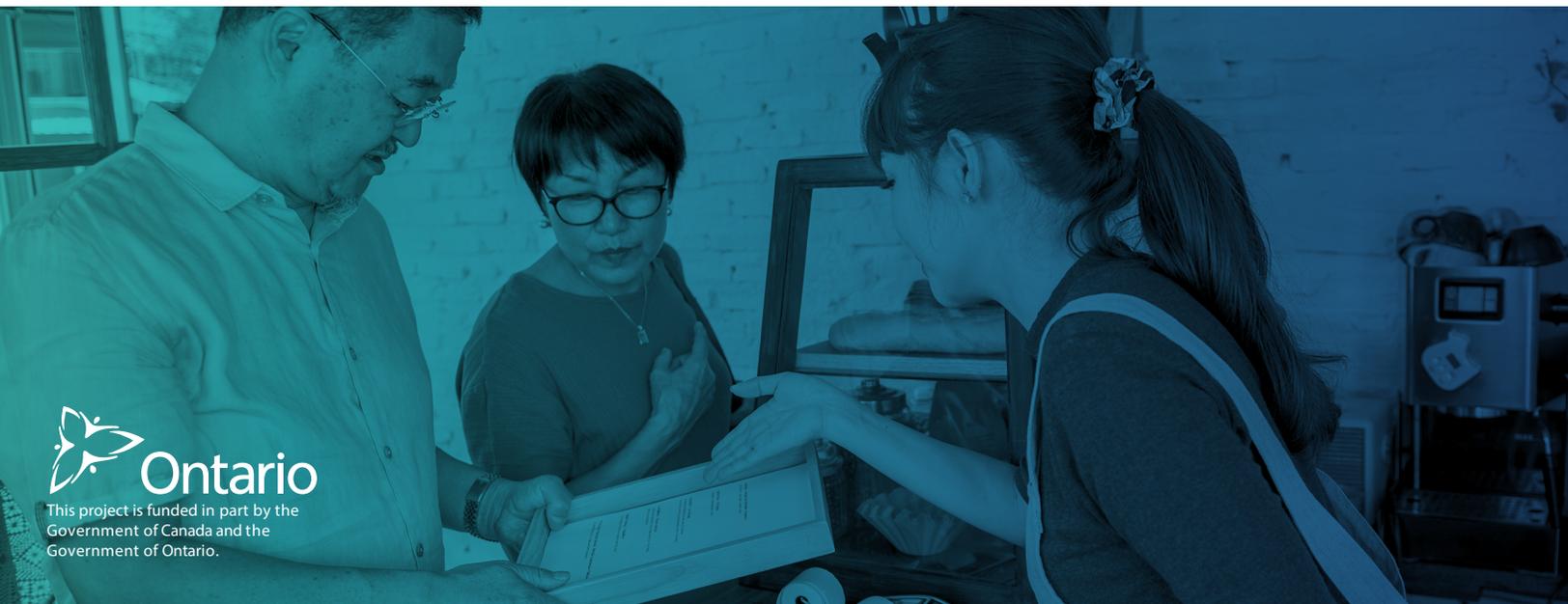




A GUIDE TO RECRUITMENT & RETENTION FOR SMALL BUSINESS IN WINDSOR-ESSEX



workforce
WindsorEssex
YOUR LOCAL EMPLOYMENT PLANNING COUNCIL



This project is funded in part by the
Government of Canada and the
Government of Ontario.

ACKNOWLEDGMENTS

We would like to thank everyone who contributed their time, ideas, and expertise to the Guide to Recruitment and Retention for Small Business in Windsor-Essex.

Workforce WindsorEssex would also like to thank Katie Renaud and Heather Gregg for their work in developing and authoring this report.

Thanks are also due to the Ministry of Advanced Education and Skills Development for their support.

Front and back cover designs by Imaginative Imaging
Printing by Imaginative Group

HOW DID WE DO?

We invite your feedback on all publications produced by
Workforce WindsorEssex.

workforcewindsoressex.com

880 N Service Rd #201, Windsor ON N8X 3J5
226-674-3220 | info@workforcewindsoressex.com

This document may be freely quoted and reproduced without permission from Workforce WindsorEssex provided that the content remains the same and that the organization is acknowledged as the author of this document.

Workforce WindsorEssex is committed to ongoing research to enhance local labour market planning in the Windsor-Essex region.

Workforce WindsorEssex assumes no responsibility for its use or for the consequences of any errors or omissions.

The views expressed in this document do not necessarily reflect those of the Government of Ontario or the Government of Canada.

INTRODUCTION

WORKFORCE WINDSOR ESSEX is the region's Local Employment Planning Council.

Through our work, we have the opportunity to connect and meet with local employers to learn about their workforce conditions. Last year, we met with small businesses (*those who employ less than 100 employees*) and heard that **70%** face challenges in the recruitment of employees and **42%** face challenges in retaining existing employees. We also conducted a survey last year, and small business employers indicated that the highest portion of employment separations that they faced were due to quits.

