

# Attraction and Retention Framework: Overview

## Summer 2006

# Overview

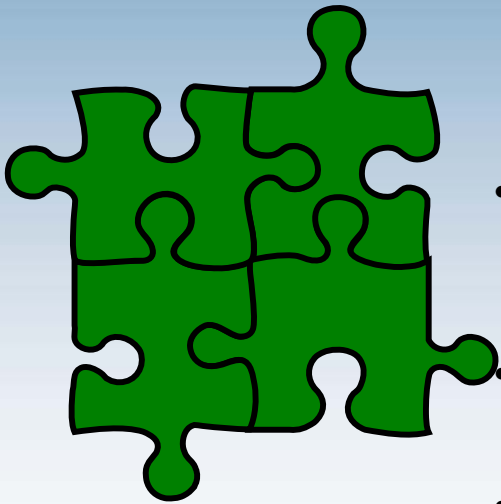
- Implementation of corporate HR plan, related to goal #2: to be a preferred employer
- Anchored by principles such as fair hiring and our values: integrity, diversity, respect, accountability and the public good
- Strategies are presented as a menu– a menu of options for government to consider in support of its goal of being a preferred employer
- Requires a long-term perspective and acceptance that real change will take time and collaboration/partnerships among many stakeholders
- Effective attraction and retention requires a change in how government does business and a change in our culture

# Why?

## Here are just a few reasons...

- Ageing Canadian population
  - Ageing baby boomers, low fertility levels and increased longevity– available workforce shrinking in size
  - Tighter competition for talent
- In Nova Scotia, we have fewer people, we're older, and younger people are moving out of province.
  - Population growth will, in large part, rely on immigration
- 50 percent of all new job growth in NS for the next 5 yrs will be in high-skilled, higher education occupations
- Employee survey results
  - Less than ½ of respondents indicated that they see a future for their career working with the Government of NS, will stay for the next 5 years, and would stay if offered a similar job with slightly higher pay elsewhere

# Purpose of the Framework



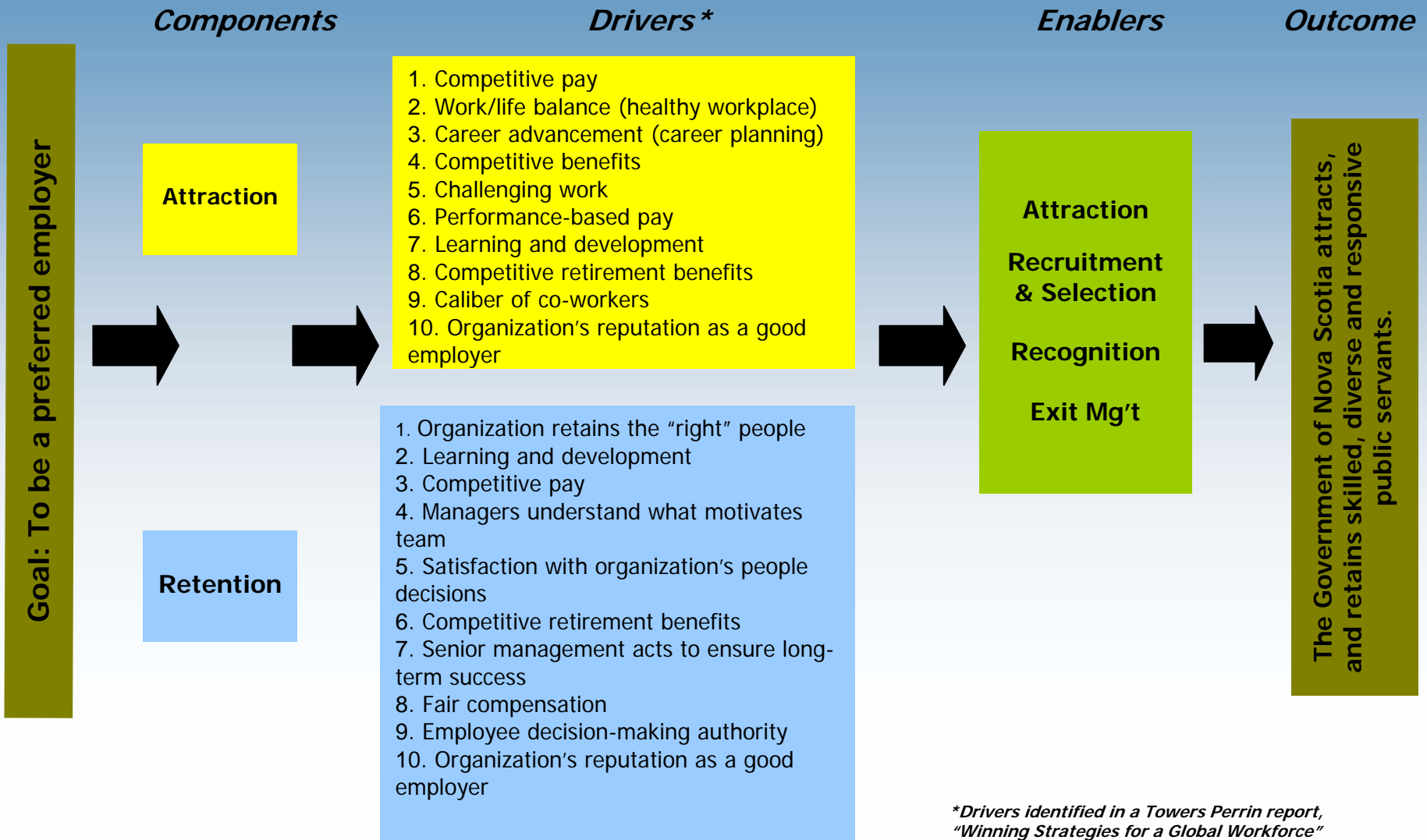
- Outline key attraction and retention strategies to be implemented over the next three-four years that will help government achieve its goal of being a preferred employer
- Clarify the core components of government's attraction and retention framework in support of being a preferred employer
- Link activities that are already underway in the area of attraction and retention
- Encourage government to be proactive and plan for its future workforce needs
- Support government strategies like immigration, diversity, positive ageing and economic development

