

February 18 & 19, 2004
Edmonton, Alberta

What Works—Alberta

“Building a Skilled Labour Force” Conference Proceedings

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The Conference at a Glance

“Building a Skilled Labour Force” was the theme of this year’s *What Works—Alberta* Conference. Held on February 18 and 19, 2004 at the Crowne Plaza Chateau Lacombe in Edmonton, this annual conference brought together innovative educators and employers who shared labour market resources and information on their successful projects and programs.

Sponsored by Alberta Human Resources and Employment (AHRE) and Human Resources and Skills Development Canada (HRSDC), over 130 staff from these two government departments and their service providers participated in the conference. The conference included a balance of keynote speakers, a concurrent session, two panels and an informal mini trade fair, called the networking room.

One of the key messages heard throughout the conference was a call for flexibility and innovation in meeting the needs and challenges of building a skilled labour force in Alberta. The Honourable Clint Dunford, Minister of AHRE, opened the conference with a challenge to consider better use of underutilized labour sources such as women, Aboriginals, and people with disabilities when developing skill-training programs.

Keith Shackleford, Director of Consolidated Services for HRSDC, provided a welcome on behalf of the Government of Canada. Mr. Shackleford highlighted the collaborative nature of the *What Works—Alberta* conference and encouraged participants to use their learnings to improve programs and services for clients.

Dr. Graham Lowe and Kenneth Fung, the keynote speakers of the conference, shared effective practices on shaping the future workforce/workplace and setting the stage for the future of learning. Two panels of speakers communicated their success stories on the innovations of education programs and attracting and recruiting skilled workers respectively.

Three varied topics in the concurrent sessions provided delegates the choice to learn about: a national labour market information service that allows users to identify specific labour market trends and opportunities to help them make informed career and employment decisions; best practices for undertaking evaluation and analysis projects as well as guidelines for developing evaluation questionnaires; and nine essential skills that provide a foundation for learning and helping people manage workplace transitions.

Some interesting results from completed participant evaluation forms are:

- ◆ Over 90% were satisfied overall with the conference
- ◆ 94% agreed to plan to use what they’ve learned at the conference in their current work
- ◆ 89% agreed they are more aware of effective practices occurring in Alberta

To view all of the presentations and the special edition newsletter, please go to www3.gov.ab.ca/hre/whatworksalberta/.

The Networking Room

The networking room was a new addition to this year's *What Works—Alberta* conference. The displays in the networking room provided participants with opportunities to ask questions about the effective practices used in the various labour market programs, services and/or projects.

On hand to share success stories of their programs were representatives from the following organizations:

- ◆ Alberta Apprenticeship and Training Board
- ◆ EmployAbilities
- ◆ Chrysalis
- ◆ Edmonton Mennonite Centre for Newcomers
- ◆ University of Calgary, Faculty of Continuing Education
- ◆ SkillsInvest, Greater Edmonton Competitiveness Strategy, Economic Development Edmonton
- ◆ Forum of Labour Market Ministers
- ◆ Labour Market News Bulletin

Two recipients of the 2003 Premier's Award of Excellence were also available to share what made their project or ongoing work unit so successful:

- ◆ The Business Advisory Network
- ◆ Canada Career Week 2002 Project Team

Effective practices related to labour market information were also available in the networking room. Representatives from Alberta Human Resources and Employment (AHRE) and Human Resources and Skills Development Canada (HRSDC) provided labour market information from the following sources: Edmonton and Capital Labour Market News Bulletin, Labour Market Information Working Group, JobsEtc.ca, Workers, Training and Careers, and Canada.gc.ca.

The co-sponsors of this year's conference, AHRE and HRSDC, partnered in exhibiting *What Works—Alberta* products at their booth. Delegates could pick up a CD containing many of the presentations from the conference, all of the past issues of the *What Works—Alberta* newsletters, as well as previous conference proceedings. A special edition newsletter to accompany the conference was also available in hard copy.

Over 60% of the conference participants completed the evaluation form. Of these, 87% agreed the networking room added value to the conference.

For more information on the above, please send an email to WhatWorks.Alberta@gov.ab.ca.

Day One Keynote Presentation

Shaping the Future Workforce and Workplace

Dr Graham Lowe, Ph.D

President of the Graham Lowe Group

What will the ideal workplace be like in the year 2014? What type of workforce will it take to help shape this ideal? Dr. Graham Lowe suggests the workplace of 2014 will be one that is innovative and ethical, high-performing, flexible, inclusive, and one that offers high-quality jobs. The workforce will be comprised of highly educated and committed learners who are change-resilient, collaborative, have broad skills, and with diverse backgrounds. However, to arrive at this ideal, we are faced with a variety of workplace and workforce renewal pressures.

