

# Recruitment & Retention ..... Maximizing results through Action



...Niagara's Workforce Development Board

Leadership Expo 2006

April 4, 2006



# COMMUNITY PLANNING MODEL



**Local Boards**  
**Network**

Champions of Ontario Labour Market Solutions

[www.localboards.on.ca](http://www.localboards.on.ca)


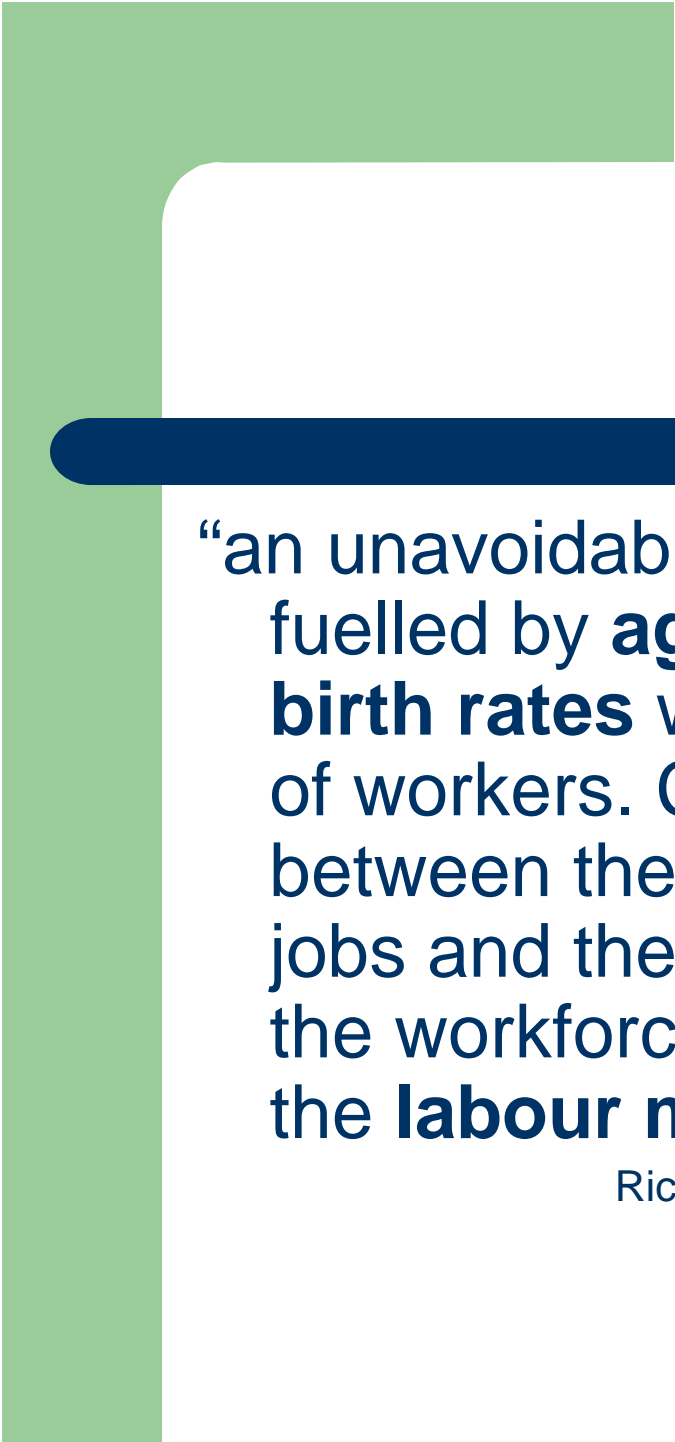


“In the global economy, where the prices of goods and financial and physical capital are increasingly determined and fixed in world markets, the main source of competitive advantage lies in the strategic use of human resources via the connection of workplace practices and productivity”.

Canadian Policy Research Network, (2002)

# Research Purpose

- Identify practices related to recruitment and retention across North America.
- Support and strengthen labour force development approaches for recruitment and retention in Niagara through lessons learned
- Assist in promotion of Niagara stakeholder engagement to support, enhance and introduce new initiatives and strategies directed at recruitment and retention practices
- Examine the utilization of benefits, practices and incentives of those employers within Niagara and non-Niagara locations
- Identify the top benefits, practices and incentives as rated by employers based on informal/formal employee feedback



“an unavoidable demographic time bomb fuelled by **aging baby boomers** and **lower birth rates** will result in a significant shortage of workers. Couple this with a **widening gap** between the **skills demanded** of today’s jobs and the **readiness of people entering** the workforce, and the result is going to be the **labour markets’ ‘perfect storm’**”.

