



SIAST

SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

SASKATCHEWAN URBAN TRAINING NEEDS ASSESSMENT 2007

***Prepared by:
Institutional Research and Analysis (IR&A)***

September 2007

www.goSIAST.ca

Saskatchewan Institute of Applied Science and Technology (SIAST)

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Report # 07-03

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1.0 Introduction

1.1 Background

As part of SIAST's annual program planning process, the Institutional Research and Analysis (IR&A) department conducts a number of consultations with Saskatchewan employers, associations, community representatives and industry organizations. These consultations identify future program training needs in the province. In addition to the consultations, recent publications that identify labour market trends and statistics are also examined. The resulting analysis is presented as the Saskatchewan Urban Training Needs Assessment, 2007 (herein referred to as SUTNA).

1.2 Objective of the report

The objective of the SUTNA report 2007 is to report on future training needs identified in the four SIAST campus cities (Saskatoon; Regina; Moose Jaw; and Prince Albert) and across the province. SIAST's mandate is to provide training opportunities in the four major cities in the province, as identified above, as well as throughout the province in those areas not mandated by regional colleges. The data presented in the SUTNA report forms the basis of a SIAST provincial training plan and is also used for the SIAST business plan.

1.3 Format of the report

The SUTNA 2007 report is divided into three main sections:

Section 1 outlines the methodology and format of the report.

Section 2 is an environmental scan. This section identifies the economic situation of the province, along with national impacts, labour market trends, immigration and provincial intra-migration, the environment and potential training opportunities. Section 2 also includes a discussion of the province's key economic sectors, including Mining and Minerals; Energy; Forestry; Agriculture; Construction and Information Technology.

Section 3 reports on the research obtained from surveying Saskatchewan industry representatives. As an addition in 2007, IR&A also surveyed the continuing education consultants and program heads at SIAST who work with employers and are an important connecting link between SIAST and industries in the province, and members of the program advisory committees of the Institute. The knowledge of the employment situation from the training viewpoint, provided an additional perspective. An online survey was conducted by IR&A between February and April 2007. The survey consisted of 25 questions and was based on gaining an insight into the industry sectors in Saskatchewan, as well identification of the job situation. Responses to the survey were compiled as tables and organized according to industry sector. A copy of the survey questionnaire is included as Appendix A.

Section 4 includes summaries of the five sector partnership studies that have been completed in the last two years. The Advanced Education and Employment, formerly Saskatchewan Learning, sector partnership program is a plan to develop human resource strategies in order to address industry skill shortages in the province. Advanced Education and Employment provides funding to industry sectors to implement

partnerships with trainers and communities. Reports that describe the results of these partnerships are published online on the government of Saskatchewan's website.

Nota Bene

SIAST is striving to be responsive to many of the identified training needs, but is aware that it cannot meet all that are identified. Some are not financially feasible, or do not fall within SIAST's mandate.

SIAST thanks those who participated in the SUTNA survey and provided valuable input with regard to the future training needs in Saskatchewan.

2.0 Environmental Scan

2.1 Overview

Due to high global demand for resources, Saskatchewan's economic future looks bright. In 2007, it is expected that economic growth will surpass the national average – capping a 5 year trend of continuous growth averaging at 3.4%. According to Saskatchewan's Advanced Education and Employment department, more than 20,000 new employment opportunities are predicted for the five year period 2005-2010 at an annual average growth rate of 0.8%.¹ The projected employment includes opportunities that are created as a result of economic growth. The projections do not reflect current job vacancies or differentiate between full-time and part-time jobs, or between those who are employed or self-employed. The employment gains are mainly concentrated in the service-producing industries, such as *Trade, Health Care and Social Assistance, Transportation and Warehousing*. Also, *Construction*, in the goods-producing industry, is expected to experience major gains. Industries, such as *Agriculture and Utilities, Public Administration* and *Other Services*, like repair and maintenance, are predicted to decline.

The recent government announcements of the planned construction of two canola crushing plants in Yorkton, the expansion of IPSCO in Regina, the expansion of Case-New Holland farm machinery in Saskatoon, the construction of a new Children's Hospital in Saskatoon, the proposed re-opening of the PA Pulp Mill, major infrastructure upgrades (highways and capital projects - example: the LaLoche to Fort McMurray connector) and the expansion of Saskferco will further impact employment in the province.

2.2 The Economy

According to a recent Conference Board of Canada Report, Canada's economy is performing well below its potential. With a booming economy, relatively low inflation, a strong currency, and a wealth of natural resources, Canada's economy should be rated at the top of the world's leading countries. According to the conference board, Canada's economy is rated 11th, well below top-rated Ireland mainly, because of a lack of foreign direct investment.² The C.D. Howe Institute agrees. In a recent report, the institute called Canada an underachiever in global capital markets and said that it should make itself more open to foreign investment.³ Currently Canada ranks 46th out of 73 countries on foreign direct investment, where Ireland holds the highest ranking.

Since 1990 Ireland has actively sought foreign investment by promoting its highly educated workforce, creating partnerships between corporations and universities, and implementing a policy of low corporate tax rates. In 2005, Ireland's tax rate on capital was 14 percent while Canada's tax rate is currently at 39 percent.⁴ Ireland has also benefited from its membership in the European Union. The foreign companies who

¹ Saskatchewan Advanced Education and Employment, "Industrial Employment Outlook," Regina: Government of Saskatchewan and Service Canada, Vol 1, Issue 1, Winter 2006/07.

² Conference Board of Canada, "*How Canada Performs: A Report Card on Canada*", Ottawa: The Conference Board of Canada, 2007, p. 4.

³ Partridge, John. "Hollow Fears Ring False at C.D. Howe," *Globe and Mail*, August 21, 2007, p. B1.

⁴ Conference Board of Canada, "*How Canada Performs*", p. 37.

invest in Ireland gain access to the open markets of the European Union by the creation of infrastructure and new businesses.

Though Canada does not have the advantage of European Union membership, its abundant natural resources should provide a comparable advantage on the world's stage. According to the conference board, this advantage has been negated by high greenhouse gas emissions in the production of resources, especially oil and natural gas. Most of Canada's natural resources are exported to other countries. These countries receive a hidden benefit because they are not held accountable for the emissions required to produce them⁵. According to the conference board, Canada must develop and use lower emitting technologies in the production of gas and oil. This step, combined with proactive policies like a cap and trade system, could make Canada a "clean energy superpower."⁶

According to Saskatchewan Industry and Resources, Saskatchewan has a stable and robust economy.⁷ Industry Resources states that Saskatchewan's abundant resources, together with a spirit of innovation, have guided the development of a robust export economy and that the province is stable and positioned for growth. The department also indicates that exports are the cornerstone of Saskatchewan's economy, and that with exports equalling nearly 70% of the province's GDP, Saskatchewan is a world trader. The province's exporters have preferred access to the most dynamic industrial economy in the world, and now record over 400 million consumers. The province is the largest uranium producer in the world, at 30% of world production. Also, about 17% of Canada's oil production is from Saskatchewan. Saskatchewan residents have one of the highest standards of living in the world and enjoy one of the lowest costs of living in the developed world, Industry and Resources states.

Compared to a competitive cost averages report, Industry and Resources reports that the economy is strong, and that over the past four years (2003 to 2006), Saskatchewan's composite economic growth rate was the third highest in Canada and above the national average, with indicators that the outlook for 2007 is also positive.⁸

The results of a recent survey by the Canadian Federation of Independent Business (CFIB) indicated that Saskatchewan has gone from worst to first in the number of small business owners in Canada.⁹ The rising levels of optimism, reflecting improved economic conditions in the province outpace the Canadian average, according to the CFIB. Sixty-three percent of Saskatchewan respondents reported that they expect their businesses to perform better in the next year than the fifty one percent reported nationally. The vice-president of CFIB indicated that changes to the business taxes, rising commodity prices, as well as the 'spill-over' effect from the Alberta economy, are reasons for the rising confidence in Saskatchewan small businesses.

⁵ Conference Board of Canada, "How Canada Performs", p. 7.

⁶ Conference Board of Canada, "How Canada Performs", p. 8.

⁷ Government of Saskatchewan, Industry and Resources, Saskatchewan, "Key Economic Sectors", <http://www.ir.gov.sk.ca/Default.aspx?DN=4299,3087,2936,Documents>

⁸ Government of Saskatchewan, Industry and Resources, Saskatchewan, "Competitive Cost Advantages", <http://www.ir.gov.sk.ca/Default.aspx?DN=3334,3331,3328,2936,Documents>

⁹ "Sask. Businesses go from 'worst to first', *The Star Phoenix*, September 27, 2007.

2.2.1 Saskatchewan's Minimum Wage

In 2005 the provincial government announced a three-stage increase in Saskatchewan's minimum wage. The first stage of the increase took effect September 1, 2005 and moved Saskatchewan's minimum wage from \$6.65 an hour to \$7.05 an hour. The second stage increased the minimum wage by 50-cents to \$7.55 an hour on March 1, 2006. The third increase took effect on March 1, 2007 and raised the minimum wage to \$7.95 an hour.¹⁰ Some business leaders have resisted increasing the minimum wage in Saskatchewan. The Canadian Chamber of Commerce estimates that a 10 per cent increase in the minimum wage results in a 2.5 per cent decline in employment. Others have argued that minimum wage levels should be closer to \$10.00 per hour to reach an income level above the poverty line. In fact, Saskatchewan's minimum wage increases have merely kept pace with increases in the rest of Canada. In 2005, Saskatchewan's minimum wage was the 8th highest compared to the other provinces and territories. In March of 2006, Saskatchewan's minimum wage is the 7th highest in Canada, moving only one position higher, despite three increases in the last two years.

2.2.2 Annual Saskatchewan Wage Survey

Saskatchewan Advanced Education and Employment, in partnership with Service Canada publish the annual wage survey on the Saskatchewan Job Futures website (<http://www.saskjobfutures.ca>). The annual Saskatchewan wage survey is the most comprehensive source of wage data available. The website contains wage information for 541 occupations, from Accommodation Service Managers to Writers. Each occupation listed includes the number of employees surveyed, the low, high, and average hourly wage data, as well as the estimated average annual income.

The last wage survey took place in 2006, and is conducted every two years.¹¹ Saskatchewan employers are surveyed from a random sample, thus the number of occupations recorded is dependent upon both the sample and the number of respondents (not all occupations are reported with a random sample). As the methodology has been consistent since 2002, it is possible to track Saskatchewan wage trends for individual occupations from 2002 to 2006. As an example, the average hourly wage for carpenters has increased from \$16.88 in 2002 to \$19.28 in '04 to the most recent \$21.84 in 2006.

Also included on the Saskatchewan Job Futures website are occupational profiles for the occupations who responded to the wage survey. Each profile includes information on the nature of the work, duties, training paths and related occupations. The profiles also include a section on trends and outlooks which discusses wage predictions, disparity in wages throughout the province and gender differences in the occupations. Each occupation is also given an overall rating of its future prospects. As an example, most occupations in the skilled trades (including Carpenters, Plumbers and Welders) are rated as good, while the prospects in Information Technology (including Computer and Network Operators, and Computer Programmers) are rated as fair.

¹⁰Government of Saskatchewan, Saskatchewan, "Minimum Wage Goes up Tomorrow", February 28, 2007, <http://www.gov.sk.ca/news?newsId=720b84b5-07ba-46d0-993c-ce764c88e51c>.

¹¹ Government of Saskatchewan, Saskatchewan, "Saskatchewan Wage Survey 2006", <http://www.labour.gov.sk.ca/wage%20survey/wagesurvey.htm>.

2.2.3 Mandatory Retirement Ends in Saskatchewan

The government of Saskatchewan amended the Saskatchewan Human Rights Code (the "Code") to prohibit mandatory retirement effective November 7, 2007. The legislation will give older citizens the ability to choose whether to retire or to continue to work beyond the age of 65.¹² "This legislation recognizes that our older citizens can continue to make meaningful contributions in the work force," Justice Minister Frank Quennell said. "It also recognizes that senior, experienced employees are a valuable resource, especially in work environments where labour shortages are a current or future concern."

This Bill will change the definition of age in the Code to include persons over 65 years, effectively removing the protection for mandatory retirement policies. Employers will no longer be able to require employees to quit working simply because they have reached a certain age, and collective agreements, employer policies and employment contracts will not be able to specify a retirement age.

2.3 The Environment

Nationally, the main focus of 2007 has been the renewed interest in environmental issues. Canada signed the Kyoto Accord in 2002, and though very little has been accomplished to reduce greenhouse gas emissions, there is a new sense of urgency to meet the Kyoto targets. Renewed concern over the environment has many Canadians questioning Alberta's oil sands development. A recent House of Commons natural resources committee suggested that Ottawa cancel the Alberta oil sands generous tax incentives (now worth 1.4 billion annually). Though Alberta has authority over the oil sands development, Canada could stall the industry through environmental protection legislation or a cap on greenhouse gas emissions.¹³ The federal government's environmental policy (known as the Clean Air Act) was released in October of 2006. After intense criticism by environmental groups and the federal opposition parties, the act underwent major revisions at the House of Commons legislative committee. The original version of the act was criticized for ignoring the Kyoto protocol principles and for being too soft on industries that emit greenhouse gases. Some changes to the act that have been implemented by the federal government include the reinstatement of a rebate program for home improvement grants (ecoenergy retrofit), a new policy to reduce greenhouse gases in the transportation sector and new "ecotrust" funding to support provincial initiatives.

Aaron Freeman, Policy Director for Environmental Defense reported that the Conservative government is preparing to spike its own proposed Clean Air Act. According to Freeman, a legislative committee specifically designed to re-draft and strengthen the Act recently completed its work and has sent the bill to the House of Commons for second reading. Government officials have criticized the committee for the re-drafting of the Act and have suggested that it will let the bill die on the order paper. Freeman has indicated that a weakening of the new Clean Air and Climate

¹²Government of Saskatchewan, "Government Introduces Legislation to end Mandatory Retirement", November 6, 2006, <http://www.gov.sk.ca/news>.

¹³ Bennet, Dean. "Stelmach cautions Ottawa on oil sands report," The Globe and Mail, p. A9, March 5, 2007.

Change Act would reflect a failure to grasp this opportunity, and an even greater failure to comprehend the reality of climate change and air pollution.¹⁴

The opposition parties in the House of Commons reacted negatively to Minister John Baird's statement in mid-April, that the Kyoto Protocol is "too costly and would cause a recession" and that 275,000 could lose their jobs and Canadians would face soaring gas and energy prices. Baird has recently stepped back from his statement about the prohibitive costs of implementing the Kyoto protocol, and instead promoted international investment opportunities in United Nations approved projects that deliver reductions in greenhouse gas emissions.¹⁵ As a signatory to the Kyoto agreement Canadian companies can also buy and sell emissions credits to offset their greenhouse gas production, or take economic advantage of their own greenhouse gas reductions.

The province of Saskatchewan released its Green Strategy in April of 2007. The strategy was promised in the 2006 Speech from the Throne and follows the release of environmental strategies by the province of British Columbia and the federal government. Saskatchewan's Green Strategy is based on the concept of sustainable development originally outlined in Gro Harlem Brundtland's *Our Common Future* and has three major goals:

- 1. Innovation Towards Sustainability** – Saskatchewan hopes to develop more green energy solutions and reduce green house gas emissions. Green energy solutions include incorporating more wind power into the SaskPower grid, and changing government policies to allow net metering which would enable consumers who generate power from solar or wind to supply excess power to the provincial electrical grid. Greenhouse gas reduction initiatives include research on using Carbon dioxide in oil recovery, the underground storage of carbon dioxide and an extension of the Saskatchewan Home Energy Improvement Plan.
- 2. Shared Responsibility, Shared Benefits** – Developing partnerships with community groups and increasing awareness of climate change in the province are viewed as the key to the overall success of the green strategy.
- 3. A Respected and Protected Environment** – Protection of the natural environment revolves around the reduction of waste, protection of the watershed, and conservation initiatives. Saskatchewan's forest industry is presented as an example of sustainable development that incorporates environmental principles.¹⁶

Saskatchewan's Green Strategy has generally been well received by community groups who see potential in many of the funding initiatives targeted at rural communities. Environment groups have been less receptive to the Green Strategy. The Sierra Club has stated that the green strategy lacks vision. According to the prairie chapter of the Sierra Club, the funding for research and development in reducing green house gases is

¹⁴ Freeman, Aaron. "Clean Air Act Needs Quick Passage," www.environmentaldefence.ca/pressroom, April 01, 2007.

¹⁵ de Souza, Mike. "Overseas Investments will help business meet Kyoto," *Edmonton Journal*, April 24, 2007.

¹⁶ Government of Saskatchewan, "Saskatchewan's Green Strategy For a Green and Prosperous Economy 2007," <http://www.saskatchewan.ca/green>.

welcome, but the major weakness is that the strategy contains no provisions to reduce green house gas emissions in the oil industry.¹⁷

At the United Nations Environment Programme meeting in Montreal, hosted by Canada, John Baird, Canada's environment minister, challenged the international community to speed up the phase-out of chemicals that deplete the ozone layer and cause climate change.¹⁸ Baird stated that "Although the world is on track to fully eliminate hydrochlorofluorocarbons (HCFS), speeding up the phase-out would allow us to simultaneously address two of the most critical issues facing our planet today – ozone preservation and climate change." Twenty years ago, Canada was a leader in signing the Montreal Protocol and the health of Canadians demands that the country take action and once again play a leadership role, according to Baird. The original Montreal Protocol on Substances that Deplete the Ozone Layer was signed in 1987 by 24 countries, including Canada. There are now more than 190 countries included in the protocol.

2.4 Key Economic Sectors

Due to high global demand for resources, Saskatchewan's economic future looks bright. In 2007, economic growth will surpass the national average – capping a 5 year trend of continuous growth averaging at 3.4%.

- **Mining and Minerals** Saskatchewan is the world's largest producer of both uranium and potash.¹⁹ Demand for uranium is expected to increase due to new nuclear power plant construction in Asia. However, recent flooding at the Cigar Lake uranium mine has delayed future production until late 2010, or 2011.²⁰ In July 2007, Cameco reported progress on the remediation of Cigar Lake, after the severe flooding in 2006.²¹ A new export pact with China has also stabilized the future of long-term potash sales.²² Saskatchewan's mining industry has recently expanded to include copper-zinc; gold; and diamonds. These industries are exploratory but show great promise. The Fort a la Corne diamond exploration site in Northern Saskatchewan holds one of the largest Kimberlite clusters in the world. In the next few years Saskatchewan's commercial diamond production will begin to rival that of the North West Territories.²³
- **Energy** Saskatchewan's goal in the energy sector is to grow and diversify the energy base. Major growth is expected to take place in traditional oil and gas developments, as well as new exploration in heavy oil. The province also hopes

¹⁷ Sierra Club, "Saskatchewan Government's Green Strategy Lacks Vision Beyond its Environmental Happy Talk," 18, November, 2005. <http://www.sierraclub.ca/prairie/Media/index.htm>

¹⁸ Government of Canada, News Release, "Canada Calls for Accelerated Phase-Out of Ozone Depleting Substances", September 25, 2007, <http://www.ecoaction.gc.ca/news-nouvelles/20070914-eng.cfm>

¹⁹ Government of Saskatchewan, "Saskatchewan Action Plan for the Economy: A New Century of opportunity", Government of Saskatchewan: Regina, 2005, p. 14.

