

**SPEAKING NOTES FOR GARY GREENMAN FOR ROUNDTABLE ON  
CREATING A MORE EFFICIENT LABOUR MARKET IN CANADA: SESSION  
1 –IMPROVING THE EFFECTIVENESS OF SECTOR COUNCILS**

1. THANK YOU FOR THE INVITATION TO PARTICIPATE IN THIS SESSION AND TO BRING SOME OF THE PERSPECTIVE OF SECTOR COUNCILS, AS REPRESENTED BY THE ALLIANCE OF SECTOR COUNCILS, WHICH IS AN UMBRELLA GROUP FOR THE 27 MEMBER ORGANIZATIONS
2. SECTOR COUNCILS WERE ESTABLISHED AT A TIME WHEN PROGRAM FUNDING WAS DECREASING AND THERE WAS A SHIFT TO PARTNERSHIP GROUPS AS A MEANS OF STRETCHING DECLINING PROGRAM FUNDS, BUT CONTINUING TO HAVE IMPACT ACROSS THE COUNTRY
3. SECTOR COUNCILS ARE A UNIQUE “MADE IN CANADA” SUCCESSFUL PARTNERSHIP OF INDUSTRY, LABOUR, GOVERNMENT AND EDUCATION: MUCH HAS BEEN ACHIEVED: IN A MATRIX THAT WE ARE CURRENTLY PREPARING FOR OUR WEB SITE OVER 350 COUNCIL PRODUCTS AND SERVICES ARE BEING PROFILED: THESE COUNCILS HAVE RECEIVED AWARDS FOR OUTSTANDING WORK IN THE HUMAN RESOURCE DEVELOPMENT FIELD AND IN AT LEAST ONE CASE THIS WAS AT THE INTERNATIONAL LEVEL: ONE COUNCIL HAS REPORTED THAT ITS WEB SITE USE HAS INCREASED FROM 800,00 TO 910,000 HITS IN A ONE MONTH PERIOD
4. IT IS CLEAR THAT THESE PARTNERSHIPS CAN HAVE SIGNIFICANT IMPACT ON ISSUES LIKE NATIONAL INDUSTRY STANDARDS FOR OCCUPATIONS OR SKILLS COMPETENCIES, ON ADDRESSING MOBILITY FACTORS FOR THE WORK FORCE, ON NATIONAL CERTIFICATION PROGRAMS FOR A RANGE OF OCCUPATIONS, ON AN INDUSTRY APPROACH TO MORE EFFECTIVE INVOLVEMENT WITH IMMIGRATION PROCESSES FOR OCCUPATIONS IN SEVERE SHORTAGES, ON SKILLS PREPARATION AND ADVANCEMENT FOR THE EMPLOYED AS WELL AS NEW ENTRANTS, AND MANY OTHER GOOD HUMAN RESOURCE DEVELOPMENT ISSUES
5. MORE CAN BE ACCOMPLISHED ON THE QUESTION OF RECOGNITION AND CERTIFICATION OF SKILLS, TRANSFERABILITY AND MOBILITY; GREATER EFFORTS TO PREPARE A SKILLED WORK FORCE, A STRONGER BUSINESS CASE FOR THE SECTORAL APPROACH, BETTER TRANSITION PROGRAMS FOR YOUTH OR MID-CAREER INDIVIDUALS, MORE INNOVATIVE TRAINING DELIVERY SYSTEMS, STRONGER LINKS TO LOCAL REALITIES AND COMMUNITIES, AND PROMOTING MORE REALISTIC IMAGES OF OCCUPATIONS

