

# Canada's Aging Workforce:

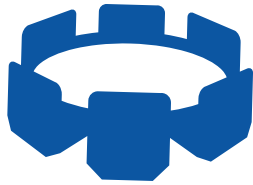
A NATIONAL CONFERENCE ON MAXIMIZING EMPLOYMENT  
OPPORTUNITIES FOR MATURE WORKERS

**SUMMARY REPORT**  
FEBRUARY 2011



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#### FURTHER INFORMATION

Please note that this report is available in French and English. To view all conference materials, including presentations, please visit our website at [www.ppforum.ca](http://www.ppforum.ca).

The conference was organized on behalf of



Human Resources and  
Skills Development Canada

Ressources humaines et  
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## Executive Summary

Population aging in Canada will have an impact on economic growth as retiring baby boomers and low fertility rates lead to a shrinking workforce. With improvements in health and increasing longevity, however, mature workers are able to not only stay employed longer, but also consider more active retirement options. In fact, public and private sector employers are actively examining the labour market participation of mature workers and developing strategies to leverage their knowledge and skills more effectively.

On behalf of Human Resources and Skills Development Canada (HRSDC), the Public Policy Forum (PPF) organized a national conference on October 28, 2010 in Ottawa to explore some of the current challenges and opportunities related to the labour market participation of mature workers. Entitled *Canada's Aging Workforce: A National Conference on Maximizing Employment Opportunities for Mature Workers*, the conference provided an opportunity to discuss emerging labour market trends, gain a deeper understanding of the issues facing mature workers, and share insights and practices across sectors and industries. With close to 100 participants, the multi-sector dialogue engaged a wide range of stakeholders on the key themes of reemployment, as well as retention and recruitment, and featured various employment strategies, including a presentation on Australia's response to the aging workforce.

While there are significant economic challenges associated with demographic change, population aging presents an opportunity to harness the experience and skills of mature workers in a way that aligns with

their changing needs and interests, but also benefits other workers as age-friendly workplaces tend to embrace diversity and actively engage their employees. Based on recent employment trends, the prospect of increasing the labour market participation of mature workers appears quite promising, especially with increasing life expectancy and shifting life stages. The pattern of retirement is also evolving with the elimination of mandatory retirement, the introduction of flexible work arrangements, and the need to secure sufficient retirement income. However, household factors may delay retirement as well, including joint decisions among spouses, child-rearing and parental care-giving duties, and the rising costs of supporting children through post-secondary education. In addition, changes in the employment landscape, such as the rise in service sector jobs, could expand opportunities for mature workers.

Despite the positive outlook emerging from recent employment trends, reemployment challenges and workplace disincentives continue to affect the labour market participation of mature workers. For instance, displaced mature workers often face multiple barriers to reemployment, including the limited applicability of single industry experience, outdated job searching techniques, the burden of financial pressures, and the lack of formal education and basic skills. With regard to retention and recruitment, perceptions and attitudes towards age, inflexible work arrangements, and restrictive pension schemes tend to serve as disincentives to ongoing employment. Responding to these issues will, therefore, involve a range of different approaches that address both the barriers and the incentives for employment.

## Reemployment

In the discussions on reemployment challenges and strategies, a common emphasis was the need for a customized approach given that mature workers make up a diverse group with different needs and interests. Most speakers stressed the importance of matching interventions to individual circumstances as barriers could range from limited job search experience and job market knowledge to more significant obstacles, such as skills gaps and financial pressures. While there is a need to avoid the one-size-fits-all approach and consider local contexts, the following interventions have been recognized as key factors in supporting the reemployment of mature workers:

- To enable mature workers to update their skill set to meet job market demands, further emphasis on training is needed as it often results in greater confidence and better employment opportunities.
- Skills assessments and job search assistance with current tools and techniques is critical to reemployment, especially for those who have been with a single employer or in a single occupation for most of their career.
- Providing financial support, such as wage and training subsidies, serves to alleviate some of the stress of unemployment and increase access to available training/re-skilling services.

## Retention and Recruitment

Emphasized throughout the conference was the need for a range of measures to enhance various aspects of work. From practical considerations, such as benefit plans and flexible work arrangements, to more personal fulfillment concerns, discussions focused on a combination of practices that could create a more appealing workplace environment. Many of the strategies for retention tend to be relevant to recruitment as well; therefore, a variety of approaches for consideration have been included below.

- Offering flexible work arrangements, such as part-time work, compressed work weeks, secondments, and telecommuting, to enable mature workers to adjust to changing needs, lifestyles, and priorities while also ensuring that their skills are used effectively.
- As financial security is a major concern among mature workers, considering phased retirement options.
- Seeking out opportunities to transition mature workers into management or mentoring positions as a way for organizations to retain valuable knowledge and improve workplace relations.
- Using technology to improve the functionality of workplace environments and enable workers to be more efficient.
- Fostering a sense of community in the workplace, increase opportunities for social interaction and demonstrate appreciation by recognizing achievements.
- Providing meaningful work and supporting professional development to motivate employees and support their interests.

The conference covered a range of practices to address the barriers and incentives to ongoing employment among mature workers. However, a number of areas for further consideration emerged from the conference discussions, including the role of technology, intergenerational relations, paid versus unpaid work, the relationship between health and employment, productivity, and financial planning for longevity. With the variety of projects to support mature workers in Canada and Australia, there is an opportunity to explore different combinations of programs and services to effectively respond to the diverse needs of the unemployed and

those still in the workplace. As employer awareness increases, it would also be important to ensure that recruitment and retention strategies continue to adapt to the changing needs and interests of mature workers. While many of these issues were beyond the scope of the discussions, they warrant further examination as demographic changes have multidimensional implications and this conference has merely scratched the surface. Since Canada is just beginning to experience the first signs of population aging, ongoing multi-sector dialogue will help to ensure that emerging challenges are examined and innovative practices are explored.

## Introduction

With population aging becoming a growing concern in many developed countries, governments around the world are taking a closer look at the labour market participation of mature workers and developing strategies to harness their knowledge and skills more effectively. Responding to the challenges of a shrinking workforce will, however, involve a range of different approaches that address both the incentives for participation and the barriers to employment.

On behalf of Human Resources and Skills Development Canada (HRSDC), the Public Policy Forum (PPF) organized a national conference on October 28, 2010 in Ottawa to explore some of the current challenges and opportunities related to the labour market participation of mature workers. Entitled *Canada's Aging Workforce: A National Conference on Maximizing Employment Opportunities for Mature Workers*, the conference served as a timely platform for sharing different perspectives among key stakeholders and exploring effective practices across sectors.