²⁰ Cameco, "Cameco Announces Plans for Cigar Lake," March 18, 2007, http://www.cameco.com/media_gateway/news_releases/2007/news_release.php?id=175

²¹ Cameco. "Cameco Updates Progress on Cigar Lake Remediation," July 11, 2007, http://www.cameco.com/media_gateway/news_releases/2007/news_release.php?view=pri...

²² Lovely, Warren and David Bezic, "A Yawning Gap in Growth," CIBC World Markets: Provincial Forecast, October 31, 2006, p. 5.

²³ Card, C. C. Harper, A. Costa, C. Hughes, P. Schwann, and G. Delaney, *Saskatchewan Exploration and Development Highlights, 2006*, Saskatchewan Industry and Resources.

to expand the use of other new energy sources, including hydrogen, ethanol, biodiesel, and other biofuels. According to the Minister of Agriculture, an influx of \$200 million in federal funds for the ecoAgriculture Biofuels Capital Initiative (ecoABC), “is the first program to give farmers capital assistance to construct or expand biofuels facilities.”²⁴ Though praised by organizations such as the Canadian Renewable Fuels Association for supporting the ecoABC program, some nay-sayers, because of start-up costs, questioned whether the initiative would result in more producer participation or the construction of more plants. This influx of cash from the federal government is in addition to the \$345 million announced in December 2006 to help producers capture new opportunities in biofuels, such as a capital formation assistance program and the commercialize of private- and public-sector research into biofuels.

Diversification is seen as the key to success in the energy sector over the long term. Alberta’s energy sector, which relies mainly on traditional oil and natural gas development, has recently experienced hints of a slow down. New federal environmental policies that may include a cap on emissions or a carbon tax, and the recent decision to tax income trusts has industry in Alberta’s oilfield on the defensive. In the spring of 2007, 261 of 861 drilling rigs in Alberta were active, compared to 395 out of 799 at the same time last year. This slowdown has filtered to Alberta’s business economy where just 35 percent of firms in Calgary report that they plan to hire new employees, compared to 50 percent from a year earlier.²⁵ If Saskatchewan is successful in diversifying its energy sector, it can avoid the boom and bust nature of relying strictly on oil and natural gas, as well as the potential economic slowdown that may result from environmental policies for greenhouse gas reductions.

- **Forestry** The primary forestry industry continues to diversify in preparation for a number of new changes to the industry in 2007. Forestry exports in 2006 had shown moderate growth due to the previous housing boom in the US, but this demand is expected to lessen in the coming planning period due to the US housing slowdown. Many analysts consider Saskatchewan’s forestry sector to be in peril. Forestry is Saskatchewan’s 2nd largest manufacturer, generating \$131 million dollars in government revenue. In 2006, four production facilities closed and in 2007, two sawmills are facing imminent closure. This has resulted in the loss of 1317 direct jobs and 2636 indirect jobs.²⁶ The pressures on the forest industry include the declining American dollar; imported wood from countries with inexpensive labour costs; escalating transportation and energy costs; and a softwood lumber deal that penalizes Saskatchewan producers. There have also been predictions that the value of the North American wood supply will drop due to the pine beetle infestation in British Columbia and Alberta. According to the head of KPMG’s Canadian Forest Industry Practice, “2007 is going to be tough” because of lower prices for structural timber and the higher Canadian dollar.²⁷ In order to limit the slowdown in forestry, a recent minister’s task force

²⁴ “Feds give \$200M for biofuels” *The Star Phoenix*, April 24, 2007.

²⁵ Kohler, Nicholas “All quieter on the western front: Alberta worries over signs that the bloom is coming off the wild rose,” *Maclean’s*, July 8, 2007, p. 35.

²⁶ Government of Saskatchewan, “Minister’s Task Force Report on Forest Sector Competitiveness,” October, 2006.

²⁷ Stueck, Wendy. “Supply Crisis on Wood Industry Horizon,” *The Globe and Mail*, 13, April, 2007.

recommended that Saskatchewan advance the co-generation of clean energy; stimulate research in value-added production; retrain forestry workers (especially young Aboriginal workers); and promote the Saskatchewan industry and its products.²⁸

- **Agriculture and Agri-value** 2006 was a much better year for farmers than previous years, and predictions for 2007 have been positive. Even if provincial crop production in 2007 falls below average, grain prices have been supported by poor harvests in other countries, especially Australia. Saskatchewan's cattle producers currently have full access to the US market.²⁹ Agriculture will continue to diversify with more value-added processing and manufacturing as well as the development of new bio-products for seed crops and the bio-diesel industry. The ethanol industry in Saskatchewan shows the most promise with the recent announcement of construction of two new grain based ethanol facilities, producing 155 million litres of ethanol per year.³⁰ The Saskatchewan Institute of Public Policy states that the "single largest issue affecting the long-term viability of ethanol production is whether it can compete with gasoline in an open market".³¹ The authors further state that despite favourable conditions for ethanol production in the province, without being mandated or heavily subsidized, there isn't a market and production is not viable.
- **Construction** The Construction Sector Council has recently reported that the reality of fewer workers and increased demand for construction threatens to limit Canadian economic growth.³² One out of sixteen workers employed in Canada earns a living in the construction industry. There are 260,000 firms in the industry, with 65,000 in residential construction and 150,000 in the trade contracting industry. There are 36 identified careers in the construction industry, including *bricklayer, carpenter, electrician, landscaper, painter, plumber, roofer, and welder*. The Saskatchewan construction industry is in the middle of a seven-year building boom, complete with record employment levels and recruiting strategies to fit the construction markets in the province. In many provinces, the aging population as well as increases in retirements, are leading to labour shortages in many occupations, and the main source of additional labour supply is migration. Saskatchewan is no exception. Over the next 10 years, the number retiring from the workforce will rise from 8,000 this year to 10,000 by 2015. The province is competing with Alberta and British Columbia for trades people, which is difficult, given the strong demand for workers in those provinces offering higher salaries and benefits as attraction factors. The retirements, when combined with the announced new building and engineering projects, "translates into significant training requirements."

²⁸ Saskatchewan, "Ministers Task Force," October, 2006.

²⁹ Lovely and Bezic, "A Yawning Gap in Growth," October 31, 2006 p. 5.

³⁰ Hirsch, Todd, "Roaring Ahead ... For Now: Saskatchewan Economic Profile and Forecast," January 2006, p. 8.

³¹ Olfert, Rose and Simon Weseen, "Assessing the Viability of an Ethanol Industry in Saskatchewan," Public Policy Paper #48, The Saskatchewan Institute of Public Policy, February 2008.

³² Construction Sector Council, "Construction Looking Forward: Labour Requirements from 2007 to 2015 for Saskatchewan, May, 2007.

For the first time, the construction council has developed a forecasting spreadsheet of careers in the industry by region. Saskatchewan has a trade shortage and the majority of careers in this industry are projecting increases in manpower over the next five years. The website for information is <http://www.csc-ca.org/>.

The construction council report divides the next 10 years forecasting period into two intervals – 2006 to 2010 and 2011 to 2015. In the first period the strong economic growth continues and in the latter period, the cyclical expansion turns down and industrial and engineering building declines. However, the residential sector recovers in 2012 to 2014. The Construction Sector Council also identified a number of economic trends that are key drivers for the construction industry. Business investment overall in the province is very strong. Residential construction is currently experiencing a market correction, which will result in a slight decline. Non-residential construction is expected to grow based on the number of major projects scheduled for construction. Work on major projects will see big gains in industrial construction. The trades and occupations which will be in high demand as a result of increased construction are: bricklayers; carpenters; concrete finishers; floor covering installers; heavy equipment operators; insulators; painters and decorators; plasterers/drywall installers and finishers and lathers; plumbers; refrigeration and air conditioning mechanics; residential and commercial installers and servicers; roofers and shinglers; sheet metal workers; steamfitters; pipefitters; and sprinkler system installers; tilesetters; and welders.

According to Saskatchewan Advanced Education and Employment, and the Saskatchewan Apprenticeship and Trade Certification Commission, as we look ahead to 2008 and 2009, 14 of the identified trades in the province are expected to be in crisis mode in Saskatchewan. If economic and labour market trends continue, all regions in the province, with the exception of Prince Albert, will have experienced skilled labour shortages in most trades. With the labour shortages in the 70% range, regions most affected were Lloydminster, Estevan-Weyburn, Kindersley, Saskatoon, LaRonge North, and Swift Current.³³

- **Information Technology** The last few years have seen great uncertainty in the Information Technology (IT) sector. The Information and Communications Technology Council recently surveyed Canadian colleges (including SIAST) in an attempt to address technology labour market issues. The findings of the survey are significant. Canadian colleges reported an overall decline in IT enrolment of 6%.³⁴ Individual disciplines that reported the highest declines in enrolment include: Computer Science (-36%); Microcomputer Systems Technician (-31%); Computer Engineering Technology (-58%); Computer Systems Technology (-20%); Computer Programming (-40%); and Electronics Technician (-19%). Individual disciplines that reported gains in enrolment include: Computer Office Assistant (+10%); Web Design (+15%); and Game Programming (+58%).

³³ Saskatchewan Advanced Education and Employment, and Saskatchewan Apprenticeship and Trade Certification Commission, "A Profile on Saskatchewan Trades", Regina: Government of Saskatchewan, Volume 1, Issue I, Spring 2007.

³⁴ Information and Communications Technology Council, "Developing Tomorrow's Workforce Today," April, 2007, p. 2.

Contributing factors cited for the decline in enrolment include the downturn in the technology sector from the late 1990s and continued news of workforce reductions. Canada's high school math and science programs were also criticized for not adequately preparing students for IT programs. Also cited in the decline of IT programs are the high cost of equipment and competition from internet based IT programs.

Canada's colleges were also asked to predict enrolment trends for the next five years. The total predicted decline in IT enrolment is 10%. However, the authors of the study stress that declines will be in specific disciplines, and the IT programs that have shown increased enrolments should continue to grow.³⁵

2.5 Education

According to the conference board, Canada's best performance is in the area of education. Canada's education systems are efficient, flexible and do a great job moving Canada's mainstream participants through elementary, secondary and post-secondary institutions. Unfortunately, Canada's education system fails large numbers of disadvantaged peoples, including Aboriginal peoples, immigrants and mature workers. The conference board singles out Canada's immigrant population. Immigrants often have difficulty getting their education credentials recognized and feel alienated from the post-secondary system. Canada's labour force will continue to become more dependent on immigrants in the future. The post-secondary system's failure to engage the immigrant population will have a negative impact on the economy (p. 9).

2.5.1 New Training Opportunities for Saskatchewan

In 2007-08, the Government of Saskatchewan will invest approximately \$200 million for skills training and programs. Saskatchewan Minister of Advanced Education and Employment announced that "Saskatchewan now has more jobs than people." With the economy booming, Saskatchewan needs to make sure enough people are trained and ready for the workforce when they are needed. Additional funding will enable SIAST to "further increase the number of students that we can educate and prepare for rewarding careers, particularly in high-demand areas." according to the President and CEO of SIAST.³⁶

2.6 Labour Market

The labour market shortage in Saskatchewan continues to increase, due to an aging workforce and out-migration. The growing provincial economy and continued increases in new home starts has focused the labour shortage on skilled trade workers, especially in construction. Housing prices in urban centres continue to soar (11% for Saskatoon and 7% for Regina) and new housing units grew by 16 1/2% in urban centres in 2006.³⁷

On a municipal basis, Saskatoon showed conspicuous gains in new home prices, with the biggest year-over-year increase of all municipalities at 38.6 per cent. According to Statistics Canada, "This was largely due to the healthy economy of Saskatchewan and

³⁵ Information and Communications Technology Council, "Developing Tomorrow's Workforce Today," April, p.5.

³⁶ Government of Saskatchewan, "Training Opportunities in Saskatchewan Grow in Response to the Booming Economy", April 18, 2007, <http://www.gov.sk.ca/news>

³⁷ Elliot, Douglas H, *Sask Trends Monitor*, January, 2007, p. 12.

its recent population growth, the result of recent net gains in interprovincial migration from Alberta.”³⁸

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) reports that trade workers continue to be pulled to Alberta, and the aging workforce is still a critical concern, mainly in the physically demanding trades. The commission recommends an increase in the number of apprentices, more recruitment of women, and the use of immigration to address skilled labour shortages. The shortage of trades workers cannot be understated. Beginning this fiscal year, one third of all the new jobs created in Canada will be skilled trades jobs.³⁹

The Fraser Institute's latest report on labour markets, identifies Saskatchewan as one of two Canadian jurisdictions with a top-10 ranking in terms of labour-market performance over the last five years. The other Canadian province, Alberta, topped the list of both Canadian provinces and US states.⁴⁰ The third installment of the report assessed the performance of labour markets in both Canada and the US, and outlined why the results differ among the regions. The Fraser Institute measured labour market performance based on five equally-weighted indicators: average total employment growth, average private-sector employment growth, average employment rates, average duration of unemployment, average labour productivity and calculated the five year average (2002-2006) for each indicator. The report indicated that regionally, the western provinces, Saskatchewan, Alberta and British Columbia outperformed the other Canadian provinces.

Statistics Canada released the results of the latest Labour Force Survey report on September 7, 2007.⁴¹ The report indicates that employment in Canada increased by an estimated 23,000 in August 2007 and national unemployment continued to be at its 33-year low rate of 6.0%, as more people entered the workforce.

The employment gains in the goods sector came mainly from construction which, up 5.8% to date this year, continued to be one of the strongest sources of employment growth in 2007. Other industries declined in the past year, including transportation and warehousing, professional, scientific and technical services.

The month of August marked the fourth consecutive month where the year-over-year average hourly wage increase was above 3%. On average, employees made 4.0% more per hour in August 2007 than in August 2006.

Canada Job Futures is a career tool designed to help Canadian residents plan for the future. The career tool provides useful information on approximately 265 occupational groups. The tool is sub-divided by region. The Saskatchewan Job Futures website is the result of a unique partnership between the Federal and Provincial Governments.⁴²

³⁸ CanWest News Service, 2007. “New housing prices continue to beat expectations,” *Saskatoon Star Phoenix*, July 12, 2007, p. A1.

³⁹ Saskatchewan Apprenticeship and Trade Certification Commission, “Business Plan July 1, 2006 to June 30, 2007,” p. 12.

⁴⁰ Godin, K. P. Milagros, J. Clemens, and N. Veldhuis, “Measuring Labour Markets in Canada and the United States: 2007 Edition,” *Studies in Labour Markets*, Fraser Institute, Number 4, September 2007

⁴¹ Statistics Canada. “Labour Force Survey August 2007”. *The Daily*. Friday, September 07, 2007.

⁴² Government of Saskatchewan, “Saskatchewan Job Futures”, <http://www.saskjobfutures.ca>

Since 1998, Service Canada and Saskatchewan Advanced Education and Employment have used this site jointly to publish important information about hundreds of Saskatchewan occupations. The website identifies profiles in the occupations in the province, outlining the nature of the work, the duties involved, the training path, trends and outlooks for the occupations, as well as a list of related occupations. The profile also includes the average employment income (derived from the latest available Census data). The website link is <http://www.saskjobfutures.ca>.

2.6.1 Employment Vacancies 2007

In the preliminary findings of job vacancies, Saskatchewan's Advanced Education and Employment stated that, in September 2006, job vacancies totaled 8,639.⁴³ Of these, 3,456 (40%) required skill levels with post-secondary training, 2,246 (26%) at the certificate/diploma level). Also, of the 8,639 vacancy opportunities, 5950 were located in the four SIAST campus cities (urban regions) – Regina, Saskatoon, Moose Jaw and Prince Albert, with 2689 of the vacancies located in the rural areas.

2.6.2 Apprentice Employment in the Public Sector

Following a national survey conducted by the Canadian Apprenticeship Forum, which concluded that employers are selling themselves short by not hiring apprentices and investing in their future labour force, the Saskatchewan department of Advanced Education and Employment (AEE) undertook a provincial survey which focused on the current employment state, barriers, if any, and solutions to employing and training apprentice.⁴⁴ According to the responses from the survey, the total number of apprenticeable trades positions is 1,975, which is composed of 1770 journeypersons and 205 apprentice positions. The current employed journeyperson (with six out of every ten over the age of 45 years) to employed apprentice ratio is 10.6/one. AEE reported that if a more apprentice-friendly employment and training ratio of three/one were applied, the number of apprentices could potentially be increased by 727 to reach a total of 1,057, up from the current estimate of 330. AEE reported that expanding the employment and training of apprentices is necessary and that if employers are being encouraged to increase their training of Saskatchewan youth for careers in the province, then the government must lead by example to ensure that the province has the right people with the right skills in the right place at the right time.

2.7 The Aboriginal Population in the Province

2.7.1 Aboriginal Labour Market

The SATCC also recommends tapping into the Aboriginal labour market for employment of trades workers. The Aboriginal population in Saskatchewan is relatively young, and the Department of Indian and Northern Affairs Canada predicts that the largest segment of the population (those born between 1980 and 1995) will be entering the workforce by 2010. The SATCC recommends that this potential labour market be utilized now. The province of Saskatchewan does not have the luxury to wait until the main Aboriginal population enters the workforce. According to the *Sask Trends Monitor*, meeting

⁴³ Saskatchewan Advanced Education and Employment, "Report on Job Vacancies in Saskatchewan," Presentation to Saskatchewan Labour Market Network (SLMN), December 2006.

⁴⁴ Government of Saskatchewan, "Apprentice Employment in the Public Sector : An Opportunity that is Overdue",

employment needs in construction is key to moving the industry from an under-performer to an out-performer.⁴⁵ Much planning and preparation by government agencies and educational institutions has to take place to ensure that the Aboriginal labour market is utilized in the province.

