

PROJECT SUMMARY AND GUIDE TO PROMOTING ESSENTIAL SKILLS TO EMPLOYERS

THE ESSENTIAL SKILLS FOR THE CHANGING WORKPLACE PROJECT SUMMARY

In January, 2008, the Centre for Education & Training (TCET) received funding from Human Resources and Skills Development Canada (HRSDC) for a project called the Essential Skills for the Changing Workplace (ESCW). The project was designed to build awareness of the Literacy and Essential Skills framework and encourage employers in small and medium size organizations to integrate Essential Skills into their workplace and human resources practices. To this end, the ESCW was contracted to:

- Launch a marketing campaign that includes a website, print and web advertising, flyers, e-mails regarding upcoming seminars, networking and partnering with sector councils, industry associations, boards of trade, unions and human resources associations
- Coordinate seminars in order to orient companies to the Essential Skills Tools and how they can be utilized to build a more productive and competitive workforce
- Provide individual consulting services to companies interested in using the tools in order to help them devise a plan of action and make them aware of local resources that can help them accomplish their corporate/organizational goals
- Develop a model, process and tools to assist employers with their workforce needs that will be piloted in Ontario and replicated in at least two other provinces/territories
- Develop a best practices kit that other organizations can use to promote the Essential Skills to employers

The purpose of this report is to summarize the Essential Skills for the Changing Workplace pilot project outlining milestones, outcomes and recommendations.

This project is coordinated by:

This project is funded by:

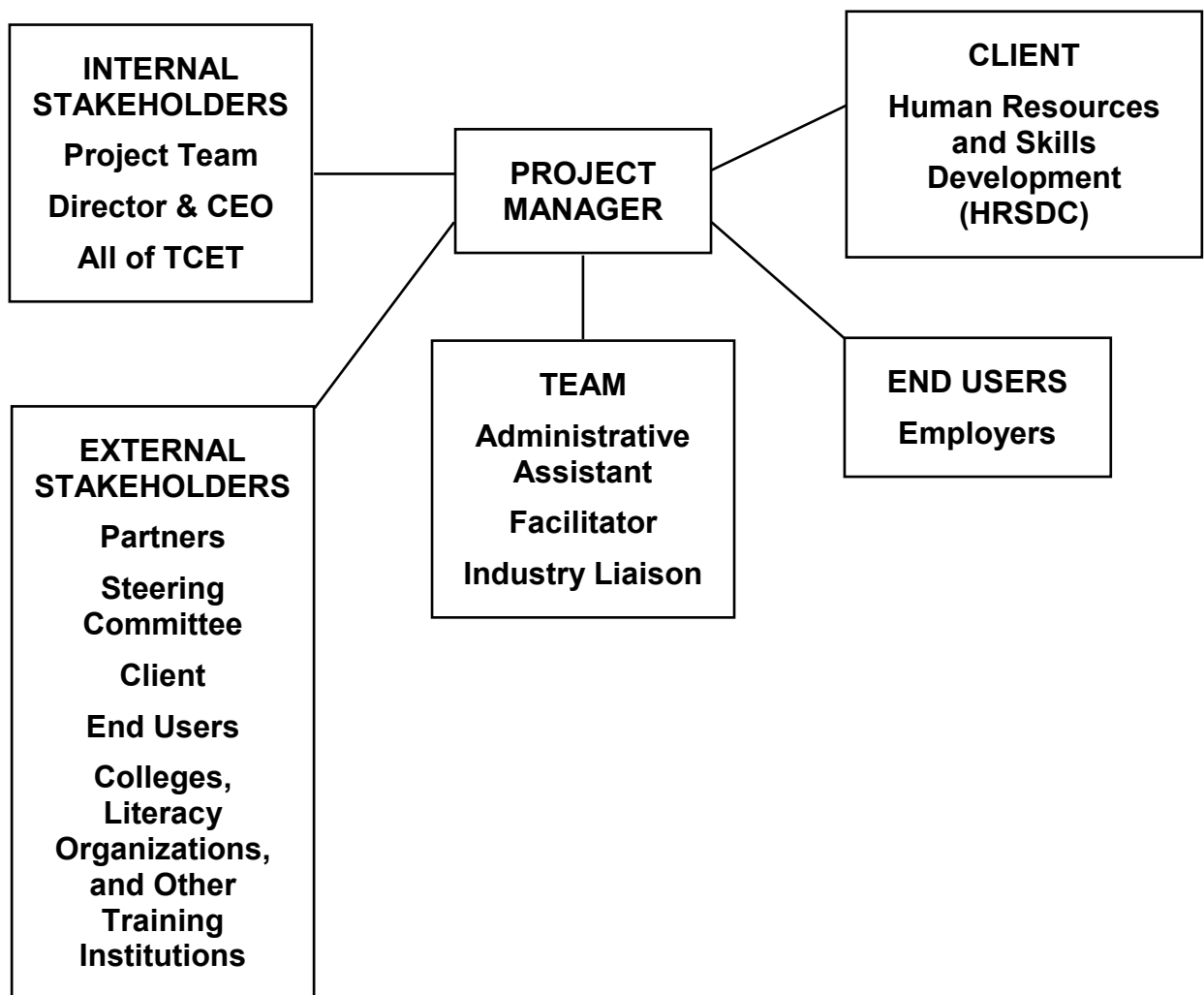


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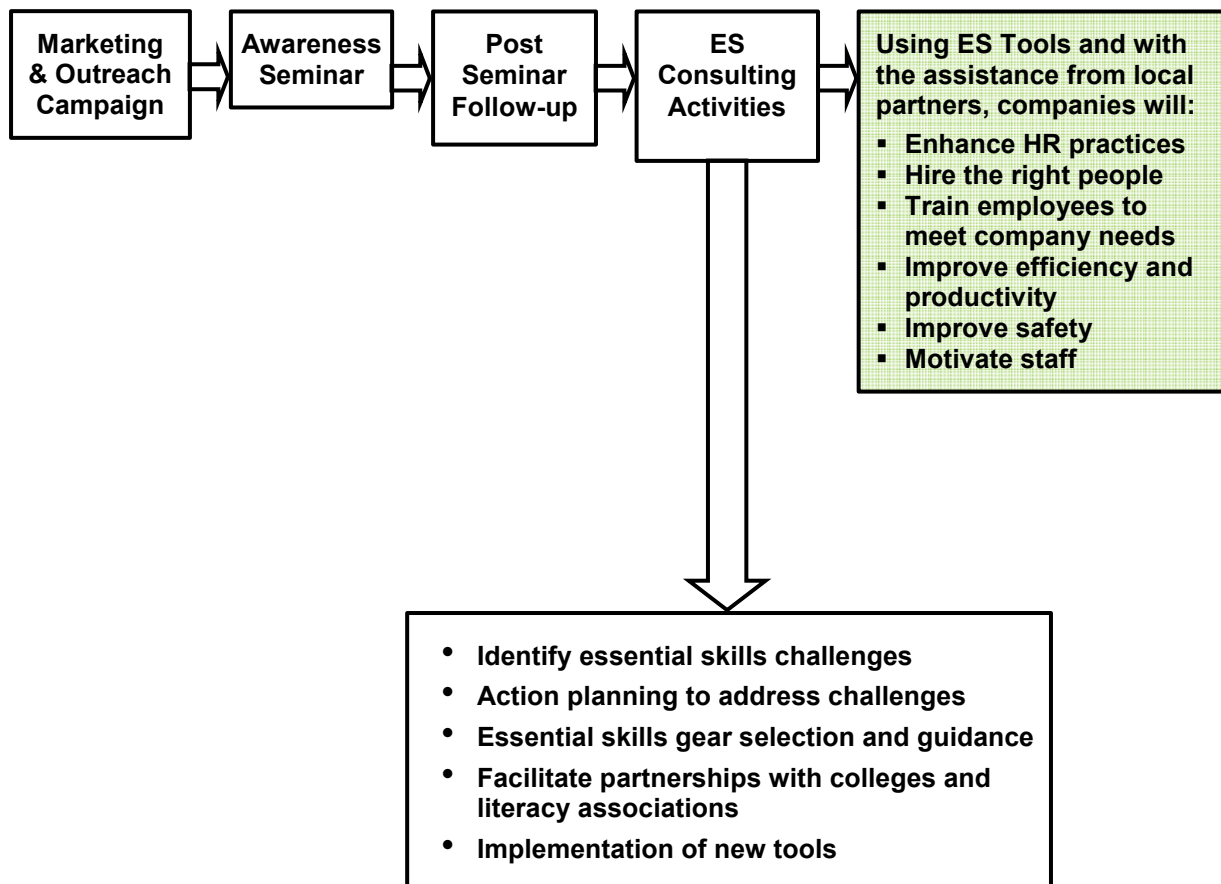
PROJECT ORGANIZATIONAL CHART

As per the chart below, the project team includes the Project Manager, a Part-time Administrative Assistant, a Facilitator and an Industry Liaison. The Project Manager reports to a Director who is responsible for a variety of programs. The external sponsor or client of the project is Human Resources and Skills Development and the end users are employers within Ontario and at least two other provinces in Canada. Internal Stakeholders include all members of the Centre for Education & Training. External Stakeholders include Human Resources and Skills Development, partner organizations (CON*NECT and PHDALN), steering committee members, employers and colleges, literacy organizations and other training institutions.



SERVICE MODEL

The purpose of this project is to raise employer awareness about, and use of, the Literacy and Essential Skills framework. To accomplish this task, the Essential Skills for the Changing Workplace launched a marketing campaign to draw employers to information seminars after which participants were contacted to arrange individual consultation sessions intended to lead to the integration and implementation of one or more tools within their companies. Below is the service model outlining the project offerings and desired outcomes.



RECRUITMENT STRATEGIES

The Project Team consists of a Project Manager, Part-Time Administrative Assistant, Facilitator and Industry Liaison.

The Project Manager was hired in January 2008 to lead the recruitment and orientation of new team members and to roll out the two year pilot project. In order to obtain a strong grasp of the tools and gain hands on experience with them, the Project Manager utilized several essential skills profiles to develop job postings and interview questions. An interview kit was developed for all three positions that included a series of questions and also required applicants to perform tasks using authentic workplace materials related to the positions they were applying for so that they could demonstrate their abilities.

The tasks assigned to candidates during the recruitment process were directly related to the job requirements. The Administrative Assistant was required to respond to telephone and e-mail enquires and to develop an MS Excel database that kept track of the number of seminars, participants and consultation sessions in comparison to project targets.

The Planner/Facilitator was required to deliver a 15 minute PowerPoint presentation with handouts on the topic of his/her choice.

The Industry Liaison was asked to deliver a consultation based on a scenario provided to him/her when the interview was scheduled.

The next few pages include the job postings, exercises and score sheets for each position.

PROJECT MANAGER

The Project Manager will effectively supervise the planning and implementation of the Essential Skills for the Changing Workplace project. This includes outreach, marketing, and presentations to employers as well as assisting individual employers to use the Essential Skills tools effectively in their workplace. The Project Manager will supervise staff and liaise with project partners and committee members.

Duties & Responsibilities

- Coordinate project activities in consultation with the senior manager and in accordance with contract requirements
- Assist with recruitment, and supervise three staff members
- Liaise with project partners and a steering committee to ensure effective delivery of services and ongoing communication
- Conduct research and consultations to determine industries/employers most in need of Essential Skills tools
- Ensure that evaluation/outcome measures are developed and that monitoring and reporting is completed
- Coordinate the development of marketing materials and an outreach campaign
- Oversee web site development and updates
- Oversee the development and delivery of workshops/seminars
- Oversee employer consultation services
- Provide regular reports on activities, progress, and next steps
- Assist the senior manager with budget monitoring, ordering, and effective use of funds

Qualifications

- Several years of project/program management experience is essential
- Previous supervisory experience required with a strong “team” focus
- Experience working with projects funded by the government and with not-for-profit organizations preferred
- Proven strong written and verbal communication skills
- Experience organizing and conducting events and presentations
- Excellent interpersonal and organizational skills
- Strong problem-solving, and decision-making skills
- Proficiency in MS Word, Excel, and PowerPoint, MS Outlook including email, and use of the Internet for research
- Graduation from a relevant post-secondary program
- Ability to travel frequently within Ontario and to different provinces/territories for several days at a time

ADMINISTRATIVE ASSISTANT

The Administrative Assistant will provide support to the Project Manager and other team members in building employer awareness regarding the benefits of integrating Essential Skills tools in their human resources practices.

