

IN THIS ISSUE

- Corporate Coaching
- Owen Sound – Competitive Advantage
- Factors Impacting Collingwood's Economic Growth
- Walkerton – Recognized for Innovation and Design
- 10 Rules for SUCCESS
- Local Unemployment Rates
- Successful Interviewing
- Easing the Termination Process
- Impacts of the Boomer Generation
- The Rise and Fall of the PC

UPCOMING ISSUES

- Great Web Sites
- HR Advice
- Education and Training Review
- Employment Information

Career Solutions Corporation
44 Hurontario Street
Collingwood, ON L9Y 2L6
Tel (705) 445-3516
Fax (705) 445-3401
www.careersolutions.ca
solutions@georgian.net

Everyone Needs One!

Coaches are enlisted to help executives improve their performance, boost profits and make better decisions



The hottest thing in management these days is the executive coach-part boss, part consultant, part therapist.

Fortune magazine recently featured an article on career coaching and counseling. The writer pointed out that many people who are involved in a stressful mid-career move or who are re-examining goals and values now engage a personal coach to help them focus their energy and their career, to unveil their unique abilities, make better decisions and develop better strategies to reach their goals.

Corporate coaching is a grass roots movement that is spreading in some of the unlikeliest corners of corporate America says the author. "Coaches are everywhere these days; companies hire them to shore up executives or, in some

cases, to ship them out. Division heads hire them as change agents. Workers at all levels of the corporate ladder, fed up with a lack of advice from inside the company, are taking matters into their own hands and enlisting coaches for guidance on how to improve their performance, boost their profits, and make better decisions about everything from personnel to corporate strategy.

Chief executives and those approaching the top have long sought counsel from personal consultants, wise board members, or industrial psychologists. But in the past five years coaching has gone mass-market. In the age of "Every Man for Himself", every man can have a coach – and, in an ever more commonly held view, needs one. ■



OWENSOUND & area

"The wise judge by what they see, the foolish by what they hear."

Focus, strategize and do your homework

Steve Furness, Economic Development Planner for the City of Owen Sound, says this has helped the City to gain a very strong competitive advantage. An advantage that he feels makes Owen Sound a great place to live and work for many reasons.

"The Key is creating the right business environment," Steve says, and in the case of Owen Sound, this includes competitive rates for water, sewer, and electricity, as well as a plentiful labour force to draw from. Steve also states that the overall conversion costs for businesses are lower in Owen Sound than in the rest of the



Mike Elliott, Labour Market Information Analyst and Steve Furness, Economic Development Planner for the City of Owen Sound discuss local issues

GTA and that the area offers fully serviced and reasonably priced industrial land with no development charges for commercial and industrial use. Other advantages to the area include a relatively new regional hospital, a local college (Georgian), and affordable high-speed data access. With four different highways available to transport goods, and access to a local airport, businesses have many suitable options for doing business and getting their products to market.

Much time and research has gone into the planning that has this region poised on the edge of success. The city relies on the support and information they receive from community partners. One such recent example is a study that was conducted last year thanks to funding the City received from its local Human Resource Centre of Canada (HRCC). The study involved hiring consultants who worked extensively with businesses in the region to identify issues that needed to be addressed in order to ensure a competitive edge. The city continues to look to HRCC, and often relies on Mike Elliott, a labour market information analyst with the Owen Sound, Walkerton and Collingwood offices, to provide local wage rate information and to help identify trends that may affect the availability of the current and

future work force. He stressed that today, employers in Grey and Bruce Counties, as well as the Georgian Triangle area, have a unique demographic resource that other parts of Ontario lack. Namely, the echo generation, a population between the ages of 8 and 23, that is almost equal number to the baby boom population (age 35 to 55). Though some employers in the area have recently experienced labour shortages, Mike feels that over the next 20 years this "echo" cohort could play a pivotal role in supplying local labour. Employers, working in partnership with educators and government, must effectively communicate to the youth population the benefits of living and working in this area and what skills/education employers require in order to become employed locally. Students who choose to get their post-secondary education in another community need to know there will be good employment opportunities for them to return to. Mike advised that he has a variety of information at his disposal, which may assist businesses and communities with their planning. For additional information visit the local HRCC website at www.on.hrdc-drhc.gc.ca/owensound.

