



Alberta Industry
Workforce Strategies
**PROGRESS
UPDATE 2012**



Alberta



Building and Educating
Tomorrow's Workforce



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Introduction

This is the second *Alberta Industry Workforce Strategies: Progress Update* highlighting actions taken by industry stakeholders to implement the sector-led Workforce Strategies for:

- Retail Industry
- Tourism and Hospitality Industry
- Energy Sector
- Manufacturing Industry
- Construction Industry
- Nonprofit and Voluntary Sector
- Forest Industry
- Supply Chain Logistics Industry

Progress update reports are not an inventory of all industry activities but are intended to showcase projects of interest to other sectors. Learning from other sectors' practices provides an opportunity for collaboration and helps prevent duplication of activities.

The *Industry Progress Update* is a companion piece to the Government of Alberta's *Building and Educating Tomorrow's Workforce: Report on Performance 2010-2012* which highlights actions taken by government to implement its labour force strategy.

Background

In 2006, in the midst of labour shortages, the Government of Alberta released its cross-ministry labour force strategy, *Building and Educating Tomorrow's Workforce* (BETW). The strategy was built around four themes: Inform, Attract, Develop, and Retain, which incorporated 17 government-led priority actions. These actions addressed labour force issues across several industry sectors. The overall objectives of BETW were to ensure Alberta had more workers, better trained people and innovative workplaces. BETW set the direction for Alberta's labour force development.

Cooperation and ongoing partnership across government ministries and between government and various stakeholder groups has been key to the implementation of BETW. Stakeholders include industry, labour groups, professional organizations, volunteer and community agencies, education and training providers, Aboriginal groups, other levels of government.

Along with steering the overall implementation of BETW, the Alberta government worked together with stakeholders to develop industry-led workforce strategies addressing unique sector-specific labour force development needs. Since 2007, eight industry workforce strategies were developed and released. Industry Contributor Groups (ICG) were formed for each sector workforce strategy, to steward the implementation of the sector's actions.

The Government of Alberta in support of the industry-led workforce strategies agreed to work with industry to monitor the success of implementing the sector's actions. Industry contributors were asked to report on their progress by sharing achievements and best practices. The first *Alberta Industry Workforce Strategies: Progress Update 2006-2010* was released in the fall of 2010.

Even though sectors experience unique workforce issues and challenges – they also share commonalities. While the specific actions and approaches each sector takes to address its specific workforce issues may be different and customized to meet the needs of the industry, there is much that can be learned from experiences across sectors.

The initiatives highlighted provide examples of sectors' innovation and commitment to build the labour force. Many of these actions showcase the spirit of collaboration, partnership and cooperation, illustrating the importance of working together to build Alberta's labour force. The Government of Alberta supported industry in implementing some of the actions in this report by providing partial funding for the industry-led projects.

The industry workforce strategies, along with the BETW strategy, are available at www.eae.alberta.ca/betw.



Acronym Index

Note: *The acronym index lists only the organizations contributing to the activities profiled in this update. Because space does not permit listing every contributor's activities in this document, it must be acknowledged that all contributors have ongoing initiatives supporting their sector's workforce strategy. A complete listing of organizations contributing to Industry/Sector Workforce Strategy priority actions can be viewed within the strategies themselves at www.eae.alberta.ca/betw.*

Construction Industry

Alberta Construction Association (ACA)
Alberta Roadbuilders and Heavy Construction Association (ARHCA)
Building Trades of Alberta (BTA)
Christian Labour Association of Canada (CLAC)
Construction Labour Relations Association – Alberta (CLRA-A)
Construction Sector Council (CSC)
Edmonton Construction Association (ECA)
Electrical Contractors Association of Alberta (ECAA)
Merit Contractors Association (Merit)
Progressive Contactors Association of Canada (PCA)

Energy Sector

Alberta Council of Turnaround Industry Maintenance Stakeholders (ACTIMS)
Alberta Chamber of Resources (ACR)
Association of Professional Engineers and Geoscientists of Alberta (APEGA)
Building Trades of Alberta (BTA)
Canadian Association of Petroleum Producers (CAPP)
Construction Industries Stakeholders Association of Alberta (CISAA)
Construction Owners Association of Alberta (COAA)
Construction Sector Council (CSC)
Electricity Sector Council (ESC)
Enform Canada (Enform)
International Brotherhood of Electrical Workers (IBEW)
Petroleum Human Resources Council of Canada (Petroleum HR Council)
Petroleum Service Association of Canada (PSAC)

Forest Industry

Alberta Forest Products Association (AFPA)

Manufacturing Industry

Canadian Manufacturers and Exporters (CME)
Modular Housing Association – Prairie Provinces (MHA)

Nonprofit and Voluntary Sector

Alberta Nonprofit Workforce Council (ANWC)
Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area (BGCBIGS)
Calgary Chamber of Voluntary Organizations (CCVO)
Edmonton Chamber of Voluntary Organizations (ECVO)

Retail Industry

Retail Council of Canada (RCC)

Supply Chain Logistics Industry

Alberta Motor Transport Association (AMTA)
Calgary Economic Development (CED)
Canadian Supply Chain Sector Council (CSCSC)

Tourism and Hospitality Industry

Alberta Hotel and Lodging Association (AHLA)
Alberta Hotel Safety Association (AHTSA)
Canadian Federation of Independent Business (CFIB)
Canadian Restaurant and Foodservices Association (CRFA)

Other

Alberta Association of Colleges and Technical Institutes (AACTI)



INFORM

*The **Inform** theme focuses on increasing access and improving information to support informed decision-making on the part of employers, workers, youth entering the workforce and individuals considering employment in each sector.*

Common Challenges

The quality of labour market information to support labour force forecasting and planning was strengthened. However, additional work is required to make the information more useful for decision making. Labour force data needs greater occupational specificity and provided at a regional level, rather than rolled up into occupational clusters or at the provincial level.

Industry is of the opinion youth lack a good understanding and appreciation of the various industry sectors' within Alberta's economy and this is limiting youth in career selection. Industry feels many youth are channeled into selecting traditional occupations offered at universities, without giving due consideration to other desirable occupations such as the trades. All sectors are working on better informing youth, career influencers and other prospective employees on various benefits of working in a particular industry such as the diversity of career paths, working conditions, and education/ training opportunities.

There is heightened awareness and expectations by the public on industry with respect to environmental responsibility and social license to operate. A number of sectors feel the public may view their sector negatively and this perception impacts the attraction and recruitment of workers to their industry. These sectors have undertaken initiatives to better inform the public on their industry's environmental performance and job stability.

Every sector stressed the importance of reducing duplication and inefficiencies in activities by sharing resources and best practice information; coordinating action on common issues and collaborating on workforce initiatives.