With close to 100 participants, the multi-sector dialogue engaged a wide range of stakeholders, including policy-makers from different levels of government, business and union leaders, academics, educational institutions, employment services, sector councils, and other organizations working with mature Canadians. Sessions focus on such themes as reemployment, retention, and recruitment, and featured various strategies, including a special presentation on Australia's response to the aging workforce. This report presents a summary of the key themes discussed throughout the conference and highlights some of the approaches and recommendations for strengthening employability and increasing engagement among mature workers.

As noted in the opening remarks by Frank Vermaeten, Senior Assistant Deputy Minister of HRSDC, the aging workforce has been a long-standing concern in Canada, and the challenge lies in its complexity. Population aging is not only a multi-dimensional issue, but mature Canadians also make up a diverse group, with different needs and interests. For instance, some mature workers, especially in manufacturing sectors, are struggling to transition out of displacement while others may be seeking alternatives to full retirement. In a decade, 33 percent of the Canadian population will be 55 years of age and over; however, life stages are no longer as linear as they once were, with more mature Canadians choosing to remain active and employed later in life.

Emphasizing the importance of options and opportunities for mature workers in her address, The Honourable Diane Finley, Minister of HRSDC, highlighted the growing interest among mature Canadians in continuing to work past retirement age and the rising demand for experienced workers as the loss of corporate knowledge becomes a real concern among



The Honourable Diane Finley, Minister of Human Resources and Skills Development Canada

employers. Minister Finley also mentioned the significant government investments in skills development and training to ensure that mature workers across Canada receive the support necessary to participate in the economy.

Despite some encouraging developments in both the public and private sectors, mature workers continue to face barriers to employment and more employers need to recognize their value in light of emerging labour

market pressures. In fact, Minister Finley stressed the need to establish age-friendly workplaces that respect the changing needs and interests of mature workers, as well as more employment transition options that provide meaningful opportunities throughout the later stages of one's career. The conference, therefore, provided an opportunity to discuss emerging labour market trends, increase understanding of some of the issues facing mature workers, and share insights and practices across sectors and industries.





## The Importance of Mature Workers to Canada's Economic Future

While there is debate over the actual severity of demographic pressures in Canada, population aging will have consequences for economic growth and public spending, especially as healthcare and pension demands continue to rise. The Minister of State for Seniors, The Honourable Diane Ablonczy, discussed the need to develop a strategy to prepare for the emerging challenges of demographic change and echoed Minister Finley's comments regarding the opportunities for increasing the participation of mature workers and their importance to Canada's economic prosperity. Although many factors are involved in economic growth, the aging of the workforce will require that governments and employers gain greater knowledge and understanding of the potential contributions of mature workers.

*"LIFE EXPECTANCY HAS GAINED  
12 YEARS DURING THE LAST 40 YEARS...  
THOSE 12 ADDITIONAL YEARS AFTER 65  
PRESENT AN EXTRAORDINARY POTENTIAL."  
— THE HONOURABLE CLAUDE CASTONGUAY*

The relationship between the labour market participation of mature workers and economic growth was examined in the opening address by The Honourable Claude Castonguay and further explored in the first panel, which included presentations on the importance of mature workers to labour force growth and the results of the *2008 Survey of Older Workers* by Statistics Canada. These initial presentations established a broader view of the economic implications of population aging and provided some general context for subsequent discussions on the specific employment barriers and incentives for mature workers.

### The Labour Market Impact of Demographic Change

With the emerging retirement of the baby boomer generation, Canada's labour market growth rate will start to decrease in the next decade although projections tend to differ on the exact timing of the decline. Next year, people born in 1946 will turn 65, but overall, there is a significant shift in the age structure of Canada given the unprecedented number of mature workers aged 55 and over as indicated in the presentation by Cliff Halliwell from HRSDC. While the impact of population aging will be felt across the country, labour market pressures will be more immediate in Quebec and the Atlantic region due to the number of baby boomers there who are near retirement age.

As economic growth depends on the size of the active labour force and the level of productivity, such a demographic shift will likely have a significant impact on future prosperity and the overall standard of living in Canada. Although increases in productivity could serve to mitigate the effects of slowing labour market growth, there has been limited progress on raising productivity levels in Canada given the range of factors involved. Avoiding a dramatic decline in GDP per capita as the baby boomers retire may, therefore, require increasing and prolonging the labour market participation of mature workers given the complexities of increasing fertility and immigration rates as noted by Mr. Castonguay.

## Harnessing the Potential of an Aging Workforce

Despite the economic pressures associated with demographic change, population aging presents an opportunity to explore how best to fully utilize the experience and skills of mature workers to support economic growth, but in such a way that aligns with their changing needs and circumstances. While organizations across sectors can benefit from the knowledge and leadership of mature workers, opportunities for staying employed longer could also serve to increase retirement income, especially when many Canadians will rely primarily on public pensions. Based on recent employment trends, the labour market participation rates of mature workers appear quite positive. Unlike the past two decades, older cohorts are remaining employed for longer and, according to a Statistics Canada report, job growth is increasing rapidly among the 55 and older group. The recent reversal in employment trends could be attributed to a number of different reasons, but some of the key factors influencing the participation of mature workers include the following:



The Honourable Claude Castonguay

- Significant improvements in health and life expectancy enable mature Canadians to remain active longer than previous cohorts, thereby changing attitudes and redefining life stages.
- With the delaying of life stages among younger cohorts, retirement will likely take place at an older age, especially as many Canadians are staying in school longer and starting their careers later.
- The pattern of retirement is shifting with the elimination of mandatory retirement, the introduction of flexible work arrangements, and a wider range of employment options.
- Postponed retirement may be linked to financial considerations, including the need to compensate for losses from the recent recession, the amount of retirement income for longer life expectancy, and the individualized risks associated with private pensions.
- Changes in the employment landscape, such as the decline in physically demanding work and the rise in service sector jobs, may result in more opportunities for mature workers.
- Household needs and interests can delay retirement given such considerations as joint decision-making among couples, child-rearing and parental care-taking duties, and the rising costs of supporting children through post-secondary education.

In combination, these trends seem to indicate that the increased labour market participation of mature workers may continue into the future. Despite the positive outlook, it will be necessary to ensure that age-based policies remain fair and appropriate amid changes in life stages and life expectancy. Furthermore, additional barriers to employment, such as existing skills gaps, need to be addressed in order to increase opportunities for mature workers.

