



# Talent Attraction, Development, and Retention for Windsor–Essex’s EV Sector

Effective mentorship programs and knowledge sharing established in a workplace can positively contribute to employee development, organizational success, and a positive workplace culture. They represent strategies that can pay off with increased productivity, employee engagement, and long-term organizational resilience. In a growing EV sector where there is increasing levels of competition for experienced talent with specific skill sets, mentorship programs and knowledge sharing can solidify employee retention and make organizations more adaptable to ongoing changes. Mentorships and knowledge sharing can also help with succession planning for employers dealing with aging workforces.

## How to Create An Internal Mentorship Program

### 1. Encourage Participation

- Mentorships should be encouraged but also voluntary. Making mentorship programs voluntary will ensure that participation is genuinely out of interest and commitment. You do not want to force unwilling employees to enter mentorships.
- It is important to showcase the benefits of engaging in mentorship so that interested employees volunteer.
- It is important for senior employees to participate in the program to show their buy-in and support of the overall process.

### 2. Develop Guidelines and Expectations

- Establish a formal mentorship program between employees with defined roles and responsibilities.
- Guidelines for a mentorship program should be outlined before a mentorship is formed, allowing participating employees to be aware of desired outcomes, expectations, and reporting progress to management.
- Organizational mentorship guidelines should be developed to outline program details, expectations, and best practices.

### 3. Train Your Mentors

- If possible, provide training for mentors to enhance mentorship capabilities, such as effective communication and coaching skills.
- Employers can look to organizations in the Windsor-Essex region that offer this type of training for their employees, such as [University of Windsor Continuing Education](#) or [St. Clair College Corporate & Professional Training](#).

### 4. Have Regular Check-ins

- Regular check-ins should be scheduled with mentors and mentees to discuss progress and address any identified issues and challenges.
- Always collect feedback from mentors and mentees for continuous improvement purposes.
- Effective mentorships will integrate continuous improvement and learning into daily tasks so that the completion of work is not put at risk in mentorship programs.

## 5. Match Based on Goals

- Mentorships should be aligned based on specific goals and areas of expertise whenever possible.
- Mentees can be provided with an option to request a specific mentor they would like to learn from, including reasons why and specific skills or experience they would like to learn.

## 6. Use Technology

- The use of technology and digital platforms can help facilitate virtual mentorship.
- Messages or recordings can be left for mentors/mentees in between meetings.
- Some platforms to use include Slack, Microsoft Teams, Zoom, Drop Box, Google Meet.

## 7. Provide Incentives

- Mentors and mentees should be recognized and rewarded by employers with the introduction of recognition programs or incentives for participants.

# Knowledge Sharing in the Workplace

## 1. Find Your Experts

- Identify employees with valuable expertise and knowledge. Specify which skills or knowledge you would like them to share with other employees.
- You should prioritize experience or skills that have been gained working at your company and may be difficult to build outside of your organization.
- Consider external experts to share insights and experiences.

## 2. Create Open Communication

- Employers should create a working environment where employees feel comfortable sharing knowledge and seeking guidance to organically promote active knowledge sharing, in addition to creating more formal processes.
- This can be achieved by promoting open communication between employees, which will help facilitate knowledge exchange.
- Organize events that promote knowledge sharing, such as workshops and seminars.

## 3. Go Across Departments

- Knowledge sharing techniques should not remain siloed.
- Cross-department knowledge sharing is extremely important to promote and facilitate exchange of diverse perspectives and expertise.
- When possible, opportunities should be created for employees to work on cross-functional projects.

## 4. Save Your Knowledge

- Create a central repository (physical or virtual) for knowledge sharing materials accessible to all employees.
- Make sure this repository is regularly tracked and updated and that backups are made.



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## Managing a Multi-Generational Workforce

There are currently up to four generations active in the workplace.