Recent steps taken by the city to support development include a *Small Business Self-help Office*, which was recently opened and now services the region. This office is located across from City Hall and is co-located with the Owen Sound Chamber of Commerce, the Ontario Ministry of Agriculture and Rural Affairs and Bruce Community Development Corporation. This endeavor is the result of a partnership between the City of Owen Sound and the Provincial Government (OMAFRA), with additional support provided by HRCC and the Bruce Community Development Corporation. The office has been open for about a year and provides everything needed to start and operate a business. Over 300 clients, both fledgling and existing businesses, have consulted with this office for everything from market research to assistance with creating a business plan.

Owen Sound, now known as "The City by the Bay" was originally named Sydenham. Incorporated as a town in 1856 and then as a city in 1920.

continued page 5



www.city.owen-sound.on.ca

COLLINGWOOD & area

"Life does not have to be perfect to be wonderful." – ANNETTE FUNICELLO

Housing and Skilled Workforce impacted by economic growth in Collingwood

Meeting the challenges of local housing and skilled labour shortages

Catherine Durrant, who represents the Economic Development Department for the Town of Collingwood says "the current economic boom in and surrounding Collingwood provides opportunities for many, but requires creative thinking to meet the challenges of supply and demand for housing and a skilled workforce. As Collingwood continues to grow in popularity, our focus should be to continue to attract the manpower we need to sustain the business opportunities available."

The Town of Collingwood held several Industry meetings last year with local Industry and Business and through discussions at the meetings and ongoing input there are several key issues topping the list:

Housing and a Shortage of Skilled Labour

Housing issues are certainly immediate and pressing with a shortage of both affordable and available accommodation. Currently there are many potential employees lured here for work with a low unemployment rate and lots of available positions. This area has less than a 2% housing vacancy rate; our challenge is to find apartments and homes for these job seekers once they get here.

A **Housing Registry** is now in place as of January 1, 2001 and is funded jointly for six months by The United Way of South Georgian Bay, Simcoe County Alliance, Town of Collingwood and Human Resources Development Canada. This will employ a Project Coordinator and two administrative assistants to set the program in motion and ensure financial sustain-

ability past the initial start up phase.

The mandate of this registry is to help find housing for people in need. Gail Michalenko is the Project Coordinator and may be contacted at 445-0643 for further information.

The Steering Committee for this project has broad-based representation from The Collingwood Economic Development Department, United Way of South Georgian Bay, Community Connection, and Deputy Mayor Tim McNabb.

The timing is ideal, as the Provincial Housing Registry designation has changed to allow homeowners more leeway for modifications, which may open up additional rooms and accommodation choices for people looking to rent. This fits well with the area Official Plan and may create opportunities for local residents to gain income from the letting of rooms or granny flats. In addition, the **development of land** in and surrounding Collingwood has the potential to offer some alternatives in housing at the mid range ownership level. Encouraging starter home residents in Collingwood to move up and into these new subdivisions. Several areas are now approved for development, and construction should start as early as spring.

Catherine Durrant has presented an aggressive 3-year business and marketing plan to council that would continue to set benchmarks to measure successes. The plan hopes to attract international developers to the area resulting in additional opportunities for growth and prosperity.

Skilled Labour

Collingwood boasts a thriving industrial



Gail Michalenko, Project Coordinator for Housing Registry and Deputy Mayor Tim McNabb meet to address housing issues

and commercial sector. The economic impact of this is represented by a 37% contribution in tax revenue to our tax base. This translates into a substantial tax impact, offsetting our residential taxes in comparison to other communities, which enjoy ample tourism but lack sound industrial and commercial sectors.

With both national and local skilled labour shortages the challenge is both a short and long term one. School is the place to start in order to build a labour force ready for hands-on opportunities, with substantial financial rewards. Targeting youth in high schools for specialized training in the skilled trades is a priority that is recognized for strong future growth. In coordination with the local school boards and the Future Café, the Economic Development Office

continued page 7



WALKERTON & area

"There is no education like adversity" – WALT DISNEY

Growth recognized through innovative design and production

Proud of their past and focused on the future!

Larsen & Shaw Limited

Larsen & Shaw Limited have recently constructed a 16,000 square foot addition and have increased their staff to accommodate their expanding business. The company has acquired a contract with Stanley Works to be the exclusive supplier of plated continuous hinges. The hinges will be distributed throughout North America through Stanley outlets, such as Home Depot.

