



The Conference Board of Canada
Le Conference Board du Canada



Sector Councils: Canada's Competitive Advantage

Symposium Report

Halifax, September 25-26th, 2005

Prepared by:

The Conference Board of Canada

Prepared for:

Human Resources and Skills Development Canada

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Introduction

On September 25-26th, in Halifax, Nova Scotia, 200 delegates participated in the Symposium *Sector Councils: Canada's Competitive Advantage*. This *by-invitation-only* event, hosted by The Conference Board of Canada in partnership with Human Resources and Skills Development Canada (HRSDC), brought together business, education, government and labour leaders to examine how Canada's Sector Councils are improving the nation's productivity.

The list of registered symposium *participants* is found in Appendix 1.

Symposium Activities

The symposium illustrated that businesses, employers, workers, labour unions and different sectors of the economy are benefiting from their involvement with Sector Councils. Through a combination of plenary and breakout sessions, the Symposium explained that by fostering investments in workers' skills levels, sector council programs and interventions are helping thousands of Canadian businesses realize that skills investments are improving their own productivity and competitiveness. It also presented models of collaboration between national and provincial and regional sectoral programs. Finally, the symposium presented a comparative overview of several international sector-based skills investment programs.

Research findings from the Sector Council Research Project (SCRCP) were publicly released at the event, including:

- 8 Sector Council intervention case studies that look at how specific Sector Council programs affect businesses in terms of their productivity and profitability;
- 3 Sector Council issue statements that promote greater interest, awareness, and involvement in Sector Councils and Sector Council interventions; and that encourage Sector Councils to become more active in regional initiatives and in broader training activities; and
- an in-depth literature review that focuses on the skills factor in productivity and competitiveness and how Canada's Sector Councils are helping to address the skills and labour needs of employers.

The symposium consisted of a number of plenary sessions and panel discussions, Sector Council best-practice workshops, and networking activities including opportunities to visit many relevant display booths and tables highlighting key Sector Council initiatives, government initiatives and regional learning and skills development activities. The entire event was structured around building opportunities to share ideas and improve upon the sectoral approach to skills and learning in Canada.

The symposium *agenda* is found in Appendix 2.

A Successful Symposium

Delegates enjoyed the broad range of themes and appreciated the quality of the speakers and the topics that were presented. In particular, delegate feedback suggests the most popular topics included the case study workshops, and the opening plenary session with Alan Nymark and Jeffrey Simpson. The sessions on extending the regional reach of Sector Councils with Éric Parisien, Guylaine Leblanc and Louis Theriault; and the international sectoral skills strategies with Johnny Sung and Arwen Raddon were also well received by delegates. As well, everyone appreciated the opportunity to network with individuals who share similar interests in training and education initiatives.

Feedback response-forms clearly indicate that delegate's were highly satisfied with the symposium. The overall satisfaction score of delegates at the symposium was 4.4 out of 5.

In particular:

- Delegates expectations were fully met: 4.1/5.
- Delegates were satisfied with the logistics and organization of the symposium: 4.2/5.
- Delegates appreciated the networking opportunities offered by the symposium: 4.3/5.

Symposium Highlights

The following section presents short overviews of the symposium, focusing on key themes and ideas raised in plenary presentations, panel discussions, and the workshops.

Many of the plenary and workshop session presentations (including speaking notes and PowerPoint) are available on-line at: www.conferenceboard.ca/sector/en/agenda.htm. Appendix 3 lists the biographies of the symposium's keynote speakers and presenters.

Welcome Reception

Gilles Rhéaume—Vice President, Policy, Business and Society, CBoC

Mr. Rhéaume welcomed delegates to the symposium and spoke briefly on the importance of having a highly skilled and productive workforce. He noted that a strong sector strategy in Canada can contribute to the on-going success and sustainable growth of our industries and regions noting the oil and gas and natural resources sectors as prime examples. Canada needs skilled and productive individuals working in all of its sectors in order to succeed and the Sector Councils are contributing to the development of skilled and talented individuals.

Don DeJong—Director General, Human Resources Partnerships, HRSDC

Mr. DeJong spoke about his experience in developing Canada's Sector Council Program (SCP) over the past 20 years. Mr. DeJong noted that sector councils have succeeded because of their dynamism and their ability to actively engage and gain the support of many partners—including industry, learning systems, and all levels of government. But Mr. DeJong also pointed out that individual program successes are not enough, and that the SCP and sector councils must do more to capitalize on and promote their collective value.

Mr. DeJong was given five questions to address:

1. Why are sector councils and the SCP where they are today?
2. Who can or should take responsibility for creating sector councils?
3. What are the roads [for the the SCP and sector councils] not taken?
4. How can you account for the success of the SCP and sector councils?
5. What advice do you have for your successor?

1st Plenary

Alan Nymark—Deputy Minister, HRSDC

Mr. Nymark welcomed delegates and thanked them for attending the event, noting that almost every Sector Council in the country is represented at the symposium and that this was the first time a gathering like this has ever been arranged.

The Knowledge Economy

Mr. Nymark noted that today's economy is fuelled by brain power and that post-secondary education studies (including colleges, universities and workplace learning) are fast becoming a prerequisite for entry into and ongoing participation in the world of work. Two-thirds of new jobs now demand a degree, diploma or trade certificate. It is imperative that Canada make it possible for every qualified individual to go as far as their talent can take them and that our learning systems be more inclusive and responsive to the learning and skills needs of the labour market.

The Skills Challenge

There are many challenges facing the Canadian labour market including: an aging workforce; the challenge of attracting foreign workers; a labour productivity gap of 20 to 25 per cent relative to the United States; and the emergence of China as the next economic superpower. To excel in this new reality Canada needs highly-skilled workers who can adapt to changing environments. In particular, Canadian employers need to invest in the literacy, numeracy, computer, and communications skills of its workers, yet it is something that they are not doing to the same extent as in other countries. We are under-investors in workplace training (Canada has slipped from 12th to 20th place in an international ranking of the importance firms place on employee-sponsored training), particularly among our small businesses, and in basic skills development.

