

Myths and Trajectories: Readiness in workforce transition

Greg Halseth

Geography Program

Canada Research Chair in Rural and Small Town Studies

Community Development Institute

University of Northern British Columbia

Workforce Development Forum

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Outline

Part I – Demographic Transition

Part II – Worker/Family Transition

Part III – Economic Trajectories

Part IV – Workforce Innovation and Development

Take Home Messages

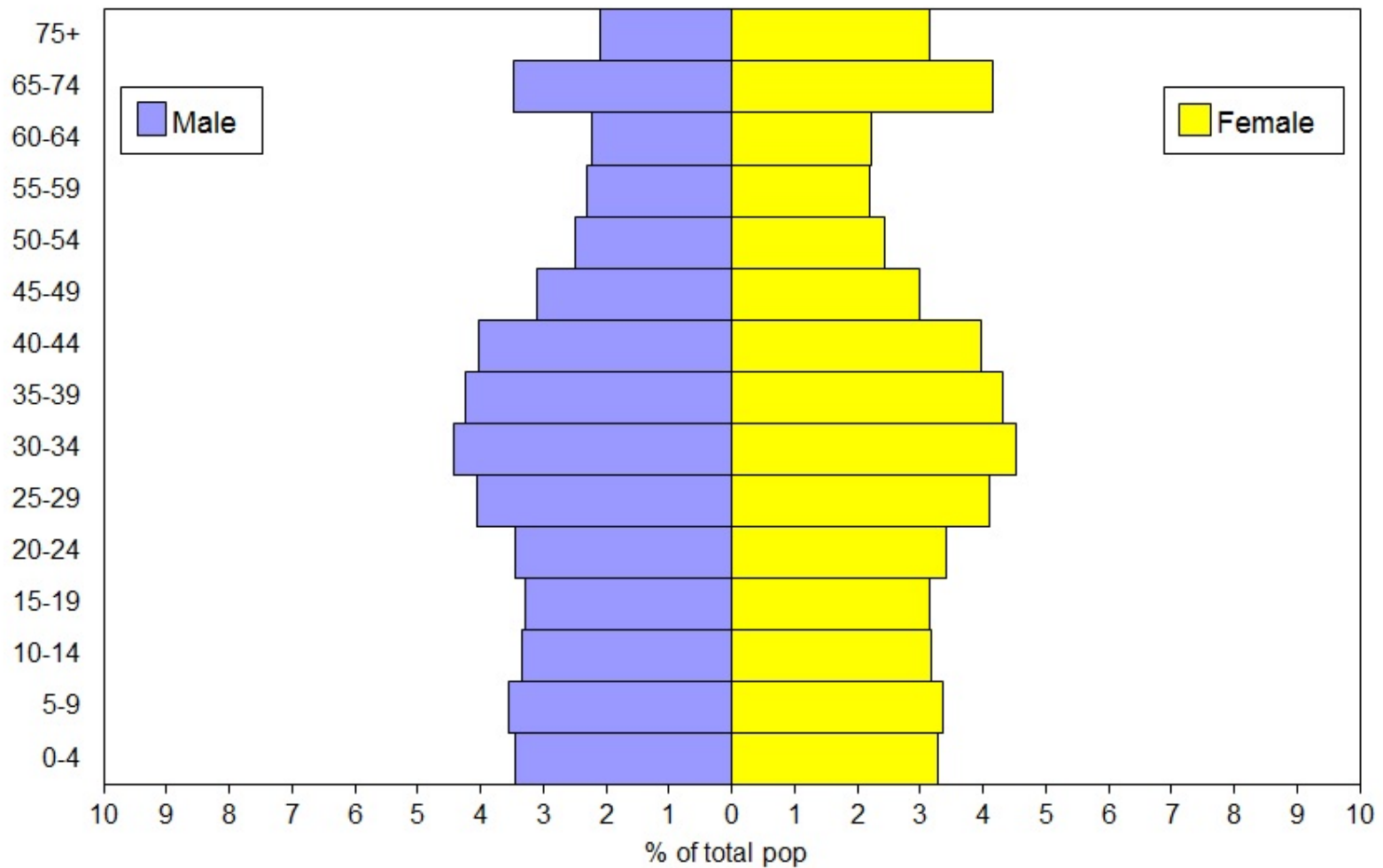
More Information



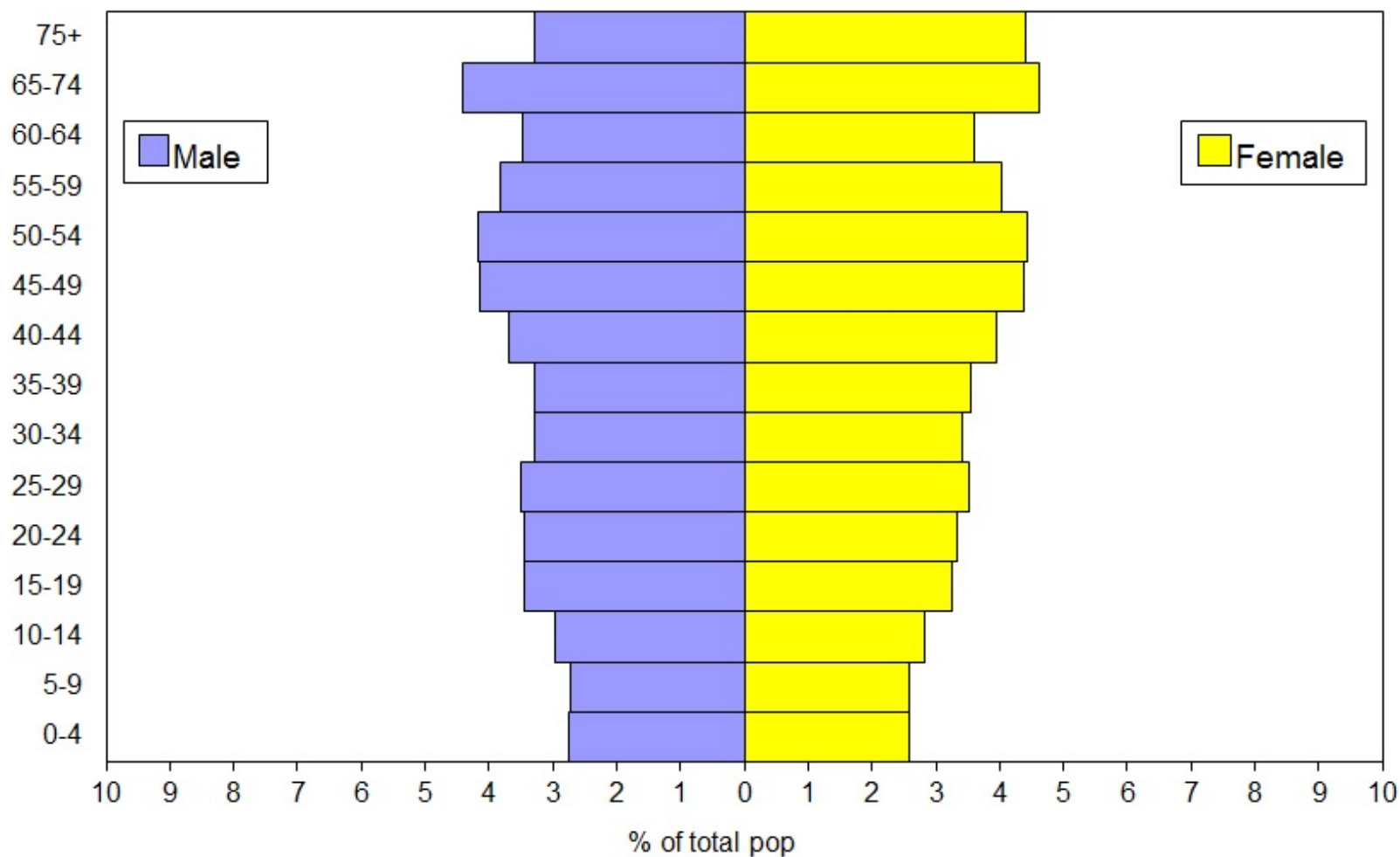
Part I

- Demographic Transitions

