



# **Reality Check 2006**

## **Post - Workshop Report**

**November 16, 2006**  
**Calgary, Alberta**



**THE VAN HORNE INSTITUTE**

## Event Summary

Reality Check 2006 was a one-day conference that focused on developing solutions for skilled labour shortages in Western Canada's Transportation, Logistics, and Supply Chain sectors. The event brought together industry, government, associations, and academe from across western Canada, including trucking, logistics providers, airlines, ports, railways, industry associations, distribution centres, and post-secondary institutions. Delegates were provided with an opportunity to address the critical need for skilled labour in the industry, and develop workable solutions to the human infrastructure deficit. Two key issues were addressed:

### 1. Recruitment and Retention to/of employees in the transportation industry; The Image of the Transportation Industry

Using the Smart Problem Solving, a decision making process from OneSmartWorld, delegates worked to determine the crux of the issues, and to investigate methods by which these issues could be resolved. A large number of solutions were discussed and delegates determined that the following solutions needed to be implemented quickly.

Stakeholders in the industry must collaborate on a promotional campaign to increase awareness and knowledge of the industry. The campaign must be directed towards high school students, new grads, parents, individuals in the midst of changing career path and people in the industry. Within this campaign, a communication plan needs to be composed that maps out career paths, common skill sets, and identifies opportunities within the industry.

Opportunities were identified for organizations that could be used as tools towards retention of current employees and increase worker loyalty. Breaking away from traditional work environments was the primary focus. Employers must begin to incorporate flexibility to the currently non-flexible work environment; incorporate flexible work shifts, job sharing that support employees' home life to add to the work/life balance. Employers should encourage a culture of recognition, which would achieve a mutual vision between management, staff and the overall organization. As a benefit to employer and employee, training goals should be set up to enhance and develop skills that can enhance promotability of the employee in the future, encouraging career pathing within the organization, and industry. The internal image of the organization must also be addressed. Employers need to foster a mutual vision that identifies success of the employee with the success of the organization. To accomplish this, employers must identify steps that will recognize and reward performance based on defined corporate values. An opportunity then arises that allows organizations to utilize employees as recruiters in career fairs to promote the opportunities and benefits of their organization and their industry.

It is clear that there is much work to be done to improve awareness and the image of this industry. There is a great opportunity for industry stakeholders to work together on the solutions that were recommended. Following the workshop, Rob Andrews, Canadian Pacific Railway shared a competency career map that he uses in his organization, which is included in an attached pdf. In future, the Van Horne Institute will work with industry to identify ways in which we can assist in developing a campaign strategy and communication plan.

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See Appendix B: Creating a Culture of Recognition.

## Appendix A – Group Notes

### Primary Brainstorming – Crux of the Issue

#### Group 1: Recruitment and Retention

##### Recruitment

Lack of career latter awareness  
Lack curb appeal  
Industry competition/ market place  
Competition inside and outside industry  
Branding  
Not attracting the right people  
Perception of danger – risk

##### Retention

Competition of salary, benefits  
Flexibility  
Burnout  
No clear career path  
Lack of Training  
Stress  
Hard work  
Long hours Shifts  
Lack of pride at operational level

##### Recruitment & Retention: Common Crux

Lifestyle associated with flexible hours  
Economy  
Shortage of people  
Lack of understanding of what is coming through the door  
Training and development  
Not an attractive lifestyle image  
Work environment  
Industry in-fighting for same people  
Slow reaction time to changing labour force demands

##### Facilitator Summary – Recruitment & Retention Crux

##### Recruitment

We aren't attracting the right people  
It is not a lifestyle people are attracted to  
We cannibalize on each other.  
We hire people without skills just to fill positions

##### Retention

We don't train them  
Education and growth  
Industry is slow to react and there is no "will" to change or plan.  
Don't train people appropriately, so they can move up the ladder  
Burn out – too physical of a job  
Don't offer flexibility  
Recognition is lacking

## **Group 2: Industry Image & Awareness**

Not the industry of choice / not promoted as a career choice

- Lacks curb appeal

- Unappealing work – boring/ mundane

- Image – low skilled requirements

- Not sexy or glamorous

- Negative portrayal by media – limited scope

- Low pay

- Loose Definition i.e. logistics

Career options unclear

- Options

- Growth potential

- Respect

## **Facilitator Summary – Industry Image & Awareness Crux**

Lacks curb appeal

Career opportunities are not clear

Lack of knowledge of what we do as an industry

Are we promoting ourselves don't tell people about career opportunities

Lack of knowledge and understanding of the industry

We don't have an image because we don't promote.

