

Offcuts



WMC CFB
Wood Manufacturing Council
Conseil des fabricants de bois

MESSAGE FROM THE PRESIDENT



Human Resource Management is a challenging field at the best of times, and clearly it presents even greater challenges during today's difficult economy.

The WMC continues its unique work to investigate our labour market and to identify and qualify the critical HR issues facing our industries.

In doing this, we have brought together the key stakeholders – employers, employees, those in the education system and other interested parties, and of course the federal and provincial governments, to create solutions for these issues.

We are fortunate to have so many unique individuals who have contributed their time, enthusiasm and talent to develop products like WoodLINKS, the On-Line Management Training Program, our wood export seminars, the Career Focus Program and WERC – our Wood Employment Readiness Curriculum.

We would like to take the time to recognize 4 outstanding individuals or companies who continue to embrace innovation and best practice and who make a difference for the people who make their careers in our business.

Richard Lipman

INNOVATION IN HUMAN RESOURCES AWARD - COMPANY

Forced to respond to volatile market conditions, like many others in the industry, Loewen has had to work through several rounds of layoffs since 2008. In an effort to stabilize the workforce, retain talent and ensure existing employees had full time hours, Loewen faced a challenge.

To address this, the manufacturing and human resource teams worked together to build a "Casual Pool" of employees. In researching the concept, they struggled to find other companies who had done this successfully. Building on an idea presented by an experienced Business Unit Leader, the HR team created a concept and strategies for new ways to recruit, expedite training and offer compensation packages that would attract casual workers.

Drawing from a variety of demographics, Loewen has considered students for their casual pool, and the WoodLINKS program has been an attractive asset on their applications. The HR team is currently researching ways to incorporate the Essential Skills and PLAR assessments within their orientation and development programs moving forward.

Since July 2011, 35% of Loewen's manufacturing workforce is made up of casual employees. There is a strong focus on an expedited recruitment and training process, while maintaining (or improving) safety and quality metrics.

In a focus group with Casual Pool employees, they reported that they are confident and positive about their role in the Loewen team and feel fully integrated and valued. They appreciate the flexibility, and are motivated by Loewen's



Wendy Friesen (left) accepts the Innovation in Human Resources Award - Company from Gary Williams (WMC Board Chair).

commitment to draw from the Casual Pool for any permanent hires.

The project has been more successful than anyone anticipated and is a good example of partnership, strategy and innovative thinking. It has proven to be good for the company, good for the employees and a step forward in creating a contemporary, flexible, modern workforce that will take Loewen into the future. ●

Fall 2011

Annual HR Awards Issue:

1. Message from the President
1. Innovation in Human Resources Award – Company
2. WoodLINKS Success Award
3. Innovation in Human Resources Award – Individual
4. Award of Distinction

WOODLINKS SUCCESS AWARD

The WoodLINKS Success Award is presented to an individual who has demonstrated outstanding success in delivering the WoodLINKS program.

This program of the Wood Manufacturing Council provides a curriculum and resources for high school woodworking. Successful students receive certification and can pursue a job immediately after high school or can go on to post-secondary education confident with the skills they learned in the WoodLINKS program.

Our recipient this year, Peter Menzies, has shown innovation in creating his program and opening the door for WoodLINKS in Dawson City Yukon's Robert Service School. Peter recognized very early on that he would not be able to deliver the WoodLINKS program on his own. He determined his first step should be to find students he felt would benefit from and enjoy the WoodLINKS program. Peter then began to form partnerships with the TR'ONDEK HWECH'IN First Nation in Dawson City and Skills Canada Yukon. In securing these relationships before approaching the Yukon Department of Education, he showed a great likelihood of success, as likeminded organizations and most importantly the First Nations were consulted and involved from the very beginning.

Peter's work has inspired others to

participate. By starting the WoodLINKS program in Dawson City away from the Yukon capital, many have questioned why Whitehorse and other regions have not implemented this program when in Dawson it is available and running successfully. Several schools are now looking towards Peter's program at Robert Service School as a proto-type and a model of how they can expand their curriculum.

Peter overcame impossible odds to implement his program. Changing the way large corporations, or in this case a large

“Several schools are now looking towards Peter's program at Robert Service School as a proto-type and a model of how they can expand their curriculum”

provincial government department (Dept. of Education), thinks and delivers programs is a very long and sometimes difficult and demoralizing exercise. This fact never entered Peter's thought process, all that concerned him was how provide this much

needed program to kids whom would benefit from it most.