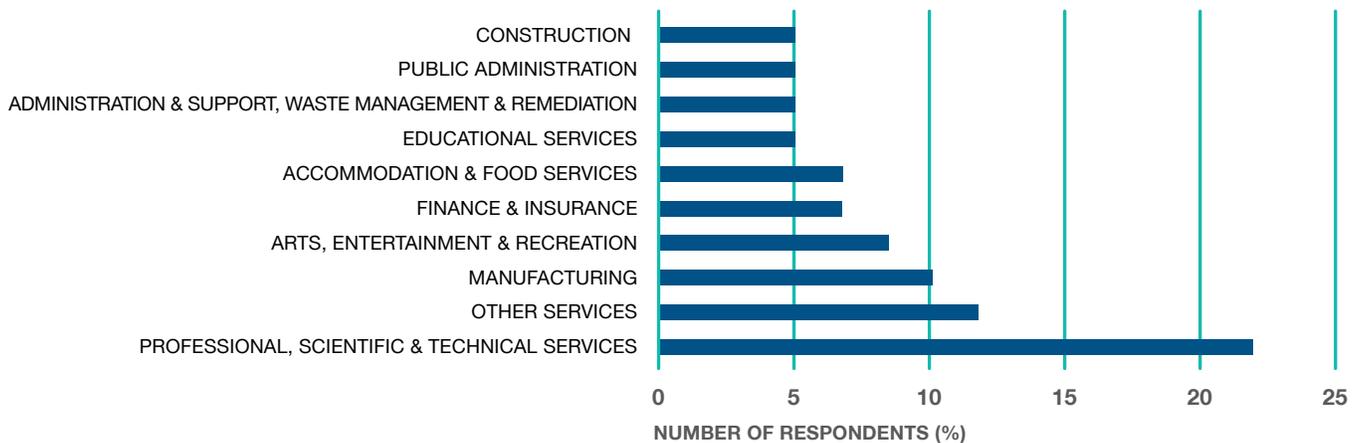
We wanted to understand these challenges in more detail while also gathering information on some local employer-driven techniques and initiatives that are being implemented. The purpose of this booklet is to aggregate and share a host of resources to encourage other businesses that might be experiencing similar challenges, options to consider that can be used and implemented to improve recruitment and retention.



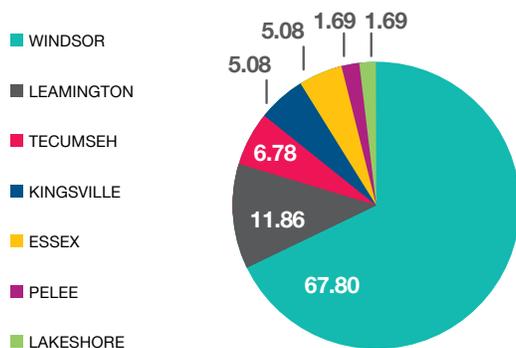
OVERVIEW OF 2017 CONSULTATIONS

From July to September 2017, we conducted consultations with 61 small businesses (100 employees or less) to gather information about their workforce, including their recruitment and retention best practices as well as their challenges. These businesses operate in a variety of industries and locations:

RESPONDENTS BY INDUSTRY



RESPONDENTS BY LOCATION (%)



Using the knowledge gained in the consultations, we were able to identify strategies for recruitment and retention, many with a local flavour, that businesses can use to build a stronger and more stable workforce.

RECRUITMENT

When it comes to recruiting employees, **82% of small businesses** surveyed are experiencing challenges. Almost **50% of small businesses** can't find candidates with the right technical skills, and close to **40% have few or no applicants** to the positions they post. In this section, we will explore some recruitment strategies to improve your ability to find the talent that's right for your business.

HOW ARE YOU RECRUITING?

There are so many places to advertise your job posting, but which ones are best?

Here are the top recruitment methods of businesses surveyed, along with something to consider for each. Depending on your business, you might use any combination of these methods.

75%	<i>Online job boards (Indeed, Monster, Workopolis, Job Bank, Kijiji, etc.)</i>	This is one of the most familiar methods for jobseekers, and most will look for their next job on an online job board
66%	<i>Networking/word of mouth/referrals</i>	People care about their reputation, so they will typically only refer people they know will do well in the role and the workplace
33%	<i>Company website</i>	A jobseeker is choosing to explore your website, meaning they likely have an interest in your company, not just the role
33%	<i>Social media (Facebook, Twitter, Instagram, LinkedIn)</i>	Since social media makes it easy to share content, your posting can reach the right person with little effort on your part, plus with targeted ads, you can narrow your audience to suit a particular position
13%	<i>Staffing agency</i>	You might use an agency to find very specific talent or to recruit for a large number of openings at once, and they can save you from employing your own recruiter or spending hours on the hiring process yourself
13%	<i>Directly from university or college</i>	Make the right connections with professors and snap up the best talent before others can
12%	<i>Employment Ontario service providers</i>	Need to widen your pool of candidates and want to give away some of the pre-screening work? Employment Ontario service providers are a great way to do this. There are nine organizations locally, with a list provided in the Resources section
8%	<i>Post-secondary placements</i>	You've already given them a test run in their placement, and you know whether they have the right skills and personal qualities for a role in your company
8%	<i>Newspaper</i>	Believe it or not, people are still reading newspapers (8 in 10 Canadians each week in fact!), so this is a great way to reach many people in the community
7%	<i>Job fairs</i>	Candidates will come to you! You can meet candidates face-to-face and even do interviews on-the-spot. Find our Job Fair Guide for Employers in the Resources section

If you're looking for quantity, businesses say Indeed is the best job board in terms of the volume of resumes they'll receive. Quality? Businesses say it's word of mouth as employees and networks know what the business expects and will only suggest people who fit what they're looking for.

