



**PUTTING our**  
**RESOURCES**  
**to WORK**

# **New Brunswick Jobs Summit 2014**

## **People. Skills. Jobs.**

### **Post-Summit Report**

Prepared by:  
Jupia Consultants Inc.

August 2014

## Table of Contents

	<u>Page</u>
1. Executive Summary .....	2
2. New Brunswick Jobs Summit: Overview .....	3
2.1 Purpose of the Jobs Summit .....	3
2.2 Summary of Jobs Summit Agenda .....	3
2.3 The new NBjobs.ca employment opportunities portal.....	7
3. Jobs: What can we expect over the next decade? .....	8
3.1 Replacement demand.....	8
3.2 Expansion demand.....	10
4. Skills: How do we build the talent pipeline?.....	13
4.1 The role of post-secondary education and training institutions .....	13
4.2 The role of government .....	13
4.3 Finding workers for skilled jobs .....	14
4.4 Target group: Persons with disabilities.....	15
4.5 Target group: Persons not attached to the labour market.....	15
4.6 Target group: Retention/repatriation of our youth.....	17
4.7 Target group: Immigrants .....	18
5. People: Connecting people with jobs .....	19
6. The way ahead: Towards a dynamic and responsive labour market.....	20
6.1 Recommendations.....	20

## 1. Executive Summary

The New Brunswick Jobs Summit held in May 2014 brought together a broad group of industry, government, education and community leaders to discuss the new jobs expected to emerge in New Brunswick in the coming years and how best to ensure that people can find the jobs and that they have the right skills to fill the jobs.

The Summit featured thoughtful presentations by experts on labour market trends, workforce diversity and employing persons with disabilities. It also featured two panel discussions: 1) People, Skills, Jobs: What’s around the corner for New Brunswick? which looked at where the jobs will be coming from; and 2) People & Skills which looked at how to ensure that people who need jobs can get the skills they need.

The roundtable discussions brought all stakeholders into the conversation. They were asked to contemplate a number of key questions related to people, skills and jobs.

All of the information gathered from the Jobs Summit was summarized and used for the development of this report. Other key documents such as *New Brunswick’s Labour Force and Skills Development Strategy* and *An Employment Action Plan for Persons with a Disability in New Brunswick* were reviewed.

### **Recommendations:**

There are eight main recommendations coming out of the Jobs Summit. Section 6 provides more details on the recommendations including the rationale for selection, alignment with existing provincial government strategies and a summary approach.

- ⇒ Recommendation #1: Develop a stronger, bottom-up approach to predicting short and longer term labour market needs.
- ⇒ Recommendation #2: Be more deliberate about immigration as an important source of workers for New Brunswick industries.
- ⇒ Recommendation #3: Set an aggressive target for reducing unemployment among persons with a disability and then develop programming to support hitting the target.
- ⇒ Recommendation #4: Connecting people with jobs. Significantly expand efforts to promote available and upcoming jobs in New Brunswick.
- ⇒ Recommendation #5: Do a better job of “bringing the work to the people”.
- ⇒ Recommendation #6: Target job and career opportunities to young New Brunswickers – those here and those who have moved away.
- ⇒ Recommendation #7: Expand access to online training and promote it heavily among the public and small business owners.
- ⇒ Recommendation #8: Dramatically expand access to experiential learning in all forms.

## 2. New Brunswick Jobs Summit: Overview

### 2.1 Purpose of the Jobs Summit

On May 12-13, 2014, over 300 stakeholders from across the province representing a wide range of sectors, including universities, public and private colleges, industry, business, youth, under-represented groups, First Nations and labour organizations met in Fredericton for the 2014 New Brunswick Jobs Summit.

The Jobs Summit was convened to provide insight into current and forecasted labour market trends and to glean insight from the experts as to how we can best address these trends. The Jobs Summit focused on three areas: people, skills and jobs - all of which are vital to growing the economy and creating prosperity.

There were three expected outcomes from the Jobs Summit:

1. Encourage engagement, create awareness and facilitate collaboration amongst our partners;
2. Discuss how partners can capitalize on existing programs; and
3. Ensure a clear focus on future initiatives to meet current and future labour force needs.

The Jobs Summit is part of the Government of New Brunswick's commitment to engage a broad range of partners in the implementation of the Labour Force and Skills Development Strategy 2013-2016; the innovation agenda, the New Brunswick Energy Blueprint; and the six-sector strategy, Growing Together - Economic Development Action Plan 2012-2016.

Another key objective of the Jobs Summit was to focus on efforts to attach persons with disabilities in New Brunswick to the labour market. The recommendations coming out of the Jobs Summit are meant to complement the work of a joint government-community committee that is implementing 38 recommendations made in An Employment Action Plan for Persons with a Disability in New Brunswick 2012-2017.

### 2.2 Summary of Jobs Summit Agenda

The Jobs Summit included several guest speakers, two panel discussions and a roundtable discussion component meant to glean insight from the participants. On Monday, May 12, Dr. Michael Haan, Canada Research Chair in Population and Social Policy at the University of New Brunswick, presented his research into how the retiring Baby Boomer generation will impact the labour market over the next decade. The findings from his presentation, *People, Skills, Jobs: What's around the corner for New Brunswick?*, are summarized below.

Also on Monday, economic development consultant and Telegraph-Journal columnist, David Campbell, moderated a panel discussion that looked at where the next generation of jobs would be coming from in New Brunswick. They also weighed in on the types of jobs, how to better communicate the availability of jobs and the importance of creating high quality jobs. The panelists were:

- Anne Hébert, Conseil économique du N.-B.
- Jeff Green, J.D. Irving Ltd
- Mark Haines-Lacey, Invest NB
- Bob Collins, Buildforce Canada
- Andrew Dawson, Atlantic Regional Council of Carpenters, Millwrights and Allied Workers
- Christina Taylor, NB Teen Apprenticeship Program

Insight from this panel is integrated into this report's *Section 3. Jobs: What can we expect over the next decade?*

Mark Wafer rounded out the formal program on Monday with an inspiring talk on the value of hiring persons with a disability. Mark is the owner of seven Tim Hortons locations in Toronto and has employed over 100 people with disabilities in meaningful and competitively paid positions. Today, 43 of the firm's 250 employees have a disability and they work in all departments including management. He made a compelling case that persons with a disability can be highly valuable members of the team.

