



Petroleum Labour  
Market Information



## HR Trends and Insights:

# Aboriginal Employment in Saskatchewan's Oil and Gas Industry

Published April 2014



Petroleum  
Human Resources  
Council

a Division of  
**ENFORM**



Government  
of  
Saskatchewan  
Ministry of the Economy

Funded by the Government of Saskatchewan through the Ministry of the Economy

## HR TRENDS AND INSIGHTS: ABORIGINAL EMPLOYMENT IN SASKATCHEWAN'S OIL AND GAS INDUSTRY

### TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>3</b>
What's Included in this Report .....	3
Recruiting for Growth in a Tight Labour Market .....	3
Aboriginal Employment in Saskatchewan's Oil and Gas Industry	3
Differences in Recruitment Strategies .....	4
Effective Strategies Used by Oil and Gas Companies .....	5
<b>Introduction</b> .....	<b>6</b>
Labour Market Challenges for Oil and Gas Employers .....	7
<b>Current Recruitment and Retention Strategies</b> .....	<b>9</b>
Spotlight: Assistance and Training for Aboriginal Workers .....	10
<b>Examples of Successful Strategies Used by</b>	
<b>Oil and Gas Companies</b> .....	<b>11</b>
Spotlight: Business Development Successes on	
First Nations' Land .....	13
<b>Conclusion</b> .....	<b>15</b>
Spotlight: First Nations Training, Employment and	
Career Development Project .....	15
<b>Appendix 1: Report Methodology</b> .....	<b>16</b>
<b>Appendix 2: Glossary</b> .....	<b>17</b>
<b>Endnotes</b> .....	<b>18</b>
<b>Acknowledgements</b> .....	<b>20</b>

## EXECUTIVE SUMMARY

**The Aboriginal population in Saskatchewan is growing and will be an important future labour source for oil and gas employers. In Canada's 2011 National Household Survey (NHS), nearly 97,000 people in Saskatchewan between ages 15 to 65 self-identified as being an Aboriginal person, about 14 per cent of the province's working-age population.**

Information on employment of Aboriginal people<sup>1</sup> in Saskatchewan's oil and gas industry is difficult to collect because few Aboriginal workers are directly employed in the industry,<sup>2</sup> and many oil and gas companies do not currently measure or record their employment of Aboriginal people.

The Petroleum Human Resources Council – a division of Enform Canada – conducted an online survey with companies directly operating in Saskatchewan's oil and gas industry. The survey requested information about current and expected future human resource issues and trends. In addition, camp providers, construction companies and other companies that serve the oil and gas industry, and who are significant employers, were interviewed to augment the information available on direct employment of Aboriginal people by oil and gas companies in Saskatchewan. This report documents the survey results<sup>3</sup> and information gained through qualitative interviews with 11 employers and other labour force development stakeholders.

### **WHAT'S INCLUDED IN THIS REPORT**

This report describes the employment of Aboriginal people in Saskatchewan's oil and gas industry and the effective strategies that companies have used to recruit and retain Aboriginal people in their labour force. The report contains

- information on Saskatchewan's recent labour market conditions for oil and gas employers
- a profile of employment of Aboriginal people in oil and gas sectors and occupations
- discussion of the business drivers that are leading companies to implement Aboriginal recruiting strategies
- effective strategies that oil and gas companies are using to attract and retain Aboriginal workers

### **RECRUITING FOR GROWTH IN A TIGHT LABOUR MARKET**

In the near term, Saskatchewan's oil and gas industry is expected to achieve growth while facing one of Canada's tightest labour markets. According to the Canadian Association of Petroleum Producers' (CAPP) June 2013 *Crude Oil Forecast*, conventional oil production in Saskatchewan is expected to increase by 5.4 per cent between 2013 and 2018. Over the long term, between 2012 and 2022, Saskatchewan's oil and gas industry will need to fill as many as 3,450 direct job openings.<sup>4</sup> In addition, spending by oil and gas companies will generate as many as 20,500 indirect jobs per year by 2022, in sectors such as construction, manufacturing, professional, scientific and technical services, leasing, and food and accommodation services.<sup>5</sup> Employers hiring for these jobs must do so under tough labour market conditions. Saskatchewan has the lowest provincial unemployment rate in Canada at 4.5 per cent (as of March 2014). More than half of oil and gas employers in the online survey reported that employee retirements, retirement eligibility, employee turnover, and training costs are all increasing in Saskatchewan. In particular, employers reported that they face challenges recruiting for jobs due to local labour shortages, high competition from other oil and gas companies, high costs of living, and difficulties recruiting workers to remote areas. At the same time, most companies in the oil and gas industry indicated that they expect to increase their staffing in these locations in order to support future expansion and growth.

### **ABORIGINAL EMPLOYMENT IN SASKATCHEWAN'S OIL AND GAS INDUSTRY**

The population of Aboriginal people in Saskatchewan is growing. In 2011, Aboriginal people represented 15.6 per cent of the province's population<sup>6</sup> and by 2031, they will represent between 21 and 24 per cent of Saskatchewan's total population.<sup>7</sup> More than half (57 per cent) of Saskatchewan's population of Aboriginal people live in rural areas, many in close proximity to oil and gas developments. The remaining population lives in urban areas like Saskatoon,

Regina, Prince Albert, North Battleford, Estevan, and Swift Current, where some petroleum companies operate regional and field offices.

While the population of Aboriginal people is growing, their representation in Saskatchewan's oil and gas industry is low. According to the 2011 NHS, Aboriginal people represented 7.5 per cent of workers in Saskatchewan's oil and gas industry with approximately 900 Aboriginal people working in the industry.<sup>8</sup> Off-reserve households accounted for most of the oil and gas industry's employment of Aboriginal workers (750 out of 900 workers) with the main occupations of Aboriginal people in Saskatchewan's oil and gas industry identified in Table 3.

### DIFFERENCES IN RECRUITMENT STRATEGIES

Companies that are effectively recruiting Aboriginal people recognize that Aboriginal employment is critical to their ability to grow. Companies that have developed effective Aboriginal employment programs indicated that they did so for practical business reasons: Aboriginal people were already living in the remote locations where their companies operate. In addition, employers who hire Aboriginal people tend to have strong workforce development and retention programs. These programs are designed for all workers, but with specific practices to retain Aboriginal people, giving the company a workforce advantage over their competitors.

Despite labour market shortages, few employers reported that they use strategies to increase the recruitment of Aboriginal people. Many employers reported that they do not currently have a corporate policy to increase Aboriginal employment and most do not measure or record the level of Aboriginal employment in their organization. Many HR managers in the oil and gas industry were unaware of the different recruitment and retention strategies.