RECRUITMENT PROCESS

JOB POSTING

Your job posting is one of the most important recruitment tools you have. This is your chance to catch the eye of the best talent. Here's what you need to do.

DEVELOP A CLEAR JOB DESCRIPTION

Nobody wants ambiguity. It wastes their time and yours if your job description doesn't detail exactly what the role is. For example, simply posting an ad on Kijiji that reads "Looking for a Help Desk Technician with 1-3 years of experience" is not sufficient. This gives the reader no idea as to what they will be doing day-to-day and whether it is something they are interested in or qualified for.

MAKE A CLEAR DISTINCTION BETWEEN ASSETS AND REQUIREMENTS

Do you necessarily need someone to have a 4-year post-secondary degree in business, or is it just an asset? Are you willing to train on your specific software, but knowing SQL is a must? Being clear in assets vs. requirements will set a clear picture of what you're looking for, helping to narrow your pool of candidates to those who meet your core requirements but perhaps are hit-and-miss on assets.

DESCRIBE COMPENSATION, PERKS, AND WORKPLACE CULTURE.

This is what will make your job posting stand out. Be realistic and get caveats out of the way before an interview. If you can only pay between **\$40,000** and **\$50,000**, say so. Does your office offer flexible working arrangements and a benefits package with **80%** prescription drug coverage? Let the jobseeker know this. They will appreciate knowing what they're getting into, and you'll appreciate avoiding someone leaving the interview process because they want to be paid **\$10,000** more than you can offer.

POST THE JOB

You can post the job using any of the methods in the last section or get creative with something uniquely suited to your business. Whatever method you choose, make sure the application process isn't tedious. A standard resume submission will ensure the best candidates will actually apply instead of exiting half-way through filling out a 4-page online application.



INTERVIEW

You've made it through the folder of resumes and found some (seemingly) fantastic people to interview. Now what?

PREPARE YOUR QUESTIONS.

This is when you need to decide if you'll have a very structured interview or a more open-ended interview and may depend on the position you're hiring for. Will you do a culture-based interview geared almost entirely to who the candidate is and whether they'll fit in at your business, or will you do a skill-based interview to test what the candidate knows and ensure they can perform in the role? Maybe you'll do both.

DECIDE ON A PROCESS.

Will you interview by phone, in-person, over video-chat, or a combination of these, and how many stages will there be in the interview process? Consider the role and whether the person must sound great on the phone or present well in-person.

INVOLVE OTHER TEAM MEMBERS.

The rest of your team will have to work with who you hire, so it is best if some, if not all, of your team members have a say in hiring. Bring a team member or two in for the initial interview, and bring in different team members for a second interview. This will allow for more than one perspective on a candidate and will ensure existing staff can't complain about a new hire since they will have had input into the decision.

GET CREATIVE.

Consider doing a day-in-the life exercise with a candidate once you've narrowed down the pool. Bring them in to talk to team members, try a few tasks, and show them the workspace before hiring them. This helps both you and the candidate think about whether they're right for the role.

BE TIMELY, AND FOLLOW-UP.

Don't wait weeks between stages in the interview to contact candidates or to make a decision. This gives them time to find employment elsewhere or could give them a bad impression of the way you treat employees. If the interview process will be lengthy, let them know ahead of time and check-in throughout the process to ensure there is ongoing communication. Follow-up with candidates even if they did not get the position to ensure they are left with a positive impression of your business.

ONBOARDING

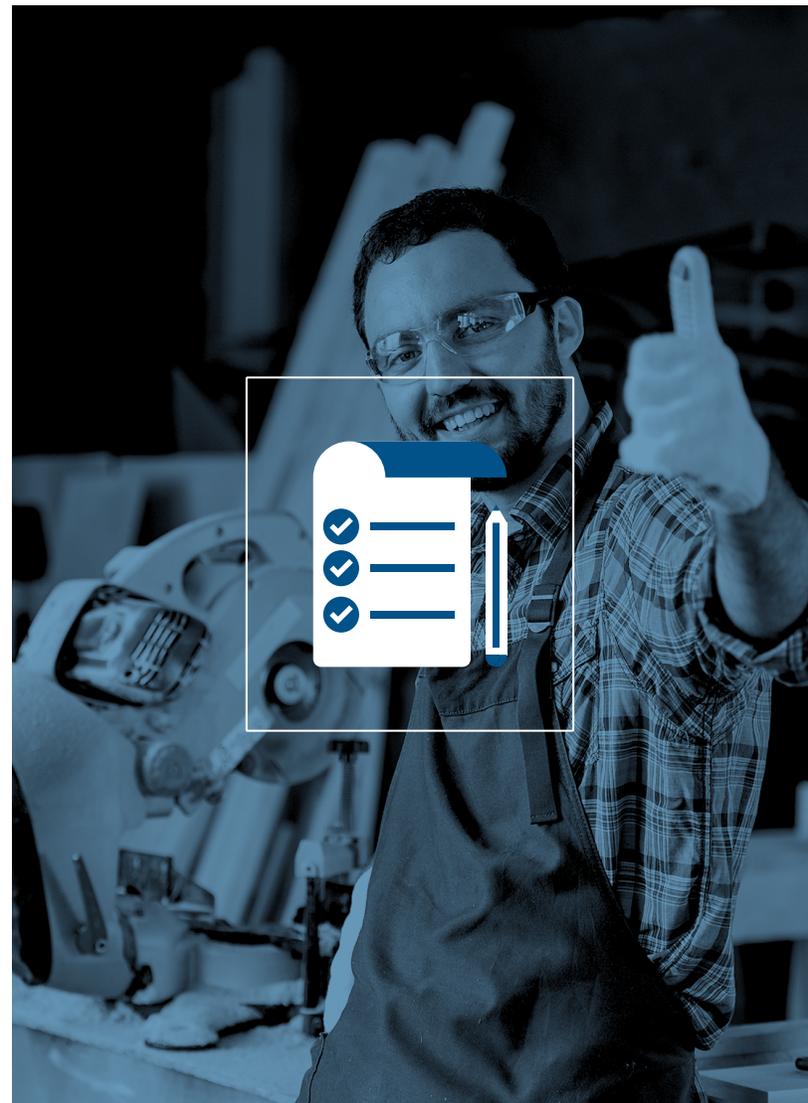
Yay, you've hired someone! Now you need to make sure they're prepared to work and you're legally prepared to employ them.