In a recent training consortium development workshop, key industry leaders in Saskatoon and Regina also pointed to the Aboriginal population as a source for skilled workers. However, the industry representatives noted that at present many Aboriginal peoples entering the workforce require soft skills as well as job training to enable their success in the workplace.⁴⁶ Soft skills include life skills that emphasize regular attendance at work, and consistent performance. Some industries use pay advances and provide daily transportation as incentives, but have had mixed results. The problem appears rooted in the differing cultural values of the Aboriginal and non Aboriginal population, and are not unique to Saskatchewan. Many post secondary institutions have implemented cultural sensitivity training sessions for both Aboriginal and non Aboriginal groups in an attempt to bridge cultural differences in both a training and work environment.

2.7.2 On-Reserve Aboriginal Population

Most of the provincial government's focus on recruiting Aboriginal peoples has been with the off-reserve Metis, status and non-status population. Most agencies base Aboriginal population figures on those who self-identify as Aboriginal, which can also include the on-reserve population. However, the on-reserve Aboriginal population has historically been ignored by the province. According to the British North America Act (1867), responsibility and authority for Status Indians rests with the federal government.⁴⁷ Despite this historical precedent, the province of Saskatchewan has recently become involved in the creation of on-reserve policies through the Department of Metis and First Nations Relations. The province has been working with the Federation of Saskatchewan Indian Nations and First Nations communities to provide economic development funding, as well as funding to Aboriginal businesses. SIAST has also recently focused its student recruitment toward the on-reserve Aboriginal population. In 2005 the First Nations visitation program held the first counsellors' workshop for First Nations controlled (on-reserve) schools.⁴⁸

2.8 Immigration

Immigration became a priority in 2005 when the provincial government announced a new commitment to recruit 5000 immigrants annually to Saskatchewan. Unfortunately, despite increased funding to Saskatchewan Immigration, as well as a number of new programs to increase nominations and provide language training, the number of immigrants to the province has not increased dramatically. The Bureau of Statistics reports that there were 1,942 new immigrants to Saskatchewan in 2004; 2,107 in 2005; and 2,701 for 2006, a figure still far short of the province's goal of 5000 new immigrants.

⁴⁵ Elliot, Douglas H. *Sask Trends Monitor*, December 2006, Vol. XXIII, No. 11, p. 5.

⁴⁶ Fast Consulting, "SIAST BDIP Training Consortium Development Workshops, Regina and Saskatoon, March 2007, p. 6.

⁴⁷ Government of Saskatchewan, "The Government of Saskatchewan Guidelines for Consultation with First Nations and Metis People: A Guide for Decision Makers," May 2006, p. 2.

⁴⁸ "SIAST 2005-2006 Annual Report", Saskatchewan Institute of Applied Science and Technology (SIAST), 2006, p. 13.

However, Saskatchewan Immigration has announced a number of new programs to attract more immigration to the province.

2.8.1 Immigration: new programs

Saskatchewan Immigration has now expanded its immigration strategy into seven new categories:

1. Entrepreneur
2. Skilled Worker
3. Health Professions
4. Family Members
5. Long-Haul Trucker Project
6. Graduated Foreign Students
7. Farm Owner Operations / Farm Family members

The first three programs are expanded versions of previous programs that were deemed overly restrictive. The remaining four programs are relatively new and have had mixed success in attracting immigration to the province. The long-haul trucker project has had support from host communities and there has been an increase in sponsorships of family members. SIAST has also recently undertaken a pilot project to assess the skills of workers in foreign countries. By creating international partnerships with foreign academic institutions, SIAST hopes that these institutions will ensure that skilled workers have the appropriate educational equivalencies in Canada. Once foreign workers are certified according to provincial standards, employers in Saskatchewan will be able to hire immigrants that can make an immediate contribution to the workforce.⁴⁹

2.9 Return Migration and Intra-Migration

Saskatchewan has recently implemented a number of policies and promotions to encourage return migration to the province. Despite consistent economic growth for the past five years, more people left the province than there were new arrivals. The fourth quarter statistics from 2006 appear to be changing that trend. During the last three months of 2006, 5000 people moved to Saskatchewan and out migration was lower than average. The result is that interprovincial migration was positive for the first time in ten years. This confirms “a great deal of anecdotal evidence that Albertans are returning to Saskatchewan.”⁵⁰ A recent surge in house prices in Saskatoon was blamed on home owners from Alberta looking for property investments, but it appears that many of these intra-migrations may be based on the growing Saskatchewan economy and job market.⁵¹

Statistics Canada population estimates, at July 1, 2007, reports that after two-consecutive years of out-migration to other provinces, mainly Alberta, the trend turned and Saskatchewan has rebounded with a demographic increase.⁵² Saskatchewan posted a population growth rate of 0.9%, the third fastest rate in the country. The

⁴⁹ “Going abroad to assess skills sensible move,” *The Star Phoenix*, March 5, 2007, p. A8.

⁵⁰ Elliot, *Sask Trends Monitor*, March 2007, p. 8.

⁵¹ Church, Elizabeth. “Alberta homeowners running back to Saskatoon,” *The Globe and Mail*, April 17, 2007, p. B1.

⁵² Statistics Canada. “Canada’s population estimates as of July 1, 2007”. *The Daily*. Thursday, September 27, 2007.

increase in population in Canada is happening mainly in the west. The population in Alberta and British Columbia increased faster than that of Canada.

Canada's population is estimated at 32,976,000 – a gain of 326,500 people and a growth rate of 1% from last year. Saskatchewan's population in July 1, 2005 was 990,044; in July 2006 it was 987,520; and in July 1, 2007 was reported at 996,869.

3.0 Summaries of Training Needs Assessment Industry Consultations

3.1 Introduction

Stakeholder consultations were held in February – April 2007. The purpose of the consultations was to gather information on future training needs, employment trends and the skill sets required for emerging and existing occupations. The information gleaned from the consultations focused on needs specific to each of the SIAST campus cities: Moose Jaw, Prince Albert, Regina and Saskatoon, as well as the identification of training needs on a provincial basis. As outlined in the objective of the report (section 1.2), training needs within the jurisdiction of the province's regional colleges were not part of the study.

In past years, the consultations included both focus group consultations and surveys. SIAST, recognizing how difficult it is for employers and industry representatives, as well as association personnel, to attend focus group sessions, opted to adjust the format for 2007 and conduct the consultations of the industry representatives by using only the online survey method.

As an addition to surveying industry associations, SIAST also surveyed the:

- Continuing education consultants and program heads at SIAST - the faculty work with industry in providing customized training to suit employers' needs and are an important connecting link between the industry and the Institute.
- Program advisory committees - the advisory committees provide an effective link between business and industry and the Institute. The members advise SIAST on curricula and standards to ensure relevant and current labour market training.

The knowledge of the employment situation from both viewpoints was an additional perspective to analyze.

Saskatchewan Labour has identified a list of 14 industry sectors as important for the province. Monthly labour force statistics are reported in this manner. The first question of the online survey asked the respondents to identify which industry sector they operated within. Figure 1 shows the industry sectors selected by all SUTNA respondents.

Generally, the response rate for all industry sectors was good. Health, and Education Services, had the highest response rate and Biotechnology, Pharmaceuticals or Nutraceuticals had the lowest. Figures 2, 3, and 4 show the breakdown in responses between the industry and association representatives, as well as SIAST faculty and advisory committees. SIAST faculty had the largest number of responses, followed by the SIAST program advisory committees, and finally the industry and association representatives.

The statements identified in this section of the report are those of the respondents to the survey, therefore some statements may differ or contradict each other.

Figure 1 : Industry Sectors Selected by All SUTNA Respondents (SIAS Faculty, Program Advisory Committees, Industry and Association Representatives)

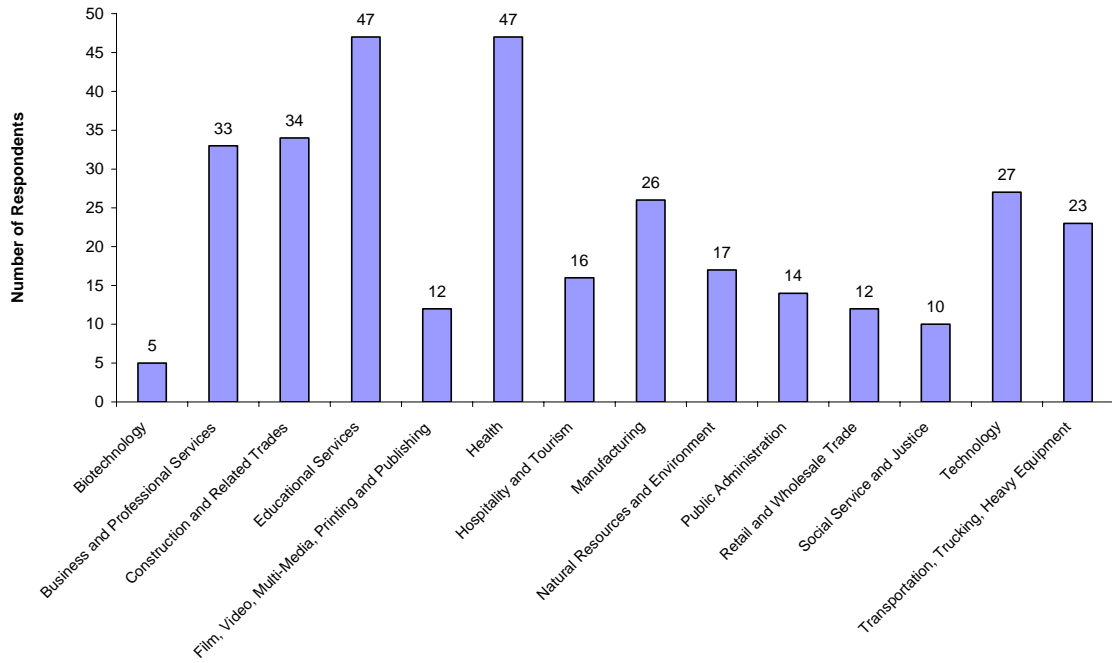


Figure 2: Industry Sectors Selected by SUTNA Respondents: SIAS Faculty

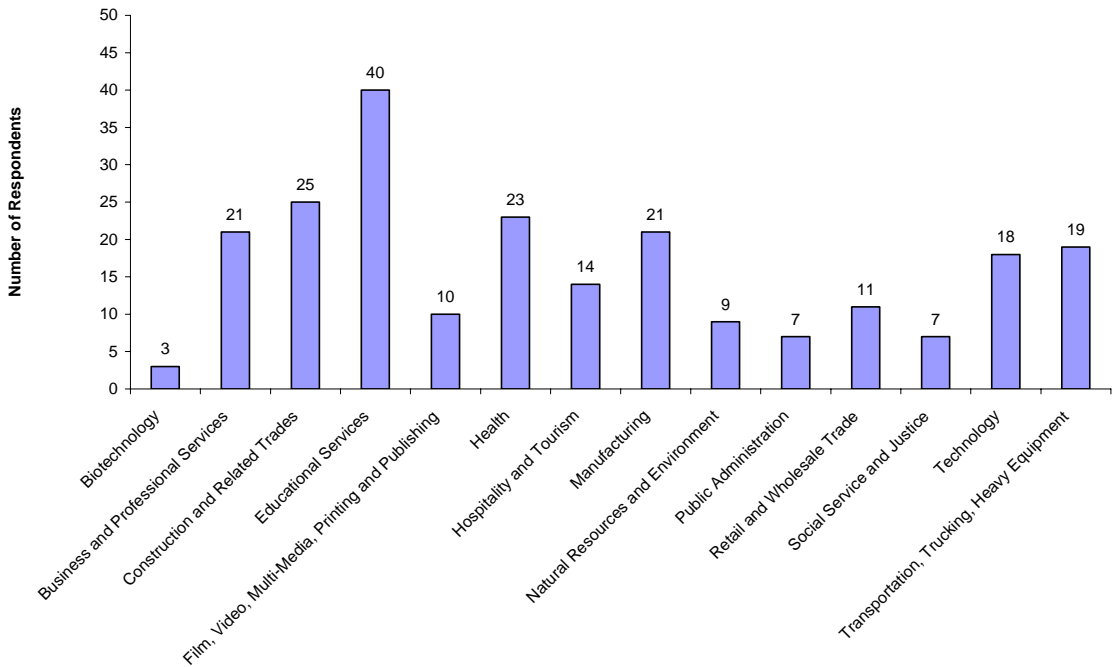


Figure 3: Industry Sectors by SUTNA Respondents: SIAST Program Advisory Committees

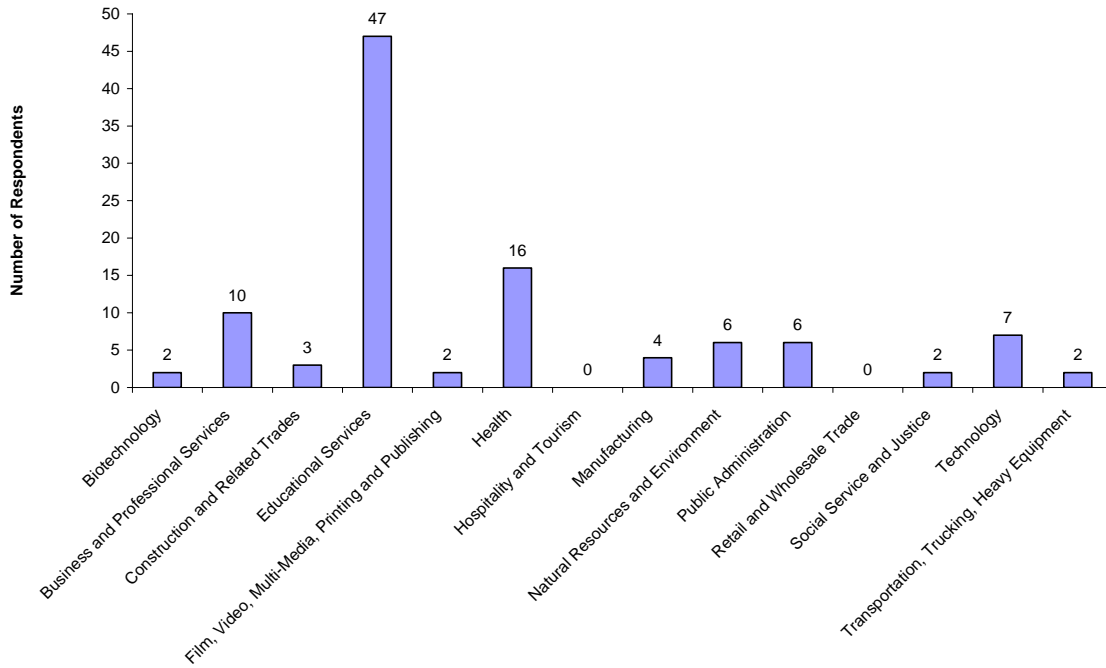
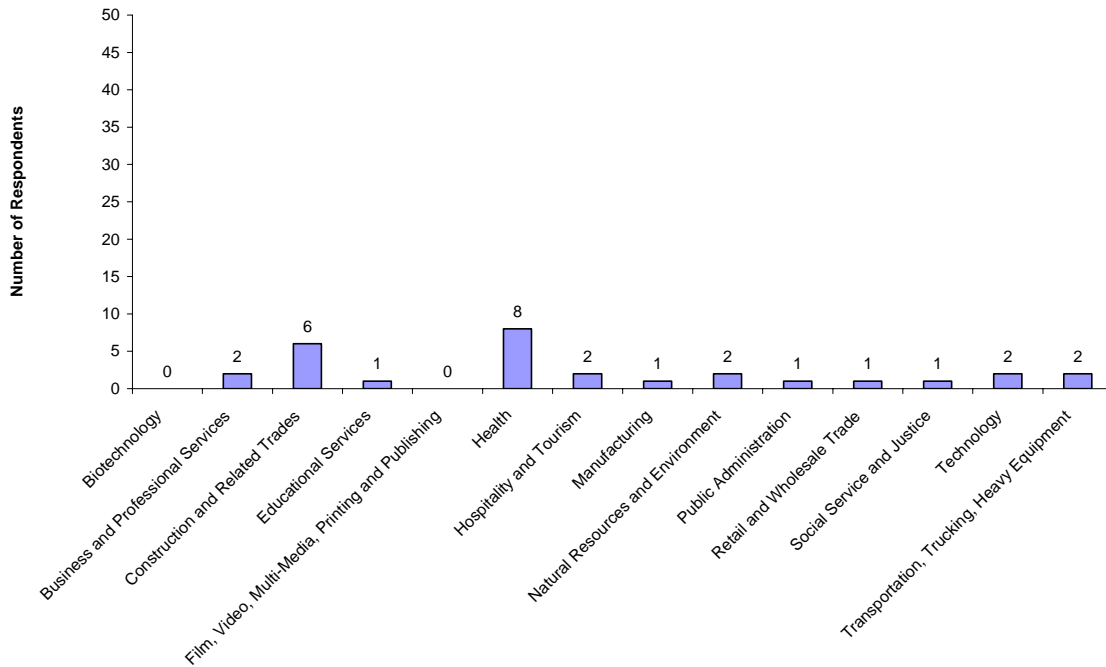


Figure 4: Industry Sectors By SUTNA Respondents: Industry and Association Representatives



3.2 Design of the Questionnaire

The questionnaire was designed to gather information for each industry on the following topics:

- Location of industry sectors
- Growth, decline, and stability of industry sectors
- Hiring difficulties
- Specific knowledge or skills gaps
- Major trends facing employers
- Major opportunities facing employers
- Major challenges/threats facing employers

3.3 Summary of the Findings

The second question on the survey asked for the location of industry sectors within the province. Figures 5 through 18 show the location of industry sectors that were selected by the respondents. Table 1 summarizes the results for all the industry sectors.

| Table 1: Location of Industry Sectors | | | | | |
|---|---------------|-----------|---------------|--------|-----------|
| Industry Sector | Province-wide | Moose Jaw | Prince Albert | Regina | Saskatoon |
| Biotechnology, Pharmaceuticals or Nutraceuticals | 0 | 0 | 0 | 1 | 4 |
| Business and Professional Services | 20 | 5 | 4 | 9 | 9 |
| Construction and Related Trades | 25 | 8 | 7 | 11 | 8 |
| Educational Services | 20 | 13 | 12 | 12 | 12 |
| Film, Video, Multi-Media, Printing and Publishing | 4 | 1 | 2 | 6 | 2 |
| Health | 31 | 8 | 9 | 16 | 15 |
| Hospitality and Tourism | 6 | 3 | 3 | 4 | 3 |
| Manufacturing | 16 | 4 | 2 | 6 | 7 |
| Natural Resources and Environment | 14 | 1 | 2 | 2 | 1 |
| Public Administration | 7 | 2 | 2 | 3 | 3 |
| Retail and Wholesale Trade | 7 | 3 | 1 | 3 | 2 |
| Social Service and Justice | 6 | 1 | 1 | 3 | 3 |
| Technology | 14 | 5 | 5 | 7 | 9 |
| Transportation, Trucking, Heavy Equipment | 0 | 4 | 1 | 5 | 4 |

