

In this edition of **Manufacts** we bring you an excerpt of an article from Brenda Kinnear, of Kinnear & Associates. Brenda is an associate member of the HMA specializing in Human Resources services.



DRIVING EMPLOYEE ENGAGEMENT

Employers, who are able to increase employee engagement, will without a doubt, gain a significant competitive advantage and will increase the likelihood of winning the war for talent.

It is estimated, that by the year 2021, 6.7 million baby boomers will retire in Canada. We have just this year, begun to see the first wave of baby boomer retirements. While we have also seen the end of mandatory retirement in 2006, boomers overall have planned for their retirement and are counting the days until they can dust off that chaise lounge. This brain drain represents a real threat to employers. To further compound this issue, is the fact that the mere number of generation X'ers coming up through the ranks are simply insufficient to fill this enormous void. To add to the mix, is the fact that we will continue to demand greater numbers of highly skilled "knowledge workers." The term Knowledge worker, was coined by Peter Drucker in 1959, and is defined as, one who works primarily with information or one who develops and uses knowledge in the workplace. To say that the workplace landscape is going to change dramatically over the next 15 years is somewhat of an understatement.

What can organizational leaders do to mitigate against an atrophying workforce and effectively position their organizations to compete in the "War for Talent?" Simply put.....employers who are able to increase employee engagement will without a doubt gain a significant competitive advantage and will increase the likelihood of winning the war for talent. Employee engagement can be defined as the extent to which employees are prepared to expend discretionary input time and energy.

For the most part, when employees join an organization they are eager, positive and committed...in other words they are highly engaged. It is mission critical for leaders and managers, to understand the key factors affecting employee engagement and to recognize the first signs when engagement is beginning to wane. At a very fundamental level, yet enormously important, is ensuring effective se-

lection processes exist. This involves more than choosing candidates with the right combination of knowledge, skills, abilities and experience. It involves authentically understanding your organization in terms of culture, core values, team composition etc. in order to determine whether the candidate represents a good fit with the job and the culture of the organization. The probability of having a highly engaged employee increases, when organizations assess job and organizational fit in their selection processes.

In order to sustain high levels of employee engagement, leaders must create a workforce, which is empowering for employees, which supports them in the work that they do and recognizes and rewards them for their contributions. Employees need to feel that they are part of the team; that their efforts do make a difference...in other words employees need to understand how their work aligns with the organization's strategy. As good managers we know this, every management guru from Fredrick W. Taylor (1856-1917 Scientific Management Theory) to Tom Peter's has told us this in one form or another.

Read the full text of this article at www.huronmanufacturing.on.ca



This article was written by Brenda Kinnear, President of Kinnear & Associates Consulting Inc. If you have any comments or questions about this article you may contact Brenda by telephone at 510.565.4040 or e-mail at kaconsulting@tcc.on.ca Please visit us at our website www.kinnearandassociates.com

Pass this Newsletter On and win a Prize

Don't keep it to yourself.

Within your organization there are many people who could benefit from your membership in the HMA.

Pass this newsletter on to your:

- Plant Manager
- Supervisors
- Human Resources Person
- Health and Safety Representative
- Others

Visit www.huronmanufacturing.on.ca to enter the names of the people in your company who have read this newsletter before October 31st. For each reader you register you will receive a thank you gift and be entered in our draw for our Grand Prize, a \$300 value, from MicroAge Basics.



Call Program: The Results are In



HMA Call Program

Working together to envision the future of Manufacturing in Huron.

Call Program will Produce Changes in HMA Operations

At the HMA Annual General Meeting on July 10th, Mike Pullen presented some preliminary findings from the HMA Call Program. Throughout May and June, former HMA Board Member, John Feeney and Huron County Economic Development Officer, Mike Pullen conducted interviews with 60 Huron Manufacturers from small, medium and large sized companies. The interviews discussed issues such as human resources, business investment and future growth. The interview results gave us a clear picture of the organization's strengths and weaknesses.

Mike and John also asked about the operations of the HMA and what members are looking for in terms of service from the HMA. The majority of respondents stated that they think that it is impor-

tant that we have an organization like the Huron Manufacturing Association to represent the manufacturing sector. Many of the interviewees stated that they have trouble participating in the activities of the Huron Manufacturing Association. This is often the case with small business owners because they are needed at their place of business and cannot afford to be away to attend events such as the HMA's monthly breakfast meeting.

The HMA board of directors is already responding to the results of the call program and making changes to the way the HMA does business. Breakfast meetings have been scaled back and will be held less frequently throughout the year. The HMA will focus on one or two major events throughout the year where a good attendance can be expected and members can get the most value for their time. Breakfast

Continued on Pg. 2



Huron Manufacturing Association ManuFacts

meetings will be combined with a plant tour, similar to the successful Progressive Turf tour that was held in March.

Further analysis of the results will be conducted by Mike Pullen and fellow Huron County Economic Development staff, HMA partners such as the Huron Business Development Corporation and the HMA Board of Directors.

