



**What's
your
plan?**

Employer Best Practices

ACKNOWLEDGMENTS

The Timmins Employer Council and the Timmins Economic Development Corporation would like to thank all employers, organizations, committees and other parties that have contributed to the TECHRS project. Our success is owed to your cooperative input and continued collaboration.

The TEDC is the city's non-profit community economic development team. We facilitate and support economic and social activity that creates jobs, diversifies the economy and improves quality of life.

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1.0 PROJECT OVERVIEW

The Timmins Employer Council (TEC) launched the Timmins Employer Council Hiring and Retention Strategies (TECHRS) project to mitigate staffing challenges occurring throughout the City of Timmins.

1.1 PARTNERS AND OVERSIGHT

The TEC is a networking and information-sharing organization that helps alleviate employment challenges in the region. The group consists of employers, educators, trainers, and employment service providers.

The TECHRS project was funded by generous contributions from the following partners:

- Clearlogic Consulting Professionals
- Cochrane District Social Services Administration Board (CDSSAB)
- Collège Boréal
- Far Northeast Training Board (FNETB)
- Northern College
- Northern Ontario Heritage Fund Corporation (NOHFC)
- Timmins And District Hospital (TADH)
- Timmins Chamber of Commerce
- Timmins Economic Development Corporation (TEDC)

A complete list of project partners can be found on the [TEDC website](#).

1.2 PROJECT DESCRIPTION AND GOALS

According to the *2017 Timmins Employer Survey Results*, a local labour market survey organized by the FNETB, 85% of employers are experiencing staffing challenges. The TECHRS project was created to address this issue. The project's mission is to identify, determine and share practices to mitigate employer recruitment and retention challenges.

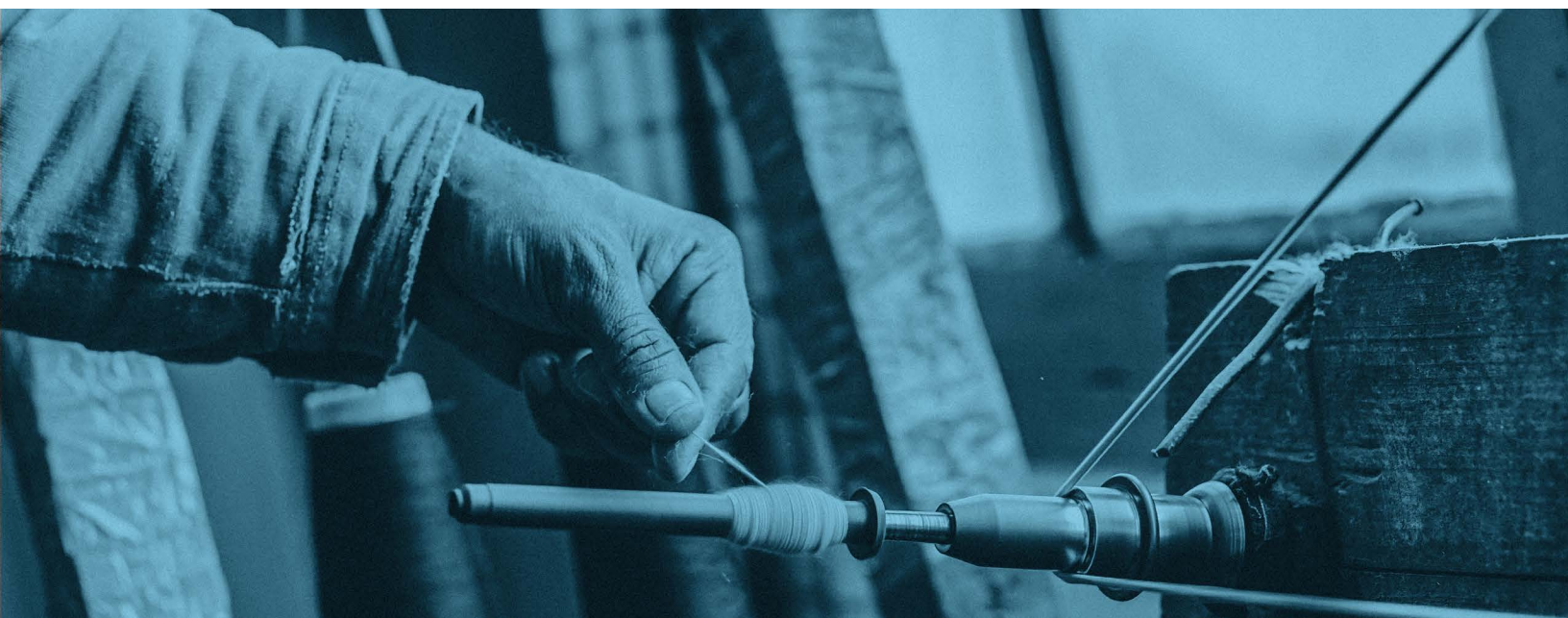
This report is the second part in a series of two, which include:

- Part I – Defining Employer Barriers
- Part II – Employer Best Practices

In Part II, we present recruitment and retention best practices identified during a series of employer interviews, as well as through peer-reviewed academic research. We describe tools and processes that offer employers the opportunity to overcome workforce challenges.

We developed the Employer Toolkit (see Appendix), which is comprised of a set of fact sheets and an asset map to help businesses strengthen and retain their workforce and encourage expansion.

Our vision is to see Timmins with a diverse workforce, a steady employment rate and a growing economy.



2.0 DEFINITIONS

For a better understanding of this report, the following terms are defined:

Work Ethic: An attribute given to an employee who demonstrates professionalism, high productivity, motivation, dependability, and loyalty in the workplace.

Labour Market Impact Assessment (LMIA): A government document that an employer is required to complete prior to hiring a foreign worker. In order for the government to accept the foreign worker, the employer must prove that there are no Canadian workers available to fill the position.

Newcomer: A Canadian resident who is new to an area. Whether they originate from a foreign country or not, employers are not required to complete a LMIA.

Immigrant: A non-Canadian resident who is coming from a foreign country to find work. Employers must complete a LMIA before hiring immigrants, unless they qualify for Express Entry. For more information on Express Entry, visit the Government of Canada website.



3.0 BEST PRACTICES IN THE COMMUNITY

During employer interviews, we discovered that many organizations have already set practices in place to help mitigate employee recruitment and retention challenges. To overcome some of the barriers discussed in *Part I: Defining Employer Barriers*, employers have begun practicing the actions presented in *Table 3.0 Best practices in mitigating recruitment and retention challenges*. The sections below elaborate on the promising practices we learned from employer interviews.

If this sounds like your organization, your employees may be trying to tell you something.

Some businesses give employees more say in their schedules and allow them to choose the time of day they prefer to work – mornings, afternoons, or evenings/nights.

