



Final

**BRITISH COLUMBIA COASTAL FOREST INDUSTRY
HUMAN RESOURCE STRATEGY**

Prepared For:

British Columbia Coastal Forest Industry
Labour Market Partnership Project Steering Group

March 31, 2014



Funding is provided through the Canada-British Columbia Labour Market Development Agreement

Acknowledgments

The working group would like to acknowledge the input and feedback from coastal forest industry stakeholders who contributed their time and expertise to the development of this strategy. Their enthusiasm and support for the initiative clearly demonstrates the importance of developing a skilled and qualified workforce to sustain the industry for generations to come.

In particular, I wish to acknowledge the tireless efforts of two industry leaders who have been involved in this development process from the beginning. We could not have reached this point in the project without the guidance of Jan Marston of TimberWest and Lisa Perrault of Western Forest Products. Their understanding of the human resource challenges facing the industry and their desire for positive long-term change have given the initiative a real sense of purpose and anticipation.

Lastly, I wish to recognize the work of the consultants involved in the project, including Patrick McDonough, (LMI Insight), Kerry Jothen (Human Capital Strategies) and Patrick Marshall (Capital EDC Economic Development Company and Chair of the Coastal Forest Industry Workforce Initiative). They have diligently kept the project on track and produced both the research report and human resource strategy with which the industry may now move forward.

Dwight Yochim
Truck Loggers Association
Coastal Forest Industry Strategy Working Group

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Executive Summary

The Coastal Forest Workforce Initiative (CFIWI) was launched in fall 2012 to develop a human resource strategy to help address critical skill shortages and to meet the industry's long term human resource requirements. Sponsored by the Truck Loggers Association and supported by the Canada-BC Labour Market Development Agreement, the research phase of the project was completed in fall 2013 and included the development of occupational projections through 2022. Based on employment growth and replacement requirements, 4,650 jobs openings are projected in coastal forestry and logging operations over the 10-year horizon¹.

The second phase of the CFIWI involved consultations with coastal industry stakeholders to identify strategies and actions to meet future employment demand and to develop an industry-wide workforce strategy. The Logging Industry Training Working Group was established in late 2013 to identify occupational development strategies, followed by input, feedback and validation from coastal industry stakeholders in spring 2014 on these and related industry development strategies. While this document focuses on the coastal forest region, it was developed with participation and contributions from across the BC forest industry.

Implementation of the coastal forest industry human resource strategy is planned for spring 2014, and includes a proposal to establish an industry body to lead and coordinate the strategy for the long term. The Truck Loggers Association and other industry representatives are now in the process of developing a business case requesting industry support to establish this leadership body. Leadership and support from among the coastal industry's major licensees is considered essential to the strategy's success and in meeting the industry's vision of a safe, vibrant and sustainable forest industry.

¹ Labour Market Partnership Steering Group (sponsored by Truck Loggers Association), *BC Coastal Forest Industry: Labour Market & Training Needs Analysis*, LMI Insight and R.A. Malatest & Associates, 2013.



For more than a decade, the BC forest industry has experienced unparalleled change and economic uncertainty that has contributed to a significant number of plant and mill closures across BC, and the loss of 32,000 jobs since 2001. While this crisis was real and substantive, many industry leaders remain optimistic about the future of the forest industry, pointing to a sustained recovery.

In addition to a gradual upturn in the U.S. housing market, coupled with moderate forest product price improvements, significant progress has been made in diversifying into new markets, particularly China and other Asian economies. China is now the second largest market for BC's wood product exports with significant opportunities for future growth. New value-added products, such as those derived from biomass, are also opening up new markets for BC producers and manufacturers.

As the industry continues to recover and strengthen, there is growing concern amongst employers that the emerging growth cycle will be compromised due to a severe shortage of educated and skilled labour. The current workforce is among the oldest within the provincial economy, with many younger workers having departed the industry for other opportunities during the economic downturn. Retirement rates are accelerating across all occupations, and employers can no longer depend on older workers to meet ongoing requirements.

Today fewer youth are considering employment in forestry occupations, in part due to negative public perceptions of the industry and better employment prospects in competing industries. Throughout the resource sector, demand for similarly skilled workers is intensifying, particularly in rural communities where most economic and employment growth will occur. The critical factor of the industry's continued success will be its ability to effectively recruit and retain a robust and competitive pool of

skilled labour to service all aspects of forestry operations.

In the absence of targeted and sustained efforts to re-build the industry workforce, skill shortages are expected to persist in the near and medium terms. Industry leadership is urgently needed to support the overall expansion of the employed and contracted workforce, with a commitment to helping fund new training and development programs that will promote long term sustainability for the industry and prosperity for coastal forest communities.

Coastal Forest Industry Workforce Initiative

Led by the Truck Loggers Association, industry representatives launched the *Coastal Forest Industry Workforce Initiative* (CFIWI) in fall 2012. The goals of the CFIWI were to:

1. *identify existing and anticipated labour market requirements in the coastal forest industry through 2022;*
2. *develop a human resource strategy to ensure a sustainable supply of skilled and qualified workers to meet future requirements; and*
3. *with industry partners, implement strategies and actions to recruit and develop the future industry workforce.*

This human resource strategy represents the completion of phase 2 of the CFIWI. It is the culmination of labour market research completed in fall 2013, followed by consultations with stakeholders to identify strategies and actions to address human resource challenges facing the industry.

Many of the strategies presented in this document were identified by representatives of the Logging Industry Training Working Group (LITWG) in 2013/14, and through direct



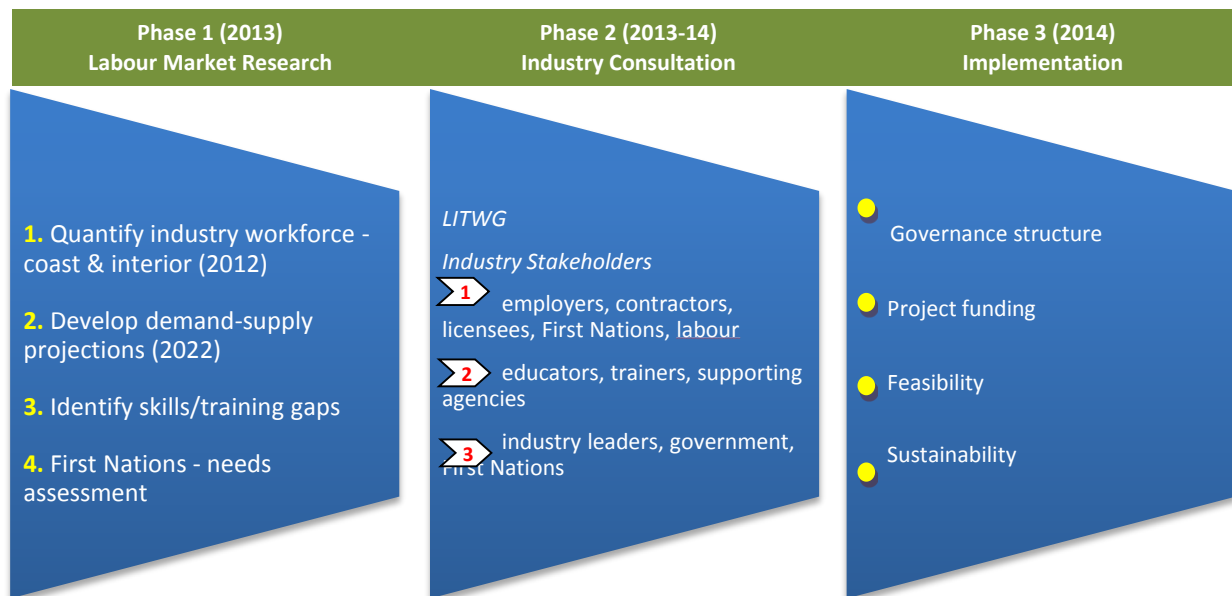
consultations with employers, contractors, licensees, trainers and educators, Aboriginal and government stakeholders in March 2014. The results represent the collective recommendations of the coastal forest industry with input from partner education providers.

Implementation of the strategy is scheduled to begin April, 2014. This will involve approaching coastal industry leaders with a proposal to

support and fund the establishment of a governance body to manage the implementation of the strategy for the long term.

The *Coastal Forestry Industry Workforce Initiative* (CFIWI) is supported through the Canada-BC Labour Market Development Agreement.

Coastal Forestry Industry Workforce Initiative





Phase 1 >> Labour Market & Training Needs Analysis

This study was prepared for the CFIWI Labour Market Partnership Committee, sponsored by the Truck Loggers Association. The aim of the project was to complete a report that quantifies and defines the 2012 forest industry workforce, and provides a detailed forecast of labour market demand in priority occupations over the next five (2017) and 10 years (2022). It is one of the most comprehensive labour market studies undertaken by the coastal forest industry in several years.

The results and findings from this study provide a comprehensive look at the current and forecasted needs of the BC forest industry and the broader sector through 2022. Information contained in this report may be used for human resource planning, development of education and training programs to strengthen the existing and future workforce, and to establish a framework for continuous improvement in forest management and workforce development.

Primary research activities undertaken for this study included a survey of employers, contractors and Aboriginal organizations operating within the BC forest industry, as well as consultations with suppliers of forestry equipment and services and representatives of the BC government with responsibility for forest management.