PUT TOGETHER A SOLID CONTRACT

Every employee should sign a contract and should do so before they start working. This contract needs to include their job description and compensation details as well as the legal details, which may include a non-compete agreement and/or non-disclosure agreement.

ORIENT NEW HIRES

Whether you give them a guide to read, have a conversation, or develop videos, employees need to participate in orientation to ensure they know your business vision, values, principles, rules, and policies. Additionally, make sure they are formally introduced to co-workers, customers, and other key contacts in your company. Set them up with a mentor and train them on any software or procedures specific to your business.



THERE'S A WIDE WORKFORCE OUT THERE

Newcomers. Students. Recent grads. Retirees. Persons with disabilities. This is the available workforce you don't want to ignore. Each group offers something a little different to your skilled workforce.

NEWCOMERS

53% of businesses surveyed have hired a newcomer. As a business owner, you might be wondering how a newcomer can bring value to your workplace. Businesses who have hired newcomers have had overwhelmingly positive experiences. **48%** who hired newcomers mentioned that the employees' technical skills and work experience were particularly helpful to the business, while **48%** positively mentioned newcomers' work ethic and personal attributes. Others also mentioned that newcomers are especially culturally competent and their language skills often help the business garner customers from a wider range of cultural communities.

STUDENTS

Students are the future workforce, and understanding how to integrate them into the world of work can build and develop our talent pipeline. Many secondary and post-secondary educational institutions have incorporated an experiential learning component into their programs, which presents an opportunity to host students and to allow them to learn how to apply their skills in a real and meaningful way. Students can also bring a new perspective and may have innovative approaches to solve problems, integrate technology into daily operations, or to spend dedicated time fixing a nagging problem. They are a group eager to learn and gain experience.

RECENT GRADUATES

Similar to current students, recent graduates are an eager group of the potential workforce looking to build their experience in their field of study and in the workplace. While some may not have a lot of experience, they are a group motivated to apply theories and textbook knowledge into practice.

RETIREES

Just because a worker is of retirement age does not mean that they are ready to retire! These individuals come with years of industry and occupational knowledge, which otherwise would be lost if not used in practice. Consider the value of that knowledge when training new hires or looking to develop a career progression plan. Retirees can also demonstrate their value as mentors in the workplace, presenting another opportunity to pass along industry awareness and job expertise.

PERSONS WITH DISABILITIES

Employers who have hired persons with disabilities have reported that they have increased loyalty, reliability and retention from these valuable staff. The choice to add persons with a disability to a team creates a more diversified workplace and inclusive culture. Additionally, a 2001 Statistics Canada survey showed staff retention was **72% higher** among persons with disabilities, and **50%** have a post-secondary education, meaning they are qualified to be employed in many skilled occupations as well.



LOCAL EMPLOYERS HIRED NEWCOMERS FOR THESE POSITIONS

Applications Developer	Gang Guide	Press Operators
Applications Specialist	Gasfitters	Production Supervisor
Assemblers	General Labourer	Quality Assurance Technician
Brake Press Operators	General Manager	Rehab Assistant
Branch Managers	Independent Facilitator	Servers
Controls Specialists	Industrial Sprayers	Shippers & Receivers
Cook	IT	Software Developer
Design Specialist	Machining Operators	Systems Analyst
Director of Finance	Millwright	Team Members
Dishwasher	Networking	Tellers
ECE Assistant	Nurses	Tutor
Engineer	Packing Line Staff	Visitor Services
Finance Manager	Powder Coating Applicators	Welders

ATTRACTING FUTURE EMPLOYEES WITH EXPERIENTIAL LEARNING

Do people in the community, including your future workforce, know what you're up to? Experiential learning can include any of the following (*and more!*):

- APPRENTICESHIP
- CAREER PRESENTATIONS
- HIGH SCHOOL CO-OPERATIVE EDUCATION
- INTERNSHIP PLACEMENTS (PAID OR UNPAID)
- JOB SHADOWING
- MENTORSHIPS
- POST-SECONDARY CO-OPERATIVE EDUCATION TOURS
- VOLUNTEER PLACEMENTS



77% of businesses have offered these opportunities, and 36% have hired someone who has taken part in one with their business. Here's a few ways employers have said experiential learning has benefited their business:

"It's a tool to get talent before others."

"At peak periods, it is very helpful... the format is flexible too."

"Since we didn't have funding, our intern provided a lot of needed background support."

"Students offer a fresh outlook and different energy level. Our students have been extraordinarily gifted, equipped, and ready to work."