In the evening, New Brunswick comedian Marshall Button reprised his role as Lucien and provided his take on the labour market and the importance of jobs and economic growth.

On Tuesday, May 13, Charles Coffey made a compelling case for workforce diversity in New Brunswick. Coffey started his 44-year career with RBC Financial Group in native Woodstock, New Brunswick and rose through the ranks to become executive vice president, government affairs and business development for RBC. After retiring, he became an advocate for workplace diversity as well as early child development, young people, Aboriginal peoples, women entrepreneurs and women in public office. In his presentation, *People Power is the Competitive Advantage: Building a Diverse Workforce in the 21st Century*, Coffey stressed that having diverse and inclusive workforce leads to a better bottom line while benefitting communities and society as a whole.

After Charles Coffey's presentation, the second panel discussion was convened. This panel focused on the "People & Skills" theme and considered a variety of themes. What is the value of an inclusive workforce? How do we foster equality of opportunity and how do we build the skills needed for the jobs of today and tomorrow? The panel was moderated by Anne Hébert, Chief Executive Officer of the Conseil économique du N.-B. The panelists were:

- Jean Claude Basque, New Brunswick Common Front for Social Justice
- Krista Carr, New Brunswick Disability Executives' Network
- Alec Boudreau, Fédération des jeunes francophones du N.-B.
- Gerald Richard, Education and Early Childhood Development
- Carole Daley, New Brunswick Community College
- Kelly Lendsay, Aboriginal Human Resources Council

Insight from this panel is integrated into this report's *Section 4. Skills: How do we build the talent pipeline?*

After lunch on Tuesday, Jobs Summit participants were asked to provide their insight into key topics through roundtable discussions. The purpose of the roundtable discussions was to gather insight from the many informed stakeholders in the room into how we can best meet emerging labour market needs – from their individual and organizational perspectives.

There were nine questions grouped into the three themes: people, skills and jobs.

#### ⇒ **People-Themed Questions:**

- **Issue: Ensuring workers for the emerging skilled jobs**  
Building our economy requires a workforce which is aligned with future potential investments and opportunities. How do we ensure we have enough educated and skilled workers to step into employment opportunities that are available now and those projected in the future?
- **Issue: Engagement and attachment to the New Brunswick labour market**  
The sectors of the New Brunswick economy that are the 'oldest' (i.e. they have the highest percentage of workers over the age of 55) are agriculture, fishing, forestry, real estate, transportation and warehousing, other services and construction. What can we do to ensure that young people understand the career options for them here in the province and consider these options? How do we get young New Brunswickers interested in careers in these sectors? Will there be a role for immigration? Should we encourage people in those sectors to work longer?
- **Issue: Integrating underrepresented groups into the labour market**  
What can we do to ensure that persons in underrepresented groups (i.e. First Nations, persons with disabilities, etc.) have greater access to workforce opportunities?

⇒ **Skills-Themed Questions:**

- **Issue: Cooperative education and on-the-job training**

How do we encourage more cooperative education, mentorship and internship programs, and structured on-the-job training to serve as a bridge to the labour market?

- **Issue: Training in small to medium sized enterprises**

New Brunswick's small and medium-sized enterprises (SMEs) invest less in training compared to their counterparts in most other provinces. How can we enable small and medium-sized businesses to invest more in training?

- **Issue: Government support of skills development**

Government invests a significant amount in post high school education and training in New Brunswick. There are also a number of specific-government funded training programs. We need to ensure investments in education and skills are meeting our current and future needs. Are there any that you feel are particularly successful? Any that could use improvements?

⇒ **Jobs-Themed Questions:**

- **Issue: Jobs for those with limited formal education and training**

The employment rate among those without post-secondary education is relatively low and even lower among those without high school. What can we do to foster employment opportunities for the tens of thousands of New Brunswickers without formal education and training?

- **Issue: Addressing regional unemployment and reliance on the seasonal workforce**

The unemployment rate in New Brunswick ranges from a low of 7.2% to a high of 17.3% depending on where you live in the province. How do we addressing regional unemployment disparities? Is there anything that can be done to address our dependency on seasonal work?

- **Issue: Promoting current job opportunities and future workforce needs**

How do we ensure there is good communication of job opportunities (to match workers to current needs) and communication of future workforce needs (to ensure alignment of people, skills and jobs)?

Each table was asked to answer three of the nine questions. Note takers were assigned to each of the 30+ tables and the insight was used to help develop the recommendations below.

## 2.3 The new NBjobs.ca employment opportunities portal

The new provincial employment opportunities website was unveiled at the Jobs Summit. Unlike the previous employment opportunities website and many others, this new portal aggregates New Brunswick-based job opportunities from hundreds of different sources including the regional and national jobs websites (Workopolis, Monster, Career Beacon, etc.) and smaller, niche employment opportunities websites as well as specific firm recruitment websites.

The nbjobs.ca website currently has information on more than 1,600 jobs available in New Brunswick (as of May 29, 2014). The developers of the site are enhancing the functionality and building in more tools to help job seekers.

The analytics coming from the jobs on the website and its usage will also feed valuable labour market information to help calibrate training and other workforce development efforts in the years ahead (see Section 6 below).

**Figure 1: Screenshot of new nbjobs.ca website**





### 3. Jobs: What can we expect over the next decade?

The Jobs Summit looked at the two main sources of new jobs over the next decade: jobs coming from replacement demand (i.e. to replace those leaving the labour market) and expansion demand (new economic activity expected to create the demand for incremental workers).