- Baby boomers (born 1946 – 1964)
- Generation X (born 1965 – 1980)
- Millennials (born 1981 – 2000)
- Generation Z (born 2001 – 2020)

Each of these generations possesses unique personality traits and values. It is important for employers to understand differences that are part of generational identities but must also keep in mind that these groups cannot be generalized. Each generation has diverse perspectives, experiences, and skills that they bring to the workplace and it is crucial for employers to understand their workforce from a multi-generational viewpoint. Gaining a understanding of what each generation brings to the table at an organization will allow for improved collaboration, employee engagement, talent retention, adaptability, enhanced communication, effective knowledge transfer, and a more inclusive work environment.

### 1. Understand Generational Differences

- Research and Awareness: Become familiar with characteristics, preferences, and communication styles of different generations. This knowledge can be attained through the creation and use of a survey for employees that allows them to identify how they work. Survey results can be analyzed by employers to customize work strategies based on the makeup of their organization’s workforce.
- Avoid Stereotypes: Treat all individuals uniquely – not everyone from a specific generation always fits the same mold.

### 2. Promote Inclusive Communication

- Diverse Communication Channels: Different generations may have their own preferences for means of communication. Employers should implement a healthy mix of in-person meetings, emails, instant messaging, and other collaboration tools. They can narrow down which communication channels they use by gathering feedback from staff on which channels they prefer to limit experimentation.
- Clarify Expectations: Expectations should be clear to avoid any misunderstandings. Open dialogue should be encouraged, and feedback should be given consistently. Employers should establish both formal and informal opportunities for employees to provide feedback, such as setting reoccurring meetings with staff and providing open doors hours in their schedule for employees to have a chance to provide feedback.

### 3. Provide Flexible Work Arrangements

- Flexible Schedules: Employers can accommodate different generational lifestyle needs by offering flexible work hours or remote work options where possible. This can benefit employees in many ways, including providing support to those with childcare or caregiving needs.

#### **4. Adapt To Technology**

- There are many forms of technology that can help facilitate remote collaboration and accommodate varying levels of tech-savviness among team members. Some examples of these technologies include but are not limited to:
  - Video Conferencing Platforms: Zoom, Microsoft Teams, WhatsApp.
  - Communication and Messaging Apps: Slack, Microsoft Teams, WhatsApp.
  - Project Management Tools: Trello, Asana, Jira, ClickUp.
  - Cloud Storage and File Sharing: Google Drive, Dropbox, OneDrive.
  - Collaborative Document Editing: Google Workspace, Microsoft 365.
  - Virtual Whiteboards: Miro, MURAL, Canva.

#### **5. Create a Mentoring Program**

- Employers can create mentorship programs to pair employees from different generations to promote knowledge sharing, skill development, and help to build a sense of camaraderie in the workplace.
  - The [Windsor-Essex Small Business & Entrepreneurship Centre](#) provides training, support, and professional advice for operating businesses.
  - Employers can use [Workforce WindsorEssex's WEsearch](#) tool to find programs that support businesses with these types of initiatives.
  - A good example of a mentorship program is the [City of Windsor's W.E.R.E.C.E. Mentorship Program](#). This program can be used as a template for employers in the EV sector to adapt their own programs.
- Younger employees can also effectively mentor older employees, especially with areas like technology and digital trends.

#### **6. Recognition and Rewards**

- Tailored Recognition: Acknowledgements and rewards should be delivered in ways that different generations appreciate. For example, some may value public recognition, while others may prefer private recognition. This can also differ depending on the individual, not necessarily what generation they belong to.
  - Recognition can be offered in tangible forms depending on employee preferences, such as gift cards, plaques, professional development opportunities, tech accessories and gadgets and more.
- Flexible Benefits: A range of benefits should be offered to employees to cater to various life stages and preferences, such as wellness programs, professional development, or flexible spending accounts.