New Activity Highlights

Labour Market Information

- The **Canadian Federation of Independent Business's (CFIB) Shortage of Qualified Labour Survey** asked its Western Canada members about the shortage of qualified labour, the impact on small business, and what strategies governments should employ to help small business address the challenge. The survey results will aid CFIB in conducting further research on the identified issues and guide advocacy activities with the federal and provincial government to enact policy changes to address the challenges. (**Tourism & Hospitality** – CFIB)
- The **Accelerator Project: Furthering Workforce Productivity and Innovation Along the Asia Pacific Gateway and Corridor** is a collaborative project designed to gather supply chain labour market information in Alberta and British Columbia and to identify 10 key supply chain occupations that support the efficient operation of one of Canada's essential transportation systems – the Asia Pacific Gateway and Corridor. Key findings indicate that between 2011 and 2020, Alberta can expect 50,000 job openings in the identified ten key supply chain occupations whereas British Columbia will expect 46,000 in these same occupations. Identifying the key occupations and forecasting labour needs is a tool for future recruitment activities and development of training programs. Accelerator Reports are available at: **www.calgarylogisticscouncil.org**. (**Supply Chain Logistics** – Calgary Logistics Council, Canadian Supply Chain Sector Council and Asia Pacific Gateway Skills Table)
- The **Canadian Supply Chain Sector Council's (CSCSC) 2012 HR Study Update**, released in March 2012, captures the results of more than 3,000 participants representing employers, employees and education providers. The report identifies the key HR-related challenges faced by the sector providing the reader a good understanding of the issues. The report recognizes that addressing workforce challenges is a shared responsibility by providing specific recommendations for the sector council to implement on behalf of the industry and offers employers 16 practical, easy-to-implement strategies to improve their ability to recruit, retain and develop succession plans for their workforce. (**Supply Chain Logistics** – CSCSC)
- The Construction Owners Association of Alberta (COAA) and Alberta Chamber of Resources (ACR), two closely aligned organizations, released separate position papers that provide workforce recommendations for industry and government from two different perspectives. **COAA focused on the program level for safe, effective, timely and productive project management and ACR gives a broad economic viewpoint for orderly and responsible development.**

The *ACR Task Force on Resource Development + The Economy* documents the historic impact of resource development on the economy, explores the future impact and establishes a vision for future development to achieve potential growth. The COAA paper addresses the industrial construction/maintenance workforce challenges by recommending best practices implementation and collaboration with partner organizations and governments. These papers are based on research, economic analysis and compilation of other recent and relevant reports. As such, they contain the most current and comprehensive labour market information for their respective areas. (**Energy/Construction** – ACR, COAA)

- The **Electricity Sector Council (ESC) *Power in Motion, 2011 Labour Market Information Study*** provides labour supply-demand information for the electricity and renewable energy industry. Using the same methodology as the 2008 study, long-term longitudinal data is now available and is viewed by electricity stakeholders as the most accurate and comprehensive labour market information for the sector. With an aging workforce and significant investments in infrastructure planned over the next twenty years, labour demands will be unprecedented at the same time as a limited skilled labour supply is available. The information provided to industry, educators, regulatory authorities and policy makers in the electricity sector will help these organizations take appropriate action to mitigate the effects of a rapidly changing workforce. (Energy – ESC)
- **The Petroleum Services Association of Canada (PSAC) is working with the Petroleum Human Resources Council of Canada (Petroleum HR Council) to strategically review labour supply opportunities** within Canada by researching potential labour pools with transferable skills for petroleum services in-demand occupations. Research is identifying potential labour supply sources by occupation, province and industry in which the occupation is employed. This is the foundation for further assessment of the transferability between services occupations and those from other industries. The labour market intelligence compiled in this report can assist with the development of a targeted sourcing and recruitment strategy that will significantly enhance the return on recruitment investment. (Energy - PSAC, Petroleum HR Council)

Sector Branding

- **Alberta Nonprofit Workforce Council (ANWC) developed a nonprofit sector awareness campaign** to increase the profile of the sector as a means to improve workplace attractiveness. A promotional video, employment tool kit, and consistent reliable messages were part of the package provided to employers to aid in employee attraction activities. Nonprofit sector communications materials are accessed at:
www.workforceconnect.ca/participate/100000-voices (Nonprofit – ANWC)
- To enhance the oil and gas industry reputation and social license to operate, the **Canadian Association of Petroleum Producers (CAPP) communication strategy** focuses on increasing awareness of industry operations through national advertising campaigns and ongoing outreach/engagement programs. The CAPP communication efforts inform the public and attract workers to the oil and gas sector through their sector branding initiatives.

The *Energy in Action* program teaches Grade 4 and 5 students about oil and gas resources and the importance of environmental stewardship. Since 2004, 60 companies and about 2,200 company volunteers have taught nearly 8,000 students, teachers and community residents about the petroleum industry and the benefits of responsible resource development.

The *Responsible Canadian Energy Program* continues to report on the strategic environmental, health and safety and social performance of the oil and gas sector. The program added an enhanced level of transparency and accountability in the latest reporting by inviting respected independent leaders to join its' advisory group and providing a breakdown of performance data for three specific industry areas: Western Canada Oil and Gas, Oil Sands and Atlantic Canada. (Energy – CAPP)

Tools for Employers

- In 2011-2012 the **Calgary Chamber of Commerce engaged in an Aboriginal – Business Connection Series**. This policy-event series brought together members of the Aboriginal community, leading Aboriginal experts and government representatives to share insights on how these groups can build successful working relationships. The *Aboriginal-Business Connection* concluded in June 2012 with a summary report and toolkit for business, highlighting strategies and recommendations for strengthening Aboriginal-Business connections and partnerships.
www.calgarychamber.com/policy/projects/aboriginal-business-connection-series
(**Supply Chain Logistics** – Calgary Chamber of Commerce)
- **The Calgary Chamber of Commerce has developed a toolkit/workbook for business that provides information on how to strengthen Métis employment and economic outcomes.** The Métis population represents one of the largest pools of labour in Western Canada. In Alberta alone there are 46,000 Métis in the workforce, which is the highest out of any province in Canada. The Métis are young, growing, mobile and urban, making them uniquely situated to address both current and future labour market shortages. This work supports diversity in the workplace. **www.calgarychamber.com/policy/projects** (**Supply Chain Logistics** – Calgary Chamber of Commerce)

Updates on Previous Activities

- **The Petroleum Human Resources Council of Canada (Petroleum HR Council) continues its series of Labour Market Information (LMI) reports** analyzing the current state of oil and gas and oil sands workforce and assessing requirements for upcoming years. *Canada's and Alberta's Oil and Gas Labour Demand Outlook to 2015*, released in 2012, provides labour demand projections for core oil and gas occupations, for the major industry sub-sectors, the energy producing provinces and Canada as a whole.

The *Oil Sands Labour Market Outlook to 2021* is a new LMI product based on occupational data provided by oil sands operators, so is the most comprehensive oil sands labour demand forecast available. Detailed information is now available for an expanded list of occupations by operation type - mining, in situ and upgrading.

The *HR Trends and Insights Report* provides a snapshot of current and short-term human resource trends facing the industry. It is based on data gathered from an online survey of companies' actual experiences and their upcoming plans. The data and analysis in these reports help prepare industry, government and labour groups to develop and implement effective strategies leading to a productive and sustainable workforce. (**Energy** – Petroleum HR Council)
- The Alberta Nonprofit Workforce Council (ANWC) is the collaborative platform for the sector to support the development of a high performance, sustainable workforce and is the coordinating mechanism by which the sector implements the *Workforce Strategy for Alberta's Nonprofit and Voluntary Sector*. The Workforce Council takes a leadership role in the development of the workforce by researching labour market information, delivering presentations and producing marketing materials to promote employment in the nonprofit sector, build an immigrant workforce and share HR management resources. The **WorkforceConnect website highlights and supports the excellent work underway to develop a high performance, sustainable workforce**. The website is publicly available at **www.workforceconnect.ca**. (**Nonprofit** – ANWC)



The **Attract** theme relates to attracting workers from within and outside Alberta and Canada to meet some of the demand for labour in a given sector.

