



CPISC → CSIC

Canadian Printing Industries Sector Council
Conseil sectoriel de l'imprimerie du Canada

PRINT: High Five

2010-2011 Annual Report





Canadian Printing Industries Sector Council

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About CPISC

The Canadian Printing Industries Sector Council (CPISC) is a national organization that collaborates with printing and graphic communications industry employers, employees, educators, suppliers and representatives of governments to create and implement innovative strategies for skills development and progressive HR management practices. In doing so, CPISC enables all key players in the printing and graphic communications industry to work together in partnership to improve the quality of the industry's current and future workforce.





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Celebrating our **First Five**

We have achieved a great deal since our founding members—The Canadian Printing Industries Association and The Communications, Energy and Paperworkers Union of Canada—brought our Council to life in 2006.

From the beginning, we knew it would be a challenge to reach the thousands of printing and graphic communications companies that dot communities from coast to coast. Many firms now know about the Council and we continually strive to increase our reach to ensure that employers and employees know who we are, and what we can do for them.

All of these achievements have been a direct result of our diversified engagement strategy, which has included key players from all facets of the sector. These stakeholders' firm roots in the industry have yielded far-reaching expertise, truly shaping the Council's direction and impact of our first five years. Our foundation has been built.

And so we extend a **“high five”** to the industry, for helping us help you. We look forward to the next five years and to continually working together to make a positive impact.

Years



MARIE EVELINE
Executive Director

Our greatest accomplishments— **our building blocks**—include:

1 The development of national Skill Standards and occupational profiles in the process areas of press, prepress, finishing and bindery, and production support.

2 The completion of a Skills and Technology Roadmap, *Charting Our Course*, which outlines the factors affecting change in the industry as well as trends that will have the greatest impact over the next decade.

3 The launch of our HR Study, *An Industry Redefined*, which examines the industry's complex HR challenges.

4 The completion of our Training Needs Assessment, *Bridging the Gaps*, which examines the workforce's current and required skill sets, provides insight into available training, and recommends a training delivery model.

5 The establishment of strong partnerships with employers and educators, who have enabled us to work together to improve the quality of the industry's current and future workforce.

The Evolution of CPISC

CPISC's building blocks are in place and it is now evolving from a research-based organization into one that also offers services, tools, programs and resources to maximize the career potential of every employee and support the industry's prosperity. **Moving forward, our next five biggest endeavours will be:**

Print•Ready: CPISC's program for excellence in graphic communications.

Print•Ready's objective, aligned with that of CPISC itself, is to develop a skilled workforce with transferable skills. With CPISC's national Skill Standards as the foundation of the Print•Ready program, its new *Skills at Work* suite of tools will help the industry implement the Skill Standards in the workplace. Print•Ready's forthcoming Certification and Accreditation components will also recognize employees and educators who adhere to the national Skill Standards.

HR Toolkit: A one-stop HR shop for Canada's printing and graphic communications industry.

With 87% of firms having 10 employees or less¹, most printing companies don't have dedicated HR personnel. HR expertise is now accessible and affordable, as CPISC's online HR Toolkit is loaded with information and customizable templates. It focuses on five areas: skilled staff, setting goals, positive workplaces, health and safety, and planning and organizing. Our challenge is informing small and medium-sized enterprises about this valuable new resource, as they will benefit most.

Creating partnerships with other organizations for the development and delivery of programs and services.

The industry has been working with CPISC on all of its projects, but the Council needs to expand its partnership base and formalize our partnership principles in order to engage with provincial governments and new funding bodies. We will build on lessons learned from our successful collaboration with the education sector and continue to expand our reach with new partners.

Just as the industry is continually adapting to change, CPISC is driving it. We are confident that these new tools and activities will help the industry overcome challenges and strengthen its workforce now... **and for the future.**

Promote the Council and the industry.

CPISC has built a strong foundation of information and research, and although many companies know about us, we need to keep growing our stakeholder base. On the other hand, we also need to promote the industry's vibrant career paths to targeted groups, and increase awareness about the importance of print.

