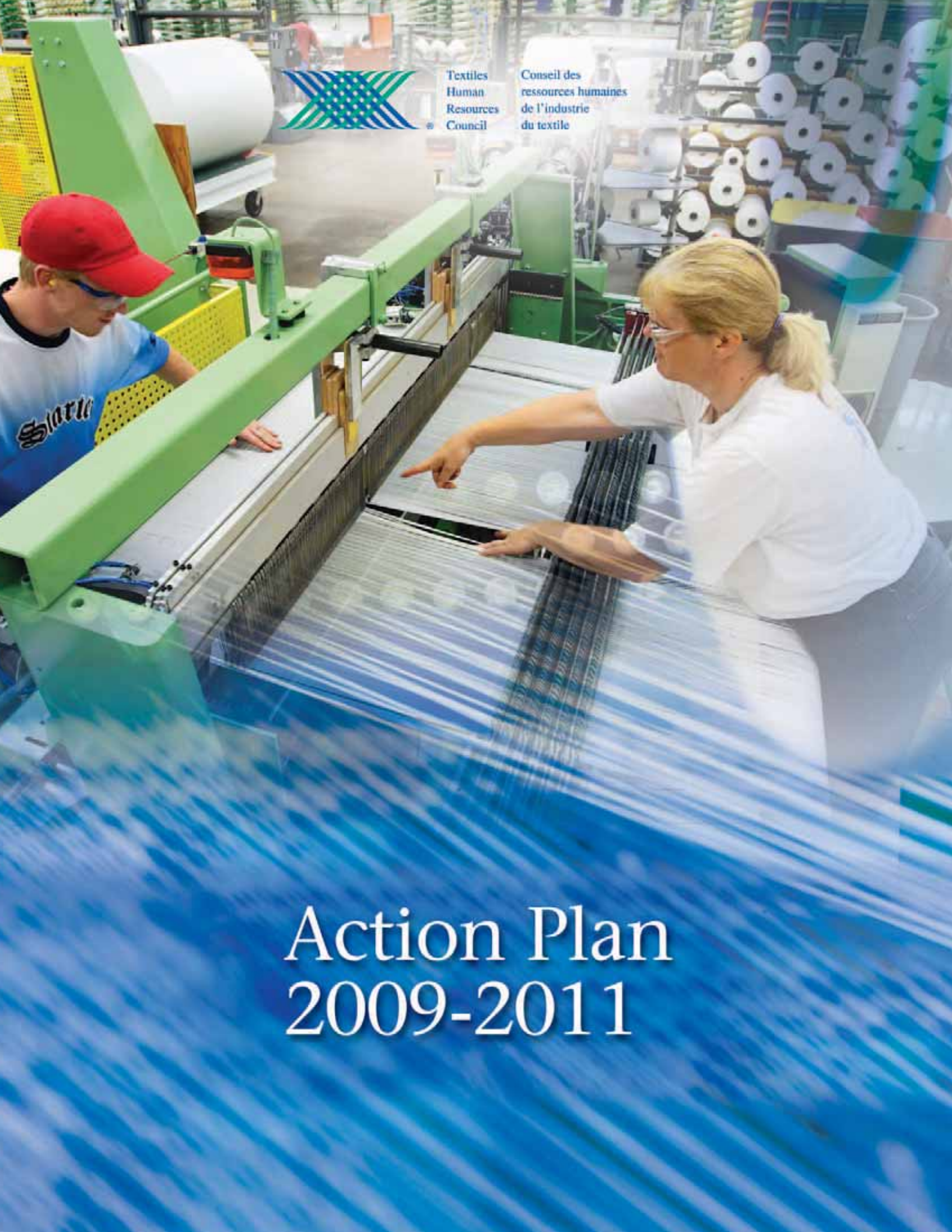




Textiles  
Human  
Resources  
Council

Conseil des  
ressources humaines  
de l'industrie  
du textile



# Action Plan 2009-2011



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## Board of Directors

### Employees

**Pierre Jean Olivier, Co-Chair**  
National Representative  
United Food and Commercial Workers Canada  
Lachine, Québec

