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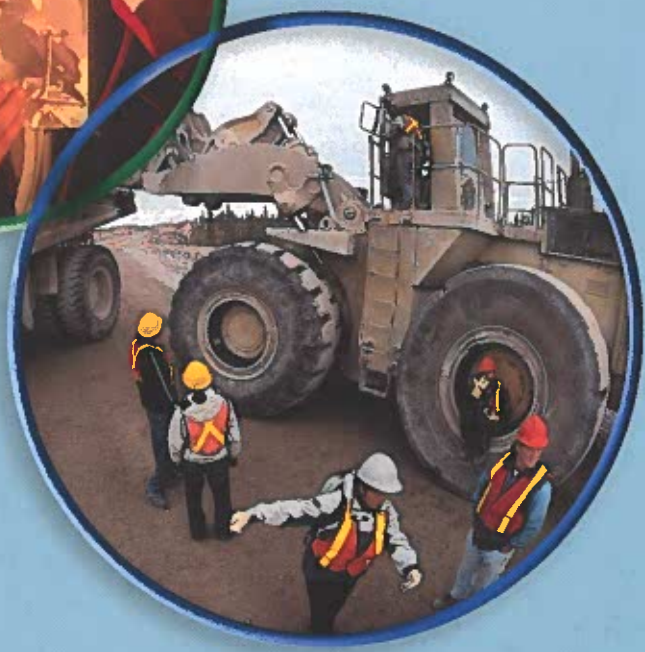


Goal 4

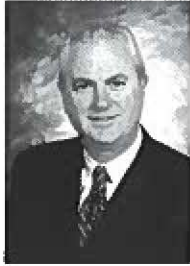
Employment and Labour

A Skilled and Productive Workforce

One of Five Goal Summaries of
Building on Our Success – Strategic Plan 2005-2015



Minister's Message



I am very pleased to introduce *Building on Our Success*, the Department of Education, Culture and Employment's third Strategic Plan. This plan provides a framework for our activities over the next decade until 2015, and sets out a series of goals that reflect the concerns of the people of the Northwest Territories.

Our Territory is changing quickly. More than ever, it is clear that a solid education is essential for all Northerners. Effective early learning and school programs are needed to give children opportunities to grow and develop. Further education and training must be a priority for adults, so all Northerners can take advantage of employment opportunities.

At the same time, it is critical to nurture and protect our cultural heritage so that we do not lose the knowledge, skills and history that make us unique. Given the rate of change in the North, our languages and traditions are under considerable pressure. We must work together to celebrate and strengthen the cultures that have served generations of Northerners.

The goals in this Strategic Plan are the result of extensive consultation with Northerners. Over the past few years, you have told us what you want and need through survey responses, focus groups, public meetings and other correspondence. I appreciate your response. You will see in this plan that we have heard what you had to say.

This plan builds on two previous plans. The recommendations of our first plan in 1984, *Learning: Tradition and Change in the Northwest Territories*, led to the creation of our divisional boards of education and Aurora College, both essential parts of our education system today. Our second plan, *People: Our Focus for the Future*, was developed in 1994 when the Department of Education had expanded to become the Department of Education, Culture and Employment. Goals set out in that plan led to extension of culture, education and career development services in Northern communities.

This 2005 Plan recognizes both the strengths and weaknesses of our past actions. It celebrates the success enjoyed by many who have accessed our programs and services, and proposes ways to build on that success.

We are looking forward to working with our partners and the citizens of the Northwest Territories to address the challenges and celebrate the successes that the next decade will bring.

A handwritten signature in cursive script that reads "Charles Dent".

Charles Dent

Minister of Education, Culture and Employment

2005



Employment and Labour

Introduction

The Department of Education, Culture and Employment recently released a strategic plan titled, *Building on Our Success*. The plan describes the goals and actions that the Department plans to undertake during the period 2005 through 2015. To support the release of the Plan a series of five booklets have been prepared – one on each of the key areas of Departmental responsibility.

This booklet, *Employment and Labour – A Skilled and Productive Workforce*, lays out the Department of Education, Culture, and Employment's goal, objectives, priorities and actions related to A Skilled and Productive Workforce.

A summary of the goals and objectives for the complete plan is provided on the following page. This summary illustrates how the activities of the Department are linked together.

