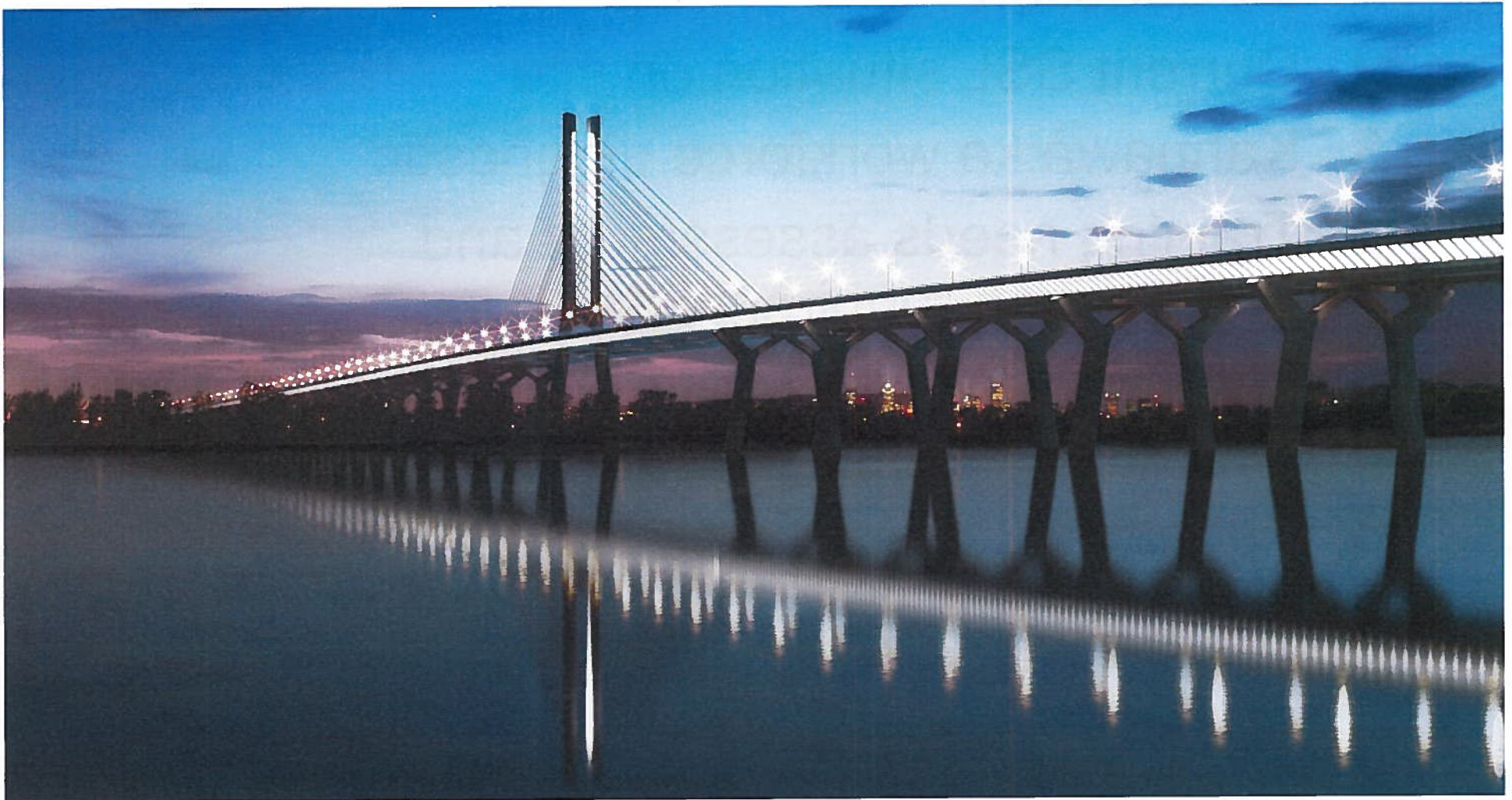




# Kahnawà:ke Workforce Inclusion Plan

## New Champlain Bridge Corridor Project

31 May 2016





# Content

1. Introduction
2. Current SSL situation on site
3. Kahnawà:ke workforce diagnostic
4. Training needs assessment and qualification requirements
5. Local capacity and partnership assessment for training, safety and funding
6. Kahnawà:ke Workforce Inclusion Plan
7. Conclusion