Figure 5: Location of Industry Sectors: Biotechnology

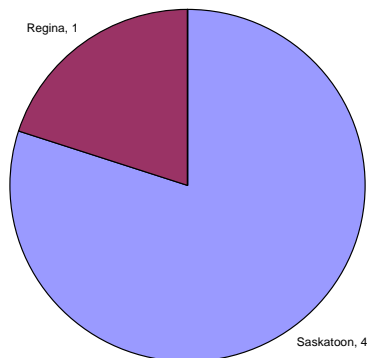


Figure 6: Location of Industry Sectors: Business and Professional Services

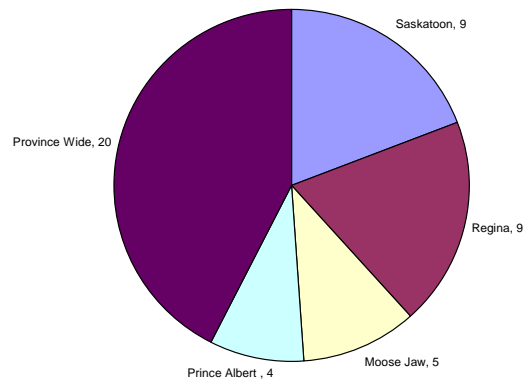


Figure 7: Location of Industry Sectors: Construction and Related Trades

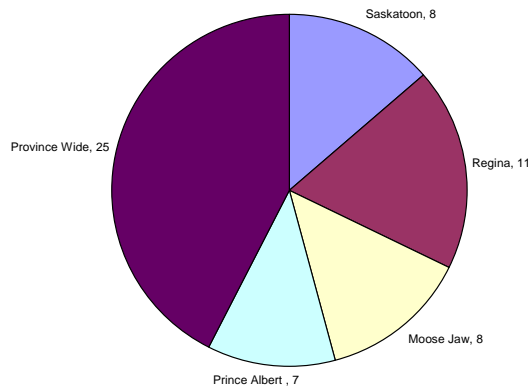


Figure 8: Location of Industry Sectors: Educational Services

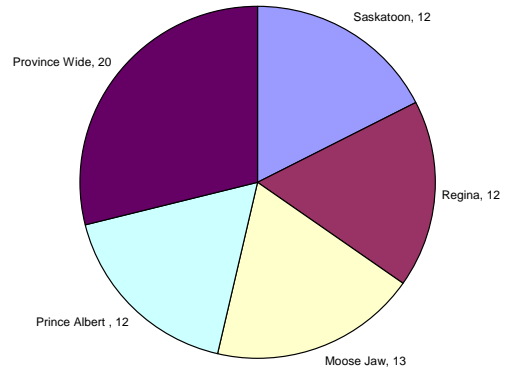


Figure 9: Location of Industry Sectors: Film, Video, Multi-Media, Printing and Publishing

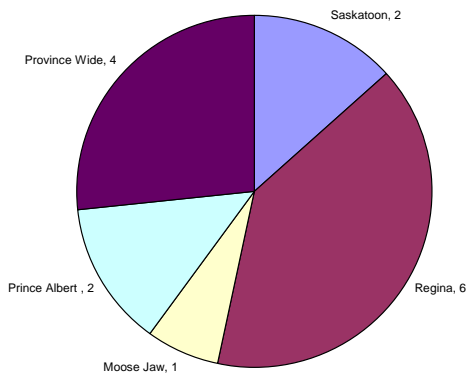


Figure 10: Location of Industry Sectors: Health

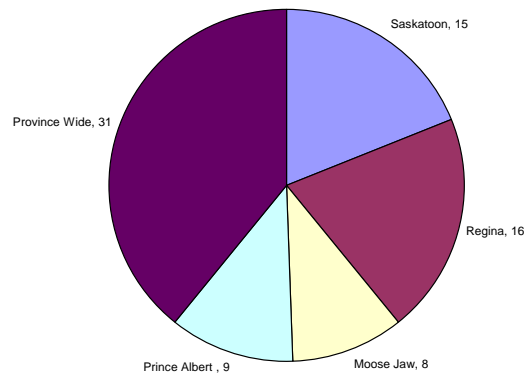


Figure 11: Location of Industry Sectors: Hospitality and Tourism

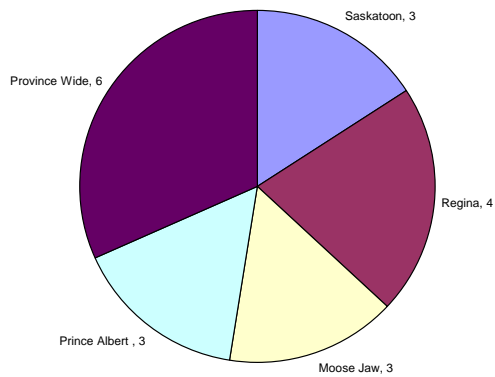
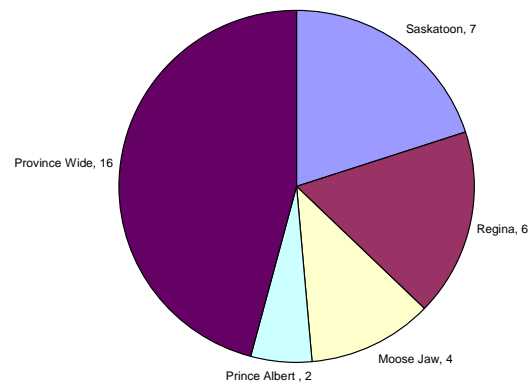


Figure 12: Location of Industry Sectors: Manufacturing



**Figure 13: Location of Industry Sectors:
Natural Resources and Environment**

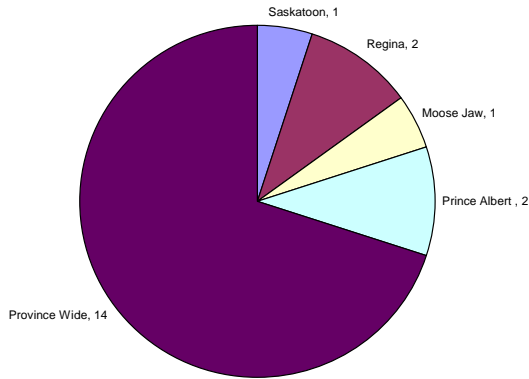
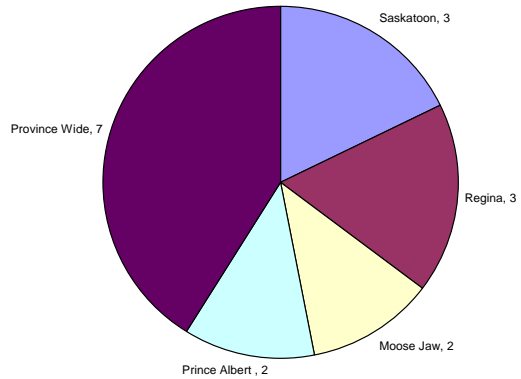
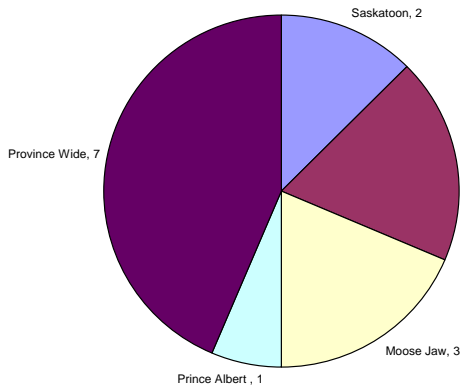


Figure 14: Location of Industry Sectors: Public Administration



**Figure 15: Location of Industry Sectors:
Retail and Wholesale Trade**



**Figure 16: Location of Industry Sectors:
Social Service and Justice**

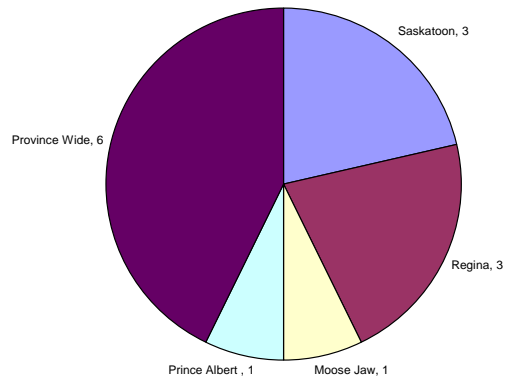
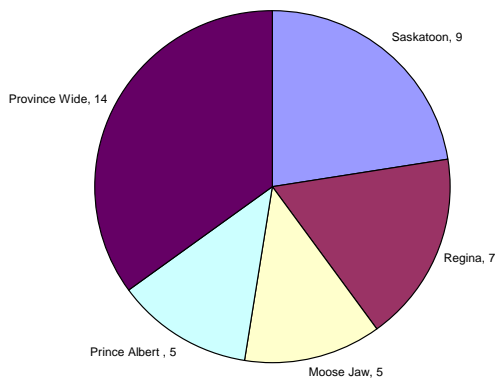
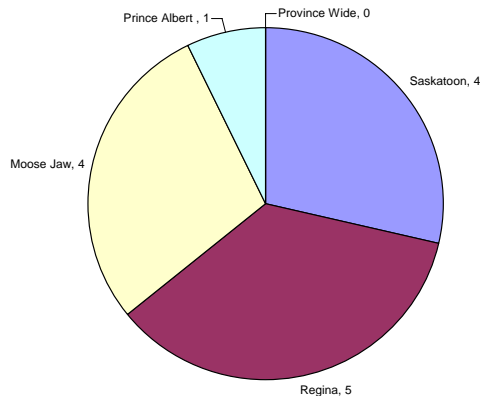


Figure 17: Location of Industry Sectors: Technology



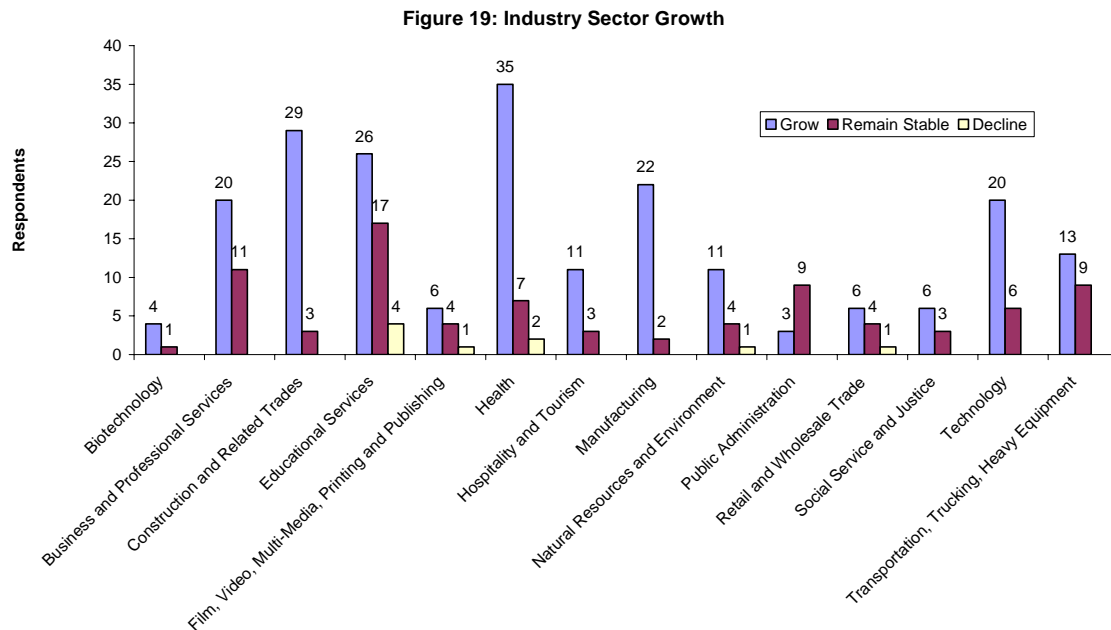
**Figure 18: Location of Industry Sectors:
Transportation, Trucking, Heavy Equipment**



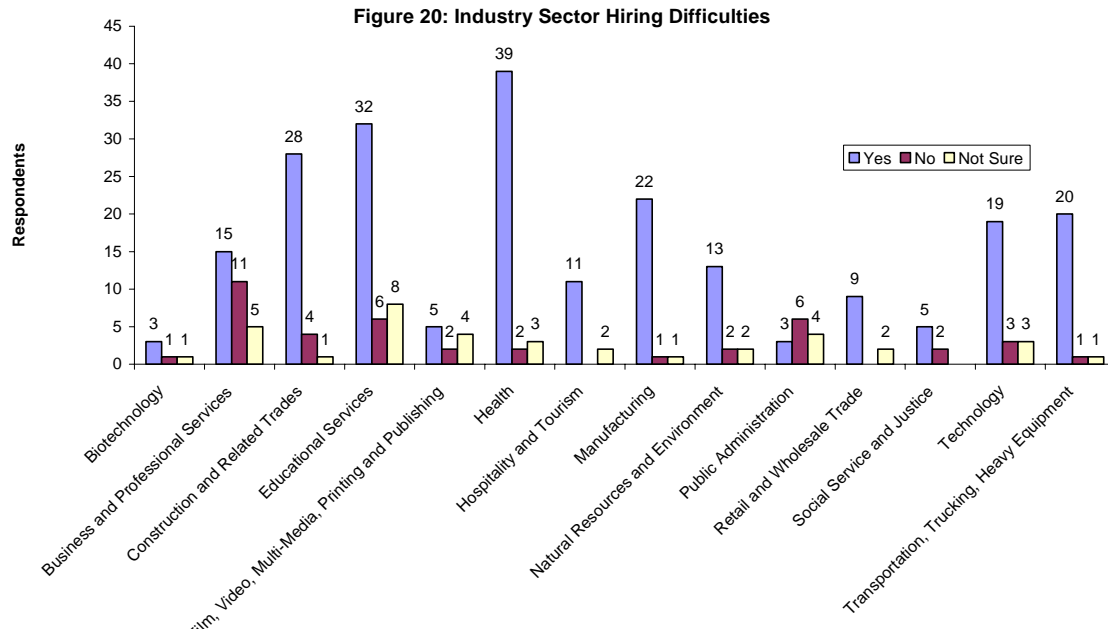
With the exception of Biotechnology, Pharmaceuticals and Nutraceuticals (Figure 5) and Transportation, Trucking and Heavy Equipment (Figure 18) most industry sectors served the province as a whole. The respondents who chose Health (Figure 10) focused their

knowledge on Regina and Saskatoon, but Educational Services (Figure 8) was well-balanced in all the major centres.

The third question in the survey asked the respondents if the status of the identified industry sectors(s) was in a period of growth, decline or remaining stable from the past year's status. The results are summarized in Figure 19. Most industry sectors were predicted to grow. Health had the most respondents choosing growth at 35, with Construction, Education and Manufacturing not far behind. The only industry sector that was predicted to remain stable was Public Administration, and no industry sectors were predicted to decline.



Question four of the survey asked if respondents had experienced hiring difficulties within their industry sectors. These results are displayed below in Figure 20 and are very similar to the results of question three (Figure 19). Those industry sectors experiencing growth are also experiencing hiring difficulties. Public Administration was the only sector that indicated no difficulty in hiring, which is consistent in that this industry also indicated the industry would be remaining stable, in question 3.



Question five asked respondents to choose the main reason why there may be hiring difficulties in the industry. The choices and the responses are summarized by industry sector in Table 2. With the exception of Public Administration and Retail and Wholesale Trade, the most common reason for hiring difficulties was a shortage of trained workers or applicants for positions.

| Industry Sector | Shortage of Trained Workers or Applicants | Expected Higher Wages and Benefits | Different Expectations of Working Conditions | No Full Time Employment or Permanent Positions Available |
|---|---|------------------------------------|--|--|
| Biotechnology, Pharmaceuticals or Nutraceuticals | 3 | 0 | 0 | 1 |
| Business and Professional Services | 15 | 2 | 3 | 2 |
| Construction and Related Trades | 27 | 3 | 1 | 1 |
| Educational Services | 19 | 9 | 2 | 9 |
| Film, Video, Multi-Media, Printing and Publishing | 4 | 1 | 0 | 1 |
| Health | 31 | 2 | 1 | 8 |
| Hospitality and Tourism | 6 | 5 | 0 | 2 |
| Manufacturing | 20 | 3 | 1 | 0 |
| Natural Resources and Environment | 9 | 3 | 0 | 2 |
| Public Administration | 2 | 3 | 2 | 1 |
| Retail and Wholesale Trade | 4 | 3 | 0 | 3 |
| Social Service and Justice | 2 | 2 | 1 | 1 |
| Technology | 17 | 6 | 0 | 1 |
| Transportation, Trucking, Heavy Equipment | 16 | 4 | 0 | 1 |

The remaining questions in the survey dealt with suggestions from the consultations with industry and SIAST representatives on knowledge and skills gaps. These were open-

ended questions and the responses are summarized in the tables in sections 3.3.1 to 3.3.3 of the report.

The first set of tables (3.3.1) provides a summary of suggestions, identified by stakeholders, for SIAST to address ***specific knowledge or skill gaps, and major trends, opportunities, and challenges / threats facing employers***. This section is organized by industry sector and geographic area. The industry sectors represented on this chart can be located on the following pages:

- Biotechnology, Pharmaceuticals or Nutraceuticals (Page 28)
- Business and Professional Services (Page 29)
- Construction and Related Trades (Page 31)
- Educational Services (Page 34)
- Film, Video, Multi-Media, Printing and Publishing (Page 37)
- Health (Page 38)
- Hospitality and Tourism (Page 41)
- Manufacturing (Page 42)
- Natural Resources and Environment (Page 44)
- Public Administration (Page 45)
- Retail and Wholesale (Page 46)
- Social Service and Justice (Page 47)
- Technology (Page 48)
- Transportation, Trucking and Heavy Equipment (Page 50)

The second section (3.3.2) focuses on major trends, opportunities and challenges/threats facing employers in the province, and suggestions as to ***how SIAST can address these***. This section is organized by industry sector.

The industry sectors represented on this chart can be located on the following pages:

- Biotechnology, Pharmaceuticals or Nutraceuticals (Page 52)
- Business and Professional Services (Page 52)
- Construction and Related Trades (Page 53)
- Educational Services (Page 55)
- Film, Video, Multi-Media, Printing and Publishing (Page 56)
- Health (Page 56)
- Hospitality and Tourism (Page 57)
- Manufacturing (Page 58)
- Natural Resources and Environment (Page 58)
- Public Administration (Page 59)
- Retail and Wholesale (Page 59)
- Social Service and Justice (Page 59)
- Technology (Page 60)
- Transportation, Trucking and Heavy Equipment (Page 61)

The final section (3.3.3) summarizes the ***hiring difficulties*** with certain positions within industry sectors. Stakeholders were asked to identify which specific positions, within their identified industry sector, that they have had hiring difficulties during the past twelve

months, and identify what the **unmet needs for these positions** are, as well as **what SIAST can do to address these unmet needs**.