When we interviewed DJB Mining, we learned that they welcome this type of flexibility. As a result, em-

	Promising Practice	Barrier Addressed
1	Offering employees greater flexibility	Resistance to conventional work schedules
2	Fostering diversity and inclusion in the workplace	Misaligned work ethic
3	Providing accommodations to workers	Available rental housing
4	Working with schools to create co-op opportunities for students	Insufficient qualifications

Table 3.0 Best practices in mitigating recruitment and retention challenges.

3.1 OFFER FLEXIBILITY

We found that employers who offer flexibility and tend to the needs of their workers experience greater staff retention. Some employers believe that when you give more to employees, they return the favor with greater output and higher quality.

Does your organization relate to any of the following?

- Some employees are often late, arriving to work a few minutes after their start time.
- Some employees have expressed preference in having a later start in the morning.
- Some employees seem to always be taking breaks.
- Some employees give too short of notice when requesting time off.

employees present themselves to work ready, willing and motivated to perform their duties. Employers have also adopted the mentality that as long as the work gets done in a high-quality and timely manner, employees will not be penalized for arriving a few minutes late or taking frequent breaks. In return, employers noticed higher retention rates and fewer challenges filling recruitment needs.

3.2 FOSTER DIVERSITY AND INCLUSION

Today's labour force is culturally diverse, making diversity and inclusion in the workplace more important than ever. When an employee feels uncomfortable at work they will not be fully engaged, which can lead to an increase in absenteeism and a decrease in productivity and retention.

Some local employers such as The Home Depot Canada, view inclusion as a core value and provide diversity and communication training in their orientation program. They have worked hard to build a healthy workplace culture in which all members feel valued, included and are part of a community. Employers have also organized optional after-hour employee outings and team building activities that allow members to interact on a more personal level and form lasting friendships. Building relationships benefits individual workers and the organization, and encourages retention.

Educating all staff members on diversity promotes inclusion in the workplace. Hosting workshops that tackle unconscious biases and promote diversity encourages managers and staff members to be more inclusive in the workplace. Explaining the benefits of welcoming a diversified and inclusive workforce to existing staff members ensures that everyone has a clear understanding of the organization's intentions. As an organization becomes more inclusive, it will be better able to attract diverse applicants, retain employees, and serve an increasingly diverse customer base.

3.3 OFFER LIVING ACCOMMODATIONS

Employers are aware of the difficulties some workers encounter with finding quality rental housing in Timmins. A worker's ability to secure quality housing can affect an employer's ability to hire and retain them. If workers are unable to find housing within a reasonable distance from their current or proposed workplace, they will likely find employment elsewhere.

Many employers are helping potential and existing employees find suitable living arrangements by sharing rental listings and connecting them with the appropriate property managers in the community. Some employers have decided to help by purchasing their own rental property. Employers such as DJB Mining have converted family homes and office spaces into staff accommodations for employees that are unable to find accommodations or who work shifts. They claim this has increased productivity and employee commitment. The long-term benefits they receive from a steady workforce outweigh the cost of the property.

3.4 CO-OP OPPORTUNITIES

Both secondary and post-secondary educational institutions offer co-operative learning opportunities to their students. Co-op placements bring a fresh pair of eyes with valuable input and theoretical knowledge to share in the workplace. Local employers who offer co-op placements, such as The Bucket Shop, are seeing staffing improvements within their organization and industry as a whole. Co-op placements are a good way to fill temporary human resource needs, market your organization to potential future workers, and provide feedback to educational institutions on the quality of the curriculum and preparedness of students.

Employers such as Tahoe Canada have partnered with Northern College and other post-secondary institutions to offer students on-the-job learning opportunities. Training students with no previous work experience in the field allows employers to mold students to better fit their organization. Employers that accept co-op students put themselves in a position to shape future workers with the qualifications, skills and work ethic they are looking for.

Any money paid during qualified post-secondary co-op placements is entitled to a tax credit of up to \$3,000.

Practical steps such as the ones mentioned above have been taken by multiple local employers and have proven to help attract and retain workers. Offering greater flexibility, fostering diversity and inclusion in the workplace, providing accommodations to workers, and working with schools to create co-op opportunities for students has helped employers navigate labour force barriers and strive for continuous improvement.

4.0 OPPORTUNITIES

Through the TECHRS project, we discovered many tactics to overcome workforce challenges. *Table 4.0 Opportunities to overcome recruitment and retention barriers* addresses some of the barriers presented in Part 1 of the report. Employers may find it effective to tap into diverse work groups, focus on newcomer and immigrant attraction, share employees with other organizations, build collaborative relationships with similar businesses, and experiment with scheduling assistance applications.

unique decision-making processes, strategies and innovations to the workplace. They represent an important market and offer insight into trends in goods and services. Any workplace can greatly benefit from their involvement.

The Employer Toolkit contains fact sheets that describe many benefits of hiring indigenous workers and suggests specific ways to attract and retain them, including:

Opportunity	Barrier Addressed
1 Tap into diverse work groups	Insufficient qualifications
2 Welcome newcomer and immigrant job seekers	Insufficient qualifications
3 Instill job satisfaction	Competition from mining industry
4 Build collaborative relationships with similar businesses	Insufficient qualifications
5 Provide candidate care	Complex hiring process

Table 4.0 Opportunities to overcome recruitment and retention barriers

4.1 FOSTER DIVERSE WORK GROUPS

After speaking with different service providers in our community, it became clear that a number of diverse labour pools are under-utilized. Although they are willing and able to work, these groups of people are largely misunderstood. The three largest misunderstood groups are Indigenous people, persons with disabilities, and millennials.

4.1.1 Indigenous People

Indigenous people represent the fastest growing segment in Canada's workforce.¹ These workers bring

- [Building Your Awareness – Indigenous Peoples](#)
- [Attracting Your Workforce - Indigenous Peoples](#)
- [Retaining Your Workforce - Indigenous Peoples](#)

4.1.2 Persons with Disabilities

Persons with disabilities are often victims of stereotypes and prejudice when it comes to employability.² Once properly trained, workers with disabilities are no more difficult to supervise and are easier to retain

globeandmail.com/report-on-business/careers/management/report-outlines-10-ways-to-get-more-aboriginals-in-the-workforce/article10979898/.

2 Government of Ontario. (2017). Access Talent: Ontario's Employment Strategy for People with Disabilities. Retrieved from www.ontario.ca/page/access-talent-ontarios-employment-strategy-people-disabilities.

1 Livingston, G. (2018). Report outlines 10 ways to get more aboriginals in the work force. *The Globe and Mail*. Retrieved from www.the-globeandmail.com/report-on-business/careers/management/report-outlines-10-ways-to-get-more-aboriginals-in-the-workforce/article10979898/.

than employees without disabilities.³ A large number of people with disabilities are educated, with 40% having a postsecondary certificate or diploma and 14% holding a bachelor's degree or higher.⁴ Persons with disabilities represent an untapped talent market that can bring innovative ideas to an organization and provide a measurable return on investment.⁵

The Employer Toolkit contains fact sheets that suggest specific ways to attract and retain workers with disabilities:

- [Attracting Your Workforce: Persons with Disabilities](#)
- [Retaining Your Workforce: Persons with Disabilities](#)

4.1.3 Millennials

Millennials may be the most misunderstood generation of all. They are said to be disloyal to employers and unprofessional in the workplace and in the presence of customers. No matter the case, this young generation represents the largest age cohort in the Canadian workplace. Getting to know them on a deeper level by focusing on their wants and needs might be the key to unlocking their undeniable potential.