## **Proposals**

### **Group 1 - Recruitment**

Tool Set

- Career Pathing (See Competency Career Mapping: attached pdf)

- To get greater clarity

- Visually create possible paths for various groups in your organization.

- Provide real life examples.

Advantages

- Use internally or externally (recruiting)

- Helps in retention by setting realistic expectations

- Can show competencies and skills at various levels

- Enhances communication, i.e. it's possible to...

- Can form foundations for succession planning discussions

- Can be used during recruiting, performance reviews, anytime, orientation

Examine alternative groups to more traditional labour pools

- Military, aboriginal communities, etc.

## **Group 2 - Retention**

Need to break away from the traditional attitude and add flexibility to a non-flexible 24/7 environment.

Why? Generation Y expectations      more flexible lifestyle  
Fewer hours  
Less traditional hours  
Better work/ life balance

Suggested Alternatives

- create a different work week – 4/3 or 4/4
  - flex days
  - shift sharing/ job sharing
  - create a different work environment – telecommuting
  - 3 schedules, i.e. Day shift, night shift, 3 day weekend shift paid for 40 work 36.
- Filling multiple jobs in an organization with one employee to attain full-time hours – employee would be qualified for benefits.

Some of these strategies could be used to retain senior employees longer. I.e. full-time/ part-time.

- For retiring employees – 2 years out identify the employee's retirement date, work part time to that day and not have their pension affected. (the Federal government is doing this)
- $\frac{3}{4}$  sabbatical program work for 3 years and  $\frac{3}{4}$  pay – take fourth year off with pay reserved ( the Government of Ontario is doing this).

## **Group 3 - Creating a Culture of Recognition/ Appreciation**

Champion

Focus on people not positions  
Demonstrated commitment from ownership/ management  
Make it commonplace and diverse.  
I.e. Safety, performance, attendance, community service, commitment

Have a program

Develop, with staff, what they see as a reward  
Variety  
Make personal, meaningful and sincere

Non Material rewards

Verbal (in person or by phone)  
Hand written notes emails letters  
Celebrate success/ group and individual  
Formal and informal

Material rewards

Individual or group  
Individual or family/couple  
Discounts, gift certificates

Gifts/ prizes/ cash bonuses

Social reward, dinner out as staff

Paid days off, flex hours "reward of time"

Other

24" computer monitor

Parking space near the building for the month

Recognition weekend event and team building

Ingenuity rewards ie. Plaques

'In the moment' recognition

e.g. someone cleans up the lunchroom

Employee of the month

Merchandise or gift certificate

Partner with other companies for recognition of service and for PT too.

Ie. 1 year – eye glasses

Offers choice and variety for a gift

#### **Group 4 - Recruitment and Retention - Communication**

Develop Employees into recruiters

Sponsorship programs for referred employees

3 months – cash reward for sponsor

Letters of thanks

Tradeshaw – with employees

Immigrant

Career show

Lunch and Learn sessions

To provide information on what jobs are available and what their roles are in the organization.

Community ambassador for Junior Achievement, supported by firm.

Empower Employees and give them responsibility

Involved in formulating how their unit/ department fits with mission and vision of company

1 day/ workshop, or monthly

check in regularly to see how they have progressed

vision of how and why they do what they do

Suggestion box for workplace improvements – public opening

Rewarding and acknowledging your people publicly about the difference they made.

Implementing improvements that employees suggest

Feedback plus or minus on progress

'State of the union' regular reports (verbal and written)

Staff conferences

Minutes posted with action items and achievements

Promoted as a positive solutions oriented meeting  
1 hour, different attendees – PT and FT  
Monthly chat sessions within departments  
15 minute business literacy training modules monthly with PowerPoint and handouts

### **Group 5 – Image of the Industry**

Promotional campaign by Stake Holders to increase awareness and knowledge about the industry.