Duties & Responsibilities

- Assist in preparation of marketing and presentation materials
- Develop efficient and accurate MS Excel documents for compiling statistical data and regularly produce statistical reports
- Research company information, develop and maintain current database ensuring accurate data entry
- Order office supplies and maintain inventory
- Set up and maintain manual and computerized information filing systems
- Respond to telephone and electronic enquiries or forward to the appropriate person
- Process incoming and outgoing mail
- Prepare, edit and proofread correspondence
- Photocopy and collate documents for distribution, mailing and filing
- Arrange travel schedules and make reservations
- Assist team with scheduling and follow-up activities
- Other duties as required

Qualifications

- Strong verbal and written communication skills
- Excellent telephone manner
- Proficient in Microsoft Office Suite, MS Outlook and Internet research
- Friendly, professional, cooperative and courteous team player
- Strong interpersonal skills and sense of office etiquette
- Thorough knowledge of office procedures
- Flexible and adaptable to changing priorities
- Detail oriented, organized and accurate
- Demonstrated ability to develop and maintain accurate databases

Administrative Assistant Interview Exercises

Telephone Exercise

In order for us to get a sense of your telephone skills please perform the following exercise:

Vivian Miragias has left a telephone message asking for more information about the Essential Skills for a Changing Workplace project. She wants to know if we can send her information about the project, when and where the next Essential Skills Seminar will take place, how to register for the seminar and whether there is a fee involved.

Please call Ms. Miragias at 905-949-0049 ext 2051 and leave a message on her answering service to respond to her enquiry. Keep in mind the following information:

Essential Skills for a Changing Workplace
Free Seminar
March 15, 2008 from 9:00 a.m. to 12:00 noon
2 Robert Speck Parkway, Suite 800
Coffee and refreshments provided
Call or e-mail to register

Information kits for various industries have been developed so it is important that you obtain Ms. Miragias's complete contact information and that you get a clear idea of the industry that she works in.

E-Mail Exercise

In order for us to get a sense of your written communication skills, please respond to Ms. Miragias's enquiry via e-mail at vmiragias@tcet.com.

Computer Exercise

In order for us to get a sense of your computer skills please perform the following exercise:

Our contract requires us to meet certain targets or objectives. Let us say our objectives for the next contract year were to deliver 7 seminars to 100 participants and offer 30 individual consultations. Please develop an MS Excel sheet and corresponding chart that will calculate our progress in reaching those objectives and give us an idea of how much more we need to accomplish in each of those categories. Please save this document on the floppy disc you have been provided and not on the computer.

When you are finished, please e-mail me and send me the chart as an attachment at vmiragias@tcet.com.

Administrative Assistant Exercise Score Sheet

Telephone Exercise

Did the applicant use an appropriate/professional greeting?	/3
Was the applicant easy to understand over the telephone?	/3
Did the applicant have a pleasant telephone manner? (e.g. could hear him/her smile, friendly and professional approach, no slang, umns and ahs etc.)	/3
Overall, did the applicant leave you with a good impression of the organization?	/3
Total Score:	/12

E-Mail Exercise

Did the applicant use appropriate salutations to begin and end the message?	/3
Was the e-mail message well written (e.g. good grammar, no typos, friendly, professional and clear language)	/3
Overall, did the applicant leave you with a good impression of the organization?	/3
Total Score:	/9

Computer Exercise

Did the applicant successfully e-mail the document as an attachment?	/3
How would you rate the aesthetic appearance of the document?	/3
Was the document structure logical and designed in a way that obtained the required statistics?	/3
Did the document demonstrate the applicant's ability to devise formulas to calculate the required statistics?	/3
Was the e-mail message well written (e.g. good grammar, no typos, pleasant and clear language, appropriate salutations)	/3
Total Score:	/15

PLANNER / FACILITATOR

The Planner/Facilitator will research and target employers and facilitate seminars for employers and industry organizations in order to raise their awareness of the Essential Skills tools and the benefits of integrating them in their human resources practices.

Duties & Responsibilities

- Research, target and contact employers and industry organizations to schedule seminars
- Prepare and deliver creative and insightful Essential Skills orientation seminars customized to the needs of each sector/occupational area targeted
- Work cooperatively with the Industry Liaison person to research and develop customized orientation packages for employers
- Coordinate space, signage, refreshments and all other details at presentation venues
- Report on employer responses and evaluate results of orientations to identify areas for improvement
- Assist Project Manager and Industry Liaison as required
- Work cooperatively with Project Manager and other team members to continuously improve the project

Qualifications

- Relevant post secondary education (e.g. Adult Education, Human Resources, Organizational Development)
- Excellent facilitation and presentation skills with extensive experience developing workshops and seminars
- Thorough knowledge of adult learning principles
- Knowledge of Human Resources issues and labour market trends
- Strong verbal and written communication skills with the ability to convey information in clear, simple terms that everyone can understand
- Event planning experience
- Proficient in Microsoft Office Suite, MS Outlook and Internet research
- Friendly, persuasive and articulate
- Professional, cooperative and courteous team player
- Flexible and adaptable to changing priorities
- Detail oriented, organized and accurate
- Must be able to travel across Canada for several days at a time
- Consulting experience an asset
- Ability to communicate fluently in French an asset

Facilitation Exercise

E-mail the following to applicants selected for an interview:

Dear _____:

Thank you for your interest in the Planner/Facilitator position for the Essential Skills for a Changing Workplace project. As we discussed over the telephone, your interview will take place on _____ at _____ in the _____ room.

In order for us to get a sense of your facilitation skills, we would like you to prepare and deliver a 15 minute workshop on the topic of your choice incorporating PowerPoint and appropriate handouts.

Please feel free to call me at 905-949-0049 ext 2051 if you have any questions. For further information about Essential Skills please see the following link: http://srv108.services.gc.ca/english/general/home_e.shtml.

Good luck!

Exercise Score Sheet

Facilitation Exercise

	Yes	No
1. Preparing the learner: Did the facilitator		
state the objective?		
put the learner at ease?		
find out what the learner already knows?		
arouse the students' interest?		
relate known to unknown?		
cover why it is important?		
2. Did the facilitator		
stress key points?		
ask pertinent questions?		
use proper responding skills?		
involve the learner?		
cover the material at the right pace?		
Total Score:	/11	

INDUSTRY LIAISON

The Industry Liaison will follow up with employers to offer coaching on how to utilize Essential Skills tools and help them develop a customized plan according to their needs.

Duties & Responsibilities

- Follow up with employers who have participated in Essential Skills orientations and schedule appointments for individual consultation sessions
- Provide companies with coaching and guidance on how to use the Essential Skills tools to meet specific company needs and help them develop a plan of action
- Develop evaluation surveys/process to assess the use of Essential Skills tools by the companies involved in individual consultations
- Periodically touch base with companies in order to monitor their progress in the use of the tools
- Work cooperatively with Planner/Facilitator to research and develop customized orientation packages for employers
- Assist Project Manager and Planner/Facilitator as required
- Work cooperatively with Project Manager and other team members to continuously improve the project

Qualifications

- Related post secondary education (e.g. Human Resources, Adult Education, Coaching, Organizational Development)
- Knowledge of Human Resources issues and labour market trends
- Thorough knowledge of adult learning principles
- Organizational development experience within the areas of recruitment, performance management, employee development and retention
- Experience consulting with business particularly around human resources issues
- Strong facilitation and interpersonal skills with the ability to relate with people using tact and diplomacy
- Strong verbal and written communication skills with the ability to convey information in clear, simple terms that everyone can understand
- Proficient in Microsoft Office Suite, MS Outlook and Internet research
- Friendly, professional, cooperative and courteous team player
- Flexible and adaptable to changing priorities
- Detail oriented, organized and accurate
- Must be able to travel across Canada for several days at a time
- Ability to communicate fluently in French an asset

Individual Coaching Exercise

E-mail the following to applicants selected for an interview:

Dear _____:

Thank you for your interest in the Industrial Liaison position for the Essential Skills for a Changing Workplace project. As we discussed over the telephone, your interview will take place on _____ at _____ in the _____ room.

In order for us to get a sense of how you would deal with clients, please be prepared to do a mock consultation session with us. Be prepared to address the following barriers to incorporating the Essential Skills tools into our HR practices:

- We don't have the time to invest in incorporating the Essential Skills Tools into our HR practices.
- We don't have a budget for training.
- What if we put all the time and money required into raising the skills of our employees and then they leave the company? We'll end up losing our investment so why bother?
- How would we measure our return on investment?

Please feel free to call me at 905-949-0049 ext 2051 if you have any questions. For further information about Essential Skills please see the following link: http://srv108.services.gc.ca/english/general/home_e.shtml

Good luck!

Exercise Score Sheet

Coaching Exercise

Was the applicant friendly and professional? (appropriate greeting, smile, good handshake etc.)	/3
Did the applicant listen to and understand the challenges of the employer?	/3
Did the applicant assist the employer to problem solve ways to overcome barriers to integrating Essential Skills Tools into HR practices? (provide information about time saving tools, affordable training, examples of ways other employers have scheduled training etc.)	/3
Overall, did the applicant leave you with a good impression of the service and organization?	/3
Total Score:	/12

START-UP ACTIVITIES

Once the team members were hired they were encouraged to research and familiarize themselves with the Literacy and Essential Skills framework and all related projects delivered within Canada and abroad. The team attended a one day Essential Skills seminar offered by Seneca College for community organizations in east Toronto followed by a half-day TOWES test. Completing the TOWES test enabled the team to gain a stronger understanding of how the test can be utilized and when it is or is not appropriate to administer it.

After extensive research, the team performed the following activities:

- The Administrative Assistant built a database of company contacts for the Retail, Plastics and Not-for profit sectors and assisted the Industry Liaison with the development of information packages and spread sheets for calculating statistics from seminar surveys as well as pre and post employer consultation surveys.
- The Facilitator designed a professional and persuasive seminar describing the Essential Skills, why they're important and why it makes business sense for a company to build the essential skills of its employees.
- The Industry Liaison researched literacy and essential skills information, tools and resources in order to equip himself with the knowledge necessary to conduct effective consultations and to compile an information sheet for distribution to seminar participants.
- The Project Manager researched and obtained proposals from a number of multimedia companies regarding the branding and marketing materials for the project as well as the development of the project website. The team ultimately decided on Burn Media Incorporated.
- The Project Manager researched and sent letters of invitation describing the project, its purpose and the steering committee parameters to individuals from various sectors that could help the team achieve the goals of the project. She followed up with telephone calls to each individual and set up a meeting at which point the committee members had the opportunity to participate in a seminar and the parameters were discussed in order to give members a better understanding of the project and how they can contribute to its success. On the following page is a list of the Essential Skills for the Changing Workplace Steering Committee Members.
- Seminar Proposal Letters were e-mailed to Sector Councils, Boards of Trade, Business Enterprise Centres and Health & Safety Associations across Canada (focusing on Ontario during the first year of the project) and follow-up calls were made with key contacts to secure dates for seminar delivery.
- Once seminar dates were confirmed, local college and literacy organizations were contacted to obtain information about services available to employers and the information was compiled and included in the binder handed out to seminar participants. Representatives from the colleges and literacy organizations were also invited to attend.

- Local caterers were contacted to order refreshments for each seminar. Travel and accommodations were arranged for seminars far from the GTA or in other provinces once the number of registrants was confirmed to be 20 or over.

Partners and Steering Committee Members

Our two major partners in this initiative were The Colleges of Ontario Network for Education & Training (CON*NECT) and the Peel-Halton-Dufferin Adult Learning Network (PHDALN). Their primary role was to facilitate networking and communications with colleges, businesses, industry and government as well as literacy and adult learning organizations that can help the ESCW team achieve project goals. They also had input on content development, process and evaluation.

The Association of Canadian Community Colleges (ACCC) was also instrumental in facilitating communications with colleges outside of Ontario.

In addition to our partners, a Steering Committee was developed to include additional representatives from Sector Councils, Boards of Trade, the Non-Profit Industry and the Health and Safety Industry as follows:

- Industrial Accident Prevention Association (IAPA) - Not-for-profit, member-driven health and safety organization operating in the province of Ontario since 1917. IAPA recognizes the connection between Essential Skills and safety in the workplace
- Mississauga Board of Trade (MBOT) - Not-for-profit business organization representing over 1,500 businesses and employing 65,000 people in Mississauga
- Canadian Supply Chain Sector Council (CSCSC) - Works with thousands of companies and over 730,000 employees from a range of occupations and industries across Canada
- JH Safety Associates - Offers Health & Safety Consulting services in the GTA
- Mississauga Business Enterprise Centre (MBEC) – Assists businesses with expert advice, business information, professional consultation services and networking opportunities

Membership was flexible to include others as we expanded our scope across Canada.

Letter to Potential Steering Committee Members

Vivian Miragias, Project Manager
Essential Skills for the Changing Workplace
2 Robert Speck Parkway, Suite 120
Mississauga, ON, L4Z 1H8
vmiragias@tcet.com
905-949-0049 ext. 2051

April 24, 2008

Potential Steering Committee Member
Occupational Title, Company/Organization
Address

Dear Mr./Ms. Potential Steering Committee Member:

As Project Manager of the Essential Skills for the Changing Workplace project, I am writing you in the hope that you will agree to serve as a member of the Steering Committee for this initiative. You have been identified as an important leader in the _____ industry and we hope to benefit from your experience, expertise, and commitment to training within your industry.

