

**3 Points Aviation**, 91 Watts Avenue,  
West Royalty Industrial Park, December, 2014



**Eric Richard** is Director of Sales, 3 Points Aviation, and President of the Aerospace and Defense Association of PEI.

**Robert Miller**, VP Operations,  
3 Points Aviation





Machinist **Allison Trenholm** gets ready to shape metal into an aircraft part.

**3 Points Aviation** is a Transport Canada approved facility which manufactures, repairs, and overhauls aircraft parts. It also has a research and development arm which designs and produces prototype parts. The company's main focus is on the Dash-8 aircraft.

The company was established on PEI in 2010 and is ISO 9001:2008 and AS9100 certified, thus creating opportunities to work with customers outside the Aerospace sector.

- The company's manufacturing, repair and overhaul, engineering, and support operations take place on PEI.
- A distribution centre is located in Mississauga, Ontario, where 12 people work in positions such as warehousing, shipping and receiving, and sales.
- The finance and administration roles are done in Newfoundland, where seven people work.

### **Recent expansion**

In July 2014, 3 Points announced plans to expand its hydraulics repair program. This expansion will allow 3 Points to increase its pneumatic repairs and manufacturing capability on hydraulics and pneumatics.

**Sharon Lacey,**  
**Repair and**  
**Overhaul**  
**Technician**



**About the staff**

A team of 63 employees works at the Charlottetown location, including experienced long-term workers, newcomers to Canada, recent graduates, and students doing on-the-job training.

“About 15 percent of our employees are women,” says **Dianne Griffin**, HR Manager. “Women work as machinists, repair and overhaul technicians, inspection technicians, human resources, inside sales, engineering, and in a support role with repair and overhaul technicians.

“We do our best to hire the right person for the right job. The work is very detail oriented, and workers must be very precise as they follow plans and blueprints. These skills are not gender specific.”

**Staff job titles in Charlottetown**

- Machinists
- Repair & Overhaul Technicians
- Engineers
- Inside Sales
- Marketing
- IT Support
- Quality Assurance
- Human Resources
- First Article (Research & Development technicians who create & refine prototypes)

“We have many employees with years of experience in the aerospace industry,” says Dianne.



**Sheldon Boone, Manager of Manufacturing, and Dale Atken, Deburring.**

### **Staff turnover rate**

“We do our best to ensure that we limit our turnover rate,” says Dianne. “That is not always the case, especially based on the unique business model we have and the specific skill set we are looking for. It is difficult to find employees that fit these needs, so turnover unfortunately is inevitable.”

### **Wages and benefits**

3 Points offers very competitive wages with a full benefits package.

Teambuilding is important at 3 Points Aviation. Lunch is brought in for employees every Friday. “It brings everybody together,” says Dianne.

“We have begun to hold ‘open forum Fridays’, where employees can ask senior managers questions about anything they are not sure of or need clarification on. We also do postings on the bulletin board to let people know what is going on in the company. We try to use this as our communication link, so everyone hears the same thing on Fridays. As we all know, there is not a company out there that can’t do better at communicating with their employees.

“We hold an annual Christmas party where employees and spouses can all get together and celebrate the past year. In addition, the company gives employees paid time off between Christmas and New Year’s Day to continue the celebration of the season with family and friends.

“Employees are given six sick days a year. If the time is not used by the year end, it is paid out in January of each year. It is a nice incentive to stay healthy and not miss work.”

**Wayne Harris,**  
**Tool and Die Maker**



### **Education/training required**

“The type of education we look for depends on the position,” says Dianne. “We contact Holland College and New Brunswick Community College when we are looking to hire entry-level machinists and repair & overhaul technicians. We like to connect with college graduates from CNC Machining and Electromechanical programs, as well as Mechanical Engineering university graduates.”

### **Most difficult positions to fill**

“We look for skilled machinists and repair and overhaul technicians who have previous experience working in the aerospace industry. We are finding it more and more difficult to find employees on the Island with the skill sets we are looking for.

“We love the new entry-level people coming in, but we need enough experienced people to work with them and mentor them.”

### **In-house training**

Employees take part in ongoing in-house training. “The aerospace industry is heavily regulated by Transport Canada,” says Dianne. “Quality control procedures and regulations are extremely important. We want to make sure that everything going into the planes and going out of this building is safe. Safety is number one.”