Dr. Lowe presented four key elements to the future of work, also known as *Future Work Basics*. These four basics are as follows:

1. **Flexibility.** Dr. Lowe highlighted the demographic trends that will present numerous Human Resource (HR) challenges and require flexible HR strategies. The average age of the labour force is rising with relatively fewer youth entering the labour market. Workforce aging has already created labour shortages in health, education, and the construction trades.
2. **Talent.** Dr. Lowe presented a number of strategies for tapping underutilized talent and maximizing the use of existing talent. These strategies include: improvement of foreign credential recognition, utilization of a growing Aboriginal population, and increased use of underemployed workers.
3. **Relationships.** Dr. Lowe described relationships as the building blocks of a satisfying and productive workplace. Inherent in these relationships are the elements of trust, commitment, communication and influence.
4. **Environments.** The final key element—environments—speaks to factors such as work culture, values, and leadership in the recruitment, retention, development and engagement of persons in the workplace. As Dr. Lowe proposed, people are the most valued asset in the workplace.

In conclusion, Dr. Lowe challenged the group by asking participants to think about their vision of a quality workplace which supports high skills level and high performance, and what part they can play in making the vision a reality.

For more information on Dr. Graham Lowe's presentation, please go to www.grahamlowe.ca.

Day One Panel Presentation

Innovative Education Programs

Dr. Margaret-Ann Armour, Ph.D, Assistant Chair of the Department of Chemistry, University of Alberta (U of A)

Dr. Tricia Donovan, Ph.D, Chief Operating Officer of eCampusAlberta

Dr. Graham Lowe, Ph.D, President of the Graham Lowe Group

Equipping tomorrow's workers with the knowledge and skills they will require to successfully participate in the labour force of the future is one of the many challenges faced by career practitioners, educators and the educational system. The 2004 *What Works—Alberta* Conference was fortunate to have secured three pre-eminent scholars for this panel. They shared their insight, expertise, and their varied experiences in the field of education.

During Dr. Margaret-Ann Armour's presentation and participation in the panel discussion, she answered the question of how to train skilled workers by describing her involvement and experiences in founding the Chemistry Industrial Internship Program at the U of A. The Chemistry Industrial Internship Program allows students who have completed three years of their honours or specialization chemistry degree to spend one year working in a related industrial position.

Dr. Armour advocated the advantages of 'experiential' education, that provides real hands-on learning, gives context and relevance to course content, and helps to demonstrate the importance of teamwork in the workplace. In addition to the hands-on experience, students are provided with the opportunity to talk with professionals in their field and learn first hand of the qualifications necessary to pursue their chosen field of specialization. Dr. Armour related how students learn practical application of the theory taught in their academic courses, and gain insight into the skills and qualifications employers will be looking for.

More information on the Internship Program can be acquired at www.chem.ualberta.ca/undergraduate/undergrad_iip.html.

Tricia Donovan, Ph.D, is the Chief Operating Officer of eCampusAlberta. Dr. Donovan provided an overview of the eCampusAlberta initiative. It is a partnership comprised of 16 colleges and technical institutes which deliver online courseware across Alberta through the eCampusAlberta portal, increasing the availability and access to high quality online course and credential offerings. Together, the partners share curriculum and reduce duplication and serve to expedite the availability of courses and credentials. Dr. Donovan described the benefits of collaboration:

- ◆ Improves individual institution response to learner demand
- ◆ Improves awareness of required learner support services
- ◆ Provides a "One-Stop Shop" for learners
- ◆ Enables a rationalization of resources
- ◆ Offers a breadth of focus on quality and standards improvements

Dr. Donovan suggested the initiative benefits Albertans by offering increased access to online courseware province-wide. Other benefits the initiative offers include:

- ◆ Increased focus on consistent best practices in online learning
- ◆ The ability to complete full credentials
- ◆ Increased institutional focus on online learning opportunities and services

Additional information on the eCampusAlberta initiative may be obtained at www.ecampusalberta.ca/ or by contacting info@ecampusalberta.ca

In addition to providing the opening keynote address of the *What Works—Alberta* Conference, Dr. Graham Lowe also participated as a member on the Innovative Education Programs Panel. Dr. Lowe spoke of building a commitment to life-long learning and drew a parallel between a strong education ethic and a strong work ethic. He suggested an education system must be flexible to allow entrance to the educational system at different ages including those who wish to pursue an education after child rearing.