Common Challenges

Industry actions for the Attract theme were developed when Alberta's economy was booming and employers across every sector were faced with a shortage of both skilled and lower skilled workers. Every sector continues to try and attract workers, including under-represented groups, from within Alberta and across Canada.

Attractiveness and the concept of welcoming communities were identified as important factors in attracting and retaining talent. Even though other provinces may not have fully recovered from the recession, employers continue to report difficulty in recruiting workers and their families from other provinces because of challenges related to a fast growing economy such as the availability of affordable housing, higher cost of living, and accessibility of social infrastructure (daycare, transit). Attracting and retaining workers is a greater challenge for rural and remote communities.

Employers still need to rely on immigration programs such as the *Alberta Immigrant Nominee Program (AINP)*, and the *Temporary Foreign Worker (TFW)* program to meet workforce demands. Since 2006 many positive changes to AINP, TFW, and credential recognition has strengthened these programs to better meet employer needs. Work is continuing on improving successful integration of foreign-trained workers into workplaces and communities.

As the economy continues to recover, all sectors are concerned that wide-spread shortages will re-emerge. Industry continues to work with both the federal and provincial government to ensure these programs are responsive to employers' labour force needs.

New Activity Highlights

Attracting Youth

- Edmonton Chamber of Voluntary Organization's (ECVO) **Post Secondary Graduate Nonprofit Employment Project provided seven nonprofit employers with a wage subsidy to hire recent post-secondary graduates into jobs related to their academic training.** Post-secondary graduates were required to participate in advanced employability assessments and with their employers develop training and professional development plans. Employers were required to invest in training and development of the post-secondary graduates within the first six months of employment.

Employers found having additional funds to invest in the employability and development of new staff very useful. Post-secondary graduates benefitted by receiving support as they transitioned to the workforce. Both post-secondary graduates and employers found the advanced employability assessment to be highly useful and informative in creating training and development plans. (**Nonprofit** – ECVO)
- The Retail Council of Canada (RCC) is working with the Calgary Board of Education's (CBE) **Career and Technology Studies (CTS) Program to create and ensure a retail education component is interfaced into the CBE's Pathway to Possibilities initiative.** The opportunity to work with the CTS Program creates a practical linkage between the pursuit of educational opportunities and the positive potential of what the retail sector has to offer as a career. The interaction with the school board's CTS Program is an important step on the path to promote retail as a viable career choice where one can grow, develop and achieve experience, skills and success. (**Retail** – RCC)
- Merit Contractors Associations' promotes construction as a career and encourages collaboration between educational providers and industry through their participation in a number of student programs. Merit members continue to work with the Registered Apprenticeship Program (RAP) to provide high school students with an opportunity to start learning a trade while earning high school credits and acquiring hours as a RAP apprentice. The **Merit Tuition Refund Program reimburses 100 per cent of tuition expenses for apprentices** taking in-class training and is heavily subscribed with approximately 2,000 apprentices each year. **The Career and Technology Studies (CTS) award** encourages students to achieve excellence in **construction-related courses offered in high schools.** Merit also provides a high level of support for a number of scholarship programs which includes RAP, Alberta Apprenticeship and Industry Training, and the annual **CTS scholarship program** that provides awards to approximately 130 Alberta high schools. (**Construction** – Merit).
- The Canadian Restaurant and Foodservices Association (CRFA) video: **I am a Restaurant is targeted to potential employees and also to the general public** by showcasing the lifelong benefits of working in the sector, along with illustrating the spin-off benefits to the community. One of the objectives of this video is to shift thinking from viewing the sector as limited to entry level jobs, for first exposure to the workforce, and more to progressing along a career path and long-term careers. This new video highlights the successful careers of specific restaurateurs by having the individuals share their stories. It is designed to inform the public and career influencers about the statistics, demographics and diverse careers available in the restaurant and food services sector and to attract potential employees. (**Tourism & Hospitality** – CRFA)

- **The TradeUp Alberta website was launched by the Construction Careers Promotion Committee.** This new website replaces and updates an earlier CD-ROM version of information that was distributed to Alberta schools, making this site much more accessible, and to a broader audience. This site, targeted primarily to youth, provides a central information source for apprenticeship and other related construction careers. Information is provided for 33 in-demand construction occupations and the site provides access to 27 videos highlighting opportunities and careers in the industry. (**Construction** – ACA, ARHCA, BTA, CLAC, Careers: The Next Generation, CLRA-A, COAA, Merit, PCA)
- **The Petroleum Human Resources Council of Canada (Petroleum HR Council) is undertaking a social media campaign designed to inform, expose and engage youth in oil and gas careers.** Results from a survey of visitors to the petroleum industry Careers in Oil and Gas website indicated that more steps need to be taken to reach youth for core petroleum occupations in-demand. This initiative will engage youth on a social and personal level through the integration and improvement of social media and web tools on the Careers in Oil and Gas website. (**Energy** – Petroleum HR Council)
- Canadian Retail Institute (CRI), the education arm of the Retail Council of Canada (RCC), **developed a website, attends career fairs, visits schools, and links employers who have information on retail careers to educators.** CRI created the *Retail as a Career Scholarship Program* to encourage students to pursue higher education in retail. Scholarships are open to anyone pursuing post-secondary studies in retail or business-related programs. (**Retail** – RCC)



- **The Work Wild program, a major element of the Alberta Forest Products Association (AFPA) Forest Branding and Community Outreach Strategy,** is designed to educate youth about the variety of available careers, the high quality of life and the difference made through a career in the forest industry. The *Work Wild* program is conducted in several forest communities and targets grades 9 - 12 and post-secondary institutions. The *Work Wild* program uses a variety of communication tools that resonates with youth such as personal communication at high schools and community events, an innovative website, social media (blog, Facebook) and advertising. Some of the unique promotional materials designed to reach out to youth include the forest bathroom facility displays and tree branch USB drives. (**Forest** – AFPA)

- Alberta Forest Products Association (AFPA) is **promoting forest careers in partnership with *Inside Education***, an education society providing programs for teachers and students to increase their understanding of science, technology and issues related to the environment and natural resources.

Recent *Inside Education Forest Tours* involved 30 teachers from around the province, in two tours, visiting Oriented Strand Board mills, viewing field-based silviculture demonstrations and learning about forest career opportunities. *Inside Education* in collaboration with AFPA and the forest industry sponsors field trips to demonstration forest sites. Grades 4, 6, junior high and senior high students are exposed to the multiple values of a working forest. Both teachers and students are gaining a greater appreciation of the exciting employment opportunities available in the vibrant forest sector, countering any perceptions that this is a low technology, sunset industry. (**Forest** – AFPA).