**Dillon White, C N C  
Machinist**

### **Employment status**

New employees are hired in permanent, full-time positions. There is a six-month probation period.

### **Working conditions**

Shifts run Monday to Friday, 8 am to 4:30 pm.

Employees working on the shop floor usually stand on the job, and safety glasses and safety shoes are required for most tasks. Managers, sales & marketing, and technology support staff work in a modern office environment.

### **Hiring needs**

“We are in a period of growth,” says Dianne. “As we continue to expand and as we can find the right people with the skill sets we need, we will continue to hire people who want to work with a company that is unique and growing with room for advancement.

“It is disappointing to hear that our skilled labour has to move out west to find employment opportunities. We would encourage Islanders working out west who have an aerospace background to check the opportunities at 3 Points. You can’t beat the lifestyle on the Island.”

## **Recruitment strategy – how do you advertise open positions?**

Local positions are posted on:

- [www.aerospacepei.com](http://www.aerospacepei.com)
- [www.jobbank.gc.ca](http://www.jobbank.gc.ca)
- [www.workopolis.com](http://www.workopolis.com)
- [www.careerbeacon.com](http://www.careerbeacon.com)
- [www.3pointsaviation.com](http://www.3pointsaviation.com)

They also contact universities and colleges to find new graduates. 3 Points has found success in hiring through word-of-mouth and informal meetings, also known as informational interviews. Placement agencies are used to help with filling the more specialized positions.

Current employees receive a financial incentive for referring someone who successfully works with the company past the probationary period of six months.

### **How to apply**

Respond to a job posting by e-mail. Resumés can also be dropped off in person.

### **How to stand out during the hiring process**

“First and foremost, attitude is everything. We can train you to do the job if you have the skills, but we can’t change your attitude.

“Listing the right experience and qualifications on your resumé is also important,” says Dianne. “If you don’t have an aerospace background, a strong mechanical or machinist background is also important, along with strong computer skills.

“What we really look for is somebody who is hungry to learn. We are a new company, and we want to grow. We will be bringing in new machinery as needed to meet the needs of our customers, which makes 3 Points an exciting manufacturing facility to work at.

“We look for employees who want to grow within their position, take on more responsibility, and show commitment and pride in the job they do. We don’t want an employee who frequently moves from one job to the next. We are hiring for the long-term.

“Staff turnover is too costly – companies can’t afford this. New employees are not fully trained on every aspect of the job for at least eight to 10 months, which means they are not producing revenue for the company during this time of learning. This is a huge investment on the part of the company.”

Applicants are pre-screened, and then a formal interview is set up with the manager, who is the decision maker for the position. Once the manager decides to hire someone, we will check references, prepare a job offer, and set a start date for the employee.”

### **Advancement opportunities**

“There is lots of room for advancement, especially as we are at the start-up phase of our company,” says Dianne. “We are currently working on evaluating each employee to determine their individual qualifications and experience. Once we understand who is an entry-level, intermediate, or advanced employee, we will better able to assign appropriate work duties based on the skills they have which meet the needs of the company.

“We will also be able to determine who needs additional training and mentoring, so they can continue to develop their skillset and become a top revenue generator for the company.

“We want to maintain a ratio of 20 percent entry-level employees, and 80 percent in the intermediate or advanced levels. As they advance, they may take on a lead role, where they would be responsible for supervising their group and making sure everyone is doing their job correctly and following the policies and procedures required by Transport Canada.”

### **Future business plans**

“In years to come, we would like to be in production 24/7, with three shifts. Every position would need three people, so the shop could run around the clock. The current business model does not support that plan as yet, but we are working towards that goal.

“We want to make this a facility that employs more Islanders. The sooner we can find more skilled people who can come and work for us, and as the business model develops to where we have enough production to fill those positions, the faster we will grow.

“With the current drop in oil and gas prices, we foresee that people may be laid off and decide to come back to PEI. We hope they will contact us to see if we have a position that would be a good fit for them. That would be a great success story for our company and for the Island.”



**Dianne Griffin, HR Manager.**

For more information, contact:

Dianne Griffin, HR Manager

**902-628-8846 ext. 8841**

dgriffin@3pts.com

Visit [www.3pointsaviation.com](http://www.3pointsaviation.com)