The Federal Response

The Government of Canada continues to actively promote human capital development through Sector Councils and other major skills and learning investments. Now, more than ever, programs are being developed to address the demand-driven system that deals effectively with employer and sectoral needs (rather than exclusively with the supply-side of the labour market). The Workplace Skills Strategy, for example, has set aside \$125 million over three years to begin implementing programs and services that helps Canadians acquire the skills they need to find and keep rewarding jobs, and to ensure employers' requirements are met so their businesses remain productive and competitive.

Sector Councils are also doing their part to help address Canada's skills needs. With over 294,000 employers, over 100 labour unions and almost 200 employer associations holding memberships in Sector Councils they are having a profound influence on workplace training and learning systems in Canada. But this is just a start. It is terrific that Sector Councils have had a positive impact on hundreds of thousands of workers, but there are still millions of Canadians lacking literacy and essential skills already on the job and in need of training.

The Challenge

Canada will only see the big breakthroughs in workplace learning when more businesses—big and small—start taking this issue more seriously. No matter how much money the Government of Canada spends on developing skills (and that is a challenge all its own) the government cannot begin to buy the solution to Canada's skills problems. We need the active involvement of the business community. Sector Councils are a catalyst through which this can happen, and play a major role as part of the voice of the demand side of the system. The challenge is to find ways of increasing connections into workplaces and changing the attitudes and behaviours of Canadian employers towards skills and learning initiatives.

Jeffrey Simpson—Author and National Affairs Columnist, *The Globe and Mail*

“The Learning Imperative”

Mr. Simpson noted that for Canada to prosper in the global world it needs to become as internationally-connected and outward looking as possible. It also needs to invest and commit to developing its human capital—central to which is learning, both in the workplace and the public education system. Only by becoming global in our thinking and actions and by recognizing that in the global world countries with the best-equipped workforces will succeed can Canada expect to remain competitive. Our country will not deal easily with the aging population or with global competition unless those employed work smarter and better.

Yet separating rhetoric from reality is a challenge. Canada has one of the highest participation rates in the OECD for formal education, but is below the OECD average of continuing education rates. Productivity, innovation and learning are often mentioned in government speeches – but so is everything else. Mr. Simpson noted that “a government with a multitude of priorities really doesn’t have a focus for its activities. And when everything is a priority nothing really is. A recent speech by the Prime Minister had 15 urgent priorities ahead of productivity, innovation and learning. The fact is that in the long list of spending priorities the learning imperative does not fare well. Health care (\$41 billion) and equalization (\$30 billion) does not get the country closer to the learning imperative.

Mr. Simpson noted that human capital development should be central to our entire national discourse (available to everybody, according to their needs and capacities): by governments and the private sector alike. Yet this hasn’t been the case. Twenty-five years ago, for example, Canadian governments spent \$2 on health care for every \$1 on post-secondary education. In 2004, that 2-1 ratio had become 4-1: \$4 on health care and \$1 for post-secondary education. Health care is largely consumption whereas education and learning is largely an investment.

For many years the private sector has not done a very good job promoting or financing skills development and training (with some notable exceptions in the steel, automobile and banking sectors as examples). Yet, by and large the Canadian private sector generally “doesn’t get it” with regard to training—and notably, the smaller the firm, the smaller the commitment to training. Yet our country’s productivity depends, in part, on workplace learning because higher-value skills mean an improved ability to compete in this interconnected world. Lower corporate taxes tied to the training of employees, training tax credits, lower payroll taxes, allowing contributors to the EI system to use their payments/contributions for training purposes, and additional government training programs are options to consider when looking for ways to improve the poor record of private sector investment in human capital development.

Mr. Simpson applauded those Sector Councils preoccupied with the learning imperative, but noted that it is a tough road to be on given that journalistic outlets are not interested in learning and suggests that not enough politicians are much interested either, in part, because investments in the learning imperative do not pay short-term dividends.

2nd Plenary

Louis Thériault—Director, *Industrial Outlook*, *The Conference Board of Canada*

“A Short Overview of Canada’s Industrial Sectors and their Significance to the Canadian Economy and Regions”

Mr. Theriault spoke about the importance of Canada’s industrial sectors to the economy. He noted that there are three major global drivers that are changing all economies:

- Demographics:
 - a. The aging North where the growth potential is now 2 per cent or less in industrialized countries;
 - b. The emerging South where the young population is growing fast and there are better economic policies in place;
 - c. The rise of the BRIC nations – Brazil, Russia, India and China.
- Economic Transformation—where two major structural forces are at play:
 - a. Global imbalances
 - b. The evolution toward “integrative trade”: moving away from trade in raw goods, FDI, and a policy focus on exports to an environment with fewer trade and investment barriers, a rationalization of production, the emergence of global supply chains and rising foreign content of exports and production.
- Sustainability:
 - a. Climate change;
 - b. The oil economy;
 - c. Truth via prices.

Mr. Theriault also demonstrated how these drivers have an impact on Canada's industrial sectors and regions. He gave an example of the Wood Products industry and how in Quebec it is facing supply constraints and policy contentions; whereas in British Columbia the same industry is constrained by a pine beetle infestation and over supply. Finally, Mr. Theriault noted that although there are common issues (e.g., competition, slowdowns, and trade disputes) there needs to be regional solutions.

Éric Parisien—Director, Sector Council Program, HRSDC

Guylaine Leblanc—Assistant General Director, Sectoral Intervention, Emploi-Québec

“Sectoral Interventions: A Partnership Approach”

Mr. Parisien and Mme. Leblanc noted that the sectoral approach enables all partners and stakeholders in a sector to work together to address and overcome current challenges (such as globalization). Each level of governments' sectoral approach must adapt and evolve to meet these challenges and address the specifics of each sector. When working together well, the different levels of government can bring real competitive advantage to a sector through their cooperative interaction: where $1 + 1 = 3$.

