

# **Summary Report**

**Opening the Door to the North - A Human Resource Forum**

**May 7<sup>th</sup> and 8<sup>th</sup> 2003**



October, 2003

## Table of Contents

Introduction .....	3
Opening the Door to the North .....	3
Presentation Summarys	
Keynote Address Travor Brown - Employee Motivation .....	4
Recruitment and Retention Issues in Labrador - Sam Mansfield .....	7
Results of Exit and Retention Surveys - Alicia Sutton .....	9
Aboriginal Workforce participation Initiative - Manson Gloade /Wayne McKenzie ...	11
A Glimpse of Labrador's Training and Development Needs - Bob Simms .....	14
Developing Labour Market Data - Gwenda Drover .....	16
Demographic Change in Labrador - Gerald Crane .....	20
Physician Recruitment and Retention - Scarlet Hann .....	21
Labour Market Information - Judy Loder .....	24
Strategic Partnerships Initiative - Marilyn Thompson et al .....	25
Labour Market Development Strategy - Pam Toope .....	26
Training for the Community and Corporate Sector - Winnie Montague .....	27
Summary Notes from Planning Sessions .....	30
Recommendations .....	36
Contact List .....	43

## **Introduction**

In May of 2001, the Labrador Regional Steering Committee of the Strategic Social Plan identified four strategic directions, that were a common concern to all of the regional partners including 1) Recreation for all, 2) Human Resource Planning, 3) Recruitment and Retention, and 4) Health Care Delivery. As identified in *People, Partners and Prosperity* (p. 32), “*each region will develop a coordinating mechanism and a regional implementation strategy, to carry forward the principles of the Strategic Social Plan*”.

These four strategic directions identify common challenges faced by the boards and departments in the Labrador region.

A Training, Recruitment and Retention Working Group was established in September 2001, from staff of partner organizations. This working group is a component of the human resource strategy being developed for Labrador.

The working group includes staff from College of the North Atlantic, Department of Labrador and Aboriginal Affairs, Department of Human Resources and Employment, Human Resources Development Canada, Health Boards, Education Boards and the Strategic Social Plan. This group was initially mandated to prepare a discussion paper regarding the training, recruitment and retention issues for Labrador, with recommendations for action. From this discussion paper came a consensus to implement specific strategies to assist with training, recruitment and retention in Labrador, thus hoping to improve workplaces.

## **Opening the Door to the North**

This region has difficulty attracting and retaining professionals. To help address these issues, The Training, Recruitment and Retention Working Group secured funds from the Strategic Social Plan and the Canada/ Newfoundland Labour Market Development Agreement to host “***Opening the Door to the North: A Human Resource Forum*** on May 7<sup>th</sup> and 8<sup>th</sup> 2003.

The target audience for the forum are those staff and employees involved in hiring, training, research, planning and decision making, within businesses and agencies of the private and public sectors in Labrador. The forum was designed to focus on information sharing and planning for made in Labrador solutions.

**Anticipated outcomes** of this forum included: 1) agency and business partnerships for training and hiring employees, 2) strategies for attracting professionals, 3) ways to retain professionals once they come, 4) universal products/ tools that promote Labrador as a great place to live and work, 5) the sharing of resources to reduce cost when hiring and training employees, and 6) the development of longer term human resource strategies for the region.

The following report contains highlights from various presentations, results from the small planning groups and a list of recommendations for action over the next few years.

**Key note Address - Dr. Travor Brown, MUN, Human Resource and Labour Relations**  
***Employee Motivation - as a Manager or Coach***

**Who has been the coach/manager/teacher who has motivated you the most?**

- What motivates you?
- What qualities in this manager helped motivate you?
  - “inspired me ” “challenged me” “supported me” “helped me get organized”

**If you want to motivate, you have to be a good coach!**

- You have to challenge and support
- It costs nothing.

**Techniques to become effective coaches:**

- Use two way dialogue vs. one way
- “Money only motivates for a short time
- Include formal/informal coaching
- Focus on motivation and development of staff
- Discuss important feedback

**For formal coaching, use a performance interview.**

- Give notice so both parties can prepare.
- Explain purposes of interview ie. review job function, provide feedback, and have two way conversations.
- Ask employee for input on what s/he has done well and any problems.
- Identify job function and key competencies
- ask what s/he should start/stop/change
- ask employee how you can help them
- Give your input - -state what you want to “see” him/her start/stop/change
- Ask for and listen to employees concerns
- Come to an agreement

**Set SMART goals for Employees;**

- Specific (know what you are shooting for)
- Measurable (time frame, return)
- Attainable (challenging enough to make it attainable, but not so hard to give up)
- Relevant (record the goal)
- Time-based (what your time frame is impacts on your attainability)
- Follow-up and document.

\*over 500 studies show that goal setting works!

- You can de-motivate if you set goals, write them down and put it away for a year, it causes frustration.

### **Informal coaching - ongoing feedback**

- Should be ongoing and timely
- Regularly tell people what they need to start, stop doing, change.
- \*make sure you give specifics so they know what they are doing well.
- Problems could be 'caught' early
- The employee SEES that their efforts are being noticed
- Remind them that they are doing well
- Minimize 'surprises' in the formal process
- Self-efficiency is key

### **People with self-efficiency....**

- out perform
- set high goals (set higher goals are better motivate)
- persevere (push to do well)
- take risks-try new things.

### **Develop Self Efficiency by learning the steps**

- modeling/peers
- person with whom the employee can identify
- person the employee admires/respects
- models struggled but is now successful-they may have a trick to share
- models should be 'good' with people - people who don't want to be peered are ineffective and frustrating for employees.

### **If someone says "I can't"**

- Remind them to look at Success- where have I struggled before and then been successful. What did I do?
- Get them to think about Skills - what skills do I have that I can use?
- Resources - what resources are available to me?

### **Develop employees through encouragement!**

#### Outside Factors that may impact performance.....

- Stress/anxiety
- Physiological and emotional factors (stress, fatigue, anxiety)
- Not at your best. Instead of being on task we are making mistakes.

### **Things to keep in mind - top 5 stressors:**

- Job security
- Financial
- Deadlines
- Children (giving someone a big project after having a baby) - bad idea
- Illness/death of significant other/family or Change of marital status or 'sandwich' generation

**How to Prevent Stress**

1. aerobic exercise
2. diet (alcohol-depression, caffeine-stimulant, nicotine-increase bp)
3. time off
4. talking about it
5. removing yourself from situation for a few min.
6. deep breathing

**Coaching do's and don't's**

Ineffective coaches	Effective coaches
Focus on person	focus on behavior
one way lecture	2 way conversation
surprise the employee	give advance notice
end interview without commitment	end interview with clear expectations
seek to evaluate staff	seek to develop staff
coach 1 time a year	coach frequently
demotivate staff	motivates staff
“fudge” the feedback overly lenient push things down won't mention something	give honest feedback

**Things that can help Employees in the Workplace - Put things in place to keep employees!**

\*A huge turnover is coming, with retiring baby-boomers.... new students are looking for these types of accommodating work environments.

- 1) EAP (employee assistance programs)
  - What do you do when it is not available? See mental health associations
  - Talk to your employees and know where they stand and what they needs are.
  - Flex time is a challenge with small businesses.
  
- 2) Flextime - structure your day around what needs to be done for employees.
  - “Core hours” - must be there 10-3, work 4 10 instead of longer wks.
  - There is a fear associated with flex time because we are a supervision-based work environment. This could be an essential part of training managers. People need to know how to manage that “fear/loss of control”

- 3) Culture/cross-culture awareness - how do you handle holidays?
- 4) Employee base should have input on policies - Post new ideas, present for discussion and input.
- 5) Research shows links between work place performance and community involvement. As employers it may be beneficial to reward and hire based on community involvement. It's not about where you get the skills but that you have them.

**Recruitment and Retention Issues in Labrador - Sam Mansfield, Health Labrador Corp**  
***Improving Labrador Workplaces Project - Highlights of Discussion Paper and Recommendations***

The working group includes staff from College of the North Atlantic, Department of Labrador and Aboriginal Affairs, Department of Human Resources and Employment, Human Resources Development Canada, Health Boards, Education Boards and the Strategic Social Plan.

Some challenges for professions to recruit and retain such as; physio-therapists, Speech language pathologists, nurses, special education teachers, guidance counselors, french teachers and college instructors.

**Six issues involving recruitment and retention of professionals to Labrador.** The first issue is **a low market supply of professionals**, which impacts many employers, especially the health boards. As permanent staff terminate or choose extended leaves of absence, the casual workforce becomes absorbed within the permanent workforce, leaving a short supply of casual workers. Nurses are being attracted to the USA and the amount of graduating nurses is decreasing. 3 guidance counselors graduated from MUN in 2001.

The issue of **compensation and benefits** is also challenging in Labrador. In order to attract qualified professionals, rates of pay must be comparable to other northern regions across Canada, otherwise we will continue to have a less competitive advantage.

	NL	NT
HS Math teacher	37,787 - 49,480	43,178 - 84,025
Nurse	41,083 - 52,494	56,600- 64,200
Career dev. spec.	37,700 - 42,100	
College Inst.	33,014	52,650

As well, **relocation expenses for moving to Labrador** communities are significantly higher than the cost of relocating to other regions of the province. With an increase in the number of temporary positions, relocation costs tend not to be covered for these employees. As an example, relocation expenses for a family of 4 from New Brunswick to St. John's would cost 9,300, from New Brunswick to Nain it would cost 15,000.

Another issue of concern is **housing and accommodation**, especially difficult on the North Coast. **Isolation** is an important issue to address to both geographically and professionally. In rural communities on the north coast, the only way to get in and out is by boat and air, there is no road. There is sometimes a lack of services such as, dental and entertainment. In many of these communities you are the only one in a specific profession and will not have much opportunity to compare notes with others in your field. The sixth issue highlighted is **training**. 30.4 - 54.1 % of people had less than high school education in Labrador according to Statistics Canada in 1996. The reality of training local people for jobs in Labrador presents an opportunity in accommodating the recruitment and retention issues faced by institutions and agencies.

