



Training, Learning and Development: Getting There

Newfoundland and Labrador Labour
Market Symposium
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There was this guy....



Talking dog for sale



Part 1:

from labour market deregulation
to labour force development

Canada is failing the test

- World Economic Forum
 - recently issued its annual report of country competitiveness.
 - Canada fell from 13th to 16th spot
 - Our failing commitments around **education and training**, innovation and technology

Record is not a good one

■ Failed on Basic Skills

- 4 in 10 Canadian adults currently have literacy and numeracy problems (42% of the working age population function below literacy level 3 (IALS survey)).
- There has been little progress over the last decade.

■ Conditional pass on education

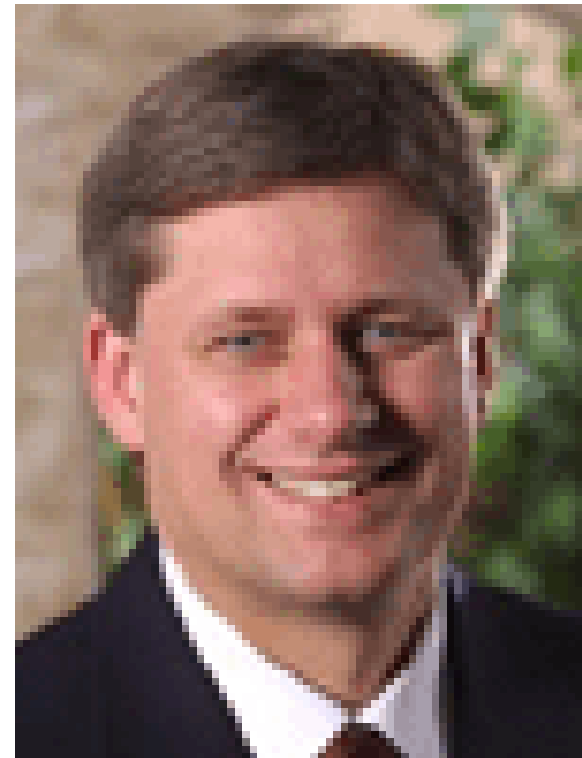
- Rank relatively high in terms of the education levels of workforce but
- Too many don't finish high school
- Too many don't complete post-secondary

■ Failed on workplace training

- Canadian employers don't train.
- Participation rates for workplace training are lower in Canada than many countries including UK and the US. (Quebec is exception)
- Canada has slipped from 12th to 20th place in terms of the priority employers attach to training (reported in CPRN study for the Canadian Council on Learning)

Federal government cuts literacy and workplace training programs

- ~~Literacy~~
- ~~Training and Education Center Infrastructure Fund~~
- ~~Workplace Partners Panel~~
- ~~LMPA commitments~~
- ~~Childcare~~



Getting public policy back on the right track

- Workplace training got derailed over a decade ago
- **Labour force development** got hijacked by policies of **labour market deregulation**

The 90's witnessed a dramatic shift in labour market policy in Canada:

■ **Workers**

- went from being the critical resource in the new economy to non-core and non-value added assets that had to be cut and slashed.

■ **Labour Market Programs**

- from transitional income supports to disincentives that discouraged workers from taking whatever jobs were available.

■ **Employment Law**

- transformed from a set of very basic workplace protections to being seen as rigidities that get in the way of flexible workplaces and flexible labour markets.

Getting it wrong

■ Labour Law

- redirected from building a culture of workplace cooperation to a campaign of weakening unions and keeping unions out of the workplace.

■ Unions

- had gone from being courted as Labour market partners to being ostracized as special interest groups.

OECD....oops

- OECD 'old' Jobs Strategy (1994)
 - Deregulation and labour market flexibility
 - Cut U.I., cut welfare, low minimum wages,
 - Set of regressive and punitive labour market policies
- OECD 'new' Jobs Strategy (now)
 - an acknowledgement that a different approach is possible and even to be encouraged
 - minimum wages, unions, and employment protection laws do not cause an increase in unemployment.
 - It also admitted that high spending on active labour policies (like retraining) and coordinated collective bargaining mechanisms -- were found to strongly reduce unemployment.

Round pegs and square holes

- Can't get to labour force development from labour market deregulation
- Can't get a labour market strategy out of 'ad hoc' and inconsistent programs
- That is what we've got:
 - the last 20 years has been a series of counterproductive stop and go's from different levels of government.
- We've had too many false starts and abrupt shifts in government programs.

Part 2:

Labour market puzzles and missing pieces

Labour market confusions

- We need to get better at thinking about labour markets.
- How often have you heard:
 - “Demographic time bomb”
 - “Looming skills shortages”
 - “Young people don’t want to be skilled trades”
- Maybe, but then again...maybe not
 - It depends on the industry, the sector, the region

Poor labour market research gets repeated and repeated

- Example:
- Recent study in Ontario that was cited in the Pathway to Prosperity Initiative:
 - “Ontario will face a shortage of 100,000 skilled trade workers in manufacturing in the next 15 years”
 - Faulty assumptions
 - Bad methodology
 - Wrong categories
 - Erroneous conclusions

Poor research leads to bad policy

- Bad Policy
 - Temporary foreign workers
 - Raising the retirement age
 - Move apprenticeships from workplaces to colleges
 - Exclusive focus on next generation workers
- Remember the OECD Jobs strategy

Investing in workers and workplaces

- In many industries **the workforce of tomorrow is already at work today.**
- We need to pay far more attention to developing our existing workforce.