Dr. Lowe described four challenges or barriers that need to be removed to develop a commitment to life-long learning. Firstly, time is a barrier for people participating in the workforce who want to engage in additional learning. Due to time constraints, more so than costs, people do not engage in training to a satisfactory degree. Secondly, Dr. Lowe spoke of the need to remove barriers for marginalized groups. In these cases, time is not all that is required. Such groups require a personalized and sustainable approach. The third barrier to overcome is gaining acceptance in the belief that learning needs to be thought of as a fluid rather than a formal process. In this way, learning becomes a continual process throughout a person's career. The final challenge will be for employers faced with losing experienced and knowledgeable staff. They need to make sure there will be skilled staff to replace them.

Related articles, publications, news and analysis, and other services may be obtained by visiting The Graham Lowe Group at www.grahamlowe.ca.

Day Two Keynote Presentation

Transforming E-learning to Virtual Community of Practice

Kenneth Fung, Program Director, Faculty of Continuing Education, University of Calgary

E-learning has opened up a new world for knowledge transfer. As Kenneth Fung, Program Director of the Faculty of Continuing Education at the University of Calgary demonstrated in his inspiring keynote on February 19th, e-learning, like no other learning method, delivers knowledge and information to learners quickly and effectively. And it's a concept many organizations see as a strategic solution to provide education to their employees. But unlike some other traditional learning methods like classroom instruction, e-learning is largely virtual: how can the sense of community created in traditional learning environments, a key factor in the success of learning initiatives, be replicated for e-learning?

Mr. Fung proposed that a "community" can also be created in the virtual world. Although e-learning environments often suffer from a lack of face-to-face interaction, enhancing e-learning by facilitating knowledge-sharing and integration between e-learning participants overcomes this barrier. Using a variety of compelling examples, Mr. Fung demonstrated how education initiatives that use e-learning alone often fail. For instance, the University of California, Los Angeles (UCLA) School of Dentistry spent approximately \$750,000 US developing online courses only to find their intended audience was willing to pay higher fees for face-to-face lectures. Mr. Fung pointed out the UCLA succumbed to some common pitfalls of e-learning by assuming students would opt for online courses because they were cheaper. The University also overestimated what e-learning could accomplish. In order

to avoid e-learning failure, Mr. Fung suggests organizations use the following strategies:

- ◆ **Plan:** involve users/learners in planning and implementation
- ◆ **Align:** ensure e-learning is aligned with the organization's values and goals and is linked to performance management initiatives
- ◆ **Blend and integrate:** select multiple options for learners based on their needs and on environmental factors
- ◆ **Motivate and support:** understand what motivates e-learners to keep them using e-learning
- ◆ **Market and communicate:** keep learners engaged and motivated
- ◆ **Evaluate and refine:** incorporate continuous improvement.

These strategies assist organizations to see that people can learn in a variety of ways and e-learning initiatives must be enhanced by other learning and information sharing structures. A Community of Practice (CoP) is the most effective way to enhance e-learning. The concept is simple—an informal group of practitioners share knowledge on common development problems while pursuing joint solutions. However, the CoP has radically galvanized knowledge sharing, learning, and innovation by complementing existing organizational structures.

Why are CoPs effective? They involve members from a variety of disciplines which increases knowledge flow and overcomes knowledge gaps, leading to improved outcomes.

In keeping with his belief in empowering by sharing knowledge, Mr. Fung shared the hallmarks of successful CoPs. An effective CoP should:

- ◆ Support idea generation and evaluation of alternatives
- ◆ Incorporate structured information and interaction
- ◆ Have a unifying purpose and focus
- ◆ Use information technology effectively
- ◆ Allow for individual and group identity construction and maintenance
- ◆ Support the development of a rich set of discussion tools for dialogue, negotiation and collaborative problem-solving
- ◆ Encourage effective connections to live "off-line" community activities

A key feature of a successful CoP is its ability to emphasize learning in the context of applying the learned information with others. In doing this, a CoP improves the culture of learning itself. Learning, then applying knowledge, is highly collaborative and produces effective results. Results are realized at each level: by the individual participating in a CoP, by the community itself, and by the organization served by the CoP.