Define our role in training. In addition to activities detailed in our new Strategic Plan, CPISC has held two industry consultations with the education and training community, and completed the Training Needs Assessment study which resulted in recommendations concerning our potential role in this area. We will explore how the Council can be involved in training the industry's current and future workforce.

¹ CPISC's HR Study, *An Industry Redefined*, 2009.



JEFF EKSTEIN

President & CEO, Willow Printing Group Ltd.
and CPISC Co-Chair



DUNCAN BROWN

National Director, CEP Graphical,
Communications, Energy and Paperworkers
Union of Canada and CPISC Co-Chair

CPISC adopted a new three-year Strategic Plan this year to articulate how we will use our research to create progressive HR management tools, products and services for Canada's printing and graphic communications industry.



Building on Our Success

New Mission Statement

To assist employees and employers in the Canadian printing and graphic communications industry in developing and maintaining a skilled workforce and progressive human resource management practices in order to maximize the career potential of every employee and to support the industry's prosperity.

Guiding Principle

Inherent in all CPISC's work is partnership development through national outreach and communications activities. CPISC will work in partnership with industry stakeholders to achieve its objectives.

Our Objectives

In this new Strategic Plan, CPISC identified four key long-term objectives that describe the behaviours we would like to influence and see exhibited by the industry in the coming years.

These outcomes are that the industry:

- has skilled workers with transferable skills,
- retains existing workers and recruits new workers,
- adopts strategic HR management and best practices, and
- takes coordinated action on common HR issues.

To achieve these objectives, CPISC is focusing on goals and activities in four areas: skills, training, career pathways and HR management. The new Strategic Plan is available on the Council's website.

Year in Review

2010–2011

Our **five biggest**
accomplishments...

Production Support Skill Standards

CPISC released its new national Production Support Skill Standards at Print World 2010 in Toronto in November 2010.

The new Skill Standards and Occupational Profiles for Estimators, Sales Representatives and Production Coordinators/Customer Service Representatives describe what an employee should know and be able to do on the job. The standards and profiles benefit print industry employers, current and future employees, students and educators as they are useful tools for recruitment and training.

As employees in production support have a significant impact on workflow, quality control and the bottom line, these new standards and occupational profiles will ensure a better-trained, more adaptable workforce to help the industry prosper.

Like all of CPISC's national Skill Standards, those for Production Support were developed and validated by the industry, for the industry. These latest Skill Standards are part of CPISC's *Skills for the Future* project, which has produced standards and profiles for nine other occupations that have been enthusiastically embraced by the printing and graphic communications industry.

Training Needs Assessment

Bridging the Gaps was released in January 2011 and is the final product of CPISC's Training Needs Assessment project. The report examines the skill gaps of the Canadian printing and graphic communications industry's workforce.

Using CPISC's national Skill Standards, the report examines the gaps between actual and required skills of printing employees, including: prepress operators, output specialists, colour specialists, lithographic web offset press operators, lithographic sheet-fed offset press operators, flexographic press operators, digital press operators, bindery operators and finishing operators.

The report also compares skill shortfalls against available training from employers and educators, and then presents a training-delivery model for the industry to guide employees on the path to life-long learning.

The report's five recommendations to sustain the new training-delivery model are that CPISC lead by promoting the industry's career paths, accrediting training programs, developing a recognition program, providing training resources, and providing mentorship support.

Bridging the Gaps is an important resource for the printing and graphic communications industry as it empowers employers, educators and employees to make positive training and education decisions. The report is also greatly assisting CPISC in addressing the industry's needs and developing a national HR strategy.

In conjunction with the release of this new report, CPISC updated its *Review of Education and Training Programs and Providers for the Printing and Graphic Communications Industry*. This online document details secondary, post-secondary and private training programs for the industry and includes the program description, requirements and contact information. Organized by province, this is a robust guide to help employers as well as current and future employees locate training opportunities in their region.

