



A SUCCESS STORY

Breaking Barriers and Building Futures in Underrepresented Youth

How The Hammer Heads Program Manages Its Complex Operations



The Central Ontario Building Trades (COBT) represents 25 trade union affiliates and tens of thousands of skilled men and women, united as one voice for the construction industry. COBT holds many collaborative relationships with their affiliates as they advocate on behalf of them and their members to support the families and communities that they represent.

The Program

The Hammer Heads program is a community-based initiative led by COBT, and is backed by twenty-five trade union affiliates. For the past fifteen years, the Hammer Heads program has been creating skilled trade employment opportunities for youth located in under-resourced neighbourhoods and indigenous communities.

The Process

1. Apply

- Youth apply via the Hammer Heads website
- Application reviewed by staff
- Acceptance issued

2. Complete the Program

- 12-week bootcamp style program
- Hands-on training at 25 affiliate unionized skilled training centres
- Two-weeks of intensive health & safety training
- Community service time

3. Post Graduation Support

- Hammer Heads Field Representatives meet the graduate on their first day at the jobsite
- Weekly visits for the first month
- Monthly visits for the first year
- Support throughout the tradesperson journey

The Criteria

- **Age 18-26**
- **Minimum grade 10 – Math, English, Science or GED**
- **Reside in an under-resourced community**

The Feedback



“The Hammer Heads Program gave me the confidence and training to start my career which has totally changed my life.”

Adam Singh — Electrician, Journeyperson



“Hammer Heads pushed and motivated me to really make something out of myself. I am now an apprentice and proud of what I have accomplished.”

Russell Smith — Iron Worker, Journeyperson

The Principles

1. OPPORTUNITIES

Creating opportunities for under-resourced youth.

2. MOTIVATION

Motivation through diverse training curriculum & peer-to-peer support.

3. OVERCOMING OBSTACLES

Participants are equipped with the necessary tools to succeed in the workforce.

4. SAFETY & TRAINING

Hands-on skills development to build confidence & promote positive self-awareness.

5. EDUCATION

Focus on education to raise the academic standard of participants.

6. LEADERSHIP & MENTORING

Coaching from Hammer Heads staff, training instructors & trades-persons.

7. MULTIPLE TRADES TRAINING

Multi-trades training resulting in successful long-term careers in construction.

8. REGISTERED APPRENTICESHIPS

Hands on experience provide unique life-changing opportunities to learn a skilled trade.

9. CAREER SUPPORT

Developing partnerships that link under-resourced youth to local apprenticeships.

10. SYSTEMIC CHANGE

Comprehensive support system to help transition graduates into a career.

The Challenge

By 2017, the Hammer Heads program had grown increasingly popular, experiencing a surge of applicants. To continue to scale, innovative methods were required to become more efficient and strategic in their day-to-day operations — a decision that ultimately would benefit the youth, their partners, and their staff. The Hammer Heads proactively leaned to LogicalDox, their digital transformation partner, to analyze their processes, identify the right solution to overcome their challenges, and to create a plan to support future expansion.

The Solution

The Hammer Heads Management System — a custom build web-application designed to optimize every stage of the Hammer Heads' journey, from initial interest to successful completion.

The Result

The Digital Backbone of the Hammer Heads Program

Before

- Managed data across multiple spreadsheets
- Excessive paper waste and reliance on filing cabinets
- Unreliable data management practices
- Inefficient system to schedule/manage onsite visits effectively
- Lack of detailed reporting due to limitations on processes & tools
- Time-consuming manual interview scheduling process
- Struggling to obtain quantifiable insights into student progress
- Inconvenient and time-consuming in-person applications



After

- Consolidated data into one centralized software application
- Digitized document management for quick and remote access
- Safe, secure, and efficient data management practices
- Consistent site-visits due to optimized scheduling/management workflows
- Comprehensive reporting capabilities for data analysis and key insights
- Streamlined interview scheduling process for time savings and accuracy
- Actionable and measurable insights into student progress
- Addition of convenient and simplified online applications

The Metric

2,600 APPLICANTS

The Feature

Supported by a customized youth application portal (web-based) that integrates seamlessly with the Hammer Heads software. This feature simplifies the youth application process & streamlines management.

56 INTAKES

Enabled by a software component that streamlines intake processes, by automating the process of tracking students per intake, & tracking youth statistics, important dates & action steps required.

201 CERTIFICATIONS

Visible in a dashboard that generates the number of program graduates that have successfully completed their apprenticeship and passed certifications to qualify as journeypersons.

\$4.7M ECONOMIC IMPACT

Tracked via a custom reporting functionality that calculates program savings by aggregating student progression values against savings from removal of various social assistance programs.

650 FAMILIES CHANGED

Enabled throughout the entire Hammer Heads system, effectively managed via seventeen different stages of participant statuses.

95% RETENTION

Supported with a CRM-style member-visit module, which allows the Hammer Heads Program to schedule site visits, track employer feedback, and monitor in-field progress.

Client Testimonial

"The implementation of the Hammer Heads Management System has had a significant impact on our organization, fundamentally transforming the way we operate. By streamlining our operations and enabling us with the tools required to effectively support the Hammer Heads' journey, this system has become an indispensable asset. We thank the LogicalDox team for their ability to understand our unique processes and design a solution tailored to our needs. Their dedication in working closely with our team to implement this solution has been invaluable."

— **James St. John** Business Manager/Financial Secretary
Director, Hammer Heads