# What do we want to achieve?

A few examples:

- Build capacity for government to prepare for future workforce needs; ex:
  - Further develop the skills and competencies of HR and Managers
  - Improve our ability to recruit and select employees; provide updated tools to support departments with their staffing activities
  - Support other government strategies like immigration, positive ageing, etc.
- Attract and retain skilled, diverse, and responsive public servants to serve the citizens of Nova Scotia
- Build employee engagement
- Increase public and employee awareness of career opportunities within government
- To be a preferred employer in Nova Scotia

# Attraction and Retention Model



*\*Drivers identified in a Towers Perrin report, "Winning Strategies for a Global Workforce"*

# Enablers

## Attraction

- Are we representative of the people we serve?
- Do we have a pipeline of potential applicants to meet our future needs?
- Are we attracting the “right” people– competencies, values, etc.
- Do hiring managers (and HR) understand how to identify job requirements and effectively communicate those requirements to candidates?
- Are we effectively reaching out to our communities, promoting a career choice with the provincial public sector?
- Are citizens aware of how to find out about our opportunities?

## Recruitment and Selection

- Is our hiring process effective (fair, open, transparent)? Efficient?
- Do managers have the required skills and competency to hire the “right” people?
- Do HR practitioners have the required skills and competency to guide the hiring process?
- Are employees effectively oriented into their jobs?

# Enablers

## Employee Recognition

- Do employees feel valued and recognized for the work they do?
- Do citizens understand the contributions that public servants make to our communities?
- Are employees formally recognized for their achievements?
- Do we have a supportive and encouraging work environment for our staff?
- Do managers have the required skills and competencies to support and recognize employees?

