

A photograph of a man with dark hair and glasses, wearing a blue and white vertically striped shirt and a dark tie. He is leaning on a wooden railing outdoors, with green foliage in the background. The image is framed by a colorful, wavy border at the top and bottom.

ALBERTA PUBLIC SERVICE WORKFORCE PLAN
FINAL REPORT | 2007 - 2008



ALBERTA'S PUBLIC SERVICE:
Proudly working together to build a stronger province for current and future generations.

RESPECT
ACCOUNTABILITY
INTEGRITY
EXCELLENCE

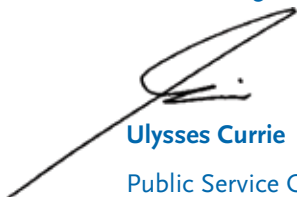


The Government of Alberta's cross-government human resources plan has been in place for several years. In 2007, for the first time, the Alberta Public Service (APS) Workforce Plan was distributed to all employees. A reader-friendly, employee-focused format was used to show the commitment of the Alberta government to ensuring its employees have the resources and support they need to do their best work.

The plan outlined a clear vision for strengthening the APS by focusing on three key priorities – attracting, developing and engaging. Several initiatives were identified under these priorities and over the past year we've seen progress that is making a difference in our ability to attract and retain high quality employees. This report highlights some of the successes we've had this year.

A special thank-you to the members of the Deputy Minister Steering Team, the Advisory Teams for the effort and planning that goes into these initiatives, and to all of my deputy minister colleagues for your ongoing support and commitment to the APS Workforce Plan. We are achieving great things and helping to position the Government of Alberta as an employer of excellence in a highly competitive labour environment.

Warmest regards,

A handwritten signature in black ink, appearing to read 'U. Currie', written over a thin horizontal line.

Ulysses Currie
Public Service Commissioner

ATTRACTING

WHAT WE SAID WE WOULD DO:

Enhance the visibility of the government as an employer to prospective employees by more actively promoting the government as a career choice and encouraging all employees to be informal ambassadors.

WHAT WE'VE ACHIEVED:

TELEVISION RECRUITMENT

Two videos have been developed to promote the Government of Alberta (GoA) as a positive career choice and are housed on the Jobs website:

- “Map Out Your Career”, an eight minute video featuring GoA employees, aired on Global TV and CityTV between September and November 2007 as part of the *Alberta's Best is Hiring* series.
- “Your Internship: Turning Education Into Careers”, a five minute video featuring current and past interns has been developed as a resource for attracting talent and will be aired in April and May 2008 on the ACCESS TV show *Tune Into: Building Alberta's Workforce*.

AMBASSADOR PROGRAM

(www.chr.alberta.ca/ambassador)

With 412 ambassadors including 22 leads, the program continues to promote the GoA as an employer of choice by providing opportunities for employees to share their experiences with target audiences at career fairs and class presentations across the province. This year, numerous events were attended by ambassadors across the province. A new visual identity and accompanying promotional material were developed for the program.

This year, ambassadors from across the province participated in 23 career fairs, seven career forums/class presentations, one employer information session, as well as numerous ministry coordinated events. The Ambassador Program was able to reach more than 49,500 individuals through participation in the corporate events.

GOA PROMOTIONAL MATERIAL

Promotional material with the Jobs website's new address and design was developed:

- “Planning your future” posters and “Explore the possibilities” postcards were distributed to ministry HR offices, 48 Alberta Labour Market Information Centres, and more than 800 high schools and 27 post-secondary institutions.
- “Discover your future with the Government of Alberta” business cards to support employees in their role as informal ambassadors were distributed at the Proudly Working Together events, and provided to ministry HR offices.

ADVERTISING

Government of Alberta banner advertisements, providing information on career opportunities within the Alberta Public Service, were developed and placed in special editions of the following publications:

- The *Edmonton Journal's* Careers Super Section, published January 26, 2008 and the Special Report on the Northern Region, published March 26, 2008; and
- The *Calgary Herald's* Careers Super Section, published January 26, 2008.
- “Discover your future with us” advertisements promoting the GoA as an employer were published in the October 2007 Career Planning Guide and February 2008 issue of *jobpostings* magazine, which is distributed to over 160,000 students at 175+ educational institutions across Canada. In addition, the GoA logo was placed on the jobpostings.ca website in February, which linked visitors directly to the Alberta Jobs website.

WHAT WE SAID WE WOULD DO:

Ensure the Alberta Public Service is viewed as an attractive employment option for a wide variety of people through increased target marketing, and continued use of work experience, co-op, and internship positions to promote the public service as an employment option to students and recent graduates.