The objective of the Essential Skills for the Changing Workplace project is to raise awareness and encourage the use of the Essential Skills tools and resources available at no cost to employers on the HRSDC website. To this end, we will be coordinating information seminars to orient employers to these tools and resources and raise their awareness on how they can be utilized to enhance HR practices and improve productivity and staff morale.

Through extensive research, the Government of Canada and other national and international agencies have identified and validated nine Essential Skills. These skills are used in nearly every occupation and throughout daily life in different ways and at different levels of complexity. The nine essential skills are Reading Text, Document Use, Numeracy, Writing, Oral Communication, Working with Others, Continuous Learning, Thinking Skills and Computer Use. Research indicates that investing in Essential Skills results in higher productivity, reduced error rates, improved safety, reduced absenteeism, greater employee retention, enhanced communication and teamwork, improved employee morale and an enhanced corporate image.

Enclosed are the Steering Committee Parameters. I will contact you within the next two weeks to answer any questions you may have and learn your response to this invitation. In the meantime, if you have questions, please feel free to contact me.

Thank you for your support.

Best regards,
Vivian Miragias
Encl.

Information Package for Steering Committee Members

Parameters

About The Project

The Essential Skills for the Changing Workplace (ESCW) project is sponsored by HRSDC to build awareness and encourage the use of the Essential Skills Tools available free of charge to employers. To this end, the ESCW will:

- Launch a marketing campaign that will include a website, print and web advertising, flyers, e-mails re. upcoming seminars, networking and partnering with sector councils and industry associations
- Coordinate seminars in order to orient companies to the Essential Skills Tools and how they can be utilized to build a more productive and competitive workforce
- Provide individual consulting services to companies interested in using the tools in order to help them devise a plan of action and make them aware of local resources that can help them accomplish their corporate/organizational goals
- Develop a best practices kit that other organizations can use to promote the Essential Skills to employers

This ESCW is a two year project that will end in December 2009.

Purpose

The primary purpose of the steering committee is to act as an advisory group. Members of the committee will share their knowledge and expertise to support the ESCW project and ensure its success. Steering committee members will also help promote the project where possible and appropriate.

Responsibilities

- Share information and expertise
- Act as a conduit for information about the project back to their organizations/ companies and respective industries
- Support the ESCW project's promotional activities where possible and appropriate
- Act as part of a network interested in helping companies become more productive and competitive by ensuring that their employees have the level of competencies required to do their jobs safely and effectively
- Be available to the ESCW team for feedback or information as necessary

Commitment of Time

The steering committee is expected to meet two to three times within the next six months and as appropriate for the remainder of the project. The meetings will be approximately two hours long and will take place at 2 Robert Speck Parkway in Mississauga unless it is inconvenient to the majority of the group in which case we will find an alternative site.

Milestones

By the end of December 2008 we will have:

- Conducted a minimum of 10 Seminars to at least 150 employer participants
- Provided Individual Consultations to a minimum of 25 employers

* This will take place throughout Ontario

By the end of November 2009 we will have:

- Conducted a minimum of 20 Seminars to at least 300 employer participants
- Provided Individual Consultations to a minimum of 50 employers

* Activity during this period will take place in at least two additional provinces and/or territories

Seminar Evaluations will indicate:

- 80% of employer participants believe the ESCW Seminar is worthwhile
 - 50% of employer participants plan to use at least 1 tool in the next 6 months
-

Follow-up surveys of workshop participants will indicate:

- 30% of employer participants have used at least 1 ES tool in their workplace
-

By the end of December 2009 we will have:

- Completed a report summarizing the project
- Developed Best Practices Kit and posted it online in PDF format

MARKETING AND OUTREACH STRATEGIES

Goal: To launch a marketing campaign that includes a website, print and web advertising, flyers, e-mails regarding upcoming seminars, networking and partnering with sector councils, industry associations, boards of trade, unions and human resources associations

Several multimedia companies were contacted via e-mail and telephone regarding the development of the marketing materials and tools for the Essential Skills for the Changing Workplace awareness project. Each company was provided an overview of the project, the marketing budget and an outline of services required as follows:

- To develop the whole look and feel of the awareness campaign (logo, letterhead, advertising, website, flyer, e-newsletter)
- To develop clever, attention grabbing advertising with a creative and innovative hook/slogan that will draw the attention of companies and clearly convey the connection between Essential Skills/Essential Skills Tools and improved bottom line so that they register and attend our seminars and take a look at our website
- To develop a website that is informative and easy to navigate. The website must be set up so that we can update our information on our own and will include:
 - Overview of the project and our partners
 - Benefits to the employer
 - Benefits to the employee
 - How we can help (free seminars and consulting services geared to each company's needs)
 - Resources

Ultimately Burn Media Corporation was sub-contracted for the job and an agreement was negotiated for the following items:

- Logo, Branding, Look/Feel of Marketing Materials
- Business Cards, Postcards, Letterhead
- Flyer Template to Advertise Upcoming Seminars
- E-Newsletter Template
- Print and Web Ads
- Website: <http://www.essentialskillsthatwork.com>

Communication Plan

Content	Target	Purpose	Delivery Method(s)
Invitation to potential steering committee members	Sector Councils Mississauga Board of Trade Institute for Competitiveness and Prosperity Industry Accident Prevention Association (IAPA) United Way of Peel TVO	To obtain their support and assistance in spreading the word to employers	e-mail with telephone follow-up
Steering Committee Parameters and Project Milestones	Steering Committee Members	To explain the project, the purpose of the committee, their responsibilities and required time commitment	e-mail and in person discussion at first meeting
Seminar Proposals and Seminar Outline	Boards of Trade Business Enterprise Centres HR Assoc. Chapters	To coordinate seminars for their members or clients	e-mail with telephone follow-up
Seminar Flyers	Network of Community Partners Boards of Trade Business Enterprise Centres HR Assoc. Chapters	To offer seminars to the non-profit industry To provide their members/clients with marketing tool indicating benefits of seminar, date, time and place	e-mail and in person at meetings

Communication Plan continued

Article and Advertisement	Industry Magazines Board of Trade Magazines Business Magazines HR Magazines	To raise awareness about Essential Skills, our project and services	e-mail and print
Postcards	Inserts in HR Magazines Distribute at Conferences and Special Events	To raise awareness about project amongst HR Professionals	courier hard copies distribute in person
Web Ads	HR Websites Boards of Trade / Chambers of Commerce Websites	To draw visitors to our website	Web
E-Newsletter Template	Employers	To establish direct contact with employers and inform them of our upcoming seminars	E-mail
Letter	Employers	To establish direct contact with employers and inform them of our upcoming seminars	E-mail with telephone follow-up
Binder/ Tool Kit	Seminar Participants	To handout to participants so that they can review the HRSDC Essential Skills materials as appropriate during and after the seminar	Hard copy provided in person

Marketing Materials

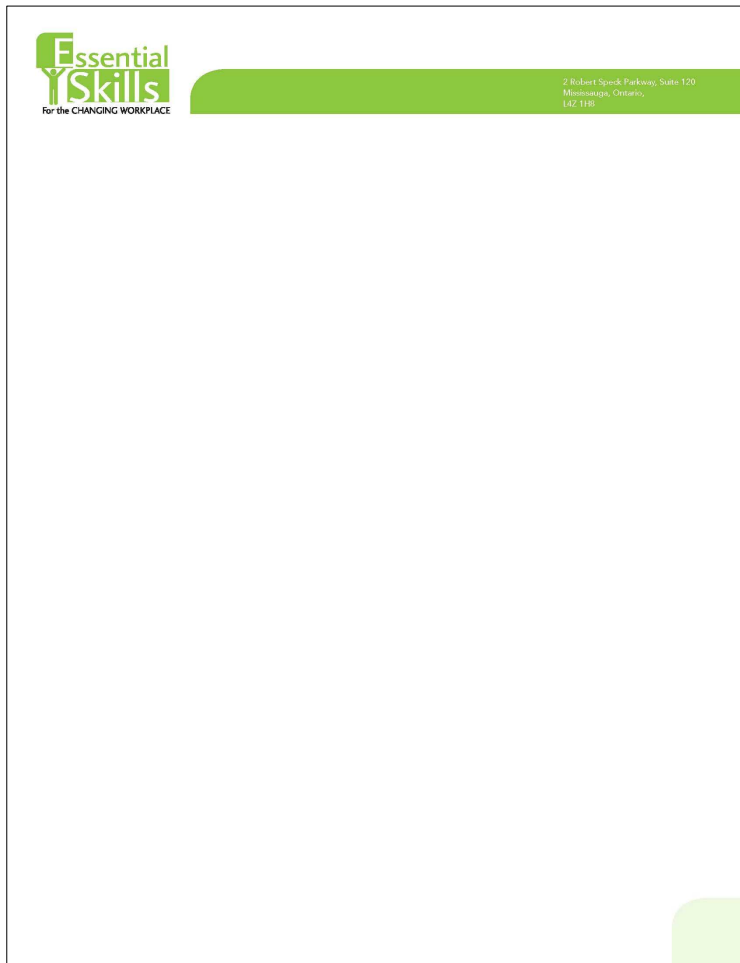
Logo



Business Card Format



Letterhead



Postcards

Instead of flyers, postcards were developed in both French and English branded with the catch phrase, “Holding back on the essentials can cost you the race” and a picture of a woman in a business suit holding back a man in a business suit riding a bicycle. The project logo, TCET logo and HRSDC logo were also included on the postcards.

Front of postcard in English:



Back of postcard in English:

<p><u>What are the 9 essential skills?</u></p> <p><input type="checkbox"/> Reading <input type="checkbox"/> Document Use <input type="checkbox"/> Numeracy</p> <p><input type="checkbox"/> Writing <input type="checkbox"/> Oral Communication <input type="checkbox"/> Working with Others</p> <p><input type="checkbox"/> Thinking <input type="checkbox"/> Computer Use <input type="checkbox"/> Continuous Learning</p>	<p><u>How will your business benefit?</u></p> <p><input type="checkbox"/> Increased productivity <input type="checkbox"/> Increased efficiency</p> <p><input type="checkbox"/> Improved safety <input type="checkbox"/> Motivated staff</p> <p><input type="checkbox"/> Better prepared staff <input type="checkbox"/> Streamlined operations</p> <p><input type="checkbox"/> Lower absenteeism <input type="checkbox"/> Enhanced HR practices</p>
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ALL SERVICES ARE FREE AND ARE FUNDED BY HUMAN RESOURCES AND SOCIAL DEVELOPMENT CANADA

CALL: 905.949.0049 ext. 2051 VISIT: www.essentialskillsthatwork.com

This Project is coordinated by:
 Centre for Education & Training™

This Project is funded by:
 Human Resources and Social Development Canada **Ressources humaines et Développement social Canada**

Essential Skills
FOR THE CHANGING WORKPLACE

Front of postcard in French:



Si vous ignorez l'essentiel,
cela peut vous coûter la course

AMÉLIOREZ LA PERFORMANCE DE VOTRE ENTREPRISE

Le Projet Compétences essentielles pour le lieu de travail en évolution offre aux employeurs des séminaires et des services de consultation gratuits pour les aider à améliorer leurs pratiques de RH, rendre leurs employés plus performants sur le plan professionnel et améliorer finalement l'efficacité et la productivité de leur entreprise.

Découvrez plus à:
www.essentialskillsthatwork.com



Back of postcard in French:

Quelles sont les 9 compétences essentielles ?

Lecture Utilisation de documents Raisonnement numérique

Ecriture Communication orale Travail en équipe

Raisonnement Utilisation de l'ordinateur Formation continue

Comment votre entreprise bénéficiera-t-elle ?

Augmentation de la productivité Amélioration de la performance

Renforcement de la sécurité Motivation des employés

Meilleure préparation des employés Opérations Simplifiées

Moins d'absentéisme Renforcement des pratiques de RH

TOUS NOS SERVICES SONT FINANCÉS PAR RESSOURCES HUMAINES ET DÉVELOPPEMENT SOCIAL CANADA ET SONT GRATUITS

TÉL: 905.949.0049 poste 2051 SITE WEB: www.essentialskillsthatwork.com

Projet coordonné par:  Centre de Formation et d'Éducation

Financé par:  Human Resources and Social Development Canada Ressources humaines et Développement social Canada



Seminar Flyer

A template for flyers was developed to attract potential clients to specific seminar dates. The template is branded with the project catchphrase and picture as well as the project logo, TCET logo and HRSDC logo.



Holding back on the essentials,
can cost you the race.