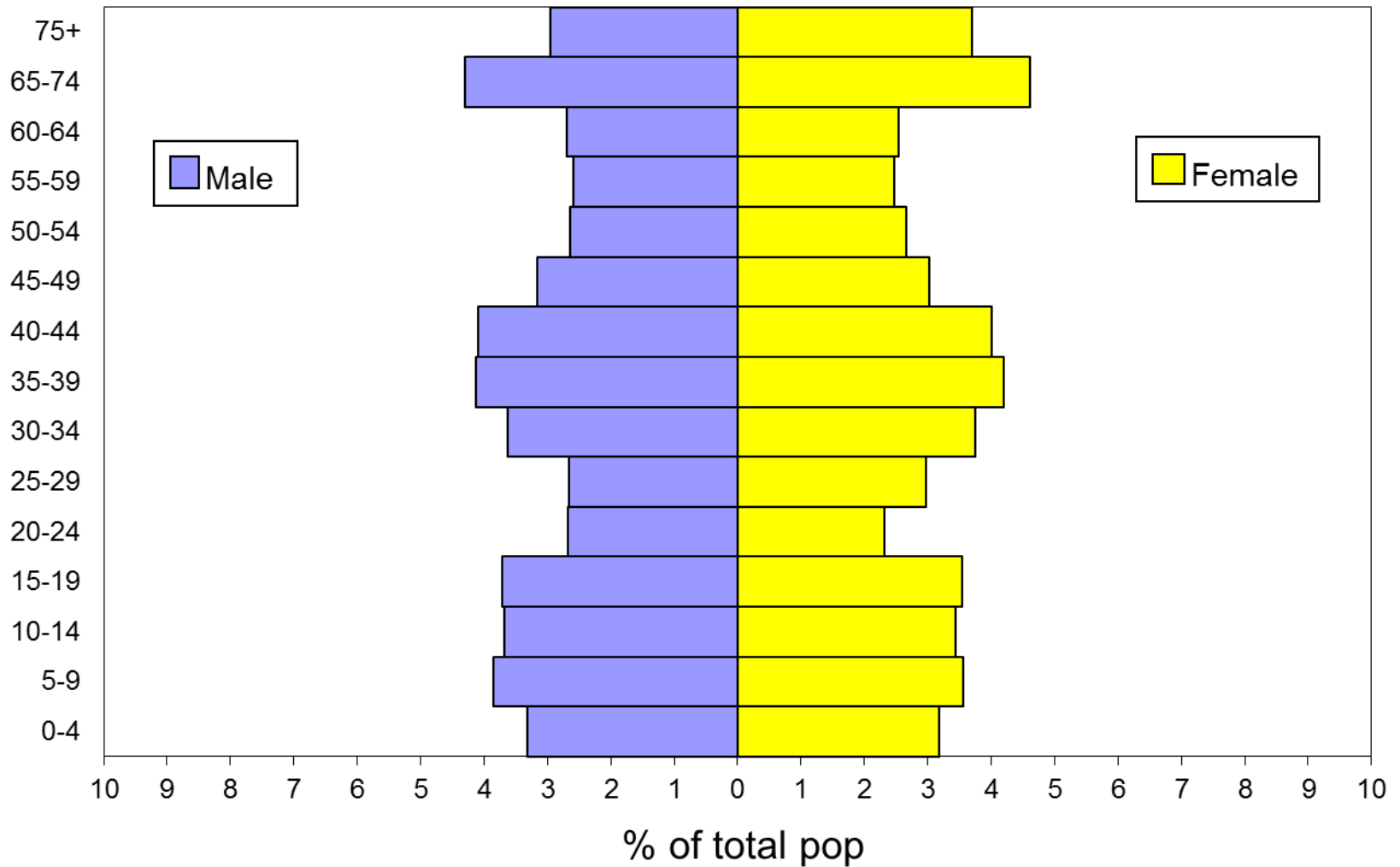
British Columbia - 1991



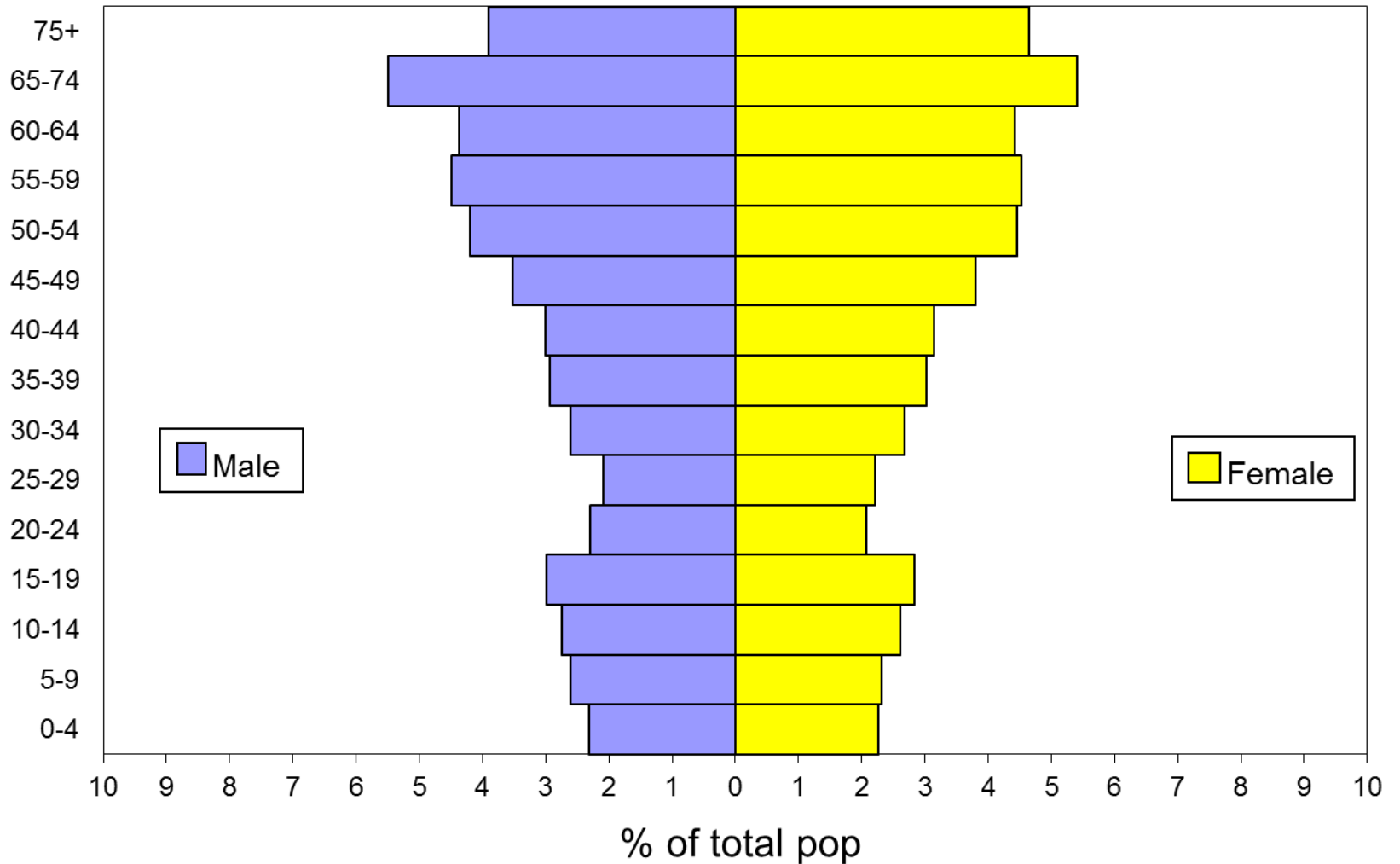
British Columbia - 2011



Central Kootenay Regional District - 1991



Central Kootenay Regional District - 2011



Demographic Transitions

- General population aging
 - Aging baby boom population
 - Considerable upcoming labour turnover
 - Considerable economic opportunity in “seniors retention”
- Historic youth out-migration
 - Shortage of local replacement workers
 - Challenge of attracting “next generation” workers
- Increasing Aboriginal labour force size
 - Demographically “young”

