

BC Value-added Wood Products: Sector Engagement Report



Submitted by BC Wood

July 30th, 2017

Canada 



*Funding provided through the Canada-British Columbia
Labour Market Development Agreement.*

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Introduction

The Provincial Value-added Action Plan March 2016 acknowledged that without a comprehensive assessment of BC labour market issues and the implementation of a strategy to address the skills training challenges, the benefits that could occur from expansion in this sector will be jeopardized.

Funding for this project comes through the Sector Labour Market Partnership Program (SLMP) provided by the Province of BC. With funding secured through the SLMP, BC Wood led the project to conduct a preliminary assessment of BC-specific labour and training issues impacting the value-added sub-sector. The scope of the project included investigating and identifying workforce issues facing BC's value-added wood products sector over the next five years and, engaging stakeholders who will ultimately help find solutions.



The purpose of this document is to report on the findings of the Sector Labour Market Partnership Program Sector Engagement activities undertaken and completed by BCWood and Zielke Consulting Ltd. from March through June 2017.

This report includes the following:

- A. Project background
- B. Sector engagement overview
 - a. Sector information
 - b. Governance committee and activities
- C. Sector engagement activities
- D. Sector engagement findings
 - a. Key labour market issues as identified by industry contacts and advisory group members
 - b. Challenges faced by industry
 - c. Occupations in demand and experiencing shortages
- E. Themes and issues surfacing from the challenges
- F. Conclusions
- G. Appendices detailing relevant materials information, questionnaires, list of participants in key informant interviews and advisory group members as well as the terms of reference for the advisory group.

A. Project Background

BC's value-added wood products sector is an important part of the BC Economy. This industry is highly diverse and well-distributed throughout the province. It provides well-paying stable employment in non-urban and urban communities. The sector is comprised of approximately 600 small and medium sized firms which provide employment to 13,000 British Columbians in divergent occupations.

The composition of the sector in terms of product mix, size of operation and location is notably diverse. The scope of diversity is illustrated in the most recent, [2012 survey findings](#) of the secondary wood manufacturers in BC undertaken by the Canadian Forest Service (CFS) Industry, Trade and Economics Research Group. The survey findings indicate that there were:

- 589 value-added businesses located across the province employing approximately 12,417 workers, which represents a 20% decline in the number of firms operating in 2006;
- Industry sales in 2012 were an estimated CAN \$2.8 billion;
- 153 mills are located in 85 communities with populations less than 10,000 residents;
- 55 mills are located in towns with populations between 10,000 and 50,000 residents;
- The sector provides a wide variety of secondary manufactured wood products for use by both local residents and for delivery to other communities in BC, along with export sales to other countries;
- Products range from finger-jointed lumber, decking, siding, plywood, OSB, cabinets and components, furniture (household, commercial, outdoor), windows, doors, architectural millwork, log homes and packaged homes, pallets, boxes, poles/posts, veneer, musical instruments, woodcrafts, to wood pellets and shakes and shingles; and,
- The average value of sales varies by product type and size of the firm, with larger firms averaging sales are well over \$15 million per year to smaller firms averaging around \$1 million to \$2 million of sales per year.

A more recent report *Advancing Wood Manufacturing in Canada – 2016 LMI Update*, published by the Conference Board of Canada, detailed pan-Canadian trends and issues facing the sector. The report included responses from 28 British Columbian companies and highlighted the following findings:

- The advanced wood manufacturing sector is an important contributor to Canada's economy. It employs approximately 88,000 workers today, and is predicted to add 7,900 workers by 2020.
- The sector's workforce is predominately male, and is older than the Canadian average. Wages in the sector are typically below those of other manufacturing sectors in Canada.
- Businesses in the sector face several human resources challenges, including a lack of qualified workers, the need for new workforce skills, difficulty attracting new workers, and difficulty replacing retiring workers.
- Businesses in the sector are taking a number of steps to overcome these challenges, including providing more in-house training, increasing wages, and developing more flexible work arrangements. However, more concerted efforts are needed if the sector is going to reach its full growth potential in the years ahead.

The report identified a number of occupations where those surveyed identified current and/or future shortages. Table 1 details the results as follows:

Table 1: The proportion of Canadian businesses and industry stakeholders reporting having difficulty hiring workers now, and anticipating this problem will continue (Source: The Conference Board of Canada, 2016).¹ Sample size is 180 (28 BC companies were included in the sample).

Occupation	Difficulty Hiring (Today) (%)	Anticipated Difficulty Hiring (5 to 10 years) (%)	Change
Cabinet makers (NOC 7272)	46	47	+1
Wood machine operators (NOC 7224)	44	49	+5
Supervisors (plant management) (NOC 9772)	40	47	+7
Other experienced workers (e.g., installers) (NOC 7441)	39	46	+7
Computer numerically controlled (CNC) operators (9513)	39	43	+4
Finishers (lacquering), manual and automated application	39	42	+3
Operations managers (manufacturing) (NOC 0911)	38	46	+8
Finishers, advanced wood products and related (9534)	38	42	+4
Industrial designers, drafting technologists, technicians(CAD/CAM) (NOC 2252)	34	39	+5
Industrial engineering, manufacturing technologists, Technicians (NOC 2141, 2233)	29	33	+4
Other entry level workers (NOC 9619)	26	36	+10
Maintenance/Industrial mechanics (NOC 2243)	23	23	-
Industrial electricians (NOC 7242)	14	16	+2

¹ See weblink - <http://noc.esdc.gc.ca/English/NOC/OccupationIndex.aspx?ver=16>

The 2016 report identified the following strategies that could be implemented to meet labour market challenges and to support future growth of the industry:

Sector-Level Support Strategies

1. Ensure that knowledge of sector trends and issues flows smoothly between businesses and sector stakeholders.
2. Develop and promote a human resources and training toolkit for use by companies in the advanced wood manufacturing sector.
3. Establish clear occupational standards, essential skills standards, and language standards for the sector.

Sector-Level Training Strategies

4. Develop and promote accessible and flexible training programs.
5. Promote the value of professional certification within the sector.
6. Ensure that training programs include skills to operate automated machinery as well as traditional craftsmanship skills.
7. Continue to promote management training.

Marketing and Engagement Strategies

8. Improve youth engagement strategies in primary and secondary schools.
9. Emphasize the opportunities for creativity and impact that exist when promoting the sector.

Training and Retention Strategies for Businesses

10. Dedicate time to training.
11. Improve the integration of new employees.
12. Recruit more workers from underrepresented groups.
13. Eliminate barriers for women workers.
14. Investigate ways of improving benefits and compensation packages.

Call to Action: The Provincial Value-added Wood Action Plan

The industry participated in the development of the *Provincial Value-added Action Plan* [March 2016](#) that identified findings similar to the pan-Canadian report. The Plan identified access to skilled labour as one of the three significant obstacles for future expansion, increased investment and job creation in the sector and six key themes with a number of actions that could strengthen the new value-added sub-sector. A specific recommended action (recommendation #2) related to the labour market was made and reads as follows:

“Develop skilled labour needed for value-added sector:

- Action will be taken to pursue opportunities both with the private and public sector on an ongoing basis to address labour and training issues impacting the value-added sub-sector.
- Sub-sector associations are working with Province of BC to identify opportunities for individual value-added firms to utilize the Canadian Job Grant program, an employer-driven, cost-sharing

program that offsets up to two-thirds of the cost of training an employee to a maximum of \$10,000 per individual per fiscal year.”

