

Employer Engagement Best Practices in Canada

February 2016

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Outline

- Apprenticeship in Canada
- Supports for Employers
 - STEP, British Columbia
 - HSTAC, Ontario
 - NB Map Mentoring Program, New Brunswick
 - Blue Seal and Trades to Degree Programs, Alberta

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage



www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Canada Overview

- Apprenticeship is regulated, funded and managed by each province and territory in Canada. There are 13 different systems.
- Most businesses in Canada are small-to-medium sized businesses who lack HR capacity.
- There are 444,672 apprentices in Canada
- Most apprentices are in their early to mid 20s

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

The Apprenticeship Journey

- Find an employer to hire you
- Receive training from a mentor on-the-job and go to school
- Complete hours and school
- Write an exam and earn 70%
- Learn continuously on-the-job and hone your safety skills
- Complete further schooling such as a college diploma or degree
- Career Advancement: Become a supervisor or a business owner.
Mentor others and pass down your knowledge.

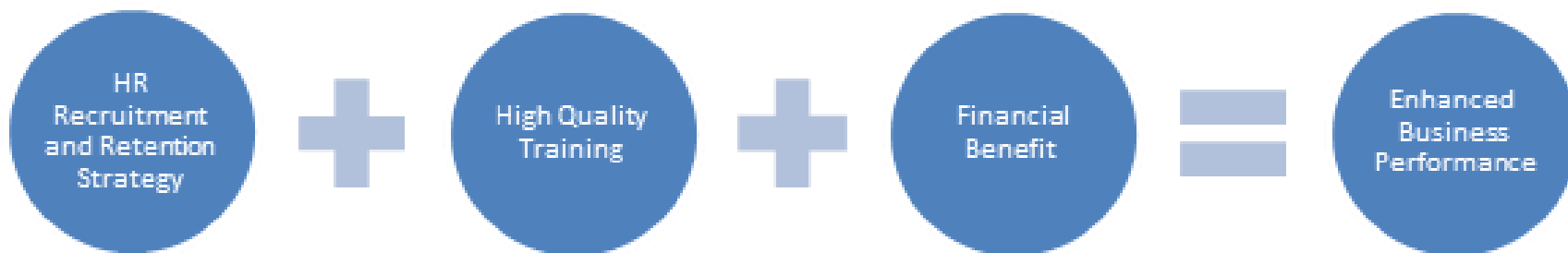
www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Reasons Employers Train Apprentices



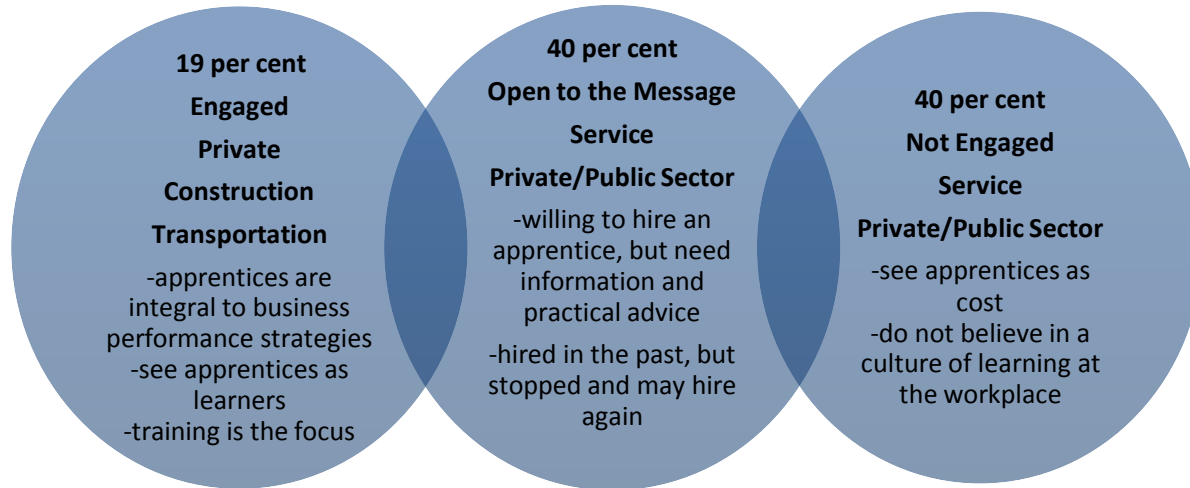
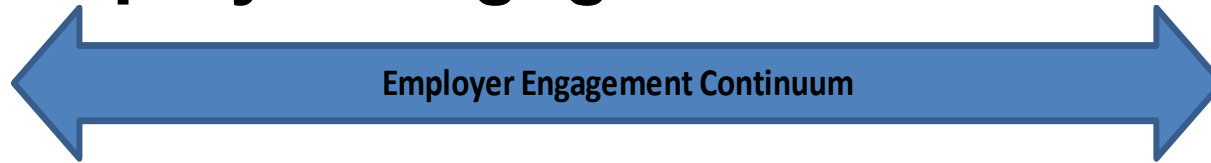
www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Employer Engagement Continuum