The Employer Toolkit contains fact sheets that debunk common myths about millennials and suggests specific ways to attract and retain young workers:

- [Building Your Awareness: Debunking Millennial Stereotypes](#)
- [Attracting Your Workforce: Younger Generations](#)
- [Retaining Your Workforce: Younger Generations](#)

The fact sheets provide solutions for diversity, inclusion, and integration in the workplace. Academic studies have found that providing a welcoming and accepting climate to new and existing employees is a best practice when it comes to employee retention.⁶ Instilling a sense of value in employees' minds has

proven to be one of the highest reasons for retention.⁷ This can be achieved by ensuring that all managers receive an in-depth understanding of diversity and promote inclusion practices that allow all employees to feel comfortable, accepted and engaged. To effectively foster diversity in the workplace, it is important that managers understand the values, wants and needs of each employee.

4.2 WELCOME NEWCOMERS AND IMMIGRANTS

Many communities in our region are finding ways to attract and retain newcomers and immigrants to fill employment vacancies. These job seekers represent a solution for many hard to fill positions. Over the next 3 years, Canada aims to welcome over 1 million immigrants.

Immigrants often arrive in Canada with education and work experience acquired in their country of origin, giving them the title of Internationally Trained Professionals (ITPs) or Internationally Educated Professionals (IEPs). Many pathways have been created to help IEPs integrate into the Canadian labour market, learn the skills needed in the Canadian workplace, and find programs to gain Canadian accreditation for their education completed overseas. These services help relieve employers from the worry of an international candidate's qualifications and grant them the opportunity to learn innovative practices from international business. Multiple organizations are being formed to help employers connect with IEPs and navigate through the recruitment processes, as some immigrants may require a Labour Market Impact Assessment.

Local employers that currently employ immigrants often report a noticeable difference in work ethic, including an increase in professionalism and completeness in their work. They also notice a greater sense of punctuality and commitment compared to their non-immigrant colleagues.

We have heard similar perspectives from employers that hire international students attending post-secondary institutions. Many international students seek part-time employment during their studies, cre-

3 Government of New Brunswick. (2001). Myths About Hiring Persons with Disabilities.

4 Statistics Canada. (2017). A profile of persons with disabilities among Canadians aged 15 years or older. Retrieved from www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2015001-eng.htm.

5 Government of Ontario. (2017). Access Talent: Ontario's Employment Strategy for People with Disabilities. Retrieved from www.ontario.ca/page/access-talent-ontarios-employment-strategy-people-disabilities.

6 Musser, L. (2001). Effective Retention Strategies for Diverse Employees. *The Journal of Library Administration*, 63-72.

7 Gullatte, M., and Jirasakhiran, E. (2005). Retention and Recruitment: Reversing the Order, *Clinical Journal of Oncology Nursing*, 9(5).

ating an opportunity for employers to secure student workers for a period of roughly 2 to 4 years.

4.2.1 Consider the Family

It is important for employers to recognize that when hiring and retaining newcomers or foreign workers, they must also consider bringing the family on board.

When employers are speaking with a newcomer or foreign candidate, they might ask if their family members are joining them and what their employment goals are. Some employers suggest working with other businesses to find opportunities for a candidate's family members (spouse, children, etc.). By finding out their skills and qualifications, employers can recommend organizations that have opportunities matching their skill set. Employers can also contact the organization directly to explain their situation and provide the applicant's information prior to receiving their submission. This can be a time-intensive process, but can also be an important investment that will lead to greater retention.

4.3 INSTILL JOB SATISFACTION

We researched practices that encourage employees to stay at an organization and found that one of the best ways to retain employees is to ensure job satisfaction. Studies show that when employees feel satisfied with their job they are easier to retain and are more productive and creative in their work.⁸

To help determine what instills a sense of job satisfaction, employers can conduct exit interviews when employees leave the organization. If properly designed, exit interviews are a great way to learn what is and isn't working within an organization. Employers can ask workers to provide information on the reasoning behind their desire to leave. Similarly, employers can issue surveys or conduct regular interviews with current employees to understand why they stay. From this feedback, employers can incorporate what employees like most about the organization, and find new ways to tackle what employees like least.

Here are some practices to keep in mind when developing job satisfaction strategies:

- Encourage open communication between colleagues, supervisors and managers.
- Provide employees with regular performance feedback.
- Show appreciation by providing monetary or non-monetary incentives, such as thank-you cards, gift certificates, and time off.
- Respect, trust, and have faith in employees by granting them the authority to get things done.
- Empower employees by acknowledging the value they bring to the organization.
- Provide learning opportunities for career advancement.
- Encourage teamwork and collaboration.
- Create an environment where employees can have fun while being productive.

A recent study found that young workers, between the ages of 17 and 24, place more importance on the way they are treated in the workplace than on their income level.⁹ Small and medium-sized businesses that struggle to compete with other high paying organizations may find value in focusing on employee satisfaction. Ensuring that employees are satisfied in the workplace can lead to higher retention rates and an increasingly successful business.

4.4 BUILD COLLABORATIVE RELATIONSHIPS

In October 2018, the FNETB introduced the Employee Sharing Tool. The Employee Sharing tool encourages employers to share their workers with other organizations, creating a full-time employment opportunity. A successful partnership may create two similar part-time positions or two seasonal positions in opposite seasons. The tool helps employers recruit qualified candidates and enhance staff retention. More information about The Employee Sharing Tool can be found on the [Jobs in Timmins website](#).

During employer interviews, it was suggested that businesses might consider forwarding qualified contacts to organizations that may be experiencing challenges with recruitment. For example, Tim Co., a fic-

⁸ Laddha, A., Singh, R., Gabbad, H., and Dr.Gidwani, G.D. (2012). Employee Retention: An Art to Reduce Turnover, *International Journal of Management Research and Review*. 2(3), 453-458.

⁹ Laryea, D., Hanleybrown, F., Gilsdorf, K. (2017). How to Improve the Engagement and Retention of Young Hourly Workers. *Harvard Business Review*. Retrieved from www.hbr.org/2017/12/how-to-improve-the-engagement-and-retention-of-young-hourly-workers.

tional company interviews two qualified applicants to fill one job opening for a bookkeeper. Both interviews go well and a suitable candidate is selected. Rather than deserting the other qualified candidate, Tim Co. asks if they can forward their resume to Mins Ltd., a similar business who has been looking for a receptionist/bookkeeper. Thanks to Tim Co.'s collaboration and after a similar interview process, Mins Ltd. secures a qualified worker, saving both time and money on recruitment initiatives, and showing the candidate that they are valued.