There are numerous interactions that take place between Canada's Sector Councils and Quebec's Comités sectoriels de main-d'œuvre including aerospace, aviation maintenance, automotive services, trucking, mining, tourism, lumber, environment, food, and information and communication technologies. The types of co-operation are numerous and varied, and include:

- **Recognition:** For example, there are a number of direct ties between the Software Human Resource Council and Quebec's Comités sectoriel de main-d'œuvre des technologies de l'information et des communications –TechnoCompétences—e.g., the translation and national distribution of a TechnoCompétences human resources guide; and the promotion of the Occupational Skills Profile Model developed by the SHRC throughout Quebec.
- **Working together on joint projects:** For example, the Canadian Trucking Human Resources Council (CTHRC) is currently working to implement a project developed by Quebec's Comité sectoriels de main-d'œuvre de l'industrie du transport routier, Camo-Route, on a national level.
- **Sitting on both boards of directors:** for example, the Director General of the Comité sectoriels de main-d'œuvre de la plasturgie, PlastiCompétences, sits on the board of directors of the Canadian Plastics Sector Council. As well, the two bodies participate in various trade and career fairs together to represent the industry.

Mr. Parisien and Mme. Leblanc noted that businesses and workers are the cornerstone of the sectoral approach. It is an approach that enables all partners involved to adapt their courses of action and initiatives according to the particular context of each sector. Finally, they noted that the examples of cooperation between Canada's Sector Councils and Quebec's Comités sectoriels de main-d'œuvre are having positive results...where 1+1=3.

3rd Plenary

Johnny Sung—Senior Research Fellow, University of Leicester

Arwen Raddon—Research Fellow, University of Leicester

“International Sector Council Initiatives: Themes and Issues”

Mr. Sung and Ms. Raddon presented findings from their international research project on Sector Council initiatives. Their study included findings from Australia, Canada, France, Germany, the Netherlands, New Zealand, Singapore, South Africa and the USA in which more than 170 people were consulted. Two countries: the Netherlands and New Zealand were highlighted in the presentation. Key issues included:

- How to drive up demand for, and increase investment in, skills. Sector Councils can engage employers in defining skills; identifying skills needs; setting strategic skills development goals for a sector; and, offering financial incentives.
- The role and financing of Sector Councils. Different Sector Council roles (e.g., programs and services) have an impact on the levels and sources of financing available to them. The relative position of Sector Councils within the wider skills framework must be considered when defining their roles and when seeking financing.
- Governance and geographical arrangements. The level of funding and the scope of Sector Council effectiveness is impacted by the governance models used (e.g., one-tier and two-tier governance) and the geographical reach of a Sector Council's programs and services. The power and impact of Sector Councils vis-à-vis other national and regional agencies must also be understood.
- Enhancing economic development. Sector Councils have an important role to play in facilitating structural change within a sector; strengthening emerging sectors; building a training culture and standards; recognizing skills; and enhancing the level of national skills profiles.
- Relationships with skills providers. Sector Councils have an opportunity to be both leaders and collaborators within the skills framework and among other skills providers. As well, they can be seen as rivals (which arguably is a positive position in terms of improving a training culture).

Sector Council Case Study Workshops

1. *From Standards to Learning on the Job*

Barbara Kirby, Canadian Aviation Maintenance Council (CAMC)

Aviation Maintenance's Occupational Standards & Certification System

This workshop looked at the impact and benefits that the CAMC's National Occupational Standards and Certification system is having on the aviation maintenance and aerospace industry in Canada. It also identified how this system affects the capacity of individuals and organizations to perform. CAMC's standards and certification system is a good example of how a Sector Council can work with key industry stakeholders to address and overcome pressing human resources issues in a timely, professional and collaborative manner.

Jennifer Steeves, Canadian Automotive Repair & Service Council (CARS)
Automotive Repairs' Interactive Distance Learning (IDL) Program

This workshop looked at the impact and benefits that the IDL program is having on the automotive repair industry in Canada. It also examined how the IDL program affects the capacity of individuals and organizations to perform at higher levels. The program is a cost-effective, inclusive learning system that can be utilized by all employees no matter where a store is located. It benefits a shop's bottom line by developing more efficient, productive, knowledgeable and informed employees, reducing error rates and improving customer-satisfaction and customer-retention rates.

2. Skills that Influence Planning and Profits

Linda Gauthier, Canadian Trucking Human Resources Council
Trucking's Earning Your Wheels (EYW) Program

This workshop looked at the impact and benefits that the EYW program is having on the trucking industry in Canada. Developed in collaboration with key stakeholders across the country, the EYW program trains new entrants into the trucking industry. It is one of the only nationally-recognized truck driver training programs in Canada, and provides drivers with a portable certification based on national standards.

George Gritziotis, Construction Sector Council
Construction's Labour Market Information (LMI) Program

This workshop looked at the impact and benefits of the LMI program and offered insights as to how this model might be replicated or adapted by other Sector Council programs. The LMI program provides the construction industry, government and others with timely information and analysis by forecasting labour force requirements, assessing and developing training needs, and anticipating the movement of workers across provinces. It succeeds by addressing the concerns and needs of the construction industry, and by ensuring that the data collection, analysis and delivery platform is easy to use, confidential, efficient and effective.

3. Developing the Next Generation Workforce

Wendy Swedlove, Canadian Tourism Human Resource Council
Tourism's Ready to Work (RTW) Program

This workshop looked at the impact and benefits that the RTW program is having on businesses in Canada's tourism industry, with special attention to the program in Saskatchewan. It identified how the RTW program affects the capacity of organizations to maximize their human resource potential and attract skilled and knowledgeable new hires into the industry. It also considered the program's keys to success and its potential as a model for other Sector Councils.

Paul Swinwood, Software Human Resource Council
Software's Information Technology Support Associate (ITSA) Program

This workshop looked at the impacts and benefits of the ITSA program on learners, education systems and businesses in Canada. It also identified the many challenges that Sector Councils may face when collaborating with education systems. The ITSA program offers students the opportunity to engage in hands-on, experiential IT learning, and allows them to make meaningful connections between what they are learning and how it might apply to their future studies or work.

