

Progressive Employer **HANDBOOK**

and

Niagara Human Resource Services Directory



Acknowledgements

Thank you to those organizations and individuals that assisted with the research and development of this publication. Your contribution, knowledge, and time was invaluable and greatly appreciated.

Special thanks to Human Resources and Skills Development Canada for funding provided through the Summer Career Placement program.



Niagara Training & Adjustment Board
is funded by:

**EMPLOYMENT
ONTARIO**

*Employment Ontario programs are funded
in part by the Government of Canada*

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

Be A More Progressive Employer

September 2007



Table of Contents

Introduction	3
Proactive Progressive Employers	5
Do Benefits Matter?	9
How Competitive Should Compensation Be?	15
Implement Effective Training	21
Orientation Training	23
Professional Employee Development	25
Diverse Workforce	29
Effective Communication	33
Be Socially Responsible	37
Building Family Atmosphere	39
Recruitment and Selection	43
Benefits of Flexibility	49
Effective Succession Planning	51
Additional Information	54




Introduction

Are you concerned about the changes predicted for the Canadian workforce caused by globalization, an aging population, increasing technology and competition? Do you want to improve your business operations and employee management, but feel you do not have the time, money or other necessary resources?

Preparing for Change

This booklet may help you improve your bottom line and the overall operation of your business by providing:

- Strategies to decrease the costs of recruitment
 - Ideas to help you find creative ways to retain your current staff
 - Suggestions to increase employee job satisfaction
 - Strategies to improve your reputation as progressive employer and a 'champion' to work for
- 

This booklet was designed to assist **proactive** small to medium size business managers or owners. It lays the groundwork for building a more progressive workplace. The ideas presented can be implemented at little cost to your business, but could save you substantial time and money.

In the early part of this booklet, real-life testimonials of progressive employers are shared. These employers were highlighted because of the business excellence demonstrated in their operations. These employers increased their profits and gained a competitive advantage **by using some of the strategies presented in this booklet.**

This publication is based on research which includes academic sources; experts in the fields of training and effective business management and Human Resource (HR) professionals.

Every business has different needs and requires tailored solutions. As you read this booklet:

Consider Reciprocal Benefits:

- *These ideas and strategies may benefit your employees.*
- *These ideas and strategies may benefit your business.*



Progressive Employer

I

DS Capital

“Don’t manage your employees, manage your business operations”.

David Somerville

David Somerville is the founder of DS Capital Asset Management, a wealth management company located in St. Catharines. The DS Capital team consists of ten associates. One of the keys to the success of DS Capital is the loyalty and positive energy that clients encounter in contacts with this company. David’s employees love working for him. David treats his employees with respect and believes that the success of his company is a direct result of the hard work of his employees.

DS Capital offers employees a high degree of scheduling flexibility. Staff can choose to work 4 days a week, provided they work around core hours. David’s policy is not to question an associate’s need to take time off in the case of emergencies or in response to personal or family needs. In turn, David’s employees ensure that if they are absent, their responsibilities are covered by another staff member and the work gets done. David also provides his employees with benefit options to meet their needs. For example, most associate spouses have benefits in their jobs, so employees of DS Capital have the opportunity to re-allocate the \$2000 annual cost of benefits into salary, RESP’s or RRSP’s. David shows his employees he values them by his workplace policies. He has achieved high retention, high growth of the business and continues to see many satisfied clients remain with him year after year.



Proactive Employer

II

Boggio Pharmacy

“If somebody is having a bad day, we will find out who it is and we will do what we’ve got to do to make this person happy and change a bad day into a good day”.

Larry Boggio

Boggio Pharmacy is a very successful, family owned pharmacy in Port Colborne. The business has a loyal customer base and it’s owners are very popular with their employees. Cathy and Larry Boggio say that they “treat their employees as they would like to be treated”. They have been very creative in finding benefits and perks for their employees.

- Opportunities to attend annual Christmas parties and golf tournaments.
- Free lunches.
- Surprise bonuses and always, Christmas bonuses. The monetary bonuses increase as years of service increase.
- Discounts on products and a drug plan for their employees.

Cathy and Larry see ‘small perks’ such as providing employees with coffee on ‘Coffee Day’ or a slurpy on “Slurpy Day’ as an important part of the family atmosphere they invoke in their business. They are thrilled to be able to customize their benefits to satisfy individual employee needs. Staff are offered a bonus of an annual RRSP contribution which not only increases employee income, but also helps staff save money for the future.

The Boggio’s have been successful in creating a safe, friendly and warm atmosphere in their workplace. This warmth contributes to excellent customer service and has proven to be critical to the success of Boggio Pharmacy. Happy and satisfied employees ensure that customers are happy and satisfied!



Proactive Employer

III

Fonthill Sobey's

"Friendship and love are two things that make Fonthill Sobey's an excellent store"

Former employee

Fonthill Sobey's is a sole proprietor owned grocery store located in the heart of Fonthill. Cindy Cameron, owner, began her career in the grocery business as a part-time cashier and has never forgotten where she came from. Fonthill Sobey's currently has approximately 146 full and part-time employees to staff the operation. Cindy manages the store using a two-tiered management approach but never fails to walk the floor smiling and interacting with her employees and customers. One of the key mottos of this business owner is to encourage her employees to have fun at work. The focus should always be on the customer with an effort to garner 100% customer retention. The means to this goal? Happy employees who have confidence to do their jobs due to thorough training.

Cindy admits that training plays a huge role in her operation. She has created a climate that focuses on both in-house training and access to training opportunities not directly related to the Sobey's store. One excellent example is the recent provision of Dale Carnegie training provided to some of her managers to encourage them to improve themselves in many different ways (not just work related). Cindy believes in encouraging her employees to grow and take risks. The Carnegie training has had a ripple effect on her management system and she believes it has already paid off in spades for her store. Cindy demonstrates and encourages a positive mindset as she sees this, among other things, as the creation of a 'spill over' to her employees.

Cindy demonstrates good corporate citizenship to her employees, one look at her recognition wall and one is left with the impression of a very community oriented business owner. In addition Cindy provides opportunities for all store staff to get involved in local fundraisers for the United Way and beautification efforts for the community of Fonthill (Communities in Bloom). Camaraderie, flexible scheduling (around the life circumstances of employees), full benefits, and an owner who has an open door policy for all employees has resulted in a vibrant business that sees very little staff turnover and which has very loyal customer base.

Proactive Employer


IV

Homes by Hendriks

“It all has to look like a well oiled machine”

Ron Hendricks

Homes by Hendricks is a family owned small volume home building company. It consists of the team of seven employees, and two owners, Yvonne and Ron Hendricks. Multiple rewards, including Tarion 2006 (one of the best Ontario small volume home builder awards) help to prove the success of the company. It is not a surprise that Homes by Hendricks managed to achieve a high level of business effectiveness and productivity, they admit a key to success is to keep their employees happy by constantly looking for new things that can improve their relationship with them. They always share successes with their employees, examples of the methodology includes taking employees to Home Builder Association events or by simply communicating all positive comments given from customers. Another method is making work fun and increasing morale of all their employees. They admit that their employees enjoy working together and this seems to conjure the image of family. Yvonne and Ron make a conscience effort to get to know the families of their employees and share an interest in their lives as well. They take the time to participate in their lives by organizing family picnics, catered by Yvonne and Ron at their house. These social events at their family home add to this sense of a ‘family atmosphere’. Christmas time is a particularly special time where an annual poem (written by Ron) recaps company goals. A copy of this poem is gifted to all employees. In addition, gifts are given to spouses and children. Competitive salaries, profit sharing, provision of year round employment and matching retirement saving plans definitely puts Homes by Hendricks on the list of Best Practice employers. The bottom line for owners of this company is, “customer satisfaction connects with employee satisfaction” and this results in superior levels.



Do Benefits Matter?	
<i>Budget</i>	<i>Limited Budget</i>
Provide your workers with dental, eye and medical coverage.	Be creative with small perks that you may find at little or no cost.
Offer spousal benefits.	i.e. introduce a pizza night; free coffee; give birthday cards, give scratch cards or gas tickets.
IMPACT	
<ul style="list-style-type: none"> • Benefits and perks may help to retain valuable employees; may reduce employee absenteeism and log fewer sick days. • Customer Service is highlighted. When employees feel valued, they in turn value customers. 	
Match employee RRSP contributions.	Offer profit sharing or a gain sharing plan.
IMPACT	
<ul style="list-style-type: none"> • Matching RRSP contributions can increase goodwill and loyalty while helping employees save money to realize their personal goals. • Profit sharing increases employee income and provides a reward/incentive for their high performance and skill improvements. 	

Benefits	
<i>Budget</i>	<i>Limited Budget</i>
<p>Reimburse mileage costs or offer bus passes.</p>	<p>Negotiate free or cheaper parking with your landlord or city.</p> <p>Allow your employees to periodically work from home.</p>
IMPACT	
<ul style="list-style-type: none"> Reducing transportation costs for your employees may reduce absenteeism and increase job satisfaction. Supporting employee needs outside the workplace may also increase productivity. 	
<p>Provide long-term group disability insurance for your employees.</p>	<p>Facilitate a voluntary group benefit plan. Employees pay the reduced premium and employers cover the administration costs.</p> <p>Smaller businesses could pool resources with another company for group rates.</p>
IMPACT	
<ul style="list-style-type: none"> Long-term disability insurance provides employees with added personal and family security. Providing a benefits option may increase loyalty and retention of employees by demonstrating the concern you have for your staff on a more personal level. 	

Benefits	
<i>Budget</i>	<i>Limited Budget</i>
<p>Provide partially or fully subsidized facility or program memberships for employees and their families. i.e. fitness clubs; daycare; dance instruction; sport camp participation.</p>	<p>Provide information that supports the wellbeing and quality of life of your employees.</p> <p>Negotiate reduced group rates on behalf of your staff with a fitness club.</p>
IMPACT	
<ul style="list-style-type: none"> • Healthy living increases employee energy and reduces sick time. This results in more productive staff. 	
<p>Provide a workplace clothing allowance.</p>	<p>Provide your newly hired employees with small cash advances to help them cover start-up costs.</p>
IMPACT	
<ul style="list-style-type: none"> • A clothing allowance and supporting policy will guarantee a 'professional presence' in your workplace. • Assistance with start-up costs supports a positive employee-employer relationship based on mutual respect. 	

Benefits	
<i>Budget</i>	<i>Limited Budget</i>
<p>Create an employee loan fund which would be available for financial crisis.</p>	<p>With your purchasing power as a business owner, provide wholesale or discount prices from your suppliers and vendors. You could also facilitate a bulk buying cooperative for interested employees.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> Financial worry can cause negative stress. Efforts to support cost-of-living savings could build employee loyalty. 	
<p>Provide your workplace with an ergonomic assessment of the facility.</p> <p>Small changes can reduce or prevent injuries.</p>	<p>Find multiple opportunities to convey the value and importance you see in your employees.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> Greater job satisfaction reduces turnover and absenteeism. Research shows that employees experience higher levels of job satisfaction when they know that their employer is interested in their wellbeing. 	