#### **7. Promote Team Building**

- Activities should be organized to promote teamwork. Events should be considered based on diverse interests and preferences.
  - Events can be as simple as team lunches in the office or organized team building events outside of the office or office hours. The type of team building activity chosen should be based on the preferences of your employees.
- Employers should always embrace and celebrate diversity within their workforce and learn to appreciate the unique perspectives each generation brings to the table.

#### **8. Provide Continuous Learning Opportunities**

- Training and Development: Offer training programs that appeal to different learning styles. For example, older employees may prefer more traditional methods and younger employees may prefer digital and/or interactive learning.
  - There are numerous organizations in Windsor-Essex that can accommodate customized needs of businesses for training and development. The [University of Windsor Continuing Education](#) offers workplace training and custom corporate offerings, which can be delivered online, in-person, or in a hybrid format. St. Clair College and the Windsor-Essex Small Business & Entrepreneurship Centre also offer a variety of corporate and professional training options for businesses in the region.

- Encourage Cross-Generational Learning: Employers can host knowledge sharing sessions where employees from different generations can share expertise and learn from one another.
  - This can also be an opportunity for more senior employees to provide mentorship and knowledge transfer to newer employees about their experience and skills they have developed working at the organization.

## 9. Foster a Culture of Respect

- All individuals' contributions should be valued, regardless of their age. This can be accommodated by creating an open-minded and inclusive culture.
- Always be aware of potential age-related biases and stereotypes. Environments should be created where employees are judged based on their skills, expertise, and contributions.
  - Common workforce procedures where biases can often present themselves include hiring and recruitment, promotions and advancements, training and development, team dynamics, layoffs and workforce reductions, workplace policies, performance evaluations, workplace culture, technology implementation and adoption, and access to opportunities.

## 10. Regularly Evaluate and Adjust Strategies

- Regular feedback mechanisms should be established to gauge the effectiveness of your strategies. Adjustments can be made based on changing needs and dynamics of your multigenerational workforce.
- Feedback can be collected through scheduled check-ins with employees, surveys, focus groups, suggestion boxes, exit interviews, performance reviews, through digital platforms, and social media or other collaboration tools. There should always be methods for employees to give anonymous feedback, as well.

## 11. Lead by Example

- Employers should always embrace diversity and actively participate in cross-generational initiatives that foster a culture of collaboration.
- Leadership Training can be found at the following organizations in Windsor-Essex: [University of Windsor Applied Leadership Program](#), [The Knowledge Academy Leadership Training](#), [Dale Carnegie Leadership Training for Managers](#), and [Calculated Decisions Software Development, Training – Leadership](#).



# Talent Attraction, Development, and Retention for Windsor–Essex’s EV Sector

Tailoring job postings to current jobseekers is essential for attracting the right type of talent. Making sure your job posting appeals to today’s job seeker will allow your organization to attract the right candidates with desired experience and skill sets. When jobseekers have a clear understanding of a role and its expectations, they can make more informed decisions about whether to apply. This will help make the recruitment process more efficient for employers by reducing the likelihood of unqualified candidates applying and increases the chance of finding candidates that meet your accurate expectations. Outdated or poorly crafted job postings also may create a negative impression about your organization and decrease your chances of finding high quality candidates. In an EV sector job market that is becoming increasingly competitive, it is key for employers to ensure they are addressing and improving their job posting creation process.

## Creating an Effective Job Posting

### 1. Job Title

- Be clear, concise, and accurate with job titles. Employers can learn what other organizations are using in their job postings with a quick scan of job boards.
- Using simple terminology will allow candidates to find the job postings more easily when searching for jobs.
  - For example, “Battery Technician” instead of “Senior Battery Module Technician”

### 2. Company Overview

- Include a brief and concise description of your company, its mission, and values.
- Highlight any unique aspects that make your company an attractive place to work.