### **Solutions**

- coordination of recruitment efforts
- form partnerships and linkages between private and public sector (emphasis on private)
- enhance communications
- marketing tools
- knowing what is available in other areas of the region or community for spousal hiring
- share relocation costs
- forums such as this to be held regularly (every few years)
- Training - program laddering (bridging year in Labrador)
- establish partnerships with other post secondary institutions
- establish training programs for local people, Nursing - LIHC-MUN, LPN program at CNA (Norfam) Northern Family Education Program
- Incentives and benefits such as student loan pay offs, considering helping pay down student loans
- accommodations - basic affordable accommodations are a must.
- increase pay to meet the average in country
- career counseling is problematic because of decreased guidance counselors
- peer mentoring for new employees in the community
- improved technology / communications



---

---

## **Recruitment and Retention Issues - Alicia Sutton**

### *Results of Exit and Retention Surveys*

**Recruitment and retention was identified as a concern for Labrador, based on:**

#### **Some evidence:**

- Statistics Canada data on out-migration trends and labour force data;
- Turnover rates for some employers (particularly health and education) ; and,

#### **Some anecdotal information:**

- Perception of skills mis-match;
- Students not getting good career guidance;
- The need for skills after the transition into self-government;
- Resource development projects not doing hiring local;

Established a research project to answer questions on human resources, including:

- Who is coming? Why?
- Who is staying? Why?
- Who is leaving? Why?
- Who should we target in recruiting?
- Can we do something different to ensure people stay in Labrador to work and live?

#### **Employee Retention Survey - Stayers**

- Directed at those living and working in Labrador 5+ years.
- What are their characteristics, why did they come and why do they stay?
- Response rate 57% (563 individuals completed the survey sent to 991).

#### **Employee Exit Survey - Leavers**

- Directed at those who left in the last 6 months.
- What are their characteristics, why did they come and why did they leave?
- Response rate 40% (42 individuals completed the survey sent to 104).

#### **Sample bias:**

- the employers chose who and who not to send to
- Not all employers participated equally

#### **Can't relate results to "all who stay" or "all who leave"**

- Not based on random-sample of total population who stay or leave;
- Low private sector response;
- Some occupations are better represented than others.
- Small number of "leavers"

**Two-thirds of respondents worked in the following occupations:**

- Teachers 48%
- Clerical 13%
- Nursing 6%
- All other respondents spread across 55 different occupations with less than 5% of respondents
- **93% of respondents were over 35 years old.**
- **19% of respondents were Aboriginal.**
- **78% were married/common-law.**
- Three-quarters of *Stayers* have worked in Labrador more than 10 years.
- 90% have “permanent” jobs.
- **69% reported they have considered leaving Labrador**

Two-thirds of respondents(leavers) worked in the following occupations:

- Teachers 52%
  - Nursing 9%
- All other respondents spread across 15 different occupations with less than 5% of respondents

- **38% of *Leavers* were under 35 years of age and a further 31% were 35 to 44 years old.**
- **12% of respondents were Aboriginal**
- **None of the leavers were married /common-law!**
- **83% of Leavers said they would you recommend Labrador to others.**

**“What are the reasons you stayed /stayed as long as you did”**

**Stayers**

- **Friends and family 67%**
- **Love the outdoors 47%**
- **Money 42%**
- **Good staff/co-workers 40%**

**Leavers**

- **Love the outdoors 41 %**
- **Good staff/co-workers 38%**
- **Friends and family 38%**

---

---

**May 8, 2003**

**Key note speakers - Manson Gloade/Wayne McKenzie (INAC)**

***Aboriginal Workforce Participation Initiative(AWPI)***

**Manson Gloade**

AWPI

- all aboriginal group with Indian Northern Affairs Canada
- 19 people across county/regional based

Issues in Aboriginal Communities

- Accommodations/adequate housing - first nations deal with this everyday. Without adequate housing you are “stuck”
- Aboriginal population is the fastest growing in Canada. 2x-3x increase than national average. Number children average for an aboriginal family 2 - 3 versus everyone else 1.3
- Aboriginal population pyramid is swelling at the base
- Increase availability to enter the workforce.

Education

- Lower numbers of aboriginal peoples staying in school and finishing high school.
- This is why we have to get at the children early and emphasize education.
- Crisis almost always comes before action
  
- AWPI-supports equal opportunity. All they want is a fair chance. If equally qualified, then hire aboriginal. If they are not sufficiently qualified, then aboriginals should not receive preferential treatment.
  
- AWPI network is highly organized
- National contracts who can filter you through to appropriate people

**Wayne McKenzie**

- Spoke of successes in Saskatchewan, British Columbia
  
- This issue is not about employment equity. Very few aboriginal communities can give examples where aboriginal people get a free pass Eg. aboriginals people in Saskatchewan 3% entry level, only 20% have job that can feed a family
  
- AWPI empowers the business to decide how many and where

### **Process with AWPI**

- Examine all available jobs in the communities
- Break down of all positions in an “audit” and then take job descriptions and qualifications back to the aboriginal community.

### **To Businesses.....**

- How will you ensure that there is not a economic/racial tension?
- Intended to be a win/win for everyone
- This is not a unilaterally based initiative
- They have taken the audit and said to aboriginal community and asked “are you prepared to do this”

How do we keep them in school?

- Learning has to be lead to earning
- succession planning
- integration
- saying you can’t find aboriginals is not an adequate excuse

Majority of aboriginals are not getting the benefits of education.

- general math/ABE/first year/gr. 5 reading levels are not adequate
- Dept. Ed needs to be involved

“Aboriginal Canadians are not prepared”

- many jobs in audit did not require gr. 12
- work places need to be ready for aboriginal community not the reverse
- aboriginal community needs to know that if they go and get the training then there will be a job when they come out.
- aboriginal people are going to be trained about politics as well

### **The Santa Fe Example.....**

- Every 75 in school 74 graduate
- All grade 8 students build computer to take home
- 34 educators recruited to enter gr 7.
- Teachers in Santa Fe have to adapt, they speak their language.
- All teachers aboriginal.
- Drop out is NOT accepted by the community

### **Aboriginal Canadians are stereotyped..**

- always late
  - free education
  - no tax (Once you leave reserve pay all taxes)
  - Perpetrated by media
- \* As aboriginal people its up to you to change the myths and stereotypes

### **Economic Development**

- need real development not pilot projects
- Band-aid---- small sector
- Capital structure-vast expansive
- build new ambulances, rent to health boards, charge them, make the profit
- Extend into learning about collective agreements so that they can control the workplace
- It is not about how many aboriginal people they have, it is about how prepared they are when the aboriginal people are ready to come to them
  
- aboriginal people need to promote attitude change that they deserve to be there.

### **Unions**

- aboriginals have the right for security, upward mobility, protection.
- Only problem with seniority is that they aren't getting any
- Union management aboriginal - rare
- all staff will take aboriginal sensitivity training we can bring in an elder, band council instead of shop Stewart
- need public policy change

### **Seniority**

- hire casual employees in jobs that are not advertised. (This is highly disadvantageous)
- grand-father clause to rule out seniority

### **“Learning needs to lead to earning”**

- we need to re-emphasize this with aboriginal children
- deal with real issues, instead of providing a social pass
- When aboriginal people are educated and encouraged to go further we succeed. Need to really show successful aboriginals.

### **Joint venturing**

- Good ideas
- Once we get information we have to be ready. Partners can teach you the management skills. That is how we get experience. We may make mistakes, but we will learn.
- Not about equal power but sharing power.

\*Provide advice on how to implement strategies, on how Labrador can move forward.

- One thing leads to another. What do we need in the future? Taking issues out of the main stream and concentrate on those issues.

**If you don't get your community ready, where do the workers come from?**

**“You build schools or you build jails”**

---

---

**Bob Simms, College of the North Atlantic**  
*Anticipated Training Needs for Labrador*

- Good to see that youth are going to replace us and surpass us.
- Regionalize what we are doing here.

What is Human Resource development?

- Human development is the key for both economic and social development

How pieces fit together through a strategic social plan

- research
- partnerships
- collective plan

We need a “made in Labrador” human social plan

- People development - formal - Importance of post secondary
- Informal -skills that we have which we have not learned from an post sec. institution

Those people who are less educated:

1. Increased attendance in prisons
  2. Increased use of health care
  3. Increased use of social assistance
- = Increased \$

How can we not invest in education?

- Learning and giving people a sense of independence and ingenuity are part and parcel to the success of a community.

What are things which contribute to that?

- Institutional capacity; churches, schools, college/universities

What is our capacity in Labrador/

- Ours is no longer sufficient because we need different resources and requirements. That way we can fulfill our human development needs.

“Looking back I think I see the future”

- we have to re-acquire the ingenuity of the past --schools used to be the ‘hub’ community
- Future schools should be multi-purpose - daycare, post secondary, public library access, IT integration

- Modify for aboriginal needs = apprentice for aboriginals
- Aboriginal needs- do we need “audit”
- Laddering program-so students won’t have to go back and re-learn
- Entrance requirements very high. We have to be creative as how to provide training to those who are not necessary academically inclined but mechanically
- We need to recognize skills that we already have.

#### Artificial credentialing

- credentialized individuals who are not sufficiently trained and knowledgeable is problematic

#### 3 Pools of students to draw from;

- Students from High School
- Mature students
- Post-secondary

#### EI system is failing us....

- How to get people to get training instead of doing nothing in the off season

#### Research

- accountability is provided through research

#### Joint partnerships

- great strides have been made.
- further to go in terms of sharing, preventing reduplication

#### Labrador Affairs instead of Aboriginal affairs

- where everyone will participate for the good of all the people of Labrador
- “glue that keeps us together”
- examine various capacities

#### Need for planning

- Articulate a plan
- design a plan
- implement a plan
- Research
- Rework

#### We have four regions in this province. East, central, west, and Labrador

- infrastructure is abundant in other regions of the Island portion of province. Labrador has received the short comings.