Peter took the initiative to bring together partners and players throughout his community to help explain the benefits for all, not only the youth that were being targeted for WoodLINKS. The results of this program were staggering - the local First Nations have agreed in principal to hire the youth that complete the program. The climate in the Yukon is one of massive exploration and development - they are facing a significant skilled workers shortage

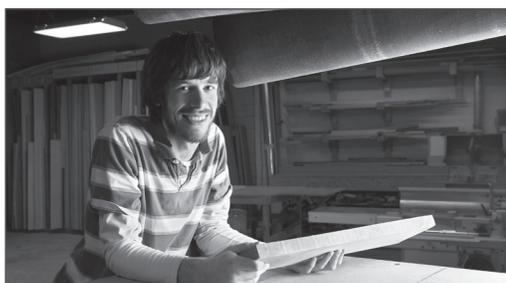
with many workers being flown in and out for 2 weeks at a time.

The Yukon Workers Compensation Board is very pleased and interested in assisting with the WoodLINKS program in Dawson City and it is important to mention that the Robert Service High School has been working on a plan to potentially make skilled trades a focus, and perhaps even become a northern trades school. These exciting prospects, along with the results in Dawson, speak volumes regarding the tireless efforts of Peter Menzies.

Dawson City and the Yukon Territories are very fortunate to have Peter. ●



Peter Menzies (left) accepts the WoodLINKS Success Award from Gary Williams (WMC Board Chair).



WoodLINKS is a high school curriculum, taught in grades 11 and 12, which earns for successful students a certificate that shows his or her qualifications to work in an industrial woodworking setting.

WoodLINKS has a core curriculum, plus a series of specialization modules in areas such as cabinets & millwork, furniture manufacturing, entrepreneurship and more.

For more information on the WoodLINKS program please contact the Wood Manufacturing Council.

INNOVATION IN HUMAN RESOURCES AWARD – INDIVIDUAL

The recipient demonstrates work that addresses a future trend and its impact on the workforce, and implements innovative solutions in a training culture, or a culture of lifelong learning, to immediately raise the skill levels of workers.

This year's award goes to Mario Furtado of Marana Kitchen & Home Design. Mario has an uncommon knack for getting the best from his people, maybe because he has assumed so many different roles himself over the years, beginning with a job selling shoes in Toronto at the age of thirteen. After high school, Mario studied civil engineering, but soon left his studies to work at Dylex, where he quickly worked his way up from the stock room to manage multiple stores, including retail outlets at Sherway and the Eaton Centre. He left Dylex in 1988 to start his first business, Marana Clothiers, selling made to measure suits and silk ties.

Mario's second enterprise, Marana Construction Inc., concentrated on residential building and development. Right away, one of Mario's biggest challenges was finding good trades people and suppliers who could do excellent work on time. As his contracting business grew, he began to recognize an underdeveloped

niche for high-end cabinetry in the city. By bringing cabinet makers together, he started his own custom cabinet company, and in no time, his contracting work was surpassed by demand for his cabinets. Marana Kitchen and Home Design was born.

At Marana, Mario has assembled expert cabinetmakers from around the world, blending old-world craftsmanship and modern design innovation in a way that continues to mark some of the most prestigious developments in the GTA. One of the biggest challenges facing the industry, however, remains finding and retaining skilled workers. That is why, at his own expense, Mario has decided to send eligible employees to Conestoga College to learn the trade and enhance their skills through wood processing courses. The work-study agreement Mario has established at Marana offers to raise employee skills and enhance knowledge-sharing within the company. In exchange, recipients sign an agreement to remain Marana employees for at least one to two years after graduation.

Mario has also used work-productivity trends to design an incentive program that is helping motivate and retain employees. Every shop floor worker that shows up 15 minutes early on Mondays and Fridays,

“At Marana, Mario has assembled expert cabinetmakers from around the world, blending old-world craftsmanship and modern design innovation in a way that continues to mark some of the most prestigious developments in the GTA”



Mario Furtado (right) accepts the Innovation in Human Resources Award – Individual from Gary Williams (WMC Board Chair).

earns \$5.00 more per day. If employees arrive early on Tuesday, Wednesday or Thursday, they receive an additional \$1.00 per day. These creative programs reward Marana employees for their focus and dedication, they help unify the company and build a strong corporate culture, and they do so while raising overall productivity. Mario is one of the most highly regarded past presidents of the Canadian Kitchen Cabinet Association, and he is known for the quality of his work, his manufacturing facility and his key business relationships. He has been selected for this award because of his commitment to his employees and his innovative approaches, which are helping set the bar for quality in our industry. ●

WERC

ENTRY-LEVEL SKILLS UPGRADING FOR WOOD MANUFACTURING



The Wood Manufacturing Council is pleased to introduce the WERC Pre-employment and Wood Manufacturing Skills Development Program for Equity Groups.