Benefits	
<i>Budget</i>	<i>Limited Budget</i>
<p>Support your staff with free confidential counselling services through an Employee Assistance Program (EAP).</p> <p>Employees learn to effectively balance different aspects of their lives.</p>	<p>Provide your employees with a rehabilitation package policy that will accommodate an injured employee.</p> <p>Provide the employee with educational tools that will support a return to work more expediently.</p>
IMPACT	
<ul style="list-style-type: none"> • Research has shown that EAP's reduce absenteeism. These programs support health concerns of employees and potentially prevent crisis situations. 	
<p>Provide your employees with additional paid vacation time.</p>	<p>Allow your employees to take an additional week of unpaid vacation.</p>
IMPACT	
<ul style="list-style-type: none"> • Our European counterparts have found that increased vacation and/or leisure time is good for business. Reducing stress pays off. 	

Benefits	
<i>Budget</i>	<i>Limited Budget</i>
<p>Provide your employees with Christmas and birthday bonuses.</p> <p>Provide your employees with performance bonuses.</p> <p>i.e. \$10 per week for error free performance.</p>	<p>If you are part of the manufacturing or retail industry, select items your employees can choose to take home. i.e. from overstock, lightly damaged or discontinued goods.</p> <p>Provide your workers with discounts on goods and services generated by your company.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Performance incentive bonuses can improve safety, performance and efficiency. • Research indicates that any additional bonus may have a significant impact on job satisfaction and turnover. • Discounting goods may substantially increase the loyalty of your employees towards your company and the goods you produce. 	

How Competitive Should Compensation Be ?

Budget

Be aware of what the **Living Wage** is in your area and what it means for daily living. At a minimum, pay this rate to your employees.

Limited Budget

Conduct a **cost benefit analysis**:

Compare the costs of current wages with high turnover vs. paying a Living Wage or competitive salary and less turnover.

IMPACT

- Research shows that retention rates improve when employees are happy with their compensation.



Competitive Compensation	
<i>Budget</i>	<i>Limited Budget</i>
<p>Benchmark rates of compensation in your industry or sector.</p> <p>Ensure that compensation is competitive.</p>	<p>Ask your suppliers and local businesses for free promotional gifts.</p> <p>Pass them on to your employees.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • You can be an 'Employer of choice'. Satisfied and dedicated employees will increase your ability to attract new high quality recruits. This decreases your recruitment costs. • Fair compensation is socially responsible and supports the success of your operations. You will be a positive business presence in your community. 	

Competitive Compensation	
<i>Budget</i>	<i>Limited Budget</i>
<p>Create a system of cash bonuses for rewarding outstanding employees.</p> <p>Make the criteria for this benefit clear and achievable. Be consistent in awarding it when your criteria are met.</p>	<p>Publicize the outstanding performance of your employees through company bulletins or Newsletters.</p>
	<p>Provide small incentives such as free tickets to movies, local events or sport games. Little things mean a lot!</p>
<p>IMPACT</p> <ul style="list-style-type: none"> Publicizing and recognizing excellent performance encourages a 'Gold Standard'. Employees see that a work ethic pays off. Research shows that competitive compensation produces results by: <p style="text-align: center;"> Increasing Productivity Improving Business Operations Giving Outstanding Customer Service </p>	

Competitive Compensation	
<i>Budget</i>	<i>Limited Budget</i>
You can introduce periodic incentives and tie these to the short-term goals in your business plan.	Create a commission system for your staff . Consider variable pay based on years of service, performance or experience.
IMPACT According to research, fair compensation is tied directly to levels of employee achievement.	
Provide profit or gain sharing . If productivity increases are realized, some of the gains are distributed to employees based on a salary grid.	Implement an Annual Employee Awareness Day . Publicise successes and show how the employees contributed to that success.
IMPACT <ul style="list-style-type: none"> • Profit or gain sharing provides an clear incentive to employees. They see that their performance and compensation is tied to the success of the company. 	

Competitive Compensation	
<i>Budget</i>	<i>Limited Budget</i>
<p>Implement group incentive bonuses.</p> <p>Engage your staff in working with you to design incentives.</p>	<p>Prepare a promotion tool that explains your plans for a compensation package.</p> <p>Ask your employees for anonymous feedback. You can learn if your employees feel that they are fairly compensated. They may contribute ideas and solutions.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Building teamwork takes effort and leadership, but the results of working cooperatively can be outstanding. • Asking for feedback and listening to your employees will show them you value their creative ideas. Incentives designed with employees could motivate performance. • Collaborating with your employees will help you to retain and satisfy them, your best business assets. 	

Competitive Compensation	
<i>Budget</i>	<i>Limited Budget</i>
<p>Job evaluations and performance appraisals help employees know your expectations for their roles.</p>	<p>A yearly review with all staff members can clarify how your teamwork has met strategic goals and objectives.</p> <p>(i.e. compare evaluation summaries; performance appraisals; financials; job satisfaction scales)</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Analysis and evaluation will help you and your employees see what gains you have made and where you need to improve. • Your cooperative business strategy will put you and your staff on the 'same page'. Annual reviews can identify what needs extra time and effort. • You will also identify HOW to make change happen. <p style="text-align: center;">Focused Performance Depends on Planning and Analysis</p>	

Implement Effective Training	
<i>Budget</i>	<i>Limited Budget</i>
<p>Enlist a professional Trainer and/or have employees select their own training opportunities.</p> <p>Provide a small budget expense fund to reimburse your employee's job-related training expenses.</p>	<p>Pool resources with other companies. Educational opportunities can benefit several businesses, reducing costs.</p> <hr/> <p>Recruit Mentors from your employees to orient and train new hires.</p> <p>Consider job 'shadowing' for entry level positions.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Business operations: Increases productivity and efficiency. Your employees become better skilled and are better equipped to understand businesses operations. • Employee job satisfaction: Training opportunities and mentoring can increase job satisfaction and decrease turnover. Employees recognize opportunities for advancement. 	

Training	
<i>Budget</i>	<i>Limited Budget</i>
Provide your employees with Health and Safety Training .	<p>Educate employees about all Health and Safety Policies and Procedures.</p> <p>Identify authoritative sources of information:</p> <ul style="list-style-type: none"> • Develop a Manual • Distribute pamphlets • Create fact sheets • Conduct an Environment Safety Scan • Web-site addresses • Consult public health • Identify existing resources (i.e already certified employees)
<p>Health and Safety Policies and Procedures must be accurate and current.</p> <p>Share responsibility, and enlist interested staff and management for a Health and Safety Committee.</p>	
IMPACT	
<ul style="list-style-type: none"> • PREVENT accidents at your workplace; reduce repetitive stress and other injuries. Decreasing insurance costs and time-off-work from injury will benefit your operations. • Compliance with relevant Health and Safety regulations...it's the law. Be proactive by preventing and reducing injuries in your workplace. 	

Orientation Training

Budget

New Hire Orientation can include learning about your workplace culture:

- Core vision, mission, values
- Policies and procedures
- Pay and incentives
- Physical facilities
- Dress expectations
- Customer service goals
- Strategic overview
- Advancement potential

Limited Budget

Network new employees with experienced employees.

Develop a Mentorship Program or assign staff to new hires.

Provide opportunities for Q&A and future feedback. (i.e. designate staff, set up an on-line News Group).

IMPACT

- New hires will more **quickly adjust and adapt** to your workplace.
- This **Best Practice** for new hires can decrease turnover and improve the confidence of new employees. Staff can focus on getting up-and-running in their new position.
- Research shows that an employee who understands Company expectations will work to produce what is required.

Orientation Training	
<i>Budget</i>	<i>Limited Budget</i>
<p>Develop an Employee Orientation Program with a professional.</p> <p>Employees learn about their job responsibilities, duties and expectations from a supervisor or Trainer.</p>	<p>Training in Small Steps:</p> <p>Schedule a time each day to introduce a new employee to aspects of their new job.</p>
	<p>Allow an adjustment period for new employees to shadow other employees.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Employees gain a realistic job preview and clear performance objectives. They acquire a broader scope of job-related learning and the services provided by your Company. • These efforts can reduce costly errors due to inexperience or lack of knowledge. Efficiency and productivity can improve. <p style="text-align: center;">Orientation and training programs can imbed a learning and quality improvement culture into your workplace.</p>	

Professional Employee Development

Budget

Set up an annual **tuition reimbursement fund and criteria** for your employees to access it.

Support self-directed learning and reimburse expenses that meet job related criteria.


Limited Budget

Accommodate work schedules so that your employees are able to take part-time courses.

Reimburse the cost of textbooks and materials incurred by employees for job-related courses.

IMPACT

- Employees gain and apply new job-related skills and knowledge. This can increase the productivity and efficiency of your business operations and support strategic planning.
- Employee job satisfaction increases.
- Continuous education builds a skilled workforce. By supporting the learning expenses of employees, employers help build on employee skill sets.

Professional Development	
<i>Budget</i>	<i>Limited Budget</i>
<p>Design a Training Program that gives an overview of your business operations.</p> <p>Your employees will become familiar with the “Big Picture” of your Company.</p>	<p>Job Rotation:</p> <p>Have your employees be responsible for creating their own rotating schedules.</p>
<p>IMPACT</p> <ul style="list-style-type: none">• Seeing your “Big Picture” helps motivate employees to learn new skills. They will better understand how their work contributes to overall operations.• Empowering your employees by granting flexibility in creating schedules may increase job satisfaction and provide employees with a sense that they are trusted to get the job done. <p>Proactively Plan for growth.</p> 	

Professional Development	
<i>Budget</i>	<i>Limited Budget</i>
<p>Job Enlargement: Gradually employees take on more responsibilities as they adapt and improve their efficiency.</p> <p>Investing in potential: Confidence grows Flexibility develops</p> <p>Supporting: Self-Motivation Self-Empowerment Self-Improvement</p>	<p>Provide voluntary education programs for interested employees.</p> <p>Create learning opportunities so employees can expand their knowledge in all areas of your business operations.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Employees have opportunities to challenge themselves. • Personal empowerment can increase job satisfaction. • Supporting self-directed learning can influence employee job security, potential earnings and increased skills. 	

Professional Development	
<i>Budget</i>	<i>Limited Budget</i>
<p>Set up an annual training fund so that your employees can attend courses, training or workshops to upgrade their skills.</p>	<p>Build a small library of self-directed learning resources and training materials.</p> <p>Encourage employee access to learning.</p>
<p>Develop an annual training plan to address areas that need improvement.</p>	<p>Invite guest speakers on topics of interest to your employees.</p> <p>Create a free 'Speakers Bureau' for employees to request.</p>
<p>IMPACT</p> <p>Research shows that as employees upgrade their knowledge in any area:</p> <ul style="list-style-type: none"> • Employment brings them additional benefits. • Their job satisfaction increases. <p>Employers may see:</p> <ul style="list-style-type: none"> • Higher retention rates. • Stronger performance and efficiency. 	

**You may gain a competitive advantage
thanks to a Diverse Workforce**

<i>Budget</i>	<i>Limited Budget</i>
<p>Educate your workforce about minority issues through formal diversity training.</p>	<p>Find non-profit partners locally for advice and assistance in building diversity practices.</p> <p>Enlist minorities and persons with disabilities for their input as you plan diversity supports.</p>
<p>Reimburse employees that need English as a Second Language (ESL) support.</p>	<p>Local agencies can lead you through the process of implementing diversity in your company.</p> <p><i>i.e. Canadian Access to International Professions and Trades (C.A.I.P.S.) in Niagara.</i></p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Diversity education in the workplace helps individuals feel accepted and included. • English language courses can break down barriers to advancement for employees. 	

