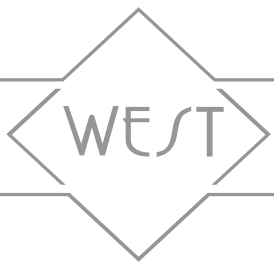


**EMPLOYMENT
ONTARIO**

Women and Youth in the Trades

**EMPLOYER HUMAN RESOURCES
TOOLKIT FOR WINDSOR-ESSEX**





Contents

Women's Enterprise Skills Training of Windsor Inc. received funding from the Ontario Labour Market Partnership, Ministry of Training, Colleges and Universities to conduct local community-based labour market research into trades with high underrepresentation of women to identify the challenges and barriers faced by employers in these fields. The objective was to gain an understanding of employer challenges relating to recruiting, hiring and retaining women in their respective companies.

Women and Youth in the Trades: Employer Human Resources Toolkit incorporates these findings as a resource for employers to increase employment of women and youth in under-represented industries in our community.

overview	talent sources	people practices	work models	resources 25 EO NETWORK 26 COMMUNITY TRAINING PROGRAMS 29 FUNDING SOURCES
-----------------	---------------------------	-----------------------------	------------------------	---





OVERVIEW

The Challenge

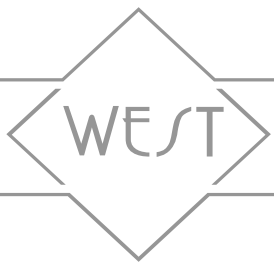
The Windsor-Essex Region is facing dramatic skill shortages in the manufacturing, transportation and construction sectors. At the same time, the region is experiencing an unemployment rate of 10.9%, well above the national average of 6.8%.

Based on discussions with local employers, several factors have been identified as contributors to this shortage:

1. Regional competition and worker migration
2. The Great Recession
3. Employer competition
4. Growth of non-technical postsecondary education
5. Lack of interest among youth and retirement

The shortage is expected to get worse and some labour market analysts forecast the shortage to be 2.3 million workers by 2031. This will have a significant effect on our local economic development. A regionalized approach to increasing our workforce in these sectors will help alleviate this shortage and lead to enhanced economic competitiveness in Windsor-Essex.





The Solution

Solving the worker shortage in the skilled trades will require you to get creative about your approach to human resources. There are three areas of human resources that you can change to solve your talent shortage and retain a qualified workforce:



TALENT SOURCES:

Expand where you look for employees. Look at untapped or under tapped sources of talent including women, youth, newcomers and people with disabilities.



PEOPLE PRACTICES:

Create your own talent pool by training and supporting your current staff.



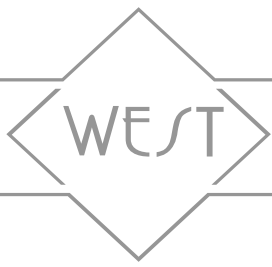
WORK MODELS:

Adopt new methods of work to ensure that your company offers flexible employment.

Women are the most underutilized talent source in the skilled trades. They are nearly 50% of the Canadian workforce however women represent less than 10% of skilled tradespeople in Ontario. **You need to extend your recruitment practices to be inclusive** of this under tapped reservoir of talent as a means to increasing your company's access to skilled workers. **This would require that you create job titles, work schedules, and physical environments that are inclusive to men and women.**

There are some preparatory steps to take before your company can reap the benefits of hiring women. This toolkit will help you begin the process. Inside you will find tools and best practices for recruiting, hiring and retaining women in the skilled trades.





Benefits of Hiring Women and Youth

There are many benefits to hiring women and youth beyond filling job vacancies at your company.

talent sources

- 1 Recruiting from a wider talent pool gives you access to more talented employees.
- 2 Diverse workplaces have lower turnover rates, which translates into a return on human resources investments (training, career development, mentoring).
- 3 Better talent in your organization spurs innovation.
- 4 Research has shown that women employ strategies that are typically safer and more efficient than using brute strength to complete the task.

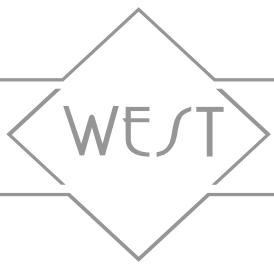
people practices

- 1 A diverse workforce has an increased understanding of client needs, which leads to improved client satisfaction.
- 2 Women bring different life experiences, perspectives and values to the workplace.
- 3 Companies that have included more women in their workforce have reported increased teamwork and problem solving among employees.
- 4 Inclusive and equitable management practices improve job satisfaction among all employees.

work models

- 1 Revising work models can improve the ways that you convert your employees' time into profit for your business.
- 2 Strategic HR practices can help retain top talent and advance business goals.
- 3 Employees are less fatigued and take fewer sick days when using a flexible work model.
- 4 Employees have greater job satisfaction, take more pride in their organization and are less likely to leave when they are using a desirable work model.





How to Use the Toolkit

THE TOOLKIT IS ORGANIZED INTO FOUR SECTIONS:

TALENT SOURCES: Finding Untapped Labour Supply

This section focuses on tools that companies can use to attract, hire, and retain women and youth in the skilled trades. Specifically: best practices for recruitment, job evaluations, interviewing women and implementing a mentorship program.