Building collaborative relationships with other organizations gives employers greater access to qualified candidates to fill their labour needs. Sharing qualified candidates and employees with neighboring businesses and employers (even competitors) builds collaborative relationships and helps the local economy by offsetting workforce challenges.

4.5 PROVIDE CANDIDATE CARE

Hiring processes can be time-intensive, however it is important that employers move quickly to ensure the best candidate remains interested. Ideally, a job posting will include an application deadline so applicants understand the time line. Employers may find value in accepting in-person job applications versus web-based. Having a manager available at the workplace to conduct on-the-spot interviews with applicants can speed up the hiring process and make candidates feel valued.

Candidate care helps create a positive connection with candidates and provides them with a great first impression. Treating candidates with respect and understanding may increase their interest in working with you. This involves regularly communicating with candidates during the hiring process to inform them of any delays.

Allowing candidates to schedule their own interview time is a form of candidate care and can help mitigate interview no-shows. Some local employers share their availability with candidates and ask them to select a convenient time. Although effective, this approach may lengthen the process with back-and-forth emails. Scheduling software like Calendly allows employers to share their calendar with applicants so they can select an interview time.

The practices mentioned in this report have proven successful at mitigating staffing challenges. To overcome some of the recruitment and retention barriers, employers may find it helpful to:

- Tap into diverse work groups;
- Welcome newcomer and immigrant job seekers;
- Instill job satisfaction;
- Build collaborative relationships with similar businesses; and
- Provide candidate care.



5.0 CONCLUSION

Local employers have been proactive in finding solutions to overcome labour shortages. This report outlines four promising practices that employers have introduced into their workplace to increase their organization's attractiveness and encourage employee retention, which include:

- Offering employees greater flexibility;
- Fostering diversity and inclusion in the workplace;
- Providing accommodations to workers; and
- Working with schools to create Co-op opportunities for students.

This report also describes five recruitment and retention practices, including:

- Tapping into diverse work groups;
- Welcoming newcomer and immigrant job seekers;
- Instilling job satisfaction;
- Building collaborative relationships with similar businesses; and
- Providing candidate care.

The Employer Toolkit, containing multiple fact sheets and an asset map of employment services, is available to learn more about employee attraction and retention strategies. The toolkit can be found in the Appendix, or on the [TEDC website](#).



APPENDIX

As part of the Timmins Employer Council Hiring and Retention Strategies (TECHRS) project, the Timmins Employer Council created the Employer Toolkit, which is comprised of a set of fact sheets and an asset map to help employers mitigate staffing challenges. The content of the Toolkit has been researched, revised, and approved by various employers, educators and service providers throughout the City.

APPENDIX

Building Your Awareness

- Benefits of Hiring Indigenous Peoples
- The Need for Immigration
- Benefits of Hiring Immigrants
- Debunking Millennial Stereotypes

Attracting Your Workforce

- Indigenous Peoples
- Persons with Disabilities
- Immigrants
- Younger Generations: Millennials and Gen Zers
- Simplify Your Application Process
- Writing an Attractive Job Posting

Retaining Your Workforce

- Indigenous Peoples
- Persons with Disabilities
- Immigrants
- Younger Generations: Millennials and Gen Zers
- Orienting New Staff
- Multi-generational Workforce

BUILDING YOUR AWARENESS

Benefits of Hiring Indigenous Peoples

Less expensive recruitment costs and greater retention¹

- Secure candidates who are native to the community and likely to stay for the long term.²

Better relationships and integration with local indigenous groups³

- Increase the level of trust between the organization and local indigenous groups.
- Build a mutual understanding of indigenous cultural issues and of business pressures.

Greater public approval and brand awareness

- Gain recognition from a growing consumer-base that seeks to support socially responsible businesses.
- Enjoy an increase in customer satisfaction and company profits.⁴

Increased engagement from indigenous groups⁵

- Empower indigenous employees to be role models in their communities and encourage other indigenous people to choose a similar career path.

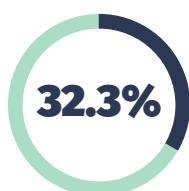
Improved diversity, equity and inclusion in the workplace⁶

- Create a welcoming work environment for indigenous peoples by facilitating indigenous awareness.

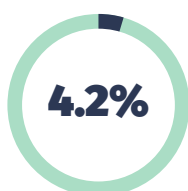
Canada's Indigenous Communities⁷



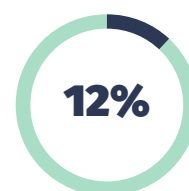
FIRST NATIONS



MÉTIS



INUIT



INDIGENOUS
PEOPLE IN TIMMINS⁸

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region.



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1. Indigenous Works. (n.d.). Business Case for Inclusion.
2. Indigenous Corporate Training Inc. (2012). Why it makes good business sense to hire Aboriginal workers.
3. The Conference Board of Canada. (2012). Understanding the Value, Challenges, and Opportunities of Engaging Métis, Inuit, and First Nations Workers.
4. Ibid.
5. Ibid.
6. Ibid.
7. Trucking HR Canada. (2018). Indigenous Recruitment & Retention.
8. Statistics Canada. (2017). Timmins, Ontario Census Profile, 2016 Census.

BUILDING YOUR AWARENESS

The Need for Immigration

State of Our workforce

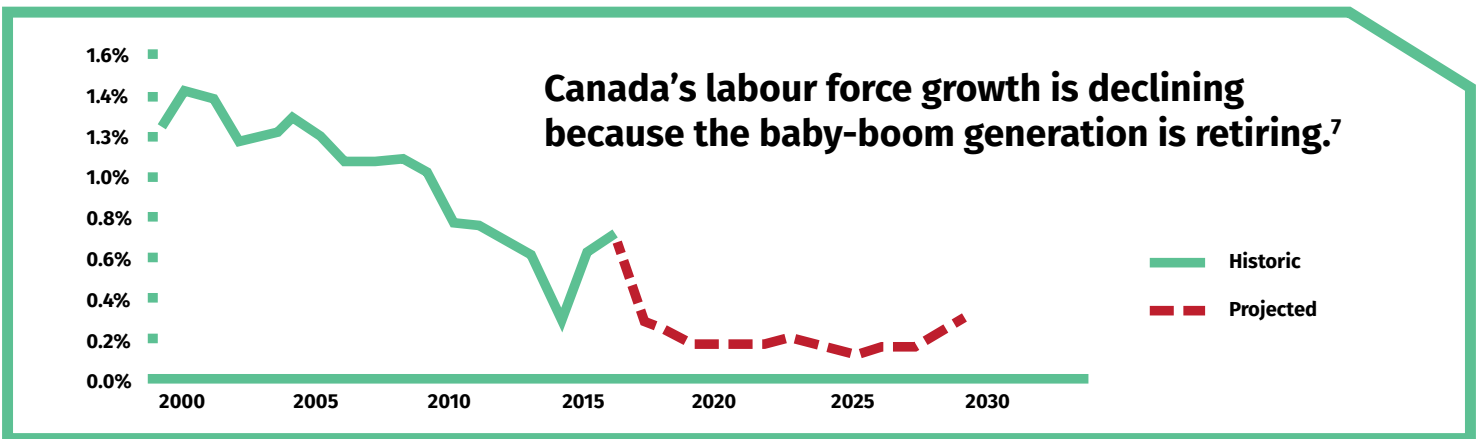
- Canada's unemployment rate fell to 5.6% in 2018, the lowest since 1976. Yet, there are currently over 540,000 job vacancies.¹
- Over the next 15-20 years, there will be 28,000 retirements in our region*.²
- The mining sector alone will lose nearly 3,000 workers over the next 10 years.³