Attracting Aboriginal People

- **The Electricity Sector Council (ESC) *Aboriginal Workforce Participation Initiative* is designed to create relationships and partnerships between the industry and Aboriginal communities.** This three year project is aimed at identifying and eliminating barriers to Aboriginal participation in the Electricity and Renewable Energy industry, as well as increasing industry awareness in Aboriginal communities. Aboriginal Youth Camps, one of the ongoing initiatives, is trying to increase Aboriginal involvement in the electricity sector by addressing the barrier of limited educational background in mathematics and science. A best practice is to “start early” engagement with youth, therefore the camp is oriented to pre-teen youth to build relevant interest, knowledge and confidence in advance of their educational and career choices. Building pre-teen interest in electricity careers will help emphasize the importance of math and science in their educational development. Over 140 youth have participated in the camps to date. Other resources and tools are under development to assist industry employers in recruitment and retention of Aboriginal peoples and engagement of Aboriginal communities. (**Energy** – ESC)



- The goal of the Association of Professional Engineers and Geoscientists of Alberta (APEGA) Aboriginal program is to increase the participation of Aboriginal people in the engineering and geo science professions to two per cent of the profession by 2030 (from less than 100 individuals to 1,200). **The program is raising aboriginal awareness of these professions and awareness to APEGA members of the Aboriginal mentoring and outreach programs.**

Teachers are supported with the help of volunteer engineers and geo scientists to spark interest in the science, math and technology in First Nations and Métis communities. Science and math events are held in schools with high Aboriginal populations and targeted to Aboriginal students who have a high interest and ability. Accomplishments this past year include signing a historic Memorandum of Agreement with Treaty 8 First Nations, enhancing greater outreach activities in ten First Nations communities and expanding the Aboriginal mentoring program. (**Energy** – APEGA)

Marketing Communities

- Calgary Economic Development (CED) has partnered with the Petroleum HR Council, The City of Calgary and over 30 private sector companies to create **Calgary. Be Part of the Energy, an integrated national and international marketing campaign to attract the right skilled talent** needed to support economic growth in Calgary. The campaign is designed to attract business from all sectors, particularly those key to Calgary’s economic growth including opportunities in the technology, finance and logistics sectors. The campaign is supported with extensive media, social media, advertising, public relations and speaking opportunities. The central component of the campaign is an interactive website, **www.bepartoftheenergy.ca**; featuring video vignettes of business leaders and high-energy Calgarians. Specific labour attraction missions will visit Toronto, California, Nevada and three cities in Scotland. (**Supply Chain Logistics/Energy** – CED, Petroleum HR Council)



Attracting Women and Youth

- Of the total of eighty-three (83) scholarships supported by the Edmonton Construction Association (ECA), fifty-five scholarships are for apprentices. A number of these apprenticeship scholarships are being dedicated to under supported occupations in the construction industry. Four of these **scholarships are dedicated to women in construction.** In 2012 seven apprenticeship scholarships were awarded to women in construction. (**Construction** – ECA)
- Currently just over 12 per cent of all engineers in Alberta are women. Association of Professional Engineers and Geoscientists of Alberta’s (APEGA) goal is to increase the participation of women professional engineers to 30 per cent by the year 2030.

A career brochure, posters and promotional items are under development to enhance the in-class presentations by engineers. In addition, an innovative nation-wide **career website, EnGenious is under construction that will use game play as a tool to expose youth to what engineers do, the problems they solve, the opportunities and rewards in this profession.** This new, fun approach is targeted to junior high students and uses interactive, online games requiring dexterity, creativity and critical thinking. Phase I involves six engineering disciplines. An early version was demonstrated to a national women's group and pilot tests were run with three junior high groups. The full site was launched in February 2013 with ten games. (Energy – APEGA)

Enhancing Worker Mobility

- Building on the success of the previous partnership of Alberta Council of Turnaround Industry Maintenance Stakeholders (ACTIMS), a tripartite group comprised of heavy industrial construction owners, their contractors and labour providers formed the Construction Industries Stakeholders Association of Alberta (CISAA). The goal is to identify skills shortages and ensure the major industrial construction projects are fully staffed with skilled, qualified, experienced, professional workers. Movement between jobs and employers is enhanced by the CISAA structure, to efficiently respond to the project labour demands.

After projects are completed, workers with specific skills and qualifications used to be laid off from one contractor, even though another contractor required those skills at the same site. With CISAA, the **workers are transferred to the next contractor thereby maximizing resources in a tight labour market.** The CISAA recruitment strategy ensures Albertans are provided with the first opportunity for employment, followed by Canadians, Americans and then those outside of North America. (Energy/Construction – Syncrude, Shell, Contractors and Labour Groups)

- The Electrical Contractors Association of Alberta (ECAA), in partnership with the International Brotherhood of Electrical Workers (IBEW) set up an **Assessment Booth at the Edmonton Electrical Industry Training Centre to test the practical skills** of people that come from countries that do not have a registered apprenticeship system. The assessment is a hands-on evaluation of journeyman's electrical skills, allowing the candidate up to eight hours to complete a number of required tasks. Upon completion of the assessment, it is determined if the worker has the skills of a journeyman electrician, "or" if they need to enter the Alberta Apprenticeship system at some point and gain an Alberta electrician's ticket through that route. (Energy/Construction – ECAA, IBEW)

- The Petroleum Human Resources Council of Canada (Petroleum HR Council) is piloting an **interactive Oil and Gas Services Online Career Fair** for the oil and gas services sector to better connect job seekers (unemployed and under-employed) with companies for in-demand occupations.

A virtual career fair accesses a wider pool of talent and allows for a more targeted marketing approach than traditional career events at specific facilities/locations. It provides an opportunity for the industry to attract job seekers from across the country who have worked in similar occupations from other industries, new entrants that have transferrable skills, experienced workers and those currently receiving employment insurance benefits. The *Oil and Gas Services Online Career Fair* is an innovative approach to inform and educate job seekers across Canada on the petroleum industry's diverse careers and to fill vacancies. (Energy – Petroleum HR Council)

Attracting Immigrants

- In 2012 the Alberta Construction Association (ACA) travelled to **Ireland on a fact finding mission to discover ways to encourage immigration of unemployed skilled tradespeople** to Alberta and join the provinces construction workforce. Ireland is an attractive place to seek skilled workers as their trades training is similar to Alberta's. Valuable contacts and an ongoing dialogue are now established with Irish stakeholders. Work is underway to complete an assessment of transferability of skills for a number of priority trades occupations. The goal of this initiative is to develop a long term partnership between Ireland and Alberta. (**Construction** – ACA)
- The transportation sector hires new immigrant drivers where English is not the main language and the working nomenclature is very different from North America. This has led to some unsafe work situations and workplace misunderstandings. In response to this challenge, Alberta Motor Transport Association (AMTA) is developing a **distance education interactive course to help these newcomers improve workplace English proficiency**. The course includes an English assessment, testing comprehension with applications to the transportation sector, training modules that focus on transportation practices/processes, along with pictures, graphics and videos to illustrate the lesson materials. (**Supply Chain Logistics** – AMTA)

Strengthening Immigration and Temporary Foreign Worker Processes

- Nineteen Alberta Business Associations and groups formed the **Alberta Coalition for Action on Labour Shortages (ACALS), to work with governments and inform the public on issues related to labour shortages** in the province. ACALS is an unprecedented coalition of employer groups that, having now grown to 22 groups includes representatives from every major sector of the Alberta economy. By joining together they are better able to present the needs of Alberta industry on issues such as Temporary Foreign Workers, immigration and labour legislation and stimulate many of the changes desired. (**All Sectors – Energy, Construction, Manufacturing, Tourism & Hospitality, Retail**)





*The **Develop** theme has two components: High Performance Workforce and High Performance Work Environments.*

Develop a High Performance Workforce

The first component focuses on building sector workforce capacity through education and training.

