
**INVESTING IN OUR FUTURE:
A BUSINESS PLAN FOR RECRUITMENT
IN THE
BC FOREST SECTOR**

**PREPARED BY:
STEPHEN BAUMBER, RPF**

**PREPARED FOR:
THE RECRUITMENT TASK FORCE**

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1.0 THE RECRUITMENT CHALLENGE

1.1 Background

Insufficient numbers of students are graduating from accredited forestry programs to compensate for the number of retirements from the BC forest sector expected in the next decade. Employers in the forest sector must not only address their staffing challenges by encouraging prospective students to enter into forestry education programs, but must also work together to improve the image of the forest sector in order to compete against other industries for these educated workers.

1.2 Strength in numbers: the BC Forest Sector

Human Resources and Social Development Canada (HRSDC) recently formed a national forest sector council. As part of their mandate HRSDC sector councils develop an industry profile of the employers and businesses that constitute the 'forest sector.' However, the industry profile will be at a national level and based on the Statistics Canada classification schemes used to record employment levels and inputs into the economy.¹ The codes are specific to timber harvesting and reforestation activities creating a narrow definition of the national sector.

The BC forest sector must choose to use a broad definition that includes the provincial government, the wood and non-wood forest products industries, as well as businesses, institutions and associations related to forest research, management, protection, Aboriginal peoples' traditional use, education, recreation and tourism. A broad definition necessarily overlaps with existing groups such as the Wood Manufacturing Council, the Canadian Wood Council and the Forest Products Association of Canada. The impending labour shortage affects the full spectrum of employers related to the forest resource and only the broadest definition of the 'forest sector' will encompass all those who can gain from a successful recruitment initiative.

1.3 The Task Force

In January 2006 representatives of forest companies, consultants, government, educational institutions and the BC forestry profession formed a Provincial Recruitment Steering Committee to examine what is currently known about the causes and effects of the enrolment decline in forestry educational programs, to better understand the immediate impacts on employers and to determine what is already being done by various organizations. An ad hoc task force was appointed to consolidate this information and develop a strategic plan, supported by funds provided by some of the participating organizations (Appendix I).

1.4 The Recruitment Strategy

The task force completed a *Recruitment Strategy for the BC Forest Sector* as a guide for responding to the anticipated future shortage of forest workers. The strategy is to be implemented over a five-year period and will be coordinated with national forest sector recruitment efforts. Although the strategy focuses on the need for forest professionals, the recommendations put in place activities that can address the comparable need for non-forest professionals, researchers, trades and skilled labour. The critical success factor of the strategy is securing funding from the provincial government, major forest licensees, and associations.

¹ The North American Industries Classification System (NAICS) 2007 and the National Occupational Classification - Statistics (NOC-S) 2006 system.

2.0 IMPLEMENTATION

2.1 Organizational Structure

A full-time provincial recruitment coordinator position will be created, answering to the members of the provincial recruitment steering committee. Activities are funded through a partnership of multiple stakeholder representatives, channelled through the Association of BC Forest Professionals. To assist the educational institutions in recruitment activities specific to their programs, as well as liaising with existing regional educational outreach efforts, four recent graduates from various institutions will be hired to become regional recruiters, overseen by the recruitment coordinator, and based out of a participating educational institution (Figure 1).

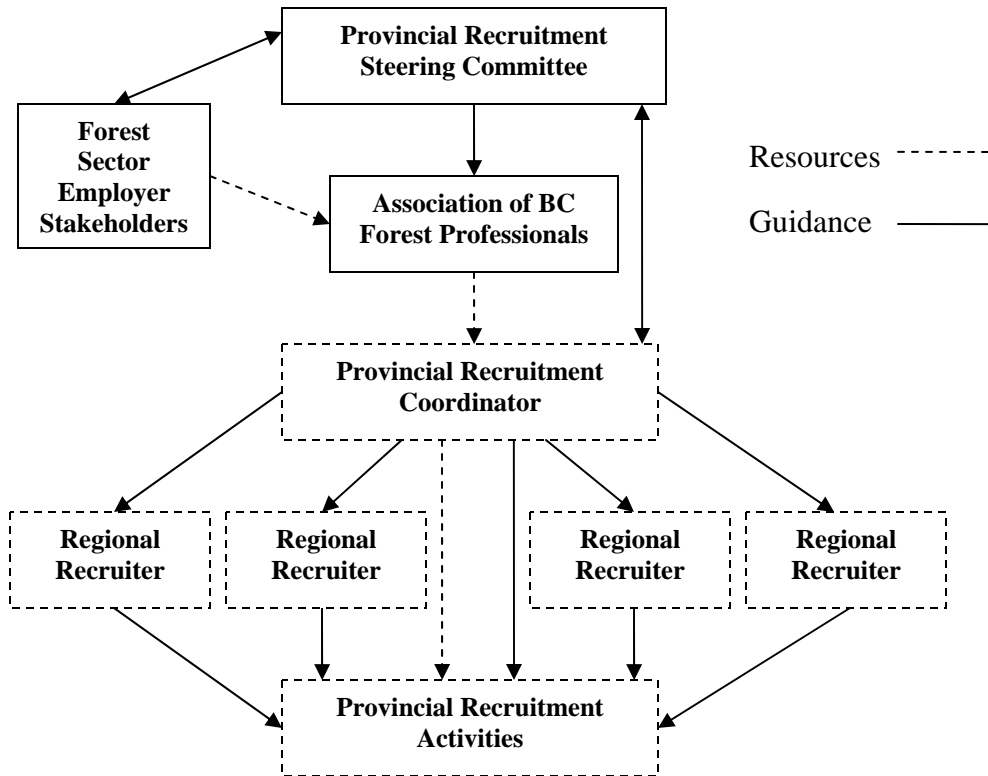


Figure 1. Proposed organizational structure to deliver recruiting activities for the BC forest sector.