### 3. Job Description

- Job descriptions should include a brief summary, key responsibilities, required and preferred qualifications, and skills.
  - Summary: Provide a brief overview of the role, who the position reports to, and its primary responsibilities.
  - Key responsibilities: Clearly outline the day-to-day tasks and duties the candidate will be responsible for. Use bullet points for easy readability. Prioritize the most critical responsibilities.
  - Required and preferred qualifications: List all essential qualifications required for the role (ex. Education, experience, skills). List preferred qualifications that would make the candidate stand out in their application. Be sure not to include a wish list of skillsets in the required qualifications, but rather the base level qualifications and additional skills sought in the ‘preferred’ section. You may limit the number of applications you receive if the requirements list is too exclusive.
  - Skills: Detail the specific skills necessary for success in the role. Mention any specific tools or technologies the candidate should be familiar with.

#### **4. Company Culture**

- It is beneficial for employers to include insight into company culture and the work environment. They can describe the values and characteristics that are important for success within their team.
- A good way to promote your company's culture and inclusivity through a job post is to mention any recognition programs or workplace incentives your organization offers to its current employees. These programs could include free company lunches, team events, funded professional development, and more.

#### **5. Compensation and Benefits**

- Job postings will be more attractive to potential candidates if they outline any benefits offered by an employer.
  - Outline the benefits the company offers (ex. Health insurance, flexible hours, professional development opportunities, etc.)
  - You may also want to mention any unique perks or incentives that may be unique to your own organization and not typically offered at other organizations in your industry.
- It is important for employers to include expected wage ranges for roles in job postings. This will avoid wasting time on candidates who have applied to a job posting but may pull out of the hiring process later when they are presented with an expected wage range or salary.

#### **6. Application Process**

- Provide clear instructions about how candidates should apply and specify any required documents (ex. Resume, cover letter, proof of certifications).
- Make sure to include a deadline to apply.
- Employers will also want to include contact information to provide a point of contact for questions or additional information. This includes an email address or phone number candidates can reach out to that is actively monitored.

#### **7. Additional Tips**

- Always use inclusive language to attract a diverse range of candidates and avoid the use of biased language that may discourage certain groups from applying.
- Use relevant keywords that will help enhance the visibility of your job posting in online searches.
- Use company branding to your advantage – it makes the posting more recognizable, appealing, and professional.
- Employers should utilize different means to disseminate their job postings to ensure they are reaching as many qualified candidates as possible. This includes the use of a variety of job boards, social media outlets, and connecting with organizations like post-secondary alumni groups, employment service providers, and professional certification occupation groups.



# Talent Attraction, Development, and Retention for Windsor–Essex’s EV Sector

The labour force in Windsor-Essex includes a large percentage of highly skilled and qualified newcomers and immigrants. One in four Windsor-Essex residents is an immigrant and over 15,000 newcomers settled in the region between 2016 and 2021. In Windsor-Essex, 44,330 immigrants and newcomers possess a post-secondary degree from a university or college. Many of these individuals possess a diploma or degree in a field that is suitable for a career in the EV sector. Welcoming and integrating immigrants into the workplace is a strategic move for employers to build a diverse, inclusive, and talented workforce. This resource provides employers with insights and strategies to effectively recruit and support immigrants and newcomers in Windsor-Essex’s EV sector.

## How to Improve Recruitment and Support of Immigrants and Newcomers in the Workplace

### RECRUITMENT

#### 1. Networking and Community Engagement

- Attend career fairs, community events, and networking sessions to meet potential candidates. The University of Windsor and St. Clair College host annual career fairs for different faculties, many of which will be attended by international students looking for employment. Employers can connect with the [University of Windsor Career Development & Experiential Learning Department](#) and [St. Clair College Career Services](#) for more information on career fair participation.
- Build partnerships with local immigrant organizations. There are many local organizations that seek to build connections with newcomers and employers. Below is a list of local organizations that employers can connect with to network more effectively with newcomers and immigrants:
  - [UHC Hub of Opportunities](#)
  - [Multicultural Council of Windsor & Essex County \(MCC\)](#)
  - [YMCA of Southwestern Ontario](#)
  - [Women’s Enterprise Skills Training \(WEST\) of Windsor](#)
  - [New Canadians’ Centre of Excellence \(NCCE\)](#)
  - [Windsor Women Working With Immigrant Women \(W5\)](#)
  - [South Essex Community Council \(SECC\)](#)
  - [Windsor-Essex Local Immigration Partnership](#)