Companies with effective strategies tend to have a high level of awareness of cultural differences between Aboriginal people and non-Aboriginal Canadians. These companies have implemented practices to bridge differences and improve recruitment and retention strategies. Some examples of strategies mentioned by HR managers in the interviews included:

- partnerships with Aboriginal employment and training centres to raise awareness of employment opportunities amongst Aboriginal people
- benefits tailored to workers

### Saskatchewan's Population of Aboriginal People

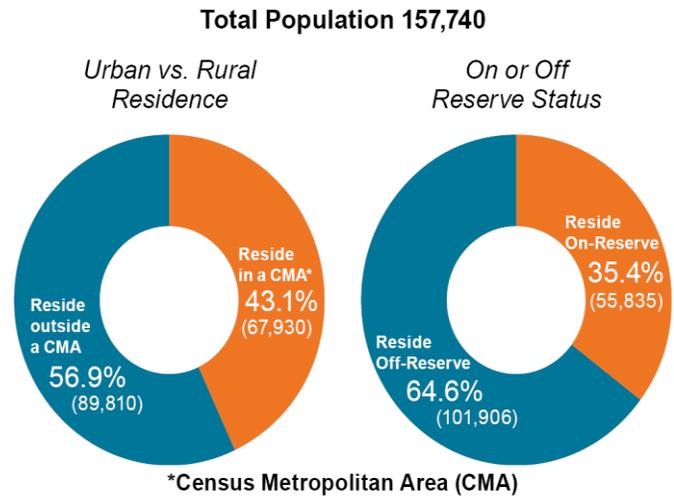


FIG. 1 Source: 2011 National Household Survey, Statistics Canada

TOP CMA POPULATION CENTERS		
Location	Population of Aboriginal People	Per cent of Aboriginal People
Saskatoon	23,895	15.1%
Regina	19,785	12.5%
Prince Albert	15,780	10.0%
North Battleford	4,160	2.6%
Yorkton	1,795	1.1%
Moose Jaw	1,410	0.9%
Estevan	630	0.4%
Swift Current	475	0.3%

TABLE 1 Source: 2011 National Household Survey, Statistics Canada

- onboarding processes designed to assist new workers successfully transition to full time employment
- assistance with transportation and accommodation arrangements for employees working away from home

## Aboriginal Employment in Saskatchewan's Oil and Gas Industry

Characteristics	Saskatchewan's Oil and Gas Industry		Top CMA Population Centres	
	Total Employment	Share of Employment	Total Employment	Share of Employment
Total – Aboriginal and non-Aboriginal	12,025	100.0%	529,095	100.0%
Aboriginal identity	900	7.5%	48,640	9.2%
Household on reserve	140	1.2%	10,385	2.0%
Household off reserve	750	6.2%	38,255	7.2%

TABLE 2 Source: 2011 National Household Survey, Special Data Aggregation provided by Statistics Canada. Oil and gas industry employees include workers employed by companies in NAICS 2111 (Oil and Gas Exploration), NAICS 2131 (Support Activities for Oil and Gas and Mining), and NAICS 4861-4862 (Crude Oil and Natural Gas Pipelines). Note: Sums do not match totals due to rounding of figures. Statistics are reported as they are provided by Statistics Canada.

## Aboriginal Employment in Saskatchewan's Oil and Gas Industry, Selected Occupations

Occupation (NOC) <sup>9</sup>	Oil and Gas Industry Employees Who Are Aboriginal People	Share of Oil and Gas Employees Who Are Aboriginal People
Oil and gas drilling, servicing and related labourers (8615)	170	14.7%
Contractors and supervisors, oil and gas drilling and services (8222)	130	11.3%
Heavy equipment operators – except crane (7521)	85	20.7%
Construction millwrights and industrial mechanics (7311)	40	10.4%
Oil and gas well drillers, servicers, testers and related workers (8232)	25	2.2%
Power engineers and power systems operators (9241)	25	23.8%
Transport truck drivers (7511)	20	2.8%
Oil and gas well drilling and related workers and services operators (8412)	20	2.5%

TABLE 3 Source: 2011 National Household Survey, Special Data Aggregation Provided by Statistics Canada. Oil and gas industry employees include workers employed by companies in NAICS 2111 (Oil and Gas Exploration), NAICS 2131 (Support Activities for Oil and Gas and Mining), and NAICS 4861-4862 (Crude Oil and Natural Gas Pipelines).

### EFFECTIVE STRATEGIES USED BY OIL AND GAS COMPANIES

Companies that were successful in recruiting Aboriginal workers established personal relationships through face-to-face interaction with leaders in Aboriginal communities before beginning recruiting activities. In addition to forming long-term trusting relationships, companies implemented corporate policies that set measurable goals for Aboriginal employment.

Advance planning increased the likelihood of forming a successful recruiting partnership. These companies carefully planned initial contact with Aboriginal communities and approached them to form a partnership that benefited both the company and the Aboriginal community. The most effective companies

established a formal corporate policy that proactively engaged with the Aboriginal community and helped a company to measure its success. Successful companies planned retention programs prior to hiring and incorporated practices such as multiple hires, mentoring, and cultural training to increase the retention of Aboriginal people within their labour force.

With pro-active strategies in place, these companies were better equipped to overcome any challenges in hiring Aboriginal people. Recruiting from this growing source of local workers supported their company's growth while gaining a labour force advantage over their competition.

## INTRODUCTION

### A number of economic indicators point to a tight labour market in Saskatchewan:

- Saskatchewan's unemployment rate is the lowest in Canada<sup>10</sup>
- Saskatchewan's job vacancy rate is the highest in Canada<sup>11</sup>
- real earnings continue to rise in Saskatchewan<sup>12</sup>

The economic growth driving these trends is expected to continue in Saskatchewan, particularly in resource-based industries, increasing demand for labour and further tightening the labour market.<sup>13</sup>

### Activity Outlook

The oil and gas industry has become increasingly important in Saskatchewan over the last two decades. Saskatchewan is now Canada's second largest oil-producing province, representing 36 per cent of Canadian oil production in 2012.<sup>14</sup> Recent activity in Saskatchewan's oil and gas industry has been stable with conventional oil production estimated to have dropped slightly (2.3 per cent) from 2012 to 2013.<sup>15</sup> Looking ahead, the CAPP forecasts that conventional oil production in Saskatchewan will increase by 5.4 per cent between 2013 and 2018.<sup>16</sup>

### Labour Demand

In 2012, Saskatchewan's oil and gas industry directly employed approximately 11,600 workers. Between 2012 and 2022, the industry will need to fill as many as 3,450 direct job openings.<sup>17</sup> In addition, spending by oil and gas companies will generate as many as 20,500 indirect jobs in related sectors such as construction, manufacturing, professional, scientific and technical services, leasing, and food and accommodation services.<sup>18</sup>

### HR Issues and Trends

The Petroleum Human Resources Council – a division of Enform Canada – conducted an online survey with Saskatchewan oil and gas companies requesting information about current and expected future human resource issues and trends. Employers responding to the online survey reported that hiring in 2013 was dampened by cost control initiatives and sluggish capital markets. Despite the limited number of companies that expanded in 2013, employers still reported difficult labour market conditions in Saskatchewan including:

- growing demand for staff, mainly in remote locations
- shortage of skilled talent in remote locations

- shortage of qualified workers who want to relocate to rural areas or smaller towns
- highly competitive labour market due to limited supply of workers in remote locations, many oil and gas companies clustered in a single location and a low unemployment rate across the province
- increasing costs of living

More than half of oil and gas employers responding to the online survey expect their staff to increase in the future, particularly employers in petroleum services operations, pipeline transmission operations, other midstream operations, downstream operations, and camp services. Smaller companies with fewer than 500 employees reported expectations of staff increases, driven by expansions of operations and future pipeline construction. The locations where companies expect to increase staff are shown in Figure 2.