Who: Industry wide, committee representatives from industry.

Money: Partnership with government industry leaders, industry associations eg. AMTA

Form partnerships with Post Secondary institutions to promote career paths in the industry.

Schools:

Who: Industry identify participate in existing programs to demonstrate career paths within the industry. E.g. – Joint Learning Initiative.

ALIS

Job shadowing – take your kids to work.

Cross sector initiative to target schools.

Educate government at the appropriate level, (federal and provincial) about the importance/ issues of the industry to the economy, so they have the same level of awareness.

Committee

Industry leaders – Industry representatives

Government champions (e.g. Alberta Transport, Alberta Human Resources and Employment)

Van Horne Institute, all associations and industry

Educate within own company (multi-national) about Alberta's situation. (CEO's & Senior Management)

Industry Education Partnerships

[www.careersinlogistics.ca](http://www.careersinlogistics.ca)

[www.transpocity.ca](http://www.transpocity.ca) – English and French

Industry

- Communication Plan to identify Career paths, Industry opportunities, Skill sets

*Secondary*

Participate in career fairs/ days

Participate in curriculum development

Job shadow

*Post Secondary*

Curriculum Development

Partnerships

Financial

Internships

Practicum's/ mentors

Career influencers – participate in career fairs

Parents

Career counselors

Teachers and industry professors

## **Group 6 - Training**

### 1 day of employment

- Orientation (follow checklist)
- Owner HR and Supervisor

### Week 2 of employment

- Introduction to corporate values
- Owner Senior Management

### Month 1

- Meeting with HR coordinator re; fit, lifestyle
- Owner HR

### Month 3

- Introduction to corporate strategy
  - How individual fits within that
- Owner: Senior Management

### Month 6

- Development of Personal Goals
  - Individual training programs
    - Courses, leadership, team building
- Owner: Employee with HR and Supervisor

### Year 1

- Summary of Progress
- Owner: Supervisor



## Appendix B: Creating a Culture of Recognition

Provided by Glenda Prudom, Pacific Western Transportation

Creating a Culture of Recognition requires a corporate foundation that:

- Has a corporate champion, someone to “walk the talk” and project the vision for the program.
- Has a demonstrated commitment from ownership / management
- Focuses on the people, not the positions they work in.

Have a Program:

- Develop your program with staff input. What do they see as recognition or reward?
- Reward performance in all levels and areas of the organization, from the boardroom to the mail-room.
- Recognize a variety of accomplishments, such as safety, performance, attendance, community service, customer service, commitment, etc.
- Celebrate the success of both group and individuals.
- Consider both part-time and full-time staff.
- Have a variety of rewards, and offer winners a choice, to personalize the experience.
- Make the presentation of the reward appropriate to the recipient (i.e. do not make a shy person uncomfortable by forcing them to receive their reward at the annual banquet)
- Most important – make it meaningful and sincere. Recognition and reward without thought will not motivate staff to improve or to appreciate their peers.

Non-Material Rewards:

- Can be formal and informal
- Formal could include hand written notes, emails, or personal letters.
- Recognition would largely be verbal (in person or by phone)
- Non-material rewards contribute significantly to the building of morale within the organization, supporting the culture of recognition.
- Remember ‘in the moment’ recognition, e.g. someone cleans up the lunchroom

Material Rewards:

- Material rewards can include monetary or in-kind rewards
- Monetary rewards could include gifts, prizes, or cash bonuses
- In-kind rewards could include staff discounts, gift certificates
- Some staff would appreciate a “reward of time”, such as paid days off or flex hours.
- Consider recognizing not only the individual, but also their family or partner, who may have made a sacrifice for the success of your staff or the organization.

Examples:

- The “Employee of the Month” gets to use the 24” computer monitor
- Parking space near the building for the month, or transit pass
- Group recognition weekend event and team building
- Ingenuity rewards, i.e. plaques, certificates, for “thinking outside the box”
- Partner with other companies for recognition of service, i.e. 1 year – eye glasses, gym memberships, vehicle detailing, house cleaning, yard services, pet sitting, etc.
- Weekend for two away for a couple.
- Gift certificate for dinner out for a couple or family
- Send flowers to a spouse to recognize support of a successful employee.

