



### Oshawa Should Be Part of Canada's Defence Supply Chain

By Dale Jodoin  
Columnist

When Canadians hear about military spending, the conversation usually turns to the biggest and most expensive equipment. Fighter jets. Warships. Drones. Missiles. Satellites.

Artificial intelligence. Cyber defence. This technology is an important part of modern defence. No serious country can ignore new technology or the threats that come with it. Canada has to be prepared for a world that is changing quickly. But there is another side of the defence that receives far less attention.

Every soldier still needs the basics. They need strong boots, warm clothing, rain gear, tents, sleeping bags, backpacks, canteens, medical kits, field kitchens, clean water systems, uniforms, and protective gear. These items do not usually make headlines. They do not sound as exciting as a new aircraft or missile system. But without them, even the most advanced military can struggle.

A soldier equipped with inadequate boots faces an immediate disadvantage. A unit without clean drinking water is in trouble. A person sleeping in wet gear during freezing weather will not stay healthy or effective for long. Before any high-tech military plan can work, the people carrying it out have to be clothed, supplied, sheltered, protected, and ready. Oshawa should focus on this aspect.

Oshawa has a long history of manufacturing. This city appreciates skilled labour. It understands what happens when excellent jobs disappear. It also understands the importance of real work coming back to the community. For years, Canada has talked about supply chains.

People witnessed how quickly shortages and delays could impact daily life during the pandemic. Products were held up. Shelves were thin. Items that once seemed easy to get became harder to find. Now imagine that problem during a military emergency.

If Canada suddenly needed more boots, winter clothing, tents, medical supplies, or clean water systems, could we make enough of them here?

Would we have to rely on foreign factories, face shipping delays, and contend with other countries putting their needs first?

That is a serious question. This is not about turning Oshawa into a war factory. It is about asking whether Canadian workers and Canadian companies should have a larger role in producing the basic equipment our military needs. Not every defence job has to involve missiles, aircraft, or advanced computer systems.

Many jobs are practical. Sewing. Cutting. Packing. Repair. Testing. Trucking. Storage. Supply work. Quality control. Those are real jobs. They are understandable jobs. They are the kind of jobs that can support families and strengthen local economies. Canada already has companies that understand outdoor gear, safety equipment, clothing, tools, parts, and cold weather products. As a northern country, Canada should be a leader in producing strong boots, warm coats, waterproof gear, durable tents, and reliable field equipment. This aspect of the defence shouldn't be considered an afterthought. This does not mean Canada should ignore advanced military technology. Drones, communications, cyber defences, surveillance, and modern weapons all matter.

The world has changed, and Canada has to change with it. But technology is only part of the defence. The basics keep people going. History has shown that armies do not only run short of ammunition and weapons. They also run short of boots, coats, blankets, tents, food, fuel, medicine, and clean water.

Those shortages may not sound dramatic, but they can weaken a force quickly. The public may notice the fighter jet. The soldier notices whether the boots fit. Oshawa should view the situation as both a defensive and economic issue. Defence dollars are already being spent. The question is where that money goes.

Does it mainly flow to large foreign suppliers and major corporations, or can more of it support Canadian workers, Canadian factories, and Canadian communities?

If Canada is going to spend money on defence, part of that spending should help rebuild practical industry at home.

Oshawa has lived through enough economic change to understand the value of steady work. A strong local economy needs more than announcements. It needs industries that can last. It needs opportunities for people who know how to build, repair, move, test, and supply things.

Canada should seriously consider the potential for domestic production of basic military equipment. Communities with manufacturing experience should be part of that conversation. Oshawa belongs in that discussion. A strong military is not built only on the newest weapons. It is built on preparation, supply, industry, and people. Sometimes the most important equipment is also the simplest.

### The One Reason You're Not Getting Hired

By Nick Kossovan

Getting hired in today's hyper-competitive job market requires drawing a distinct line between your skills and experience and how you can generate revenue or save an employer money.

Unlike what many job seekers believe, employers are not charities. Nor do employers design their hiring process to validate a job seeker's self-esteem. The job market is a marketplace in which, as in all marketplaces, profit determines survival. Employment boils down to a single financial transaction: an employer pays money in exchange for a return on their investment. If you're sending out resumes, networking, and attending interviews without receiving job offers, it's because you're not communicating your value in terms of an employer's profitability. In other words, you're not giving employers a compelling reason to hire you.