**Lina Aristeo**  
Director, Quebec Council  
UNITE HERE  
Montreal, Québec

**Christian Beaudoin**  
Union Advisor  
Centrale des syndicats démocratiques (CSD)  
Montreal, Québec

**Victor Carrozzino**  
Director, Training and Education  
United Food and Commercial Workers Canada  
Mississauga, Ontario

**Gaétan Desnoyers**  
Service Coordinator  
UNITE HERE  
Montreal, Québec

**Daniel Vallée**  
President, Textile and Apparel Sector  
Centrale des syndicats démocratiques (CSD)  
Sherbrooke, Québec

### Employers

**Peter Kraus, Co-Chair**  
Manager of Canadian Fibre Operations  
INVISTA (Canada) Company  
Kingston, Ontario

**Sirio De Luca**  
President and CEO  
Consoltex Inc.  
Saint-Laurent, Québec

**Barry Downing**  
Corporate Vice-President, Concert Industries  
and Vice-President and General Manager of  
Concert Airlaid, North American Operations  
Concert Airlaid  
Gatineau, Québec

**Bob Galway**  
General Manager  
Firestone Textiles Company  
Woodstock, Ontario

**Rob Kellock**  
President  
Stedfast Inc.  
Granby, Québec

**Sheryl Vasa**  
Managing Director, Airbag Division  
Autoliv Canada  
Tilbury, Ontario



# Priorities, Programs and Services

## Priorities

Initiatives in this Action Plan focus on the key priorities established by the Council's Board of Directors:

- Core Competencies of the Workforce
- Communication & Image Building
- Training & Education Content Development
- Textile Training Through Technology®
- Placement/Transition
- Workplace Training Culture
- Cross-sector Development and Best Practices

## Core Competencies:

Identify occupational competencies, training needs and skills gaps, and develop responsive programs and services to ensure industry employees have the basic skills required.

### Ongoing:

- Industry and Workplace Diagnostics

### Completed:

- Competency profiles for 121 occupations
- Training Needs Assessment Tool
- *Foundation Skills* learning modules on subjects such as literacy, the environment and problem-solving

### Planned:

- *Essential Skills and Informal Learning Awareness Project* will generate greater understanding of the benefits of essential skills development and promote the use of available tools and resources.

## Communication & Image Building:

Share human resources best practices with internal (industry) audiences and raise awareness about the full range of programs and services available. Reach out to external audiences (youth, media, government, new Canadians, educators) to ensure awareness of the high-technology nature of the industry, provide accurate industry information and support image-building.

### Ongoing:

- TexPlus Newsletters
- Industry Editorials
- Industry Events
- THRC Website
- ExploreTextiles.ca
- Government Officials Plant Tour



## Priorities, Programs and Services

### Training & Education Content Development / Textile Training Through Technology® :

Develop and provide workplace access to innovative training programs and materials that support skills development to meet recognized skills gaps, company needs and personal career objectives.

#### Completed / Available:

- Nine bilingual *Textile Manufacturing Skills* programs
- Nine bilingual *Technical Skills* programs
- 40 *Harvard ManageMentor 10* programs
- Hundreds of *Personal Computer Skills* tutorials

#### Proposed Projects:

- *Workplace Leadership Program* will help companies address the challenges of succession planning and prepare employees for leadership roles throughout their organizations.
- *Lean Manufacturing Program* will provide an online learning resource introducing the principles of lean manufacturing and addressing one of the major challenges in today's manufacturing workplaces.

### Placement / Transition:

Provide tools and programs to enable the industry to fill its ongoing need for skilled workers. Provide career development assistance for employees facing transitions associated with lay-offs and plant closures.

#### Ongoing:

- *Textile Opportunities Program*
- *Enhanced Textile Placement Network*
- *Skills Transition Program*

#### Completed:

- *Global Skills Connection, Phase I*

#### Under Development:

- *Global Skills Connection, Phase II* will develop a strategy and tools to help companies assess the competencies of foreign-trained immigrants, while providing new Canadians with access to appropriate skills development programs.