Because having employees with the right skills is key to a company's success, the Essential Skills for the Changing Workplace project is offering a **FREE** seminar to help employers:

- + Hire the right people
- + Manage staff performance
- + Assess staff training needs
- + Create a succession plan
- + Decrease health & safety incidents
- + Improve staff morale
- + Increase employee retention
- + Improve productivity

Location: Toronto Centre (ERC)
21 St. Clair Avenue East, Suite 600 Toronto, ON
(Yonge St. & St. Clair Ave. at St. Clair Subway station)

Date: Wednesday, April 29, 2009

Time: 9:00 a.m. to 10:30 a.m.

To register: Please contact Oscar Bolivar, via obolivar@tcet.com
call 905-949-0049 ext. 2058 or register online at
<http://www.essentialskillsthatwork.com/seminars.aspx>

Registration required by April 24, 2009

* Complimentary breakfast will be served



This project is coordinated by:



This project is funded by:



Website

A project specific web site with a content management system was developed in both French and English to allow staff members to easily upload and update information as necessary throughout the project term. The purpose of the website is to lend credibility to the project, provide information about the project and upcoming seminars and provide easy access to Essential Skills tools and resources. Content includes:

Landing Page: Welcomes visitors to the website in both official languages and then links to English and French versions of the site

Home Page: Contains the project catch phrase and picture, a brief description of how employers benefit from the project services and it links to the various sections of the website emphasizing the Get Started page

About Us: Provides an overview of the Centre for Education & Training, the Essential Skills for the Changing Workplace Project, our Partners and our Steering Committee Members

News: Contains summaries of Essential Skills related articles and links to full articles

Services: Describes free seminar and consulting services and links to Get Started page

What Are Essential Skills: Lists the nine essential skills with brief roll over descriptions and also lists the benefits to employers

Get Started: Lists and describes all upcoming seminars and enables online registration

Success Stories: Summarizes and links to company and personal success stories compiled by the Conference Board of Canada

Tools & Links: Lists and links to Literacy and Essential Skills Tools, sites describing best practices, community resources and other useful government sites.

Privacy: Provides the TCET and Essential Skills for the Changing Workplace Policy to Protect the Privacy of Personal and Company Information

FAQs: Provides answers to common questions

Contact: Provides name and contact information for all project staff

French/English Links: Links to the French and English versions of the website

English version of homepage:

Essential Skills
FOR THE CHANGING WORKPLACE

Welcome to Essential Skills for the Changing Workplace

FRANÇAIS | PRIVACY | FAQs | CONTACT

HOME | ABOUT US | NEWS | SERVICES | WHAT ARE ESSENTIAL SKILLS | GET STARTED | SUCCESS STORIES | TOOLS & LINKS

Increase the productivity, literacy, safety and overall performance of your employees

How do employers benefit?

The Essential Skills for the Changing Workplace Project offers employers free seminars and consulting services to help them enhance their HR practices, develop their employees and ultimately improve the efficiency and productivity of their organizations.

SKILLED, SAFE, PRODUCTIVE, ADAPTABLE STAFF

GET STARTED

What are the 9 Essential Skills?

- Reading
- Writing
- Thinking
- Document Use
- Oral Communication
- Computer Use
- Numeracy
- Working with Others
- Continuous Learning

9 Essential Skills

Holding back on the essentials can cost you the race.

Find out more

HOME | ABOUT US | NEWS | SERVICES | WHAT ARE ESSENTIAL SKILLS | GET STARTED | SUCCESS STORIES | TOOLS & LINKS

This Project is coordinated by: **Centre for Education & Training**

This Project is funded by: **Human Resources and Social Development Canada** / **Ressources humaines et Développement social Canada**

French version of homepage:

Essential Skills
For the Changing Workplace

Bienvenue aux Compétences essentielles pour le lieu de travail en évolution

English | CONFIDENTIALITÉ | FAQ | CONTACTEZ-NOUS

ACCUEIL | À NOTRE SUJET | NOUVELLES | SERVICES | QUELLES SONT LES COMPÉTENCES ESSENTIELLES? | COMMENCEZ | QUELQUES RÉUSSITES | LIENS ET PARTENAIRES

Rendez vos employés plus efficaces en terme de productivité, de (sécurité) de sécurité et de performance générale. Une grande initiative financée par les Ressources Humaines et Développement social Canada

Comment les employeurs bénéficient-ils ?

Le Projet Compétences essentielles pour le lieu de travail changeant offre aux employeurs des séminaires et des services de consultation gratuits pour les aider à améliorer leurs pratiques de RH, rendre leurs employés plus performants sur le plan professionnel et améliorer finalement l'efficacité et la productivité de leur entreprises.

EMPLOYÉS QUALIFIÉS, SÛRS, PRODUCTIFS ET ADAPTABLES!

COMMENCEZ!

Quelles sont les 9 compétences essentielles ?

- Lecture
- Écriture
- Raisonnement
- Utilisation de documents
- Communication orale
- Utilisation de l'ordinateur
- Raisonnement numérique
- Travail en équipe
- Formation continue

9 Compétences essentielles

Si vous ignorez l'essentiel, cela peut vous coûter la course.

ACCUEIL | À NOTRE SUJET | NOUVELLES | SERVICES | QUELLES SONT LES COMPÉTENCES ESSENTIELLES? | COMMENCEZ | QUELQUES RÉUSSITES | LIENS ET PARTENAIRES

Project Coordonné Par: **Centre for Education & Training**
Centre de Formation et d'Éducation

Essential Skills
For the Changing Workplace

Compétences essentielles pour le lieu de travail en évolution

Financé Par: **Human Resources and Social Development Canada**
Ressources humaines et Développement social Canada

Sample Web Links

Human Resources Professionals Association Web Ad:



Brampton Board of Trade Web Ad:



Half Page Print Advertisement

Holding back on the essentials can cost you the race.

IMPROVE YOUR COMPANY'S PERFORMANCE

The Essential Skills for the Changing Workplace Project offers employers **FREE** seminars and consulting service to help them enhance their HR practices, develop their employees and ultimately improve the efficiency and productivity of their organizations.

Because having employees with the right skills is key to a company's success, don't miss our next **FREE** seminar!

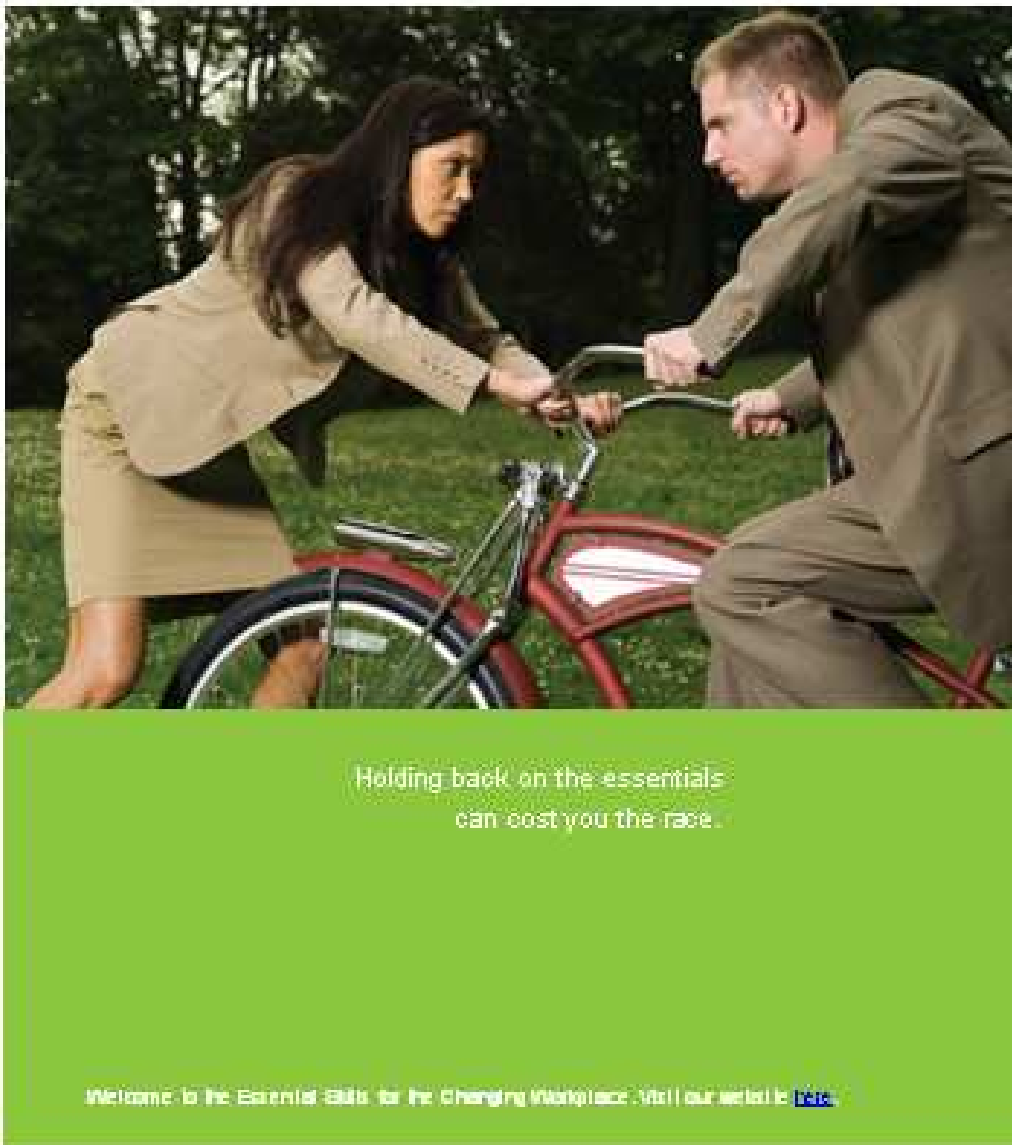
To register for a seminar or for more information, visit:
www.essentialskillsthatwork.com and Get Started!
 Or call 905.949.0049 ext. 2058

This project is coordinated by:
 Centre for Education & Training™

Funded by:
 Human Resources and Social Development Canada
 Ressources humaines et Développement social Canada



E-Newsletter Template



Holding back on the essentials
can cost you the race.

Welcome to the Essential Skills for the Changing Workplace. Visit our website [here](#).

Essential Skills for the Changing Workplace Article

Canadian companies are facing many challenges in the 21st century driven by increased global competition, rapid changes in technology, an aging workforce and the availability of qualified, skilled employees. Industry and government leaders, associations and sector councils are all sounding alarms about the challenges companies face when they cannot find skilled workers to fill critical job openings. This is particularly troubling in today's economy when skill requirements are changing constantly and organizations, now more than ever, realize that the knowledge and capabilities of their workforce have a significant impact on their ability to grow and succeed.

Given the current pace of workplace change, solving problems around current skill shortages is increasingly urgent. Employees and employers are just two of the many stakeholders with a key role to play in finding solutions. Employees need to be flexible, adaptable and commit to an on-going process of acquiring skills and knowledge in order to keep, or grow with, their jobs. Employers need to create a continuous learning environment and provide appropriate learning and development opportunities for their employees that support their business goals and strategic direction.

A cost effective way for employers to start addressing skill shortages and create a continuous learning environment is use of the Essential Skills framework, a workplace skills initiative developed and funded by Human Resources and Social Development Canada, (HRSDC). The framework defines 9 Essential Skills used in most occupations and includes a variety of tools that can be used to enhance the skills, performance and productivity of Canadian workers.

In January 2008, the Centre for Education & Training in Mississauga, a not-for-profit corporation owned by the Peel District School Board, received funding from HRSDC for a project called Essential Skills for the Changing Workplace. This project is designed to assist employers in small- and mid-size organizations with the integration of Essential Skills into their workplace and human resources practices.

To increase awareness and understanding of Essential Skills, the Centre is offering free 2-hour seminars for human resources and line managers. During this interactive seminar, managers will gain a thorough understanding of the Essential Skills framework and a variety of Essential Skills tools to assist in:

- conducting Essential Skills needs assessments
- writing job descriptions that indicate how workers use Essential Skills on-the-job
- integrating Essential Skills into hiring and selection processes
- aligning employee's use of Essential Skills with performance goals
- promoting health and safety in the workplace

Besides attending an informative seminar, participants will have access to an Essential Skills Workplace Consultant, free of charge, to guide them in determining their skill needs, identifying resources and local services that provide assessment and training and identifying Essential Skills tools to best suit their requirements.

For additional information about attending an Essential Skills seminar, visit our web site at www.essentialskillsthatwork.com; send an e-mail to obolivar@tcet.com or call the Centre for Education & Training, 905-949-0049, extension 2058.

SEMINARS

Milestones: By the end of November 2009 we will have conducted a minimum of 20 seminars for at least 300 employer participants. This will take place throughout Ontario during the first year of operation and in at least two additional provinces during the second year of the project.

