
RECRUITMENT STRATEGY FOR THE BC FOREST SECTOR

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A contact list has been provided in Appendix II which reflects the individuals who contributed ideas and information for the body of the report and who also added to the list of activities provided in Appendix III.

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Stephen Baumber, RPF
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EXECUTIVE SUMMARY

This strategy is a response to the anticipated shortage of forest professionals which will occur in BC within the next decade. This strategy will also help the forest sector address a corresponding need for non-forest professionals, researchers, and skilled labour.

WHY RECRUIT?

Traditionally there has been a minimal need for the active participation of forest sector employers in the recruitment of individuals for employment or training. Recruitment has been seen as a matter for educational institutions to maintain enrolment in their forestry programs. However, depressed market cycles in forest products and a change in public attitudes towards forestry have created a persistent decline in enrolment in forestry programs. Coupled with increasing retirement levels due to Canada's aging demographic and forest workers are now in increasingly short supply.

As a result many employers are spending valuable resources on national and international staff searches or hiring HR consultants to assist in filling open positions. Employers, educational institutions and government agencies have engaged in individual recruitment efforts that have been ineffective largely due to a dispersed effort and a lack of a cohesive vision. There are three central reasons why the Province, forest sector employers, and forest educational institutions must come together as a broadly defined forest sector in support of a Provincial Recruitment Strategy:

1. The BC forest sector is not effectively competing for prospective employees in a labour market where the number of potential employees is decreasing.
 - Nationally, a substantial portion of the population will retire in two decades with no equivalent number of younger people to replace them (Figure 3).
 - A recruitment campaign would address sectoral weaknesses and capitalize on social opportunities to make forest sector employers more competitive.
2. Appropriately educated and skilled labour is required for forest stewardship.
 - Seventy-four percent of Registered Professional Foresters and 57% of Registered Forest Technologists will reach the age of 63¹ within two decades. By 2011 the province will lack over 400 forest professionals (Table 3). Anticipated labour demand or retirement levels for non-professional forestry businesses and research groups are unknown.
 - Recruitment is necessary to ensure that a sufficient level of activity in public forests is maintained to provide social and economic benefits to BC residents.
3. Declining enrolment in forestry education programs shrinks the short-term labour pool and threatens the long-term ability to educate forest professionals in BC.
 - Only a sector-wide initiative can counteract the negative public image of the forest sector and the perception of an economically depressed industry, which are dissuading people from entering the forest sector and enrolling in forestry education programs. All BC forestry programs are at risk of dissolution.

¹ HRSDC forecasts a median retirement age of 63 yrs for the forest sector (HRSDC 2006).

INVESTING IN A PROVINCIAL RECRUITMENT STRATEGY

The BC forest sector must participate in a long-term team approach to a Provincial Recruitment Strategy and invest in activities over a five-year period. The strategy would be delivered around four Focus Areas:

AREA 1: Establish and maintain cohesion around the challenge of recruitment.

- Create and staff a full-time Recruitment Coordinator position responsible to the members of the Provincial Recruitment Steering Committee (Figure 7).
- Activities should be conducted through a partnership of multiple stakeholder representatives. Establish a five-year fund through endowments from the Province and stakeholder champions, channelled through the Association of BC Forest Professionals.

AREA 2: Identify and assign roles and responsibilities.

- Conduct sector-wide surveys of employers and employees to gather information on labour needs in the forest sector, for both forest and non-forest professionals.
- Provide support for recruitment and retention programs for each accredited educational institution by hiring regional recruiters to be based out of partnered institutions.
- Support educational outreach positions, especially in underserved areas of the province.
- Retain a marketing consultant to create a province-wide image-building campaign for the BC forest sector, to inspire people to become forest professionals.
- Forestry educational institutions should explore resource sharing.
- Assist forest sector employers in attracting prospective employees.

AREA 3: Gather together necessary resources.

- Existing recruitment efforts and educational outreach programs need to be sustained and enhanced. Successful efforts should be duplicated in regions that are underserved.
- New efforts supported by stakeholder partners should be developed to compliment existing activities and increase community awareness.
- Synergies need to be formed between community groups (such as charities or special interest groups) and forest sector employers throughout the province.

AREA 4: Commence activities, monitor results and make adaptations to the strategy.

- Put in place an implementation plan with timelines and mileposts, and a system of monitoring progress. Revisit and improve the strategy.

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

FIVE YEAR TIMELINE

Activities should be conducted through a partnership of multiple stakeholder representatives. Please refer to the business plan for an outline of the five-year funding commitments required by the Province and stakeholder champions.

Task Completed	Year	AREA 1	AREA 2	AREA 3	AREA 4
<input checked="" type="checkbox"/>	2006	Strategy and Business Plan			
<input type="checkbox"/>	2007	Establish Funding Partnerships for Start-up Activities			
<input type="checkbox"/> <input type="checkbox"/>		Hire Coordinator	Employer surveys	Catalogue and Coordinate Existing Groups and Activities	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2008	Establish Five-year Endowments to Implement Strategy	Image Development		
<input type="checkbox"/> <input type="checkbox"/>			Hire Regional Recruiters	Form Community Synergies	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2009	Coordination, Administration of Funds and Reporting on Activities	Advertising (Image Building) and Recruitment Activities	Coordinate a Collective and Collaborative Effort	Monitoring and Adaptation
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2010				
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2011				
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2012				

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1.0 STATEMENT OF PURPOSE

There are currently no comprehensive studies to provide an assessment of the short- and long-term labour needs of the BC forest sector. Two reports developed in Newfoundland (Smallwood 2005, 2006), a national white paper addressing enrolment in forestry programs (CIF 2005) and a national paper forecasting employer demand (CCFM 2004) are extremely important background reading. The Newfoundland and national papers address the same labour shortage issues impacting the BC forest sector. In the absence of the anticipated national forest sector review the purpose of this strategy is to

- outline the problem in order to make a sound case for the BC forest sector to engage in a Provincial Recruitment Initiative as soon as possible, and
- recommend the implementation of a five-year strategy with a summary of roles, responsibilities and funding requirements.

It should be noted that this report focuses on an anticipated shortage in forest professional labour, specifically registered forest technologists and registered professional foresters. A similar shortage of skilled trades, equipment operators, loggers, etc. in the BC forest sector is also immanent, but these positions are not the focus of this report.

2.0 WHY RECRUIT?

A hesitancy to invest in recruitment is understandable. Both the softwood lumber dispute and decreased residential construction have had a negative effect on the BC forest sector. Environmental concerns and aboriginal land claims will limit the availability of the resource in the future. And despite the recent increase in cutting rights as a result of the mountain pine beetle infestation, concern exists over moving to lower post-infestation harvest levels. These are legitimate concerns, but they do not speak against actively maintaining an educated forest sector labour pool.

The forest sector has a resilience due to its public nature and value to the BC economy. The contribution of forest sector industries to the BC Gross Domestic Product (GDP) are a significant portion of provincial wealth (Figure 1). Combined they exceed all other resource-based industries such as Mining, Oil and Gas Extraction, and also exceed major service industries such as Health Care and Social Assistance. The forest sector constituted 29% of the wealth in the provincial goods-producing sector in 2005. Given that the forest sector will continue to play an important role in BC's economy, there are three central reasons why a Provincial Recruitment Strategy is necessary:

1. The BC forest sector is competing for prospective employees in a national labour market where the number of potential workers is decreasing.
2. The legal commitment of the Province to forest stewardship requires appropriately educated and skilled labour to work in the forest sector.
3. Declining enrolment in forestry education programs is shrinking the short-term labour supply and threatening the long-term ability to educate forest professionals in BC due to the potential closure of facilities and programs.

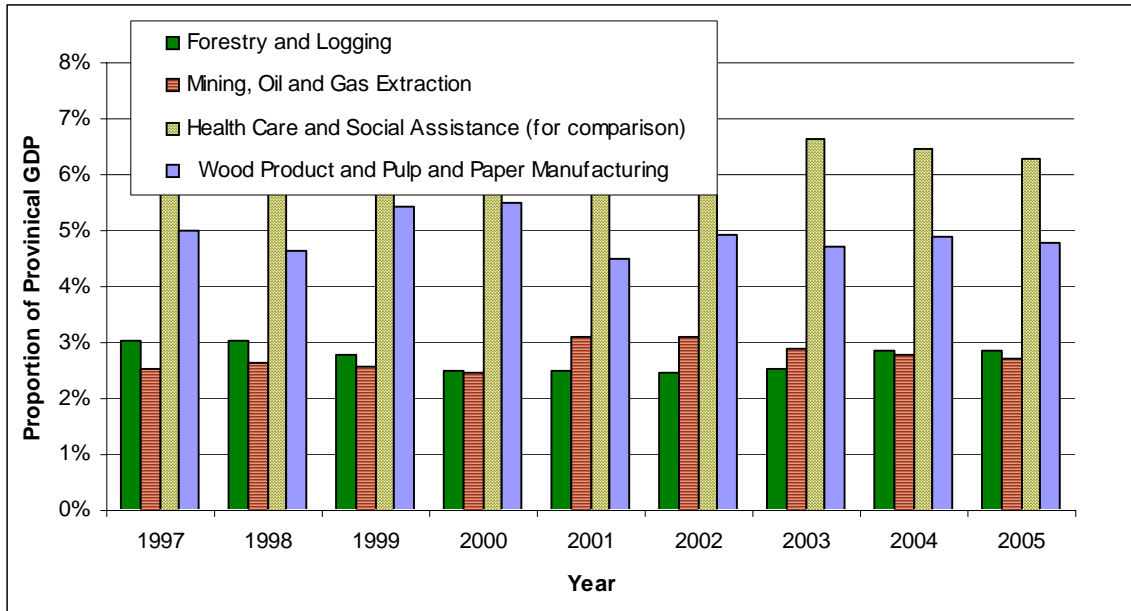


Figure 1. Proportion of BC Provincial GDP for various selected industries (BC Stats 2007).

2.1 Competing in a shrinking labour market

On a national scale, the recognized importance of the forest sector to the Canadian economy has recently led to an announcement by Human Resources and Social Development Canada (HSRDC) that a national forest sector council will be formed (Appendix I). HSRDC sector councils develop an industry profile to review research and development activity, the business environment, and the human resources profile of a particular sector. Two primary industry performance indicators used by HSRDC are the relative weight of the industry in the economy and the assessed growth of the industry.

