Myths and Trajectories: Readiness in workforce transition

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Outline

Part I – Demographic Transition

Part II – Worker/Family Transition

Part III – Industrial Trajectories

Part IV – Understanding Opportunity
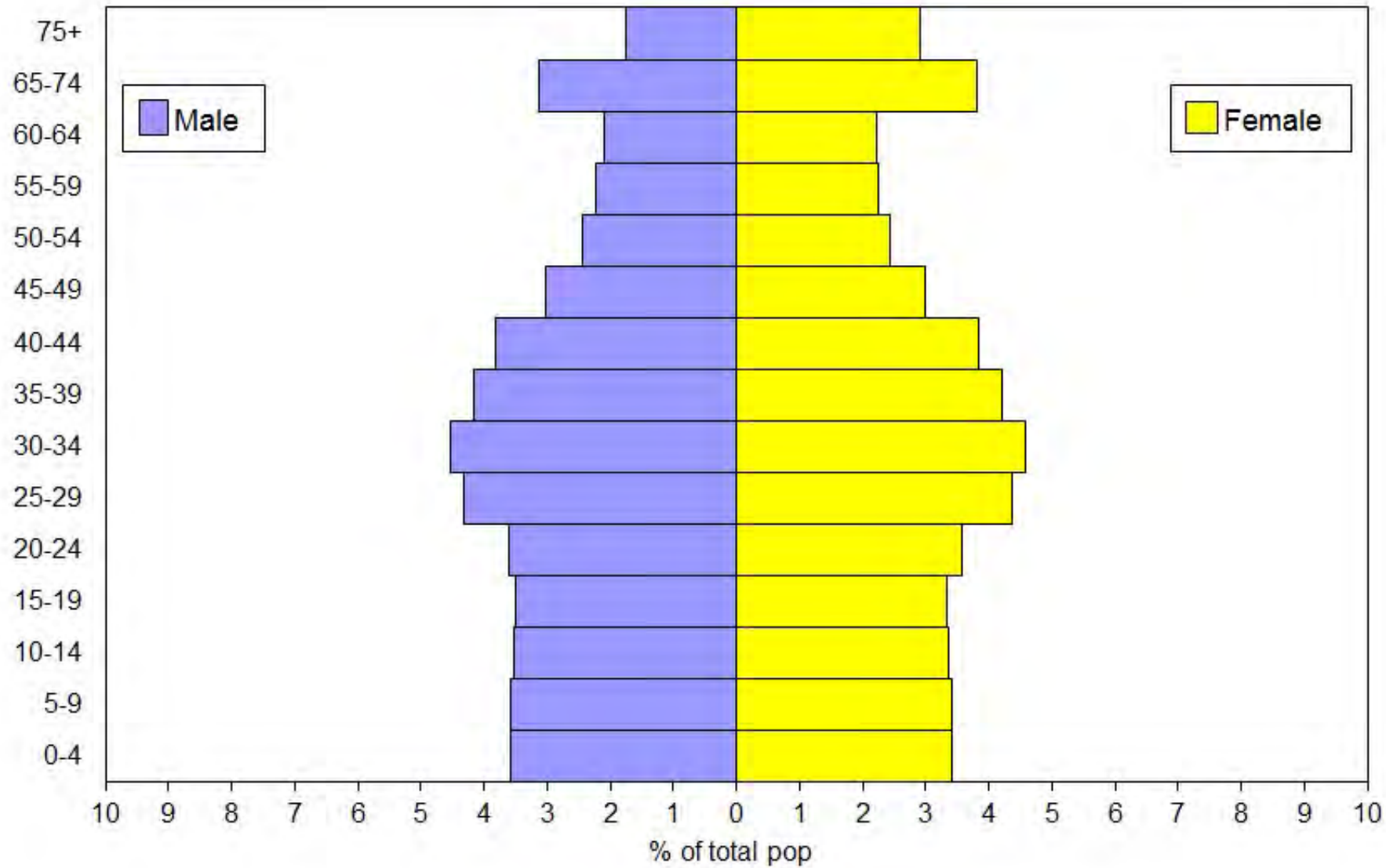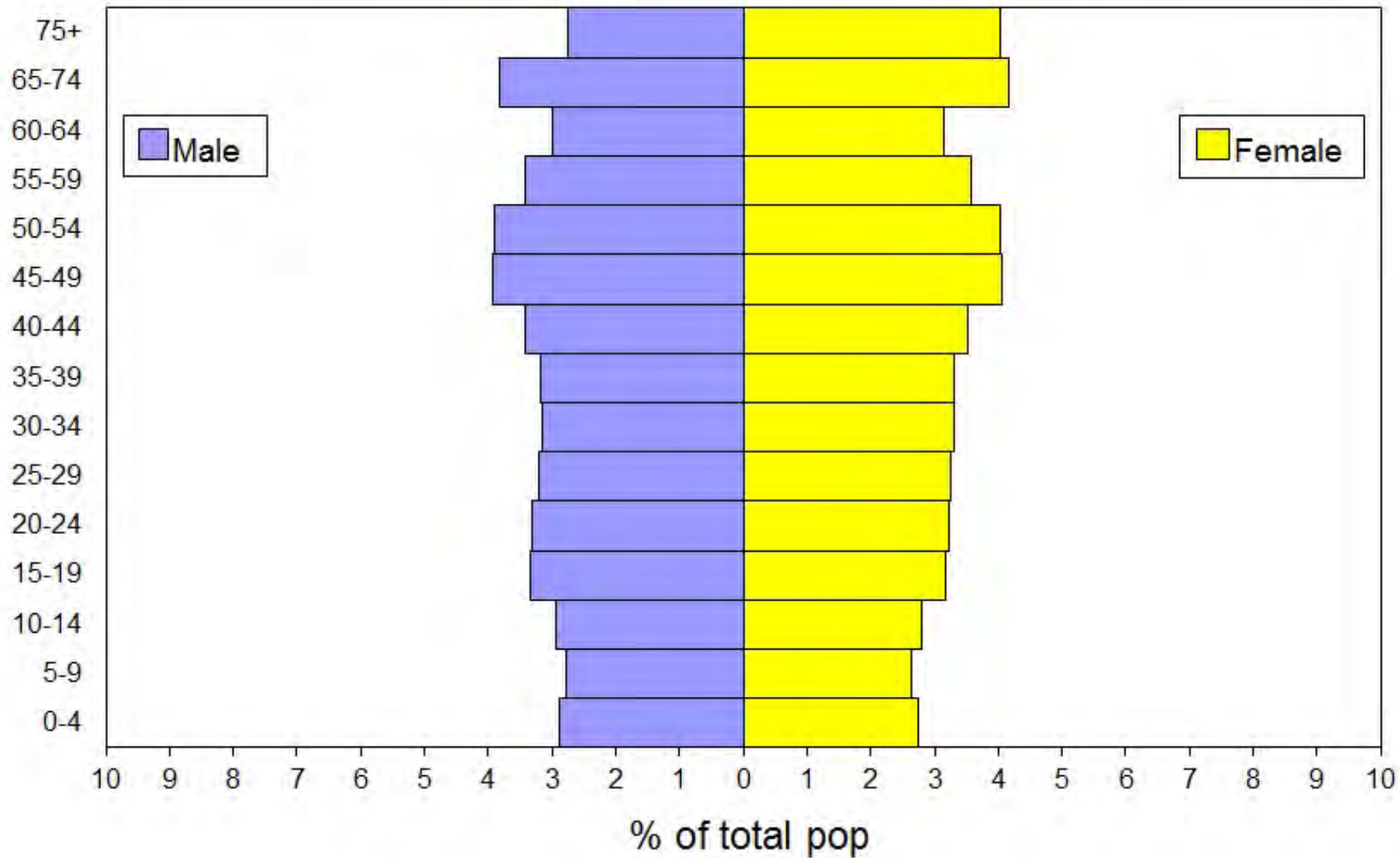
Take Home Messages