4. Canadian Skills and International Opportunities

Grant Trump, ECO Canada

ECO Canada's Environmental Skills Internship (ESI) Project

This workshop looked at the impact and benefits that the ESI project is having on local businesses within the environment sector in Cape Breton, Nova Scotia. It identified how the ESI project affects the capacity of organizations to maximize their human resource potential, recruit and develop skilled personnel, and contribute to the building of the local economy. It also considered the project's keys to success and its potential use as a model for other Sector Council programs.

Caroline Tompkins, Forum for International Trade Training

FITT'S FITTskills and CITP Credentialing Program

This workshop examined the impact and benefits that the FITTskills program is having on Canada's international trade activities. In particular, it explored how the program affects individuals and impacts organizations involved in the import and export of goods and services. It also considered the program's keys to success and its potential as a model for other Sector Councils. FITTskills and the CITP designation are proof of an individual's commitment to international trade. They increase individuals' ability to tackle international tasks by covering all facets of international trade through a combination of classroom and experiential learning.

Closing Plenary

Peter Larose—Director General, Program Policy and Coordination, HRSDC

“The Road Ahead for Canada's Sector Councils”

Mr. Larose wrapped up the event by thanking delegates and speakers for participating in the day's activities and for raising important issues and themes. The discussions and presentations throughout the day offered many ideas and approaches for improving upon the Sector Council program.

Mr. Larose noted that the purpose of this event was to launch the reinvigoration of the Sector Council Program. And at the same time, the Minister of HRSD announced the creation of 4 new sector councils: Food; Policing; Voluntary; and Printing—expanding the network of sector councils to 31, covering approximately 48 per cent of the labour force.

Mr. Larose ended the session, and the event, by issuing a challenge. The SCP will be prepared to put in the 1st dollar of investment for a program or service if sector councils can find the 2nd dollar to ensure long-term success and support of all sector council initiatives.

Appendix 1: Registered Participants

Ather Akbari
Professor
Saint Mary's University

Michael Allen
Manager, Training Services
Markel Insurance

Brad Anderson
Executive Director
Alberta Chamber of Resources

Lisa Anderson
Executive Director
Nova Scotia Fisheries Sector Council

Susan Annis
Executive Director
Cultural Human Resources Council

Kelly Archer
Senior Policy Analyst,
Sector Council Program
Human Resources and Skills Development Canada

Catherine Arseneau
Manager Skill Development, Apprenticeship Training
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Nova Scotia Department of Education

Leanne Bartlett
Project Officer
Canadian Manufacturers & Exporters

Brent Baxter
Manager, Pollution Prevention
Nova Scotia Environment and Labour

Elizabeth Beale
President and Chief Executive Officer
Atlantic Provinces Economic Council

Lori Beech
Director Workforce Development
IMR Sector Council

Philip Bélanger
Senior Sectoral Consultant
New Brunswick Department of Training and
Employment Development

Joseph Black
Executive Director
Manitoba Department of Advanced Education and
Training

Michael Bloom
Executive Director, Strategic Projects and Initiative &
Education and Learning and
The Conference Board of Canada

Dennis Bobiy
President
D. Bobiy & Associates Inc.

Mark Booth
Vice President Repair Services
Atlantic Turbines Inc.

Holly Boston
Executive Director
Nova Scotia Regional Development Authorities
Association

Tamarah Boucher
Recruiter, Payroll & Benefits
Sunbury Transport Benefits

Louise Boudreau
Program Administration Officer
Nova Scotia Department of Education

Paul Brennan
Director, Community and Corporate Relations
Association of Canadian Community Colleges

Garry Bridge
Dean, School of Applied Media and Information
Technology
The Northern Alberta Institute of Technology

Charles Brimley
Executive Director
Canadian Plastics Sector Council

Normand Brunelle
Gérant
Centre Excellence en Informatique

Andrew Cardozo
Executive Director
The Alliance of Sector Councils

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Detry Carragher
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Diana Carter
Executive Director
Child Care Human Resources
Sector Council

Patricia Catto
Director Human Resources
Oxford Frozen Foods

Bob Charlton
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Human Resources and Skills Development Canada

Heather Chase
Project Manager, Labour Force Development
Enterprise Network

Fatema Chhil
Director Marketing and Skills Management
Canadian Aquaculture Industry Alliance

Claude Chouinard
Directeur Général
Camo-route inc.

Brian Clewes
Chief Executive Officer
BC Industry Training Authority

Renald Comeau
Manager
Woodworking Centre of Excellence

Louise Comeau
Directrice générale de la SDBA
Réseau de développement économique et
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Graham Conrad
Executive Director
Nova Scotia Retail Gasoline Dealers' Association

Bob Cook
Executive Director
Canadian Technology Human Resources Board

Robert Cormier
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Université de Moncton

Nathalie Coté
Agente de projet
Comité sectoriel de main-d'oeuvre des pêches maritimes

Catherine Cottingham
Project Manager, Human Resources
Canadian Electricity Association

Joan Crawford
Executive Director and
Chief Executive Officer
Motor Carrier Passenger Council of Canada

Don Cudmore
Executive Director
Tourism Industry Association of PEI

Hal Davies
Executive Committee
Aerospace and Defence Industries Association of Nova
Scotia

Marjorie Davison
Director, Apprenticeship Training & Skill Development
Nova Scotia Department of Education

Beverley Day
Manager Training & Development for Support Services
Atlantic Health Sciences Corporation

Don DeJong
Director General, Human Resources Partnerships
Human Resources and Skills Development Canada

Ken Dishaw
Director, Human Resources
Saskferco Products Inc.