# Introduction

## Context

As part of the New Champlain Bridge Corridor Project, SSL responded to the community of Kahnawà:ke by accepting to look at the inclusion of a Kahnawà:ke workforce.

*They said Mohawk aren't scared of height... I don't know.... I guess the man takes the best things that come his way.*

## Mandate

Maximize the number of Kahnawà:ke workers (particularly ironworkers) and benefits each of these workers can receive through their inclusion and integration on the Project.

*Ironwork still plays a major role in Kahnawà:ke's economy... Everyone has at least one ironworker in their family.*

## Objectives

1. Define SSL opportunities
2. Determine Kahnawà:ke workers capabilities
3. Find training 'gaps'
4. Develop an action plan

*To start at the bottom of a building and go right to the top, to finish it and put the flag up, is a tremendous accomplishment.*



# Current SSL Situation





# SSL Construction on Site

## Hiring Conditions

- Must possess their CCQ Certificate (**mandatory**)
- Must hold ASP Construction Card (**mandatory**)
- “Prevention for working on and above water” training
- Workplace Hazardous Material Information System training
- “Safety procedure for confined space” training
- “Safe use of work platforms” training
- Bolt torquing techniques course is a major asset



# SSL Construction Workforce Forecast

- Iron workers : represent roughly 50% of the average workforce at any one moment
- Carpenters
- Cement finishers
- Labourers
- Heavy equipment operators
- Crane operators
- Limited other trades

- Ironworkers : 44 individuals (of which five are Mohawks) = 13% of the workforce
- Carpenters : 61
- Cement finishers: 10
- Labourers : 74
- Heavy equipment operators : 42
- Crane operators: 50
- Heavy equipment mechanics: 11
- Reinforcing steel erectors: 14