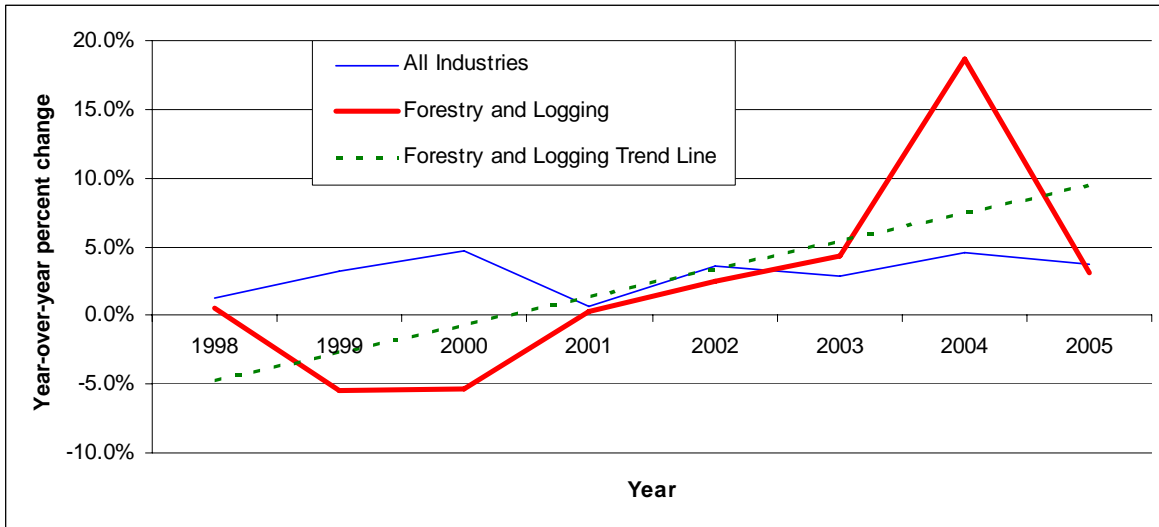


Figure 2. Comparison of year-over-year percent change (growth) for an 8-year period (BC Stats 2007).

HRSDC performance indicators can be estimated for the BC forest sector using currently available provincial GDP information (Figures 1 and 2). Figure 1 confirms that the relative weight of the forest sector in the BC economy is significant. Figure 2 shows that despite a cyclical nature, forestry and logging has experienced an increasing trend (growth) in year-over-year percent change over the last eight years. This growth has matched and sometimes exceeded the provincial rate of all industries combined. Stumpage taxation from harvesting brings in approximately one billion dollars annually. This figure represents 31% of the natural resource revenue of the Province or 3% of total taxation revenue. Forestry, logging and related support industries provided approximately 21,700 jobs or 1% of all provincial employment in 2006 (BC Stats 2007).

Although Figures 1 and 2 do not constitute a formal sector review, there is no indication that forest sector is on the verge of collapse or unable to sustain activity into the future. The forest sector in BC is not going to disappear. Its diverse range of businesses will continue to need an appropriate educated labour pool. Recent reports (CCFM 2004 and Smallwood 2005) have indicated that the demand for employees in the next five to ten years will substantially exceed the supply of forestry graduates from both degree and diploma-granting institutions. *Recruitment activities should not be considered as a means to fill a specific employment capacity, but a necessary aspect of maintaining an educated labour pool that is specific to the BC forest sector.*

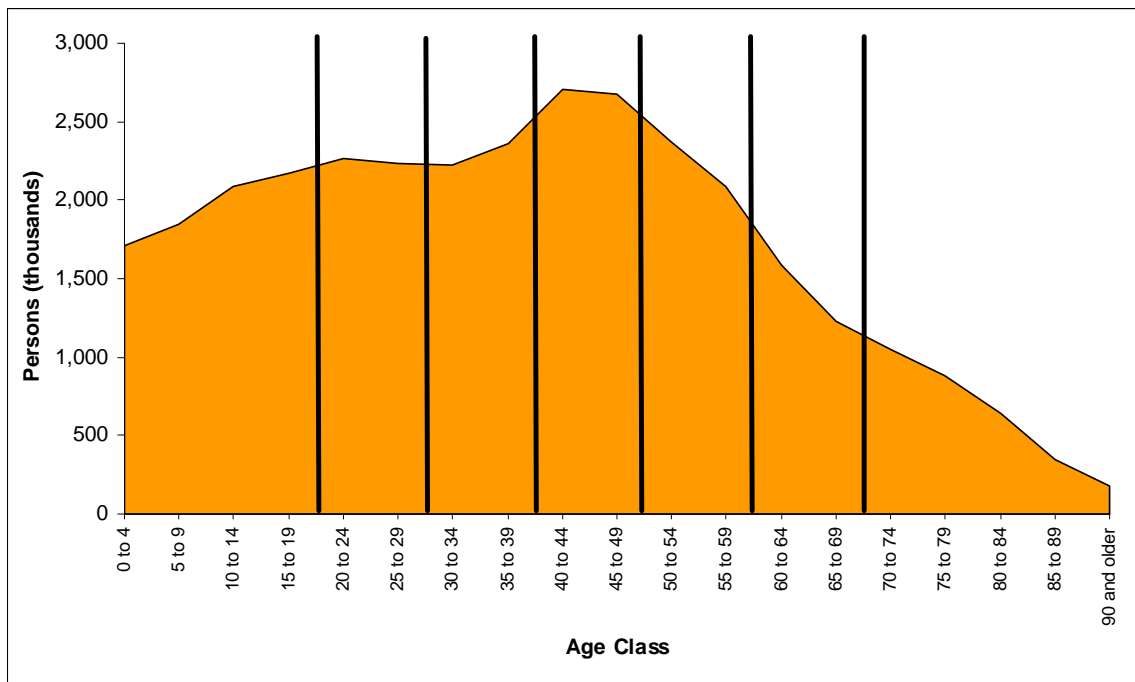


Figure 3. Age class distribution of the Canadian population (Stats Can 2007). The solid vertical lines indicate increments of ten years.

Difficulties in finding labour for the forest sector will be compounded by the coming wave of retirements. Canada’s demographics have a clear “baby boomer” bulge of people between the ages of 40 and 60 years (Figure 3). A comparable population bulge to replace the number of people retiring over the next fifteen years is non-existent. This

suggests one of two things; 1) That positions vacated by retirements across all sectors will go unfilled or be absorbed by remaining staff, or 2) that some sectors will become understaffed. To the extent that productivity gains fail to make up the difference between a demand that is greater than the supply the sector would have to contract. Given the importance of the forest sector to both BC and Canada's economy this is not an acceptable outcome.

Considering Canada's shrinking labour pool the BC forest sector will need to develop a competitive advantage against other sectors. A SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis provides a strategic assessment of the BC forest sector as a player in the Canadian labour market.

Internal Strengths

- *Exclusive right to practice*
The practice of professional forestry is legally defined, and accredited forestry programs are necessary for registration, creating a unique educational and employment niche.
- *Unique skill set of members*
No other profession captures the number of skills required by the forest sector. A diversity of responsibilities and tasks means that forestry jobs are exciting and out of the ordinary.
- *Diversity of jobs*
The number of different job categories and roles for forest professionals and forest workers makes the sector a good place to fit a variety of personalities and interests.
- *Availability of jobs is increasing*
Retirements, improved markets, diversification of wood manufacturing businesses, and increased funding for silvicultural programs are opening up many positions.
- *Unique work environment*
Outdoors, indoors, rural, remote, and urban, there is a combination of workplaces in the forest sector unmatched by other sectors. Urban forest professionals are becoming increasingly in demand.
- *Jobs and education are related to environmental stewardship*
No other sector offers such a direct connection to all sides of the use and conservation of our natural environment.

Internal Weaknesses

- *Declining enrolment and a reduction in the number of forestry educational programs*
Support to sustain forestry programs needs to be directed to the parent institutions until stable levels of enrolment can be re-established or a strategic restructuring of educational programs can occur. This would include material, financial and political support.
- *Negative model of professional forest management*
Only one side of the forest sector employment base is truly revenue-generating, forcing an inequity in wages and investment. It also confirms the public image that forest sector priorities are the reverse of social values. Through carbon credits, tourism or other strategies, growing trees needs to become as well-paid as harvesting trees.
- *Lack of cohesion within the sector*
Cooperation and participation by all employers is absolutely necessary.

Internal Weaknesses

- *Poor employment practices and unappealing work environment*
Short-term employment, lack of benefits, the “expendable employee”, low wages, poor career development, and poor work/life balance are all features of the forest sector that will discourage the best and brightest from being attracted to employers.

External Opportunities

- *Public demand for forest stewardship*
The public clearly wants someone to look after public forests. Forest professionals need to be identified as the only appropriate individuals to perform this duty.
- *Professional reliance model of management*
The trust of the public must be earned by proving (and advertising) the value of professional reliance. Teams of professionals, not companies, look after public forests.
- *Surging trend of global threats to forest lands*
Public concern regarding pest outbreaks, fire, and climate change must be responded to by professionals. Professionals must be viewed as the experts on the forest environment, especially when natural disturbances must be embraced or remedied as dictated by the goals of forest health and social values.
- *Growing awareness of forest management*
The public is beginning to appreciate that forests need some level of active management, and that forest stewardship requires appropriately qualified people. This social awareness needs to be encouraged and developed.

External Threats

- *Poor public image of the forest sector*
The public image must become one of leadership in environmental stewardship and this will require a cohesive, well designed, long-term campaign from the sector.
- *Stronger, more affluent labour market competitors*
Other sectors will offer wages and incentives that may not be within the ability of the forest sector to match. Competitive incentives may be created by improving “quality of life” job characteristics, sector stability, and a strong work/life balance.
- *Changes in government policy*
Maintain a unified sector voice and strong ties to all levels of government. Policy changes must be addressed or responded to if they could negatively affect the image of the sector.
- *Decreased commercial activity in BC forests*
Ensure that all levels of government and communities realize the need for continued economic development of the forest resource. Work positively against campaigns that seek to undermine sustainable commercial activities.
- *Urban lifestyle is more attractive*
Forest sector employers must become involved in building better employment environments in rural communities and encourage services that will fill the “comfort gaps” between urban and rural lifestyles.

2.2 The commitment to forest stewardship

The need for a Provincial Recruitment Initiative is also based on the commitment by the Province to ensure the stewardship of forest lands. To properly “protect, manage and conserve forest and range values” (Ministry of Forests and Range (MoFR) Vision Statement) or to continue “advancing the stewardship of BC's forests” (Association of BC Forest Professionals (ABCFP) Vision Statement) requires labour with specific skill sets and educational backgrounds. There is an acknowledged social value in having appropriately qualified people assume responsibility for the management of BC’s forests.