Facilitator, Marion Bruce developed an informative and persuasive seminar that builds a business case for investing in the essential skills of employees. The majority of seminars were delivered through Boards of Trade, Health & Safety Associations and Human Resources Associations across Canada. In Ontario, the Industrial Accident Prevention Association was also eager to collaborate because of the obvious correlation between essential skills and the number of health and safety incidents. In Nova Scotia and Prince Edward Island we partnered with the Human Resources Association of Nova Scotia and PEI (HRANS) and also advertised the seminars through local business newspapers and Boards of Trade. In Alberta we collaborated with local Boards of Trade and Literacy Associations and advertised in the Canadian HR Professional Magazine.

Seminars were offered across Ontario during the first year of the project and expanded to other provinces during the second year for a total of 48 seminars delivered to 934 participants.

	Milestones	Achievements
Total Seminars	20	48
Total Participants	300	934

Out of the 48 seminars delivered, 9 were delivered in other provinces namely Alberta, Nova Scotia and PEI. The breakdown of the number of seminars and participants in Ontario and other provinces is as follows:

Provinces	Seminars	Participants
Ontario - Mississauga, Brampton, Markham, Kitchener, Cornwall, Barrie, Whitby, Caledon, Sarnia, Sault Ste Marie, Leamington, Kanata, Windsor	39	743
Nova Scotia - Halifax, Pictou County, Kentville	4	61
Prince Edward Island - Charlottetown	1	26
Alberta - Red Deer, St. Albert, Edmonton	4	104
Totals	48	934

The above project delivered more than twice the number of seminars required by the contract to more than three times the number of participants.

Seminars

Milestone: *Employer workshop/seminar evaluations will indicate that at least 80% of seminar participants found the seminars to be worthwhile with at least 50% of them planning to use at least one of the Essential Skills tools in their workplace.*

Of the 934 participants who attended our seminars 723 (77%) completed evaluation forms. This is due to the fact that some of the seminars were delivered at conferences and in those cases participants were asked to complete evaluation forms developed by the organization coordinating the event.

Our seminar evaluation forms indicate that 97% of the participants who completed the survey found the seminar worthwhile and 80% planned to use one or more Essential Skills Tool within six months thus dramatically surpassing the above written targets.

Evaluation Questions	Yes	No	No Answer	Total
Seminar was a worthwhile use of their time	96.7%	1.5%	1.8%	100.0%
Plan to implement one or more ES tools in next six months	80.1%	9.3%	10.6%	100.0%

Generally, the people who attended the awareness seminars invested an hour and half of their time learning about the Essential Skills framework and about the availability of the tools and Essential Skills profiles. They left the seminar with a “toolkit” (a binder of HRSDC Essential Skills materials and a list of related local resources and services) and information conveyed to them through the presentation on how the tools could be used in their own workplaces. They also left with a greater awareness of the importance and impact of skills and skills development on our economy, and to their individual business success.

Feedback from seminar participants was positive in all provinces achieving a 99% rate of satisfaction on the seminar overall and a 99.8% rate of satisfaction with the facilitator’s performance as indicated below:

	Excellent	Very Good	Good
Overall seminar rating	320 44.3%	322 44.5%	74 10.2%
Overall facilitator evaluation	430 59.5%	244 33.7%	48 6.6%

Seminar Outline

This seminar will introduce you to the Essential Skills framework, a workplace skills initiative developed by Human Resources and Social Development Canada (HRSDC). During this seminar, you will gain a thorough understanding of Essential Skills and their importance to your organization's success. At the conclusion of the seminar, you will know how to use the Essential Skills framework and a variety of Essential Skills tools to assist you in:

- conducting Essential Skills needs assessments
- writing job descriptions that show how workers use Essential Skills on-the-job
- integrating Essential Skills into your hiring and selection processes
- aligning performance goals with the employee's use of Essential Skills
- developing succession plans to ensure employees are ready for new roles as needed
- promoting health and safety in the workplace

Who should attend?

Human resources managers, training managers, line managers, operations manager, supervisors, team leaders, coordinators with people management responsibilities and small business owners

What you will learn?

By participating in this seminar you will have the opportunity to:

- Increase your knowledge of the Essential Skills research conducted by HRSDC
- Learn the definitions of 9 Essential Skills used in most occupations
- See the importance of Essential Skills for both individuals and organizations
- Compare Essential Skills to job specific skills and employer specific skills
- Review Essential Skills profiles illustrating the types of tasks required by specific jobs
- Understand Essential Skills complexity levels – a rating tool for measuring the differences in Essential Skills across occupations
- See how the Essential Skills framework and a variety of Essential Skills tools can be used to enhance HR practices related to: Essential Skills needs assessment, job descriptions, recruiting and selection, performance management and health and safety
- Understand the Test of Workplace Essential Skills (TOWES)
- Review case studies on Essential Skills applications in the workplace
- Discover the direct and indirect benefits of implementing Essential Skills
- Identify the challenges and opportunities around implementing Essential Skills
- Learn how we can help you implement Essential Skills in your workplace

SEMINAR EVALUATION FORM

DATE:

Facilitator: Marion Bruce

WE VALUE YOUR OPINION. Please let us know what you think about today's seminar by placing a check mark in the appropriate columns below.

NAME		JOB TITLE	
COMPANY			

Seminar Content	Excellent	Very Good	Good	Fair	Poor
Achieved Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Used helpful materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was appropriate in length	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall seminar rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminar Facilitator	Excellent	Very Good	Good	Fair	Poor
Knowledge of subject matter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation skills/delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Answered questions effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall facilitator evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				Yes	No
Was the seminar a worthwhile use of your time?				<input type="checkbox"/>	<input type="checkbox"/>
Are you planning to implement one or more of the Essential Skills tools within the next six months?				<input type="checkbox"/>	<input type="checkbox"/>
If Yes , which tool(s) would be of most benefit to your department/ company?					
Which of the nine Essential Skills need to be improved in your department and/or company?					
Are you responsible for skill development or training in your department or company?				Yes	No
				<input type="checkbox"/>	<input type="checkbox"/>
If No , indicate the name and job title of the person responsible for skill development and training in your organization:					
Would you be willing to assist us in scheduling a meeting or conference call with this person?				Yes	No
				<input type="checkbox"/>	<input type="checkbox"/>

For comments or suggestions please see back

CONSULTATIONS

Milestone: *By the end of November 2009 we will have provided individual consulting services to a minimum of 50 employers interested in using the tools.*

Although we were extremely successful in recruiting participants for our seminars, scheduling consultations proved to be challenging despite the fact that 97% of participants indicated the seminar was worthwhile and 80% indicated that they planned to use at least one tool within 6 months. Nevertheless 53 consultation appointments were completed by the end of the project surpassing the target by 3.

In an attempt to determine whether we could more effectively attract seminar participants that would have the authority and willingness to implement the tools in their companies, the team researched and conducted a direct marketing campaign within the Peel and Etobicoke areas. Using the Scott's Directory, companies with up to 250 employees within the hotel, food service, logistics and manufacturing industries were targeted and contacted by phone to obtain the name of the appropriate person to mail a seminar invitation letter and project postcard. This approach did not attract the numbers we were hoping for and yielded only 4 employer participants and 2 College representatives to our first seminar. The second seminar attracted only 3 employer registrants and was consequently cancelled. The Industry Liaison contacted the three registrants and scheduled consultations to give them an orientation to the Essential Skills framework. Working in collaboration with other organizations to reach employers was clearly more effective.

Attendees at the awareness seminars came from a wide range of work/business environments but were primarily:

- small independent entrepreneurs providing consulting or financial services
- small business owners from a wide range of industrial sectors
- managers and/or HR representatives from larger companies/corporations
- managers/representatives from community colleges or community service agencies
- other business people who attended the seminar primarily for networking and to support their local chamber of commerce

Once they attended the seminar, the biggest task ahead for some attendees was to find time to read and apply the materials, and/or to meet with others in the company to inform them of what they learned in the seminar and to get them on-side to begin taking action. Some attendees were in a position to take action themselves particularly if they had a specific task to accomplish, without investing a great deal of time. For example, if a manager needed to hire a new employee, he/she used the Essential Skills profile database to obtain one or more profiles that fit the position available and used wording from the profile(s) to create or modify job descriptions and create interview questions.

Attendees from large, well established companies often already had similar systems in place and but indicated that the seminar served as validation of their HR practices. Generally employers recognized the value of investing time and/or money to implement the Essential Skills framework but lacked the time and/or expertise to adapt the tools to effectively serve their needs. The Industry Liaison coached them through the process and provided further resources but did not do the work for them.

Below were typical responses from attendees who were contacted regarding whether they would like to utilize our free consulting services:

- We want to run some training on problem solving and would like 10 copies of the *Problem Solved!* workbook for a lunch-and-learn.
- The seminar validated what we are already doing and it seems like we are on the right track.
- Everything here has to be done according to corporate/head office directives, including any HR initiatives. I just do what I'm told...
- I intend to review the tools but haven't had a chance yet...
- Have passed the binder on to my manager or HR, and will leave it to him/her to take any further action
- Have talked to our management and they would like to learn more about how this can be used in our company. Can you come in to meet with us?
- As an HR consultant I've already talked to two of my clients. One already knows about and is currently using ES, and I'm helping the other assess their needs. I looked up an Essential Skills Profile and used it to help me in the hiring process.
- Thank you for your call, but right now we have other priorities so this will have to wait until the timing is better.
- We are only a one/two person company so there really isn't a need
- I plan to meet with my manager(s) to talk about this, and will let you know how we'd like to proceed.
- Is there any ES information that is specific to our industry (e.g. construction)?
- We have used the ES model to look at skills of employees and to get a better understanding of who the employees are they want to keep, and how to deploy them during a downsizing.
- We need to improve certain skills such as computer skills, writing, and business English

CLIENT SURVEYS

Milestones: Follow-up surveys of workshop participants will indicate that 30% of employer participants have used at least one Essential Skills tool in their workplace.

An attempt to conduct client surveys with clients who had received consulting services was made in January 2009 but was not met with much success yielding only three responses from past participants. To get a better response rate and to determine whether past seminar participants were using the Essential Skills Tools with or without the benefit of our consulting services we decided to contact all past seminar participants with an online survey in June 2009. The surveys were conducted via Survey Monkey and offered an opportunity to win a digital camera to those who provided their name, company and telephone number. This proved to be much more successful and so we opted to use the same survey method again in January 2010. By the end of the project surveys had been sent to a total of 771 past participants via e-mail generating 120 responses.

Below are the combined results for the two surveys. Please keep in mind that some participants were teachers or consultants who did not require consulting services and so were not contacted. Also, many respondents indicated that given the fact that they attended seminars in October or November then became busy with Christmas holidays, they had not had enough time to explore and implement the tools as of yet. Nevertheless, the combined survey results indicate that at least 43% respondents have used at least one Essential Skills tool.

Please provide your name, company and telephone number below if you wish to enter the draw for a Kodak EasyShare Digital Camera.

Answer Options	Response Percent	Response Count	
Name:	100.0%	114	
Company:	99.1%	113	
Phone Number:	100.0%	114	
	answered question		114
	skipped question		6

Were you contacted by our Consultant/Industry Liaison within three weeks after attending the Essential Skills Seminar?

Answer Options	Response Percent	Response Count	
Yes	55.9%	66	
No	18.6%	22	
Do not remember	20.3%	24	
Did not wish to be contacted	5.1%	6	
	answered question		118
	skipped question		2

Did you take advantage of our free consulting services?

Answer Options	Response Percent	Response Count	
Yes	23.2%	22	
No	76.8%	73	
If "No", any particular reason?		49	
	<i>answered question</i>		95
	<i>skipped question</i>		25

If "No", any particular reason?