Mr. Fung shared data from a recent study conducted by IBM on CoPs in a variety of organizations. The study found that implementing a CoP had improved performance at all levels of organizations. For example, improved networking gained by participating in the CoP reduced the amount of time employees spent on unproductive tasks such as searching for information. Employees themselves agreed strongly that CoP resources and activities positively influenced job skills, productivity, and job satisfaction. Overall, organizations realized improved operational efficiency and employee retention, while they saw a positive impact on their bottom line through reduced costs.

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Mr. Fung capped off his address with the simple message that CoPs, linked to e-learning initiatives, are all about people. They keep learners motivated, provide a process for acquiring and sharing knowledge, and make effective use of technology to enable learners to be successful.

Developing a successful CoP requires motivation and transformation. The best way to transform the traditional learner to the empowered learner within organizations is to provide just-in-time delivery of information and knowledge while motivating learners/employees with rewards and management support. Within the CoP environment, learners/employees will not only apply knowledge, they will share and create new knowledge benefiting the organization as a whole and, perhaps most importantly, themselves and the community.

For further information on CoP and the University of Calgary's Continuing Education faculty, please contact Kenneth Fung at fungk@ucalgary.ca.

Day Two Panel Presentation

Innovative Employers—How to Attract and Retain Skilled Workers

Ed Davies, Vice-President (VP), Business Development for Drake Beam Morin (DBM) Edmonton

Susan Cassidy, VP, Human Resources for Calgary Laboratory Services

Stephen Quesnelle, VP, Human Resources for Intuit Canada and United Kingdom

Attracting and retaining skilled workers is an important part of building a skilled workforce. The Innovative Employer Panel, comprised of three Vice-Presidents from private industry, shared effective practices that can be used to attract and retain skilled workers.

Mr. Davies spoke first on the importance of recruitment. "Effective selection begins with effective recruitment. Compatibility is the key to a long-term employment relationship; cultural issues need to be addressed. To determine cultural fit, companies must look beyond the information provided in job descriptions when assessing potential candidates. As the saying goes 'Hire for attitude, train for skills.'" Mr. Davies also shared general practices for retaining workers and indicated that employees today want to continuously learn and be challenged, and it is important for companies to provide opportunities for training. Mentoring can also be an effective way of helping an employee learn and grow.

Ms. Cassidy attracts skilled workers for Calgary Laboratory Services (CLS) by keeping in touch with the needs of the workers. Distributing information about the company (via career fairs, conferences, Internet etc.) is important for attracting skilled workers. In order to recruit from a broader selection of workers, CLS also partners with educational institutions to offer clinical, co-op, and work

experience opportunities. To retain skilled workers, CLS offers educational opportunities to individuals within the company. For example, last year CLS paid for an employee's tuition, accommodation and books while they participated in a specialized program at the British Columbia Institute of Technology. "It is important to offer competitive compensation and benefits, learning and development opportunities," says Ms. Cassidy. CLS also provides flexible working arrangements such as variable work schedules.

When recruiting for Intuit Canada, Mr. Quesnelle looks for candidates globally and offers benefits designed to "wow" them. Intuit wants candidates with the right attitude and offers rewards that are aligned with the values of the corporation. Mr. Quesnelle also spoke to the importance of keeping employees satisfied. For example, when Intuit was moving locations, the company asked its employees what features they would like to have incorporated in their new facility. Several of these suggestions were implemented and the new location has nap rooms and outdoor decks.

While these recruitment and retention strategies worked for these three companies, it is important to note that there are no set methods that will work for all companies. It is important to find what employees or potential employees value and construct a system to attract and retain them.

For more information on DBM, please contact Ed Davies at ed.davies@dbmcanada.com. For more information on CLS, please contact Susan Cassidy at susan.cassidy@cls.ca. For more information on Intuit Canada, please contact Stephen Quesnelle at steve.quesnelle@intuit.com

Concurrent Sessions

Essential Skills: Skills to Succeed *Chris Bates, Human Resources and Skills Development Canada (HRSDC)*

The importance of essential skills such as literacy, numeracy, and the ability to learn, in the global labour market cannot be overstated. In Canada, the increasing emphasis on highly skilled positions means job seekers must enter the labour market with the full complement of these skills. Essential skills are also employability skills—speaker Chris Bates noted these skills are key factors in HRSDC’s labour market initiatives.