To respond to the Plan’s and industry’s call to action, BCWood pursued and received funding through the BC Sector Labour Market Partnership (SLMP) to undertake the Phase One Project aimed at engaging stakeholders to gauge interest in participating in the SMLP process and to begin preliminary investigation into labour market issues and challenges. Over the course of the project, BCWood will:

- Gather industry characteristics by identifying the industry classification of the subsectors and National Occupational Codes of key occupations to establish the foundational information for future research.
- Create partnerships with recognized industry leaders in each of the value-added wood products subsectors so they can participate in generating a collective understanding of labour market issues through the sharing of knowledge and experiences.
- Coordinate stakeholder engagement activities such as advisory group meetings and key informant interviews that provide collaborative opportunities for industry members to discuss research findings and build consensus related to important labour market themes and challenges.
- Explore and establish options for governance and leadership for subsequent phases of the Sector Labour Market Partnership project.

B. Sector Engagement Overview

Sector Information

The value-added wood products industry in BC is a well-established industry. Through the work of BC Wood, it has identified seven subsectors, including specialty lumber, engineered wood products, millwork, cabinets, furniture, prefabricated homes and log and timber frame structures. In all subsectors products are manufactured in a factory setting then shipped to market for sale or to a building site for assembly or installation.

Industry Classification



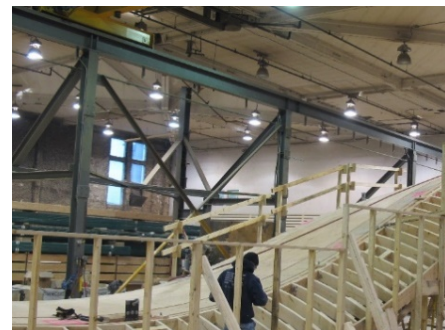
For the purposes of classification, the subsectors have been grouped using the North American Industry Classification system (NAICS) – see Table 2. Two of the seven BC subsectors are grouped within a subsector of the NAICS coding (Log home construction is within 321922 and specialty lumber is within 321919).

Table 2 NAICS Wood Manufacturing Subsector Codes and Sample Products Descriptions.²

Subsector	NAICS	Sample Products
Wood windows and doors	321911	• Wood windows
		• Wood doors
Other millwork	321919	• Softwood/hardwood flooring
		• Wood baseboards
		• Wood stair work
		• Specialty lumber products
Prefabricated buildings and other advanced wood products	321992	• Manufactured (mobile) home
		• Prefabricated buildings
		• Log Homes and Timber Frame Buildings
		• Wood kitchenware
Wood kitchen cabinets and counter tops	337110	• Wood handles
		• Wood cabinets
Wood and Upholstered Furniture	337121, 337213, 337215, 337123,	• Wood counter tops
		• Wood office bookcase
		• Wood shelving
		• Wood bedroom furniture
Structure Wood Product Manufacturing	321215	• Factory/lab/hotel furniture
		• Arches and beams, glued-laminated or pre-engineered wood, manufacturing
		• Finger jointed lumber, manufacturing
		• Glued-laminated timber (glulam), manufacturing
		• Laminated veneer lumber (LVL), manufacturing
		• Nailed-laminated lumber beams, manufacturing
		• Parallel strand lumber (PSL), manufacturing
• Structural wood members, prefabricated (e.g., arches, trusses, I-joists and parallel chord ceilings), manufacturing		

Sector Occupations

The value-added wood products sector requires a full range of occupations to support its operations including managers, professionals, as well as technical and skilled trade workers, all who have specific training in and knowledge of the industry. The industry’s education criteria include university degrees, technical training, short work demonstration or on the job training.



² <http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=307532>

The range of occupations found in the industry and the demand for those occupations was a topic for discussion with stakeholders during the key informant interviews and the advisory group meetings. The intent was to create a short list of occupations in high demand for future reference. (See Appendix 1: A preliminary detailed list of the major occupations including their NOC code).

Governance Committee

BCWood identified representatives from the industry sub-sectors to form the advisory group and who are recognized as leaders in their sector. Representatives were also selected based on their geographic locations. An advisory group (Table 3) made up of cross-sector volunteers was established - many of whom were involved in the development of the Provincial Value-Added Action Plan March 2016 - was brought together to provide input and feedback on the project deliverables. Specific information on the advisory group engagement activities can be found on page 11.

Table 3: A list of the advisory group members representing each sub-sector of the industry:

Advisory Group Member	Affiliation	Location	Industry Sub-sector
Brian Hawrysh (chair)	BC Wood	Langley	Sector Association
Ken Kalesnikoff	Kalesnikoff Lumber Co. Ltd	East Kootenay	Specialty Lumber
John Lore	Live Edge Design	Vancouver Island	Furniture & Fixtures
Grant McKinnon	Pacific Homes Ltd.	Vancouver Island	Prefabricated Homes
Peter Sperlich	Canadian Pride Log and Timber Products	Okanagan	Log and Timber Frame Homes
Peter Raja & Brian Ehrecke	Norelco Cabinet Solutions	Okanagan	Cabinets
Lesley Hemsal	Sinclar Group	Central Interior	Prefabricated Homes
Ken McKenzie	Centurion Lumber	Vancouver Island	Specialty Lumber
David Conway	Old Country Wood Turning	Vancouver Island	Millwork

C. Sector Engagement Activities

Three activities were undertaken to obtain baseline feedback on sector labour market issues:

1. Preliminary stakeholder engagement;
2. Industry engagement, and;
3. Advisory group engagement.

Preliminary Stakeholder Engagement

Between March and April 2017, BC Wood undertook 12 preliminary one-on-one conversations with representatives from each of the seven subsectors in the BC value-added wood products industry. During these conversations discussions centered on current labour market issues, determining interest in the Sector Labour Market Partnership project and probing to see if individuals would be interested in participating further in the project through key informant interviews and/or sit on the Advisory Group. (See Appendix 2 for a list of those contacted and their company profiles.)

During these conversations, BC Wood gained positive support for the project and gathered information that helped inform the questions to be asked during the key informant interviews. One of the 12 participants declined further involvement in the project until a later date.

Industry Engagement

Industry engagement was undertaken through key informant interviews. The first group of interviews focused on those who are directly engaged in operating and/or managing value-added companies. The purpose of the first round of interviews was to engage key industry representatives in a discussion about the current experience with the BC labour market, to follow up on the labour market issues identified in the *Advancing Wood Manufacturing in Canada LMI Report 2016* and *Provincial Value-added Action Plan* and to explore anecdotal findings based on conversations amongst BC Value-added employers over the past year.

Based on previous stakeholder engagement related to the development of the action plan and input from the advisory group, BCWood identified fifteen company representatives as potential interviewees. Each individual is directly involved with recruitment activities, on-boarding new hires and/or responsible for the overall company's workforce development. Included in the interviewee group were supervisors, company owners/managers and Human Resources Specialist. To ensure a provincial perspective and to reflect the importance of this industry in all regions, there was also good representation from Vancouver Island, Lower Mainland, the north and central interior regions of the province.



The interviews were held via phone from April to May 2017. The one-hour phone interviews gathered information about the workforce characteristics of the companies and explored labour market issues related to hiring practices, retention and training requirements. Company representatives shared their successes and challenges and offered insight into the labour market situation within their particular enterprise and community.