Secondary research data was provided through Statistics Canada, Natural Resources Canada, BC Ministry of Forests, Lands & Natural Resource Operations, as well as provincial economic forecast data from the Ministry of Finance. A review of recent labour market studies involving the BC forestry industry was conducted, as was an examination of post secondary education

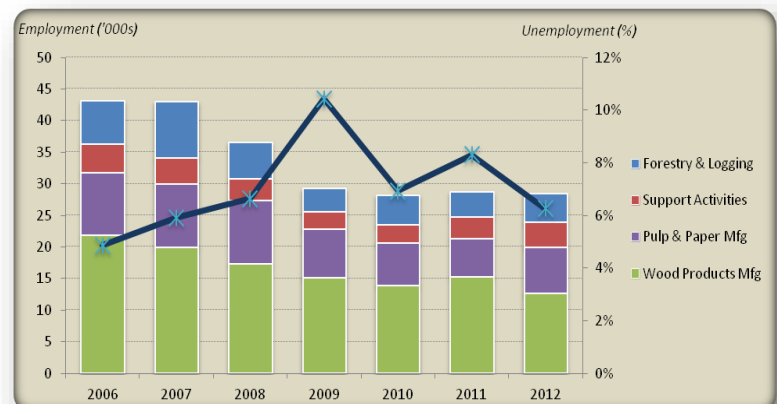
and training outcomes from programs in support of the BC forest industry. Scope of the research extended beyond the traditional definition of the “forest industry”, encompassing all operational phases including forestry, logging, road building, wood products transportation and manufacturing. Primary research did not include wood products manufacturers as this segment of the forest industry was the subject of a previous labour market study in 2012.

Results from both primary and secondary research activities are analyzed by development region and aggregated by the Coast and Interior forest regions. The following highlights the results of the research phase, focusing on industry workforce estimates and occupational projections through 2022. This summary has been modified to focus on coastal forestry and logging operations, while highlighting priority occupations that are facing skill shortages now or anticipated in the near term.

Coastal Industry Workforce Estimate (2006-12)

Coastal forest employers and contractors, including manufacturers of solid wood products, employed an estimated 28,466

Employment & Unemployment Estimate (2006-12)





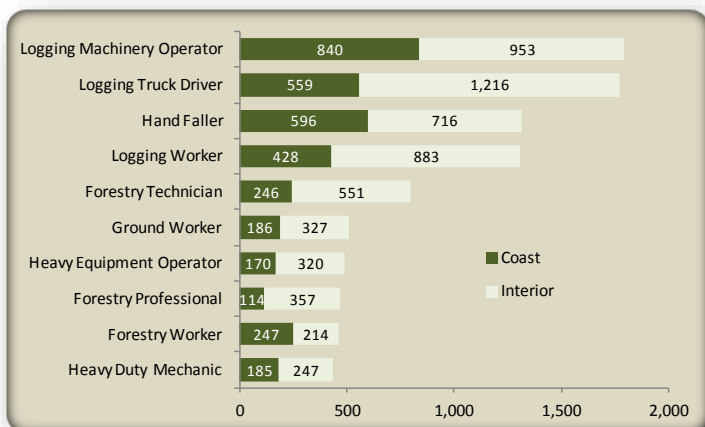
workers in 2012, roughly half of the BC forest industry.

According to Labour Force Survey data, manufacturers of primary and secondary wood products accounted for the largest share of industry workers (49%) in 2012, followed by paper manufacturers (23%), forestry & logging (16%) and support activities for forestry (12%).

In addition, it was estimated that 830 logging truck drivers and 1,500 logging road builders were also operating in the coastal forest region in 2012. Workers in these segments of the industry are aggregated in classifications outside of the traditional forest industry definition (i.e., transportation and engineering construction, respectively). Non-wage spending by forest industry companies is also estimated to generate an additional 23% of *indirect* employment in BC's forest communities.

Projected Job Openings (2022)

Based on survey research, coastal forestry and logging employers projected more than 4,650 job openings over the 2022 horizon, including 3,570 in ten priority occupations. Priority occupations are those identified as either experiencing skill shortages now or expected in the near term.



Projected Job Openings (2022) - Priority Occupations

Demand for workers is projected highest for logging machinery operators, logging truck drivers, hand fallers and logging workers. The vast majority of job openings on the coast (95%) are attributed to pending retirements and other attrition. Current vacancy rates in priority logging occupations ranged from 6.9% for logging machinery operators to 17.2% for hand fallers. These rates are significantly higher than provincial industry averages, with estimates ranging between 2% and 4% for the private sector.

Human Resource & Related Challenges

Demographics. BC's forest industry is hitting a crisis point of insufficient skilled workers due to narrowing youth demographics and competition for talent from other industries and jurisdictions. Driving this demand is the industry's rapidly aging workforce, with the vast majority of job openings due to pending retirements and other attrition.

Image. This challenge is made more difficult given the problems employers face attracting new recruits to an industry that many continue to perceive as in decline. Public perceptions, including those of educators and counselors, are such that youth are not considering job or career opportunities in the forest industry, as the work is perceived as low tech, environmentally unfriendly, seasonal and uncertain, in difficult working conditions and remote locations.

Training Needs. Training gaps are limiting industry's ability to recruit and develop a sufficiently skilled and qualified workforce. Inadequate training in support of logging occupations (e.g., machinery operators, truck drivers, entry-level workers) places training responsibility largely on employers – most of whom do not have the capacity to train workers in these occupations. Most operators



in forestry and logging are small independent businesses who cannot afford the time or cost associated with this level of skilled training.

Technology. Skill requirements of forest workers continue to change and become more complex, while formal training has become increasingly important in preparing individuals for employment in the industry. Increased mechanization in timber harvesting, productivity improvements in manufacturing, and more stringent safety regulations have raised skill requirements for all levels of forest worker. Today new recruits must possess a higher level of skill and knowledge to enter the workforce, and the propensity to continually develop their skills for long term attachment.

Higher Education. In “professional” occupations, such as foresters and technologists, formal education programs exist in BC colleges and universities. However, while overall enrolments in faculties are up, enrolments have continued to fall in forestry programs related to harvesting and forest engineering. In recent years some of these programs have become inactive. Declining enrolments in industry-specific forestry programming is symptomatic of an overall weakness in labour supply impacting all levels of forestry employment.

Information Gaps. Planning the future workforce is hindered by the absence of adequate labour market information to support ongoing education and training development. Periodic surveys of employers and stakeholders provide an important “snapshot” in time. However, without the benefit of regular data collection and forecasting, balancing labour supply and demand conditions while responding to changes in the workplace becomes little more than a short-term “reactive” exercise. Workforce planning will be further enhanced through strengthened partnerships between industry, educators and trainers.

Fragmentation. The coastal forest industry and the broader sector is segmented and fragmented and lacks coordination with respect to workforce planning and development. The absence of central coordination contributes to an industry that is unable to speak or advance issues with a “unified” voice, thus perpetuating the status quo throughout coastal and BC forest communities. Fragmentation has impeded industry’s ability to promote forestry as a viable industry, to broaden relationships among industry, First Nations and forest communities, and to communicate common messaging to the public and governments.



Phase 2 >> Coastal Forest Industry Human Resource Strategy

The following human resource strategy for the coastal forest industry reflects report recommendations per Phase 1, workforce development initiatives identified by the Logging Industry Training Working Group (LITWG), and strategies and actions identified by employers, contractors, licensees, educators and trainers, Aboriginal and labour groups with an interest in the coastal forest industry.

Other forest sector workforce development initiatives are currently ongoing (pulp & paper, silviculture, solid wood), and will have implications for coastal forestry operations. Each of these initiatives will be asked to collaborate at some point in time. Several of the human resource challenges and related strategies identified in this process cross industry lines and are provincial (even national) in scope and will, therefore, require sector-wide collaboration and solutions. Integration and support from across all industry segments is considered vital to ensuring industry and workforce sustainability.

Vision

A community based, safe, vibrant and sustainable forest industry supported by a positive image, an engaged and highly skilled workforce, a responsive education and training system, and effective human resource strategies and practices to match labour demand.

Long Term Strategic Goals

Fulfilling the vision of the coastal forest industry is a continuous and long term objective containing a number of goals for the industry, its workforce and the forest communities in which it operates. Coastal forest industry goals are to:

1. Promote the forest industry as a safe and sustainable industry.
2. Significantly increase the awareness and attractiveness of the forest industry and its careers to youth, other job-seekers and their influencers (educators, trainers, counselors, parents, peers).
3. Consolidate forest industry segments to create a leadership body, champion and coordinator to sustain the HR development strategy.
4. Develop a sizeable pool of skilled talent for the forest industry and implement strategies to complement, enhance and support individual employer recruitment and retention of workers.
5. Create new skills, training, education and placement programs that are innovative, flexibly delivered, appropriately funded and timed, and can be readily accessed by forest industry employers, workers and new entrants.
6. Ensure employment and training programs are developed and coordinated such that program graduates have realistic job opportunities within the industry and potential for career advancement.
7. Continuously improve the quality, reliability and accessibility of forest industry labour market information and regularly assess industry's performance in fulfilling human resource goals and objectives.