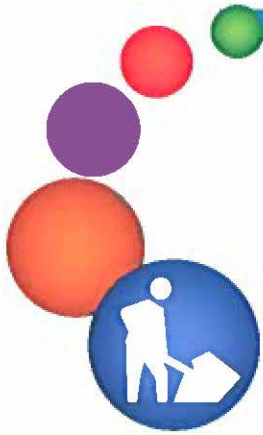
For further detail, please refer to the complete document *Building on Our Success – Strategic Plan 2005-2015* which can be requested from the Department of Education, Culture and Employment or found on our website at <http://www.ece.gov.nt.ca/>.

Goals	Pride in Our Culture	Education of Children and Youth	Education of Adults	A Skilled and Productive Work Environment	People Participating Fully in Society
Objectives	<ol style="list-style-type: none"> 1. Preservation and knowledge of our heritage 2. Promotion of the arts 3. Support and promote our official languages 	<ol style="list-style-type: none"> 1. A strong foundation for learning 2. Students achieving their potential 3. A results-based education system 	<ol style="list-style-type: none"> 1. Access and choice for adult learners 2. A responsive college 3. An integrated adult learning network 	<ol style="list-style-type: none"> 1. Northerners making informed career choices 2. A skilled workforce 3. A productive work environment 	<ol style="list-style-type: none"> 1. An integrated system of program supports 2. A comprehensive system of financial supports 3. A responsive income security system
Cross-Goal Strategies	<ol style="list-style-type: none"> 1. Strong and Effective Partnerships ECE is committed to strengthening local, territorial and federal partnerships, and working collaboratively to address problems and achieve results. 2. High Quality Human Resources ECE is committed to developing a skilled, productive civil service that represents the people it serves. 3. Responsive Information Systems ECE is committed to the collection, analysis and provision of information about its programs and services through systems that are responsive, reliable, available, and serviceable. 4. Facilities that Match Program Delivery Requirements ECE is committed to defining and addressing additional facility requirements. 5. Effective Performance Planning, Monitoring and Measurement ECE is committed to managing itself effectively, ensuring that it spends responsibly, develops transparent decision-making processes, monitors and reports on its progress, and is accountable for results. 				



Employment

A Skilled and Productive Workforce



ECE provides a variety of career, employment and labour programs and services to ensure that NWT residents have the skills, knowledge and opportunities to participate fully as productive citizens in the Northern economy.

These include a coordinated system of career development services. We produce and distribute relevant Northern labour market and occupational information so that Northerners are aware of work and learning opportunities. We promote the value of career planning and the creation of a career planning culture to support self-reliant people and communities.

The Department also funds, supports and evaluates training programs, including apprenticeship training, that are responsive to the needs of individuals, industry and communities. We work with employers and industry groups to ensure a coordinated approach to labour force development. We establish occupational standards and provide certification for designated occupations in the NWT.

ECE promotes fair, healthy, safe, cooperative, and productive work environments. We provide relevant labour standards regulations to employers and employees in the NWT. We also regulate and enforce the *Labour Standards Act* in the NWT.



and Labour

Objectives

ECE works closely with these partners to encourage and support the development of a Northern workforce:

- Aurora College
- GNWT departments
- Federal government departments
- Aboriginal organizations
- Private sector employers

- 1. Northerners Making Informed Career Choices*
- 2. A Skilled Workforce*
- 3. A Productive Work Environment*

Vision

Northerners participating in a strong and prosperous work environment.



21st Century Challenges

The NWT Labour Force

Labour Force Activity

The NWT has one of the fastest growing economies in Canada, with unprecedented business and employment opportunities. In 2004, the average employment rate was close to 70%, and NWT has the highest employment rate in Canada. Although a disparity exists between the employment rates in Yellowknife and smaller communities, (the Yellowknife rate is 81.9%; average rate in smaller communities, about 60%) the employment rates for Aboriginal people are improving. In 2002, the employment rate for Aboriginal people was 52.3%, the highest value recorded since information began to be collected in 1984.

Over a 10-year period ending in 2010, the labour market in the NWT is projected to grow by as much as 7,000 jobs. During that same period, a 20% decrease in labour supply is anticipated because many workers do not have the required skills. Unless changes occur, the pool of available workers within the NWT will not have the capacity to meet future demands – a situation that is complicated by increasing national and global competition for jobs.

The Aging Workforce

While the NWT population is younger than in the rest of Canada, our population is aging and birth rates are declining. This trend, coupled with increases in early retirement, can be expected to put pressure on young and middle-aged adults to develop the skills required for the jobs being vacated. Unless the NWT is able to provide the trained and skilled workers that are needed, this may lead to increased in-migration of workers.



Public Sector

Even with the current boom in mining, oil & gas and construction, the public service remains the largest single employer in the NWT. About 37.3% of NWT workers are employed by in government administration, health or education services.