#### 3.1 Replacement demand

In the Jobs panel, most of the speakers talked about their concerns related to the aging workforce and the ability to find replacement workers. Anne Hébert, from the Conseil économique du N.-B. discussed this from the perspective of small and medium-sized firms in the province. Jeff Green, from J.D. Irving Ltd., discussed the challenges from the perspective of the province's largest private sector employer. Buildforce Canada's Bob Collins warned about the implications of the aging workforce in the construction sector and Andrew Dawson, from the Atlantic Regional Council of Carpenters, Millwrights and Allied Workers, touched on the impact of the aging construction trades workforce.

In his presentation, *People, Skills, Jobs: What's around the corner for New Brunswick?*, Dr. Michael Haan modelled the potential replacement demand in New Brunswick coming from the retirement of the baby boomer generation over the next decade. He made four key assumptions while building his forecast:

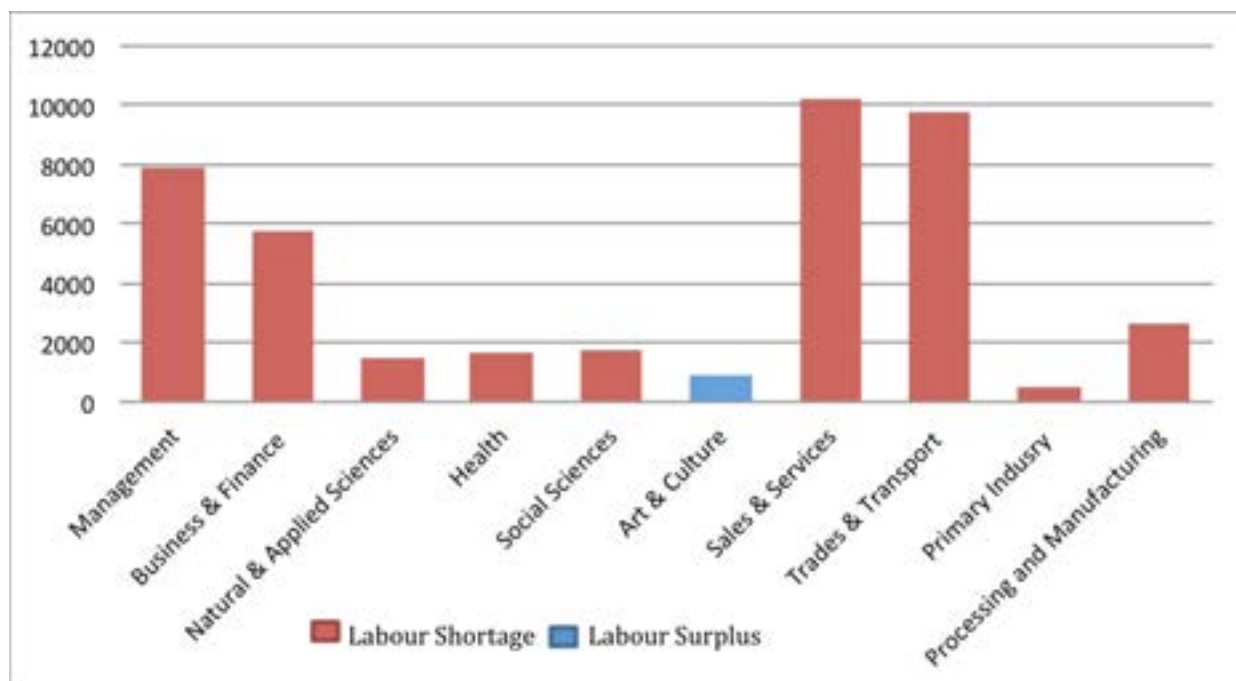
- 1) Every labour market exit requires an entrant – this is not always true as organizations sometimes replace retiring workers in other ways (such as by deploying new technology) or they modify their business model to adjust to the lost employee.
- 2) Baby boomers will more or less retire 'on time' around the age of 65. In reality, this is not the case. Some people retire earlier than 65 and others retire later. In addition, many people re-enter the workforce after retiring (sometimes more than once).
- 3) Outward migration will remain at current levels.
- 4) Immigration levels will remain about the same.

Using these assumptions and data from Statistics Canada, Dr. Haan and his colleagues estimated the shortage of workers that will emerge in New Brunswick over the next decade. Key findings from the model included:

- **Retirements** will be the most acute in the business and finance, management, sales and service and trades and transport occupations. Sales and services occupations alone are expected to generate nearly 9,500 retirements between 2011 and 2021.
- **Outward migration** is expected to be highest among business and finance, sales and service trades and transport, social sciences, natural and applied sciences and management occupations.
- The **education system** will provide a **considerable number of new workers** (more from college/university than straight from high school) but not enough to offset the labour market exits.
- **Immigration** will provide a limited number of new workforce participants. Approximately two-thirds of new immigrants that settle in New Brunswick stay here.



Figure 2: Where Will Replacement Jobs Be?



Source: File created by M.Haan & J.Travis, 1996, 2001, 2006 Census of Population, Statistics Canada, 2014. Note: Counts include those individuals who are projected to participate in the labour force.

### 3.2 Expansion demand

In the panel discussions and roundtable conversations, the sources of expansion demand were discussed. Although there is less hard data on the employment potential from expansion demand there are some opportunities that are likely to drive new jobs in New Brunswick over the next five to 10 years.

#### 1. Large scale construction projects

In the Jobs panel, Bob Collins from Buildforce Canada and Andrew Dawson from the Atlantic Regional Council of Carpenters, Millwrights and Allied Workers discussed in general terms the potential employment impact from large scale construction projects in the near future.

There are three big energy-related infrastructure projects that could provide a major boost to the New Brunswick economy over the next few years. If it goes ahead, the **Energy East Pipeline** is expected to generate substantial jobs in the province spread over a six-year period. According to an economic impact assessment completed by Deloitte Canada, the project will create 11,000 person years' worth of jobs or an average of 1,800 per year. A large share of the employment will be in trades and construction-related occupations but there will be jobs created in a broad range of industries from engineering to retail trade.