State of our population

- The current birth rate in Canada is 1.5 children per couple.⁴
- By 2036, our overall population will fall unless immigration improves.
- From 1996 to 2016 our regional* population fell by 20,030 persons (14.9%) with anticipated losses of 8,725 persons by 2036.⁵

What do we do now?

- Canada welcomes over 400,000 International Students each year.⁶
- Over the next 3 years, Canada will welcome close to 1,000,000 permanent residents to Canada.
- Communities in our region* are finding ways to attract and retain more newcomers.
- These newcomers are both willing and able to work.



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1. Statistics Canada. (2018). Job vacancies, payroll employees, job vacancy rate.
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3. Far Northeast Training Board. (2017). Mining Sector Employment and Hiring Forecast.
4. Provencher, C., Milan, A., Hallman, S., D'Aouts, C. (2018). Fertility: Overview, 2012-2016. *Statistics Canada*.
5. Far Northeast Training Board. (2018). Working Together 2018-2021.
6. Canadian Bureau for International Education. (2018). International Students in Canada.
7. Business Development Bank of Canada. (n.d.). Labour Shortage: Here to Stay.
*The data represented is for the Far Northeast Training Board's service area.

BUILDING YOUR AWARENESS

Benefits of Hiring Immigrants

Immigrants can help organizations gain a competitive edge

- Immigrants act as cultural bridges for global communications.¹
- Immigrants reflect a form of corporate social responsibility.

Immigrants can help grow an organization's customer base

- Immigrants account for 1 in 5 Canadians.²
- Immigrants can enhance customer service by connecting with diverse customers and clients.

Immigrants can enhance creativity, productivity, and decision-making processes

- Immigrants offer a breadth of knowledge and experiences to existing business practices.
- Immigrants can bring diverse perspectives to the workplace, stimulating new thinking.

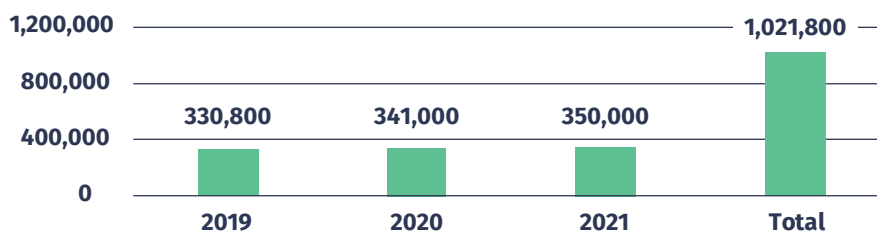
Immigrants broaden an organization's talent pool for recruiting new employees

- Immigrants help organizations position themselves as a diverse and inclusive workplace to potential employees.

Immigrants are here for the long-term

- Statistics show that 91% of 2011 Immigrant tax filers remained in Ontario for at least another 5 years.⁵

Canada's target
immigrant
admissions over
the next three
years.⁶



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1. Human Resources Management Association. (2012). Hiring and Retaining Skilled Immigrants – A Cultural Competence Toolkit.
2. Newcomers Canada. (2017). 10 Reasons to Hire a Newcomer to Canada.
3. Immploy. (n.d.). Why Hire Immigrant – Fast Facts.
4. Human Resources Management Association (2012), Hiring and Retaining Skilled Immigrants – A Cultural Competence Toolkit
5. Statistics Canada. (2018). Income and mobility of immigrants, 2016.
6. Smith, S. and Katem, A. (2018). Canada extends immigration targets into 2021 with prominent roles for Express Entry, PNPs. *Canada Immigration Newsletter*.

BUILDING YOUR AWARENESS

Debunking Millennial Stereotypes

Millennials are lazy

- Millennials have one of the highest employment rates in Canada.¹
- 86% of 25 – 34 year-olds were employed in 2017.
- 48% of Millennials leave some or all of their vacation time unclaimed.

Millennials are entitled

- 50% of Millennials are under-employed. Many of them have a 4-year university degree, but hold minimum wage jobs.²
- Millennials are more willing to express their opinions than other generations, because they were taught to build confidence.

Millennials are disloyal

- Millennials stay with their employers longer than Generation X workers did at their age.³

Millennials can't pull away from technology

- Technology is a means to do more faster. Millennials can help bring innovation and improved processes to the workplace.
- Millennials prefer face-to-face communication in the workplace.

Millennials seek constant praise

- Frequent check-ins, feedback and conversations with a boss are their expectation; not praise.
- Millennials view constructive criticism as an important element in their personal and career growth.

In 2014, Millennials became the largest generation in the Canadian workforce.⁴



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1. Smalley, K. (2018). The real facts behind 5 myths about millennial workers. *Randstad*.
2. Ibid.
3. Stillman, J. (2017). 5 Myths About Millennials That Have Been Completely Debunked by Science. *Inc*.
4. Scott F, G. (2015). Millennials are now the biggest generation in the Canadian workforce. *Canadian Business*.

ATTRACTING YOUR WORKFORCE

Indigenous Peoples

Indigenous peoples represent a significant untapped labour pool and employers who have implemented successful recruitment practices are reaping the benefits. Here are some ways you can attract Indigenous workers:

Review inclusion in the workplace

- Make a commitment to diversity and employment equity.

Research the community you are recruiting from

- Understand that no two communities are alike.
- Identify and address underlying barriers.

Build trust and understanding

- Explain your needs to community leaders and learn about the needs of the community as well as the available skillset.
- Provide feedback to applicants who are unsuccessful in the hiring process.

Use a variety of partners to share job postings

- Inform local employment centres, educational institutions, community organizations, and band or treaty organizations about job openings for indigenous workers.

Offer Youth Development Programs

- Partner with schools to offer students co-op education to learn required job skills.
- Offer internships to help workers gain work experience.

Indigenous people under 30 are the **fastest growing** segment of Canada's work force.¹

600,000 Indigenous youth are estimated to enter the labour market between 2001 and 2026.²

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region.

What's your plan?