Based on input from the industry representatives, a second group of key informant interviews were held in June 2017 with the purpose of information on the current training/education situation with two universities (UBC and UNBC). The interviews gathered information on the university's selection of programming related to the sector and on exploring how the informant viewed the labour market challenges related to skills training. A third interview with BCIT was pursued by staff was unavailable at this time to provide input into the project. UBC and UNBC key informants were well versed in how education could collaborate with the industry and noted several successful programs already in existence (UNBC Masters of Engineering and UBC Kiln Drying short course), and identified areas for future collaboration. The need for industry to keep up with leading edge innovation through up-to-date training was highlighted and noted as a gap.

Advisory Group Engagement

The advisory group members were chosen based on their active involvement in industry activities and the depth of their experience in their respective sub-sectors. Prior to the first advisory group meeting, the Terms of Reference was distributed to potential members for review. (See Appendix 3). Once the group had been established, they met twice and played an important role as subject matter experts in providing feedback and comments on the interim report findings and honed the themes that were identified through the key informant interviews.

The first 2 hour meeting of the advisory group was held May 2nd, 2017. The members met either at the BCWood office or joined the meeting via phone. The purpose of this meeting was to introduce the SLMP project, review and discuss the findings of the project to date based on the key informant interviews, confirm the information collected, identify additional industry/sector people to interview and determine the underlying themes that impact the labour market situation for the industry. Based on input from the advisory group the interim report was developed. (See Appendix 4 for the agenda).

The week of May 15th the advisory group reviewed the interim report and provided feedback with agreement that the project was on the right track in terms of identification of labour market themes and challenges.

The second 3 hour meeting of the advisory group was held June 28th, 2017. The purpose of this meeting was to review the final findings, validate key challenges and themes and discuss the governance model for subsequent phases of the SLMP. (See Appendix 5 for the agenda).

D. Sector Engagement Findings

A background document and key informant interview guide was developed and circulated to potential stakeholders for their review prior to engaging in the Key Informant interviews. (See Appendix 6 for guide and list of interviewees) Stakeholders were contacted by BC Wood to determine interest in participation in the project and/or as advisory group members.

Seventeen people representing the industry sub-sectors and related educational programming participated in the Key Informant Interviews providing information from their perspective about the characteristic of their industry, the labour market successes and challenges that impact the viability and ultimate success of the value-added wood products industry in BC.

Key Informant Interview Findings

The seventeen key informants provided candid and informative responses to the interview questions. Of note was their passion for the success of the industry and willingness to share information on their personal experiences and views of labour market challenges that face the industry. Interviewees

confirmed that a number of challenges for industry – a gap between industry needs for labour and its supply, a difficulty in attracting suitable labour to fill job openings, and a gap between existing skills of labour and training provided through provincial educational programming. The following is a snapshot of the responses from interviewees.

Characteristics of the value-added companies and workforce:

- ✓ Located in semi-rural to urban areas across BC.
- ✓ Each company has a unique set of processes, machinery, technology, products and services.
- ✓ Workforce composed of wide age range (20-70 yrs.), mix of M/F, experience levels, skill levels, F/T employees that impacts productivity.
- ✓ Companies rely strongly on 'word of mouth' and on-line job boards for recruitment.

Labour Market Successes:

- ✓ Attraction of entry level applicants.
- ✓ Ability to retain staff through competitive wages.
- ✓ Ability to offer a flexible work environment.
- ✓ Stable employment due to consistency of demand for the products.
- ✓ Good, respectful, safe work environment offered by employers.
- ✓ Careful approach to hiring results in a stable workforce.
- ✓ In-house training and cross-training ensures hires are ready for the work at hand.
- ✓ Smaller community is an attraction - while a barrier for some, it is increasingly a positive feature of the industry and is used as an attraction tool.

Labour Market Challenges/Issues:

- ✓ Finding employees with right skills specific to the company's production challenging.
- ✓ Keeping good people when work is limited due to the cyclical nature of some of the sub-sectors.
- ✓ BC-based training programs that target the skills/competencies development for those working with highly specialized and imported machinery, software for industry specific technical designs and for industry specific sales and management positions are very limited or non-existent.
- ✓ Low experience of entry level employees impacts productivity.
- ✓ Harder to attract suitable applicants in rural areas
- ✓ Highly skilled workers have a higher turnover as they are in demand in other industries.
- ✓ Hard to find people with specialized skills/training.
- ✓ There is a mismatch along the production chain, with many middle to lower level jobs lacking skills and knowledge to implement and install/apply new processes/products in several of the sub-sectors.

- ✓ Long training horizon to acquire skills/knowledge so productivity is impacted over the short term.

Key Themes and Issues Identified

The key themes and issues were presented to the advisory group for review, discussion and refinement. The following is a summary of the themes and issues agreed upon following the final advisory group meeting June 28th, 2017.

Theme One: Shortage of Qualified Workers

Finding suitable candidates to fill job openings is a challenge – especially for production, design/technologist and sales positions. A number of occupations were identified where shortages exist using the NOC classification (Table 4).

Table 4: List of Occupational Shortages Identified By Industry

Occupation Name	NOC Code	Description (examples)
Furniture and Fixture Assemblers and Inspectors	9532	<ul style="list-style-type: none"> production worker – furniture manufacturing
Other Wood Products Assemblers and Inspectors	9533	<ul style="list-style-type: none"> manufactured housing production worker production worker, wooden manufactured homes production worker, wooden manufactured housing production worker, wooden prefabricated housing millwork assembler millwork assembler – wood products manufacturing sash and door inspector – millwork manufacturing
Woodworking Machine Operators	9437	<ul style="list-style-type: none"> moulder – wood products manufacturing moulding cutter – wood products manufacturing pin maker – wood products manufacturing plastic laminator – wood furniture manufacturing shaper – wood products manufacturing CNC Operator
Other Wood Processing Machine operators	9434	<ul style="list-style-type: none"> wood products finisher – furniture manufacturing drying kiln operator – wood processing edge gluer – wood processing flaker operator – wood processing fuel log maker – wood processing hardboard press operator – wood processing hot press operator – wood processing humidifier tender – wood processing

Sales and Account Representatives	6411	<ul style="list-style-type: none"> • consumer sales representative • design sales representative • product sales representative
Technical sales specialists - wholesale trade	6221	<ul style="list-style-type: none"> • technical sales representative • technical sales supervisor • technical support specialist – wholesale trade
Drafting technologists and technicians	2253	<ul style="list-style-type: none"> • furniture designer • industrial design consultant • industrial designer • industrial products designer • product designer
Industrial Designers	2252	<ul style="list-style-type: none"> • ergonomic products designer • fixture designer • furniture designer • industrial designer • industrial products designer • product designer
Interior Designers and Interior Decorators	5242	<ul style="list-style-type: none"> • certified interior designer • designer – interior design • interior designer • interior designer assistant • interior space designer • kitchen designer

Issues: Advisory Group Remarks

- ✓ Generally, advisory group members stated there was a good availability of low-skilled workers but those hired largely lacked the basic skills, knowledge and abilities related to manufacturing.
- ✓ There is a small pool of available and competent skilled workers. (Including design, sales, machine/equipment operators, specialized production workers, supervisors and managers)
- ✓ Some advisory group members identified business cycle and/or seasonality as a workforce challenge particularly for the attraction and of retention of low skilled production workers.
- ✓ While offering competitive wages was an issue for some advisory group members, the majority stated that favourable location, quality of the work environment and the stability of the business helped to offset a lower wage structure.
- ✓ No “Value-added 101” course is available for entry level workers in any occupation that would improve their integration into the industry.
- ✓ Younger workers may not be exposed to the job options in the value-added industry and therefore are not developing work-ready skills or following an education pathway that could improve their chance of employment in the sector.