No data is available to reflect the contribution of non-forest professional (non-registered) employees in the forest sector. Forest stewardship is made stronger by the contribution of associated disciplines whose educational backgrounds differ from forestry. However, the following discussion centres only on the forest professional labour pool, as this data is readily available. It is felt that the conclusions reached are reflective of other disciplines.

Under the *Foresters Act* forest professionals are granted the privilege to an exclusive right to practice professional forestry, and in return forest professionals must be competent, act with integrity, independence, and accountability, and practice good forest stewardship. Forest professionals are registered by an oversight body (the ABCFP) which ensures that members have a specific educational background, relevant work experience, and are committed to maintaining their competence and expertise throughout their practice life. This professional model is based on the previously mentioned premise that the management of public forests requires appropriately qualified people. Registered members are a unique labour pool from which forest sector businesses must draw staff.

There are two professional designations under which individuals can become members of the ABCFP. The Registered Professional Forester (RPF) designation is fed by the Forester in Training (FIT) stream, an Allied Science Forester in Training stream, or the now discontinued Forestry Pupil (FP) program. The Registered Forest Technologist (RFT) designation is fed by the Trainee Forest Technologist (TFT) stream and the Allied Science Trainee Forest Technologist stream. Both of these professional designations (RPF and RFT) require the completion of an accredited education program (further described in Section 2.3), at which point graduates enrol as trainees until they have completed the required term of work experience and have successfully passed the registration exam. Although there is currently no reliable forecast for future labour demand in the forest sector, it is informative to consider the current demographics of the members of the ABCFP (Figure 4 and Table 1).

The RPF age class distribution (Figure 4) clearly has a similar shape to national demographics (Figure 3), with a large “baby boomer” bulge of people approaching retirement. As Table 1 shows there are a significant number of potential retirements to be expected over the next twenty years; 74% of RPFs and 57% of RFTs currently registered will reach the age of 63² in the next two decades. It’s important to note that the majority of potential retirements may occur during the second decade (Table 1).

² HRSDC forecasts a median retirement age of 63 yrs for the forest sector (HRSDC 2006).

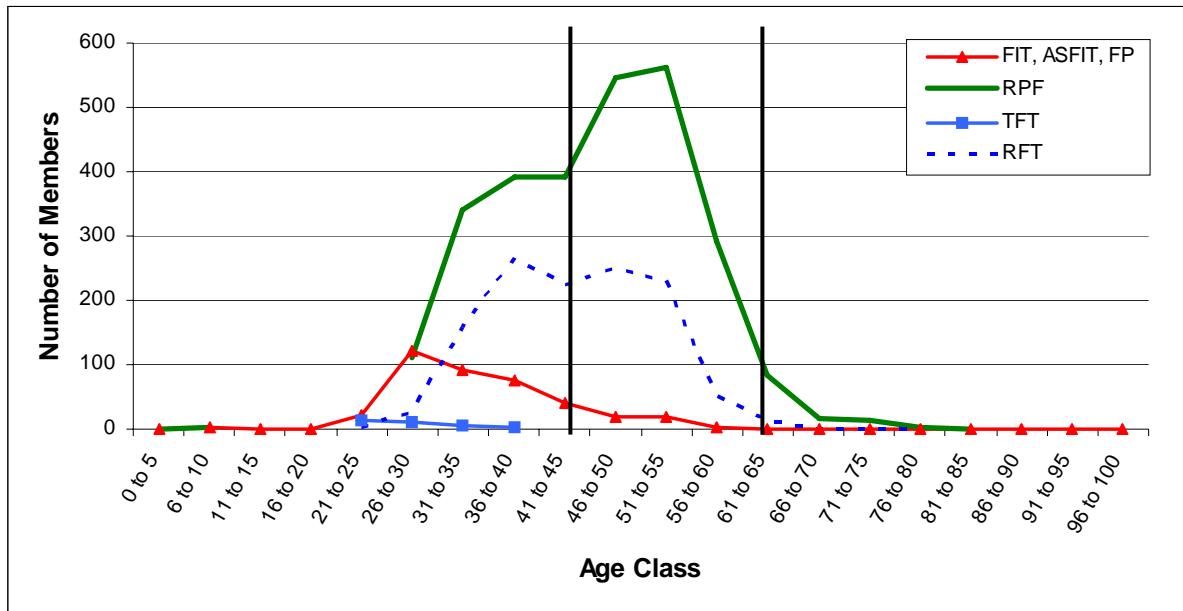


Figure 4. Demographics of the ABCFP membership (ABC FP 2007). Vertical lines show the two decades summarized in Table 1.

Table 1. Anticipated retirements over the next two decades from the ABCFP.

	RFT		RPF	
	Trainees	RFTs	Trainees	RPFs
Members aged 43 and under	100%	43%	83%	26%
Proportion of members retiring by 2017	0%	18%	3%	35%
Proportion of members retiring between 2017 and 2027	0%	39%	14%	39%
Total Potential Retirements by 2027	0%	57%	17%	74%

The professional model of forest management restricts the inputs into the labour pool to a predictable entrance mechanism (graduates of accredited programs) and departures are mostly a product of retirements or members seeking alternative employment opportunities. This unique labour pool for professional labour in the forest sector as defined by the *Foresters Act* will be substantially decreased due to retirements within two decades. The impacts of these retirements are already being felt. In addition to the departure of forest professionals, retirements will also increase the labour needs in the sector for non-forest professionals, trades and skilled labour.

2.3 Declining enrolment in forestry education programs

The subject areas for the minimum standard of a forestry-specific education have been formalized by a national accreditation system. The Canadian Forestry Accreditation Board (CFAB) and the Canadian Technology Accreditation Board (CTAB) are bodies that accredit forestry programs at a degree or diploma level according to standards established by the professional regulatory bodies. Accredited forestry programs are not an offshoot of existing disciplines, but have specialized courses, instructors, and facilities to deliver the required components and learning opportunities. At present there are eight

institutions that offer forestry or natural resource management programs in BC at either a two-year technology diploma or four-year university degree level (Table 2). However, only six of these eight institutions currently deliver a CFAB or CTAB accredited program. This number may be reduced to five in April of 2009 if the Forest Ecosystem Technology program at BCIT is discontinued.

Table 2. Forestry or natural resource management programs in BC (Barss 2007).

Institution	Location	Accreditation	Average # of Graduates¹
Two-year technology diploma programs			
British Columbia Institute of Technology (BCIT) ¹	Burnaby	CTAB	20 ²
College of New Caledonia (CNC)	Prince George	CTAB	10
Malaspina University College (MUC)	Nanaimo	CTAB	15
Nicola Valley Institute of Technology (NVIT)	Merritt	Not fully accredited	10
Selkirk College (SLC)	Castlegar	CTAB	14
Thompson River University (TRU)	Kamloops	Not accredited	N/A
Four-year degree programs			
University of British Columbia (UBC)	Vancouver	CFAB	30
University of Northern British Columbia (UNBC)	Prince George	CFAB	32

¹ Based on the last five years, however, the SLC program has been accredited for only three years.

² Reduced capacity is expected in 2007 and the program may be suspended indefinitely after April 2009.

The number of graduates from each of the six accredited institutions has been in decline for nearly a decade, the past five years are shown in Figure 5. This decline has also been well documented for institutions across North America (CCFM 2004, CIF-SAF 2004, CIF 2006, Smallwood 2005). In response to declining enrolment, all six accredited institutions in BC initiated recruitment and retention programs. However, these programs either relied on the volunteer efforts of staff and faculty or by stretching a dwindling portion of a departmental budget to hire full or part-time recruiters. The majority of these efforts have now been curtailed due to a lack of resources. The experience of these institutions has provided a wealth of knowledge regarding best practices in recruitment activities (Appendix III). More importantly, their research has shown that it will require a sector-wide recruitment initiative to successfully impact social perceptions and fill the available seats in BC forest education programs (CIF 2006 and Ipsos-Reid (2003).

Educational institutions face a true dilemma, as accredited forestry programs must satisfy two objectives; to maintain sufficient enrolment numbers so that they are considered sustainable by their parent institution, and to continue to provide the required educational standards for students seeking professional accreditation. If enrolment for a particular program falls below a critical level, the program can become unsustainable for the parent institution and may be amalgamated into another program or discontinued. Less overt changes affect programs at the teaching-level such as when the investment in a program or department is decreased, slowly eroding a program's infrastructure and facilities.

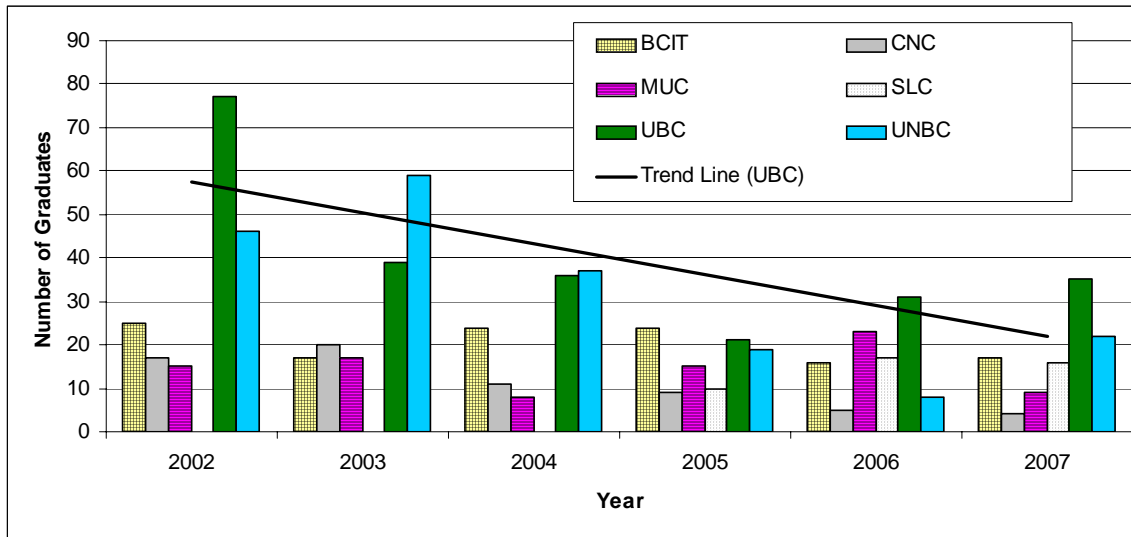


Figure 5. Number of graduates from BC institutions teaching accredited forestry programs, over time (numbers for 2007 are estimates).