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1. Livingston, G. (2018). Report outlines 10 ways to get more aboriginals in the work force. *The Globe and Mail*.
2. Indigenous Corporate Training Inc. (2012). Why it makes good business sense to hire Aboriginal workers.

ATTRACTING YOUR WORKFORCE

Persons with Disabilities

People with disabilities represent a buying power of over **\$40B** in Canada. Companies that employ people with disabilities can better serve this growing market.¹ Here are some ways you can attract people with disabilities.

Express your commitment to diversity in job postings

- State that you are an inclusive and accessible employer.

Write a job description and ask yourself the following:

- Can any tasks be done differently?
- Can this job be completed in a different work setting?
- Can this job be completed on a different timeline? I.e. during part-time hours?

Share job postings with disability service agencies

- They can recommend and help screen potential candidates.

Keep application and interview questions specific

- Ask what might impact their ability to do the job.
- Ask what tasks they may have difficulty performing.

82% of managers find employees with disabilities to be no more difficult to supervise than employees without disabilities.²

Nearly 1 in 7 individuals in Ontario have a disability.³

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region. For additional resources, read *Access Talent: Ontario's Employment Strategy for People with Disabilities*.

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1. Minister MacCharles, T. (2017). *Access Talent: Ontario's Employment Strategy for People with Disabilities*. Government of Ontario.
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ATTRACTING YOUR WORKFORCE

Immigrants

60% of Canadian Executives consider hiring skilled immigrants a significant solution to their skill shortage needs.¹ Here are ways you can attract immigrants to your organization:

Prepare Your Workplace

- Ensure policies and procedures are culturally diverse.
- Gain cross-cultural awareness and educate your staff accordingly.

Expand Your Recruitment Practices

- Promote job postings on immigrant recruiting websites and the federal job bank.
- Work with immigrant employment service agencies to promote job openings and facilitate interviews.
- Participate in immigrant and newcomer job fairs and employment trade shows.

Review Your Job Posting

- Ensure all position requirements, including language skills, are clearly stated.
- Separate the 'must have' skills from the 'nice to have' skills.

Reconsider Your Interview Approach

- Avoid acronyms, figures of speech and slang that do not translate cross-culturally. E.g. do you think 'outside the box'?
- Understand that candidates are often not accustomed to Canadian job interviews.³
- Include competency-based testing so candidates can demonstrate their skills rather than describe them.

**By 2031, 1 in 3
labour force
participants is
projected to
be foreign born.²**

Out of 160 new immigrants surveyed, 67% said that "finding a job" was their most important concern when coming to Canada.⁴

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ATTRACTING YOUR WORKFORCE

Younger Generations: Millennials and Gen Zers

Balancing delayed retirements and a new generation of workers brings its own set of challenges. Millennials and Gen Zers will soon dominate our companies, organizations and communities. Here's what you should keep in mind when attracting younger workers to your workplace:

Young people are constantly flooded with information

- You have 8 seconds or less to retain their interest.²
- Unless you have online presence, you'll go unnoticed.

Most young people have large student debts to pay

- Be transparent about your wage and benefit packages.

Younger generations crave connectivity and collaboration

- Find ways to connect with them from the get-go.
- Welcome face-to-face conversations.

Younger workers want the same perks as any other generation³

- Provide them with growth opportunities, job stability, and a competitive salary.

90% of employers feel that the younger workers tend to have different values and motivations.¹

65% of children entering school today will work in jobs that do not currently exist. Younger generations are assets that many industries don't know they need yet.

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3. Caramela, S. (2018). How Companies Can Change Their Culture to Attract (and Retain) Millennials. *Business.com*.

ATTRACTING YOUR WORKFORCE

Simplify Your Application Process

60% of candidates have quit an application process because it took too long.¹ Here are some ways to simplify your hiring process:

Eliminate common barriers to applying

- Include job descriptions with clear expectations.
- Allow applicants to attach their resume and bypass fillable applications forms.
- Accept in-person, hardcopy resumes.

Acknowledge applicants with a receipt of application

- Thank applicants by sending a receipt of application.
- Empower managers to conduct on-the-spot job interviews.

Use specific, literal questions during interviews

- “Can you take me through your resume?” vs “Tell me about yourself.”
- “Can you give an example of how you solved a problem?” vs “We’re looking for someone who is a problem solver. Tell me how this describes you.”

Consider Open Hiring

- Save time and money on recruitment practices by bypassing application forms and interviews.
- Give individuals who have been kept out of the workforce a chance at employment.

Studies show that the best candidates are off the market in 10 days.²

64% of applicants share negative application experiences with friends and family. While **27%** actively discourage others from applying.³

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3. Ibid.

ATTRACTING YOUR WORKFORCE

Writing an Attractive Job Posting

60% of job searches are done using mobile devices.¹ To ensure your job postings are both attractive and mobile friendly, keep them clear and concise while giving job seekers the valuable information they're looking for. Here's what you should include in your job postings:

The Basics

- Include a simple position title, location and pay range.
- State whether the position is full-time, part-time, seasonal or contract.

Company Background

- Keep this section short and only share information that will “wow” job seekers.
- Include the benefits of working for you, along with ethical, social and environmental commitments, awards, recognition and ranking.

Position Summary

- Provide a brief description of the position, including what the employee will be working on.
- Include the employee's role and responsibilities within the company.

Qualifications

- Indicate whether the qualification is a requirement (mandatory) or an asset (desirable).

Application Logistics

- Include the application deadline and how to apply (i.e. in person, email, web-based application).

64% of job seekers don't apply if they don't understand the job title.²

72% of job seekers look for the salary range immediately.²

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RETAINING YOUR WORKFORCE

Indigenous Peoples

Companies that know how to harness the power of diversity by capitalizing on their Indigenous human capital assets tend to be very successful.¹ Here are some ways you can retain Indigenous workers:

Implement meaningful inclusion practices

- Set strong human rights policies in the workplace.
- Promote teamwork.

Train staff on cultural awareness

- Understand basic differences, such as: Nodding to an indigenous person signifies understanding not necessarily agreement.²
- Resolve misconceptions from a lack of education.

Encourage Indigenous employees to take on senior roles

- Provide professional development and training opportunities to facilitate the career progression of employees.

Understand traditional practices and community obligations

- Create adaptable work arrangements that allow employees to participate in cultural activities such as hunting, fishing and harvesting.

85% of CEOs believe diversity helps position their company as an employer-of-choice.³

89% of CEOs view diversity as a competitive advantage in improving employee retention.⁴

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RETAINING YOUR WORKFORCE

Persons with Disabilities

Pizza Hut Corporation states that its workers with disabilities are **5x** easier to retain than its workers without disabilities.¹ Here are some ways you can retain your staff members with disabilities:

Be a transparent leader

- Inform current staff members about your commitment to being a diversified employer.
- Confront difficult situations by asking questions and showing interest.

Tweak the onboarding program

- Provide orientation materials in accessible formats, such as braille, electronic format or large print.
- Include disability-specific information, such as accommodation procedures.