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”

Part II

- Worker/Family Transition
- Immigration
- Retention
- 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
- Turn FIFO to local advantage
 - Serve as “a home community”
 - Requires attention to local services
 - Requires attention to policy (ie: small airports)

Immigration

- 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)
 - Community of interest

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Retention

- Retention of aging workers as retirees:
 - Role as mentors
 - Economic sector unto themselves
 - Foundation for attracting other retirees

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

- Economic Trajectories
- Business Trajectories
- SME Opportunities

The (New) Global Economy

- We have always been immersed in global economic relations
- What is new:
 - Pace of change is accelerating
 - Global 'interconnections' increasing / increasingly complex
 - Booms come faster; busts go deeper !!
 - Industry is global (compete for them; compete for share of jobs)
- Increasing importance of place-based assets

The New Global Economy

- What is new:
 - Shift from comparative advantage to competitive advantage
 - Shift from commodities to mix values, commodities, and economies
- Place-based policy and development
 - Amenities, unique local assets
 - What are our assets?
 - What are our aspirations?

Business Trajectories I

- Understand recent HR histories and take lessons learned
 - Very competitive for critical labour
 - Planning for HR needs
 - Understanding HR pool
 - Skills matching / skills projections

Business Trajectories II

- Understand different sectors:
 - Established sectors
 - Emergent sectors
 - Are you 'Kodak' or 'GoPro'?
 - Oil/gas
 - Mining
 - Forestry
 - Hydro-power
 - Services
 - Healthcare / seniors
 - Agriculture/hydroponics
 - Tourism

Business Trajectories III

- Understand different sectors:
 - Local work and home
 - Long Distance Labour
 - Very different sets of services and support needs/ opportunities
 - “Flexibility” is the watchword

SME Opportunities I

- Where the economy is going!
- Harness potential of the best educated workforce in history
 - Innovation and creativity is the SME norm for survival
- Connect with experience via mentoring programs with “too young to retire” baby boomers
 - Job/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 grow the pool
 - Grow the training base to continuously renew
 - Need to out compete with job quality
 - Set within an attractive region
 - Workers can “go anywhere”

Workforce Innovation & Development I

- Look, do, invest
 - But not in the usual places
 - “workforce development is no longer about squeezing people through a 6 week course on welding ...”

Workforce Innovation & Development II

- Key Regional Economic Foundations:
 - Entrepreneur/SME networking
 - To scale-up
 - To scale-out
 - Link supplier expertise, producer expertise, marketing expertise, management expertise, ...
 - Strong and ongoing networking
 - Support services
 - Economic/business support services
 - Social/family support services

Workforce Innovation & Development III

- Broaden skills/capacity development opportunities
 - Continuing education
 - Training courses
 - High school transfer

 - Volunteer groups
 - Youth educational opportunities

Workforce Innovation & Development IV

- Focused investments
 - Whole-life services
 - Quality of life services
 - Special skills development
 - Life-long learning

Take Home Message I

- 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)

Take Home Message II

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

The Next Rural Economies

Constructing Rural Place
in Global Economies

G Halseih, S Markey and D Bruce



20 Chapters

**Authors from 8
OECD countries**

2010

INVESTING

Economic Renewal in Northern British Columbia

IN PLACE



Sean Markey, Greg Halseth, and Don Manson

UBC Press

2012

The Community Development Institute University of Northern British Columbia

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

Greg Halseth
Co-Director

greg.halseth@unbc.ca

Marleen Morris
Co-Director

marleen.morris@unbc.ca