Diverse Workforce	
<i>Budget</i>	<i>Limited Budget</i>
Provide access and information to employees with professional certification earned in another Country.	Integrate visual reminders and symbols of other cultures to display at your place of business Celebrate multicultural holidays and celebrations through cultural theme lunches.
Provide specially designed integration programs to support minority groups.	Participate in networking events provided by other organizations working with minorities.
IMPACT	
<ul style="list-style-type: none"> • Hiring from a diversity perspective provides a competitive advantage in three ways: <ol style="list-style-type: none"> 1. Increases the pool of candidates for job openings. 2. You expand your customer base. 3. You are better positioned to expand your business into new and existing culturally diverse markets. 	

Diverse Workforce	
<i>Budget</i>	<i>Limited Budget</i>
Provide your diverse workforce with support services directly addressing the issues they deal with on a daily basis.	Pool resources with other businesses in order to provide minority employees with necessary programs.
Hire an accessibility coordinator so that staff with disabilities have easier access to supports they may need.	Measure and evaluate the impact of your diversity practices. Local agencies can help you get started.
IMPACT	
<ul style="list-style-type: none"> • Research shows that staff who expand their overall knowledge and understanding of other cultures will become more respectful and tolerant of differences. • Implementing services designed to be supportive of minorities, newcomers and persons with disabilities helps retain loyal and hard working employees. 	

Steps to a Diverse Workforce

Effective Recruitment Practices

Step 1:

Recognize the knowledge and specific skills required for the positions. *i.e. Degree? Licensing vs. Experience?*

Step 2:

Recognise the contribution of soft skills. *i.e. Dedication, work ethic, values, creativity etc.*

Step 3:

Be clear about the position requirements in your job description. *Include that you are an equal opportunity employer.*

Step 4:

Encourage minorities to apply by using slogans such as "Diversity Champions" in your ads.

Step 5:

Be flexible in meeting the needs of your business. Be wary of stereotypes in the selection process.

Step 6:

Do not be discriminatory during the selection process, since this can have legal implications under the *Employment Standards Act*.

Step 7:

Once new recruits are hired provide equal access to training. Be clear about opportunities for career advancement with your company.

A Competitive Advantage Use Effective Communication

Budget

Set up a **1-800 hotline** where employees can give confidential feedback and suggestions.

Limited Budget

Prepare a **confidential survey** in your company to help you to understand what employees would like to see changed in the workplace.

Provide **performance feedback** informally on a weekly basis and formally at least once a year.

Give **verbal feedback to outstanding** employees. Explain clearly what the employee did well.

IMPACT

- Communicating performance feedback effectively may increase productivity and job satisfaction. Employees know what they have accomplished and where they can improve.
- Addressing problems and solutions early may prevent high turnover and absenteeism.
- Opportunities for confidential feedback can increase job satisfaction since it sends a message that you are willing to deal with complaints in a proactive way.

Effective Communication	
<i>Budget</i>	<i>Limited Budget</i>
<p>Participate in and benefit from team building exercises.</p>	<p>Get to know your employees. Show them that they matter to you as a person:</p> <ul style="list-style-type: none"> • Know their first name. • Greet them by name.
<p>Hire a facilitator to conduct personality assessments.</p> <p>Value the communication and learning styles of your employees.</p>	
<p>IMPACT</p> <ul style="list-style-type: none"> • Realize your employees have a 'comfort zone'. They will operate more effectively and efficiently in your place of business when they feel comfortable and valued. <p>Research shows there are benefits to team-building and healthy relationships in the workplace:</p> <ul style="list-style-type: none"> • Employees who have more personal contact with their boss say that they are more likely to stay at that workplace. Performance also improves. 	

Effective Communication	
<i>Budget</i>	<i>Limited Budget</i>
<p>Create an open door policy for all employees.</p> <p>Ensure that management supports this communication strategy.</p>	<p>Provide a variety of options for communication channels.</p> <p>Create an atmosphere where employees feel comfortable expressing their opinions.</p>
<p>Create time to speak with staff during work hours.</p> <p>Be clear that your communication policy will be a benefit, not punitive.</p>	<p>Display positive comments from customers.</p> <p>i.e. Comment cards, small posters, internal e-mails, News Bulletins.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Build on your current human resources: Learn how you can retain your current employees. Avoid the recurring expense of recruiting and interviewing replacement employees. • Communication pays off by increasing job satisfaction, morale and the overall quality of your operations. 	

Effective Communication	
<i>Budget</i>	<i>Limited Budget</i>
<p>Develop a clear Grievance Policy.</p> <ul style="list-style-type: none"> • Issues can be identified early and solutions found. • Ensure all staff understand the process. 	<p>Utilize the creativity of your staff.</p> <p>Provide a suggestion box.</p> <p>Acknowledge their ideas promptly. Share what is and is not being considered and why.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Customers: Your staff represent a view of internal or front line operations. Their feedback is crucial since they will have the most direct knowledge of how customer service can be improved. • Employees: Complaints can help create solutions for harmony in the workplace. Listening to simple complaints and implementing suggestions can increase job satisfaction and moral. 	

Be Socially Responsible Foster Strong Work Ethics

<i>Budget</i>	<i>Limited Budget</i>
<p>Help build a strong community:</p> <p>Offer a ½ day a month for the community service of your employees.</p>	<p>Encourage participation in charitable events. Circulate flyers or local charitable invitations to all staff. Demonstrate your support by attending also.</p>
<p>Match annual donations or staff fundraising proceeds to a charitable organization selected by your employees.</p>	<p>Encourage the spiritual growth of your employees.</p> <p>i.e. involvement with local churches or faith groups</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Build Teamwork: Employees can socialize while working on a common purpose or cause. • Increase Morale: Employees learn that investing in a strong community can be as important as profits. • Support spirituality: Spirituality can help provide balance in hectic lifestyles. Most spiritual pursuits encourage positive human values, work ethics and social responsibility. 	

Social Responsibility	
<i>Budget</i>	<i>Limited Budget</i>
<p>Create a staff Committee to examine the social responsibility performance of the business.</p> <p>Provide time to meet and a way for the Committee to communicate their findings with their co-workers.</p>	<p>Provide staff with information about volunteer opportunities in the community.</p> <p>Provide information on how their personal donations can reduce annual income tax owed.</p>
<p>Do an ecological assessment and compliance check of your business.</p>	<p>Provide recycling containers at your place of business.</p> <p>Consider other ways you can Reduce, Reuse and Recycle.</p>
IMPACT	
<ul style="list-style-type: none"> • Corporate responsibility can increase staff membership and commitment in community groups. People want their time and other contributions to make a positive difference in their communities. • Investing corporate time and contributions in admirable projects can reinforce a positive image in your community. Potential customers, employees and existing customers work along with you to strengthen the community you share. 	

Building Family Atmosphere	
<i>Budget</i>	<i>Limited Budget</i>
<p>Create an on-site day-care or subsidize childcare expenses.</p> <p>i.e. Provide the space and have interested staff look at sharing the expenses for on-site childcare services.</p>	<p>When possible, allow your employees to bring their children to work.</p>
	<p>Establish a phone-in policy where children can call their caregiver at work.</p>
IMPACT	
<ul style="list-style-type: none"> • Lack of affordable or accessible childcare creates barriers to employees trying to balance family and employment needs. • A family friendly workplace will reduce stress for care giving employees. Absenteeism can be reduced with a flexible childcare policy. • Children are often <i>the reason</i> employees work so hard. Honoring the caregiver roles of employees can build mutual respect and job satisfaction. • Families can contribute to creative childcare solutions. 	

Family Atmosphere	
<i>Budget</i>	<i>Limited Budget</i>
Organize family & work gatherings ; provide tickets for theme park attractions; provide tickets to support local culture...music, theatre or art events.	Encourage family pictures and drawings for wall decorations.
Organize birthday party celebrations for the children of your employees monthly, bi-annually or annually.	Note family milestones in newsletters, e-mails or internal bulletins.
IMPACT	
<ul style="list-style-type: none"> • Family and work are the two most time consuming factors in the lives of working parents. By linking work and family, you can have a positive influence on other work related values. • In getting to know your employees and their families, you will have a better sense of where to match personal characteristics and skills to promotions or new positions. • Fostering a family friendly workplace also encourages teamwork. Your employees will learn more about working cooperatively when sharing responsibility for challenges and successes. 	

Family Atmosphere	
<i>Budget</i>	<i>Limited Budget</i>
Provide flexible options for employees to balance their own work schedules .	<p>Understanding temporary under-performance:</p> <p>Be sensitive when an employee discloses personal issues to management. (i.e. Establish a confidentiality protocol for these situations.)</p>
Offer paid leave options to accommodate personal emergencies faced by staff.	
<p>IMPACT</p> <ul style="list-style-type: none"> • Accommodating Flexible Scheduling: Research shows that employees go the extra mile to demonstrate their achievements while they worked off-site or outside of regular business hours. • Paid Leave Options: Once back at work, employees typically give back more time than they were paid on leave. • Health and Wellbeing: Employees who enjoy good physical and mental health, have lower levels of alcohol and drug abuse. <p>Providing supports to employees who are experiencing difficulties may prevent future absenteeism and reduced performance.</p>	

Family Atmosphere	
<i>Budget</i>	<i>Limited Budget</i>
Develop policies and procedures in your business that promote a healthy balance between work and family life.	Build 'Family Connections' <ul style="list-style-type: none"> • Encourage socializing and sharing • Have 'family' days, i.e. Bring Kids to Work Day
Provide your employees with paid parental leave or supplement their legal entitlements.	Cooperative Savings: Organize clothing swaps for your employees or provide a space for your employees to exchange personal goods.
IMPACT	
<ul style="list-style-type: none"> • Increased Productivity: In helping your employees navigate the complications of work and family life, they will be better equipped to deliver quality time at work or home. • Research shows that work-life conflicts are associated with higher turnover, absenteeism, decreased levels of productivity, poorer moral and lower job satisfaction. • Building the capacity of your employees to resolve conflicts between home and work can be a wise investment with long-term gains. 	

Recruitment and Selection

Save money and have fewer headaches!

<i>Budget</i>	<i>Limited Budget</i>
<p>Be Prepared: Have job specifications, job descriptions and job applications designed.</p> <p>(If you do not have a HR department, outsource this duty to a HR advising company.)</p>	<p>Involve your staff: they can help you identify the best knowledge and skills for the position (i.e. Degree, licensing vs. experience)</p> <p>Be clear in job descriptions, ads and interviews: what the requirements are for the position you are filling...</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Clearly stating your expectations during the selection process can reduce costly turnover of staff. The selected candidate will also have made an informed decision about their own suitability and aptitude for the position. • Clear job descriptions and specifications protect you and support new employees. You will match their skill sets with your requirements for the position and have an awareness of where you can be flexible. • Clear job specifications ensure that advertising is not misleading or vague. You will have higher quality candidates for the selection process. 	