### Locations Where Oil and Gas Companies Are Planning to Expand

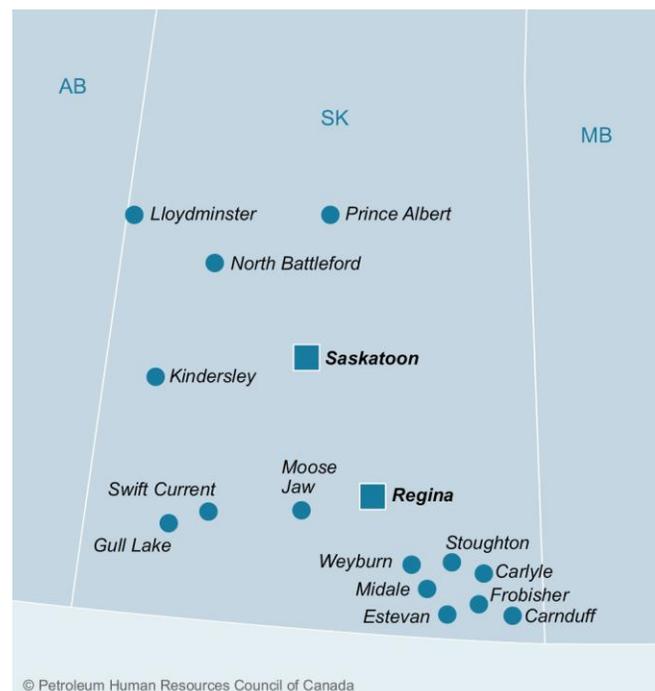


FIG. 2 Source: Survey of Oil and Gas Companies, 2013, n=13

### LABOUR MARKET CHALLENGES FOR OIL AND GAS EMPLOYERS

The ability of companies to increase future staffing levels will be limited by the supply of workers. Currently, Saskatchewan has the lowest unemployment rate of any province in Canada at 4.5 per cent.<sup>19</sup> In addition, employers reported several trends in the online survey that are increasing the difficulty of recruiting. These included increases in employee retirement and retirement eligibility, rising employee turnover, and higher costs of onboarding new staff (e.g., training and safety requirements). The top four labour market challenges reported were difficulties recruiting in a remote location, labour and skills shortages, reducing staff turnover, and reducing costs (Table 4). Additional recruiting – to support growth and replace workers lost through age-related attrition – is the top strategy to meet these challenges.

STRATEGIES TO MEET TOP HR CHALLENGES	
Challenge	Strategies in Use
<b>Difficulties Recruiting in Remote Locations</b>	<ul style="list-style-type: none"> <li>recruiting to support growth and to replace workers lost through age-related attrition</li> <li>developing the current workforce</li> </ul>
<b>Labour and Skills Shortages</b>	<ul style="list-style-type: none"> <li>recruiting to support growth</li> <li>developing the current workforce</li> <li>trying to retain experienced workers</li> <li>decreasing the use of contract workers</li> </ul>
<b>Reducing Staff Turnover</b>	<ul style="list-style-type: none"> <li>recruiting to replace workers lost through age-related attrition</li> <li>using internal redeployment transfers</li> <li>decreasing the use of contract employees</li> </ul>
<b>Reducing Costs</b>	<ul style="list-style-type: none"> <li>increasing the use of contract employees</li> <li>using a reduced work week</li> <li>implementing layoffs</li> <li>trying to improve productivity</li> </ul>

TABLE 4 Source: Online Survey of Oil and Gas Companies in Saskatchewan, 2013, n=13

### SASKATCHEWAN'S ABORIGINAL LABOUR FORCE

The Aboriginal population in Saskatchewan is growing and will be an important future labour source in the region. Aboriginal people of Canada are defined as including the First Nations, Inuit and Métis peoples of Canada.

In 2011, nearly 158,000 people in Saskatchewan self-identified as being an Aboriginal person,<sup>20</sup> of whom about 97,000 were between ages 15 and 65. Aboriginal people represented 15.6 per cent of the province's total population.<sup>21</sup> **By 2031, Aboriginal people will represent between 21 and 24 per cent of Saskatchewan's total population.**<sup>22</sup> Young Aboriginal people aged 15 to 25 represent about one-third of the working age Aboriginal labour force.

Aboriginal people comprised 9.2 per cent of employment in Saskatchewan in 2011 (Figure 3), but represented just 7.5 per cent of employment in the oil and gas industry (Table 6). Thirty-five per cent of Saskatchewan's Aboriginal population is living on-reserve, many in remote areas that are in proximity to oil and gas developments, and yet Aboriginal people living on-reserve represented only 16 per cent of Aboriginal employment in the oil and gas industry. Most Aboriginal people employed in the oil and gas industry are living off-reserve (Table 5).

Despite labour market shortages, few companies from the survey reported that they employ workers from historically underrepresented demographics or target such workers for recruitment. For the few employers that do employ Aboriginal workers, these workers represent a small share (one to two per cent) of their labour force. Of significance, most employers from the interviews indicated that they are unsure of their level of Aboriginal employment because this information is not measured or recorded by their company.

### Employment of Aboriginal people by Industry, Share of Employment

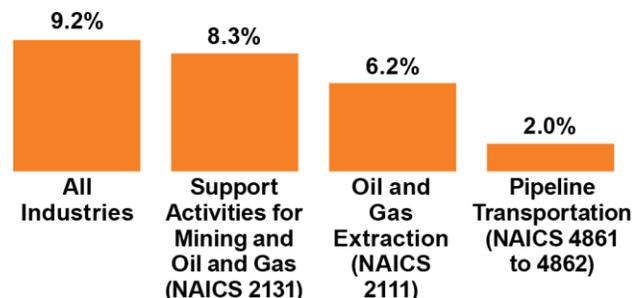


FIG. 3 Source: 2011 National Household Survey, Special Data Aggregation Provided by Statistics Canada.

ON-RESERVE AND OFF-RESERVE ABORIGINAL EMPLOYMENT IN SASKATCHEWAN'S OIL AND GAS INDUSTRY				
Industry (NAICS)	Total – Aboriginal and non-Aboriginal Identity	Aboriginal identity	Household on reserve	Household off reserve
Oil and Gas Extraction (2111)	3,155	195	40	150
Support Activities for Mining and Oil and Gas (2131)	8,365	695	90	600
Pipeline Transportation (4861 & 4862)	505	10	10	0
Total Oil & Gas Related Industries	12,025	900	140	750

TABLE 5 Source: 2011 National Household Survey, Special Data Aggregation Provided by Statistics Canada.