Be flexible with job requirements. For example:

- Ask yourself if this job can be completed in a different way or with reduced hours.

Persons with disabilities are 72% more likely to stay with an organization than their non-disabled colleagues.²

MYTH: Someone with a disability won't be reliable and will miss work.

FACT: 86% of people with disabilities rate average or better on attendance than their colleagues without disabilities.⁴

The Employer Council is a networking and information-sharing organization that mitigates employment challenges in the region. For additional resources, read: Access Talent: Ontario's Employment Strategy for People with Disabilities.

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1. Government of New Brunswick. (2001). Myths About Hiring Persons with Disabilities.
2. The Ministry of Economic Development. (n.d.). The WorkBC Employer's Tool Kit, Booklet. *WorkBC*.
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RETAINING YOUR WORKFORCE

Immigrants

Many businesses are recognizing that skilled immigrants play important roles in our economy as employees, consumers and connectors to emerging markets.¹ Here are some ways to help you retain immigrant workers:

Prepare a thorough orientation agenda, including both professional and cultural considerations

- Communicate workplace policies involving diversity, human rights, anti-discrimination, anti-harassment, and other worker safeguards.

Create an inclusive workplace

- Provide diversity training to all staff.
- Encourage existing staff to assist with the integration of new hires.

Pair new hires with a mentor

- Enhance cultural competence and awareness in your workplace by creating cross-cultural collaboration.

Offer training opportunities

- Offer skill enhancement training in the workplace, or inform workers of third-party training courses.

In 2016-2017, immigrants and refugees accounted for over 25% of the Canadian labour force.²

Underutilizing the skills of immigrants is estimated to cost Canada between \$3.4 – 5B per year in lost productivity.³

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RETAINING YOUR WORKFORCE

Younger Generations: Millennials and Gen Zers

Employers that focus on integration and allow young workers to feel like they're of value to the company experience greater productivity and higher retention. Here's what you can do to integrate, engage and retain young workers:

Invest in frontline manager and supervisor training

- Train managers on communication, people management, diversity, and building a healthy workplace culture.

Give frequent feedback vs. annual reviews

- Young workers value frequent, informal feedback regularly or after completed projects.

Provide reverse mentoring opportunities

- Ask employees about their thoughts on company operations, new technologies and customer insights.

Reconsider your scheduling practices

- 83% of youth are more likely to keep a job if they have more control over their work schedules.²

Offer professional development opportunities

- Young workers are 2x more likely to stay at their job over a year if they view their jobs as a career or stepping stone to a career.³

Less than **10%** of organizations have taken steps to integrate millennials within their workforce.¹

27% of young workers expect to work at their current company between two to four years.⁴

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2. Laryea, D., Hanleybrown, F., Gilsdorf, K. (2017). How to Improve the Engagement and Retention of Young Hourly Workers. *Harvard Business Review*.
3. Ibid.
4. Human Resources Professionals Association. (2018). Annual Conference & Trade Show.

1 in 4 new employees quit within the first 90 days on the job.¹ Here are some tips to orient new staff and encourage retention:

Ensure orientation programs discuss the following information:

- Your company background — history, mission, vision.
- Human resources — wage, benefits, time-off requests.
- Health and safety values, policies and procedures.
- Their contribution to the goals of the organization.

Involve current staff members in the process by providing:

- An organizational chart and chain of command.
- Opportunities to discuss their role with other members.

Think of orientation as a process, not an event

- Check-in regularly to ensure employees are setup to succeed.
- Keep in mind that everyone learns at a different pace.

Avoid giving too much information too fast

- Create an onboarding handbook for new hires.
- Take breaks, welcome questions, encourage note-taking and speak at a reasonable pace.

58% of new employees stay with an organization for years if they are put through a structured onboarding program.²

Organizations with a standard onboarding process experience 50% greater new-hire productivity.³

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3. Ibid.

RETAINING YOUR WORKFORCE

Multi-generational Workforce

Today's workforce is comprised of 5 generations, each with a different set of workplace values. This creates an opportunity to educate your staff and foster diversity. Here's how you can help:

Get to know your employees

- Find out their wants and needs.

Don't dwell on individual differences

- Ensure all employees feel included.

Be transparent and consistent

- Set and abide by clear and concise policies.
- Communicate well and often.

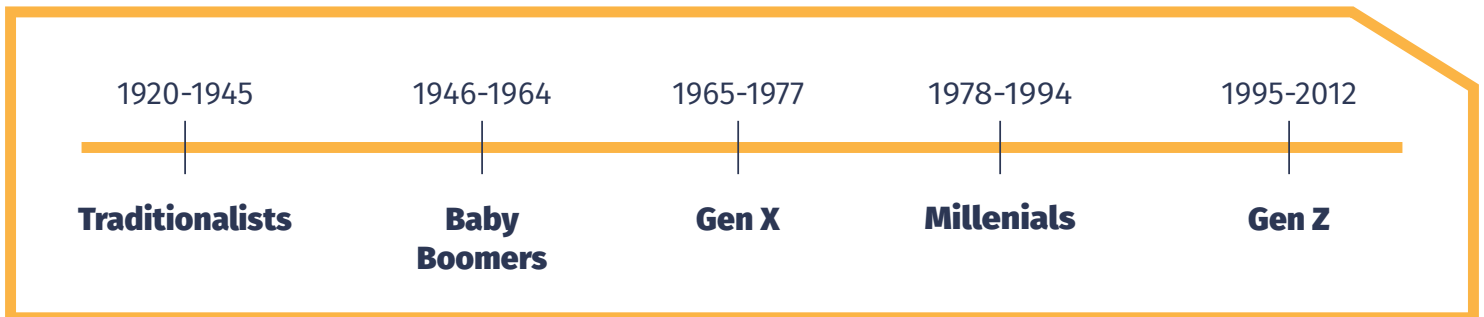
Create opportunities for cross-generational mentoring

- Pair younger workers with seasoned executives.
- Form mixed-age groups to work on specific tasks.

Consider diversity and inclusion training as part of your orientation package

- Provide education on generational stereotypes.

By 2036, **25%** of the workforce will be over the age of **55**.¹
“For the first time ever, five generations will soon be working side by side.”²



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3. Ibid.