Recruitment and Selection	
<i>Budget</i>	<i>Limited Budget</i>
<p>Allow internal applications, then extend your search if needed.</p> <p>Promotions can save time and money.</p>	<p>Develop clear job postings on your Website, in Newsletters or your Intranet to describe available positions.</p>
<p>Use a range of media to advertise your job openings. <i>i.e. Employment agencies, your intranet, professional and trade associations, Internet, local newspapers.</i></p>	<p>Partner with non-profit organizations who provide access to a pool of screened prospects. <i>i.e. an employment agency can provide you with access to work-ready employees.</i></p>
<p>Attend job fairs: Meet candidates and increase awareness of the job opportunities available in your business.</p>	<p>Keep a 'bank' of resumes and applications from walk-ins (people who submit unsolicited resumes).</p> <p>Consider them when looking to fill a position.</p>
<p>Build recruiting partnerships with local colleges and universities. You can establish internships or voluntary positions.</p>	<p>Never ignore word-of-mouth recommendations.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • With a wider pool of candidates, your selection choices increase. <p style="text-align: center;">Find the Best Fit for Your Opening</p>	

Recruitment and Selection	
<i>Budget</i>	<i>Limited Budget</i>
<p>Human Resources professionals can help you review applications and shortlist for interviews.</p> <p>They can also help coach you to avoid negligent hiring practices and help ensure you do not overlook key questions etc.</p>	<p>Look for applications that list a number of your requirements.</p> <p>Consider applicants who follow up during the selection process. They show real interest in the position.</p>
<p>Use Expert Knowledge:</p> <p>When appropriate, conduct psychometric or psychological testing.</p> <p><i>i.e. skills assessments, personality testing, suitability tests, test of cognitive abilities, IQ, emotional intelligence.</i></p>	<p>Choose your candidate from a group of equally qualified applicants:</p> <ul style="list-style-type: none"> • Community involvement? • Prefers a career over job? • Team player? • Enthusiastic? • Strong interpersonal skills? i.e. connects with coworkers and clients • Communication skills?
	<p>Keep records of why applicants were rejected. process.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • These steps can eliminate candidates that you would not have otherwise retained. Effective recruitment saves time and money and lends support to your on-going efforts to retain employees. 	

Recruitment and Selection	
<i>Budget</i>	<i>Limited Budget</i>
<p style="text-align: center;">RECRUITMENT</p> <p>A Human Resources professional on a short term contract can:</p> <ul style="list-style-type: none"> • Assist you in developing a recruitment strategy. • Ensure you meet legal obligations. • Ensure you have the essential elements of a thorough interview. <p>Preplanning can help you avoid common pitfalls in the hiring process.</p>	<p>Learn interviewing techniques that avoid discriminatory or illegal questions.</p> <hr/> <p>Plan and rehearse your interview.</p> <p>Write questions in advance so they relate to the position.</p> <p>Enlist a staff member who knows what is required for the position.</p> <hr/> <p>Have clear “must criteria” and “want criteria” for your applicants.</p> <p>AVOID biases like “best looking” and others.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Effective interviews provide a thorough and bias free evaluation of skill and suitability for specific positions. • Minimize the costs associated with poor hiring practices. i.e. high turnover, low performance, inadequate skill sets, mismatched workplace culture and values. 	

Recruitment and Selection	
<i>Budget</i>	<i>Limited Budget</i>
<p>As you begin, start with the best tools:</p> <p>Engage an outside expert to evaluate your recruitment and selection process.</p>	<p>Be Objective:</p> <ul style="list-style-type: none"> • Use a statistical strategy when possible. • Identify the most valid predictors for successful candidates and run a multiple regression analysis.
<p>Be Courteous:</p> <p>Contact unsuccessful candidates. If they ask, let them know why they were not hired. They may be a good fit for future openings.</p>	<p>Provide a realistic job overview:</p> <ul style="list-style-type: none"> • The rewards and challenges of the job should be stated clearly.
	<p>Check the references of potential candidates.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Each step of the recruitment process is important. Implementing a range of techniques to attract a wide array of applicants will add value to your company. • Minimize turnover: Potential employees need a realistic job overview to make an informed decision about working for your company. • Checking references can save money and ensure that you have accurately assessed your candidate. 	

Recruitment and Selection

Typical Steps in the Selection Process

1. Preliminary contact and initial applicant screening

2. Selection testing

6. Hiring decision

3. The selection interview

4. Background investigation and reference checking

5. The supervisory interview and realistic job preview

7. Candidate notification

8. Evaluation of the Process

Benefits of Flexibility	
<i>Budget</i>	<i>Limited Budget</i>
<p>Plan for Growth</p> <ul style="list-style-type: none"> • Promote from within. • Hire additional staff to ensure quality of operations and the sustained high performance of staff. 	<p>Business Operations</p> <p>Invite employee input on decisions that effect them.</p> <p>Develop a consistent and fair system for voluntary flex time scheduling.</p>
<p>Hire strategically to offer position-based flexibility.</p> <p>i.e. filling summer hours; covering high volume days.</p>	<p>Tried and True Examples</p> <p>Daily flex time: staff select their 8 hours within a set time frame.</p> <p>Compressed week: staff work more hours in one day to earn time off.</p> <p>Part-year work: Some staff work seasonally.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • These workplace initiatives increase employee commitment. Flexible scheduling helps maintain a healthy work-life balance. • Research shows that workplaces with flexibility and choice increase productivity and efficiency. 	

Flexibility	
<i>Budget</i>	<i>Limited Budget</i>
<p>Provide training to implement job sharing:</p> <p>Employees gain the knowledge and skills needed to perform in all operations.</p>	<p>Allow your employees to choose telecommuting (working from home).</p>
<p>Pool human resources with other companies: i.e. share specialized skills and knowledge for special projects.</p>	<p>Accommodate voluntary purchase of extra vacation leave or reduced work-days/weeks.</p>
	<p>Be flexible with emergency leaves (illness, personal).</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Alternative flex solutions may increase job security. Employees are 'rented' to other companies and vice versa as needed. This can reduce lay-off and/or recruitment costs. • Allowing for voluntary time off may decrease turnover and absenteeism. • Flexible scheduling can make a job feel like the 'right fit'. Research shows that employees with more control over their work schedules enjoy higher levels of job satisfaction. 	

Effective Succession Planning

Coping with unavoidable workforce change

<i>Budget</i>	<i>Limited Budget</i>
<p>Plan and set long-term strategic goals for the company.</p> <ul style="list-style-type: none"> • Assess the future needs of your business. • Identify gaps between the skill set your employees have and the skill sets that you will require as your baby-boomers retire. 	<p>Create an opportunity for growth atmosphere in your business (e.g. strong promotion from within policy).</p> <p>Prospective leaders will not be as likely to divert their career to another employer.</p>
	<p>Attract talented, ambitious employees.</p>

IMPACT

- Increase the retention rates of your employees by effectively identifying the future needs of your business. Develop strategies that provide an incentive to employees who stay with your company.
- Promotion from within encourages loyalty and can develop a sense of job security for your employees.
- Promoted staff bring with them all the skills they have acquired working for your company.

Succession Planning	
<i>Budget</i>	<i>Limited Budget</i>
<p>Conduct talent assessments of your staff team in order to learn whether you can match your business needs with your employees' aspirations.</p>	<p>Employee professional development:</p> <ul style="list-style-type: none"> • Create learning opportunities and activities that will support self-directed personal and skill growth of ambitious employees.
<p>Analyze the skill set, core competencies, business values, self perceived potential, behavior and personality traits of your best employees to establish a standard for evaluations.</p>	
<p>Outsource the design and monitoring of your succession plan.</p>	<p>Learn from other organizations:</p> <ul style="list-style-type: none"> • Successful Succession Planning strategies. • Pool resources to provide leadership development through on-the-job skills training.
<p>IMPACT</p> <ul style="list-style-type: none"> • Investing time and money to fill in key positions and provide your employees with professional development will help you cope effectively with your future business needs. <p style="text-align: center;">Be Prepared for change!</p>	

Succession Planning	
<i>Budget</i>	<i>Limited Budget</i>
<p>Maximize human capital through the implementation of formal coaching programs.</p>	<p>Knowledge and skill acquisition:</p> <p>Implement mentorship programs within your business. This builds strong interpersonal relationships among co-workers.</p>
<p>Develop an individualized learning plan for the leaders you identify within your company or business.</p> <p>Provide prospective candidates with internal and external university-based programs that provide expertise in the area of leadership training, management skills, work ethics, etc.</p>	<p>Imbed a culture of mentorship and continuous learning for staff at all stages of their careers.</p>
	<p>Provide opportunities for your company leaders to network with your business partners.</p>
<p>IMPACT</p> <ul style="list-style-type: none"> • Succession planning will help to ensure retention of ambitious employees. Your staff are an integral part of your business and are already familiar with your business operations. <p style="text-align: center;">Build the Leadership Talent in Your Company</p>	

Additional Information



Additional Information

Tip 1

In designing your benefits plan (to reward and retain solid performers), ensure that your benefits are fair, reflect a level of contribution in conjunction with the job and are competitive within the industry.

Tip 2

For non-profit organizations, it is important to administer payroll and benefits in accordance with statutory requirements to guard charitable status and avoid government penalties.

Tip 3

Remember that everybody is motivated differently. Approach different staff using different intrinsic motivators.

Tip 4

You can make benefits available from the start of hire, or introduce a steps process.

Tip 5

Remember the *golden rule* if you keep your employee happy, they will keep your customers happy and your business will prosper.

Tip 6

In order to ensure that you have the most successful compensation plan for your employees, be prudent and pick compensation plans that respond to your employees' needs.

Tip 7

Reciprocal communication should be encouraged within your business. Management should be sharing and should also encourage staff to share their opinions and suggestions.

Additional Information

Tip 8

Involve your employees in decision-making. (i.e. focus groups; feedback mechanisms).

Tip 9

Make sure that your policies and practices fit the overall strategy and mission of your business.

Tip 10

Through collaboration and compromise, you demonstrate fair treatment of all employees.

Tip 11

Make a conscientious effort to implement intrinsic and extrinsic motivators (direct vs. indirect) for your staff complement.

Tip 12

Implementing Best Practices can be through a series of steps.

Tip 13

There are internal and external criteria to be used while deciding on the intensity of implementation for any of the practices.

Internal criteria may include your current ability to attract new recruits; short-term goals and strategic plans; financial health.

External factors may include; competitive position on the market; economic conditions; industry standards; consumer trends.

Additional Information

Addressing your challenges or concerns...


As a small or medium sized business you may worry that you cannot afford to implement benefits that larger organizations currently have in place. The purpose of this handbook is to bring to your attention that not all these benefits are costly. Using creativity and your willingness to try something new, you may be able to attract and retain excellent employees.

By recognizing whether your employees are motivated intrinsically or extrinsically (direct vs. indirect), you will be in a better position to address their needs, ambitions or concerns. When asked “Why have you been here for such a long time?”, many employees respond that they stayed because of little things.

Even though larger organizations can afford to implement many incentives and benefits, these are often impersonal and standardized. Smaller organizations have the flexibility to implement individually based benefits. By listening to employees’ input and requests, your program can have as much impact as your larger corporate counterparts.

With minimal cost, time and planning, you can discover new and innovative ways to provide benefits or perks to your employees. You can gauge how effective they were in motivating and supporting your employees.

Research supports the positive impact your benefits program can have on your operations. (e.g. flex time, prayer time, vacation, hunting or cultural considerations). A way to begin the process or reassess your current climate, is to find out through a survey what your employees might value and appreciate.



Additional Information

Benchmarking your current hiring practices and what your company offers in comparison with other companies, will help you assess your competitive advantage as a prospective employer.