According to the National Household Survey (2011), companies in the oil and gas industry<sup>23</sup> employed Aboriginal people in several occupations including labourers in oil and gas drilling and servicing, contractors in oil and gas drilling and servicing, and heavy equipment operators (Table 6). In skilled trades occupations, a few Aboriginal people are employed as construction millwrights, industrial mechanics, and power engineers, but most skilled trades occupations in the oil and gas industry do not have any Aboriginal employment. Aboriginal workers were also employed by oil and gas companies in other non-core occupations such as administrative and regulatory occupations, sales and service occupations, and supervisory and technical occupations in natural resources.

EMPLOYMENT OF ABORIGINAL PEOPLE IN SASKATCHEWAN'S OIL AND GAS INDUSTRY BY OCCUPATION			
Occupation (NOC)	Employees		Share of Labour Force that is Aboriginal (%)
	Total	Aboriginal	
Managers in natural resources production and fishing (0811)	340	0	0.0
Purchasing agents and officers (1225)	45	0	0.0
Geoscientists and oceanographers (2113)	60	0	0.0
Petroleum engineers (2145)	85	0	0.0
Geological and mineral technologists and technicians (2212)	40	0	0.0
Industrial instrument technicians and mechanics (2243)	45	0	0.0
Inspectors in public and environmental health and occupational health and safety (2263)	125	0	0.0
Welders and related machine operators (7237)	170	0	0.0
Industrial electricians (7242)	115	0	0.0
Steamfitters, pipefitters and sprinkler system installers (7252)	135	0	0.0
Heavy-duty equipment mechanics (7312)	75	0	0.0
Supervisors, petroleum, gas and chemical processing and utilities (9212)	155	0	0.0
Petroleum, gas and chemical process operators (9232)	1095	0	0.0
Oil and gas well drillers, servicers, testers and related workers (8232)	1140	25	2.2
Oil and gas well drilling, and related workers and services operators (8412)	815	20	2.5

Transport truck drivers (7511)	710	20	2.8
Construction millwrights and industrial mechanics (7311)	385	40	10.4
Contractors and supervisors, oil and gas drilling and services (8222)	1150	130	11.3
Oil and gas drilling, servicing and related labourers (8615)	1160	170	14.7
Heavy equipment operators – except crane (7521)	410	85	20.7
Power engineers and power systems operators (9241)	105	25	23.8
Other occupations <sup>24</sup>	3665	385	10.5
Total	12025	900	7.5

TABLE 6 Source: 2011 National Household Survey, Special Data Aggregation Provided by Statistics Canada. Oil and gas industry employees include workers employed by companies in NAICS 2111 (Oil and Gas Exploration), NAICS 2131 (Support Activities for Oil and Gas and Mining), and NAICS 4861-4862 (Crude Oil and Natural Gas Pipelines).

## CURRENT RECRUITMENT AND RETENTION STRATEGIES

**Most HR managers interviewed – especially at smaller oil and gas companies – reported that they do not have a specific strategy to recruit Aboriginal people. These managers reported that they do not use recruiting strategies that go beyond conventional methods, such as advertising job openings on their website, encouraging referrals from current employees and using job boards or similar approaches. Many managers also indicated that they were unaware of the different approaches that have been successful in recruiting Aboriginal people, and consequently they do not have specific strategies in place. Others indicated that they were reluctant to launch a recruitment initiative with Aboriginal people because they were unsure of how to make it successful.**

The companies that had recruitment strategies designed to attract Aboriginal workers reported that employing Aboriginal people enables their companies to grow. All of the companies that employ Aboriginal workers also indicated that they are expanding in Saskatchewan (one company indicated they were experiencing 75 per cent growth). Companies that have developed highly successful Aboriginal employment programs indicated that they did so for practical business reasons (e.g., Aboriginal people were already living in the remote locations where their company is operating) or competitive reasons (e.g., access to workers that would not be available to other oil and gas companies who have not engaged with Aboriginal communities). Some companies who actively recruited Aboriginal workers implemented strategies that targeted both Aboriginal people and other underrepresented populations, including youth and women.<sup>25</sup>

Employers who hire Aboriginal people tend to have strong retention programs in place for all workers, but with specific practices that are relevant to Aboriginal people. Many use strategies such as

structured mentoring and in-depth cultural training to retain their Aboriginal workers. Other strategies that contributed to high retention rates involved creating an inclusive and supportive work environment for all employees and providing competitive compensation.

Companies surveyed indicated a need to hire for various occupations such as

- exploitation engineers and drilling superintendents
- technical workers such as crane operators and instrumentation controls technicians
- skilled trades such as electricians and millwrights, and other occupations (e.g., drilling operators, truck drivers, labourers).

Companies recruiting Aboriginal workers also reported that they have established partnerships with Aboriginal post-secondary educational organizations (to hire recent graduates and access their alumni networks). Companies have also implemented local programs to train entry-level

workers, often by partnering with Aboriginal employment and training centres.

Finally, companies with successful Aboriginal hiring practices established long-term and multi-faceted relationships with Aboriginal communities. Their approaches incorporated both hiring Aboriginal people and developing business relationships with Aboriginal communities. Some companies engaged with Aboriginal communities for business

development (e.g., partnerships for mutually beneficial economic development opportunities). Subcontracting work to Aboriginal businesses is also common. Several of the employers who had Aboriginal employment programs have been operating these programs for decades and those that had newer programs reported that it has taken several years to establish relationships and create a successful system.

## SPOTLIGHT: ASSISTANCE AND TRAINING FOR ABORIGINAL WORKERS

### *Assistance Programs*

A number of initiatives aim to help Aboriginal people transition into the workforce, and several training institutions address the specific challenges of transitioning into the oil and gas sector.

#### **AANDC**

Aboriginal Affairs and Northern Development Canada (AANDC)<sup>26</sup> is a government organization that “supports Aboriginal people (First Nations, Inuit and Métis) and Northerners in their efforts to improve social well-being and fully participate in Canada's political, social and economic development.”

**Income Assistance Program** – AANDC will invest over \$627.2 million to go towards Saskatchewan First Nations programs and services. Funded programs help transition clients into the workforce by providing funds to cover costs such as training, transportation, child care, and career counselling.

**Work Opportunity Program** – In addition, the Work Opportunity Program (WOP) aims to increase the independence and employability of on-reserve individuals. A person's income assistance entitlements are added to other sources of funding to create time-limited on-reserve employment and work experience opportunities for income assistance clients that would otherwise be unemployed.

**Active Measures**<sup>27</sup> – In 2009, to encourage on-reserve people to become more independent, a series of Active Measures was introduced. Examples of these measures include basic and life skills training, formal education and career counselling, and apprenticeship and wage subsidies to encourage employers to hire clients.

### *Aboriginal Training Institutions*

**Saskatchewan Indian Institute of Technologies (SIIT)**<sup>28</sup> – The Saskatchewan Indian Institute of Technologies provides applied skills training for careers in a variety of areas, including trades and industrial training. Some of the skills learned in this program can be transferred to oil and gas, such as construction worker preparation.

