

DRAFT

YUKON DEVELOPMENT STRATEGY

HUMAN RESOURCES

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FOR DISCUSSION ONLY

Date

Initials

Y U K O N · 2 0 0 0

Building the Future

Yukon
Government

Human Resources Strategy

A Progress Report ■ April, 1987

Human resource development is about people -- women and men of all races, the disabled, the young and the not so young. It involves employers, employees, the unemployed, the self-employed and those working in non-wage activities.

This report on human resources looks at the objectives and directions needed to develop the human potential of the territory in the years to come. Human resource development is essential to achieving overall Yukon development goals.

Since the Yukon's economy is largely market driven, markets will always play a role in the direction of human resource development. But, as in other areas of the economy, sometimes markets do not address all the needs of society. Therefore, government participation can be desirable. For example, the involvement of government in training is well established as a given in our society.

Yukoners need to address other areas of human resource development which are not addressed in the market. Not all Yukoners share the same opportunities for training, getting that first job, getting future jobs or climbing up the employment ladder into better jobs.

There are many ways to address inequities in society. The objectives and directions here are proposed as one approach towards the basic goal of maximizing the potential of Yukoners in all regions and all walks of life.

YUKON 2000 GOALS

The
option
to stay
in the
Yukon

Control
of
our
future

**YUKON
DEVELOPMENT
STRATEGY**

Yukon

Equality
of
opportunity
for all
Yukoners

An
acceptable
quality of
life

Objectives

The Yukon has a small population base considering the expanse of land within our borders and the opportunities for development. The Yukon also has a diverse population.

We need clear objectives to ensure Yukoners benefit and contribute to achieving the goals we have set for development.

But before we consider objectives, three can be added specifically for human resource development.

* Maximize economic benefits going to Yukoners.

As a rule, if income and non-wage products stay in the Yukon, the economy will be healthier. Yukoners are likely more willing to invest and spend at home than people who live outside the territory.

Closely related to maximizing benefits for Yukoners are these two goals.

* Increase participation and opportunities for Yukoners in all aspects of the economy.

This goal is most relevant to people who are unemployed or trapped in low paying jobs.

* Remove barriers which prevent people from reaching their full economic potential.

This goal is relevant to all people in the work force. It can be demonstrated that in the Yukon whole segments of the work force face discrimination regardless of income level and social status.

The following objectives are intended to help make Yukoners better able to compete in the work force. They also address access to jobs and activity in the non-wage economy.

1. To make Yukon residents the first priority for existing or future opportunities arising from development.

Development can be encouraged in areas where skills exist in the Yukon and, alternatively, where Yukoners can be trained for future development. This way Yukoners are a priority in human resource development instead of imported workers.

2. To ensure appropriate training opportunities are available in the Yukon.

Appropriate training will build on existing activities and develop new skills which will equip people for our changing economy. Making training available in the Yukon, in part, means making it available where people will be working and living.

3. To recognize the desire of Yukoners to live in their own communities and increase the participation of rural Yukoners in the economy.

While the mobility of workers should not be discouraged, displacement from economic change should be minimized. Long term development in rural areas should be a priority to build sustaining communities.

4. To recognize the Indian economy as a viable mode of economic activity and create opportunities for Indians in both the traditional and dominant economies.

An element of the Indian economy is putting social and community goals ahead of profit or other measures of success as in the dominant economy. Both forms of economic organization benefit Yukon society as a whole and should be encouraged if participation rates are to improve for Indians.

5. To improve the prospects for youth and increase their participation in the economy.

Young people face an often crowded and discouraging job market. They need assurance development in the Yukon will benefit them by having a commitment they'll get training and work experience in the territory.

6. To encourage the participation of women in the economy and recognize the value of work done by them in both the wage and non-wage economies.

The main issues facing women are the availability of work and the level of pay for work done by women. In addition, working conditions, such as child care or flexible hours, are important.

7. To increase the participation of Yukoners with disabilities and improve their income levels.

Frequently, participation of disabled people is equated with access to the work place. This

is an important issue but income levels, promotion and advancement, are on par with access when participation is considered. Meeting this objective will require a change in attitudes and perceptions concerning disabilities.

8. To increase the participation of elderly in the economy and recognize their skills and knowledge as community assets.

Like other participants in the work force, the elderly want choices. Choices for the elderly are limited now by the notion retirement equals an end to participation in the economy. Choices should be developed which allow old people to be productive as long as they want.



Directions

The following directions follow from the objectives:

1. Government should give priority to Yukoners in hiring and tendering practices.
2. Private sector initiatives which provide benefits for Yukoners through local hire, local purchase, and use of local firms should be supported.
3. Human resources strategies should be an essential part of all development projects when funding over a certain level is given by government.
Just as it does for the environment or financial arrangements, government should ensure developers meet the goals of Yukoners in the economy.
4. All major economic programs should be assessed at the design stage to make sure they benefit all groups.
5. Decision making responsibility should be extended to the communities, under-represented groups, and trainees for the design and delivery of job and training programs.
6. Special programs should be encouraged to overcome barriers to participation.

In the short term, it may be advantageous to have programs designed to redress the under-representation of some groups in the economy.

■ Training ■

7. Training should be designed to include skills which can be transferred into other occupations or jobs.

In this age of rapid changes, people should be prepared to experience job changes during their working years. Adaptability is a key factor in the economy.

8. Training programs should be geared to areas where jobs are most likely to be in demand in the future.

Training programs should reflect the job opportunities likely to be available in the Yukon economy based on local, national and world trends.

9. People in training programs should get the support needed to enter and successfully complete their programs.

Support should include child care, financial help, accommodation, counselling and, where possible, access to training in home communities.

10. Training programs should be flexible and responsive to trainees.

The location and timing of training should suit trainees and employers.

11. Using the knowledge and skills of imported workers should be encouraged as part of training for Yukon residents.

■ At work ■

12. Job requirements should reflect the skills and abilities needed to do the job instead of focussing on education as the main qualification.

People, through job and personal experience, can become qualified to do many jobs. But sometimes formal qualifications are attached to jobs which exclude people who can do the work.

13. Flexible patterns of work should be encouraged.

Flex-time (starting or quitting a day's work at a different time to meet other obligations), part-time work, and seasonal work should be promoted.

14. The number of entry-level jobs should be increased for first time workers and people returning to the work force after some absence. Youth especially need this so they can get job experience.

15. Job-related support services should be developed and promoted in rural areas of the territory.

These include career counselling, child care, and personal counselling.

16. The communication of program and job information should be improved in the rural areas.

The communities need fast and accurate information on jobs and training programs. The remoteness of communities makes the usual vehicles for getting this information, like newspapers, inadequate.

17. Programs to increase Indian participation in both the traditional economy and dominant economies as entrepreneurs, employees, and employers should be developed.

18. Initiatives of Indian people which enhance their traditional cultural, social, and

economic activities should be encouraged.

19. Job opportunities should be created for youth which include training on-the-job.

20. Women should be paid fairly for their work in the wage economy.

21. There should be access to training and job opportunities for the disabled.

Access not only includes physical access to facilities. The disabled face discrimination based on social attitudes and ignorance of their abilities as well.

22. The elderly should be used both in the informal and formal training of younger members of society.

Government should support initiatives which encourage this to happen.



Conclusion

These objectives and directions are key to developing a human resources strategy for the Yukon. Agreement in these areas will give guidelines for assessing actions which will help us achieve our goals.