"It was great to have students to do special projects like market research. They offer thought leadership."

"Placements bring new ideas and an opportunity for staff to teach other people. They are excitable and curious with a mixed bag of experience."

"We are planting seeds for future employment opportunities. It gives us greater exposure in the community."

"They get our company culture and we know what to expect when we hire them."

If you're not quite sure how to get started, check out our experiential learning hub at workforcewindsorsex.com/resources/experiential-learning-hub/

LABOUR MARKET INFORMATION

GROWING YOUR WORKFORCE WITH LABOUR MARKET INFORMATION!

Labour market information (LMI) is any data related to employment and the workforce. Whether it's demographics statistics, wage data, labour supply information, or any of the wealth of information that's out there, this information can help you make informed workforce planning decisions. Where can you get it? From Statistics Canada, the Job Bank, and of course, Workforce WindsorEssex. The case studies shared here demonstrate how LMI can be used to support decision-making in the workplace.

DEMOGRAPHICS

Demographics data is any information related to the population and the groups within it. This includes information on the population's age, gender, income, dwellings, ethnicity, religion, language, and employment. This data can be used in a variety of ways to plan your workforce. For example, you may want to make sure

your workforce reflects the diversity of the community, and this information will help you explore exactly what the characteristics of people in the community are. Or, you may find many people in the community speak a language other than English or French, so you plan to hire someone who also speaks that language to increase accessibility and ease of access for customers.

CASE STUDY: DZ Limited is a company of 700 workers. It recently began a review of its workforce by surveying employees to collect information about their age groups, gender, and ethnic backgrounds. After reviewing its data, DZ Limited found it had a good spread of workers in different age groups and an ethnically diverse workforce, but 72% of its employees were males. DZ Limited decides to contact Workforce WindsorEssex to see why this might be and how they can increase their female employees. As DZ Limited employs many millwrights and machinists, Workforce WindsorEssex looks at apprenticeship data to discover less than 20 of all millwright apprentices in Ontario are female, and only 63 machinist apprentices in Ontario are female. As a community leader, DZ Limited works with a local community organization focused on women's skill-building to develop a training program aimed at moving more women into these trades, and within a year, DZ Limited is able to take on 10 female machinists and 3 female millwrights, moving toward better gender diversity in its ranks.

WAGE

We all know how important wage can be for attracting and retaining great employees. When considering what to offer a new employee or the right amount for a raise, knowing what other businesses in the industry are paying is useful. Workforce WindsorEssex can provide you with 10th, 25th, median, 75th, and 90th percentile local wage data to help you make compensation decisions.

CASE STUDY: Anna works for Gregg Greenhouses as a Greenhouse Crew Leader and has been there for one year after leaving another greenhouse. Her starting salary was \$18.10/hour, and management feels she has been working extremely hard and deserves a raise. While they do not use a structured pay scale, they want to make sure her raise reflects both her work ethic and the labour market rate for her experience. They contact Workforce WindsorEssex and are provided with the following wage information for welders in Windsor-Essex:

NOC Code	10 th Pct. Wage 2016	25 th Pct. Wage 2016	Median Wage 2016	75 th Pct. Wage 2016	90 th Pct. Wage 2016
8255 Contractors and supervisors, landscaping, grounds maintenance and horticulture services	\$15.51	\$17.58	\$21.72	\$25.86	\$31.03

Looking at this table, they determine they want to give Anna a raise of **\$1.50/hour** to **\$19.60**, with a plan to increase her wage by **\$1.00/hour** every other year after if she continues to show the same work ethic. This means they will pay Anna slightly higher than **25%** of other local greenhouse supervisors, and will leave room for her to move toward the median wage and eventually the 90th percentile wage as she gains more experience and seniority in the company.



LABOUR SUPPLY AND INDUSTRY TRENDS

Do you know how many people are graduating from a program you pull candidates from? Is an occupation you're hiring for considered "*hard-to-fill*"? Is the industry's workforce projected to grow or shrink in the future? Do you need to hire someone with a post-secondary education? Questions like these can help you prepare to hire from the available labour force, since knowing whether the labour force is able to meet your workforce needs and the current state of the industry can help you adapt your hiring strategies and training programs.

CASE STUDY: DataBricks has been having a hard time finding a senior web developer and isn't quite sure why. DataBricks knows Workforce WindsorEssex might be able to provide some insight, so they get in touch. Workforce WindsorEssex finds that 40 students graduated from the local web development program in the last year, and there were 45 job postings for web developers in the last year. Additionally, there were only **147 people** working as web developers in Windsor-Essex in 2016. Evidently, there is fierce competition for web developers as there is a small supply of them locally, and most are likely junior developers. Using this information, DataBricks realizes it should look outside the region for talent and that it will likely need to pay more for a senior developer. Additionally, it commits to starting a rigorous training program for its current developers to move them into senior positions more quickly.



RETAIN AND GAIN

At the core of a happy, driven, and dedicated workforce are feelings. Cultivating an environment and organizational culture of support, happiness, teamwork, growth, and recognition matters.

RETENTION

40% of small businesses surveyed are facing challenges in retention, with almost half of these businesses concerned that they can't quite pay what their competitors can. What really matters to employees though? As a business, you can create an environment that your employees value even if you might be limited in your ability to pay more or offer flexible hours or give employees exciting projects to work on, to name a few. This section will offer a variety of strategies to increase retention in your business, and as a business, you can pick and choose what might work best for your workplace and workforce.