Theme Two: Difficulty Attracting Suitable and/or Qualified Entrants to the Sector

Low awareness of the types of occupations and opportunities in the value-added wood products sector was identified as a key attraction issue. There is a lack of career pathway information to support attraction, hiring and training of potential workers.

Issues: Advisory Group Remarks

- ✓ Current information on value-added wood processing workforce skills and knowledge requirements related to competencies, education levels, and certification requirements is not readily available.
- ✓ There is a lack of sub-sector job descriptions and occupational pathway information which could improve attraction and retention that could cause some challenges for those who influence career decision making.
- ✓ Educators and college instructors lack knowledge of the value-added sector, which negatively impacts their ability to inform and educate their students about the options in the industry.
- ✓ Interaction between industry and college/universities representatives is limited.
- ✓ There is limited knowledge of training/education programming in other provinces or countries where there is similar technologies/process/equipment used.
- ✓ There is a gap between industry's understanding of what is offered in the k-12 system related to work experience, industry training and current educational programming.

Theme Three: Lack of training/education programming

The value-added wood products industry is in a continual renewal state as technology and production processes change. Maintaining a qualified and skilled workforce is a significant challenge faced by industry. With few training and/or educational offerings to support the development of skills, knowledge and competencies, the continued and long term success of the industry could be in jeopardy.

Issues: Advisory Group Remarks

- ✓ Most new employees lack the company-specific job skills, knowledge and abilities that allow them to integrate quickly into the work setting.
- ✓ There is little or no formalized training for occupations related to the value-added sector.
- ✓ In-house training is the norm for this industry. (At all levels and occupations)
- ✓ Where specialized equipment/technology or product knowledge is required, the training horizon for new employees can be quite lengthy.
- ✓ The level of technology used between and within each sub-sector varies and the inherent unique training requirements dramatically impact long term productivity.
- ✓ In-house training relies on current workers to provide training. If those workers have insufficient knowledge/experience or leave/retire, the ability of the company to train new hires is impeded.
- ✓ Few public or private training programs (high school or post-secondary) exist (in BC or other provinces) that meet the training needs of companies.
- ✓ Young people (in elementary/secondary school) are not given the opportunity to practice or develop the skills needed to enter the value-added sector.
- ✓ Advisory group members suggested that there should be more involvement from education representatives if subsequent phases of the SLMP is undertaken.

E. Conclusion

The labour market challenges and issues identified in the BC value-added wood products industry are ongoing. The findings of this report echo the findings of the *Advancing Wood Manufacturing in Canada – 2016 LMI Update*.

Employers are actively looking for people with the right skills and knowledge to work in this highly innovative and complex industry but comment that suitable candidates are hard to find. Employers are relying on in house training to ensure they have a skilled workforce to support their production but reference at times they would like to be able to hire from an already trained pool of labour. Employers also wonder how to engage and attract youth to enter this dynamic industry where there is good pay and a stable work environment so they have the labour supply to support long term success of their businesses.



Through the engagement activities, key Informants shared their knowledge and awareness of the labour market situation in British Columbia and identified a number of labour market issues.

Consensus on Labour Market Challenges

The Phase One Project industry advisory group discussed and expanded upon the three themes developed based on the stakeholder engagement activities and subsequently validated them as labour market supply areas of concern. There was consensus that if these labour market issues were not addressed, the expansions and long-term viability of the value-added wood products industry will be jeopardized.

Three of the most pressing themes include:

1. Labour shortages in specific skilled/technical occupations required to improve productivity.
2. Lack of suitable training/education to facilitate the expansion of production and/or the implementation of new technological processes.
3. Difficulty attracting new entrants, particularly from the youth demographic to replace retiring workers or go into newly created positions.

Governance Framework

At the final advisory group meeting June 28th, 2017, the group had a fulsome discussion regarding the ownership and leadership of the project now and into the future. Each member in attendance noted the value of the project and the importance of the continuance of the project. Several members were passionate in their description of the need to attract qualified individuals to ensure the continued success of this industry and expressed that the findings of Phase One were a good start towards identifying strategies that respond to the gaps between industry's need for qualified labour and its ability to find and train suitable supply.

BCWood outlined the value of this project and the importance of finding solutions to labour market challenges but expressed hesitancy to launch into a Phase Two project both from a resourcing and timing perspective siting BCWood is fully committed to other projects until late fall 2017.

BCWood brought forward the question to the advisory group if there might be another entity that could take on the project or share in the responsibility if a Phase Two project is undertaken.

While recognizing the resourcing and timing issue faced by BCWood, the advisory group supported BCWood continuing its leadership of the SLMP project as they viewed BCWood as the best fit and option. BCWood has not committed to leading the next phase, but is open to further discussion with its board. BCWood stated it would circle back with the advisory group at a later date to continue the discussion of the next steps for this project.

Each advisory group member, except one retiring member, stated that they would be happy to continue in the advisory role and willing to give their time to the commitment of a similar time frame to phase one of the project, as they feel this is such an important initiative and directly connected to the success of their business and the industry over the long term.



F. Appendices

Appendix 1: Preliminary List Value-added Wood Manufacturing Industry Occupations by National Occupational Classification (NOC) Coding

Retrieved from: <http://noc.esdc.gc.ca/English/NOC/OccupationIndex.aspx?ver=16>

The value-added wood manufacturing requires a full range of occupations to support its operations including managers and professional, technical and skilled trade workers who have specific training in and knowledge of the industry. The industry's occupations education criteria include university degrees, technical training, on the job training, short work demonstration or on the job training.

The following is a draft list of occupations by NOC that are found in the value-added wood manufacturing industry.

NOTE: to learn more about the NOC information readers can click on the highlighted links.

GROUP: MANAGERS

NOTE: All subsectors require the following occupations:

Senior Management Occupations

- 001 Legislators and senior management
 - [0013 Senior managers - financial, communications and other business services](#)
 - [0015 Senior managers - trade, broadcasting and other services, n.e.c.](#)
 - [0016 Senior managers - construction, transportation, production and utilities](#)

Specialized Middle Management Occupations

- 011 Administrative services managers
 - [0111 Financial managers](#)
 - [0112 Human resources managers](#)
 - [0113 Purchasing managers](#)
 - [0114 Other administrative services managers](#)
- 012 Managers in financial and business services
 - [0121 Insurance, real estate and financial brokerage managers](#)
 - [0124 Advertising, marketing and public relations managers](#)
 - [0125 Other business services managers](#)
- 021 Managers in engineering, architecture, science and information systems
 - [0211 Engineering managers](#)
 - [0212 Architecture and science managers](#)
 - [0213 Computer and information systems managers](#)

Middle management occupations in retail and wholesale trade and customer services

- 060 Corporate sales managers
 - [0601 Corporate sales managers](#)
- 062 Retail and wholesale trade managers
 - [0621 Retail and wholesale trade managers](#)
- 065 Managers in customer and personal services, n.e.c.
 - [0651 Managers in customer and personal services, n.e.c.](#)

Middle management occupations in trades, transportation, production and utilities

- 071 Managers in construction and facility operation and maintenance
 - [0711 Construction managers](#)
 - [0712 Home building and renovation managers](#)
 - [0714 Facility operation and maintenance managers](#)
- 091 Managers in manufacturing and utilities
 - [0911 Manufacturing managers](#)

Sector Specific Occupations

Subsector: Wood Manufacturing (including Pre-Fabricated Homes, Millwork, Engineered Wood Products)