The proposed **Canaport Energy East Marine Terminal** is another large scale project in Saint John linked to the Energy East Pipeline. It will be used to export oil to international markets. The project will provide in the area of 1,200 person years' worth of work over several years during the planning and construction phase.

Another potential large energy-related construction project would involve the **repurposing of the liquefied natural gas (LNG) terminal** in Saint John to become an export terminal. If it goes ahead, it could end up being the largest single, private sector investment in the province's history. Based on other LNG projects in North America the investment could lead to some 10,000 or more person years' worth of work over a multi-year time frame.

## 2. Forestry

The new Crown land strategy, *Putting our Resources to Work, a Strategy for Crown Lands Forest Management*, is expected to generate business investment of \$600 million as well as create 1,200 construction jobs and an additional 500 annual new jobs in the mills and their supply chains. In the Jobs panel, Jeff Green from J.D. Irving Ltd. discussed the new jobs required in this firm from both replacement and expansion demand in the firm.

## 3. Non-renewable resources development

While its development potential remains unknown, the **shale gas industry** in New Brunswick could provide a substantial new source of industrial output, gross domestic product, employment, as well as taxes and royalties for government. Based on the experience elsewhere in North America, a moderate level of natural gas exploration and production in New Brunswick could support several thousand jobs per year in trades, engineering, consulting and a wide variety of support services.

There are several mining projects at various stages of development. The largest and most promising is the **Sisson Brook tungsten and molybdenum mine project** located northwest of Fredericton. It will generate an initial investment of \$579 million and is expected to provide 300 good paying direct jobs per year thereafter.

## 4. Provincial government targeted growth industries

In the Jobs panel, Mark Haines-Lacey from Invest NB discussed where the Crown corporation is hunting for new jobs. Invest NB and the New Brunswick Department of Economic Development are targeting six export-oriented sectors for employment growth:

1. Aerospace and Defence
2. Biosciences
3. Information and Communications Technology
4. Industrial Fabrication
5. Value-Added Food
6. Value-Added Wood

While there are no hard employment growth targets for these industries, it can be forecasted that if the province's economic development efforts are successful, thousands of new jobs will be generated in these sectors over the next decade.

### **5. Health care and other public services**

There are approximately 103,000 direct jobs supported in the main publicly-funded industries in New Brunswick: educational services [NAICS 61], health care and social assistance [NAICS 62], and public administration [NAICS 91]. This equates to approximately 136 workers for every thousand people living in the province. While there has not been much net employment growth in these sectors in recent years (there has been replacement demand), they could be a source of expansion demand in the coming years if the population starts to grow again. There is considerable discussion about the expansion of immigration to rebalance the long term demographic situation facing the province. Any increase in population leads to expansion demand in the public sector. For every 1,000 new population, on average 136 workers will be needed. This also applies to other non-public services and industries such as retail trade, food services, personal services, residential construction, etc.

In conclusion, it is difficult to predict the number of new jobs required from expansion demand over the next decade because there is uncertainty over the likelihood and timeliness of large scale investment projects, the growth potential of strategic sectors and the secondary growth in public services and other sectors driven by new population growth. However, if the large scale products come to fruition; if the province witnesses employment growth in its targeted sectors; and if the population starts to grow again, expansion demand on the labour market could be as large as the demand for replacement workers developed in Section 3.1 above.

## 4. Skills: How do we build the talent pipeline?

If we need roughly 40,000 new workers to support replacement demand in the labour market and potentially tens of thousands to fill the needs from expansion demand, where will these workers come from? The Jobs Summit provided some insight into this question.

### 4.1 The role of post-secondary education and training institutions

The People and Skills panel discussion and the roundtable discussions confirmed the critical role of the post-secondary education system as well as training institutions around the province to ensure any new labour market demand can be filled.

In the People and Skills panel discussion, Carole Daley from the New Brunswick Community College said we need to do a ***better job of monitoring labour market needs***. She recommended annual employer surveys to understand industry needs. The colleges want to ensure what they are teaching is what is needed by industry.

A number of the roundtables discussed the ***importance of better coordination*** of post-secondary education requirements. Do we need an “Asset Map” covering which organizations are developing and delivering training?

Many of the conversations centered on the need for ***much more experiential learning***. Co-op programming at the universities, community colleges and private colleges should be expanded. Internships should be made available for the small and medium-sized enterprise (SME) segment of the economy. The focus on apprenticeship needs to expand.

The ***role of private training*** was also a focus of several roundtable discussions. It was felt by some these institutions play a valuable role providing niche programming and expanding the geographic and sectoral scope of post-secondary training.

There was also some discussion of the need to ***take college and university level training to the people*** – rather than forcing people to centralized campuses. This could be through online learning or through instruction in smaller communities across the province.

### 4.2 The role of government

There was considerable discussion about the role of government. The provincial government spends a sizeable portion of its budget on education and training and plays a key role. It is not the only stakeholder – individuals and businesses also need to take more responsibility – but it is a key player because of the amount of taxpayer dollars invested. There are a few key highlights listed here and more implied throughout the other sections of the report.

- Gather, analyze and disseminate good quality labour market information. No individual employer or individual has the ability to mount a good LMI program. That is best done by government with the support of industry, educational institutions, etc. Most roundtables agreed much more should be done in this area.
- Support new, lower risk ways of matching potential employees with employers (such as work terms, apprenticeships, cooperative education, etc.). This is particularly important when it comes to smaller and medium-sized businesses. The government is the principal funder of the education and training system. It has some say over what training gets offered and how it is implemented. Therefore, the government should encourage the post-secondary education system to implement far more cooperative education programming.
- Support better use of online training across the province.
- Place a greater focus on apprenticeships. One group suggested we could learn more from other provinces on the use of apprenticeships.
- Fight the “war on illiteracy”. New Brunswick has the second lowest level of adult literacy among the 10 provinces in Canada. A key role for government should be to tackle this issue with the same intensity as any major social or health challenge.