EMPLOYER ASSET MAP

Organization	Employer Services							Applicant Services				Employee Retention	
	Job development	Job matching	Advertise job openings	Networking events	International recruiting	Applicant screening	Interview candidates	Resume & cover letter	Job search strategies	Interview preparation	Job readiness and training	On-going coaching and support services	Financial assistance
1 Access Employment			X	X	X	X		X	X	X	X		
5 CNIB Foundation	X	X	X					X	X	X	X		
2 Cochrane District Social Services Administration Board			X					X*	X*	X*	X*	X*	
3 Collège Boréal	X	X	X	X		X	X	X	X	X			
4 Community Living Timmins Intégration Communautaire	X	X	X			X		X			X	X	
6 EmployAll	X	X	X			X	X	X	X	X	X	X	X
7 Employment Options Emploi	X	X	X	X		X	X	X	X	X	X	X	X
8 International & Community Matchmaker	X	X	X		X			X	X	X			
9 IVEY Immigration & Employment Services Inc.		X	X		X	X	X	X	X	X	X	X	
10 Levert Personnel Resources Inc.		X	X			X	X				X	X	
11 March of Dimes Canada	X	X	X			X	X	X	X	X	X	X	X
12 Métis Nation of Ontario			X					X	X	X	X		X
13 Mushkegowuk Employment & Training Services			X					X	X	X	X		X
14 Newcomer Centre of Peel		X	X		X			X	X	X	X	X	
15 Northern College	X	X	X	X	X	X	X	X	X	X	X	X	X
16 Professions North/Nord	X	X				X		X	X	X	X	X	
17 Timmins & District Multicultural Centre			X						X				
18 Timmins Native Friendship Centre (Apatisiwin)		X	X								X		X
19 Wabun Tribal Council			X					X	X	X	X		X
20 Workforce North		X	X			X	X				X	X	

*Ontario Works Clients

1. Acces Employment

www.accesemployment.ca

Acces Employment connects employers with highly qualified candidates from diverse backgrounds to fill their labour force needs. They achieve this by providing free employment services, linking employers to skilled people and building strong networks in collaboration with community partners.

2. CNIB Foundation

www.cnib.ca

CNIB Foundation delivers programs and advocates for individuals who are blind, partially blind, or deaf-blind. They offer a range of employment services to help prepare clients for the workplace and connect them with employers seeking innovative talent.

3. Cochrane District Social Services Administration Board (CDSSAB)

www.cdssab.on.ca

CDSSAB provides services through Ontario Works (OW), a program that provides assistance to individuals in financial need. CDSSAB offers employment support to OW clients and works with employers to promote job openings through its Employer Resource Centre.

4. Collège Boréal

www.collegeboreal.ca/services-aux-etudiants/centres-emploi/

The Employment Center at Collège Boréal helps its students and graduates pursue employment within their area of study. The center works with employers to promote job openings and coordinate recruitment opportunities on campus.

5. Community Living Timmins Intégration Communautaire

www.communitylivingtimmins.com

Community Living Timmins Intégration Communautaire offers a variety of services to individuals with intellectual disabilities. Its Supported Employment Services (SES) division works with employers and job seekers to determine the right opportunity and provide continuous support throughout employment.

6. EmployAll

www.employall.ca

EmployAll is a consortium with the March of Dimes Canada, the Canadian Hearing Society and Northern College. The consortium helps employers increase productivity and profitability by matching qualified candidates to the right job. EmployAll staff takes the time to understand organizations' problems so they can help address staffing challenges. EmployAll is a free service that can be used as an extension to HR teams.

7. Employment Options Emploi

www.employmentoptions.ca

Employment Options Emploi provides free bilingual services to those who are unemployed or under-employed, including students, apprentices, and internationally trained individuals. Employment Options Emploi addresses various employment needs of individuals as well as the skilled labour needs of employers. They can also help individuals on a path to higher skill training and development. In addition, they have boardrooms available for employers' to interview candidates and set up job booths.

8. International & Community Matchmaker

www.communitymatchmaker.ca

International & Community Matchmaker offers employability and entrepreneurship services to potential immigrants and secondary migrants, and employers seeking sources of skilled workers. The program helps northern and rural communities build a skilled workforce. It also addresses labour shortages by accessing a new jobseeker pool and filling employment gaps. Everyone, regardless of their status and current location, can be served by the Matchmakers.

9. IVEY Immigration & Employment Services Inc.

www.iveyimmigration.com

IVEY is a private immigration consulting firm that helps employers fill their short-term and long-term labour force needs through immigration and international recruitment. They work in partnership with employers to determine their employment needs and develop strategies to source qualified workers internationally.

10. Levert Personnel Resources Inc.

www.levert.ca

Groupe Levert Group is a private personnel agency that provides employers with qualified staffing solutions for their labour needs. The agency focuses on mining, oil and gas, marine crewing, and industrial industries.

11. March of Dimes Canada

www.marchofdimes.ca

March of Dimes Canada Employment Services works with employers to recruit and retain people with disabilities and barriers to employment. The centre assists employers during every facet of the hiring process, from developing a job description to providing job training to successful candidates.

12. Métis Nation of Ontario (MNO)

www.metisnation.org

Métis Nation of Ontario assists Métis individuals obtain the training, education and supplies necessary for employment. They also offer wage subsidies to qualifying employers who provide employment opportunities to MNO clients.

13. Mushkegowuk Employment & Training Services

www.mushkegowuk.com

Mushkegowuk Employment & Training Services administers employment and training funds to the members of eight different First Nations communities. Its primary focus is to prepare its members to enter the labor market and to assist employers to meet their current and future talent needs.

14. Newcomer Centre of Peel

www.ncpeel.ca

Newcomer Centre of Peel's Select For Success (SFS) project works with employers to connect them with talented newcomer candidates to fill labour needs. They help employers' source skilled workers both nationally and internationally. They also offer training programs to assist employers in managing a culturally diverse workforce.

15. Northern College

www.northernnc.on.ca/employment-options

The Northern College Alumni Association is comprised of over 40 thousand graduates and 40 thousand professionals who are well rooted in all aspects of the Canadian economy. The Alumni Association and Northern Training Division work with employers to provide them with access to a largely untapped network of employment connections to fill employment gaps.

16. Professions North/Nord

www.professionsnorth.ca

Professions North/Nord (PNN) bridges Northern Ontario employers with Ontario based global talent. Their extensive client database includes pre-screened, work-ready internationally trained professionals (ITPs) living in Ontario with an interest in the North. PNN offers both employee recruitment and retention services as well as mentorship opportunities.

17. Timmins & District Multicultural Centre

www.timminsmulticultural.ca

Timmins & District Multicultural Centre provides settlement services to newcomers to Canada within Timmins and the Cochrane District, from Kirkland Lake to the James Bay Coast. The centre assists newcomers in finding employment by promoting job openings and directing them to the necessary employment services providers.

18. Timmins Native Friendship Centre (Apatisiwin)

www.tnfc.ca

The Apatisiwin Program, in partnership with the Ontario Federation of Indian Friendship Centres, offers a variety of employment services to urban Aboriginal people of Ontario. Apatisiwin provides employment and training opportunities to Aboriginal clients and matches eligible clients with employers seeking Aboriginal workers.

19. Wabun Tribal Council

www.wabun.on.ca

The Wabun Training Employment Services (TES) provides funds and training programs to its members of six First Nations. The division works with employers to advertise job openings and prepares its members for employment.

20. Workforce

www.peopleatwork.ca

Workforce is a privately owned labour management company that provides quality personnel to its clients and qualified employment opportunities to candidates. They focus on mining, oil, and energy sectors.

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