The industry sectors represented on this chart can be located on the following pages. Not all industry sectors identified unmet training needs:

- Business and Professional Services (Page 62)
- Construction and Related Trades (Page 62)
- Educational Services (Page 64)
- Film, Video, Multi-Media, Printing and Publishing (Page 64)
- Health (Page 65)
- Hospitality and Tourism (Page 67)
- Natural Resources and Environment (Page 67)
- Retail and Wholesale (Page 67)
- Social Service and Justice (Page 68)
- Technology (Page 68)
- Transportation, Trucking and Heavy Equipment (Page 69)

In all three sections, the respondents to the survey spoke very highly about SIAST, the programs, the relevancy of the curriculum to meet the skills required in industry, and the willingness to consult widely on all issues relating to the preparation of graduates for work. One major theme throughout the consultations was the shortage of graduates to fill the vacant positions in employment – particularly in the trades.

There were 185 responses to the online survey. SIAST is aware that there may not be sufficient responses from all industries and therefore the results of the consultations may not have comprehensively identified the needs of all industries in the province. As a result, the environmental scan of the province in section 2 expands on the training requirements for the province.

The labour market analysis survey highlights industry sector issues and unmet training needs. If potential training needs are identified, SIAST will prioritize and detailed needs assessments may be undertaken directly at potential employers to gain more insight into the potential offering of new programs.

Many of the identified skills gaps and skills shortages were not necessarily training needs but issues dealing with employment, such as demographics, difficulty in attracting qualified personnel, location, working conditions, and salary. These are employer and industry issues and SIAST, though empathetic, is not in a position to respond or change the situation of these employment issues.

Examples of these are:

- Workload and benefits
- Working conditions
- Retention of staff
- Out-migration
- Aging workforce
- Rural depopulation

Skills gaps imply a need for upskilling within the existing enterprises and workforce, while *skills shortages* occur when skilled job vacancies are hard to fill at reasonable wages and conditions. These definitions are taken from the Australian report “The Summary of the Rural Industry Working Group Report”, of the Department of Education, Science and Training, Government of Australia.

3.3.1 Identified Training Issues by Industry Sector: Training Issues, Major Trends, Major Issues, Major Opportunities and major Challenges

The following table provides a summary of the training issues identified by industry and association representatives, program advisory committees and SIAST faculty held in the spring of 2007. The results of the survey are organized by industry sectors and topic areas.

| Training Issues Identified by Employers: BIOTECHNOLOGY, PHARMACEUTICALS OR NUTRACEUTICALS | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Essential skills and computer literacy. | | X | | | |
| Need training in mass spectroscopy. | | | | | X |
| Major Trends Facing Employers in the Province | | | | | |
| Finding skilled employees who want to stay in the province. | | X | | | |
| Pharmacies utilizing technicians on a wider basis than now practiced. | | | | | X |
| Major Opportunities Facing Employers in the Province | | | | | |
| A means of qualifications standards of various technicians. | | X | | | |
| Ground breaking research and discoveries in bio-diagnostics, vaccine development, bio-fuels and crop improvements. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Increase course content. | | X | | | |
| Open a dialogue with private corporations as to the benefits of hiring SIAST graduates. Open a dialogue with the U of S so that bridging to further education is more seamless. | | | | | X |

| Training Issues Identified by Employers: BUSINESS AND PROFESSIONAL SERVICES | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|------------|-----------|---------------|--------|-----------|
| Specific Knowledge or Skills Gaps | | | | | |
| As our business evolves better grounding in compliance, as well as mutual funds and other investments. | X | | | | |
| People need to have access on how to start and run their own business to encourage entrepreneurial growth in various geographical regions. | X | | | | |
| Public relations with insurance companies. | X | | | | |
| Knowledge of accounting processes | X | | | | |
| Removal of co-op work placements means that students lack experience. | X | | | X | |
| The need for business knowledge is not being identified. | X | | | | X |
| Essential skills and computer literacy. | | X | | | |
| More students need to go into the information technology programs. | | | | X | |
| The issue is delivery and location rather than knowledge gaps. Co-op programs fill a practical-knowledge gap that may be perceived by industry. | | | | | X |
| Major Trends Facing Employers in the Province | | | | | |
| As our business evolves better grounding in compliance, as well as mutual funds and other investments. | X | | | | |
| The shrinking labour force. | X | | | | |
| Student recruitment. | X | | | | |
| Employees Retiring. | | X | X | | |
| Demographics, low enrolments in IT training programs. | | | | X | X |
| Qualified employees, especially those who could make up a diversified workforce are lured by better opportunities in other sectors or other provinces. | | | | | X |
| Lack of personnel due to competition for jobs elsewhere. | | | | | X |
| Lack of qualified people. More work, with fewer shops and technicians to do the work. | | | X | | |
| The outward migration of trained employees going for higher wages and full time jobs. | | | X | | |
| The cost of construction is rising and relative fees are not, wage expectations are rising disproportionately due to Alberta's influence. | | | | | X |

| Training Issues Identified by Employers: Business and Professional Services (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Major Opportunities Facing Employers in the Province | | | | | |
| Due to retirements, there is opportunity for renewal. | X | | | | |
| Expansion of many business services required to support other industries. | X | | | | X |
| Untapped potential in oil and gas sector. | X | | | | |
| Contracting services and labour management to utilize a variety of business disciplines. | | | | | |
| Work with SIAST regarding hiring graduates to become part of the SIAST program. | | X | | | |
| Saskatchewan is positioned as a low-cost alternative to other western provinces for entrepreneurs in the trades, manufacturing, food processing, technology and energy sectors. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| More work, with fewer shops and technicians to do the work. | X | | | | |
| Lack of qualified people. | X | | | | |
| Youth leaving the province, and reduced interest in farming. | X | | | | |
| Employers are finding it difficult to fill open positions and are quite willing to provide on-the-job training. | | | | X | |

| Training Issues Identified by Employers: CONSTRUCTION AND RELATED TRADES | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|------------|-----------|---------------|--------|-----------|
| Specific Knowledge or Skills Gaps | | | | | |
| Gaps in Level 3 and 4 apprentice skill sets. | X | | X | | |
| Math and reading skills seem to be one of the biggest gaps we have with students and employees in the trades. | X | X | X | X | X |
| Supply is the bigger issue, competence is a secondary issue. | X | | | | |
| Technical, supervisory and project management gaps. | X | | | | |
| The machine maintenance and daily checks are to be done by machine operator and are not always being done or performed properly. | X | X | X | X | X |
| There must be more standardizing of curriculum across Canada. | X | X | X | | |
| Training should be done more for industry needs. | X | | | | |
| Essential skills. | | X | | | |
| Gaps in Hydronic Heating training. | | X | X | X | |
| It's not knowledge or skill gaps - it's the high numbers of 40 years old and up workers, the draw of young people to Alberta and the low numbers of people entering the trades. | | | | X | |
| Major Trends Facing Employers in the Province | | | | | |
| Supply is the bigger issue, competence is a secondary issue. | X | | | | |
| It is harder to get qualified people. | | X | X | X | |
| Out-migration of workers, finding and keeping skilled workers, and the ability to hire under current ratios. | | X | X | X | X |
| Recruitment and retention of employees in a competitive market, and finding enough people to fill vacant jobs. | | X | X | X | X |
| Shortage of skilled workers. | | X | | | |
| Skilled trades shortage with the aging population, especially in rural Saskatchewan recruitment and retention. | | X | X | X | X |
| The abundance of work, and shortage of workers. | | X | X | X | X |
| The shrinking labour force. | | | X | | |

| Training Issues Identified by Employers: Construction and Related Trades (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Major Trends Facing Employers in the Province (Continued) | | | | | |
| Urbanization, on- reserve housing needs, industrial projects increasing, and retirements. | | | X | | |
| Many companies talk about expanding but require more skilled labour. | | | | X | |
| Out migration of younger people to Alberta. An unskilled worker can make \$60,000 easily there. Skilled workers earn even more. Many young people choose university over trades. | | | | X | |
| The aging workforce and low numbers of young people that see construction as a career. | | | | X | |
| Shortage of workers - employers are unable to pay high wages needed to keep good workers here. | | | | | X |
| Major Opportunities Facing Employers in the Province | | | | | |
| Aboriginal peoples and women wanting to enter the trade workforce. | X | X | X | X | X |
| Growth in industry, booming economy, larger work force and increased revenues. | X | | | | |
| Mining and construction expansion. | X | X | X | X | X |
| Road and building construction is on a boom. | X | X | X | X | |
| The low cost of living makes Saskatchewan viable for more expansion and new business. | X | | | X | |
| The province is expanding so employers need to support training in a much bigger way. | X | | | | |
| Urban residential and on- reserve housing and heavy industry expansion. | X | | | X | |
| Work is forecast to remain constant for the next 3 years. | X | X | X | X | X |
| Work opportunities are at an all time high. | | X | X | X | X |
| Work with SIAST on the hiring of grads. | | X | | | |
| Increase capacity and delivery options. | X | | | | |
| Offering more seats and promoting trades related options as a first career choice. | X | | | | |
| Provide more training. | X | | | | |
| SIAST must look at better utilization of our resources to accommodate Industry needs and show them we can adapt. | X | X | | | |
| Student recruitment to fill programs. | | X | | | |
| Train more apprentices and certificate students, expand facilities, and retain quality staff. | | X | | | |
| Saskatchewan is experiencing a huge growth in oil and mining sectors. That spins off into high demand for many businesses to expand. | | | | X | |

| Training Issues Identified by Employers: Construction and Related Trades (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|------------|-----------|---------------|--------|-----------|
| Major Challenges / Threats Facing Employers in the Province (Continued) | | | | | |
| Challenges are to ensure the jurisdictional authorities are dealing with issues such as non compliance. | | X | X | X | X |
| Shortage of skilled trades persons. | | | X | | X |
| Not being able to find enough skilled workers. | | | X | X | X |
| Qualified Aboriginal human resources training is lacking. | | | X | | |
| Employers are looking for a variety of positions from supervisors to labourers. | | | | X | |
| Higher wages causing out migration, and a lack of advanced planning. | | | | | X |
| Not finding enough qualified workers. | | | | | X |

| Training Issues Identified by Employers: EDUCATIONAL SERVICES | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Gaps in instructional design. | X | X | X | X | X |
| Gaps in new teaching methods using technologies. | X | | | | |
| Gaps in programming for preschool children, working with children with diverse abilities. | X | | | | |
| Gaps in qualified Science (Physics, Chemistry, Biology) and Math adult educators. | X | | | | |
| Learning assessment strategies and methods for all levels of instruction: elementary, secondary, post secondary. | X | | | | |
| Need more curriculum with respect to train the trainer content. | X | | X | | |
| The gap between basic custodial care for children and developmentally appropriate care and education. | X | | X | | |
| Employees have basic training but are not completely trained in the way the employers are wanting them to be | X | | | | |
| Experience, which can only be obtained on the job with organization support. | | X | | | |
| There is no Library Technician and/or Library Clerk training offered in Prince Albert. This same scenario is prevalent in Information Technology. | | | X | | |
| As more students are entering science and technology based programs, we require well qualified staff in the math and science areas. | | | | X | |
| At SIAST there is a shortage of training labs and classrooms. | | | | | X |
| Employees of Aboriginal ancestry with math and science instructional skills training as well as instructors who can facilitate language development for deaf or hard of hearing adults. ASL is a preference. | | | | | X |
| Recognition of the Early Childhood Education program at SIAST and credit towards the program at the University of Saskatchewan College of Education. | | | | | X |
| We need programs to train interpreters, speech and language assistants. | | | | | X |
| More business and finance focused skills available. | X | | | | |
| Employees are weak in analytical skills, specifically weak communication skills when dealing with children. | | X | | | |
| Major Trends Facing Employers in the Province | | | | | |
| Aging workers are nearing retirement and there is growing competition for qualified Aboriginal skilled workers. | X | | | | |
| Base funding grants to post secondary institutes remain static, and recruitment needs are rising, and the demand for competitive wages with industry. The portability of credentials and recognition of skills and knowledge of non-credentialed workers. | X | | | | |
| Skilled workers are paid a lot more in industry than can be offered in Education. | | X | | | |
| Increased alternate forms of educational development and delivery change (online learning). | X | | | | |

| Training Issues Identified by Employers: Educational Services (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|------------|-----------|---------------|--------|-----------|
| Major Trends Facing Employers in the Province (Continued) | | | | | |
| Less jobs because of low enrolments in the schools systems. | X | | | | |
| Shortage of workers due mostly to low wages. | X | | X | | |
| The amalgamation of day care and pre-school, pre-kindergarten and kindergarten programs. | X | | | | |
| The baby boomers are retiring. | X | | | | |
| The lack of competent, trained staff available to meet demand. | X | | | | |
| There are high demands on education to solve political problems that do not belong with educational institutions. | X | | | | |
| Wages, retention and recruitment. | X | | | | |
| Boomers are retiring and there is lots of work elsewhere. | | X | | | |
| Fewer students in schools. | | X | X | X | X |
| Move toward an equity-balanced staff. | | X | | X | |
| Qualified employees who possess required knowledge, skills and attitudes are hard to find | | X | X | | X |
| Unskilled labour force as well as lack of motivation or ethics. | | | X | | |
| Competition for well qualified instructional staff. | | | | X | |
| Retention of staff due to lure of early retirement. | | | | X | |
| The aging population. | | | | X | |
| Downsizing in rural areas and to a lesser degree in cities, as well as greater specific needs of children with a greater variation in those needs. | | | | | X |
| Older experienced workers with a culture and experience base, which is different from younger workers who are entering with a different work ethic. | | | | | X |
| Qualified employees -- especially First Nations employees -- lured by better opportunities in other sectors or other provinces. | | | | | X |
| Quality childcare is gaining strength and employers can't keep up to the demand to provide care for families. Waiting lists are long and continue to grow. | | | | | X |
| The lack of trained people. | | | | | X |

| Training Issues Identified by Employers: Educational Services (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|------------|-----------|---------------|--------|-----------|
| Major Opportunities Facing Employers in the Province | | | | | |
| Alternative methods like distance programming and Prior Learning Assessment and Recognition can make post-secondary education more accessible, affordable and efficient. | X | | | | |
| Further flexibility in offering training, education and continuing professional education. | X | X | X | X | X |
| Long term and growing demand for skilled workers will ensure good long term career opportunities in adult training. | X | | | | |
| Opportunities include the amalgamation of services, a "seamless day" for children and certainly increased numbers of children requiring services. | X | | | | |
| The expansion of methodologies for teaching and learning. | X | | | | |
| Educational demands have increased in some areas due to the western economic boom. | | X | | | |
| Partnerships with educational institutions. | | X | | | |
| There is speculation about the economic growth in Saskatchewan, however in high schools the trades are not promoted enough. | | | X | | |
| There will be high demand for a well trained work force to meet the demands of industry going through a period of growth and expansion. | | | | X | |
| Significant number of youth requiring upgrading services, especially Aboriginal peoples and immigrants. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Declining population, and a drain on the skills and expertise of workers. | X | | | | |
| Demand will lead to outside services if we can not respond in time. | X | | | | |
| Increasing costs and a shortage of labour. | X | | | | |
| Low wages, recruitment and retention. | X | | | | |
| Pay grids may not be flexible enough to meet competitive pay demands in high demand areas. | X | | | | |
| Salaries are low which leads to problems in recruitment and retention. | X | | | | |
| Declining population and lack of trained instructors. | | X | | | |
| Instructors wages do not measure up to industry, so SIAST cannot attract the best people. | | X | | | |
| Losing the best employees to companies willing to provide broader job responsibilities. | | X | | | |
| Competition for well trained staff. | | | | X | |
| Recruitment of 20-35 year-olds and retention of 35-50 year-olds. | | | | | X |
| Shortage of skilled labour and increasing costs. | | | | | X |

| Training Issues Identified by Employers: FILM, VIDEO, MULTI-MEDIA, PRINTING AND PUBLISHING | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Every work place is different so it's hard to identify specifics. | X | X | X | X | X |
| In film and video career development the Saskatchewan Motion Picture Industry Association (SMPIA) has identified knowledge and skills gaps and is working with SIAST to address these issues. | X | | | | |
| Experienced workers are needed to mentor in all areas. | | | | X | |
| Prepress, press operation, graphic arts (print) electronic and digital production. | | | | | X |
| Major Trends Facing Employers in the Province | | | | | |
| Overall aging workers and retirement. | X | | | | |
| The shortage of experienced press operators, and all operators willing to work in rural areas | | X | X | | |
| Competition for business and qualified people, due to other provinces drawing them with higher wages. | | | | X | |
| Employers need to raise wages to attract workers and stay competitive -- a problem for the business. | | | | X | |
| Shortage of trained individuals | | | | | X |
| Major Opportunities Facing Employers in the Province | | | | | |
| Film, video and new media expanding industries and markets. | X | | | | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| International scope of competition for all these areas. | X | | | | |
| The shortage of experienced press operators, and all operators willing to work in rural areas. | X | | | X | X |
| Decline in business, electronic and web printing. | | | | X | |

| Training Issues Identified by Employers: HEALTH | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Advanced Care Paramedics are graduating with a good skill set for the traditional role. However, the role has started to change to in-hospital care and clinic care. | X | X | X | X | X |
| Training should be available in Saskatoon as well as Regina. The graduates need more hands-on experience. | X | | | | |
| Veterinary technologists are adequately trained to enter private veterinary practices. | X | | | | |
| Public Health is in charge of the rural sewage. We could offer more training in this area. | X | X | X | X | X |
| There are gaps in research (CYTO, MLT, MRT), digital imaging equipment (CLXT, MRT), increased computerized tomography (MRT), molecular biology (MLT), and blood gas analysis (CLXT). | X | X | X | X | |
| There are gaps in the trained health care worker vs. the educated health care worker. | X | | | | |
| There are gaps in untrained multi-tasking technologists. | X | | | | |
| There are gaps in advanced addictions counseling that count toward a degree in addictions. | | X | X | X | X |
| There is a gap in prerequisites for the training program. | | | | X | |
| Knowledge and skills improve with time on-the-job and mentorship. | | | | | |
| There are not enough trained registered nurses and licensed practical nurses to replace those retiring. | | | | | X |
| There is a gap in the advanced preparation for medical surgical registered nurses. | | | | | X |
| Gaps in ultrasound training. | | | | X | |
| Knowledge and skills improve with time on-the-job and mentorship. | X | | | | |
| Major Trends Facing Employers in the Province | | | | | |
| Computerization of many of the functions of the Food and Nutrition departments. | X | X | X | X | X |
| Numbers of qualified applicants to ensure a satisfactory staff and skills mix, based on identified client care needs. | X | X | X | X | X |
| Project Hope and Initiatives, in addictions, has created a huge demand for skilled workers. | | X | X | | X |
| Retirements and recruitment of trained replacements, as well as changing technology (PACS, digital imaging equipment, molecular biology). | | X | X | | X |
| We are looking for non-traditional health care professionals to fulfill traditional nursing roles. | | X | X | | X |
| At present operating room staffing is adequate, but upcoming retirements could change that. | | | | X | |
| Employees are required to have own vehicle and travel. | | | | | |
| The aging workforce, with not enough new grads to replace them, as well as higher stress in jobs. | | | | | X |