WHAT WE'VE ACHIEVED:**INTERNSHIP PROGRAM**

(www.chr.alberta.ca/interns)

This year, there were 264 interns hired in 19 ministries. A “Coaching & Mentoring Workshop” was also provided to intern supervisors.

GOVERNMENT OF ALBERTA INTERN NETWORK

(www.chr.alberta.ca/gain)

The Government of Alberta Intern Network (GAIN) provides interns with professional development and networking opportunities. Seven events were offered covering the following topics: Health & Wellness; Legislature Tour; GoA Library Information; Public Speaking; Work-Life Balance; Debt Management; and Career Growth & Development.

WHAT WE SAID WE WOULD DO:

Make sure our compensation and benefits package is communicated to current and prospective employees, encouraging people to choose the Alberta Public Service as their employer and to stay with us once they join.

WHAT WE'VE ACHIEVED:**CROSS MINISTRY COMMON PAY ZONE INITIATIVE**

The Common Pay Zone initiative was undertaken to foster a one-employer approach to management compensation across all ministries. Implementation began in mid-September and was completed in October 2007.

COLLECTIVE BARGAINING

- A three-year collective agreement with the Alberta Union of Provincial Employees was ratified and pay adjustments were implemented for all employee groups.
- Several new provisions in the collective agreement were effective September 1, 2007, including additional annual vacation leave earnings for new employees, enhanced special leave provisions, and a retention payment program for employees working between the 55th and 57th parallels.

COMPENSATION AND JOB EVALUATION

Several compensation and job evaluation initiatives have been undertaken, including such items as updating the management job evaluation benchmarks, a review of the executive manager classification, the establishment of the new sheriff jobs in Subsidiary #003, and a review of compensation for legal officers.

BENEFITS HIGHLIGHTS

- Work is underway to launch the new benefit program ‘MyCHOICE’ for bargaining unit employees effective July 1, 2008.
- The attraction bonus programs for locations north of the 57th parallel and Fort McMurray, as well as the pilot programs for northern leave and trips out, have been extended to June 30, 2009.
- An inter-ministry committee was established to review the Fort McMurray allowance for all public sector employers and policy guidelines were developed and approved by Treasury Board. Additional research on the allowance is being conducted by an external consultant.

PENSION-RELATED INITIATIVES

Various pension-related initiatives were completed, including:

- Broader portability of pensions through reciprocal agreements with other governments, which took effect January 2008; and
- A new employee-paid post-employment benefits program for retirees, offered through the Alberta Retired Teachers’ Association.

RESEARCH CAREERS/CALCULATE PAY AND BENEFITS

This interactive tool supports visitors in their career management activities by outlining the wide range of jobs available and potential for career growth in the GoA. The calculator provides prospective candidates, employees, managers and human resource consultants with an overview of the compensation for all levels of occupations in the GoA that goes beyond the posted salary range.

WHAT WE SAID WE WOULD DO:

Enhance the Government of Alberta Jobs website by adding information and making it more user-friendly, so the government can take advantage of the Internet as an increasingly important job seeking tool and help ensure workers are better able to make informed career choices about working in the Alberta Public Service.

WHAT WE’VE ACHIEVED:**GOVERNMENT OF ALBERTA JOBS WEBSITE**

(www.jobs.alberta.ca)

The Government of Alberta Jobs website has been refreshed to create a more interactive, user-friendly and informative job search experience. The redesign of the website has won an “Employer of Choice Marketing Award” organized by CanWest MediaWorks Inc. These awards showcase the very best in employment branding and recognize exceptional recruitment advertising to attract and retain talent.

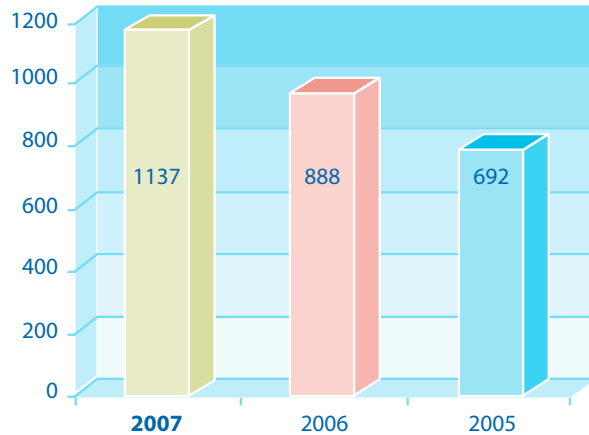
The website features:

- A “**Premier’s Welcome Message**” video that speaks to what it means to work and live in Alberta, the rewards of pursuing a career with the GoA, and acknowledges the excellent work that our employees do;
- The “**Ask Our Employees**” portal features employee video profiles to provide information about the benefits of working within the Alberta Public Service and showcase the diversity of employment options. This resource won an Alberta Motion Pictures Industry Association award, under the “Best Digital Program or Project” category;
- **Job Posting Subscription Service** allows users to register to receive an automatic e-mail when a job in their field of interest is posted;
- **Enhanced Job Search** capabilities such as keyword search, customized search, and multiple sort functions;

- **Occupational groups/job categories** were updated to ensure work is categorized in a meaningful and consistent manner across government. Updates have been made to both IMAGIS and the Jobs website to reflect these changes;
- **E-mail A Friend** allows visitors to forward job postings to others; and
- **Student Summer Employment Registration Service** provides students with an online forum to submit their resumes for consideration for the wide variety of summer employment opportunities.

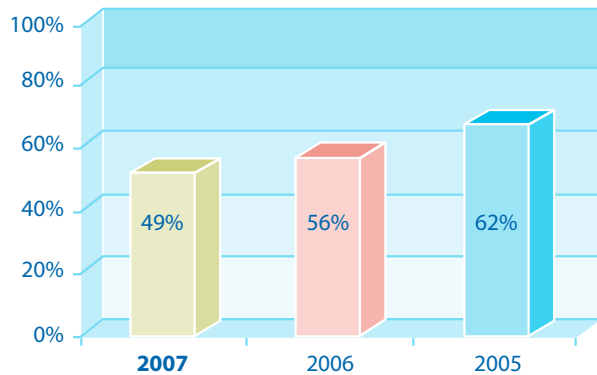
From April 1, 2007 to March 31, 2008, 93 per cent of applications (158,392 out of 169,928) were received online, which is a one-per-cent increase from last year.

- Number of work experience, internship and co-op placements

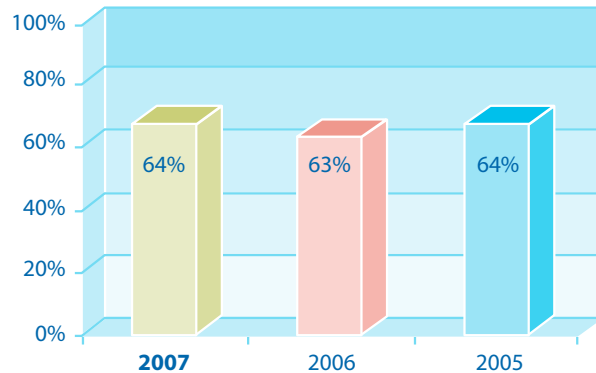


MEASURES FROM APS WORKFORCE PLAN

- % of managers with recent hiring experience who agree they are able to attract the talent they need



- % of employees who agree they would recommend the Government of Alberta as a great place to work



QUICK FACTS FROM THE CORPORATE EMPLOYEE SURVEY

- 10% of all new employees previously worked in a co-op, internship or work experience positions with the Government of Alberta
- Job fit was the main reason given by new employees for accepting employment with the Government of Alberta

DEVELOPING

WHAT WE SAID WE WOULD DO:

Provide orientation for all new employees, so they know more about the government and how their work contributes to achieving department and government goals.

WHAT WE'VE ACHIEVED:

ORIENTATION TO GOVERNMENT PROGRAM

(www.chr.alberta.ca/orientation)

- The program continued in 2007/08 with four sessions. A total of 1,137 employees attended the sessions and 80 per cent found the session of value. Enhancements, based on participant feedback, are continually being incorporated into future sessions.
- The website was reorganized, revamped and launched in March 2008 to offer visitors a more user-friendly experience. Improvements include a section focused on answering new employees' key questions related to employment in the Alberta Public Service.

COMMON ORIENTATION PROJECT

A team of HR representatives from each ministry developed eight common orientation elements that focus on the fundamental information and processes new employees need to know in their first months at work. The elements were endorsed by the DM Steering Team in January 2008 and ministries are incorporating them into their existing practices.

DEPUTY MINISTER/ASSISTANT DEPUTY MINISTER ORIENTATION

(www.chr.alberta.ca/dm-adm-orientation)

A DM/ADM Orientation process was created including in person meetings and an online Orientation Reference Guide.



WHAT WE SAID WE WOULD DO:

Through annual learning and development plans, support participation in knowledge and skill building opportunities, including a focus on developing progressive public policy.

WHAT WE'VE ACHIEVED:**POLICY CAPACITY INITIATIVE**

- Created a plan to build policy capacity in the public service through strategies such as launching a policy internship program, targeting post-secondary students and offering policy development courses to employees.
- Developed a role profile describing policy work including behavioural competencies.
- Included policy work in the “Ask our Employees” section of the GoA Jobs website.