Guiding Principles

The principles adopted by industry stakeholders that will guide the development and implementation of the strategy are:

- **Industry and employer driven.** The strategy plan will be overseen and guided by the needs of the industry – individual employers, contractors, licensees, Aboriginal and labour groups. Industry recognizes that it must take ownership for all aspects of workforce development, to ensure that the needs of employers, workers and forest communities are met, and to fulfill the forest industry's long term vision.
- **Leadership.** Employers, industry associations, and other stakeholder groups will promote and exert leadership in communicating, implementing and sustaining the strategy. Where practical and appropriate, this may involve expanding the scope of the strategy to reflect the needs of forest industry employers and contractors throughout British Columbia and Canada.
- **Industry commitment.** The industry as a whole, individual companies, Aboriginal and labour groups will be encouraged to demonstrate and sustain tangible commitments to training and development. Developing and implementing the strategy will be done so as to ensure ongoing and long term viability, supported by key performance indicators and measurable outcomes.
- **Aboriginal partnerships.** The strategy and actions will reflect a true partnership approach with First Nations and Aboriginal communities in meeting workforce needs. First Nations communities are key stakeholders in the management and development of the forest resource, while Aboriginal workers are a growing and underrepresented source of labour throughout coastal communities.
- **Practical and accessible.** The strategy will reflect the realities of the forest industry and provide direction and actions that can be readily implemented by the industry and individual companies, including smaller operators and the self-employed. The organizational structure of the coastal forest industry suggests that, regardless of business size or type of operation, the industry as a whole must ensure that all businesses participate in the development and implementation of the strategy while sharing in its benefits.
- **Flexible and adaptable.** The strategy will respond to changing market needs and forces and be able to adapt to emerging trends and needs. It will consider ongoing and potential future changes to forestry operations, as changing technologies, processes, societal views and demographics will continually impact workforce development.
- **Building on existing strengths and mechanisms.** The strategy will build on successful practices and mechanisms that already exist across BC, Canada and within the industry, and among education, training and employment service providers. The strategy will reflect support to forest operators and the industry as a whole to build internal training and capacity.
- **Broad communication and engagement.** The rationale, goals, priorities, and activities of the strategy will be clearly and regularly communicated across the industry and among stakeholders in ways that reinforce engagement and ownership.



- **Government facilitation.** While an industry-driven strategy, government agencies have a critical role to play in providing an environment and facilitation in which the strategy can be successfully implemented and sustained.

Elements of the Strategy

The strategies and actions encompassed within the human resource strategy are contained within the following elements:

- A. **Lead & Coordinate.** Creating an industry task force to lead and coordinate the implementation of this strategy and ongoing management;
- B. **Inform.** Working with industry, government, educators and community partners, improve the industry's public image as a safe, vibrant and sustainable industry;
- C. **Attract.** Raising awareness as to the benefits and career opportunities associated with the coastal forest industry, targeting young people, their influencers, job-seekers and others;

Recruit. Focusing on local sources of new workers and experienced workers with skills applicable to the industry, as well as migrants as necessary from other parts of BC, Canada and internationally to fill gaps in high demand occupations;
- D. **Retain.** Establishing company and industry initiatives that focus on promoting workers from within the industry, and other efforts to retain the existing workforce even during periods of slower economic activity;
- E. **Develop.** Developing specific skills, training, education and placement opportunities in support of entry-level, skilled and professional occupations.



Proposed Strategies & Actions

The following strategies and actions are those identified and supported by coastal industry stakeholders during phase 2 consultations. Implementation options for each strategy are further discussed in Appendix 1, including leadership roles, development timelines, linkages with other industry segments, and possible sources of project funding. The scope and feasibility of each strategy will be fully assessed as part of phase 3 implementation.

Industry

A. Lead & Coordinate	
A.1	<p>There is the need for centralized coordination and management of the human resource strategy for the long term. Without the right people leading and organizing this initiative, strategy development, implementation and overall success will be challenged.</p> <ul style="list-style-type: none"> ➤ <i>Establish a governance body to lead and manage the implementation of the human resource strategy and to ensure long term sustainability.</i>
A.2	<p>Aboriginal/First Nations communities are increasingly important economic players in the management and development of the forest resource (i.e., approximately 10% of the provincial AAC). Increased efforts are needed to expand business relationships and development opportunities among all members of the coastal forest industry.</p> <ul style="list-style-type: none"> ➤ <i>Expand Aboriginal/First Nations business relationships and economic opportunities.</i>
B. Inform	
B.1	<p>Negative public perceptions are impacting the industry's ability to effectively attract and recruit new workers. The public does not adequately understand the diversity of the "forest industry" and the inherent benefits and opportunities in timber harvesting, processing, manufacturing and reforestation.</p> <ul style="list-style-type: none"> ➤ <i>Develop a communications strategy to position the forest industry for attraction and recruitment success.</i>
C. Attract & Recruit	
C.1	<p>The forest industry suffers from a lack of a coordinated, comprehensive strategy to attract and recruit new workers to the industry.</p> <ul style="list-style-type: none"> ➤ <i>Develop a sustained and integrated "career" promotion strategy for all phases of forest operation.</i>
C.2	<p>Employers rely mostly on the local workforce and other forestry companies for new recruits. Narrowing youth demographics and competition for talent suggests continued dependence on local recruits will not fulfill demand requirements.</p> <ul style="list-style-type: none"> ➤ <i>Develop a sustained and coordinated plan to more effectively recruit forest industry workers from local, provincial, national and international jurisdictions.</i>
C.3	<p>Aboriginal workers are a significant and underrepresented source of labour to the forest industry workforce (estimated 5% of the current workforce). Aboriginal workers are more inclined to remain within their communities than are workers from the general population.</p> <ul style="list-style-type: none"> ➤ <i>Develop a sustained and coordinated plan to increase Aboriginal participation in the forest industry workforce.</i>



C. Attract & Recruit	
C.4	<p>Immigrant workers comprise an estimated 4% of the current industry workforce, concentrated mostly in wood products manufacturing.</p> <ul style="list-style-type: none"> ➤ <i>Develop a sustained and coordinated plan to increase participation among new Canadians in forestry and logging.</i>
C.5	<p>Job seekers and the general public will require a centralized service whereby information, tools and supports can be accessed to pursue job and training opportunities in the forest industry.</p> <ul style="list-style-type: none"> ➤ <i>Establish a dedicated forestry “employment resource centre” responsible for ongoing workforce promotion, job and career placement, training and development opportunities.</i>
D. Retain	
D.1	<p>Workplace uncertainty and irregular work are major barriers to both attracting and retaining workers in the forest industry. Targeted efforts are needed to reduce worker turnover and to increase employers’ capacity to retain new, existing, and older workers through progressive and innovative workplace practices.</p> <ul style="list-style-type: none"> ➤ <i>Adopt best practices in worker retention.</i>
D.2	<p>Forest industry employers have been reluctant to train new workers largely owing to economic uncertainty and the risk of losing qualified workers to other industries. Training opportunities and career advancement are primary motivators for worker retention.</p> <ul style="list-style-type: none"> ➤ <i>Encourage employers to train and develop workers for long term industry attachment.</i>

Accessible, consistent, quality training is needed for all forestry and logging jobs to ensure the development and maintenance of a safe, competent, professional workforce to support the industry. A human resource strategy is needed that includes:

1. Industry-appropriate training to support the required numbers of workers in priority occupations;
2. Appropriate funding support to help workers through this training at the rate required;
3. Collaboration across the industry and government to support a new way of training and to ensure trained workers find job/career placements.

Priority Occupations

E. Develop > Skills Training, Education & Placement	
E.1 (Entry-level Worker)	<p>Workers are entering the industry without basic skills, safety knowledge or job readiness. There are limited formal education and training opportunities for potential new workers to gain exposure and/or experience prior to entering the logging industry.</p> <ul style="list-style-type: none"> ➤ <i>Working with industry, education and training partners, develop a “foundation” entry-level training program in forestry & logging based on WFP’s Logging Fundamentals Training Program.</i>



