- Cameco's northern purchases have increased from about \$10 million in 1991 to approximately \$50 million in 2002.

<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<ul style="list-style-type: none"> <li>• Aboriginal partners in the Northern Labour Market Committee.</li> <li>• Focus on northern employment is <i>de facto</i> a focus on aboriginal employment due to high percentage (81%) of northern population is of Aboriginal ancestry.</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> </ul>

<b>MANITOBA</b>		
<b>Skill Shortages: Newly Identified</b>		
<ul style="list-style-type: none"> <li>Housing construction, especially R2000 contractors</li> </ul>		
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>Commitment to build a test house in Thompson and a pilot training program in partnership with both the private sector and government in which KCC provides trades training to residents of the North. This program was introduced in Churchill last year. The intent was that by providing these individuals with the required skills, they would stay in the North to provide required services to their communities, while at the same time reducing the dependency of northern projects on southern resources.</li> </ul>	<ul style="list-style-type: none"> <li>Construction of a Northern Model House in Thompson, experienced difficulty in recruiting R2000 contractors based in northern Manitoba.</li> </ul>	
<b>New Initiatives</b>	<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>Flin Flon School Division and KCC are allowing students to register dual credit courses in a variety of programs to facilitate skills training, ie. community development, truck driving, applied trade practices.</li> <li>Manitoba Apprenticeship has been active in providing community based delivery of on-the-job and in-school apprenticeship training. Programming targets members of First Nation and métis communities in Manitoba.</li> </ul>	<ul style="list-style-type: none"> <li>Increased Aboriginal participation in apprenticeship training.</li> <li>Increased success rates of Aboriginal clients from northern and/or remote communities.</li> <li>Increased community economic development activity in First Nation and métis communities.</li> <li>Number of participants in 2002/03 – 113.</li> </ul> <p><b>Hydro pre-training initiative:</b></p> <ul style="list-style-type: none"> <li>In March 2003, enrollment of 17 FN members for heavy equipment operator training.</li> <li>Proposal for 30 NCN FN members for attainment of a mature student diploma.</li> <li>Approval received for 15 WL FN members to participate in a 20-week college preparatory program to be delivered by KCC.</li> </ul>	
<b>New Initiatives: Anticipated</b>		
<ul style="list-style-type: none"> <li>In partnership with Manitoba Hydro and the federal government, pre-employment training will be done to train northern Aboriginal people for future hydro dam construction.</li> </ul>		
<b>Private Sector: Skill Shortages</b>		
<ul style="list-style-type: none"> <li>Engineers</li> <li>Industrial Electricians</li> <li>Industrial Mechanics</li> <li>Instrumentation Technicians</li> <li>People with Trades Certificates</li> <li>Heavy Duty Mechanics</li> </ul>	<ul style="list-style-type: none"> <li>Electrical Engineers (5-10 yrs experience)</li> <li>Industrial Chemists</li> <li>Skilled Miners</li> <li>Metallurgists (3-5 yrs experience)</li> <li>Mine Management</li> <li>Powerline</li> </ul>	
<b>Trends:</b>		
<ul style="list-style-type: none"> <li>Cyclical nature and fluctuating demand of mining industry causes some potential skilled workers to avoid this sector. The isolated, small town northern location is a negative factor to some potential employees.</li> <li>HBMS expects that professional/engineering, trades and skilled miner positions will continue to present a recruitment challenge.</li> </ul>		
<b>Energy Industry</b>		
<ul style="list-style-type: none"> <li>In the next 10 years, there will be approximately one third more retirements in trades occupations than there were in the last 10 years. These retirements will not be distributed evenly over those 10 years; they will start at low levels and rise to levels much higher than normal.</li> </ul>		
<b>Private Sector Strategies: Current</b>	<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>Candidates are provided a positive and real exposure to the advantages of the northern rural life experience and are made aware that the HBMS operation is varied and can provide a complete work experience.</li> <li>Candidates are made aware of opportunities for work placements with sister companies in various locations around the world. HBMS is a member of the Anglo American plc family of companies.</li> <li>In 2001, undertook discussions for a trades training initiative in partnership with Keewatin First Nations Employment and Training Inc. for trades training for northern First Nation people. First intake in fall of 2001.</li> <li>Employed a proactive strategy of ensuring native businesses are aware of tenders and are</li> </ul>	<ul style="list-style-type: none"> <li>Successfully followed a strategy of training through apprenticeships and on-the-job training for skilled miners. Many of the skilled trades persons who train on site tend to stay.</li> <li>In the past, to develop good working relationship with northern native communities HBMS worked with the SK Community College System in 1989 to train underground miners. This program was a huge success.</li> <li>In concert with the Provincial Apprenticeship branch and various educational facilities have operated successful apprenticeship training programs for well over 30 years. Presently, 68% of the mechanical workforce are program graduates while 90% of the electrical group successfully completed the program.</li> <li>Inco (Thompson), hired over 120 people in the last 12 months for various occupations. The</li> </ul>	

<ul style="list-style-type: none"> <li>• allowed full access to provide goods and services to HBMS.</li> <li>• Opening apprenticeship training spaces for “in house” employees in industrial mechanics, heavy duty mechanics, pipefitting, electricians and machinists.</li> <li>• Transferring of skill sets within company, ie. bringing Sudbury employees to Thompson.</li> <li>• Use recruiting companies.</li> <li>• Have a company web page with a recruiting section and advertise in some papers.</li> <li>• Usually hire locally for entry level positions. These positions require aptitude testing, behavioural interviewing, grade 12 requirement and a requirement for some demonstrated work experience.</li> <li>• MB Hydro provides northern benefits for employees in general, working in the North: corporate housing at smaller locations, northern living allowance at all locations, heating allowance for employees who live in their own accommodations, paid trips out of the North, additional northern vacation days, paid medical and dental travel, northern education supplement, northern leave for southern employees temporarily working in the North or northern residents temporarily working in the south.</li> <li>• A technical/trades recruitment process team completed an extensive review of the HR planning and recruitment processes and submitted a draft report to the Technical Trades Steering Committee on February 28<sup>th</sup>, 2003.</li> <li>• MB Hydro has applied a temporary market adjustment to all jobs in the line trades that require a powerline journeyman certificate and to all powerline trainees in their final level of training.</li> </ul>	<p>company currently employs 1440 people.</p> <ul style="list-style-type: none"> <li>• MB Hydro is not experiencing any problems filling positions in the North and job vacancy rates are not unusually high.</li> </ul>
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#### **Private Sector Strategies: Anticipated**

- Considering reactivation of the trades apprenticeship program, which was abandoned in 1998.

#### **Highlights of Aboriginal Involvement: Current**

- Multi-party training plan: A newly added focus of this team is to plan trainee development leading up to the projects, so that they will be prepared to fill positions at the journeyperson level at time of construction and to transition as many of these employees to ongoing operations & maintenance roles throughout the corporation.
- A pilot summer camp (“Building the Circle”) for Aboriginal girls exploring engineering, technology & trades was launched in 2002. Due to the success, plans for camp offerings include two new first year groups, a southern and a northern Phase I “Entering the Circle” and the returning group of ten girls for Phase II “Exploring the Circle”.
- A Career Fair Team has been established in the North to represent MB Hydro in the northern communities and to establish a relationship with the schools in the North.
- New Employee Orientation: Presentations are made to new recruits of the Aboriginal pre-placement programs and the Aboriginal powerline pre-placement programs by the Aboriginal employee counselor as part of their orientation to MB Hydro.
- Established program dealing with the removal of mould and asbestos. Workers in these areas will be provided with training and some will be hired to work for the program or will be trained for employment directly within the reserve or community.
- Communications with Aboriginal communities being enhanced by promoting departmental development and training initiatives at various community and regional meetings.
- Northern job postings (contain “local residents preferred”) are published in local community newspapers and are faxed to northern airports, where they are distributed to local employment counselors and posted in the communities. Follow a policy of proactive recruitment, career development and retention of Aboriginal persons at all levels within the departmental workforce.
- Implementation of the Transportation Northern Employment Strategy focused on maintaining a competent workforce for the following job categories: civil technology and civil engineering, equipment operators, heavy-duty equipment mechanics and truck drivers.
- Policy requiring that 10% of the value of all major northern tenders be fulfilled using the resources of northern aboriginal people involving work in areas as defined by *The Northern Affairs Act*.
- Developed a local preference mechanism within the northern aboriginal component to ensure the maximum use of local resources.
- Developed a guideline for sole-sourcing work to remote communities. Sole sourcing of winter road construction to northern bands.
- In the area of marine operations, cable ferry operators and deck hands are hired locally and trained on site by marine operations staff.
- Outreach recruitment – a comprehensive mailing list developed to ensure that aboriginal communities and organizations are made aware of MB Hydro’s employment or training opportunities as well as any special measures, ie. scholarships/bursaries being implemented. A recent survey was issued to outreach organizations with the goal of moving to electronic notifications and to gain further insights on their processes in disbursing to their communities.
- Northern Hiring Strategy currently being developed aims to recruit, train and hire northerners and northern Aboriginals at provincial capital project sites providing opportunity for apprenticeship candidates to build ticket hours. Strategy includes increased community involvement in the contract process, change in government business environment and practices, monitoring and training

- process and improved government capital planning systems.
- Hydro development training is a pre-project training initiative for northerners in preparation for the construction of the proposed Manitoba Hydro generating stations in northern Manitoba. Focus of training will be on high skilled areas such as qualified trades. The \$10.0M provincial contribution to this training is part of a larger \$60.0M pre-project training initiative that's currently being negotiated between Canada, Manitoba and Manitoba Hydro. \$15.0M allocated for other northern Aboriginal residents.
  - Pre-project training program for truck drivers and heavy equipment operators at the South Indian Lake & Cross Lake communities.
  - A new Northern Housing Strategy by the MB Housing and Renewal Corporation/MB Family Services and Housing, in partnership with northern and Aboriginal organizations, is hoping to increase the participation of northerners in all aspects of housing.
  - The MB Housing Authority provides staff training in some situations to attract and retain skilled workers in northern Manitoba. In a few instances, relocation costs or other incentives have formed part of negotiated employment contracts, where a specific position is excluded from a collective agreement. A northern hiring preference is exercised in delivering the maintenance and improvement program, where skilled or semi-skilled trade requirements for the job can be met in northern locations.

**Highlights of Aboriginal Involvement: Anticipated**

- In 2003/04, the Affordable Housing Initiative (AHI) will be hiring a Northern Co-ordinator to be based in Thompson. AHI is anticipated to generate new home construction, renovation and home repairs that will create employment opportunities for northern residents.
- Construction of both generating station projects would generate 28,000 person years of employment with up to 700 jobs at the peak of construction and up to 1400 jobs at the other construction project.
- Leading & supporting the development of a heavy duty mechanic program in partnership with KCC.
- Aggressive promotion of trades in northern Aboriginal schools.
- Pre-project training in anticipation of a major bridge construction project in Cross Lake.

<b>NEWFOUNDLAND AND LABRADOR</b>	
<b>Skill Shortages: Newly Identified</b>	<ul style="list-style-type: none"> <li>• Electricians</li> <li>• Millwrights (Mining)</li> <li>• Air Traffic Controllers</li> <li>• Fish Plant Workers</li> </ul>
<b>Recruitment and Retention Strategies: Current</b>	<p>The College of the North Atlantic (CONA) and private industry have exercised collaboration on a variety of occasions with respect to training requirements for trades people. For example, this past year a harvester operator course was delivered through the college to meet the training needs for forestry operators in Labrador. Private enterprise assisted in providing practical training.</p> <p>CONA has also responded to the anticipated demands of the impending Voisey's Bay project. Many people, including those from aboriginal communities, were trained in mining related fields.</p> <p>The Labrador Inuit Development Corporation identified a deficit in qualified crane operators for their TUC quarry operations. CONA responded by delivering a crane operator program in Nain. Program delivered near the development and allowed people to reside in or near their communities.</p>
<b>New Initiatives</b>	<p>Strategy was successful at recruiting trained operators.</p> <p>Labrador trained residents are receiving employment with the Voisey's Bay project.</p> <p>Fourteen of the fifteen students in the crane operator program graduated and many are employed with TUC. If the program was delivered in Happy Valley – Goose Bay, the success rate may have been less.</p>
<b>Private Sector Strategies: Current</b>	<p>Thus far, the Committee has been quite successful in its mandate.</p>
<b>Churchill Falls Hydro Company</b>	<p><b>Churchill Falls Hydro Company</b></p> <ul style="list-style-type: none"> <li>• Provides a significant incentives package to its employees: complimentary housing (with a minimal rental fee), free hydro and vacation allowance per family member.</li> </ul>
<b>Wabush Mines</b>	<p><b>Wabush Mines</b></p> <ul style="list-style-type: none"> <li>• Provides incentives such as vacation and northern allowance, company owned housing, subsidized mortgages to buy a home and relocation compensation.</li> <li>• Hires outside consultants to assist in recruitment. Final decision of employee appointment is made internally.</li> </ul>
<b>Iron Ore Company of Canada (IOC)</b>	<p><b>Iron Ore Company of Canada (IOC)</b></p> <ul style="list-style-type: none"> <li>• Uses various sources for recruiting: universities, co-op students, graduate development program, career fairs, communication campaigns, recruitment firms and on-line recruiting.</li> <li>• Provides training initiatives such as Employee of the Future program. This is a partnership program with CONA. The concept is to develop a training program in Labrador West (mine area) with both classroom and practical instruction to meet the present and future needs.</li> <li>• Has an Employee Development program, tuition reimbursement initiative and offers incentives such as northern allowance, air transportation benefit and a comprehensive medical and dental package.</li> </ul>
<b>Serco Facilities Management</b>	<p><b>Serco Facilities Management</b></p> <ul style="list-style-type: none"> <li>• Provides its employees with housing, leave/travel assistance and relocation compensation.</li> <li>• Recruits air traffic controllers and provides specialized training to qualify for work in the area. Controllers are provided furnished housing and upon qualification (3 months) they may relocate family to Goose Bay.</li> </ul>
<b>Private Sector Strategies: Anticipated</b>	<p>Recently awarded an eleven year service delivery contract for the 5 Wing Air Base. The company did have challenges in recruitment prior to this since they could not guarantee long-term employment to staff people. With the new contract, Serco does not anticipate any major recruitment challenges</p>
<b>The Torngat Fish Producers Cooperative</b>	<ul style="list-style-type: none"> <li>• Continually face recruitment and retention challenges. With fish plants in north coast communities, the communities oftentimes do not have a large enough workforce to fill the demands of the plant. Recruiting people from other communities as fish plant workers at low wages is difficult. Housing is also a problem, as seasonal/temporary/low paying positions is not cost effective to move to another community to work. Locals will often leave the fish plant when higher paying positions prevail elsewhere. Torngat Fish Producers' most viable option is to establish <i>semi-automated fish plants</i> to rectify the recruitment and retention problems.</li> </ul>