*“THE GOOD NEWS IS THAT OLDER COHORTS ARE WORKING LONGER, REVERSING A TWO DECADE LONG TREND.”*

*— CLIFF HALLIWELL, HRSDC*

## Reemployment Challenges and Opportunities

The *2008 Survey of Older Workers* by Statistics Canada provides information on the employment intentions and experiences among Canadians aged 50 to 75. While results seem to indicate some positive trends, such as high levels of satisfaction with current work and high rates of reemployment following displacement, the findings only capture the experiences of those who were employed sometime within the two years prior to the survey. Nevertheless, some challenges have also emerged in the findings, including the level of stress experienced at work, the incidence of displacement, significant income loss in reemployment, and the lack of financial awareness.

To share different perspectives on re-employment challenges and strategies to support the labour market participation of mature workers, the second panel featured presentations by provincial government representatives, a union representative, as well as a career specialist working on the front lines of employment services. Speakers discussed some important lessons and insights on barriers to employment and a range of strategies including government initiatives, sector-specific supports, as well as services at the community level. Providing an opportunity to learn from international practices, the conference also included a presentation by Rina Bruinsma, Director of Mature Age Policy in the Australian Government Department of Education, Employment and Workplace Relations (DEEWR). In discussing Australia's response to the aging workforce, she outlined a number of government initiatives to support re-employment, facilitate employment transitions, and engage employers. The presentations, therefore, served to showcase the diversity of tools and services available and the areas where further consideration and greater investments are needed.



Rina Bruinsma, DEEWR, Government of Australia

### Obstacles to Reemployment

While mature workers have fared relatively well throughout the economic downturn, increasing global competition and technological developments will continue to restructure economies and shift labour market dynamics, and as a result, displacement may continue to occur. With the emergence of a knowledge and service-based economy in Canada, mature workers in industries such as manufacturing are already vulnerable to displacement, and much of the research indicates that displaced mature workers tend to experience longer periods of unemployment compared with younger age groups. In fact, displaced mature workers often face multiple barriers to reemployment, including the limited applicability of single industry experience, financial pressures related to pension concerns and family support, and the lack of formal education and basic skills. Although individual obstacles are dependent on personal circumstances and particular labour

market contexts, some common issues were emphasized in many of the presentations.

### Limited job-search experience

- With unemployment or long-term unemployment being an unfamiliar experience for many displaced older workers, there is often limited knowledge about current job search techniques that utilize online tools, information and services, and the lack of computer skills has been identified as a key challenge.
- Displaced mature workers with only single-industry work experience may have difficulty identifying and marketing their skills to other sectors, especially as many are unaccustomed to the level of self-promotion used in job searching today.

### Skills gaps

- As recruitment policies and practices are focused on educational criteria, lack of formal training or certification can be a disadvantage unless there is recognition of the transferability of skills or prior work experience.
- Despite changing skill demands and existing gaps in basic skills, such as numeracy, literacy, and familiarity with computers, mature workers are sometimes reluctant to enroll in training when they have been out of school for many years.

### Attitudes and perceptions

- Discouragement is a common characteristic observed by practitioners working with unemployed older workers due, in great part, to the difficulty in finding comparable work and the significant drop in earnings that they often face.

- Although age discrimination in hiring practices may limit opportunities, similar attitudes can also be perpetuated by some mature workers who may accept or believe in negative stereotypes.
- With some mature workers being more pessimistic about their prospects than younger counterparts, they may settle for less than desirable employment when they expect to retire shortly, or decide to withdraw from the labour market altogether.

Adding to these challenges, discussions touched upon the impact of health issues and the unwillingness or disinclination to relocate for better employment opportunities. With regards to community employment programs, some areas for improvement were mentioned, such as expanding project reach, ensuring continuity, providing income support, expediting funding approval processes, as well as considering regional differences and individual needs.

*“...ONE OF THE MOST FREQUENTLY REPORTED AND CHALLENGING BARRIERS TO EMPLOYMENT APPEARS TO BE A LINGERING RELUCTANCE AMONG SOME EMPLOYERS TO HIRE MATURE AGE JOBSEEKERS, AND THE NEGATIVE OR STEREOTYPICAL ATTITUDES THAT STILL EXIST IN THE COMMUNITY.”*

— RINA BRUINSMA, DEEWR,  
GOVERNMENT OF AUSTRALIA



Laurell Ritchie, Canadian Auto Workers Union

## Initiatives to Support Mature Workers

To support the labour market participation of mature workers, a number of initiatives and programs have been developed across sectors. Some are targeted at specific communities while others are focused on workers in particular industries. For instance, the second panel featured current government initiatives, support centres for displaced workers in the car manufacturing sector, as well as an employment program offered by a nonprofit organization.

### Common employment services

From the Canadian Auto Workers (CAW) *Action Centres to the Experienced Worker Program* offered by The Centre for Education and Training, Mississauga, the range of employment services available to mature workers seem to fall into three main categories: job search and placement assistance, counselling and referrals, as well as skills development and informational workshops. Some examples of specific services include needs identification, job search techniques, stress management, and courses to improve literacy and computer skills.

### Targeting vulnerable communities

To support the labour market participation of mature workers in economically vulnerable communities, the federal government is working with provincial and territorial governments to provide employment services through the *Targeted Initiative for Older Workers* (TIOW). With an investment of \$220 million over five years and more than 250 projects across the country, the TIOW offers a range of services, including job-search assistance, skills training, peer support, and additional measures to provide work experience or facilitate self-employment. A presentation on the evaluation of the program by the Government of Quebec highlighted the positive impacts that the program has had on re-employment rates among participants. Similarly, the Government of Australia has identified those regions hardest hit by the economic downturn as Priority Employment Areas, where local coordinators are deployed to provide immediate employment assistance and organize job expos to promote opportunities.

### Early interventions

As part of the *Experience+* package of programs to support the labour market participation of mature workers, the Government of Australia provides a number of proactive measures to reduce the likelihood of unemployment. In terms of career advice, free and accessible employment planning and resume appraisal services are offered to mature workers aged 45 and over. Job transition support is also available to mature workers in the construction and manufacturing sectors who are looking to bridge into less physically demanding jobs.



“... SEEKING OUT INFORMATION ON NEW JOB OPPORTUNITIES FOR THE UNEMPLOYED – NOT AN EASY TASK FOR A MATURE WORKER WHO HAS NEVER HAD TO DO SO BEFORE AND DOESN'T EVEN KNOW WHERE TO START.”

– DR. CHARLES M. BEACH,  
QUEEN'S UNIVERSITY

### Ongoing research

Beyond providing support to mature workers through specific initiatives and programs, governments and other organizations, such as unions and sector councils, are conducting research to learn more about the impact of displacement and effective interventions, as well as changing skill demands and labour market trends. In addition to the *2008 Survey of Older Workers* by Statistics Canada and the *CAW Worker Adjustment Tracking Study* featured at the conference, the labour market participation of experienced workers is the focus of an independent commission created by the Government of Quebec and one of the key topics that will be examined by the National Seniors Council through a series of cross-country roundtables.