Part 3:

towards a workplace training,
learning and development
system

CAW Bargained training

- Over and above union education
 - Literacy/ESL
 - Pre-apprenticeship sessions
 - Women into skilled trades and technology
 - Workplace training program—32 hours
 - Post secondary tuition assistance
 - Retiree courses
 - Skilled trades union education program
 - University Labour studies certificate

Bargaining needs a backdrop

- But bargaining can't solve the workplace training problem
 - Power and resources

Starting Points

- Canadian workers want additional opportunities for learning and development
- Raising skill and knowledge levels makes an important contribution to the economy
- Canadian employers don't train
 - *"No training budget"*
 - *"No room after ISO and corporate systems"*
 - *"Unequal costs"*
 - *Engineer compared to tool and die maker*
 - *"Don't think it makes sense, but we poach"*

When lifelong learning is more than empty rhetoric

- Training should be taken for granted throughout your life
 - organized and supported by governments, employers and unions
- Training should be a part of all our jobs
 - Rivet airplane wings and train
 - Program CNCs and train
 - Repair marine diesels and train
 - Provide child care and train

Tensions to be resolved

Skills
shortages

Training
shortages

Job skills
'Now'

Organizational
development

Occupational
standards

Training
standards

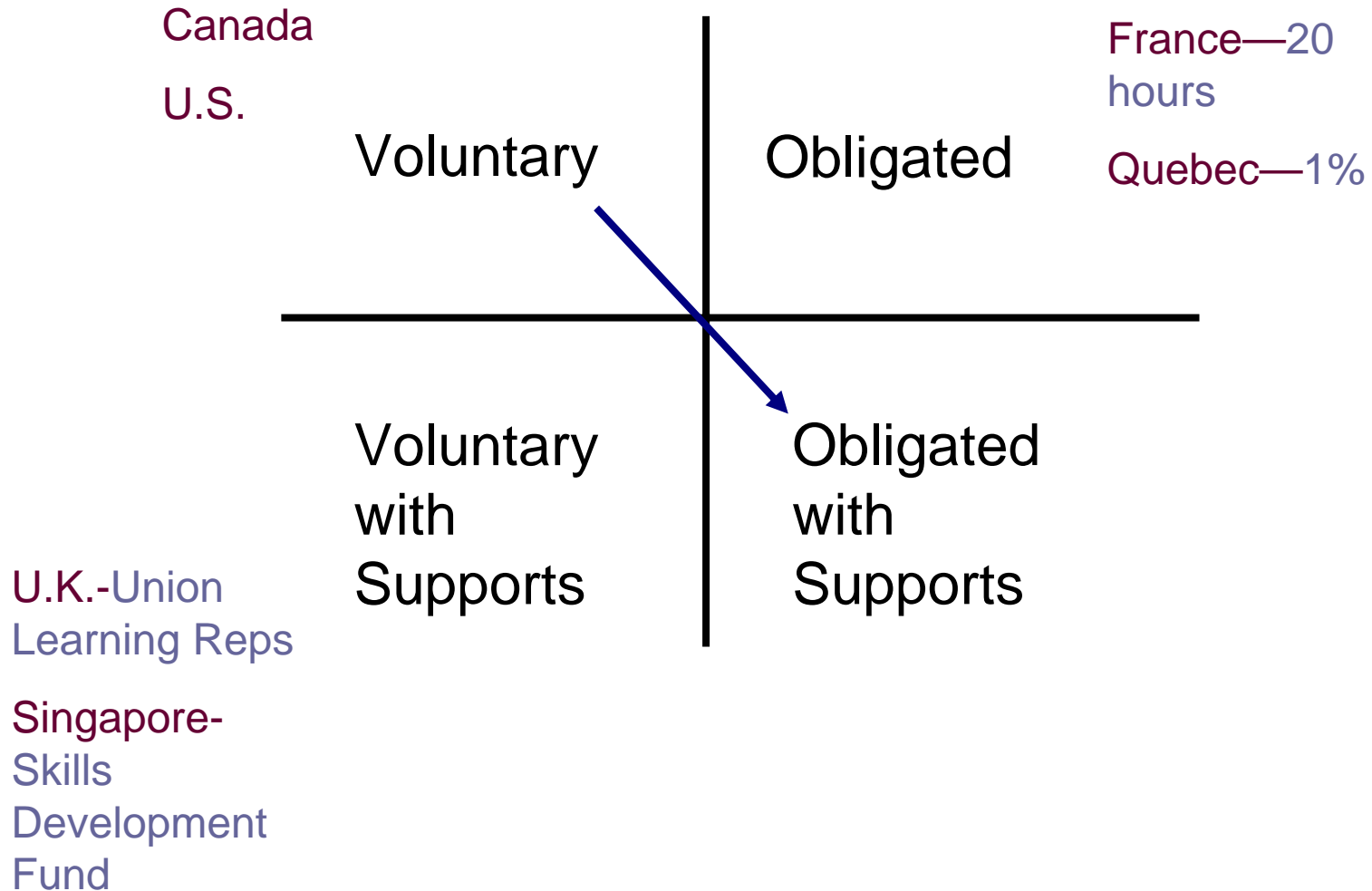
Merit

Need

Specific
competencies

Broad
development

A Model of Workplace TLD



Back on track to labour force development---TLD in the workplace

- Permanent Infrastructure
 - Workplace learning committees
 - Labour partners forums

- Program Initiatives
 - Literacy
 - Adult high school completion
 - Apprenticeship

- Obligated and supported
 - EI supported training
 - Training leave
 - Training levy

Once we get the training...

- Issue is not only how we increase workers skills, knowledge, abilities and experience
- How do we encourage employers to use more of those skills and knowledge?