---

---

**Newfoundland and Labrador Statistics Agency(NLSA), Gwenda Drover**  
***Developing Labour Market Data: Newfoundland and Labrador Employer & Wage Rate Survey***

**Newfoundland and Labrador Statistics Agency**

- Central statistical agency for the Government of Newfoundland and Labrador
- Purpose to; collect, manage and distribute economic, social, and demographic data relating to Newfoundland and Labrador.
- Official *Statistical Focal Point* for Statistics Canada.
- Represent our Government on statistical issues as we voice the needs of the Province to Statistics Canada through participation in regular federal-provincial meetings.

**Mandate**

- To collaborate with and assist Government departments in the collection, analysis and publication of statistical information.
- To establish and promote appropriate standards and procedures for the collection and analysis of statistics within Government departments.
- To develop reliable and timely data required for evidence-based policy analysis.
- To provide for the continuing and effective representation of provincial statistical interests within the national statistical system.

**Special Projects**

- Development of the Social Audit framework for the SSP
- Development & Administration of the Community Accounts
- Labour Market Development Strategy
- Strategic Partnership Initiative
- Centre for Census Data – Atlantic Canada

**Survey Rationale**

- The NLSA is conducting Employer & Wage Rate surveys
- Why? In response to requests for data from major users of such information including Human Resources Development Canada (HRDC), Workplace Health Safety and Compensation Commission (WHSCC), Strategic Social Plan Steering Committees, Provincial Government Departments, the Business Community & Citizens.
- Data collection will begin May 2003.



### **Survey Rationale Cont'**

- Summary statistics and detailed reports will be released throughout the year as the project progresses.
- This initiative is designed to produce information relating to the demand side of the labour market, a topic for which data are in great demand but is not available.
- This data is needed to design and implement effective regional based labour market and related policies
- Hoping data will help enhance employer viability and generate employment opportunities.
- These surveys represent major progress towards providing labour market information where a deficit has always prevailed.

### **Two Surveys Being administered....**

Two key challenges facing the provincial labour market given existing economic, demographic and labour trends:

- 1) The survey will define employers' labour requirements in terms of hours worked, wage rate structure, non-wage benefits, full time/year and related matters such as unionization. (Wage Rate Survey)
  - 2) The survey will develop more in-depth information to determine how employers are evolving and responding to economic, demographic and labour market change. (Employer Survey)
- These surveys will provide extensive new, value-added, local information to strengthen policy development with respect to Out-Migration, Educational Attainment, Wages & Salaries.
  - As part of this major initiative, the NLSA will construct a list of all firms in the Labrador and Western regions. (Business Registry)
  - This business registry will include variables such as the number of employees, industry classification and detailed contact information for the Labrador region.
  - Our goal will be to help these businesses evaluate their current labour market situation and effectively plan for future success.

### **Wage Rate Survey**

- A survey of employers will collect reliable wage information for 157 occupations in the province.
- The population frame is Statistics Canada's Business Register with over 17,000 businesses.
- Will include all businesses with 10 or more employees (census) and a sample of those businesses with less than 10 employees.
- The data for the Wage Rate Survey will be collected through a mail-out questionnaire.
- The form will include the following variables for general and industry specific occupations:
  - Business Contact Information
  - Number of Employees By Type (Full/Part time)
  - Pay Basis, Unionization, & Work Hours
  - Wages, Salary & Commission Information
- In response to a request from the Labrador Strategic Social Plan (SSP), the first step in the completion of our Wage Rate Survey will be to collect occupation specific wage rate information for the Labrador region.
- These data will complement research being conducted by the Labrador SSP Region; A study of 1200 high school students including information on career planning, educational attainment and out-migration.
- We plan to start this major survey process by contacting businesses in the Labrador region over the coming months.

We would like to take this opportunity to ask for support from the Labrador Business Community!!!

### **Employer Survey**

- Data is also needed to provide guidance and direction to government and educational institutions for developing and monitoring policies and programs.

### **Trends Impacting Decisions**

- Province's aging workforce, Retirement
- Training needs, Employee Recruitment
- Labour Shortages, Employee Retention
- A survey of 1200 employers will be undertaken to assess employers' current situation and their anticipated needs.

- The Employer Survey will be conducted via telephone to collect the following human resource based information;
  - Employee Demographics
  - Training Provided to the Workforce
  - Use of Technology
  - Retention
  - Non-Wage Benefits
  - Retirement
  - Labour Disputes
  - Recruitment
  - Productivity
  - Links to Academia
  
- The findings of this survey will provide detailed and comprehensive regional labour market information to:
  - Provincial and Federal Policy Makers
  - The Business Community
  - Program Deliverers
  - Post Secondary Institutions
  - Labour Organizations
  - Citizens
  
- The employer and wage rate information will be analyzed and shared with participants in the survey.
- Summary tables and data from both surveys will be available via our websites:  
[www.nfstats.gov.nf.ca](http://www.nfstats.gov.nf.ca)    [www.CommunityAccounts.ca](http://www.CommunityAccounts.ca)

Newfoundland & Labrador Statistics Agency, Economics and Statistics Branch, Government of Newfoundland & Labrador, Department of Finance P.O. Box 8700, St. John's, NL A1B 4J6  
 Phone: (709) 729-2913 / Fax: (709) 729-5149  
 Email: [infostats@mail.gov.nf.ca](mailto:infostats@mail.gov.nf.ca)

---

---

**Gerald Crane, Economist, Newfoundland and Labrador Statistics Agency**  
***Demographic Change in Labrador***

For more detailed information on this presentation contact Gerald Crane at the Department of Finance, Newfoundland and Labrador Statistics Agency at 729-0488 or email at [GeraldCrane@gov.nl.ca](mailto:GeraldCrane@gov.nl.ca)

**Major Demographic Trends**

- Population decline - fewer births and more deaths, net out-migration
- Population Aging - baby boom bubble, people living longer, low and declining births, out-migration of youth
- Regional population shifts to urban centres
  
- Newfoundland and Labrador has the lowest fertility rate in Canada (about 1.5)
- Our province's births have been on a constant decline since 1982

**Labrador Demographics**

- The Labrador region has not been as impacted by population decline a -9.1% decline
- The total decline for the province has been -10.5 %
- The St. John's area has declined by -1.1%

<b>Labrador Population Change by Zone (percentage of change form 1991 to 2002)</b>		<b>Anticipated Population Change by Zone from 2002 to 2016</b>	
Zone 1	5.4%	Zone 1	11.3%
Zone 2	-15.8%	Zone 2	1.8%
Zone 3	-5.2%	Zone 3	4.0%
Zone 4	-9.6%	Zone 4	-9.8%
Zone 5	-9.1%	Zone 5	5.5%

**Summary Points**

- Labrador has been less impacted y demographic change in the 1990's
- Population aging is not as rapid as the rest of the province - but youth out-migration increased in the 1990's
- Population growth is projected for 4 out of 5 zones by 2016
- Labrador West or Economic Zone 2 will be most impacted by population change, and will likely experience human resource difficulties
- Population growth is facilitated by new economic opportunities ie. Road infrastructure, Voisey's Bay, Services sector growth (tourism and business), increased resource based activity.

---

---

May 8, 2003

**Dr. Scarlet Hann, Physician Recruitment Coordinator for Newfoundland and Labrador**  
***Physician Recruitment and Retention***

Marketing 101

- NL not perceived as great place to live
- much is not known of the province in the rest of Canada
- the majority of people who are coming, come because they have family relations / Or some connection to the province

What are we selling in Labrador?

- lifestyle
- beautiful jobs
- ability to enhance your skills
- work exposure

Why do you live here? (survey of people)

- “people pitch in”
- “sense of community”
- “we have to work together”
- “affordable recreation”

Know your product!

- Where have you looked?
- Are you offering as much as everyone else?
- How long have positions been vacant?
- The balanced lifestyle
- The life experience

**Adventure tourism-involves skills and if we are delivering that than we will have difficult retaining**

- Ex: P.E.I., candidates are treated like tourists
- Corner Brook: Dr. went skiing and Dr’s in town threw them a party so they have a good memory and hopefully they can come back.

**Be creative about recruiting!**

- recruit through the lifestyles
- The unique work experience comes with challenges...isolation, increased level of responsibility, is there enough mentoring/contact, number of new graduates are afraid of facing extra necessary challenges, feeling unprepared, recognizing/awarding people for extra skills they possess. BE HONEST!

### **Formal mentoring**

- Locums are needed for other areas than doctors.
- Having that back-up and support is necessary.
- providing education for support (distance)
- being invited into the community has a great impact

### **Who is the target?**

- 29% MUN med students stay
- more likely to return to familiar areas
- more likely to return to the area which they train
- Then maybe we should train more!
- People are more likely to stay if they have a spouse in the community
- return of service work 60% time
- If you are from a rural area you are more likely to return

### **Individual characteristics**

- passion for outdoor activity
- sears online is good enough
- seeking a work experience or searching self development
- spouse can be attracted too
- hire the entire family and not the individual.

### **In Labrador.....**

- By 2016 2500 citizens 65+ years of age
- Identify what you need, then groom people toward that

### **How broad are we searching?**

- Local
- Provincial
- National
- International
- 30% of doctors retiring in next 15 years

### **# of Health Professionals Positions in Labrador....**

Nursing	146
Social Work	14
Pharmacists	2
Occupational Therapists	2
Physio	2
Psychologists	0

- So don't aggressively advertise for 2 positions like you would 146

- N.B. is a great example of using the literature.
- Retention is especially difficult when the rate of turn over is especially high. People become negative and tend to have a bad time.

### **What professionals expect?**

- quality of work life
- workload skill mix expected
- professional development opportunities
- financially compensated
- They expect to be recruited
- they want to know all about the job b/c that is how far they have come

Talk about all of this in your job ads!

### **Recruitment vs. Retention**

- Recruitment = Planned targets
- Retention = Integration settlement.

Are we not socializing or children properly?

Do you want to practice in NL?

- 78% med students have strong desire to practice here.

Do you offer core training? Experience is a powerful tool

Recruitment Sources...

- Alumni tracking
- Canadian students
- International recruitment
- Head hunting

Become the “employer of choice” - gain the recruitment advantage!