DEPUTY MINISTER QUARTERLY FORUM

- Three forums took place this year, featuring: Prem Benimadhu of the Conference Board of Canada on the topic of the Canadian labour market and human resources trends with a specific focus on Alberta; Bill Eggers and Paul MacMillian from Deloitte Services, LP spoke about global public sector trends; and Michael Alexander spoke on the topic of Canada/US relations.
- Overall, 86 per cent of survey respondents have been satisfied with the forums.

**CORPORATE DEVELOPMENT PROGRAMS**

- More than 75 participants attended five modules of the Corporate Executive Development Competency Sessions.
- A total of 776 participants attended 17 modules in the Senior & Executive Managers' Development Program (SEMDP). 100 per cent of respondents to the 2007 graduate survey agreed the program was valuable and that they have been able to apply their learning to the workplace.
- Nineteen modules of the Management Development Program (MDP) have been attended by 1,882 participants. Results from the 2007 graduate survey indicated that 100 per cent of respondents agree the program was valuable and worthwhile and 98 per cent agreed they have been able to apply their learning in their workplace.

LEADING IN LEARNING SERIES

(FORMERLY ISSUES SERIES FOR MANAGERS)
(www.chr.alberta.ca/LLS)

- The Issues Series for Managers was reviewed and re-branded as the Leading in Learning Series. It includes three theme-based learning events per learning year (September through June) with the 2007/08 theme being leadership.
- The first Leading in Learning Series event was held on February 15, 2008 featuring Dr. Marshall Goldsmith. 341 people attended and 100 per cent found the session of value.
- Future speakers include Senator Romeo Dallaire and Dr. Gary Bradt, a leadership and change expert.

EMPLOYEE DEVELOPMENT – GOA LEARNING CENTRE

(www.goalearningcentre.gov.ab.ca)

- The 2007/08 Learning Opportunities Calendar offered 806 course sessions.
- Total registrations for 2007/2008 topped 23,200.
- An RFP was completed to provide ministries with standing offer contracts for video/multimedia vendor products and services.

WHAT WE SAID WE WOULD DO:

Implement initiatives to support career growth within the Alberta Public Service and continue strategies to ensure we have a supply of people with the knowledge and skills to effectively do the work of the public service.

WHAT WE'VE ACHIEVED:**CAREER MANAGEMENT**

(www.chr.alberta.ca/careerportal)

- The career growth concept has been integrated into employee Career and Learning Plans, and sessions on coaching supervisors on Performance Planning and Career and Learning Planning were held for the HR Community.
- Marketing and promotion of the Career Management Portal site, launched in March 2007, continued through a poster campaign and magnets that were distributed to all employees. Over this past year, the site received more than 18,000 visits.

SUCCESSION MANAGEMENT

(www.chr.alberta.ca/succession)

The annual corporate and department specific demographic reports were produced and distributed to Deputy Ministers and HR Directors in June 2007.

EXECUTIVE AND SENIOR MANAGER MOBILITY PROGRAM

(www.chr.alberta.ca/mobility)

- Nine mobility participants have been confirmed in the program this year, along with five knowledge-transfer positions for a total of 14 participants. Sixty-three participants, including nine knowledge-transfers, have taken part in the program since its inception in 2005.
- A three-month Executive Coaching project began in October 2007 with seven mobility participants. Feedback from participants has been positive.

ASSESSMENT SERVICES

(www.chr.alberta.ca/assessment)

- A total of 13 individuals have participated in Executive Assessment Services. To date, all participants have agreed the service is of value *(www.chr.alberta.ca/eas)*.
- The Senior Management Assessment Services has had 38 participants. 100 per cent of respondents agreed the service was valuable *(www.chr.alberta.ca/smas)*.
- Of the 70 individuals who participated in the Supervisor Assessment Services, 94 per cent of respondents agreed the service was of value to them *(www.chr.alberta.ca/sas)*.

MANAGEMENT ESSENTIALS IN THE ALBERTA PUBLIC SERVICE

(www.chr.alberta.ca/essentials)

Eight sessions were offered throughout the fiscal year, with 178 participants. 100 per cent of evaluation respondents rated the course as excellent or good.

WHAT WE SAID WE WOULD DO:

Provide development options to build supervisory knowledge and skills.