More Information

Part I

- Demographic Transitions
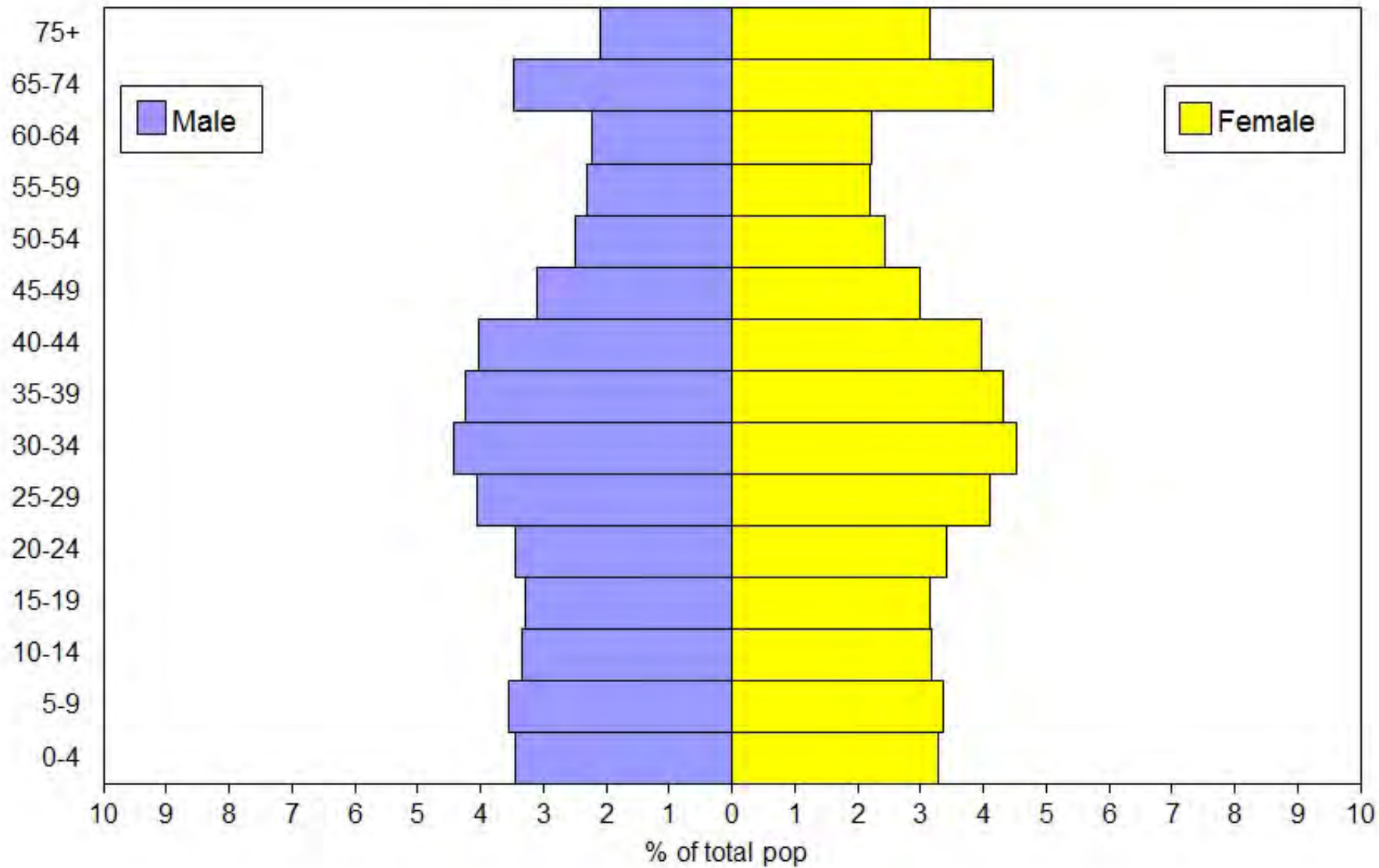- BC's Regions

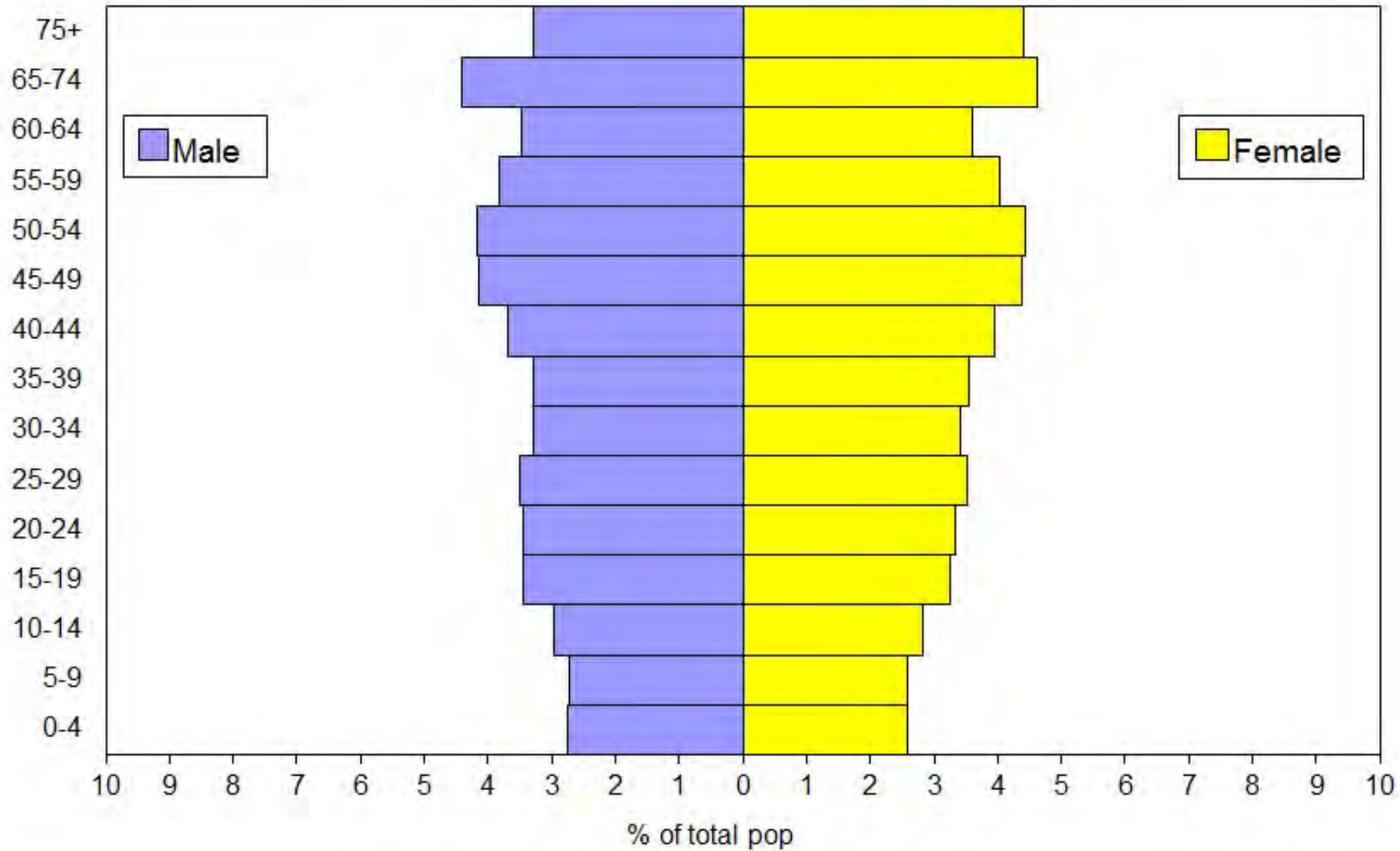# Demographic