This section highlights the importance of workplace culture and provides tools for assessing and changing it.

PEOPLE PRACTICES: Preparing the Labour Force

WORK MODELS: Local models of flexible employment

This section provides profiles of local companies that have successfully implemented non-traditional work models. These include: hybrid careers, reduced hours, gradual retirement, flex time and compressed work week.

This section includes resources for employers, such as community training programs, funding sources and information about the Employment Ontario (EO) network.

RESOURCES



TALENT SOURCES

Guide for Recruiting Women

There are many factors to consider when it comes to attracting women into the skilled trades. Recruiting from a new talent pool demands new approaches and strategies for outreaching to potential employees. You need to rethink your job descriptions, where you post job advertisements, and how the public perceives your company.

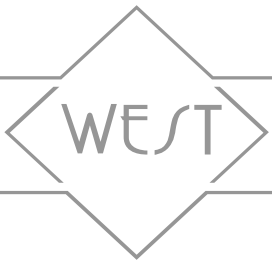
Three steps to recruiting women:

1. Job Evaluation
2. Job Posting
3. Interview Questions

DEVELOPMENT MILESTONES

- Develop recruitment materials that are inclusive to women
- Leverage existing female employees for advice on recruiting women
- Advertise jobs using modes that will reach women
- Create a Job Evaluation Process or Committee
- Perform job evaluations
- Use job evaluations to create unbiased interview questions
- Ensure that all questions follow guidelines for appropriate interview practices





Job Evaluation

A job evaluation is an assessment of the relative worth of jobs based on a consistent set of factors, such as required skills, qualifications, working conditions, and level of responsibility.

If done properly, gender neutral job evaluations will:

- Ensure job requirements will only reflect what is required to complete the job effectively and will not be created through a gendered lens.
- Result in interview questions that will make sure that the interview process does not exclude anybody.
- Help break through the perceptions that certain jobs are meant for either men or women.



TIP

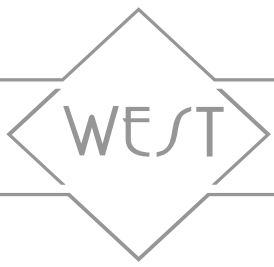
Combine your effort with multiple organizations to create a job evaluation committee that can work collaboratively with similar companies to evaluate job expectations within your industry.

HOW CAN A GENDER NEUTRAL JOB EVALUATION BE EMPLOYED?

A Job Evaluation Committee can be engaged to complete the job evaluations. The committee will rigorously study the skill, responsibility, working conditions and effort that are required in each job category. The committee must then agree on the ratings for each factor of each job. The following are things to keep in mind:

- The committee will identify areas that can be further probed during the interview process.
- It is recommended to engage in formal interviews to supplement the job evaluation questionnaire.
- The language in sub-factors should provide enough detail to differentiate each job.
- Completing job evaluations may result in changes in wages and responsibilities associated with each job.





Job Posting

HERE ARE SOME BEST PRACTICES TO CONSIDER WHEN ATTRACTING WOMEN AND YOUTH:



Style your recruitment messages to include women/ youth and make it clear that you want women / youth to work for your company.

- Ensure that any marketing materials you use feature images and voices of women / youth.
- Use the terms 'Tradesman and Tradeswoman' or Tradesperson.
- Establish relationships with people who can refer women / youth directly to you. Use community organizations, guidance counselors and placement staff at vocational high schools and community colleges.
 - > Provide information to them properly pitch your company to potential employees, such as benefits and wages.
 - > Provide advertising material that reflects diversity (women, men and youth).
 - > Do presentations at the organizations using images that reflect diversity.

Use detailed job descriptions in job postings. This will help women / youth become familiar with the skills and qualifications needed to work in the trades, as well as the daily work of a tradeswomen/ youth in your industry.

Consider adopting interview targets, such as percentage of females interviewed.

Leverage your existing staff: If you have women working in the company ask them how you can improve your recruiting process.

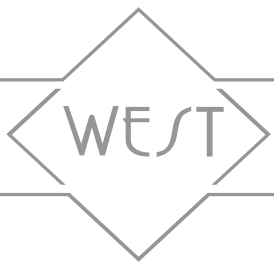
Provide training to hiring managers to prevent innate biases and stereotypes from interfering with the hiring process.

Word-of-mouth job advertising favours men because they already have a network in the skilled trades.



- Make sure that you are posting your jobs publicly so that women / youth can be informed of job openings. Women / youth and men look for work in different ways.
- Make sure you post jobs where women / youth are looking.
- Post flyers and ads at: Women / youth serving organizations, cultural centres, social service providers, laundromats and grocery stores.
- Use social media (FaceBook, LinkedIn, Twitter, etc) identifying online groups women and youth follow.





Gender Neutral Interviewing

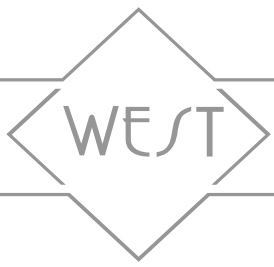
Since the skilled trades are very male dominated it is understandable that employers in the trades may have limited experience interviewing female applicants for positions at their companies. It is crucial to have a formal interview process to guarantee fairness and to ensure that you hire the most talented and qualified candidate.