Richard Finnegan, chief client services officer, TalentKeepers

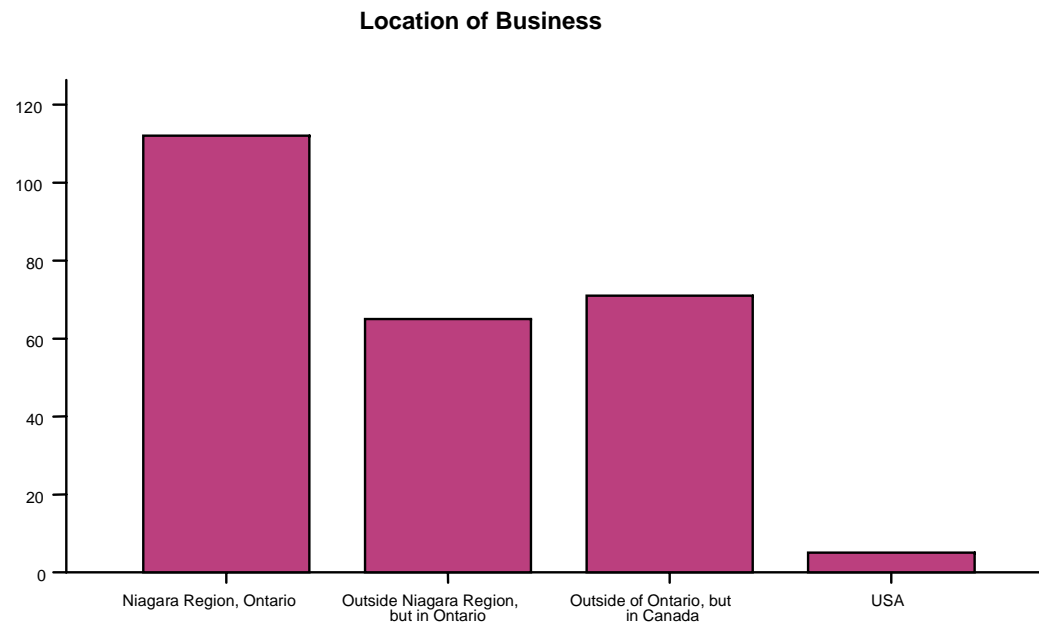
# Provincial Snapshot

- Aging workforce
- Skills shortage
- Integration of equity groups
- Youth migration
- Economic restructuring
- Demand for higher skilled workers
- Population diversity
- Increased participation of women in labour force

# The Bigger Picture

- More than half of the workforce of 2015 is already in the labour market.
- The next cohort of youth workers will be smaller than in the past.
- By 2011, immigration will account for all net labour force growth in Canada.

# Frequencies of Respondents by Location



## Respondents by business type by existence of HR Department

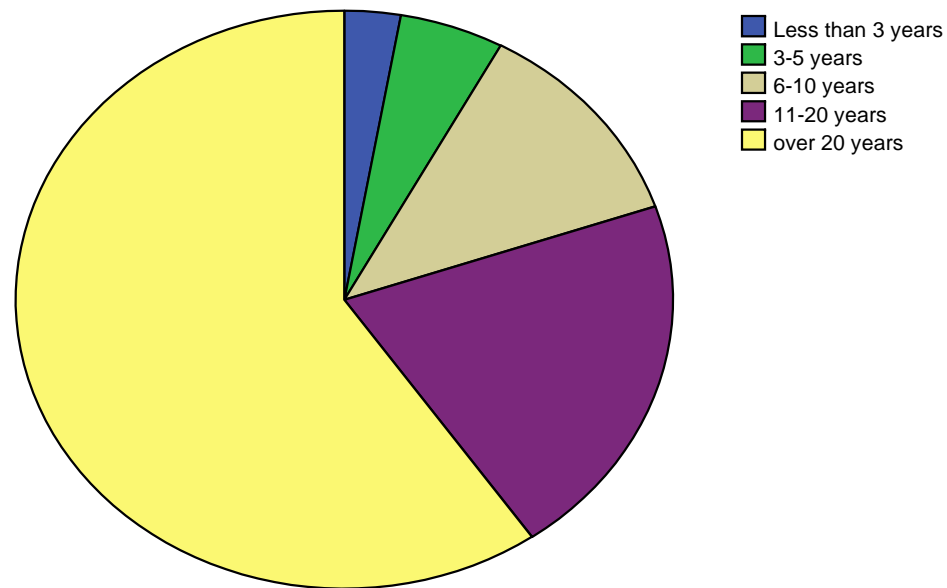
● Community Non-profit	28%	32%
● Education	11.9%	73%
● Government	9.9%	92%
● Manufacturing	7.9%	80%
● Health	6.3%	100%
● Consulting	5.9%	60%