Transitions

Canada - 1991

% of total pop

Canada - 2011

British Columbia - 1991

British Columbia - 2011

Quesnel - 1981
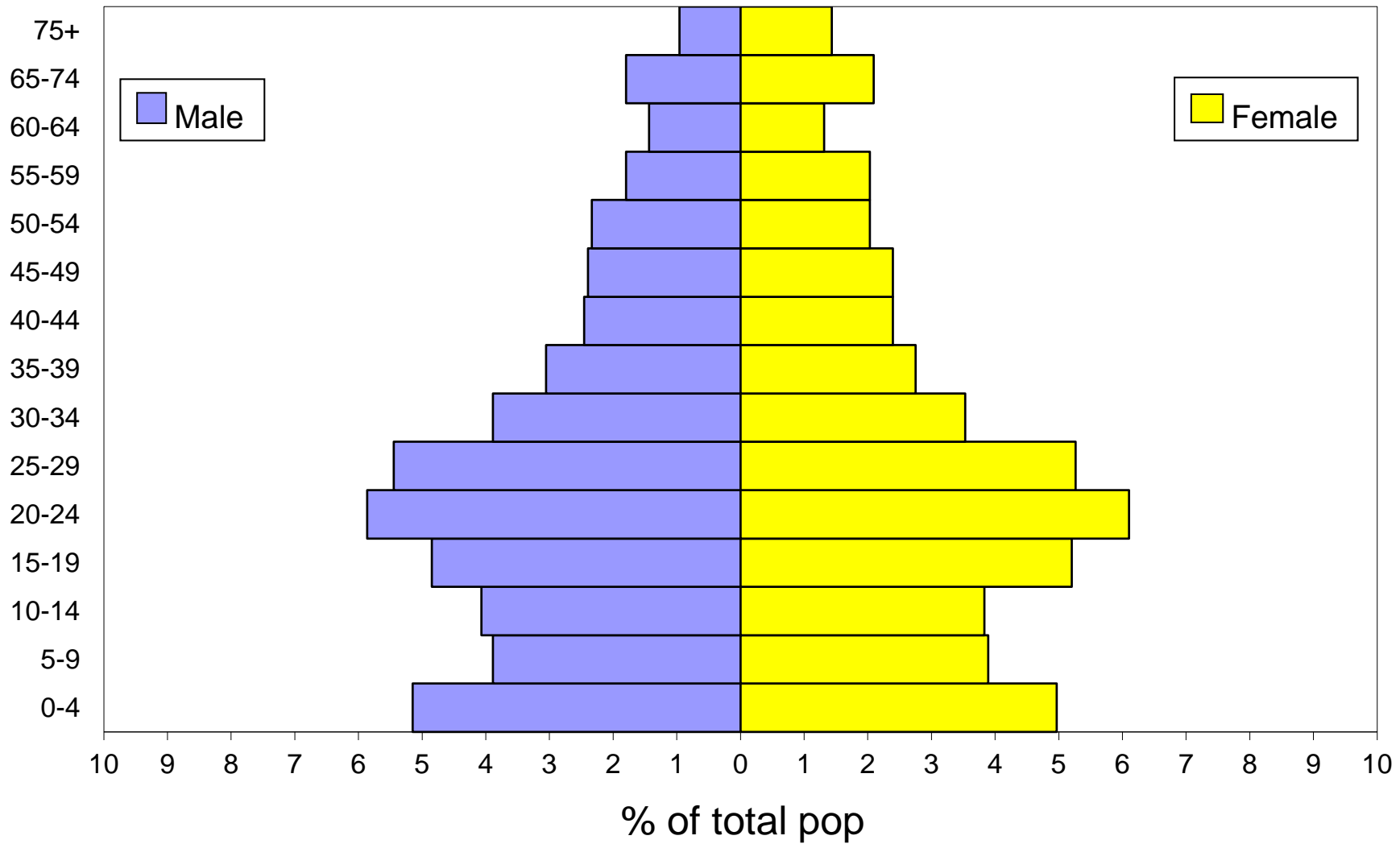
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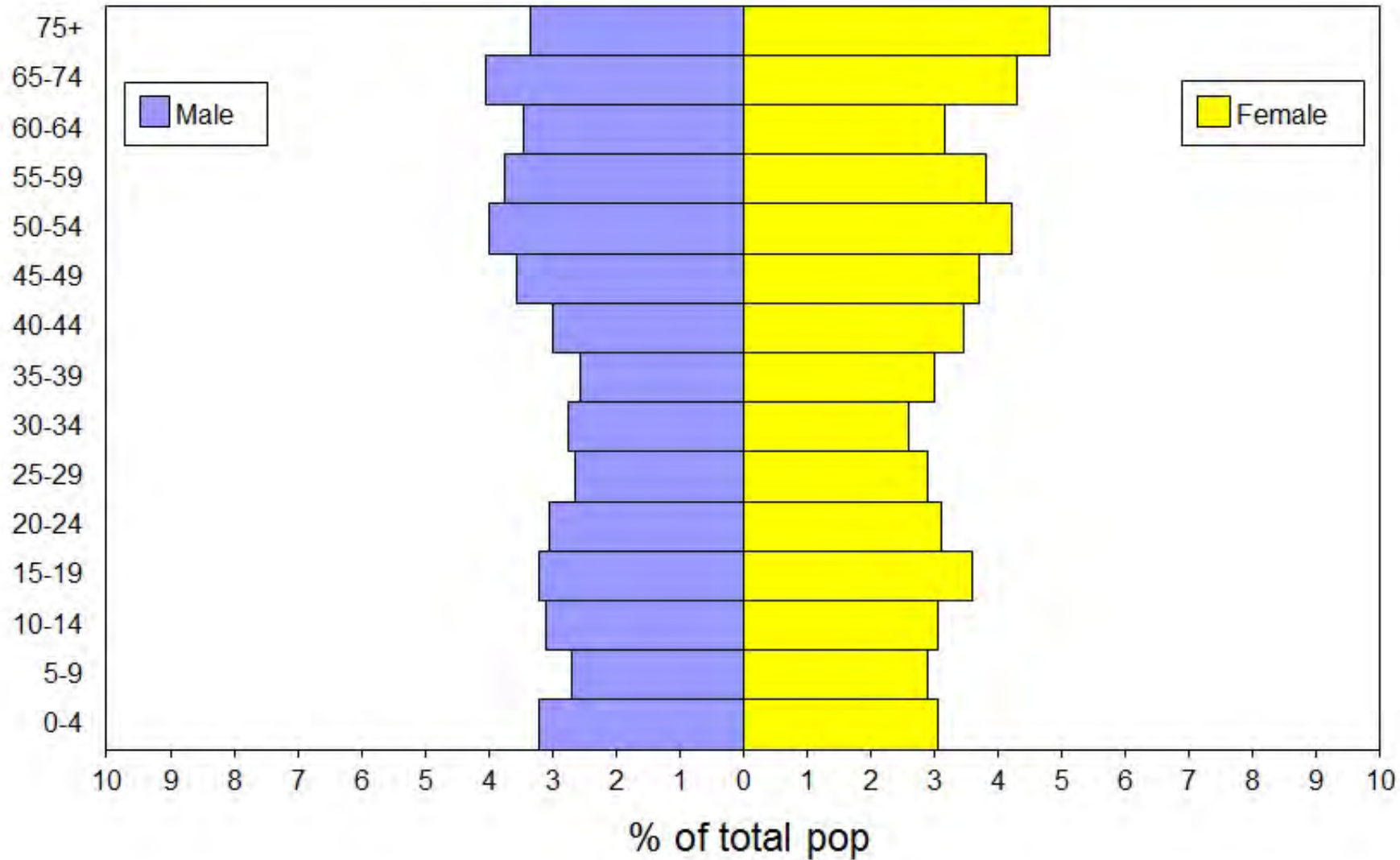
Prince George - 2011