GROUP: PROFESSIONAL/TECHNICAL

- [2252 Industrial designers](#)
 - business products designer
 - consumer products designer
 - container designer
 - ergonomic products designer
 - fixture designer
 - furniture designer
 - industrial designer
 - industrial products designer
 - product designer
- [5242 Interior designers and interior decorators](#)
 - certified interior designer
 - designer – interior design
 - interior designer
 - interior designer assistant
 - interior space designer
 - kitchen designer
 - licensed interior designer
 - registered interior designer
- [2251 Architectural technologists and technicians](#)
 - architectural design technician
 - architectural design technologist
 - architectural technician
 - architectural technologist

- [2253](#) Drafting technologists and technicians

GROUP: SKILLED/TRADES

- [7301 Contractors and supervisors, mechanic trades](#)
 - metal and woodworking machinery manufacturing foreman/woman
- [9224 Supervisors, furniture and fixtures manufacturing](#)
 - planers, turners, shapers and related wood-machining workers foreman/woman – furniture and fixtures manufacturing
 - wood machining workers foreman/woman – furniture and fixtures manufacturing
 - wood sanders foreman/woman – furniture and fixtures manufacturing
 - wood-machining quality-control inspectors foreman/woman – furniture and fixtures manufacturing
 - woodworking machine department foreman/woman – furniture and fixtures manufacturing
 - woodworking machine operators foreman/woman – furniture and fixtures manufacturing
 - woodworking machine operators supervisor – furniture and fixtures manufacturing
- [9227 Supervisors, other products manufacturing and assembly](#)
 - bench assemblers foreman/woman – wood products manufacturing
 - millwork assemblers foreman/woman – wood products manufacturing
 - millwork assembly foreman/woman – wood products manufacturing
 - prefabricated joinery assemblers foreman/woman – wood products manufacturing
 - prefabricated joinery assembly foreman/woman – wood products manufacturing
 - wooden truss making foreman/woman – manufacturing
- [9437 Woodworking machine operators](#)
 - looping machine tender – wood products manufacturing
 - moulder – wood products manufacturing
 - moulding cutter – wood products manufacturing
 - pin maker – wood products manufacturing
 - plastic laminator – wood furniture manufacturing
 - shaper – wood products manufacturing
 - CNC operator
- [9533 Other wood products assemblers and inspectors](#)
 - assemblers lead hand – wood products manufacturing
 - assembly line gluer – wood products manufacturing
 - banquette assembler – wood product manufacturing
 - barrel inspector – wood products manufacturing
 - bench assembler – wood products manufacturing
 - door finisher – wood products manufacturing
 - door patcher, wood – wood products manufacturing
 - glue clamp operator – wood products manufacturing
 - glue clamp operator, chain carrier – wood products manufacturing
 - hoghead assembler – wood products manufacturing
 - millwork assembler – wood products manufacturing
 - quality control inspector – wood products manufacturing
 - shop assembler – wood products manufacturing
 - wood furniture repairer – wood products manufacturing
 - wood products inspector – wood products manufacturing
 - wooden door repairer – wood products manufacturing
- [9619 Other labourers in processing, manufacturing and utilities](#)
 - barrel stave leveller – wood products manufacturing
 - clamp remover – wood products manufacturing
 - wood products finisher – furniture manufacturing

- [9215 Supervisors, forest products processing](#)
 - veneer foreman/woman – wood processing
 - veneer inspection foreman/woman – wood processing
 - waferboard making foreman/woman – wood processing
- [9434 Other wood processing machine operators](#)
 - automatic veneer clipper tender – wood processing
 - barker operator – wood processing
 - barking machine operator – wood processing
 - chip screen tender – wood processing
 - chip-mixing machine tender – wood processing
 - chipper operator – wood processing
 - clipper operator – wood processing
 - core layer – wood processing
 - core-laying machine tender – wood processing
 - debarker operator – wood processing
 - dip tank tender – wood processing
 - drop sorter operator – wood processing
 - drum barker tender – wood processing
 - drying kiln operator – wood processing
 - edge gluer – wood processing
 - flaker operator – wood processing
 - fuel log maker – wood processing
 - hardboard press operator – wood processing
 - hot press operator – wood processing
 - humidifier tender – wood processing
- [9227 Supervisors, other products manufacturing and assembly](#)
 - millwork assemblers foreman/woman – wood products manufacturing
 - millwork assembly foreman/woman
 - millwork assembly foreman/woman – wood products manufacturing
 - millwork assembly supervisor
- [9533 Other wood products assemblers and inspectors](#)
 - millwork assembler
 - millwork assembler – wood products manufacturing
 - sash and door inspector – millwork manufacturing

Subsector: Furniture

GROUP: PROFESSIONAL/TECHNICAL

- [2252 Industrial designers](#)
 - business products designer
 - consumer products designer
 - container designer
 - ergonomic products designer
 - fixture designer
 - furniture designer
 - industrial designer
 - industrial products designer
 - product designer
- [2253](#) Drafting technologists and technicians

GROUP: SKILLED/TRADES

- [0621 Retail and wholesale trade managers](#)
 - furniture store manager
- [0911 Manufacturing managers](#)
 - furniture factory manager
- [1225 Purchasing agents and officers](#)
 - furniture and furnishings purchaser
- [2252 Industrial designers](#)
 - furniture designer
- [5244 Artisans and craftspersons](#)
 - custom furniture designer
- [6345 Upholsterers](#)
 - furniture upholsterer
- [6411 Sales and account representatives - wholesale trade \(non-technical\)](#)
 - office furniture sales representative – wholesale
- [6421 Retail salespersons](#)
 - furniture and appliances salesperson – retail
 - furniture sales consultant – retail
 - furniture salesperson
 - furniture salesperson – retail
 - upholstery and furniture repair salesperson
- [7233 Sheet metal workers](#)
 - metal furniture model maker
 - metal furniture patternmaker
- [7272 Cabinetmakers](#)
 - custom wood furniture maker
 - furniture cabinetmaker
 - wood furniture and fixtures patternmaker
- [7441 Residential and commercial installers and servicers](#)
 - office furniture installer
- [7452 Material handlers](#)
 - furniture loader-unloader
 - furniture mover
- [7622 Railway and motor transport labourers](#)
 - furniture mover helper
- [9224 Supervisors, furniture and fixtures manufacturing](#)
 - buffing and lacquering foreman/woman – furniture and fixtures manufacturing
 - cabinet assembler and wood furniture maker foreman/woman
 - chair assembly foreman/woman – furniture and fixtures manufacturing
 - decorating foreman/woman – furniture and fixtures manufacturing
 - desk assembly foreman/woman – furniture and fixtures manufacturing
 - finishing room foreman/woman – furniture and fixtures manufacturing
 - furniture and fixtures manufacturing supervisor
 - furniture assembly foreman/woman – furniture and fixtures manufacturing
 - furniture components sanding department foreman/woman
 - furniture finishers foreman/woman – furniture and fixtures manufacturing
 - furniture finishers supervisor
 - furniture finishing foreman/woman – furniture and fixtures manufacturing