Larsen & Shaw was established in 1919 to serve the hardware needs of the furniture industry. The company has been built on a solid history of tooling and production innovations. Today, they are a leading manufacturer of continuous hinges, butt hinges, and hardware metal stampings.

Larsen
LARSEN & SHAW LIMITED

Their products can be found on furniture, appliances, emergency vehicles, trucks and buses, tool boxes, and

all types of enclosures – just about everywhere.

Family owned and operated, Larsen and Shaw are registered to ISO 9002 by the Quality Management Institute. As well, they exceed the metal industry's current and proposed pollution control standard, reflecting environmental concern for customers, suppliers, staff, and community. An in-house team of engineers, supported by a fully equipped tool and die operation, utilize state-of-the art CAD systems and plating equipment, crafting new and improved hinges and hardware products. ■

Bogdon & Gross Furniture Company Ltd.

Bogdon & Gross, the oldest furniture manufacturer in Bruce County, has expanded its operations, added a second shift, and is in the process of hiring additional employees.

Expansion is being led by increased sales requirements including a large contract for the supply of furniture to the Clarion Grand Pacific Hotel in Victoria, tables produced under the exclusive GlucksteinHome design for the new Eaton Centers, and new furniture orders for the Leon's chain of stores. The company is aiming at sustained growth over the next few years resourced through internal efficiencies and the expansion of its Walkerton production facilities.

Bogdon & Gross
FURNITURE

For the second year in a row, B&G has won three of the coveted Trillium awards including one of the Summit awards this year for its new furniture designs. Further awards are anticipated for the most recent additions to their designs. These designs were received with significant enthusiasm at the Toronto International Furniture Show in January of this year.

The company uses a state-of-the-art 3D modeling and advanced rendering software system to develop new designs and introduce these designs to its production facilities. ■

When Bruce County pioneer Joseph Walker reached the crossroads of the Durham Road and the Saugeen River in 1851, he decided to stay. Industry and settlement followed his lead, and fifteen years later "Walkerton" was proclaimed "The County Town of Bruce!"



www.town.walkerton.on.ca

continued from page 2

The City has also reduced the Industrial Tax Rate for the small industrial group by approximately 20%, signaling that the City recognizes and values the importance of this sector.

“Owen Sound has a very strong downtown,” states Steve, and with initiatives like the Façade Program, a heritage restoration program designed to recreate the pleasant old-world charm of days gone by, the city hopes to work with local business people to create a memorable and distinctive shopping environment. The city is pleased to see local business owners reinvesting in their businesses by restoring the face of their buildings. Last year the services on 10th Street were dug up as part of the 1st Phase of the “BIG DIG.” The 2nd phase will be doing 2nd Ave, all the hard services, water and sewer, are going to be replaced and at the same time the streetscape will be redesigned. Furness believes that once the city is past the construction of next summer people will be welcomed into a very inviting atmosphere as they enter the city, with waterside walkways, more traditional street lamps, wider boulevards and complimentary signage. “This represents one of the largest capital investments the city has ever made and we are very excited about it,” says Furness. This, combined with the city’s Master Plan, which is really a revitalization plan for the city, will create the sense of a unique community, emphasizing a rich heritage, natural beauty and specialty shopping, making it very inviting to both

10 Rules For Success

- 1 Find your own particular talent.
- 2 Be BIG.
- 3 Be honest.
- 4 Live with enthusiasm.
- 5 Don't let your possessions possess you.
- 6 Don't worry about problems, solve them.
- 7 Look up to people when you can – down to no one.
- 8 Don't cling to the past.
- 9 Assume your full share of responsibility in the world.
- 10 Pray consistently and confidently.

– Author Unknown



tourists and businesses.

Other new developments for the city include the presence of a new Call Centre downtown, and the construction of a new Court House, representing a 14 million dollar development. The city has also announced the recent addition of Doral International Inc., a leading boat manufacturer, Doral is currently renovating part of the former RCA plant and has the potential to hire up to 150 people within the next few years. Home Depot has also announced its plans to locate beside Wal-Mart and is in the final stages of approval.

A number of tourism initiatives are on the horizon with the expected development of the Eco Centre and the Renovation of the Bay Shore Community Centre, which is being expanded to include box seating and is expected to become a first class entertainment centre. The Regional Trails Network comprised of people from all over Grey and Bruce is moving ahead with their initiative for the trails development and is sure to enhance the enjoyment of the natural beauty in and around this region. ■

LOCAL UNEMPLOYMENT RATES (3 month moving average as of the end of December 2000)

ECONOMIC REGION 540	4.4%	ECONOMIC REGION 580	3.4%
Counties of Dufferin, Simcoe, Wellington and the Regional Municipality of Waterloo		Counties of Perth, Huron, Bruce and Grey	

FEEDBACK FROM OUR READERS...