#### 2. Develop Inclusive Job Postings

- Use inclusive language and avoid potential bias in job descriptions.
- Clearly communicate your commitment to diversity in recruitment materials. Organizations that have clearly stated commitments to diversity will be more attractive to top talent from newcomer and immigrant jobseekers.



- Seek out those that have previous experience that matches what your needs, regardless of the country they worked in. Employers are no longer permitted to include “Canadian work experience” as a requirement for hiring in job postings.

## **ONBOARDING**

### **3. Provide Accessible Information**

- Provide written materials in multiple languages. The organizations listed above can support with on-site onboarding and orientation sessions and paperwork as needed. [ChatGPT](#) can also be an effective resource for quick and free translation of materials and offers translation for a wide range of languages.
- Ensure that essential information is accessible and easily understood by all employees.

### **4. Use Language Support Programs**

- Employers can pair new employees with more experienced employees who speak the same language. An example of a model that can be used is a triad model, where three staff members work together: a newcomer who is learning English, an established worker who speaks both English and the language of the newcomer, and an established worker who speaks English.
- Provide resources for improving communication skills of employees. For example, [Occupation-specific Language Training \(OSLT\)](#) can be accessed at no cost for newcomers to develop language and communication skills for the workplace. This training can also be conducted at your workplace to limit the commitment for employees.

### **5. Support Mentorship Programs**

- Establish mentorship programs for newcomers and immigrants in the workplace.
- These can be formal or informal relationships that will help ease potential feelings of exclusion and provide professional development opportunities.
- Job shadowing opportunities are an excellent way for newer staff members to learn about different roles and responsibilities within organizations.
- Encourage relationships between newcomers and immigrants with more experienced employees.
- [CERIC – Why should newcomers be connected to mentorship programs?](#) contains helpful information as to why it is important for newcomers and immigrants to be included in mentorship programs and tips for establishing successful mentorships.

## **INCLUSION**

### **6. Addressing Bias and Discrimination**

- Establish clear workplace policies against discrimination.
- Provide channels for reporting and addressing incidents promptly and effectively.

### **7. Host Cultural Awareness and Sensitivity Workshops**

- Conduct or hire organizations to hold workshops to enhance cultural awareness and sensitivity among employees and in the workplace.
- The University of Windsor offers a course on [Equity, Diversity, Inclusion, and Belonging in the Workplace](#), which can benefit employers in the EV sector.
- Foster an inclusive workplace culture that values diverse perspectives.

## 8. Create Tailored Training Programs

- Develop training initiatives to bridge skill gaps.
- Offer professional development opportunities for career advancement.
- The Future Skills Centre has designed a program called [Career Advancement for Immigrant Professionals](#) that can help assist employers with training and professional development opportunities.

## 9. Support Skill and Credential Recognition

- Many newcomers and immigrants come to Canada with international qualifications and credentials. Employers who are interested in hiring those with international qualifications and credentials must be aware of foreign credential recognition in Canada. Approximately 20% of occupations in Canada are regulated and require official credential assessment and recognition. [The Foreign Credential Recognition Tool](#) allows jobseekers and employers to identify occupations that are regulated and will require assessment.

## 10. Establish Employee Resource Groups (ERGs)

- ERGs are made up of volunteer employees from across the organization who drive inclusive change and provide insights about the needs of diverse employees and clients. They support local communities and help colleagues feel valued because of their differences, not despite them.
- Establish ERGs focused on supporting newcomer and immigrant employees.
- Encourage participation and leadership within ERGs.