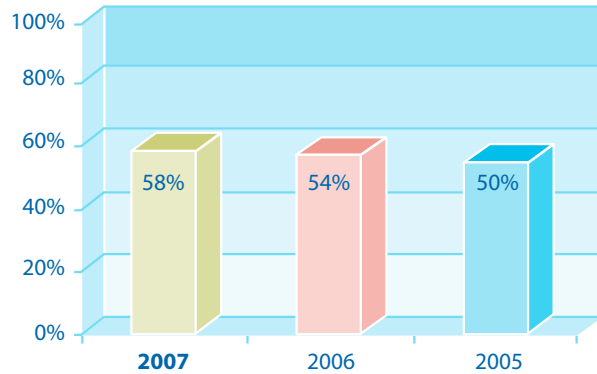
WHAT WE'VE ACHIEVED:**SUPERVISOR CERTIFICATE PROGRAM**

(www.chr.alberta.ca/scp)

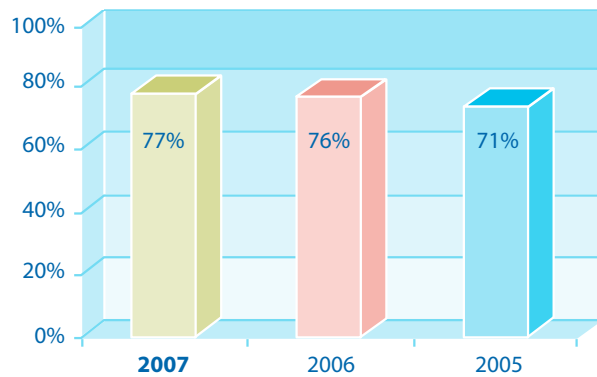
- The program launched on September 4, 2007.
- As of March 31, 2008, 599 employees have enrolled in the certificate program.

DEVELOP MEASURES FROM APS WORKFORCE PLAN

- % of employees who agree they have opportunities for career growth within the GoA



- % of employees who agree their organization supports their work-related learning and development



- 100 per cent of departments have identified and implemented some of the common orientation elements for all new employees
 - » 90 per cent have implemented four or more elements, including:
 - > Pre-commencement welcome information
 - > Administration
 - > Department overview
 - > Policies and procedures
 - > Human resources overview
 - > Invite to Orientation to Government sessions

**QUICK FACTS FROM THE CORPORATE EMPLOYEE SURVEY**

- 84 per cent of employees agree their job is a good fit with their skills and interests
- 68 per cent of new employees who received orientation indicated that it met their expectations
- 75 per cent of new employees indicated that they received orientation when they began employment with the GoA

ENGAGING

WHAT WE SAID WE WOULD DO:

Provide resources and supports so we can demonstrate the Alberta Public Service values in our day-to-day work.

WHAT WE'VE ACHIEVED:

PROUDLY WORKING TOGETHER EVENTS

(www.chr.alberta.ca/proudlyworkingtogether)

- More than 3,800 GoA employees participated in the eight sessions that occurred across the province in September and October 2007 to celebrate the theme of proudly working together.
- Events were held in Edmonton, Red Deer, Grande Prairie, St. Paul, Calgary, Fort McMurray and Lethbridge. The events featured:
 - » A team of Deputy Ministers speaking with staff about the importance of the vision and values in our everyday work and the new APS Workforce Plan;
 - » “Driving Alberta” video presentation featuring candid interviews with employees talking about what it means to proudly work together to build a stronger province for current and future generations; and
 - » Vision and Values video “shorts” featuring employees who have integrated the APS values into their daily work and work environment.

More than 1,800 employees participated in an online survey on the events’ components with an average of 80 - 87 per cent responding favourably.

A Proudly Working Together website was developed and includes a virtual version of the events and related promotional items.

VISION AND VALUES

(www.chr.alberta.ca/apsvisionandvalues/)

The APS Vision and Values website was redesigned. New stories and videos were added under the “Living the Values” section showcasing employees demonstrating the values in their day-to-day work.

WHAT WE SAID WE WOULD DO:

Identify and develop additional supports to enhance the relationship between employees and supervisors, including a focus on communication, and recognition for a job well done.

WHAT WE'VE ACHIEVED:

DEPUTY MINISTER OF EXECUTIVE COUNCIL SERVICE EXCELLENCE PROGRAM

(www.chr.alberta.ca/servexcellence/recognition)

A service excellence event took place on November 13, 2007 with three teams being recognized. Thirteen teams have been recognized since this program was initiated in 2003.

PREMIER'S AWARD OF EXCELLENCE

(www.chr.alberta.ca/premier)

For 2007, there were 59 submissions with 30 awards. Five of the recipients received a Canada Awards for Excellence from the National Quality Institute (NQI) and were featured in an advertising supplement in *The National Post* and *The Globe and Mail* at the end of March 2008. Feedback sessions were held with four of the NQI Ongoing Work award recipients toward further enhancing business excellence.