<b>NORTHWEST TERRITORIES</b>	
<b>Skill Shortages: Current</b>	<b>Skill Shortages: Anticipated</b>
<u>Mining</u> <ul style="list-style-type: none"> <li>Construction trades (Carpenters, Plumbers, etc.)</li> <li>Mechanical trades (Automotive Service Technicians, Heavy Duty Equipment Technicians, Machinist, Instrument Mechanic, Industrial Mechanic, Instrumentation Technician)</li> <li>Service workers, including commercial cooks.</li> </ul> <u>New occupations emerging from mining</u> <ul style="list-style-type: none"> <li>Diamond Polisher</li> <li>Mineral Processing Technician</li> <li>Security Officer</li> </ul> <u>Oil and Gas</u> <ul style="list-style-type: none"> <li>Large numbers of people will be required for short periods of time to build new pipelines.</li> </ul>	<ul style="list-style-type: none"> <li>Skilled trades will continue to be in short supply.</li> </ul>
<b>Trends:</b>	
<ul style="list-style-type: none"> <li>Mining creates employment opportunities in the NWT that attract people from southern Canada to the NWT. Many of these new arrivals choose to settle in communities such as Fort Smith, due to the higher cost of living in Yellowknife.</li> <li>NWT workforce is aging and this is depleting the supply of skilled trades people.</li> <li>Continued shortage of trades people will translate into tremendous opportunities for new graduates.</li> <li>A relatively strong economy in the NWT has increased demand for construction and trades. Growth in resource based industries will continue to benefit this sector.</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	
<ul style="list-style-type: none"> <li>GNWT provides funding to Skills Canada NWT/Nunavut for Skills Clubs, career conferences, etc.</li> <li>Skills Board supports promotion of trade and technology careers.</li> <li>Apprenticeship, Trade and Occupations Board brings together representatives from the private sector to advise the Department of Education, Culture and Employment.</li> <li>Annual Apprenticeship and Occupational Certification week.</li> <li>Schools North Apprenticeship Program (SNAP) to provide students in senior high school with opportunity to enter into a paid apprenticeship while remaining in school and completing their high school diploma. Partnership with private sector.</li> <li>Promotion of apprenticeship and trades in high schools.</li> <li>GNWT has developed occupational standards for new occupations emerging from mining.</li> <li>Work with Aurora College to provide training based on needs.</li> <li>GNWT websites: Apprenticeship and Jobs North.</li> </ul>	
<b>Recruitment and Retention Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>GNWT to participate in national campaign by Skills Canada and Canadian Apprenticeship Forum to advertise apprenticeships.</li> </ul>	
<b>Private Sector Strategies: Current</b>	
<ul style="list-style-type: none"> <li>HRSD (HRDC) in the North has been very helpful in recruitment.</li> <li>Recruitment via newspaper ads and word of mouth. General advertising, newspaper and some Internet.</li> <li>Support to apprentices through Building Essential Skills Program. GNWT contributes towards tuition costs and there are allowances for living away from home, books, etc.</li> <li>Northern allowances, monthly stipends.</li> <li>BHP Workplace Learning Program provides extensive practical and literacy skills training. Literacy training has been very successful and has led to staff participating in further training.</li> <li>BHP provides academic upgrading of current employees to further develop skills required for mineral sector employment as well as transferable skills.</li> <li>Partnership between GNWT and private sector companies (BHP, Diavik) to train up prospective apprentices and to recruit apprenticeship based on market needs.</li> <li>DeBeers and others have worked in partnership with GNWT to develop apprenticeship support materials aimed at helping people pass trade entrance exams. Implementation of use as training tool now underway.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>Impact Benefit and Socio-Economic Agreements between mine companies and Aboriginal groups establish strong relationships. This, in turn leads to the hiring and training of numbers of northern and northern Aboriginal workers.</li> <li>Strong Aboriginal involvement in employment and training opportunities.</li> <li>Partnerships between GNWT, HRSD and local Aboriginal bands to pool training resources.</li> <li>Promote the benefits of trades occupations and provide realistic picture of challenges.</li> </ul>	

## NUNAVUT

### Skill Shortages: Newly Identified

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Heavy Equipment Mechanics</li><li>• Heavy Equipment Operators</li><li>• Sheet Metal Workers</li></ul> | <ul style="list-style-type: none"><li>• Pipe Fitters</li><li>• Boiler Makers</li></ul> |
|---|--|

## QUÉBEC

### Skills Shortages: Current

- Diesel Mechanics

### Private Sector Strategies: Current

#### Inmet-Troïlus Mining Corporation

- Since 2001, a *Succession Plan* has been in place to mentor employees to take over superior positions. Improvement training and special support is provided by the company.
- Provides general training programs for employees
- Offers a very competitive salary structure.

### Highlights of Aboriginal Involvement: Current

#### Inmet-Troïlus Mining Corporation

- The Troïlus-Cree Agreement between the company and the Mistissini Band Council ensures that 25% of the permanent labour force is comprised of Cree employees. Training programs have been implemented to achieve the labour force objectives

ONTARIO	
Skill Shortages:	Skill Shortages: Newly Anticipated
<b>Trends:</b>	
<ul style="list-style-type: none"> <li>• Over 6,000 new jobs were created in the Trade service industries from March 2000 to March 2001. This was the largest total increase in jobs of any sector during this period. These jobs are primarily in wholesale and retail trade and as such tend to be jobs which require few skills other than basic life skills. The rise in employment appears to be related to the growth of Big Box stores in the larger centres of the region. In the future, these stores may have a negative effect on employment as they force the closure of small stores.</li> <li>• The demand for truck drivers in Northern Ontario is linked, to a certain extent, on the performance of the forest industry and the mining industry. A slowdown in the forest sector means that the demand for this occupation will not be as great as it was in previous years.</li> <li>• Demand for skilled construction trade workers in the region is less than the extremely high demand for these workers in other areas of the province. In this situation, it is not surprising that we see many workers in this sector leaving the region to go where the demand is greater. (<i>Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario</i>)</li> </ul>	

# Physical Sciences

Alberta

Saskatchewan

Manitoba

Newfoundland & Labrador

Yukon

Nunavut

<b>ALBERTA</b>					
<b>Skill Shortages: Newly Identified</b>		<b>Skill Shortages: Newly Anticipated</b>			
<ul style="list-style-type: none"> <li>• Agricultural Production &amp; Marketing</li> <li>• Agricultural Science</li> <li>• Animal Health Technology</li> <li>• Conservation, Biology &amp; Management</li> <li>• Crop Science Crop Farming</li> </ul>	<ul style="list-style-type: none"> <li>• Diversified Livestock Program</li> <li>• Environmental/Resource Engineering</li> <li>• Farrier Studies</li> <li>• Golf Management</li> <li>• Land Assessment &amp; Appraisal</li> </ul>	<ul style="list-style-type: none"> <li>• Physiology</li> <li>• Renewable Resource Management</li> <li>• Secondary Food Processing (Research)</li> <li>• Veterinary Medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Veterinary Medicine</li> <li>• Animal Health Technology</li> </ul>		
<b>Trends: Newly Identified</b>					
<u>Agriculture</u> <ul style="list-style-type: none"> <li>• According to the 2001 Census, employment represents 10% of the total labour force in northern Alberta.</li> <li>• Continued drought, crop prices and input costs to individual producers continue to hurt the sector.</li> <li>• The food processing part of the sector is growing but the impact of that growth is mitigated by the comparative declines in food production. Growth in employment opportunities is tempered by increased mechanization. Many companies are merging into larger entities and few new companies have entered the market place recently.</li> <li>• Employment appears to be relatively stable with a significant employer, Alberta Agriculture, Food and Rural Development laying off professionals.</li> <li>• There is shortage of veterinarians committed to working with large animals in rural areas; animal health technicians help reduce veterinary workloads.</li> </ul>					
<u>Logging, Forestry and Wood Industries</u> <ul style="list-style-type: none"> <li>• The number of employment opportunities is dropping due to market factors, automation and trade disputes.</li> </ul>					
<b>Private Sector Strategies: Current</b>		<b>Private Sector Strategies: Anticipated</b>			
<u>Agriculture and Food Processing</u> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Incentive bonus, signing bonus.</li> <li>• College's employment office is currently used by the Association. Use a professional recruitment service company.</li> <li>• Newspaper ads remain the "classical" mean to recruit.</li> <li>• Advertising on Association website, in Association newsletter.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Better pay, holidays and benefits. Northern Living Allowance. Employee benefit packages.</li> <li>• Salaries &amp; benefits remain important for staff retention. Providing a challenging work environment will likely play a role as well.</li> <li>• Give new employees responsibility, ie. doing as many procedures, which they are trained for as possible - under supervision at first.</li> <li>• Treat staff fairly and provide ample opportunities for professional development.</li> </ul>		<p><b>Private Sector Strategies: Anticipated</b></p> <ul style="list-style-type: none"> <li>• Because of limited seats for veterinary students, considering promoting out of country schools.</li> </ul>			
<b>Highlights of Aboriginal Involvement: Current</b>					
<ul style="list-style-type: none"> <li>• Aboriginal Affairs and Northern Development (AAND) is a signatory or participant in a number of partnership agreements with First Nation and other Aboriginal communities in northern Alberta and industry in the region. These partnerships focus on capacity building, employment and training and development of long-term business opportunities.</li> <li>• Alberta has developed a labour market plan identifying the labour needs for the next decade. As part of this initiative, a diversity manual was created to profile the potential of certain segments of the population including Aboriginal peoples.</li> </ul>					
<u>Alberta Sustainable Resource Development</u> <ul style="list-style-type: none"> <li>• Renewed a Memorandum of Agreement with the North Central Aboriginal Association.</li> <li>• Awarded quota and deciduous timber allocations to the Dene Tha', the Little Red River and the Tallcree First Nations pursuant to the Co-operative Management MOU. The First Nations have in turn signed Volume Supply Agreements with Footner Forest Products.</li> <li>• Working with the Whitefish Lake First Nation on a long-term forest management plan and is renewing a Deciduous Timber Permit. Whitefish has a timber supply arrangement with Tolko Forest Products Ltd.</li> <li>• Provides 15,000 cubic meters of wood annually to the Janvier (Chipewyan Prairie) First Nation. The First Nation is using this wood in partnership with Northlands Forest Products to operate a training program for timber harvesting operations.</li> <li>• Supports the Athabasca Oilsands Regional Sustainable Development Strategy which has resulted in a number of capacity building initiatives with industry and the five First Nations that constitute the Athabasca Tribal Council. Five Environmental Co-ordinators have been hired to further develop these initiatives.</li> </ul>					
<u>Many northern Alberta companies work closely with communities to increase the number of Aboriginal people qualified for skilled jobs in the resource industry</u> <ul style="list-style-type: none"> <li>• Bigstone Forestry Inc. is a sustainable wood harvesting company that was created through a partnership between Alberta-Pacific, Weyerhaeuser Canada and the Bigstone Cree Nation. Bigstone Forestry Inc. currently employs 12 local Aboriginal people.</li> </ul>					

- ABCoR is a value-added forest products company that is expected to create more than 300 new jobs in northern Alberta, the majority of them in Aboriginal communities.
- Alberta-Pacific helped to develop a sustainable wood harvesting company with the Kikino métis settlement using traditional horse logging methods.
- Tolko Industries has fibre supply agreements and harvesting contracts with Whitefish Lake First Nation, Gift Lake métis settlement, Peavine métis settlement, East Prairie métis settlement, Driftpile First Nation.
- Weyerhaeuser Canada Ltd. has agreements with the Aseniwuche Winewak Nation and the Bigstone Cree First Nation to promote business, employment and education. Weyerhaeuser Canada Ltd. has harvesting and stand tending contracts with various First Nation's companies.
- Paddle Prairie métis settlement and Manning Diversified Forest Products Ltd. are partners in a dimensional lumber production facility in High Prairie.

SASKATCHEWAN
<b>Skill Shortages: Newly Identified</b>
<ul style="list-style-type: none"><li>Forest Technicians</li></ul>
<b>Trends: Newly Identified</b>
<ul style="list-style-type: none"><li>Aging workforce and limited current competencies result in limited qualified workforce supply.</li><li>Need for trained, qualified technicians to support the province's economic development strategy in the forestry sector.</li></ul>
<b>Recruitment and Retention Strategies: Current</b>
<b>Aboriginal Recruitment Officer</b>
<ul style="list-style-type: none"><li>Saskatchewan Environment dedicated one staff position to actively promote at the elementary and high school levels future careers in the area of environment and resource management. Opportunities will be provided to guide Aboriginal youth into the appropriate educational streams (ie. sciences, ecology and conservation enforcement).</li></ul>
<b>Aboriginal Youth Program—Environmental Science and Engineering</b>
<ul style="list-style-type: none"><li>Saskatchewan Environment, the Canadian Council for Human Resources in the Environment Industry (CCHREI) and Human Resources Development Canada (HRDC) are spearheading an Aboriginal youth program in environmental science and engineering education on a “pilot” basis to put in place a system that will see qualified graduates from Saskatchewan institutions available to meet employers’ needs in both the public and private sectors. Saskatchewan Indian Federated College (SIFC) will act as the sponsoring institution.</li></ul>

**MANITOBA**

<b>New Initiatives</b> <ul style="list-style-type: none"> <li>Established bursary program for 1<sup>st</sup> year geology students with a focus on Aboriginal students.</li> <li>Conservation mentoring program – development tool to assist with succession planning &amp; renewal strategy - <a href="http://gww.internal/conservation/succession">http://gww.internal/conservation/succession</a></li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b> <ul style="list-style-type: none"> <li>In December 2002, under the Northern Development Strategy, a vacant administrative staff position was reassigned to create the new position of an Aboriginal Agricultural Initiatives Coordinator.</li> <li>The person in the Aboriginal/Employment Equity Coordinator position participates in the following organizations: Aboriginal Advisory Council with MB Civil Service Commission, Urban Circle Learning Centre, Society for Manitoban's with Disabilities, Strengthening Aboriginal Participation in the Economy, Interprovincial Association On Native Employment, Anishnaabe Oway-Ishi, Manitoba Aboriginal Youth Awareness Committee and Manitoba Employment Equity Practitioners Association.</li> <li>Summer student employment program.</li> <li>Aboriginal employment: <ul style="list-style-type: none"> <li>- Recruit Aboriginal employees within their community.</li> <li>- Work with KCC and offer summer &amp; regular employment to Aboriginal students and graduates of the Natural Resources Management Technology Program.</li> <li>- Implement an Aboriginal awareness workshop to promote value and diversity in the workplace.</li> </ul> </li> <li>Partnership/outreach/community support. <ul style="list-style-type: none"> <li>(1) Aboriginal Employment Strategy (AES) developed in May 2000.</li> <li>(2) Aboriginal Management Development Program (AMDP).</li> <li>(3) Aboriginal Career Development Program – managed by an appointed full-time Human Resource Officer who is Aboriginal.</li> <li>(4) Work experience program.</li> <li>(5) Communication strategy.</li> </ul> </li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>(1) Aboriginal representation in the workforce in full-time positions has increased to 9% in March 2003 compared to &lt;1% in 1985 and 4% in March 2000.</li> <li>(2) Third year of participation in this two-year program.</li> <li>(3) Developed an internal program that will assist Aboriginal employees by completing a vocational assessment and identify on-the-job and/or external training needs with the intent for Aboriginal employees to compete for supervisory and/or management positions.</li> <li>(4) Provided work experience placements for students from a variety of agencies that educate and promote vocational training to Aboriginal students.</li> <li>(5) Developed and distributed a news release and brochure to Aboriginal organizations, communities and schools. Career information brochure created to educate students and general public on diversity and employment opportunities within the department. Job advertisements are placed in Aboriginal periodicals and job postings are sent to every Aboriginal community with follow-ups to specific Aboriginal organizations within the location of the vacancy.</li> </ul>