SUPPORT YOUR TEAM

When an employee comes to you with a difficult situation, what do you do? What would the employer of choice do? There are systems you can put in place to prevent difficult situations, and there are ways to address those that can't be prevented.

CREATE A COMFORTABLE WORK ENVIRONMENT

Is your workspace clean?

Have a regular cleaning schedule or service in place to ensure this.

Is your workspace designed for comfort?

Ask employees if their chair is comfortable, if the lights are too bright, etc. and make adjustments as needed.

Are employees able to focus on their work?

If the office is too noisy or most employees find it too hot or cold, they may not be as productive as they could be.

HAVE AN OPEN-DOOR POLICY

Do employees feel comfortable coming to you with issues?

Foster positive emotional connections with employees by asking caring questions such as "How are you feeling? Any wins this week?" or "Are you facing any challenges you need support with right now? What could we do to help?"

Is hierarchy causing poor management-worker relationships?

When hiring management, make sure they're friendly and have an open communication style with employees, or you might find employees headed for the door.

BUILD A WORRY-FREE ATMOSPHERE

Are your employees allowed to fail?

Encourage effort and initiative, or you'll find workers become stagnant and frustrated in their roles.

Do you do your best to accommodate employees?

Let employees indicate shift preferences

Don't be too strict (as in to the minute) with an attendance policy – a good employee who is a minute late every day is better than a bad employee who is always on time.

Have a plan in place to allow for personal emergency flexibility.

Consider giving 2 paid hours a month for appointments.

SET STANDARDS AND IMPLEMENT PROCESSES

Have systems in place so there is no confusion for employees. This does not mean restrictive systems with no flexibility, but rather, systems that lay out expectations and guidance on what can be done in a tough situation. Think about if employees would know what to do if a conflict arises or they need to leave work immediately for an emergency.

THE PERKS MATTER

Sometimes it's the small and often very affordable things that keep your employees happy. If you can reasonably offer a perk, your employees will thank you for it.

FLEXIBLE WORKING ARRANGEMENTS

Has an employee asked to work from 10 to 6 instead of 9 to 5? Do they want to come and go as they please? If you have the ability to let employees make their own schedules, trust them to do this, and you will reap the benefits.

Make a mobile workforce, so employees are set up to work from anywhere, whether that's their home, a café, or a whole different country.

The Society for Human Resource Management's 2014 Workplace Flexibility Survey indicated 26% of respondents reported employees' productivity increasing with telecommuting arrangements, and 32% reporting a decrease in absenteeism.

PERFORMANCE BONUS

What better way to motivate employees than a bonus? If the company is doing well because the employees are doing well, it's a win-win.

KEEP THE FOOD COMING

A fully stocked fridge with free snacks and drinks keeps employees energized throughout the day, and they'll spend less time going on coffee and snack runs.

GAMES ROOM

Give employees an easy way to unwind on breaks and spark a little friendly competition with each other with a games room, whether it has an Xbox, foosball, or old-fashioned Monopoly!



iDream Interactive has its own take on the 4-day work week – “We work an extra hour Monday - Thursday and take every second Friday off. The Friday we work, we leave an hour early. It's been a great experiment and the team loves it. “

A FOUR-DAY WORK WEEK

Everyone works an extra hour or two each day and gets a three-day weekend.

In the Society for Human Resource Management's 2014 Workplace Flexibility Survey, **61%** of HR professionals said a compressed work week was “very successful”.

NO DRESS CODE

According to a **OnePoll study** of 2000 UK adults, 61% say a dress code has no positive impact on their happiness or performance at work, so letting everyone dress a little more casual likely won't do any harm.

Reverse the code and try what works for AirBnB: FORMAL FRIDAYS!

FOSTER A TEAM ENVIRONMENT

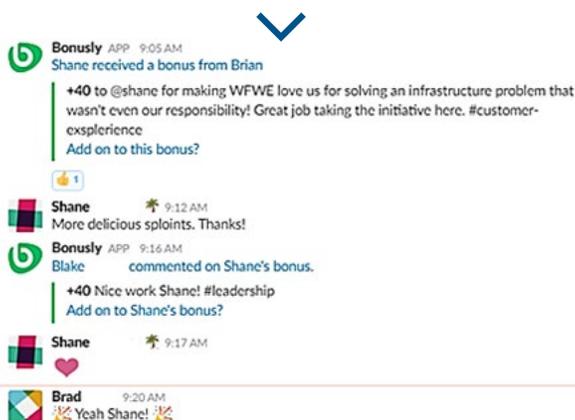
Your team, working as a team, is your greatest asset. Having a “work family” can dramatically increase employee retention. A **2014 Globoforce study** found 62% of employees with one to five work friends said they would reject a job offer and almost 50% love their company compared to only 24% with no workplace friends. Foster friendships, foster retention.

MAKE EMPLOYEES FEEL WELCOME FROM THE START

A welcome committee to plan a lunch for new employees, set up their work station, and give a few welcome gifts (branded t-shirt, mug, etc.) immediately gets new employees into the team spirit.

ENGAGE IN A LITTLE FRIENDLY COMPETITION

Splice Digital runs a micro-bonus incentive program using Bonusly. Each month employees get 200 Splice Digital points that are pegged to a dollar value (ex: 10 points = \$1). They award these points to other staff through the Bonusly website or slack integration. Here's an example: When an employee gets enough points, they can redeem through the Bonusly site through a custom catalogue of rewards defined by the employer. Splice Digital has rewards like “The Gamer” for a free xbox and “The Slacker” for a paid day off. This is a great way to build positive team member-to-team member recognition.