Common Challenges

All sectors agree workforce development is fundamental to building and sustaining a skilled workforce.

Industry recognizes the evolving nature of the workplace will require employees to adapt and keep pace with new technology, update skill requirements for existing jobs, and work with a multi-generational and multi-cultural workforce. Critical thinking, project management, problem solving and softer skills like good communication and conflict resolution continue to be identified as some of the basic skills requirements. Industry acknowledges there needs to be better collaboration between their sectors and the secondary and post-secondary system to ensure graduates are better prepared to meet the needs of an evolving workplace.

Every sector is concerned employers risk losing valuable organizational knowledge and experience due to the impending retirement of the aging baby boomers. This is especially significant for individuals at the senior and middle management levels.

Considering an aging workforce, coupled with slow growth of new entrants into the workforce, more effort is needed to develop and better utilize non-traditional labour pools (i.e. Aboriginal people, women, recent immigrants, people with disabilities) within each sector.

New Activity Highlights

Developing Occupational Standards – Facilitating Mobility within a Sector

- Many occupations within the modular manufacturing sector have no recognized post-secondary credentials or certificates to assist employers with recruitment and training activities. Modular Housing Association – Prairie Provinces (MHA) is working with the Wood Manufacturing Council to **develop national occupational standards as a tool for developing and enhancing employee performance** by providing performance benchmarks and furthering the development of skills recognition for specific occupations across the sector. (**Manufacturing** – MHA)
- The Canadian Supply Chain Sector Council (CSCSC) established the **National Accreditation Program (NAP) to recognize supply chain related educational offerings** that meet CSCSC's national standards. The NAP standard, developed in partnership with the Canadian Standards Association with input from industry stakeholders, reflects industry's needs and educators' best practices, and supports inter-provincial mobility of labour. Both individual courses and full programs can be submitted for review by the accreditation program. The NAP enables training/educational institutions to ensure that supply chain related programs and courses they offer are recognized by the industry. (**Supply Chain Logistics** – CSCSC)

Partnering to Deliver Industry Training

- Alberta Roadbuilders and Heavy Construction Association (ARHCA) continues to **partner with educational institutions to customize industry training for specific heavy civil construction occupations** covered under its' sub-sector. In collaboration with the Northern Alberta Institute of Technology (NAIT), ARHCA helped develop a *Roadbuilders Certificate* program. This program has 12 professional development modules, ranging from surveying and blueprint reading, to soil mechanics and supervisory skills. ARHCA spearheaded and partnered with Olds College for the development of the *Underground Utility Installer* program and has a major role in the *Heavy Equipment Operator* training program.

Both programs are designed for practical application and include “time in the seat”, working with actual equipment in the field environment rather than simulators. Women Building Futures also receives financial support, access to equipment and training locations through ARHCA and its members. These programs develop workers with the specialized skills essential to the road-builders and heavy construction sub sector. (**Construction** – ARHCA)
- The **Oil Sands Learning and Education Network is a partnership between petroleum producers, post-secondary education institutions, government and the Petroleum Human Resources Council of Canada (Petroleum HR Council)** to efficiently develop a skilled workforce for the oil sands. The Network's primary goals are to understand and address priority training and education requirements for occupations in heavy oil and oil sands, such as power engineers, operators, trades, technologists, engineers, geologists and geophysicists. (**Energy** – Petroleum HR Council)
- The **Wood Buffalo Apprenticeship Forum is a community of stakeholders focused on enhancing the success of trade-related career opportunities in the Wood Buffalo region.** Their mandate is to support apprenticeship engagement (including stakeholders, apprenticeship leaders and influencers), promote careers in trades and apprenticeship, improve communication with and for all stakeholders and support each other, by working

collaboratively on initiatives that improve apprenticeship in Wood Buffalo. The 2012 Conference, *Alberta Apprenticeship: the Future Works Here*, brought together senior leaders and human resource professionals to focus on how to collectively improve apprenticeship processes. The Wood Buffalo Apprenticeship Forum is also starting a review of the various aboriginal apprenticeship programs to identify successful models. (**Energy** – Oil Sands Developers Group, Keyano College, Suncor Energy).

- **The Christian Labour Association of Canada's (CLAC) Edmonton Welding Shop is associated with the University of Alberta for research projects** and is creating excitement in the community for its commitment to the provincial educational system with its *High School to Hard Hats* initiative. The new ultra-modern welding lab in the CLAC training centre has been operating for two years and over 3,000 welders used the facility. Twelve welding booths with superb air control and natural light make it one of the best facilities in the province for testing, training or practice. (**Construction** – CLAC).

Succession Planning

- The Edmonton Chamber of Voluntary Organizations (ECVO) convened a collaborative team of nonprofit leaders to address the challenges of succession and leadership development. **The Emerging Leadership Development Framework develops a common understanding of leadership development**, approaches it through an organizational lens and identifies the organizational capacities/capabilities needed to effectively support the development of a leader. The Framework will be posted online as an interactive organizational practices assessment, on which organizations can evaluate their level of proficiency, and be directed towards, resources and promising practices to assist them. (**Nonprofit** – ECVO)

- Construction Sector Council (CSC), on behalf of its Alberta members, undertook the development of an **Alberta Supervisor Skills Database to help determine the availability of construction supervisory personnel**.

Inadequate numbers of qualified supervisors is a significant issue for the construction sector. By better understanding the levels of skills and experience of supervisors in the various sub-sectors (heavy industrial, commercial, institutional, civil, residential), action can be undertaken to increase the numbers of trained Supervisors to meet industry's specific needs. However, collecting this type of data is challenging. Communicating the value proposition to industry, developing a confidentiality protocol and providing an easy means for organizations to provide the data can help alleviate some of the concerns related to sharing information. A few Alberta initiatives are currently underway that address the importance of supervision which may make it easier to capture this important information in the future. (**Construction** – CSC)



- The electricity sector is anticipating a retirement rate of about 30 per cent of its workforce and has identified a need to capture the knowledge of these retiring mature employees and pass it on to new workers. The **Electricity Sector Council (ESC) Knowledge Management and Transfer project** is designed to identify and assess current knowledge transfer processes used by organizations within and outside the industry.

The project provides tools and resources to help Human Resources managers develop and implement effective strategies whether it is preparing the business case for knowledge management and transfer, assessing the needs of their organization, or putting pragmatic knowledge capture processes in place. By identifying the knowledge capture gaps and addressing them with effective processes, organizations are better equipped to move forward, as employees retire. (Energy – ESC)

Adopting New Training Models

- Suncor Energy Inc. (Suncor) engaged in a **review of its apprenticeship training to improve its program, learning outcomes and workforce capabilities**. A detailed action plan was implemented to ensure leadership and reliable, consistent processes were applied to apprenticeship programs. Suncor strengthened the teaching/learning relationship between apprentices and the journeyman.