HERE ARE SOME INTERVIEW TIPS TO FOLLOW:

- Develop gender neutral interview questions in advance and use the same questions for all candidates.
- Check resumes in advance for any inconsistencies (with employment dates, titles, education) and make sure you ask the candidate to explain these issues.
- Look for gender neutral testing for aptitude and attitude instead of specific skills. You can train skills on the job but attitude/motivation are harder to instill.
- Ask questions that will determine the candidate's ability to successfully meet the outcomes and deliverables of the position.
 - If you have conducted a job evaluation, ensure you can use it to guide the questions asked during the interview.
- Throughout the interview use proper gendered language (i.e. Journeywoman)
- Ensure the language you use for your questions doesn't favour a certain gender.
 - > Neutral: Provide **general support** to project team in a manner **complimentary** to the company. **Help clients** with construction activities.
 - > Masculine: **Direct** project groups to manage project progress and ensure accurate **task control**. Determine **compliance** with client's objectives.





Mentorship Program for Women and Youth

Effective workplace mentorship programs increase retention, promotion rates and employee satisfaction. This program can also be used to attract women / youth into the skilled trades. Creating and managing a successful mentoring program requires planning and continuous commitment from the employer.

The following are best practices for developing a thriving mentorship program that will improve training and retention:

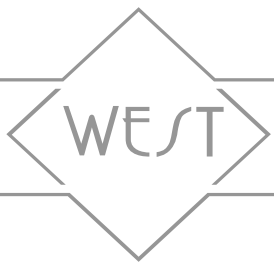
DESIGN THE PROGRAM

- Develop a goal and vision for the program (i.e. the goal can be to increase the professional development and retention of female employees.
- Determine the details of program:
 - Participation: Who will you ask to be a mentor? Who will be mentored?
 - Mentoring type: Most effective method is one-on-one; however, one experienced staff can mentor multiple people if needed.
 - Program Duration: A mentorship program can last between 6 months to 2 years.

ATTRACTING PARTICIPANTS

- Good mentors are positive people who are willing to share their professional knowledge and expertise in the field. Share benefits of participation with mentors:
 - Satisfaction of helping someone achieve their goals
 - Affirmation of professional competence
 - Opportunity to build leadership and management skills
 - Opportunity to give back to company, industry and women/youth
- Mentees are junior employees who will benefit from the guidance and support of an experienced professional in their field. Communicating the benefits to the mentee guarantees their commitment to the program:
 - Having a champion to cheer you on
 - Help you make decisions regarding your career path
 - Receiving critical feedback and being held accountable
 - Boost your career prospects and growth
 - Being supported by someone who has “been in your shoes”





Mentorship Program for Women and Youth

CONNECTING PARTICIPANTS

- Match pairs based on the expertise of the mentor and the goals of the mentee.
- Mentors should receive information about their role.
- Mentees should also be given information about the expectations of participants.

EVALUATE SUCCESS

- Evaluate the progress of the mentee during the course of the mentorship.
- Evaluation can be done through interviews, questionnaires or feedback forms.
- Use this data to perform corrective actions and to improve the program.





PEOPLE PRACTICES

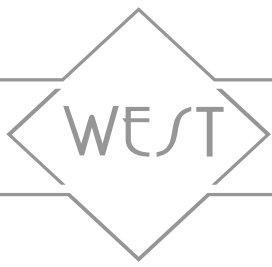
Workplace Cultural Assessment Checklist

Workplace culture includes the way employees interact with one another and the practices routinely followed in the course of the workday. In a respectful workplace, employees, supervisors and employers show consideration for the rights or feelings of others, and treat each other courteously, inclusively and safely. Employees tend to be very productive when workplace respect policies are established, practiced and enforced. Improved workplace respect means site supervisors will spend less time managing workplace conflict issues and will have more time to focus on daily tasks.

MILESTONE

- Conduct the pre-assessment questions to establish your baseline culture (on next page)
- Determine if there are any negative aspects of your culture that need to be eliminated
- Examine your workplace to determine if your culture is creating barriers to hiring and retaining talent from diverse sources
- Create a steering committee to guide the creation of strategies to improve your culture
- Develop an inclusive cultural improvement strategy with timelines and milestones
- Communicate your commitment to a positive and welcoming workplace to your employees
- Monitor, evaluate and adapt the strategy to meet the demands of your business and workforce





Pre-Assessment Questions

1 WHAT IS THE OVERALL WORK ENVIRONMENT AT YOUR COMPANY?

5 DOES YOUR COMPANY CONDUCT REGULAR PERFORMANCE REVIEWS OF EMPLOYEES?

2 HAS YOUR COMPANY EVER HAD A FEMALE IN THE TRADES?

6 DOES YOUR COMPANY HAVE A FORMAL PROCESS FOR CAREER ADVANCEMENT AND TRAINING?

3 DO WOMEN / YOUTH FACE ANY PARTICULAR PHYSICAL BARRIERS IN YOUR COMPANY?

7 DOES YOUR COMPANY HAVE STRATEGIES AND POLICIES IN PLACE TO SUPPORT EMPLOYEES WITH FAMILIES?

4 DOES YOUR COMPANY HAVE ANTI-HARASSMENT AND ANTI-BULLYING POLICIES IN PLACE?

8 DOES YOUR COMPANY CONDUCT ANONYMOUS EMPLOYEE SATISFACTION SURVEYS?

SOME NEGATIVE ASPECTS OF YOUR CULTURE

MIGHT BE:

Tolerance to derogative / stereotypic statements towards ethnic/gender groups

Not speaking up when a female employee is treated disrespectfully

Using tools and equipment that aren't ergonomically safe for women

Having an interview process that is not welcoming to female/young candidates

Failing to provide gender training for job interviewers and trainers

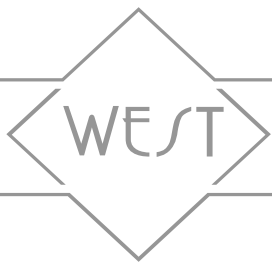
Lacking a "pool" of diverse job candidates

Not insisting on accountability when addressing complaints

Once you have established a baseline, you can begin to improve your company culture. Creating a small steering committee is a great way to make sure that all voices are heard. This committee should identify areas that need improvement, develop solutions and implement the changes over time so that employees do not face a culture shock.

Asking questions such as these is the crucial first step towards making changes to your culture. These questions will help you establish a baseline. It is important to get input from all levels of your organization during this process.





Improving Your Organizational Culture

Workplace cultural norms can be a barrier to women / youth entering the trades and can impact their desire to stay. Making slight changes to your company's culture can ensure that women / youth feel welcome and can continue to contribute to your organizations mission and goals. You can do so by making sure that:

WORKPLACES THAT WORK FOR WOMEN ALSO WORK FOR MEN AND EMPLOYERS:

Many of these cultural changes will benefit all your employees. A healthy corporate culture leads to more satisfied employees and a stronger bottom line because it helps the business:

- **Attract the best people in times of skills shortage.**
- **Compete effectively for financial resources, investment, customers and market share.**
- **Improve decision-making by having more diverse opinions around the table.**
- **Earn a higher return on investment in employees through lower turnover costs, less absenteeism and better results for training and incentive dollars.**



EMPLOYEES ARE JUDGED ON MERIT AND NOT STEREOTYPES

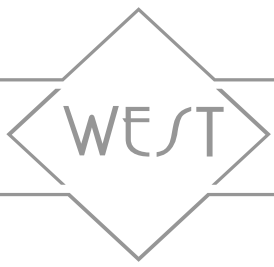
COMMUNICATION IS DONE FORMALLY SO THAT ALL EMPLOYEES ARE INFORMED

YOU HAVE CLEAR ANTI-HARASSMENT POLICIES IN PLACE AND ENFORCEMENT SYSTEMS

PROMOTE OPPORTUNITIES FOR ADVANCEMENT TO ALL EMPLOYEES

UNDERSTAND THAT ALL EMPLOYEES NEED AND BENEFIT FROM WORK LIFE BALANCE





What Can Male Employees Do?

It is essential that all employees are actively engaged in creating a positive and welcoming workplace culture. In male dominated environments, male employees need to help champion this cause.

TO FOSTER A STRONGER WORKPLACE CULTURE MALE EMPLOYEE CAN:

Be vocal about your commitment to diversity. Let your colleagues know that you are working towards improving the culture of your workplace.

Listen attentively to female colleagues and be open about their ideas. Do not invalidate or become defensive about what they have to say.

Do not tell, laugh at, and tolerate sexist or derogatory jokes in the workplace.

Be attentive to the way you interact with male and female coworkers and strive to be equal in your expectations of them.

Do not shame or humiliate coworkers who do not fit your notion of what a man or woman should be.

Do not make or ignore comments that objectify women colleagues.

Seek opportunities to work with people who may see you as an “outsider”, based on your socio-demographic, functional, professional, or cultural identity

Be attentive to whether men and women colleagues are being judged by different standards. Speak up if you notice one group is being judged unfairly.

Volunteer to take on administrative tasks and don't allow these tasks to consistently be delegated or assumed by female team members (cleaning the kitchen, making coffee, etc.)

Be a role model for other men on how to work effectively and inclusively with women.

Remove offensive images of women from shop floors including personal toolbox.





WORK MODELS

Many companies in Windsor-Essex have already begun to alter their work models to help alleviate their shortage of skilled tradespeople. Some of these models are slight modifications to traditional modes of work and others are completely innovative.

Hybrid Career

A hybrid is a combination of two or more different things. When thinking about careers, we usually refer to being on a track where you start at one end and follow it to completion or perhaps jump onto another single, distinct track and follow that to completion. Imagine the unlimited possibilities if you pursued two careers at the same time.

MULTI SKILLED OPERATIVE

Valiant conducted a job analysis and identified similarity in the scope of practice between their Tool and Die Makers and their Millwrights. Due to these overlapping needs, they encouraged one of their Tool and Die Makers to write the Millwright exam through the Ontario College of Trades (OCOT). The staff member was now a multi-skilled operative who was capable of completing tasks that would have normally required two separate professionals.

TOOL AND DIE

COMPANY

INDUSTRY

STRATEGY

BENEFITS



VALIANT TOOLS

Valiant is a highly skilled team of professionals working in facilities strategically located all around the world. The company's experience and capacity allows it to provide full-service, turnkey automated production systems and tooling for an array of industries globally.