- furniture gluers foreman/woman – furniture and fixtures manufacturing
- furniture inspectors foreman/woman
- gluing foreman/woman – furniture and fixtures manufacturing
- laminating foreman/woman – furniture and fixtures manufacturing
- machining foreman/woman – furniture and fixtures manufacturing
- wood machining workers foreman/woman – furniture and fixtures manufacturing
- wood sanders foreman/woman – furniture and fixtures manufacturing
- wood-machining quality-control inspectors foreman/woman – furniture and fixtures manufacturing
- woodworking machine department foreman/woman – furniture and fixtures manufacturing
- woodworking machine operators foreman/woman – furniture and fixtures manufacturing
- woodworking machine operators supervisor – furniture and fixtures manufacturing
- [9437 Woodworking machine operators](#)
 - plastic laminator – wood furniture manufacturing
- [9447 Inspectors and graders, textile, fabric, fur and leather products manufacturing](#)
 - cushion and furniture-coverings manufacturing inspector
- [9532 Furniture and fixture assemblers and inspectors](#)
 - assembly inspector – furniture manufacturing
 - cabinet assembler – furniture manufacturing
 - cabinet inspector – furniture manufacturing
 - frame assembler, wood furniture
 - frame maker – furniture manufacturing
 - furniture and fixtures assembler
 - furniture and fixtures assembling inspector
 - furniture and fixtures assembly inspector
 - product inspector – furniture manufacturing
 - production worker – furniture manufacturing
 - wood furniture assembler
 - wooden furniture assembly repairer
- [9533 Other wood products assemblers and inspectors](#)
 - wood furniture repairer – wood products manufacturing
- [9534 Furniture finishers and refinishers](#)
 - finisher – furniture finishing
 - finishing machine operator – furniture manufacturing
 - frame moulding finisher – furniture manufacturing
 - frame moulding painter – furniture manufacturing
 - furniture finisher and repairer
 - furniture finishing decorator
 - furniture finishing varnisher
 - furniture polisher – furniture finishing
 - furniture refinisher
 - furniture-finishing machine operator
 - grainer – furniture finishing and refinishing
 - painter-finisher – furniture finishing
 - polisher, wooden furniture – furniture finishing
 - satin finisher – furniture finishing and refinishing
 - shader – furniture finishing and refinishing
 - spray stainer – furniture finishing and refinishing
 - sprayer, rough shellac – furniture finishing and refinishing
 - wood finisher – furniture finishing and refinishing
 - wood grainer – furniture finishing and refinishing
- [9619 Other labourers in processing, manufacturing and utilities](#)

- back padder – furniture manufacturing
- cushion filler – furniture assembly
- cushion stuffer – furniture assembly
- finisher-sander – furniture manufacturing
- furniture crater
- furniture manufacturing labourer
- furniture packer
- furniture panel coverer – furniture assembly
- hand sander – furniture manufacturing
- wood products finisher – furniture manufacturing

Subsector: Cabinets

GROUP: PROFESSIONAL/TECHNICAL

- [2252 Industrial designers](#)
 - business products designer
 - consumer products designer
 - container designer
 - ergonomic products designer
 - fixture designer
 - furniture designer
 - industrial designer
 - industrial products designer
 - product designer
- [5242 Interior designers and interior decorators](#)
 - aircraft interior designer
 - business aircraft interior designer
 - certified interior designer
 - designer – interior design
 - interior designer
 - interior designer assistant
 - interior space designer
 - kitchen designer
 - licensed interior designer
 - registered interior designer
- [2253 Drafting technologists and technicians](#)

GROUP: SKILLED/TRADES

- [7204 Contractors and supervisors, carpentry trades](#)
 - cabinetmakers foreman/woman
- [7272 Cabinetmakers](#)
 - cabinetmaker
 - cabinetmaker apprentice
 - furniture cabinetmaker
 - journeyman/woman cabinetmaker
 - tradesman/woman cabinetmaker
- [7611 Construction trades helpers and labourers](#)
 - cabinetmaker's helper
- [7441 Residential and commercial installers and servicers](#)

- kitchen cabinet installer
- [9224 Supervisors, furniture and fixtures manufacturing](#)
 - cabinet assembler and wood furniture maker foreman/woman
- [9532 Furniture and fixture assemblers and inspectors](#)
 - cabinet assembler – wood products manufacturing

Subsector: Log Home and Timber Frame Structure

GROUP: PROFESSIONAL/TECHNICAL

- [2252 Industrial designers](#)
 - business products designer
 - consumer products designer
 - container designer
 - ergonomic products designer
 - fixture designer
 - furniture designer
 - industrial designer
 - industrial products designer
 - product designer
- [5242 Interior designers and interior decorators](#)
 - certified interior designer
 - designer – interior design
 - interior designer
 - interior designer assistant
 - interior space designer
 - kitchen designer
 - licensed interior designer
 - registered interior designer
- [2253 Drafting technologists and technicians](#)

GROUP: SKILLED/TRADES

- [7271 Carpenters](#)
 - log home builder
 - log home carpenter
 - log home carpenter-builder

Appendix 2: Preliminary Stakeholder Engagement List

Preliminary Stakeholder Engagement Company Profiles April 2017

Centurion Lumber Manufacturing Ltd.

<http://centurionlumber.com/>

Ken McKenzie
Specialty Lumber
Chemanious, BC

Centurion markets a wide variety of building and specialty lumber products produced both at its own facilities and as provided by key suppliers with whom it has long-standing relationships. Centurion's dedicated group of traders have a wealth of experience in the global marketplace marketing our Coastal Helm-Fir, Douglas Fir, WRC; Interior SPF (Spruce, Pine, Fir) and Imported Spruce and Pine products.

Dynamic Architectural Windows and Doors

www.dynamicwindows.com

Brian MacLean
Millwork
Abbotsford, BC

Dynamic manufactures custom windows and doors and offers factor direct transactions, design and installation services.

Fraserwood Industries

<http://www.fraserwoodindustries.com/>

Peter Dickson
Log and timber frame structures
Squamish, BC

Fraserwood specializes in providing timber products and services to its customers that include drying, re-manufacturing, planning, precisions joinery fabrication, custom finishing and textures, engineering and design support and logistics and customer service.

Kootenay Innovative Wood, Kalesnikoff Lumber Co. Ltd.

<http://kiwood.com/>

Ken Kalesnikoff
Specialty Lumber
South Slocan, BC

KIW's re-manufacturing plant produces exterior home siding products to our Interior T&G Paneling & flooring using specialized equipment such as Weinig and Leadermac Custom Moulders, a Custom OSI 1'-16' End-matcher, a McDonough Resaw, a Marine Johnson Rip-line & chop-saws. For specialty millworks, their on-site grinding room allows for the design & cutting of knives for custom profiles and specialty orders.

Live Edge Design

<https://www.liveedgesdesign.com/>

John Lore

Furniture and Fixtures
Duncan, BC

Live Edge Design builds custom made furniture from reclaimed wood and offers design and manufacturing services.

Norelco Cabinet Solutions

<http://www.norelco-cabinets.ca>

Peter Raja
Cabinets
Kelowna, BC

Norelco designs, manufactures and installs customized cabinetry for multi-family projects to large custom homes.

Old Country Wood Turning

<http://oldcountrywoodproducts.com>

David Conway
Millwork
Victoria, BC

Old Country Wood Products manufactures high-quality, value added custom millwork. Products include custom wood turning, profile moulding, rope moulding, wood moulding accessories such as soft corners, rosettes, plinth blocks, casing corners, curved moulding, polymer reinforced wood products such as ceiling beams, posts, and corbels.

Pacific Homes Ltd.

<http://pacific-homes.com/>

Grant McKinnon
Prefabricated Homes
Saanich, BC

Pacific Homes specializes in custom home and cottage packages. Services include consultation, design and engineering, production of custom building materials.