MMM, FOOD

Connecting over a meal is one of the easiest ways to build team rapport. Bring in a lunch, do a BBQ, throw a potluck. Enjoy eating, together.

Use the Windsor-Essex County Health Unit's “**Meet Smart**” and “**Meet Smart: Spice Up Your Meetings**” guides to help plan and host healthy and inclusive meetings for your staff that take everyone's dietary needs into account

GET OUT OF THE OFFICE

Catch a Detroit Tigers game, do a night of bowling, or have a pool party, and perhaps even form a social committee to get these things going regularly.

Brave Control Solutions gives \$200 toward a social activity if 5 people say yes to it!

VOLUNTEER AS A TEAM

Help build a great community while you build your team. There are many community causes to get involved in. United Way's **Days of Caring** one-day projects are an easy way to make a meaningful difference.

HOLD STAFF MEETINGS

Make it regular and make sure everyone can attend. Sometimes, it can be hard to get everyone in one place at once, but this is important to ensure everyone has a chance to participate and collaborate as a team.

Ask questions like “What went well or didn't go well this week?” and set clear meeting objectives beforehand

INVEST IN YOUR EMPLOYEES

CROSS-TRAIN EMPLOYEES

This helps employees be prepared to work in multiple roles and gives them a broader understanding of the whole business. It's especially useful for helping fill in for unexpected (or expected) prolonged absences.

PAY A LIVING WAGE

In 2015, this was calculated as **\$14.15/hour** without benefits and **\$13.10/hour** with benefits in Windsor-Essex. This helps employees be happier and healthier as it decreases the financial and emotional stress of low-wage positions. To find out more, visit www.ontariolivingwage.ca/what_is_the_living_wage

BENEFITS ARE BENEFICIAL

Health benefits

The good health of your employees means less absenteeism and less turnover. Health benefits can include a prescription drug plan, dental, eye care, chiropractor, massage, nutrition, and any other wellness benefits.

Paid time off

Whether it's vacation, sick days, or personal days, striking a work-life balance is essential to helping your employees recharge and be productive while they're at work (*and stop a pesky bug from spreading through the office!*)

Retirement plan

Employees will invest in you if you invest in their future.

CAREER AND SUCCESSION PLANNING

People want to know they can grow within your business. Give them a clear map of what positions they might grow to, how long it will take, and how they can get there so they can envision the long-term with your business.

CONTINUOUS LEARNING

Whether it's in-house or out-of-house, help your employees help you by giving them opportunities for continuous learning. Workshops, online training, massive open online courses (MOOC's) through platforms like EdX or Udacity, tuition-reimbursement, and conferences are all great ways to ensure your employees feel they are supported and enabled by your business to advance personally and professionally.

Canada-Ontario Job Grant (COJG) is an opportunity to get up to \$10,000 to do some upskilling for your employees with only a 1/3 contribution from you.

PROVIDE THE TOOLS FOR SUCCESS

Do you expect your workers to wear a uniform? Do they need a specific software to do their work? Make sure you're purchasing what your employees need so they can focus on getting the job done with as few worries as possible, and listen when they tell you they need something. It's an investment in efficiency and quality.

IMPLEMENT A WORKPLACE WELLNESS PROGRAM

The Windsor-Essex County Health Unit (WECHU) can help you ensure you're promoting and supporting healthy lifestyles for all of your employees so they're more energized and happy at work. You can find free policy templates, health resources, webinars, and online challenges at www.wechu.org/professionals/workplace-health-programs

Get recognized as a healthy workplace through WECHU's Gord Smith Healthy Workplace Awards by supporting a comprehensive approach to wellness for employees, but also their family members and retirees

HEAR & RECOGNIZE YOUR EMPLOYEES

LET EMPLOYEES PITCH PROJECT AND WORKPLACE IDEAS

The best ideas can come from the boots on the ground. They experience the day-to-day business. An open ear from management could result in the next best project or workplace improvement.

Each Monday, Hawkins and Co. Accounting holds an innovation meeting to brainstorm how to solve one problem, big or small

ENSURE YOUR EMPLOYEES KNOW WHAT'S EXPECTED OF THEM

There's nothing worse than a confused employee who doesn't know what they should know or what they should be doing. Consider sending a weekly priorities email to employees or using a project management tool like Zoho or Basecamp.

CONDUCT REGULAR EMPLOYEE SURVEYS

Want to know what your employees think and feel? Survey them. By keeping feedback anonymous, employees will feel more comfortable telling you what they really think, and you can make improvements based on unreserved feedback.

RECOGNIZE WHEN EMPLOYEES ARE AWESOME

Consider a perfect attendance award and reward to decrease absenteeism.

Notice an employee going above and beyond? Have small gift certificates on hand to let employees know you notice and appreciate what they're doing.

Praise employees spontaneously and frequently for efforts, not just achievements; a few kind words can go a long way.

FORM AN EMPLOYEE COMMITTEE

Bring employee representatives together to talk about common issues and challenges and bring this to management. This helps employees feel heard without the nervousness of bringing a problem to you individually, and it gives you a chance to address issues you may not know about before they become a big problem.