Further changes to operations at the HMA are expected as a result of the Call Program with the aim that HMA activities can be targeted to achieve the most beneficial outcomes for Huron Manufacturers.

Report on HMA Annual General Meeting

On July 10th, 2008 the Huron Manufacturing Association held its fourth annual general meeting. The following Individuals were acclaimed to the board of directors, Chris Meier, Dave Hemingway, Luke Janmaat, Dorothy Cummings, Gerry Cumming and Frank Palen.

HMA Treasurer, Dave Hemingway presented the audited financial statements for 2007.

Huron County Economic Development Officer,

Mike Pullen, reported on the preliminary results of the Call Program. Rob Benninger of ECNG Energy spoke to the members about the energy market in Ontario and some of the trends that are driving the cost of electricity and natural gas.

Rebecca Rathwell and Monica Walker-Bolton facilitated an exercise to generate ideas for a mission statement for the HMA. The members in attendance participated



by suggesting key words that could be included in the statement. The HMA board will work on a final statement, with the hope of presenting the new mission statement at the 3rd Annual Manufacturing Excellence Awards in November.

REMEMBER!

September 19th is the Nomination Deadline for the Manufacturing Excellence Awards.

Do you think you might have missed the deadline?

The selection committee has started its work but may be looking for more nominations in select categories.

E-mail mwalker-bolton@huroncounty.ca if you think you have a late entry or call Monica at (519) 524-8394 ex3.

It's easy, all we require is the name of the company you wish to nominate and which award you are nominating them for.



Tropical Storms and Hurricanes contribute to a jumpy Energy Market.

ECNG Energy has contributed these insights into some factors influencing the Natural Gas market of late.

Hurricane Gustav came ashore near New Orleans and lost steam as it approached land. Damage reports to rigs and other natural gas facilities will likely be minor. Three other 'storms' are currently lined up in the Atlantic basin, one after another, Hanna, Ike and Josephine.

It is very unlikely that any of these storms will directly hit the U.S. production areas in the Gulf of Mexico, but the market will be very jumpy as new forecasts are updated. Such volatility does present some buying opportunities for spot gas and or near term price fixing.

Storage levels have been improving in the last few weeks and currently are in good shape for this winter. Storage

stands at 2.757 Tcf, 200 Bcf behind last year but more importantly 71 Bcf above the 5-year average. We are on target for storage to be at the 3.4 Tcf level as at November 1st. It has been now over 7 months since we have had any meaningful storage surplus relative to the 5-year average.

- **Average ON PEAK Price for Aug: 6.1 cents / kWh ON PEAK**
- **Hours over 7.0 cents: 29 % in August 36 % year to date**
- **Highest price in the past week: 16.6 cents / kWh on Aug 27th**

August ended with relatively mild weather and almost all nuclear generation up and running, consequently the wholesale price moderated substantially and the average on peak price was only 6.1 cents /kWh compared to 8.3 cents in July and 7.7 cents in June.

The Fraser Institute has issued a report on the OPA's Integrated Power System Plan (IPSP) and some of their observations are very note worthy. Senior economist Gerry Angevine said that this proposal will "... certainly win Dalton McGuinty some green points, but it also represents a hefty new energy tax". He further states that "If renewable energy was affordable and efficient, a government mandate to force people to buy it wouldn't be necessary".

For more information on natural gas and electricity prices, or to find out what some companies are doing to lower costs contact:

*Rob Benninger
Sales Manager, ECNG Energy.
Email : rbenniger@ecng.com
Phone: 905-635-3273
Cell: 905-630-9794*



QUICK NEWS

Hayters hosts charity BBQ for United Way

HMA member, Hayter's Turkey Products in Dashwood celebrated its 60th anniversary this year with a barbeque in support of the Huron United Way. Over \$1,500 was raised for the United Way fundraising Campaign.



Heartland Credit Union Announces New Name and Opening of its Drive-thru ATM

Heartland Credit Union is moving forward under their new corporate name **United Communities Credit Union**. President and CEO Jim Lynn made the announcement at a community barbecue and celebration held at the Clinton Branch. He explained that the name change has come following the successful 2006 merger of Heartland and Woodslee Credit Union.

Board Chair Sheila MacKinnon unveiled the Credit Union's new logo and explained that their fresh new look symbolizes the uniting of the two credit unions and their shared vision to continue to redefine what banking can be.

Along with the announcement of their new identity, the Credit Union announced the opening of their brand new drive-thru ATM, the only one of its kind this side of London.



HMA looking for applications to Apprenticeship Scholarship Fund.

The Huron Manufacturing Association in Partnership with United Communities Credit Union will award 4 scholarships in the amount of \$1,000 to deserving apprentices in Huron County. The scholarships will be presented at the 3rd Annual Manufacturing Excellence Awards on November 5th, 2008 at the Knights of Columbus Hall in Goderich.

E-mail mwalker-bolton@huroncounty.ca to request an application form and copy of the eligibility criteria.

The application deadline for scholarships is September 30th.

Register as a ManuFacts reader at www.huronmanufacturing.on.ca for your opportunity to win a prize from Microage.

See page 4 for details