Because of this dilemma, there is a danger of creating a distinction between sustaining sufficient enrolment at a specific institution and sustaining the delivery of a specific program. Declining student enrolment is largely a result of forestry programs lacking a strong social appeal (CIF 2006, Morrice 2007 and Smallwood 2003) and institutions may choose to reformulate programs so that they are more attractive to prospective students. All six institutions offer alternative options to their accredited programs. For example, the UBC Faculty of Forestry, in addition to their two accredited Bachelor of Science in Forestry (BSF) degrees, also offers three additional undergraduate degree programs; Forest Science, Natural Resources Conservation and Wood Products Processing. Only students who graduate from the two BSF programs are eligible to register as professional foresters, however, students from Forest Science or Natural Resources Conservation may supplement their degree with the CFAB-required courses offered under the BSF programs. The Wood Products Processing program is largely dissimilar to a professional forestry program and students rarely cross over.

The relative appeal of UBC Forestry’s alternative programs is evident when comparing the numbers of graduates over a ten-year period (Figure 6). The number of graduates from the BSF or core forestry programs has declined rapidly, while numbers from the other degree programs have remained relatively stable. Offering these alternative programs may therefore help to sustain enrolment at an educational institution, but this does not address the decreasing number of graduates that are fundamental to the practice of professional forestry. The alternative programs do not deliver the skills and knowledge necessary for many work positions in the forest sector. ***The goal of recruitment must be to attract students to accredited programs; not to develop marketable alternative programs but to make accredited programs marketable.***

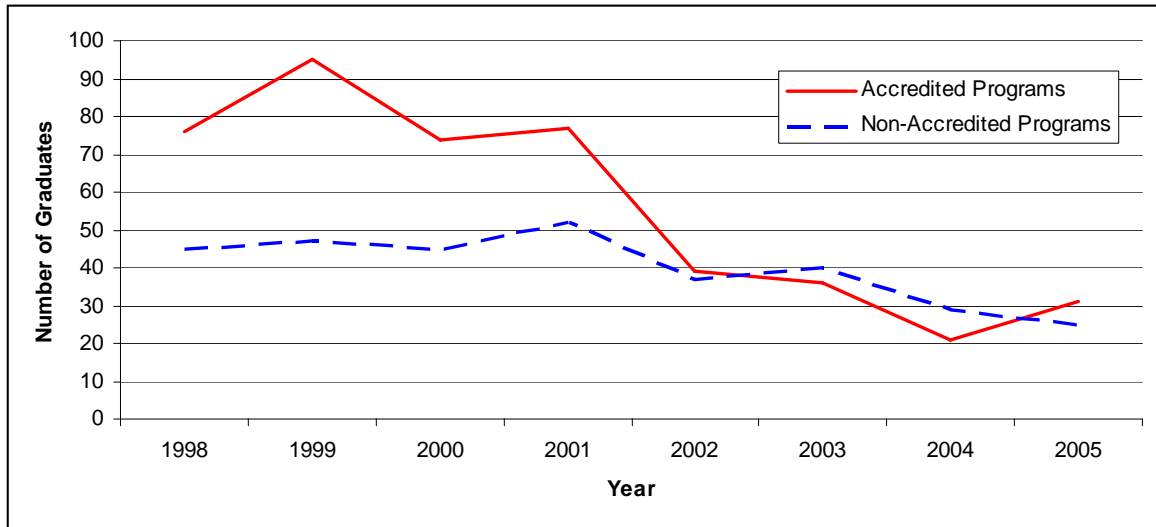


Figure 6. UBC Faculty of Forestry number of graduates from the accredited BSF programs, and all other programs over time (UBC Forestry 2007).

An additional issue that needs to be briefly discussed is the overestimation of the number of technology graduates that actually enter the forest sector labour force. Technology graduates often use diploma programs as a laddering process to enter into university degree programs and therefore do not pursue work as technologists. Some two-year technology diploma programs also see a similar mid-program enrolment boost from graduates of in-house certificate programs. The double counting of students who continue on in a related program at the same or another institution is not taken into account in the average count of graduates shown in Table 2. Estimates suggest that 20% to 30% of diploma graduates may transfer into degree programs and will only work seasonally in the short term as registered technologists (Barss 2007 and Morrice 2007). As the number of technology graduates declines this also means that university degree programs are impacted not only by declining numbers in their own initial enrolment levels but also by reduced numbers of diploma graduates transferring into their programs.

Despite reports that suggest the current number of graduates is insufficient to meet future labour demands (CCFM 2004, CIF-SAF 2004 and Smallwood 2005) a lack of statistical data has allowed some doubt in the forest sector to persist. A projection of the ABCFP membership numbers compared to a projection of employment demand provided by the BC Government indicates that a future labour shortage is extremely likely (Table 3).

A few basic assumptions are used to project the ABCFP membership numbers. The number of yearly retirements from the membership of the ABCFP can be estimated using a median retirement age of 63 years (HRSDC 2006). If we assume that a yearly input into the ABCFP membership occurs according to the average number of graduates from accredited institutions (Table 2), these numbers must be adjusted to avoid the double counting of technologists discussed earlier. A conservative estimate is that 20% of diploma students will ladder into a degree program and not pursue a career as an RFT

(Barss 2007 and Morrice 2007). It is also reasonable to assume that not all graduates from diploma and degree programs will find employment in the BC forest sector, some choosing to practice in other jurisdictions or seeking employment in other sectors. Although no statistical data is available, a rate of 15% has been estimated for technology graduates (Barss 2007) and 10% for university graduates. Data provided by “Work Futures: British Columbia Occupational Outlooks” (BCGov 2005) gives projected employment levels for Forestry Professionals and Forestry Technologists and Technicians for the year 2011. When this information is compared to the projected number of RPFs and RFTs available (based on the above assumptions) it is clear that current graduate levels will likely be insufficient to meet future demand.

Table 3. Projected labour demand and supply for 2011 (BCGov 2005 and ABCFP 2007).

In the Year 2011	Projected Available Employment	Projected # of Active Members	Difference (unfilled positions)
Forestry Professionals	3,268	3,006	262
Forestry Technologists and Technicians	3,378 ¹	1,446	1,932

¹ This projection includes non-professional positions. However, even if only half of the available jobs were RFT positions, this would still mean a difference of 243.

2.4 The cost of not recruiting

Many employers are already having to seek staff outside of BC, spending valuable resources on national and international staff searches, or hiring HR consultants to assist in filling open positions. Employers, educational institutions and government agencies have invested in individual recruitment efforts that have seen some local success, but have been ineffective at establishing the forest sector as a respected employer in the province. The cost of not recruiting is dispersed throughout the activities of a business, impacting the performance of regular business functions.

Whether it is increased time spent in training inexpert labour, a prolonged effort to staff open positions, the inability to expand the capacity of a business’ operations, or being unable to outsource duties and projects to other businesses, the cost of a shrinking labour supply will manifest itself in the bottom line of any employer and in the quality of their product. If the practices of the industry are called into question as a result of reliance on unqualified practitioners, or worse because of environmental damage resulting from a failure to exercise due diligence, there can be an impact on market access and marketing costs. More importantly, the public of BC entrusts businesses in the forest sector to provide both economic benefits and good forest stewardship in return for their access to the forest resource. If the public perceives the sector to be putting the forest at risk, they can become a serious barrier to access – as some companies have seen in the past.

The critical success factor needed for this Strategy is a commitment by the entire forest sector to invest what resources they can into the activities of the Strategy that enhance the image of forestry and generate interest in forest sector employment opportunities.

3.0 THE PROVINCIAL RECRUITMENT STRATEGY

The Provincial Recruitment Initiative derives its strength from the interrelation between the Province, forest sector employers and associations, forest professionals, and the educational institutions. This cooperation must be translated into a common plan of action. The following Provincial Recruitment Strategy is presented as the basis for a coordinated effort by stakeholders in the BC forest sector to respond to the challenges outlined in the previous Sections.

The three objectives for the Provincial Recruitment Strategy naturally follow from the central reasons to recruit given at the beginning of Section 2:

1. To encourage skilled and educated labour to seek employment in the forest sector.
2. To encourage qualified individuals to register as forest professionals with the Association of BC Forest Professionals.
3. To bring students into accredited forestry educational programs at technology diploma and university degree levels.

A review of the Weaknesses and Threats identified in the SWOT analysis (Section 2.1) produces four focus areas of activity for the Strategy:

FOCUS AREA 1: Establish and maintain cohesion around the challenge.

FOCUS AREA 2: Identify and assign roles and responsibilities.

FOCUS AREA 3: Gather together necessary resources.

FOCUS AREA 4: Commence activities, monitor results, and adapt the strategy.

A description of each Focus Area follows below, and recommendations for action are given. Funding needs for each Focus Area are identified in the Business Plan. The implementation of this Strategy will require the Task Force and Steering Committee to set as their first goal the hiring and supporting of a full-time Provincial Recruitment Coordinator.

It is also strongly recommended that a five-year commitment with stakeholder partners be established for funding and involvement. A shorter period would not be sufficient for some activities to be completed, others to be initiated, or to gauge the impact of recruitment efforts over time.

3.1 Establish and maintain cohesion

Recruitment is a challenge to be met by the broadest definition of the forest sector. Employers are already experiencing a lack of available labour, increased competition between forest sector businesses in courting experienced staff to change employers, and a need to hire and train employees that do not have an appropriate educational background

or related work experience. These difficulties will not be effectively addressed by short-term, individual recruitment efforts. This Strategy identifies eight broad stakeholder groups who are dependent on a strong BC forest sector (Table 4). These groups are inclusive and identify the unique contributions and needs of various employers in the forest sector. They should not be taken as divisions of responsibility.

Table 4. Stakeholder groups for the Provincial Recruitment Initiative.

Stakeholder	Description
Accredited Educational Institutions	Those institutions teaching accredited forestry programs or related natural resource programs.
ABCFP Government	Representing the image and qualifications of forest professionals. The Ministry of Forests and Range, the Ministry of Environment, the Ministry of Agriculture and Lands, the Ministry of Education, the Ministry of Advanced Education, the Ministry of Economic Development, the Ministry of Tourism, Sport and the Arts, the Ministry of Aboriginal Relations and Reconciliation, and Provincial Government programs such as Forestry Innovation Investment (the BC Market Outreach Network), the Forest Investment Account, and Forests For Tomorrow.
Industry Associations	Those associations representing major licensees, saw mills and contractors in the forest sector.
Aboriginal Peoples	Representing Aboriginal Peoples and their communities.
Licensees	Those individuals and companies who have rights to harvest timber on crown lands, including TFL, TSA and woodlot tenures.
Consultants/ Contractors	Independent employers who provide support services to licensees and the government. Also includes employment consultants such as Forest People.
Communities	Organizations such as the beetle action coalition groups funded through the Province, initiatives under the Provincially funded Mountain Pine Beetle Action Plan, local Chambers of Commerce, Community Futures Development Corporations, community forestry organizations such as Canadian Women in Timber, and forest educational outreach efforts such as LearnForestry and networks of forest educators.