The job market is full of candidates acting like historians, listing their "who cares" responsibilities in chronological order. Employers don't care what you did; they care about what you can do for their bottom line. In business, an employee's value is defined by their impact on the business's profitability.

Consider how you act as a consumer. You don't buy a smartphone because the manufacturer worked hard to build it. You buy it because you believe it'll add value and status to your life, streamline communication, and boost productivity. If you didn't believe it would add value, you'd leave it on the shelf. Similarly, a homeowner doesn't invest thousands in an energy-efficient furnace out of sentimentality. They do it to lower their monthly heating bills and increase home equity. Hiring is a form of purchasing, so employers view job seekers through the same lens.

What value will the employer derive from hiring you?

"Hiring managers don't look at your resume and see potential—they see a massive financial risk. If your resume reads like a historical biography of daily chores, you are positioning yourself as an administrative cost to be minimized." — Episode 3178 of Jeff Altman's podcast, No B.S. Job Search Advice Radio, titled, How to Write a Resume That Proves Your Return on Investment.

Breaking the cycle of rejection requires adopting a "Business of One" approach. Instead of viewing yourself as a job seeker, see yourself as a service provider proposing a partnership. Your resume, LinkedIn profile, and cover letter should highlight how your accomplishments deliver measurable value, making it easy for hiring managers to recognize how you'd be an asset to their business's profitability.

Incorporate your impact on profitability into every aspect of your job search.

Your Resume: Remove meaningless fluff, such as "responsible for managing a team." Use aggressive, metric-based bullet points. Frame your work in dollars, time saved, or percentage gains. For example: "Re-engineered regional call centre workflows, cutting customer wait times by 14% and saving \$45,000 in quarterly operational overhead." If you managed a budget, state how you kept it under target. If you built a process, quantify the hours it reclaimed. Present your history as a series of profit enhancements.

Your LinkedIn Profile: Treat your headline and "About" section as a sales landing page, not an online obituary. Replace generic labels such as "Experienced Operations Professional" with a clear value proposition: "Operations Leader Specializing in Scaling Call Centre Efficiencies and Reducing Client Churn to Maximize Revenue." Use your "Featured" section to share articles or case studies you've written that explain exactly how you solve costly bottlenecks.

When Networking: Never ask someone if they know of any openings; this comes across as desperate and places the burden on them. View networking as a casual consultation conversation. Ask targeted questions about their company's or industry's specific operational challenges. When sharing your background, pivot to outcomes: "In my last role, we noticed a major drop in client retention, so I implemented an automated follow-up system that reclaimed \$120,000 in drifting contracts. I imagine advertising agencies are facing similar margin pressures right now."

TIP: When meeting someone for the first time, ask yourself: How can I help this person?

When Interviewing: Many candidates sink into a defensive crouch during interviews. Turn interviews into a sales meeting, which is what they are. When asked about your strengths, don't offer platitudes about being a "hard worker." Link your traits directly to enhancing their profitability. For example: "My core strength is rigorous process optimization. I look for operational leaks because every broken process represents wasted capital. When you hire me, my primary objective will be to ensure the team's output directly protects and enhances your department's margins."

Putting aside all the excuses many job seekers make, if you're not getting interviews and job offers, it's because you're not making a compelling business case for why they should hire you. Without one, employers view you as an unnecessary expense.

Employers aren't buying your biography; they're buying a solution to their margin pressures. Shift your narrative from what you'll cost an employer to how much you'll make for an employer. Review your resume, LinkedIn profile, and interview talking points. Ruthlessly remove anything that doesn't clearly articulate a financial return on hiring you. If you want employers to see hiring you as a profitable decision, reframe your professional identity in terms of the bottom line.

DURHAM'S #1 NEWSPAPER

# The Central

THE VOICE OF DURHAM REGION

Your Community. Your Voice. Your Newspaper.

**SURVIVED COVID,**  
HARSH ECONOMIC TIMES,  
AND  
**NEVER QUIT.**

Through every challenge,  
**WE KEPT PRINTING.**

**WE ARE TIME TESTED**  
Proven. Trusted. For Generations.

**INDUSTRY RESPECTED**  
Committed to Excellence in Journalism.

**GLOBALLY RECOGNIZED**  
Local Stories. Global Impact.

**BUILT ON TRUST. DRIVEN BY COMMUNITY.**  
Committed to Durham. Always.