Career Focus Program

CPISC's Career Focus Program had an extraordinary 31 participants this fiscal year, with representation in all process areas.

Under the program, employers who can guarantee a minimum of four months of employment for a new or recent graduate can receive a subsidy representing one third of the new employee's total wage, up to a maximum of \$12,750.

It's a win-win since the program increases the supply of highly qualified employees to the printing and graphic communications industry while also helping to transition young people into this rapidly changing labour market that has a demand for multi-skilled, adaptable employees.

Interested employers can apply to the Career Focus program at any point throughout the year, although applications are processed on a first-come, first-served basis.

Compendium of Employer Incentives

CPISC's *Compendium of Employer Incentives*, released online in August 2010, provides information and eligibility criteria for more than 70 government and non-government grants, wage subsidies and incentives that are available to Canadian printing and graphic communications companies.

The Compendium allows employers and managers to become more familiar with federal, provincial and non-government programs that could influence their bottom line.

Employer Survey

In the fall, CPISC developed and launched an online Employer Survey within the printing and graphic communications industry that garnered feedback from 136 respondents.

Participants noted that their HR challenges have not shifted since the release of CPISC's *HR Study or Skills and Technology Roadmap*. Despite the economic turmoil, the top three HR challenges facing respondents are still an aging workforce, a shortage of skilled workers and a lack of awareness and interest in printing and graphic communications occupations.

The industry also reiterated that it is still very keen on certification, with nearly 70% of respondents indicating that they would support employees in obtaining certification.

CPISC also confirmed that awareness of its national Skill Standards is quite high amongst respondents. The survey shed light on the activities that these skill standards are influencing: writing job descriptions, developing/conducting training, engaging new employees and developing/conducting performance reviews or assessments.



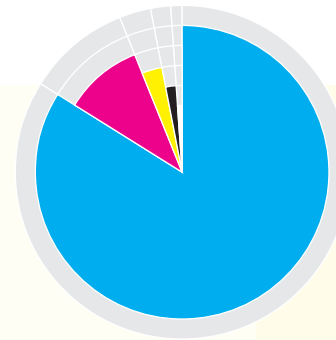
Wall of Honour

CPISC launched its Wall of Honour in September 2010 to celebrate the hundreds of industry representatives who have served on project working groups, focus groups and steering committees since CPISC's inception in 2006.

CPISC's diversified engagement strategy has relied heavily on volunteers from the industry to be active participants in its work, and we could not have completed any projects or successes without these volunteers' direction, support and validation.

The Wall of Honour is displayed on CPISC's website and is updated after the completion of each project.

CPISC's Stakeholder Representation on Project Working Groups and Steering Committees



- 84% Industry
- 10% Education
- 3% Industry Associations
- 2% Provincial Governments
- 1% Federal Government

In CPISC's first **five years**,

CPISC by the Numbers

9

Project Working Groups

79

Project Working Group
Members

8

Focus Groups

72

Focus Group Participants

6

Project Validation Surveys

419

Project Validation Survey
Respondents

113

HR Trends Survey Respondents

136

Employer Survey Respondents

more than 375 individuals have participated on project working groups, focus groups and steering committees.

Reaching Out

In 2010-2011, CPISC used **five key channels** to reach out to stakeholders and keep them abreast of Council news and resources as well as industry trends and influences.

Hot Off the Press

CPISC distributed 17 editions of our e-newsletter, *Hot Off the Press*. More than 6,500 stakeholders receive this electronic update, which communicates CPISC news, promotes industry events, and encourages engagement by recruiting survey, validation and focus group participants.

People in Print

Three packed and colourful editions of CPISC's printed newsletter were distributed to 1,400 stakeholders this year. Two new features were also introduced—*Innovation Spotlights* to showcase some marketing trends influencing the industry and print medium, as well as *Industry Profiles* to highlight both employees and employers in our vast sector.