Communication is always a critical discussion. Too little or too much (top down management) can factor into the way employees feel about working for you. Management is encouraged to be open to discussion, and should be aware that strong communication with staff (opinions and open ended suggestions) can greatly improve your bottom line.

Many employers think that “presence equals productivity”, This is a myth. Research indicates that employees work harder in telecommuting conditions to ensure that they produce tangible results. They verify that they have been working hard away from their place of employment. Another myth that needs to be dispelled is the one that states “give an employee an inch, they will take a mile”. This myth has been contradicted by research. In many cases employees will exceed expectations for an employer if he/she experiences job satisfaction and feels trusted.

One final point, small family owned businesses have managed over the years by doing things similarly to their predecessors. Today, demographic shifts and the global marketplace will impact business. Adapting to these and many other changes will ensure your business meets the challenges ahead.

Follow-up Information

Opportunities Niagara and the Progressive Employment Relationship Campaign Committee (PERC) are pleased to bring you this handbook. We hope it has been a helpful tool and that it provides you with on-going strategies to help you to be a more progressive employer in this changing economy.

In order for us to gauge our effectiveness, we intend to follow-up with some of the employers who have used this booklet and ask for your opinion on the usefulness of the information in it. We thank you in advance for your cooperation if you are one of the employers we contact.


Other employers may wish to provide us with feedback in one of three ways:

Phone: 905-688-7496

Mail: *Progressive Employer Handbook
c/o Opportunities Niagara
63 Church Street,
St. Catharines, ON L2R 3C4*

E-mail: *sault-white@regional.niagara.on.ca*

If you implement at least one of the practices and would like to share your results we would be very appreciative of your feedback!



Niagara Human Resource Services Directory

September 2007





Table of Contents

Introduction	64
How to Select an HR Consultant	66
<i>Human Resources Consultants</i>	
Staffing	
Introduction	69
Staffing Table	70
Consultant Listing	71
Compensation & Benefits	
Introduction	74
Compensation & Benefits Table	75
Consultant Listing	76
Legal Compliance	
Introduction	78
Legal Compliance Table	80
Consultant Listing	81
Workplace Safety	
Introduction	83
Workplace Safety Table	84
Consultant Listing	85
Organizational Development	
Introduction	88
Organizational Development Table	90
Consultant Listing	91

Table of Contents

Additional Human Resources Services	
Introduction	95
Additional HR Services Table	96
Consultant Listing	97
Employment Related Service Providers	100
Employment Agencies	104
Additional Resources	105
Niagara Regional Chambers of Commerce	111

Introduction

The Niagara Training & Adjustment Board is pleased to present this Directory of Human Resources Services for employers in the Niagara area. Research and consultation with local employers conducted as part of the local planning consultation process suggested that employers in Niagara, particularly small and medium-sized employers, require Human Resources tools to assist them with their workforce planning and development needs. This Directory is one response to that identified need.

About the Niagara Training & Adjustment Board...

The Niagara Training & Adjustment Board brings Business, Labour and the Community together to identify Niagara's labour force issues and trends. Our projects and partnerships in the community promote building a skilled workforce for our community. For more information about NTAB and our activities view our website at www.ntab.org

About the Human Resources Service Directory...

In the following pages you will find a variety of resources to assist you with your human resources needs. The directory is divided into five user-friendly sections, they are:

- ◆ Introduction: includes helpful websites, local associations, and a guide to selecting the appropriate consultant for your company.
- ◆ Categorized Consultant Listing: a detailed listing of human resources consultants' contact information and summary of services.

Introduction

- ◆ Employment Related Service Providers: an alphabetical listing of local service providers who can provide you with potential employees.
- ◆ Labour Force Development Service Providers: an alphabetical listing of service providers that offer programs, which assist in creating a talented workforce. They can assist you by providing employee training, human resources tools and much more.
- ◆ Employment Agencies: an alphabetical listing of staffing and temporary employment agencies.

We hope that the directory will become a valuable tool for your organization. Your feedback is always welcome. You can reach us at (905) 641-0801 or by email: ntab@ntab.org

How to Select the Right Human Resources Consultant for Your Company

Choosing a consultant that will meet your needs can seem like an overwhelming task. Reviewing the following suggestions may assist you:

1. Identify the human resources need(s) of your organization.
2. Select your human resources consultant based on knowledge, demonstrated skill, competencies and cultural fit.

1. Identifying Your Human Resources Needs

The first step in selecting a consultant is identifying your organization's human resources need(s). Asking yourself these questions may help you decide if you need the services of a consultant:

- ◆ Is there a human resources or business problem you need solved?
- ◆ Do you need human resources staff, but have a limited budget?

Once you have identified your human resources issue or area of need locate it in the directory. Use the categories to identify consultants that work in the particular area you have identified.

To clarify your particular need the descriptions provided at the beginning of each section may help you out. To address a more specific need, use the tables at the beginning of each categorized section.

Contact by email or telephone the consultant(s) listed under your identified area of need. Use this preliminary discussion to make an initial assessment of their suitability.


Set up personal meetings with two or three consultants who seem to be the best 'fit' for you. This meeting will give you an opportunity to provide greater details about your business and human resources challenges. Consultants will use this meeting to present their services as well as gathering the information they need to submit a proposal for your consideration. During the meeting you will want to cover the following points:

- ◆ **Information for the Proposal:** discuss questions regarding costs, time frames, approach, priorities, etc.
- ◆ **Qualifications:** relevant industry experience, relevant certificates and degrees, relevant connections to other human resources professionals (any one consultant cannot be an expert in every facet of human resources).
- ◆ **Performance:** references provide an excellent opportunity to assess competencies.

Request a proposal from the consultants that best seem to understand your situation. This will lead you to the second step in the consultant selection process.

2. Proposal Evaluation and Consultant Selection

Consultants will submit a proposal describing their understanding of client's needs, their approach, methodology, proposed deliverables, credentials and professional fees. It is your responsibility to use the proposals to select an appropriate consultant. When reviewing the proposals consider the following questions:

- ◆ Has the proposal demonstrated a clear understanding of your human resources issue(s)?
 - ◆ Do the solutions proposed seem manageable and applicable?
- 

- ◆ Are the timeframes reasonable? Do they fit your schedule?
- ◆ Is the price quoted within your budget? Are the costs in line with other proposals? Did they provide an acceptable payment schedule? Are any additional costs clearly spelled out - e.g. purchase of special materials, rental of training facilities, travel time and mileage, etc.?
- ◆ What kind of priority will your project receive? (Do they have other projects scheduled during the same time frame or are they focusing on yours?)
- ◆ Did they provide unique or new solutions?


After reviewing the proposals, contact the consultants to discuss proposals and obtain answers to your questions. This will give you an opportunity to test a working relationship with each of them. Ensuring that a consultant will fit into the organizational culture is very important.

NOTE: *When selecting a consultant you should perform the same due diligence you would in hiring a permanent employee.*

You should now have enough information to make an informed decision.

Select the consultant you feel has submitted the most appropriate proposal, best fits your organizational culture, and has relevant experience and expertise.

If you are having trouble deciding, the following hints might be helpful:

- ◆ Look at who your competition is using - they may be appropriate for your business.
 - ◆ Bigger and more expensive is not necessarily better; often a simpler less involved solution is more appropriate and may have a better chance of success.
- 

Staffing

This section is an alphabetized listing of human resources consultants specializing in staffing. They can assist you with a wide variety of staffing services, including:

Recruitment/Selection: process of locating, attracting, screening, and hiring the right people with the appropriate skills, education, experience, etc. for your organization (ex. job posting, screening, interviewing, reference checking, selecting)

Orientation: programs that familiarize new employees with their roles, the organization, its policies/procedures, introduction to other employees, the physical layout of the premises, etc. (ex. government notification, workplace regulations, workplace safety, orientation manuals)

Retention: helping organizations to retain quality employees (ex. analyzing turnover, motivation, rewards, recognition, etc.)

Relocation: company sponsored benefit that assists employees (and their families) who must physically move in connection with their job.

To identify consultants that specialize in these areas please refer to the staffing table.

Company	Recruitment	Orientation	Retention	Relocation
Career Partners/ Hazell & Associates	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Ceridian Canada	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Dale Carnegie Training, Ontario South Central			<input checked="" type="checkbox"/>	
EPR Certified General Accountants	<input checked="" type="checkbox"/>			
HR-Fusion Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
I.D.E.A.S. Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Management Development Centre, Brock University Faculty of Business	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Niagara College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
people2design	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

Career Partners/Hazell & Associates

1220 Yonge Street, Suite 300 Toronto, ON M4T 1W1
Phone: 416.961.3700
Fax: 416.961.3510
Web: www.hazell.com

Your challenges and needs don't fit the mould, so why settle for cookie-cutter solutions? We help organizations attract, retain, develop and transition their key assets - employees – through flexible, customizable transition, investing in people and executive coaching programs. Rely on us to provide solutions that inspire, transform and connect your talent.

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4
Phone toll free: 1.877.237.4342
Fax toll free: 1.888.311.2117
Web: www.ceridian.ca
Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

Dale Carnegie Training, Ontario - South Central

2121 Argentia Road, Suite 103 Mississauga, ON L5N 2X4
Phone: 905.894.8857
Fax: 905.826.5565
Toll free: 1.800.361.2032
Web: www.carnegie.ca

We produce results for clients by coaching them to design and execute their strategies and initiatives to grow their business. Clients improve their capacity and competence to hit stretch goals as we build a culture of focused action.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9
Phone: 905.358.5729
Fax: 905.358.7188
Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9
Phone: 905.527.2860
Fax: 905.527.5390
Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source for human resources solutions. To view our full line of services please visit www.hr-fusion.ca

I.D.E.A.S. Inc

197 Grand River Street N Paris, ON N3L 2N2
Phone: 519.771.7979
Fax: 519.448.4099
Web: www.ideasinc.ca

We use a team approach to analyze complex problems, to develop and implement practical solutions that reduce waste and frustration, that improve organizational performance and build employee and customer satisfaction. Performance measures are established to guide improvement and ensure accountability.

Management Development Centre

Brock University Faculty of Business
500 Glenridge Avenue St. Catharines, ON L2S 3A1
Phone: 905.688.5550
Fax 905.892.9569
Web: www.bus.brocku.ca/mgmtdev

Brock University Professors/Instructors in the Faculty of Business are available for consulting and education/training of employees in all facets of business operations.

Niagara College - Business Development Centre

135 Taylor Road, SS 4
Niagara-on-the-Lake, ON L0S 1J0
Phone: 905.641.2252
Fax: 905-988-4310
Web: www.mybdc.biz

Workplace Development Services is an exciting initiative aimed at promoting improved human resource practices and innovative approaches to workplace skill development and learning. WDS will deliver no-cost consulting services to a minimum of 165 Niagara region's small and medium businesses primarily in the manufacturing, agri-business, and tourism sectors. The consultants will work with these businesses offering coaching and instruction focusing on three main service areas: Attract, Develop, and Excel.

people2design

101 King Street, M-7 St. Catharines, ON L2R 3H6
Phone: 905.641.4480
Web: www.people2design.com

p2d Consultants develop and align people systems, processes and policies to business strategy to deliver enhanced performance. We bring together the integration of people and business process by design - from conducting audits through to development of appropriate metrics and executive search services.