A BIG Thank You! to our readers who had this to say about our last edition of Business Insights:

“It is fabulous. It comes across as easy to read and full of good stuff for employers.”

– Mike Elliott, Labour Market Information Analyst (HRDC)

“Just got a copy of your newsletter.

Wow, am I impressed.....Great job!!”

– Pam Hillier, Community Connection

“Bravo! The latest edition of Business Insights was great... informative, fun and easy to read.”

– Jill Wasylchuk, JBJ Employment Services Inc.

“Thank you so much for the copies of Business Insights... what a professional publication!!!”

– Roger Hannon, Georgian Literacy



www.on.hrdc-drhc.gc.ca/owensound/english/common/new-e.shtml

Human Resources Matters: *The in's and out's of HR*

"IN"

PLANNING FOR A SUCCESSFUL INTERVIEW

Interviewing is not always easy, even if you are the interviewer. If you don't do a lot of interviewing it can often be as distressing for the interviewer, as it is for the person being interviewed. Getting the right person for the job is paramount, especially if the hiring decision you make will reflect on your own career. No one wants to take responsibility for hiring and possibly firing, a troublemaker. Preparation is the key to most things in life and this is really no different. It is crucial to start at the beginning, and this involves knowing exactly what role you are hiring for. This is the time to review and make the necessary changes to the role description. If you don't have a role description for this position yet you should create one and be sure to identify the technical skills, knowledge and personality traits necessary. Once this has been done you will need to create a short list for interviewing and set your goals prior to organizing your interview framework. Ask yourself what interview format will enable you to learn the most about each individual applicant. Structure a timeline to the interview questions and ask the applicant about their past, present and future. Ask questions that encourage candidates to demonstrate past experience and responses to specific situations, this will let you know what skills and abilities were employed and will offer insight into what the applicant can offer your organization. Present based questions about attitudes and feelings will provide insight in to how the applicant will fit in. Future oriented questions will give you some foresight into how the applicant will contribute to your long-term goals and objectives.

One to One

Use this strategy for hiring when you are without a human resources department or want to be the sole decision maker when hiring. This sometimes less formal approach, gives you the flexibility to change your interview style or questions depending on each individual candidate.

Guerrilla Tactics

Adversarial approaches will intentionally put the candidate in the hot seat. Questions and comments are used to evoke a response that would be similar to behaviour seen when addressing a challenging situation on the job. Look for signs of persistency, sensitivity, conviction, and an ability to stay grounded when knocked off balance.

Group

Cost effective and time saving, the group interview will complete the first screening of clients by focusing on their soft skills and giving you the opportunity to give the position details once, rather than repeating them for every candidate. Observation of personal presentation and group dynamics enable the selection of an appropriate fit.

Panel

Chosen staff members are pulled together to ensure the correct matching of the new hire to the position and culture of the organization. This process of co-workers screening potential candidates can speed up the hiring process and increase retention. The panel will be able to share their impressions of each short listed candidate. ■

<http://www.bridgew.edu/depts/carplan/intervw.htm>
<http://hightechcareers.com>

"OUT"

EASING THE TERMINATION PROCESS

The end of an employer-employee relationship is never easy and emotions can run overwhelmingly high. What you do before, during, and after the final day of an employee's tenure can strengthen your business or detrimentally chip-away at its foundation.

Never terminate an employee before thinking things through and well into the future. Key indicators that signify the necessity to end the employment relationship include potential harm to the business, prior discussion pertaining to inappropriate behaviour, and concrete direction for correcting the behaviour, which may have taken either verbal or written form.



The loss of a job can leave one openly vulnerable to feelings of anger and frustration. By addressing a terminated employee as a continued representative of your company, you can do much to prevent the "angry customer" syndrome. Damage from gossip can be long lasting and far-reaching, affecting customers, candidates for future job openings, and current employees.

Your continued support or direction to outplacement resources can provide the employee with a positive role model when coping with job loss, upgrading skills, and finding new employment opportunities. An exit package covering benefit rollover information, guidelines to filing for employment insurance, severance and termination pay, as well as outplacement support agencies can offer goodwill and reduce the chance of litigation.