## 11. Create Flexible Work Policies

- Implement flexible work arrangements to accommodate diverse needs.
- Consider scheduling shifts so that newcomers and immigrants can work together based on their similar backgrounds.
- Employers may want to set aside a space that can be used as a quiet observance room to respect cultural practices.
- A common barrier newcomers and immigrants face is transportation. This can be addressed by employers through the encouragement of carpooling so that members of your workforce can travel to work and home together.

Workforce WindsorEssex's [Newcomers: Your Skilled Workforce](#) aims to help employers better understand the importance of a diversified workforce and making meaningful use of skill sets that are already available in our community. It will help support employers recruit and integrate newcomers and immigrants in the workplace and can be used as an additional resource.



# Talent Attraction, Development, and Retention for Windsor–Essex’s EV Sector

Effectively recruiting and including women into the EV sector is a key strategy to ensure the best possible talent pool available for employers to fill current and projected in-demand roles. Women only represent 20.4% of the current workforce in occupations that are projected to be in-demand in the region’s EV sector. By encouraging more women to join the sector, companies can tap into a broader talent pool. Doing so will also increase gender diversity and foster a more inclusive work environment. Diverse teams bring together talent from a wide range of perspectives, experiences, and problem-solving approaches, leading to increased productivity and innovation. Companies with diverse workforces also possess the ability to adapt to changing market demands and to better understand and meet the needs of a diverse customer base. The following resource provides strategies for employers to use when seeking to recruit and integrate women into the EV sector workforce.

## How to Effectively Recruit and Include Women in the EV Sector

### RECRUITMENT

#### 1. Networking and Community Engagement

- Employers in the EV sector should attend events hosted by local organizations like [Build a Dream](#) and [WEtech Alliance](#) that host events to connect women interested in and working in the industry with employers.
- Utilize professional networks and online platforms to connect with potential female candidates, including [United Way’s Women United](#) group.
- Build partnerships with women-focused professional organizations locally, including
  - [Women’s Enterprise Skills Training \(WEST\) of Windsor](#)
  - [Build a Dream](#)
  - [Women United](#)
  - [WEtech Women in Mobility Peer Group](#)
- Employers can participate in career fairs and events organized by these groups to connect directly with female talent in Windsor-Essex.

#### 2. Employee Referral Programs

- Encourage existing employees to refer qualified women for open positions.
- Implement a referral bonus program to incentivize referrals.

#### 3. Develop Inclusive Job Postings

- Use inclusive language in job descriptions to attract a diverse pool of candidates.
  - Read [Inclusive Language in the Recruiting Process](#) to learn more about inclusive language in job postings and descriptions.
- Focus on skills, qualification, and potential for growth rather than traditional gendered language.

#### **4. Have a Diverse Recruitment Panel**

- Form diverse interview panels to eliminate unconscious bias. Employers should ensure there is female representation on their hiring committee to help make the hiring process more inclusive for women.
- Employers should ensure (as much as possible) that the interviewers represent a mix of genders, ethnicities, and backgrounds.

#### **5. Promote Flexible Work Options**

- Clearly communicate flexible work options and family-friendly policies during recruitment.
- Learn the benefits and options for flexibility in the workplace in [How to Attract Top Female Talent With 3 Workplace Flexibility Options](#).

### **INCLUSION**

#### **6. Onboarding Programs**

- Develop comprehensive onboarding programs that help new employees adjust to company culture.
- [New Employee Onboarding Guide-Talent Acquisition](#) from the Society for Human Resource Management can assist employers.
- New hires can be provided with mentorship during the initial stages of employment to help ensure a smooth transition into the organization's workforce.