www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Employer Recruitment Best Practices

- Value the Apprenticeship Program
- Connect with Youth: Youth Apprenticeship Programs, social media, websites, etc.
- Assess Candidates
- Apprentice Orientation
- Show the Career Path

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Employer Engagement Best Practices

- Industry-driven based on business need
- Engage all relevant stakeholders from the beginning and communicate on an ongoing basis
- Candidates should receive training so they arrive to the employer site job ready
- Provide ongoing support to employers
- Reduce employer risk
- Facilitate access to supports and take on administrative duties

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Helping Employers Connect with Candidates: Skilled Trades Employment Program (STEP)

- Sponsored by the BC Construction Association
- The association has a direct connection with employers in British Columbia who are its members
- The program helps employers connect with underrepresented groups in the trades.
- The program has been in existence for 10 plus years.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Key Characteristics

- **No Cost:** No-fee employment program that works to match potential workers with employers
- **Good Fit:** Program staff works with new employees and employers to ensure a good employment fit. They take the time to understand the employer's needs.
- **Available Labour:** Connects employers to underrepresented groups such as women, immigrants and Aboriginal peoples

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Key Characteristics

- **Job-Ready:** Candidates are given training so they are job-ready
- **Offer Training:** If no training exists when there is a demand, STEP can create a training program
- **Reduce Risk:** Risk is mitigated for employers because staff continue to work with workers and employers after placement is made

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Structure

The STEP Connector Model:

- Assessment
- Action Plan
- Employment Barrier Mitigation
- Continued Support

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Staff

- The staff are former tradespeople in the construction industry so they understand employer needs, the trades and the sector.
- The staff provide ongoing support to employers after placement is made.
- Help is provided with apprenticeship administration and information on tax credits

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Results

STEP generates results:

Employer Contracts per year: 4,000-5,000

Educational Institutions per year: 800-1,000

Agency/Service Provider per year: 1,000-1,200

Service to Participants per year: 1,400-1,850

Employment/Training Placements per year: 750-1,000

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Engaging SMES: HSTAC

- HSTAC is an employer consortium in advanced manufacturing based in Ontario
- HSTAC sponsors the apprentices and smaller companies share the apprentices so youth are exposed to a variety of work experiences
- The program has been in place for 17 years.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Key Characteristics

- **Industry Need:** Challenges included poaching, limited training experiences and high school graduates not prepared for apprenticeships
- **Industry Driven:** Industry leaders took initiative to address the problems through industry-driven dialogue
- **Inclusive of union and non-union:** Everyone came together, provided input and was a part of the solution

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Key Characteristics

- **Third party sponsor:** Apprentices receive sponsors and opportunities
- **No fees:** No cost to employer
- **Reduce Risk:** Employer does not have to register the apprentice and make a long-term commitment.
- **Assessment Period:** Employers have the opportunity to assess the attitude and aptitude of apprentices and then they can hire them as apprentices.
- **Rotation:** Apprentices rotate so they obtain a variety of work experiences

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Structure

- A new organization was named the Hamilton Skilled Trades Apprenticeship Consortium (HSTAC). HSTAC was officially registered as an apprentice sponsor on July 7th, 2009.
- An “Apprentice Sponsor Terms & Conditions Agreement” was drafted and approved, which clarified that HSTAC was a sponsor, not an employer.
- HSTAC did not sign off on apprentice competencies as that role was left to the employer.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Staff