---

---

May 8, 2003

**Judy Loder, Human Resources Development Canada**

***LMI - Labour Market Information***

**What is LMI?**

- Information on careers, occupations, Supply & Demand, demographics, economics.... basically any info that has a cause and affect to the Labour Market
- Information used to help make informed decisions about the labour market and the transitions that affect people's lives
- It may be statistical or narrative and include historical, current and forecasted information

**Who uses LMI?**

- People trying to make job and career decisions
- Employers trying to decide where to locate, relocate or expand their businesses
- Service providers in assisting clients with finding, evaluating and interpreting labour market information
- Communities analyzing economic and industrial potential

**Issues Pertaining to Recruitment and Retention....**

- Aging Labour Force, Out-migration, Geographic Challenges, Shift away from the more traditional resource based industry to new resource based and service industries, Employment prospects, Supply of Skills vs. Skills Demand (generic shift to more highly skilled occupations)

**Labour Market Expectations....**

- Labour markets will tighten as the population ages and the birth rate declines and increasing numbers of baby-boomers exit the labour force due to retirement
- Labour market tightening will lead to increased competitiveness in attracting and retaining skilled labour
- Individual labour markets will potentially compete provincially, nationally and even internationally for labour
- Labour market tightening will be exacerbated if we continue to experience out-migration especially of our youth.

**Future Challenges....**

- Youth Retention in School Systems
- Demographic challenges for future Labour Market ... Anticipated Vacancies will not have sufficient prime Labour Force ( 25-54)
- Labour Force meeting the changing and evolving Labour Market ie Technology/IT workforce
- Keeping up with DYNAMICS of the Labour Market !!!!!!!!



---

---

May 8, 2003

**Marilyn Thompson, Elaine Price, Rod Regiere**

***Strategic Partnerships Initiative***

**Strategic Partnership Initiative**

- This Initiative represents a partnership between Business, Labour and Government
- It is a Forum that will; 1) Encourage collaboration, 2) Develop a common understand of complex economic problems, 3) Allow for discussion and dialogue, 4) Create an environment for solving problems before they escalate, 5) Allow relationships to build among the 3 sectors.
- Forum currently consists of 27 individuals who are senior officials in government, labour representatives, and business representatives. Premier Grimes is the Chair, but it is not a political process.
- The Forum meets two times a year as a whole group, with smaller committee meetings throughout the year.

**Why a Strategic Partnership Initiative?**

- Jobs and Growth Consultations identified a greater need for cooperation among the sectors
- We could learn from other countries and other models
- A need for a Common Understanding of the provincial Economy

**Process to Date**

- Bi-Annual Steering Committee meetings of the Strategic Partnership Initiative. Several themes have been identified including; 1) Equalization, 2) Competition / Productivity, 3) Demographics
- Literature Review
- 72 Interviews with International Leaders / Economists
- 2 Study Missions

**International Models of Practice**

- The Strategic Partnerships Initiative studied Economic Development Models in Ireland, Iceland and the Netherlands.
- In this province we utilize consultation, regional environments/ needs, internal analysis and legislation to bring about policy change and economic development. In other countries they use consensus building, national environments/ needs, joint analysis and voluntary change among parties involved.

---

---

May 8, 2003

**Pamela Toope, Department of Human Resources and Employment**  
***Labour Market Development Strategy (LMDS)***

- Provincial, inter-departmental government initiative that began in 2002.
- Identified by the Strategic Social Plan 1998, Jobs and Growth Strategy 2001 and the Budget Speech 2002

**Components of LMDS**

- Background Research - “Understanding the Labour Market: A Baseline Report”
  - Supply, Demand, Outcomes, Role of Government by Doug May
- Background Research - “Private Sector Study of Labour Demand”
  - Qualitative study - interviews with the private sector representatives by Bristol Group
  - Several major themes are obvious; 1) Education - literacy, apprenticeships, post secondary links to business needs, outdated equipment 2) Workforce - cross training, multi-skilled employees, use of technology 3) Recruitment - expatriates, rural needs, disincentives with Income Support, barriers to growth, workplace safety, payroll tax, transportation
  - Labrador highlights; limited pool of skilled workers, high transportation costs, unpaved highways, inter-twined private and public sector, aboriginal training opportunities, cultural sensitivities, flexibility for training, retirees tend to stay, need for wage rate data
- Background Research - “Perspectives on Labour Market Issues: Regional Input”
  - Challenges and opportunities for the labour market in the regions by Bristol Group
  - Data collected through focus groups
  - Need better links between industry and education, literacy development, shortages in trades and health care, human resource personnel, improved career planning
- Background Research - “Barriers to Participation in the Labour Market”
  - Qualitative Study by Goss Gilroy
  - Purpose to determine barriers and best practices for addressing them

---

---

May 8, 2003

**Winnie Montague, College of the North Atlantic**

*Training for the Community and Corporate Sector in Labrador*

### **Our Structure - Labrador District**

- 17 campuses in the province
- Learning Centres; Nain (20), Hopedale (10), Natuashish (10), Rigolet (14-15), Port Hope Simpson, West St. Modeste, North West River/Sheshatshui (20)
- ABE-adult basic education
- any training community needed training
- training can be done in other communities not listed
- enrollment of aboriginal students has risen significantly in last 5 years
- increase dropout when they do not participate in transition

### **Examples of our creativity...**

- early childhood education program in Nain rose because of community need.

### **Community-based training**

- early childhood education
  - carpentry
  - northern hospitality
  - office administration (Rigolet, Makkovik)
  - Home Support Worker (LIHC)
  - craft training (big in last few years)
  - Duffle work (Black Tickle and Goose Bay) Quilting program (Black Tickle)
  - marine emergency duties -MED
  - Access to Employment (16 wk program) life skills / career exploration (Nain)
- 
- whenever possible we provide training in the community
  - this has been made available in some cases through partnerships with industry in the community

### **Workforce Development**

- licenced practical nurse (2 deliveries in GB) {LPN scored higher national average-HLC approached the college because of LPN shortage}
- Mining and mineral processing { Mining-Lab West due to impending shortage at the mine b/c of impending retirement}
- Aboriginal cadets (get to level to enter RCMP)
- Orientation to trades and technology - women's resource development - Introduces women to various trades
- Heavy equipment operator/simulator (48-49 HV, plus coast) - further training, they prepared on simulator for mine. LIA persons now doing academics

**Workforce Development**(from need in Voisey's)

- Security
- Housekeeping and accommodations
- cook's helper
- construction trades helper
- Approached by Voisey's, immediate need in Voisey's so program was initiated.
- Voisey's Bay training is received on site
- Can construct trades helper be on coast? Yes

**Continuing Education**

- evening programs
- distance education-web, OT assistant, office assistant, security
- workshops/seminars -available to anyone

**Distributed Learning**

- 3 times in year (Feb, Oct, Summer session)

**Forestry Industry**

- requests for training
- simulator available
- "bridging the gap" program in Port Hope (1 yr. program)

**Partnerships**

- rely on them, most coastal courses available through partnerships
- vital to CNA's business

Need for nursing-MUN+CNA+LIA First year of BN

- Teaching
- Social work
- now successful in providing welding in Iqaluit

**Tourism Industry**

- requests are coming in
- lodging program for Port Hope
- Craft Industry

## Questions

CNA is trying to meet the occupational needs of Labrador. We have the deficit in the higher education programs. This is why partnership with MUN and others is essential. However, we are now lacking the institutional capacity to support this. We will always come up short without this.

- It has taken 10 years to get a memorandum of understanding with MUN.

Would a college/university of Labrador help?

- All we need is a formalized relationship with MUN. “One size fits all”- it just doesn’t work here because we have to make it conducive to the northern element.

Is there a division possible where Lab City will become mining/vocational site, while Goose Bay will be more academic?

- No. While there will be more mining programs, as supported by IOC, there is no need to move all the trades there.

Do you see the college putting their own funding into programs so they can expand from the LIA?

- CNA gets 80 million total, 6 million for 17 sites (campuses)
- Programs advertised in September are first priority
- Piggy-back on the capacity of resources and instructors but a partnership is necessary.

How receptive is MUN?

- there is a relationship now that wasn’t there before

***Small Group Planning Sessions - Results Day 1 and 2***

ISSUES	SOLUTIONS
<p><b>Accommodations</b></p> <ul style="list-style-type: none"> <li>• Real issue - problem all over Labrador</li> <li>• No funds for building houses / high rental costs on the coast.</li> <li>• Difficulty in securing a mortgage in isolated, coastal areas.</li> <li>• Shared accommodations at times for some professionals, especially teachers - this is not acceptable in 2003!</li> <li>• NL Housing(NLHC) - social housing only</li> <li>• Some employers provide housing, some don't - this creates recruiting problems.</li> <li>• Poor performance rate in some schools due to a turnover of teachers, because of inadequate housing.</li> <li>• Why can professions not afford to live in remote communities when other local residents can? Is it student loans?</li> <li>• Why isn't the private sector giving apartments and rental units a chance?</li> </ul> <p><b>Travel</b></p> <ul style="list-style-type: none"> <li>• Travel costs are high in Labrador</li> <li>• Many report this as a deterrent for coming or staying long term.</li> </ul>	<p><b>Accommodations</b></p> <ul style="list-style-type: none"> <li>• Questions raised about the accommodations existing but not being utilized fully.</li> <li>• CNA-Labrador West - needs a residence to attract coastal students to mining tech program.</li> <li>• Housing agencies and school boards and other employers need to communicate more about sharing vacant houses.</li> <li>• Money \$ needed to upgrade existing housing.</li> <li>• Business opportunity for local people to build and then rent- Can town councils or Chambers of Commerce help?</li> <li>• Awareness strategy about the business opportunity for becoming a landlord</li> <li>• Accommodations for isolated professionals be centrally managed by the province.</li> <li>• More research on why professionals can't afford to live in communities. Discover reality of housing (further analysis).</li> </ul> <p><b>Travel</b></p> <ul style="list-style-type: none"> <li>• travel support/ subsidies</li> <li>• Other incentives and besides pay eg. flights home 2X per year</li> </ul>