## Respondents by business type by existence of HR Department

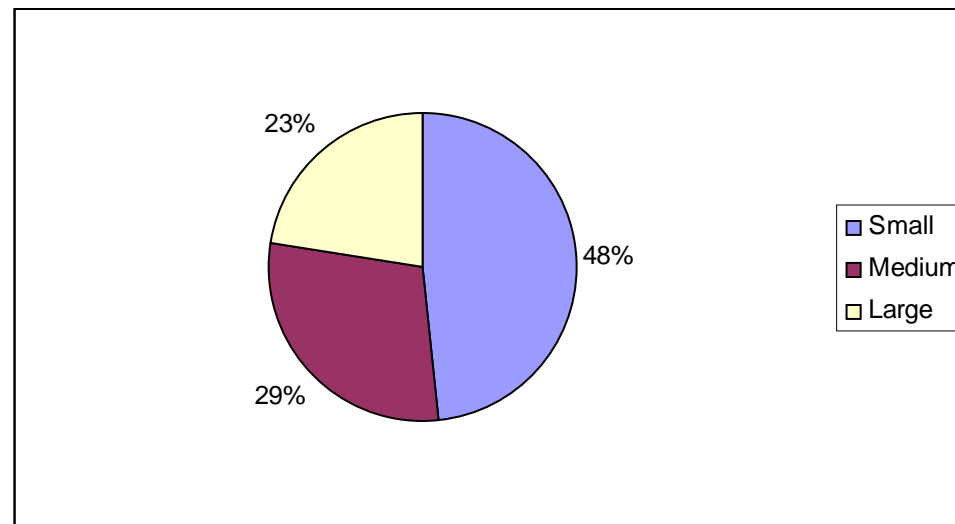
● Tourism & Hospitality	4.7%	50%
● Finance	4.3%	73%
● Retail	3.6%	56%
● Construction	2.8%	57%
● Call Centre	1.2%	100%
● Agriculture	1.2%	66%

# Length of time in business

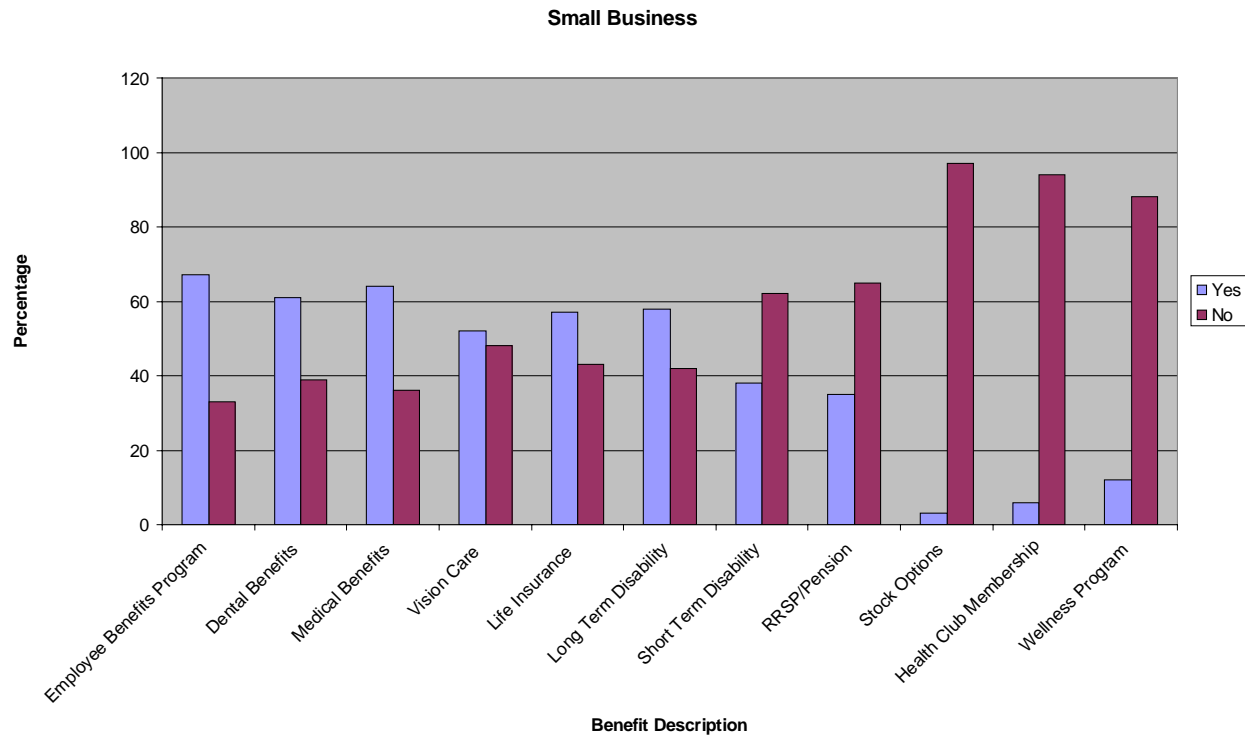
● **Figure 2: Frequency of Respondents by Length of Time in Business**