Developing and maintaining a cohesive forest sector to meet the challenges of recruitment will not be easy. Employers in the BC forest sector often distinguish themselves according to their roles and responsibilities related to forest management, as well as assuming regional or geographic distinctions from each other. Reaction to the Mountain Pine Beetle infestation has helped to dissolve some of these intra-sectoral distinctions. Other destructive natural disturbances have inspired a more informative dialogue between forest professionals and the public of the province, and improved understanding between regions. Capitalizing on this momentum will be key in creating a unified forest sector, but it must start by supporting the shared value in recruitment.

A preliminary contact list of representatives from the stakeholder groups has been developed and is provided in Appendix II. The individuals appearing in this list have

already contributed directly to this document or have expressed a prior interest in being involved in a recruitment initiative. *This list does not reflect a commitment to the activities recommended in this document. More formal agreements of involvement need to be established.*

Recommendations:

- 3.1.1 The Recruitment Task Force will need to generate long-term lines of funding for the Provincial Recruitment Strategy via endowments from stakeholder champions. The ABCFP has offered their infrastructure to house the funds for the recruitment initiative (Figure 7).
- 3.1.2 Create and staff a full-time Provincial Recruitment Coordinator position. Their responsibilities will be to oversee and implement this Strategy. They will maintain lines of funding and communication between the Recruitment Task Force and stakeholder partners. The coordinator will need to establish and maintain cohesive recruitment activities across the province at many levels, oversee the dissemination of funds, engage contractors and consultants as needed in the image building components, and will be held responsible to the members of the Provincial Recruitment Steering Committee.

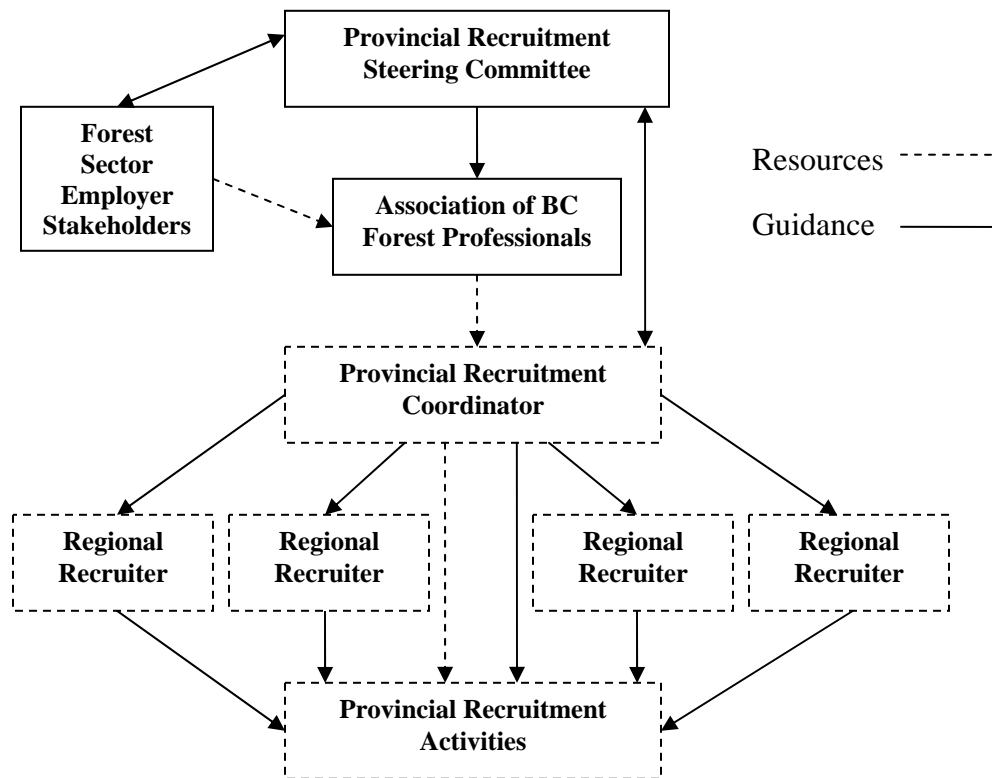


Figure 7. Proposed organizational structure.

3.2 Roles and responsibilities

Roles and responsibilities are divided into five components, summarized below. As mentioned previously there are a number of local initiatives that have been established

for the recruitment of students and forestry education outreach. The activities for each component identified in Tables 5 through 8 in Appendix III also give an indication as to activities which are currently ongoing and which stakeholders are behind their delivery. If additional stakeholders should also take part in these efforts, they are also highlighted in the table. Every effort has been made to reflect existing programs, but local efforts may need to be expanded to meet the provincial level required by this Strategy.

1. Generating Additional BC Forest Sector Information (Table 5, Appendix III)

The information presented in this report regarding the graduate levels from educational institutions and the demographics of the registered forest professionals in the province substantiate a need to increase the number of graduates from forestry programs. However, additional information about the BC forest sector is required to better focus recruitment efforts and justify expenditures. Recruitment and image building activities should commence immediately, in conjunction with gathering the additional information identified in Table 5. The negative public image of the sector and perceptions of a poor labour market substantiate implementing this Provincial Recruitment Strategy despite lacking some strategic knowledge. Information regarding future employment capacity, expected impacts from retirement, and employee job satisfaction will help to improve activities in subsequent years.

2. Recruitment Activities (Table 6, Appendix III)

The six accredited institutions (Table 2) have instituted varying degrees of recruitment effort to shore up dwindling student numbers. Their experience has highlighted a number of activities that have proven effective. These recruitment programs have shown that best practices incorporate the following general guidelines:

- There must be a differentiation between the need to promote forestry as a sector (its image) and recruiting to specific jobs or educational programs. Image building must be accomplished by the entire forest sector, while relationships between prospective employees and employers and prospective students and the educational institutions are formed at a more individual level. Some recruitment activities must be conducted specific to the needs of a stakeholder, while improving the sector's image requires a broader effort.
- The majority of recruitment activities must appeal to audiences who are not connected to the forest sector. This is especially important when seeking support from various political levels to ensure that messages that build a positive image of the forest sector are communicated outwardly to the public, rather than delivered "in-house" at forest sector meetings and conferences.
- Image building must be based on how to best engage others in what we want them to know about the sector, not on promoting how we like to think of ourselves.
- Recruitment activities must actively shatter myths and misconceptions, and focus on the positive aspects of the forest sector, not just deliver information.

- Target each recruitment effort to a specific audience rather than assume cohorts of people that are similar in their thinking, likes, or dislikes. Avoid assuming that there is a “type” of person that would be attracted to the forest sector. Recruitment activities need to be meaningful to the groups being approached.
- Recruitment efforts focused towards Aboriginal communities must be based on finding answers to their internal needs, and not viewed as a method of drawing individuals out of the community.
- Recruitment materials must be kept up-to-date, and should use techniques that are specific to the audience you wish to engage. For example, the use of distinctive websites and engaging online content are extremely important where internet access is widely available, however, many smaller communities may also require more traditional paper-based materials.

The activities identified in Table 6 are both previously delivered activities and new activities that complement a provincial-level initiative. However, all six accredited educational institutions are no longer able to adequately fund recruitment and retention programs. Individuals that are devoted to this work are essential to maintain sufficient student enrolment numbers and deliver much of the “on the ground” strategic recruitment activities for the province.

3. Image Building (Table 7, Appendix III)

A single image of the forest sector must be established that satisfactorily encompasses the diverse and independent nature of the employers it represents. Other resource industries, such as agriculture, have accomplished successful public awareness campaigns to raise the image of their products without engaging in overly specific messaging. The forest sector has commonly taken an ‘information’ approach to its marketing campaigns, one of ‘delivering the facts’ or ‘setting the story straight’. Although these are important aspects of recruitment, they represent a reactive strategy to counter other campaigns engineered to discredit the forest sector. Reactive campaigns are seldom an effective way of establishing a distinctive, long-term image.

The image of the forest sector must be one that is simply understood, easily communicated and supported by the actions of its employers. It should be an image that places the forest sector into a market position of responding to public concerns about the environment. The image does not necessarily directly inform the public about the forest sector, but rather it is a tool to build public acceptance that forest professionals are crucial to the province and a highly regarded career choice.

4. Educational Program Innovation (Table 8, Appendix III)

The management of BC’s public forests requires a sufficient number of graduates from accredited forestry programs to staff positions with the Province, licensees, and consultants. Once forestry programs are discontinued or under-funded the

infrastructure to train forest professionals becomes diminished. As discussed in Section 2.3, to increase enrolment in forest education programs institutions must find ways to make their accredited programs more marketable.

Sharing of resources between institutions can enable distance learning programs that make use of special facilities or learning opportunities, and increase the ability to deliver intensive short-term courses within smaller communities. Providing more remote access to those courses required by accreditation standards may help educational institutions sustain enrolment numbers. Educational packages developed in conjunction with Associations in the forest sector may help to assist people in transition from lay-offs or who are technologists and university graduates from other fields and disciplines that are interested in entering the forest sector. Suggestions for program innovations were generated by forestry educational institutions across Canada in the Ottawa meeting of 2005 and are provided in Table 8 (CIF 2006).

Accreditation is essential, but it is also worthwhile ensuring that accreditation keeps pace with the demands and broad scope of forest stewardship. The educational institutions and ABCFP have done considerable work over the years to ensure that inclusive certification standards for the profession are established, and their liaison with the national accreditation bodies should be continued.

5. Job Market Innovation

The strongest deterrent to people coming into the forest sector is the perceived image of the forest sector job market (Ipsos-Reid 2004, Smallwood 2005, CIF 2006). The image is one of instability, stereotypical job opportunities, recent rounds of layoffs, and an expected future of further downsizing. Within the forest sector recent graduates have experienced the “disposable employee” syndrome. Short-term (seasonal) employment, work contracts which are extended only near the end of their term, and an absence of full-time positions that offer associated employee benefits. In addition, forest sector employees have experienced lower wages relative to other sectors, poor work/life balance created by long hours and little time off, unsafe working environments, and remote, poorly-serviced living locations.