Some of the innovative elements of the programs include teaching journeymen how to teach adult learners (apprentices), helping apprentices identify questions they need to ask in their learning processes, and developing communication skills through interactive sessions with both apprentices and journeymen participating. Implementation of a rotation schedule in the various unit/plant environments helped to ensure the apprentice acquired all the required competencies. Suncor's Apprenticeship Program has a strong focus on safe work practices throughout the training and mentorship elements. One of the major benefits of having an apprenticeship program is securing future employees. (Energy – Suncor)



- The Retail Council of Canada (RCC) created its education arm, Canadian Retail Institute (CRI), to support retail as a career. It has **developed two national certification and training programs** - Retail Sales Associate and First Level Manager - **to help provide retailers with cost-effective, valuable training programs**. As Canada's only professional designations for retail sales associates and first level managers, CRI certification and training programs are designed to ensure employers that their businesses will be supported by a winning and fully qualified in-store team, and gives individuals a competitive advantage to move within the retail industry. www.retaileducation.ca (**Retail** – RCC)

- To accommodate more complex training requirements and requests from all over the province, **Christian Labour Association of Canada (CLAC) transformed programming from its previous centralized training centre model to a decentralized model** where third parties work with CLAC to deliver training throughout Alberta. Training utilizes a Construction Safety Training System (CSTS) laboratory and virtual cashier training station (for workers in the retail sector that are represented by CLAC). There are CSTS laboratories with computers providing on-line, high media based courses and on site courses available through these third party providers in every major city in Alberta.

In addition to these innovations, CLAC's Alberta training develops and delivers programs to meet specific construction industry needs for scaffold training, construction craft labourer and aboriginal initiatives. As well supervisory training based on the Canadian Construction Association's (CCA) Gold Seal supervisory training course is offered. This training prepares foreman for the next step in leadership in the construction industry and is recognized across Canada as a qualifying course to be a successful supervisor for signatory companies. (**Construction** – CLAC)



Developing and Delivering Aboriginal Training

- **Trade Winds to Success is a 16 week pre-apprenticeship Aboriginal training program** operating in Calgary and Edmonton. It provides the skills and knowledge to start a career in one of eight skilled construction trades. Alberta Human Services along with Oteenow Employment & Training Society, Community Futures Treaty 7, Rupertsland Institute Métis Centre of Excellence, ConocoPhillips Canada and Enbridge Northern Gateway Pipelines provides financial supports to the program. Significant in kind contributions and employment supports for this initiative are provided by Building Trades of Alberta (BTA) unions and industry contractors. This training model is unique as the program is being guided through collaboration between trades unions, government, aboriginal community organizations and employers who are very supportive in increasing the numbers of aboriginal people in the trades. (**Construction** – BTA)
- **Alberta Forest Products Association (AFPA) Aboriginal job shadow programs** in Lac La Biche promote employment in the forest industry to under-represented groups. The Grande Prairie Regional College job shadow model is utilized which is a collaborative program between post-secondary institutions and companies in various industry sectors (forest, oil and gas, healthcare, tourism and hospitality, etc.).
The program consists of a six week paid session, two weeks of safety and life skills training and then four weeks of job shadowing/work experience. Aboriginal high school students residing on reserves are offered summer jobs and provided with supervised accommodations in town for the duration of the program. Students still remain connected to their communities (a major factor for retaining on-reserve aboriginal workers to the workforce) by returning every weekend and holding evening aboriginal cultural activities during the week. Since these are local companies, aboriginal students gain exposure to employment opportunities that are close to their home base. (**Forest** – AFPA)

Updates on Previous Activities

- Alberta Forest Products Association (AFPA) is continuing its **Enhancing Power Engineers in Alberta pilot project**, a collaborative approach for developing power engineers. The 26 cross-sector regional stakeholders include private sector employers, technical training institutes and colleges, municipalities, provincial government, and non-profit organizations.
The focus is to increase the numbers of Class 1 and Class 2 power engineers in the workforce, the occupations with significant skills shortage. A Class 1 Power Engineer was retained to provide on-site dedicated training.
The results so far are impressive. Since 2009, the number of Class 1 and Class 2 power engineers employed by forest companies increased by 38 per cent. The pass rate for Shell Canada power engineers rose from 40 per cent to 90 per cent, and the number of local power engineers employed doubled. At Northern Lakes College, the enrolment numbers went up from 49 to 126 students, an increase of 192 per cent and completion rates are up by 80 per cent. In addition, the local high school is initiating a dual credit program for students interested in power engineering. (**Forest** – AFPA)



DEVELOP

Develop High Performance Work Environments

*The second component of the **Develop** theme focuses on strengthening workplace productivity through development of high performance work environments by improving workplaces and work arrangements, increasing capital investment and technology adoption, and improving business processes.*

Common Challenges

Productivity enhancements can reduce demand for scarce labour and leverage the work performed by existing staff. Adoption of lean thinking to improve workplace processes is considered one way to develop high performance workplaces.

Employers recognized one of the impacts of the previous worker shortage resulted in hiring some individuals with little industry experience, poor basic workplace skills or in some cases low English language proficiency. The importance of ensuring workplace health and safety for these inexperienced workers is critical for worksite productivity and is a key factor in attracting and retaining the workforce.

New Activity Highlights

Strengthening Work Foundational Skills

- The Electrical Contractors Association of Alberta (ECAA) and the International Brotherhood of Electrical Workers (IBEW) are working together on an **English as a Second Language (ESL) project** to ensure electricians possess the required language skills to be competent on the job. A language consultant performed an on-site study to determine the English skills, relevant to the Canadian Language Benchmark (CLB), required for an electrician. It was determined that for a journeyman electrician to work safely and effectively on an industrial worksite, they require CLB Level 5-6 for speaking and listening.

Only individuals who demonstrate a lack of English language skills are asked to undertake the assessment. Generally, the employee's supervisor will notice language skills deficiency and with consensus of the union, the individual will be asked to take an assessment. Individuals who don't meet this predetermined benchmark are required to take ESL training. The electrical contractor employer pays for the cost of this ESL training. As another phase of this initiative, IBEW is developing an awareness program that will help labour relations, human resources staff, union business managers and site supervisors identify when a worker is struggling with communication. (**Construction** – ECAA/IBEW)

- The Electrical Contractors Association of Alberta (ECAA) and the International Brotherhood of Electrical Workers (IBEW) partnered to develop a pocket sized **Electrician's Photo Reference Guide for foreign workers who struggle with the English language**. The guide was developed as an extension of the English Language Training Skills project and is provided at time of dispatch or when contractors identify the need. This booklet contains pictures of most tools and materials used by electricians with a pronunciation key. This enables foreign workers to be more productive on the industrial worksite and enhances workplace safety. (**Construction** – ECAA/IBEW)
- There is a demonstrated need within the Energy sector to have consistent, complete and accurate **General Occupational Health and Safety orientation for new workers, especially youth**. This Enform Canada (Enform) initiative is designed to attract new, young, inexperienced and transferring workers to the oil and gas industry through engaging and comprehensive *General Safety Orientation* programs.