### Key Findings on Reemployment Challenges and Opportunities

In the presentations on reemployment challenges and strategies, various programs and specific interventions were discussed; however, a common emphasis was the need for customized approaches as mature workers make up a diverse group with different needs and interests. For example, flexibility of measures was noted as a good practice among participants in the TIOW program in Quebec, and most speakers stressed the importance of matching interventions to individual circumstances given that barriers could range from limited job search experience and job market knowledge to more substantial hurdles such as skills gaps and financial pressures. Although there is a need to avoid the one-size-fits-all approach and consider local contexts, some key interventions have been recognized as important factors in supporting the reemployment of mature workers.

- Training often expands employment opportunities and leads to greater confidence as it enables mature workers to update their skill set to meet changing demands in the job market.
- Adapting job search approaches by incorporating current tools and techniques is critical to reemployment.
- Providing financial support, such as wage and training subsidies, serves to alleviate some of the stress of unemployment and increase access to available services.

While there is urgency to address more immediate labour market issues, preparing the current workforce for future economic challenges will also involve equipping all workers with the necessary skills to adapt when they become mature workers. Moreover, greater aware-

ness of the value of mature workers and the obstacles to their employment is needed to develop age-friendly workplaces that may actually benefit all employees. A positive example of such efforts was the Silver Economy Summit hosted in May 2010 by the Nova Scotia Department of Seniors and the continuing work of the Government of Nova Scotia in raising awareness and sharing best practices among employers and across sectors. Furthermore, the number of TIOW projects implemented across Canada presents an opportunity to not only compare some of the challenges and successes across initiatives, but also build on any emerging lessons from international approaches. For instance, as Australia's strategy is focused on preventing unemployment among mature workers, learning more about the impact of early interventions on employment outcomes would inform future policies and practices in Canada.



Jean-Guy Soulière, National Seniors Council





## Strategies for Retention and Recruitment

As mentioned previously, life expectancy has increased and life stages are also shifting, with extended periods of education, delayed careers, and overall improvements in health. Although economic conditions have forced some Canadians to postpone retirement, higher education, career attachment, and the desire to remain active may also be contributing to the trend. According to the *2008 Survey of Older Workers* by Statistics Canada, many mature workers plan to continue working after retirement, and for the most part, flexible work arrangements seem to have a significant impact on their decision. However, it is interesting to note that mature workers who return to work after retirement appear to be strongly motivated by the desire for social interaction.

Despite the shifts in life stages and the reasons for delayed retirement, increasing the labour market participation of mature workers also requires employers to recognize the opportunities for leveraging their skills and knowledge. While examples of good workplace practices and employer engagement strategies were provided throughout the conference, the third session explored retention and recruitment issues and solutions in greater depth. Featuring a range of perspectives, including that of the construction sector and a specific employer, the panel discussed the challenges of engaging businesses and other organizations, along with various initiatives to retain and attract mature workers.

### Barriers in the Workplace

Although retaining and attracting mature workers has not become a priority across all sectors, the anticipated decline in labour force growth will eventually have an impact on all regions and industries across Canada; therefore, the challenge is raising awareness and encouraging action among employers. Barbara Jaworski from the Workplace Institute emphasized that organizations can benefit from recognizing the value of mature workers to their business and understanding the various factors involved in creating age-friendly workplaces. However, as mentioned by Dr. Rosemary Venne, age-based hiring practices are still favoured by employers who believe that mature workers provide a limited return on investment compared to younger workers. As such, employment disincentives and barriers continue to exist for mature workers, and some of the key issues mentioned in the discussions have been included below.

*“HAVING CONVERSATIONS WITH PEOPLE TO SEE WHAT THEIR INTENTIONS ARE AS THEY ADVANCE IN THEIR CAREER IS IMPORTANT, AS IS CONTINUING TO TREAT THEM AS CONTRIBUTING EMPLOYEES. IF THEY ARE TREATED AS IF THEY ARE RETIRING THEY WILL.”*

— VALERIE WHITE, GOVERNMENT OF NOVA SCOTIA

- Age discrimination in the workplace is still a concern for mature workers according to human resource experts and findings from the *2008 Survey of Older Workers* by Statistics Canada.
- The lack of workplace flexibility can serve as a disincentive for ongoing employment as mature workers seek meaningful opportunities that consider work-life balance and financial security.
- Although adjustments to employer-based pension plans may improve retention, such changes can be especially challenging for smaller organizations and unionized workplaces.

While ongoing effort is needed to address these issues, a number of organizations are moving towards more active involvement in retaining and attracting mature workers as such a strategy aligns with their own interests. Concerns over labour shortages have compelled some companies to reconsider the value of targeting mature workers whereas others are also motivated by such strategic advantages as knowledge retention, the benefits of workplace diversity, and the transferability of expertise across sectors.

## Approaches among Employers

To effectively retain and recruit mature workers, employers must gain a better understanding of the motivations for remaining employed and the strategies that facilitate ongoing employment. Based on the *Older Worker Scoping Exercise* conducted by the Construction Sector Council (CSC), the decision to stay employed is often influenced by workplace relationships and human resource policies. More specifically, mature workers who participated in the *2008 Survey of Older Workers* by Statistics Canada indicated a strong preference for flexible work arrangements and pension schemes, and also emphasized the importance of social interaction. Considering such criteria, it is not surprising that some employers and sectors are considering workplace adjustments and exploring opportunities to connect mature workers to younger employees through mentoring initiatives. Although retention measures usually enhance recruitment as well, some employers are also experimenting with innovative attraction strategies that target the skills and interests of mature workers.

## Workplace accommodations

Recognized as *Top Employers for Canadians over 40* in 2010, the Canadian Security Intelligence Service (CSIS) and CH2M HILL Canada were highlighted by Minister Finley for their flexible work arrangements. In particular, CSIS provides such options as compressed work weeks, phased retirement, as well as a self-funded leave program. CH2M HILL Canada has gained its reputation as a top employer by investing in a range of retention and attraction strategies that include flexible scheduling and teleworking options. As an example of innovative adjustments in the workplace, Australia's *Experience+* package prevents job loss due to poor health, disability, or injury through on the job support, which could involve such measures as specialized training, equipment purchases, or job redesign.