Charles Dixon
Manager Strategic Alliances
Human Resources and Skills Development Canada

Paul Dixon
Associate Vice-President Enrolment Management
Saint Mary's University

Laurie Edwards
Director of Learning & Workforce Services
Nova Scotia Community College

Janet Everest
Executive Director
Health Care Human Resource Sector Council

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Directeur régional, Initiatives stratégiques
Ressources humaines et développement des
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Susan Francolini
Policy Analyst
Industry Canada

Christian Galarneau
Coordonnateur
Comité sectoriel de main-d'œuvre des industries des
portes et fenêtres

Marc Gallant
Construction Manager - Atlantic Region
Sayers & Associates Limited

Linda Gauthier
Executive Director
Canadian Trucking HR Council

Roger Gervais
Président-directeur général
Centre international pour le développement de
l'inforoute en français

Paul Gillis
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Atlantic Canada Opportunities Agency

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Directrice générale
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Stuart Gourley
Senior Executive Director, Skills and Learning Branch
Nova Scotia Department of Education

Darlene Grant Fiander
Executive Director
Nova Scotia Tourism Human Resource Council

Gary Greenman
Executive Director
The Alliance of Sector Councils

Jennefer Griffith
Marketing and Communications Officer
National Seafood Sector Council

George Gritziotis
Executive Director
Construction Sector Council

Geoff Gruson
Executive Director
Canadian Police Sector Council

Réjean Hall
Directeur, Bureau de soutien à l'innovation
Université de Moncton

Herman Hansen
Employee Relations Manager
Boeing Canada Technology Ltd.

Tommy Harper
Manager
Nova Scotia Forestry Human Resource Sector Council

Ted Harvey
President
SPR Associates Inc.

Bernie Hatt
Assistant Service Manager
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Edmund Hayden
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Robert Haynes
Vice-President, Human Resources
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Nancy Healey
Executive Director
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Paul Hebert
Executive Director
Mining Industry Training and Adjustment Council
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Barb Heise
Academic Director, Skills Initiatives
Saskatchewan Institute of Applied Science and
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Kelly Henderson
Executive Director
Trucking Human Resource Sector Council

Paul Holden
Director, Industry Training Partnerships
Manitoba Advanced Education and Training

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Association of Nova Scotia

Les Holloway
National Representative
CAW-Canada

Kevin Horsman
President
Bay Tech Institute of Trades and
Technology Group

Gerald Ingersoll
Chief Learning Officer
New Brunswick Department of Training and
Employment Development

Karen Jackson
Assistant Deputy Minister, Workplace Skills
Human Resources and Skills Development Canada

Robin Jardine
Skill Development Coordinator
Nova Scotia Department of Education

Lynn Johnston
Executive Director
Canadian Society for Training and Development

Richard Joseph
Executive Director
Nova Scotia Environmental Industry Association

John Kavanagh
Director, Intergovernmental Affairs and Coordination
Atlantic Canada Opportunities Agency

Janet Kennedy
Director, Human Resources
Michelin North America (Canada) Inc.

Mary Kenny
Executive Director
Atlantic Home Building and Renovation Sector Council

Ben Kilfoil
Department Head
New Brunswick Community College

Barbara Kirby
Manager of Accreditation
Canadian Aviation Maintenance Council

Cheryl Knight
Executive Director & Chief Executive Officer
Petroleum Human Resources Council of Canada

H. John Knuble
Vice-President, Nova Scotia
Atlantic Canada Opportunities Agency

Keith Lancaster
Executive Director
Canadian Apprenticeship Forum

Patricia Lapierre
Directrice Générale
CSMO du commerce de détail

Carolle Larose
Directrice Générale
CSMO des services automobiles

Gail LaRose
National Coordinator
Canada Career Information Partnership

Peter Larose
Director General, Program Policy and Coordination
Human Resources and Skills Development Canada

Betty Ann Lavallée
Chief
New Brunswick Aboriginal Peoples Council

Barbara Lawless
Director, Trades and Apprenticeship
Human Resources and Skills Development Canada

Guyline Leblanc
Directrice générale adjointe à l'intervention Sectorielle
Emploi-Quebec

Raymond LeFort
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Nova Scotia Department of Education

Kelly Lendsay
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Edward Leslie
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New Brunswick Society of Certified Engineering
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Richard Lipman
President
Wood Manufacturing Council

David Maclean
Dean, Faculty of Forestry
University of New Brunswick

Kathy Livingstone
Director, Training and Education
Tourism Industry Association of P.E.I.

Heather MacLean
Project Officer
Atlantic Provinces Trucking Association

Clarence Lochhead
Senior Researcher
Canadian Labour and Business Centre

Claude Mailloux
Directeur Général
Comité Sectoriel Maritime

Marjolaine Loiselle
Présidente
Commission des partenaires du marché du travail

John Markowsky
Manager, Major Projects Planning
Manitoba Hydro

H. Joseph Lord
Vice-President, Finance
Minas Basin Pulp and Power Company Limited

John Mavrak
President
Council for Automotive Human Resources

Dave Luck
Policy Analyst
Human Resources and Skills Development Canada

John Mayich
Learning Advisor
Department of National Defence

Carol Lumb
Director Saskatchewan Tourism Education Council
Tourism Saskatchewan

Robert McCharles
Managing Partner
Dillon Consulting Limited

Sheila Lund MacDonald
Human Resource Director
PEI Association of Sector Councils

Lynn McDonagh
Manager, Operations
Nova Scotia Tourism Human Resource Council

Ellyn Lyle
Coordinator/Instructor
Cavendish Farms

Sandra Mckenzie
Director, Labour Market Partnerships
Nova Scotia Department of Education

Margaret Lynas
Executive Director
Nova Scotia Construction Sector Council (non-residential)

Dave Miller
Manager, Personnel & Safety
Eassons Transport

Gaelyne MacAulay
PLA Services Coordinator, Workplace Education PEI
Prince Edward Island Department of Education

Judith Moses
Partner
Judith Moses Consulting Group

Keith MacDonald
Project Manager, Atlantic Canada
ECO Canada

Debbie Mountenay
Manager, Administration & Industrial Benefits
Canada Nova Scotia/Offshore Petroleum Board

Brit MacKinnon
Director, Community and Labour Development
Department of Development and Technology, PEI

Conrad Murphy
Business Leader, Business Development Department
Bow Valley College

Michael O'Grady
Director of Programs
Holland College

Sector Councils: Canada's Competitive Advantage Symposium Report
Halifax, September 25-26th, 2005