E. Develop > Skills Training, Education & Placement

E.2 (Entry-level Worker)	<p>Entry level jobs now require workers with a higher degree of practical skills and understanding of the work environment prior to employment.</p> <ul style="list-style-type: none"> ➤ <i>Create forestry and logging skills training sites, whereby trainees can develop their skills and explore work in all phases of production.</i>
E.3 (Hand Faller)	<p>The existing faller workforce is rapidly aging and in high demand throughout BC's forest industry. Hand fallers are required to be certified under WorkSafe regulation.</p> <ul style="list-style-type: none"> ➤ <i>Expand and improve BCFSC's New Hand Faller Training Program.</i>
E.4 (Logging Machinery Operator)	<p>Projected demand for logging machinery operators is among the highest in the forest industry. Training costs are significant and programming is inadequate (i.e., Heavy Equipment Operator) for work in a logging environment. Increased mechanization in the harvesting process will further drive the demand for skilled machinery operators.</p> <ul style="list-style-type: none"> ➤ <i>Expand ITA's heavy equipment operator program to formally include logging machinery (e.g., skidder, processor, loader and feller buncher).</i>
E.5 (Heavy Equipment Operator)	<p>The province's existing Heavy Equipment Operator program trains individuals to operate equipment used primarily in the construction of civil transportation infrastructure. While using the same machines, operators are not adequately trained to perform similar work in the construction of roads in a forestry environment.</p> <ul style="list-style-type: none"> ➤ <i>Expand ITA's heavy equipment operator program to include an "endorsement" for logging road builders.</i>
E.6 (Logging Truck Driver)	<p>Labour shortages already exist among logging truck drivers. Class 1 drivers require additional training to operate multi-axel logging trucks in logging environments. An industry committee has developed the "Professional Log Truck Operator Standard" to improve safety and competence.</p> <ul style="list-style-type: none"> ➤ <i>Seek recognition for the "Professional Log Truck Operator Standard" and establish a forestry endorsement training program.</i>
E.7 (Heavy Duty Mechanic)	<p>Demand for Heavy Duty mechanics is intense throughout the resource sector. Logging operators and equipment suppliers are challenged hiring new apprentices and program availability (i.e., seats) is limited. Retaining existing HD mechanics is a major challenge for many logging operations.</p> <ul style="list-style-type: none"> ➤ <i>Develop an industry-wide recruitment strategy focusing on "local" candidates inclined to remain within their forest community.</i>
E.8 (Scalers / Cruisers)	<p>Attracting and developing qualified scalers to the industry remains a challenge, while much of the existing workforce is older and nearing retirement. Scalers are licensed by BC Ministry of Forests, Lands & Natural Resource Operations and can receive training (exam prep) through various post secondary institutions. Very few formal training opportunities are available and training is expensive.</p> <ul style="list-style-type: none"> ➤ <i>Raise awareness and increase training opportunities for scalers/cruisers and waste assessors.</i>
E.9 (Professional Foresters & Technologists)	<p>Enrolments in harvesting, forest engineering and management have fallen precipitously in recent years. Declining enrolments in forestry programming is symptomatic of an overall weakness in labour supply impacting all levels of forestry employment.</p> <ul style="list-style-type: none"> ➤ <i>In partnership with industry and educators, develop strategies to continually attract new students to professional post secondary programs.</i>



Phase 3 >> Implementation Planning

Phase 3 of the *Coastal Forest Industry Workforce Initiative* is scheduled to begin in April 2014. During this phase, strategies and actions will be prioritized and fully assessed to determine the requirements and feasibility of moving forward on each.

As a preliminary first step, members of the working group responsible for developing this human resource strategy will be approaching senior executives of the coastal forest industry's four major licensees to seek their support for the strategy and to request a financial commitment to establish an industry task force to lead and coordinate strategy implementation (per A.1).

This funding commitment would be used to support the task force's organizational and resource requirements over a defined period. Part of any future commitment would be contingent on securing other funding sources to sustain the organization for the long term. Funding for individual occupational development initiatives identified in this strategy would be sought through a combination of industry, government, trainers and community partnerships.

This decision was reached during phase 2 consultations involving representatives of the industry's four major licensees (TimberWest, International Forest Products, Western Forest Products and Island Timberlands) and supported by the broader industry. Central to these discussions was the need for a coordinated industry effort and "leadership from the top" in support of coastal industry employers, contractors and their associated workforces. It was determined that industry's "hands off" approach to workforce development was no longer an option, as future industry growth – as well as the health of coastal communities – would be further compromised.

Such a commitment from industry leaders to skills training and workforce development is a commitment to the workers and families who serve the industry. It is a signal that the coastal forest industry is stable and sustainable, with a long term vision and rewarding career opportunities. It represents a partnership opportunity between coastal licensees, employers, contractors, First Nations, trainers and educators, with linkages to the provincial forest industry, to collectively build and sustain the industry workforce for the long term.

Conclusion

British Columbia's forests remain a dominant feature of the provincial landscape covering approximately two thirds of the province's land area. Forestry has been the engine of economic growth for decades in BC and the means by which forest communities have grown and prospered. Forests are also the traditional home for many of BC's Aboriginal people and will continue to play a vital role in their spiritual, cultural and economic well being.

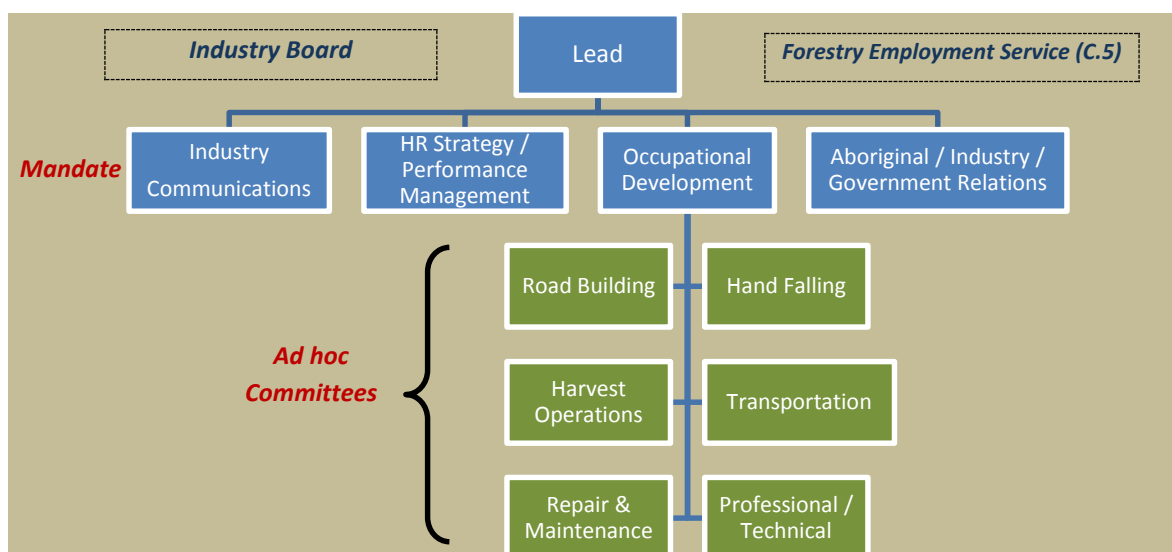
This human resource strategy is the culmination of extensive research and consultation with coastal forest stakeholders and confirmation that the industry is committed to collectively re-building its workforce and sustaining the forest industry for generations to come. The strategies and actions contained in this document provide a road map for long term development and sustainability. Timely implementation of these strategies will enable the industry to fulfill its vision of a safe, vibrant and sustainable forest industry.



Appendix 1 >> Human Resource Strategies & Actions – Implementation Options

A.1 Lead & Coordinate	<i>Establish a governance body (e.g., Coastal Forest Industry Task Force) to lead and manage the implementation of the human resource strategy and to ensure long term sustainability.</i>
Rationale	There is the need for centralized coordination and management of the human resource strategy for the long term. Without the right people leading and organizing this initiative, strategy development, implementation and overall success will be challenged.
Mandate	<ul style="list-style-type: none"> • Oversee human resource strategy development & implementation • Planning and coordination • Budgeting/Funding/Sustainability Planning • Communications/Partnership Development/First Nations • Performance monitoring & reporting on human resource plan • Lobby for changes if necessary
<i>Implementation Options & Considerations</i>	
Leadership	Industry Task Force – TLA / CFPA / Contractors, Major Licenses / FNFC / USW / BCFSC / MFLNRO
Structure	Sample organization below
Funding	Start-up – Industry (TLA/Licensees) Occupational development – Industry / Canada-BC Labour Market Partnership Project Long term – Industry (e.g., % of stumpage/revenue/payroll/memberships/other)
Dev't Timeline	Immediate (spring 2014), ongoing
Considerations	<ul style="list-style-type: none"> • Industry linkages – inclusion of manufacturers, silviculture; interior industry leaders • Structure (long term) – new industry organization; expansion of existing organization (e.g., CFPA, TLA, BCFSC, other); informal (ad hoc) occupational development committees • Public service delivery (e.g., <i>Forestry Employment Service</i>) – career promotion, matching, training, placement (per C.5)

E.g. Organizational Structure



A.2 Lead & Coordinate	<i>Expand Aboriginal/First Nations business relationships and economic opportunities.</i>
Rationale	Aboriginal/First Nations communities are increasingly important economic players in the management and development of the forest resource (i.e., approximately 10% of the provincial AAC). Increased efforts are needed to expand business relationships and development opportunities among all members of the coastal forest industry.
Actions	<ul style="list-style-type: none"> • Advocacy for Aboriginal/First Nations development agencies, communities, tenure holders • Business and industry knowledge sharing – understanding of industry and systems, and access to connections and networks • Partnering with First Nations on industry, business development opportunities • Support establishment of good governance and resource management • Help ensure wood tenure is secure and renewable and of sufficient volume to be competitive
<i>Implementation Options & Considerations</i>	
Leadership	Coastal Forest Industry Task Force FNFC, Aboriginal/First Nations communities
Funding	Strategy driven
Dev't Timeline	Short term (1 year), ongoing
Considerations	Scope – inclusion of interior First Nations, tenure holders

B.1 Inform	<i>Develop a communications plan to position the forest industry for attraction and recruitment success.</i>
Rationale	<p>Negative public perceptions are impacting industry's ability to effectively attract and recruit new workers. The public does not adequately understand the diversity of the "forest industry" and the inherent benefits and opportunities within each industry segment.</p> <p>The objective is to change the way youth, parents, educators, and employment and guidance counsellors, and current and potential employees, think about the BC forest industry (e.g., forest</p>