ISSUES	SOLUTIONS
<p><b>Competition - Supply and Demand</b></p> <ul style="list-style-type: none"> <li>• Cost of advertizing very high, setting up interviews, relocation costs - all challenging</li> <li>• Foreigners can't practice here - we have constant immigration problems</li> <li>• Spousal hiring eg. link with private sector need flexibility.</li> <li>• Money-salary and benefits – wages and benefits vs. higher cost of living compared to other northern regions.</li> <li>• Nursing, teachers, social workers and corrections needed in Labrador but there is global competition.</li> <li>• Money not the complete answer. Individuals want to feel like they belong to the community. Communities need to develop social supports such as child care, elder care.</li> </ul>	<p><b>Competition - Supply and Demand</b></p> <ul style="list-style-type: none"> <li>• Go into the schools to maximize supply.</li> <li>• Coordination for hiring, training</li> <li>• Regular ‘Labrador employer gatherings’</li> <li>• Share budgets to help recruit/market</li> <li>• Aboriginal based access / transition programs</li> <li>• Programs for nursing, teachers, social workers and corrections - Fed/prov govt funding needed - policy change</li> <li>• 2<sup>nd</sup> year university in Labrador - CNA/MUN - Cost savings must be evident at post secondary *credit transfers</li> <li>• Aboriginal based access programs eg. nursing, social work - focus more on training for our needs</li> <li>• Re-activate Labrador society @ MUN for social support - promote MUN Labrador room - prepare senior students to support younger students</li> <li>• Follow-up Specialist position to carry out recruitment and retention work, as well as research.</li> </ul>

ISSUES	SOLUTIONS
<p><b>Long Term ‘Human Resource’ Planning</b></p> <ul style="list-style-type: none"> <li>• Two new governments pending for Labrador</li> <li>• EI cycles discourage going on to education</li> <li>• Not enough vision, career planning with youth</li> <li>• Disconnect between economic development and human development</li> <li>• Guidance counselors need more to be informative</li> <li>• We do not have enough information to get a clear picture on long term opportunities</li> <li>• Need more education infrastructure - Labrador is growing in population and presents tremendous investment opportunities that the province does not recognize.</li> <li>• Limited private / public partnerships are the current time</li> </ul>	<p><b>Long Term ‘Human Resource’ Planning</b></p> <ul style="list-style-type: none"> <li>• Career information - youth employment strategies are needed - Key Leaders must include aboriginal organizations, CYN, school boards, zone boards, role models</li> <li>• Career Fairs - Not booths and prizes only! Workshops, one on one sessions to include parents / target grade 9 and up.</li> <li>• More career days/post secondary. One on one advice/sharing with youth</li> <li>• We need good data for planning</li> <li>• Post secondary needs to be flexible and accessible -MUN/CNA</li> <li>• Post Secondary Educations needs to be financially accessible</li> <li>• Target coastal students</li> <li>• 2<sup>nd</sup> year university in Labrador</li> <li>• Set up a Human Resources Inventory</li> <li>• Sharing of LM info to young people</li> <li>• Topic at combined councils</li> <li>• Follow-up conference / position to examine what is working</li> <li>• Discover what the actual HR needs are (further analysis) eg. LHC’s move to Rigolet in future.</li> <li>• Short and long term work plans / strategies are needed</li> </ul>



ISSUES	SOLUTIONS
<p><b>Recruitment -Within and External</b></p> <ul style="list-style-type: none"> <li>• What is it really like to move to a particular area? Outside people don't know!</li> <li>• Managing peoples' expectations - how do we compare to other northern areas?</li> <li>• Inability of new graduates to pay their living costs in isolated communities</li> <li>• How do we get recent Labrador graduates to return home? Do they know if/when jobs are available?</li> <li>• Return of service contracts</li> <li>• Spousal employment / market to couples</li> <li>• Lack of amenities</li> <li>• Who do we recruit outside if there aren't qualified Labradorians?</li> <li>• Problems attracting corrections workers</li> </ul> <p><b>Marketing/ Promotions of Labrador</b></p> <ul style="list-style-type: none"> <li>• We need to be more collaborative</li> <li>• High Cost to advertise/promote</li> <li>• Don't down-play the unique work experience</li> <li>• Coast is different from urban Labrador</li> <li>• We are not promoting ourselves well enough - Promote recreation, our big asset!</li> <li>• Communications re: attracting professionals - need products.</li> </ul>	<p><b>Recruitment - Within and External</b></p> <ul style="list-style-type: none"> <li>• Dept Labrador Aboriginal Affairs should lead / coordinate recruitment and retention</li> <li>• Change relocation policy</li> <li>• Aggressive marketing needed - culture-marketing. We provide a unique work experience!</li> <li>• Contacting people who left the area and who may want to come home.</li> <li>• Couples marketing</li> </ul> <p><b>Recruiting: Selling Labrador</b></p> <ul style="list-style-type: none"> <li>• Common marketing materials - SSP</li> <li>• Include in job ads, interviews</li> <li>• Bringing potential candidates in before they say "no"</li> <li>• Labrador recruiting ads</li> <li>• Employers pool resources to do ad's on Labrador and vacant positions</li> <li>• Pan-Lab Recruitment meetings, teleconferences regularly</li> <li>• Companies who are having Recruitment &amp; Retention difficulties form partnerships</li> <li>• Promote a balance of the perceived positives and negatives of a community</li> </ul>

ISSUES	SOLUTIONS
<p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• More than attracting, also about staying.</li> <li>• Culture shock, the politics of Labrador can be overwhelming for some.</li> <li>• Fear of unknown-need to see the place first</li> <li>• Infrastructure for IT in place, not being maximized for professional development</li> <li>• High cost, food/gas/travel</li> <li>• Professionals to overworked to ‘enjoy’ Labrador</li> <li>• Young professionals - Rapid advancement leaves supervisors un-prepared, which impacts employee satisfaction.</li> <li>• Teacher retention is needed to improve long term performance in coastal areas</li> <li>• Big fish, little sea syndrome needs to be removed through awareness training for new professionals - about preparing people to work in small communities.</li> </ul>	<p><b>Retention</b></p> <ul style="list-style-type: none"> <li>• Cross cultural training required for all new employees - CNA offered to do - employer commitment required</li> <li>• Compare Labrador data to other north locations in Canada (cost of living)</li> <li>• All levels of Govt. involved in retaining - Adapt policies for Labrador for relocation, clothing, travel etc.</li> <li>• Professionals visiting here before agreeing to come work. Bring them here 1st!</li> <li>• Hopedale example must be encouraged</li> <li>• Train Labradorians in Labrador</li> <li>• Multi-faceted approach, joint hiring of partners</li> <li>• Professional development thru MUNonline</li> <li>• Part-time/evening focusing on mature students - video courses accessed by coast</li> <li>• Work so many years then get a chance to get more education</li> <li>• Use adventure tourism to attract people</li> <li>• Offer resources for spouses</li> </ul>

ISSUES	SOLUTIONS
<p><b>Social Isolation - Retention</b></p> <ul style="list-style-type: none"> <li>• All ‘leavers’ were single according to the survey - were they isolated?</li> <li>• A balance is needed with modernization, the lack of amenities attracted some people</li> <li>• Daycares not everywhere in Labrador</li> <li>• ‘One of’ positions on the coast often feel professionally isolated</li> <li>• Survey respondents loved the environment</li> </ul>	<p><b>Social Isolation - Retention</b></p> <ul style="list-style-type: none"> <li>• Involve the whole community - the schools, town council, Municipal leaders have town officials greet new professionals into community - bring it up at town councils</li> <li>• Each individual employer can implement a mentoring program through their business</li> <li>• Web site/catalogues for people on the north coast to minimize isolation and bring amenities</li> <li>• Group professionals for ‘outing days’</li> <li>• Pilot a ‘phone network’</li> <li>• “Welcome wagon” community efforts to retain staff; potlucks, receptions, recognition</li> </ul>

Prioritized Recommendations from  
***Opening the Door to the North -  
A Human Resource Forum*** (Draft)

- Short term recommendations are defined as less than one year. Long term is more than one year/ongoing. Low Cost is less than 10,000. High Cost would be more than 10,000.
- The recommendations suggestions/ opinions of Forum participants and are being explored by the various partners for possibility and feasibility. These recommendations will evolve time and being given further consideration before being implemented.

Recommendation	Short Term	Long Term	High Cost	Low Cost	Possible Lead Agency
1. Combine a small portion of partners recruiting budgets to print additional culture awareness guides and press kits.	Yes	No	No	Yes	SSP Price can very depending on amount of kits
2. All government departments, Boards and Aboriginal Associations in Labrador come to agreement to <b>host bi-annual, mandatory, cultural awareness workshops throughout Labrador</b> for all new and existing employees. Will increase cultural sensitivity, increase retention, connect professionals, prepare employees for working in small communities.	Yes	No	No	Yes	SSP / DLAA: can be done within 12 mos with effort. Challenge is coordinating. Costs should be low but I recommend visits to all regions of Labrador. Actual workshops will be high cost - long term
3. Hire a <b>Labrador Recruitment and Retention Specialist</b> . A central position for the region. Role would be to conduct research to complete picture on wage disparities, comparative northern bonuses, actual cost of living comparisons etc (may help us compete with Nunavut). Organize management training sessions for new managers, research wilderness magazines and provide resources to HR managers for recruiting.	Yes	Yes	Yes	No	Working Group / DLAA: Alicia is in process of accessing funds via LMDA - DLAA can be the proponent of such a project. The person needs to be hired ASAP and the position, while only two year duration has a strong future need

<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
4. Host <b>Human Resource Forum every two years</b> to link Labrador employers.	No	Yes	Yes	No	Working Group/ Recruitment Specialist
5. Host <b>annual video conference with Labrador Human Resource managers in private and public sector</b> to consider issues spousal hiring, joint training etc	Yes	Yes	No	Yes	Working Group - Smart Labrador may assist in coordination: could this not be tied into reco # 2?
6. Link with NLFM and Combined Councils to do mandatory <b>training and planning with Councils</b> to identify ways to include new professionals in coastal communities and identify ways to educate communities on having realistic expectations of service providers. Direct outcome; town councils taking the lead with other community groups, in developing local greeting committee for new professionals. First Step could be to write letters to municipalities and then pull together a group to organize the planning session.	Yes (letters)	Yes (training should be ongoing)	Yes (letters)	Yes (training & strategies)	SSP / CCL / CONA: The working grp needs to get the CCL on side and then coordinate from there)
7. All Labrador employers agree to complete <b>Exit Surveys on an internal basis</b> , as a part of their own operation. Can explore the possible of central data collection and analysis if desirable.	Yes	No	No	Yes	Use existing surveys as template. Consider DLAA Labrador & Aboriginal Affairs as lead. Contract with NL Statistics Agency for data entry and input.