THERE ARE 4 BENEFITS TO THIS APPROACH. Positive effects

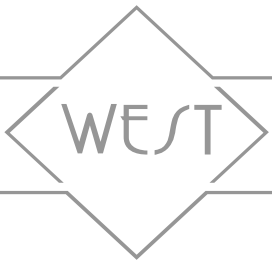
on innovation: The processes of improving design concepts are easier because of the individual's interconnected knowledge.

Employment security: A multi-skilled person is more marketable and less affected by negative changes to the labour market.

Project efficiency: Through the increased level of multi-skilling, work can be reorganized so that it can be performed efficiently. Multi-skilled workers carry projects through, sometimes all the way from start to finish often taking "project ownership."

Competitive market: Cost savings are passed on to the customer through the decrease of labor cost due to reduction of turnaround time and number of workers involved.





Hybrid Career

A hybrid is a combination of two or more different things. When thinking about careers, we usually refer to being on a track where you start at one end and follow it to completion or perhaps jump onto another single, distinct track and follow that to completion. Imagine the unlimited possibilities if you pursued two careers at the same time.

APPRENTICE/ADMINISTRATIVE SUPPORT

PowerTraxx required an individual who would be able to provide support in both the field and the office. The challenge was to find a person with the right skill set to be able to work as an apprentice and assist with managing the office when there is an increased need for administrative support. Such a role ensured the maximum utilization of the apprentice's skill set while ensuring the apprentice gained thorough knowledge of the business side of the trade. Often times, having office and field knowledge aided the apprentice in identifying issues before they arose and ensuring that each jobsite had the logistical support needed to complete the job.

ELECTRICAL
CONTRACTOR

COMPANY

INDUSTRY

STRATEGY

BENEFITS



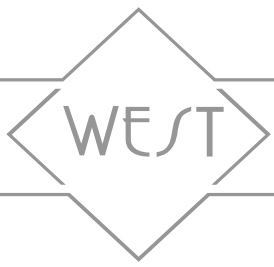
POWERTRAXX

PowerTraxx is a full-service SME (small and medium-sized enterprise) dealing with all aspects of electrical construction, from the initial design to finishing touches.

THERE ARE 3 KEY BENEFITS TO SUCH AN APPROACH

Flexibility: Workers who are able to perform a large number of tasks can fill in for other workers, increasing workforce flexibility. **Communication:** Knowledge of various tasks can increase the understanding of other tasks and improve coordination. **Management effectiveness:** Multi-skilling is most valuable in the areas of management. Here it effects the reduction of product completion time (e.g. reduced subsequent production line delays), the decrease of project planning time (e.g. only one employee has to learn the details of the project), and the cutback of administration costs (e.g. faster completion of pay claims and materials billing).





Reduced Hours/ Part-time

Employees may choose to work fewer than the standard 37.5 or 40 hours work week. These arrangements may be on a temporary or permanent basis depending on individual circumstances. It may also be considered in some cases for employees with health problems or disabilities. Work hours may be negotiated, or they may be chosen to coincide with peak workload hours depending on the type of business. However, employee benefits and qualification for government programs (such as employment insurance or pension plans) may be affected, and should be examined thoroughly before commencing.

WEEK-END DRIVERS

To fill the labour shortage Drive introduced a Week-end Drivers program. The program allows novice and retired drivers the opportunity to do short runs on the weekends. This enables Drive to meet the demands of its customers and grow its business while also enabling flexible work options for its staff.

TRANSPORTATION



COMPANY

INDUSTRY

STRATEGY

BENEFITS



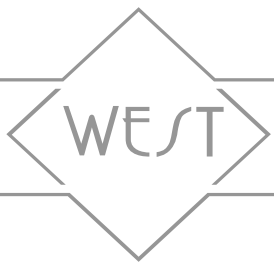
DRIVE LOGISTICS

Drive Logistics (Drive) was built from the ground up. Since the inception of Drive in 2004, Drive has grown from a small fleet of 3 trucks to its current fleet size of approximately 130. Drive has been recognized for its quality management several times. The company was named one of the “Best Fleets to Watch” by the “Best Fleets to Drive For” Program and they were regional finalists for the “Canada’s 50 Best Managed Companies” list.

THIS STRATEGY OFFERS 3 KEY BENEFITS

Workforce development: Using this program helps Drive develop its workforce by giving novice drivers the chance to enhance their skills. **Retention:** This part-time option helps Drive retain its skilled workers by affording them more flexibility than full-time drivers. **More business:** Having part-time drivers doing short runs adds to Drive’s portfolio and customer base and fills the labour gap when full-time drivers have mandatory down time.





Reduced Hours/ Part-time

Employees may choose to work fewer than the standard 37.5 or 40 hours work week. These arrangements may be on a temporary or permanent basis depending on individual circumstances. It may also be considered in some cases for employees with health problems or disabilities. Work hours may be negotiated, or they may be chosen to coincide with peak workload hours depending on the type of business. However, employee benefits and qualification for government programs (such as employment insurance or pension plans) may be affected, and should be examined thoroughly before commencing.