B.1 Inform	<i>Develop a communications plan to position the forest industry for attraction and recruitment success.</i>
Target	<p>management, current and future forest products, job and salary opportunities, etc.), and to educate them on the “diversity” of opportunities present.</p> <p>The latter includes logging road building and restoration, timber harvesting, forest products transportation, primary manufacturing (sawmills, pulp & paper mills), secondary manufacturing (windows, doors, cabinetry, other millwork), forest resource management (silviculture), as well as suppliers of forestry equipment, professional and regulatory services.</p> <p>General public, adults, youth (local, regional, provincial), education system (teachers, counselors, planners), employment counselors, both urban and rural.</p>
Actions	<ul style="list-style-type: none"> Establish a communications working group – with HR representation – to guide the development of positive “industry messaging” and a detailed communication plan to capitalize on it. Considerable emphasis on how such an effort can synergize with and support the needs of each industry segment is required. The plan should include budget options and examples of key communication thrusts. Seek consensus from industry and government and the various industry segments that an over-arching communication strategy is desired and worthy of collective support and that coordination and alignment – as it relates to program development, delivery and resourcing – is paramount. Undertake outreach to allied industry segments, government (regional and provincial), environmental groups supportive of sustainable forestry and Aboriginal/First Nation communities involved in forest management. A key strategy is to build the largest possible coalition so as to speak not with one voice but to have hundreds of voices communicating a handful of consistent, positive key messages. Ensure a common and unified industry message to governments, emphasizing the importance of forestry to local communities, provincial and national audiences. Emphasize to youth, parents, educators, others the importance of high school completion and developing essential skills as basic requirements for entry into the industry. Consider a Wood Week initiative for public tours of mills and active forest management sites.
<i>Implementation Options & Considerations</i>	
Leadership	<i>Coastal Forest Industry Task Force</i>
Funding	Strategy driven
Dev’t Timeline	Immediate, ongoing
Considerations	Scope – coastal, provincial, national Industry linkages – manufacturers, silviculture

C.1 Attract/Recruit	<i>Develop a sustained and integrated “career” promotion strategy for the forest industry</i>
Rationale	The forest industry suffers from a lack of a coordinated, comprehensive strategy to attract and recruit new workers to the industry.
Target	General public, adults, youth (local, regional), underrepresented (Aboriginal, women, new Canadians), unemployed/underemployed, educators and trainers (including ASETS, First Nations schools), urban (604 region) and rural communities, other industries and sectors, former industry workers.
Actions	<ul style="list-style-type: none"> Develop career paths for forest & logging occupations (sample below), and express in a “pathways road map”

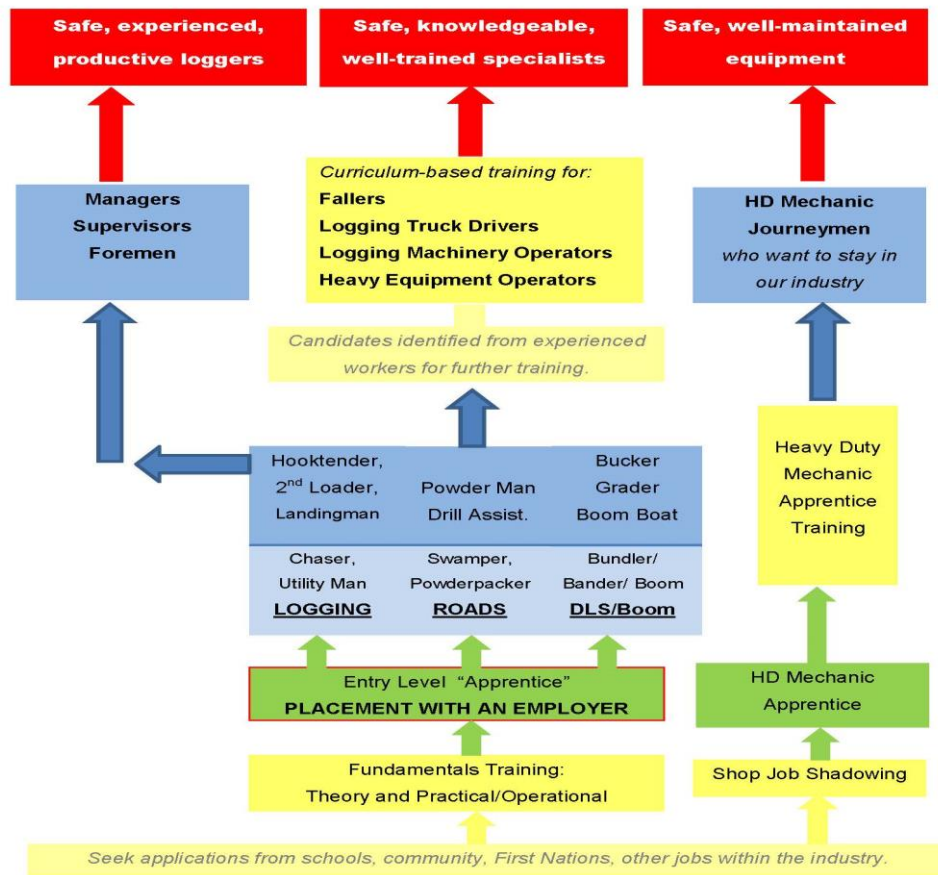


- Highlight job and career opportunities in the forest industry; demonstrate “cross-over” potential and career development into related industry occupations
- Highlight benefits of working in coastal forest communities (i.e., close to home, lifestyle choice, well-paid jobs, training, advancement)
- Engage partners in promotion (primary, secondary, post secondary, ASETS, ministries of education, advanced education, other)
- Embed industry career information in K-12 curriculum (i.e., career planning)Emphasize to youth, parents, educators, others the importance of high school completion and developing essential skills as basic requirement for entry into the industry
- Develop a Forest industry Career Planning Handbook for K-12 educators, counselors, students

Implementation Options & Considerations

Leadership	Coastal Forest Industry Task Force
Funding	Strategy driven
Dev’t Timeline	Short term (1 year), ongoing
Considerations	Relationships with occupations in wood/paper manufacturing, silviculture (i.e., forest sector initiative) Relationships with other industries (mining, engineering construction, oil & gas)

E.g. Career Paths (logging)



BUILDING A COASTAL LOGGING INDUSTRY WORKFORCE

Primary Plan

C.2 Recruit	<i>Develop a sustained and coordinated plan to more effectively recruit forest industry workers from local, provincial, national and international jurisdictions.</i>
Rationale	Employers rely mostly on the local workforce and other forestry companies for new recruits. Narrowing youth demographics and competition for talent suggests continued dependence on local recruits will not fulfill demand requirements.
Target	Local communities, First Nations, skilled and professional workers; former members of the BC forest industry workforce; other jurisdictions (including Temporary Foreign Workers)
Actions	<ul style="list-style-type: none"> Identify and apply best practices in recruitment to forest/resource communities Identify and apply best practices in recruitment to First Nations communities (see C.3) Support programs that educate primary school kids about forestry. Assist employers in the development of company recruitment plan (i.e., industry template) Pursue opportunities for re-employment of laid off workers in other industries; develop a process/template for assessing/screening skill sets and suitability (e.g., employment entity) Target recruitment efforts in areas of higher unemployment, lower vacancy rates by occupation Collaborate with post-secondary institutions (provincial, national) to increase the attractiveness of the forest industry to graduates



C.2 Recruit	<i>Develop a sustained and coordinated plan to more effectively recruit forest industry workers from local, provincial, national and international jurisdictions.</i>
	<ul style="list-style-type: none"> Support initiatives that help graduates connect with employers and employers to connect with graduates Explore the development and implementation of a provincial and/or national forest industry recruitment campaign
Implementation Options & Considerations	
Leadership	Coastal Forest Industry Task Force
Funding	Strategy driven
Dev't Timeline	Short term (1 year), ongoing
Considerations	

C.3 Recruit	<i>Develop a sustained and coordinated plan to increase Aboriginal participation in the forest industry workforce.</i>
Rationale	Aboriginal workers are a significant and underrepresented source of labour to the forest industry workforce (estimated 5% of the current workforce). Aboriginal workers are more inclined to remain within their communities than are workers from the general population.
Target	Aboriginal/First Nations workers, youth, communities, tenure holders, public & private training providers, Aboriginal Skills Employment & Training Services (ASETS) and First Nations schools.
Actions	<ul style="list-style-type: none"> Focus on ways to fulfill the job needs of the Aboriginal worker (e.g., training close to home, regular work) Emphasize career paths for Aboriginal workers from entry-level through to production and management Provide information on career opportunities, entrance requirements (e.g., Essential Skills), benefits of working in forestry, and employment opportunities in different fields and in Aboriginal and non-Aboriginal forestry companies Support initiatives that help First Nations connect with employers and employers to connect with First Nations
Implementation Options & Considerations	
Leadership	Coastal Forest Industry Task Force FNFC, tenure holders (Aboriginal, non-Aboriginal), ASETS, Ministry of Advanced Education
Funding	Canada-BC Labour Market Agreement
Dev't Timeline	Immediate, ongoing
Considerations	Interior partnerships