| Training Issues Identified by Employers: Health (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Major Trends Facing Employers in the Province (continued) | | | | | |
| The nursing staff shortage and the increasing complexity of patient care. | | | | | X |
| There are not enough employed by the health districts. | X | | | | |
| Major Opportunities Facing Employers in the Province | | | | | |
| Accessing non-accessed population groups. | X | | | | |
| By employing healthcare professionals in non-traditional roles, we can offer new challenges and wider scopes of opportunities for our employees. | X | X | X | X | X |
| Dentists will need to begin to work in LTC facilities in a major way. This development will create the need for a dental assistant employed in each care facility. | X | | | | |
| Increased role of veterinary technologists in private practice, and the inevitability of animal health technologists performing some of the tasks that veterinarians have traditionally performed, especially in rural practices. | X | | | | |
| Opportunities exist to attract people to move to the province, due to job opportunities, if they have specific skills. | X | | | | |
| Opportunities for interdisciplinary education are being advanced. | X | X | X | X | X |
| The large untapped Aboriginal population. | | | | X | |
| Advancement of Medical Diagnostics programs. | | | | X | |
| It is time for the employers to take advantage of the new graduates by offering them full-time positions and hopefully keeping them in the province. | | | | X | |
| Move towards prevention of health problems and the management of chronic disease. | | | | X | |
| Re-structuring acute care services in Saskatoon and stream-lining services. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Health system in the process of change, necessitating new ways of doing things. | | X | X | | |
| Lack of skilled and knowledgeable workers who understand addictions. | | X | X | | X |
| Many employers and employees approaching retirement age. | | X | | X | X |
| Shifting demographics, the aging workforce, and the migration of skilled labour to other jurisdictions. | | X | X | X | X |
| The non-representative workforce. | | X | X | X | X |
| Aging workforce and the retirement of experienced senior staff. | | | | X | |
| Alberta and BC taking our youth. | | | | X | |
| Early retirements of health care professionals. | | | | X | |

| Training Issues Identified by Employers: Health (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|------------|-----------|---------------|--------|-----------|
| Major Challenges / Threats Facing Employers in the Province (continued) | | | | | |
| Health system in the process of change necessitating new ways of doing things. | | | | X | X |
| Shortage of staff. | | | | X | |
| Aging work force and the casual nature of hiring. | | | | | X |
| Lack of skilled employees, aging work force and patient base. | | | | | X |
| Many employment opportunities to choose from. | | | | | X |
| Nursing staff shortage | | | | | X |

| Training Issues Identified by Employers: HOSPITALITY AND TOURISM | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| The real gap is the shortage of available employees. | X | X | X | X | X |
| There are gaps in essential skills. | | X | | | |
| Industry must pay the wages to hire and retain employees. Training is not the problem but needs to be maintained. | | | | X | |
| Major Trends Facing Employers in the Province | | | | | |
| Low pay and high expectations of the employer result in them leaving the industry for more money elsewhere. | | X | | | |
| The lack of available staff to work is the main problem. | | | | | X |
| Continued growth, steadily increasing customer expectations and labour shortage. | X | X | X | X | X |
| Growing diversity in the tourism sector. | X | | | | |
| Wages, benefits, full time employment and people looking for employment. | X | | X | | |
| Shrinking labour force. | | X | | | |
| Workers demanding higher pay or leaving to other sectors where pay is higher. | | X | | | |
| Raise wages is a problem for the business. | | | | X | |
| Shortage of trained workers. | | | | | X |
| Major Opportunities Facing Employers in the Province | | | | | |
| Growing tourism opportunities. | X | | | | |
| The high cost of travel will encourage more people to visit closer to home. | | X | | | |
| The expansion of the convention facilities in Saskatoon. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Labour shortage will stifle growth. | X | X | X | | X |
| Low pay results in a lower standard of employee. | | X | | | |
| People are attracted to Saskatchewan because of our situation and we need to provide the right services to attract people. | | | | X | |
| Retention issues. | | | | X | |
| Low employee pool. | | | | | X |
| Shortage of skilled labour. | | | | | X |

| Training Issues Identified by Employers: MANUFACTURING | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Many gaps have been addressed with expansion of facilities. | X | | | | |
| There are gaps in life skills. | X | | | | |
| There are gaps in occupational health and safety. | X | | | | |
| There are gaps in student recruitment. | X | | | | |
| There are gaps in technical, supervisory and project management. | X | | | | |
| Training should be done more for industry needs. | X | | | | |
| Essential skills: There are no available training programs that meet the need of the entrepreneur. | | X | | | |
| There are gaps in production line training. | | | | X | |
| Major Trends Facing Employers in the Province | | | | | |
| Manufacturing and production in Western Canada has created skilled worker shortages. | X | X | X | X | X |
| Boomers retiring and worker shortages. | X | X | X | X | X |
| Major growth in industry, very mobile work force and competitive compensation. | X | | | | |
| Not enough people wanting to work in the small communities. | X | | | | |
| Strong economy and increasing competition for a shrinking pool of skilled technical, trades, and professional personnel. | X | | | | |
| They need more experienced trades people. | X | | | | |
| Abundance of work, and a shortage of workers. | | X | X | X | X |
| Not enough skilled workers. | | X | | X | |
| Shrinking labour force | | X | | | |
| Greater flexibility in production, higher skilled employees. | | | | X | |
| Expectations for higher wages. | | | | | X |
| Shortage of skilled trades people. | | | | | X |
| Alberta work calling employees from province. | X | | | | |
| Major Opportunities Facing Employers in the Province | | | | | |
| Growth in industry, the booming economy and the larger work force as well as increased revenues. | X | | | | |

| Training Issues Identified by Employers: Manufacturing (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|------------|-----------|---------------|--------|-----------|
| Major Opportunities Facing Employers in the Province (continued) | | | | | |
| Work opportunities are at an all time high. | | X | X | X | X |
| Export market growth. | | | | X | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Difficulty in hiring. | X | | | | |
| Loss of business, staff poaching, skilled work force, recruitment and retention of staff. | X | | | | |
| Not enough people to train. | X | X | X | X | X |
| Shortage of workers. | X | | | | |
| Staffing issues and new shops emerging. | X | | | | |
| Shortage of skilled trades persons. | | X | X | X | X |
| Shrinking labour force. | | X | | | |
| Increases in operation are now being recognized in this area. | | | | X | |
| Lack of skilled labour, taxation system, and infrastructure. | | | | X | |
| Not enough workers. | | | | X | X |
| High wages. | | | | | X |

| Training Issues Identified by Employers: NATURAL RESOURCES AND ENVIRONMENT | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Supply is bigger than competence, but additional training on new technologies is critical. | X | | | | |
| There are gaps in math skills, making reports, presentation skills, and various treatment technologies. | X | | | | |
| There are gaps in meeting employment equity quotas; competition growth for skilled staff; and competition for salary. | X | | | | |
| Major Trends Facing Employers in the Province | | | | | |
| Human resources turnover rates in the 40-50% level over next 5 years. | X | | X | | |
| Shortage of qualified applicants with a good work ethic. | X | | | | |
| The strong economy and increasing competition for a shrinking pool of skilled technical trades and professional personnel. | X | | | | |
| Increasing challenges finding skilled workers. | | X | X | X | |
| Major Opportunities Facing Employers in the Province | | | | | |
| Growth through green initiatives and ecosystem health. | X | | | | |
| Recruit Aboriginal candidates. | X | X | | | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| May have to pay more to train and certify current workers or hire trained workers. | X | | | | |
| Workforce aging and population. | X | | | | |

| Training Issues Identified by Employers: PUBLIC ADMINISTRATION | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|------------|-----------|---------------|--------|-----------|
| Specific Knowledge or Skills Gaps | | | | | |
| There are gaps in analytical and critical thinking skills: Being able to think and express one's thoughts "on the fly." | | X | | | |
| Major Trends Facing Employers in the Province | | | | | |
| Meeting employment equity quotas. There is competition growth for skilled staff and competition for salary. | X | | | | |
| Retirement of long-term highly qualified, experienced staff. Shortage of staff who wish to work on the front lines as some believe they are pre-destined for a management positions very shortly after graduating post-secondary. | | X | | | |
| Major Opportunities Facing Employers in the Province | | | | | |
| Aboriginal youth and under-employed people of all ages are a major resource. | | X | | | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Workforce aging and population. | X | | | | |
| Loss of qualified candidates to other provinces. | | X | | | |

| Training Issues Identified by Employers: RETAIL AND WHOLESALE | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|--|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| There are gaps in reading and math skills | X | | | X | |
| There are gaps in essential skills. | | X | | | |
| Major Trends Facing Employers in the Province | | | | | |
| Not having enough people prepared to enter managerial or ownership roles within this sector. | X | | | | |
| Retiring workers and lack of qualified replacements. | X | | | | |
| Loss of people to the oil and gas industry. | | X | | X | |
| Major Opportunities Facing Employers in the Province | | | | | |
| The increased numbers of young people. | X | | | | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Finding skilled workers and training on the job. | X | | | | |
| With so much development on the east and north end of Regina, it is difficult to find employees. | | | | X | |

| Training Issues Identified by Employers: SOCIAL SERVICE AND JUSTICE | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| There are gaps in health and safety, and crisis management. | X | | | | |
| There are gaps in people knowledgeable of our related field. | X | | | | |
| Major Trends Facing Employers in the Province | | | | | |
| The police cannot find qualified Aboriginal candidates. | X | | X | X | X |
| Being forced to hire a younger work force with little or no experience. | X | | | | |
| Large portion of employees retiring. | X | | X | X | X |
| The lack of skilled personnel who are willing to work for low wages. | X | | | | |
| The need for a representative workforce. | X | | | | |
| Major Opportunities Facing Employers in the Province | | | | | |
| Attract a diverse work force as diverse as the population we support. | X | | | | |
| Large untapped Aboriginal population. | X | | | | |
| Young Aboriginal work force and new immigrants. | X | | X | X | X |
| Quality of life attracts people and these occupations help to make it happen. | | | | X | |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Declining numbers in workforce. | X | | X | X | X |
| Lack of skilled workers and staff who are retiring. | X | | | | |
| The health and safety of individuals with disabilities when hiring unskilled staff. | X | | | | |

| Training Issues Identified by Employers: TECHNOLOGY | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Specific industry certifications especially in the IT industry. | X | | | | |
| There are gaps in specialization in educational or academic technologies. | X | X | X | X | X |
| There is a shrinking number of new graduates. There are gaps meeting employment equity quotas; competition growth for skilled staff; and competition for salary. | X | | | | |
| There are gaps in language skills, primarily writing skills. | | X | | | |
| Major Trends Facing Employers in the Province | | | | | |
| A definite shortage of IT people in particular. Many industry requests for IT co-op students come from our Business Information Analyst program and there is strong demand for graduates. | | X | X | X | X |
| Cannot attract qualified people to work. | | X | X | | |
| Boomers retiring and worker shortages. | X | X | X | X | X |
| Booming oil-patch related industry in Alberta, and water quality all over the country. | X | | | | |
| Changing technologies, software and growing information technology needs. | X | | | | |
| Entry level salaries low, relative to other sectors. | X | | X | | |
| Increased competition and fewer candidates at all levels. | X | | | | |
| Lots of competition. | X | | | | |
| Not enough graduates to fill the growing demand. | X | | | | |
| Shortage of qualified applicants with good work ethic. | X | | | | |
| The lack of competent trained staff available to meet demand. | X | | | | |
| Will change rapidly with introduction of mission critical technologies (e.g. wireless). | X | X | X | X | X |
| A strong economy and increasing competition for a shrinking pool of skilled technical, trades, and professional personnel. | | X | X | X | X |
| Ability to attract competent instructors and technicians at competitive wages. | | X | X | | |
| Contracting services require detailed written proposals and highly organized shops. | | X | | | |
| Expectations for higher wages. | | | | | X |
| Increased competition for skilled people, and increased salary expectations. | | | | | X |

| Training Issues Identified by Employers: Technology (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|------------|-----------|---------------|--------|-----------|
| Major Opportunities Facing Employers in the Province | | | | | |
| Booming resource sector will require technically trained staff in informational technology and specific skills. | X | | | | |
| Increasing demand in local markets. | X | | | | |
| The throw away generation has moved to more system-oriented communication and navigational equipment, which demand a higher degree of training. | | X | | | |
| Our economy is hot and we are starting to retain graduates and attract others from outside the province. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Difficulty in hiring. | X | | | | |
| Not enough people to train. | X | X | X | X | X |
| Reduced population, low wages, and greener pastures in other provinces. | X | | | | |
| The draw of higher wages in other provinces. | X | | | | |
| The lack of skilled individuals. | | X | | | |
| The lack of staff. | | | | | |
| There is a constant demand for employees with technology training. | | | | X | |
| The lack of skilled employees and the inability to meet salary expectations. | | | | | X |

| Training Issues Identified by Employers: TRANSPORTATION, TRUCKING AND HEAVY EQUIPMENT | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Specific Knowledge or Skills Gaps | | | | | |
| Keeping up with product changes. | X | X | X | X | X |
| There are gaps in public relations with insurance estimators and adjusters. | X | | | | |
| The auto body sector is moving towards compulsory training. This will mean a very large number of people currently in the trade will be seeking training when this becomes mandatory. | X | | | | |
| There are gaps in management training. | X | | | | |
| There are gaps in essential skills and new technology. | | X | | | |
| There are gaps in all areas between entering the industry fresh, to a classification as journeyman status. | | | | X | |
| There are gaps in basic math, basic physics, and work ethic. | | | | | X |
| Major Trends Facing Employers in the Province | | | | | |
| Employers will need to increase their base wage for these positions. | X | | | | |
| Growing business and the shortage of skilled professional pilots and engineers. | X | | | | |
| Harder to get well trained qualified people. | X | X | X | X | X |
| Increased demand. | X | | | | |
| Retiring workers and lack of qualified replacements, and higher technology skills required. | X | | | | |
| The importance of educating the technicians (continued education). | X | | | | |
| The lack of skilled technicians. | X | | | | |
| The very mobile work force and competitive compensation. | X | | | | |
| Very rapid changes in technology as global warming is addressed. | X | | | | |
| The employees are getting older – aging workforce. | | X | X | X | |
| More popularity of motorcycles and more push on university, less trades people. | | | | | X |
| Employers are going to have to step up and start paying their technicians a competitive monthly salary, including benefits, and stop blaming the flat rate pay system. | | | | | X |
| Shortage of trained individuals. | | | | | X |

| Training Issues Identified by Employers: Transportation, Trucking and Heavy Equipment (Continued) | Provincial | Moose Jaw | Prince Albert | Regina | Saskatoon |
|---|-------------------|------------------|----------------------|---------------|------------------|
| Major Opportunities Facing Employers in the Province | | | | | |
| Growth in industry, booming economy, and the larger work force and increased revenues. | X | | | | |
| Growth in mineral exploration and production means more business in aviation. | X | | | | |
| More machines and vehicles are now out there that need servicing. | X | X | X | X | X |
| The population in the province is stagnate but there is an opportunity to train First Nations peoples. | | | | | X |
| Major Challenges / Threats Facing Employers in the Province | | | | | |
| Finding skilled workers, and training on the job. | X | | | | |
| High government fees and taxes. | X | | | | |
| Meeting the needs of a rapidly changing technology, and the shortage of skilled workers. | X | | | | |
| Retaining good workers and mechanics. | X | | | | |
| Staffing shortage. | X | | | | |
| The provincial monopoly insurance company keeping down the hourly wage that should be paid to the technicians in the first place, instead of returning it to the motorists of Saskatchewan. | X | | | | |
| Lack of skilled workers. | | X | | X | |
| The new VOC regulations. | | X | | | |
| Heavy equipment operators and truck and transport mechanics are consistently verbalizing their difficulty of finding trained workers. | | | | X | |
| Employers are being challenged to find cheap labour so they can stay competitive, but there are great opportunities for young people. | | | | | X |
| Most vehicle devices are going fuel injected. We have to train better and more intensely about it. | | | | | X |

3.3.2 How SIAST Can Address the Identified Training Needs: Trends, Opportunities and Challenges / Threats: by Industry Sector

The following table provides a summary of suggestions for SIAST to address trends, opportunities and challenges identified by industry and association representatives, program advisory committees and SIAST faculty.

| How SIAST Can Address Trends, Opportunities and Challenges / Threats, by Industry Sector |
|---|
| Industry Sector: BIOTECHNOLOGY, PHARMACEUTICALS OR NUTRACEUTICALS |
| How Can SIAST Address Trends? |
| <ul style="list-style-type: none"> • Continue to increase the number of seats or expand programs to other campuses and allow the private sector to have programs similar to SIAST if these needs are not being met. • Enlarge the schooling to provide some extended drug knowledge. |
| How Can SIAST Address Opportunities? |
| <ul style="list-style-type: none"> • SIAST will have to ensure that the Biotechnology Program has capital funds to maintain and acquire expensive instrumentation. • Technicians need to form a professional organization. Perhaps SIAST could assist with that? |
| How Can SIAST Address Challenges / Threats? |
| <ul style="list-style-type: none"> • Increase course content. • Open a dialogue with private corporations as to the benefits of hiring SIAST graduates. Open a dialogue with the U of S so that bridging to further education is more seamless. |
| Industry Sector: BUSINESS AND PROFESSIONAL SERVICES |
| How Can SIAST Address Trends? |
| <ul style="list-style-type: none"> • Better student recruitment plans, with the marketing of specific programs and consultation with industry. • Consider opening more seats in the Funeral Service program. • Continue to promote secondary education and ensure high school kids understand the variety of available jobs. • Continue training with current programs. • Enhance marketing of programs, provide incentives to take program at SIAST and work more closely with industry sectors. • Fix the lack of competent, trained staff available to meet demand, by adding more seats. • In many cases having more spots to get more people through would be one thing you could do. • Increase access to training province-wide by redirecting some skills training money to sponsor or scholarship business training after one has shown success in a trade or other training. • Increasing participation of students in employment equity groups will assist. • Start a first year business program in Saskatoon with 50% of the seats reserved for First Nations peoples. |

How Can SIAST Address Opportunities?