In contrast, it's beneficial to consider what job qualities are sought by those just entering the work force. An informal discussion with high school students located in an upper/middle class neighbourhood in Prince George (Baumber 2007) revealed an almost universal set of criteria for an ideal job. A job must be liked on some intuitive level that gives satisfaction to the employee. The duties may be unpredictable (i.e. not repetitive), offering variety such as travel away from the home base. The ideal job offers stability and a good wage with a clear opportunity for wage increases in the future (career development). The ideal workplace needs to have a positive atmosphere and provide experiences that build the employee into a more knowledgeable, more skilled individual. The employer needs to also ensure that a decent respect of the work/life ratio is shown, and that competitive benefits are provided.

Forest sector employers will need to address the wants of prospective employees and recognize the value of the employment practices used by other industry sectors if they are to develop a competitive advantage.

Recommendations:

- 3.2.1 The Recruitment Coordinator should hire a consultant to conduct sector-wide surveys of employers and employees to fill the information gaps identified in Table 5. It is expected that this may take more than a year to complete. Surveys in later years would be necessary to monitor the impact of recruitment activities.
- 3.2.2 The Provincial Recruitment Strategy must address the needs of the six accredited educational institutions to maintain recruitment and retention programs for each institution. The Strategy requires sufficient funding to be directed to employ four regional recruiters that are supervised by the Recruitment Coordinator. These junior positions are intended for recent graduates to conduct educational institution-specific recruitment and assist with prospective student support. Positions should be a full-time, minimum one-year terms with a reasonable budget for activities. These are service positions for the educational institutions overseen by the Recruitment Coordinator, and not staff of the institutions.
- 3.2.3 Educational outreach by the regional recruiters should partner with existing efforts. Extending efforts to underserved areas should be funded and supported. The Recruitment Coordinator will be responsible for ensuring that stakeholder participation is recognized and encouraged.
- 3.2.4 The Recruitment Coordinator should retain a marketing consultant to create a province-wide image-building campaign for the BC forest sector. Paper, magazine, and bus-stop print advertisements, and radio, web-based, and television advertisements should all be considered. The objective is not to duplicate existing marketing efforts to promote forest products or to inform the public about sustainable forest practices. The campaign should profile forest professionals as environmental stewards, caretakers of public forests, teams of esteemed individuals, and an indispensable professional community. The campaign must highlight the importance of professional forest management and the benefits it brings to the province. The image campaign is not intended to combat specific negative perceptions, rather it instils the desire to become a forest professional.
- 3.2.5 Forestry educational institutions should explore resource sharing. The Recruitment Task Force must investigate what options exist with parent institutions to keep specific forestry programs sustainable in the short-term through funding or political pressure.
- 3.2.6 Forest sector employers must reflect on how they employ labour, what career opportunities they provide, and how they can extend seasonal work cycles into year-round employment. Without attractive employment opportunities prospective employees will seek jobs and education in other sectors. The

Recruitment Coordinator should retain a business consultant in a short-term contract to prepare a “tool kit” for small businesses. This kit will support an internal review of their operations to improve their employment practices.

- 3.2.7 All activities must be made consistent with the National forest sector initiatives once they are established.

3.3 Gather together resources

It will be necessary to coordinate the provincial activities that are already ongoing. Existing initiatives should be catalogued along with their core activities and the audiences that they reach, and some level of centralized monitoring of all activities should be introduced by the Recruitment Coordinator. Increased funding and involvement of forest sector stakeholders should be sought to ensure the delivery of activities in all regions.

Recommendations:

- 3.3.1 Existing efforts at recruitment and forest education need to be supported, sustained, and enhanced. Provincial programs such as Learn Forestry, the Festival of Forestry, Junior Forest Wardens, various forest educators that are employed by licensees or associations, and organizations active in the communication of forest information such as the Canadian Women in Timber, should be recognized and coordinated with the Provincial Recruitment Initiative. Educational institutions that have conducted recruitment programs in the past should be approached to reinvigorate their campaigns with the assistance of the regional recruiters. Existing efforts should be duplicated in regions that lack activity.
- 3.3.2 New efforts supported by stakeholder partners should be developed to complement existing activities. Suggestions for activities and which stakeholders are suited to their delivery are given in Appendix III.
- 3.3.3 Synergies need to be formed with community groups throughout the province. Excellent examples are the relationships that have been formed between the various University research forests, their camp facilities, and local charities and school groups. Synergies should result in making community groups champions of the forest sector within the community. Sponsoring local sports teams or events are a common avenue of community involvement, but strong ties of support to special interest groups such as outdoors and environmental clubs, volunteer organizations, and charities can leave more distinct impressions on community members. Forest sector stakeholder groups must strive to make their relationships a two-way partnership (synergistic as opposed to supportive) where community groups provide services and feedback to the stakeholder groups. An example would be outdoors clubs conducting animal incidence or nesting surveys, informal road drainage surveys, etc., in return for funding, material assistance or facility usage from the stakeholder.
- 3.3.4 Long-term funding must be secured in the amount of \$3.6 million over five years.

3.4 Commence, monitor, and adapt

This Strategy provides sufficient direction to initiate recruitment activities immediately. Although defining additional aspects of the problem through further studies would be of some benefit, the time involved to do so will put the forest sector further behind other more cohesive sectors. Funding must be secured and activities begun as soon as possible. The Provincial Recruitment Strategy should be viewed as an adaptive process, one which seeks to commence immediately, monitor and assess the effects of recruitment activities and then modify the strategy as new information is made available.

Recommendations:

3.4.1 The strategy in this report should be revisited as soon as possible to expand its recommendations into a more definite implementation plan with timelines and mileposts identified. A system of monitoring progress should also be put into place to assess how well the strategy is achieving its desired goals.

4.0 CONCLUSION

The information in this document serves to identify the serious labour challenges facing the BC forest sector and the reasons it must mobilize as a cohesive body in implementing a Provincial Recruitment Strategy as soon as possible. The sector needs to commit to a five-year term in order to implement the strategic activities recommended in the report. Activities should be conducted through a partnership of multiple stakeholder representatives. Sufficient funding should be secured through endowments from the Province and stakeholder champions. Funds can be held by the Association of BC Forest Professionals for use by the provincial Recruitment Coordinator. Roles and responsibilities have been identified for recruitment activities, and where possible, existing efforts that need to be supported have been recognized.

Appendix I
HRSDC Forest Sector Council Announcement

News Release

2007/12
February 8, 2007

Canada's New Government Invests in forest Competitiveness

OTTAWA — Canada's New Government understands that a strong forest sector is vital to a strong Canadian economy. Today, the Honourable Gary Lunn, Minister of Natural Resources, announced funding of \$127.5 million to address long-term competitiveness in the forest industry. These new measures will help begin to create the environment necessary for Canada's industry to compete on a global scale.

The industry is currently facing a series of challenges, which includes increases in costs, appreciation of the Canadian dollar, growth in offshore competition and constraints to fibre supply.

"Our goal is a strong, competitive and sustainable forest products industry," said Minister Lunn. "We will work with the provinces and industry to position Canada as a leader in new technologies, products and markets."

Communities and industries involved in the forest sector in all regions of the country will benefit from this initiative. An investment of \$122.5 million will support three initiatives led by Natural Resources Canada: promoting innovation and investment in the forest sector, expanding market opportunities, and developing a national forest pest strategy. In addition, \$5 million is earmarked for Human Resources and Social Development Canada (HRSDC) to form a Human Resource forest sector Council that will help identify and address skills and adjustment issues in the industry.

Today's investment is part of the \$400 million provided in Budget 2006 to ensure a more stable future for the forest industry. In January this year, \$200 million was invested in the Federal Mountain Pine Beetle Program to combat the spread and consequences of the mountain pine beetle infestation. In addition, funding in the amount of \$72.5 million for the Targeted Initiative for Older Workers was announced by HRSDC last October, and the expert panel to study labour conditions affecting older workers was announced in January 2007.



Canada, a leader in sustainable forest management, is home to ten percent of the world's forests. It is the world's largest exporter of forest products. The investments of Canada's New Government will help to ensure that the Canadian forest industry will continue to contribute to the well-being and health of Canadians and our environment.

FOR BROADCAST USE:

Today, the Honourable Gary Lunn, Minister of Natural Resources, announced Government of Canada funding of \$127.5 million to address long-term competitiveness in the forest industry. These investments will help to ensure a strong forest sector, which is vital to a strong Canadian economy.

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For more information, media may contact:

Kathleen Olson
Acting Director of Communications
Office of the Minister
Natural Resources Canada
Ottawa
613-996-2007

General Inquiries
Mon—Fri, 8:30–4:30 EST
Telephone: 613-995-0947
TTY: teletype for the hearing-
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The following media backgrounder is available at
www.nrcan.gc.ca/media:

forest Industry Long-Term Competitiveness Initiative

BACKGROUND

forest Industry Long-Term Competitiveness Initiative

The forest Industry Long-Term Competitiveness Initiative will help ensure the continued competitiveness of the Canadian forest industry in the global marketplace.

The Government of Canada will provide \$127.5 million over two years to the Canadian forest industry for the following measures:

- promoting the forest sector innovation and investment that is needed to position the sector for the future (\$70 million);
- expanding market opportunities for Canadian wood-product producers (\$40 million);
- the development of a national forest pest strategy in consultation with provinces and territories, industry, communities and First Nations (\$12.5 million); and
- a Human Resources and Social Development Canada (HRSDC) forest sector Council to identify and address sectoral skills and adjustment issues (\$5 million).

The forest industry is currently facing many challenges: increases in costs, appreciation of the Canadian dollar, growth in offshore competition and constraints to the fibre supply.

The competitiveness initiative has the following objectives to address these challenges.

Promoting Innovation and Investment

The competitiveness initiative will enhance economic opportunities for Canada's forest sector through increased investments in innovation. This goal will be facilitated through the consolidation of Canada's forest research institutes, creating the largest forest research institute in the world. This initiative includes the Canadian Wood Fibre Centre.

- Institute Consolidation and Investments in Innovation: Canada's three national forest research institutes (the forest Engineering Research Institute of Canada, Forintek Canada Corp., and the Pulp and Paper Research Institute of Canada) will be merged to form FPIInnovations. The consolidation of these institutes will support the development of the next generation of innovative products and



processes needed for Canada's future competitiveness.

Investment will be directed toward the development and adaptation of emerging and breakthrough technologies.

- Canadian Wood Fibre Centre: The Canadian Wood Fibre Centre will focus on improving forest productivity and increasing the value of Canada's wood fibre resources.