In addition, seven career centres are located around the province.<sup>29</sup> These operate in conjunction with SIIT, the Saskatchewan Apprenticeship and Trade Certification Commission, and the Saskatchewan Institute of Applied Science and Technology. Each centre works with industry employers to establish training and employment opportunities. Areas of focus include job coaching and technical and safety training.

**Aboriginal Apprenticeship Initiatives (AAI)**<sup>30</sup> – The Aboriginal Apprenticeship Initiatives program aims to increase Aboriginal access, participation and success in apprenticeship trades, by delivering training and work experience close to First Nations communities where they feel more comfortable and can learn from each other. AAI projects work to create long-term employment and economic development opportunities for the communities.

**Gabriel Dumont Institute (GDI)**<sup>31</sup> – Gabriel Dumont Institute Training and Employment offers a mix of university-based skills training and basic education programs, and they all incorporate a Métis cultural component. Programs are based on labour market needs and trends, and eligible clients can receive financial support to help with tuition and living allowances.

## EXAMPLES OF SUCCESSFUL STRATEGIES USED BY OIL AND GAS COMPANIES

To meet hiring demands now and in the future, companies from the interviews implemented several strategies to recruit and retain Aboriginal people.

**Established personal relationships through face-to-face interaction with leaders in Aboriginal communities before beginning recruiting activities.** Employers reported that typical recruiting practices such as advertising job vacancies on a company website or in a newspaper did not form the relationships required for effective recruiting and were ineffective for engaging Aboriginal people. Instead, company managers visited Aboriginal communities and formed relationships with managers at Aboriginal employment and training centres, income assistance officers, chiefs and elders, and leaders at larger Aboriginal organizations (e.g., Aboriginal Friendship Centres or the Federation of Saskatchewan Indian Nations) in order to gain the trust needed for worker referrals. Relationships were viewed as a *pre-requisite* to establishing an effective worker recruitment process.

**Carefully planned initial contact with an Aboriginal community.** Successful companies established relationships with mutual benefits for both the Aboriginal community and the company. Employers began their engagement early, recognizing the time required to build a trusting relationship with an Aboriginal community. Before directly approaching an Aboriginal community, HR managers contacted a regional Tribal Council, an Aboriginal Friendship Centre, or a college (e.g., the Aboriginal Training Institute of Technology or the Saskatchewan Institute of Indian Technology) for guidance on forming relationships to recruit workers. Since personal relationships required time and consistency, companies found that it was most effective if the same representative regularly engaged with the Aboriginal community. Other strategies included deepening understanding of the local culture and customs, by engaging in cultural activities and sporting events.

**Collaborated with Aboriginal communities to maintain mutual relationships and develop business partnerships.** Forming close partnerships with Aboriginal employment and training centres provided employers with resources needed to promote job opportunities, implement joint pre-employment training and screening, and leverage the relationships and expertise of the employment and training centres. Beyond the company-to-community relationships, successful companies also introduced strategies to strengthen communication and trust between front line supervisors and workers.

**Formed corporate policies that proactively engage the Aboriginal community and establish recruitment measures of success.** Samples of effective policies often:

- established the business case for engaging the Aboriginal community
- established goals of the policy and specific metrics to measure progress (i.e., a goal might be for the company to meet 25 per cent of its workforce needs by hiring Aboriginal workers)
- established a formal advocacy function within the company to engage with the Aboriginal community and educate company managers, supervisors, workers, and clients on the policy
- established some form of Aboriginal and cultural sensitivity training<sup>32</sup>

Companies reported that effective policies identified the business case for the importance of engagement – whether to hire workers who are local to the region or to establish business relations for mutual economic benefit – and raised awareness with workers, managers, clients, and Aboriginal communities.<sup>33</sup> Companies implemented systems to measure items such as the number of Aboriginal hires, the tenure of those workers, their career advancement, and other measures. The tracking of this information helped companies communicate their intentions and commitment to an Aboriginal community. Some managers in the advocacy role implemented communication programs to raise awareness of how hiring and retention of Aboriginal workers or other underrepresented populations meets their company's goals. Aboriginal and cultural sensitivity training was a fundamental component of the Aboriginal recruiting strategy for almost all successful companies. HR managers reported that without cultural training, field managers were unaware of Aboriginal workers' expectations. The training helped managers become aware of what they needed to explain to new workers and how to best communicate their own expectations. In some cases, this element of the policy was integrated within broad cultural awareness training for diversity in the workplace.

**Planned for retention before hiring.** Components of a successful retention program varied depending on the type of occupations. Some examples of the successful strategies that were used to retain Aboriginal workers included:

- **Mentoring:** Some employers implemented formal mentoring programs, others incorporated story-telling time for workers in order to encourage better communication, and others implemented practices that worked well for a particular operation (i.e., one employer invited an Aboriginal elder to be present at the work site in order to provide guidance for new workers).
- **Multiple Hires:** Some companies used multiple hires of Aboriginal workers to establish a support network for workers at the worksite.
- **New Worker Onboarding Programs:** Most employers reported that they take special steps during the pre-employment process to explain the rules of the organization in order to prepare new workers for what to expect. Career paths and timelines for advancement were explained to set expectations on the length of time it would take to advance and what they must do in order to obtain the skills and experience needed for advancement. Other matters that were explained included workplace culture, tax obligations, and payroll deductions, etc.
- **Benefits Tailored to Workers:** Successful companies were creative in finding ways to make workers feel valued and comfortable. For instance, some employers provided a shuttle or bus tickets to get home from the worksite. Other employers held a traditional feast to celebrate the graduation of new hires from a multi-week training program. These practices helped to build loyal workers who referred their family members to work for the same company.

### SPOTLIGHT: BUSINESS DEVELOPMENT SUCCESSES ON FIRST NATIONS' LAND

Many First Nations are owners and producers in their own right. Several partnerships between First Nations' businesses and the oil and gas industry have led to mutual benefits for both parties. First Nations can own and operate their own businesses while helping to develop their people to become independent and thrive in their job of choice. In turn, oil and gas companies can build their workforce by drawing from a previously untapped pool of workers.

#### *Onion Lake<sup>34</sup>*

Onion Lake Cree Nation has formed innovative partnerships in the oil industry which have contributed to the production of 14,000 barrels per day from more than 400 wells.

To help with managing the increase of on-reserve development, Onion Lake has formed several business directives to ensure transparency and accountability, and to facilitate strategic decision-making. The Board of the Business Development Corporation, for example, oversees all Onion Lake businesses and has supervised the creation of several innovative initiatives in the energy and resource sectors.

Onion Lake partnered with Canadian National Resources Limited (CNRL) and Black Pearl Resources, the latter of which provides the First Nation with a 34.5 per cent royalty on each extracted barrel of oil (some of this money goes towards a trust fund for capital projects). The remaining proceeds are then re-invested into business development for the community.

#### *File Hills Qu'Appelle Tribal Council and CanElson Drilling Inc.<sup>35</sup>*

In January 2013, CanElson Drilling Inc. formed an agreement with File Hills Qu'Appelle Tribal Council's (FHQTC) business arm – FHQTC Developments LP. Under the joint venture, CanElson and FHQTC both own a 50 per cent interest in a limited partnership where there is an existing CanElson drilling rig.