Jim O'Handley
Academic Chair
Nova Scotia Community College

Cheryl O'Toole
Director, Strategic Services, New Brunswick Region
Human Resources and Skills Development Canada

Margaret Overland
Manager
Alberta Human Resources and Employment

Cheryl Paradowski
Executive Director
Canadian Food Industry Council

Daniel Parent
Adjoint à la coordination de l'information et des
intervention sectorielle
Emploi-Quebec

Éric Parisien
Director, Sector Council Program
Human Resources and Skills Development Canada

Jacques Pelletier
Executive Director
Canada Career Consortium

Fred Phelan
Economist
Human Resources and Skills Development Canada

D'Arcy Phillips
Chief Executive Officer
Manitoba Aerospace Human Resources Coordinating
Committee

David Plante
Vice-President, New Brunswick Division
Canadian Manufacturers & Exporters

Tina Pomroy
Human Resources Program Manager
Canadian Manufacturers & Exporters

Judith Potter
Director, College of Extended Learning
University of New Brunswick

Judy Purcell
Skill Development Coordinator
Nova Scotia Department of Education

Arwen Raddon
Research Fellow, Centre for Labour Market Studies
University of Leicester

Gilles Rhéaume
Vice-President, Policy, Business and Society
The Conference Board of Canada

Charlie Riggs
Executive Director
Newfoundland and Labrador Environmental Industry
Association

Colette Rivet
Executive Director
Biotechnology Human Resource Council

Douglas Robertson
Director, Innovation Policy and Research Projects
Atlantic Canada Opportunities Agency

Réal Robichaud
Executive Director
Tourism Industry Association of N.B.

David Sable
Executive Director
IT Human Resource Council

Douglas Serroul
Business Manager
Labourers International Local #115

Bev Shuttleworth
Executive Director
Manitoba Tourism Education Council

Andrew Siegwart
Director Education
Retail Council of Canada

Charlotte Simon
Vice-President
MAWIW Council

Jeffrey Simpson
Author and National Affairs Columnist
The Globe and Mail

Dick Smyth
Vice-President, Nova Scotia Division
Canadian Manufacturers and Exporters Association

Jeff Somerville
Vice-President, Business Development
Nova Scotia Community College

Sector Councils: Canada's Competitive Advantage Symposium Report
Halifax, September 25-26th, 2005

Rustum Southwell
Executive Director
Black Business Initiative

Jean St. Onge
Director of Safety & Law Prevention
Midland Transport Limited

Jennifer Steeves
Executive Director
Canadian Automotive Repair and Service Council

Robert Summerby-Murray
Dean of Social Sciences
Mount Allison University

Johnny Sung
Senior Research Fellow, Centre for Labour Market
Studies
University of Leicester

John Sutcliffe
Executive Director
Canadian Council of Professional Fish Harvesters

Wendy Swedlove
President
Canadian Tourism Human Resource Council

Paul Swinwood
President
The Software Human Resource Council

Vera Taylor
Vera E. Taylor Consulting Services

Jacquelyn Thayer Scott
Professor
University College of Cape Breton

Louis Thériault
Director, Industrial Outlook Team
The Conference Board of Canada

Sharon Thomas
Manager, Consultation and Coordination
Transport Canada

Tracey Thomas
Training Manager
Black Business Initiative

Janet Thomas
Human Resources Manager
Minas Basin Pulp and Power Company Limited

Elizabeth Thorn
Executive Director and Chief Executive Officer
Contact Centre Canada

David Thornton
Workplace Skills Innovation Director
Human Resources and Skills Development Canada

Brian Tobin
Vice President, Academic & Student Services
College of the North Atlantic

Silvano Tocchi
Manager, Sector Council Program
Workplace Skills Branch
Human Resources and Skills Development Canada

Caroline Tompkins
President
Forum for International Trade Training

Lynne Toupin
Executive Director
Human Resources Council for the Voluntary

Grant Trump
President and Chief Executive Officer
The Canadian Council for Human Resources in the
Environment Industry

Gary Tulk
Campus Administrator
College of the North Atlantic

Hélène Varvaressos
Directrice
Comité sectoriel de main-d'œuvre
de la production agricole

Benoît Verreault
Analyst, Sector Council Program
Human Resources and Skills Development Canada

Pierre Verreault
Coordinator, Human Resources Projects
Canadian Council of Professional Fish Harvesters

Douglas Watt
Senior Research Associate & Sector Council Research
Project Manager
The Conference Board of Canada

Sarah Watts-Rynard
Manager of Communications
Textiles Human Resources Council

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Board Chair
Alberta Research Council

Donald Zwicker
Chair
Nova Scotia Apprenticeship Board

Philip Whelan
Past Chair
Newfoundland Ocean Industries

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Anna Ielo
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Peter Woods
President
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Linda Scott
Program Manager
The Conference Board of Canada

Bill Yetman
Executive Vice President
Retail Council of Canada

Jean Smith
Senior Program Administrator
The Conference Board of Canada

Appendix 2: Agenda—Sector Councils: Canada's Competitive Advantage

Day 1

Sunday, September 25, 2005

6:00–6:30 p.m.

Welcome Reception

Session Chair:

Mr. Gilles Rhéaume

Vice President, Policy, Business and Society, The Conference Board of Canada

Keynote Speaker:

Mr. Don DeJong

Director General, Human Resources Partnerships, Human Resources and Skills Development Canada

6:30–9:00 p.m.

Networking Reception and Dinner

Day 2

Monday, September 26, 2005

7:30–8:30 a.m.

Sector Council Displays

8:30–10:00 a.m.

Opening Plenary: Canada's Training Challenges and Opportunities

Issue Statement #1—Changing Employers' Behaviour About Training

Conference Chair:

Dr. Michael Bloom

Executive Director, Strategic Projects and Initiatives & Education and Learning
The Conference Board of Canada

Opening Address:

Mr. Alan Nymark

Deputy Minister, Human Resources and Skills Development Canada

“The Learning Imperative”

Keynote Speaker:

Mr. Jeffrey Simpson

Author and National Affairs Columnist, The Globe and Mail

Panel Discussion and Open Q & A

10:00-10:20 a.m.