- Continue to review curriculum and make sure the teaching focus follows the market needs.
- Encourage employers to hire SIAST graduates.
- Ensure curriculums are updated to reflect changes in technology.
- Maintain a closer connection to industry.
- People in this area seem to hold the necessary basic skills.
- Promote existing programs.

How Can SIAST Address Challenges / Threats?

- Assist students in finding Saskatchewan-based employment opportunities through co-op programs.
- By providing credit training through Job Start/Future Skills. Unfortunately training materials in this area do not exist.
- Continue to focus and work with industry to try, as best we can, to provide education which allows people to stay here and get good jobs.
- Continue to offer additional SIAST programs at the regional colleges.
- Encourage skilled and knowledgeable people to stay in the province by providing linkages to employers.
- Offer workshops on *How to Become an Employer of Choice*.
- Once again, encourage business training for every occupation by adding courses and programs and providing scholarships.
- Student recruitment to fill programs.
- We have undersubscribed existing programs which need to be filled.

Industry Sector: CONSTRUCTION AND RELATED TRADES

How Can SIAST Address Trends?

- Assist employers with work-based training.
- Fix the lack of competent trained staff available to meet demand - by adding seats.
- Increase intake.
- Increase programming.
- Increased awareness of occupation health and safety program.
- Keep in touch with industry.
- Listen to industry associations.
- Make sure training spaces are available for those who choose trades programs.
- More training spaces and course offerings.
- Provide additional training and work with Saskatchewan Apprenticeship and Trades Certification Commission (SATCC) on immigration, PLAR as well as partner with industry.
- Some aspects are being looked at with a transition to the trades program and others.
- The annual upgrade.
- We need to adjust to the need but maintain standards for the long term.

How Can SIAST Address Opportunities?

- Be proactive based on the provincial forecasts.
- By offering timely, professional training.
- Continue to increase Aboriginal student recruitment and training.
- Continue training and promoting female and Aboriginal sectors.
- Encourage employers to hire SIAST graduates.
- Increase the number of graduates.
- Lower tuition for students
- Maintain a closer connection to industry.
- Make more training available.
- Provide industry with more skilled people.
- Train for industry and expand the shop.
- Work with industry to entice people into areas where shortages are critical and where future growth is anticipated.

How Can SIAST Address Challenges / Threats?

- Assist with work-based training.
- By providing better training programs.
- I believe SIAST is addressing the challenges by providing Quick Skills training programs.
- Increase capacity and delivery options.
- Increase programming.
- Offering more seats and promoting trades related options as a first career choice.
- Provide more training
- SIAST must look at better utilization of our resources to accommodate Industry needs and show them we can adapt.
- Student recruitment to fill programs.
- Train more apprentices and certificate students, expand facilities, and retain quality staff.
- Can only address training, not where adults choose to go to work. Place more emphasis on our trade programs at career fairs and increase our presence there.

Industry Sector: EDUCATIONAL SERVICES

How Can SIAST Address Trends?

- Becoming more than a deliverer of knowledge and skills.
- Continue to offer a high quality training programs.
- Enact pro-active human resource policies.
- Having accessible training spaces and funding.
- Improving partnerships with industry and the provincial immigration department.
- Need more support for Aboriginal students so they can access training.
- Need to provide consistent base funding to support PLAR practices.
- Not only attract more new entrants but upgrade skill sets of existing employees.
- Promote programs.
- SIAST graduates need to be proficient in innovation and receptive to ongoing learning.
- Support initiative from the technology, computer, math, and science areas.
- There is such a demand for good childcare providers - maybe expand the program.
- To address the needs at the educational level and promote the field.
- Work with the stakeholders to identify the unmet training needs.
- Working with the Department of Learning to determine training needs for diverse programs.

How Can SIAST Address Opportunities?

- Develop programs to address needs such as an interpreter program and speech pathology assistant program.
- Program heads and instructors can be involved in human resource and development surveys, focus groups and other forums to advocate for high quality practices in the field.
- Promote careers in adult education and training and a return to industry incentives.
- Provide classes and possibly post diploma courses to specialize in the various aspects of childcare.
- SIAST and the local high schools need to form a partnership where students who are interested in a skilled trades position can become more familiar with what is expected of them in the work force.
- Through faculty turnover and hiring new people versed in technology.
- We already have welding at every campus, and are working with all community colleges in setting up programs.

How Can SIAST Address Challenges / Threats?

- Be aware of the challenges by having Early Childhood Education program heads and instructors involved locally, provincially and nationally in the Early Learning and Care sector.
- Creativity and maintaining support of positive impact initiatives that need to continue to evolve and become established services.
- Develop faculty orientation and training programs to aid in faculty recruitment and retention.
- Examine priorities and focus on areas of great demand.
- Increase supply of trained labour, increase skill level of existing employees.
- Offer competitive wages and full time positions.
- Outreach and partnership training.

Industry Sector: FILM, VIDEO, MULTI-MEDIA, PRINTING AND PUBLISHING

How Can SIAST Address Trends?

- Continue to work closely with industry regarding relevant training.
- Involve the people in the industry - advisory group and act on their recommendations.

How Can SIAST Address Opportunities?

- Continue targeted training.
- Make sure industry knows that there is a talent pool right here in Saskatchewan.

How Can SIAST Address Challenges / Threats?

- Get the industry advisory group to provide answers.
- SIAST and the Saskatchewan Motion Picture and Film Association continue to participate in funding assistance to train various levels of occupations in this industry.
- Targeted training to address needs.

Industry Sector: HEALTH

How Can SIAST Address Trends?

- Campaign to increase public interest in health care field.
- Collaborate with Saskatchewan Health and the Faculty of Social Work.
- Discuss the importance of full-time employment as a recruitment and retention tool to health partners.
- Ensure new grads from healthcare programs are graduating with a skill set that allows them to function in non-traditional roles.
- Access the Aboriginal population by securing partnerships with high schools and Aboriginal communities.
- Evaluate the existing programs and seats available in the programs.
- Implement revised and approved curriculum upgrades.
- Incorporate Aboriginal awareness training into the classroom as well as Aboriginal awareness competencies.
- Increase the intake of students into the healthcare education systems.
- More graduates with well developed oral presentation skills.
- Need more access and preparatory programs and more student supports.
- Prepare more workers and prepare them well to handle the expectations of the acuity.

How Can SIAST Address Opportunities?

- Advertise the programs where seats are available and the employment opportunities.
- Consult with Saskatchewan Health Addictions Professionals of Saskatchewan and the Canadian Addictions Counseling Certification Federation.
- Develop a program with emphasis on prevention rather than the treatment (medical) model.
- Keep in close contact with the various specialties and encourage the young graduates to take advantage of any incentives being offered.
- More outreach programming in north.
- Partner with regional health authorities to provide continuing education opportunities.

How Can SIAST Address Challenges / Threats?

- Add more programs for the technologies in allied health.
- An educational evaluation of professionals, based on skill and knowledge, who are applying to positions from other countries.
- Develop tools and courses to 'move' senior staff along in an increasingly technical job and keep current.
- Encourage individuals into SIAST programs.
- Identify the issues and incorporate them as part of the didactic portion of the training program.
- Increase capacity for Continuing Care Assistant program.
- Influence employers to ensure there are positions when students graduate.
- More courses regarding gerontology, supporting the elderly in their homes to keep them healthier and at home longer.
- More outreach and partnership training.
- Offer training seats for all hard to recruit positions.
- Open up seats or a new program, or work with First Nations.
- Support the districts as they try to institute change, ensure program curriculum and include opportunities for interdisciplinary education.
- Work with industry to ensure we are training sufficient number of graduates.

Industry Sector: HOSPITALITY AND TOURISM

How Can SIAST Address Trends?

- Continue to evaluate existing programs to ensure they meet industry needs, support skills and other programs that recognize excellence in the industry.
- It is difficult with no requirements on who can open run a food service. There is a lack of regulations.
- Organize career fairs.

How Can SIAST Address Opportunities?

- Support the industry in attracting a diverse workforce and assist in providing some settlement training if required.

How Can SIAST Address Challenges / Threats?

- Draw individuals into our programs.
- Encourage government to implement standards for persons working in food service.
- Work with the industry to provide training for non-traditional labour pools.

Industry Sector: MANUFACTURING

How Can SIAST Address Trends?

- Assist employers with work-based training.
- Find a way to train more workers.
- Increase programming.
- Life skills training.
- More graduates, and need more staff to get the jobs done.
- Remain in contact with industry.

How Can SIAST Address Opportunities?

- Examine training priorities more closely and perhaps change those priorities, when directed by demands in the labour force.

How Can SIAST Address Challenges / Threats?

- Assist with work-based training.
- Continuing to support hands-on training.
- Examine priorities and focus on areas of great demand.
- Increase programming.
- Larger facilities.
- Most employers are providing on-the-job training. SIAST has investigated the needs of this industry by holding meetings with industry leaders in Regina and Saskatoon.
- Recruit enough students to fill programs.
- Train more apprentices and certificate students, expand facilities, and retain quality staff.

Industry Sector: NATURAL RESOURCES AND ENVIRONMENT

How Can SIAST Address Trends?

- Increase the availability of training, and keep costs reasonable.
- Keep in touch with industry.
- New promotional campaign: "want to contribute to a global greening, have a meaningful career that focuses on improving the planet ..."

How Can SIAST Address Opportunities?

- Add seats to improve home grown staffing, otherwise they will come from outside.
- Provide more education and training in wider locations at reasonable prices.
- Water Basin System Planning.

How Can SIAST Address Challenges / Threats?

- Assist students in finding Saskatchewan-based employment opportunities.
- Continue to listen and respond to industry needs, plus add new training targeted at First Nations groups and young people.
- Have more training available at reasonable prices and talk to stakeholders.

Industry Sector: PUBLIC ADMINISTRATION

How Can SIAST Address Trends?

- Increase the participation of students in employment equity groups.

How Can SIAST Address Opportunities?

- Ensure adequate numbers of students are participating in programs (marketing programs).

Industry Sector: RETAIL AND WHOLESALE

How Can SIAST Address Trends?

- Increase access to training province-wide by redirecting some skill training money to sponsored business training.

How Can SIAST Address Opportunities?

- Encourage employers to hire SIAST graduates.

How Can SIAST Address Challenges / Threats?

- Develop more online courses.
- Promote classes and make it easier to work with apprenticeship commission to promote the trades.

Industry Sector: SOCIAL SERVICE AND JUSTICE

How Can SIAST Address Trends?

- Marketing programs to promote skilled workforce.
- Preparatory programs and attention to student support programs.

How Can SIAST Address Opportunities?

- The institution really needs to support new immigrants to get them through training programs.

How Can SIAST Address Challenges / Threats?

- Focus on health and safety.
- More outreach and partnership training.
- Providing training and support throughout and training for new immigrants.

Industry Sector: TECHNOLOGY

How Can SIAST Address Trends?

- Advertise the programs that are declining in enrolment, more aggressively.
- Constantly upgrade curriculum to keep current.
- Find a way to train more workers.
- Include more communication skills training for the technologists courses.
- Keep in touch with industry and graduates.
- Possible specialties in new educational, and academic technologies.
- Remain in contact with industry.
- Update facilities where needed.

How Can SIAST Address Opportunities?

- Add communications to the technologists program.
- Examine the training priorities more closely and perhaps change those priorities as directed by demands in the labour force.

How Can SIAST Address Challenges / Threats?

- Add communications to the technologist's syllabus.
- Continue to listen and respond to industry needs, plus provide new training targeted at First Nations young people.
- Examine priorities and focus on areas of great demand.
- Monitor trends.
- Recruit enough students to fill programs.

Industry Sector: TRANSPORTATION, TRUCKING AND HEALTH EQUIPMENT

How Can SIAST Address Trends?

- Apply some standards to entrance into programs. Do not be so concerned with graduation numbers. Value quality more than quantity.
- Enhance the marketing of programs and provide incentives to take the programs at SIAST.
- Increase student training opportunities.
- Offer more wages to attract younger employees.
- Provide commercial pilot program with equipment required.

How Can SIAST Address Opportunities?

- Encourage employers to hire SIAST graduates.
- Perhaps by concentrating for potential students at the high school level and not as adult re-education.
- Support its aviation program.
- Work more closely with manufacturers about upcoming products and trends.

How Can SIAST Address Challenges / Threats?

- Assist with work-based training.
- Develop more online courses.
- Increased student intake.
- Train more apprentices and certificate students, expand facilities, recruit/retain quality staff.
- Train the students about the regulations while at SIAST and include the training for the new products.

3.3.3 Hiring Difficulties: by Industry Sector

The following table provides a summary of the positions within industry sectors that have experienced hiring difficulties in the past twelve months. These were identified by industry and association representatives, program advisory committees and SIAST faculty.

| Hiring Difficulties: Specific Positions Within Industry Sectors | | |
|--|---|---|
| Industry Sector: BUSINESS AND PROFESSIONAL SERVICES | | |
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Accountant | Number of graduates. | |
| | There are more jobs than people. | Recruit more students in the accounting programs and promote the accounting designations and jobs. |
| | Training level too low. | Training for existing staff to upgrade and increase training levels. |
| Administrative Assistant | Employers have to do more on-the-job training for less experienced workers. | |
| | Lack of awareness of working in small office, and multi-tasking. | |
| | Lack of candidates. | More places and spaces are necessary. |
| Auditor | Analysis and critical thinking skills beyond using a computer program are needed as well as communication skills and dealing with difficult situations. | Unknown at this time - some of the skills need to be learned from actual life and work experiences. |
| Financial Services Consultant | Need more business training in Saskatoon. | A new first year business program in Saskatoon is necessary. |
| Industry Sector: CONSTRUCTION AND RELATED TRADES | | |
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Carpenter | Industry is experiencing a shortage of skilled tradesmen. | |
| | They need much more training than they are getting now. | |
| Construction Trades (General) | Additional technical training. | |
| | Additional training seats. | |
| | Applicants may not have taken basic education or skills training. | |

| Industry Sector: Construction and Related Trades (Continued) | | |
|---|--|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Construction Trades (General) | Curriculum needs updating. | I understand industry is working at this already with their trade advisory boards. |
| | Indenturing as an apprentice or SIAST certificate training. | |
| | Industry wants people, but will only look at the short term and are reluctant to hire for the future. | It is out of our hands if industry will not pressure the government to supply long term funding to technical schools. |
| | Not enough people available. | We need to attract more people to trades training. |
| | Number of graduates. | |
| | Specific training for spray foam insulation. | Meet with the spray foam insulators. |
| | Students may work under the direction of a journeyperson, however there are not enough journeypersons. | Market the program, and work more closely with business. |
| | Sufficient time for new instructors to be groomed into the training industry. | This will need to be done internally within the program, by cross training, and putting younger instructors with senior staff for a time. |
| | Too specialized. | May have to set up special programs or pay people in the field to train in specialized areas. |
| Machinist | Not enough students for the demand. | Extended days or short courses are needed. |
| Plumber | Post - journeyperson training. | By allowing programs to hire more permanent full-time positions so that they can develop this material. |
| Project Manager | Experienced people not available. | By offering this type of training with short courses to address this need. |
| | Inadequate supply and lack of direct training in technical programs. | Increase the level of training in technologies and for post graduates. |
| Surveyor | Inadequate numbers of graduates. | Program specific recruiting is necessary. |
| Welder | Industry is experiencing a shortage of skilled tradespersons. | |
| | A lack of candidates. | Train more students. |
| | A lack of courses offered. | More courses are necessary. |
| | The lack of training spots. | More training spaces required, as well as more staff. |
| | Not enough graduates. | Keep expanding the rural training via the new trailer training facility. |

| Industry Sector: EDUCATIONAL SERVICES | | |
|--|---|--|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Early Childhood Educator | Administration and technology. | Offer administration courses specific to the field. |
| | Need more educators who really understand how to run a high quality program in the childcare classroom. | Continued work to ensure that students are really understanding what the role of ECE entails and what is necessary to implement curriculum that is high quality and the elimination of the option to exit after the certificate year of the ECE Program. |
| | Not enough people with this level of certification | SIAST could partner with the Department of Learning to deliver work based training for people who are already employed but do not meet the training certification. |
| | Technology, expectations, wages and benefits. | Open up more seats. |
| | The province has been offering this training, however the wages and working conditions are demanding for the amount of pay. | |
| | There are not enough people interested in taking the training. | SIAST is ready to offer training in all kinds of ways. The field itself needs to make the positions more attractive. |
| Interpreter | No program in the province and a lack of candidates. | A program to train interpreters is a real need. |
| PLAR Practitioner | No training programs as yet established. | |
| Teacher Assistant | A lack of candidates with enhanced behavioral management. | More specialized training around behavioral needs is necessary. |

| Industry Sector: FILM, VIDEO, MULTI-MEDIA, PRINTING AND PUBLISHING | | |
|---|--|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Film Crew | Overall positions have been identified by the Saskatchewan Motion Picture and Film Career Development program. | Continue the Future Skills collaboration. |
| | People need to mentor with others and stay in Saskatchewan. | Industry is working on these needs through Future Skills and other programs. |
| Press Operator | Not enough students taking the course at SIAST. | Attract more students to take Press Specialty of Graphic Arts Production program. |

| Industry Sector: HEALTH | | |
|---|---|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Aboriginal Health Professional | Access programs insufficient to meet numbers needed. | |
| Addictions Counsellor | We need more places offering the training and a degree program to complement the diploma program | Meet with Saskatchewan Health, and the Addictions Professionals of Saskatchewan (APAS). |
| Advanced Care Paramedic | Additional seats needed at SIAST. | |
| | We are utilizing paramedics in non-traditional roles (acute care in hospitals). We are doing our own bridging to ensure they are prepared for the in-hospital environment. | Offer enhancements to current Advanced Care Paramedic program or stand-alone program to bridge paramedics to work in hospital environments. |
| Cardiac Sonographer | Out of province studies or long distance education, and cardiology technologists that have the technical background are being overlooked in these positions. | A one year program that would be accessible by selected allied health diploma programs. |
| | Additional students and more graduates. | |
| | More sonographers need to be trained to meet the market demand. | SIAST has never trained sonographers in the past. |
| | Out of province training so the technologists get hired in other provinces. | Diploma program for cardiac sonographers. |
| | Long distance education or out-of-province training. | Diploma program for cardiology technologist. |
| | More jobs than graduates. | Appealing advertising is needed. |
| Dental Assistant | There are insufficient graduates to meet the needs of the industry. There are also some new opportunities (community schools & LTC) that will draw more workers away from private practice. | |
| Dental Therapist | Not training enough. | |
| Health Care Professional | Sterilization courses are not being offered frequently enough. | |
| Home Care Aide | More courses. | Fund more courses. |

