

The background of the slide is a silhouette of a construction site at dusk or dawn. Several construction workers are visible, working on a structure. A large crane is prominent in the center, and various steel beams and scaffolding are scattered throughout the scene. The sky is a warm, hazy orange color.

Construction Owners Association of Alberta Best Practices Conference XIX May 17 & 18, 2011



Workforce Development

Stephen Kushner

Co-Chair, Workforce Development
Committee

President

Merit Contractors Association





Workforce Development Committee

Mission Statement

The construction industry has access to a workforce with

- **The right skills**
- **In the right mix**
- **At the right time**
- **In the right numbers**



COAA Best Practices Work Force Development

- Provide an overview of current Work Force Development Committee/Sub Committee activities
- Review highlights from COAA paper on Work Force issues
- Identify potential new Sub Committees - focus for upcoming year



Current Activities

➤ **Workforce Forecasting:**

- Herb Holmes will provide full update on this year's forecast.

➤ **Supervisory Training and Qualifications:**

- Focus on the new Industrial Crew Supervisor Designation and promotion efforts with the “Fuel Your Career” web site.
- Today's workshop includes:
 - Changes to ICCS designation
 - CSC updates on supervision
 - DON'T TAKE YES FOR AN ANSWER -tips for bridging a language gap

➤ **Respect in the Workplace:**

- Work revising the tool kit.
- The Best Practice session today will focus on the new roll-out of the tool kit.
- Continued focus on training sessions so that more firms are able to ensure their work sites are more respectful.
- Future focus is to encourage Owners, through the pre-qualification process, to ask contractors how they are ensuring they are creating a “Worksite Culture of Respect”!



- **Opportunities for Women in Construction**
 - New employer guide and training component has been developed and is now available.
 - Workshop will feature the guide and it will soon be finalized based on feedback at the workshops.
 - The final version of the Guide will be released in September.





➤ **Absenteeism**

- Phase 1 completed in 2009.
- Phase 2 questionnaire significantly improved, but project has stalled due to owner and contractor support
- Without more data collection sites the study is in jeopardy. Still opportunities to volunteer (contact Roland Labossiere @ Suncor
- In the mean time, U of A is providing the database complete with User Manual
 - **July 14 computer workshop on the Absenteeism Tracking Tool**



COAA Paper on Workforce Challenges

- Canadian shortfall of 160,000 construction workers between 2011-2019.
- Up to 40,000 worker shortfall for Alberta.
- Up to 20,000 shortfall for large Oil Sands Projects.
- There are no quick fix solutions and focus of efforts to meet needs involve all stakeholders including:
 - Provincial and Federal Government
 - Owners
 - Contractors
 - Labour Providers



COAA Paper on Workforce Challenges Recommendations in three Areas

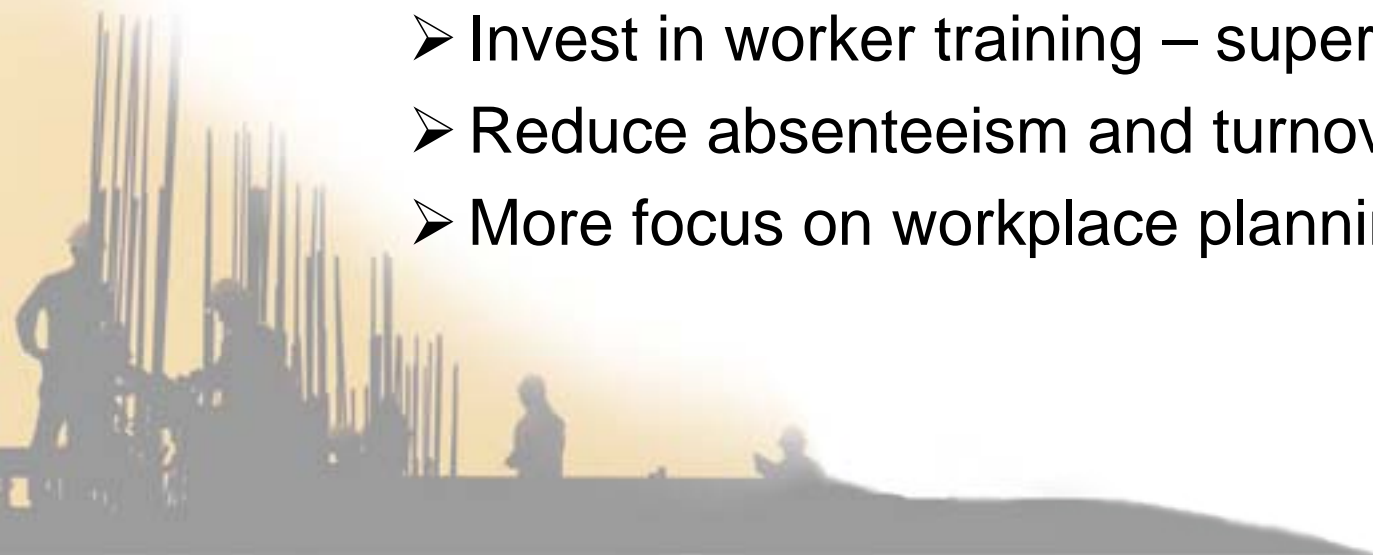
(1) Develop Long Term Vision and Monitor Progress:

- Develop a consensus vision both qualitative and quantitative and update annually.
- Monitor key indicators.
- Improve forecasting.
- Alberta Government to support apprenticeship system growth in seats and facilities.
- Government of Canada to address permanent worker shift via immigration point system.

COAA Paper on Workforce Challenges

(2) Improve Productivity of Existing Workforce:

- Best Practices to improve planning, information flow, fabrication and commissioning of modules.
- Reduce barriers to interprovincial transportation of modules.
- More effective use of apprentices.
- Invest in worker training – supervisor skills.
- Reduce absenteeism and turnover.
- More focus on workplace planning.



COAA Paper on Workforce Challenges

(3) Improve Interprovincial and International Access to Workers:

- Strategies to increase interprovincial movement of skilled workers.
- Improve Temporary Foreign Worker (TFW) program re: expedited Labour Market Opinions, TFW mobility (re: sites, employers, construction and maintenance).
- Multi employer, multi site co-ordination required to maximize foreign worker potential.
- Focus on opportunity with US Gulf Coast and potential availability of workers during slower periods of activities.

Three new Sub-Committees

Immigration Challenges (1):

- Temporary Foreign Workers
- Permanent
- Competing internationally for workers
- Credential recognition challenges
- Citizenship issues
- Mobility once in Canada

- **Goals:**
 - Develop a paper examining challenges/solutions
 - Develop a call-to-action program

New Committee – Need Volunteers!



Skill Development (2):

- Do we need new models in time of skill shortages?
- How can we fast-track apprentice development?
- How can we enhance journeyman skills?
- Are we responding appropriately to technology change?
- Are we focusing on training the right skills we need?
- Are we fully utilizing our retirees?
- Are we positioned to attract the young workers we will need?

New Committee – Need Volunteers!



Attraction / Retention (3):

- How can we reduce turnover?
- Can we develop new guide posts – Best Practices?
- How can we meet expectations of a younger workforce?
- How do we help make Ft. McMurray an attractive destination for young families?
- What does the construction Industry need to do to improve its retention?

New Committee – Need Volunteers!