Refreshment Break

10:20-11:45 a.m.

2nd Plenary: Gaining a Regional Edge—Extending the Reach of Sector Councils

Issue Statement #2—Sector Councils: How to Enhance and Extend their Regional Reach

Session Chair:

Mr. Gilles Rhéaume

Vice President, Policy, Business and Society, The Conference Board of Canada

“A Short Overview of Canada's Industrial Sectors and their Significance to the Canadian Economy and Regions”

Presenter:

Mr. Louis Thériault

Director, Industrial Outlook, The Conference Board of Canada

“Sectoral Interventions: A Partnership Approach”

Co-presenters:

Mr. Éric Parisien

Director, Sector Council Program, Human Resources and Skills Development Canada

Ms. Guylaine Leblanc

Assistant General Director, Sectoral Intervention, Emploi-Québec

Panel Discussion and Open Q & A

11:45-1:00 p.m.

Networking Lunch

1:00-2:15 p.m.

Workshops on Eight Sector Council Initiatives

1. From Standards to Learning on the Job

- a) *Aviation Maintenance's Occupational Standards & Certification System*
Ms. Barbara Kirby, Canadian Aviation Maintenance Sector Council
- b) *Automotive Repairs' Interactive Distance Learning (IDL) Program*
Ms. Jennifer Steeves, Canadian Automotive Repair & Service Council

2. Skills that Influence Planning and Profits

- a) *Trucking's Earning Your Wheels (EYW) Program*
Ms. Linda Gauthier, Canadian Trucking Human Resources Council
- b) *Construction's Labour Market Information (LMI) Program*
Mr. George Gritziotis, Construction Sector Council

3. Developing the Next Generation Workforce

- a) *Tourism's Ready to Work (RTW) Program*
Ms. Wendy Swedlove, Canadian Tourism Human Resource Council
- b) *Software's Information Technology Support Associate (ITSA) Program*
Mr. Paul Swinwood, Software Human Resource Sector Council

4. Canadian Skills and International Opportunities

- a) *ECO Canada's Environmental Skills Internship (ESI) Project*
Mr. Grant Trump, ECO Canada

- b) *FITT'S FITTskills and CITP Credentialing Program*
Ms. Caroline Tompkins, Forum for International Trade Training

2:15-2:30 p.m.
Stretch Break

2:30-3:30 p.m.
3rd Plenary: International Sectoral Skills Strategies—Insights for Action

Issue Statement #3—Sector Councils: A Platform to Build On? What Else Might Sector Councils Do?

Session Chair:

Mr. Silvano Tocchi

Manager, Sector Council Program, Workplace Skills Branch
Human Resources and Skills Development Canada

“International Sector Council Initiatives: Themes and Issues”

Co-presenters:

Dr. Johnny Sung

Senior Research Fellow, Centre for Labour Market Studies
University of Leicester

Dr. Arwen Raddon

Research Fellow, Centre for Labour Market Studies
University of Leicester

Panel Discussion and Open Q & A

3:30-4:00 p.m.

Closing Plenary: The Road Ahead

Conference Chair:

Dr. Michael Bloom

Executive Director, Strategic Projects and Initiatives & Education and Learning,
The Conference Board of Canada

“The Road Ahead for Canada's Sector Councils”

Closing Address:

Mr. Peter Larose

Director General, Program Policy and Coordination, Human Resources and Skills Development Canada

Open Q & A

Closing Remarks by the Conference Chair.

Appendix 3: Biographies

Michael Bloom

Executive Director, Strategic Projects and Initiatives Education and Learning, The Conference Board of Canada

As Executive Director, Strategic Projects and Initiatives, Dr. Bloom's responsibilities include corporate oversight of the contracts, grants and contributions being developed and implemented throughout all four research divisions of the Conference Board.

As Executive Director, Education and Learning, Michael's responsibilities include developing and managing major research projects and networks. He has management responsibility for the Quality Network of Universities and the Skills Solutions Forum. Dr. Bloom has served as project manager on a wide range of skills and learning related research, networking and communications projects in Canada and the United States.

Don DeJong

Director General, Human Resources Partnerships Human Resources and Skills Development Canada

Don was appointed Director General of Human Resources Partnerships in 1997. He is responsible for the Sector Partnerships Initiative, the Interprovincial Mobility/Apprenticeship and Red Seal Program, the Essential Skills, and the new Training Centre Infrastructure Fund and Workplace Skills Initiative.

Prior to this appointment Don was the Director of Standards, Planning and Analysis and represented the Federal Government on the Canadian Council of Directors of Apprenticeship, managed the Red Seal Program and developed program policy for the Sector Partnerships Initiative. He was also responsible for the National Occupational Classification which underpins the Census.

Peter Larose

Director General, Program Policy and Coordination Human Resources and Skills Development Canada

Peter was recently appointed Director General, Program Policy and Planning, Workplace Skills Branch of Human Resources and Skills Development Canada. In this role, Peter is responsible for developing and implementing the Government of Canada's Workplace Skills Strategy.

Peter has over 20 years experience in the public service, assuming various roles related to social and labour market policy. Peter has held several positions within Human Resources and Skills Development Canada including Director General of the Skills and Learning Task Force. During this time, Peter led the team to achieve the twin goals of building a lifelong learning agenda and producing the Government's Skills and Learning Agenda. From 1997-2000, Peter was the Chief Economics Advisor to the Minister of Social Policy in New Zealand.

Guylaine Leblanc
Assistant General Director, Sectoral Intervention
Emploi-Québec

Guylaine Leblanc holds an MBA degree from Université du Québec à Montréal. She has been the assistant director general of sectoral management at Emploi-Québec since October 2001. Mrs. Leblanc encourages private and public partners to engage in discussions focusing on their common goal of manpower and employment development in Quebec. She joined Emploi-Québec in April 1998 as director of partnership and planning for the Laurentian Region. Mrs. Leblanc formerly spent several years working as an employment services manager.