# Attendees

Laird Anderson	Alberta Human Resources & Employment
Rob Andrews	Canadian Pacific Railway
Lloyd Ash	Mount Royal College
Debbie Boolinoff	Purolator Courier Ltd.
Clint Caron	Purolator Courier Ltd.
Doug Coldwell	EMCO Corp.
Alan Gibson	Purolator Courier Ltd.
Sarah Ingram	Van Horne Institute
Helen Jackson	Vancouver Port Authority
Reg Johnston	Calgary Economic Development
Shirley Lightfoot	Pacific Coast Express Ltd.
Linda Lucas	ELLE and Associates Inc.
Terry Mason	Bridge Brand Food Service
Glenda Prudom	Pacific Western Transportation
June Read	Pacific Western Transportation / Southland
Zarelda Reghelini	Alberta Human Resources & Employment
Kelly Robatinsky	MacDonald's Consolidated
Melanie Ross	Acklands Grainger Inc.
Robert Smith	Lafarge Canada Inc.
Lorraine Sourisseau	Transport Canada
Elizabeth Storey	Railway Association of Canada
Dagmar Stroka	VIA Rail Canada
Lona Tarney	SAIT Polytechnic
Chris Thomas	Tim Hortons
Sharon Thomas	Transport Canada
Lisa Trueman	Greyhound Canada
Peter Wallis	Van Horne Institute
Raylene Watier	Sears Canada Inc.
Michael Wilson	Calgary Board of Education



## **The Rapid Innovation Program**

The Rapid Innovation Program takes a 'smart learn' approach to team and organizational problem solving and innovation. It uses the OneSmartWorld proprietary system to get different people from across the enterprise onto the same page quickly, to work together effectively, and produce solutions to complex business challenges.

Rapid Innovation acts as an accelerated innovation process. It is based upon using a common language and set of group process tools to identify critical issues, create options and quality solutions to customer and organizational issues. Often used in change management problems that span departments and levels, Rapid Innovation will significantly reduce the cycle time from the identification of a business problem or a new change initiative to its implementation. The Rapid Innovation Program will save money and time. It builds cross-departmental collaboration that is essential for successful implementation. The Rapid Innovation Program can be set up and completed in a short turn around time, depending on the level of urgency and need.

The OneSmartWorld Rapid Innovation Program is for leaders with courage who believe that their people are the best source of ideas and solutions to the problems and opportunities the organization is confronting. This process is business units and teams that want results, smarter, better and faster. It works by tapping into the diversity of talent and intelligence of the organization's human capital as the critical source for solutions.

[www.onesmartworld.com](http://www.onesmartworld.com)

# **Power of Focus**

## **Les Hewitt - Opening Keynote**

Originally from Northern Ireland, Les is one of the top performance coaches in North America. He has more than 30 years experience as a business owner and entrepreneur, 25 of which have been focused in the professional training industry. During this time Les has created more than 700 workshops and training programs that have been successfully utilized by thousands of business executives, managers and sales leaders.

Les is the creator of The Power of Focus Coaching Program, a highly acclaimed series of workshops that helps individuals and companies to hit their business, personal and financial targets consistently. In addition, Les is an international best selling author whose first book *The Power of Focus*, has sold more than half a million copies in North America and been translated into 21 languages. He has added three more titles to the series: *The Power of Focus for Women*, *The Power of Faithful Focus* and *The Power of Focus for College Students*.

Recently, Trump University, (Chairman, Donald Trump), selected Les to provide audio products and seminars for their clients.

Les is a dynamic speaker whose passion is sharing cutting edge strategies that dramatically improve the bottom line. His clients include major organizations such as Wells Fargo, The Million Dollar Round Table, EDS, CIBC, Investors Group and Cooper Cameron. As a coach he will prompt you, challenge you and support you to make the necessary changes, especially the ones you are currently resisting.

Les has personally coached hundreds of business leaders to achieve exceptional profits and productivity. He resides in Calgary with his wife and family.

[les.h@thepoweroffocus.ca](mailto:les.h@thepoweroffocus.ca)

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