



Renewing Canada's  
Greenest Workforce

A Labour Market  
Intelligence Report



# A Bit About FPSC

- The Forest Products Sector Council was established in June 2008.
- The Council is directed by a fifteen member, multi-stakeholder Board of Directors – with Directors from across Canada.
- The Council's work focuses on primary forest products operations including:
  - Silviculture
  - Logging
  - Lumber, board and panel operations
  - Pulp
  - Newsprint
  - Specialty papers
  - Fine papers



# Renewing Canada's Greenest Workforce

- The findings presented today are the result of an extensive research and analysis effort carried out throughout Canada over the last two years.
- For FPSC, this research is a foundational effort that:
  - Provides data and insight to develop plans and projects
  - Develops profiles for future workforce needs – including numbers of workers (by region and sub sector), knowledge / skill / training needs, critical occupations etc.
  - Looks at the need for changing occupations as a result of industry restructuring, technological changes and economic scenarios
  - Assesses issues, challenges and opportunities
  - Develops conclusions and next steps

# Workforce Demand Projections

Four labour demand projections were created for this study based upon the interaction of a number of key factors:

- U.S. and global economic activity
- U.S. housing starts
- Exports to non-U.S. markets;
- Exchange rates;
- Capital formation
- Labour productivity.

For the following charts, labour demand numbers are in the context of the projections:

**Green** is the most optimistic forecast

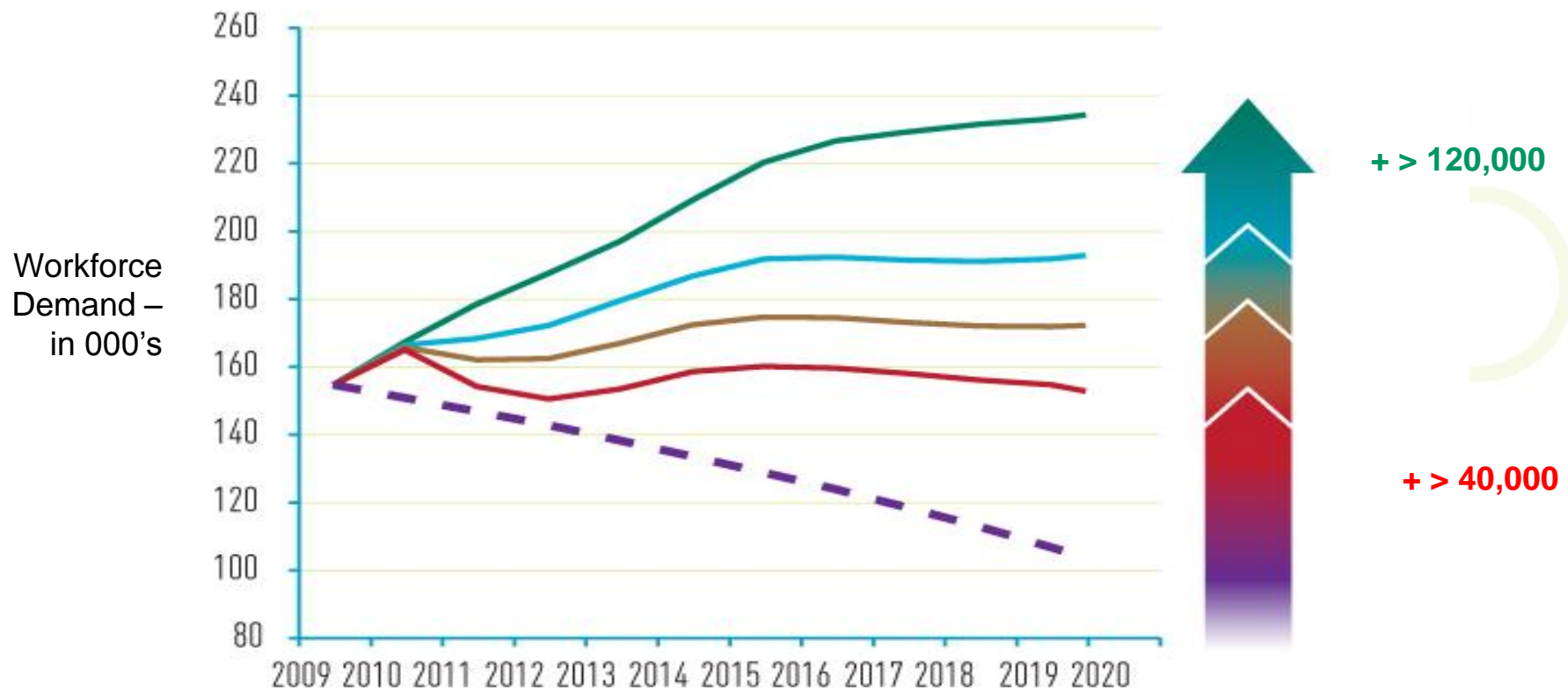
**Blue** is moderately optimistic

**Brown** presumes a less optimistic future

**Red** is the least optimistic, worst-case projection

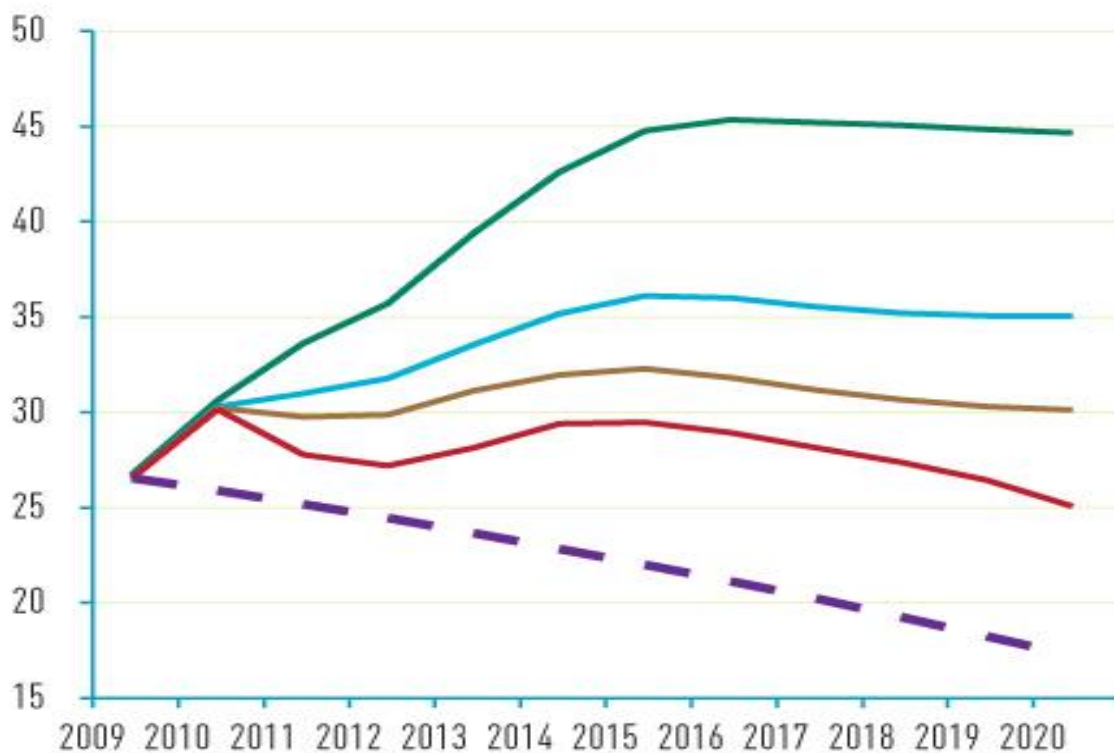
The **Purple** line represents expected retirements and attrition from the existing workforce from now to 2020.