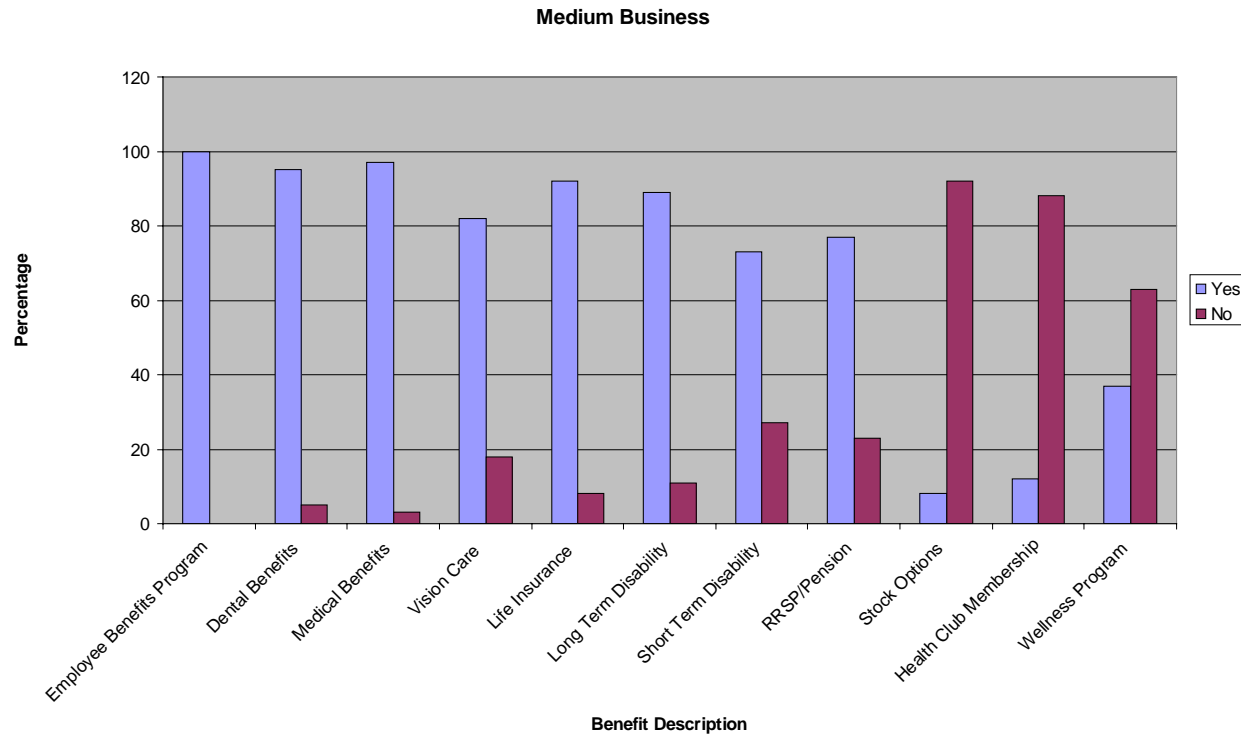
# Respondents by Number of Employees by Company Size



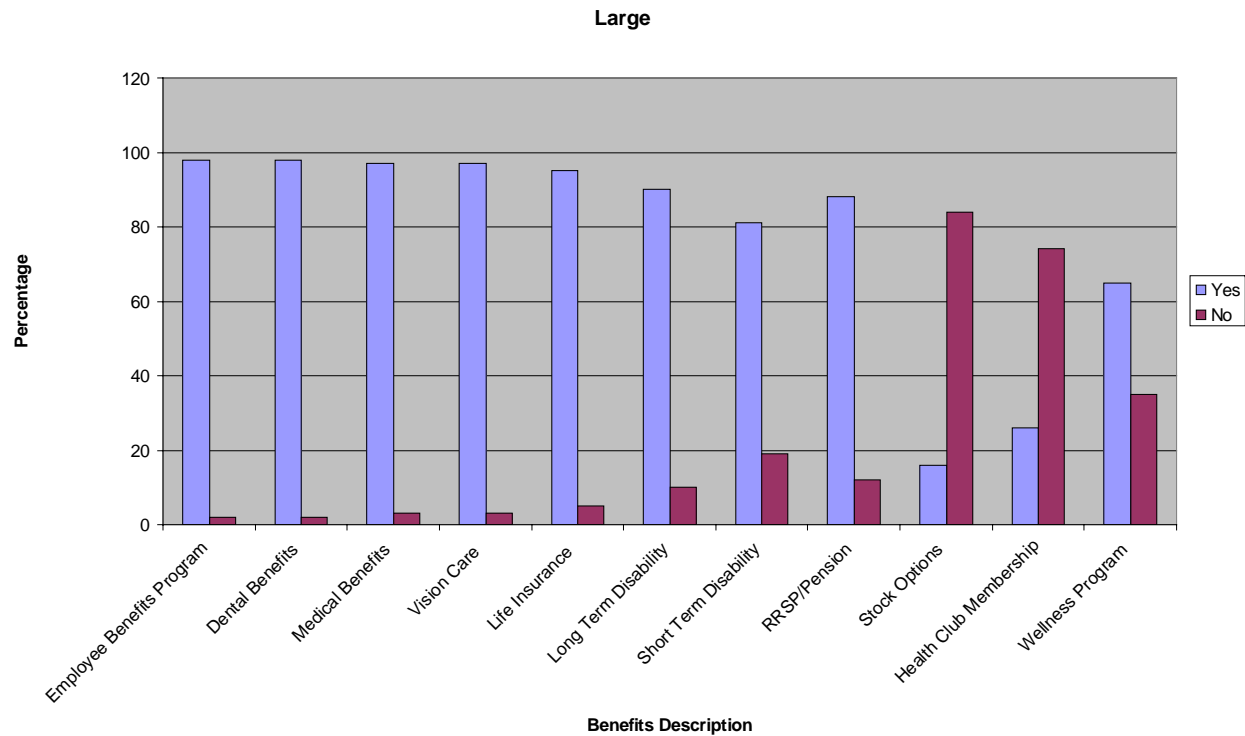
# Frequency of Respondents by Type of Benefits by Size of Company - Small