The termination meeting should be held confidentially and in person. Keep the meeting short and to the point, respecting the dignity of the employee. Firmly tell the employee he or she is being let go, explain why, and leave time for questions or comments. Do not be surprised if the employee doesn't grasp the basic message or understand the details. A termination can be very stressful; you may have to restate all or part of the information.

An immediate supervisor can best offer the reasons for dismissal with clarity and fairness and will come across more personal than a manager with whom the employee has little contact. Genuinely listen to the employee's response. Explain monies being paid and collect items that belong to the company. A checklist can ease the situation and ensure all critical areas are covered. Keep emergency and security numbers on hand, just in case. Remember, the easier you make the transition for the employee, the easier it will be for you. ■



continued from page 3

continues to support relationships with industry to facilitate practical experience for students.

In the short term for skilled labourers already in the marketplace, marketing is one of the strategies utilized to generate awareness and will continue to build interest in our area as *a place to live work and play!*

Affordable Transportation

This issue is always on the table when dealing with shipping. The local Collingwood airport offers an alternative which some manufacturers utilize when just in time shipment is required to maintain production schedules. Rail transportation is also used by several industries and offers an alternative, which is not always available for rural communities.

First known as "Hen and Chickens Harbour", Collingwood was renamed in 1854 to honour one of Britain's most noted naval heroes, Admiral Lord Cuthbert Collingwood.

Collingwood's service industry is a valuable part of the total picture, and customer relations is at the forefront of building and sustaining this area as a friendly destination full of amenities. Training in this area is an investment with tremendous financial pay off to our economy and according to many local businesses results in a direct impact to their bottom line. The Town of the Blue Mountains recently had all their inside and outside staff participate in a SuperHost training program through the Georgian Triangle Tourism Association with overwhelmingly positive results and feedback. Employers interested in learning more about this training opportunity may contact Lori Crossan at (705) 445-7722. ■

Popular speakers address Boomers' impact on the Georgian Triangle

The Georgian Triangle Community has been growing in recent years at a steady rate and the impact of that growth can be seen in all of the area municipalities. The Intrawest Village development at Blue Mountain will continue the trend of attracting more people to the area on the basis of its lifestyle, attractive setting and recreational amenities. The Georgian Triangle Development Institute, which represents a cross section of business people and professionals linked to and actively involved in the area's development/construction sector, monitors the growth and attempts to provide the local citizenry with a prism through which it can assess the opportunities created by that growth, as well as the challenges which growth sometimes creates, in its annual conferences.

At its third Annual Conference in October of 2000, located at Blue Mountain Resorts, the theme was *"Beyond Resorts: Building Communities – Anticipating the Impacts of the Boomer Generation in the Georgian Triangle."* The roster of speakers included Michael Adams, whose book, *SEX IN THE SNOW*, was a best seller and dealt with characteristics and values of the boomer generation; Robert Feldgaier, who spoke about tapping the market for lifestyle housing; Joan Pajunen, author of *THE BUTTERFLY CONSUMER: CAPTURING THE LOYALTY OF TODAY'S ELUSIVE CONSUMER*, who spoke about the likely spending patterns of the new residents in the Georgian Triangle; Paul Darby, CEO of the Collingwood General & Marine Hospital, who shared with the audience the likely impacts on local health services of the influx of new residents to the area in the next 15 years; Loblaw's Supermarkets Ltd. representatives who described what their homework on the boomer population values had produced in their decision to expand their Collingwood store and its services; and a special presentation entitled *"Boomers, Building, Boxoffice"* by Theatre Collingwood Chair Barbara Weider, and Artistic Director, Steven Thomas, who outlined the economic impact of theatre attendance in the community and the opportunity theatre activity presented in a dedicated facility, which the All Arts Centre Committee has been mandated by Collingwood Council to identify and build.

130 participants appeared to agree that the Conference provided valuable insight into housing and health impacts, consumer trends and patterns, and employment and entertainment opportunities in the coming years. ■

Be sure to catch the next edition of Business Insights for Barbara Weider's summary of the information provided at the conference.