<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
8. Ongoing concerns with <b>housing in coastal areas</b> . Develop a business strategy to raise awareness about the opportunities in becoming a land lord/ homeowner to rent for professionals in coastal areas. Why isn't the private sector investing in apartments?? How to get started? Host an information meeting with private sector.	No	Yes	Yes	No	Recruitment Specialist gather list of current housing issues. Ask Regional Council or SSP to host a roundtable on coastal housing issues for professionals.
9. Begin recruiting in outdoor / adventure type magazines instead of national newspapers. Eg. Adventure tourism magazines. Responsibility of Recruitment and Retention Specialist to research these sources for HR managers.	Yes	no	No	Yes	Get Recruitment Specialist to compile list of sources/ magazines to circulate for partners to advertize in. Research and tools needed.
10. Recruit in areas /venues that target former Newfoundlanders and Labradorians Eg. Down homer magazine	Yes	no	no	yes	Compile list of venues and forward to partner agencies - Researcher role.
11. Joint advertising among several employers in Labrador communities eg. (Include spousal opportunities)	Yes	Ongoing	No	Yes	Partner agencies with commonalities in advertising ie. School Boards with College, Health Boards etc.
12. Build relationships with immigration offices as soon as possible!! To reduce red tape for international hiring.	Yes	yes - to continue	no	yes	HRDC may be able to be a liaison for specific concerns/ issues

<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
13. Host “Professional Development Days” /opportunities for managers, one within each economic zone, <u>every year</u> , to provide managers / supervisors with skills on how to motivate and support staff. This may also provide opportunities to reduce professional isolation for ‘one of’ positions.	Yes	Ongoing	No	Yes	Can be hosted by participating agencies ie. Health Boards, School Boards, CNA, Regional Council
14. Host ‘professional outing’ days several times a year in larger centres that target new recruits and allow venues for reducing social isolation.	Yes	yes- to continue	no	yes	On a Zonal basis, with concerned agencies taking the lead ie. School boards, health boards etc.
15. Bring people into to visit the region before they accept positions. Up front cost would be worthwhile if they stay for longer period.	Yes	Ongoing	Yes	No	Needs consensus of participating agencies to be effective - further research on costs or alternates
16. Develop comprehensive audit or strategy or workshop for employment opportunities for aboriginal communities, begin Aboriginal Workplace Participation Process (AWPI) process	No	Yes	Yes	No	LIA/LIDC/Innu Nation/ (DLAA)Lab Ab. Affairs
17. Host an Aboriginal Workplace Participation Initiative Workshop in Lake Melville area. Starting point for innovative planning for aboriginal employment with land claims.	Yes	No	Yes	No	Aboriginal groups could take lead on this, if they feel it is beneficial.
18. Reactivate the Labrador Society at MUN / promote the Labrador Room to our students, reduce isolation and hopefully drop out rates.	Yes	no	no	yes	MUN - Needs further consideration and/or rewording.

<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
19. Establish a support network for senior university students to assist younger students at MUN.	Yes	Ongoing	Yes	No	MUN - Labrador Institute.
20. Bulk order winter clothing purchases for govt and Board employees. If all government depts did this together, on an annual basis, it would be a cheaper bulk purchase. It would also demonstrate the value of employee comfort and safety.	No	Yes	Yes	No	Treasury Board/Northern Benefits Agreement could address this issue - research required.
21. Repeat random exit and retention surveys every five years	No	Yes	No	Yes	Rec. & Retention Cmtee.
22. Develop comprehensive Career Pathing Strategy for Labrador Schools	No	Yes	Yes	No	CONA/LSB/ Northern Pen. School Bd, Youth Employment Protocol
23. Re-focus the Native and Northern Teacher Education Program in Labrador	No	Yes	Yes	No	MUN- Labrador Institute
24. Continue to support and develop innovative post secondary programming like the Inuit Nursing Access Program. Others may include social work and corrections workers.	No	Yes	Yes	No	Aboriginal Associations, (DLAA)Lab. & Ab. Affairs, CONA, MUN, Health Boards.
25. Improve Labrador's education abilities - more professional access programs for aboriginal people(social work, improve teaching, correction worker), improved infrastructure, 2 <sup>nd</sup> year university in Labrador.	No	Yes	Yes	No	CONA/ MUN - Labrador Institute/ LIA/ Innu Nation & (DLAA)Lab Ab. Affairs.



<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
26. Advocate to change relocation policy as recruitment incentive - include it in the Labrador Benefits Agreement. Include temporary employees but include pay back clause if they do not stay past a certain period of time.	No	Yes	Yes	No	Treasury Board/Lab Ab. Affairs
27. Develop a Transition Year program at MUN for Labrador and aboriginal students	Yes	No	No	Yes	CNA , MUN - Labrador Institute
28. Change provincial school construction policy to support a Community School Concept for all new schools built.	No	Yes	No	Yes	Labrador School Board, N Peninsula School Board, DLAA
29. Student Housing in Labrador West - establish a partnership between the NLHousing Corp and CNA, to re-furbish an underused housing Unit.	Yes	No	Yes	No	NLHC
30. Develop a 10 year Human Resource Strategy for Labrador.	No	Yes	Yes	No	All partners - need a lead - possible the Researcher that is hired
31. Begin to address concerns with Certification Levels in various professions	-	yes	-	yes	Further consideration / research required within specific professions
32. Address concerns to provincial Regulatory Associations about potential barriers for raising education levels to be registered in the province and the impact in rural areas to meet these increases.	no	yes	no	yes	Multi- board / department - those whose professions are being questioned - Not certain who the lead should be.

<b>Recommendation</b>	<b>Short Term</b>	<b>Long Term</b>	<b>High Cost</b>	<b>Low Cost</b>	<b>Possible Lead Agency</b>
33. Daycare needs to be available in every Labrador community	No	Yes	Yes	No	Child, Youth and Family Services Division of Health and Community Services, Aboriginal Groups, DLAA.
34. Begin to isolate problems with secondary school system and develop joint solutions to ensure we have an equal school system with other parts of the province.	No	Yes	Yes	No	School Boards, Dept. of Education, (DLAA)Labrador & Ab Affairs.
35. Consider the role of Culture in the education system and support the aboriginal associations in introducing curriculum that is culturally specific and still able to meet provincial and national standards.	-	Yes	Yes	-	School Boards Aboriginal Assoc, (DLAA)Dept of Lab & Ab Affairs
36. Ensure ongoing communication with all partners in Labrador. Develop strategies that make this sharing/communicating easier Eg. Space on each others agendas, presentation to each others boards.	-	Yes	-	yes	Everyone's responsibility

### Contact List of Forum Participants

Howard Antle  
Labrador and Aboriginal Affairs  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p)  
(709)896-0045 (f)  
[hsantle@gov.nl.ca](mailto:hsantle@gov.nl.ca)

Katherine Baikie- Pottle  
ACOA  
P.O. Box 430, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)896-2741 (p)  
(709)896-2900 (f)  
[kbaikie@acoa-apeca.gc.ca](mailto:kbaikie@acoa-apeca.gc.ca)

Sheldon Baikie  
Town of North West River  
P.O. Box 100  
North West River, NL  
A0P 1M0  
(709)497-8533 (p)  
(709)497-8228 (f)  
[shelbaikie@nf.sympatico.ca](mailto:shelbaikie@nf.sympatico.ca)

Carol Best  
CLEDB  
P.O. Box 2143, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8506 (p)  
(709)896-8209 (f)  
[cbest@central-labrador.nf.ca](mailto:cbest@central-labrador.nf.ca)

Tim Borlase

MUN- Labrador Institute  
P.O. Box 490, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6211 (p)  
(709)896-2970 (f)  
[tim\\_borlase@hotmail.com](mailto:tim_borlase@hotmail.com)

Lucy Brennan  
Labrador Inuit Association  
95 LeMarchant Road, Suite 302  
St. John's, NL  
A1C 2H1  
(709)754-2587 (p)  
(709)754-2364 (f)  
[lbrennan@nunatsiavut.com](mailto:lbrennan@nunatsiavut.com)

Dr. Travor Brown  
Faculty of Business  
Memorial University of Newfoundland  
St. John's, NL  
A1B 3X5  
(709)737-2615 (p)  
(709)737-7680 (f)  
[travorb@mun.ca](mailto:travorb@mun.ca)

John Budgell  
Grenfell Regional Health services  
178-200 West Street  
St. Anthony, NL  
A0K 4S0  
(709)454-0124 (p)  
(709)454-2871 (f)  
[jbudgell@grhs.nf.ca](mailto:jbudgell@grhs.nf.ca)

Mina Campbell-Hibbs  
Labrador Heritage Society

P.O. Box 99  
North West River, NL A0P 1M0  
(709)497-8566 (p)  
(709)497-8727 (f)  
[mhibbs@newcomm.net](mailto:mhibbs@newcomm.net)

Barbara Case  
Strategic Social Plan  
P.O. Box 8700  
St. John's, NLA1B 4J6  
(709)729-3126 (p)  
(709)726-1673  
[barbaracase@gov.nl.ca](mailto:barbaracase@gov.nl.ca)

Suzanne Charlton  
Women in Resource Development  
Committee  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6315 (p)  
[scharlton@students.northatlantic.nf.ca](mailto:scharlton@students.northatlantic.nf.ca)