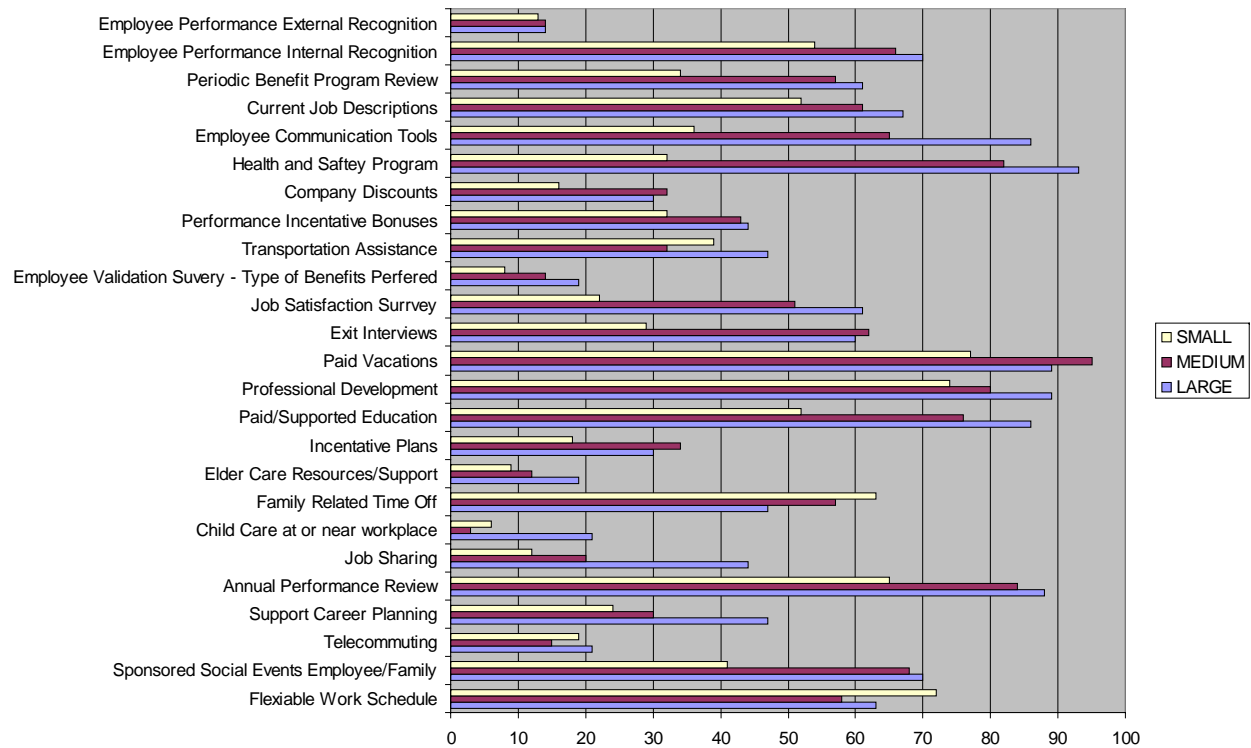
# Frequency of Respondents by Type of Benefits by Size of Company - Medium



# Frequency of Respondents by Type of Benefits by Size of Company - Large



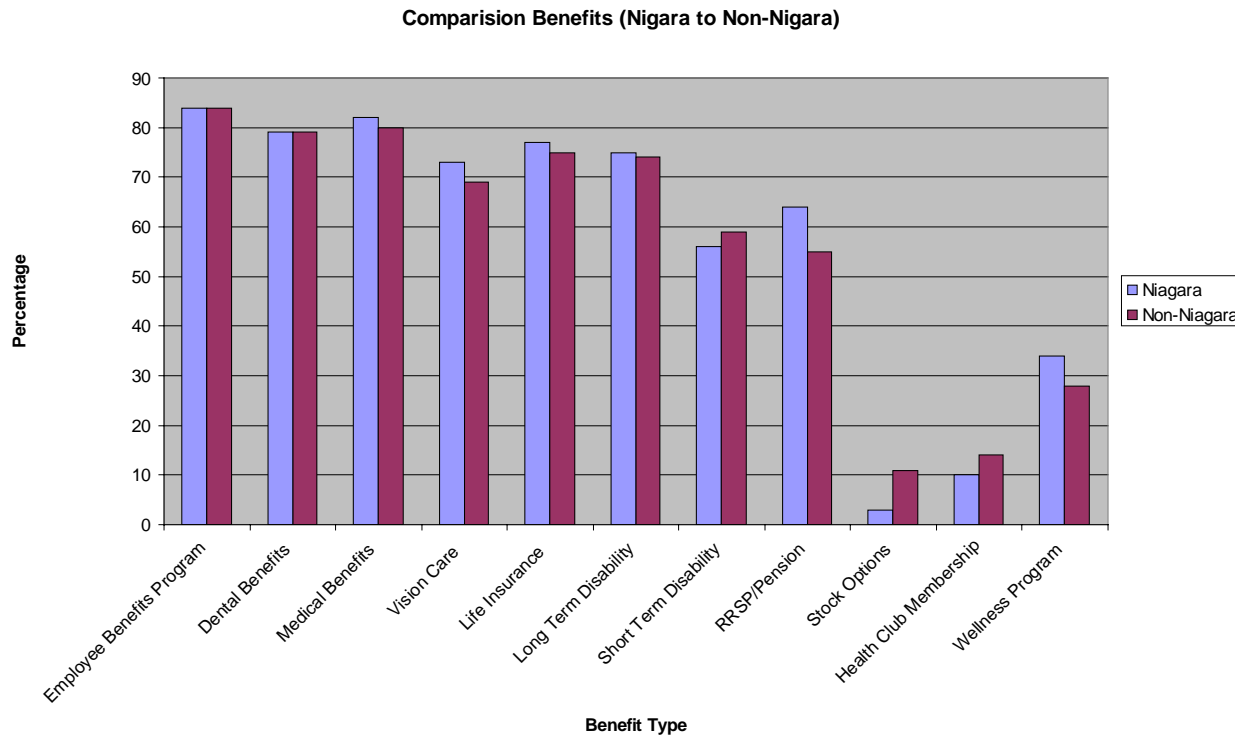
# Frequency of Respondents by Type of Incentives/Practices by Size of Company (presented in %)