GROW OUR OWN THROUGH WORK PLACEMENTS

To recruit the next generation of workers Centerline hires employees for the shop floor through partnerships with OYAP, CTMA, St. Clair College apprenticeships and other ground floor or part-time entrances. Centerline believes in training their employees not only on how to do a job but also how to incorporate their company culture into the way things are done. Their customers state that their employees are “multi-crafters” and have a ‘can do’ attitude while at their sites.

MANUFACTURING

COMPANY

INDUSTRY

STRATEGY

BENEFITS



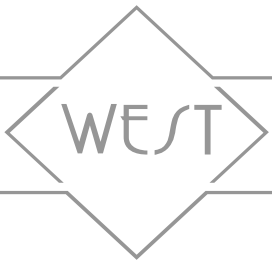
CENTERLINE

For many leading OEMs, Tier 1 part suppliers and system integrators, CenterLine is a recognized valued partner that is truly “Centered on Solutions.” Maintaining a company culture built on the legacy of Fred Wigle and Don Beneteau ensures continuous employment for our employees through solid customer relationships built upon simple “let’s get it done” attitudes and behaviours built into our training programs.

THIS PROGRAM OFFERS 3 MAJOR BENEFITS

- Recruitment:** When given the right support, work experience programmes are an effective way for companies to recruit students directly from school.
- Reaching untapped labour supply:** Work experience is an opportunity to engage groups who would not have previously have considered working or studying in that industry, such as women / youth.
- Staff development and engagement:** There are a number of ‘soft’ benefits, often generated by the responsibility entrusted to staff members in mentoring and managing work experience placements and in retaining staff.





Gradual Retirement

Gradual retirement allows employees to reduce their working hours or reduce their workload over a period of time rather than switching from full time employment to retirement abruptly. This phased period can be used to train the replacement employee, help others adjust to restructuring within the company, or to adjust for the redistribution of tasks among the remaining employees.

GRADUAL RETIREMENT

DC Automotive Tooling Inc retains the services of their experienced staff to train the next generation of managers and to ensure that there is minimal knowledge loss during the transition. Staff that are nearing retirement are kept on as part time employees or as consultants to ensure that their replacement fully understands their new role prior to entering full retirement.

MOLD MAKING

COMPANY



DC AUTOMOTIVE TOOLING INC.

DC Automotive Tooling Inc. (DC) is a custom manufacturer of plastic injection molds. DC specializes in component spotting, press spotting, lifter timing, component fitting, and handwork, which they contribute to the aerospace, automotive, toy, oil and gas, marine, defense, and medical industries. The company offers customers over 40 years of combined mold making experience.

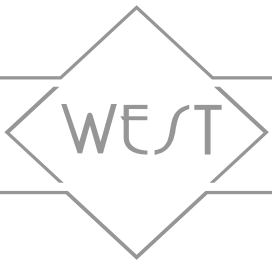
INDUSTRY

STRATEGY

BENEFITS

Keeping on the experienced manager mitigates the effects of losing a highly experienced and efficient employee. The new employee greatly benefits from having regular access to the knowledge of their predecessor. The employee whom is nearing retirement benefits by generating income while working in a restricted capacity so that they can ease into full retirement.





Succession Planning

Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles.

SUCCESSION PLANNING

A V Gauge examines every young employee, regardless of their educational background, to identify potential leaders. The company works with these young individuals to create a career plan and supports them in gaining the knowledge, skills and experience they need to develop into such leaders/managers. This objective is achieved through exposing them to various positions/ departments and manufacturing aspects of the business, as well as, through offering education allowance and multiple E- Learning and self-Learning opportunities.

MANUFACTURING

COMPANY

INDUSTRY

STRATEGY

BENEFITS

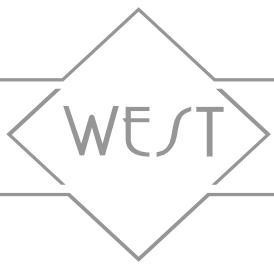


A V GAUGE & FIXTURE INC.

A V Gauge & Fixture Inc. is Canada's largest fixture tool shop. The company specializes in designing, manufacturing and certifying checking fixtures for the automotive and non-automotive industries. A V Gauge & Fixture Inc. serves over 300 customers worldwide (OEMs and Tier 1). They offer above industry average benefits, a state of the art facility, innovative equipment, competitive wages, and a clean, professional work environment.

By identifying, developing and investing in young employees the company ensures business sustainability and success for the years to come. An added advantage of this best practice is the creation of highly qualified and loyal workforce, which could help withstand external competition in the labour market during the skills shortage periods. It boosts employee morale and increases overall employee satisfaction.





Flex Time

Flex time is an arrangement where employees work a full day but they can vary their working hours. These arrangements are usually established with specific guidelines so that a “core” working day exists. Flex time is usually arranged in advance with the employee and employer. A set range of start and finish times are established. The total hours of work are not usually affected by this arrangement.

FLEX TIME

NeoVision had a highly skilled tradesperson who had trouble balancing the demands of their personal and professional lives. The value of this employee was undeniable and NeoVision decided to make special accommodations for this employee. The company allowed the employee to adjust their work schedule to balance their needs. The staff still worked full time but their hours fluctuated throughout the week depending on the demands of work and family.