This sector will continued to be challenged by fiscal restraint, the need to ensure the labour pool has appropriate skill levels at both the NWT and community level, and the changes that will come about as a result of devolution and the establishment of Aboriginal governments.

Regional, Community and Aboriginal Government Development

One of the goals of the current Legislature is “well-governed, sustainable communities and regions able to fulfill their potential.” The responsibilities of regional, community and Aboriginal governments are growing as a result of self-governance agreements and devolution of authorities. Many of these governments require capacity development – preparation of skilled and experienced employees – in order to effectively manage and deliver current and future programs and services.

As Aboriginal self-government is implemented in the NWT, it will be important for the GNWT and the Aboriginal governments to clearly communicate where and how members of the public can access programs and services.

“Maybe career counselling services should be available in the schools”

– Survey Respondent

Private Sector

Growth of the private sector is expected to continue over the planning period, particularly in the non-renewable resource industries, creating a high demand for workers. Businesses supporting the expanding population as well as those providing services and support to sectors such as transportation all require skilled employees. At present, large and small employers alike are looking for skilled staff.



Non-Renewable Resources

In 2001, the NWT's GDP grew by 19.6% (the highest growth rate in Canada), largely as a result of development in the non-renewable resource sector, and this trend is expected to continue. This has had a significant effect on the employment levels and skill requirements for workers. Key developments in this area are:

Diamonds

Over the last 10 years two diamond mines, BHP Billiton Diamond Inc.'s Ekati Mine and the Diavik Diamond Mine have gone into operation, while a third mine, De Beer's Snap Lake Mine, is expected to begin operation in 2006. The operating mines employ just over 1,300 people in unskilled, semi-skilled and skilled jobs. The opening of the mines has also led to the creation of a secondary diamond industry which includes cutting and polishing facilities.

Oil and Gas

The last five years have seen a significant increase in oil and gas exploration in the NWT, driven by increased demand in the United States, declining reserves in Alberta and the possibility of the construction of a natural gas pipeline along the Mackenzie Valley. Employment in this industry varies on an annual basis, but it is estimated that 1,728 people are employed in the industry for some period of time each year.

This sector is expected to grow dramatically with the potential construction of the pipeline. The pipeline is currently in regulatory review and construction could begin as early as 2007. More than 8,000 jobs for skilled trades, labourers, engineers and other professionals could be created by pipeline construction and associated activity. Job growth in the resource sector, and the associated influx of new residents to the NWT, will create jobs in other sectors of the economy as the demand for goods and services increases.

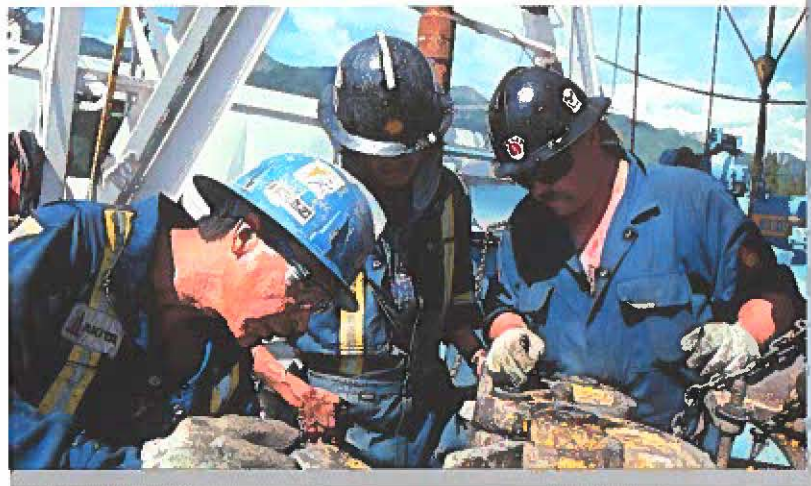
Labour Services

The NWT's ability to compete and to provide secure, rewarding jobs depends on highly productive workplaces. The key to creating such workplaces is to find the right balance between the interests of employees and employers. The GNWT will need to focus its attention not only on helping people develop the necessary skills to find work, but also on promoting cooperative work environments that foster constructive labour-management relations.

The workplace in the NWT is governed by a complex array of both territorial and federal legislative and regulatory requirements. With the anticipated increase in the number of employers and works, there will be a higher demand for labour services to ensure employers and employees are aware of their rights and duties.

Measuring Success

We will measure our success by the number of Northerners who make informed career choices, by the number of people who develop the skills and abilities they need to become certified workers in the NWT, and by an assessment of whether the labour environment is fair, stable, and provides opportunities for all Northerners.