January 2010 Responses:

Not required at this time, we are part of a larger organization and they have some strategies underway.
Did not have an opportunity yet!
I haven't had any need to yet.
Not necessary, I received enough information from the seminar.
Just not enough time preceding the call until our Xmas break and the end of the project. I believe we were the last group delivery. I certainly would take advantage of it should it continue. It was excellent information.
Bad time of year, many other things going on.
saving for future reference when it fits better into the program
May require in the future but no demand right now.
Just haven't had a chance yet!
I attended the workshop out of personal interest. Interestingly enough, I have used the information provided to my own benefit and have informed some of my clients of it.
AT THE TIME I WAS BUSY.
no opportunity has presented itself to utilize the consulting services
We weren't ready yet to go to that level and our schedule was full
Very busy time of year...Christmas.
We are still in planning stages and Christmas slowed down the process.
lack of awareness of services

June 2009 Responses:

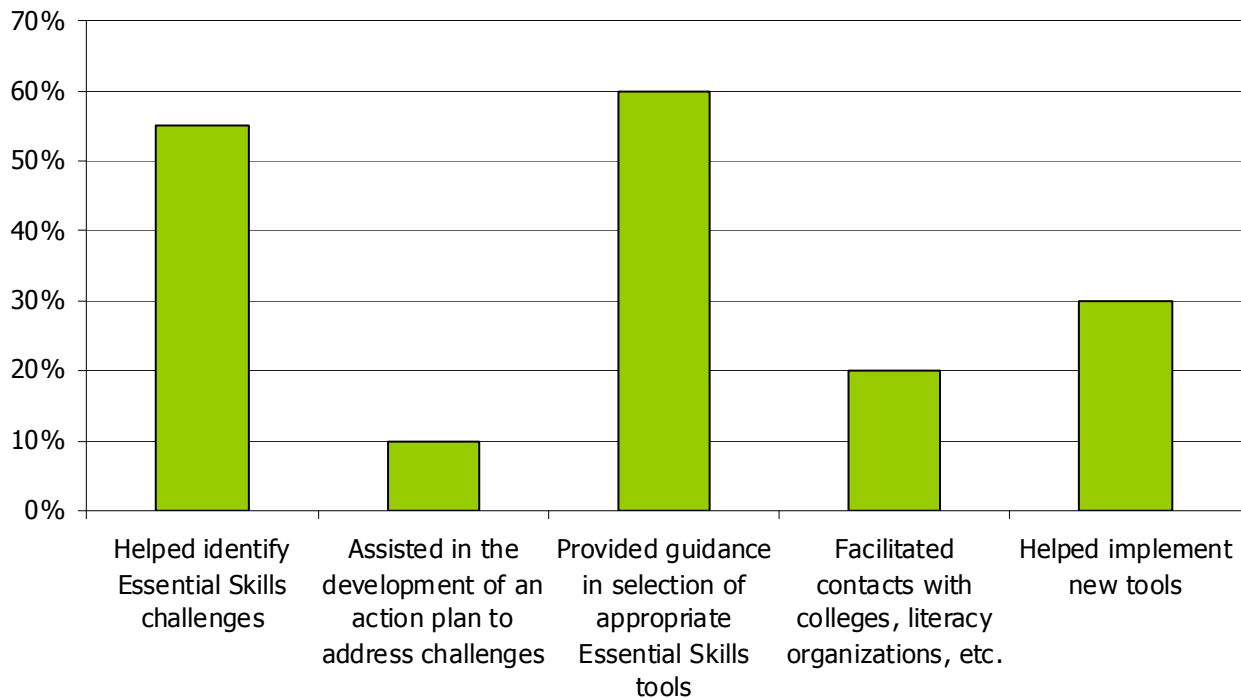
Not related to my profession.
All questions were answered during presentation
Not required at this time
Haven't had time to explain the service to our manager yet. Would like to book someone in for a 1/2 hour session at a Coordinator's meeting to talk about the free consulting services.
Have not had time as of yet
Of interest only at this time. Will be reviewing material on an as need basis.
Didn't feel the immediate need, however now I know who to call when need arises
Not at this time. Hopefully in the fall
Just haven't gone that route yet. Using the written material successfully so far.
I attended the workshop as part of a PD session and didn't have a need for consulting services.
Not yet ready to move forward with this.
Not quite ready to implement the tools. Consultant will follow-up again later in the summer
We are moving offices and have not yet had the time, but intend to.

The next two questions were only responded to by those who had received consulting services.

What consulting services did you get from our Industry Liaison representative after you attended the Essential Skills seminar?

Answer Options	%	#
Helped identify Essential Skills challenges	55.0%	11
Assisted in the development of an action plan to address challenges	10.0%	2
Provided guidance in selection of appropriate Essential Skills tools	60.0%	12
Facilitated contacts with colleges, literacy organizations, etc.	20.0%	4
Helped implement new tools	30.0%	6
Other, please specify		2
answered question		20
skipped question		100

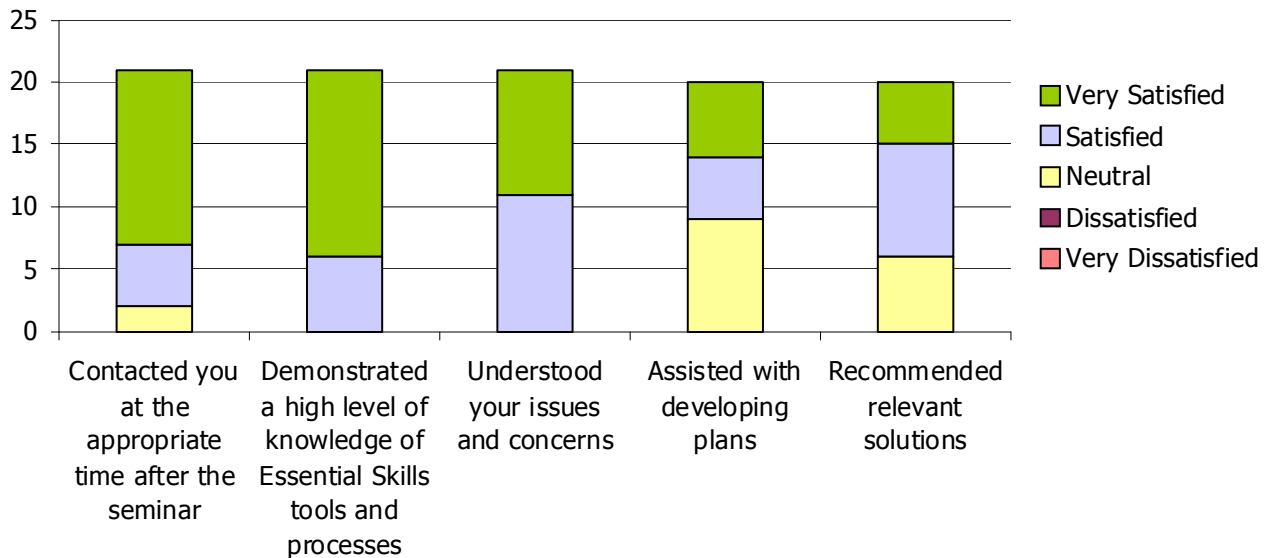
What consulting services did you get from our Industry Liaison representative after you attended the Essential Skills seminar?



Thinking back to your consultation(s) with the industry liaison, please indicate your satisfaction with the following statements:

Answer Options	Very Satisfied	Satisfied	Neutral	Response Count
Contacted you at the appropriate time after the seminar	14	5	2	21
Demonstrated a high level of knowledge of Essential Skills tools and processes	15	6	0	21
Understood your issues and concerns	10	11	0	21
Assisted with developing plans	6	5	9	20
Recommended relevant solutions	5	9	6	20
	<i>answered question</i>			21
	<i>skipped question</i>			99

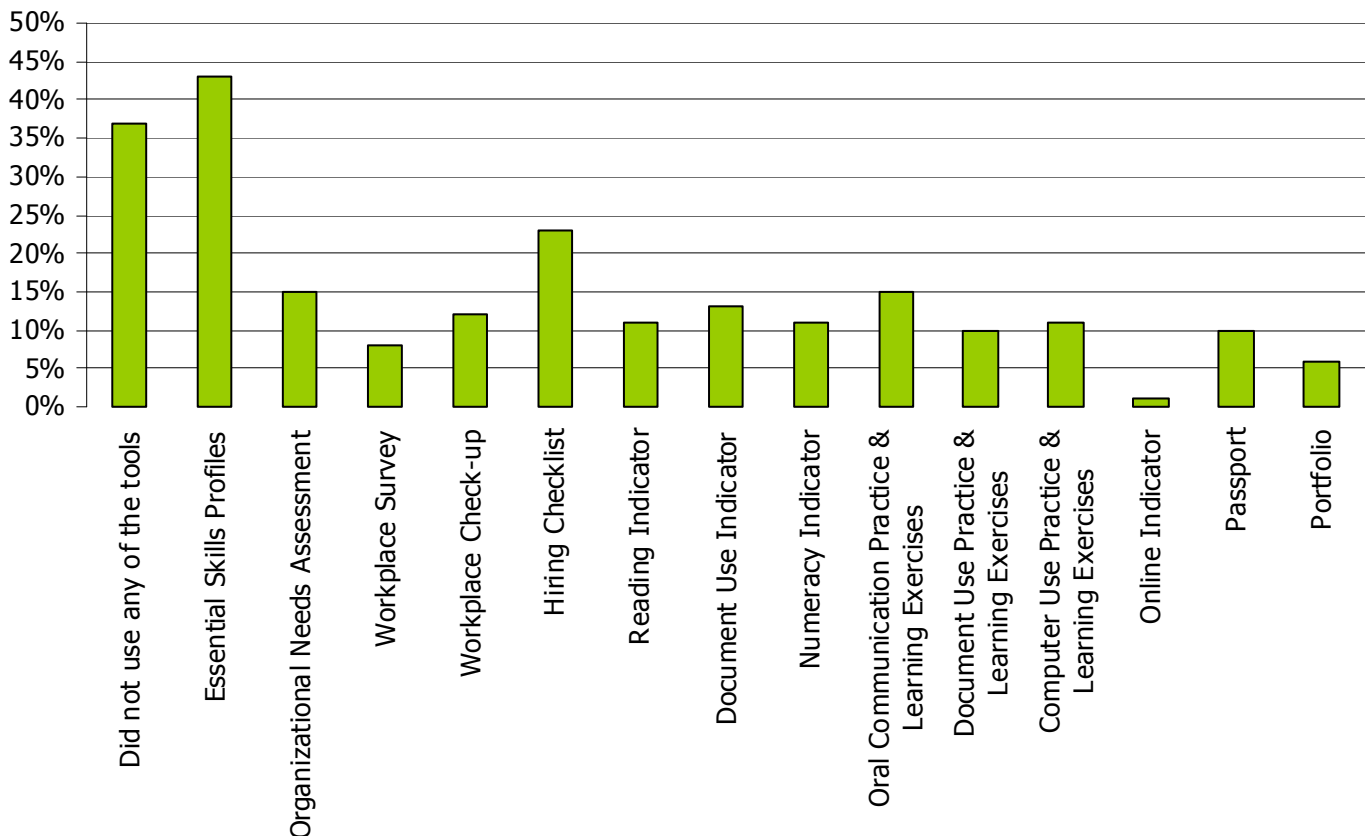
Thinking back to your consultation(s) with the industry liaison, please indicate your satisfaction with the following statements:



Which of the Essential Skills tools have you used?

Answer Options	Response Percent	Response Count
Did not use any of the tools	37.00%	37
Essential Skills Profiles	43.00%	43
Organizational Needs Assessment	15.00%	15
Workplace Survey	8.00%	8
Workplace Check-up	12.00%	12
Hiring Checklist	23.00%	23
Reading Indicator	11.00%	11
Document Use Indicator	13.00%	13
Numeracy Indicator	11.00%	11
Oral Communication Practice & Learning Exercises	15.00%	15
Document Use Practice & Learning Exercises	10.00%	10
Computer Use Practice & Learning Exercises	11.00%	11
Online Indicator	1.00%	1
Passport	10.00%	10
Portfolio	6.00%	6
If you did not use any of the tools, any particular reason?		36
answered question		100
skipped question		20

Which of the Essential Skills tools have you used?



If you did not use any of the tools, any particular reason?

Need to establish which is the best for particular job
I am a consultant, and have recommended your program to other SME's
waiting to see relevance to future teaching / work situations
Not had time
The rest will be used in the fall hopefully
Too busy--haven't looked at it since---but intend to! Too many other projects needing immediate priority.
Still educating myself on these tools and how to use them properly.
I was just introduced to essential skills and now have a heightened awareness of them and their application to college student success
no employees currently
Waiting for new Board and Committee leadership to be in place to move this agenda forward
I am in process of combining the profiles with establishing current job descriptions.
I am not in a position where my clients would come to me for this purpose.
I find these fit into my workshops to our graduating students. I also find the profiles useful in writing resumes and employer interview 'potential' interview questions.
I am a language assessor and do not work with clients for more than the assessment date. I did refer my co-workers to use the sites provided.
will be keeping them on file, we had developed some tools of our own right around the same time of the visit - your tools may be utilized as our organization continues to grow and develop as they have a great baseline of information
We are pleased to be able to learn about these tools so that we can pass along the information to our clients, but have no need of them ourselves yet.
I did attempt to write an article about the government website. I contacted an individual at Lambton College for access to the government website...she wasn't sure she could give me access for the reasons I wanted - to see it to write an article about it. She was going to contact the university/college who developed the online tools and get back to me...I have not heard anything.
I understood the system would not be available until the new year. Also, I was off over Christmas and busy trying to finish work before I left. This may not be a great time to ask for feedback as Nov. Dec. may not be representative of normal work routines
Our next group of students start this month - we will be using all the tools with them...
Still exploring.
I HAVE BEEN BUSY. WHEN I GET A SPARE SECOND I WILL START WITH THE ESSENTIAL SKILLS PROFILE AND GO FROM THERE
Did not use the tools yet, but have reviewed them and compared them to our hiring standards. We are currently on a hiring freeze
We are intending to very soon but have not yet had the time to get on the web to research the profiles. We are gearing up to hire in the first quarter so we will be proceeding shortly
Christmas holiday so course notes not on the front burner

Did you modify any of the tools to suit your business needs?