NEWFOUNDLAND AND LABRADeR	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<u>Forestry</u> <ul style="list-style-type: none"> <li>In response to the need for qualified silviculturists, the Southeastern Aurora Development Corporation in conjunction with the federal government is delivering a <i>Bridging the Gap</i> program. The program's objective is to train people in their area for jobs in their area.</li> </ul>	<u>Forestry</u> <ul style="list-style-type: none"> <li>Program was completed in late April 2003. Seven of the original eight participants completed and graduated from the program. The private sector was heavily involved in providing the practical training - it is anticipated that the job placement rate for these graduates will be high.</li> </ul>
<b>Private Sector Strategies: Current</b>	<b>Outcomes</b>
<b>Minaskuat Limited Partnership</b> <ul style="list-style-type: none"> <li>In April 2003, an international environmental consulting company, Jacques Whitford Environmental Ltd., joined forces with Innu Environmental Partnership, an aboriginal owned company, to create Minaskuat Limited Partnership. The partners have worked together since 1998 and have placed significant importance on capacity building of Labrador Aboriginals aspiring to lead a career in natural sciences.</li> <li>Jacques Whitford and Innu Environmental have committed to hiring young Innu employees; combining traditional knowledge with western science. Since 1995, their anthropology program involves scientists working with Aboriginals who go through a training program and become observers in wildlife and field studies.</li> </ul>	<ul style="list-style-type: none"> <li>The results have been very positive. Many participants have been encouraged to pursue university and college.</li> </ul>
<b>Private Sector Strategies: Anticipated</b>	
<b>Minaskuat Limited Partnership</b> <ul style="list-style-type: none"> <li>In the past, Jacques Whitford has delivered annual spring training guardianship programs. It is anticipated that this training will continue via Minaskuat. All major projects that have implications for aboriginal groups require aboriginal representation on site to ensure that standards/mitigation measures are in compliance. The program trains and prepares Aboriginal participants for such monitoring.</li> <li>In the planning stages to deliver a summer science fair in 2003. The week long fair is targeted towards grade school children. The goal is for youth to consider natural sciences as a viable career option. Such natural science activities would include snowshoe making, plant identification and so on.</li> </ul>	
<b>Highlights of Aboriginal Involvement: Current</b>	
<u>Forestry</u> <ul style="list-style-type: none"> <li>Three Innu firefighters were hired for the 2002 fire season through the Department of Forest, Resources and Agrifoods.</li> <li>Labrador Metis Nation anticipates an increased need for metis trained in the sciences, particularly as it relates to potential land claims (biologists and anthropologists).</li> <li>An Innu/Government Forestry Process Agreement is anticipated to be signed in the near future. Under this agreement, funds are allocated to hire Innu firefighters, researchers and an Innu Liaison Officer.</li> </ul> <u>Environmental Science</u> <ul style="list-style-type: none"> <li>Jacques Whitford, in conjunction with Ducks Unlimited, has delivered an Eider Duck Nest Shelter program in Nain and Hopedale. Inuit people were hired to build and place the shelters. Once again, this was an exercise in capacity building for Aboriginals; skill development leads to empowerment of Aboriginal peoples and leads to increased employability of residents in Labrador. Such results mean less need to recruit from outside, when the skills are available within the region.</li> </ul>	

<b>YUKON</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>Geological Professionals (Project, Surficial, Placer, Mineral Assessment, Mineral Development)</li> <li>Policy and Environmental Assessment Professionals</li> <li>Natural Resource Officers (NRO's)</li> </ul>	<ul style="list-style-type: none"> <li>Geological Professionals (Project, Surficial, Placer, Mineral Assessment, Mineral Development)</li> <li>Policy and Environmental Assessment Professionals</li> <li>Natural Resource Officers</li> <li>Forest Professionals (Tenure, Silviculture, Inventory, Planning and Environmental Assessment)</li> </ul>
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>Difficult to recruit for policy analysts, advisors and environmental assessment officers with not only good policy development and analytical skills, but also resource specific knowledge.</li> <li>Centralization of professional staff and remote operation of field facilities are a continuing trend and will make attracting staff to the Yukon more difficult in the future.</li> <li>Overall, demographics as well as resource activity will ebb and flow, resulting in the need for fluid recruitment and retention strategies. Integrated resource planning, linked with strategic HR planning will lessen the reactive approach to staffing. An increased education and awareness of Yukoners of future “job needs” will assist them with their career planning.</li> <li>First Nation governments are actively engaged in ensuring they realize benefits of development on their traditional territory, and that they are equal partners in resource development with benefits flowing to their members.</li> <li>In some instances, Yukon government salaries are sufficient to attract professionals, while in other cases they are not. This is quite clear when you look at private sector versus public – as has been evidenced through attempts to attract professionals in the oil and gas sector. We anticipate the same trends with forestry positions.</li> </ul>	
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Advertise ad hoc and/or recruit from existing professional staff in other industries or disciplines.</li> <li>Acquire expertise or consider government or industry interchanges, if required, to get work done, as well as developing own human resources.</li> <li>There are occasions where the technical skill can be hired locally, although the program knowledge may be lacking. An example would be environmental assessment skills in general, where expertise in forestry or mineral development is lacking.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully recruit outside the territory (and sometimes in the territory) to fill geological positions.</li> <li>Have filled NRO positions through both local and external recruitment.</li> <li>Based on past trends (exception being several positions in oil and gas) we have been able to recruit these professionals, although usually from outside of the Yukon.</li> </ul>
<b>Recruitment Strategies: Anticipated</b>	
<ul style="list-style-type: none"> <li>Integrated resource planning, linked with strategic HR planning should lessen the reactive approach to staffing.</li> <li>Increased education and awareness component to Yukoners to indicate future “job needs” to assist with their own career planning and interest.</li> <li>Co-operative work programs with government and industry players – as well as a linkage to let “prospective students” know what the anticipated future labour needs are.</li> <li>Providing mentoring and “coaching” to assist younger employees to fit into the organization and have support/guidance. Often new grads bring a wealth of knowledge and academic background, but lack the training and experience, as well as the subtleties of organizational culture and interpersonal dynamics.</li> <li>Increased training and underfill opportunities – “building the skill set”.</li> <li>Employee recognition and reward programs – not just financially based.</li> <li>Better linkages with Department of Education to forecast labour trends, as well as ensuring that students are receiving this information to assist with career decisions.</li> <li>Local hire policy – double-edged sword, as while good to ensure locals are considered – at the same time can be a vast difference between getting a qualified applicant versus getting the best qualified applicant.</li> <li>Increased pressure to consider market conditions outside of Yukon and provide market supplements and flexible working arrangements.</li> <li>Promote the Yukon as a lifestyle.</li> <li>Provide career development/training opportunities as an incentive to attract job candidates.</li> </ul>	

<b>NUNAVUT</b>		
<b>Skill Shortages: Newly Identified</b>		
<ul style="list-style-type: none"> <li>• Geologists</li> <li>• CAD Technicians</li> <li>• Water Quality Technicians</li> <li>• Hydrologists</li> <li>• Conservationists</li> <li>• Cartologists</li> <li>• Geneticists</li> <li>• Environmental Technicians</li> <li>• GPS Technicians</li> </ul>	<ul style="list-style-type: none"> <li>• Biologists</li> <li>• Pilots</li> <li>• Engineers</li> <li>• Meteorological Technicians</li> <li>• Environmental Lawyers</li> <li>• Statisticians</li> <li>• Curators</li> <li>• Marine Biologists</li> <li>• Archeologists</li> </ul>	<ul style="list-style-type: none"> <li>• Archivists</li> <li>• Toxicologists</li> <li>• Nutritionists</li> <li>• Climate experts</li> <li>• Ethnographic Technician</li> <li>• Ethnobotanists</li> <li>• Botanists</li> </ul>
<b>Trends: Newly Identified</b>		
<ul style="list-style-type: none"> <li>• We will continue to hire experts from somewhere else or work in co-operation with universities across the country.</li> </ul>		
<b>New Initiatives</b>		
<ul style="list-style-type: none"> <li>• Promotion of science in the schools.</li> <li>• DIAND has a program to assist southern student researchers to consider northern research (NSTP).</li> <li>• Two-year environmental technology program at Nunavut Arctic College.</li> </ul>		
<b>Highlights of Aboriginal Involvement: Current</b>		
<ul style="list-style-type: none"> <li>• Documentation of oral history interviews, such as the Anatomical Visual Dictionaries of various animals done at the Igloolik Research Institute.</li> </ul>		

# Regulatory/Legal

Saskatchewan

Manitoba

Nunavut

Québec

<b>SASKATCHEWAN</b>	
<b>Skill Shortages: Newly Identified</b>	
<ul style="list-style-type: none"> <li>• Conservation Law Enforcement Officers</li> </ul>	
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>• Lack of Saskatchewan degree-based conservation law enforcement training.</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<p><b>Degree Program—Conservation Law Enforcement</b></p> <ul style="list-style-type: none"> <li>• SK Environment, SK Institute of Applied Science and Technology (SIAST), SK Indian Federated College (SIFC) and the University of Regina are partnering to offer Aboriginal students a university degree program for conservation law enforcement. Students will complete two years at SIAST (Prince Albert) and final two years at SIFC (Regina).</li> <li>• Program being developed to attract a greater number of Aboriginal students into the conservation enforcement field.</li> </ul> <p><b>Conservation Ranger Program</b></p> <ul style="list-style-type: none"> <li>• Program directed towards Aboriginal youth who have graduated or are graduating from grade 12 to increase SK Environment's capacity to hire Aboriginal people in the conservation enforcement field. This is a summer program involving partnership between SK New Careers, SK Environment, SK Public Service Commission and SK Culture, Youth &amp; Recreation.</li> </ul>	<p><b>Degree Program—Conservation Law Enforcement</b></p> <ul style="list-style-type: none"> <li>• Program implemented in 2003.</li> </ul> <p><b>Conservation Ranger Program</b></p> <ul style="list-style-type: none"> <li>• Program introduced in summer 2002. 12 youth participated during that time. Program will be repeated during summer 2003.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Highlights of Aboriginal Involvement: Anticipated</b>
<p><b>Conservation Ranger Program</b></p> <ul style="list-style-type: none"> <li>• Aboriginal Recruitment Committee with Aboriginal Recruitment Officer (ARO) oversees this program. ARO liaises with Band councils, high schools to promote SE occupations and to encourage students to continue math and science courses.</li> </ul>	<p><b>Conservation Ranger Program</b></p> <ul style="list-style-type: none"> <li>• Intend expansion to include all occupations, in addition to conservation enforcement field.</li> </ul>

<b>MANITOBA</b>	
<b>Recruitment Strategies: Current</b>	<b>Recruitment Strategies: Anticipated</b>
<ul style="list-style-type: none"> <li>• Resources are such that extensive involvement in northern job fairs and presentations will continue to be limited. Resources will impact the outright use and availability of such mediums, ie. Internet, virtual education.</li> <li>• Early career planning – resources restricted attendance at any secondary educational facilities, however KCC was contacted and provided material to students on possible careers.</li> </ul>	<ul style="list-style-type: none"> <li>• More involvement in career symposiums and job fairs in the North.</li> <li>• Increased use of technology, ie. Internet services, “virtual” education.</li> <li>• Early career planning through more communication with secondary educational institutes.</li> <li>• Develop more partnerships with Aboriginal agencies and other employers.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	
<ul style="list-style-type: none"> <li>• Existing northern offices make it a point to distribute career information on an ongoing basis to their respective northern aboriginal communities.</li> <li>• Promotional material on job opportunities distributed through the MB Assoc. of Youth Awareness Committee who have circulated in the North.</li> <li>• Active involvement on the Interprovincial Assoc. of Native Employment which has province wide connections and is instrumental in making the “system” more accessible to Aboriginal people.</li> <li>• Northern outreach is conducted by an Aboriginal Human Resource Consultant. This includes direct involvement by the community leaders in the entire recruitment process.</li> <li>• Regular consultations occur with Aboriginal elders for recruitment strategies, employee support, etc.</li> <li>• Involved in a partnership with the Federal Corrections/MMF/MB Corrections in a pre-recruitment training program for correctional officers from the Interlake area.</li> <li>• Manager/Driver Examiner position responsible for the Driver &amp; Licensing program in the northern region is occupied by an Aboriginal person.</li> </ul>	

**NUNAVUT**

**Skill Shortages: Newly Identified**

- Firefighters/Emergency Responders

QUÉBEC	
Recruitment and Retention Strategies: Current	Outcomes
<p><b>Sûreté du Québec - Matagami, Radisson, Lebel-sur-Quévillon &amp; Kuujjuak Stations</b></p> <ul style="list-style-type: none"> <li>• Police Officers are given priority assignments upon serving three years in the isolated postings.</li> <li>• Officers are also provided with free board and lodging and are given a preferential tax rate</li> </ul>	

# Administration

Alberta

Saskatchewan

Manitoba

Quebec

Newfoundland & Labrador

Yukon

Nunavut

Ontario

<b>ALBERTA</b>			
<b>Skill Shortages: Newly Identified</b>	<b>ALBERTA</b>		<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>• Business &amp; Commerce</li> <li>• Certified Management Accountant</li> <li>• Commerce (Account., Fin., Insurance)</li> <li>• Customer &amp; Public Relations</li> <li>• Law &amp; Economics</li> <li>• Legal Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Global Tourism &amp; Marketing</li> <li>• Industrial Management &amp; Relations</li> <li>• Insurance Administration</li> <li>• Journalism</li> <li>• Tourism &amp; Hospitality</li> <li>• Marketing &amp; Sales</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Native Management</li> <li>• Public Administration</li> <li>• Purchasing/Materials Management</li> <li>• Recreation &amp; Leisure Services</li> <li>• Recreation Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Staff with more Computer, Management and Interpersonal Skills</li> </ul>
<b>Trends: Newly Identified</b>			
<u>Business, Administration and Law</u>			
<ul style="list-style-type: none"> <li>• The relative strength of the northern economy has resulted in continued growth and demand for support services provided by this sector. There is a significant lack of trained professionals.</li> <li>• With the growth in the economy, the demand for business financing and counselling has increased substantially over the past few years.</li> <li>• Demand for value-added services and products and new technologies will result in growth in this part of the sector.</li> </ul>			
<u>Finance and Insurance</u>			
<ul style="list-style-type: none"> <li>• Increased demand for financial management expertise and financial planning and business growth in the area are expected to lead to expansion.</li> <li>• Local companies are consolidating into larger companies with head offices in larger centres.</li> <li>• The tendency towards contracting out services across many sectors means contractors are requiring a wider range of financial products. Also, staff need more computer skills, more management skills and better interpersonal skills.</li> <li>• Mutual funds, health plans and liability insurance are in increasing demand. These products are also far more individualized than they have been in the past, which requires more expertise on the part of the financial planner.</li> </ul>			
<u>Government and Administration</u>			
<ul style="list-style-type: none"> <li>• While some communities declined in population, others, especially larger centres and communities heavily involved in the oil and gas sectors are experiencing record increases in population. Increasingly, complex intergovernmental relationships, infrastructure responsibilities, Aboriginal issues and industry growth are all contributing to growth.</li> <li>• Budget limitations have had a stabilizing or limiting influence on employment in some areas.</li> <li>• The current workforce is aging and retirements will create opportunities for new graduates.</li> <li>• Increasingly complex relationships with Aboriginal communities have created a demand for Aboriginal specialists and liaisons.</li> <li>• Regulatory demands from orders of govt will translate into the requirement to spend more time on issues such as the control &amp; monitoring of water, sewer, garbage, playground maintenance, etc.</li> <li>• With the increasing demands on govt employees for maintenance and safety of public infrastructures, employers will need to be more diligent about ensuring candidates have the skills to effectively handle their responsibilities.</li> </ul>			
<u>Hospitality, Recreation and Tourism</u>			
<ul style="list-style-type: none"> <li>• Canadians and especially the growing retired population are spending more of their income on leisure activities. This trend is reflected in the growth in this sector in northern Alberta.</li> <li>• The aging population will affect not only the number of people in the marketplace, but also the types of product tourism, recreation and hospitality operators are involved in.</li> <li>• The strength of the economy has translated into higher levels of disposable income. Continued growth in the economy in general has kept the demand for employees in the hospitality trade high.</li> <li>• While there is a demand for some professionals, the biggest challenge is finding unskilled labour.</li> <li>• The service sector is growing in part because of increased overall economic growth. Transient workforces in the North will continue to keep the demand for services such as hotels and meals high, most notably in the winter months.</li> <li>• There is opportunity for growth in adventure tourism.</li> </ul>			
<u>Retail and Wholesale Trade</u>			
<ul style="list-style-type: none"> <li>• Accounts for 13% of the labour force in northern Alberta. Growth is dependent on the local strength of the economy and population growth.</li> <li>• Most of the labour shortages are in unskilled labour as opposed to professionals. Increased numbers of chain stores were now competing with smaller companies and smaller stores have been forced to close their doors.</li> <li>• Retail and wholesale businesses have a need for more computer literacy in their employees.</li> <li>• With a trend toward consolidation and larger operations come opportunities to advance to regional head offices. Smaller companies may be declining but there may be opportunities to advance in larger firms.</li> </ul>			
<b>Recruitment and Retention Strategies: Current</b>		<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Opportunity North is a recruitment resource for Alberta employers. It consists of a website job listing and visual images of northern Alberta, a CD-Rom and a brochure.</li> </ul>		<ul style="list-style-type: none"> <li>• The Alberta Government Bulletin Online includes links to Opportunity North.</li> </ul>	