Some of the features to make the programs engaging for youth will include videos and interactive elements. Any student interested in exploring the oil and gas industry can now receive these entry level safety certifications prior to initiating employment and accessing the worksites. These programs will be marketed across Canada and made accessible online to youth and promoted to high schools. Having basic safety orientation programs that are accepted universally by the industry will help reduce the number of redundant orientations that employers need to provide so they can now focus their safety orientation on site specific hazards. (**Energy** – Enform)

Innovative Work Models

- In the fall of 2011, Canadian Manufacturers and Exporters – Alberta (CME) launched a new program in partnership with Productivity Alberta. These **peer learning networks** bring together business owners and senior management in cell groups of 10-12 that meet monthly to wrestle with common business challenges and share learnings. Working under the direction of a skilled facilitator, these groups discuss issues as diverse as recruitment, safety, innovation and business development. Described affectionately as the “lonely hearts club for owners” these groups come together to develop a strong synergy and chemistry of business owners who are prepared to be collaborative in their efforts to enhance the productivity and competitiveness of their companies. (**Manufacturing** – CME)
- The **Lean Cluster Project** initiated in 2011 by the Calgary Chamber of Voluntary Organizations (CCVO) introduced the principles of Lean thinking to a group of nonprofit organizations. Though Lean has been utilized extensively in manufacturing, healthcare and other industry sectors, it is not been adapted for use in the nonprofit sector. Five nonprofits (Big Brothers Big Sisters of Calgary, YWCA of Calgary, Calgary Family Services, Habitat for Humanity of Southern Alberta and Calgary Meals on Wheels) using the model of Community of Practice worked with a team of consultants to implement Lean principles in a nonprofit context. (**Nonprofit** – CCVO)
- Introducing Lean processing to the newly amalgamated Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area (BGCBIGS) is **streamlining processes to increase efficiency and workforce productivity, strengthen value-added components of service, and effectively manage revenue and expense budgets**. A holistic, incremental approach was used to train, coach, and assist the team through a series of small steps towards becoming a lean operation. Staff were involved in decision making, streamlining work/reducing workloads and improving the work environment. This approach minimized interruptions to day-to-day business and helped foster a lean thinking culture essential to sustaining the productivity gains. Improvements to organizational processes resulted in increased workplace productivity as demonstrated by a 65 per cent reduction in employee banked overtime and 21 per cent decrease in overall application processing time. (**Nonprofit** – BGCBIGS)



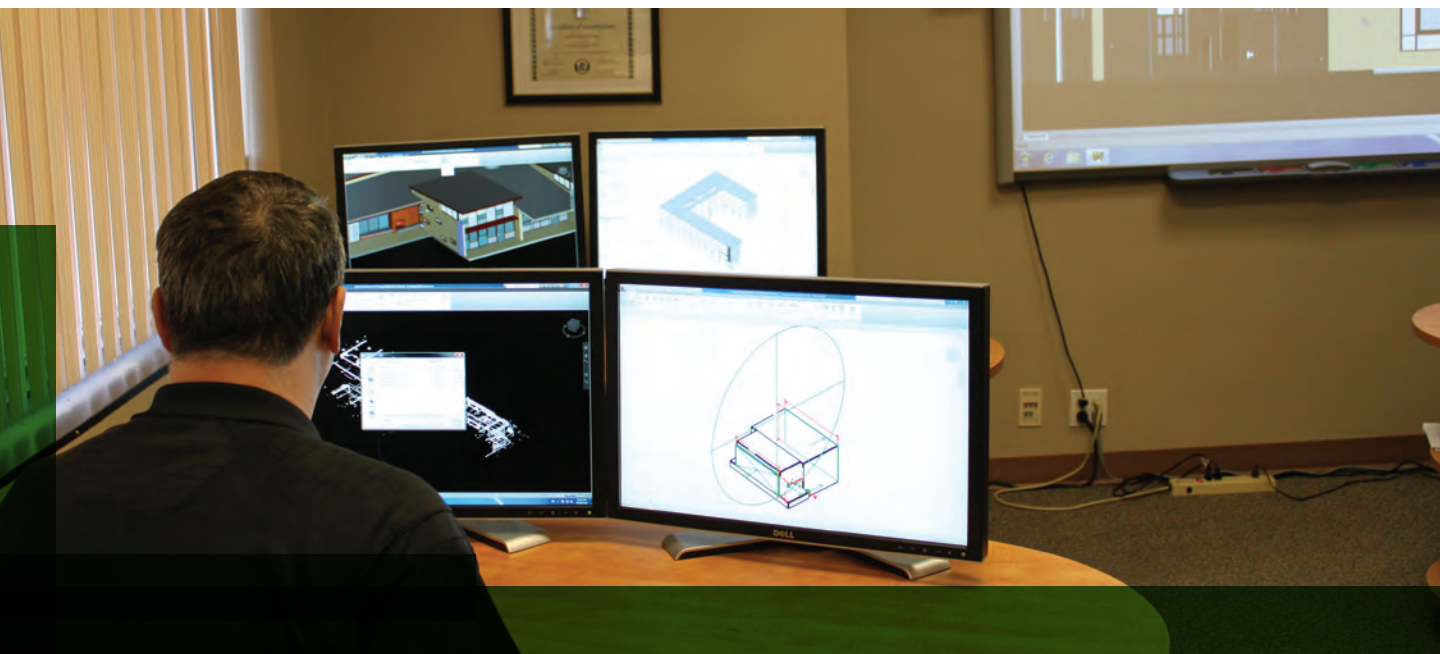
Enabling Technology Adoption

- Alberta Association of Colleges and Technical Institutes (AACTI) in partnership with manufacturing Small Medium Sized Enterprises (SMEs) undertook the *SuperDesigner Project* to **strengthen design processes as part of productivity improvements.**

Recent graduates from engineering or drafting and design programs were recruited to be interns with participating firms. The employing firm served as mentors to the interns by providing real life business problems to solve and the interns served as change agents to introduce and champion new design technology into the companies. One feature of this project was to ask interested applicants to submit a video application to demonstrate their creativity, rather than a traditional resume. The video-clip application was an excellent tool for participating employers to select the candidate that was the best fit for their organizational culture. (**Manufacturing** – AACTI)

Updates on Previous Activities

- To **skill up the construction industry with the use of technology, Building Information Modeling (BIM)** 101 training commenced at Edmonton Construction Association (ECA) in 2010 and has continued through 2012. This program serves industry by providing cutting edge training, enabling firms to gain a competitive edge and maintain pace with the ever increasing demand for technology in construction. BIM 101 provides contractors with improved visualization of a construction project through the use of a 3D virtual model, establishes a base of knowledge of BIM terminology and looks at the benefits of BIM implementation. To date a total of 77 classes and 477 participants from all sectors of industry have benefited from these classes. In March of 2012 ECA began advanced instruction of BIM 201. Fourteen classes of BIM 201 with an enrollment to date of 79 bring the total number to 556 participants since the inception of BIM at ECA. Both BIM 101 and 201 are recognized by the Canadian Construction Association (CCA) towards Gold Seal Certification. (**Construction** – ECA)





*The **Retain** theme relates to enhancing sector attractiveness so that workers – including mature workers, immigrants, Aboriginal Albertans and those who may experience difficulty maintaining employment – remain engaged in the sector.*

Common Challenges

Every sector is concerned about the aging workforce and the risks employers face in losing valuable organizational knowledge and experience due to the impending retirement of baby boomers. Sectors are also looking at ways to retain mature workers and trying innovative programming that supports transitioning into retirement or offering rewarding post-retirement careers.

Creative attraction and retention incentives as well as strong human resources practices are identified as ways to improve workplace attractiveness and retention.