Sperlich Log Construction Inc.

<http://www.canadianlogandtimber.com/about-us.html>

Peter Sperlich
Log and Timber Frame Homes
Enderby, BC

Canadian Pride Log and Timber Products is the registered trademark of Sperlich Log Construction Inc. The company has been crafting log and timber buildings for over 25 years. Clients in Japan and Germany have been part of the Canadian Pride Log & Timber Products (TM) family for almost as long.

All of the building systems focus on the use of local wood species wherever possible. Sperlich Log Construction Inc. is dedicated to providing a log and timber building that will last generations. The log

and timber structures are handcrafted from renewable wood that has been harvested in accordance to the stringent British Columbia Forest Practices Code.

Straight Line Design Inc.

<http://www.straightlinedesigns.com>

Judson Beaumont

Furniture and Fixtures

Vancouver, BC

Straight Line Design creates and produces one of a kind furniture pieces and commissions.

Structurlam Products

<http://www.structurlam.com>

Engineered Wood Products

Penticton, BC

Structurlam produces CrossLam CLT, Glulam Plus and Strukturdek GLT for large mass timber projects.

Winton Homes and Cottages, Sinclair Group

<http://www.wintonhomes.ca/>

Greg Stewart/Kevin Gunderson

Prefabricated Homes

Prince George, BC

Winton Homes & Cottages is a part of Sinclair Group Forest Products Ltd. with a head office in Prince George BC. Their other companies include: Nechako Lumber Co. (1969), L&M Lumber Co. (1972), Lakeland Mills Ltd. (1973), Winton Homes Ltd. (1996) and Premium Pellet (2001). Winton Homes & Cottages provides factory-framed homes, roof trusses and building components to builder and home builders.

Appendix 3: Advisory Group Terms of Reference

BC Value-added Wood Products Sector Engagement Project

Advisory Group Members

Name	Affiliation	Location	Industry Sub-sector
Brian Hawrysh (chair)	BC Wood	Langley	Sector Association
Ken Kalesnikoff	Kalesnikoff Lumber Co. Ltd	East Kootenay	Specialty Lumber
John Lore	Live Edge Design	Vancouver Island	Furniture & Fixtures
Grant McKinnon	Pacific Homes Ltd.	Vancouver Island	Prefabricated Homes
Peter Sperlich	Canadian Pride Log and Timber Products	Okanagan	Log and Timber Frame Homes
Peter Raja & Brian Ehrecke	Norelco Cabinet Solutions	Okanagan	Cabinets
Lesley Hemsal	Sinclar Group	Central Interior	Prefabricated Homes
Ken McKenzie	Centurion Lumber	Vancouver Island	Specialty Lumber
David Conway	Old Country Wood Turning	Vancouver Island	Millwork
Yavhel Velazquez	Ministry of Jobs, Skills, Tourism and Training	Victoria	Province of BC Government Representative

Jessi Zielke (project consultant) Zielke Consulting Ltd.

Randi Walker (consultant) BC Wood

TERMS OF REFERENCE

BC VALUE-ADDED WOOD PRODUCTS SECTOR ENGAGEMENT: ADVISORY GROUP

The Project

BC Wood is leading a project, funded through the BC Sector Labour Market Partnership Program, to investigate and assess the labour market challenges facing BC's value-added wood products sector over the next five years. Based on this project's work and support from the sector, a future project will develop a strategy to address the identified challenges.

Purpose of the advisory group

The purpose of the Advisory Group is to provide feedback on the findings of the key informant interviews and to help build clear consensus and direction on the Labour market issue(s) facing industry. The Advisory Group will also provide input into the leadership and governance structure for any subsequent Sector LMP project phases.

Project Background

BC Wood is leading a project, funded through the BC Labour Market Partnership Program, to investigate and assess the labour market challenges facing BC's value-added wood products sector over the next five years. Based on this project's work and support from the sector, a future project will develop a strategy to address the identified challenges.

BC's value-added wood products sector is made up of approximately 600 small and medium sized firms which provide employment to 13,000 British Columbians. The value-added wood products sector is comprised of seven sub-sectors of non-commodity wood products including specialty lumber, engineered wood products, millwork, cabinets, furniture, prefabricated homes and log and timber frame structures.

An expected shortage of skilled employees will be a serious limiting factor to the growth potential in the value-added wood products sector. The recently completed Provincial Value-added Action plan (see attached) identifies access to skilled labour as one of the three significant obstacles for the future expansion, increased investment and job creation in the sector. Without a comprehensive assessment of labour market issues and the implementation of a strategy to address these skills training challenges, the benefits that could occur from expansion in this sector will be jeopardized.

The group of industry and association representatives involved in the development of the Value-Added Action Plan will provide the foundation of an advisory group for the first phase of the Labour Market Partnership program project. The advisory group made up of cross sector volunteers will be brought together to provide input and feedback on the project deliverables.

The initial phase of the project will include the following work:

- 1) Eight to ten key informant interviews with key sector partners the Vancouver Island/ Lower Mainland/ and BC Interior regions to obtain baseline feedback on sector labour market issues and gauge interest in participation on advisory committee. (April 2017)
- 2) Based on initial advisory group feedback on preliminary findings, a further eight key interviews will take place and include other organizations with common issues to confirm and explore additional labour market challenges. (April 2017)
- 3) Based on the findings of the key informant interviews key themes will be identified and discussed with the advisory group at up to 2 subsequent meetings to develop consensus on labour market issues to be addressed. During those meeting a governance structure for Sector LMP project Phase 2 will be developed. (May 2017)
- 4) Final analysis of the key informant and advisory group input with the results and recommendations included in a final engagement report. (July 2017)

Funding for this project comes through the Labour Market Partnership Funding provided by the Province of BC. BC Wood will provide the oversight and project management. The project team consists of, Brian Hawrysh, BC Wood, Randi Walker, BC Wood and Jessi Zielke, Zielke Consulting Ltd project contractor.

Key Project Milestones

- | | |
|--|-------------------|
| 1. Key Informant Interviews (Industry) | April 21-24, 2017 |
| 2. Advisory Group Meeting | May 2, 2017 |
| 3. Interim Engagement Report | May 5, 2017 |
| 4. Key Informant Interviews (related groups) | May 15 - 26, 2017 |
| 5. Advisory Group Meeting | June 30, 2017 |
| 6. Final Engagement Report | July 30, 2017 |

Scope Of The Advisory Group's Work

1. Attend two advisory group meetings via phone conference.
2. Provide feedback and input on the key issues related to Labour Market Challenges via individual discussions and at advisory group meetings.
3. Provide suggestions/information on additional key informants that may have an interest in the project and/or who support training, recruitment etc.
4. Review and provide feedback on the interim engagement report.
5. Provide input into the leadership and governance structure for any subsequent Sector LMP project phases.
6. Review and provide feedback on the draft final report.