# Forest Products Sector - Canada



# Forestry and Logging

Workforce Demand –  
in 000's

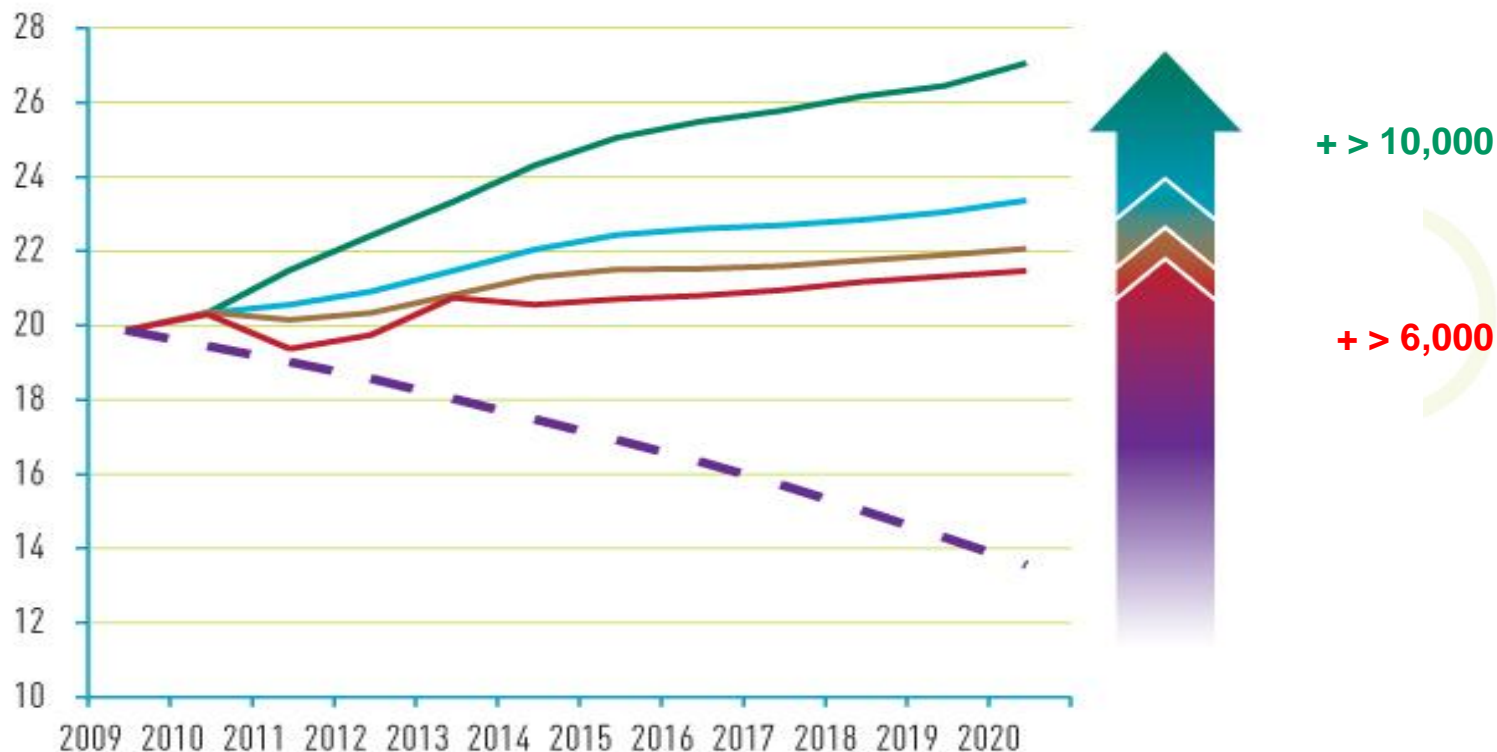


+ > 25,000

+ > 5,000

# Support for Forestry

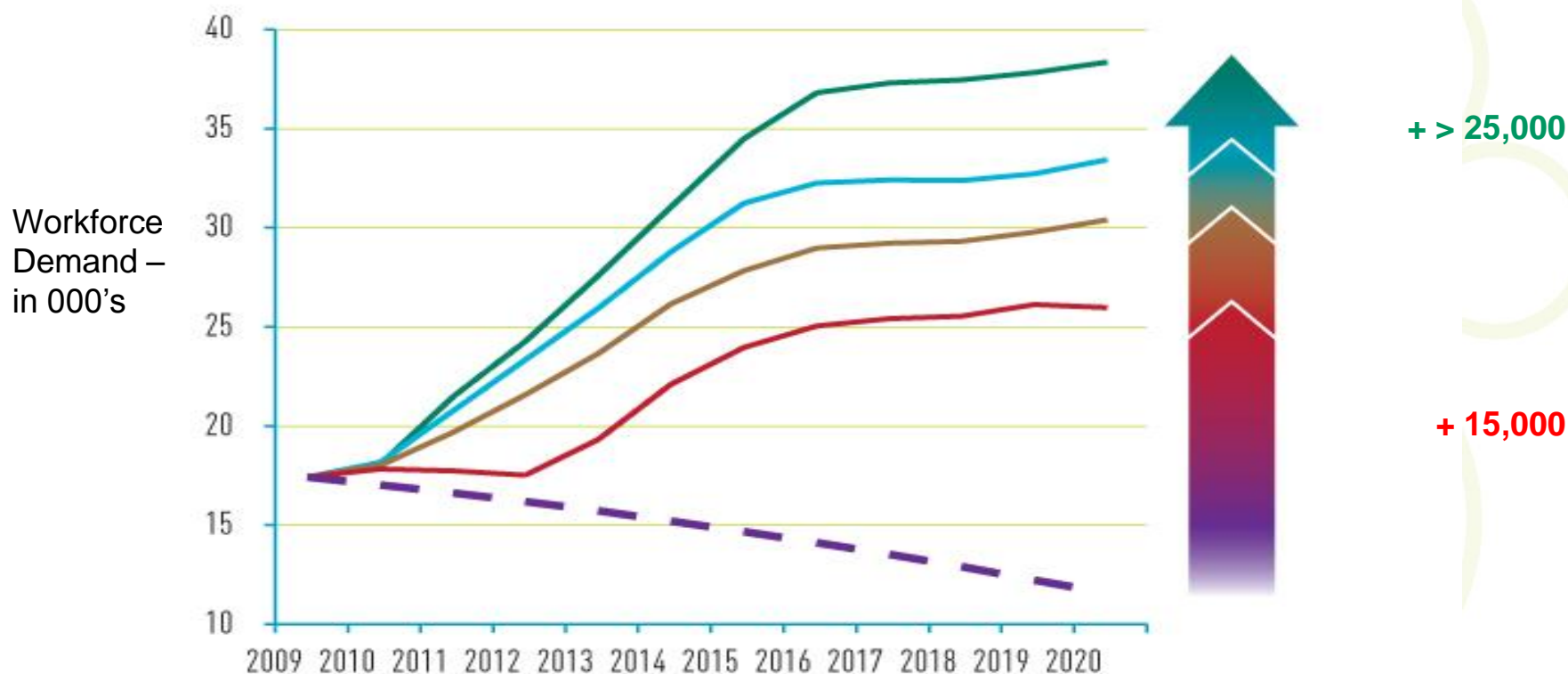
Workforce Demand – in 000's



# Sawmills and Wood Preservation



# Veneer, Plywood and Engineered Wood



# Pulp, Paper and Paperboard

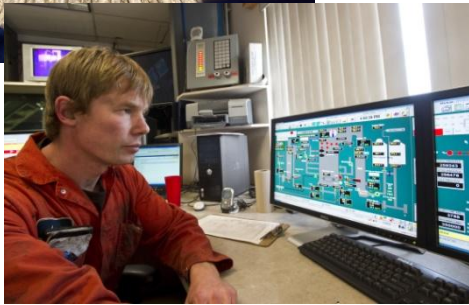
Workforce Demand –  
in 000's



+ > 25,000

- 400

# In Demand Occupations – by 2020



Mill Workers including:

- Sawmill Machine Operators
- Paper Machine Operators
- Process Workers
- Front Line Supervisors

**Demand for up to  
17,000 more plus  
attrition**

Forestry workers including:

- Forestry Professionals
- Technicians / Technologists
- Silviculture Workers



**Demand for up to  
3,000 more plus  
attrition**

# In Demand Occupations – by 2020



Logging workers including:

- Logging Machine Operators
- Chain Saw / Skidder Operators
- Logging Labourers

**Demand for up to 6,000 more  
plus attrition**



Tradespeople including:

- Millwrights
- Industrial Electricians
- Steam / Power Engineers
- Heavy Equipment Operators

**Demand for up to 6,000  
more plus attrition**

Support Workers including:

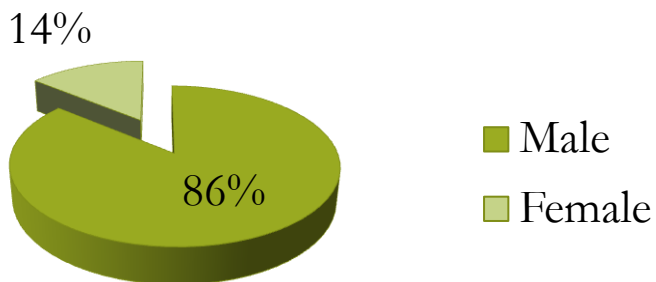
- Truck Drivers
- Material Handlers



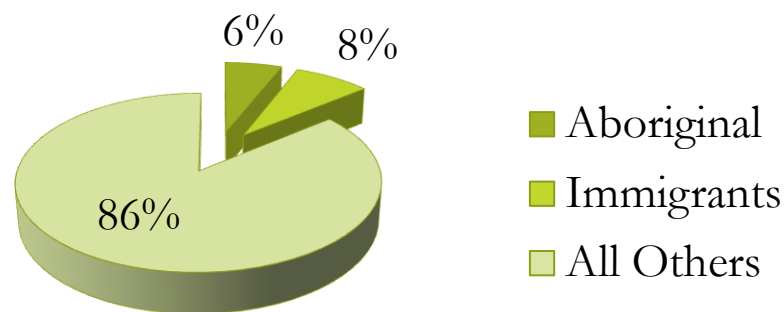
**Demand for up  
to 5,700 more  
plus attrition**

# Key Demographics – Forest Products Workforce

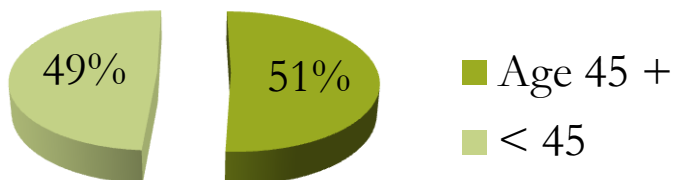
## Gender



## Origin



## Age





# Skills Development

- The research has identified a number of critical skills development priorities including:
  - Essential skills – with a focus on literacy and numeracy
  - Technical skills – including skilled trades and operational areas
  - Equipment maintenance and operation
  - Management skills – at all levels
  - Research and Development
  - Engineering, Chemistry and Forest Management
- A highly skilled workforce is essential for both the traditional operations of the sector and to facilitate and support future transformation



# Issues and Challenges

- Meeting future labour force demand needs to be looked at in the context of a number of issues and challenges:
  - Retention and recruitment – the need to increase recruitment efforts, and to retain workers, will become more acute over the next decade.
  - Skills development and knowledge transfer – as the industry continues to transform, the need to develop new skills and to transfer knowledge from older workers to younger entrants increases.
  - Perceptions of the industry – lingering perceptions of the industry will, if unchallenged, continue to impair the ability to recruit new workers.

# Some Next Steps

- The research findings underscore the need for action – to respond to the issues and challenges identified.
- The report proposes a number of next steps including action on:
  - Recruitment - including a focus on image and on recruiting greater numbers of Aboriginal people, women and immigrants
  - Retention – responding to the increasing competition for skilled workers
  - Skills Development – to continue to develop the skills and knowledge required to further transformation
  - Knowledge Transfer – from older workers to newer entrants and across the workforce
  - Labour Market Intelligence – to provide the sector with continuing insight and forecasts for labour market demand and skills requirements



# Shared Responsibility

- The challenges facing the sector – in terms of meeting its future HR needs – are varied and complex
- FPSC-CSPF recognizes its role and sees its work as additional “tools” for the sector
- No one group or single set of initiatives can be expected to affect change on all of the issues impacting the industry
- Looking forward, FPSC-CSPF will seek to collaborate with other organizations and groups who are focused on HR and labour market issues



## Some Final Thoughts

- To capitalize on future opportunities, the sector will have a continuing need for highly skilled and educated workers – particularly in technical and trades based disciplines
- Access to skilled labour is a critical success factor for the industry– in many ways, skills and workers are equally important as access to fibre, technology, capital and markets
- Having the right people, with the right skills, at the right place and time will be essential to realize the promise of the future



# Thank You

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