### Meaningful contributions

Besides investing in professional development opportunities for staff, CH2M HILL focuses on leveraging the experience and expertise of mature workers by involving them in large-scale engineering projects around the world. To promote ongoing engagement and knowledge transfer, the Emeritus Program transitions senior staff from operational to more strategic roles as they move toward retirement. Mentoring programs are also commonly used to transfer skills and knowledge, as well as strengthen intergenerational relations. For instance, the CSC has developed a mentoring program, and with instructor shortages emerging in the sector, there is even consideration of formally training mature workers for such a role. Australia's *Experience+ Training* actually encourages employers to increase the mentoring and supervising capacity of mature workers by offering training grants. Furthermore, volunteer mentoring opportunities with small businesses and community organizations in Australia is promoted through the Golden Gurus program.



Marcy Jordin, CH2M HILL Canada

### Focused recruitment

In addition to bringing valuable experience to an organization, mature workers are also noted for their organizational loyalty and low absenteeism, which could explain why some employers, such as Lee Valley Tools in Ottawa, are targeting their recruitment strategy at more experienced candidates. Another example is the City of Calgary, which has established an internal employment agency to recruit retirees for short-term projects. To attract mature workers, CH2M HILL focuses on being a value-based and socially-responsible organization, as well as enhancing their communications strategy, which involves community outreach, a recruitment website, and other marketing materials for mature workers. With funding from the Government of Canada's Office of Literacy and Essential Skills, the Manitoba Chamber of Commerce has developed a pilot project called Third Quarter, which is a unique job-search website emphasizing skills rather than occupations to ensure a better match between individual passions and employer needs.

While various retention and recruitment strategies were discussed at the conference, ongoing employer engagement is needed to build on good practices and maintain momentum for further improvements. Ms. Jaworski highlighted that The Workplace Institute continues to encourage innovation and showcase best practices through *The Best Employers Award for 50 Plus Canadians*. To increase knowledge of effective measures and share ongoing challenges, Ms. Bruinsma mentioned that the Government of Australia has created the Consultative Forum on Mature Age Participation, which will focus on changing attitudes among employers, addressing the barriers to employment, and establishing the first Age Discrimination Commissioner. In collaboration with industry, the Government of Australia is also developing a tool kit for employers that will offer strategies for tackling such issues as recruitment and retention, as well as age discrimination in the workplace.

## Key Findings on Strategies for Retention and Recruitment

Emphasized throughout the presentations was the need for a range of measures to enhance various aspects of work. From practical matters as benefit plans and work arrangements to more personal fulfillment considerations, participants shared different practices that, in combination, could create a more appealing workplace environment for mature workers. As many of the strategies for retention tend to be relevant to recruitment as well, discussions focused more broadly on meeting the needs and preferences of mature workers while also considering the benefits to employers. Although specific organizational needs and constraints dictate the types of strategies used, the following examples include a range of workplace policies and practices that were suggested by panelists:

### Flexible schedules

- Flexible work arrangements, such as part-time work, compressed work weeks, secondments, and telecommuting, can help mature workers to adjust to changing needs, lifestyles, and priorities while also ensuring that their skills are used effectively.
- As financial security is a major concern among mature workers, it would be worthwhile to explore phased retirement options.

### Occupational transitions and adjustments

- Transitioning mature workers into management or mentoring positions enable organizations to retain valuable knowledge and improve workplace relations.

- Use technology to improve the functionality and flexibility in the workplace and enable workers to be more efficient.

### Rewarding experiences

- Increasing opportunities for social interaction and demonstrating appreciation by recognizing achievements may serve to foster a sense of community in the workplace.
- Providing meaningful work and supporting professional development can be an effective way to motivate employees and support their interests.

These types of measures may be useful for employers who are already implementing them; however, ongoing effort is needed to raise awareness of the value of experienced workers to businesses and share effective recruitment and retention strategies within and across industries. It is, however, important to recognize that engaged employers may also face constraints. For instance, smaller organizations may require further supports as they often lack the resources and capacity to retain and attract mature workers. Another potential obstacle for employers may be the negative perceptions and attitudes among some mature workers who tend to discount their own skills and experience, and focus instead on the value of younger workers.

*“NEARLY 400,000 CANADIANS AGED 50-75 INDICATED THAT THEY HAD PREVIOUSLY RETIRED... [THE] MAIN REASON FOR RETURNING WAS SOCIAL INTERACTION.”*

— JEAN PIGNAL, STATISTICS CANADA



## Areas for Further Consideration

With increasing longevity and improvements in health, the experience of old age is being redefined, especially when retirement patterns are shifting and employment options are changing. Policymakers and employers, therefore, have the opportunity to leverage the skills and experience of mature workers to mitigate some of the anticipated challenges of population aging. However, to do so effectively, it is important to also ensure that age-based policies and practices remain relevant to evolving contexts.

The conference covered a range of different approaches to address both the barriers and the incentives to ongoing employment among mature workers. Discussions about reemployment focused on the need for customized approaches that respond to individual needs, the impact of training on employment prospects, and the importance of helping mature workers to recognize and market their skills. Perspectives on retention and recruitment issues stressed the value of holistic “age-friendly” approaches that consider the various dimensions of work, including social interaction, professional development, and meaningful opportunities. With the importance of non-financial incentives, there is clearly an opportunity for employers to provide mutually beneficial arrangements that may not require further resources, but rather, more creative means of engaging mature workers.

Considering the various issues involved, stakeholders, including all levels of government, employers, unions, educational institutions, and community organizations, need to work together to identify and share effective strategies that make sense for both mature workers and employers, respecting their diverse needs and interests. In addition, ongoing effort is needed to increase

employer awareness of the merits of an effective alignment between strategic business interests and human resource policies.

As population aging is a multifaceted issue and Canada is just beginning to see the initial signs of the labour market impact, ongoing multi-sector dialogue will help to ensure that new trends are examined and innovative approaches are explored. As conference participants raised a number of issues warranting further examination, some of the key questions for future consideration include the following:

- What combination of approaches would effectively support reemployment transitions among mature workers and address the career transition needs of those who are still in the workplace?
- How can recruitment and retention strategies be adapted to reflect the changing needs and interests of mature workers?
- How will the growing participation of mature workers affect intergenerational relations in the workplace?
- How will efforts to increase participation in paid work affect the voluntary sector?
- How are health and employment interrelated, and what are the implications for mature workers?
- What measures are needed to improve financial planning for longevity?