Compensation & Benefits

This section is an alphabetized listing of human resources consultants specializing in compensation and benefits. They can assist you with a wide variety human resources issues, main categories include:

Payroll: helping organizations set up and administer a payroll system to pay employees for their work (ex. payroll systems, government regulations, deductions, vacation pay, minimum wage, etc.)

Compensation: help organizations determine appropriate "payment" in exchange for employees' work, whether it is a monetary reward or some other kind of reward/recognition/perk (ex. complying with labour laws, pay scale based on competencies/ education/ experience/ tenure, type of payment hourly/salary, bonuses etc.)

Benefits: help organizations decide whether benefits are appropriate for their company, which types of benefits are best suited to their organization (ex. company needs plans: time off, fringe, health, medical, accident, insurance)

Pensions: help organizations mould their pension plans (ex. retirement for your employees (age/length of service), percentage of pay, contributory, RRSP's, etc.)

Employee Assistance Programs (EAP): comprehensive company program that assists employees overcome their personal and work-related problems (addictions, family issues etc.) (ex. counselling, treatment centres, access to medical specialists/support groups, interventions etc.)

To identify consultants that specialize in these areas please refer to the Compensation and Benefits table.

Company	Payroll	Compensation	Benefits	Pensions	EAP
Ceridian Canada	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
EPR Certified General Accountants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
HR-Fusion Inc.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Synergy Benefits Consulting Inc.			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4
Phone toll free: 1.877.237.4342
Fax toll free: 1.888.311.2117
Web: www.ceridian.ca
Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9
Phone: 905.358.5729
Fax: 905.358.7188
Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9
Phone: 905.527.2860
Fax: 905.527.5390
Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source for human resources solutions. To view our full line of services please visit www.hr-fusion.ca

Legal Compliance

This section is an alphabetized listing of human resources consultants specializing in legal compliance. They can assist you with a broad range of legal human resources issues, main categories include:

Diversity/Human Rights: helping organizations understand their responsibility to diversity, the federal and provincial laws against discrimination and how to prevent violations (ex. fair recruitment, encouragement of diversity, promotion of equality, etc.)

Disabilities: helping organizations understand their responsibility to individuals with disabilities, and the prevention of discrimination (ex. duty to accommodate, discrimination avoidance, etc.)

Harassment: helping organizations prevent, eliminate existing, or rectify previous cases of harassment (sexual and other) (ex. prevention training, responding to complaints, etc.)

Discipline & Termination: help organizations take the appropriate disciplinary action to rectify non-compliance with the organizations standards, and how to legally and ethically handle termination related issues (ex. warnings, wrongful dismissal, just cause, etc.)

Employee/Labour Relations: help organizations with their employee-management relations (ex. unions, role of government, collective bargaining etc.)

Conflict Management/Mediation/Arbitration: helping organizations to reconcile disputing parties differences through the use of a neutral 3rd party solutions (ex. financial and contract disputes, union negotiations, grievances, co-worker clashes, etc.)

To identify consultants that specialize in these areas please refer to the Legal Compliance table.



Company	Diversity	Disabilities	Discipline & Termination	Harassment	Employee & Labour Relations	Additional Legal
Ceridian Canada						<input checked="" type="checkbox"/>
EPR Certified General Accountants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
HR-Fusion Inc.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Management Development Centre, Brock University Faculty of Business	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Niagara College			<input checked="" type="checkbox"/>			
people2design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4

Phone toll free: 1.877.237.4342

Fax toll free: 1.888.311.2117

Web: www.ceridian.ca

Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9

Phone: 905.358.5729

Fax: 905.358.7188

Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9

Phone: 905.527.2860

Fax: 905.527.5390

Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source form human resources solutions. To view our full line of services please visit www.hr-fusion.ca

Management Development Centre

Brock University Faculty of Business
500 Glenridge Avenue St. Catharines, ON L2S 3A1
Phone: 905.688-5550
Fax 905.892.9569
Web: www.bus.brocku.ca/mgmtdev

Brock University Professors/Instructors in the Faculty of Business are available for consulting and education/training of employees in all facets of business operations.

Niagara College - Business Development Centre

135 Taylor Road, SS 4
Niagara-on-the-Lake, ON L0S 1J0
Phone: 905.641.2252
Fax: 905-988-4310
Web: www.mybdc.biz

Workplace Development Services is an exciting initiative aimed at promoting improved human resource practices and innovative approaches to workplace skill development and learning. WDS will deliver no-cost consulting services to a minimum of 165 Niagara region's small and medium businesses primarily in the manufacturing, agri-business, and tourism sectors. The consultants will work with these businesses offering coaching and instruction focusing on three main service areas: Attract, Develop, and Excel.

people2design

101 King Street, M-7 St. Catharines, ON L2R 3H6
Phone: 905.641.4480
Web: www.people2design.com

p2d Consultants develop and align people systems, processes and policies to business strategy to deliver enhanced performance. We bring together the integration of people and business process by design - from conducting audits through to development of appropriate metrics and executive search services.

Workplace Safety

This section is an alphabetized listing of human resources consultants specializing in legal compliance. They can assist you with a broad range of workplace safety issues, main categories include:

Workers' Compensation: helping organizations understand the compensation payable by employers and government for injuries sustained in the course of employment and how to manage that process/program (ex. preparing claims, responding to claims, providing leaves, paying premiums, etc.)

Return to Work: helping create a program to return injured employees to work (ex. creating light duty, adjustment of responsibilities, reduced hours, special equipment, ergonomics, etc.)

Workplace Safety – WSIB: ensuring legal compliance with the various WSIB regulations, help you prevent workplace accidents and injury (ex. Workplace Safety Regulations and Laws etc.)

Ergonomics & Wellness: helping organizations attain and maintain a healthy workplace for employees, both physically and mentally, also includes injury prevention (ex. dealing with industrial and office issues, prevention using proper equipment, education in the workplace, etc.)

Emergency Planning: helping organizations identify and plan for potential emergencies within the workplace, and how to minimize the associated risks/costs (ex. prevention plan, recovery plan, etc.)

To identify consultants that specialize in these areas please refer to the Workplace Safety table.

Company	Workers' Compensation	Return to Work	Workplace Safety - WSIB	Ergonomics & Wellness	Emergency Planning	Additional Safety
Ceridian Canada		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Crawford Canada	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Don Rode and Associates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
EPR Certified General Accountants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
HR-Fusion Inc.				<input checked="" type="checkbox"/>		
I.D.E.A.S. Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Management Development Centre, Brock University Faculty of Business				<input checked="" type="checkbox"/>		
people2design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Provincial Safety Partners	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4

Phone toll free: 1.877.237.4342

Fax toll free: 1.888.311.2117

Web: www.ceridian.ca

Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

Crawford Canada

203-110A Hannover Drive St. Catharines, ON L2W 1A4

Phone: 905.688.1011

Fax: 905.688.3338

Web: www.crawfordandcompany.ca

Third Party administration services designed to assist employers, government agencies and insurers with WSIB, return to work, injured clients.

Don Rode and Associates

2 Leicester Court St. Catharines, ON L2N 5Y9

Phone: 905.935.7144

Fax: 905.935.0166

Professional WSIB claims management services for employers in the Niagara Region, specializing in WSIB/WSIAT appeals and hearings as well as handling of complex claims. Development of return to work programs and accident prevention initiatives.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9
Phone: 905.358.5729
Fax: 905.358.7188
Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9
Phone: 905.527.2860
Fax: 905.527.5390
Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source for human resources solutions. To view our full line of services please visit www.hr-fusion.ca

Management Development Centre

Brock University Faculty of Business
500 Glenridge Avenue St. Catharines, ON L2S 3A1
Phone: 905.688-5550
Fax 905.892.9569
Web: www.bus.brocku.ca/mgmtdev

Brock University Professors/Instructors in the Faculty of Business are available for consulting and education/training of employees in all facets of business operations.

people2design

101 King Street, M-7 St. Catharines, ON L2R 3H6

Phone: 905.641.4480

Web: www.people2design.com

p2d Consultants develop and align people systems, processes and policies to business strategy to deliver enhanced performance. We bring together the integration of people and business process by design - from conducting audits through to development of appropriate metrics and executive search services.

Provincial Safety Partners

2 Leicester Court St. Catharines, ON L2N 5Y9

Phone: 905.935.7144

Fax: 905.935.0166

Evaluate health and safety performance to Ministry of Labour standards, development of health and safety policies and procedures. Health and safety training, professional third party inspections, WSIB claims management.

NOTES:

Organizational Development

This section is an alphabetized listing of human resources consultants specializing in organizational development. They can help your organization with business development, main categories include:

Performance Management: helping organizations monitor, assess and improve employee performance (ex. sales output, quality management etc.)

Training & Development: program and processes to improve skills or prepare an employee for future job responsibilities (ex. identify strengths/areas for improvement, necessary skills, perform training, etc.)

Coaching & Mentoring: consultants offer informed job and career guidance/support on a regular basis to either individuals or groups, with a view to improving/developing skills and performance.

HR Planning: predictions of the organization's future demand for employees (ex. numbers, skill and competency types, timelines, etc.)

Strategic Planning: help identify a firm's long-range objectives and its proposals for achieving those objectives.

Communications: helping organizations improve the transfer and understanding of information from one person to another, both internally and externally.



Teambuilding: helping to build employee cohesiveness, improve co-operative and supportive relationships within the workplace.

To identify consultants that specialize in these areas please refer to the Organizational Development table.



Company	Performance Management	Training & Development	Coaching & Mentoring	HR Planning	Additional Organizational Development
Career Partners/ Hazell & Associates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
C.D. Henderson Associates, Priority Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Ceridian Canada	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Dale Carnegie Training, Ontario - South Central	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
EPR Certified General Accountants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
The Frontier Group		<input checked="" type="checkbox"/>			
HR-Fusion Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.D.E.A.S. Inc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Management Development Centre, Brock University Faculty of Business	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Niagara College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
people2design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Organizational Development

Career Partners/Hazell & Associates

1220 Yonge Street, Suite 300 Toronto, ON M4T 1W1

Phone: 416.961.3700 Fax: 416.961.3510

Web: www.hazell.com

Your challenges and needs don't fit the mould, so why settle for cookie-cutter solutions? We help organizations attract, retain, develop and transition their key assets - employees – through flexible, customizable transition, investing in people and executive coaching programs. Rely on us to provide solutions that inspire, transform and connect your talent.

C.D. Henderson Associates, Priority Management

77 Linwell Road St. Catharines, ON L2N 6R1

Phone: 905.935.3466 Fax: 905.935.1153

Email: priority@cogeco.ca

Web: www.prioritymanagement.com/cdh

Our firm is a global training and consulting organization facilitating workshops, both public and in-house sessions. We specialize in time and workload management, personal productivity using an organizer as well as Outlook, Lotus Notes and Group Wize. Our Projects Management course is highly regarded as the best training for visualizing and implementing projects, plus Microsoft Projects software, customer service, negotiating, and influence skills.