2.2 Required Investment

Funding needs are based on the recommendations made in the strategy under the four Focus Areas of activity. All stakeholders need to invest in the strategy, but both the federal HRSDC effort and the provincial government have a pivotal role to play in supporting the collection of BC forest sector statistical information and re-establishing a positive social image of forestry.

FOCUS AREA 1	Establish and maintain cohesion around the challenge of recruitment.
	<ul style="list-style-type: none"> • \$90,000/year for wage and overhead of a provincial recruitment coordinator position, with office facilities and support to be provided by the ABCFP

RECRUITMENT STRATEGY FOR THE BC FOREST SECTOR

	<ul style="list-style-type: none"> \$50,000 for Year 1 for budget of coordinator's activities, and \$25,000/year in subsequent years
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FOCUS AREA 2	Identify and assign roles and responsibilities.
	<ul style="list-style-type: none"> \$60,000 for Year 1 and \$20,000/year in subsequent years to gather statistical information about the BC forest sector Four regional recruiter positions at \$50,000/year = \$200,000/year, wage to be paid through the provincial recruitment strategy with office support to be provided by a participating educational institution \$500,000 first year, \$250,000/year in subsequent years for the image building campaign \$50,000/year to sustain educational programs through this period of lower enrolment using funding arrangements and political initiatives to garner the support of the parent institution \$60,000 in Year 1 to develop a 'tool kit' to assist smaller businesses and self-employed consultants reshape their employment practices

FOCUS AREA 3	Gather together necessary resources.
	<ul style="list-style-type: none"> No direct funding required as activities are conducted by the coordinator and regional recruiters under their respective budgets

FOCUS AREA 4	Commence activities, monitor results and make adaptations to the strategy.
	<ul style="list-style-type: none"> \$10,000/year to review and adjust the strategy as required

Funding needs summarized for a five-year period:

	Funding Need	Year 1	Year 2	Year 3	Year 4	Year 5
Focus Area 1	Provincial Recruitment Coordinator	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
	Coordinator Budget	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000
Focus Area 2	Gathering Information on Forest Sector	\$60,000	\$20,000	\$20,000	\$20,000	\$20,000
	Regional Recruiters	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
	Image Building	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000
	Supporting education programs and supplementing existing recruitment efforts throughout the province	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
	Develop small businesses tool kit to support improved employment practices	\$60,000				
Focus Area 4		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	Monitor activities and adapt strategy					
Totals		\$1,020,000	\$645,000	\$645,000	\$645,000	\$645,000

2.3 Implementation Timeframe

The Task Force has completed the preparatory phase with the development of the strategy and business plan documents. It is now time to enter the implementation phase and act on the recommendations in the strategy. As shown in the schedule below the next step will be to establish the funding required for some initial activities and to hire a provincial recruitment coordinator. In the busy first year, the coordinator will work to secure the necessary five-year funding commitments, liaise with the educational institutions, develop a database of existing resources, organizations and efforts already hard at work in the province, and hire the four regional recruiters. By fall of 2008 the coordinated effort will be felt across the province.

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

3.0 CONCLUSION

A serious labour challenges faces the BC forest sector, but it is a challenge that can be met by a united and focused effort. The provincial recruitment strategy should be funded and implemented as soon as possible. The broadest definition of employers in the forest sector need to commit to a five-year term in order to ensure that activities are given the time frame necessary to have an impact. Roles and responsibilities have been identified for the spectrum of recruitment activities identified in the strategy and, where possible, existing efforts need to be supported and expanded. The forest sector can be an employer of choice in the province and forest professionals can regain their status as the managers of a precious public resource.

**Appendix I
Task Force Contact List**

BUSINESS CASE FOR RECRUITMENT

Table 1. BC Provincial Recruitment Task Force

Stakeholder Group	Organization	Position	First Name	Last Name	Office Phone	Cell Phone	Email
ABCFP	Association of BC Forest Professionals	General Counsel and Registrar	Jerome	Marburg	(604) 331-2326		jmarburg@abcfp.ca
ABCFP	Association of BC Forest Professionals	Manager of Professional Development and Member Relations	Brian	Robinson	(604) 639-9187	(250) 319-0367	brobinson@abcfp.ca
Consultants/ Contractors	Forsite	President and General Manager	John	Drew	(250) 804-0764 ext 209		jdrew@forsite.ca
Consultants/ Contractors	Triangle Resources Incorporated	Consultant	Al	Gorley	(250) 474-4289	(250) 812-5208	al.gorley@triangleresources.ca
Educational Institutions	Malaspina University College	Dean, Science & Technology	David	Drakeford	(250) 753-3245 ext 2320		drakeford@mala.bc.ca
Educational Institutions	University of British Columbia	Director of Student Services, Faculty of Forestry	Candace	Parsons	(604) 822-3547		candace.parsons@ubc.ca
Government	Ministry of Forests and Range	Director, Strategic Human Resources	Sharon	Stewart	(250) 387-8756		Sharon.A.Stewart@gov.bc.ca
Government	Ministry of Advanced Education	Program Coordinator, Colleges and University Colleges Branch	Linda	Kaivanto	(250) 387-6163		Linda.Kaivanto@gov.bc.ca