MANUFACTURING

COMPANY

INDUSTRY

STRATEGY

BENEFITS



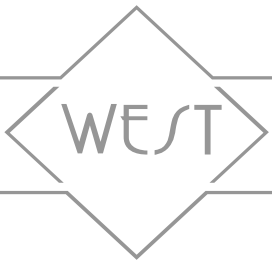
NEOVISION TECHNOLOGY INC.

NeoVision is a full service mold manufacturer, capable of bringing a project from concept to tryout. The company specializes in both production and prototype plastic injection molds ranging from 75T to 700T for both the automotive and sporting goods industries. NeoVision's modern 11,000 square foot facility is clean and well maintained with a staff of 30 skilled workers.

FLEX TIME OFFERS 2 SIGNIFICANT BENEFITS TO NEOVISION

Employee satisfaction: This accommodation improved the work-life balance for the employee that resulted in greatly improved satisfaction with their work. Retention: It also enabled NeoVision to retain a highly skilled worker, which helped them grow their business.





Compressed Work Week

A compressed work week occurs when an employee works for longer periods of time per day or shift in exchange for a day off. Employees may start earlier or finish later than the normal work day. Compressed work weeks are often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production (reduced daily start up costs) or to establish longer business hours which can enhance customer service.

Common arrangements for a 40 hour work week are working 10 hours per day, 4 days a week; working an extra hour a day with 1 day off every 2 weeks; or working an extra half hour a day and having one day every 3 or 4 weeks off.

COMPRESSED WORK WEEK

Toolplas uses a compressed workweek to improve their operational efficiency and to give employees an extra day off each week. Employees maintain the same number of total hours and salary, but do so over four days. Employees at the plant work four days at twelve hours and then have three consecutive days off.

TOOL AND MOULD

COMPANY

INDUSTRY

STRATEGY

BENEFITS



TOOLPLAS SYSTEMS INC

Toolplas Systems Inc. specializes in design and manufacturing of plastic injection, compression and related tooling for automotive interiors, exteriors and functional component modules.

THE COMPRESSED WORK WEEK OFFERS 2 BENEFITS

Employee satisfaction: Employees appreciate the extra day off each week as it allows them to run errands, have extra family time, and time to relax. Minimizes workday disruptions: Having at least one weekday off each week allows employees to schedule appointments and complete any errands that must be done during business hours on their day off, instead of disrupting their work day.





RESOURCES

Talent Sources

EMPLOYMENT ONTARIO NETWORK

As an employer, your workforce is your most valuable asset. Employment Ontario has services right across Windsor-Essex that can help you build and sustain this asset. Reach out to these organizations to tap into new talent sources:



WOMEN

Women's Enterprise Skills Training of Windsor Inc.

647 Ouellette Ave, Suite 201
Windsor, ON N9A 4J4
519-256-6621
westofwindsor.com



FRENCH SPEAKING/ FRANCOPHONE

Collège Boréal Windsor

633 Ouellette Avenue, Suite 304
Windsor, ON N9A 4J4
519-252-1525
www.collegeboreal.ca/locations/
details/windsor/



NEWCOMERS

New Canadians' Centre of Excellence Inc. Windsor

660 Ouellette Ave,
Windsor, ON., N9A 1C1
519-258-4076
ncce1.org

Windsor Women Working with Immigrant Women

1368 Ouellette Avenue,
Windsor, ON., N8X 1J9
519-973-5588
www.wiw.org



GENERAL PUBLIC

Employment Assessment Centre - Greater Essex County District School Board

1410 Ouellette Ave.
Windsor, ON., N8X 5B2
519-971-9698
theassessmentcentre.org

Windsor Employment and Training Services Centre

400 City Hall Square
East Suite 101
Windsor, ON., N9A 7K6
519-977-6444 ext 5527
citywindsor.ca/residents/
etsforsuccess/

South Essex Community Council

215 Talbot St East
Leamington ON., N8H 3X5
519-733-5784
secc.on.ca

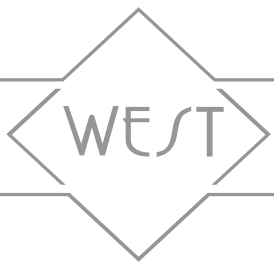
St Clair College of Applied Arts and Technology Employment Centre

3015 Howard Ave Unit 2
Windsor, ON N8X 3Y9
519-253-4461
stclaircollege.ca/
studentservices/
studentemployment.html

Unemployed Help Centre of Windsor

6955 Cantelon Dr.
Windsor, ON N8T 3J9
519-944-4900
uhc.ca





Community Training Programs

ACCESSING TRAINED LABOUR

Investing in your existing workforce is a great way to develop your own talent pipeline. There are many options for you to consider including St. Clair College and private training centres. You can work with community organizations to create innovative training and support to address labour market shortages. Such an innovative approach allows for community/ employer based solutions to help your employees learn new skills.



CNC MECHANICAL MILLWRIGHT PRE-APPRENTICESHIP: WEST

CNC Mechanical Millwright Pre-Apprenticeship – WEST Women's Enterprise Skills Training of Windsor Inc. (WEST) received funding from the Government of Ontario through the Ontario Women's Directorate to offer this 32-week CNC Industrial Mechanic Millwright Pre-Apprenticeship Certificate Program. Participants will also complete the Pre-Apprenticeship college curriculum with training in class and on the shop floor.