- The Board is run by volunteers including large and small employers, unions and the college.
- The local college handles part of the administrative duties.
- Employers can participate by hiring apprentices, but do not have to volunteer for the Board.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Results

- The consortium pilot project resulted in approximately 300 apprentices being registered in the steel industry in the Greater Hamilton region. Most of the apprentices completed their apprenticeships.
- In 2010, HSTAC registered 121 apprentices.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Employer Retention Best Practices

- Support Apprentices Throughout the Entire Cycle
- Create Loyalty Incentives for the Apprentices
- Identify the Best Mentors
- Create a Positive Workplace Culture
- Manage Down Cycles
- Promote and Celebrate Completion

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Improving the Quality of On-the-Job Training

- Apprentice retention is key to maximizing employers' return on training investment as turnover is costly for employers
- #1 feature apprentices are looking for: a positive work environment and a journeyperson with the willingness to teach
- Good mentoring supports high quality training, productivity, apprentice retention and the development of well-rounded journeypersons

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

NB Map Mentoring Program

- Mentoring program supported by the construction industry and government of New Brunswick
- The sector recognized a need for professional development beyond technical and safety training in the construction industry.
- Industry recognized themselves a culture shift was required
- Mix of firm sizes are involved

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Key Characteristics

- **Industry-Driven:** An advisory team of industry champions provides guidance and direction
- **Neutral third party:** NB MAP encourages honest discussion about workplace training leading to meaningful change
- **Mentors and Apprentices:** Include the journeypersons and the learners
- **Offer to union and non-unionized employers:** Industry-wide participation improves the mentoring skill set in the sector
- **Ongoing Support :** Creates change in the learning environment

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Structure

- **Kick off meeting:** Overview and Creating Awareness
- **Workplace Assessment:** Every participating employer receives a workplace assessment: What factors at the workplace are inhibiting learning?
- **Courses:** Mentoring, Fundamentals of Adult Learning, Generations in the Workplace and Balance in the Workplace
- **Focus Groups:** Mentors and apprentices participate in focus groups and provide feedback
- **Graduation Ceremony:** Public recognition for mentoring
- **Follow-up:** Address ongoing issues for employers

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Courses

- 4 hours course on mentoring strategies for journeypersons
- 12 people in class only to allow for interactive sessions where tactics and strategies are practiced
- 8 weeks to 4 months, depending on the employer needs
- 2 hour course for apprentices where they are introduced to the concept of mentoring and taught about their responsibilities as learners and future mentors
- Integrated into what the province is doing

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Staff

- Staff is available to help employers on an ongoing basis
- 3 trainers are qualified to offer the mentoring program to employers

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Results

- 21 employers engaged
- 300 mentors trained with a target of 500
- 200 apprentices
- Model being expanded to other provinces
- Considering an enhanced designation for those who continue to develop their mentoring and teaching skills

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Career Development

- Seeing a career pathway at a company and for an overall career is very important for young people
- Institutions have developed programs that let tradespeople further develop their business skills and expand their career opportunities

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Career Opportunities for Journeypersons



www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Career Advancement: The Blue Seal Program

- The Blue Seal program was established by the Alberta Apprenticeship and Industry Training Board to encourage and recognize business training among journeypersons.
- The Blue Seal proves that a tradesperson meets Alberta's high industry standards and has developed business skills.
- There are the business management and supervisory development specializations.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Trades to Degrees

- A ground breaking learning pathway offered by NAIT in Alberta
- Trades to Degrees is one of the first pathways in North America to allow Alberta recognized trade professionals the opportunity to progress from a trades credential to the third year of a degree program.
- Qualified trade professionals will be able to enter the third year of NAIT's Bachelor of Business Administration program, building on their previous education and professional experience to open doors into entrepreneurship, leadership and management opportunities.

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage

Employer Engagement Best Practices Summary

- Industry-driven based on business need
- Engage all relevant stakeholders from the beginning and communicate on an ongoing basis. Invest in partnerships.
- Candidates should receive training so they arrive to the employer site job ready
- Provide ongoing support to employers
- Reduce employer risk
- Provide administrative support

www.caf-fca.org

APPRENTICESHIP PAYS
JUST ASK US.



Canadian Apprenticeship Forum
Forum canadien sur l'apprentissage