% of total pop
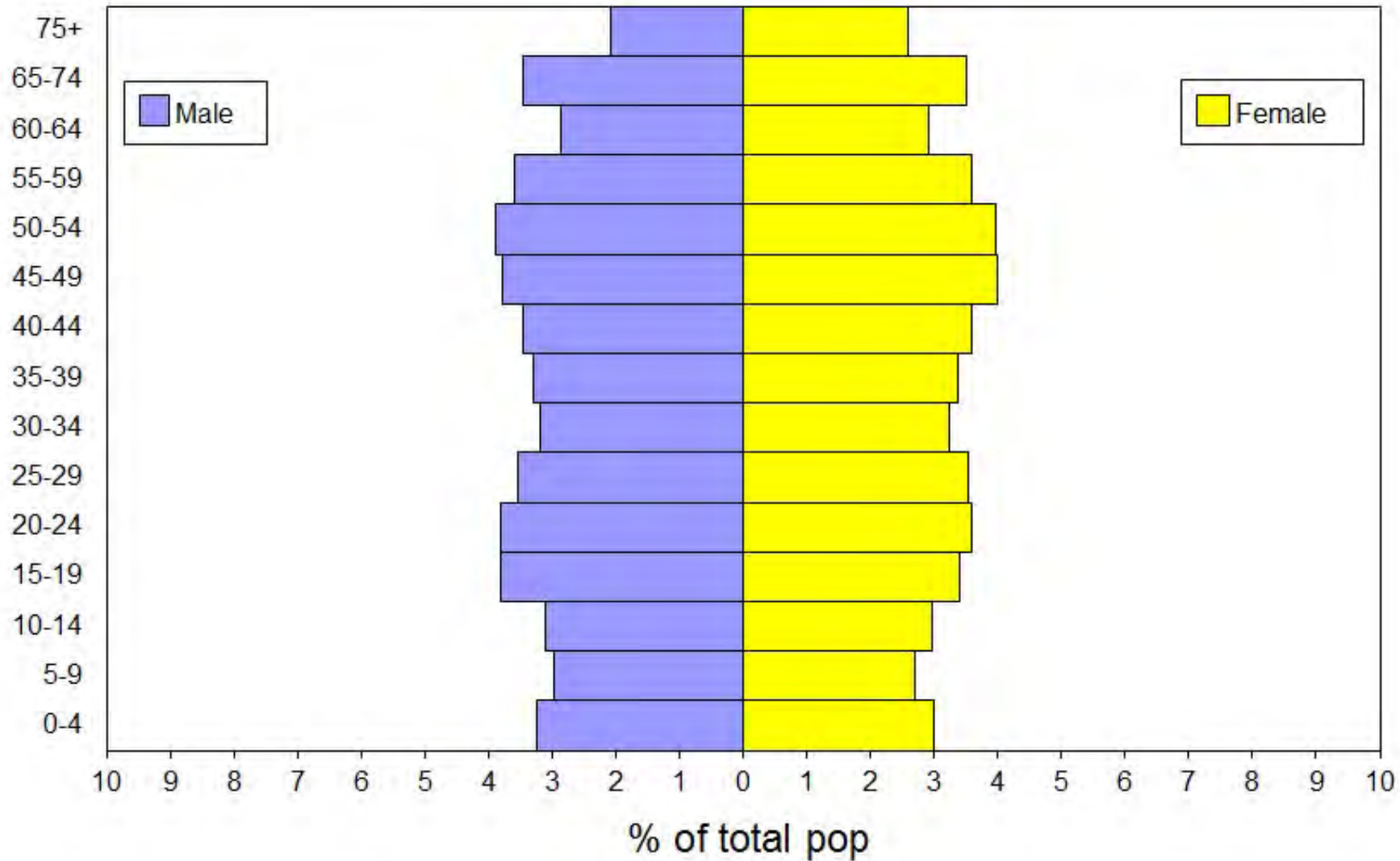
Demographic Transitions

- General population aging
  - Aging baby boom population
- Resource frontier aging
  - Considerable upcoming labour turnover
- Historic youth out-migration
  - Shortage of local replacement workers

- Increasing female labour force participation
  - Impacts household choices on where to live
- Increasing Aboriginal labour force size
  - Demographically "young"

BC's Regions

BC's Regions

- Post WWII to 1980
  - Extensive industrial resource development
  - Widespread growth
    - Investment in quality of life

- 1980s resource commodity recession
  - Focused on resource regions in the global economy
  - BC's non-metropolitan areas diverged into discrete development regions

- Pressures since:
  - International trade agreements
  - Trade globalization
  - Low cost production regions

- "We are not going back to the 1970s"

British Columbia
pop. change 1971-1981

Gain

No Change (+/- 0.4 %)