A recent Prime Minister’s Expert Panel on Skills identified three sets of skills necessary for an effective labour market:

- ◆ **Essential Skills**—Reading text, document use, numeracy, writing, oral communication, working with others, computer use, continuous learning, thinking skills
- ◆ **Technical Skills**—Occupation-specific skill sets
- ◆ **Management Skills**—Cost control and budgeting

The Panel also found there is “a persistent shortage of people who combine strong technical abilities with *essential skills* and *management skills*.” Mr. Bates noted this information, combined with data that show a significant portion of Canadians are at the bottom two levels in reading text, document use, and numeracy skills, has led HRSDC to develop the *Essential Skills and Workplace Literacy Initiative* (ESWLI).

The ESWLI operates through four streams of activity:

1. **Outreach:** Building a national understanding of the importance of and ways to acquire Essential Skills while maintaining and building new partnerships;

2. **Applications:** Providing funding support to the development of projects designed to enhance Essential Skills;
3. **Synergy:** Expanding synergies and partnerships to integrate Essential Skills tools into other Government of Canada programs; and
4. **Research:** Undertaking research that expands the knowledge base while increasing Essential Skills profiles for higher level occupations.

The initiative is especially important given current circumstances: the Conference Board of Canada recently found firms invest only 1.1% of their training budgets in developing basic skills. Meanwhile, in occupations for which no post-secondary education is required, such as cashiers or labourers, higher levels of literacy, numeracy and reading text skills are necessary. The benefits of increasing Essential Skill levels are many, both for job seekers and employers. Investment in Essential Skills means:

- ◆ Lower unemployment and less reliance on social assistance
- ◆ Higher income levels and improved career advancement
- ◆ More social inclusion and improved standard of living
- ◆ Increased labour force participation
- ◆ Improved responsiveness to change for business.

Mr. Bates also shared data from an ABC Canada Literacy Foundation report about firms who invested in basic skills training in the workplace. These firms realized improvements in key areas such as productivity, quality of work, the promotability of workers, and perhaps, most importantly in today’s highly competitive labour market, a 97% improvement in employee retention.

There are many resources available to both job seekers and employers looking to improve Essential Skill levels. Human Resources and Skills Development Canada has developed 191 Essential Skills profiles to date that describe an occupation, its tasks, and skills required. By 2005, it is estimated there will be over 300 profiles available to job seekers exploring careers, checking skill requirements, preparing resumés and developing learning plans. The profiles are also available to employers developing job descriptions and considering skills training options. The Test of Workplace Essential Skills (TOWES) and Applications of Working and Learning (AWAL) tools, along with the Essential Skills Computerized Occupational Readiness Training (ESCORT) program, are other resources that place Essential Skills front and centre.

Mr. Bates finished his presentation by sharing the results of a unique pilot project in Ontario called the *Ontario Skills Passport*. The project uses some of the resources described above to provide unemployed and underemployed people, mostly youth, with a record of their skills—also called the “Passport”. This document has been useful in job searches, and has the potential for cross-Canada application.

The Canadian labour market is dynamic and increasingly complex. Those individuals and firms who make the investment in Essential Skills will help to ensure the livelihood of the Canadian economy.

To view HRSDC’s Essential Skills profiles, click on: www15.hrdc-drhc.gc.ca. For further information on TOWES, click on: www.towes.com. For more information on ABC Canada Literacy Foundation, click on www.abc-canada.org.

Evaluation and Analysis Standards

Frank Testin and Rudy Faist, Alberta Human Resources and Employment (AHRE)

Using an evidence-based approach when evaluating AHRE programs and services supports the following departmental goal: Albertans receive effective and efficient programs and services. The development of standards for evaluation and analysis activities help support this strategy.

This presentation, delivered by two evaluation experts from the Data Development and Evaluation Branch of AHRE, included:

- ◆ Discussion of the standards used by AHRE
- ◆ Highlights of the benefits of using these standards
- ◆ A checklist for developing an evaluation tool

Frank Testin and Rudy Faist started their presentation with background information about the development of the Evaluation and Analysis Advisory Committee (EAAC). This committee includes representatives from each division in AHRE and is responsible for:

- ◆ Developing evaluation and analysis standards
- ◆ Providing inter-divisional coordination of the planning and implementation of evaluation and analysis initiatives
- ◆ Linking the evaluation and analysis plan with various AHRE operational plans
- ◆ Communicating the findings throughout the department

The new evaluation and analysis standards help AHRE staff improve the quality of the evaluation of their projects. However, these standards can be adapted and applied to any organization interested in increasing the quality of their planning, policy analysis, and/or program and delivery design. While the standards are relatively new, some benefits of using these standards can already be anticipated:

- ◆ Decision making will be better informed by improving the linkages between evaluation and analysis activities and other planning processes;
- ◆ Continuous improvement will be fostered and supported by awareness of evaluation projects taking place and sharing findings;
- ◆ There will be a reduction in the duplication of effort through better coordination between divisions; and
- ◆ The quality of projects will be improved by following explicit evaluation and analysis standards

Individuals attending this session were also presented with a questionnaire checklist. Mr. Faist reviewed the checklist and assessed some considerations that should be taken into account when developing a questionnaire.