Shelley Clemens  
Dept. of Forest Resources and Agrifoods  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-3405 (p)  
(709)896-3747 (f)  
[shelleyclemens@gov.nl.ca](mailto:shelleyclemens@gov.nl.ca)

Sharon Cochrane  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy valley- Goose Bay, NL  
A0P 1E0  
(709)896-6308 (p)  
(709)896-3733 (f)

Ern Condon  
Hyron Board

807 Lakeside Drive  
Labrador City, NL A2V 1C2  
(709)944-2437 (p)  
(709)944-2643 (f)  
[econdon@canada.com](mailto:econdon@canada.com)

Gerald Crane  
Newfoundland & Labrador Statistics Agency  
P.O. Box 8700  
Confederation Building, 1<sup>st</sup> Floor, East Blk  
St. John's, NL A1B 4J6  
(709)729-0488 (p)  
(709)729-6944 (f)  
[GeraldCrane@gov.nl.ca](mailto:GeraldCrane@gov.nl.ca)

Leroy Delurey  
Hyron Regional Economic Development  
Corporation  
118 Humphrey Road  
Labrador City, NL A2V 2J8  
(709)944-6499 (p)  
(709)944-4008 (f)  
[ldelurey@crrstv.net](mailto:ldelurey@crrstv.net)

Lisa Dempster  
Southern Star Employment Services  
P.O. Box 80  
Charlottetown, NL  
A0K 5Y0  
(709)949-0320 (p)  
(709)9498-0355 (f)  
[lisa.dempster@nf.sympatico.ca](mailto:lisa.dempster@nf.sympatico.ca)

Rob Densmore  
Human Resources Development Canada  
P.O. Box 3010, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6265 (p)  
(709)896-6268 (f)  
[robbie.densmore@hrdc-drhc.gc.ca](mailto:robbie.densmore@hrdc-drhc.gc.ca)

Robert Dillon

Human Resources Development Canada  
P.O. Box 3010, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6266 (p)  
(709)896-5566 (f)  
[robert.dillon@hrdc-drhc.gc.ca](mailto:robert.dillon@hrdc-drhc.gc.ca)

Gwenda Drover  
Newfoundland & Labrador Statistics  
Agency  
P.O. Box 8700  
Confederation Building, 1<sup>st</sup> Floor, East  
Blk  
St. John's, NL A1B 4J6  
(709)729-0923 (p)  
(709)729-6944 (f)  
[GwendaDrover@gov.nl.ca](mailto:GwendaDrover@gov.nl.ca)

Billie Dyson  
EAS- Labrador Métis Nation  
P.O. Box 130  
Cartwright, NL  
A0K 1V0  
(709)938-7330 (p)  
(709)938-7361 (f)  
[eagle.river.outreach@nf.aibn.com](mailto:eagle.river.outreach@nf.aibn.com)

Maryjane Dyson  
Human Resources and Employment  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-3306 (p)  
(709)896-7023 (f)  
[MaryJaneDyson@gov.nl.ca](mailto:MaryJaneDyson@gov.nl.ca)

Debbie Earle  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
[debbie.earle@northatlantic.nf.ca](mailto:debbie.earle@northatlantic.nf.ca)

Wayne Earle  
Labrador Straits Outreach Services  
P.O. Box 160  
Forteau, NL  
A0K 2P0  
(709)931-2360 (p)  
(709)931-2504 (f)  
[waynearle@labradorstraits.net](mailto:waynearle@labradorstraits.net)

Cindy Fleet  
Labrador School Board  
P.O. Box 1810, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-2431 ext 233 (p)  
(709)896-9638 (f)  
[cfleet@lsb.ca](mailto:cfleet@lsb.ca)

Nelson Flynn  
Newfoundland & Labrador Housing Corp.  
P.O. Box 299, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1920 (p)  
(709)896-9208 (f)  
[nwflynn@a1.nlhc.nf.ca](mailto:nwflynn@a1.nlhc.nf.ca)

Norma Forsey  
Health Labrador Corporation  
P.O. Box 7000, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)897-2254 (p)  
(709)897-2154 (f)

Manson Gloade  
AWPI Regional Coordinator  
40 Havelock Street  
P.O. Box 160  
Amherst, NS B4H 3Z3  
(902)661-6350 (p)  
(902)661-6237 (f)  
[GloadeM@ainc-inac.gc.ca](mailto:GloadeM@ainc-inac.gc.ca)

Doris Hancock  
Strategic Social Plan  
2 Herald Avenue, P.O. Box 2006  
Corner Brook, NL A2H 6J8  
(709)637-2937 (p)  
(709)637-2921 (f)  
[dhancock@gov.nl.ca](mailto:dhancock@gov.nl.ca)

Scarlet Hann  
Provincial Physician Recruitment  
Coordinator  
c/o/ MUN Student Affairs, Rm 2713  
Faculty of Medicine, HSC  
St. John's, NL A1B 3V6  
(709)777-6031 (p)  
(709)777-8296 (f)  
[shann@mun.ca](mailto:shann@mun.ca)

Lourie Ann Hedge  
Hryron Regional Development Corp.  
118 Humphrey Road  
Labrador City, NL  
A2V 2J8  
(709)944-5843 (p)  
(709)944-4008 (f)  
[hedge.t@nf.sympatico.ca](mailto:hedge.t@nf.sympatico.ca)

Lorraine Hinks  
Human Resources Development Canada  
P.O. Box 3010, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6270 (p)  
(709)896-6268 (f)  
[lorraine.hinks@hrdc-drhc.gc.ca](mailto:lorraine.hinks@hrdc-drhc.gc.ca)

Suzanne Hobbs  
Strategic Social Plan  
2<sup>nd</sup> Floor, Provincial Building  
Grand Falls- Windsor, NL A2A 1W9  
(709)292-4376 (p)  
(709)292-4383 (f)  
[susannehobbs@gov.nl.ca](mailto:susannehobbs@gov.nl.ca)

Scott Hudson  
Community Youth Network  
P.O. Box 1739, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-7100 (p)  
[HUDSONSCOTT@HOTMAIL.COM](mailto:HUDSONSCOTT@HOTMAIL.COM)

Gail Hughes  
Health Labrador Corporation  
P.O. Box 7000, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)897-2364 (p)  
(709)896-4741 (f)  
[ghughes@hlc.nf.ca](mailto:ghughes@hlc.nf.ca)

Reg Kean  
Dept. of Industry, Trade and Rural Develop.  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-3873 (p)  
(709)896-0234 (f)  
[rkean@gov.nl.ca](mailto:rkean@gov.nl.ca)

Debbie Keats  
Labrador Friendship Centre  
P.O. Box 767, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8302 (p)  
(709)896-8731 (f)  
[dkeats@superweb.ca](mailto:dkeats@superweb.ca)

Janet Keats  
Labrador and Aboriginal Affairs  
P.O. Box 3104, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p)  
(709)896-0045 (f)  
[JanetKeats@gov.nl.ca](mailto:JanetKeats@gov.nl.ca)

Madelyn Kelly  
Town of Happy Valley- Goose Bay  
P.O. Box 40, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8147 (p)  
(709)896-9454 (f)  
[madelynkelly@superweb.ca](mailto:madelynkelly@superweb.ca)

Ev McLean  
Town of Happy Valley- Goose Bay  
P.O. Box 40, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-3321 (p)  
(709)896-9454 (f)

Patricia Kemuksigak  
Labrador Inuit Health Commission  
P.O. Box 234  
North West River, NL  
A0P 1M0  
(709)497-8550 (p)  
(709)497-8311 (f)  
[patriciak@hvgn.net](mailto:patriciak@hvgn.net)

Cathy Lane  
College of the North Atlantic  
P.O. Box 248  
North West River, NL  
A0P 1M0  
(709)497-8595 (p)  
(709)497-8796 (f)  
[cathy.lane@northatlantic.nf.ca](mailto:cathy.lane@northatlantic.nf.ca)

Kevin Lane  
Labrador and Aboriginal Affairs  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p)  
(709)896-0045 (f)  
[KevinLane@gov.nl.ca](mailto:KevinLane@gov.nl.ca)

Judy Loder  
Human Resources Development Canada  
118 Humphrey Road  
Labrador City, NL  
A2V 2J8  
(709)944-3655 (p)  
(709)944-3381 (f)  
[judy.loder@hrdc-drhc.gc.ca](mailto:judy.loder@hrdc-drhc.gc.ca)

Sam Mansfield  
Health Labrador Corporation  
P.O. Box 7000, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)897-2359 (p)  
(709)896-4741 (f)  
[smansfield@hlc.nf.ca](mailto:smansfield@hlc.nf.ca)

Robert Marshall  
Voisey's Bay Nickel Company Limited  
Suite 700, Baine Johnston Centre  
10 Fort William Place  
St. John's, NL A1C 1K4  
(709)758-8844 (p)  
(709)758-8820 (f)  
[sblanchard@inco.com](mailto:sblanchard@inco.com)

Diane Martin  
Labrador Métis Nation  
P.O. Box 460, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)896-0592 (p)  
(709)896-0594 (f)

Danielle Matthews  
Strategic Social Plan  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8306 (p)  
(709)896-0234 (f)  
[dmatthews@gov.nl.ca](mailto:dmatthews@gov.nl.ca)

Greg Mazur  
Indian and Northern Affairs Canada  
10 Wellington ST, Rm 1530, North Tower  
Hull, Quebec  
K1A 0H4  
(819)953-1327 (p)  
(819)953-8047 (f)  
[mazurg@inac.gc.ca](mailto:mazurg@inac.gc.ca)

Wayne McKenzie  
Consultant, Aboriginal Employment  
Devel.  
Aboriginal Policy and Operations  
2<sup>nd</sup> Floor 1855 Victoria Avenue  
Regina, SK S4P 3V7  
(306)787-5176 (p)  
(306)787-6336 (f)  
[wmckenzie@graa.go.sk.ca](mailto:wmckenzie@graa.go.sk.ca)

Natasha McLean  
SERCO Facilities Management Inc.  
P.O. Box 1012, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)896-6946 (p)  
(709)896-1903 (f)