# Type of Benefits “Other”

- Travel Insurance
- Employee Assistance Program
- Education Assistance
- Savings Plan/Pension
- Cafeteria
- Transportation Subsidy
- Social events
- Employee discounts
- Child care
- Profit sharing
- Elder care benefits
- Paid sick leave
- Vacation
- Flex time
- Family related leave
- Memberships

# Respondents by Location Niagara and Non-Niagara by Type of Benefits Offered



# Incentives – Niagara Exceeds Non-Niagara

## Niagara

Job Sharing	22%
Child Care	12%
Paid/Supported Education	67%
Professional Development	84%
Job Satisfaction Survey	40%
Transportation Assistance	43%

## Non-Niagara

Job Sharing	21%
Child Care	6%
Paid/Supported Education	66%
Professional Development	75%
Job Satisfaction Survey	39%
Transportation Assistance	35%

# Incentives – Niagara Lags Non-Niagara

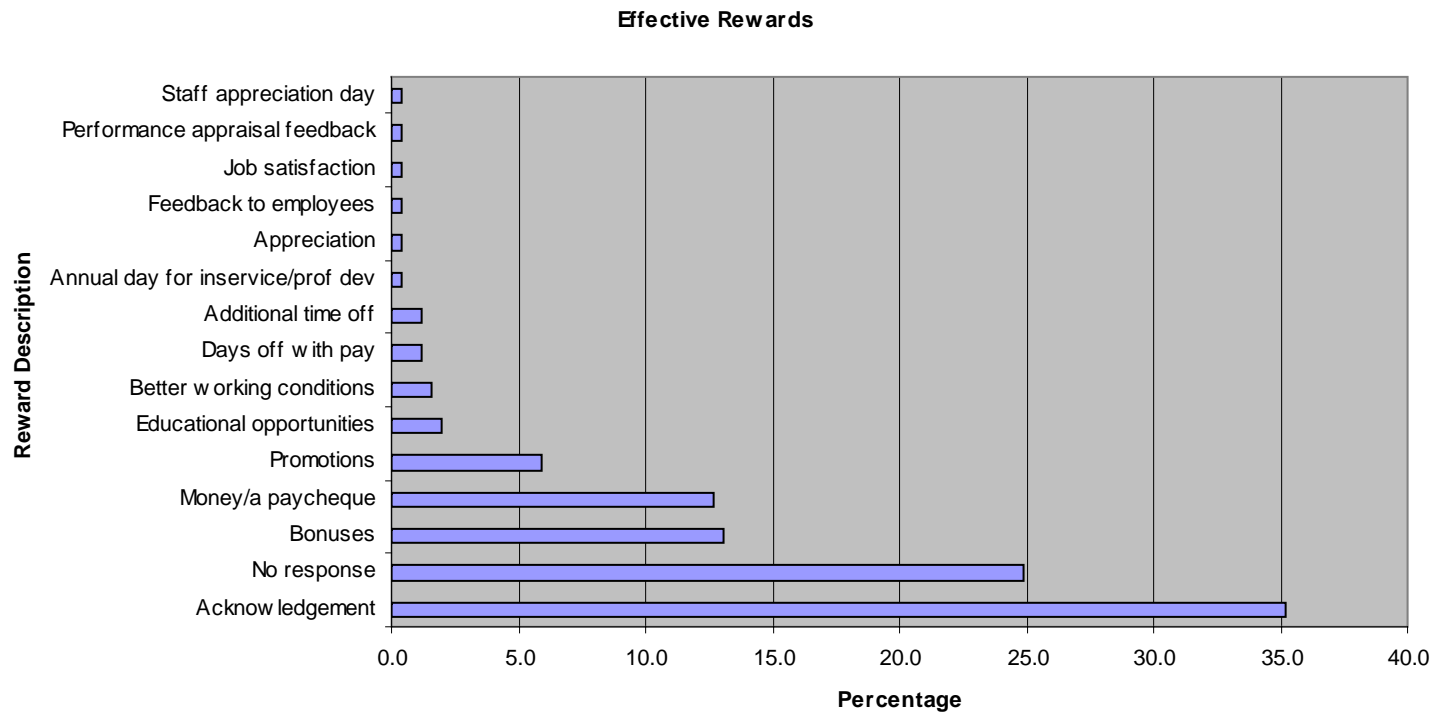
## Niagara

Flexible Schedule	60%
Sponsored Social Events	49%
Telecommuting	16%
Support Career Planning	29%
Performance Review	71%
Family Related time off	54%
Elder Care Support	12%
Incentive Plans	15%
Paid Vacations	82%
Exit Interviews	39%
Company Discounts	23%

## Non-Niagara

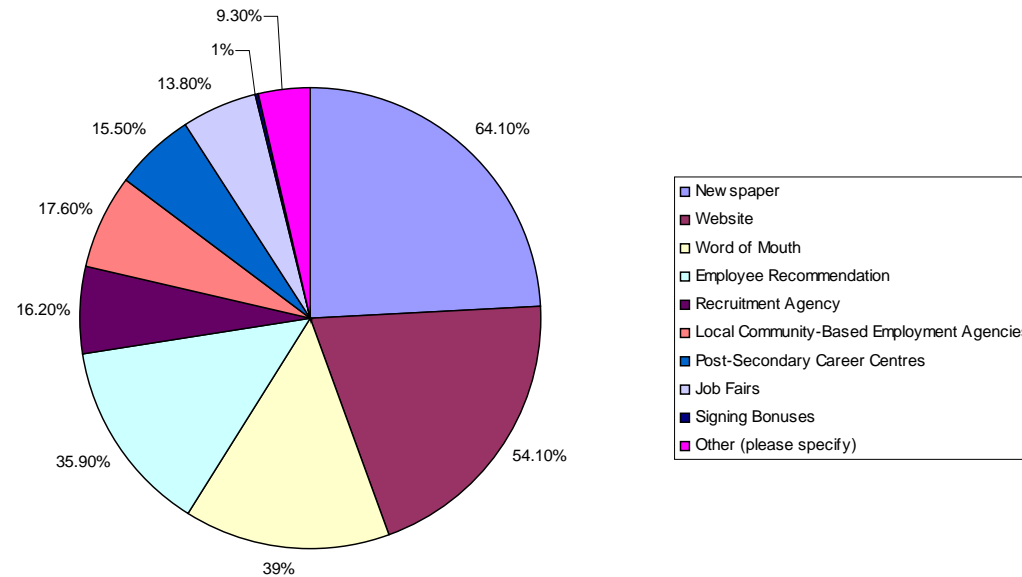
Flexible Schedule	71%
Sponsored Social Events	60%
Telecommuting	20%
Support Career Planning	32%
Performance Review	79%
Family Related time off	60%
Elder Care Support	13%
Incentive Plans	33%
Paid Vacations	87%
Exit Interviews	48%
Company Discounts	25%