### **4.3 Finding workers for skilled jobs**

For skilled trades jobs, a deliberate approach needs to be undertaken. It usually takes a number of years for a person to become a certified trades person. This workforce tends to be mobile by nature but if New Brunswick doesn’t have its share of these workers they will come here from elsewhere and send their employment income back home. More work has to be done on supporting apprentices. Retiring tradespersons should be brought in as mentors for young tradespersons. Several groups suggested that trades-related training should be brought back in a more significant way to the high school curriculum.

For most skilled jobs, employers have a responsibility of investing in new employees. Some employers say they are reluctant to invest in training as the employee may then leave and take those skills elsewhere. That is a risk they will have to start taking. Many employers will have to become more competitive with salaries for post-secondary graduates.

A number of roundtables concluded that immigrants are also part of the solution to fill the needs of the skilled workforce. A significant number of highly skilled immigrants come to Canada every year. New Brunswick firms need to see this as a potential source for skilled workers.

#### **4.4 Target group: Persons with disabilities**

New Brunswick has the second highest rate of disability in Canada at 17.2 percent of the population and our employment rates and employment participation rates for persons with a disability continue to be below the national average (as referenced in the *New Brunswick Employment Action Plan for Persons with a Disability*, May 2012).

In the People and Skills panel discussion, Krista Carr from the New Brunswick Disability Executives' Network identified a number of additional statistics regarding the level of population living with a disability and the disproportionate number who are unemployed. She also emphasized the significant buying power of persons with disabilities and their significant sphere of influence. Like Mark Wafer, Carr suggested that employing persons with disabilities makes economic sense.

The roundtable discussions also had a lot to say about this potential source of workers for the labour market, including the need to do more to raise awareness among employers – particularly small and medium-sized firms that may be reluctant because of unfounded pre-conceptions. One roundtable recommended a marketing campaign targeted at SMEs with video testimonials (such as Mark Wafer) to debunk many of the myths. A couple of roundtables recommended additional financial support for SMEs to better attach persons with disabilities to the workforce.

More time should be spent helping persons with disabilities identify specific opportunities that are aligned with their skills and would provide them with a rewarding career.

#### **4.5 Target group: Persons not attached to the labour market**

There are tens of thousands of New Brunswickers that are either not attached to the labour market or that struggle to stay attached to full time and/or year round work. There are over 90,000 adults with less than a high school education who are not in the labour market at all. Of the New Brunswickers who are currently seeking employment, 32 percent have not completed high school. In addition, New Brunswick has one of the highest rates of Employment Insurance usage among the 10 provinces across Canada. In 2011, over 100,000 New Brunswickers received income from the EI program at some point during the year (not including parental leave benefits). Approximately one in four New Brunswickers with wage/salary income collect EI during the year.

At the same time, many New Brunswick employers are expressing frustration as they attempt to find workers – unskilled, semi-skilled and highly skilled. In the Jobs panel, Anne Hébert from the Conseil économique du N.-B. showed survey data that confirmed the number one issue among her group of employers was the challenge of recruiting staff. Many firms have opted to access the Temporary Foreign Worker (TFW) program as they have been unable to attract and retain the workers they need from the local labour market.



In the People and Skills panel, Jean Claude Basque of the New Brunswick Common Front for Social Justice suggested that an increased minimum wage and a drug plan for those on minimum wage would act as incentives to help more people attach to the labour market. The emphasis needs to be on bringing people out of poverty. He believes another key enabler to getting people into the workforce is to provide support for daycare. When it comes to EI, Basque says we need a culture shift focused on how to engage them into more permanent work. He noted that a number of those who are disabled also access the EI program.

Gender issues were discussed on the panel with a particular focus on working women. However, increasingly the challenge is with men. There are 51,000 adult men in New Brunswick who are either unemployed or not in the labour market and that have less than a high school education.

Also on the People and Skills panel, Kelly Lendsay from the Aboriginal Human Resources Council identified an inclusion continuum and pointed to a significant positive GDP impact from greater workforce inclusion. Regarding First Nations, he continues to see a “great disconnect” between the indigenous workforce and New Brunswick employers. He believes there is significant potential to access this workforce to fill labour market demand but the approach needs to change.

The panel also identified a potential untapped employee group from those who have been in jail and served their time. This group continues to have difficulty entering the workforce.

The roundtable discussions brainstormed a number of potential solutions to the challenge of getting more people attached to the labour market. First, we need to be more deliberate about training for this group of potential workers. Finishing high school, expanding access to workplace essential skills training and other targeted training was discussed. There was considerable discussion about soft skills and the very basic skills; personal hygiene, attendance, pre-employment skills.

Another important point raised in the roundtables was the role of employers in meeting this potential workforce halfway. It was suggested that employers could do more to bring these people into the workforce including setting a lower bar for educational attainment (where appropriate), providing more firm-level training and helping to bring down social barriers. It was felt by some that more experiential and on-the-job training opportunities would be very helpful to support reintegrate people back into the labour market. Employers need to allow more time for some employees to integrate well into the workforce and become productive.

Some of the roundtables promoted the idea of incentives to encourage SMEs to train their workers. This could be tax or grant-based incentives.

Regarding EI usage and the workforce, it is more a rural and smaller community challenge and it has become somewhat engrained in the culture. Nearly 40 percent of all wage earners in non CMA-CA New Brunswick collected EI at some point during 2011. There was broad agreement that this is a very complicated social challenge. Many of the people accessing the EI program on an annual basis have quite low levels of formal education and literacy. Some suggested a more successful economic development focus in rural areas would push down the level of EI usage. There was recognition that New Brunswick's economy is more seasonal in nature requiring a seasonal workforce (i.e. fishing, forestry, agriculture, certain kinds of manufacturing, tourism). Some suggested we should look more closely at a more mobile seasonal workforce where people work one job for a few months and then another somewhere in the province. Others suggested that more focus should be put on entrepreneurship as a way to break out of the seasonal employment cycle.