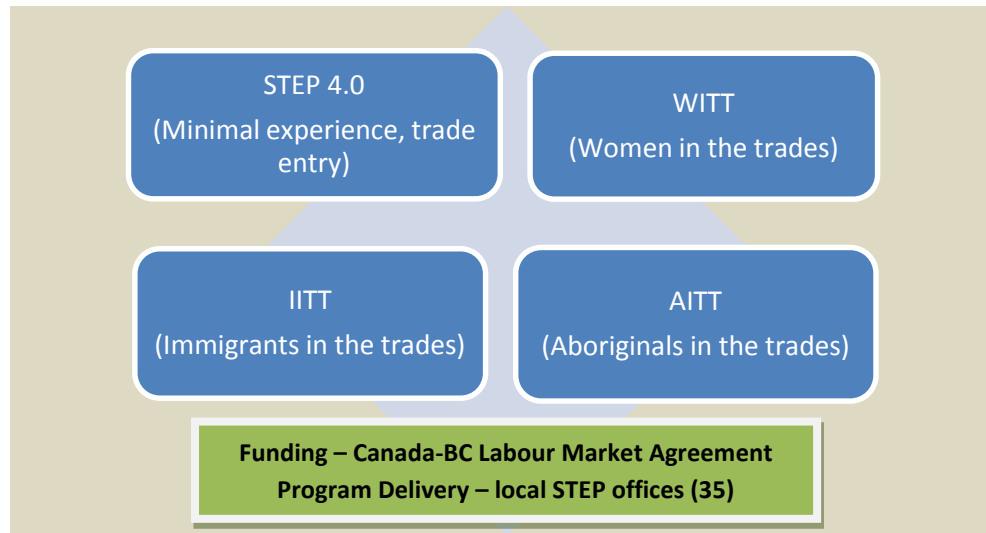
C.4 Recruit	<i>Develop a sustained and coordinated plan to increase participation among new Canadians in the forest industry workforce</i>
Rationale	Immigrant workers comprise an estimated 4% of the current industry workforce, concentrated mostly in wood products manufacturing.
Target	Immigrant serving agencies (urban, rural), Immigrant Employment Council (IEC) of BC, new Canadians
Actions	<ul style="list-style-type: none"> Support recruitment initiatives to promote employment targeting new Canadians, permanent residents Examine other models/partners in development (e.g., SUCCESS)



C.4 Recruit	<i>Develop a sustained and coordinated plan to increase participation among new Canadians in the forest industry workforce</i>
	<ul style="list-style-type: none"> Examine feasibility/suitability of Provincial Nominee Program and Temporary Foreign Worker Program in high demand occupations. Advocate for changes in credential recognition processes and government immigration, as needed
<i>Implementation Options & Considerations</i>	
Leadership	Coastal Forest Industry Task Force Immigrant Employment Council of BC
Funding	Canada-BC Immigration Agreement (Min. of Advanced Education)
Dev't Timeline	Short term (1 year), ongoing
Considerations	Closely monitor the supply and demand of workers; be prepared to expand to international labour markets as necessary.
C.5 Develop	<i>Establish a dedicated forestry “employment resource centre” responsible for ongoing workforce promotion, job and career placement, training and development opportunities.</i>
Rationale	Job seekers and the general public will require a centralized service whereby information, tools and supports can be accessed to pursue job and training opportunities in the forest industry (per C.1-4)
Actions	<ul style="list-style-type: none"> Examine other similar service and funding models (e.g., STEP, BC Construction Association) and their applicability to the forest industry Examine the prospect of partnering with other industry segments (e.g., silviculture, manufacturing, FPAC) on the development of an industry-wide service Include skills assessment, suitability, matching and career counseling service Partner with employers to develop on-the-job work placements, co-ops, internships Develop and maintain a dedicated industry website, including information on forest industry careers, jobs, resumes, education and training programs, best practices
<i>Implementation Options & Considerations</i>	
Leadership	Coastal Forest Industry Task Force Ministries of Advanced Education; Jobs, Tourism & Skills Training
Funding	Industry, employers, government (including Canada-BC Labour Market Agreement)
Dev't Timeline	Medium term (2-3 years), ongoing
Considerations	Relationship to Task Force; long term funding; program delivery model (e.g., WorkBC Centres, ASETS, BCCA, other)



E.g. Skilled Trades Employment Program (BC Construction Association)



<i>D.1 Retention</i>	<i>Adopt best practices in worker retention.</i>
Rationale	Workplace uncertainty and irregular work are major barriers to both attracting and retaining workers in the forest industry. Targeted efforts are needed to reduce worker turnover and to increase employers' capacity to retain new, existing, and older workers through progressive and innovative workplace practices.
Target	Industry, employers, contractors
Actions	<ul style="list-style-type: none"> Promote and build awareness for best practices in employee retention (e.g., career paths, phased retirement, mentorships, shift modification, job share) Develop "cross" training (transferable skills) / career path opportunities where workers become qualified to perform work in more than one phase of production (e.g., falling and road building, forestry worker and scaler, etc.) Improve screening of worker candidates (i.e., suitability of candidates); need to focus on youth who enjoy an outdoor lifestyle and who want to pursue work/career opportunities in the bush Focus retention strategies on those workers with the greatest probability of departing the industry (i.e., by occupation and demographic) Build attraction, recruitment, retention and LMI activities into management function; seek advice from BCHRM
<i>Implementation Options & Considerations</i>	
Leadership	Coastal Forest Industry Task Force
Funding	Strategy driven
Dev't Timeline	Short term (1 year), ongoing
Considerations	...



D.2 Retention	<i>Encourage employers to train and develop workers for long term industry attachment.</i>
Rationale	Forest industry employers have been reluctant to train new workers largely owing to economic uncertainty and the risk of losing qualified workers to other industries. Training opportunities and career advancement are primary motivators for worker retention.
Target	Industry, employers, contractors
Actions	<ul style="list-style-type: none"> • Develop strategies to reduce workplace uncertainty and promote regular, year-round work. • Improve screening of worker candidates (e.g., Forestry Employment Resource Centre); employ benchmarking tools to measure/track performance • Promote and build awareness for best practices in employee retention (e.g., career paths, phased retirement, job share) • Build attraction, recruitment, retention and LMI activities into management function
<i>Implementation Options & Considerations</i>	
Leadership	<i>Coastal Forest Industry Task Force</i>
Funding	Industry
Dev't Timeline	Short term (1 year), ongoing
Considerations	Screen candidates/existing workers using Forest Employment & Training Service (C.5); other mechanism
E.1 Entry-Level Worker	<i>Working with industry and education & training partners, develop a “foundation” entry-level training program in forestry & logging based on WFP’s Logging Fundamentals Training Program.</i>
Rationale	Workers are entering the industry without basic skills, safety knowledge or job readiness. There are limited formal education and training opportunities for potential new workers to gain exposure and/or experience prior to entering the logging industry.
Target	Youth, students (secondary, post-secondary), parents, educators & trainers, ASETS
Actions	<ul style="list-style-type: none"> • Examine potential for development of WFP’s <i>Logging Fundamentals Training Program</i> designed to provide trainees theoretical learning (and practical per E.2 below) for careers in logging • Encourage BC Forest Safety Council to develop an entry level safety program that allows employers and others deliver, with certification through BCFSC. Consider making this mandatory for all new employees • Focus training on entry-level logging (e.g., chokerman, chaser); logging road building (swamper, powderpacker); boom operations (bundler) • Demonstrate progression into positions of higher complexity and training, including machinery operators, logging truck drivers and manual fallers (per C.1)
<i>Implementation Options & Considerations</i>	
Leadership	<i>BC Coastal Forest Industry Task Force</i> Ministries of Advanced Education / Jobs, Tourism & Skills Training, RTO, TransCDA, ITA, public & private trainers, ASETS, BCFSC, PCTIA
Funding	Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government (LMA, LMDA, LMPP, Job Grant Program), trainees
Dev’t Timeline	Medium term (2 years); program delivery (2016)
Considerations	Program oversight (e.g., RTO, TransCDA, BCFSC); long term funding; outcomes (i.e., registrations, placements)



E.2 Entry-Level Worker	Create forestry and logging skills training sites, whereby trainees can develop their skills and explore work in all phases of production.
Rationale	Entry level jobs now require workers with a higher degree of practical skills and understanding of the work environment prior to employment.
Target Audience	Youth, both urban and rural
Actions	<ul style="list-style-type: none"> • Approach MFLNRO/First Nations as to the potential for utilizing forest lands for training development sites • Partner with industry and employers for in-kind contributions (equipment, services, trainers); engage older workers and retirees to serve as industry mentors • Partner with technical training providers to deliver <i>practical</i> component of proposed “foundation” program (<i>per</i> E.1) • Examine similar programs at College of the Rockies (i.e., Forestry Skills Boot Camp, Reforestation) and assess feasibility • Seek accreditation for program certification through appropriate agencies (e.g., ITA, PCTIA, other)
Implementation Options & Considerations	
Leadership	BC Coastal Forest Industry Task Force MFLNRO, First Nations tenure holders, public & private trainers, ITA, RTO, TransCDA
Funding	Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government (LMA, LMDA, LMPP, Job Grant Program)
Dev’t Timeline	Medium term (2-3 years)
Considerations	Land requirements for training sites (i.e., public, First Nations) Program oversight (e.g., RTO, TransCDA, other); outcomes measurement (job placements)
E.3 Hand Faller	Expand and improve BCFSC’s New Hand Faller Training Program.
Rationale	The existing faller workforce is rapidly aging and in high demand throughout BC’s forest industry. Hand fallers are required to be certified under WorkSafe regulation. BCFSC and College of the Rockies are responsible for program management and delivery, but currently cannot meet the demand for trained fallers.
Target Audience	Falling operators, entry-level logging workers, graduates of proposed logging “foundation” program (E.1)
Actions	<ul style="list-style-type: none"> • Examine potential for program expansion and improvement, including modular delivery and exemptions based on previous experience and competency • Work with newly proposed “employment centre” (Forestry Employment Service) to develop work placements to allow newly trained fallers the ability to gain required work experience (180 days) for certification • Examine -benefits for delegating safety regulations governing fallers as maintained by WorkSafe BC to a third party (e.g., BC Forest Safety Council) • Enable distance learning for theoretical training component • Promote broader employer participation (i.e., work placements) through training incentives • Pursue new funding mechanisms to help defray program costs for trainees (approx. \$24,000) and employers
Implementation Options & Considerations	