## Exit Management

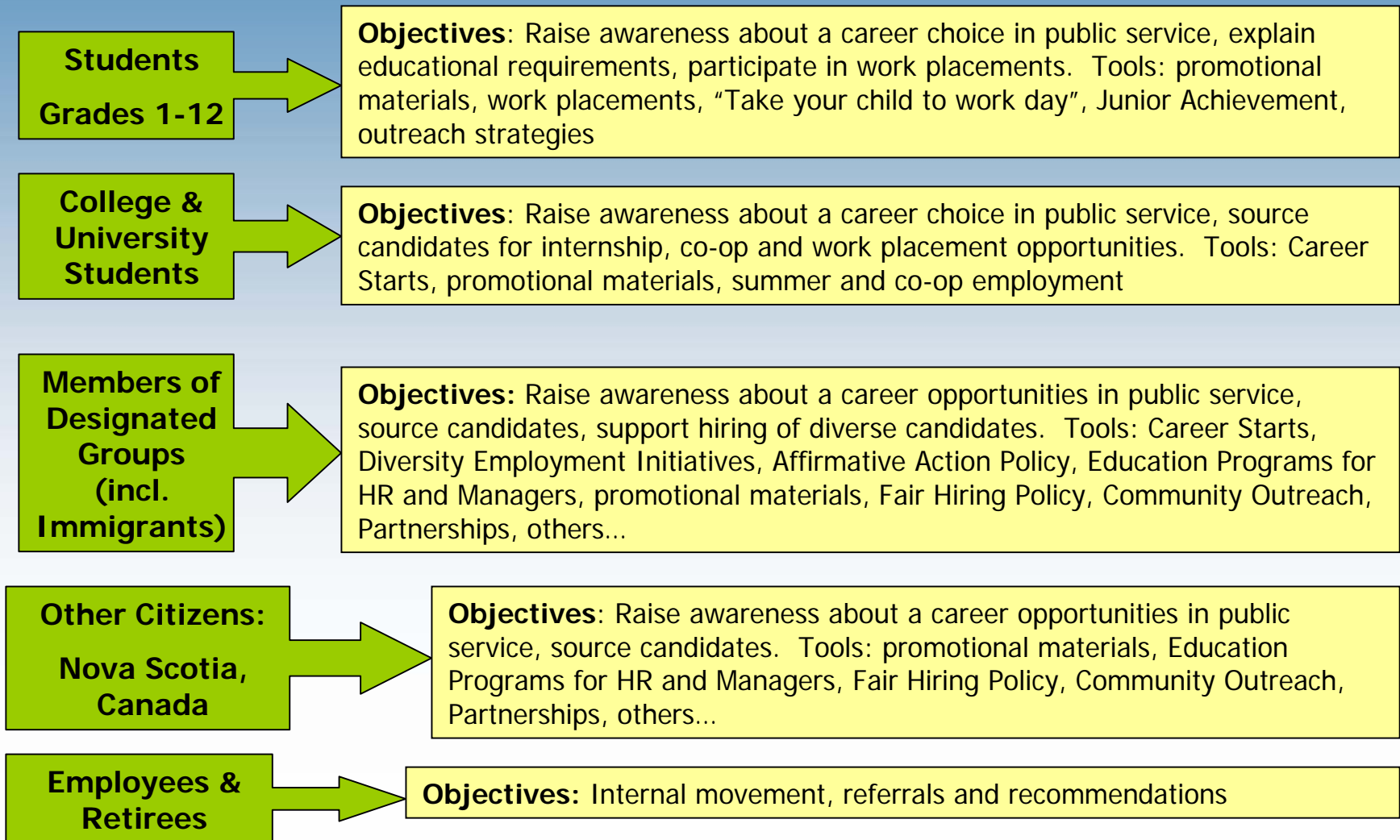
- Do we understand why people leave the organization?
- Do we have supportive structures in place to help people with transitions?

# Attraction Strategies- Examples:

## Communications and promotions (increasing awareness)

- Design, develop and implement promotional materials, like executive recruitment brochure and career ads
- Design, develop and implement a corporate careers website to provide information about career opportunities, culture, etc. for our employees and the public
- Design and develop presentation “deck” for use at career fairs and community outreach presentations
- Partner with diversity unit to conduct community outreach to diverse and immigrant community organizations
- **Corporate employee orientation (welcoming culture)**
  - Design, develop, and implement a corporate employee orientation program for employees.

# Attraction- Sources of Candidates



# Recruitment and Selection Strategies- Examples:

- **Fair hiring policy and related guidelines:** review, develop and implement an updated fair hiring policy and related guidelines for managers and HR
- **Education for our HR practitioners and managers:** design, develop, implement and evaluate education sessions to increase human resources and manager competencies related to staffing.
- **e-Recruitment practices:** Increase efficiencies by moving to an automated, online system for managing competitions (job postings, resumes, candidate communications) and producing recruitment-related reports.