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4

Phone toll free: 1.877.237.4342

Fax toll free: 1.888.311.2117

Web: www.ceridian.ca

Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

Dale Carnegie Training, Ontario - South Central

2121 Argentia Road, Suite 103 Mississauga, ON L5N 2X4

Phone: 905.894.8857

Fax: 905.826.5565

Toll free: 1.800.361.2032, Ext. 257

Web: www.carnegie.ca

We produce results for clients by coaching them to design and execute their strategies and initiatives to grow their business. Clients improve their capacity and competence to hit stretch goals as we build a culture of focused action.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9

Phone: 905.358.5729

Fax: 905.358.7188

Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

The Frontier Group

264 Welland Avenue, Suite 400 St. Catharines, ON L2R 2P8

Phone: 905.935.2702

Fax: 905.935.1369

Web: www.frontiergroup.biz

The Frontier Group is a team-building and leadership trailblazer. We guide teams to a new frontier in effectiveness and positive energy. All Frontier Group experiences skilfully combine adventure, learning and fun. All Work, All Play.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9
Phone: 905.527.2860
Fax: 905.527.5390
Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source form human resources solutions. To view our full line of services please visit www.hr-fusion.ca

I.D.E.A.S. Inc

197 Grand River Street N Paris, ON N3L 2N2
Phone: 519.771.7979
Fax: 519.448.4099
Web: www.ideasinc.ca

We use a team approach to analyze complex problems, to develop and implement practical solutions that reduce waste and frustration, that improve organizational performance and build employee and customer satisfaction. Performance measures are established to guide improvement and ensure accountability.

Management Development Centre

Brock University Faculty of Business
500 Glenridge Avenue St. Catharines, ON L2S 3A1
Phone: 905.688-5550
Fax 905.892.9569
Web: www.bus.brocku.ca/mgmtdev

Brock University Professors/Instructors in the Faculty of Business are available for consulting and education/training of employees in all facets of business operations.

Niagara College - Business Development Centre

135 Taylor Road, SS 4
Niagara-on-the-Lake, ON L0S 1J0
Phone: 905.641.2252
Fax: 905-988-4310
Web: www.mybdc.biz

Workplace Development Services is an exciting initiative aimed at promoting improved human resource practices and innovative approaches to workplace skill development and learning. WDS will deliver no-cost consulting services to a minimum of 165 Niagara region's small and medium businesses primarily in the manufacturing, agri-business, and tourism sectors. The consultants will work with these businesses offering coaching and instruction focusing on three main service areas: Attract, Develop, and Excel.

people2design

101 King Street, M-7 St. Catharines, ON L2R 3H6
Phone: 905.641.4480
Web: www.people2design.com

p2d Consultants develop and align people systems, processes and policies to business strategy to deliver enhanced performance. We bring together the integration of people and business process by design - from conducting audits through to development of appropriate metrics and executive search services.

NOTES:

Additional Human Resources Services

This section is an alphabetized listing of human resources consultants specializing in human resources technology, career counselling, and quality management, main categories include:

Technological Management: helping organizations maximize computer driven human resource management technologies.

Human Resources Information (HRIS) and Management Systems (HRMS): HRMS refers to the function and technology that supports the planning, utilization, development and administration of the total human resources within a company. HRIS refers to the technology that gathers, analyzes, summarizes and reports data for formulating and implementing strategies by HR specialists and line managers.

Quality Management Systems: helping organizations implement ISO 9000 and Total Quality Management type systems into the workplace.

Career Counselling: helping employees of organizations find appropriate career goals and paths.

Transition/Change Management: helping organizations understand the implications of, and effectively manage, transition and change within the workplace, (ex. change in management, ownership, strategies, operational procedures, products, markets, outplacement, etc.)

To identify consultants that specialize in these areas please refer to the Additional Services table.



Company	Technological Management	HRIS & HRMS	Career Counselling	Transition	Quality Management Systems
Career Partners/ Hazell & Associates			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
C.D. Henderson Associates, Priority Management	<input checked="" type="checkbox"/>				
Ceridian Canada		<input checked="" type="checkbox"/>			
Dale Carnegie Training, Ontario - South Central				<input checked="" type="checkbox"/>	
EPR Certified General Accountants				<input checked="" type="checkbox"/>	
HR-Fusion Inc.			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I.D.E.A.S. Inc.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Management Development Centre, Brock University Faculty of Business	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Niagara College					<input checked="" type="checkbox"/>

Career Partners/Hazell & Associates

1220 Yonge Street, Suite 300 Toronto, ON M4T 1W1
Phone: 416.961.3700 Fax: 416.961.3510
Web: www.hazell.com

Your challenges and needs don't fit the mould, so why settle for cookie-cutter solutions? We help organizations attract, retain, develop and transition their key assets - employees – through flexible, customizable transition, investing in people and executive coaching programs. Rely on us to provide solutions that inspire, transform and connect your talent.

C.D. Henderson Associates, Priority Management

77 Linwell Road St. Catharines, ON L2N 6R1
Phone: 905.935.3466 Fax: 905.935.1153
Email: priority@cogeco.ca
Web: www.prioritymanagement.com/cdh

Our firm is a global training and consulting organization facilitating workshops, both public and in-house sessions. We specialize in time and workload management, personal productivity using an organizer as well as Outlook, Lotus Notes and Group Wize. Our Projects Management course is highly regarded as the best training for visualizing and implementing projects, plus Microsoft Projects software, customer service, negotiating, and influence skills.

Ceridian Canada - Head Office

125 Garry Street Winnipeg, MB R3C 3P4
Phone toll free: 1.877.237.4342
Fax toll free: 1.888.311.2117
Web: www.ceridian.ca
Markham: 905.947.7200 Mississauga: 905.282.8100

Ceridian delivers best-practice Human Resources solutions that help customers acquire the best talent, pay their staff accurately and on time, and drive employee engagement and well-being. From payroll and HRIS to employee assistance programs; and from recruiting solutions, candidate assessments and background screening to HR consulting and training, Ceridian's solutions help our customers maximize the value of their people.

Dale Carnegie Training, Ontario - South Central

2121 Argentia Road, Suite 103 Mississauga, ON L5N 2X4

Phone: 905.894.8857

Fax: 905.826.5565

Toll free: 1.800.361.2032

Web: www.carnegie.ca

We produce results for clients by coaching them to design and execute their strategies and initiatives to grow their business. Clients improve their capacity and competence to hit stretch goals as we build a culture of focused action.

EPR Certified General Accountants

3930 Montrose Road Niagara Falls, ON L2H 3C9

Phone: 905.358.5729

Fax: 905.358.7188

Web: www.epr.ca

We specialize in Human Resources and Workplace Safety & Insurance Board matters. We provide full human resources services and assist clients with WSIB claims investigation, appeals, rate groups, return to work, workwell audits and appeals.

HR-Fusion Inc.

140 Locke Street South, Suite 201 Hamilton, ON L8P 4A9

Phone: 905.527.2860

Fax: 905.527.5390

Web: www.hr-fusion.ca

HR-Fusion's specialized team approach provides you with access to professional expertise in areas such as: selection/retention, employee relations, performance management, wage/employee surveys, leadership training, policy manuals and R effectiveness audits. HR-Fusion is your one stop source form human resources solutions. To view our full line of services please visit www.hr-fusion.ca

I.D.E.A.S. Inc

197 Grand River Street N Paris, ON N3L 2N2
Phone: 519.771.7979
Fax: 519.448.4099
Web: www.ideasinc.ca

We use a team approach to analyze complex problems, to develop and implement practical solutions that reduce waste and frustration, that improve organizational performance and build employee and customer satisfaction. Performance measures are established to guide improvement and ensure accountability.

Management Development Centre

Brock University Faculty of Business
500 Glenridge Avenue St. Catharines, ON L2S 3A1
Phone: 905.688-5550
Fax 905.892.9569
Web: www.bus.brocku.ca/mgmtdev

Brock University Professors/Instructors in the Faculty of Business are available for consulting and education/training of employees in all facets of business operations.

Niagara College - Business Development Centre

135 Taylor Road, SS 4
Niagara-on-the-Lake, ON L0S 1J0
Phone: 905.641.2252
Fax: 905-988-4310
Web: www.mybdc.biz

Workplace Development Services is an exciting initiative aimed at promoting improved human resource practices and innovative approaches to workplace skill development and learning. WDS will deliver no-cost consulting services to a minimum of 165 Niagara region's small and medium businesses primarily in the manufacturing, agri-business, and tourism sectors. The consultants will work with these businesses offering coaching and instruction focusing on three main service areas: Attract, Develop, and Excel.

Employment Related Service Providers

These community organizations provide employment assistance to their respective clients. They can assist businesses by providing them with a cost effective way to find temporary, part-time, and full-time staff. They also offer a variety of other employment related services.

Careers Niagara


101 King Street, M-3 St. Catharines, ON L2R 3H6
Phone: 905.641.8787
Web: www.careersniagara.com

careersNiagara.com, a job board designed to brand Niagara in the employment market place to meet its recruiting challenges, takes a different approach - highlighting our industries. There was a need for the Niagara peninsula to showcase employment opportunities. Costs for the employers to post on this site are reasonable.

Employment Help Centre

122 Queenston Street St. Catharines, ON L2R 2Z3
Phone: 905.685.1353
Fax: 905.685.6901
Email: info@employmenthelp.org
Web: www.employmenthelp.org

The Employment Help Centre, with locations in St. Catharines, Welland, Grimsby, and Smithville, provides a full range of employment preparation services to adult job seekers. Employers seeking to hire can use Job Match services to receive referrals of qualified applicants. Eligible employers can receive wage assistance for new hires through Job Connect.



Fletcher & Associates Inc.

269 Herkimer Street Hamilton, ON L8P 2H8
Phone: 905.526.0807
Fax: 905.526.0051

Fletcher & Associates delivers a 6-month federal government funded education and work experience program, Connections Niagara, for persons aged 15-30 who wish to work in the health care field. Participants are linked with potential employers by liaison between area health agencies and the program manager.

Job Gym

210 King Street St. Catharines, ON L2R 3J9
Phone: 905.682.8372
Fax: 905.682.7881
Web: www.jobgym.com

Job Seekers access our free resource area and attend free workshops and training. Employment counselling is also available to those who qualify. Employers post job openings and gain access to our resume database all at no cost. Ask about our free Job Fairs and wage incentive programs. Visit www.jobgym.com

Niagara College - Continuing Education

300 Woodlawn Road Welland, ON L3C 7L3
Phone: 905.735.2211
Fax: 905.736.6010
Email: ce@niagarac.on.ca
Web: www.ce.niagarac.on.ca

Continuing Education provides exceptional training for those interested in becoming Human Resources Professionals. We offer a certificate in Management of Human Resources and courses can be used toward gaining a certification with the Certified Human Resource Professional designation (CHRP). For further information visit our website at www.ce.niagarac.on.ca

Niagara West Employment & Learning Resource Centres

Box 460 Beamsville, ON L0R 1B0
Phone: 905.563.1515
Fax: 905.563.5612
Email: workforce@alrcniagarawest.org
Web: www.alrcniagarawest.org

Support services for un/underemployed Service Canada Job Finding Club, specialists in employment services for 40+ workers, Job Developer connects employees with employers, locations in 3 municipalities (Niagara West), portable programs, custom workshops, computer software training, workforce/workplace skills upgrading, membership on 3 Chambers of Commerce/Rotary Clubs.

Ontario March of Dimes

3300 Merrittville Highway Thorold, ON L2V 4Y6
Phone: 905.687.8484 Toll Free: 1.800.263.4742
TTY: 905.687.9522
Fax: 905.685.6651
Web: www.marchofdimes.ca

The Ontario March of Dimes provides complete employment services for persons with disabilities. Assessments, skills training, placement, coaching and ongoing support is provided to both consumer and employer. A variety of professional staff members work with clients at all stages of their return to work action plan. Fees apply.