Objectives, Priorities and Actions

Objective 1:

Northerners Making Informed Career Choices

Priority: Improve access to career development services

- Actions:
- Dedicate career counselling resources specifically to support students and staff attending NWT schools and Aurora College.
 - Build increased understanding of existing services through improved linkages with employers, schools, Aboriginal governments and communities.
 - Update the *Career Development Directive* to ensure the roles, responsibilities and mandates for career development partners are clear and reflective of new and changing relationships.
 - Provide access to career development services using new and emerging technologies.

Priority: Provide effective career counselling services

- Actions:
- Increase skill levels of career counselling staff.
 - Develop and implement process for obtaining results information about career development services.
 - Partner with the schools and college on professional development activities.
 - Provide routine updates of labour market information to educational institutions and the public.
 - In cooperation with the NWT Bureau of Statistics provide labour market information along with career counselling information at school.
 - Create career awareness with parents of students.



Objective 1 cont' ...

Priority: Link skilled employees to work

- Actions:
- Develop an employer survey to identify essential skills required by employees.
 - Raise awareness of job opportunities and the required skills for those jobs.
 - Work with employers to remove barriers to employment.
 - Encourage preference for employment of Northern workers by industry and new employers.
 - Involve industry and employers in training to the greatest extent possible.

Objective 2:

A Skilled Workforce

Priority: Provide institutional and workplace skills development

- Actions:
- Develop and deliver programs through Aurora College that meet current and emerging labour market needs.
 - Encourage employers to support the development of their employees by sharing best practices and exchanges of information.
 - Support people to acquire workplace skills through “training on the job” subsidies.
 - Partner with the schools and college to support the development of skills that lead to occupational certification.

Priority: Certify workers

- Actions:
- Identify key occupational categories in which certification is preferred by employers.



Objective 2 cont' ...



- Partner with employers and industry to identify required occupational skill competencies.
- Strengthen mechanisms to identify Northerners for apprenticeship programs and to help them enter into them.
- Promote training associated with all types of occupational certification.
- Work with employers to certify and re-certify employees.

Priority: Provide supports related to skills development

- Actions:
- Work with the federal government to provide support for clients who are not eligible for employment insurance.
 - Provide opportunities for high school students and youth to acquire skills required for the labour market.
 - Work with Aboriginal organizations to coordinate efforts.
 - Assess barriers to skills development and develop strategies to overcome them.
 - Develop specific programs and services to address barriers to enrollment of Northerners in skill development programming.

Objective 3:

A Productive Work Environment

Priority: Develop and monitor labour standards

- Actions:
- Update the *Labour Standards Act*.
 - Identify and implement efficient procedures for handling labour service issues.

Objective 3 con't ...

- Promote labour standards and services with employers and employees.

Priority: Work with employers to define human resource requirements

- Actions:
- Work with employers and employees to identify and clarify workplace expectations.
 - Develop human resource planning frameworks for use by small, and medium employers.
 - Support the development and operation of economic sector councils focused on strengthening the skills and abilities in the labour force.
 - Work with other provinces and territories to identify key issues and ways in which to collaborate to provide human resource requirements.

Priority: Expand GNWT role in labour

- Actions:
- Conduct background research on labour functions of provincial governments and develop a model for GNWT activities in this area.
 - Work with industry, employers and labour to identify a framework for increased GNWT involvement in labour matters.
 - Examine the possibility of assuming a broader mandate for labour from the federal government with respect to devolution.



Employment and Labour

Conclusion

This booklet summarizes the Department of Education, Culture and Employment's planned activities related to A Skilled and Productive Workforce. It is one of a series of booklets that have been developed to illustrate the goals, objectives and priorities of the Department during the next ten years. There are similar guides available that review planned actions related to the four other Departmental goals: Education of Children and Youth, Culture, Heritage and Languages, Adult and Postsecondary Education, and People Participating Fully in Society.

The Departmental Strategic Plan was prepared based on broad consultation with the public and various stakeholders. It outlines a framework for Departmental activities that builds upon the successes of the past decade. Within the scope of the Plan, the Department will continue to work closely with a wide range of organizations and individuals to develop detailed actions that will strengthen current programs and services and improve overall results. The Department is committed to reporting on a regular basis to the public on achievements and advances related to the Plan.

The complete document *Building on Our Success – Strategic Plan 2005-2015* also includes five cross-goal strategies. For those interested, the complete Plan can be requested from the Department of Education, Culture and Employment or found on our website at <http://www.ece.gov.nt.ca/>.