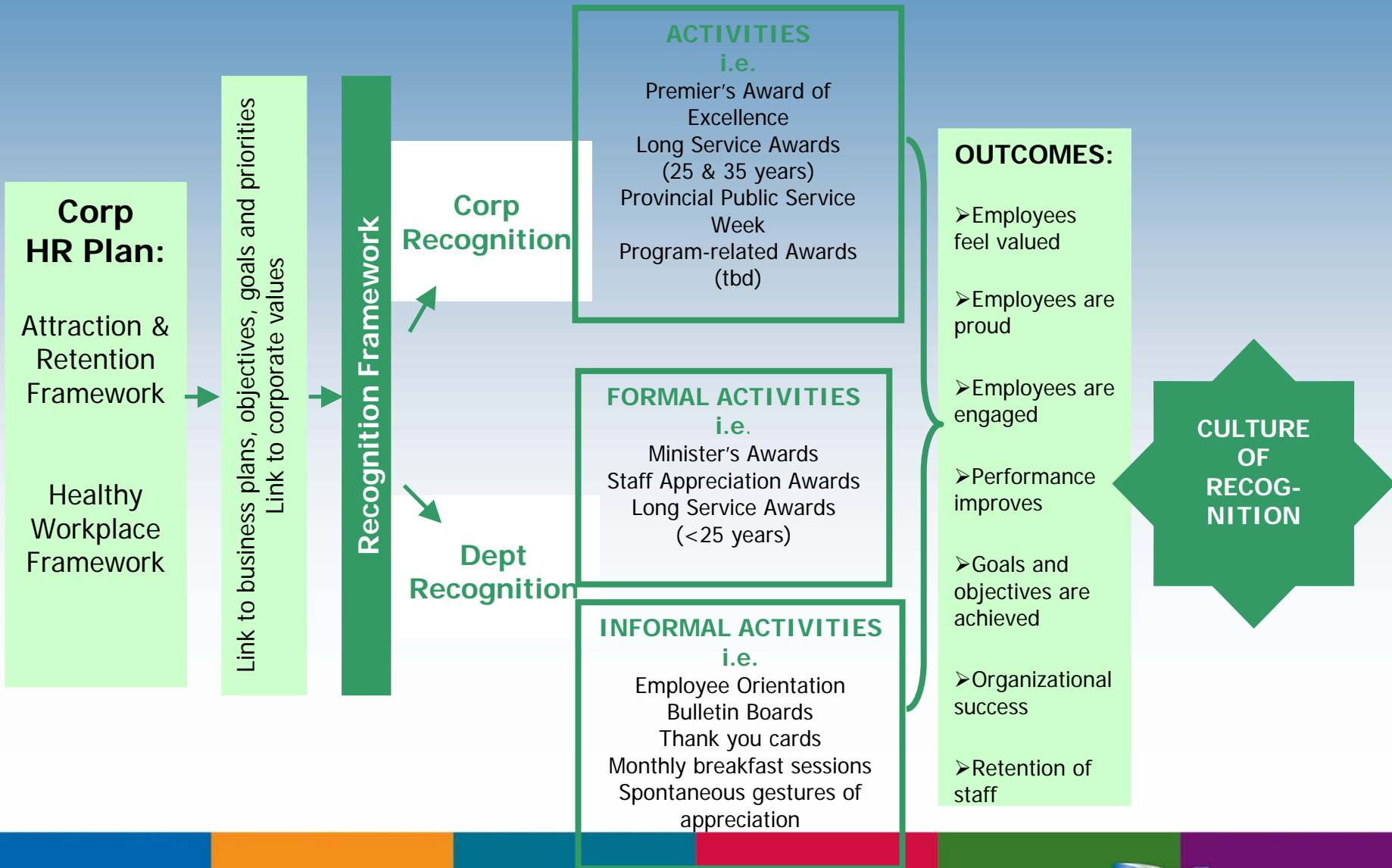
# Recognition Strategies- Examples:



**Recognition framework:** design, develop, implement and evaluate a recognition framework for government, outlining corporate components like the Premier's Award of Excellence and Long Service Awards. Include departmental components like Minister's Awards and informal recognition activities.

- **Premier's Award of Excellence initiative:** develop, implement and evaluate the Premier's Award of Excellence recognition initiative, formally recognizing outstanding contributions and achievements of employees.
- **Healthy workplace initiatives:** link recognition efforts with initiatives underway as part of government's commitment to healthy workplaces and a healthy, supportive culture

# DRAFT Recognition Framework



# Exit Management Strategies- Examples:



**Exit management guidelines:** design, develop and implement guidelines to HR regarding voluntary, involuntary and retirement leave processes  
**Education:** educate managers and HR about the exit processes.

- **Exit survey processes:** implement exit survey process, and then analyze and communicate results from to help identify attraction and retention issues and patterns across government.
- **Flexible retirement options:** partner with other internal stakeholders to design, develop and implement flexible retirement options, providing retirees with options for gradually leaving government.

# Monitoring and Evaluation

- Evaluation, monitoring and reporting of progress in attraction and retention should be included as part of government's corporate human resources plan
- Measures can include:
  - Employee intentions to stay with government and of government as a great place to work (source: employee survey)
  - Employee and public perceptions of government as a preferred employer (source: employee survey and public perceptions research)
  - Employee and public perceptions of access to job postings (source: employee survey and public perceptions research)
  - Use of corporate orientation program in departments
  - Use of exit surveys in departments
  - Employee engagement score (source: employee survey)
  - Turnover rates (source: SAP HR)
  - # of community presentations (relates to outreach)
  - # of applicants from designated groups

# Recent Successes...

- Here are just a few examples of recent successes in the area of attraction and retention...
- Premier's Award of Excellence
  - Inaugural awards presented on January 31<sup>st</sup>, 2006. Visit [www.gov.ns.ca/psc/recognition](http://www.gov.ns.ca/psc/recognition) to learn more!
- Corporate Careers Website
  - Visit [www.gov.ns.ca/careers](http://www.gov.ns.ca/careers) to learn more!
- Recognition Learning Event
  - Over 70 representatives from across government were brought together to share lessons learned, review key components to an employee recognition program, and identify critical success factors. As one participant noted "I laughed, I learned, I networked and was inspired!"