Loss

British Columbia
pop. change 1996 - 2001

Gain

No Change (+/- 0.4 %)
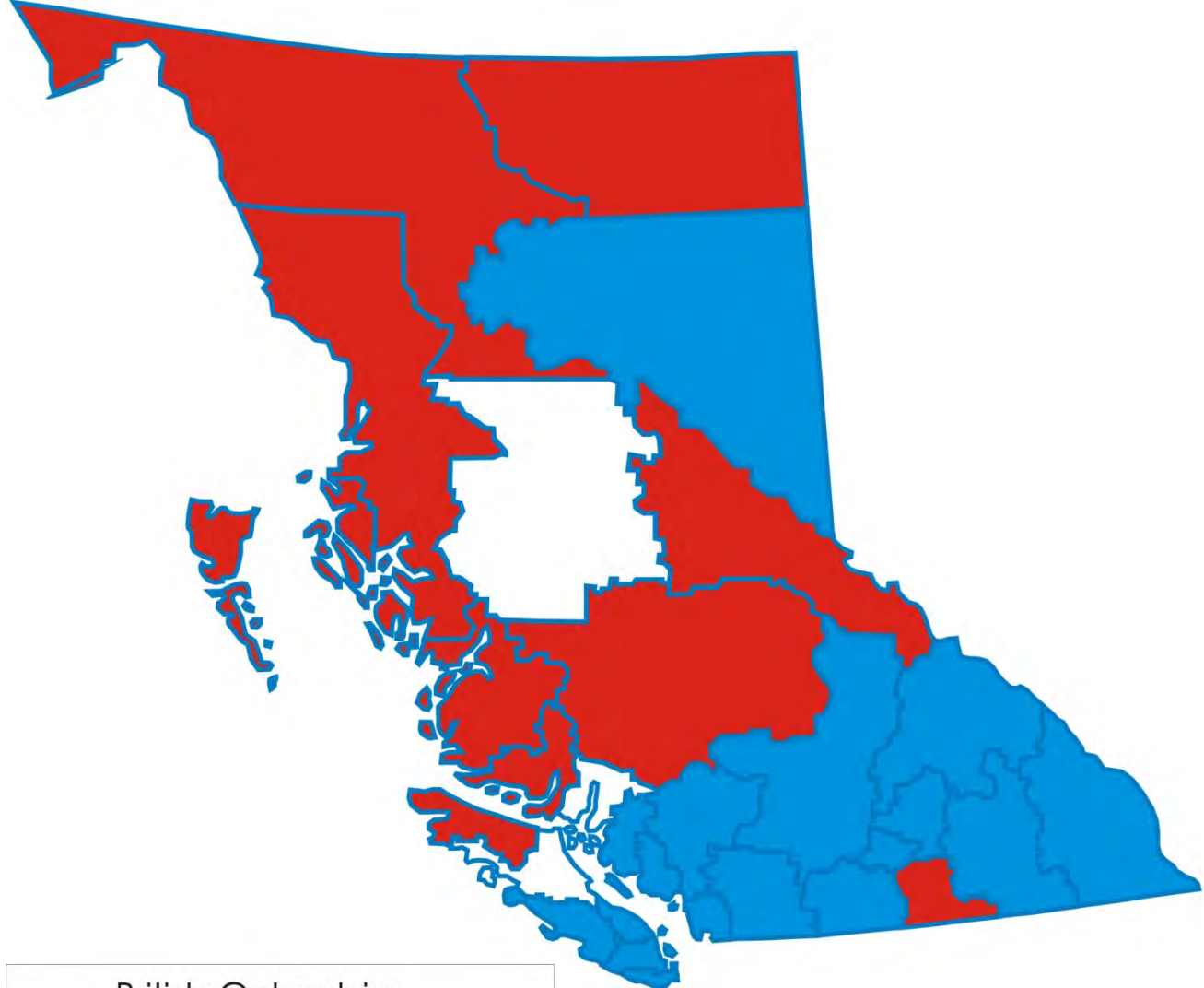
Loss

British Columbia
pop. change 2001- 2011

Gain

No Change (+/- 0.4 %)

Loss

Non-Metropolitan BC Today

- On the cusp of the most significant transformation of communities and economies since the 1950s

- Significant private sector investment
  - ~$70 billion in potential resource projects over next 10 years

- Challenge: to leverage investment to create the next 'long boom'

Part II

Part II

- Worker/Family Transition
- Immigration
- Next Generation Workforce

Worker/Family Transition I

- Changing "families" and expectations
- Higher skill sets, higher job/satisfaction expectations
- Dual income households
  - Dual professional households
- Educational expectations for children
- Services (especially health care) expectations
- Amenities and quality of life (21st Century models)

Worker/Family Transition II

- Supported rise of:
  - FIFO/DIDO employment
    - Worker travels, households stays in high amenity/service location
    - Mackenzie pulp/saw mills saw +10% DIDO a decade ago
- Turn FIFO to local advantage
  - Create PG as a home community
    - McBride
    - Cairns, Australia

Worker/Family Transition III

Attention to quality of:
- Jobs/on the job growth/satisfaction
- Employment diversity

Attention to accessibility and quality of:
- School / post-secondary education services
    - Significant K-12 course issues/graduation rates
- Community services
- Health care services
- Cultural and recreational amenities
- Transportation infrastructure

Immigration

Immigration I

- Historically new immigrants to a region were seeking:
  - Jobs (low skill, labouring - for male 'head')
  - Education opportunities for next generation (high school)
  - Community of interest

- Today, new immigrants to a region were seeking:
  - Jobs (high skill, professional - for all adults in family)
  - Education opportunities for next generation (post secondary)
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Immigration II

- Attention to immigrant reception services
  - Grow existing "communities" in PG
  - Focus efforts so as to quickly build new "communities"
- Targeted recruiting by attraction variables

Next Generation Workforce

Next Generation Workforce I

- More educated, more skilled
- Grew up in "information/Internet" age
- Smaller numerically than baby boom generation they will replace
  - They know there will be jobs …

- Want:
  - Sense of community and good place to raise family
  - Flexibility
  - Clean environment
  - Access to the natural environment
  - Appropriate education and health services
  - Range of cultural amenities
    - "creative economy" workers
  - Local connectivity
    - Make a difference/be involved
  - Global connectivity

