



Employee Attraction and Retention – 2015 Project Update

SEPTEMBER 2015





Contents

1. Work Group	3
1.1. Members	3
1.2. Foundation Contact	3
2. Project Report	3
3. Activity Completed	6
4. Activity Outstanding	6
5. Issues / Concerns	6
6. Next Meeting Date	6

1. Work Group

A. MEMBERS

Name	Company	Email
Hal Hamilton	Skystone Engineering	hhamilton@skystone.ca
Trina Vitolianos	Shawcor	trina.vitolianos@shawcor.com
Tanvir Bedi	Enbridge	tanvir.bedi@enbridge.com
Bruce Mulherin	Shawcor	bruce.mulherin@shawcor.com
Casey Bray	Bayou Perma Pipe	cbray@bayoupermapipe.com
Dean Bergen	Kelly Services	dean_bergen@kellyservices.com
Peter Tanchak	Enbridge	Peter.Tanchak@enbridge.com
Valeria Blumentsvaig	Skystone Engineering	vblumentsvaig@skystone.ca
Tran Mah-Paulson	TD Williamson	tran.mah-paulson@tdwilliamson.com
Bruce Mulherin	Shawcor	bruce.mulherin@shawcor.com
Jordan Simundson	Shawcor	jordan.simundson@shawcor.com
Shannon Moser	Shawcor	shannon.moser@shawcor.com
Tammy Kauffman	Shawcor	tammy.kauffman@shawcor.com
Korosh Najjar	YPAC	korosh.najar@ypacanada.com

B. FOUNDATION CONTACT

- Kim McCaig, Executive Director

2. Project Report

With a declining labour force growth, age-related attrition and a mismatch between the skills required and those available, the need is more acute than ever to attract, recruit, and retain the required talent in order to achieve the growth that is expected and essential to meet future global energy market requirements in an increasingly competitive economy.

How an individual perceives the industry will impact his/her career decision. Challenges for the Oil & Gas industry are:

- *lack of understanding of the industry's careers*
- *restructuring during past industry downturns*
- *perceptions that industry's work is dirty and unsafe*
- *perceptions related to the industry's impact on the environment*

Initiative #1

The Canadian Energy Pipeline Association (CEPA) commissioned *Q2 Insights* to conduct research to explore factors that contribute to engagement and retention of employees in the Canadian oil and gas pipeline sector. The study was designed to determine how Canadian oil and gas pipeline companies can best attract, engage and retain a

talented labor force. CEPA will share the findings from this study with members, including owner companies and service companies.

To address the objectives of this project *Q2 Insights* conducted quantitative research in the form of a Web Survey with technical and non-technical workers, tradesmen and students.

The primary objectives of this Employee Engagement and Retention Research Study were to understand the factors that contribute to employee engagement in the Canadian energy pipeline industry, including attraction to the industry, commitment and continued employment.

Significant Findings

- Many individuals who completed the survey have concerns about various aspects of their employment in the Pipeline Industry,
- High staff turnover is projected, and
- There is an overall negative sentiment towards the industry

Concerns regarding the industry should be addressed on a company level and possibly by organizations such as CEPA Foundation particularly given that employees are an important advocacy group for the industry as well as potential employee recruiters.

Sharing plans for the future on how the industry and companies will address requirements for more energy efficiency and alternatives to oil and gas is needed.

Initiative #2

The Canadian Energy Pipeline Association Foundation (CEPA) in partnership with the Young Pipeliners Association of Canada (YPAC) retained Framework to conduct a series of focus groups to better understand the specific needs of different knowledge-based segments in the pipeline sector. Knowledge-based segments describe the amount of knowledge a focus group participant has regarding the pipeline industry and is broken down into two distinct points of view: those currently working in the pipeline industry and those who are not currently employed in the pipeline industry.

The goal of the focus groups was to:

- Explore participants' thoughts about public perceptions of the industry;
- Understand attractors and detractors of the pipeline industry;
- Identify which attractors and detractors separate the pipeline industry from other industries; and,
- Explore members' thoughts on what changes are required to make the pipeline industry more attractive to potential employees.

Significant Findings

Perceptions of the Pipeline Industry

- Amongst those who worked in the pipeline industry, personal perceptions were positive or had improved after learning more about the industry.

- Overall, people are proud to be working in the pipeline industry, but would not go out of their way to announce this publicly.
- The public is under-educated and often misinformed about the pipeline industry and public perception is formed largely by negative media reports.
- Upstream issues in oil and gas are projected onto the pipeline industry and the public's perception is that the two industries are synonymous.

Attractors to the Pipeline Industry

- Compensation and career development are major attractors to the pipeline industry.
- When deciding to work in the pipeline industry, the public's perception and the industry reputation are often outweighed by the opportunities offered by the specific job.
- The decision to work in the pipeline industry is positively influenced by family or friends in the industry.

Detractors from the Pipeline Industry

- Industry reputation, environmental impact, and the cyclical nature of the work are the biggest detractors from the pipeline industry.
 - *People in the early stages of making a career choice are often influenced by their peers to avoid the pipeline industry because of its reputation.*
 - *Environmental professionals are deterred due to the misconception that in order to work in the pipeline industry you need to be unethical.*
- People believe the oil and gas industry is not sustainable, and pipelines are linked to this.
 - *Young engineering professionals do not see value in building up expertise in pipelines because they believe the industry has matured and is now in decline, with little room for innovation in technology.*
- Gender bias, discrimination, and an “Old Boys Club” mentality still exist in the pipeline industry today.

Changes Required to Make the Pipeline Industry More Attractive

- Educating the public, improving stakeholder engagement and improving media relations are important for improving the public's perception of the pipeline industry.
 - *Intervening earlier in the career decision process at the university or high school level and through more trusted channels of communication such as teachers or professors.*
- Leadership needs to take on a greater role in improving the work environment, especially concerning gender bias and discrimination issues.

3. Activity Completed

- Partnering with YPAC
- Initiative #1 – Employee Attraction and Retention Survey - Completed April 29th
- Initiative #2 - Focus Groups
 - 3 Focus groups were held:
 - Calgary: May 22, CEPA Office
 - Edmonton: May 29, University of Alberta
 - Montreal: July 10, Johnston-Vermette

4. Activity Outstanding

- Initiative #3 - Best Practices – Anticipated Completion in Q4
- Recommendations for “Next Steps” in Q4

5. Issues / Concerns

ISSUE #1

HOW DO WE EDUCATE THE PUBLIC, IMPROVING STAKEHOLDER ENGAGEMENT AND IMPROVE MEDIA RELATIONS WITH THE GOAL OF IMPROVING THE PUBLIC’S PERCEPTION OF THE PIPELINE INDUSTRY?

ISSUE #2

HOW DO WE INTERVENE EARLIER IN THE CAREER DECISION PROCESS AT THE UNIVERSITY OR HIGH SCHOOL LEVEL AND THROUGH MORE TRUSTED CHANNELS OF COMMUNICATION SUCH AS TEACHERS OR PROFESSORS?

ISSUE #3

HOW DO WE ENCOURAGE LEADERSHIP TO TAKE ON A GREATER ROLE IN IMPROVING THE WORK ENVIRONMENT, ESPECIALLY CONCERNING GENDER BIAS AND DISCRIMINATION ISSUES?

6. Next Meeting Date

TBD