<b>New Initiatives</b>	<b>Outcomes</b>
<p><u>Government and Administrative Services</u></p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Alberta's Corporate Human Resource Development Strategy focuses on 1) performance management and human resource planning, 2) building leadership capacity and 3) attraction and retention. While not directed specifically at northern Alberta, it is expected that these strategies will assist in addressing areas of high need. A northern recruitment sub-committee is focusing on northern recruitment.</li> <li>• Through its ambassador program, government staff connects with post-secondary institutions and attends recruitment fairs.</li> <li>• The Northern Alberta Development Council has worked with a regional steering committee to organize the second Northern Focus, Human Resources Management Conference.</li> <li>• Both local and out of province recruitment. Employee participation in staff recruitment.</li> <li>• Training and promoting within the organization. Use of a municipal intern program.</li> <li>• Focus on rural quality of life, "standard of living".</li> <li>• Competitive salaries and benefits.</li> <li>• Maintain a positive reputation as a high quality employer. Progressive, values driven organizational culture and leadership.</li> <li>• Because of competition with the oil &amp; gas industry, some employers offer a comprehensive benefits package and higher wages.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Improved working environment, communication of expectations.</li> <li>• Benefits such as personal days off, special staff functions and generous training allowances.</li> <li>• Be competitive with private companies: salary adjustments, pension plan top-ups, northern travel allowance and attractive benefits.</li> <li>• Long-service bonuses and performance bonuses.</li> <li>• Educational opportunities and support.</li> </ul>	<ul style="list-style-type: none"> <li>• \$400 northern allowance for key locations is assisting in recruitment.</li> <li>• The ambassador program has included Opportunity North materials in its Toolkit and vice versa.</li> <li>• Over 100 delegates attended the second conference which offered information and networking sessions</li> </ul>
<p><b>New Initiatives: Anticipated</b></p> <p><u>Business Administration and Law</u></p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Hire local employees, if available. Internet.</li> <li>• Succession planning.</li> <li>• More and more companies offer benefit packages.</li> <li>• Using high quality recruitment agencies to screen candidates.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Hire local people.</li> <li>• Succession planning.</li> <li>• Implementation of professional development program for staff.</li> <li>• Maintaining a positive work environment. Pay scale, benefits, flextime and training.</li> </ul> <p><u>Finance and Insurance</u></p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Recruiting from referrals by clients and other representatives, headhunters and recruit locally.</li> <li>• Networking, career seminars and Internet.</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Bonuses for employees. Creating a great working environment.</li> </ul> <p><u>Hospitality, Recreation and Tourism</u></p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Blanket newspaper ads, job fairs and web-based advertising.</li> </ul>	

- Educate staff and promote from within. “Buddy system” with existing staff.
- Customers, word of mouth.
- Signing bonuses.

**Retention**

- Free or subsidized staff housing.
- Bonuses, service incentives and long-service bonuses.
- Improve the internal culture and creating a team atmosphere.

**Retail, Wholesale and Trade****Recruitment**

- Hire locally, using local papers to advertise. Internal postings offered internally first.
- Offering potential employers the opportunity to have training in a variety of related fields.
- Whitecourt open for business CD.
- Websites used to attract new comers.
- Incentive programs.
- Using Canada wide job posting – using college recruitment for our technical areas.
- Endeavouring to have suitable housing available.

**Retention**

- Salary, safe work environment. One employer reported they train and stress all their employees on safety awareness.
- Competitive wages is very important to retention and one firm even stated they try to stay competitive with plans offered by oil companies.
- Performance bonuses for management. Profit sharing bonuses and overtime considered an incentive to stay.
- Training is emphasized, with one employer offering tuition assistance.
- Full benefits packages including health care.
- Long-term service incentive program is offered by some firms.

**Highlights of Aboriginal Involvement: Current**

- Alberta's Aboriginal Policy Framework sets out the basic structure for existing and new Government of Alberta policies to address First Nation, Métis and other Aboriginal issues in Alberta. The Government of Alberta is committed to working in partnership with Aboriginal governments, organizations and people to implement this Framework. The Framework's two goals address improving socio-economic opportunities for Aboriginal peoples and communities and clarifying roles and responsibilities of federal, provincial and Aboriginal governments and communities.
- Alberta does not have employment equity legislation.
- The Settlement Investment Corporation provides business loans to métis settlement members.

***2003 Professional Workforce Scan employer practices – recruitment and retention of Aboriginal staff***

- Contact with Aboriginal placement organizations.

SASKATCHEWAN
<b>Skill Shortages: Newly Anticipated</b>
<ul style="list-style-type: none"><li>Management Positions</li></ul>
<b>Trends: Newly Identified</b>
<ul style="list-style-type: none"><li>Next 10 years will see 50% of SK Environment's managers eligible for retirement. General age of middle management feeder groups is similar to age group of senior managers resulting in limited availability of qualified managers.</li></ul>
<b>Recruitment and Retention Strategies: Current</b>
<ul style="list-style-type: none"><li>Succession management program targeting middle and senior management positions is currently being designed with a view to offer in fall 2003. Management development program for SK Environment employees to also be offered.</li><li>Career fact sheets have been developed for all administrative positions.</li></ul>
<b>Highlights of Aboriginal Involvement: Current</b>
<ul style="list-style-type: none"><li>SK Environment has an Aboriginal Advisory Committee that plays an active role in both human resources planning and succession management program committees. Participant numbers in succession management program to reflect diversity of Saskatchewan public.</li></ul>

MANITOBA	
<b>Recruitment Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Opening of several satellite offices in the North to provide small business management and entrepreneurial training.</li> </ul>	<ul style="list-style-type: none"> <li>Business planning workshops delivered in The Pas, Thompson and Flin Flon.</li> <li>Canada/Manitoba Business Service Centre satellite offices established in Churchill, Lynn Lake, Thompson, The Pas, Flin Flon and Norway House.</li> </ul>
<b>Private Industry: Skill Shortages</b>	
<ul style="list-style-type: none"> <li>Junior Management Staff</li> <li>Specialty Management (Grocery Store Dept Mgrs)</li> <li>Safety Instruction Workers</li> <li>Certified Maintenance Workers</li> <li>General Office Workers &amp; General Office Skills</li> </ul>	<ul style="list-style-type: none"> <li>HR Professionals</li> <li>Business Skills (Basic Planning, Budgeting, People Mgt)</li> <li>Retailing Skills (Grocery, General Merchandise, Meat &amp; Produce Dept Mgt)</li> <li>Financial Management Skills</li> <li>Food Service Industry Skills (Food Handling, Health &amp; Safety and Regulatory Requirements)</li> <li>Customer Service Skills</li> <li>Accounting</li> <li>Marketing Professionals</li> </ul>
<b>Trends:</b>	
<ul style="list-style-type: none"> <li>Retirement rates at MB Hydro will double that of historical rates. The exodus that will occur due to this trend within the next decade translates into a workforce turnover rate of approx. 4.5–5%.</li> </ul>	
<b>Private Sector Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Employee referral programs that reward current employees who refer others for hard to fill positions. Tuition reimbursement programs. Co-operation with govt training programs. Promotion from within. Long-service programs. Demonstrated corporate culture that gives loyalty and encourages loyalty in return.</li> <li>Reliance on recruitment solely from southern markets. Inflexible policies and benefits. Recruitment without sufficient commitment to training.</li> </ul>	<ul style="list-style-type: none"> <li>These strategies have been very <b>successful</b>.</li> <li>These strategies have been <b>unsuccessful</b>.</li> </ul>
<b>Highlights of Aboriginal Involvement: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>Summer employment program for Aboriginal students enrolled in business administration or public administration.</li> <li>Programs managed by an Aboriginal Program Coordinator: <ul style="list-style-type: none"> <li>Two-year Aboriginal Public Administration Program (APAP) developed to hire aboriginal people externally and provide them with work experience and professional development.</li> <li>Two-year Aboriginal Management Development Program (AMDP) developed to provide management experience for aboriginal people already working for the province with work experience rotations in various departments.</li> </ul> </li> <li>MB Hydro is working with the Aboriginal Business Education Program (Faculty of Management, University of Manitoba) to support and employ students/graduates of the program as follows: <ul style="list-style-type: none"> <li>Educational funding program offerings where bursary recipients receive priority consideration for summer and full-time career opportunities.</li> <li>Internship program: linking students with career-related summer internships.</li> <li>Career counselling.</li> </ul> </li> </ul> <p>MB Hydro Initiatives (corporate-wide, not specific to one occupation):</p> <ul style="list-style-type: none"> <li>Mentoring program is in the process of being developed to support the career development and retention of Aboriginal employees in MB Hydro.</li> <li>The development of a career communications strategy is underway to increase corporate visibility and to provide career information in order to increase the pool of qualified applicants for various occupations at MB Hydro.</li> <li>Aboriginal employment working groups – Memorandums of Understanding signed with Assembly of Manitoba Chiefs, Manitoba Metis Federation, Northern Association of Community Councils and Aboriginal Council of Winnipeg to assist the Corporation in its Aboriginal employment initiatives.</li> <li>“Aboriginal Connections” intranet site has been recently completed to enable all employees</li> </ul>	<ul style="list-style-type: none"> <li>APAP – on its third intake with 6 Aboriginal candidates recruited each intake.</li> <li>AMDP – on its fourth intake with 8 to 10 Aboriginal employees sponsored each intake. MB Aboriginal &amp; Northern Affairs sponsors one aboriginal intern to complete the Management Certificate Program through U of M covering all costs.</li> <li>An Aboriginal person occupies the head human resource administrator position in the northern region.</li> </ul>

<ul style="list-style-type: none"><li>to learn more about corporate Aboriginal initiatives and celebrate successes.</li><li>Cultural Awareness training has been designed and is being delivered to provide employees and management with the necessary competencies to effectively support the corporation's goals of positive Aboriginal relationships and overall cultural diversity.</li><li>Our 2002 summer student program set a target of 25% Aboriginal hires. The target for our 2003 Summer Student Program has been set for 25% Aboriginal hires.</li><li>As part of our Corporate Strategic Plan, the Aboriginal employment target in the North was increased from 25% to 33% by 2005. The overall Corporate target for aboriginal employment is 10% by the year 2005.</li><li>A full-time northern Aboriginal Employment Counselor has been approved to assist Aboriginal employees and their families in their successful transition into MB Hydro careers. This resource is a member of the Pimicikaimak Cree Nation and is based in Thompson.</li></ul>	<ul style="list-style-type: none"><li>Target exceeded by 5% (30% of students hired were Aboriginal (94 out of 312)). It should be noted that 52 of the 312 students were hired in the North, of which 35 were Aboriginal (67%).</li><li>Current state (as of January 2003): Corporate – 8.5%, North – 29.6%.</li></ul>
<b>Highlights of Aboriginal Involvement: Anticipated</b>	
<ul style="list-style-type: none"><li>Establishment of an Aboriginal Employee Network within MB - 2003.</li><li>MB Hydro is planning to host 5 Aboriginal youth under the Youth Transition Initiative (Manitoba Education and Training (MET) pilot offering – grade 12 graduates obtain employment for one year and upon successful completion of the work term AND admission to a post-secondary educational institution, receive a \$3,000 bursary from Student Aid Branch, MET).</li></ul>	

QUÉBEC	
New Initiatives	Outcomes
<ul style="list-style-type: none"> <li>The government of Québec, through the Eastmain Project identified real job opportunities for young northern Québec graduates. As a result, the government's goal was to encourage these graduates to see the potential in returning to northern Québec to work and to encourage high school students to consider investing in a career within their region.</li> <li>A recruitment promotional campaign was also delivered to include; a press conference, radio interviews, promotional packages, restaurant placemats, information disbursed at university and college centers, etc.</li> <li>In March 2002, results of the <i>Survey on the Erosion of Côte-Nord's Private Sector Work Force</i> were released. This is the second survey of its kind; the first was conducted in 1998. The Côte-Nord region is faced with the challenge of an aging workforce. The goal is to prepare and establish short, medium and long-term employment needs for positions requiring post-secondary studies. The 2002 survey provides 1) a detailed analysis of workers within the region and 2) the evolution of the aging workforce; particularly with respect to retirees.</li> </ul>	<ul style="list-style-type: none"> <li>In early 2003, a weekend mission was arranged for about ten young graduates to liaise with industry professionals within the region to help them identify future career potential at home.</li> <li>Results of the survey have been shared with the private sector, youth and educational institutions. This study has closely determined which professions have the greatest need for future workforce replacement.</li> </ul>

NEWFOUNDLAND AND LABRADOR	
New Initiatives	Outcomes
<ul style="list-style-type: none"><li>• Labrador Metis Nation (LMN) has recently developed the Metis Development Corporation, which identifies business ventures for LMN and opportunities for individuals. A business directory of Labrador metis businesses is being developed.</li><li>• Sheshatshiu Innu Band Council has recently developed the Innu Business Development Centre, which assists Innu in business development.</li></ul>	<ul style="list-style-type: none"><li>• Although quite new, both initiatives are considered successful at increasing business opportunities to Aboriginals. Increased entrepreneurial skill development.</li></ul>