TEAM BUILDING IN WINDSOR-ESSEX

Team-building can involve any activity to build social cohesion amongst your team members, enabling them to work better as a team within your business. While you can always do an activity at your workplace, there's also so many local options to get your team out of the workplace and into our community.

FOOD ADVENTURE

 *Anywhere you want!*

In August, the Workforce team embarked on our own team-building activity! We piled into a few cars and headed out to the county for the day, stopping at Dalhousie Bistro for coffee and a small breakfast, Serenity Lavendar for a little shopping and relaxation, Mettawas Station for a delicious lunch, Lakeside Bakery for some tasty treats, and Lee and Maria's for some fresh groceries. We had an absolute blast and would recommend a self-guided food tour like this to any team who loves to eat!

Phone: 226-674-3220 (*for more details on our adventure*)

EXODUS ESCAPE ROOMS

 203-1501 Howard Ave, Windsor

Have a team that needs a challenge? Try putting them into an escape room where they'll discover clues, solve puzzles, and open locks as a team to (hopefully) lead to their escape!

Phone: 226-393-1829

www.exoduswindsor.com

CORPORATE CHALLENGE

Happening once a year in June, the Corporate Challenge helps your team give back. This one-day FUNraiser supports a charity through a day of fun team events and team pledging, with 50+ companies in Windsor competing each year.

Email: info@windsorcorporatechallenge.com

www.windsorcorporatechallenge.com

COTTAGE DAY

 *Anywhere you want!*

With lakes surrounding Windsor-Essex, take a day to enjoy the beautiful outdoors and rent a cottage with your team. Check out a website like Cottages in Canada or VRBO to find a size that works for your team, then spend the day at the lake, BBQing, playing games, and soaking up the sun.

www.cottagesinCanada.com

www.vrbo.com

POINT PELEE

 1118 Point Pelee Drive, Leamington

Take a walk along the scenic boardwalk, rent some bikes for a cross-park ride, or take a guided canoe trip through the marshlands for a truly Canadian team-building activity. The new oTENTik half-cabin, half-tent accommodations are a great choice for an overnight retreat.

Phone: 519-322-2365

www.pc.gc.ca/en/pn-np/on/pelee

SILVER TEE GOLF AND VIRTUAL GAMING CENTRE

 1360 Highway #3, Tecumseh

Hit a few rounds of (mini) golf, simulate Zombie dodgeball, and share a few slices of pizza. For teams who love a little competition.

Phone: 519-966-4911

www.silverteegolf.com

URBAN SURF CO.

 55 E Pike Creek Rd, Windsor

Paddle into beautiful Lake St. Clair, whether by paddleboard, kayak, or canoe! This a wonderful summer activity to get the team into the fresh air and push some physical fitness limits.

Phone: 519-790-8017

www.urbansurf.ca

POTTERY AND PALETTES

 13458 Tecumseh Rd Ed, Tecumseh

For a more relaxing team activity, help your team get the creativity flowing and organize a painting workshop. Everyone will get to take a home a unique piece of art that they will (maybe) proudly display at home or at the office.

Phone: 519-979-0202

www.potteryandpalettesartstudio.com

THE TWISTED APRON

 1833 Wyandotte Street East, Windsor

For the culinary-minded team, get together for a few hours to cook up a custom-designed, multiple course meal or creatively compete to cook the best meals with everyday items, until only one team is left standing. Everyone wins when everyone eats.

Phone: 519-256-2665

www.thetwistedapron.com

PICK YOUR PLATE

 Essex County

Who doesn't like to eat a yummy fruit or veggie picked straight from the source? Each season, discover something new to pick with your team, whether it's apples from Abbruzzese Farms, pumpkins from Allsop Farm, or strawberries from McLeod Farms. If your team is feeling ambitious, follow-up with some seasonal baking using your fresh-picked ingredients.

visitwindsoresex.com/culinary-wineries/farm-to-table/pick-your-own-farms

ADDITIONAL COMMUNITY RESOURCES

WORKFORCE WINDSOR/ESSEX

WEsearch Tool

This online wayfinding tool can be utilized by employers to find Government funding programs, wages incentives and subsidies, opportunities for training, and supports for recruiting. By answering a few questions, the user can get to a local program or service that is most relevant to them.

Job Fair Guide for Employers

Ever considered attending a job fair? Our job fair guide for employers should be the first thing employers reach for to ensure that they are prepared and get the most out of this recruitment opportunity.

WEskills

WEskills is a free resume search and job posting send-out service (*to over 1,000 people!*) provided by Workforce WindsorEssex. Call us at **226-674-3220** to learn more or email info@workforcewindsorsex.com

SMALL BUSINESS CENTRE

The Entrepreneur's Guide to Hiring Employees

A resource for those who are new to hiring employees, taking into account things like payroll, workplace safety, and hiring subsidies.

Services and information

The centre offers a variety of supports including consultation, business plan support, research assistance, workshops, and mentoring

EMPLOYMENT SERVICE PROVIDERS

There are a number of both public and private employment service organizations in Windsor and Essex County. They offer a range of services and have direct contact with job seekers, should recruiting be an ongoing challenge.

To find local government-supported employment service providers, visit feats.findhelp.ca/eng/search.html

GOVERNMENT OF CANADA

Employee or Self-employed?

Not quite sure whether you need to employ someone or use a contractor? Confused about the employment status of someone who works for you? Read this for guidance.

CANADA BUSINESS NETWORK

Program Search

Look for employer support programs including funding, directories, guides, and services.