Tim McNeill  
Labrador Inuit Association  
P.O. Box 909, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8582 (p)  
(709)896-2610 (f)

George Michelau  
Labrador School Board  
P.O. Box 1810, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-2431 ext 223 (p)  
(709)896-0079 (f)  
[gmichelau@lsb.ca](mailto:gmichelau@lsb.ca)

Gillian Michelin  
FINALLY!  
P.O. Box 279, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-2060 (p)  
(709)896-4088 (f)  
[finaly-research@nf.aibn.com](mailto:finaly-research@nf.aibn.com)

Barbara Molgaard-Blake  
Grenfell Regional Health Services  
178-200 West Street  
St. Anthony, NL  
A0K 4S0  
(709)454-0127 (p)  
(709)454-2052 (f)  
[bblake@grhs.nf.ca](mailto:bblake@grhs.nf.ca)

Winnie Montague  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6320 (p)  
(709)896-9533 (f)  
[winnie.montague@northatlantic.nf.ca](mailto:winnie.montague@northatlantic.nf.ca)

Cleon Moores  
Dept. of Industry, Trade and Rural Develop.  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-8181 (p)  
(709)896-0234 (f)  
[cmoores@gov.nl.ca](mailto:cmoores@gov.nl.ca)

Davina Mugford  
Labrador and Aboriginal Affairs  
P.O. Box 3104, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p) (709)896-0045 (f)  
[dmugford@gov.nl.ca](mailto:dmugford@gov.nl.ca)



Denise Murphy  
DITRD- Getting the Message Out  
P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709)729-6620 (p)  
(709)729-6627 (f)  
[dmmurphy@gov.nl.ca](mailto:dmmurphy@gov.nl.ca)

Stanley Oliver  
Labrador and Aboriginal Affairs  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p)  
(709)896-0045 (f)  
[Soliver@gov.nl.ca](mailto:Soliver@gov.nl.ca)

Greg Pastitshi  
Voisey's Bay Nickel Company Limited  
Suite 700, Baine Johnston Centre  
10 Fort William Place  
St. John's, NL A1C 1K4  
(709)758-8844 (p)  
(709)758-8820 (f)  
[sblanchard@inco.com](mailto:sblanchard@inco.com)

Glynes Penney  
Southern Star Employment Services  
P.O. Box 69  
Port Hope Simpson, NL  
A0K 4E0  
(709)960-0420 (p)  
(709)960-0425 (f)  
[glynспенney@yahoo.ca](mailto:glynспенney@yahoo.ca)

Jill Power  
Labrador West Status of Women  
719 Durrell Street  
Labrador City, NL  
A2V 1J8  
(709)944-6688 (p)  
[jillpower@crstv.net](mailto:jillpower@crstv.net)

Elaine Price  
Newfoundland & Labrador Federation  
of Labour, P.O. Box 8597  
St. John's, NL  
A1B 3P2  
(709)754-1660 (p)  
(709)754-1220 (f)  
[eprice@nlfl.nf.ca](mailto:eprice@nlfl.nf.ca)

Anastasia Qupee  
Sheshatshiu Innu Band Council  
P.O. Box 160  
Sheshatshiu, NL  
A0P 1M0  
(709)497-8522 (p)  
(709)497-8757 (f)  
[aquepee@nf.aibn.com](mailto:aquepee@nf.aibn.com)

Rod Regier  
Dept. of Industry, Trade and Rural Develop.  
P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709)729-7432 (p)  
(709)729-2236 (f)  
[rregier@gov.nl.ca](mailto:rregier@gov.nl.ca)

Boyd Rowe  
Health Labrador Corporation  
P.O. Box 7000, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)897-2000 (p)

Agnes Rumbolt  
Human Resources and Employment  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-3306 (p)  
(709)896-7023 (f)  
[AgnesRumbolt@gov.nl.ca](mailto:AgnesRumbolt@gov.nl.ca)

Christine Rumbolt  
Southern Star Employment Services  
P.O. Box 132  
Mary's Harbour, NL  
A0K 3P0  
(709)921-6907 (p)  
(709)921-6924 (f)  
[crumbolt@nf.aibn.com](mailto:crumbolt@nf.aibn.com)

Sherri Russell  
FINALY!  
P.O. Box 279, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6374 (p)  
(709)896-4088 (f)  
[srussell@janus.northatlantic.nf.ca](mailto:srussell@janus.northatlantic.nf.ca)

Betty Sampson  
Town Council  
P.O. Box 130  
Port Hope Simpson, NL  
A0K 4E0  
(709)960-0236 (p)  
(709)960-0387 (f)  
[betty.sampson@yahoo.ca](mailto:betty.sampson@yahoo.ca)

Howard Saunders  
Human Resources Development Canada  
P.O. Box 3010, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6271 (p)  
(709)896-5566 (f)  
[howard.saunders@hrdc-drhc.gc.ca](mailto:howard.saunders@hrdc-drhc.gc.ca)

Wayne Scott  
Voisey's Bay Nickel Company Limited  
Suite 700, Baine Johnston Centre  
10 Fort William Place  
St. John's, NL A1C 1K4  
(709)758-8844 (p) (709)758-8820 (f)  
[sblanchard@inco.com](mailto:sblanchard@inco.com)

Bob Simms  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6311 (p)  
(709)896-9533 (f)  
[bob.simms@northatlantic.nf.ca](mailto:bob.simms@northatlantic.nf.ca)

Ozette Simpson  
Captain William Jackman Memorial Hospital  
410 Booth Avenue  
Labrador City, NL A2B 2K1  
(709)944-9203 (p)  
(709)944-9341 (f)

Scott Smith  
Grenfell Regional Health Services  
178-200 West Street  
St. Anthony, NL  
A0K 4S0  
(709)454-0347 (p)  
(709)454-3301 (f)  
[ssmith@grhs.nf.ca](mailto:ssmith@grhs.nf.ca)

Alicia Sutton  
Strategic Social Plan  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-5152 (p)  
(709)896-0045 (f)  
[suttona@gov.nf.ca](mailto:suttona@gov.nf.ca)

Roger Taylor  
Labrador School Board  
669 Tamarack Drive  
Labrador City, NL  
A2V 2V2  
(709)944-4069 (p)  
(709)944-5717 (f)  
[rtaylor@lsb.ca](mailto:rtaylor@lsb.ca)

Jeff Thompson  
Labrador School Board  
P.O. Box 1810, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-2431 (p)  
(709)896-5629 (f)  
[jthompson@lsb.ca](mailto:jthompson@lsb.ca)

Dr. Marilyn Thompson  
Newfoundland and Labrador Chamber  
of Commerce (Bristol Group)  
139 Water Street, Suite 100, Box 2220  
St. John's, NL A1C 6E6  
(709)758-0241 (p)  
(709)753-7709 (f)  
[mthompson@bristolgroup.ca](mailto:mthompson@bristolgroup.ca)

Pam Toope  
Dept. of Human Resources and  
Employment  
P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709)729-6516/1946 (p)  
[PamToope@gov.nl.ca](mailto:PamToope@gov.nl.ca)

Bernice Tracey  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6340 (p)

Perry Trimper  
Minaskuat (Jacques Whitford)  
P.O. Box 530  
Sheshatshiu, NL  
A0P 1M0  
(709)896-5860 (p)  
(709)896-5863 (f)

Sophie Tuglavina  
Inuit Pathways Funding Program  
P.O. Box 16  
Makkovik, NL  
A0P 1J0  
(709)923-2105 (p)  
(709)923-2347 (f)  
[stuglavina@nf.aibn.com](mailto:stuglavina@nf.aibn.com)

Ray Turnbull  
Labrador Métis Nation  
P.O. Box 460, Station C  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-0592 (p)  
(709)896-0594 (f)  
[rturnbull@labmetis.org](mailto:rturnbull@labmetis.org)

Sandra Turner  
SERCO Facilities Management Inc.  
P.O. Box 1012, Station C  
Happy Valley- Goose Bay, NL  
A0P 1C0  
(709)896-6946 (p)  
(709)896-1903 (f)

Cecilia Wade  
College of the North Atlantic  
P.O. Box 1720, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-6316 (p)  
(709)896-9533 (f)  
[cecilia.wade@northatlantic.nf.ca](mailto:cecilia.wade@northatlantic.nf.ca)

Ed Walsh  
Public Service Commission  
P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709)729-5820 (p)  
(709)729-6234 (f)  
[Ewalsh@gov.nl.ca](mailto:Ewalsh@gov.nl.ca)

Harold Marshall  
Public Service Commission  
P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709)729-2659 (p)  
(709)729-3178 (f)  
[Hmarshall@gov.nl.ca](mailto:Hmarshall@gov.nl.ca)

Kimberley Williams  
Inukshuk Development Corporation  
P.O. Box 128  
Makkovik, NL  
A0P 1J0  
(709)923-2165/2161 (p)  
(709)923-2186 (f)  
[kwilliams@nf.aibn.com](mailto:kwilliams@nf.aibn.com)

Lori Walsh  
Community Youth Network  
P.O. Box 1739, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-7100 (p)  
[lwalsh64@hotmail.com](mailto:lwalsh64@hotmail.com)

Olive Williams  
Labrador Legal Services  
P.O. Box 899, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-2919 (p)  
(709)896-2588 (f)  
[owilliams@hvgb.net](mailto:owilliams@hvgb.net)

Michelle Watkins  
Labrador and Aboriginal Affairs  
P.O. Box 3014, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-1780 (p)  
(709)896-0045 (f)  
[michellewatkins@gov.nl.ca](mailto:michellewatkins@gov.nl.ca)

Margaret Webb  
Labrador Inuit Health Commission  
P.O. Box 234  
North West River, NL  
A0P 1M0  
(709)922-2185 (p)  
(709)922-2216 (f)  
[mwebb@cablelab.net](mailto:mwebb@cablelab.net)

Shirley White  
Smart Labrador  
P.O. Box 1391, Station B  
Happy Valley- Goose Bay, NL  
A0P 1E0  
(709)896-9415 (p)  
(709)896-0234 (f)  
[swhite@smartlabrador.ca](mailto:swhite@smartlabrador.ca)

