

**"... THE QUALITY, SKILLS, FLEXIBILITY, AND PRODUCTIVITY OF THE ... LABOUR FORCE WAS A MAJOR FACTOR IN THE DECISION TO EXPAND HERE. THIS [IS] AN INTERNATIONALLY COMPETITIVE LOCATION OF ADVANCED MANUFACTURING."**

*MINORU AZUMA, FORMER PRESIDENT, TOYOTA MOTOR MANUFACTURING INC.*

**"ABOUT 10 DAYS AFTER THE START-UP, WE WERE READY TO SHIP A QUALITY PRODUCT TO OUR CANADIAN AND AMERICAN CUSTOMERS. WE HAD FORESEEN HIRING EXTRA EMPLOYEES IN CASE SOME PEOPLE DECIDED TO DROP OUT ALONG THE WAY. [INSTEAD] OUR TURNOVER HAS BEEN ALMOST ZERO AND ... ALL THE PEOPLE RECRUITED ARE STILL WITH US."**

*NICOLAS MARTELLA, DIRECTOR, HUMAN RESOURCES, GLAVERBEC, A SUBSIDIARY OF GLAVERBEL OF BELGIUM*

supply of skills. The federal government alone spends over \$1 billion annually on training, and provincial governments also devote significant amounts of money to professional training. A Statistics Canada survey estimates that, in addition, Canadian employers spend about \$1.4 billion each year on formal training courses.

This training effort takes place in community colleges, CEGEPs, technical institutes, universities, trade and vocational schools, commercial training schools, etc. Employers who have taken part in cooperative training programs whereby students spent part of their school year working with companies, have lavished praise on the results.

#### **Job Training (selected OECD countries)**

Country	Incidence of employer training (a)	Incidence of post-secondary education (b)
<b>Canada</b>	<b>30-36%</b>	<b>76%</b>
Finland	34%	38%
France	29%	37%
Germany	n/a	26%
Great Britain	31-43%	19%
Japan	31-37%	39%
Sweden	25%	38%
United States	31%	70%

*Source: Canadian Business Economics, Summer 1993.*

*Notes: a) Percentage of employees who took employer training in the most recent year for which data are available.*

*b) Ratio of post-secondary full-time equivalent enrollment to the population in the theoretical age range for such programs in 1988 (in most countries the assumed age range for university education is 18 to 24 and for non-university post-secondary education 18 to 20).*