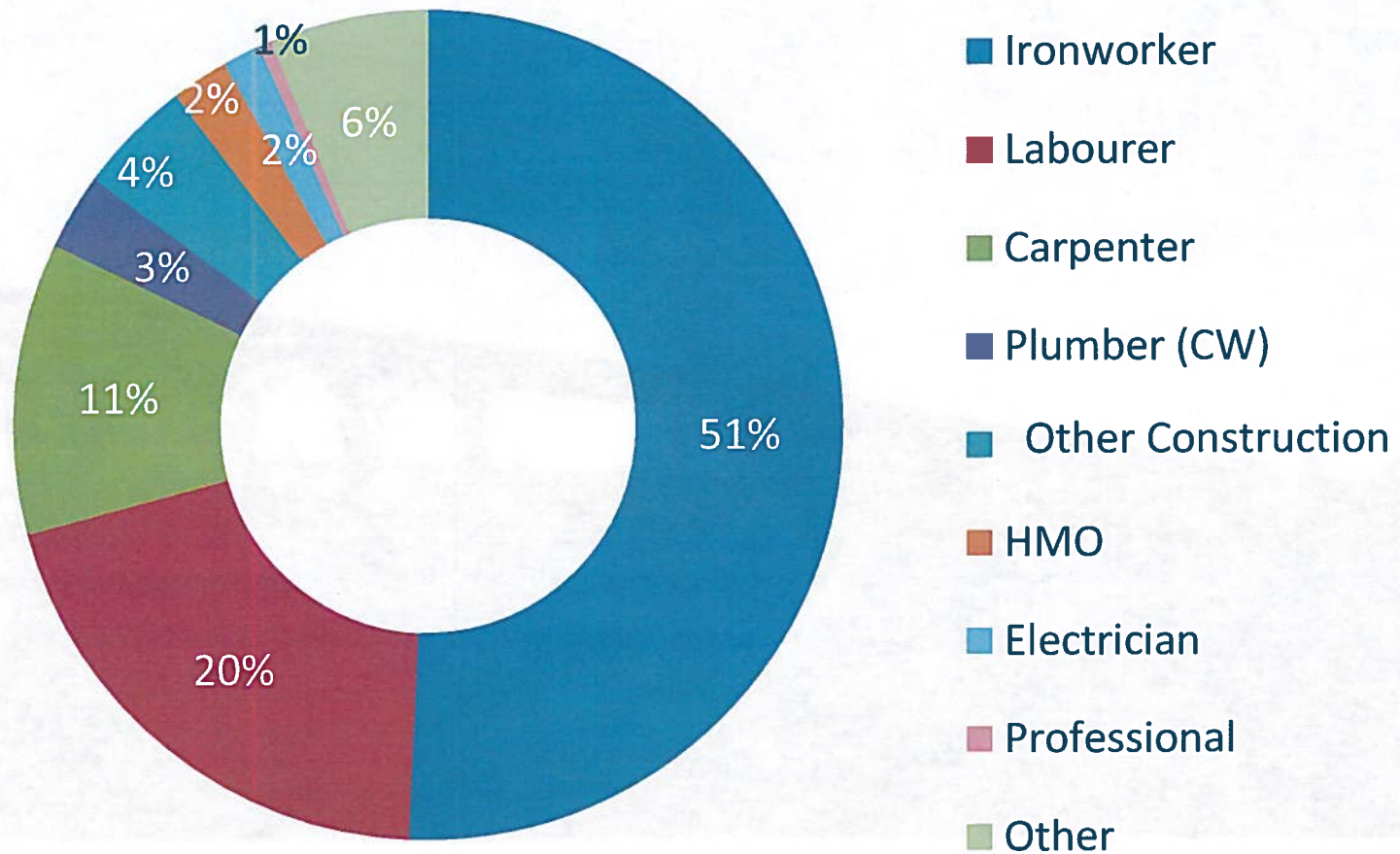
# Kahnawà:ke Workforce Diagnostic





# Kahnawà:ke Workforce Diagnostic - Portrait

Percentage of Kahnawà:ke Potential Workers 2016







# Kahnawà:ke Workforce Diagnostic - Portrait

Trades & Misc	Total Labour Unit & Tewa	Total CCQ active
Carpenter	46	1
Heavy equipment operator	9	2
Ironworker	205	44
Other trades	36	7
Labourer	81	1
Others technical jobs	25	NA
Engineering professionals	2	NA
	<b>386</b>	<b>55</b>

*N.B. Some workers own two positions, ex. Ironworker and Labourer.*



# Kahnawà:ke Workforce Diagnostic

## Challenges & Opportunities (1 of 2)

- Evidence of two trades and one occupational title as major component : Ironworker, Carpenter and Labourer (general and specialized)
- Significant number of individuals with a trade but without CCQ certification
- Many Ironworkers, but with expired journeyperson certificates
- Ironworkers are well experimented journeyperson
- Carpenters are mostly apprentice
- Occupational titles are not well defined
- Opportunities for many Kahnawà:ke workers to 'fix' there status with CCQ or to gain new status with Red Seal



# Kahnawà:ke Workforce Diagnostic

## Challenges & Opportunities (2 of 2)

- Lack of knowledge of new regulation due to a strong “cultural” mobilisation between USA, Canada and Quebec, ex. compulsory training of the new Ironworker trade by July 2018
- United States market is or might be more attractive
- Language is an issue (English/French)
- Cultural unawareness might be challenging : Kahnawà:ke workers need to work sometimes as a separate group
- Time to train is lacking
- Many Kahnawà:ke Ironworkers know the SSL Steel General Superintendant (Steven Clouatre)