Expanding Market Opportunities

The competitiveness initiative will facilitate growth of offshore wood product markets, expand wood use in the North American non-residential construction market and promote value-added manufacturing.

- Canada Wood Program: This program will focus on growing offshore markets for Canadian wood products.
- North American Wood First Initiative: This program will support initiatives to develop the North American non-residential construction market.
- Value to Wood Program: This program will improve the productivity and competitiveness of Canada's value-added wood sector through technology development and technology transfer.

Developing a National forest Pest Strategy

An investment made by the Government of Canada will allow for the development of a national forest pest strategy in consultation with provinces and territories, industry, communities and First Nations to protect the forest resource from the increasing threat of forest pests and to mitigate their impact on industry competitiveness, for the benefit of all Canadians.

HRSDC forest sector Council

Rounding out the initiative is an investment for an HRSDC forest sector Council to identify and address sectoral skills and adjustment issues.

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For more information, media may contact:

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TTY: teletype for the hearing-
impaired 613-996-4397

**Appendix II
Preliminary Stakeholder Contact List**

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

■ = Recruitment Task Force Member

Stakeholder Group	Organization	Position	First Name	Last Name	Office Phone	Cell Phone	Email
■ ABCFP	Association of BC Forest Professionals	General Counsel and Registrar	Jerome	Marburg	(604) 331-2326		jmarburg@abcfp.ca
■ ABCFP	Association of BC Forest Professionals	Manager of Professional Development and Member Relations	Brian	Robinson	(604) 639-9187	(250) 319-0367	brobinson@abcfp.ca
Communities	Council of Forest Industries	Manager, Forest Education	Chris	Lear	(250) 614-4352	(250) 612-2919	lear@cofi.org
Communities	Evans Lake Forest Education Centre	Program Director	Bill	Forsyth	(604) 898-3832		Bill@evanslake.com
Communities	Learn Forestry	Forest Educational Liaison, Okanagan-Columbia Zone	Debbie	Sluggett	(250) 503-2477	(250) 308-7212	debsluggett@shaw.ca
Communities	McGregor Model Forest Association	General Manager	Dan	Adamson	(250) 612-5842		dan.adamson@mcgregor.bc.ca
Communities	Silver Lake Forest Education Society	Executive Director	Monika	Miller	(250) 717-0033	(250) 215-1195	monika@silverlakekidscamp.com
Communities	University of British Columbia	Manager, Malcolm Knapp Research Forest	Paul	Lawson	(604) 463-8148		Paul.Lawson@ubc.ca
Communities	University of British Columbia	Manager, Alex Fraser Research Forest	Ken	Day	(250) 392-2207		Ken.Day@ubc.ca
Communities	University of Northern British Columbia	Manager	Mike	Jull	(250)-960-6674		jullm@unbc.ca
Consultants/ Contractors	Consulting Foresters of BC	President	Rob	Schuetz	(250) 564-4115 ext 257		rschuetz@mail.indforserv.bc.ca
Consultants/ Contractors	Forsite	President and General Manager	John	Drew	(250) 804-0764 ext 209		jdrew@forsite.ca
Consultants/ Contractors	SJA Forestry Consultant	Consultant	Stirling	Angus	(604) 536-3846	(604) 612-0207	sangus@telus.net
Consultants/ Contractors	Triangle Resources Incorporated	Consultant	Al	Gorley	(250) 474-4289	(250) 812-5208	al.gorley@triangleresources.ca

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

Stakeholder Group	Organization	Position	First Name	Last Name	Office Phone	Cell Phone	Email
Consultants/ Contractors	Western Silvicultural Contractors' Association	Executive Director	John	Betts	(250) 229-4380		hotpulp@netidea.com
Educational Institutions	British Columbia Institute of Technology	Program Head, Forest Resources	Peter	Barss	(604) 456-8033	(778) 928-2372	peter_barss@bcit.ca
Educational Institutions	College of New Caledonia	Instructor, Forest Resource Technology	Ed	Morrice	(250) 562-2131 ext 215		morrice@cnc.bc.ca
Educational Institutions	Malaspina University College	Dean, Science & Technology	David	Drakeford	(250) 753-3245 ext 2320		drakeford@mala.bc.ca
Educational Institutions	Malaspina University College	Professor, Forest Resources Technology	Michel	Vallee	(250) 753-3245 ext 2340		vallee@MALA.BC.CA
Educational Institutions	Nicola Valley Institute of Technology	Department Head, Natural Resource Technology	Paul	Willms	(250) 378-3327		pwillms@nvit.bc.ca
Educational Institutions	Selkirk Community College	School Chair, School of Renewable Resources	Peter	Schroder	(250) 365-1287		pschroder@selkirk.ca
Educational Institutions	Thompson Rivers University	Chair - Department of Natural Resource Sciences	John	Karakatsoulis	(250) 828-5462		jkarakatsoulis@tru.ca
Educational Institutions	University of Alberta	Facilities and Field Schools Coordinator, Renewable Resources	Alex	Drummond	(780) 492-2056		Alex.Drummond@afhe.ualberta.ca
Educational Institutions	University of British Columbia	Director of Student Services, Faculty of Forestry	Candace	Parsons	(604) 822-3547		candace.parsons@ubc.ca
Educational Institutions	University of Northern British Columbia	Associate Professor, Ecosystem Science and Management (Forestry)	Kathy	Lewis	(250) 960-6659		lewis@unbc.ca
First Nations	Carrier Sekani Tribal Council	Natural Resource Analyst	Terry	Teegee	(250) 562-6279	(250) 640-3256	terryteegee@hotmail.com

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

Stakeholder Group	Organization	Position	First Name	Last Name	Office Phone	Cell Phone	Email
Government	Ministry of Forests and Range	Director, Strategic Human Resources	Sharon	Stewart	(250) 387-8756		Sharon.A.Stewart@gov.bc.ca
Government	Ministry of Forests and Range	Strategic Human Resource Planner, Victoria	Sandra	Letts	(250) 387-3067		Sandra.Letts@gov.bc.ca
Government	Ministry of Forests and Range	HR Strategic Officer, Prince George	Leslie	Bush	(250) 565-6106	(250) 961-0113	Leslie.Bush@gov.bc.ca
Government	Ministry of Advanced Education	Program Coordinator, Colleges and University Colleges Branch	Linda	Kaivanto	(250) 387-6163		Linda.Kaivanto@gov.bc.ca
Industry Associations	Coast Forest Products Association	Vice President, Forestry	Les	Kiss	(604) 891-1239		info@coastforest.org
Industry Associations	Council of Forest Industries	Vice President, Northern Operations (Prince George)	Doug	Routledge	(250) 564-5136		Routledge@cofi.org
Industry Associations	Interior Logging Association	General Manager	Wayne	Lintott	(250) 503-2199		wayne@interiorlogging.org
Industry Associations	Interior Lumber Manufacturers Association	Chair	Mark	Semeniuk	(250) 756-3665		ilma@shaw.ca
Industry Associations	SISCO	Chair	Kathie	Swift	(250) 860-9663		kathie.swift@forrex.org
Industry Associations	Truck Loggers Association	Director of Communications & Membership	Sandy	McKellar	(604) 684-4291 ext 2	(604) 916-9117	smckellar@tla.ca
Licensees	Tolko Industries, Thompson Nicola Woodlands	Regional Forester – Planning and Development	Michael	Bragg	(250) 578-2181	(250) 318-4187	Michael.Bragg@tolko.com
Licensees	West Fraser Timber Co. Ltd	Communications Manager	Bill	Tice	(604) 895-2707	(604) 837-2705	bill.tice@westfraser.com

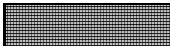

**Appendix III
Stakeholder Roles and Responsibilities**

Table 5. Generating Additional BC Forest Sector Information

	Educational Institutions	ABC FP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Number of Forestry Graduates							
Intake capacity							
Registrants per Year to ABCFP							
Forest Professional Demographics							
Employee Demographics							
Anticipated Labour Needs							
Wage Information							
Length of Employment							
Satisfaction with Job							
Satisfaction with Education							
Potential Entrants into Forest Sector							
Number of High School Graduates							
Graduates from Related Programs							
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RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

Table 6. Recruitment Activities

 = activity being performed
 = activity not being performed

Recruitment Activity	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Hire recruitment staff and provide an operational budget for educational institutions							
Presentations to High School students							
Presentations to Aboriginal youth							
Presentations to College/Technical Institute students							
Presentations to University students							
Hire young, dynamic forestry students to give presentations, provide university credit for volunteering							
Hire and provide an operational budget for Educational Outreach Coordinator (e.g. Learn Forestry)							
Have a budget to cover travel expenses for potential students to visit institutions							
Provide financial assistance to students (e.g. entrance scholarships)							
Develop stronger Aboriginal bridging programs							
Attend and be visible at education fairs							
Attend and be visible at career fairs							
Share trade show booths with educational institutions							
Provide tours for students of campus and forestry teaching facilities							

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

Recruitment Activity	Educational Institutions	ABC FP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Guided tours of research forests, local parks or model forests							
Recruit from other education programs within same institution							
Work with general institution recruiters							
Educate Registrar's Office/Enrolment Services/General recruiting staff within own institution that forestry exists and is a viable option for the right students							
Recruit international students							
Work with applicants including those who don't apply (send welcome letter)							
Hold one-on-one sessions with prospective students/tour facilities and campus/personal attention							
Conduct survey of 1st year students (to find out why they came into forestry in general and your school in particular) and conduct focus groups of senior students (to find out what they like and don't like)							
Coordinate recruitment and admission activities to provide more personal service to incoming students							
Focus recruitment budget on travel and meeting with prospective students							
Develop recruitment kit for alumni with speaking notes, CD with PowerPoint presentation, brochures, etc.							
Request recruitment assistance from alumni							
Engage teaching staff/Faculty members in recruitment							

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR


Recruitment Activity	Educational Institutions	ABC FP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Adopt a school (teacher brings high school students to institution for one day for labs – forestry students assist with instruction)							
Hold a two-day camp with high school students and faculty (May/June)							
Teacher professional development days held at institution (plus field trips)							
Teachers' tours as professional development experience							
Develop forestry modules for high school that fits within existing high school curriculum							
Give bonus credits for advanced high school work							
Provide current software for schools to use free of charge (e.g. ArcView) with forestry examples to learn from							
Have a "student for a day" program for student job or educational program shadowing							
Target top high school students for forestry camps (junior high as well as older)							
Approach younger high school students (e.g. grade 9) with classroom projects with a forestry flavour (in-classroom, computer projects, field work)							
Work with high school Science teachers to chart pathways for students who would be successful in forestry (grades 9 and 10)							
Provide career materials to high schools							