Alan Nymark
Deputy Minister
Human Resources and Skills Development Canada

Alan Nymark is the Deputy Minister, Human Resources and Skills Development Canada, and Chairperson, Employment Insurance Commission.

Mr. Nymark began his career in the Public Service in 1972 with the International Branch of the Department of Finance. He served in Washington, D.C., at the International Monetary Fund, and then returned to Canada to work in the Economic Secretariat of the Privy Council Office. In 1979 on Executive Interchange, he became special advisor to the Royal Bank of Canada. Mr. Nymark returned to the Public Service as Assistant Secretary, then Deputy Secretary to the Cabinet for Federal-Provincial Relations. In 1983, he became Director of Policy for the Royal Commission on the Economic Union and Development Prospects for Canada (MacDonald Commission).

Éric Parisien
Director, Sector Council Program
Human Resources and Skills Development Canada

Eric Parisien has held a variety of positions related to labour market programming since joining the federal public service in 1982. He joined the Sector Council Program (formerly Sectoral Partnerships Initiative) in 1996 and was responsible for the policy development works that lead to the new Sector Council Program in 2002. As Director, Policy and Apprenticeship (1999-2004) he was also responsible for the Government of Canada's role in Apprenticeship and instrumental in the creation of the Canadian Apprenticeship Forum.

He became Director of the Sector Council Program in April 2004 where he is responsible for the development of new sector councils such as Public Policing, Child Care and Printing, as well as the on-going management of 28 other councils in key economic sectors.

Arwen Raddon
Research Fellow
Centre for Labour Market Studies, University of Leicester

Dr. Arwen Raddon is Research Fellow at the Centre for Labour Market Studies, University of Leicester, UK. Her research interests focus around the areas of gender, work and learning. She has worked on a range of research projects for national and international organisations such as the International Labour Organisation (ILO), Chartered Institute for Personnel Development (CIPD) and Department of Trade and Industry (DTI). She has recently completed a study with Dr. Sung for the UK Sector Skills Development Agency on international sectoral approaches to skills development. She is currently leading a project on

Foundation Degrees and mismatch between educational supply and employer demand. She has published in the areas of lifelong and distance learning, higher education, international approaches to skills policy, and small-medium-sized enterprises.

Gilles Rhéaume
Vice President, Policy, Business and Society
The Conference Board of Canada

Gilles Rhéaume is Vice-President, Policy, Business and Society, at The Conference Board of Canada. He is a member of the executive committee of the Board, responsible for its public policy work, and has four knowledge areas reporting to him: Education and Learning; Innovation and Knowledge Management; Regulatory Policy and Taxation; and Health Programs.

He has written numerous articles on the Canadian and provincial economies, fiscal and trade policy, environmental and regulatory policy issues. He was also a co-author of a recent report on Kyoto, the Board's NAFTA report, and of a study on the changing relations of Canadian foreign-owned companies with their parents. He is the project leader for the Conference Board's Annual Innovation Report and for the Board's Energy Policy Centre.

Jeffrey Simpson
Author and Columnist
The Globe and Mail

As *The Globe and Mail's* national affairs columnist since 1984, Jeffrey Simpson knows domestic and international issues. He has won the Governor General's award for non-fiction writing, the National Magazine Award for political writing and the National Newspaper Award for column writing. He has also won the Hyman Solomon Award for excellence in public policy journalism. Simpson's views have been published in *Saturday Night*, *Report on Business Magazine*, *The Journal of Canadian Studies* and *The Queen's Quarterly*. He has lectured at Oxford, Edinburgh, Harvard, Princeton, Brigham Young, Johns Hopkins, Maine, California, and more than a dozen universities in Canada. His books include *Discipline of Power*, *Spoils of Power*, *Faultlines: Struggling For a Canadian Vision*, *The Anxious Years*, *Star-Spangled Canadians* and *The Friendly Dictatorship*. Simpson regularly contributes to television and radio programs in both official languages and is a sought-after speaker at major conferences in Canada and abroad.

Johnny Sung
Senior Research Fellow
Centre for Labour Market Studies, University of Leicester

Dr. Johnny Sung is Senior Research Fellow at the Centre for Labour Market Studies, University of Leicester, UK. His research interests include skills, training, workforce development, and organisational performance. In July 2005, Dr. Sung, together with Dr. Raddon, completed the first phase of an international comparative study on sectoral systems for the Sector Skills Development Agency in the UK. Dr. Sung's recent research publications include:

Sung, J. and Ashton, D. (2005) High Performance Work Practices: Linking Strategy and Skills to Performance Outcomes. Department of Trade and Industry, UK Government, London: DTI.

Sung, J. and Quinn, M. (2005) Training and Development in Britain 2005, London: the Chartered Institute of Personnel and Development. London: CIPD.

Louis Thériault
Director, Canadian Industrial Outlook Service
The Conference Board of Canada

Since joining The Conference Board of Canada in the fall of 1997, Louis has worked in the Economic Forecasting group. Louis joined the Conference Board to develop and market the Metropolitan Outlook Service including an economic forecast for large Canadian urban centres. In 2002, Louis was asked to lead the development of a new economic forecasting product, the Canadian Industrial Outlook Service focusing on financial and microeconomic analyses for large Canadian industries. In addition, he is a media spokesperson on topics related to the economy of Canadian industries and regions.

Prior to joining the Conference Board, Louis' career as an economist started in 1990 when he joined Natural Resources Canada (NRCan). While at NRCan, Louis worked as an energy market analyst in the context of the 1992 international Framework Convention on Climate Change and the 1997 Kyoto agreement.

Silvano Tocchi
Manager, Sector Council Program Workplace Skills Branch
Human Resources and Skills Development Canada

Silvano Tocchi is currently the manager in the Sector Council Program responsible for both policy development and outreach. His public service career has focused on labour market and skills development issues, the highlight being launching the Essential Skills Initiative in 2001. Related responsibilities have included the development and dissemination of labour market information, and HR performance measurement at the Treasury Board Secretariat.

Silvano has worked in legislative offices in Ottawa, Washington D.C. and Melbourne.