

The food processing sector in Ontario is second only to the automotive sector in terms of total manufacturing contribution to the provincial economy. The industry generates over thirty-three billion dollars in revenue and employs more than 110,000 people in establishments ranging from small family owned and operated businesses to large multi-national corporations. Ontario is a world leader in safe, high-quality food products for consumers throughout the world.

In 2006, the Alliance of Ontario Food Processors, Human Resources and Social Development Canada (HRSCD), and the Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) began work to develop the tools and resources for the project called *Destination Excellence*.

These materials are intended to be used by food and beverage manufacturing firms in their efforts to become employers of choice. The goal of this program is to help the food and beverage processing sector be more recognized as a viable and attractive opportunity for employment.



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Destination
Excellence

Creating employers of choice
in the Ontario food industry.

Material
Overview

Overview

This booklet provides a detailed overview of the resources that make up *Destination Excellence: Creating Employers of Choice in the Ontario Food and Beverage Processing Industry*.

This program evolved from a study conducted by the Alliance of Ontario Food Processors (AOFPP) and both provincial and federal governments, in which key workforce and labour issues were identified. The workforce best management tools and resources developed for this program have been tailored to meet the needs of your company as a critical player in the Ontario food and beverage processing sector.

Destination Excellence resources are geared to help bolster the food and beverage processing sector to become more recognized by recruiters, schools, students, and the general labour force as a viable and attractive opportunity for employment.

Training Material

This program consists of 4 types of training material:

1. Best Practice Fact Sheets
2. Employee Turnover Calculator
3. Best Practice Assessment
4. Curriculum Modules
 - Trainer Notes
 - Trainer Aids
 - Participant Workbook

Module Five. Performance Management

Having an effective performance management system leads to higher levels of employee engagement and retention. Learn techniques for constructive employee feedback, along with appraisal and discipline for gaining improved employee performance. *Approximate Time: 2 hours.*

Module Six. Diversity Management

Understand the different types of diversity and how to manage workforce diversity effectively. Learn how best practices in diversity management can lead to opportunities and a competitive advantage. *Approximate Time: 2 hours*

Module Seven. Job Design

Learn how jobs can be designed to maximize employee engagement, productivity and retention. Develop a strategy for diagnosing existing team problems, developing job responsibility and assess the impact of new technology on your workforce.

Approximate Time: 1.5 hours.

Module Eight. Rewards

Understand the strategic importance that rewards and recognition play in workforce management. Develop compensation and intrinsic rewards that go beyond monetary to attract and retain employees. *Approximate Time: 2 hours.*

Module Nine. Leadership, Culture and Values

Learn to identify how leadership style, culture, values and human resources must reflect and are critical to achieving an organization's vision. Identify where to facilitate organizational and individual change. *Approximate Time: 2.5 hours.*

Curriculum Topics

Module One. Strategic Overview of Best Practices

This introductory module underscores the value of best practices, outlines how the practices fit together to create a well-functioning workplace, and explains why practices need to be incorporated into the company culture and context. *Approximate Time: 3 hours.*

Module Two. Communication and Empowerment

Understand how effective two-way communication and empowerment are essential to maximize employee and business performance. Identify communication methods best suited to your workplace. Learn how to delegate and identify the tools and resources employees need for empowerment and ultimately how this leads to a more engaged and productive workforce.

Approximate Time: 2 hours.

Module Three. Recruitment and Selection

Develop strategies to overcome recruitment challenges and find out the most successful ways to recruit, select and retain a qualified and effective workforce. Learn the cost of employee turnover to your bottom-line and determine the competitive advantage of becoming an employer of choice.

Approximate Time: 6 hours.

Module Four. Orientation, Training and Development

Identify the elements of an effective orientation process and learn how successful orientation, training and development leads to higher levels of employee engagement and retention. Determine your company's training development needs and design and implement a strong workplace orientation process. *Approximate Time: 1.5 hours.*

Best Practice Fact Sheets

Include 15 different areas of focus that give information on workforce management best practices. Each Fact Sheet is a stand-alone pamphlet that can be used in a number of different ways including: to aid in training on a specific subject., in conjunction with and for the enrichment of a *Destination Excellence* training session, or to help solve a problem or issue of particular concern to your company.

The following Fact Sheets are available as a readable or downloadable document and can be found by visiting www.aofp.ca.

1. Becoming an Employer of Choice
2. Employee Turnover
3. Using the Turnover Calculator
4. Fostering Employee Commitment
5. Keeping Your Good Employees
6. Employee Engagement
7. Essential Skills
8. Workforce Diversity
9. Managing a Family Business
10. Rewards
11. Recruiting Foreign Workers
12. Orientation
13. Employee Empowerment
14. Introducing New Technology
15. Effective Appraisals

Employee Turnover Calculator

A significant challenge that companies are faced with is finding and keeping good people. By knowing what it costs to replace an employee you can budget for programs to reduce your turnover and increase your bottom line.

Designed specifically for the food and beverage processing industry, this easy to use excel spreadsheet 'calculator' allows companies to determine the real cost of employee turnover. Visit www.aofp.ca to download this useful tool.

Best Practice Assessment

Designed to help companies self-assess their workforce development status to determine where they are performing well and where improvement is required. Includes 7 different areas of focus:

1. Communication and Empowerment
2. Recruitment and Selection
3. Orientation, Training and Development
4. Performance Management
5. Rewards
6. Job Design
7. Diversity Management

Curriculum Modules

Include 9 different areas of focus that provide training material to enable companies to develop an effective workforce management system that will address ongoing workforce challenges.

The Curriculum has been developed as 'stand alone' study modules for use in a variety of delivery methods including: seminars or workshops, as part of a webinar or lunch and learn, or as a foundation for a customized training program suited to the needs of a particular company.

Each module consists of a PowerPoint presentation, along with the following 3 components:

1. **Trainer Notes** - Include a thumbnail of each PowerPoint slide along with the background information on the slide topic and suggestions for exercises. Exercises include large group brainstorming sessions, small group work teams and individual reflections. Intended for use by trainers who have a background in human resources - notes can be used at public training sessions led by training agencies (with Licence from the AOFPP) or at in-house training sessions.
2. **Training Aids** - Auxiliary materials (articles, case studies, exercises, etc.) designed to be part of the curriculum and to reinforce training.
3. **Participant Workbook** - To be distributed to participants at the start of a *Destination Excellence* training session. The workbook will help lead participants through the module and includes space to record answers to the exercises completed during a session. The last page of each workbook contains space to develop a Personal Action Plan that participants are encouraged to complete and take back to their company.