| Industry Sector: Health (Continued) | | |
|--|---|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Intermediate Care Paramedic | Training needs are being met, but full-time employment is not available and if it is, it is not a location preferred by employee. | |
| Licensed Practical Nurse | Additional clinical placement. | |
| | Available seats not meeting needs of attrition rates and labour shortages. | Increase the available seats. |
| | Limited intake capacity to the program. | |
| | There is no one around to hire and wages are an issue. | By finding more trained people. |
| | Not enough registered nurses with the prerequisites to be available to take the program. | Plans started to negotiate with university for partnership but universities not open to working with SIAST. |
| | The shortage of qualified nurses. | Create and support more seats. |
| | The number of graduates is not meeting the needs of employers. | Increase the seat capacity at Wascana and Woodland Campuses. |
| | Unrealistic educational requirements (high average as only assessment). | Leave the training at SIAST. |
| Medical Facilitators | Shortage of candidates. | More places and training spaces are necessary. |
| Medical Radiation Technologist | Additional students and more graduates. | |
| Occupational Therapist Assistant | Inability to recruit to rural and northern communities. | Enhancement in the opportunities that are available in northern and rural settings? |
| | Need a training program. | We need to offer the OTA/PTA program again. |
| Physical Therapist | Insufficient training positions available. New program beginning in fall 2007 at U of S will have additional training seats. | |
| Registered Veterinary Technologist | Need to graduate more people. | Promote expanded enrollment to the provincial - federal government. |
| Special Care Aide | Not enough students are being trained, but employers continue to need more. | SIAST can't deal with the sector recruitment and retention issues. |
| | Not enough trained applicants applying for positions. | We need more frequent courses and increased enrollment. |
| Veterinary Technologist | Need to graduate more. | |
| | No problem with training, just a problem with the numbers. | |

| Industry Sector: HOSPITALITY AND TOURISM | | |
|---|--|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Cook | There is difficulty with the numbers of graduates in small communities. | Need a different type of offering and delivery process. |
| | We need many more that can be trained. | Need to increase opportunities for apprenticeship training outside of Saskatoon and Regina. |
| | Not enough skilled people in this sector. | Increase the number of seats for students. |
| | Smaller rural areas have trouble with their cooks that are employed, but not necessarily journeymen as they are not able to go to a larger centre for training or schooling. Larger urban health care facilities cannot offer full-time employment | Need to offer a course specific to healthcare. Make these available to smaller centres, on a day release program. |
| | Successfully passing the journeyman's exam after completing work experience requirement. | |
| | Wages are the main issue, therefore there is no interest. | |
| Housekeeping Room Attendant | Shortages require experienced personnel to work extra hours to meet customer demands. Consequently, there is no time available for workplace coaching - the traditional method for training is consequently at a premium. | Need to support short standards based programs for employers. |

| Industry Sector: NATURAL RESOURCES AND ENVIRONMENT | | |
|---|---|--|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Conservation Officer | Enrolment is a critical challenge. | |
| Water Utility Operator | There is an inadequate supply of people and pressures from the outside market area. | |

| Industry Sector: RETAIL AND WHOLESALE | | |
|--|--------------------------------------|--|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Automotive Parts Person | There are not enough graduates. | Need more online training courses. |
| Retail Clerk | There is no program in existence. | Should have a short program specific to this area. |
| Shipper / Receiver | There are not enough graduates. | Should offer more online training courses. |

| Industry Sector: SOCIAL SERVICE AND JUSTICE | | |
|--|---|--|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Corrections Worker | Not enough graduates from relevant training programs. | Need to increase student numbers. |
| RCMP / Tribal Police | We are just beginning to roll out a preparatory program to prepare for recruitment. | |
| Security Analyst | There are not enough skilled people in this sector. | Increase number of seats for students. |

| Industry Sector: TECHNOLOGY | | |
|---|--|---|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| CAD / CAM Engineering Technician | Inadequate numbers of graduates. | Program specific recruiting is necessary. |
| | There is a lack of candidates. | Train more students. |
| | There are not enough graduates. | The funding needs to be increased for more seats. |
| Civil Engineering Technologist | More jobs than graduates. | More advertising is necessary. |
| | There is no training available in Saskatchewan. | |
| | It is a strong program that is popular with employers, but there are not enough program spaces. | There is a shortage of qualified instructors which may pose problems. There is a need to improve salaries relative to industry. |
| Electronic Technician | Administration and technical writing. | Provide some training in the programs. |
| | Radio frequency background. | |
| Geomatics Technologist | The program provides well-trained grads but is under-enrolled. Perhaps external accreditation with the Western Board of Examiners for Land Surveyors would help? | Work on program accreditation and faculty renewal planning and improve salaries relative to industry. |
| Information Technology Administrator | Help desk support, internet support, and network administrator. | |
| | Microsoft, Novell, VMware, etc. training and certification. | |
| | Training is not the deficit in this situation. | The availability of training is not the issue. |

| Industry Sector: TRANSPORTATION, TRUCKING AND HEAVY EQUIPMENT | | |
|--|--|--|
| Positions With Hiring Difficulties | Unmet Needs For This Position | How Can SIAST Address These Unmet Needs |
| Aircraft Maintenance Engineer | We do not have an in-province training program to train apprentice aircraft maintenance engineers. SIIT with other interested parties including SIAST to some degree are working on establishing such a program. | SIAST can continue to work with SIIT on implementing the aircraft maintenance program. |
| Auto Body Technician | Industry not being involved in the process as they should be. | |
| | Not enough entry level persons being trained (pre-employment). | Need a second intake of Pre-employment group at Kelsey Campus. |
| | Not qualifying the candidates before entering classes. | By working with apprenticeship and industry to expose the program to owners and managers. |
| | We are training the technicians, but there are not always available job positions. | Do a survey within the industry. |
| Automotive Service Technician | Keeping up with new product training is always a challenge. | Some product updates could be addressed by offering certain extension courses. |
| | More hands on training with new equipment to train with. | |
| | More post journeyperson training is required for automotive technicians. | Require more training for instructional staff to keep current with the changes in technology and purchase newer equipment. |
| | Not enough graduates. | Increase funding for more seats. |
| | There is a shortage of people. | Promote the programs. |
| | Students are not prepared to put the required effort into learning. | |
| Equipment Operator | Not presently available in Saskatchewan. | Broker program from out of province vendors. |
| | | |
| Pilot | Training cannot get the experience but that will come. | |
| | Adequate ground training using state-of-art simulators. | |

4.0 Summaries of relevant studies and reports

4.1 Overview of sector partnership reports

The sector partnership program is a funding initiative that supports partnerships between industry sectors and community groups. Advanced Education and Employment funds the sector partnership program for human resource planning and training initiatives that address industry skill shortages.⁵³ The sector partnerships program objectives are:

- To assist industry sectors to identify current and future skilled employment needs and strategies to address these needs.
- To develop effective partnerships between the private sector, trainers and communities in Saskatchewan.
- To improve the effectiveness of the training system.
- To foster a continuous learning culture in Saskatchewan.
- To contribute to Saskatchewan's labour market and career services information.

There are 32 sector partnership associations and there have been 53 sector reports published since the program's inception in 1997. Five new sector partnership studies have been completed in the last year. These reports were produced for the Saskatchewan Outfitters Association; The Saskatchewan Plumbing and Pipefitting Sector Partnership; The Saskatchewan Motion Picture Association; Early Learning and Child Care; and the Saskatchewan Organic Directorate. Below is a brief summary of the reports. The full report of each study is available on the Advanced Education and Employment sector partnership program website, at the following link: <http://www.aee.gov.sk.ca/jsfs/spp>.

4.1.1 Small Commercial Vessel Operator: Program Planning and Delivery, June 2006

The Small Vessel Operator study was coordinated by the Saskatchewan Outfitters Association and the report of findings was published in June of 2006. Transport Canada had introduced new safety requirements for small boat operators, but no certification process existed in Saskatchewan to provide this safety training. The Saskatchewan Outfitters Association has developed the curriculum and certification process to ensure that the province's fishing guides can continue to work in the industry in compliance with Transport Canada's safety requirements.

The Saskatchewan Outfitters Association completed the training curriculum, based on Transport Canada criteria, and conducted a survey to identify where the guides are located in the province. The next steps for the project are to implement the curriculum and certify the fishing guides. The report includes a number of recommendations to guide this process:

⁵³ Government of Saskatchewan, Saskatchewan Sector Partnership Program, <http://www.aee.gov.sk.ca/jsfs/spp>.

- As 90% of the provinces fishing guides live and work in remote locations in Northern Saskatchewan, it is recommended that training be provided onsite, rather than a central area.
- Because many of the fishing guide's primary language is Cree or Dene, it is recommended that people fluent in these languages be involved in the program delivery as instructors.
- As there are currently no certified trainers in Saskatchewan, it is recommended that 6 individuals attend a training session in British Columbia to receive their MED A1 training qualifying them to provide site training in Saskatchewan.
- The Saskatchewan Outfitters Association will assume the responsibility of keeping the records of all the guides who have completed the training.

The Saskatchewan Outfitters Association hopes to complete the certification process within 3 years. The association is proposing to fund the process during this time period, and to build in some funding capacity to ensure that the certification process will be self-sustaining.

4.1.2 Saskatchewan Motion Picture Association / SaskFilm Human Resources Development Strategy: Final Report, March 2006

The Saskatchewan Motion Picture Association and SaskFilm were co-authors of this report, which assessed the overall human resources capacity of the Saskatchewan film industry. The report's methodology employed interviews with industry representatives, and reviewed the related secondary literature. Case studies from Manitoba and British Columbia were also integrated into the study, and a steering committee was created to review the research. Finally, focus group research was conducted in Regina and Saskatoon, with 18 people representing production companies and crew members.

The research revealed a pressing need for comprehensive training in the film industry. Since 1995 training in the film industry has been done in a haphazard manner, and this has impacted the film industry's ability to grow. There is no training strategy in place for the film industry and this has created the perception that Saskatchewan does not have enough trained crew members to support larger productions. The seasonal nature of the film industry in Saskatchewan has pressured experienced crew members to leave the province, but if proper training processes were in place, there would be sufficient crew numbers to support new productions.

Summary of Recommendations:

- Create an advisory committee to develop a strategic training program for the film industry.
- Determine who will take responsibility for training.
- On-the-job training and JobStart/FutureSkills should be continued, but improvements should be made to both programs.
- Restructure current financing arrangement.
- Create a New Media development strategy.

4.1.3 Plumbing and Pipefitting Sector Partnership: 2005 Piping Sector Report

The Saskatchewan Plumbing and Pipefitting Sector Partnership has completed Phase III of its human resources strategy, which includes an employers' survey and a focus on training to ensure that the huge demand for plumbers and pipefitters is met. A 50 company telephone survey revealed that over half of all employers in the industry will need more personnel within the year. The main themes of the survey include:

- The difficulty of retaining employees due to inter-provincial competition.
- Workforce aging issues, especially in rural areas.
- A need to update technology in the apprenticeship training system.

The report's focus on training includes the development of a Youth Apprenticeship Initiative in Saskatchewan High Schools. Plumbing is the only compulsory trade not available to high school students, mainly due to a lack of qualified instructors and the high costs of facilities and materials. The Youth Apprenticeship Initiative will increase the perceptions of all trades and increase interest in plumbing.

According to the report, pre-trades training must also be strengthened. There must be increasing industry involvement and coordination with pre-trades training to ensure partnership-based training that is more effective and accountable. There also must be increased demographic information and the tracking of results. The SIAST Graduate Employment report summarizes for specific years, but a greater understanding of indenturing and certification is needed. Finally, the selection of candidates for training must be improved and should not be based on a first qualified, first admitted basis.

Aboriginal employment strategies include a pre-trades training program partnership with the Saskatchewan Indian Institute of Technologies, and the Construction Careers Project.

4.1.4 Organic Training Needs Assessment: Saskatchewan Organic Sector, June 30, 2006

The Saskatchewan Organic Training Needs Assessment report was authored by Sage Management for the Saskatchewan Organic Sector. The report focused on the training needs for the organic sector and the opportunity to develop an Organic Learning Centre in the province. The research was compiled by attending organic update meetings, coordinating focus sessions and collecting data through two surveys.

The report focused generally on developing the organic industry, rather than on specific training and human resource needs. The organic industry is relatively new and is viewed as having great potential. There are new Canadian Standards and Regulations for the organic industry in development which should result in increased consumer confidence in organic foods. Organic food consumption has grown annually by a rate of 20%, and most consumers will pay higher prices for organic products.

The main finding of the report revealed that a lack of industry support is restricting the potential of the organic market in Saskatchewan. The report included a list of recommendations to overcome this restriction and take advantage of the potential for organic foods in the province.

Summary of Recommendations:

- The province and the stakeholders in the organic sector should work together to develop a strategy supported by everyone.
- Develop an information brochure to promote the benefits of the organic industry to the Saskatchewan economy.
- The stakeholders should pursue a study mission abroad to study models of the organic industry.
- Canadian universities and colleges should form a consortium to develop curricula on organic agriculture.
- Develop a mentorship program to promote and help new organic producers.
- Pursue an opportunity to work with the First Nations Agriculture Council of Saskatchewan to promote organic agriculture both on and off-reserve.
- An in-depth feasibility study should be designed to include a common vision and purpose of a dedicated organic learning centre in the province.

4.1.5 Early Learning and Childcare: Final Report, ELCC Sector Study, January 2006

Early learning and childcare has recently undergone dramatic changes due to a new financing agreement between the provinces and the federal government. The agreement was signed in August of 2005 and has resulted in the transfer of \$146 million dollars of new money to the province of Saskatchewan for early learning and child care services.

The early learning childcare sector study was designed to assist the province in developing a more cohesive and systematic approach to regulating early learning and childcare. The report's methodology included a literature review, a labour market assessment, and a series of surveys of licensed child care centres in the province.

The surveys revealed a number of important concerns on the delivery of early learning and childcare. The employee retention survey highlighted concerns regarding employee retention; wages; hours of work; centre size and location. Employees in the early learning and childcare industry were generally dissatisfied with their wages and benefits, as well as training. They expressed satisfaction with the personal accomplishment of their jobs, having authority, a sense of belonging and the interactions with parents.

The literature review added an international and national context to the sector study. The struggles in other jurisdictions mirror the situation in Saskatchewan, and the assessment of the solutions from other jurisdictions can benefit the early learning and childcare sector in this province.

The labour market assessment revealed that a significant number of staff and directors are currently short of training requirements. This will be enhanced in 2007 when new

requirements come into effect, and is a major concern of the early learning and childcare sector.

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Appendix A: SUTNA 2007 Survey Questionnaire

Saskatchewan Urban Training Needs Assessment (SUTNA) 2007 Survey

Thank you for agreeing to take this survey! This survey consists of 25 questions and should take 10 to 15 minutes to complete, depending on your knowledge of the industries. You must complete all 25 questions and click on the submit survey button on the last page. If you exit your browser before clicking on the submit survey button your responses will not be saved and you will have to resume the survey on the opening page. Thank you for your participation.

Please click on the NEXT button to begin this survey.

1. Which of the following main industries are you associated with? Select all that apply.

- Biotechnology, Pharmaceutical or Nutraceuticals
- Business and Professional Services
- Construction and Related Trades
- Educational Services
- Film, Video, Multi-Media, Printing and Publishing
- Health
- Hospitality and Tourism
- Manufacturing
- Natural Resources and Environment
- Public Administration
- Retail and Wholesale
- Social Service and Justice
- Technology
- Transportation, Trucking, Heavy Equipment
- Other, please specify _____

2. Identify the areas(s) of Saskatchewan where your industry sector(s) are located.

Industry Sector (throughout the questions, your selected industry(ies) will be identified here)

- Saskatoon
- Regina
- Moose Jaw
- Prince Albert
- Province-wide

3. Based on your experience, in the next 12 months do you expect the industry sector(s) to:

Industry Sector

- Grow
- Decline
- Remain Stable

Staffing

4. In the past 12 months have your identified sector(s) had hiring difficulties?

- Industry Sector Yes
 No
 Not sure

5. Please select the main reason why there may be hiring difficulties.

- Industry Sector Shortage of trained workers or applicants
 Expected higher wages and benefits
 Different expectations of working conditions
 No full time employment or permanent positions available
 No hiring difficulties
 Other, please specify in question 6

6. What other reason may exist for hiring difficulties?

Staffing and Unmet Training Needs

The next 4 questions deal with specific positions within the business and industry sectors. If you are aware of specific positions within your identified sector(s) that have had hiring difficulties, please complete questions 7 to 10.

7. Specify the title of the position(s) where employers have had difficulty hiring in the past 12 months.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

Staffing and Unmet Training Needs Continued

8. What training needs are currently not being met for the following positions?
Title of Position _____

9. Are there plans in place to address these unmet needs?

- Title of Position Yes
 No
 Not sure

10. If there are no plans in place, how can SIAST address these unmet needs?
Title of Position _____

Knowledge or Skills Gaps

The remaining questions in the survey return to general questions on the industry sectors chosen in Question 1. The next few questions deal with knowledge and skills gaps, industry trends, opportunities, as well as challenges and threats.

11. Briefly comment on the specific areas of knowledge or skills gaps that exist in your identified sector(s).

Industry Sector _____

12. Are there any knowledge or skills gaps in the training SIAST needs to address?

Industry Sector

- Yes
- No
- Not sure

13. If you answered yes for the previous question, please identify the main knowledge or skills gaps.

Industry Sector _____

Trends

14. Briefly comment on the major trends facing employers in the province.

Industry Sector _____

15. Are there plans in place to address these trends?

Industry Sector

- Yes
- No
- Not sure

16. How can SIAST address these trends?

Industry Sector _____

Opportunities

17. Briefly comment on the major opportunities facing employers in the province.

Industry Sector _____

18. Are there plans in place to address these opportunities?

Industry Sector

- Yes
- No
- Not sure

19. How can SIAST address these opportunities?

Industry Sector _____

Challenges / Threats

20. Briefly comment on the major challenges / threats facing employers in the province.

Industry Sector _____

21. Are there plans in place to address these challenges / threats?

Industry Sector

- Yes
- No
- Not sure

22. How can SIAST address these challenges / threats?

Industry Sector _____

Comments

23. Indicate any specific comments you have heard from employers that SIAST is (or is not) currently meeting industry needs. For example, with a sufficient supply of graduates or relevant training.

24. Do you have any additional comments?

25. Please identify your position.

Thank you for completing this survey!