The unique business partnership enabled the company to close the gap in its labour supply shortages by providing access to an underutilized group of workers living in the region. By forming a relationship with leaders of the Fort Qu'Appelle, Saskatchewan-based First Nation, CanElson was able to recruit local residents to its workforce. The company also provides ongoing training to improve retention of new hires from the region.

EMPLOYER STRATEGIES USED FOR RECRUITMENT OF ABORIGINAL WORKERS		
Recruitment of Entry-Level Workers	Recruitment of Skilled Trades and Related Workers	Recruitment of Professional and Clerical Workers
<ul style="list-style-type: none"> <li>• Forming relationships with:               <ul style="list-style-type: none"> <li>○ Federation of Saskatchewan Indian Nations (<a href="http://www.fsin.com">www.fsin.com</a>)</li> <li>○ Aboriginal Friendship Centres (<a href="http://www.afcs.ca">www.afcs.ca</a>)</li> <li>○ Aboriginal employment and training centres in communities located near oil and gas developments</li> </ul> <p>Companies explained how a partnership could be mutually beneficial for both the company and the community. They also explained goals of the company's Aboriginal employment policy.</p> </li> <li>• Working closely with local employment and training centres. These centres helped employers and workers by:               <ul style="list-style-type: none"> <li>○ advertising and promoting jobs</li> <li>○ performing employment pre-screening</li> <li>○ helping workers obtain work tickets (for safety, driver's license, etc.)</li> <li>○ providing pre-employment training</li> </ul> </li> <li>• Advertising job openings in Aboriginal publications that were targeted for communities in Western Canada</li> <li>• Making multiple new hires if possible</li> <li>• Offering intensive cultural training to supervisors to be aware of what a new workplace experience is like for an Aboriginal person without prior off-reserve work experience</li> <li>• Providing new hires without work experience adequate pre-employment training to help them prepare for expectations required on-the-job (e.g., explaining taxes, workplace communication and transportation to the worksite)</li> </ul>	<ul style="list-style-type: none"> <li>• Forming recruitment relationships through:               <ul style="list-style-type: none"> <li>○ Career centres at the Saskatchewan Indian Institute of Technologies (<a href="http://www.siiit.sk.ca/industrial-career-centres/career-centre-locations">www.siiit.sk.ca/industrial-career-centres/career-centre-locations</a>)</li> <li>○ the Skills Training Program for Class 1A Heavy Haul and Truck Driver training at Gabriel Dumont Institute (<a href="http://www.gdins.org">www.gdins.org</a>)</li> <li>○ the National Aboriginal Recruitment Fair sponsored by the Aboriginal HR Council and Inclusion Network (<a href="http://www.aboriginalhr.ca/en/inclusion13/Recruitment_Fair">www.aboriginalhr.ca/en/inclusion13/Recruitment_Fair</a>)</li> </ul> </li> </ul>	<p>Contacting the Aboriginal HR Council to access recruiting resources such as the Inclusion Works Recruitment Fair and Inclusion Network online job site (<a href="http://www.aboriginalhr.ca">www.aboriginalhr.ca</a>)</p> <ul style="list-style-type: none"> <li>○ Saskatchewan First Nations Natural Resources Centre of Excellence (<a href="http://saskfirstnationsresources.ca">saskfirstnationsresources.ca</a>)</li> <li>○ Aboriginal Friendship Centres of Saskatchewan (<a href="http://www.afcs.ca">www.afcs.ca</a>)</li> <li>○ Employment and training centres at urban Aboriginal communities</li> <li>○ Rupertsland Institute to access their alumni database (<a href="http://www.rupertsland.org">www.rupertsland.org</a>)</li> <li>○ Aboriginal professional recruitment companies</li> </ul> <p>These partners can help employers to find qualified workers for open positions.</p> <ul style="list-style-type: none"> <li>• Developing relationships with urban Aboriginal communities. Aboriginal people in these communities are often more acclimated to non-traditional life and urban work environments</li> <li>• Using LinkedIn to recruit professional workers who are members of groups such as the Aboriginal Professional Association of Canada (APAC)</li> </ul>

TABLE 7

## CONCLUSION

Both the oil and gas industry and the Aboriginal population are poised for long-term growth in Saskatchewan. An excellent opportunity exists for employers and Aboriginal communities to work together to achieve shared goals with mutual benefits. Working together effectively, however, will take careful planning, building and maintenance of relationships. Although few oil and gas companies currently employ Aboriginal workers in Saskatchewan, those that follow the strategies of oil and gas companies in this report can develop successful partnerships to support ongoing recruitment and retention of Aboriginal workers. Companies leading the way with Aboriginal employment will have a larger and more diverse labour supply pool to draw upon for future growth.

While many resources are available, an investment of time and patience is required to plan and launch an effective Aboriginal recruitment program. With early engagement and development of pro-active retention strategies, oil and gas companies benefit from a skilled labour supply pool. Aboriginal businesses in turn become more experienced and profitable, while increasing the number of Aboriginal workers employed in the industry.

In addition to considering the strategies used by the companies in the report, oil and gas employers wishing to engage Aboriginal communities can access resources provided by stakeholders involved in Aboriginal workforce development such as:

- Aboriginal Human Resource Council
- Petroleum Human Resources Council
- Federation of Saskatchewan Indian Nations

### SPOTLIGHT: FIRST NATIONS TRAINING, EMPLOYMENT AND CAREER DEVELOPMENT PROJECT

The Petroleum Human Resources Council has been exploring opportunities to find labour solutions for the petroleum industry within the Aboriginal workforce in Saskatchewan. Employing under-represented groups such as Aboriginal people is a key solution to increasing the labour force needs of the oil and gas industry.

In December 2011, the Council partnered with the Federation of Saskatchewan Indian Nations (FSIN) and two Tribal Councils – the Battlefords Agency Tribal Chiefs (BATC) and the File Hills Qu'Appelle Tribal Council (FHQ) to address employment needs in the oil and gas services sector. The partnership is a three-year pilot project to create employment and training opportunities for First Nations candidates in the petroleum industry.

As part of the project, First Nations candidates undergo skills assessment, counselling, and job-readiness training for in-demand occupations in the petroleum industry. Over the past two years, the project has registered and assessed over 1,500 First Nations individuals. Approximately 800 of these individuals have been placed in oil and gas related occupations (e.g., pipefitters, welders, seismic and drilling labourers, scaffolding technicians, and heavy equipment operators) in seismic services, drilling and completion services and petroleum services.