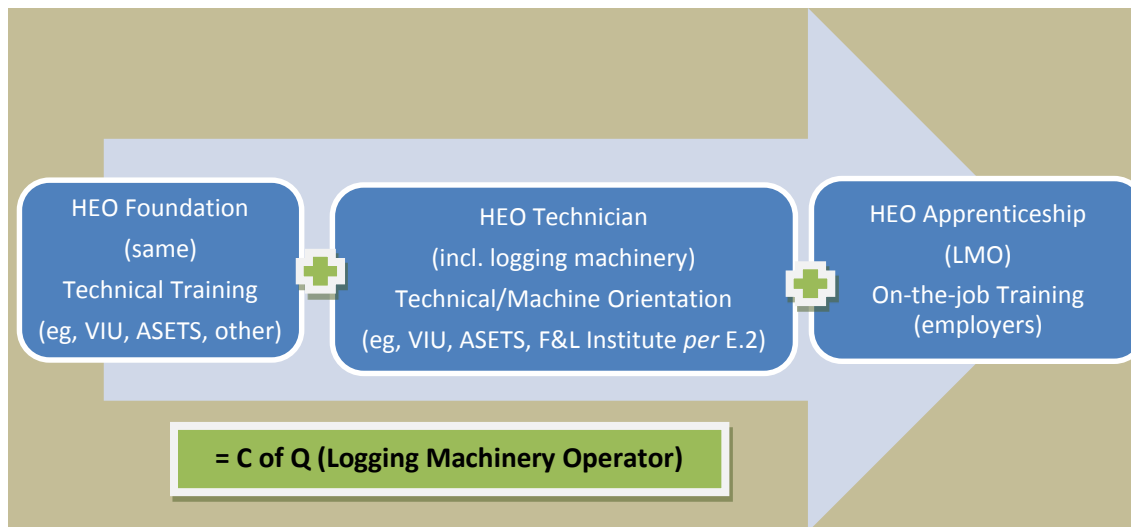


E.3 Hand Faller	<i>Expand and improve BCFSC's New Hand Faller Training Program.</i>
Leadership	BC Coastal Forest Industry Task Force BCFSC, MFLNRO, WorkSafe BC
Funding	Current funding through LMA (expired Feb. 2014) Industry, employers, government (LMA, LMDA, Job Grant Program), trainees
Dev't Timeline	Short term (1 year)
Considerations	Long term funding; program cost (fees); delegated authority (WorkSafe BC)

E.4 Logging Machine Operator	<i>Expand ITA's heavy equipment operator program to formally include logging machinery (e.g., skidder, processor, loader and feller buncher).</i>
Rationale	Projected demand for logging machinery operators is among the highest in the forest industry. Training costs are significant and programming is inadequate (i.e., Heavy Equipment Operator) for work in a logging environment. Increased mechanization in the harvesting process will further drive the demand for skilled machinery operators.
Target	Employers, logging contractors
Actions	<ul style="list-style-type: none"> • Collaborate with public (VIU, TRU) and private training providers on the development of an industry training standard for LMOs. • Build on training programming developed in conjunction with CILA ("FIRST Logger") and ILA/TRU (HEO-Forestry). • Consider an on-the-job training model. • Continue working with the ITA on program development and accreditation, including expansion of HEO foundation to include logging machinery. • Pursue private training delivery options (FIRST Logger), particularly in remote areas. • Examine potential for practical (workplace-based) training per E.2, or on-site industrial training opportunities.
<i>Implementation Options & Considerations</i>	
Leadership	BC Coastal Forest Industry Task Force Ministries of Advanced Education / Jobs, Tourism & Skills Training, RTO, TransCDA, ITA, BC Road Builders
Funding	Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government (LMA, LMDA, LMPP, Job Grant Program), trainees
Dev't Timeline	Medium term, ongoing
Considerations	Proposal in part contingent on E.2 (land requirements); implications for BC Road Builders; potential training capacity issue



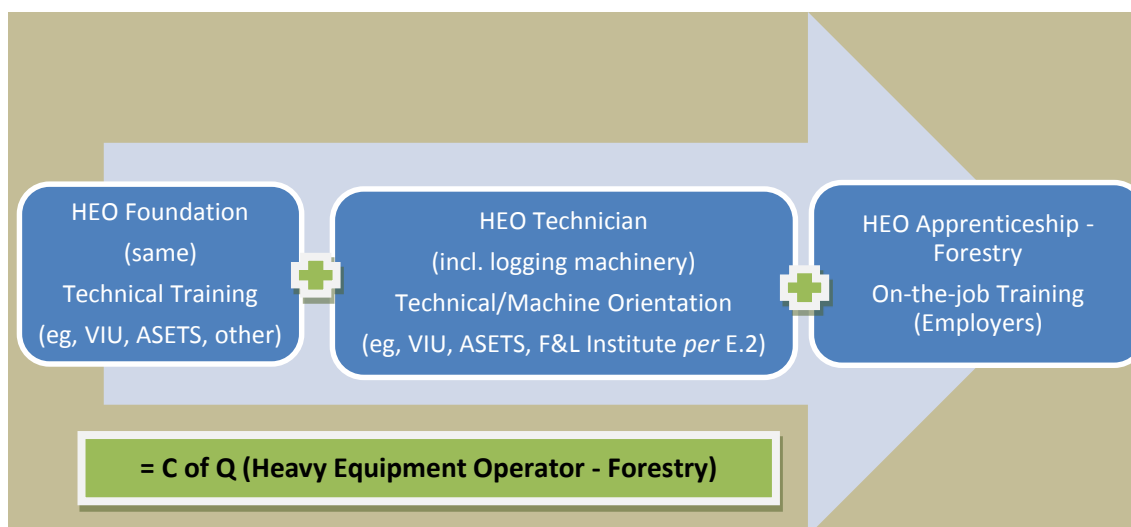
E.g. LMO Training Development Model



E.5 Heavy Equipment Operator	<i>Expand ITA's heavy equipment operator program to include an "endorsement" for logging road builders.</i>
Rationale	The province's existing Heavy Equipment Operator program trains individuals to operate equipment used primarily in the construction of civil transportation infrastructure. While using the same machines, operators are not adequately trained to perform similar work in the construction of roads in a forestry environment.
Target	Logging road builders
Actions	<ul style="list-style-type: none"> Collaborate with public (VIU, TRU) and private training institutions on the development of a training endorsement for HEOs in logging road construction; all other components of the HEO apprenticeship program apply Develop training modules (endorsement by machine); and seek certification status (i.e., C of Q) with applicable ITOs (RTO, TransCDA) and ITA Examine potential for practical (workplace-based) training per E.2, or on-site industrial training opportunities. Consider models that provide on-the-job training/mentorship.
<i>Implementation Options & Considerations</i>	
Leadership	BC Coastal Forest Industry Task Force Ministries of Advanced Education / Jobs, Tourism & Skills Training, RTO, TransCDA, ITA, BC Road Builders
Funding	Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government (LMA, LMDA, LMPP, Job Grant Program), trainees
Dev't Timeline	Medium term (2 years), ongoing
Considerations	Proposal in part contingent on E.2 (land requirements) though not necessary; implications for BC Road Builders; potential training capacity issue



E.g. HEO – Logging Road Endorsement Model



E.6 Logging Truck Driver	Seek recognition for the “Professional Log Truck Operator Standard” and establish forestry “endorsement” training program
Rationale	Labour shortages already exist among logging truck drivers. Class 1 drivers require additional training to operate multi-axel logging trucks in logging environments. An industry committee has developed the draft “Professional Log Truck Operator Standard” to improve safety and competence.
Target	Logging truck owners and operators, new recruits, trainers & educators, ASETS
Actions	<ul style="list-style-type: none"> • Continue development of a final safety standard to be adopted across the industry • Examine potential for formally recognizing the program as an “endorsement” to the Class 1 commercial license (ICBC), with program management and certification through TransCDA or other accrediting agency • Enable flexible program delivery through public and private trainers • Support the work of BCFSC’s Truck Advisory Committee for training logging truck drivers. • Examine potential for practical (workplace-based) training per E.2, or on-site industrial training opportunities.
Implementation Options & Considerations	
Leadership	BC Coastal Forest Industry Workforce Task Force BCFSC, Ministries of Advanced Education / Jobs, Tourism & Skills Training, RTO, TransCDA, ITA, ICBC
Funding	Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government (LMA, LMDA, LMPP, Job Grant Program), trainees
Dev’t Timeline	Short term (1 year), ongoing
Considerations	Role of ICBC in standard setting