## Annex 1 — Agenda

8:00 – 8:30am	<b>Registration</b>
8:30 – 8:40am	<b>Welcoming Remarks</b> David Mitchell, President and CEO, Public Policy Forum and Frank Vermaeten, Senior Assistant Deputy Minister, Human Resources and Skills Development Canada (HRSDC)
8:40 – 9:00am	<b>Opening Address by the Honorable Claude Castonguay, Invited Fellow, CIRANO</b> Maintaining mature workers in employment: Why does it matter?
9:00 – 10:30am	<b>Session I: Contributions and Perspectives of Mature Workers</b> Moderator: Yves Poisson, VP, Public Policy Forum <ul style="list-style-type: none"> <li>• The importance of older workers to economic and labour market growth – Cliff Halliwell, Director General, Policy Research, Strategic Policy and Research Branch, HRSDC</li> <li>• The Survey of Older Workers: Some Preliminary Results – Jean Pignal, Chief, Special Surveys, Division, Statistics Canada</li> <li>• Conversation with Dr. Charles M. Beach, Department of Economics, Queen's University</li> </ul>
10:30 – 10:45am	<b>Break</b>
10:45 – 12:00pm	<b>Session II: Re-Employment Challenges and Opportunities</b> Moderator: Frank Vermaeten, HRSDC <ul style="list-style-type: none"> <li>• Marie Grenon, Conseillère experte, Ministère de l'Emploi et de la Solidarité sociale, Gouvernement du Québec</li> <li>• Valerie White, Chief Executive Officer, Department of Seniors, Government of Nova Scotia</li> <li>• Jennifer Vanderbeek, Career Specialist, The Centre for Education and Training, Mississauga</li> <li>• Laurell Ritchie, National Representative, Canadian Auto Workers union</li> </ul>
12:00 – 12:30pm	<b>Luncheon Address by the Honourable Diane Finley, Minister of Human Resources and Skills Development Canada</b>
12:30 – 1:30pm	<b>Lunch</b>
1:30 – 2:15pm	<b>Presentation on Australia's Response to the Aging Workforce</b> Rina Bruinsma, Director, Mature Age Policy, Department of Education, Employment and Workplace Relations, Government of Australia
2:15 – 2:30pm	<b>Break</b>
2:30 – 3:45pm	<b>Session III: Strategies for Retention and Recruitment</b> Moderator: Jean-Guy Soulière, Chair, National Seniors Council <ul style="list-style-type: none"> <li>• Barbara Jaworski, CEO, Workplace Institute</li> <li>• Dr. Rosemary Venne, Edwards School of Business, University of Saskatchewan</li> <li>• Borys Gengalo, Project Manager, Construction Sector Council</li> <li>• Marcelle Jordan, Project Manager, CH2M Hill Canada</li> </ul>
3:45 – 4:00pm	<b>Closing Remarks by The Honourable Diane Ablonczy, Minister of State (Seniors)</b>
4:00pm	<b>End of Conference</b>

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Skills Development Canada

Ressources humaines et  
Développement des compétences Canada





## Annex 2 — Speakers' Biographies

### The Honourable Diane Finley

Minister of Human Resources and Skills  
Development  
Haldimand–Norfolk (Ontario)

Diane Finley was first elected to Parliament in 2004 and re-elected in 2006 and 2008. In February 2006, she was appointed Minister of Human Resources and Social Development, and in January 2007, she was named Minister of Citizenship and Immigration. Ms. Finley began her professional career as an administrator of the University of Western Ontario's French Immersion School. Prior to her election, she held several senior positions in both the public and private sectors encompassing health care, transportation, agricultural equipment manufacturing, printing and publishing, and aviation. In addition, Ms. Finley has been active with a number of organizations, including the Brant Community Care Access Centre, the National Standards Committee of the Paramedic Association of Canada, the Ambulance Service Alliance of Ontario, and the Ontario Government Health Policy Advisory Council. Most recently, Ms. Finley has been working with the Thyroid Foundation of Canada. Ms. Finley has a bachelor's degree in administrative studies and a master's in business administration from the University of Western Ontario. She resides in Simcoe with her husband Doug.

### The Honourable Diane Ablonczy

Minister of State (Seniors)  
Calgary–Nose Hill (Alberta)

Diane Ablonczy was first elected to the House of Commons in 1993 and re-elected in 1997, 2000, 2004, 2006 and 2008. Ms. Ablonczy was appointed Secretary of State (Small Business and Tourism) in August 2007 and then Minister of State (Small Business and Tourism) in October 2008. She previously served as Parliamentary Secretary to the Minister of Finance. Ms. Ablonczy has been a member of several committees of the House of Commons, including the standing committees on Citizenship and Immigration, on Human Resources Development and the Status of Persons with Disabilities, and on Health. She has also served on the House of Commons Finance Committee. Prior to entering political life, Ms. Ablonczy enjoyed a varied career which included experiences ranging from teaching junior high school to managing a grain farm operation to building a successful law practice. Ms. Ablonczy was named Honorary President of the Hoy Sun Association of Calgary, which represents members of the local Chinese and Vietnamese communities. Ms. Ablonczy graduated from the University of Calgary and has degrees in education and law. She is married to Ron and has one daughter, four step-children and five grandchildren.

## Charles M. Beach

Charles Beach is a Professor of Economics at Queen's University where he has taught since 1972. He was an Editor of *Canadian Public Policy/Analyse de politiques* (1995-02) and Director of the John Deutsch Institute (2001-09). He was a co-founder of the Canadian Econometric Study Group, Canadian Employment Research Forum, and Chair of the Data Liberation Initiative at Statistics Canada. His current research interests are on Canadian immigration policy and experience, and on labour market and retirement policy.

## Rina Bruinsma

Rina Bruinsma is the Director of the Mature Age Policy section, Australia Government Department of Education, Employment and Workplace Relations. The role of this section is to develop policy responses to remove the barriers to employment for mature age Australians. The section oversees the Australian Government's *Experience+* initiative and the Consultative Forum on Mature Age Participation. The Forum provides advice to Government on measures to support the employment of mature age people. Membership includes representatives of seniors' peaks, industry/employer groups and unions. Australia's Age Discrimination Commissioner is a member of the Forum.

## Claude Castonguay, C.C., O.Q., F.I.C.A., F.S.A.

Actuary by profession, Mr. Castonguay has held many positions in the private and public sectors. He chairs, among others, the Commission of Inquiry on Health and Welfare (1966-70) that bears his name. He became member of the National Assembly and Minister of Health and Social Services of Quebec. He became Deputy Minister of Health and Social Services of Quebec. He has presided over a large number of study committees, work groups and expert committees. He serves as Chairman and member of the Board of Directors of numerous organizations, including the University of Montreal, CHUL, IRPP, the Conference Board and many others. He is a Companion of the Order of Canada (1974) and Officer of the National Order of Quebec (1991). He also holds numerous honorary doctorates and has received many other awards. He is currently a Fellow at the Center for Interuniversity Research and Analysis of Organizations (CIRANO), member of the Governing Board of the Raoul Dandurand Chair in Strategic Studies and Diplomacy, and a member of the Steering Committee for the History of Montreal project of the National Institute of Recherche Scientifique (INRS).