Finally, there was considerable discussion about the structural challenges these New Brunswickers face when looking to attach to the labour market. For example, many New Brunswickers are able to tap into their connections to secure employment. Unfortunately, many of those in poverty or with disabilities do not have the same level of connections making movement out of their situation harder. How do we build this network of connections for people who need them? Organizations such as the New Brunswick Association For Community Living and the New Brunswick Disability Executives' Network could assist with these connections for persons with disabilities.

#### **4.6 Target group: Retention/repatriation of our youth**

New Brunswick continues to have a net outward migration of young people even as the pool of young workers declines. Further exacerbating the challenge, New Brunswick has an unemployment rate among the youngest segment of the workforce (those aged 15-24) of nearly 18 percent (in 2013). Even among those aged 25-29 the unemployment rate is in excess of 11 percent. How do we get more young New Brunswickers engaged in our workforce and can we attract those who have left to fill emerging labour market needs?

On the People and Skills panel, Alec Boudreau from the Fédération des jeunes francophones du N.-B. suggested that youth motivators are different than other generations. Young people expect to change jobs multiple times. They tend to spend more time in post-secondary education – often getting multiple degrees. However, substantial student loan debt becomes a major influence when they are deciding where to locate.

Gerald Richard, from Education and Early Childhood Development, pushed on the importance of working with high school students when they are looking at career choices. Young people need to understand what types of jobs will be available in the province so they can decide what type of education to take. Teachers need better tools to help students understand labour market trends – even at the middle school level. The “Career Cruising” program needs to be broadly used and aligned with future workforce needs in New Brunswick.

Parents also have a fundamental role in helping their children understand the opportunities and how educational choices can be made to align with these opportunities. Some of the roundtable participants felt that parents are still favouring university when a significant portion of the emerging jobs will be in trades or other jobs requiring college or specific skills.

The roundtable discussions also focused on having ‘role models’ in the sectors with emerging jobs to help promote those job opportunities. It was felt that many of these jobs are just not on the radar of many young people although the career opportunities and pay scales are highly competitive. More cooperative education, apprenticeship and mentorship programs would be helpful.

On the Jobs Panel, Christina Taylor discussed the New Brunswick Teen Apprenticeship Program and the importance of exposing young people to careers in New Brunswick that they may not have otherwise thought of. In the roundtables, it was felt that more experiential learning programs (such as the NBTAP) should exist at the high school level, not just in the domain of university or college.

More job fairs, more online tools (such as those proposed for the NBjobs.ca site), more social media – all help with the young workforce.

It was pointed out in some roundtable discussions that young professional workers face different challenges and are more mobile today than ever before. Youth entrepreneurship could be part of the solution particularly among young professionals. New Brunswick has one of the lowest percentages of its young workforce that is self-employed.

#### **4.7 Target group: Immigrants**

Despite the obvious surplus of potential workers in the current New Brunswick adult population, it was felt by many on the panels and in the roundtable discussions that immigration needs to be an important source of workers for emerging labour market needs. In his presentation, Dr. Haan pointed out that New Brunswick has been attracting more immigrants and there is a two-thirds retention rate. Immigrants tend to have a much lower unemployment rate than other New Brunswickers.

In the roundtable discussions, it was identified that many employers are nervous about accessing the immigrant workforce. More needs to be done to dispel certain stereotypes. Again, with this target group, low risk cooperative work placements and other strategies to transition immigrant students to the workforce should be used.

In general, we need to put more of a focus on multiculturalism. How do we leverage the language and culture of new immigrant groups for economic development?

One roundtable suggested we should use immigration as a way to renew the entrepreneurial base in the province. Our current cohort of business owners is aging and the entrepreneurial rate among young New Brunswickers is among the lowest in the country. Should we be using tax incentives or other tools to entice skilled immigrants to the province?

Mentorship is key but employers need to be involved. Work placement is important as is job shadowing. There should have a centralized bureau of mentors and one-on-one relationships are important.

## 5. People: Connecting people with jobs

In addition to identifying the potential jobs that will be coming available in New Brunswick over the next decade and discussing how to source workers and address the skills gaps, another key purpose of the Jobs Summit was to discuss how to better connect people with jobs. This is a very important challenge for a number of reasons. For example, because of the historically slack labour market, many New Brunswick employers have not faced difficulties recruiting workers in the past. That is now changing. Now, most New Brunswick firms will have to develop broad recruitment programs to identify and attract the staff they need.

There are a number of tools and strategies to strengthen the information flow between the firms and organizations with jobs and the potential workers for those jobs.

- **Better employer promotion of job opportunities**  
As mentioned above, many employers have not had to develop a sophisticated approach to workforce planning, recruitment and retention. Now they will need to. Related government and business groups should do more to help them build best practice recruitment programs.
- **Career influencers need access to emerging job opportunities**  
Parents, teachers, guidance counsellors, immigrant settlement agencies and others who interact with people looking to enter the labour market need to have good access to labour market information.
- **Better use of social media to connect young people to job opportunities**  
The NBjobs.ca website is a powerful new tool but it should be integrated into social networks such as Facebook and Twitter. Selected job opportunities could be targeted to various segments of the younger population engaged in social media.
- **Strengthening and broadening networks**  
The importance of personal networks was raised in a number of roundtable discussions. The immigrant connector program in Halifax is a good example of how this can be done for the immigrant workforce. Business and community leaders commit to introduce one immigrant to five people in their network. This program has been in place for a number of years and has been recognized as a successful way to bring new immigrants into local network.
- **Better promotion of the broader sources of potential workers**  
Again as mentioned above, many employers either don't know about or have negative preconceptions about the important sources of labour – persons with disabilities, First Nations, etc.
- **Travelling roadshows/open houses around the province**  
It was suggested at several roundtables that job fairs and other ways to expose people to job opportunities should be held on a regular basis around New Brunswick.
- **Better use of testimonials and role models in promotional activities**

## 6. The way ahead: Towards a dynamic and responsive labour market

It is fairly certain there will be tens of thousands of jobs coming available over the next decade either through retirements or from new industry growth. It is not as clear how these jobs will be filled. We have fewer young people coming into the workforce each year even as the need for workers expands - and at the same time we still have a net outward migration of young workers. We still have relatively low immigrant numbers compared to the country as a whole. We have tens of thousands of New Brunswickers that do not have the skills to move into the jobs that are coming available.