Sectors acknowledge workplaces are more diverse with individuals working together of different cultural and generational backgrounds. Employees coming from different cultural groups and multi-generations working side-by-side have impacts on the workplace, since individuals come with different workplace values and expectations. This will require workplaces to respond to the different needs and expectations to create welcoming, respectful and inclusive workplaces.

New Activity Highlights

Engaging Older Workers

- One of the biggest pressures faced by the transportation sector is responding to and accommodating aging workforce health needs. The Alberta Motor Transport Association (AMTA) has **developed a course for employers to address the what, where, when, why and how to accommodate an aging population as well as mental and physical illness in the workforce.**

The course includes information on accommodation and the employers responsibilities in the matter, management and employee responsibilities in accommodation and situations where the duty to accommodate does not apply. The course also provides a section on setting accommodation policies and applying them in the hiring process. The course is primarily targeted to supervisors and managers, but is generic enough to be relevant to most in the transportation industry. The program is promoted through brochures, the AMTA's website and newsletter, and at in-person meetings. While developed specifically for the transportation industry, much of the material is applicable to other industries as well. (**Supply Chain Logistics** – AMTA)

Strengthening Human Resource Practices

- Employee attraction, retention, productivity and overall health and safety in the workplace are strongly linked together. Employee interviews conducted during health and safety audits have validated this relationship. The Alberta Hotel Safety Association (AHSA) **developed six health and safety seminars to increase the education level of employees and employers** within the hotel industry about their health and safety rights and responsibilities in the workplace.

Increasing education and awareness is the first step, before one can develop an effective health and safety management system to reduce workplace injury and illness at a specific worksite. An effective health and safety management system within a hotel will help prevent workplace injury and illness. An added benefit is improving employee morale and engagement, thus increasing employee retention and productivity. (**Tourism & Hospitality** – AHSA)

- The Modular Housing Association – Prairie Provinces (MHA) works with the Wood Manufacturing Council to develop training and human resource programs for the wood manufacturing industry. One of the products of this work is an **online Virtual HR Department to support Small Medium Sized Enterprises** in the wood manufacturing sector. The site contains tools, templates and guides that can be downloaded, customized and used on an ongoing basis by the individual company. There are six modules covering Recruitment and Selection, Employment Policies, Training and Development, Managing Performance and Reward and Recognition. Supporting good human resource practices is important for this industry, as many firms are small enterprises unable to support a dedicated Human Resources unit. Other objectives undertaken with this project included: to develop and enhance skills in international trade and to develop training programs to address gaps in essential skills. (**Manufacturing** – MHA)
- The Retail Council of Canada (RCC) partnered with an expert on retail recruitment, to develop and deliver a **webinar to teach employers how to leverage new media to attract employees.** The webinar provides insights and an approach to reviewing job posting data and recommendations to attract front-line employees into retail in Alberta, discusses best practices to attract and screen front line employees, and provides insights on ways to improve the overall effectiveness of Alberta recruitment programs. (**Retail** – RCC)

- The Petroleum Human Resources Council of Canada (Petroleum HR Council) developed the **online *Increasing the Talent Toolkit, a comprehensive set of human resource tools*** to help the oil and gas industry both attract and retain a skilled and diverse workforce. The tools are based on the Petroleum HR Council's Workforce Roadmap framework, which highlights attraction, retention and workforce development from the perspective of employees, employers and communities. The retention tools and resources assist employers with everything from welcoming a new employee, managing employee performance to promoting company involvement. The toolkit features resources to help companies onboard new employees, engage employees and support community involvement, implement training, manage a multi-generational workforce, manage employee performance, train and support supervisors and managers. (**Energy** – Petroleum HR Council)

Updates on Previous Activities

- Alberta Hotel and Lodging Associations' (AHLA) ***Housekeeping Edge customized workshop***, launched and piloted in 2010, teaches the National Occupational Standards (NOS) for Housekeeping Room Attendants to Management, Supervisors and Room Attendants. Prior to this, ongoing training for entry-level staff, especially with varying levels of workplace English was virtually non-existent.

AHLA has facilitated 17 workshops to approximately 285 participants including, management, supervisory and frontline staff. This ongoing program is now the template for developing the ***Making a Difference Program targeted to Front Desk Agents which teaches customer service skills, complaint handling, and other competencies in the NOS***. This in-person, interactive workshop will be designed to go on the road, making it of particular interest to smaller independent and rural operators. Highly trained staff improves employee engagement and is thought to help reduce the high staff turnover rate experienced by this sector. (**Tourism & Hospitality** – AHLA)



- Employers with good human resource practices can more effectively attract, retain and motivate employees to stay in the industry. The Alberta Hotel and Lodging Association's (AHLA) **Employer of Choice program** encourages properties to develop or **strengthen their human resource as an attraction/retention tool** by conducting an assessment of their practices against demonstrated industry best practices.

As the *Employer of Choice* program increased in popularity, the process of writing a customized report for each submission was not practical administratively. An automated report was recently implemented to provide the same information. Additional content enhancements provide visual graphs illustrating the employer's best practice areas and areas for improvement, as well as resources to help the property improve. The reports are now completed in half the time, providing timely reports to employers and allowing AHLA to redirect their time and resources to develop more tools for employers. (**Tourism & Hospitality** – AHLA)

- Implementation of health and safety best practices across the industry is an effective way to help improve health and safety performance and industry productivity. Enform Canada (Enform) conducted a **study to determine the level of adoption of existing health and safety best practices** and to gain a better understanding of the reasons why employers have not always chosen to adopt a specific best practice. Information gathered from the study was used to revise and improve the best practices documents, thereby facilitating better adoption of these practices within the sector. Another component of the project was to translate a selection of these best practices documents into a number of different languages to reflect the needs of the influx of foreign workers to the sector. (**Energy** – Enform)
- Edmonton Chamber of Voluntary Organizations' (ECVO) **Welcoming Workplace Pilot project** involved seven nonprofit employers in workshops, peer mentoring and one-on-one coaching to change HR policies and practices. The project helped move employers from being concerned about time and priorities to scheduling in time to implement their plans to make workplaces better, and viewing themselves as champions of change within their organizations. As a result of the successful pilot, the program is now continually offered by ECVO. (**Nonprofit** – ECVO)



CONCLUSION

Building and retaining a skilled workforce is a shared responsibility among industry, employers, labour, government and other stakeholder groups. Collaboration among the various parties is critical to ensure Alberta's competitive edge in the global economy. This second progress report highlights the many collaborative efforts of industry to address their specific workforce challenges and their willingness to work with each other on common issues and share practices.

Through this second industry progress report, sectors will be better informed and have a greater understanding when it is more effective and efficient to collaborate on existing and new initiatives. This will help eliminate fragmentation and duplication of initiatives within and across sectors, and provide opportunities to learn from each other.

Industry's strong leadership and commitment to addressing workforce challenges and willingness to work in partnership with government is a success worth celebrating.

The very dynamic nature of the global economy requires reassessment to respond to changes. Sectors moving forward will need to continually monitor and evaluate progress and make the necessary adjustments to strengthen the individual industry workforce strategies.

By acting collectively, government and Alberta's industry groups can build on the strengths of each other to develop a sustainable workforce that will meet Alberta's future needs.

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