## Borys L. Gengalo

In a varied career Borys Gengalo has played successive roles as an historian, community animator, political hack, public servant, business consultant and Army officer. For the past few years he has been a project manager with the Construction Sector Council (CSC: [www.csc-ca.org](http://www.csc-ca.org)). Projects managed by him include, *inter alia*, development of a construction-specific mentoring program, a business case for the utilization of Essential Skills concepts in construction training, the application of Essential Skills to a number of training paradigms within construction and the employment of older workers within the industry.



## Marie Grenon

Marie Grenon is the Expert Advisor to the Directorate of employment policies and workforce of the Ministère de l’Emploi et de la Solidarité sociale (MESS). With the Department since 1989, Ms. Grenon has gained extensive knowledge of clients and programs of the MESS. In her later years, she gained recognition for her involvement in developing the Employment Pact, an innovative strategy and structure consisting of a set of measures to meet the needs of labor and business to support all people in their efforts to integrate into a sustainable workforce. As the departmental lead for workers and old workers, she has developed expertise in this field. She has participated in negotiations on the renewal of pilot projects for older workers, as well as the implementation of the Targeted Initiative for Older Workers. Currently, she coordinates for the MESS with Emploi-Québec an inter-ministerial committee on the adaptation of workplaces to an aging population, a group whose work aims to eventually develop a government strategy for supporting the retention and employment of workers and experienced workers.

## Cliff Halliwell

Cliff Halliwell has been active in bringing policy research to decision making for his entire career. Cliff obtained an Honours B.A. in Political Science and Economics from Carleton University in 1976 and then an M.A. in Economics from Queen’s University in 1978. Cliff has worked at Informetrica limited, The Conference Board of Canada, Finance Canada and Health Canada. Cliff is currently Director General of HRSD’s Policy Research Directorate, a directorate charged with implementing a comprehensive policy research agenda on labour market, skills and social policy issues in support of the department as well as running the department’s Canadian Occupational Projection System (COPS) labour market and occupational projections.

## Barbara Jaworski

Barbara Jaworski is founder of the Workplace Institute, founder of the 6th annual Best Employers Award for 50 Plus Canadians and chair of the 5th annual Summit on the Mature Workforce produced through the Workplace Institute. Organizations and governments come to the Workplace Institute for training, research, consultation, and use of best practices in the emerging discipline of managing High Experience organizations. She recently founded the NFP Centre for High Experience Talent (CHET), which will focus on assisting high experience workers. Ms. Jaworski regularly speaks at conferences globally on the topics of mature workforces, intergenerational issues, engagement, workforce planning, talent management, health, healthy organizations and global cultural issues, and is Canada’s expert on the aging workforce. She is a frequent contributor to HR, pension and health-and-benefits publications and the author of *KAA-Boom! How to Engage the 50 Plus Worker and Beat the Workforce Crisis* and the upcoming book *Rebel Retirement- A KAA-Boomer’s Guide to Creating and Living an Explosive Second Act*.

## Marcelle Jordan

Marcelle (Marcy) Jordan has thirteen years of engineering experience in water, wastewater, and environmental projects. Marcelle is currently an Operations Lead at CH2M HILL’s Ottawa office, and manages a group of engineering consulting staff providing a wide range of services in the water, wastewater and water resources sectors to municipal and industrial clients across Canada. As Operations Lead, Marcelle’s responsibilities encompass the full gamut of staffing activities including staff/workload balancing, annual performance enhancement reviews and career planning, and morale and retention activities. CH2M HILL provides engineering, procurement, construction, and operations services to public and private sector clients. Our 23,500 employees worldwide deliver innovative solutions in the energy, water, transportation, power, manufacturing, and communication sectors. CH2M

HILL is the proud recipient of the *Catalyst Award* for the advancement of women in business, the Ethisphere Institute's *World's Most Ethical Companies* award, and recognized as one of Canada's Top 100 Employers.

### David J. Mitchell

David J. Mitchell became President and CEO of the Public Policy Forum in January of 2009. The Forum is an independent non-governmental organization, dedicated to improving the quality of government in Canada through multisectoral dialogue and research on governance and public service. Previously, Mr. Mitchell served as Vice-president at three Canadian universities: Queen's, the University of Ottawa and Simon Fraser University. David Mitchell's diverse career path has also included senior positions in both the public and private sectors. Serving as a Member of the British Columbia Legislature from 1991 to 1996, he was a watchdog on a broad range of issues including parliamentary reform, advanced education, resource management and labour relations. He had previously gained experience in parliamentary procedure and legislative processes as Deputy Clerk of the Saskatchewan Legislature. Mr. Mitchell also has significant private sector experience, having held executive positions within western Canadian resource industries, including vice-president of marketing and general manager of industrial relations.

### Jean Pignal

Jean Pignal is a Chief in the Special Surveys Division at Statistics Canada. Mr. Pignal has his M.A. in Political Science from the University of Windsor and a BA in Political Studies from Queen's University, Kingston. With over 25 years of household and business survey experience (20 of those at Statistics Canada and 19 of them with the Special Surveys Division), Mr. Pignal has had the opportunity to work as a Project Manager on a large variety of surveys. Most recently, he has worked on the Canadian Financial Capability Survey and the Survey of Older Workers.

### Yves Poisson

Yves Poisson joined the Public Policy Forum in February 2000. As a Vice-President, his work focused on economic themes, including North American economic integration, Canada's competitiveness, infrastructure, regulatory framework, immigration, homelessness, Western provinces and the Canada-U.S. border, among others. Today, he continues this work on a part-time basis as a Senior Associate. Prior to joining the Forum, Yves worked for Human Resources Development Canada for many years, both in Montreal and Ottawa. His last position with the federal government was Director General, Strategic Policy and Partnership in the Labour program at HRDC (1996-2000). He represented Canada at the International Labor Organisation and also participated in several international meetings, including negotiation sessions of the MAI at the OECD and the Seattle WTO ministerial conference. His other positions at HRDC related to the Unemployment Insurance Reform (1995-96), the Social Program Review Task Group (1993-95), employment and training policies, federal-provincial relations, partnership with aboriginals (1989-93) and management of employment programs (1983-89).