The main conclusion of the New Brunswick Jobs Summit is that we can and should be able to meet these workforce needs without witnessing the adverse effects of an overheating or an overly slack labour market. Coming out of the discussions at the Jobs Summit, this section provides a list of recommendations for government and its key partners to consider. They are aligned with existing government strategies (where possible) and they provide a high level approach to implementation.

### 6.1 Recommendations

<b>Recommendation #1:</b>	<b>Develop a stronger, bottom-up approach to predicting short and longer term labour market needs.</b>
<b>Rationale:</b>	Most efforts meant to predict short and longer term labour market needs are based on broad, top-down labour market information sources and trends. During the Summit, J.D. Irving, Limited provided an excellent overview of how the company – across all divisions – collects information on upcoming retirements and new workforce needs and then builds a collective recruitment and training model to fill those needs. The model predicts workforce needs out 3-5 years.
<b>Alignment with existing GNB strategy:</b>	This recommendation is somewhat aligned with Actions 14-17 of <i>New Brunswick's Labour Force and Skills Development Strategy</i> . However, the focus is on the 'six strategic sectors'. It is clear from Dr. Haan's presentation and other insight from the Jobs Summit that much of the labour force needs in the coming decade will come from industries outside the six targeted sectors.
<b>Approach:</b>	<p>As discussed in the <i>New Brunswick's Labour Force and Skills Development Strategy</i> – intermediaries such as the New Brunswick Business Council, Conseil économique du N.-B., Chambers of Commerce and other industry groups should be used as conduits to reach employers. If the top 200 employers around New Brunswick (including government) were able to predict with a 70%-80% accuracy rate what their replacement workforce needs would be over the next five years - that information could be integrated into training and people attraction efforts. JDI has said it would be willing to share its approach to workforce planning with other employers across the province.</p> <p>A second part of a better LMI system involves better analytics on the available jobs from the new NBjobs.ca website. If the system can better track both the available jobs and the skills of the jobs seekers, this data could be fed into training programming and immigration attraction efforts.</p>
<b>Issues/challenges:</b>	<p>Small and medium sized organizations do not have the H.R. sophistication of larger organizations and it is harder to predict workforce needs (retirements and through attrition). Are there ways to support SMEs?</p> <p>There is concern that employers will not want to share this type of information with government. A deliberate effort should be undertaken to convince these organizations otherwise. It is in their best interest to take the time to develop and share this information. Issues related to privacy or other sensitive information can be addressed.</p>

<b>Recommendation #2:</b>	<b>Be more deliberate about immigration as an important source of workers for New Brunswick industries.</b>
<b>Rationale:</b>	Immigrants (and TFWs) have been used selectively in New Brunswick to meet workforce needs but there is some reluctance to expand access given the relatively low employment rate among the existing New Brunswick workforce. Significant effort should be undertaken to better attach New Brunswickers to the labour market but immigration should be seen as complementary to this - not substitutionary.
<b>Alignment with existing GNB strategy:</b>	This recommendation is aligned with Strategy #3 of the <i>New Brunswick's Labour Force and Skills Development Strategy</i> .
<b>Approach:</b>	<p>The provincial government needs to convince the federal government of this need – particularly as it relates to medium and longer term demographic and population renewal. Implementing Action #37 in the <i>Labour Force and Skills Development Strategy</i> – developing a full list of jobs that are targeted to the potential immigrant workforce – would be a big step forward. Action #34: Government will increase the amount of province-specific information available to people wishing to work in the province through enhancements to the “Working in Canada” website and the New Brunswick Job Bank.</p> <p>There are other action items in the provincial strategy that align with this recommendation (Action #43, etc.). Also, take more deliberate steps to help immigrants integrate into the workforce. This could include a connector program (such as in Halifax), more mentorship, etc.</p>
<b>Issues/challenges:</b>	Public support for immigration needs to be developed. Recent national media coverage of the negative aspects of the TFW program have not helped.

<b>Recommendation #3:</b>	<b>Set an aggressive target for reducing unemployment among persons with a disability and then develop programming to support hitting the target.</b>
<b>Rationale:</b>	New Brunswick has the second highest percentage of persons with a disability among the 10 provinces in Canada and this group as a very low employment rate (47.6 percent). This is a problem that can and should be addressed. The increase in the number of workforce exits (retirements) and the potential expansion of workforce needs (from industry expansion) should open up the space to address this issue.
<b>Alignment with existing GNB strategy:</b>	Action #29 in the <i>New Brunswick's Labour Force and Skills Development Strategy</i> says “Government is developing an implementation plan that will assist persons with disabilities to transition to employment.” Recommendation #7 in the <i>Employment Action Plan for Persons with a Disability</i> says the government will establish “benchmark data on the number of students with a disability currently attending post-secondary institutions and then establish targets for increasing participation rates over the next 5 years”. The next step is to focus on supporting these individuals in their efforts to join the workforce.
<b>Approach:</b>	Develop a skills inventory (and geographic inventory) of individuals with a disability and map that to available jobs in specific areas throughout the province that are aligned with the skills. Be more deliberate in the encouragement of matching between the employers and the potential employees. Develop a broader marketing campaign (targeted to SMEs) highlighting facts and stories (such as Mark Wafer).
<b>Issues/challenges:</b>	Employer misconceptions need to be addressed.