For the 2008 Premier’s Award of Excellence program, leadership team members have been recruited and trained. Five information sessions were held: three for potential submitters and two for those making a submission. There were 48 submissions received; award recipients will be announced in early summer.

WHAT WE SAID WE WOULD DO:

Implement a common performance and assessment process for managers and opted out and excluded employees across the public service by 2008-09.

WHAT WE'VE ACHIEVED:**COMMON PERFORMANCE ASSESSMENT**

- Thirteen departments implemented Common Performance Assessment for managers & opted out/excluded staff in 2007-2008; all departments will implement in 2008-2009.
- More than 45 sessions for managers & opted out/excluded staff were held from June to March 2008 with more than 1,000 participants, approximately one-third of those eligible to participate.
- In addition to these sessions, resources were made available on CHR's website including: an online guidebook, sample evaluations, an on-demand video of a session, and a voice-over PowerPoint presentation.

**WHAT WE SAID WE WOULD DO:**

Continue building a workplace environment where healthy work practices are enhanced and implemented, such as flexible work arrangements and support for employees returning to work after illness or injury.

WHAT WE'VE ACHIEVED:**EMPLOYEE & FAMILY ASSISTANCE PROGRAM:**

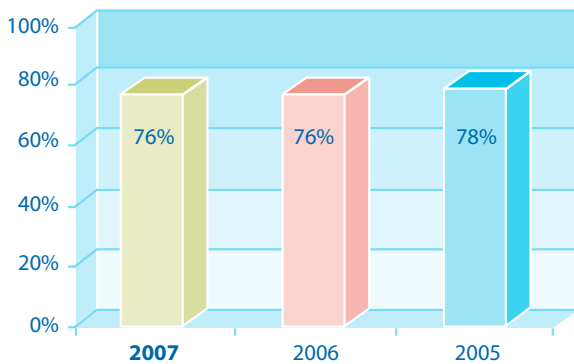
- On July 1, 2007, the new Employee and Family Assistance Program (EFAP) was launched. The program is delivered through Shepell.fgi, a leading provider of employee and family assistance programs across Canada. Services include:
 - » Face-to-face counseling for employees anywhere in the province;
 - » Telephone and e-counseling services to accommodate employee preference and remote locations;
 - » Enhanced services including childcare and eldercare consultations, parenting and personal resources, and health and wellness information.
- Communication to GoA employees included:
 - » A mail out of EFAP brochures to all GoA employees;
 - » Fourteen EFAP Orientation sessions for staff throughout the GoA.
- For more information, go to: www.shepellfgiservices.com. For the period July 1, 2007 to March 31, 2008 the website received 1,191 hits. For this same period 1,389 GoA employees received EFAP services.

MEASURES FROM APS WORKFORCE PLAN

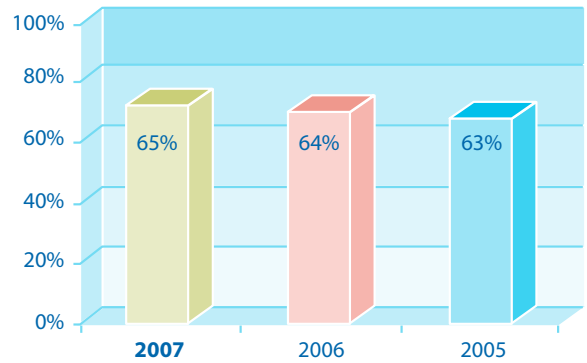
- 95 per cent of departments demonstrate supports and strategies for workplace health

MEASURES FROM APS WORKFORCE PLAN

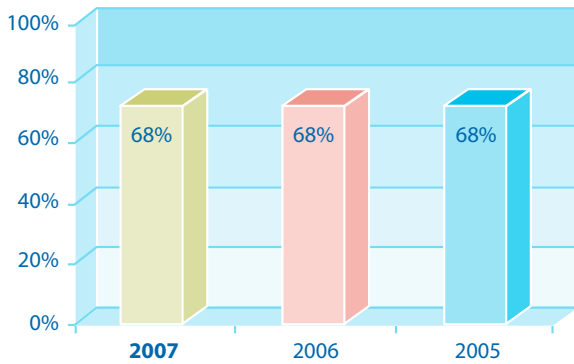
- % of employees who agree they are treated respectfully at work



- % of employees who agree they have support at work to balance their work and personal life.



