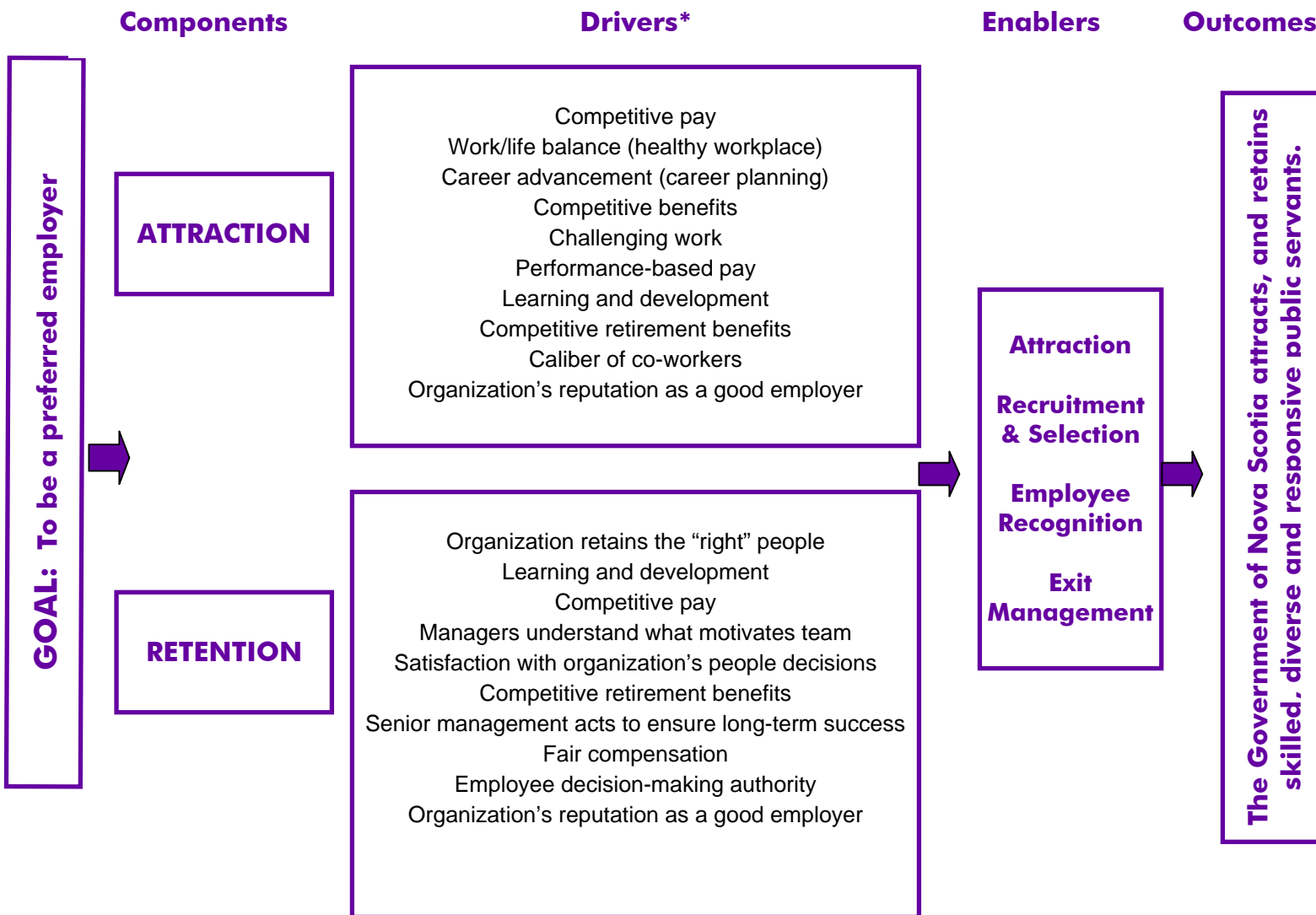


Attraction and Retention Model

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



This framework focuses on four enablers, however, it is important to acknowledge that there are other factors influencing the drivers of attraction and retention. Organizational factors like effective leadership, sound compensation and benefits policies, healthy workplaces and opportunities for continuous learning and development also impact and influence the drivers of attraction and retention.

The items listed below serve as a **Menu** for government to select attraction and retention strategies that support the goal of being a preferred employer. Detailed action plans can be developed for each strategy. Among the retention strategies, you will note that employee recognition has been identified as one way to address retention in the government of Nova Scotia.

Attraction and Retention in the Government of Nova Scotia

~~ MENU ~~

Attraction Strategies

- **Communications and promotions:** design, develop and implement promotional materials, like executive recruitment brochure and career ads, and design, develop and implement a corporate careers website to provide information about career opportunities, culture, etc.
- **Corporate employee orientation program:** design, develop, and implement a corporate employee orientation module for employees and managers.
- **Ambassador strategy:** ambassadors proactively communicating to various audiences via presentations, use of the “Careers that make a difference” toolkit, etc.

Recruitment & Selection Strategies

- **Service standards:** design, develop and implement standards for the human resources community for practitioners involved with recruitment and selection (ex: process review, timeliness, professional certification).
- **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, and their awareness of internal and external best practices in recruitment and retention within government.
- **e-Recruitment practices:** reduce reliance on paper-based approaches to recruitment and selection by implementing an online recruitment system. Increase efficiencies by moving to an automated, online system for managing competitions (job postings, resumes, candidate communications) and producing recruitment-related reports.
- **Talent pools:** develop, implement and evaluate talent pools for various groups (new professionals, mid-career professionals, executives). Include networking opportunities, email subscriptions to be notified of career opportunities, etc.

Recognition Strategies

- **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 initiative:** link recognition efforts with initiatives underway as part of government’s commitment to healthy workplaces. Recognition is a critical element of a healthy workplace.

Exit Management Strategies

- **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 support to employees as they prepare to retire and opportunities post-retirement for retirees to support knowledge transfer, mentorship and employee orientation.