<b>YUKON</b>	
<b>Skill Shortages: Newly Identified</b>	<b>Skills Shortage: Newly Anticipated</b>
<ul style="list-style-type: none"> <li>Senior and Middle Level Managers</li> </ul>	<ul style="list-style-type: none"> <li>Senior and Middle Level Managers</li> </ul>
<b>Trends: Newly Identified</b>	
<ul style="list-style-type: none"> <li>By 2005, 40% of management employees and 30% of the entire public service will be 55+ years of age. Thirty-seven managers (20% of the management group) have left government since 2000. Since 2000, twelve deputy ministers have left government and of the fifteen departments and crown corporations, only two have retained the same deputy head.</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Outcomes</b>
<ul style="list-style-type: none"> <li>The Yukon Government Leadership Forum (YGLF) program, an 18-month executive development program implemented in 2000.</li> </ul>	<ul style="list-style-type: none"> <li>Twenty-five participants began a second in-take of the program in February 2003.</li> </ul>
<b>New Initiatives</b>	
<ul style="list-style-type: none"> <li>Patriation of the government of Yukon pension plan. A government of Yukon pension plan will enable specific initiatives tailored to the needs of the Yukon public service.</li> </ul>	
<u>Strengthening the Canadian Economy by "Attracting and Retaining Women in High-Growth Occupations" A Best Practice</u>	
<ul style="list-style-type: none"> <li>In 2002, through its Economic Security Working Group, the federal, provincial and territorial (F/P/T) Ministers Responsible for the Status of Women, commissioned a literature review to detail the processes through which organizational culture reinforces women's under-representation in particular occupations. This first phase to the project, highlighted strategies and best practices that could reform workplace culture in order to increase women's recruitment, retention and promotion to high-paying positions in the skilled trades, technology/science, as well as management occupations sectors.</li> <li>Much of the literature reviewed by the University of Guelph, Centre for Work, Families and Well-Being, <i>describes</i> "good ideas" or "desirable" policies/programs. The review of the literature reveals that there has been minimal tracking of initiatives, and virtually no <i>outcome</i> evaluation of initiatives. It also identifies a number of best practices for changing work culture to support women's recruitment and retention such as: increasing the ratio of women workers; changing cultural norms and values; reducing stereotyping and creating gender-inclusive conditions; opportunities for advancement and, decreasing sources of stress, especially harassment and work-family conflict issues.</li> <li>While many initiatives have focused on the "<i>supply side</i>" – strategies to interest girls and women in occupations where women are traditionally under-represented, the project also focused on the "<i>demand side</i>" to understand how working conditions for women in various sectors and occupations may affect their recruitment, retention and promotion. The project also focused on the necessary changes, which might reduce or eliminate women's under-representation in these sectors.</li> <li>In 2003, the F/P/T working group commissioned the Centre of Excellence in Women's Advancement, the Conference Board of Canada to continue with the second phase of the project which was to create a document that outlined research and examples demonstrating how improving workplace cultures could produce positive employer outcomes. This continues to be a work in progress and the final drafts of the "Background Document for Government", "The Business Case for Work Cultures Attractive to Women In High-Growth Occupations" and "A Workplace that Works for Women: The "Why" and "How" of Cultural Change" will be tabled at the Minister's Responsible for the Status of Women meeting in September 2003.</li> <li>When released, these business case documents for employers and governments can be used to forward the financial and economic benefits of changing workplace culture and recruiting and retaining women in high-growth occupations.</li> </ul>	

NUNAVUT		
Skill Shortages: Newly Identified		Skill Shortages: Newly Anticipated
<b>Territorial Government</b> <ul style="list-style-type: none"> <li>• Inuit Managers and Sr. Managers within all divisions</li> <li>• Inuit in the field of Human Resources, ie. HR Officers</li> <li>• Bilingual Employees</li> <li>• Staffing and Employee Relations Skills</li> <li>• IT Specialists</li> </ul>	<b>Municipalities</b> <ul style="list-style-type: none"> <li>• Senior Administrative Officers (Senior management)</li> <li>• Finance Officers</li> <li>• Accountants, Payroll, Finance Expertise</li> <li>• Office Administrators</li> <li>• Building Maintainers</li> </ul>	<b>Territorial Government</b> <ul style="list-style-type: none"> <li>• Finance and Removal Officers</li> <li>• Staffing Consultants</li> <li>• Receptionists</li> <li>• Staff Relations Consultants</li> </ul>
<b>Trends: Newly Identified</b>		
<b>Territorial Government</b>		
<ul style="list-style-type: none"> <li>• Due to rapid growth within government, it is possible for many employees to move up the ranks quickly. In a lot of cases an employee is hired, stays in their position for about 6 months to 1 year and then is ready to take on further challenges in another department or internally. Therefore, currently experiencing a loss of corporate knowledge.</li> <li>• Working towards a greater awareness of the department within the public and other GN departments so as to inform of the ability to help and provide many beneficial and important services for all.</li> <li>• In some divisions, turnover due to job duties, many of the positions within the division require employees to act in an “enforcement” role with respect to policy and procedure. This can take a toll, as conflict may be part of the daily routine. Employee burn out is a factor due to staff shortages. Often, employees are doing the work of 2 or more.</li> </ul>		
<b>Municipalities</b>		
<ul style="list-style-type: none"> <li>• Over the years, senior administrative officers (SAO) and finance officers have tended to be recruited from southern Canada or from other municipalities in the Territories. As a result of skill shortages within middle management and generally with other staff, these positions tend to be overworked and under supported, leading to very high turnover.</li> <li>• The high workloads and turnover have led to municipalities getting into financial difficulties and having problems meeting their legislative and operational responsibilities. It has also restricted the ability of municipalities to move into areas of social policy and program delivery to address the often critical social issues within Nunavut communities.</li> </ul>		
<b>Recruitment and Retention Strategies: Anticipated</b>		
<b>Territorial Government</b>		
<ul style="list-style-type: none"> <li>• More one on one assessments with employees so that they know the department is interested in working with them in order to grow their careers and then once that has been done a regular follow-up to track progress.</li> <li>• Ensuring that when new employees are hired they all receive a personal orientation to the department and a GN orientation.</li> <li>• Performance evaluations done more than once per year in order to ensure regular communications between managers and employees with respect to areas of improvement.</li> <li>• Need to be more active in territorial schools so as to educate young people on the functions of HR with the objective of encouraging the students to make HR a career choice.</li> <li>• More community awareness of the services the department provides.</li> <li>• Continued work/life balance initiatives, ie. seminars on work/life balance, guest speakers and activities that all departmental employees participate in.</li> <li>• Develop competency-based recruitment techniques.</li> <li>• Recruitment processes will focus on the skills, knowledge and attitudes required rather than on perceived academic credentials.</li> <li>• Start offering a Nunavut based HR certificate program or HR training programs in order to attract.</li> </ul>		
<b>Municipalities</b>		
<ul style="list-style-type: none"> <li>• There is some consideration being given to reviewing the remuneration packages being offered to senior managers on a territory wide basis.</li> </ul>		
New Initiatives	Outcomes	
<b>Territorial Government</b> <ul style="list-style-type: none"> <li>• Employees within each division are given the opportunity to take specific courses related to that division, (ie. all staffing consultants attend a behavioural descriptive interviewing course).</li> <li>• The creation of an IEP division which employs a corporate Recruitment &amp; Retention Specialist.</li> <li>• All employees are given the opportunity to obtain a membership to an international HR association and to do on-line course work for HR certification.</li> <li>• Putting a focus on local recruitment and local interest in the department.</li> <li>• Continuing to offer the following programs and services: workplace wellness, awards and recognition, learning and development, management development summer student employment program.</li> </ul>	<b>Territorial Government</b> <ul style="list-style-type: none"> <li>• Because of this position, better able to assess recruitment and retention issues and will be able to look at reasons why employees want to stay with the department and why they want to leave, therefore allowing to create customized internal programs and services.</li> <li>• Very good response and interest in memberships to HR associations.</li> <li>• External and internal satisfaction increases yearly with respect to the summer student employment program.</li> </ul>	

<ul style="list-style-type: none"> <li>Establishing personal growth and career plans with all employees. Identifying employee strengths and building on them.</li> <li>Participation in career fairs/trade shows to generate a greater awareness of the departments programs and services within the community.</li> <li>Continuing with exit interview process in order to gain a greater perspective with regards to why people leave the department/government.</li> <li>Streamlining of the casual staffing process.</li> <li>Gather and disseminate statistics, resources and methodologies with existing partners.</li> <li>Twelve financial internship positions.</li> <li>Two-year training programs for Inuit beneficiaries.</li> </ul> <p><b>Municipalities</b></p> <ul style="list-style-type: none"> <li>The Municipal Training Organization (MTO) was jointly incorporated by the Nunavut Association of Municipal Administrators and the GN Dept. of Community Govt and Transportation in an attempt to address skill shortages at all levels of employment within municipalities. The intent is that improved skills of all levels of employment within the municipalities will reduce the workload of senior management, allowing them to address critical issues and reduce stress and turnover.</li> <li>Currently, each municipality is solely responsible for their recruitment and retention strategies. Generally, senior management are offered isolated post allowances and subsidized housing.</li> </ul>	<ul style="list-style-type: none"> <li>Mapping out employee plans within each division has been successful as the employee is empowered to identify their career goals and steps to achieving those goals. It has also enabled employees to work on special projects that they have an interest in.</li> <li>A continued effort in all of the current initiatives will be necessary to ensure continued success.</li> <li>Upon completion of the training program, interns will be offered full-time employment with the Department of Finance.</li> </ul> <p><b>Municipalities</b></p> <ul style="list-style-type: none"> <li>Between October 2002 and May 2003 the MTO has delivered 16 training courses for over 275 municipal and non-municipal staff. Municipal client observations and course evaluations from participants have been very good, however it is too soon to determine if there has been a direct impact on municipal performance.</li> <li>Some municipalities have been successful in retaining senior managers for longer terms, but overall retention continues to be a major problem. Recruitment has often been hit or miss with a number of finance officers and/or SAO not being fully capable of meeting the requirements of the position.</li> </ul>
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**New Initiatives: Anticipated****Territorial Government**

- Employee incentive program.
- Developing a process for promoting employees from within.
- Continuing to incorporate I.Q. as part of our daily work life.
- Official languages initiatives.
- Looking at immersion programs to ensure that Inuktitut will be the working language of the government.

**Municipalities**

- It is intended that a Municipal Performance Measurement program will be implemented in 2003/04 to measure the impact of MTO training on municipal performance.

**Highlights of Aboriginal Involvement: Current****Territorial Government**

- Departmental IEP plan which outlines departmental goals and objectives towards increasing Inuit employment within HR.
- Continuing to develop Inuit and fill the more senior or professional jobs that have traditionally been filled by non-Inuit by the creation of the Management Development program.
- Increased use of Inuktitut language in the workplace.
- Reviewing job descriptions to ensure that system barriers to Inuit employment are removed.
- Preparing the children of Nunavut for jobs in the future by way of the Summer Student Employment program.
- Recruiting, selecting and hiring Inuit to assume the leadership and administrative positions within the new public service by ensuring the Priority Hiring Policy is administered and enforced through HR.
- Creating a competency-based approach to HR planning and development.
- Ensure tasks are described in terms of the knowledge, skills and attitudes required to perform the tasks.

**Municipalities**

- Over 97% of all participants in MTO training events to date have been beneficiaries of the Nunavut Land Claim Agreement.

**Highlights of Aboriginal Involvement: Anticipated****Territorial Government**

- Encouraging and empowering all of our Inuit employees to take ownership of the current and future programs within the department, so as to work further towards a government that is for the people and by the people.
- Continued work and enhancement of all the mentioned Inuit involvement initiatives.
- Increased usage of Inuktitut and Inuinnaqtun in the workplace.
- Further creation of trainee programs.
- Leadership development, planning, monitoring, evaluating and reporting our progress on our IEP plan and initiatives that have stemmed from it.
- Continued development of people so that a representative workforce can be achieved.
- We need to reinforce and enhance self-esteem in young people to the point where the attitude will be “I can complete my education and I can get that job”.
- We have to continue to develop people so that they have confidence and are eager to assume more senior level positions.
- All job descriptions will be translated into Inuktitut, the working language of the government of Nunavut.

**Municipality**

- This level of involvement is expected to continue, as the majority of municipal employees are beneficiaries. It is hoped the training will lead to more Inuit succeeding to senior management positions.

<b>ONTARIO</b>	
<b>Skill Shortages: Current</b>	<b>Skill Shortages: Newly Anticipated</b>
• Management and Administration Services	
<u>Trends:</u>	
<ul style="list-style-type: none"> <li>• One of the most important changes in the employment structure of the region this past year has been the rise of call centres. Although the primary beneficiaries of these centres have been the larger urban centres of the region, many smaller communities have also attracted call centre operations. Some communities would like call centre operations but find it difficult to attract them either because of the lack of an adequate telecommunications infrastructure or because of differing telephone rates and costs.</li> <li>• Increase in call centres in Northern Ontario has resulted in demand for management and administration services.</li> <li>• Management and administration service industries increased by over 33% or 3400 jobs from March 2000 – March 2001.</li> <li>• There is a great deal of awareness that call centres do not pay very high wages and that they are extremely mobile.</li> <li>• The impact of call centres on the training needs of the region are debatable. Some analysts claim that most of these jobs need few skills and training is done “in house”. Others claim that some basic computer skills are required as well as customer service skills. (<i>Source: A Regional Outlook for 2001 – Labour Force Changes and Training Needs in Northern Ontario</i>)</li> </ul>	
<b>Recruitment and Retention Strategies: Current</b>	<b>Recruitment and Retention Strategies: Anticipated</b>
• Northern Ontario’s capacity to provide training for call centre employees has significantly improved. College Boreal in Sudbury, for example, offers a one-year course in call centre management. Northern College has developed a 10-week “Call Centre Service Representative” certificate course. ( <i>MNDM</i> )	

### III. Northern Canada Recruitment & Retention Contact Listing

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Recruitment and  
Retention in  
Northern Canada:  
*Partnerships for  
Progress*

# **Northern Canada Recruitment and Retention Contact Listing**

**Northern Development Ministers' Forum  
Iqaluit, Nunavut  
2003**

# Northern Canada Recruitment and Retention Contact Listing

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# **Northern Canada Recruitment and Retention Contact Listing**