Next Generation Workforce II

- Working in a diversified local economy
- Embedded in a global economy

- Will be a learning workforce and likely a mobile workforce
  - Experiences as much as pay cheques

- We are in a global competition for workers

Next Generation Workforce III

- Building toward a learning workforce
- Focus on:
  - Healthy mothers and babies
  - Pre-school years
  - Engaging K-12 students during after-school hours
  - Engage and integrate community programs and amenities, housing, transportation, communications, and technology
  - Youth employment strategy
    - Work experience; bridging to first jobs
    - Example: "Northern Opportunities" program in Peace River region

Part III

Part III

- Industrial Trajectories
- SME Opportunities

Industrial Trajectories I

- Understand recent HR histories and take lessons learned
- Oil and Gas sector:
  - Growing
  - Very competitive
  - Intense attention to training, safety, job culture
  - Very professional industry HR associations
    - Planning for HR needs
    - Understanding HR pool
    - Skills matching / skills projections

SME Opportunities I

- Harness to potential of the best educated workforce in history
  - Innovation and creativity is the norm for SME survival
- Connect with experience via mentoring programs with "too young to retire" baby boomers
  - Job succession planning/business succession planning
- Benefits packages
  - Learn from industry leaders (equity, profit share)

SME Opportunities II

- Stop fearing worker mobility
    - Always happened, always will (may even accelerate)
- Collaborate with local/regional competitors for labour to <u>grow</u> the pool
    - Grow the training base to continuously renew
    - If you cannot provide competitive wages/benefits with "oil patch" need to out compete with job quality

Part IV

Part IV

- Understanding Opportunity in Proposed Major Projects

Major Project Development: Three Phases

- Construction
  - Next 8 years

- Operations
  - 5-30 years

- Next generation workforce
  - 30+ years

Construction Phase I

- Time of highest investment
- Relationship building: industry and community

- Large number of jobs, majority are short-term
- Jobs are highly specialized, many go to global work crews, rotate through tasks
- Few jobs for unskilled workers
- Camps: large contractors, small contractors

Construction Phase II

- Opportunities to:
    - Lever sunk investments into community infrastructure
    - Introduce "visiting" workers to community & region
    - Re-tool local labour force with new skills
        - Transferable skills
        - Update training resources
    - Attract new skilled labour force

Operations Phase I

- Industry job opportunities
  - Smaller number of jobs, most are permanent and long-term
  - Jobs are technical, specialized, managerial
  - Indirect jobs: supply and service

- Community job opportunities
  - Business, professional, retail, public, non-profit

- Have the time to educate local people
- Communities diversify and stabilize
  - Healthy community. Healthy services.

Operations Phase II

- Opportunities to:
  - Attract the new permanent and long-term workers
  - Attract more technical, specialized, managerial, supply and service sectors and workers
  - Use job growth to attract young households
  - Develop workforce transition tools
    - Training
    - Mentoring

Take Home Message

Take Home Message I

- Community Sustainability
    - Industry can bring jobs; communities must retain workers
    - Need attention to quality-of-life and community attractiveness (people and business)

- Social Sustainability
    - At a generational transition
        - Next generation workforce
    - Next wave immigration
        - Multi-cultural support

Take Home Message II

- Quality of jobs that we create
  - To attract increasingly mobile workers
- Quality of place we create
  - To attract worker families and avoid FIFO

- Skills matching
  - Connection with job preparation tools (education/training)
  - Projections (across sectors & business sizes)

- Will take community wide collaboration
  - These are investments not expenses
  - Need for long term planning
  - Difference between tactical and strategic thinking

Take Home Message III

- Changing community identity
  - External and internal perceptions

- "BC's Northern Capital"
  - 20 year old branding, but many still see PG as industrial rather than service hub
  - Growth areas in technical & specialized services

More Information?

20 Chapters

Authors from 8 OECD countries

2010

UBC Press

2012

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

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- _NEW BOOK - "Investing in Place"_
- _NEW - NEV2 Final Report_
- _Partners in Community Development: Board Voice_
- _Spring 2013 - Speakers Series - Housing in a Changing Community: Opportunity for Innovation_

The Community Development Institute at UNBC is interested in two fundamental issues for communities in northern BC: community capacity and community development. By undertaking research, sharing information, and supporting education outreach, the Institute is becoming a vital partner to communities interested in making informed decisions about their own futures.

The institute emphasizes the importance of capacity-building, collaboration, learning, and complementarity between UNBC research centres. Research that is undertaken balances academic credibility with practical relevance. Beyond research, the Institute is involved in outreach activities and serves as a conduit to expand and enhance local educational opportunities related to community development.

Major: _Public Administration and Community Development_

Network: _National Network for Urban Aboriginal Economic Development_

Conferences and Workshops Hosted by the CDI

The Community Development Institute University of Northern British Columbia

For further information please visit our website at:
www.unbc.ca/community-development-institute

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