# Priorities, Programs and Services

## Workplace Training Culture:

Work jointly with individual companies to develop a culture of continuous learning in the workplace, ensuring recognition of the link between skills and competitiveness and enhancing long-term investments in training.

### Ongoing:

- Learner and Content Management System (eEvolution™)
- *Skills and Learning Sites*
- *Customized Skills and Learning Portals*

### Under Development:

- Business Impact / ROI Methodology
- *Skills Planning and Knowledge Networks*

### Proposed Projects:

- *Advanced Skills Program* will develop training plans and informal learning networks based on company-specific strategic goals at the departmental and individual levels.
- *Skills Incentive Program* will support industry investment in management skills training for industry supervisors.
- *Workplace Sustainable Skills Program* will provide companies with the capacity and support required to use the Council's technical infrastructure and sustain workplace learning initiatives long-term.

## Cross-sector Development and Best Practices:

Develop partnerships in support of industry objectives and expand the Council's reach beyond the textile sector through the identification, sharing and adoption of manufacturing/skills development best practices.

### Proposed Projects:

- *Best Practices and Organizational Learning* will identify and share best practices among partners throughout the textile industry and other manufacturing sectors.



## Developing this Action Plan

The Council continuously gathers information about emerging requirements and the key challenges faced in today's industry.

The *Global Skills Connection* diagnostic conducted in 2007 identified the aging workforce as a top issue at many textile companies, with more than half of the Canadian textile labour force now older than 45 and one in five over 55 years old. The survey also indicated that companies are already finding it difficult to fill vacancies for highly-skilled employees, though the anticipated wave of retirements has yet to hit.

The needs assessment conducted by the Comité sectoriel de main-d'œuvre de l'industrie textile du Québec in 2008 also noted ongoing recruitment and retention challenges tied to a negative industry image. It identified the need for continuous workplace training given rapid change in the industry, small volume production and new product development.

The Council's change management analysis in 2008 identified the costs of replacing trainees during work hours as the major barrier to

workplace training. Companies indicated up to 52 hours of training for each employee every year was warranted – a 500 per cent increase in current training hours. It also noted the critical role of production supervisors, who have frequent contact with employees at all levels and a key role in performance reviews.

The Council's broadly-based industry committees indicated the need for certification programs and tools to assess the skills of new employees, including foreign-trained workers. Committees called for continued communication efforts to reach out to young people and supported the development of tools to address knowledge transfer among industry workers.

This Action Plan responds to these skills needs and emerging requirements. It completes programs and services already under development and builds on a framework of integrated, award-winning programs and services with new initiatives designed to address today's challenges.



## Key Success Factors

### THRC Mission

*With the conviction that the best human resource skills and practices are essential to the attainment of world-class excellence by the Canadian textile industry, the mission of the Council is to identify and foster the development and introduction of such skills and practices through the joint efforts of employees and employers.*

The Textiles Human Resources Council is a non-profit, sectoral partnership created in 1994 to ensure that workers in Canada's technology-driven textile industry have the world-class skills the industry demands. Bringing together textile and related manufacturers, unions, suppliers, government departments and educational institutions, the Council develops innovative skills development initiatives that respond to established and emerging needs.

Since the Council's inception in 1994, paid membership has increased from a dozen founding companies to more than 100 member firms today, representing large multinational corporations, mid-sized companies and smaller firms – in all, more than 300 workplaces. Today, membership extends beyond the textile sector, as many other organizations recognize the value of Council programs and services. Among its members, the Council now includes machinery and chemical suppliers, educational institutions, apparel manufacturers, automotive suppliers and healthcare firms.

The Council's Board of Directors is comprised of six chief executives and six senior union leaders drawn from a cross-section of industry. Its work is also guided by three active standing committees.

The Council's priorities are set by the Board of Directors following a structured process to:

- assess industry needs
- establish priorities
- develop programs
- undertake industry validation
- implement in workplaces
- measure results

This process contributes to a workplace skills strategy, where employees can access innovative skills development tools and programs around the clock.



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