6. MANY COUNCILS WERE ORIGINALLY CREATED WITH THE INTENT OF DEVELOPING AND MANAGING INDUSTRY-BASED TRAINING: WE ALL KNOW THE IMPACT OF THE FEDERAL DEVOLUTION OF TRAINING TO THE PROVINCES
7. LET ME STATE THAT SECTOR COUNCILS HAVE BEEN DELIGHTED WITH THE FOCUS AND ATTENTION GIVEN TO THE PARTICULAR POLICY AND FUNDING PROGRAM BY THE FEDERAL GOVERNMENT AS REFERENCED IN THE PREVIOUS SPEECH FROM THE THRONE, DIRECT MEETINGS WITH THE MINISTER OF HRDC, THE SPECIFIC INCLUSION IN “STEPPING UP: SKILLS AND OPPORTUNITIES IN THE KNOWLEDGE ECONOMY”, AND MORE RECENTLY IN THE LIBERAL PARTY OF CANADA’S RED BOOK FOR THE MOST RECENT ELECTION:
8. THESE WOULD LEAD SECTOR COUNCILS TO FEEL A CERTAIN LEVEL OF COMFORT AND ANTICIPATION THAT THE SECTORAL PARTNERSHIP PROGRAM WILL MAKE ITS WAY DIRECTLY INTO A BUDGET LINE ITEM OR RECEIVE THE ATTENTION THAT ALL OF THIS FOCUS SHOULD LEAD TO: BUT THE QUESTION THAT NEEDS TO BE ASKED IS WHY IT APPEARS THE POLICY DEVELOPERS ARE NOT RESPONDING WITH THE SAME EMPHASIS AND MAYBE ENTHUSIASM THAT APPEARS TO COME FROM THE POLITICAL LEVEL
9. A KEY ELEMENT OF ANY PARTNERSHIP IS THE INVOLVEMENT OF THE MAJOR STAKEHOLDERS FROM THE EARLIEST POSSIBLE POINT IN ANY DEVELOPMENT OR PROJECT: SECTOR COUNCILS HAVE ENJOYED A MUTUALLY SUPPORTIVE RELATIONSHIP WITH HRDC OVER THE YEARS, WE HAVE WELCOMED THE OPPORTUNITY FOR OUR INPUT AND ONGOING CONSULTATIONS, AND REITERATE OUR PREPAREDNESS TO CONTINUE TO WORK WITH THE GOVERNMENT IN THE SAME SPIRIT
10. THE SECTORAL INITIATIVE HAS NOT BEEN RECOGNISED ACROSS FEDERAL GOVERNMENT DEPARTMENTS AS A MAJOR FEDERAL POLICY INITIATIVE WITH THE PRIVATE SECTOR, AND IN FACT SEEMS TO HAVE LOST OUT TO A POLCY DIRECTION FAVOURING ASSISTANCE TO THE INDIVIDUAL: MIKE AND DOUG HAVE ALSO REFERENCED THIS POINT IN THEIR PRESENTATION
11. THERE COULD BE SOME ADDITIONAL COOPERATION BETWEEN FEDERAL GOVERNMENT DEPARTMENTS THAT WOULD LIKE TO PARTNER MORE EFFECTIVELY WITH SECTOR COUNCILS: AT LAST COUNT THERE WERE APPARENTLY SOME 13 FEDERAL DEPARTMENTS OR AGENCIES WHICH COULD HAVE AN INTEREST IN THE ROLE OF SECTOR COUNCILS: HOW TO COORDINATE THIS IS A MAJOR TASK, BUT ONE WHICH IS URGENTLY REQUIRED AT THE

FEDERAL LEVEL: IT WOULD AS WELL BE USEFUL TO HAVE OUR FEDERAL COLLEAGUES FACILITATE A STRONGER LINK AND MORE PRESENCE IN DEALING WITH THE FLMM AND CEMC