# Effective Rewards

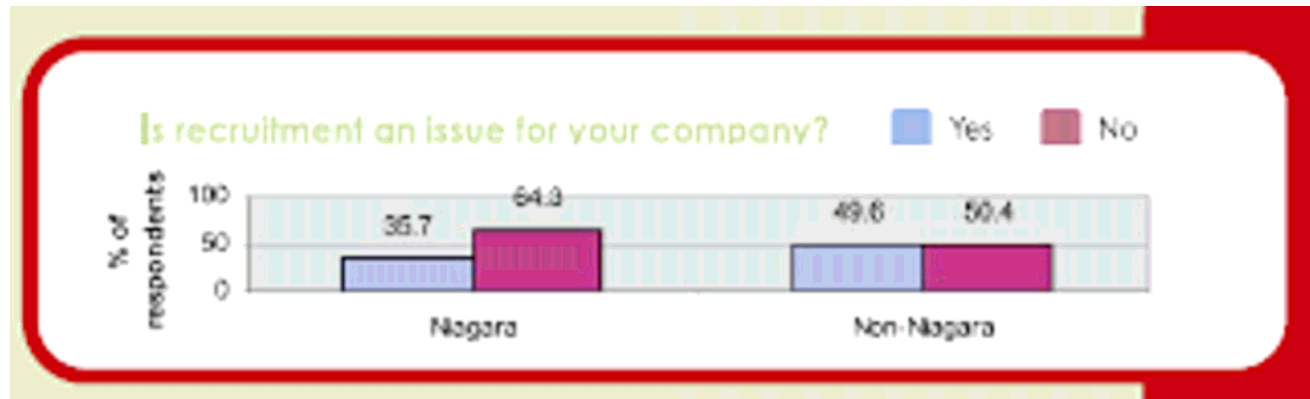


# Methods of Recruitment

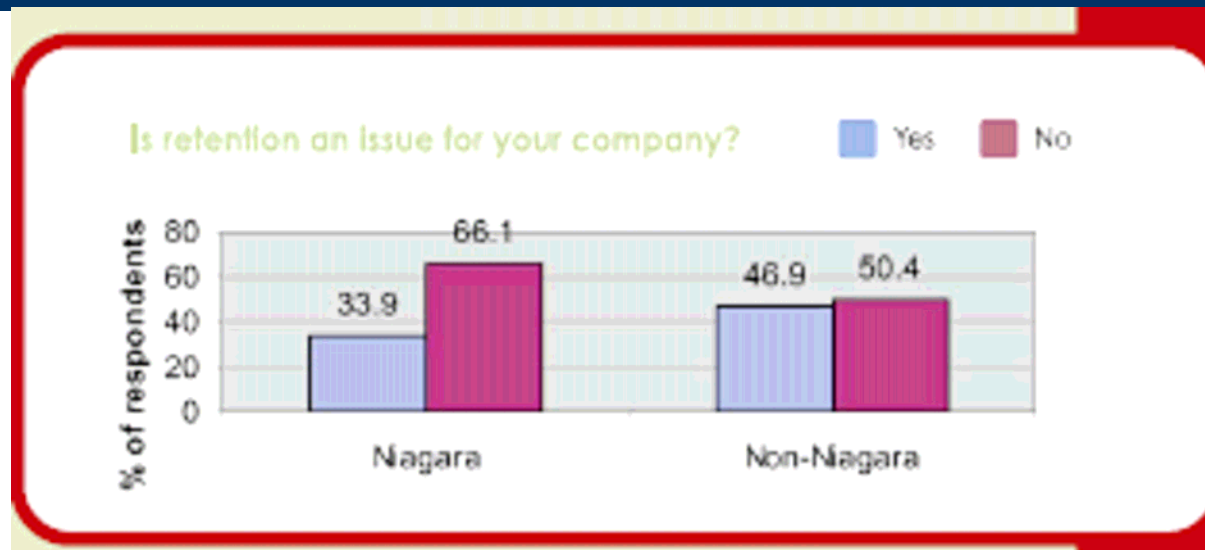
Type of Recruitment



# Recruitment as an Issue.....



# Retention as an Issue.....



# Defining “Best Practice”

Just over 90% of respondents agreed with the following definition:

.... The creation of a methodology that maximizes the effectiveness of the process while maximizing the utilization of the desired outcome.

# Linking People to Jobs

## Hospitality & Tourism Sector

### Employers Need:

- Reduction in applications – employers turning to off-shore recruitment for entry level positions
  - room attendants, dishwashers and line cooks

### Job Seekers:

- Niagara's unemployment rate averages around 7.8%
- Ontario Works: approx 7,000 cases/16,000 individuals



# The Process



- Transportation Costs shared between Employer and Employee
- Training Subsidy
- Employer/Employee entered into a training agreement for on-the-job training

# The Results

## **Community:**

- 17 job seekers found employment
- Reduction in use of offshore workers – increased local employment
- Strengthened partnership between stakeholders
- Increased awareness of Transportation as a barrier to employment



# The Results



## **Employer:**

- Innovative Recruitment strategy
- Average 80% retention compared to 65%
- Increased pool of trained employees
- Social Corporate Responsibility supported





# The Results



## **Employee:**

- Increased confidence/self-esteem
- Job specific training/cross-training
- Income earnings
- Potential for longer-term employment