The presentation concluded with a reminder to participants that “Only by using sound approaches will studies contribute to evidence-based decision making.”

To view the questionnaire checklist, please go to www3.gov.ab.ca/hre/whatworksalberta/ and click on Conference Presentations, then Evaluation and Analysis Standards.

From left to right:

- ◆ Dr. Graham Lowe, Ph.D, President of the Graham Lowe Group
- ◆ Clint Dunford, Minister of Alberta Human Resources and Employment (AHRE)
- ◆ Ellen Hambrook, Director, Organizational Planning and Effectiveness in AHRE
- ◆ Keith Shackelford, Director, Consolidated Services, Human Resources and Skills Development Canada



Labour Market Information (LMI) Web Site

Flora Brophy, Human Resources and Skills Development Canada

Labour Market Analyst

Flora Brophy, Labour Market Analyst for the Alberta/Northwest Territories/Nunavut Region, provided an overview and live demonstration of the recently launched LMI Web site.

Mrs. Brophy highlighted the vast array of information offered on the site such as employment prospects, wages and salaries, and the ability to compare occupations. Information on where to obtain training, employment, and other useful information is readily available for both job seekers as well as career practitioners.

Mrs. Brophy indicated that this site is unique in that the data is not generic, but is tailored to the local labour market area. She advised the group that labour market analysts across Canada input their respective labour market data on a daily basis to ensure the site is up to date and presents an accurate picture of local labour market areas.

The 'NewsFlash' feature of the site allows users to search for current information on labour market events of provincial and national significance and learn how these events may influence the local labour market.

In addition to LMI data, the site aims to offer assistance to the job seeker by providing links to other employment related sites. Flora welcomed input from those who attended her presentation, and invited those who have a related web site they wish to be included in the LMI Web links to forward their information.

For more information and access to the LMI Web site, please go to www.labourmarketinformation.ca.

Acknowledgements to the following *What Works—Alberta* Conference committee members for helping to organize the conference:

Kevin Essar, Bryan Haggarty, Kathy Hibbs, Karen Lau, Evelyn Mah, and Jacqueline Wallis

A special thank you to the following people who volunteered their time at the conference:

Nichole Aichinger, Alex Callejon, Marlene Chechnita, Catherine Gannon, Martha Hirschfeld, Casandra Lee, Peter Sleight, Irene Smith, Ernie Soliman, and Patti Szkwarok

CONFERENCE
What Works—Alberta
"Building A Skilled Labour Force"

Registration is free
Registration and accommodation are the responsibility of the participant.
Registration deadline is February 6, 2004.
For online registration see <http://www.whatworks.ab.ca>
Register early—registration is limited.

Dates and times
February 18th
11:30 am - 4:30 pm
February 19th
8:30 am - 3:00 pm

Location
Crowne Plaza Chateau Laurier
1011 Bellamy rd
Edmonton, Alberta

More info
For more information, please send a message to the email above or Alberta member at whatworks_abca@gov.ab.ca

Alberta Human Resources and Employment and Human Resources and Skills Development staff and service providers are invited to attend the upcoming "What Works—Alberta" conference. The conference is designed to provide an opportunity to exchange information on programs and activities which have made a positive difference with clients.

Effective practices
This conference will provide staff and service providers with new ideas and additional tools to better serve clients.

Learning and exchanging ideas
Participants will have the opportunity to discuss practical applications of "effective practices" and to exchange ideas about their own work to provide better outcomes for clients in the areas of social, workplace, and labour market programs and services. A balanced program of structured sessions and free-flowing exchange will maximize participants' opportunity to learn from experts and each other.

Canada

If you enjoyed these proceedings, you may also enjoy the *What Works—Alberta* newsletter. To receive upcoming issues or to access previously published ones, please email your request to WhatWorks.Alberta@gov.ab.ca.



Human Resources and
Skills Development Canada

Ressources humaines et
Développement des compétences Canada



the people
& workplace
department