BC Value-added Wood Products Sector Engagement Project 2017

Advisory Group Meeting

Agenda

9:00 to 11:00 am May 2, 2017

Dial In Information

Conference line dial-in: 1-866-368-6248

Participant Code: 1337117#

In-person address: 9292 200th Street, Langley, BC (2nd floor)

- | | |
|---|-------|
| 1. Welcome and Introductions (Brian/All) | 9:00 |
| 2. Overview of Sector LMP project: phase one (Brian and Shauna) | 9:30 |
| 3. Purpose of the meeting today (Brian and Jessi) | 9:40 |
| 4. Summary findings to date (Jessi) | 9:45 |
| 5. Discussion of labour market themes arising from the Interviews (Jessi/All) | 10:00 |
| a. Three themes | |
| b. Additional issues/challenges | |
| 6. Next steps (Brian and Jessi) | 10:45 |
| a. Additional interviews | |
| b. Suggestions of potential interviewees | |
| c. June advisory group meeting (date change?) | |
| d. Final report | |
| 7. Closing remarks (Brian) | 10:55 |

BC Value-added Wood Products Sector Engagement Project 2017

Advisory Group Meeting

Agenda

11:30 - 4:00 pm June 28, 2017

Dial In Information (at 12:15)

Conference line dial-in: 1-866-368-6248

Participant Code: 1337117#

In-person address: 9292 200th Street, Langley, BC (2nd floor)

1. Welcome and Introductions (Brian/All)
2. Purpose of the meeting today (Brian)
3. Overview of Sector LMP project purpose: phase one and two (Brian and Yavhel)
4. Findings to date (Jessi)
 - a. Summarize findings from additional key informant interviews.
 - b. Review and confirm occupations identified in the interim report where skills shortages were identified. (see p. 12, 13, 14)
 - c. Review, discuss and confirm revised themes related to labour market issues (see interim report. p. 12 – 15)
 - i. Shortage of qualified workers
 1. Finding suitable candidates to fill job openings especially for production, design/technologist and sales positions is difficult.
 - ii. Reliance on in house training
 1. Most new employees lack the industry specific job skills, knowledge and abilities that allow them to integrate quickly into the work setting so companies must rely on in house training.
 - iii. Attraction of workers to industry
 1. There is a lack of career pathway/industry information to support attraction, hiring and development of training/education programming.
5. Discussion on direction of this project (Brian/All)
 - a. Next steps
 - b. Governance framework
6. Closing remarks (Brian)

Appendix 6: Key Informant Interviewees and Question Guide

BC Value-added Wood Products Sector Engagement Project 2017

Key Informant Interviews

Interviewees

Name	Company	Sub-Sector
Ken Kalesnikoff	Kalesnikoff Lumber	Specialty Lumber
John Lore	Live Edge Design	Furniture and Fixtures
Peter Sperlich	Canadian Pride Log and Timber Products	Log and Timber Frame Homes
Peter Raja, Brian Ehreck and Chantal Turtin	Norelco Cabinet Solutions	Cabinets
Grant McKinnon, Sabrina Angus	Winton Homes/Sinclar Group	Prefabricated Homes
Ken McKenzie	Centurion Lumber	Specialty Lumber
David Conway	Old Country Wood Turning	Moulding
Judd Beaumont	Straight Line Design Inc.	Furniture and Fixtures
Peter Dickson	Fraserwood	Log and Timber Frame Homes
Andre Morf	Structurlam	Engineered Wood Products
Bob Brash	Taan Haida	Specialty Lumber
Wayne Ward	Northern Capital	Cabinets/flooring
Jason Chui	UBC (COPS)	Education
Guido Wimmer	UNBC	Education

Interview Guide

About the Project

BC Wood is leading the BC Value-added Wood Products Sector Engagement Project funded through the BC Labour Market Partnership Program. The purpose of the project is to investigate and identify labour market conditions, challenges and issues facing BC's value-added wood products sector in the short and medium term. The key activities of project are to:

1. Establish a broad-based partnership/Advisory Group to engage the sector in this work.
2. Build clear consensus and direction on the Labour market issue(s) facing industry.
3. Establish a leadership and governance structure for any subsequent Sector LMP project phases.

The project activities will span April to July 2017 and include the formation of an advisory group, conducting key informant interviews and cumulate in a Sector Engagement Report that summarizes the activities and outcomes of industry engagement.

Purpose of the Key Informant interviews

The purpose of the key informant interviews is to engage key industry representatives in a discussion about the existing BC labour market conditions, to confirm labour market issues identified in the *2016 Advancing Wood Manufacturing in Canada LMI Report* and to follow up on anecdotal conversations amongst BC employers who identified specific labour market concerns over the past several years.

The input from the key informant interviews will be used to identify key labour market issues facing industry that will be discussed at the first Advisory Group meeting in late April.

About the Key Informant Interview

Brian Hawyrsh, BC Wood and Jessi Zielke, Project Consultant will conduct the interviews mid-April. The phone interviews should take no more than 30 -45 minutes. The following will be discussed during the interviews:

Part A: About your Company and its Workforce

Interviewee Name: _____

Location: _____

Company Name: _____

1. What business type accounts for the majority (greater than 50%) of your 2016 sales revenue?

- Re-man products (FJ, lumber specialties, fencing, panels, shakes and shingles)
- Engineered wood products (Glulam, CLT, LVL, I-joists, laminated posts/beams)
- Millwork (doors, windows, architectural and custom woodwork, turned wood products, mouldings)
- Cabinets (kitchen/vanity cabinets, cabinet doors, countertops)
- Furniture (household, RTA, commercial, institutional and patio)
- Prefabricated Housing
- Log and Timber Frame Structures
- Other (please specify) _____

List the major products manufactured at your plant

2. Tell us about the characteristics/profile of your current workforce. (Skill level, M/F, age etc.)

3. How many full-time equivalent employees did you employ in 2016?

(A full-time equivalent is 220 or more days worked in the year)

_____ Full Time Equivalent Employees

_____ Production Staff

_____ Non-Production Staff

4. How many part-time equivalent employees did you employ in 2016?
5. Describe your current recruitment and hiring practices/activities (word of mouth, recruiter, advertise in paper etc.)

Part B: About your Labour Market Experiences

1. Tell us about your current staffing/labour situation. (Challenges, successes, issues)
2. In the 2016 report the following were identified as labour issues. The reports found there were concerns in attracting, hiring, training and retaining employees, at many levels of the value-added wood products manufacturing chain. Are these still relevant issues for your company?

	Least Relevant		Most Relevant		
	1	2	3	4	5
Attraction					
Availability	o	o	o	o	o
Training/Skills gaps	o	o	o	o	o
Flexibility/ Adaptability	o	o	o	o	o
Cost of labour	o	o	o	o	o
Experience of workers	o	o	o	o	o
Recruitment barriers	o	o	o	o	o
Retention	o	o	o	o	o

3. What other issues would you like to add?

4. Is your company is experiencing any shortage of supply of the following:
 - Executive and Leadership
 - Sales and Marketing (including social media)
 - Mid-level technical skilled labour (production and/or quality control)
 - Specialist trade labour (machine operators)
 - Entry level labour
5. If you are experiencing shortages, at what level are your labour supply concerns greatest?
6. Do you have difficulty sourcing the right labour? Has this impacted the company's growth opportunities? If so expand on your difficulty.

7. Is there such a thing as an ideal skill set for your company? What would those skills be? Do you expect workers to have those skills prior to hiring, or do you have the capacity to train and develop the required skills?
8. Does the company currently have any relationships with training/educational facilities? If so describe these.
9. What training programs/educational institutions are you most likely to hire from?
10. What training programs are missing in terms of critical skills development?
11. Does your company have any programs for career transitioning/re-training?
12. Does the size of your company pose unique challenges in your hiring practices?
13. Is the ability to pay competitive compensation an issue in hiring and retaining employees?
14. If so, at what level is this most challenging?
15. Do you know of anyone else we should speak with who provides training or recruitment activities for your industry?
16. Would you be interested in participating in our Advisory Group to help determine common challenges and the scope of the sector's labour market issues?