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- “Globalizing competition and accelerating technological requirements in both domestic and export sectors exacerbate these labour force trends. Taken together, these trends will lead to severe consequences for the vibrancy of the American economy and businesses (p 5).

Workforce Intermediaries: Generating Benefits for Employers and Workers  
(PEERS, 2003)

# Employer Check List.....

## Organization Self-Evaluation Check List



Benefit Type	Yes	No
Dental Benefits		
Medical Benefits		
Vision Care		
Life Insurance		
Long Term Disability		
Short Term Disability		
RRSP/Pension		
Stock Options		
Health Club Membership		
Wellness Program		
Incentives/Practices		
Incentives/Practices	Yes	No
Flexible Work Schedule		
Sponsored Social Events Employee/Family		
Telecommuting		
Support Career Planning		
Annual Performance Review		
Job Sharing		
Child Care at or near workplace		
Family Related Time Off		
Elder Care Resources/Support		
Incentive Plans		
Paid/Supported Education		
Professional Development		
Paid Vacations		
Exit Interviews		
Job Satisfaction Survey		
Employee Retention Survey -		
Type of Benefits Preferred		
Transportation Assistance/Reimbursement		
Performance Incentive Bonuses		
Company Discounts		
Health and Safety Program		
Employee Communication Tools		
Current Job Descriptions		
Periodic Benefit Program Review		
Employee Performance Internal		
Recognition Program		
Employee Performance External		
Recognition Program		
Travel Insurance		
Employee Assistance Program		
Savings Plan		
Cafeteria		
Social Events for Staff, Families		
Profit sharing		
Paid Sick Leave		
Family Related Leave		



# Contact Information

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