# **Alberta**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Alberta

#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Jerry Heck Vice President of Operations	CAREERS: the Next Generation	<ul style="list-style-type: none"> <li>• Trades and apprenticeship promotion</li> </ul>	2302 Oxford Tower 10235-101 Street Edmonton, AB T5J 3G1	780-426-3414	780-428-8164
Dianne Dunn Director, Human Resource Services	Sustainable Resource Development	<ul style="list-style-type: none"> <li>• SRD Northern Recruitment Initiative</li> </ul>	4th fl Petroleum Plaza South Tower, 9915 - 108 Street Edmonton, AB T5K 2G8	780-422-5779	780-427-2513
Ernie Grach Field Director	CAREERS: the Next Generation	<ul style="list-style-type: none"> <li>• RAP: apprenticeship promotion in northern Aboriginal communities</li> </ul>	Box 119 Wabasca, AB T0G 2K0	780-891-0057	780-891-4026
Audrey DeWit Senior Northern Development Officer	Northern Alberta Development Council	<ul style="list-style-type: none"> <li>• Opportunity North recruitment materials, Bursaries, HR Management conference</li> </ul>	Postal Bag 900-14 Peace River, AB T8S 1T4	780-624-6342	780-624-6184
Brenda Regier Project Director of Health Services	CAREERS: the Next Generation	<ul style="list-style-type: none"> <li>• Health careers promotion in northern communities</li> </ul>	2302 Oxford Tower 10235-101 Street Edmonton, AB T5J 3G1	780-799-5295	780-428-8164
Kerri Schlemko Staffing and Workforce Development Consultant	Personnel Administration Office	<ul style="list-style-type: none"> <li>• Ambassador Program</li> </ul>	5th fl Peace Hills Trust Tower 10011 - 109 Street Edmonton, AB T5J 3S8	780-408-8416	780-422-0835
Olie Schell Director, Project Coordination	Alberta Learning Apprenticeship and Industry Training	<ul style="list-style-type: none"> <li>• Alberta Aboriginal Apprenticeship Project</li> </ul>	10 <sup>th</sup> Floor Commerce Place 10155 - 102 Street Edmonton, AB T5J 4L5	780-427-5770	780-422-7376
Martin Hanly Director, Aboriginal Policy Initiatives	Alberta Aboriginal Affairs and Northern Development	<ul style="list-style-type: none"> <li>• Aboriginal Policy Framework</li> </ul>	13th fl Commerce Place 10155 - 102 Street Edmonton, AB T5J 4G8	780-427-5897	780-427-4019
Carolyn Schofield Manager of Human Resources	Aspen Regional Health Authority		Box 248 Smokey Lake, AB T0A-3C0	780-656-2030	
Lori Cooper Chief Executive Officer	Child & Family Services Authority Region 9		5th Flr. 9915 Franklin Ave Fort McMurray, AB T9H 2K4	780-743-7461	780-743-7474

Jules Rocque Superintendent	East Central Francophone Region		Box 249 St. Paul, AB T0A 3A0	780-645-3888	780-645-2045
Cal Cosh Assistant Superintendent	Fort Vermillion School Division #52		Bag 1 Fort Vermillion, AB T0H 1N0	780-927-3766	780-927-4625
Wayne Doll Superintendent	Holy Family Catholic Regional Division #37		10307 99 Street Peace River, AB T8S 1R5	780-624-3956	780-624-1154
Bernadette Provost Superintendent	Lakeland Catholic School District #150		4810 - 46 St. Bonnyville, AB T9N 1B5	780-826-3764	780-826-7576
Jim Sanderson VP of Human Resources and Corporate Services	Peace Country Health		#2301, 10320 - 99 Street Grande Prairie, AB T8V 6J4	780-538-6155	
Maryse Maurice Manager	North Peace Applied Research Association		Box 750 Manning, AB T0H 2M0	780-836-3354	
Marjorie Dietz Human Resources Director	Northern Lakes College		1201 Main Street Slave Lake, AB T0G 2A0	780-849-8696	780-849-5881
Barb DiPersio Human Resources Advisor	Northern Lights Regional Health Services		7 Hospital Street Fort McMurray, AB T9H 1P2	780-791-6176	780-791-6281
Greg Woronuk Deputy Superintendent	Peace River School Division #10		Box 6960 Peace River, AB T8S 1S7	780-624-3601	780-624-5941
Rhoda Gladue Superintendent of Education	Woodland Cree Board of Education		General Delivery Cadotte Lake, AB T0H 0N0	800-465-8029	780-629-3898

## Aboriginal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Tom Ghostkeeper, Director, Strategic Training Initiatives	Métis Settlements Strategic Training Initiatives Society	Educational funding Labour market training	Suite 200, 10335 -172 Street Edmonton, AB T5S 2K9	780-822-4069	780-822-4099
Lorne Gladue, Labour Market Development	Métis Nation of Alberta	Labour market training	#100, 11738 Kingsway Avenue Edmonton, AB T5G 0X5	780-455-2200	
Ron Henriet Executive Director	North Peace Tribal Council		Box 1889 High Level, AB T0H-1Z0	780-926-3446	780-926-4075
Dave Tuccaro, President Jeff Pardee, Executive Director	Northeastern Alberta Aboriginal Business Association	Aboriginal business development	#350 9816 Hardin Street (Acrodex Office) P.O. Box 5993 Fort McMurray, AB T9H 4V9	780-791-0478	780-714-6485
Betty Kennedy, ATC Agreement Coordinator	Athabasca Tribal Council	ATC – All Party Core Agreement	9206 McCormick Drive Fort McMurray, AB T9H 1C7	780-791-6538	780-791-0946
David McPhee President	Aseniwuche Development Corporation	Guiding Principles Agreements	Box 1808 Grande Cache, AB T0E 0Y0	780-827-5510	780-827-4788
Archie Waquan Chief	Mikisew Cree First Nation	Local economic development initiatives	Box 90 Fort Chipewyan, AB T0P 1B0	780-697-3740	780-697-3826

**Private Sector**

Name/Title	Organization/Dept	Strategy	Mailing Address	Telephone	Facsimile
Claia Francis Recruitment Coordinator, Human Resources	Alberta-Pacific Forest Industries Inc.		Box 8000 Boyle, AB T0A 0M0	780-743-6440	780-791-8309
Hugh Seaton Manager	Boreal Forest Research Centre	Promotion of forest industry employment opportunities	Box 3500 Peace River, AB T8S 1V9	780-618-2623	780-624-0725
Rob LaFontaine Human Resources Manager	Daishowa-Marubeni International		Box 4400 Peace River, AB T8S 1V7	780-624-7499	780-624-7040
Greg Dearden Human Resource Analyst	Enbridge Pipelines		10201 Jasper Ave Edmonton, AB T5J 2J9	780-420-8551	780-420-5289
Ron Arnason District Manager	Husky Oil		Box 30 Rainbow Lake, AB T0H 2Y0	780-956-8000	780-956-8088
Ed Kamps Coordinator, Organizational Development	Suncor Energy Inc.		Box 4001 Fort McMurray, AB T9H 3E3	780-956-8000	780-956-8088
Jay Falcony Manager of Workforce Planning and Recruitment	Syncrude Canada Ltd.		PO Bag 4023, MD 3200 Fort McMurray, AB T9H 3H5	780-790-6313	780-790-6186

# **Northern Canada Recruitment and Retention Contact Listing**

## **Manitoba**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Manitoba

#### **Provincial Organizations**

<b>Organization</b>	<b>Department/Division</b>	<b>Mailing Address</b>	<b>Telephone</b>	<b>Facsimile</b>
Transportation & Government Services	Jack Gillespie, Director Consolidated Human Resources	500 - 326 Broadway Ave Winnipeg, MB R3C 0S5	204-945-1719	204-948-3382
Health	Jerry Ross, Policy Analyst Workforce Policy & Planning	Rm 4046-300 Carlton St. Winnipeg, MB R3B 3M9	204-786-7316	204-779-1044
Conservation	Andrew Carrier, Aboriginal Employment Consultant Consolidated Human Resources	500 - 326 Broadway Ave Winnipeg, MB R3C 0S5	204-945-4563	204-948-3382
Industry, Trade & Mines	Harold Thompson, Planning Coordinator Policy, Planning & Coordination	675-155 Carlton St Winnipeg, MB R3C 3H8	204-945-4409	204-945-1354
Advanced, Education & Training	Anne Roloff, Assistant to ADM Legislative Bob Knight, Executive Director Hydro Northern Training Initiative	162 Legislative Building Winnipeg, MB R3C 0V8 410 - 800 Portage Ave Winnipeg, MB R3G 0N4	204-945-1618 204-945-6194	204-945-2173 204-948-4740
Civil Service Commission	Bob Pollock, Director Human Resource Programs	935-155 Carlton Street Winnipeg, MB R3C 3H8	204-945-2338	204-945-1486
Agriculture & Food	Angie Kudlak, A/Manager Human Resources	803-401 York Ave Winnipeg, MB R3C 0P8	204-945-3304	204-948-4735
Justice	Ed Ritlbauer, Director Human Resources	405 Broadway Winnipeg, MB R3C 3L6	204-945-2885	
Aboriginal and Northern Affairs	Donna Cook, Policy Analyst Policy & Strategic Initiatives	200-500 Portage Ave Winnipeg, MB	204-945-7079	204-945-3689
Family Services & Housing	Glenda Gerbrandt, Policy Analyst Policy & Planning	219 - 114 Garry Street Winnipeg, MB R3C 4V6	204-945-4461	204-945-2156
Frontier School Division – PENT Program	Don McCaskill, Coordinator of Home Placement & PENT	1402 Notre Dame Ave Winnipeg, MB R3E 3G5	204-775-9741	204-775-9940

## Private Sector

<b>Organization</b>	<b>Department/Division</b>	<b>Mailing Address</b>	<b>Telephone</b>	<b>Faxsimile</b>
Norman RHA	Wanda Reader, Exec. Dir. Human Resources	Box 240 The Pas, MB R9A 1S3	204-623-9240	204-623-9263
Northwest Company	Leonard Flett, VP Store Development & Public Affairs	22 Main St. Winnipeg, MB R3C 2R1	204-934-1608	
KCC - The Pas	Monica Cook, Director Human Resources	P.O. Box 3000 The Pas, MB R9A 1M7	204-627-8534	204-623-4414
INCO	Shane Mosley, Superintendent Human Resources INCO Ltd. Canadian/UK Division Thompson Operations	P.O. Box 5000 Thompson, MB R8N 1P3	204-778-2230	204-677-2551
Hudson Bay Mining & Smelting Co. Ltd (HBMS)	Robert Cooper, VP Industrial Relations	P.O. Box 1500 Flin Flon, MB R8A 1N9	204-687-2674	

## **Northern Canada Recruitment and Retention Contact Listing**

# **Newfoundland and Labrador**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Newfoundland & Labrador

#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Winnie Montague, Associate District Administrator	College of the North Atlantic	<ul style="list-style-type: none"> <li>• 1991 Nursing Access Program</li> <li>• Early Childhood Education Program</li> </ul>	P.O. Box 1720, Stn. B, Happy Valley - Goose Bay, NL A0P 1E0	709-896-6320	709-896-9533
Bob Simms, District Administrator	College of the North Atlantic	<ul style="list-style-type: none"> <li>• Industry Related Training</li> <li>• Crane Operator Programs</li> </ul>	P.O. Box 1720, Stn. B, Happy Valley - Goose Bay, NL A0P 1E0	709-896-6311	709-896-9533
Robin Walters, Associate District Administrator	College of the North Atlantic		Labrador West Campus, Campbell Drive, Labrador City, NL, A2V 2Y1	709-944-6814	709-944-6581
Mary Jane Dyson, Manager of Corporate Services	Department of Human Resources and Employment		P.O. Box 3014, Stn. B, Happy Valley – Goose Bay, NL A0P 1E0	709-896-3306	709-896-7023
Sam Mansfield, Director of Human Resources	Health Labrador Corporation	<ul style="list-style-type: none"> <li>• NorFaM</li> <li>• Primary Healthcare Enhancement Program</li> </ul>	P.O. Box 7000, Stn. C, Happy Valley-Goose Bay, NL A0P 1C0	709-897-2359	709-897-4741
Gail Hughes, Human Resources Manager	Health Labrador Corporation	<ul style="list-style-type: none"> <li>• Telemedicine</li> <li>• Video conferencing</li> </ul>	P.O. Box 7000, Stn. C, Happy Valley-Goose Bay, NL A0P 1C0	709-897-2364	709-897-4741
Roxanne Walsh, Regional Administrator	Department of Works, Services and Transportation		P.O. Box 3014, Stn. B, Happy Valley – Goose Bay, NL, A0P 1E0	709-896-7840	709-896-5513
Alicia Sutton, Regional Planner, Labrador Region	Strategic Social Plan	<ul style="list-style-type: none"> <li>• Opening the Door to the North Human Resource Forum</li> <li>• Training, Recruitment and Retention Working Group</li> </ul>	P.O. Box 3014, Stn. B, Happy Valley – Goose Bay, NL, A0P 1E0	709-896-5152	709-896-0045
Ron Bowles, Director – Resource Planning and Development	Department of Labrador and Aboriginal Affairs	<ul style="list-style-type: none"> <li>• Inuit People's Agreement</li> <li>• Torngat Recreation Commission</li> </ul>	P.O. Box 3014, Stn. B, Happy Valley – Goose Bay, NL, A0P 1E0	709-896-1780	709-896-0045

Jeff Thompson	Labrador School Board	<ul style="list-style-type: none"> <li>Flexibility in teaching requirements</li> <li>Retired teachers re-entering the profession</li> </ul>	P.O. Box 1810; Stn B Happy Valley-Goose Bay, NL A0P 1E0	709-896-2431 ext.224	709-896-9638
Cindy Fleet	Labrador School Board		P.O. Box 1810; Stn B Happy Valley-Goose Bay, NL A0P 1E0	709-896-2431	709-896-9638
Ken Colbert	Department of Forest Resources and Agrifoods	<ul style="list-style-type: none"> <li>Forestry Initiatives</li> </ul>	P.O. Box 3014, Stn. B Happy Valley-Goose Bay, NL A0P 1E0	709-896-3405	709-896-3747
Betty Strugnell	Southeastern Aurora Development Corporation	<ul style="list-style-type: none"> <li>Bridging the Gap</li> </ul>	P.O. Box 65, Port Hope Simpson, NL A0K 4E0	709-960-0470	709-960-0476
Sheila Downer	SMART Labrador		P.O. Box 41 Forteau, NL A0K 2P0	709-931-2072	709-931-2370

### Federal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Mark Davis	Indian and Northern Affairs Canada	<ul style="list-style-type: none"> <li>Innu Healing Strategy</li> </ul>	P.O. Box 160 – 40 Havelock Street Amherst, NS B4H 3Z3	902-661-6256	902-661-6237
Lorrain Hinks	Human Resource Development Canada				

### Aboriginal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Carter Russell	Labrador Metis Nation		P.O. Box 460, Stn. C, Happy Valley – Goose Bay, NL A0P 1C0	709-896-0592	709-896-0594
Fred Hall	Labrador Inuit Development Corporation		P.O. Box 1000, Stn. B Happy Valley-Goose Bay, NL A0P 1E0	709-896-8505 709-896-5955	709-896-5834
Lyla Andrew	Sheshatshiu Innu Band Council		P.O. Box 160 North West River, NL A0P 1M0	709-497-8522 709-497-8275	709-497-8757

## Private Sector

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Lorne Slaney, Supervisor – Human Resources	Wabush Mines-Cliffs Managing Company		P.O. Box 1000, Wabush, NL A0R 1B0	709-285-7393	709-285-7456
Stephanie Conway, Recruiting	Iron Ore Company of Canada	<ul style="list-style-type: none"> <li>• Employee of the Future Program and Employee Development</li> </ul>	P.O. Box 1000, Labrador City, NL A2V 2L8	709-944-7098	709-944-8299
Natasha McLean, Human Resources Manager	Serco Facilities Management Inc.		P.O. Box 1012, Stn. C, Happy Valley-Goose Bay, NL A0P 1C0	709-896-6900 (ext 7726)	709-896-1903
Ron Johnson, General Manager	Torngat Fish Producers Cooperative		P.O. Box 839, Stn. B, Happy Valley – Goose Bay, NL A0P 1E0	709-896-3992	709-896-3336
Steve Ryan, Manager Human Resources	Churchill Falls (Labrador) Company LTD.		P.O. Box 310 Churchill Falls, NL A0R 2A0	709-925-8245	709-925-8300
Ken Fowler, General Manager	Labrador Fisherman's Union Shrimp Company		P.O. Box 130 L'anse au Loup, NL A0K 3L0	709-927-5816	709-927-5555
Larry Pittman	Voisey's Bay Nickel Company		P.O. Box 2534, Stn. B Happy Valley – Goose Bay, NL A0P 1E0	709-896-9512	709-896-9519
Perry Trimper, Principal	Minaskuat Limited Partnership	<ul style="list-style-type: none"> <li>▪ Annual Spring Training Guardianship Program</li> <li>▪ Summer Science Fair</li> <li>▪ Anthropology Program</li> </ul>	P.O. Box 530, North West River, NL A0P 1M0	709-896-5860	709-896-5863

