

Employee Retention & Development Award

Company

1. Our mission/vision statement is simply: Honesty Integrity Safety Craftsmanship.
2. The [REDACTED] Industry is notorious for a lot of people moving from one shop to another. This is why our front office team of [REDACTED], decided to grow our own employees. We have not hired any seasoned employees for over five years. Instead we hire young people with great attitudes and work with them to incorporate them into our unique culture. We provide 'hands on' training supplemented with yearly apprenticeship training at SIAST. Unlike most [REDACTED] shops we do not operate on piece work or flat rate, instead we work straight time in a team environment that accommodates mentorship. In five years we have had only one production employee leave us – his wife got transferred to Edmonton.
3. Every one of our production employees is indentured in the [REDACTED] apprenticeship program. This is not a requirement at all [REDACTED] shops but it is at [REDACTED], we believe that it is vital that they each achieve their Interprovincial Journeyman Status and get their Red Seal. Every year that our apprentices attend their six week training at SIAST they are effectively unemployed and collect EI. When they come back to work [REDACTED] provides a \$1000.00 bursary to help offset the income they may have lost.

Our business has made a commitment to lean business practices. Our [REDACTED] supplier [REDACTED], offers a weeklong training program called 'Green belt'. This training explains lean concepts and equips people to run their businesses more efficiently. So far we have put all but three of our people through this training and we expect them to take the training this year. [REDACTED] pays the cost of this training, accommodation, wages etc. for each and every employee.

Three years ago we hired a consultant to help us with the human relations aspect of our business and although it is sometimes hard to quantify an investment like this it has been the best money we have ever spent. We have a young group of people, average age is just under 29 years, they come early and they stay late, they have each other's backs and they do what it takes for the business to excel.

Last year [REDACTED] traveled to Springfield Missouri to learn about the Great Game of Business. Essentially this training is based on open book management which is a unique and well-proven approach to running a company, based on a simple, yet powerful belief; "When employees think, act and feel like owners...everyone wins." The decision was made to hire them to help us educate our staff on things like understanding a profit and loss statement, doing

yearly budgets for the business, comprehending a balance sheet and reading a cash flow statement. Each and every employee is engaged in the planning of our business and has a stake in the outcome. In effect we have empowered each of them to think like an 'owner'. I do not believe they could go anywhere else and have the type of input that they have at [REDACTED] unless they went into business for themselves.

4. In the last three years we have added three staff members, two apprentice [REDACTED] and one entry-level [REDACTED] – a 20% increase in staff.
5. We will eventually hire another [REDACTED] and give our current [REDACTED] the opportunity to move up to the apprentice position – that is what has happened with one of the three apprentices we have on the go right now. In the last five years we have developed four new journeyman [REDACTED]. As I write this we have five employees that are in the process of buying a minority share of the business with the plan for them to buy the entire business in the next two to five years. Added to this we are currently looking at purchasing or developing other businesses that complement our [REDACTED] business – a [REDACTED] shop, a [REDACTED] center and a [REDACTED] business – so that our up and comers can take a leadership/ownership role in these businesses.
6. [REDACTED] is a fun place to work and visit, ask our customers – they are our best ambassadors!
7. The business is currently owned by [REDACTED]. [REDACTED] is currently the chairman of [REDACTED] Forum – a national organization that meets three times a year with all industry stakeholders to provide a forum for the [REDACTED] industry to share information, best practices & a means to develop solutions to common national issues and challenges. He writes a bi-monthly column for the national publication [REDACTED] and is one of two Canadian instructors [REDACTED] value added [REDACTED] management training programs.