# Training Needs Assessment





# Training Needs Assessment

Training activities	Course (hrs)	Type of job
<b>Qualification</b>	Bolt torquing techniques course (16 hrs)	Ironwork
	GCKC / CCGIC (15 hrs)	Occupational
	RTC / RNT and/or CCQ exam	All trades
<b>On-Boarding</b>	HR Induction (1 hr)	All
	HSE Induction (2 hr)	All
	Prevention for working on and above water (7 hrs)	If required
	Safe use of work platforms (3 hrs)	If required
	Prevention against falls (3.5 hrs)	If required
	Safety procedure for confined space (4 hrs)	If required
	WHMIS (2.5 hrs)	If required
	Fit test (1 hr)	If required
	ASP Construction (30 hrs)	All
<b>Continuation Training</b>	Preparation to the interprovincial qualification of Labourer (Red Seal) (60 hrs)	Occupational
	Complementary training for Ironworkers or exam (compulsory by July 2018) (345 hrs)	Ironwork
<b>Talent Pool</b>	Foreman – Team Management (90 hrs)	All trades



# Training Needs Assessment

Training activities	Course	Location		
		On-site	CFMA	Kah-nawà:ke
<b>Qualification</b>	Bolt torquing techniques course		✓	
	GCKC / CCGIC		✓	
	RTC / RNT and/or CCQ exam		✓	
<b>On-Boarding</b>	HR Induction	✓		
	HSE Induction	✓		
	Prevention for working on and above water	✓		✓
	Safe use of work platforms	✓		✓
	Prevention against falls	✓		✓
	Safety procedure for confined space	✓		✓
	WHMIS	✓		✓
	Fit test	✓		✓
	ASP Construction	✓	✓	✓
<b>Continuation Training</b>	Preparation to the interprovincial qualification of Labourer (Red Seal)		✓	
	Complementary training for Ironworkers or exam (compulsory by July 2018)		✓	
<b>Talent Pool</b>	Foreman – Team Management		✓	



# Local Capacity



# Resources

- **Kahnawà:ke Infrastructure and Resources**
  - Kahnawá:ke Education Center (KEC)
  - Kahnawá:ke Labour Office
  - Mohawk Council of Kahnawà:ke
  - Safety and Health Department
  - Tawatohnhi'saktha (Kahnawá:ke Economic Development Commission)
- **Regional Resources**
  - Association des constructeurs de routes et grands travaux du Québec (ACRGTQ)
  - Conseil provincial du Québec des métiers de la construction (International)
  - CSD - Construction
  - CSN - Construction
  - FTQ - Construction
  - Syndicat québécois de la construction (SQC)
  - Centre de formation des métiers de l'acier (CFMA)
  - Commission de la construction du Québec (CCQ)





# Action Plan



# Action Plan : Activities

Activities	Actions
<b>Information</b>	<ul style="list-style-type: none"> <li>› Promotion of job opportunities</li> <li>› Participation in career fair</li> <li>› Relations with the population</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>› Coordination of training</li> <li>› Training organized under CCQ</li> </ul>
<b>Selection</b>	<ul style="list-style-type: none"> <li>› Information session with potential candidates</li> </ul>
<b>Hiring</b>	<ul style="list-style-type: none"> <li>› Preparation to the hiring process</li> <li>› Registration to <i>Carnet de référence construction</i> (CCQ)</li> <li>› Letter of 150h guarantee of employment from SSL for apprentices</li> </ul>
<b>On-Boarding</b>	<ul style="list-style-type: none"> <li>› Alignment for location of training</li> <li>› Translation of material in English</li> <li>› Update the Code of Ethics/ respectful workplace policy</li> <li>› HSS Training</li> </ul>
<b>Continuation Training</b>	<ul style="list-style-type: none"> <li>› Coordination and monitoring of qualification</li> </ul>
<b>Retention &amp; Talent Pool</b>	<ul style="list-style-type: none"> <li>› Target potential workers for foreman training</li> <li>› Coordination of foreman training</li> </ul>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>› Plan will be monitored regularly</li> <li>› Report to TC</li> </ul>