- % of employees who agree the feedback they receive from their supervisor helps them improve their performance



QUICK FACTS FROM THE CORPORATE EMPLOYEE SURVEY

- 84% of employees indicated they were aware of the APS vision prior to the Corporate Employee Survey
- 86% of employees agreed they felt informed about APS values

	2007 GOA%	2007 GOA MANAGEMENT%	2007 GOA NON-MANAGEMENT%	2006 GOA %	PROVINCIAL JURISDICT. % 2007*	GOA ABCS% 2007*
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EMPLOYEE ENGAGEMENT INDEX

Satisfaction with work	77	86	76	78	71	83
Satisfaction with your ministry/department	65	78	63	66	58	74
Inspired to give your very best	71	80	70	71	67	76
Recommend organization as great place to work	64	73	62	63	59	74
Stay with organization even if offered similar job elsewhere	63	68	62	65	59	65
Proud to tell people that you work for the organization	69	76	68	69	64	74

QUALITY WORK ENVIRONMENT INDEX

Positive work relationships with your co-workers	92	96	91	92	87	94
Have support at work to provide high level of service	64	73	62	64	62	75
Your job is a good fit with your skills and interests	84	92	82	84	79	85
You have support at work to balance work and life	65	69	64	64	62	78
Satisfied with quality of supervision you receive	71	80	69	71	69	76
Confidence in senior leadership of your ministry/department	56	69	53	56	53	62
Know how your work contributes to achievement of goals	74	89	71	74	76	84
Organization supports your work related learning/development	77	88	75	76	64	81
Opportunities to provide input into decisions affecting your work	61	80	58	61	63	67
Receive meaningful recognition for work well done	55	71	52	54	51	65
Opportunities for career growth within the organization	58	72	55	54	46	59

SOURCES:

ORGANIZATION

Provincial Jurisdictions Interjurisdictional Initiative on Employee Engagement

Government of Alberta's Agencies, Boards and Commissions

Government of New Brunswick

Government of Nova Scotia

Government of Yukon

Government of NWT

Australian Public Service Commission

Towers Perrin

	GOV'T OF NB % 2007*	GOV'T OF NS % 2007*	GOV'T OF YUKON % 2007*	GOV'T OF NWT 2006**	AUSTRALIA PS % 2006**	TOWERS PERRIN 2007**
	80	79	72	71	81	
	65	65	54		69	
	75	79	67	48		
	64	69	55	55	81	
	66	66	54	48		
	75	72	57	68	79	
	93	90	80	87		
	67	72	61	61		
	86	83	81	85		
	70	68	65	65	71	42
	73	68	64	64	66	
	61	56	54	55	49	
	90	78	81	88	83	
	68	67	69	68	53	
	68	74	68	68	54	
	60	55	51	53		
	40	47	50	52	45	36

* Surveys have exact wording to questions in GoA Survey

** Surveys have similar wording to questions in GoA Survey

LOCATION/PROVIDED BY

Received results as a member of the interjurisdictional initiative team

Provided by Research Innovations through agreement with agencies, boards and commissions

http://www.gnb.ca/o163/Summary_Report-e.pdf

<http://www.gov.ns.ca/psc/default.asp?mn=1.161.233.569>

Received results as a member of the interjurisdictional initiative team

<http://www.hr.gov.nt.ca/workplace/documents/EmployeeSatisfactionSurvey.pdf>

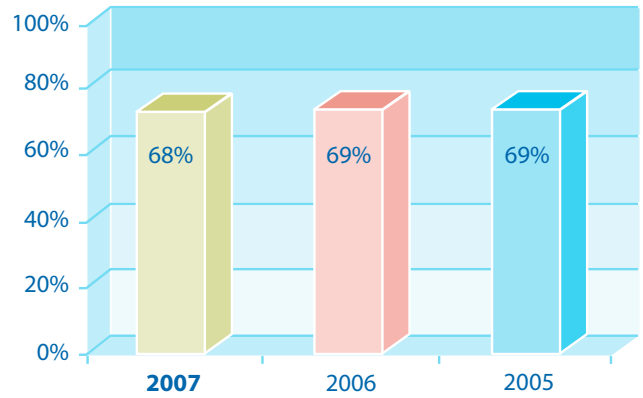
<http://www.apsc.gov.au/stateoftheservice/o6o7/surveyreport.pdf>