Successful strategies developed throughout the project include:

- assessing individuals for workplace readiness and technical training
- providing appropriate safety and skills training
- using multiple hires to establish a support network for workers at the worksite
- providing elder support for young Aboriginal workers on site or over the phone
- using social media tools like Facebook for employers to communicate with workers
- encouraging workers to become role models for industry and for other Aboriginal people wanting to enter the workforce in their communities

*“We have an untapped workforce that we can train and support. Through this unique partnership, we are able to break down barriers for our clients who may not have had the opportunity for workforce exposure in the oil and gas industry. We’ve been able to create work-ready employees and fill a gap for in-demand roles in the industry. Collaboration and engagement with the Aboriginal community allowed us to make things happen – that’s why the industry has been receptive to our services.”*

– Ed Standinghorn, Director of Industry Relations, Battlefords Agency Tribal Chiefs (BATC)

## APPENDIX 1: REPORT METHODOLOGY

The goals of this report are to:

- measure Aboriginal engagement in the oil and gas industry in Saskatchewan
- measure and identify total industry workforce participation by segments including occupations, demographics, petroleum sectors and geographic locations and provide a comparison of these against Aboriginal participation in the same segments
- identify growing or in-demand occupations in the oil and gas industry in Saskatchewan
- provide an overview of workforce issues and strategies and identify recruitment and workforce trends for Saskatchewan's oil and gas industry and Aboriginal people

The report is subject to limitations due to a modest number of companies in Saskatchewan's oil and gas industry that currently employ Aboriginal people or by the fact that many employers do not measure or record their level of Aboriginal employment. An online survey of Saskatchewan oil and gas companies in September of 2013 collected responses from 13 companies including:

- companies with operations in oil and gas sectors including exploration and production (E&P), petroleum services (e.g., well services, oilfield construction and maintenance, production and transportation services), drilling and completions, geophysical services, pipeline transmission, other midstream, and other downstream operations
- companies offering services to the oil and gas industry (i.e., camp services)

Few employers in the Saskatchewan region currently employ Aboriginal people and even fewer measure or record their employment of Aboriginal people. To augment the report, qualitative telephone interviews were completed with 11 employers, to gather additional information on effective recruiting and retention practices.

Information on the level of employment of Aboriginal people in the oil and gas industry was collected from the 2011 National Household Survey. In addition, a literature review was performed, covering studies and reports that provided employer guidance on how to best engage Aboriginal communities.

## APPENDIX 2: GLOSSARY

### Aboriginal people

Aboriginal people refers to First Nations (North American Indian), Métis or Inuk (Inuit). Information in this report reflects all Aboriginal people combined.

### Age-related attrition

Jobs vacated due to retirements and deaths due to natural causes.

### Direct employment

Workers employed by companies in the four NAICS industries identified as part of the oil and gas industry (see below). Workers employed by contractors and service providers that serve the oil and gas industry, such as contract crane operators and camp service providers, are not included in these figures.

### Indirect employment

Indirect employment refers to workers who are employed by contractors and service providers that serve the oil and gas industry. This can include companies in construction, oil and gas engineering, professional services, scientific services, technical services, accommodation and food services, waste management and remediation services, finance, insurance, real estate, rental and leasing services, manufacturing, transportation services, warehousing, and employment in other industries serving the oil and gas industry.

### North American Industry Classification System (NAICS)

The general nature of the business carried out in the establishment where a person worked. The 2011 National Household Survey industry data are produced according to the NAICS 2007.

### National Occupational Classification (NOC)

The 2011 National Household Survey occupation data are produced according to the NOC 2011. Occupation unit groups are formed on the basis of the education, training, or skill level required to enter the job, as well as the kind of work performed, as determined by the tasks, duties and responsibilities of the occupation.

### Oil and gas industry

Refers to businesses in four NAICS industry segments including NAICS 2111 Oil and Gas Extraction, NAICS 2131 Support Activities for Mining and Oil and Gas Extraction, NAICS 4861 Pipeline Transportation of Crude Oil, and NAICS 4862 Pipeline Transportation of Natural Gas.

## ENDNOTES

<sup>1</sup> Aboriginal people refers to First Nations (North American Indian), Métis or Inuk (Inuit). Information in this report reflects all Aboriginal people combined.

<sup>2</sup> Direct employment in Saskatchewan's oil and gas industry includes workers employed by companies operating in North American Industry Classification System (NAICS) 2111 (Oil and Gas Extraction), 2131 (Support Activities for Oil and Gas and Mining), 4861 (Crude Oil Pipelines), and 4862 (Natural Gas Pipelines). Workers employed by companies that serve the oil and gas industry such as contract crane operators and camp service providers are not included in these figures.

<sup>3</sup> Thirteen companies responded to the survey, including those with operations in oil and gas sectors including exploration and production (E&P), petroleum services (e.g., well services, oilfield construction and maintenance, production and transportation services), drilling and completions, geophysical services, pipeline transmission, other midstream, downstream, and other services (i.e., camp services).

<sup>4</sup> This number reflects new jobs created due to increased industry activity as well as job openings due to age-related attrition for occupations included in *The Decade Ahead: Labour Market Outlook to 2022 for Canada's Oil and Gas Industry*, Petroleum Human Resources Council, <http://www.careersinoilandgas.com/labour-market-information/reports/>.

<sup>5</sup> *The Decade Ahead: Labour Market Outlook to 2022 for Canada's Oil and Gas Industry*.

<sup>6</sup> National Household Survey, 2011.

<sup>7</sup> Population Projections by Aboriginal Identity in Canada 2006–2031, Statistics Canada, <http://www.statcan.gc.ca/daily-quotidien/140404/dq140404a-eng.pdf>.

<sup>8</sup> Specifically in Oil and Gas Exploration (NAICS 2111), Support Activities for Oil and Gas and Mining (NAICS 2131), and Crude Oil and Natural Gas Pipeline Transmission (NAICS 4861 and 4862).

<sup>9</sup> National Occupational Classification 2011.

<sup>10</sup> The unemployment rate for Saskatchewan in March 2014 was 4.5 per cent. The next lowest provincial unemployment rate was 4.9 per cent in Alberta. Statistics Canada, Labour Force Survey, March 2014, <http://www.statcan.gc.ca/daily-quotidien/140307/dq140307a-eng.pdf>.

<sup>11</sup> In the third quarter of 2013, Saskatchewan had a job vacancy rate of 4.0 per cent. Source: Canadian Federation of Independent Business, News Release, November 26, 2013, <http://www.cfib-fcei.ca/english/article/5694-287-400-jobs-went-unfilled-in-canada-in-q3.html>.

<sup>12</sup> Saskatchewan's average weekly earnings rose 2.7 per cent from October 2012 to October 2013. (Statistics Canada, CANSIM Table 281-0063). Over the same period, Saskatchewan's inflation rate was 1.5 per cent, resulting in a 1.2 per cent increase in real average weekly earnings.

<sup>13</sup> "Labour Shortages in Saskatchewan," J.C. Herbert Emery, University of Calgary, The School of Public Policy Research Papers, 6, 4, (2013).

<sup>14</sup> *Canadian Association of Petroleum Producers, Statistical Handbook for Canada's Upstream Petroleum Industry*, Table 3.1b, November 2013.

<sup>15</sup> *Canadian Association of Petroleum Producers, Crude Oil Forecast, Markets & Transportation*, June 2013, Appendix B.1, p.36.

<sup>16</sup> Ibid.

<sup>17</sup> *The Decade Ahead: Labour Market Outlook to 2022 for Canada's Oil and Gas Industry*.