# **Northern Canada Recruitment and Retention Contact Listing**

## **Indian and Northern Affairs**

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## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Indian and Northern Affairs Canada

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#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Donna Lyons, Director	Aboriginal Recruitment Coordination Office	<ul style="list-style-type: none"><li>• Recruitment Resource Library</li></ul>	1000 Chippewa Road Thunder Bay, Ontario P7J 1B6	807- 624-2110	807- 623-0644
Laura Kerr Director	Canador College Aboriginal Learning Unit	<ul style="list-style-type: none"><li>• Established an Aboriginal Learning Unit to increased and retain Aboriginal students</li></ul>	100 College Drive P.O. Box 5001 North Bay, ON P1B 8K9	705-474-7601 Extension 5133	705-474-2384

#### **Federal Organizations**

Name/Title	Organization/Dept	Strategy	Mailing Address	Telephone	Facsimile
May Toulouse/Program Manager	Health Canada, /Program Manager		Tunney's Pasture Ottawa, Ontario K1A 0K9	613- 954-5963	613 -954-8107
Ken Donnelly/Special Advisor, Aboriginal Issues	Human Resources Development Canada/Skills and Learning Policy Directorate			819- 953-1187	819- 997-5433
Bob Coulter Director	Indian and Northern Affairs Canada Learning, Employment and Human Development	<ul style="list-style-type: none"><li>• Closing the Gap,</li><li>• Ministers National Working Group on Education</li></ul>	15 Eddy, Room 1402 Hull, Quebec	819- 953-4693	
Stelios Loizides	Conference Board of Canada	<ul style="list-style-type: none"><li>• Employment Prospects for Aboriginal People</li></ul>	255 Smyth Road Ottawa, Ontario K1H 8M7	613 -526-3280	613- 526-4857

Nancy Greenway A/ Manager	Canadian Heritage Aboriginal Programs Directorate	<ul style="list-style-type: none"> <li>Internal recruitment practices</li> </ul>	15 Eddy, Hull, Quebec	819- 994-2122	819- 953-2673
Rick Hansen A/National Manager	Indian and Northern Affairs Canada, Aboriginal Workforce Participation Initiative	<ul style="list-style-type: none"> <li>Employer tool kit, Workbook of Retention strategies</li> </ul>	10 Wellington Hull , Quebec K1A 0H4	819-953-2083	819- 953-8047

## Aboriginal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Bernice Downey	National Aboriginal Health Organization	<ul style="list-style-type: none"> <li>A Path to a better Future, Framework for a best practice, Environmental Scan</li> </ul>	130 Albert Street, Suite 1500 Ottawa, Ontario K1P 5G4	613- 233-1543	613-233-1853
Kevin Armstrong	Aboriginal Nurses Association of Canada	<ul style="list-style-type: none"> <li>Survey of Nurses in Isolated First Nations Communities</li> </ul>	12 Stirling Avenue, Third Floor Ottawa, Ontario K1Y 1P8	613- 724-4677	613-724-4718
Kelly Lindsey	Aboriginal Human Resources Development Council of Canada	<ul style="list-style-type: none"> <li>(Aboriginal Inclusion Network)</li> <li>Through public and private sector partnerships AHRDCC finds stimulating new ways of solving the complex socio-economic issues that are the root of the skills and employment gaps facing Canada's Aboriginal people.</li> </ul>	820 - 606 Spadina Crescent East Saskatoon, SK S7K 3H1	306-956-5360	306-956-5361
Tara Molder	National Aboriginal Achievement Foundation	<ul style="list-style-type: none"> <li>Blueprint for the future Taking Pulse Conference</li> </ul>	Suite 33A 70 Yorkville Avenue Toronto, Ontario M5R 1B9	416 -926-0775	416-926-7554

## Private Sector

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Gary Greenman	The Alliance of Sector Councils		340 MacLaren Street, Suite 100 Ottawa, Ontario	613- 565-3637	613-231-6853
Bev Matter Kim McCaig Manager/leader	TransCanada Pipelines Aboriginal relations	<ul style="list-style-type: none"> <li>• Developing a set of Aboriginal HR principles.</li> <li>• Developing a discussion paper and a bench mark tool</li> </ul>	450 - 1 Street SW Calgary, Alberta T2P 5H1	403- 920-2000	403- 920-2200
Sonya Sheppard	Syncrude Canada Limited	<ul style="list-style-type: none"> <li>• Aboriginal Development Steering committee</li> </ul>	Mailbag 4023 Fort McMurray, Alberta Canada T9H 3H5	780- 790-6102	
	Cameco		2121-11th Street West Saskatoon, Saskatchewan S7M 1J3	306-956-6200	306- 956-6539
Stephanie Holmes Sr VP Human Resources	First Air	<ul style="list-style-type: none"> <li>• Just the way they do business</li> </ul>	3257 Carp Road Carp, Ontario K0A 1L0	613- 839-3340	613 -839-5690
Roy Steinhauer Manager Aboriginal and community relations	Imperial Oil Aboriginal Liaison Staff		Fifth Avenue Place, 237-4th Avenue SW Room 15067 Calgary, Alberta Canada T2P 0H6	403 237-3710	
BHP Diamonds		<ul style="list-style-type: none"> <li>• Socio-economic agreement</li> </ul>	BHP Billiton Diamonds Inc. # 2300, 1111 West Georgia Street Vancouver, BC Canada V6E 4M3	604- 605-8666	

Dwight Powless National Manager R&R	Canada Post Corporation (Northern Services Division)	<ul style="list-style-type: none"> <li>• Pre-interviewing skills workshop.</li> <li>• Promote new management from within the corporation (Northerners and Aboriginals)</li> </ul>		613 734-6442	
Shell Canada		<ul style="list-style-type: none"> <li>• Statement of principles</li> </ul>			
Bev Campbell	Alberta Chamber of Resources	<ul style="list-style-type: none"> <li>• Currently conducting a study best practices templates from Industry</li> </ul>		403 287-9695	
Fiona Boulette	CAPP			403 267-1147	

# **Northern Canada Recruitment and Retention Contact Listing**

## **British Columbia**

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## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: British Columbia

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#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Norman Lee, Director	Government of British Columbia		Ministry of Competition, Science & Enterprise 4 <sup>th</sup> Floor, 1810 Blanshard Street Victoria, BC V8W 9N3	205-952-0686	205-952-0688

# **Northern Canada Recruitment and Retention Contact Listing**

## **Yukon**

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## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Yukon

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#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Blaine Gillis, Director, Human Resources	YG-Energy, Mines & Resources		PO Box 2703, Mail Code K-230 Whitehorse, YK Y1A 2C6	867-667-3549	867-667-7422
David Krocke, Director, Corporate Human Resource Services	Public Services Commission		Government of Yukon PO Box 2703 Whitehorse YK Y1A 2C6	867-667-5250	867-667-5755
Meg Horn, Senior Planner	Department of Finance		Department of Finance Government of Yukon PO Box 2703 Whitehorse YK Y1A 2C6	867-667-5250	867-667-5755

# **Northern Canada Recruitment and Retention Contact Listing**

## **North West Territories**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: North West Territories

#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Krista Rivet	GNWT College and Career Development	Oil and Gas	PO Box 1320 Yellowknife NT X1A 2L9	867-920-6384	
Mark Plouffe	GNWT Apprenticeship and Occupational Certification	Apprenticeship	PO Box 1320 Yellowknife NT X1A 2L9	867-920-3422	873-0200
Amanda Mallon	GNWT Teacher	Teacher Induction and Mentorship	PO Box 1320 Yellowknife NT X1A 2L9	867-920-3409	
Laurie Clarke	GNWT, SFA	Student Financial Assistance	PO Box 1320 Yellowknife NT X1A 2L9		
Bob Ward	Aurora College	Mine Training		867-920-3201	
Dan O'Neil	NWT and Nunavut Chamber of Mines	Mine Training Committee		867-920-6152	920-2145
Lynn Elkin	GNWT/Executive	Recruitment	PO Box 1320 Yellowknife, NT X1A 2L9	867-920-3399	873-0235
Linda Balsillie	GNWT/FMBS	Peoplesoft	PO Box 1320 Yellowknife, NT X1A 2L9	867-873-7166	873-0458
Sandi Shannon	GNWT/FMBS	Benefits	PO Box 1320 Yellowknife, NT X1A 2L9	867-920-8054	873-0105
Colin Gordon	GNWT/FMBS	Job Evaluation	PO Box 1320 Yellowknife, NT X1A 2L9	867-920-8941	873-0282
Colette Perry	GNWT/FMBS	Labour Relations	PO Box 1320 Yellowknife, NT X1A 2L9	867-920-6158	873-0105
Blair Chapman	GNWT/FMBS	Labour Relations	PO Box 1320 Yellowknife, NT X1A 2L9	867-873-7248	873-0105
Val Hunt	GNWT/FMBS	Payroll	PO Box 1320 Yellowknife, NT X1A 2L9	867-873-7728	873-0282
Eileen Green	GNWT/FMBS	Peoplesoft	PO Box 1320 Yellowknife, NT X1A 2L9	867-873-7202	873-0458
Alison Barr	GNWT/Aurora College	Workplace Experience	Bag Service 9700 Yellowknife, NT X1A 2R3	867-920-3030	873-0333

Vivian Gustafson	Skills Canada NWT Nunavut		PO Box 1403 Yellowknife, NT X1A 2P1	867-873-8743	
Dan Westman	Resources and Economic Development		Resources and Economic Development PO Box 1320 Yellowknife, NT X1A 2L9		

**Federal Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Anu Wilson	Human Resources Skills Development			867-669-5032	
Lila Doe	Human Resources Skills Development	Recruitment	P.O. Box 1320 Yellowknife, NT X1A 2N4	604-872-7431	

**Aboriginal Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Bertha Black	NSR Employment Solutions Inc.	General Manager	P.O. Box 8 Rae, NT X0E 0Y0	867-392-6190 cell: 867-444-3292	392-6192
Allice Legat	Dogrib Treaty 11 Council	Programme/Research Director	(Treaty 11 also has office at Scotia Centre, bottom floor)	867-766-3391	766-3441

**Private Sector**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Leah Von Hagen	Diavik Diamond Mines		Box 2498 Yellowknife, NT X1A 2P8	867-669-6542	(867) 669-4051
Jim Dentry	BHP Billiton Diamonds Inc.	Maintenance Trainer	#1120 4920 52nd St Yellowknife, NT X1A 3T1	867-880-2325	(867) 880-4012
Jan Fullerton	Academy of Learning			867-669-2020	(867) 920-2253
Wenda Dahl	Private Contractor	Tourism Training		867-920-4809	
John Goyman	DeBeers Canada		300-5102 50th Ave Yellowknife, NT X1A 3S8	867-766-7300	766-7348
Robert Beaulieu	BHP Billiton Diamonds Inc.	Aboriginal Employment Coordinator	#1120 4920 52nd St Yellowknife, NT X1A 3T1	867-669-6141	669-9943
Trevor Weir	BHP Billiton Diamonds Inc.	Training Superintendent	#1120 4920 52nd St Yellowknife, NT X1A 3T1	867-880-2298 cell: 880-5106 YK cell: 444-1436	880-4408
Anne Marie Dawe	BHP Billiton Diamonds Inc.	Recruiting Organizational Development Superintendent	#1120 4920 52nd St Yellowknife, NT X1A 3T1	867-880-2150 cell: 880-5153 cell: 444-1099	880-4408

# **Northern Canada Recruitment and Retention Contact Listing**

## **Saskatchewan**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Saskatchewan

#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Dorothy MacAuley	Resource Industry & Development		Resource Industry & Development Division Saskatchewan Northern Affairs Box 5000 La Ronge, SK S0J 1L0		
Lloyd Bullock	Keewatin Yatthe Regional Health Authority		P.O. Box 40 BUFFALO NARROWS, SK S0M 0J0  E-Mail: <a href="mailto:Lloyd.Bullock@kyhra.sk.ca">Lloyd.Bullock@kyhra.sk.ca</a>	306-235-5828	306-235-2229
Susan Halland, Director of Human Resources	Mamawetan Churchill River Regional Health Authority		P.O. Box 6000 La Ronge, SK S0J 1L0  E-Mail: <a href="mailto:Susan.Halland@mcrha.sk.ca">Susan.Halland@mcrha.sk.ca</a>	306-425-4849	306-425-5432
Cathy Davidson, Human Resource Consultant	La Ronge Service Bureau Shield EcoRegion Saskatchewan Environment		P.O. Box 5000 La Ronge, SK S0J 1L0  E-Mail: <a href="mailto:CDavidson@serm.gov.sk.ca">CDavidson@serm.gov.sk.ca</a>	306-425-4235	306-425-2580
Sue Mitten, Manager	Organizational Development and Human Resource Planning Corporate Development Unit Corporate Services Division Saskatchewan Environment		3211 Albert Street Regina, SK  E-Mail: <a href="mailto:SMitten@serm.gov.sk.ca">SMitten@serm.gov.sk.ca</a>	306-787-2336	306-787-4292

# **Northern Canada Recruitment and Retention Contact Listing**

## **Québec**

## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Québec

#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Manor Cyr, Conseillère	Ministère des Regions-Nord-du- Québec		511, Route 167, CP 70 Chibougamau, QC G8P 2K5	418-748- 7737	418- 48-7841
Maurice Bélanger, Director of Human Resources	Commission scolaire de l'Estuaire		771 boul. Joliet Baie Comeau, QC G5C 1P3	418-589-0806	418-589-2711
Solange Turgeon, Director of Human Resources Services	Commission Scolaire du FER		30 rue Comeau Sept-Îles, QC G4R 4N2	418-968-9901	418-964-2744
Camille Jomphe, Director of Human Resources	Commission Scolaire de Moyenne Côte- Nord		1235 rue de la Digue Havre-St-Pierre, QC G0H 1P0	418-538-3044	418-538-3268
Vincent Joncas, Associate Administrator	Commission Scholaire du Littoral		789 rue Beaulieu Sept-Îles, QC G4R 4N2	418-962-5558	418-968-2942
Donald Bhérer, Director of Human Resources and Director of Studies	Sept-Îles Cégep		175 rue de la Vérendrye Sept-Îles, QC G4R 5B7	418-962-9848	418-962-3852
Monique Beaudin, Receptionist for vacant position of Director of Human Resources	Basse Côte-Nord Centre for Health		1070 boul. Dr. Camille Marcoux P.O. Box 130 Louirdes-de-Blance-Sablon, QC G0G 1W0	418-461-2144	418-461-3341
Lise Bouchard, Human Resources Director	Hématite Health Centre		1 rue Aquillon P.O. Box 230 Fermont, QC G0G 1G0	418-287-5461	418-287-5281
Isabelle Plamondon, Regional Development Director	Department of Economic and Regional Development		511, Route 167 P.O. Box 70 Chibougamau, QC G8P 2K5	418-748-7737	418-748-7841