### Laurell Ritchie

Laurell Ritchie began her work in the labour movement during the 1970s and became a national representative with the Canadian Auto Workers in 1994. She works in the union's Work Organization and Training Department, and assists in the Pensions & Benefits Department. Laurell specializes in supports for unemployed members including adjustment programs and action centres, unemployment insurance, employment standards, and re-training and literacy programs. She represents the union on committees dealing with these same matters at both the Canadian Labour Congress and the Ontario Federation of Labour. As part of this work, she also represented CAW in meetings with the 2007 Expert Panel on Older Workers. Laurell is a member of the Steering Committee that co-ordinated the recently-released CAW Worker Adjustment Tracking Study.

## Jean-Guy Soulière

After a successful career with the federal public service, Jean-Guy Soulière was the Executive Director of the Federal Superannuates National Association (FSNA). He holds a degree from the University of Ottawa and is fluently bilingual. He is the former Chair and Spokesperson for the Congress of National Seniors’ Organizations and is a member of the Public Service Pension Advisory Committee.

## Jennifer Vanderbeek

Jennifer Vanderbeek is a Career and Employment Counselling professional with a 15-year background in delivering employment support services from the federal, provincial and municipal levels that incorporates experience within three regions of Ontario. A graduate of the three year Employment Counsellor Program at Fleming College and currently completing a Bachelor of Professional Arts in Human Services, she is an Employment Consultant/Career Specialist at the Centre for Education & Training, where, for the past 5 years, she has been delivering a highly successful three week targeted program for Experienced Workers in the Halton Region. This program, created by the Centre for Education & Training, was also delivered in four locations in the Greater Toronto Area for over a 10-year period. Through targeting the unique needs of the Boomer and Traditionalist generations, the Halton program alone assisted over 1000 clients to develop the necessary tools and knowledge to improve their ability to be successful in their drive to remain in the Canadian workforce.

## Rosemary A. Venne

Rosemary has received a Masters degree in Psychology and a Masters degree in Industrial Relations, both from Queen’s University. She completed her PhD from the Centre for Industrial Relations at the University of Toronto and joined the faculty in the Edwards School of Business at the University of Saskatchewan in Saskatoon in 1992. Her research interests include demography as it relates to changes in the labour force, career patterns and human resource management. Other interests are changes in work-time scheduling including alternative work-time arrangements. Rosemary is co-author with David Foot of several demography papers, including, “Populations, Pyramids and Promotional Prospects”.

## Frank Vermaeten

Frank Vermaeten is currently Senior Assistant Deputy Minister of the Skills and Employment Directorate within Human Resources and Skills Development Canada (HRSDC). As such, he is responsible for developing and implementing policies and programs that contribute to increasing the competitiveness of Canadian workplaces and to support Canadian participation in the workforce. Key responsibilities include, but are not limited to, the Employment Insurance Program, Labour Market Agreements with provinces and territories, and programs targeted at specific segments of the Canadian population (i.e. Aboriginal, youth, persons with disabilities, older workers). Prior to his appointment at HRSDC, Mr. Vermaeten occupied the position of Director General, Federal-Provincial Relations and Social Policy Branch at the Department of Finance. His Public Service career has also included the position of Director of Research on the Independent Expert Panel on Equalization; Director General, International and Intergovernmental Affairs at Industry Canada; and Senior Advisor for the International Monetary Fund. Mr. Vermaeten holds a Masters Degree in Economics from Carleton University and a Bachelor of Arts Degree in Economics from the University of Western Ontario.

## Valerie White

Valerie White is Chief Executive Officer of the Nova Scotia Department of Seniors, after serving as Coordinator from 1980-2000. She is a registered Social Worker with more than 35 years of public service in direct social work and social policy and planning. Ms. White works closely with provincial government departments, seniors and seniors' organizations and professional organizations concerned with aging. She represents Nova Scotia on the Federal / Provincial / Territorial Committee of Officials for the Ministers responsible for seniors. She has chaired Provincial and National Conferences on Aging and served on the Canada Coordinating Committee for the International Year of Older Persons. Ms. White has also contributed to numerous publications and policy papers and has guest lectured on aging issues at several Nova Scotia universities. She is also a member of numerous professional associations including the Canadian Association on Gerontology, and serves on the Board of other organizations such as the Alzheimer Society of Nova Scotia and the Nova Scotia Centre on Aging.



## Annex 3 — Registered Participants

Diane Ablonczy  
Minister of State (Seniors)  
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Hilary Allen  
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Guylaine Baril  
Economiste  
Emploi-Québec

Charles Beach  
Professor of Economics and Director of John Deutsch  
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André Beaudry  
Director, Canadian Partnerships  
Association of Canadian Community Colleges

David Boisclair  
Research Director  
Institute for Research on Public Policy

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Human Resources and Skills Development Canada

Julie Branscombe  
Manager, Employee Experience  
TD Bank Financial Group

Justin Brown  
High Commissioner  
Australian High Commission

Rina Bruinsma  
Director  
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Andrew Cardozo  
Executive Director  
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Senior Policy Analyst  
Human Resources and Skills Development Canada

Havi Echenberg  
Analyst  
Library of Parliament

Patti Ellis  
Team Leader, TIOW  
Human Resources and Skills Development Canada

Diane Finley  
Minister  
Human Resources and Skills Development Canada

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Science and Innovation Sector  
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Visiting Executive  
APEX

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Global Economics Ltd

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Senior Project Administrator  
Public Policy Forum

Marie Grenon  
Conseillère experte  
Gouvernement du Québec

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Director General, Policy Research Directorate  
Human Resources and Skills Development Canada

Jill Heckman  
Director of Operations  
The Canadian Association of Family Resource  
Programs (FRP Canada)

Mark Hodgson  
Acting Chief  
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André Léonard  
Analyste  
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Policy Analyst  
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Angela Roberge  
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Annette Ryan  
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 Professor and Director  
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William Smith  
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 Manitoba Chamber of Commerce

Jean-Guy Soulière  
 Chair  
 National Seniors Council

Alex Stephens  
 Executice Coordinator  
 Centre for Workplace Skills

Marie Thibault  
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Lisa Torjman  
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Lynne Toupin  
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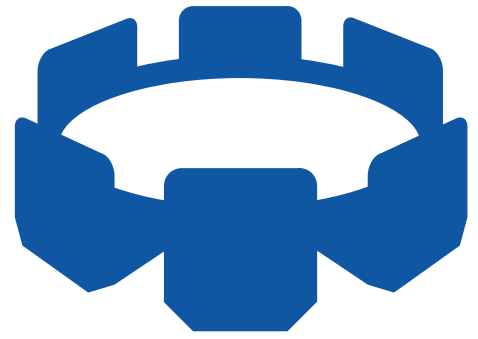
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