<sup>18</sup> Ibid.

<sup>19</sup> Statistics Canada, Labour Force Survey, March 2014, <http://www.statcan.gc.ca/daily-quotidien/140307/dq140307a-eng.pdf>.

<sup>20</sup> "Aboriginal identity" includes persons who reported being an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuk (Inuit) and/or those who reported Registered or Treaty Indian status, that is registered under the Indian Act of Canada, and/or those who reported membership in a First Nation or Indian band.

<sup>21</sup> National Household Survey, 2011.

<sup>22</sup> Population Projections by Aboriginal Identity in Canada 2006–2031, Statistics Canada, <http://www.statcan.gc.ca/pub/91-552-x/91-552-x2011001-eng.pdf>.

<sup>23</sup> Figures reported in the National Household Survey reflect employees that are directly employed by companies operating in NAICS 2111, 2131, 4861 and 4862. Contractors and service providers that serve the oil and gas industry such as contract crane operators and camp service providers are not included in these figures.

<sup>24</sup> Canada's 2011 NHS reports that Saskatchewan's oil and gas industry does not directly employ any workers in the following occupations: Production logistics coordinators (NOC 1523), Civil engineers (NOC 2131), Mechanical engineers (NOC 2132), Electrical and electronics engineers (NOC 2133), Chemical engineers (NOC 2134), Industrial and manufacturing engineers (NOC 2141), Mining engineers (NOC 2143), Chemical technologists and technicians (NOC 2211), Mechanical engineering technologists and technicians (NOC 2232), Industrial engineering and manufacturing technologists and technicians (NOC 2233), Electrical and electronics engineering technologists and technicians (NOC 2241), Drafting technologists and technicians (NOC 2253), Natural and applied science policy researchers, consultants and program officers (NOC 4161), Machinists and machining and tooling inspectors (NOC 7231), Insulators (NOC 7293), and Crane operators (NOC 7371).

<sup>25</sup> Companies that reported hiring Aboriginal employees also reported that between 20 and 50 per cent of their labour force is youth under age 25.

<sup>26</sup> See the Aboriginal Affairs and Northern Development Canada website, accessed March 28, 2014, <https://www.aadnc-aandc.gc.ca/eng/1100100010023/1100100010027>.

<sup>27</sup> "Harper Government Invests in Skills & Training for First Nation Youth," accessed March 28, 2014, <http://www.aadnc-aandc.gc.ca/eng/1371048149693/1371048172737>.

<sup>28</sup> See the Saskatchewan Indian Institute of Technology website, accessed March 28, 2014, <http://www.siiit.sk.ca>.

<sup>29</sup> See the Saskatchewan Indian Institute of Technology website, accessed March 28, 2014, [http://www.siiit.sk.ca/career\\_centres](http://www.siiit.sk.ca/career_centres).

<sup>30</sup> See the Saskatchewan Apprenticeship and Trade Certification Commission website, accessed March 28, 2014, <http://www.saskapprenticeship.ca/client-groups/aboriginal-apprenticeship/>.

<sup>31</sup> See the Gabriel Dumont Institute Training and Employment website, accessed March 28, 2014, <https://gdins.org/career-and-employment/read-more-about-gdi-training-and-employment/>.

<sup>32</sup> See *Learning from Experience: Aboriginal Programs in Resource Industries* (Alberta Chamber of Resources) for a more extensive discussion of corporate policies for successful Aboriginal partnerships.

<sup>33</sup> For instance, the business case could be to reduce labour force costs by hiring workers locally, solving long-term labour force shortages, or establishing trusting relationships that may lead to mutually beneficial business opportunities.

<sup>34</sup> Information taken from "The Many Layers of Onion Lake Cree Nation," accessed March 28, 2014, <http://www.onionlake.ca/news/many-layers-onion-lake-cree-nation>.

<sup>35</sup> Information taken from "CanElson Drilling and others employ novel strategies to deal with labor shortages," accessed March 28, 2014, <http://www.albertaoilmagazine.com/2013/04/human-capital-labor-shortage>.

## ACKNOWLEDGEMENTS

The Petroleum Human Resources Council (a division of Enform Canada) gratefully acknowledges the Government of Saskatchewan through the Ministry of Economy for the funding to undertake and complete this study.

The Council is grateful for the time and expertise provided by the petroleum companies who responded to the online survey and the companies interviewed for this report. The Council would also like to acknowledge the Aboriginal Human Resource Council and Gabriel Dumont Institute for promoting the online survey.

Last but not least, the Council acknowledges the contributions of Field Guide Consulting and Clay Graphic Design Inc. for assisting in the production of this report.

Copyright © Petroleum Human Resources Council 2014

Published April 2014

### Disclaimer

All rights reserved.

The reader of this report has permission to use "limited labour market information (or LMI) content" for general reference or educational purposes in the reader's analysis or research reports. "Limited LMI Content" is defined as not exceeding 400 words or a maximum of two data tables or graphs per document. Where Limited LMI Content is used, the reader must cite the source of the Limited LMI Content as follows: Source (or "adapted from"): Petroleum Human Resources Council of Canada, name or product, catalogue, volume and issue numbers, reference period and page(s).

The reader of this report cannot:

- Market, distribute, export, translate, transmit, merge, modify, transfer, adapt, loan, rent, lease, assign, share, sub-license or make available to another person or entity, this report in any way, in whole or in part
- Use this report and its contents to develop or derive any other information product or information service for commercial distribution or sale
- Use this report and its contents in any manner deemed competitive with any other product or service sold by the Petroleum HR Council

The information and projections contained herein have been prepared with information sources the Petroleum HR Council has deemed to be reliable. The Petroleum HR Council makes no representations or warranties that this report is error free and therefore shall not be liable for any financial or other losses or damages of any nature whatsoever arising from or otherwise relating to any use of this document.

The opinions and interpretations in this publication are those of the Petroleum HR Council and do not necessarily reflect those of the Government of Saskatchewan.

For more information, contact:

Petroleum Human Resources Council (a division of Enform Canada)

Phone: 403-516-8100; Fax: 403-516-8171

Email: [info@petrohrsc.ca](mailto:info@petrohrsc.ca)

[www.careersinoilandgas.com](http://www.careersinoilandgas.com)



The **Petroleum Human Resources Council (a division of Enform Canada)** is the primary resource to address workforce development and labour market issues in the Canadian petroleum industry. We provide innovative and strategic HR solutions to help the industry develop its workforce and proactively address labour challenges.

The Petroleum HR Council addresses issues by:

- developing strategies, solutions, products and services to address industry's short, medium and long-term workforce issues
- facilitating the exchange of ideas and information
- providing industry-related information on workforce issues and career opportunities

Learn more about the **Petroleum HR Council** and find our labour market information reports at [www.careersinoilandgas.com](http://www.careersinoilandgas.com) or contact us at **403-516-8100** or at [info@petrohrsc.ca](mailto:info@petrohrsc.ca) for more information.

[www.careersinoilandgas.com](http://www.careersinoilandgas.com)

**follow us on**