<http://www.towersperrin.com>



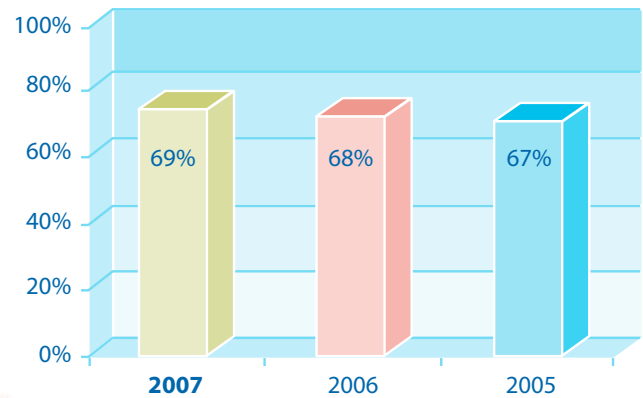
EMPLOYEE ENGAGEMENT INDEX

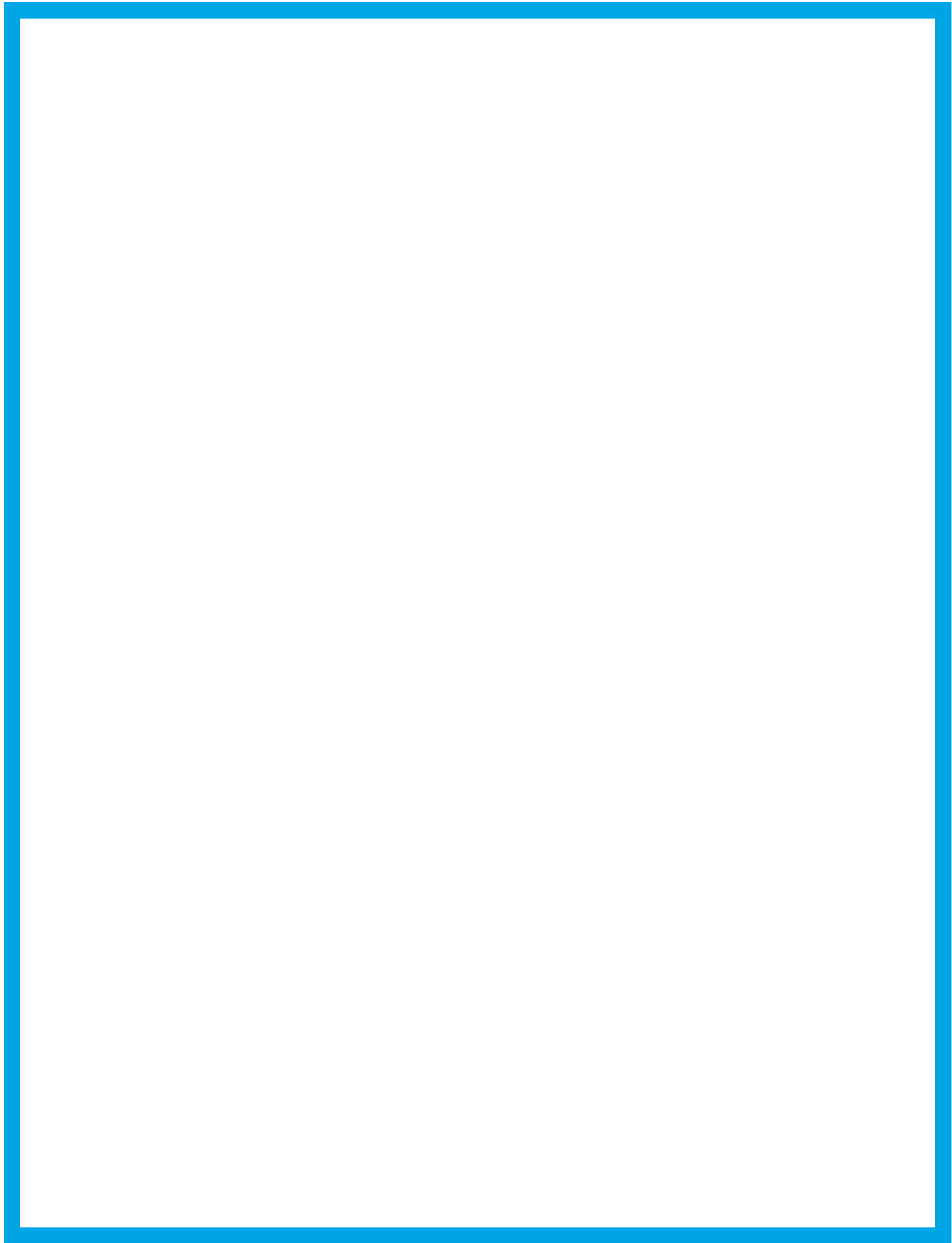
This index is based on the result of six questions from the Corporate Employee Survey that are outcome measures of employee engagement.



QUALITY WORK ENVIRONMENT INDEX

This index is based on the result of eleven questions from the Corporate Employee Survey that measure the key determinants of a quality work environment.







CORPORATE HUMAN RESOURCES

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JUNE 2008