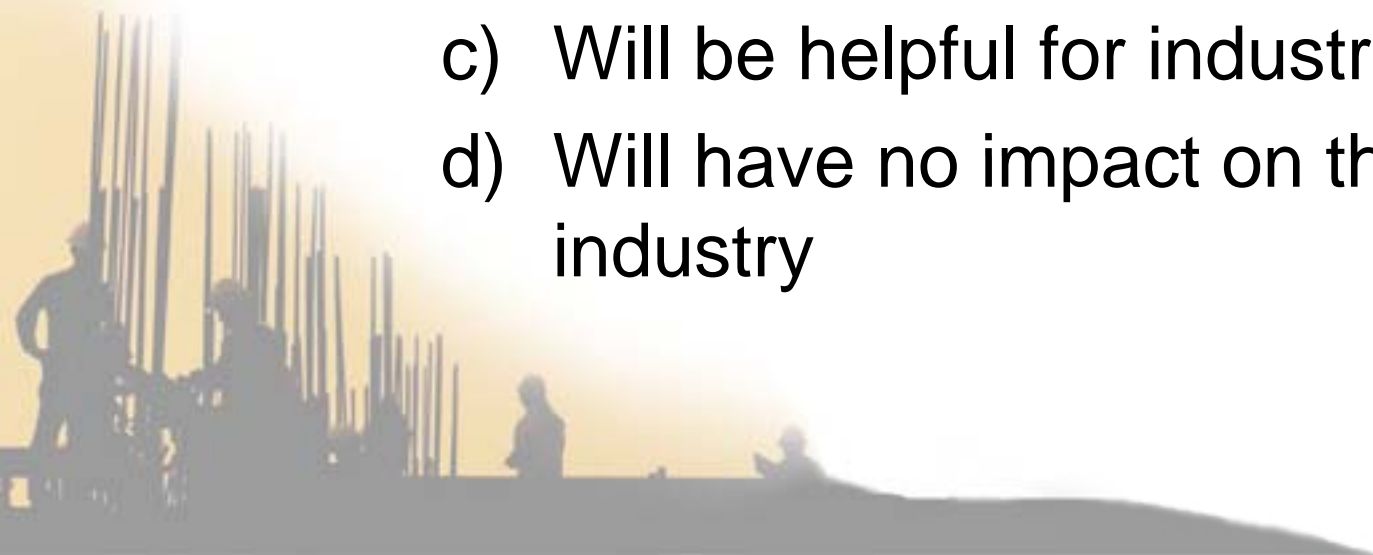
Voting Button Questions



1. **What is your position on immigration as a potential complement to other recruitment strategies to man our future industrial projects?**
 - a) Support both permanent immigration and temporary foreign worker recruitment
 - b) Support only temporary foreign worker recruitment
 - c) Support only permanent immigration recruitment
 - d) Do not support immigration

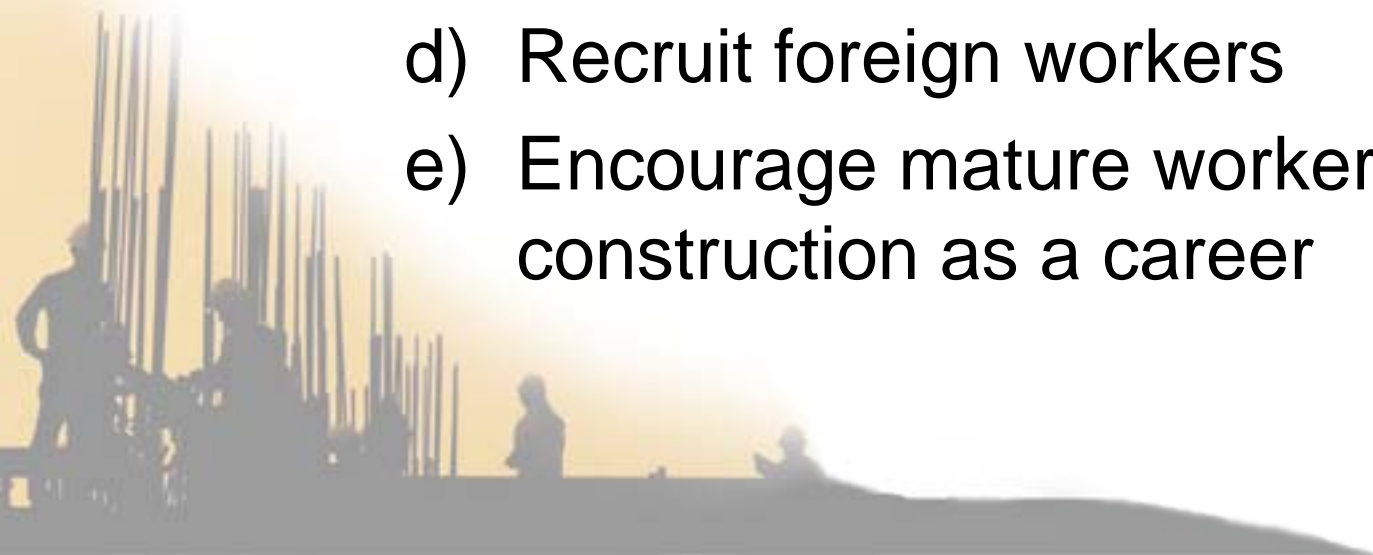
2. The recent changes to apprenticeship ratios where two apprentices can work for each journeyman:

- a) Will be helpful for the entire construction industry
- b) Will be primarily helpful for commercial and/or residential construction
- c) Will be helpful for industrial projects
- d) Will have no impact on the construction industry



3. The biggest impact to lessen future manpower shortages will occur through effective strategies to:

- a) Reduce absenteeism
- b) Recruit young people to the industry
- c) Recruit workers from other regions in Canada
- d) Recruit foreign workers
- e) Encourage mature workers to consider construction as a career



4. To encourage more diversity training I support:

- a) The requirement of diversity training in contractual arrangements
- b) Assessing contractor effectiveness in creating respectful workplaces through the pre-qualification processes
- c) Purchasers leading by example in their workplace and communities
- d) Industry developing initiatives and implement diversity solutions on a voluntary basis