# Action Plan : Responsibilities

Activities by steps	Actions	Legend		Stakeholders												
		Important	Help of ...	Tewa	Labor	KEC	MCK	SSLHS	SSLHR	SSLCoord.	SSLcomm	Unions	CCQ	CSST		
Information	› Promotion of job opportunities	■	■	■												
	› Participation to career fair	■	■													
	› Relations with the population	■	■													
Qualification	› Coordination of trainings	■	■													
	› Training organized under CCQ	■	■													
	› Support of candidates	■	■													
Selection	› Information session with potential candidates	■	■													
Hiring	› Preparation to the hiring process (CCQ)	■	■													
	› Registration to <i>Carnet de référence constr.</i> (CCQ)	■	■													
	› Letter of 150hrs guarantee of employment for apprentices	■	■													
On-Boarding	› Alignment for location of training	■	■													
	› Translation of material in English	■	■													
	› Update the Code of Ethics/ respectful workplace policy	■	■													
Continuation Training	› HSS Training	■	■													
	› Coordination and monitoring of qualification	■	■													
	› Target workers for foreman training	■	■													
Talent Pool	› Coordination of foreman training	■	■													
	› Plan will be monitored regularly;	■	■													
Reporting	› Report to TC	■	■													



# Conclusion



# Conclusion

## Pre-employment

- Coordinate Bolt torquing techniques course
- Coordinate Recovery & RNT Ironworkers and others

## On-Boarding

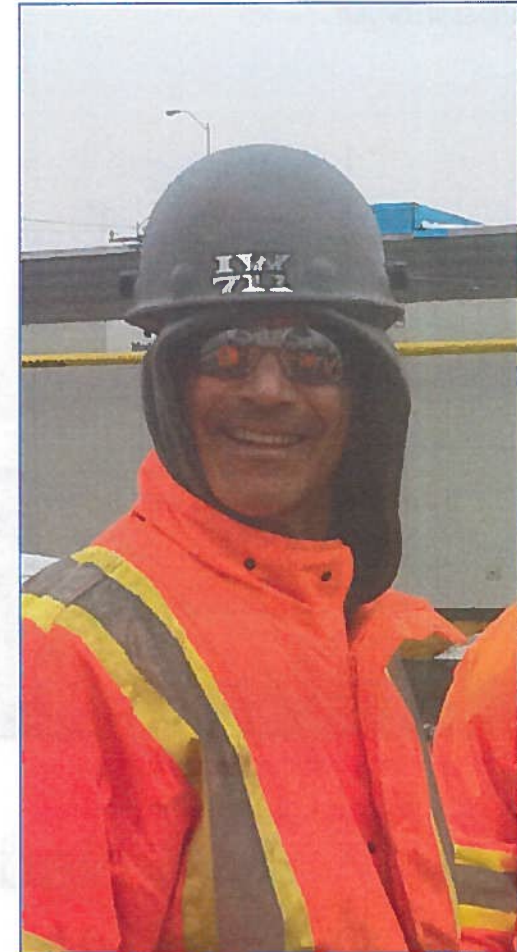
- Aligning location for HSS training
- 150 hrs guarantee of employment
- Translation of English documents on site

## Continuation

- Monitoring of Ironworker compulsory training
- Coordinate Red Seal for occupational jobs (labourer)

## Talent Pool

- Detect potential candidate to become foreman
- Coordinate foreman training



*Ray McComber, Mohawk Ironworker  
Champlain Bridge construction site  
February 25<sup>th</sup> 2016*



# Point of Contact



Ms. Nadia Villeneuve - HR Manager