12. IN ADJUSTING TO SOME OF THE FUNDING REALITY IT OFTEN APPEARS THAT COUNCILS TAKE ON OTHER ROLES WHICH BLUR THE LINES SOMEWHAT BETWEEN INDUSTRY PRIORITIES AND PUBLIC POLICY OBJECTIVES: TO BE BLUNT, SOME COUNCILS TAKE ON THESE FUNCTIONS AS A MEANS OF OBTAINING SUPPORT
13. A MAJOR POLICY CHALLENGE IS ON THE SUPPORT AND FUNDING QUESTION AND CLOSELY RELATED IS THE DISTINCTION BETWEEN PUBLIC GOOD AND PUBLIC FUNDING AND INDUSTRY RESPONSIBILITY: SOME EXAMPLES OF PUBLIC GOOD WOULD BE DEALING WITH ABORIGINAL ISSUES ACROSS THE BOARD, ADDRESSING MID-CAREER ISSUES OR LABOUR MARKET ENTRY ISSUES, DEVELOPING CAREER INFORMATION RESOURCES FOR ALL LEVELS OF THE EDUCATION SYSTEM AND TO REACH THOSE NOT SERVED BY TRADITIONAL CHANNELS, ETC.
14. COUNCILS SPEND AN INORDINATE AMOUNT OF TIME ON REVENUE GENERATION AND FUNDING ISSUES, SOMETIMES TO THE DETRIMENT OF INDUSTRY PRIORITIES: WE WOULD CERTAINLY ENDORSE THE RECOMMENDATION OF THE EXPERT PANEL ON THE PROVISION OF FUNDING SUPPORT FOR ADMINISTRATIVE SUPPORT, START-UP FUNDING AND CORE ADMINISTRATIVE SUPPORT FOR THE ALLIANCE OF SECTOR COUNCILS
15. INDUSTRIES IN THIS COUNTRY PAY ENORMOUS AMOUNTS INTO THE TAXATION SYSTEM, AND THERE IS NO MECHANISM TO CAPTURE THE INCREASED TAX REVENUE RESULTING FROM THE INVESTMENTS IN TRAINING AND HUMAN RESOURCE DEVELOPMENT ISSUES: HOWEVER, IT WOULD SEEM CLEAR THAT THE PUBLIC INVESTMENT IS PAID BACK MANY TIMES OVER: ONE OF OUR MEMBERS HAS CALCULATED FOR THE YOUTH INTERNSHIP PROGRAM THAT 60% OF THE FEDERAL INVESTMENT IS RETURNED TO THE GOVERNMENT DURING THE ACTUAL PROJECT AND THAT WITHIN 6 MONTHS THE ENTIRE INVESTMENT IS RECOVERED
16. THE FALLOUT IN HRDC FROM THE AUDIT ISSUE IS LEADING TO OVERKILL ON THE PROCESS SIDE AND LESSENING ON THE RISK TAKING AND INNOVATION: WE UNDERSTAND WHAT YOU HAVE BEEN THROUGH AND THE RESULTING CONSTRAINTS, AND TO BE HONEST HOPE THE PENDULUM STARTS TO SWING BACK SOON

17. IN SUMMARY SECTOR COUNCILS BELIEVE THEY CAN CONTINUE TO BE EFFECTIVE AND THAT THE FOLLOWING WOULD GREATLY ASSIST:

- a. RECOGNITION OF THE SECTORAL PROGRAM AS A FEDERAL POLICY AND PRIORITY FOR ALL FEDERAL DEPARTMENTS
- b. INCREASED ASSISTANCE FOR JOINT OR CROSS DEPARTMENTAL INITIATIVES AND FACILITATION/PROMOTION WITH FLMM AND CMEC
- c. INCLUSION IN THE NEXT FEDERAL BUDGET OF DEDICATED PROGRAM FUNDING, WITHOUT OVERLY BURDENSOME CONSTRAINTS
- d. SOME RISK TAKING PROGRAM FUNDING WHICH COULD SEE THE TESTING OF NEW AND INNOVATIVE HUMAN RESOURCE DEVELOPMENT APPROACHES AND INITIATIVES
- e. CONSIDERATION OF MORE REALISTIC ONGOING FINANCIAL AGREEMENTS THAT GO BEYOND THE START-UP OF COUNCILS AND PROGRAMS TO THE SECTORAL DELIVERY OF PROGRAMS SUCH AS E.I. PART II, IRLA'S, AND EVEN POLICIES LIKE THE MILLENIUM FUND
- f. THE BASIS OF THESE ONGOING SECTORAL AGREEMENTS IS THE RECOGNITION THAT SECTOR COUNCILS ARE DELIVERING MANY VERY VALUABLE PROGRAMS THAT SERVE BOTH A PRIVATE AND A PUBLIC BENEFIT