<b>Recommendation #4:</b>	<b>Connecting people with jobs. Significantly expand efforts to promote available and upcoming jobs in New Brunswick.</b>
<b>Rationale:</b>	There has been a number of initiatives to better link people to jobs such as the new nbjobs.ca website. However, feedback from the Jobs Summit was that much more could and should be done.
<b>Alignment with existing GNB strategy:</b>	This is aligned with several action items in the <i>New Brunswick's Labour Force and Skills Development Strategy</i> including <i>Action #16: Government will develop a plan to ensure that labour market information is packaged and disseminated in a manner that facilitates access and ease of use, and Action #17: Government will provide access to and promote LMI to high schools, postsecondary education institutions, employers, employees and those looking for work to provide focus on the labour market opportunities and skills requirements within the province.</i>
<b>Approach:</b>	Target each influential group: parents, teachers, community leaders, workforce counsellors, etc. and ensure they are accessing high quality LMI information when advising people about current and future job opportunities.
<b>Issues/challenges:</b>	In the past, New Brunswick employers haven't needed to do much job marketing activities (compared to places like Alberta). Employers will have to put more effort into recruitment and in estimating future workforce needs.

<b>Recommendation #5:</b>	<b>Do a better job of "bringing the work to the people".</b>
<b>Rationale:</b>	Roundtable participants were stumped by the reality of high regional unemployment in New Brunswick. There are communities with unemployment rates of 20+% and others with unemployment rates of less than six percent. Mobility within New Brunswick is one solution but another option – less disruptive to local communities – would be to find ways to "bring work to the people".
<b>Alignment with existing GNB strategy:</b>	n/a
<b>Approach:</b>	<p>New Brunswick has a relatively small share of its workforce that is employed from home. Although an increasing number of large firms in the urban centres are expanding their virtual workforce, most of these workers are still located inside the urban centres. More could be done to promote home-based professional, administrative and creative occupations as a way to "bring work to the people" to all regions of the province.</p> <p>Fostering growth in the province's non-renewable resources sector is another way to bring work to the people rather than send people to the work. New Brunswick has between 10,000 and 15,000 people who leave the province to work for long stretches of time (Alberta, Saskatchewan, etc.) and then come back to live here for short periods. These migrant workers would be ideal targets to work in new Brunswick's non-renewable resources sector as it would bring them to jobs closer to home.</p>
<b>Issues/challenges:</b>	Skills and experience mismatch between the folks who need work and the potential jobs that could be structured for home-based work.



<b>Recommendation #6:</b>	<b>Target job and career opportunities to young New Brunswickers – those here and those who have moved away.</b>
<b>Rationale:</b>	<p>New Brunswick continues to face a net outward migration of its young people under the age of 30. There are both short and longer term reasons to target this group. This includes targeting those who have left the province for school or work. Young people who move away and come back to New Brunswick gain valuable insight into business, community and culture elsewhere and bring that knowledge with them back to New Brunswick.</p> <p>In the longer term, New Brunswick needs to rebalance its demographic situation by attracting a young workforce.</p>
<b>Alignment with existing GNB strategy:</b>	<p>From the <i>New Brunswick’s Labour Force and Skills Development Strategy</i>: Action #7: Government will work towards ensuring that all high school students have a transition exit plan prior to graduation; and Action #39: Government will develop a marketing strategy that includes hosting targeted repatriation events to attract both newcomers, as well as Canadian expatriates looking to move to New Brunswick.</p>
<b>Approach:</b>	<ul style="list-style-type: none"> <li>• Develop formal and informal networks with expatriate workers – leverage existing family connections.</li> <li>• Expand and integrate available jobs and LMI into social media to target the younger workforce.</li> <li>• Ensure that young people in New Brunswick high schools know the kinds of jobs and careers that will be coming available in the province. Encourage parents to be ambassadors for the province towards their children.</li> </ul>
<b>Issues/challenges:</b>	<p>We have limited information on those who have moved away. We have a lot of young people who want to leave and “see the world” and that, most people that discussed the issue at the Summit, is not a bad idea. The opportunity should be to attract them back after they build the experience and get exposure elsewhere.</p>

<b>Recommendation #7:</b>	<b>Expand access to online training and promote it heavily among the public and small business owners.</b>
<b>Rationale:</b>	There are many good reasons to not only provide access to online training but to promote its usage.
<b>Alignment with existing GNB strategy:</b>	From the <i>New Brunswick's Labour Force and Skills Development Strategy</i> : "PETL is currently reviewing and revising the General Educational Development (GED) Online program to provide a quality and effective computer-based learning opportunity that includes a supported approach to virtual learning".
<b>Approach:</b>	<p>Online learning can be a big part of the solution to New Brunswick's workforce challenges.</p> <ul style="list-style-type: none"> <li>• Addressing adult literacy: Many adults are uncomfortable taking literacy training in a group. Using new technology and tools such as iPads, this training can be done individually.</li> <li>• Ensuring New Brunswickers from around the province have access to specialized training no matter where they live.</li> <li>• Ensuring people can train at their own pace – aligned with work and family commitments.</li> <li>• Allowing SMEs to offer cost-effective training to their workers.</li> </ul>
<b>Issues/challenges:</b>	Many of the folks needing basic literacy and essential skills are not using the Internet.

<b>Recommendation #8:</b>	<b>Dramatically expand access to experiential learning in all forms.</b>
<b>Rationale:</b>	The <i>New Brunswick's Labour Force and Skills Development Strategy</i> made experiential learning a major focus. The Jobs Summit participants believe more can be done to expand opportunities.
<b>Alignment with existing GNB strategy:</b>	The <i>New Brunswick's Labour Force and Skills Development Strategy</i> Action #10 says "In partnership with our post-secondary education institutions, government will facilitate experiential learning opportunities in order to: Provide on-the-job experience with New Brunswick companies before graduation; Strengthen the job readiness of students; Help New Brunswick companies grow; Create a single-window for experiential learning within post-secondary education institutions; and Ensure that student and employer expectations are known and realistic. In addition, Action #12 says the government will "Aggressively pursue the development of a regionally streamlined Apprenticeship program through the Atlantic Workforce Partnership".
<b>Approach:</b>	The government and its partners should look at setting targets for experiential learning. In addition, the focus should expand to include those at the lower end of the skill level.
<b>Issues/challenges:</b>	Some resistance from the business community.