READER'S VOICE:

Does Your Business Use The Internet?	Collingwood		Owen Sound		Walkerton		Combined Results	
Readers responding to this question showed these results:								
Researching for general or global awareness	1	75%	1	65%	1	55%	1	65%
Communicating with customers or suppliers	1	75%	1	65%	2	50%	2	63%
Marketing products or services using a website	2	65%	2	60%	3	40%	3	55%
Purchasing products or services	3	50%	3	35%	4	25%	4	38%
On-line banking	4	30%	5	25%	4	25%	6	23%
Selling products or services using e-commerce	4	30%	4	15%	5	20%	5	25%
Other	5	5%	6	0%	6	5%	7	3%



www.gtedc.on.ca

THE RISE AND FALL OF THE PERSONAL COMPUTER

The PC industry struggles to create a new role for the PC

"The PC is dead," International Business Machines Corp. CEO Lou Gerstner told analysts several months ago. "It's not where people think, it's not where they act, and it's not where the investment is going."

A recent article in the *Globe and Mail* by Steven Chase, quoted Apple Computer's CEO Steve Jobs as disagreeing. "We don't think the PC is dying; we think it's evolving." He sees the PC becoming a 'digital hub' used to manage the gadgets consumers are buying to enhance their communication, education and entertainment.

The article goes on to state that for 25 years the PC industry has had a glorious run – thanks in no small part to masterful marketing that convinced consumers they needed to frequently upgrade their PCs. But marketing efforts can only go so far – and now economic laws are forcing the PC to retire its title as the reigning champ of the technology world.

Gerstner is following shifting consumer tastes away from the computer to the proliferating universe of powerful gadgets that threaten to undermine the supremacy of the PC. Devices such as so-called smart phones that include personal organizers and digital calendars, portable email devices such as the BlackBerry and Motorola's Talkabout, or handheld computers by Palm Inc. and competitors.

Analysts see big-business PCs in the long-term becoming more like 'dumb terminals' that depend on a master network for most of their resources. Microsoft Corp. aims to make all computers talk to each other through the Internet and this threatens the PC's significance by moving more resources to the Web.

On the horizon, household Web access appliances and, eventually, portable 'tablet style computers' promise to further erode the dominance of the PC.



HR Announcements

If you have an upcoming event that you would like to announce to other HR colleagues or business owners in your area, give us a call and we'll announce it in this segment of the newsletter. Contact Janet Davie, (705) 445-3516, ext. 22 or email jdavie@careersolutions.ca

COLLINGWOOD CHAMBER OF COMMERCE

February 8, 2001 - After Five Event

February 15, 2001 - Power Lunch

February 22, 2001 - After Five Event

WASAGA BEACH CHAMBER OF COMMERCE

March 3, 2001 - 5th Annual Business Awards
"Celebrating The Best In Business"

MEAFORD CHAMBER OF COMMERCE

February 23 & 24, 2001 - Join Grey County in Ottawa for the International Plowing Match 2004 Bid

PAISLEY & DISTRICT CHAMBER OF COMMERCE

January 24 - General Meeting, 7:30 pm

January 30 - Business Social

February 20, - General Meeting, 7:30 pm

March 20, April 17

FEATURE RESOURCE

CANADIAN BUSINESS SERVICE CENTRE

"The gateway to government information"

The site provides a wide range of links to government services, programs and regulations, offering Canadian businesses online access to accurate, timely and relevant information: www.cbcs.org

- **Info-Guides:** Business topics; electronic commerce, employment and training, exporting and business startup
- **Interactive Business Planner:** A step-by-step tool for creating your business plan
- **Online Small Business Workshops:** Courses cover development and improvement of businesses
- **Government Programs and Services:** Federal and Provincial government programs & services
- **Most Popular National Requests:** Quick links to the most popular requests by business

HEALTH BREAK

Amazing. One cup of black tea has enough fluoride to help prevent tooth decay – and green tea has twice as much. Green tea is actually much more popular in China and Japan, and is much richer in flavonoids and antioxidants.




JUST A THOUGHT...

If you don't change your today – your tomorrows will be like your yesterdays.

Business Insights is produced by Career Solutions Corporation and is distributed on a quarterly basis to each business in the Collingwood, Owen Sound and Walkerton areas. If you would like to receive this newsletter by email please contact us at jdavie@careersolutions.ca or by phone at (705) 445-3516, extension 22 and we will be happy to add you to our email list. You may also view this publication directly on our web site at www.careersolutions.ca

FUNDED BY:

 Human Resources Development Canada Développement des ressources humaines Canada



<http://jb-ge.hrhc-dhrc.gc.ca>