Forum: Print Fast Forward

CPISC's fourth annual industry Forum, held this year in Halifax, attracted nearly 70 people with diverse industry backgrounds. Employers, employees, educators, and suppliers attended the event, which focused on how

technology and its need for skilled workers is shaping the future of the Canadian printing and graphic communications industry.

National Skills Competition

CPISC, Skills Canada and Mohawk College co-hosted a Team Canada Selection Event at Mohawk College in May. Young students competed in an offset print competition in the hopes of representing Canada at the next World Skills Competition in London, England in October 2011. This event raised awareness about the industry's vibrant career opportunities, its next generation of employees, and the skills required to deliver high-quality print.

Industry Events

CPISC attended numerous industry events this year, ranging from tradeshow, colloquiums, career fairs, award shows, open houses and more. CPISC sincerely thanks all of the event organizers—many of whom incorporated CPISC resources or presentations into their programs, truly demonstrating the positive impact that our work has had on the industry.

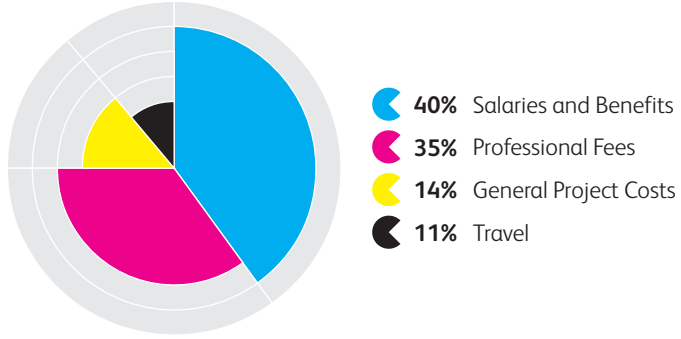
Financial Snapshot

Revenue	2010-2011	2009-2010
Government Contributions	\$ 1,787,561	\$ 1,492,780

Expenses	2010-2011	2009-2010
Salaries and Benefits	\$ 723,842	\$ 559,762
Professional Fees	\$ 633,935	\$ 435,173
General Project Costs	\$ 257,828	\$ 223,118
Travel	\$ 200,189	\$ 261,318

Net Revenue	\$ (28,233)	\$ 13,409
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Financial Expenses (2010-2011)



Acknowledgements

CPISC's Board of Directors

CPISC would like to extend its appreciation to the Board of Directors for their leadership, dedication and vision.

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Tony Karg, Senior Director of Business Development and Marketing, Fujifilm Graphics

Willem Sijpbeer, Journalism and Digital Graphics Communications, SAIT Polytechnic

*Term ended this fiscal year.

Projects Advisory Committee

CPISC is grateful for this committee's expert advice during the development of our project proposals and activities.

Bob Elliott, Committee Chair; President, CPIA/ACI

Tom Badger, General Manager, Advocate Printing/Imprimerie, Maritime Press Division

Simon Beauchamp, Imprimerie L'Empreinte Inc.

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Mike Winteringham, VP-Manufacturing,
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*Term ended this fiscal year.

Human Resources and Skills Development Canada

Tereshka Gama-Pinto, Analyst

Milena Gibson, Analyst

Other Supporters

2010 Forum Sponsors

Heidelberg Canada

The Paper House

Transcontinental

Production Support Skill Standards Launch Sponsor

FujiFilm Graphics Canada

Special Thanks

Members of the following Project Working Groups

Training Needs Assessment

HR Toolkit for Managers

Certification

Accreditation

Production Support Skill Standards

Skill Standards Implementation

STRM Implementation

Skill Standards for Senior Positions

Skills Assessment and Training Guide

Members of the following committees

National Education Advisory Committee

Communications Advisory Committee

National Offset Printing Competition Partners

Mohawk College

Skills-Compétences Canada

Companies that hosted Project Working Group meetings

Heidelberg Canada

Ryerson University

Torstar

CPISC Staff

CPISC's Board of Directors recognizes
the efforts and commitment of the
Council's staff.