Answer Options	Response Percent	Response Count	
Yes	16.7%	12	
No	83.3%	60	
If "Yes", please explain		10	
	<i>answered question</i>		72
	<i>skipped question</i>		48

If "Yes", please explain

We tried to develop a working document/toolkit that would build the business case for manufacturers and the broader business community.
modified for our requirements
Needed to 'tweek' communication to suit job demands
I have shared the information as is with others because it is something that helps them.
Modified the OSP as an evaluation tool for Coop Work Placements
This is something when the busy summer is over for me to look at.
to assess the skills of my clients
Used essential skills to revamp job descriptions.
Assessment tools were modified
Made it our industry specific

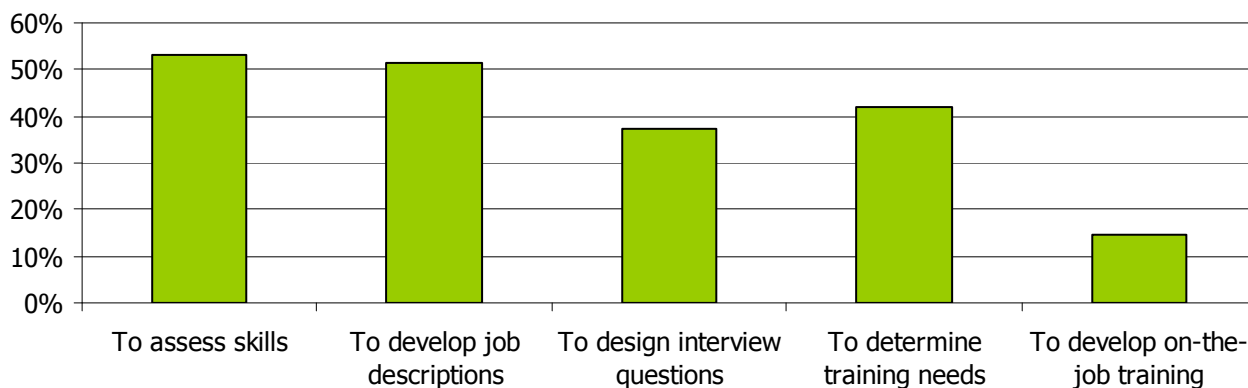
How was/were the tool(s) used?

Answer Options	Response Percent	Response Count
To assess skills	53.2%	33
To develop job descriptions	51.6%	32
To design interview questions	37.1%	23
To determine training needs	41.9%	26
To develop on-the-job training	14.5%	9
Other, please specify		8
answered question		62
skipped question		58

Other, please specify

To provide Essential Skills awareness - helping to explain the concept to both staff and workers.
To compare with our tool and make adjustments
In advanced ESL class.
To help graduates make the transition from academics to the workplace....recognition is very important for them to understand the skills
These are the skills I am interested in setting up with this course.
To learn more about essentials skills
Personal interest
They haven't exactly been put to use yet, but they will, as will other tools (I would assume). Once we have some available time and are working on items such as job descriptions and interview questions.

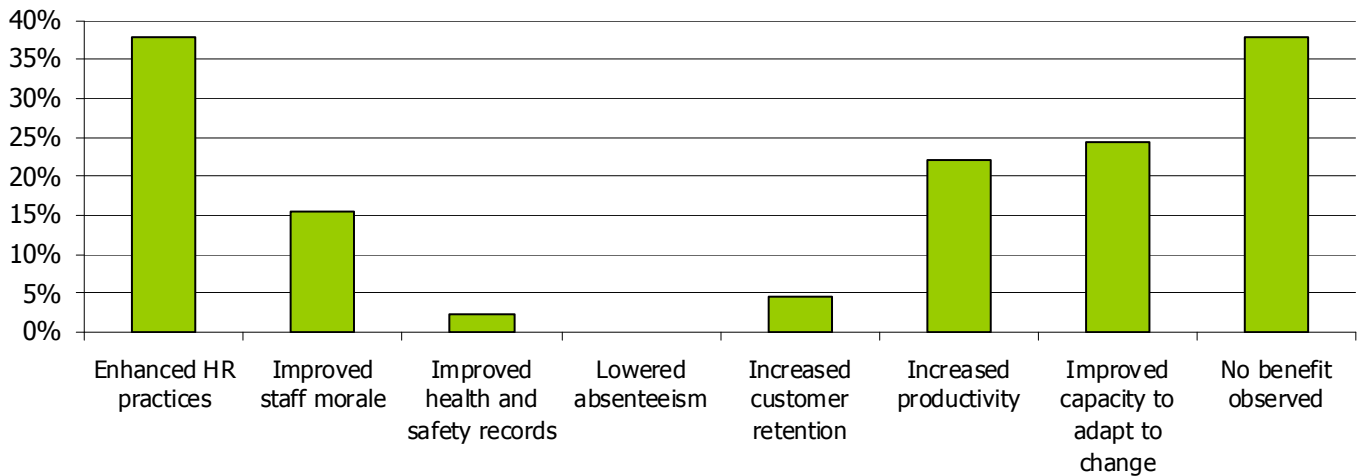
How was/were the tool(s) used?



What benefits have you observed from implementing the tools?

Answer Options	Response Percent	Response Count
Enhanced HR practices	37.8%	17
Improved staff morale	15.6%	7
Improved health and safety records	2.2%	1
Lowered absenteeism	0.0%	0
Increased customer retention	4.4%	2
Increased productivity	22.2%	10
Improved capacity to adapt to change	24.4%	11
No benefit observed	37.8%	17
Other, please specify		24
answered question		45
skipped question		75

What benefits have you observed from implementing the tools?



Other, please specify

Based on our project, we have received positive feedback from literacy providers who are working with employers on-site to provide training.
too early to say
Helping to illustrate the Essential Skills concepts so everyone understands the new use of terms as a common language.
Helpful to adjust/create job descriptions
an appreciation that changes are needed by both management and staff.
For students- awareness and implement the skills at their co-op placement
Only for my own personal use - helps me to determine where I may need to improve
Checklists are particularly useful in planning classroom activities geared toward future employment.
A different approach to interviewing. New questions allowed for new thought.
None yet, but explain more satisfaction with more clear info on job descriptions.
have observed more interest from graduating students about how employers judge or choose applicants - better retention during workshops
Just looking into it to learn
Enhanced ability to detect skills gap.
Helps students focus on the skills they need and where to improve
did not complete implementation due to job change
to better explain my clients skills to their perspective employer, my co-workers, families and/or support workers
We have not used the tools to their utmost capacity and would like to learn more about them...and I'm sure we will. We currently use them to educate and assess the participants we have attending a pre employment program called Work Abilities.
I work in the career development field and used the information to help build client resume
Enhanced professional development.
too early- just getting starting to use it
help with hiring
This will be our first hire and this gives me a better grasp on how to assess required skills.

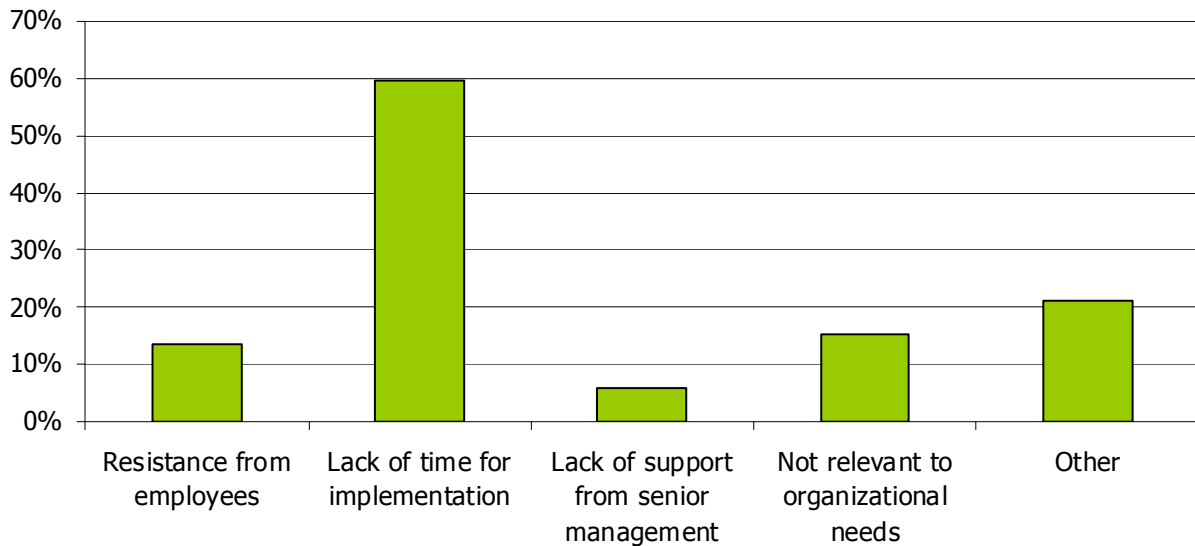
What problems or difficulties did you encountered using the tools?

Answer Options	Response Percent	Response Count
Resistance from employees	13.5%	7
Lack of time for implementation	59.6%	31
Lack of support from senior management	5.8%	3
Not relevant to organizational needs	15.4%	8
Other	21.2%	11
If other, please explain		15
answered question		52
skipped question		68

If other, please explain

Change is not easy - I have seen all of these in various organizations.
Online indicators are not at all in line, difficulty-wise, with the Measure Up self-assessment exercises or the actual TOWES tests. I've seen people ace Levels 1, 2 and 3 with the online indicators and then get Levels 1,2,1 (and other scores like this) with the formal test. This renders the online tools completely useless - results are invalid. Now I only use the Measure Up site -- it's not user-friendly but at least the scores mean something.
My clients have intellectual disabilities so I need to adjust the information to the needs of my clients.
too early to determine any real issues
No difficulties observed
No problems using the profiles
No issues!

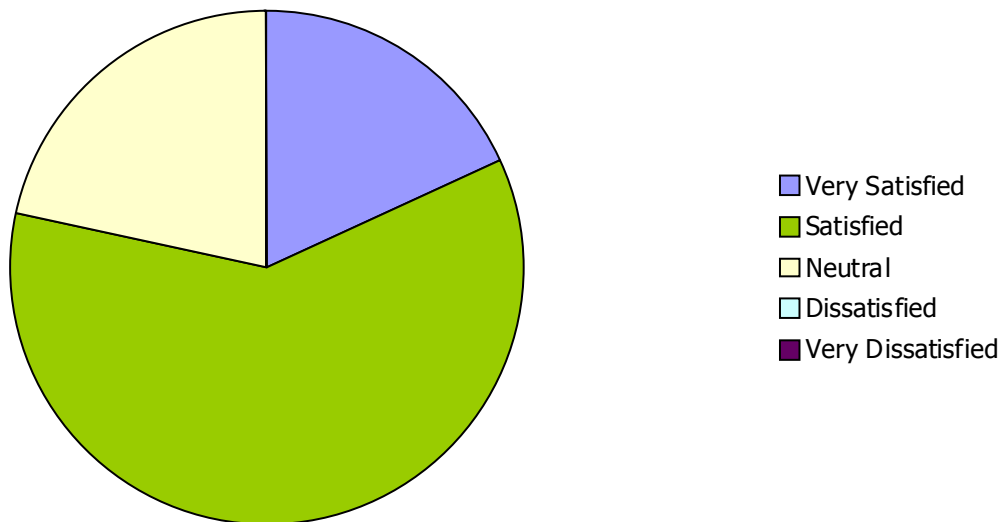
What problems or difficulties did you encountered using the tools?



How would you rate your level of satisfaction with the tool(s) you have used?

Answer Options	Response Percent	Response Count	
Very Satisfied	18.5%	12	
Satisfied	60.0%	39	
Neutral	21.5%	14	
Dissatisfied	0.0%	0	
Very Dissatisfied	0.0%	0	
	<i>answered question</i>		65
	<i>skipped question</i>		55

How would you rate your level of satisfaction with the tool(s) you have used?