E.7 Heavy Duty Mechanic	<i>Develop a industry-wide recruitment strategy focusing on “local” candidates inclined to remain within their forest community.</i>
Rationale	Demand for Heavy Duty mechanics is intense throughout the resource sector. Logging operators and equipment suppliers are challenged hiring new apprentices and program availability (i.e., seats) is limited. Retaining existing HD mechanics is a major challenge for many logging operations.
Target	Local youth (Aboriginal and non-Aboriginal), heavy duty mechanics who departed the forest industry, graduates of mechanical foundation programming
Actions	<ul style="list-style-type: none"> Recruit/screen “suitable” apprentice candidates (per C.2, D.2) Highlight long term opportunities in the forest sector Provide workplace experience sufficient to challenge ITA exam (approx. 7,200 hours, log books) Retain experienced journeypersons to mentor apprentices Pursue alternative delivery to “in-class” technical training (e.g., online delivery, Learn Now BC)
Implementation Options & Considerations	
Leadership	BC Coastal Forest Industry Task Force ITA, TransCDA, employers, contractors, equipment suppliers
Funding	Strategy driven
Dev’t Timeline	Immediate, ongoing
Considerations	Training space for apprentices; training risks to employers (departures); risk mitigation (e.g., tax credits, other incentives)
E.8 Scaler/Cruiser	<i>Raise awareness and increase training opportunities for scalers/cruisers and waste assessors.</i>
Rationale	Attracting and developing qualified scalers to the industry remains a challenge, while much of the existing workforce is older and nearing retirement. Scalers are licensed by BC Ministry of Forests, Lands & Natural Resource Operations and can receive training (exam prep) through various post secondary institutions. Very few formal training opportunities are available and training is expensive.
Target	Youth, existing forestry and silviculture workers
Actions	<ul style="list-style-type: none"> Raise awareness as to the need for scalers and nature of the job requirements (per C.1, C.5) Work with MFLNRO and training institutions on developing training opportunities (e.g., co-op, internships) and delivery options Examine benefit of integrating scaler training as component of forestry technician/technologist (e.g., RFT) as accredited through ABCFP Explore potential for delegating licensing requirements (currently MFLNRO) to an accredited third party (e.g., ABCFP)
Implementation Options & Considerations	
Leadership	BC Coastal Forest Industry Workforce Task Force MFLNRO, Ministry of Advanced Education, training providers (e.g., North Island College)
Funding	Strategy driven (i.e., attract) Development – Canada-BC Labour Market Partnership Program Long term – industry, employers, government, trainees
Dev’t Timeline	Medium term (2 years), ongoing
Considerations	Licensing to a delegated third party



E.9 Forester & Technologist	<i>In partnership with industry and educators, develop strategies to continually attract new students to professional post secondary programs.</i>
Rationale	Enrolments in harvesting, forest engineering and management have fallen precipitously in recent years. Declining enrolments in forestry programming is symptomatic of an overall weakness in labour supply impacting all levels of forestry employment.
Target	General public, youth, parents, educators
Actions	<ul style="list-style-type: none"> • Coordinate with universities and colleges and accrediting agencies, outlining the sector's long term needs and plan for promoting the program to eligible students from BC and other jurisdictions, nationally and internationally (per C.1, C.2) • Industry, government and training providers to take a coordinated approach to support the long term viability of the programming • Develop stronger relationship between high schools and post secondary institutions and the requirements for students to enter these programs • Examine further development/expansion of high school forestry programs such as that at Carihi in Campbell River (SD 72) and the ADSS program in Port Alberni (SD 70) • Employ the use of bursaries and scholarships (scholastic, needs based) to attract students to very specific post secondary programming (harvesting and forest engineering)
<i>Implementation Options & Considerations</i>	
Leadership	BC Coastal Forest Industry Task Force ABCFFP, Ministry of Advanced Education, MFLNRO, universities & colleges (e.g., UBC)
Funding	Strategy driven
Dev't Timeline	Short term (1 year), ongoing
Considerations	Potential further loss of programming



Appendix 2 >> Contributors to Strategy Development

Strategy Development Working Group	
Dwight Yochim	Executive Director, Truck Loggers Association
Jan Marston	VP Human Resources, TimberWest Forest Corporation
Lisa Perrault	Strategic Administrator, Western Forest Products
Patrick Marshall	Business & Economic Developer, Capital EDC Economic Development Company
Kerry Jothan	CEO, Human Capital Strategies
Patrick McDonough	Principal, LMI Insight

Logging Industry Training Working Group (LITWG)	
Randy Boas	Manager, Western Forest Products (Englewoods)
Andy Callicum	Training & Employment, Nuu-cha-nulth Tribal Council
Shari Caudron	North Vancouver Island Aboriginal Training Society
Guy Ellis	Dean of Trades & Applied Technology, Vancouver Island University
Gwen Hamling	Executive Assistant, Western Forest Products (Timberlands)
Jason Kerluck	Forestry Program Teacher, Carihi High School
Pat Kinney	Financial Secretary, United Steel Workers
Jeff Lontayao	Career Counselor, Carihi High School
Mark Leitaio	Director of HR, Island Timberlands
Dan McFaul	North Pacific Training & Performance Inc.
John Mann	VP Timberlands, Western Forest Products
Paul Mottershead	Associate Dean, Trades & Applied Technology, Vancouver Island University
Jan Marston	VP Human Resources, TimberWest
Cheryl O'Connell	Director, Continuing Education & Training, North Island College
Mike Obal	Owner, Oceanside Industrial Skills
Lisa Perrault	Strategic Administrator, Western Forest Products
Peter Sprout	Manager, BC Forest Safety Council
Glynis Steen	Associate Dean, Vancouver Island University
Stu Seifert	Chair, Heavy Equipment Operator & Driver Training, Vancouver Island University
Wendy Samaroden	Lead Programmer, North Island College
Duncan Taggart	Timber Sales Manager, Ministry of Forests, Lands & Natural Resource Operations
Brian Butler	President, United Steel Workers
Dave Weymer	Owner, DT Blasting Limited
Dwight Yochim	Executive Director, Truck Loggers Association

Stakeholder Group #1 – Employers & Contractors	
Ted Gordon	Contract Fallers Association of BC
Dave Weymer	Western Fallers Association
Peter Sprout	BC Forest Safety Council
Dave Gregson	Falltech Logging Ltd.
Howie McKamey	Goat Lake Group
Mark Leitaio	Island Timberlands
Jan Marston	TimberWest Forest Corp.
Mike Cass	Western Forest Products
John Mann	Western Forest Products
Brian Butler	USW 1-1937
Pat Kinney	USW 1-1937
Claudia Trudeau	MFLNRO
Steve Lorimer	Association of BC Forest Professionals
Keith Atkinson	BC First Nations Forestry Council
Ted Beutler	Aggressive Timber Falling
Mike Richardson	Tsibass Construction Ltd.



Stakeholder Group #2 – Educators & Trainers

Guy Ellis	Vancouver Island University
Wendy Samaroden	North Island College
Olaf Neilsen	Camosun College
Mike Obal	Oceanside Industrial
Victoria Pazukha	Resource Training Organization
Russ Robertson	TransCDA
Pam Jorgenson	BC Forest Safety Council
Shari Caudron	North Vancouver Island Aboriginal Training Society
Andy Callicum	Nuu-cha-nulth Employment and Training Program
Randy Bell	'Namgis First Nation
Lisa Perrault	Western Forest Products
Claudia Trudeau	Ministry of Forests, Lands & Natural Resource Operations
Chiara Longhi	University of British Columbia
Steve Finn	BC Institute of Technology
Laurie Schuerbeke	BC Construction Association
Rob Scales	Industry Training Authority

Stakeholder Group #3 – Industry Leaders

Lisa Perrault	Western Forest Products
Jan Marston	Timberwest
Bill Markvoort	TLA (former President)
Rob Moonen	BC Forest Safety Council
Jim Hunt	FP Innovations
John Mann	Western Forest Products
Mike Cass	Western Forest Products
Dave Whiteley	Timberwest
Otto Schulte	Interfor
Ben Lattanzi	Island Timberlands
Rick Jeffrey	Coast Forest Products Association
Christine Gelowitz	Ministry of Forests, Lands & Natural Resource Operations
Vincent Portal	Ministry of Advanced Education
Jeff Nugent	Industry Training Authority
Ted Beutler	Aggressive Timber Falling
Keith Atkinson	First Nations Forestry Council
Matt Wealick	Ch-ihl-kway-uhk Forestry Limited Partnership
Kelly McCloskey	Forestry & Communications Consultant

Labour Market Partnership – Steering Group

Dwight Yochim (Executive Director)	Truck Loggers Association
Dave Lewis (former Executive Director)	Truck Loggers Association
Bill Sauer	North West Loggers Association
Carmen Brown	BC Fallers Ltd.
Don Banasky	Falltech Logging Ltd.
MaryAnne Arcand	Central Interior Logging Association
Monty Hussey	Tilt Contracting Ltd.
Claudia Trudeau	BC Ministry of Forests, Lands & Natural Resource Operations
Brian Mulvihill	Finning Canada Ltd.
Brian Butler	United Steel Workers
Mark Leitao	Island Timberlands Limited Partnership
Matt Wealick	Ch-ihl-kway-uhk Forestry Limited Partnership



Labour Market Partnership – Steering Group	
Ralph Friedrich	Interfor Coastal Woodlands
Patrick Marshall (Chair, CFIWI)	Capital EDC Economic Development Company
Tracy Black	BC Ministry of Jobs, Tourism & Skills Training
Patrick McDonough (Labour Market Consultant)	LMI Insight