WOMEN IN TRANSPORTATION, LOGISTICS & SUPPLY CHAIN MANAGEMENT

WEST has partnered with Drive Logistics and St. Clair College to offer a training program for women in transportation, logistics and supply chain management. This program will train women for careers in inventory warehousing, materials movement and transportation operations.

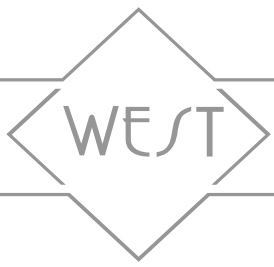
SKILLS BRIDGE: UNEMPLOYED HELP CENTRE

A 28-week industry specific training program for youth age 19 to 29 to prepare for careers in high skilled manufacturing, the trades or supply chain management.

INTRODUCTORY TRADES PROGRAM: CTMA, VALIANT AND NEW BEGINNINGS

Introductory Trades Training Program (ITTP) is to help employers in the Windsor-Essex region create 75 new positions for youth (ages 18 to 29).





Incentives for Employers

The following incentives are available for employers through the government.

FUNDING FOR TRAINING IN THE TRADES

Apprenticeship Job Creation Tax Credit (AJJCTC)

Non-refundable tax credit equal to 10% of the eligible salaries and wages to a maximum of \$2,000 per year for each eligible apprentice in a Red Seal trade. <http://www.cra-arc.gc.ca/tx/ndvdl/tpcs/ncm-tx/rtrn/cmpltng/ddctns/lns409-485/412/jctc-eng.html>

Apprenticeship Training Tax Credit (ATTC)

Refundable tax credit available to employers or sponsors who hire and train apprentices in certain skilled trades. The maximum credit available to employers or sponsors is \$10,000 per qualifying apprentice per taxation year for up to four years. <http://www.fin.gov.on.ca/en/credit/atcc/>

Apprenticeship Completion Employer Bonus

Taxable grant of \$1,000 to employers or sponsors whose apprentices complete an apprenticeship program in any trade. Employment Ontario Hotline 1-800-387-5656

Minister's Awards for Apprenticeship Training

Award to celebrate employers that show leadership in training apprentices, support the apprenticeship training system, and promote careers in skilled trades. To nominate an employer call: 1-800-387-5656

Canada Ontario Job Grant

Provides up to \$10,000 in government support per person for training costs. Require employers to contribute one-third of the total costs (in-kind contributions may be allowed for small businesses). Require training to be delivered by an eligible, third-party trainer.

Canada Apprentice Loan

Loan to help complete your apprenticeship in a designated Red Seal trade up to \$4,000 in interest-free loans per period of technical training. http://www.esdc.gc.ca/en/support_apprentices/loans.page

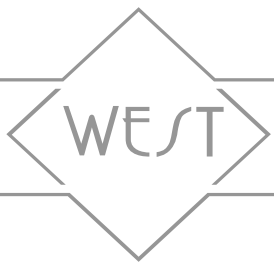
Apprenticeship Grants

Provides up to \$4,000 in federal apprenticeship grants to help you progress in or complete your apprenticeship training in a Red Seal trade. http://www.esdc.gc.ca/en/support_apprentices/grants.page

Employment Insurance for apprentices

If referred to attend full-time technical training, you may be eligible to receive Employment Insurance (EI) benefits while unemployed and attending your course. http://www.esdc.gc.ca/en/support_apprentices/ei_apprentices.page





Incentives for Employers

The following incentives are available for employers through the government.

FUNDING FOR BUSINESS DEVELOPMENT

Business Resource Centre of Essex County

The Business Resource Centre of Essex County is a not-for-profit organization dedicated to providing business financing and counseling to entrepreneurs in rural Essex County.
<http://ec-businessresourcecentre.ca/>

Rural Economic Development Program

Working together with businesses and municipalities, the RED program helps to build a strong, prosperous Ontario that includes vibrant, economically diverse rural communities.
<http://www.omafra.gov.on.ca/english/rural/red/index.html>

Southwestern Ontario Development Fund

The Southwestern Ontario Development Fund gives money to businesses, municipalities and not-for-profit organizations for economic development in southwestern Ontario.
<http://www.ontario.ca/business-and-economy/southwestern-ontario-development-fund>

FUNDING DATABASES

Canada Business Network

Government departments and agencies provide financing such as grants, contributions, subsidies, and loan guarantees. <http://canadabusiness.ca/eng/>

Fundica

Quickly identify grants, loans, tax credits and equity funding for your business. <https://www.fundica.com/>

The Funding Portal

The Funding Portal is a comprehensive service that improves access to both government funding and capital markets for key industry sectors in Canada. <http://thefundingportal.com/>



THIS PROJECT IS FUNDED BY:

**EMPLOYMENT
ONTARIO**

**ADDITIONAL FINANCIAL
SUPPORT PROVIDED BY:**

Union Gas
Liuana 625
Laval International
Incycle Automation
Advanced Machining Services
KPMG

A PROJECT BY:



**INDUSTRY
ADVISORY COUNCIL**

Laval International
A.P. Plasman
A.V. Gauge & Fixture Inc.
Union Gas
PowerTraxx Electric
Access Fire
Drive Logistics
Pernod Ricard
Valiant Training Centre
Workforce Windsor Essex

