



Attracting and Retaining Talent

Presentation to Labour Market
Symposium October 31, 2006

Overview - Public Service Workforce

- 40,000 employees (approx.)
- Wide range of services/occupations
 - Direct government services
 - Planning and managing health, education and justice systems
 - Financial, information technology and human resource management
 - Complex work environment
 - Diverse objectives
 - Public Scrutiny
 - Critical/one of a kind services
 - Size
 - Heavily unionized

Current Labour Market Environment

- Competitive labour market is a contributing factor in our ability to compete with other employers
 - Strong labour market exists for both skilled and knowledge workers
- Demographics
 - Trend is a declining population base
 - Lower birth rates
 - Migration rates increasing
 - Aging population – retirements
- Wide ranging problem
 - Most Canadian organizations are experiencing or anticipating talent shortages
- Turnover Rate
 - Jan. – June 2005 – 4.7
 - Jan. – June 2006 – 5.7

Why do we need to make changes to address the labour market?

- Enable the achievement of government's priorities and provide services to the citizens of the Province
- Caliber of Employees = Caliber of the Government

What do we need to do?

- Development and implementation of strategies to attract and retain talent

Where do we start?

Research points to the following factors as influential in terms of attracting and retaining employees:

Compensation

- Salaries
- Pension
- Health Benefits

Personal Development

- Learning and Development
- Career Advancement

Job Context

- Challenging/Meaningful work
- Autonomy
- Flexibility

Work/Life Balance

Respected Leadership

Pride

What are we doing right now?

Corporate HR Strategy - Core Public Service (Current Initiatives re: Recruitment /Retention)

- Departmental Succession Planning
- Development of Targeted Talent Management Strategies
- Fiscal resources available for Special Recruitment Challenges (\$300,000)
- Bursary Programs
- Increase in fiscal resources for Learning and Development / Targeted Focus for Implementation
- Employer Survey
- Employer Branding
- Enhanced Internal Communications
- Enhanced Recognition Activities
- Management Training
- Next iteration of HR Strategy – Workforce Planning, Environmental Scanning and Strategy Development to be completed by March 31, 2007

Potential strategies requiring further exploration

- Leadership development
- Job Fairs / Specialized Search Initiatives (PSC)
- Advertise positions nationally and internationally
- Negotiate provisions in Collective Agreements to allow flexibility by the employer
- Immigration Strategy
- Increased Funding re:
 - Bursaries
 - Seat Purchase Programs
 - Fellowships
 - Internship Programs
 - Apprenticeship Programs
- Review Potential for Intake in Certain Professional Schools
- Increased opportunity for secondments / developmental opportunities / temporary assignments
- Use of Older Workers

Next Step - Development of Corporate HR Management Strategy

- Linked to strategic organizational needs
- Involves planning for the utilization and development of employees
- Focused on maximizing productivity of the organization
- Optimizes the effectiveness of employees through systematic improvement in the work environment

Corporate HR Management Strategy

Development Phases

1. Environmental Scan

- External Scan
- Internal Scan

2. Workforce Analysis

- Supply Analysis
- Demand Analysis
- Gap Analysis

Corporate HR Management Strategy

Development Phases

3. Workforce Plan and Strategy Development

- Prioritize critical gaps
- Develop strategies to address gaps

4. Implementation of Workforce Plans and Corporate Human Resource Management Strategies

Corporate HR Management Strategy

Development Phases

5. Monitoring and Evaluation of Strategic Interventions

Phases 1-3 completed by March 31/07

Phases 4-5 will commence April 07

Goals – Corporate HR Management Strategy

Development of Departmental and Corporate Workforce Plans

Alignment of workforce with objectives of departments and priorities of government

Strategies to respond to environmental trends and other emerging human resource issues

Evidence to inform human resource strategy development

Primary Critical Success Factors

- Executive commitment and support
- Shared responsibility between central agencies and departments
- Effective project management and communication strategies
- Focus



Thank You