Start Me Up Niagara

288 St. Paul Street, 3rd Floor St. Catharines, ON L2R 3M9
Phone: 905.984.5310
Fax: 905.984.8949
Web: www.startmeupniagara.ca

Start Me Up Niagara offers small business development service for individuals who are eligible for employment support through the Ontario Disability Support Program. Also business viability studies, business plans, assistance setting up systems, mentoring through Strictly Business groups, shared use of in-house computers and other equipment.

Employment Agencies

These agencies can provide you with a quick link to temporary, part-time and full time staff.

Absolute Hospitality Inc.

43 Church Street, Suite 405 St. Catharines, ON L2R 7E1

Phone: 905.641.2044

Fax: 905.641.1905

Email: info@absolutehospitality.ca

Web: www.absolutehospitality.ca

Temporary and on-call staffing for the Hospitality Industry. Wait Staff, Cooks, Hotel Room Attendants, Bartenders, Kitchen Help, Dishwashers, Concierge, Banquet Porters, Cashiers, Laundry Personnel.

Kelly Services

8 Church Street St. Catharines, ON L2R 3B3

Phone: 905.685.7338

Fax: 905.687.8611

Web: www.kellyservices.ca

We are a full service staffing provider for permanent and temporary office and industrial workers, and an array of professionals.

Manpower

350 Ontario Street St. Catharines, ON L2R 5L8

Phone: 905.688.6080

Fax: 905.688.3967

Web: www.manpower.com

Manpower offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment, employee assessment and selection, training; outplacement, outsourcing and consulting. Manpower's focus is on raising productivity through improved quality, efficiency and cost reduction to enable our clients to win in the changing world of work.

Additional Resources

apprenticesearch.com

apprenticesearch.com provides free information on apprenticeships in Niagara and area. Local employers and apprentices/apprenticeship candidates are welcome to explore opportunities to connect in your local area.

<http://www.apprenticesearch.com/Niagarahomepage.asp>

Apprenticeship Training Tax Credit (ATTC)

The Apprenticeship Training Tax Credit (ATTC) is a refundable tax credit for corporations and unincorporated businesses employing apprentices in certain skilled trades during the first 36 months of an apprenticeship program.

<http://www.edu.gov.on.ca/eng/tcu/employers/taxcredit.html>

Canada Summer Jobs (CSJ)

Canada Summer Jobs is a new initiative of the Summer Work Experience program. It provides wage subsidies to help Canadian employers of not-for-profit, public sector, and smaller private sector organizations with 50 or fewer employees create career-related summer jobs for students between the ages of 15 and 30 at the start of employment.

<http://www1.servicecanada.gc.ca/en/epb/yi/yep/programs/scpp.shtml>

Canadian Centre for Occupational Health & Safety (CCOHS)

The Canadian Centre for Occupational Health and Safety (CCOHS) is a Canadian federal government agency based in Hamilton, Ontario, which serves to support the vision of eliminating all Canadian work-related illnesses and injuries.

<http://www.ccohs.ca/>



Additional Resources

Canadian Federation of Independent Business (CFIB)

CFIB has been a big voice for small business for 35 years with 105,000+ members nationwide in every sector. Taking our direction from CFIB Members, through regular surveys, we lobby for small- and medium-sized businesses at the federal, provincial and local levels of government.

<http://www.cfib.ca>

Canadian HR Reporter

Published 22 times a year, the popular tabloid offers readers the most current news, information on the latest trends and practices, expert advice, experiences and insights from HR practitioners, research and resources.

<http://www.hrreporter.com/home/>

Canadian Human Rights

Contains information on the Canadian Human Rights Act and Case law.

<http://laws.justice.gc.ca/en/H-6/>

Canadian Revenue Agency (CCRA)

Information about wages and taxes.

<http://www.cra-arc.gc.ca/menu-e.html>

Employer Sponsored Training (EST)

The Employer Sponsored Training (EST) component of Labour Market Partnerships support measure provides financial assistance to eligible employers to support approved training activities for employees who have been identified as facing a loss of their employment.

http://www1.servicecanada.gc.ca/en/epb/est/desc_est.shtml

Additional Resources

Employment Standard Act (ESA)

Employment standards are enforced under the Employment Standards Act, 2000 (ESA) which sets out the minimum standards that employers and employees must follow.

<http://www.labour.gov.on.ca/english/es/>

Foreign Worker Program

A program to support economic growth in Canada by hiring foreign workers to help address skill and labour shortages.

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/fw.shtml

Health & Safety Associations

The Ontario health and safety associations, funded by the WSIB, provide training programs, products and services to the province's employers and workers. These partners include 12 industry-based safe workplace associations, the Workers Health and Safety Centre, and the Occupational Health Clinics for Ontario Workers. You'll find the contact information for these associations below.

<http://www.wsib.on.ca/wsib/wsibsite.nsf/public/PartnersHealthandSafety#HealthSafety>

Human Resource Professional Association of Niagara (HRPAN)

The HRPAN shapes organizational excellence by empowering human resources professionals to connect effective people management with business success.

<http://www.hrpan.ca/>

Inventory of Programs and Services

The IPS is a comprehensive database of employment programs and services in your local area that can lead to employment. In addition to local programs, you will find information on provincial and federal programs and services.

<http://www.211toronto.ca/ips/index.jsp>

Additional Resources

Job Creation Partnerships (JCP)

The Job Creation Partnerships employment benefit is a program designed to support projects that will provide work experience for Employment Insurance recipients.

http://www1.servicecanada.gc.ca/en/epb/sid/cia/grants/jcp/desc_jcp.shtml

Ministry of Training Colleges and Universities (MTCU)

The Ontario government recognizes that many businesses contribute to developing our workforce. To support and encourage investment, we offer training programs, employment programs, as well as resources to help with human resources planning, recruiting, employee assessment and workplace safety.

<http://www.edu.gov.on.ca/eng/tcu/employers/>

Office of the Employer Advisor (OEA)

The OEA is an independent agency of the Ministry of Labour (<http://www.labour.gov.on.ca/english/>) and has been helping Ontario employers manage their workplace safety and insurance costs, since 1985. We provide expert advice to any size employer; including mediation, negotiation, and representation throughout the workplace safety and insurance system to employers who primarily employ fewer than 100 employees.

<http://www.employeradviser.ca/html/aboutus.html>

Occupational Health & Safety

This Guide has been prepared to assist employers, workers, constructors, supervisors, owners, suppliers, and others who have duties under the Occupational Health and Safety Act

(http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90o01_e.htm)

<http://www.labour.gov.on.ca/english/hs/ohsaguide/index.html>



Additional Resources

Ontario Labour Relations Board

The Ontario Labour Relations Board is an independent, quasi-judicial tribunal mandated to mediate and adjudicate a variety of employment and labour relations-related matters under a number of Ontario statutes.

<http://www.olrb.gov.on.ca/english/homepage.htm>

Opportunities Fund for Persons with Disabilities

To assist persons with disabilities to prepare for and obtain employment or self-employment as well as to develop the skills necessary to maintain that new employment.

http://www.hrsdc.gc.ca/en/epb/sid/cia/grants/of/desc_of.shtml

Publications Ontario

ServiceOntario's new online publications ordering site, through which you can access and order publications of the Ontario government.

<http://www.publications.serviceontario.ca/ecom/>

Sector Councils

Sector councils work to identify and address current and anticipated human resource and skills & learning challenges and to implement long-term, human resources planning and development strategies for their respective sectors.

<http://www.hrsdc.gc.ca/en/hip/hrp/corporate/sector/listsectorcouncils.shtml>

Skilled trades Alliance

Linking industry, young people and education to build a skilled trades workforce.

<http://www.skilledtrades.ca>

Additional Resources

Small Business Club of Niagara (SBCN)

The primary function of Small Business Club Niagara is to provide opportunities for members to conduct business, form professional alliances, share business leads and offer support to one another.

<http://www.sbcn.ca>

Wage Subsidy Assistance (WSA)

The Wage Subsidy Assistance (WSA) Program is intended to assist unemployed individuals in finding permanent full-time jobs of a minimum 30 hours per week.

<http://www.becon.org/programs/wsa/?link=1>

Workplace Safety & Insurance Board (WSIB)

The Workplace Safety and Insurance Board (WSIB) promotes workplace health and safety, and provides a workers compensation system for the employers and workers of Ontario. There is extensive information on this site about prevention, forms, health issues, return to work programs, and links to other health and safety organizations.

http://www.wsib.on.ca/wsib/wsibsite.nsf/public/home_e

Worksmart Ontario

This is the official website of the Ontario Ministry of Labour for young workers and new workers.

<http://www.worksmartontario.gov.on.ca/scripts/default.asp>



Niagara Regional Chambers of Commerce

St. Catharines/Thorold	www.sctchamber.com One St. Paul Street, Suite 103 P.O. Box 940 St. Catharines, ON L2R 6Z4 Phone: 905-684-2362
Niagara Falls	www.niagarafallschamber.com 4056 Dorchester Road Niagara Falls, ON L2E 6M9 Phone: 905-374-3666
Greater Fort Erie	www.forteriechamber.com 1 - 660 Garrison Road Fort Erie, ON L2A 6E2 Phone: 905-871-3803
Lincoln	www.townoflincoln.com 4800 South Service Road Beamsville, ON L0R 1B1 Phone: 905-563-5044
Niagara-on-the-Lake	www.niagaraonthe-lake.com 26 Queen Street (lower level) P.O. Box 1043 Niagara-on-the-Lake, ON L0S 1J0 Phone: 905-468-1950
West Lincoln	PO Box 555, 270 Station St. Smithville, ON L0R 2A0 Phone: 905-957-1606
Port Colborne/Wainfleet	www.pcwchamber.com 76 Main Street West Port Colborne, ON L3K 3V2 Phone: 905-834-9765
Welland/Pelham	www.wellandpelhamchamber.com 32 East Main Street Welland, ON L3B 3W3 Phone: 905-732-7515
Grimsby & District	www.grimsbychamber.com 424 South Service Road, R.R. Grimsby, ON L3M 4E8 Phone: 905-945-8319

For further information regarding the Human Resource Service Directory or activities of the Niagara Training & Adjustment Board please contact:

Niagara Training & Adjustment Board

One St. Paul Street, Suite 605

St. Catharines, ON L2R 7L2


Phone: 905-641-0801

Fax: 905-641-0308

Email: ntab@ntab.org

Web: www.ntab.org

Disclaimer: The contents of this Directory are provided for informational purposes only and inclusion in this Directory is not an endorsement of companies listed within. All services offered through this Directory are provided by third parties performing consulting services without any warranties or representations of any kind by the Niagara Training & Adjustment Board (NTAB) to any party making use of such information. NTAB makes no representations and disclaims all express and implied warranties and conditions of any kind, including without limitation, representations, warranties or conditions regarding accuracy, timeliness, completeness, no infringement, merchantability, or fitness for any particular purpose. NTAB assumes no responsibility to the user or to any third party for the consequences of any errors or omissions, disclosure of personal information or the unlawful, commercial or bad faith use by any third party of information available in this Directory. At the time of release all information contained was relevant and accurate. NTAB is not responsible for changes in contact information contained herein.



Community Partners



**EMPLOYMENT
ONTARIO**