#### **7. Host Workplace Inclusion Training**

- Conduct diversity and inclusion training for all employees.
- This training should include specific sections or modules addressing gender sensitivity and promoting an inclusive environment.
- There are numerous organizations in Windsor-Essex that offer diversity and inclusion training and resources to help promote employment equity. The University of Windsor has an extensive list of [Employment Equity Training and Resources](#).

#### **8. Establish Employee Resource Groups**

- Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace and are typically led and participated in by employees who share certain characteristics. These groups help provide personal or career development and create safe spaces at work for employees. Read [How To Start An Employee Resource Group At Your Organization](#) for implementation support.
- These groups can provide a supportive community and offer networking opportunities within the organization.

#### **9. Flexible Work Arrangements**

- Implement and promote flexible work arrangements to accommodate the needs of female employees.
- [Deloitte – Empowering women at work](#) outlines the benefits of flexible working options for staff.
- Employers must also keep in mind that creating flexible arrangements should not impede career advancement.

### **DEVELOPMENT**

#### **10. Create Mentorship Opportunities**

- Formal mentorship programs can be developed to pair experienced employees with newer female recruits.
  - Employers can use the Mentorship Resource included in the toolkit for advice on how to create effective mentorships in the workplace.

- Informal mentorship relationships should also be encouraged by employers to naturally develop camaraderie in the workplace.

## 11. Recognize Strong Performers

- Recognize and celebrate the achievements of women through awards and public acknowledgement.
  - Before public acknowledgement, employers should approach employee to ask what their preferred way is of being recognized. Not all employees appreciate public recognition.
- Ensure that promotions are based on merit, and women are given equal opportunities for career advancement.

## 12. Provide Regular Feedback and Evaluation

- Conduct regular performance evaluations, providing constructive feedback and recognition of positive outcomes.
- Create an environment where open communication about career aspirations and growth is encouraged.

## 13. Provide Leadership Development Opportunities

- Provide leadership development programs to female staff.
  - WEST of Windsor's [Young Women in Leadership, Employment, and Development \(LEAD\)](#) program aims to assist young women facing barriers to employment so they can develop the knowledge, skills, and experience needed for employment. This program can be accessed by employers for a best practice example or to access potential talent.
- Female employees with good performance records should be identified by employers and offered opportunities for career advancement.
  - The [University of Windsor Continuing Education](#) department has many great course offerings for professional development and career advancement.
- Ensure that women have equal access to training, conferences, and developmental opportunities.
  - [The Canada Ontario Job Grant \(COJG\)](#) can be accessed by employers to invest in their workforce and make sure they have funding available to properly train women in the workplace.
- An internal development opportunity could be supporting participation in projects that contribute to specific skill development and career growth.



# Talent Attraction, Development, and Retention for Windsor-Essex's EV Sector

Jobseekers today are driven in their career endeavours by many factors. Perhaps the most important factor for jobseekers when considering employment throughout time has been compensation, and this is still true today. Jobseekers want to know if a job offers a good salary or wage before they choose to apply for employment. According to our Talent Attraction Survey respondents indicated that compensation was the second most influential factor when considering employment, following job security and stability. To compete in a growing EV sector, employers in Windsor-Essex need to be able to offer competitive wages to attract individuals to new jobs and retain existing employees. This resource provides methods for employers to ensure they are offering competitive wages in the Windsor-Essex EV sector job market.

## Determining Competitive Wages

### 1. Conduct Market Research on Industry Standards

- Employers should conduct research on industry and occupational benchmarks to understand the typical salary ranges for similar positions within your sector. Local and national data is available to account for regional variances in the cost of living, which can play into salaries for employees.
  - There are numerous sources of local and national labour market information that employers can access in Windsor-Essex to ensure they are adhering to industry standards when determining wages for their sector.
  - Monitor job postings from competitor organizations in the same sector to determine competitive wages. Employers can sign up for a free Employer Account on the Workforce WindsorEssex website for access to this data.
  - Employers can sign up for a free [Employer Account](#) through Workforce WindsorEssex. Innovative dashboards give employers real-time insights into wages, job posting activity, and active recruiting efforts in their region. Send customized data requests to Workforce WindsorEssex through their [WEdata Requests](#) platform to gather information about wages in the Windsor-Essex region.
  - Employers can use sources like [Statistics Canada](#), [Ontario Labour Market Website](#), or [Job Bank](#)
  - Industry association surveys can have relevant data for determining competitive wages. You can find a list at [Manufacturing list of surveys and statistical programs](#).