Serge Boulanger, Recruitment and Retention Director	James Bay Regional Centre of Health and Social Services		312, 3 <sup>rd</sup> Rue Chibougamau, QC G8P 1N5	418-748-3575 ext.: 2144	418-748-8231
Richard Simard,	Hydro-Québec		511, Route 167 Sud Chibougamau, Qc G8P 2K5	418-748-8200 ext.: 8319	418-748-8231

**Private Sector**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Gilles Blouin, VP Human Resources	Aluminerie Alouette		400 chemin Pointe Noire P.O. Box 1650 Sept-Iles, QC G4R 5M9	418-964-7107	418-964-7300
Alain Couchon, Director General of Human Resources, Organizational Development and Public Relations	Mine Québec – Cartier		24 Blvd. Des Iles Port-Cartier, QC G5B 2H3	418-766-2321	418-768-2154
Sylvain Canuel, Director of Human Resources	Abitibi-Consolidated		20 Marquette Baie-Comeau, QC G4Z 1K6	418-296-3371	418-296-1249
Cynthia Perron Human Resources Coordinator	Kruger		3100 chemin d'Auteuil Raguenauf, QC G0H 1S0	418-567-4114	418-567-9559
Richard Simard,	Hydro-Québec		511, Route 167 Sud Chibougamau, Qc G8P 2K5	418-748-8200 ext.: 8319	418-748-8231
Gabriel Maurice, Director of Human Resources	Noranda Inc. – Matagami Mine		500, boul. industriel Matagami, QC J0Y 3A0	819-739-2511 ext.: 2561	819-739-4941
Joseé Coutu, Human Resources Coordinator	Raglan Mines		120, avenue de l'Aéroport Rouyn-Noranda, QC J9X 5B7	819-762-7800	819-797-0531
Michel Nadeau, Chief of Adminstration Office	Sûreté du Québec		205, boul. Ridaue P.O. Box 8888 Noranda, QC J9X 5R8	819-764-3202	819-764-3624

# **Northern Canada Recruitment and Retention Contact Listing**

## **Nunavut**

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## Contact Listing

### Recruitment and Retention Best Practices Inventory

Jurisdiction: Nunavut

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#### Provincial/Local Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Anne-Marie Bowman Recruitment & Retention Specialist	Department of Health & Social Services	Health	P.O. Box 1000, Stn 1000 Iqaluit, NU, X0A 0H0	867-975-5713	867-975-5744
Peter Baril Director, Informatics Operations	Department of Public Works & Services	Technical	P.O. Box 1000, Stn 660 Iqaluit, NU, X0A 0H0	867-975-1503	867-975-6452
Murray Horn Director, Corporate Services	Department of Education	Education	P.O. Box 1000, Stn 910 Iqaluit, NU, X0A 0H0	867-975-5616	867-975-5605
Joy Suluk Director of Adult Learning & Post Secondary Services	Department of Education	Trades	P.O. Box 390 Arviat, NU, X0C 0E0	867-857-3062	867-857-3090
Rick Armstrong Manager, Scientific Support Services	Nunavut Research Institute	Physical Science	P.O. Box 600 Iqaluit, NU, X0A 0H0	867-979-7280	867-979-7109
Ken Ferguson Manager, Training & Human Resource Development	Department of Justice	Regulatory / Legal	P.O. Box 1000, Stn 520 Iqaluit, NU, X0A 0H0	867-975-6303	867-975-6347
Okalik Eegeesiak Assistant Deputy Minister	Department of Human Resources	Administration	P.O. Box 1000, Stn 400 Iqaluit, NU, X0A 0H0	867-975-6213	867-975-6216
Robyn Gregory Human Resources Specialist	Department of Finance	Administration	P.O. Box 1000, Stn 330 Iqaluit, NU, X0A 0H0	867-975-6819	867-975-5805
Chuck Gilhuly Training Officer	Department of Community Government and Transportation	Administration	P.O. Box 1000, Stn 700 Iqaluit, NU, X0A 0H0	867-975-5362	867-975-5811

## Federal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
	Indian & Northern Affairs Canada		P.O. Box 2200 Iqaluit, NU, X0A 0H0	867-975-4500	867-975-4560
	Environment Canada		P.O. Box 209 Iqaluit, NU, X0A 0H0	867-979-3660	867-975-4645
	Department of Fisheries & Oceans		P.O. Box 358 Iqaluit, NU, X0A 0H0	867-979-8000	867-979-8039
	Canadian Coast Guard		P.O. Box 189 Iqaluit, NU, X0A 0H0	867-979-5260	867-979-4264
Michael Jacobs Manager, Human Resources	Parks Canada		P.O. Box 278 Iqaluit, NU, X0A 0H0	867-975-4673	867-975-4674

## Aboriginal Organizations

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Richard Paton Director of Human Resources	Nunavut Tunngavik Incorporated		P.O. Box 638 Iqaluit, NU, X0A 0H0	867-975-4900	867-975-4949
Terry Audla Executive Director	Qikiqtani Inuit Association		P.O. Box 1340 Iqaluit, NU, X0A 0H0	867-979-5391	867-979-3238
Johnny Kusugak Executive Director	Kivalliq Inuit Association		P.O. Box 340 Rankin Inlet, NU X0C 0G0	867-645-2800	867-645-2348
Fred Elias Executive Director	Kitikmeot Inuit Association		P.O. Box 18 Cambridge Bay, NU X0E 0C0	867-983-2458	867-983-2701
John Baker Comptroller	Qikiqtaaluk Corporation		P.O. Box 1227 Iqaluit, NU, X0A 0H0	867-979-8400	867-979-8433
John Marion	Saku Corporation		P.O. Box 188 Rankin Inlet, NU X0C 0G0	867-645-2805	867-654-2063
Clare Basler	Kitikmeot Corporation		P.O. Box 18 Cambridge Bay, NU X0E 0C0	867-983-2200	867-983-2995

**Private Sector**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Bob Long Chairman	Baffin Regional Chamber of Commerce		P.O. Box 59 Iqaluit, NU, X0A 0H0	867-979-4653	867-979-2929
Steve Cook Chairman	Iqaluit Chamber of Commerce		P.O. Box 1107 Iqaluit, NU, X0A 1H0	867-979-5558	867-979-6604
Raymond Mercer Chairman	Kivalliq Chamber of Commerce		P.O. Box 328 Rankin Inlet, NU X0C 0G0	867-645-2618	867-645-2320
Ruth Palmer President	Kugluktuk Chamber of Commerce		P.O. Box Kugluktuk, NU X0E 0E0	867-982-3232	867-982-3229
Warren Burles President	Kitikmeot Chamber of Commerce		P.O. Box 2371 Cambridge Bay, NU X0E 0C0	867-983-2260	867-983-2005

# **Northern Canada Recruitment and Retention Contact Listing**

# **Ontario**

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## **CONTACT LISTING**

### **Recruitment and Retention Best Practices Inventory**

Jurisdiction: Ontario

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#### **Provincial/Local Organizations**

Name/Title	Organization/Dept.	Strategy	Mailing Address	Telephone	Facsimile
Bob Jeffrey	Regional Economic Development Branch		Regional Economic Development Branch Ontario Ministry of Northern Development and Mines 159 Cedar Street Sudbury ON P3E 6A5		

# IV. Power Point Presentation

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Recruitment and  
Retention in  
Northern Canada:  
*Partnerships for  
Progress*

# Recruitment and Retention in Northern Canada: Partnerships for Progress

**Northern Development  
Ministers' Forum**

Iqaluit, Nunavut – September 25, 2003

# *Background*

- ◆ In La Ronge, SK - 2001 the NDMF identified Recruitment and Retention in Northern Regions as a priority area
- ◆ The project was led by NL with assistance from Manitoba, INAC and Nunavut

# *Background*

## Best Practices Inventory:

- ◆ Skill Shortages
- ◆ Trends
- ◆ Recruitment and retention strategies
- ◆ Aboriginal involvement

# *Peace River, 2002*

## Presentation of Recruitment and Retention Best Practices Inventory



# *2002 Actions for Consideration*

- ◆ Distribute 2002 Best Practices Inventory to all provincial and territorial departments and relevant organizations
- ◆ Recruitment and Retention to be a component of Northern Awareness Enhancement Campaign
- ◆ Develop a Northern Regions recruitment and retention contact listing

# *2002 Actions for Consideration*

- ◆ Continued research and analysis of best practices:
  - Document outcomes of identified practices; including Aboriginal partnerships
  - Expand to include private sector
- ◆ Collaborate with government and non-government organizations on existing recruitment and retention efforts

# *Process for 2003*

- ◆ File continued to be led by NL, with assistance from Manitoba and INAC
- ◆ Northern Canada Recruitment and Retention Contact Listing
- ◆ Emphasis on continued research and analysis of Best Practices Inventory

# *2003 Best Practices Inventory*

- ◆ Skills Shortages
- ◆ Trends
- ◆ Outcomes of Strategies
- ◆ Private Sector
- ◆ Aboriginal Partnerships

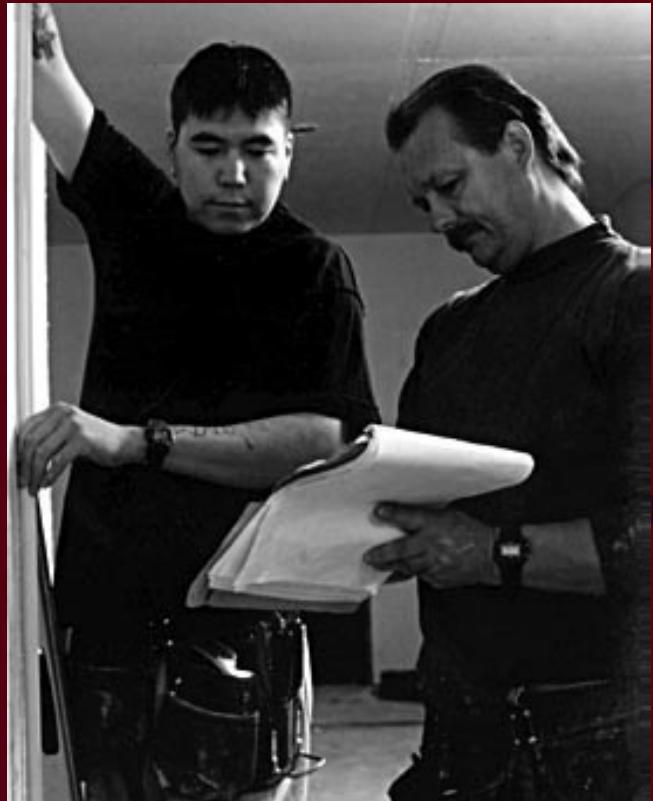
# *Skill Shortages*

Education, trades, technical and health care fields continue to have the highest demands



# Trends

- ◆ Challenges continue with fiscal cutbacks, complex intergovernmental relations, and high turnover rates
- ◆ Recruitment efforts targeting post secondary students

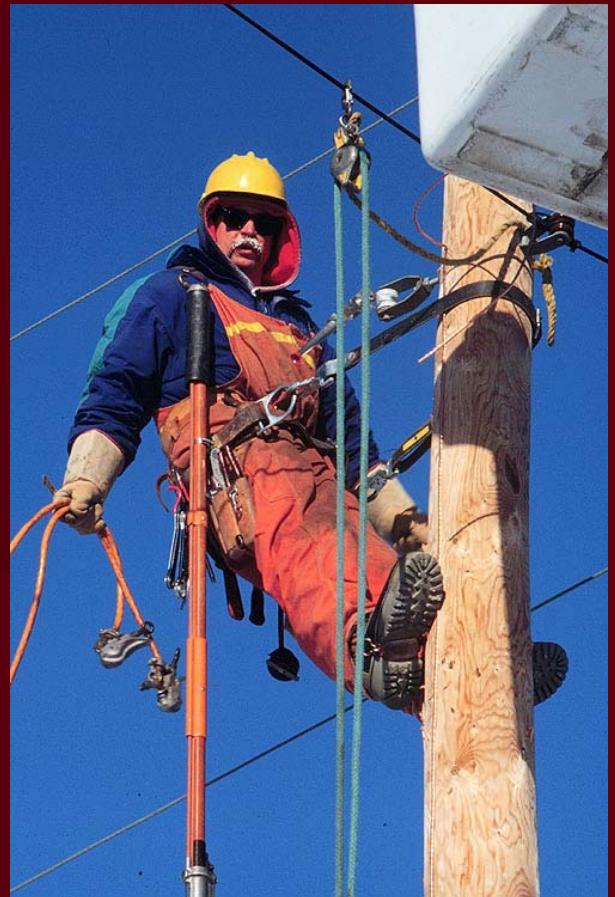


*“In order to create an Aboriginal representative workforce, we need first to assist in the creation of an Aboriginal representative student body”*

-Burntwood Regional Health Authority

# *Private Sector*

- ◆ Shortages are prominent in the trades and technical sectors
- ◆ Common Strategies include:
  - Close rapport with colleges and schools
  - Attractive incentive packages
  - Housing assistance
  - Positive corporate culture



# *Common Factors for Successful Outcomes*

- ◆ Money continues to be a factor in recruitment and retention
- ◆ Flexibility in policies have been successful
- ◆ Partnerships are key



# *Common Factors for Successful Outcomes*

- ◆ Targeted training in local areas



*When it comes to HR, you can “buy it – recruit” or “build it – training and development”*

- Yukon Energy, Mines and Resources

# *Aboriginal Partnerships*

## *Partnerships are Vital:*

- ◆ Educational funding programs
- ◆ Joint ventures with private sectors
- ◆ Job related training initiatives with educational institutions

*Education and training promote  
capacity building and encourage  
a local skilled labour force*

# *Conclusions*

- ◆ Aboriginal participation in northern economic development will assist in job shortage challenges in the north
- ◆ Post secondary training and adult education needs to be available within northern regions
- ◆ More recruitment strategies are targeting high school students

# *Conclusions*

- ◆ Government and private sector are striving to respond to anticipated skill shortages reflected in demographic trends
- ◆ More work is required in developing competencies in science, technology and computer applications

# *Recommended Actions*

- I. Distribute the 2003 report to each jurisdiction
- II. Update contact listing every second year
- III. Case study of one best practice related to education, training or recruitment from each jurisdiction

# *Recommended Actions*

IV. Formation of a working group to plan and deliver a national forum

# *National Forum Objectives*

- ◆ Review current status of education with respect to labour market needs
- ◆ Review successful northern education initiatives
- ◆ Develop a united and coordinated action plan on recruitment and retention in northern regions

# *National Forum Anticipated Outcomes*

- ◆ Implementation of pilot strategies with selected Aboriginal communities/industries
- ◆ Linkages with industry partners to establish an Industry Overview Committee
- ◆ Development of a national strategy on education and skill development
- ◆ Assessment of current/future northern labour markets
- ◆ Listing of priorities and action items for policy consideration

# Discussion on Recommendations

## V. Acknowledgements

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Recruitment and  
Retention in  
Northern Canada:  
*Partnerships for  
Progress*

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