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR


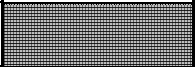




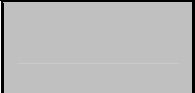
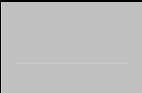
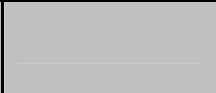
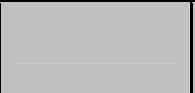
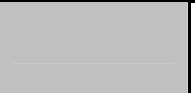
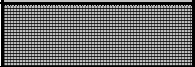
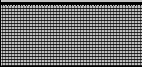

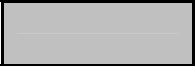
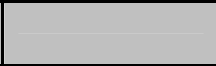
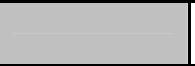
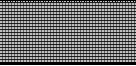






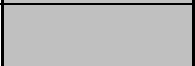





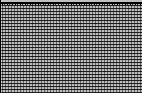




Recruitment Activity	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Work with high school guidance counsellors to ensure that they are knowledgeable about forestry career options and will promote same to students							
Invite guidance counsellors to come to institution or place of business to find out more about forestry							
Start with very young kids – “Project Learning Tree” (Junior Forest Wardens)							
Support Junior Rangers and Junior Forest Wardens (presentations, silent auctions, trade shows)							
Become involved with youth groups with an out-of-doors focus (such as 4H clubs)							
Target parents with recruitment information							
Have a forestry info booth at after school functions							
Have materials available for mature students and job retraining programs							
Invite public to Forestry fairs and events							
Increase and improve word of mouth (e.g. grads, siblings, children of employees)							
Participate/volunteer in a variety of non-forestry events							
Encourage community volunteerism supported by employer/institution							
Put up posters in local stores							
Hold forestry Open Houses							
Establish information events with high profile speakers on important local resource topics – have follow-up discussions afterwards							

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

Table 7. Image Building

 = needs development

 = existing effort

	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors	External Provider
Use a professional design/PR firm to help with marketing, and branding								
Develop alternatives to the "hardhat" image of forestry								
Correct negative impressions (e.g. foresters only cut down trees, there are no jobs)								
Dispel DDD impression (forestry is "distant/dangerous/dirty")								
Develop an associated interactive website								
Web-ready videos of forestry jobs and careers								
Establish a provincial website to promote professional and technical colleges and universities that offer forestry programs								
Develop websites on specific forest/forestry information (eg. Boreal forestry) suitable for kids for use as school resources								
Get on web search engines under key search terms								
Develop provincial-level brochures that deliver core information about the forest sector								
Develop "short and snappy"								



RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR






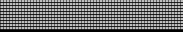






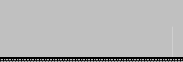

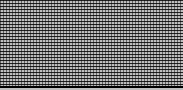



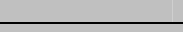







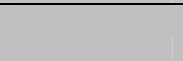
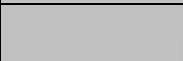

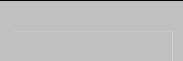
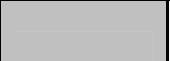
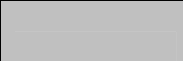
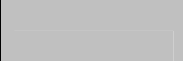
	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors	External Provider
answers to the question "What do you do in Forestry?"								
Comprehensive list of employment opportunities and consolidated job postings – advertise positions publicly								
Photography for promotional materials								
Develop promotional DVD/video								
Develop a documentary/TV show to improve the image of forestry and foresters (amongst both adults and a younger audience)								
Use media (radio, TV, print ads) - issue regular press releases to get positive messages out								
Coordinated radio spots								
Weekly radio program to discuss forestry issues (e.g. 10 mins/week on CBC radio)								
Have an environmentally friendly building								
Coordinate/develop strong partnerships with industry associations								
Joint recruitment with other institutions								
Message from education institutions should be built upon three key points: forestry is a marriage between forest sciences and social sciences, forestry is academically challenging, and forestry offers diverse careers.								

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors	External Provider
Feature success stories (of forestry students) to generate publicity								
Be honest with prospective students about the nature of the programs and the employment opportunities/conditions								
Compare and contrast forestry and engineering (or other more popular professions) to show the many areas of commonality								
Feature high tech aspects of forestry programs								

Table 8. Educational Program Innovation

 = needs development
 = existing effort

	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Consider addressing program or institutional image through change							
Wider involvement in Co-op programs							
Revisit accreditation standards through CFAB and CTAB							
Maintain high quality programs through adequate funding and staffing							
Change of curriculum at feeder institutions to facilitate transfer credits between Colleges and Universities							
Increase Faculty involvement in recruitment responsibility							
Diversify programs to have broader appeal without sacrificing accreditation							
Have young, dynamic teaching staff							
Establish active advisory committees with individuals from community stakeholders and high schools							
Control tuition fee increases or ameliorate them with scholarships							
Have a common first year before students have to choose their specialization							
Set up double diplomas (e.g. forestry/geography, forestry/business)							
Modify program length/delivery formats							

RECRUITMENT STRATEGY FOR THE B.C. FOREST SECTOR

	Educational Institutions	ABCFP	Industry Associations	First Nations	Licensees	Government	Consultants/ Contractors
Provide safety training to forestry students so they're ready to work							
Coordinate education/training with certification (government required certifications)							
Consider the establishment of a Career Technical Centre – high school students or retraining workers get grade 12 and 1st year college together							
Multiple entry methods/laddering into degree and diploma programs							
1st term of one year certificate taught in high school (Forestry 11 and 12) then finish at college							
Heighten the academic rigour of Forestry 11 and 12 curriculum in high schools							
Take control of registration process to provide personal service to prospective students							
Need a serious commitment from government and industry (employers of our graduates) – internships, encouragement of new and existing students, scholarships, political pressure on parent institutions, etc.							

**Appendix IV
Summary of Recommendations**

3.1 Establish and maintain cohesion

- The Recruitment Task Force will need to generate long-term lines of funding for the Provincial Recruitment Strategy via endowments from stakeholder champions. The ABCFP has offered their infrastructure to house the funds for the recruitment initiative (Figure 7).
- Create and staff a full-time Provincial Recruitment Coordinator position. Their responsibilities will be to oversee and implement this Strategy. They will maintain lines of funding and communication between the Recruitment Task Force and stakeholder partners. The coordinator will need to establish and maintain cohesive recruitment activities across the province at many levels, oversee the dissemination of funds, engage contractors and consultants as needed in the image building components, and will be held responsible to the members of the Provincial Recruitment Steering Committee.

3.2 Roles and responsibilities

- The Recruitment Coordinator should hire a consultant to conduct sector-wide surveys of employers and employees to fill the information gaps identified in Table 5. It is expected that this may take more than a year to complete. Surveys in later years would be necessary to monitor the impact of recruitment activities.
- The Provincial Recruitment Strategy must address the needs of the six accredited educational institutions to maintain recruitment and retention programs for each institution. The Strategy requires sufficient funding to be directed to employ four regional recruiters that are supervised by the Recruitment Coordinator. These junior positions are intended for recent graduates to conduct educational institution-specific recruitment and assist with prospective student support. Positions should be a full-time, minimum one-year terms with a reasonable budget for activities. These are service positions for the educational institutions overseen by the Recruitment Coordinator, and not staff of the institutions.
- Educational outreach by the regional recruiters should partner with existing efforts. Extending efforts to underserved areas should be funded and supported. The Recruitment Coordinator will be responsible for ensuring that stakeholder participation is recognized and encouraged.
- The Recruitment Coordinator should retain a marketing consultant to create a province-wide image-building campaign for the BC forest sector. Paper, magazine, and bus-stop print advertisements, and radio, web-based, and television advertisements should all be considered. The objective is not to duplicate existing marketing efforts to promote forest products or to inform the public about sustainable forest practices. The campaign should profile forest professionals as environmental stewards, caretakers of public forests, teams of esteemed individuals, and an indispensable professional community. The campaign must highlight the importance of professional forest management and the benefits it brings to the province. The

image campaign is not intended to combat specific negative perceptions, rather it instills the desire to become a forest professional.

- Forestry educational institutions should explore resource sharing. The Recruitment Task Force must investigate what options exist with parent institutions to keep specific forestry programs sustainable in the short-term through funding or political pressure.
- Forest sector employers must reflect on how they employ labour, what career opportunities they provide, and how they can extend seasonal work cycles into year-round employment. Without attractive employment opportunities prospective employees will seek jobs and education in other sectors. The Recruitment Coordinator should retain a business consultant in a short-term contract to prepare a “tool kit” for small businesses. This kit will support an internal review of their operations to improve their employment practices.
- All activities must be made consistent with the National forest sector initiatives once they are established.

3.3 Gather together resources

- Existing efforts at recruitment and forest education need to be supported, sustained, and enhanced. Provincial programs such as Learn Forestry, the Festival of Forestry, Junior Forest Wardens, various forest educators that are employed by licensees or associations, and organizations active in the communication of forest information such as the Canadian Women in Timber, should be recognized and coordinated with the Provincial Recruitment Initiative. Educational institutions that have conducted recruitment programs in the past should be approached to reinvigorate their campaigns with the assistance of the regional recruiters. Existing efforts should be duplicated in regions that lack activity.
- New efforts supported by stakeholder partners should be developed to complement existing activities. Suggestions for activities and which stakeholders are suited to their delivery are given in Appendix III.
- Synergies need to be formed with community groups throughout the province. Excellent examples are the relationships that have been formed between the various University research forests, their camp facilities, and local charities and school groups. Synergies should result in making community groups champions of the forest sector within the community. Sponsoring local sports teams or events are a common avenue of community involvement, but strong ties of support to special interest groups such as outdoors and environmental clubs, volunteer organizations, and charities can leave more distinct impressions on community members. Forest sector stakeholder groups must strive to make their relationships a two-way partnership (synergistic as opposed to supportive) where community groups provide services and feedback to the stakeholder groups. An example would be outdoors clubs conducting

animal incidence or nesting surveys, informal road drainage surveys, etc., in return for funding, material assistance or facility usage from the stakeholder.

- Long-term funding must be secured in the amount of \$3.6 million over five years.

3.4 Commence, monitor, and adapt

- The strategy in this report should be revisited as soon as possible to expand its recommendations into a more definite implementation plan with timelines and mileposts identified. A system of monitoring progress should also be put into place to assess how well the strategy is achieving its desired goals.

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