How could the tools be improved to better meet your needs?	
<i>answered question</i>	38
<i>skipped question</i>	82
If the tools had more specific descriptions and to give more examples of how to apply it to everyday life at the office.	
Can't think of anything	
In order for some to 'buy in' to the Essential Skills concepts, they need to be able to translate the generic examples into scenarios from their particular work experience.	
To have more job classifications would be helpful.	
not sure yet	
include supporting documents explaining tips and tricks to overcome objections in case of resistance.	
I am quite satisfied with them	
it is ok for our use	
No improvement at this time.	
I would need to ask the teachers who participated in the session and then implemented it with their co-op students to ask if there needs to be an improvement.	
Our needs are disability focused. Realistic awareness of actual skills can sometimes be demoralizing	
At this time none	
By having a detailed checklist for small businesses	
More online availability for indicators - although I understand they are coming.	
Unsure at this moment. Would have to continue to use for a variety of reasons.	
Need to fully understand use with other legislative requirements....ie. job descriptions should to be compliant with Pay Equity as well.	
The passport is wonderful.....basic generic skills for transitional workers (second career) - how to explain a transferable skill to suit employer	
I need to learn more information about the Ontario Skills Passport to be improved to better my needs and training on it.	
Yes - the online indicators for Doc Use and Numeracy are not at all useful. High scores in these tests do not predict equivalent levels of ability with the TOWES test, the Measure Up self-assessment test, or real-life task performance. The activities contained within are FAR too easy.	
theory should connected with real work examples, such as cases	
too early to determine any real needs or weaknesses	
create online or electronic (CD ROM) versions to make it easier to customize, implement and store records. This would also help integration with learning management systems.	
At this time it is me who needs to understand and use them so no improvement at this time.	
I do not know.	
not applicable	
Found interview assistant not really user friendly. It was difficult to figure out. It would be more useful if there were sample questionnaires for basic positions.	
I am an educator so could you lessons that can be directly used in the classroom.	

How could the tools be improved to better meet your needs?...continued

Access to the essential skills profiles would be great!
Searching the profiles can be frustrating at times. Also, I would like to see a quick summary option because the profiles are very long when printing.
I plan to implement a few tools in the next few weeks with performance reviews and recruiting. It seems very straightforward so far.
We are a one person operation at present, but I will showcase these tools to our chamber members
I need to make more use of the tools when the opportunity presents itself.
I think a great job had been done - there could be increased in-depth information on the competencies and levels.
I did not experience and problems.
I am not sure yet as I have not really put the tools to full use.
Unknown.
To early to determine

What other comments do you have concerning the Essential Skills tools?	
<i>answered question</i>	58
<i>skipped question</i>	62
An informative course, and as my workload progresses or changes, it will definitely be put to use.	
A good tool kit and as long as it is used, will help the SME owner	
The Essential Skills tools provided by TCET are an invaluable resource. We have been very fortunate that TCET has participated at our events and showcased their services. I hope there will be opportunities in future to work together.	
They are quite useful and have provided us with a template to build on.	
Trust. Employers need to trust that in using Essential Skills tools, they will improve their ability to get and keep the right employees in the right jobs. Employees need to trust that employers will recognize a variety of experiences may contribute to acquiring the essential skills for a particular job, and that they will get help in obtaining the skills they may not have.	
The presentation was very boring. I can't believe that for such a large organization the PowerPoint aspect was so poorly executed. It was amateurish. Receiving a binder full of documents many of us will never need or use was also a tremendous waste. In this day and age of electronic documents and Internet use this kind of waste is unacceptable. You should consider giving binders to organizations not individuals, and upgrading the presentations.	
The need for a direct feed into 'Essential Skills' for employees, that is flexible	
It is a good tool to use to enhance H.R practices. I am quite satisfied with the tools	
It was an excellent in-service for our teachers and employers.	
Hopefully, more people will catch on. Good luck with your efforts.	
I believe that the Essential Skills tools are a good starting point, but if being used in an office environment, it would need to be adapted/modified to suit the individual situation/position	
Very good resource	
The information session was very informative to our members. They also really appreciated the binders handed out to them.	
Will refer to them during subsequent school years.	
Great service - looking forward to using it more.	
Very good workshop. Wanted to follow it up with a Workplace Materials Developer Workshop being offered, but was unable to go--again, because of other commitments.	
It seems to be a worthwhile project to get people in the education and industry sectors talking the same language.	

What other comments do you have concerning the Essential Skills tools?...continued
Thorough package of resources for an employer or HR person to assist in developing employees. I work with companies (large and small) to offer a unique yet valuable employee benefit and was curious to hear what employers deal with more generally and how I could help them as well (i.e. risk management, reducing threat of data loss, benefits to assist employees and their families with everyday life event issues that can impact their mind and body on the job and absenteeism rate.
This is a very good program that will help a lot of businesses that will give us the tools to succeed in today's market.
It was a great intro but more real life examples would solidify the learning.
Seminar was a great introduction to the tools. The resource binder was also very helpful as a reference guide.
Although I did not use it at my workplace, I did have my teenage son use it when he was beginning the search for his first job. He had very little work experience but this tool showed him that he had more skills than he realized.
Great stuff!
We need more visual materials to match our deaf Workforce literacy learners to understand about Essential Skills tools. They are various levels in their learning skills.
They are an excellent resource for language teachers, immigrant workers and job search workshop leaders to use in the immigration field.
Found the presentation was quite thorough
They're very helpful in helping people to determine the extent of their upgrading needs in planning out various career/work/training pathways.
useful
Great mix of helpful information that should be used by all businesses
Very good tools once one understands the applications and benefits. web-based version would improve uptake by businesses and allow better use of broad sector web-based marketing of these tools and awareness (training) tools
Wonderful information. The materials are excellent and the presenters were great.
That it is a great tool and it has beneficial to me and my clients.
Just starting to evaluate tools and not really able to make any other comments.
This is a great set of tools.
None
My memory is not so good. can't really recall a lot about this.
I enjoyed the course and am glad for the reference materials.
So far, I think it will prove to be very useful once I have the chance to implement the tools.
I liked the poster for our offices. You seem to have responded to industry needs and more assessment tools to determine and assess levels of competencies in all of the essential skills. Our organization would benefit from further training on the utilization of these tools.

What other comments do you have concerning the Essential Skills tools?...continued

I am really looking forward to using them and think they will be a real asset when looking at classifying and staffing positions in the future.

Great tool.

Great potential...have to become more familiar with them

I would have appreciated a follow up, to have more information via website. Further information left with the Chamber also would have been helpful.

I am looking forward to implementing the tools in our students' January to June school term.

I think this is an awesome tool and I am very pleased that I attended the workshop. Thank you so much for the opportunity.

it is a good tool for identifying and addressing basic skills issues.

Great information and essential information.

None at this time.

I NEED TO USE THEM

I have found it every interesting, and know that there are some tools we might be able to use one day

We found the seminar and the presenters were excellent and helpful

I enjoyed the seminar and believe that I will be able to apply it in my workplace.

I think it is a great program. We have a local program called the SEB program (self employed benefits) provided by employment insurance. While new business owners are in this program they are given training in various components of running a business and I think this would be an asset.

SUMMARY AND RECOMMENDATIONS

Summary

The purpose of this project is to raise employer awareness, and use of, the Literacy and Essential Skills framework and tools. To accomplish this task, the Essential Skills for the Changing Workplace project launched a marketing campaign to draw employers to information seminars and followed up with participants afterwards to arrange consultation sessions for those interested.

The branding and marketing campaign included the project catchphrase, picture and logo, the essentialskillsthatwork.com website, print and web advertising, postcards and e-mails regarding upcoming seminars in addition to networking and partnering with sector councils, industry associations, boards of trade, unions and human resources associations.

An informative and persuasive seminar was developed that builds a business case for investing in the essential skills of employees. The majority of seminars were delivered through Boards of Trade/Chambers of Commerce, Health & Safety Associations, Human Resources Associations and Literacy Associations across Canada. A total of 48 seminars were delivered to 934 participants, which is more than twice the number of seminars for more than three times the number of participants required by our contract. Seminar evaluations indicate that 97% of participants leave the seminar thinking that it has been a worthwhile use of their time and that 80% plan to use one or more of the tools within the next six months.

53 consultations appointments were completed by the end of the project surpassing the target by 3. Publication of the Interview Assistant and some of the newer tools helped to increase the number of consultations in spring 2009. Nevertheless, arranging consultation sessions was often a challenge for a number of reasons including the following:

- The attendees did not always have the authority to move forward on implementation and had to bring the information and sell the framework to those at higher levels in their organizations.
- Owners or representatives from very small businesses didn't have the time to devote to implementation.
- Company representatives often didn't have the time or the skills to appropriately adapt the tools to address the needs of their company.
- Companies more often reserved training funds for technical or job specific skills rather than essential skills.
- Many companies were in survival mode due to the economic downturn and did not want to spend money on training.
- Participants were generally not available around the summer or Christmas holidays. Consequently, seminars and consultations had to be organized between mid January to May and mid September to early December.

In order to target attendees who would be more likely to implement the tools, the team launched a cold calling and direct mail campaign within the Mississauga, Etobicoke and Brampton area focusing on companies with 20 to 250 employees in a variety of industries. This approach did not attract the numbers we were hoping for. The team concluded that working in collaboration with other organizations to reach employers was more effective than our contacts with individual companies. This has proved to be a successful strategy.

Online surveys were conducted in June 2009 and January 2010 via Survey Monkey to obtain feedback regarding our consulting services and the Essential Skills Tools and to try to determine how many companies had utilized the tools besides those that had used our consulting services. The online surveys generated a combined total of 120 responses out of the 771 surveys sent to past participants via e-mail which is a 16% response rate. The survey statistics indicate the following:

- 23% of respondents utilized our free consulting services mostly for guidance in the selection of appropriate tools and to identify Essential Skills challenges
- 43% of the respondents had used at least one of the tools, the most popular being the Essential Skills Profiles and the Hiring Checklist
- 17% of those who used the tools modified them to suit their business needs
- The tools were mostly utilized to assess skills and develop job descriptions with a somewhat smaller percentage using the tools to determine training needs and design interview questions
- 38% of respondents indicated that implementing the tools has led to enhanced HR practices, 24% indicated improved capacity to adapt to change and 22% indicated increased productivity
- The major challenges in implementing the tools are lack of time for implementation followed by other reasons as well as not relevant to organizational needs and resistance from employees.
- 60% of respondents who had used the tools were satisfied with them and 19% were very satisfied.
- A list of suggestions for improvement was generated by the survey and can be referred to on pages 52 to 53. Some suggestions supported by more than one comment include: the development of online or electronic versions of the tools, more Essential Skills Profiles, specific examples of applications and strategies on how to overcome barriers when initiating the use of tools, and lists of sample interview questions for basic positions.

Recommendations

Based on our experiences during the first and second phases of the Essential Skills for the Changing Workplace and the results of the online surveys conducted in June 2009 and January 2010, we have compiled the following recommendations:

- Building strong partnerships with Boards of Trade/Chambers of Commerce, Enterprise Centres, Sector Councils, Human Resources Associations, Colleges, Literacy Organizations and Health and Safety Organizations is crucial to the process of attracting employers to seminars and assisting them to implement the Essential Skills Tools and framework. It seems the distribution of funding for Essential Skills initiatives among diverse stakeholders can sometimes create a competitive environment which can be counterproductive. That said, there are individuals and organizations that realize that collaboration and sharing is mutually beneficial and better achieves everyone's objectives. More can be done to foster collaborative relationships that will benefit all stakeholders and ultimately, end-users.
- To coordinate seminars through Boards of Trade/Chambers of Commerce, proposals must be sent many months in advance and not during the summer months when they are closed. Also, even when the Boards of Trade/Chambers of Commerce are not hosting the seminar, it may be possible to rent space at their locations and/or advertise through them in order to reach their members.
- In response to our survey, employers indicated their number one challenge is a lack of time for implementation of the tools. There is a need for an Essential Skills Consultant to work with interested companies to conduct the needs assessments, develop a plan of action for implementation of the tools that will address identified essential skills issues, and assist in coordinating the implementation. In order to achieve the greatest uptake, this service would need to be low cost, widely promoted and accessible to a great range of companies. Partnerships with Sector Councils, local Colleges and Literacy Organizations would be necessary for this to be done effectively.
- More employers would find the tools relevant to their business needs if the tools were further developed so that they also measured higher levels of the essential skills and so that assessments existed for all 9 essential skills. More examples of industry or occupation specific application of the tools in relation to the Return on Investment would also help employers to understand the significance and application of the tools.
- As indicated by one of our survey respondents in order for the online indicator to be useful and valid to employers it should measure skill levels equally as well as the Measure-Up tool and the TOWES.
- Employers often indicated that they would appreciate the development of online or electronic versions of the tools. This would make access, implementation and continued use that much easier.



Essential Skills for the Changing Workplace
2 Robert Speck Parkway, Suite 120
Mississauga, Ontario L4Z 1H8
www.essentialskillsthatwork.com