WERC was developed with the involvement of Canadian wood manufacturers and equity agencies across the country in order to create a comprehensive wood skills upgrading program. This program is designed to prepare individuals for entry-level occupations in advanced wood manufacturing and will recruit specifically from groups including First Nations, Inuit and Métis, New Immigrants and Persons with Disabilities.

For more information on the WERC program please contact the Wood Manufacturing Council.

AWARD OF DISTINCTION

The Award of Distinction is awarded to an individual who has made a significant contribution over a number of years to support the human resource needs of the advanced wood processing industry.

This year's recipient is an extraordinary practitioner in the HR profession and a prominent supporter for the improvement of HR issues within the advanced wood processing industry. One of our sector's true champions, and a leader in the field of wood products education and training, we would like to congratulate Mike McClements on his successes.

Mike is a Professional Engineer who earned his BASc. in Mechanical Engineering at the University of Waterloo and an MBA at York University. He has held a number of senior positions in industry in both engineering and operations management capacities.

He has 20 years of experience in the manufacturing industry, including sales and marketing, production planning, plant management and engineering management. Most of that time was spent in the engineered material handling industry.

From 1985 to 1991 he held senior management positions with Krug Furniture, a wood office furniture manufacturer in Kitchener, Ontario.

Mike joined Conestoga College, in 1991 as a Chair in the School of Engineering Technology. He is currently Executive Dean of the School of Engineering and Information Technology, School of Media and Design, and the School of Trades and Apprenticeship, as well as Chair of the Woodworking Centre of Ontario at Conestoga College in Kitchener, Ontario. At the present time, Conestoga's technical division has completed construction of nearly 300,000 square feet of state of the art educational space in four communities,

making it the fastest growing in Ontario's college system.

Mike has been the president of the Waterloo chapter of the Juvenile Diabetes Foundation, a member of the City of Waterloo Economic Development Committee, a member of the University of Waterloo Advisory Council and Chair of the Heads of Technology for the College system in Ontario.

Mike McClements was one of the founding members of the WMC serving on the Board, promoting WMC activities and encouraging new programs related to advancing the wood industry. He has been a key player in the development of labour market information for the sector. He has been a leader and has actively participated as a steering committee member for all three of our sectoral labour market information projects, over a period of 10 years. He has also been an active user of the results of this information.

Mike has provided significant input and information for our career information and career awareness efforts since the beginning and has been invaluable in making people understand the student's issues and challenges, employer needs and concerns, and educational issues and opportunities that have supported and informed the WMC's efforts to make youth, their parents and their career counselors knowledgeable about what is required by our industries and what excellent career opportunities are possible within our sector. He has also been part of a variety of other project

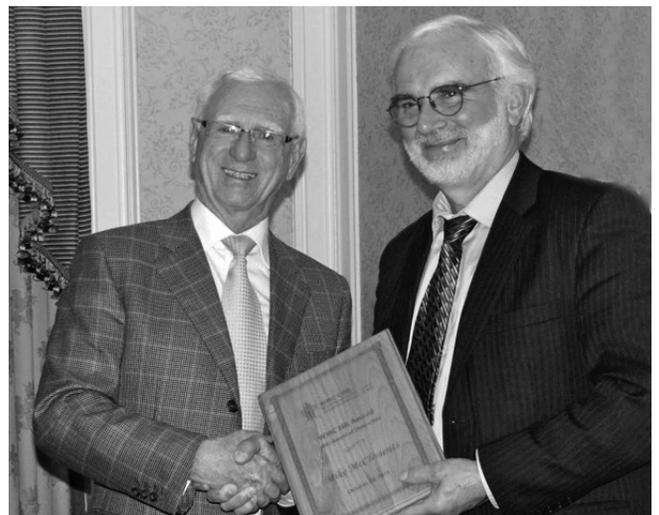
committees for WMC, including serving on the Industry Partnerships Network for Lakeshore Collegiate, the high school where our flagship WoodLINKS program is located, within the Toronto District School Board (Canada's largest). The IPN brings together school officials with industry, post secondary educators and other interested parties to form the all important partnerships needed to enhance the students experience and make the WoodLINKS program successful.

Mike's position in industry, education and personal volunteerism makes his name synonymous with the advancement of HR issues. His data collection has been invaluable to our sector and is used in making important industry decisions.

Besides being a founding member of the WMC, Mike was a key player in the National Educational Initiative for the Furniture and Wood Products Industries (NEI), the group that established the first Wood Products Processing Degree in Canada and UBC's Centre for Advanced Wood Processing, a world class training facility.

Mike's lengthy career has been filled with many achievements, and for this we wish to congratulate Mike on his tremendous contributions. ●

“Mike has provided significant input and information for our career information and career awareness efforts since the beginning”



Mike McClements (right) accepts the Award of Distinction from Gary Williams (WMC Board Chair).