### 2. Analyze Compensation Data

- Internal equity, or equal pay within an organization, should be considered when adding new positions to your workforce. These new positions can be compared to existing roles in your organization to maintain a fair and transparent compensation structure. Employees with similar positions, skill sets, and experience within a company are paid similarly.
- Job descriptions must be clear, concise, and accurate so they can be matched with comparable positions in the market.

### **3. Consider Experience and Education**

- All candidate's and existing employees' experience must be factored in as salaries will vary based on whether the position is entry-level, mid-level, or senior.
- Educational requirements for the role must also be considered. Positions requiring advanced degrees or special certifications may be cause for higher compensation.

### **4. Assess Local Economic Factors**

- Cost of living where the job is located should be considered when adjusting salaries to ensure they align with local economic conditions.
  - The Consumer Price Index Portal offered by Statistics Canada provides data that can be used to determine cost of living when adjusting salaries.
  - Employers should also consider Ontario living wage suggestions. A living wage is the hourly wage a worker needs to earn to cover their basic expenses and participate in their community. The Ontario Living Wage Network is a great resource for this and employers can sign up their organization to share that they certify a living wage for all their employees.
- Employers should pay close attention to the demand for similar skill sets and occupations they are attempting to recruit or retain in their sector. Higher demand is usually a cause for increasing compensation to attract or retain top talent.

### **5. Employee Benefits and Perks**

- Employers should consider an overall compensation package, including benefits, bonuses, perks, and flexible working arrangements. Competitive benefits packages can be a powerful attraction method when paired with a competitive salary.
- Benchmark Benefit Offerings: Benefits packages should be compared with industry standards to ensure competitiveness.
  - The Business Development Bank of Canada (BDC) offers a helpful resource that can be utilized by employers on [how to set up an employee benefits plan](#).

### **6. Review Company Budget and Financial Health**

- Your organization's financial health and budget constraints must be considered when offering competitive salaries. These are crucial factors to consider when ensuring long-term stability of your organization.
- Consider the long-term viability of your organization's compensation structure and its alignments with the company's strategic goals.

### **7. Consult with HR Professionals**

- HR Expertise: Collaboration with your human resources team or external HR professionals is key when setting salaries. Those in human resources can provide insights into market trends, salary ranges, and industry standards.
- Legal Compliance: Employers must ensure compliance with local and national labour laws when determining compensation. For example, employers will want to stay informed about minimum wage requirements and any other legal obligations related to salaries.
  - The Southwestern Chapter of the Human Resources Professionals Association (HRPA) is a great place for organizations without an HR department to connect to connect with HR professionals.

### **8. Factor in Employee Retention**

- Offering competitive salaries to your current employees will contribute to talent retention and reduce potential turnover costs.

## 9. Flexible Compensation Structures

- Employers can consider variable pay options, such as performance bonuses to reward exceptional performance.
- When salaries are being considered, some room should be allocated for negotiation to accommodate individual circumstances and for negotiations with potential hires.

## 10. Regularly Review and Adjust

- Employers should stay up to date on market dynamics, economic changes, and industry shifts. Regular reviews and adjustments should be made to compensation strategies to remain competitive.
- Feedback should be collected from existing employees on compensation strategies to ensure they align with overall expectations and needs.
  - Pay scale structures can be created by employers and shared with employees to be more transparent about wages and to create a work environment where pay raises and promotions are based on standardized performance outcomes.