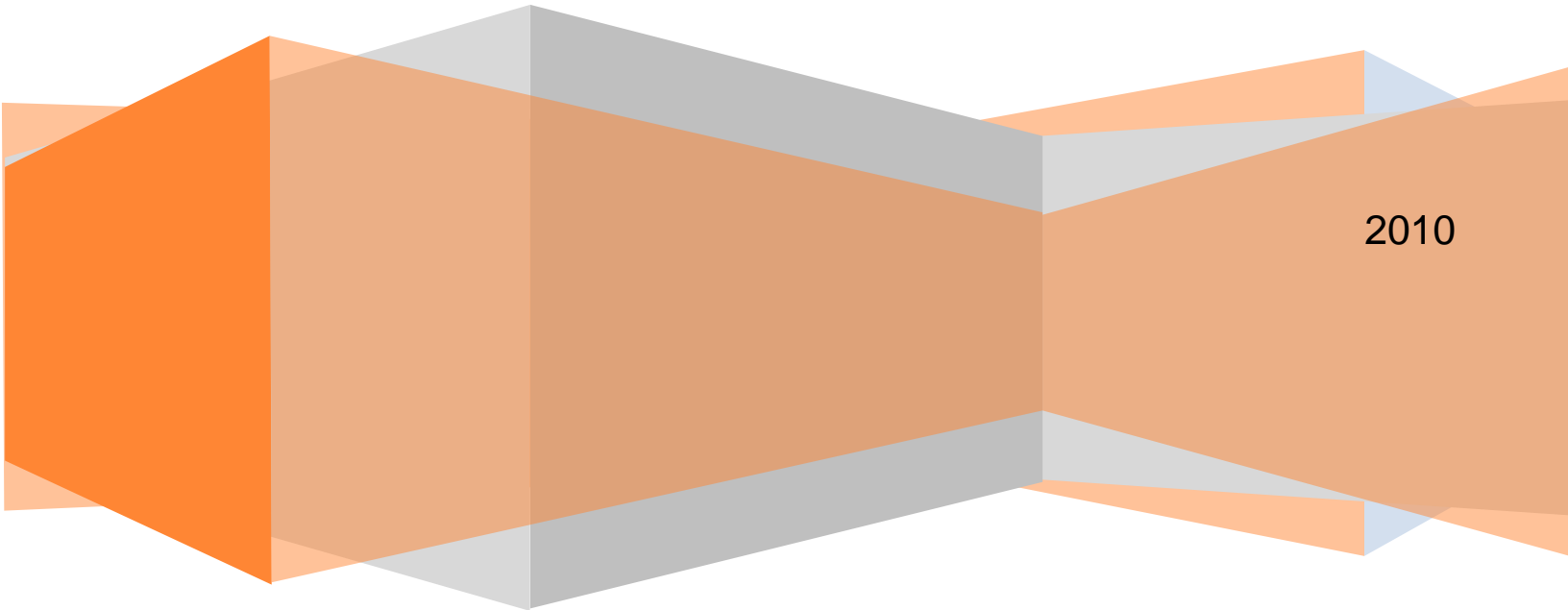


# The Labour Market Framework for Yukon

## Recruitment and Retention Strategies Action Plan



2010

# Recruitment and Employee Retention Strategies Action Plan

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## Recruitment and Employee Retention Strategies Working Group

The Recruitment and Employee Retention Strategies Working Group formed in early 2009 after an open invitation was announced to participate on the working group at the 2008 Labour Market Symposium. The working group consisted of representatives from business, non-government organizations, educational providers, Yukon government, and Council of Yukon First Nations staff.

For various reasons some representatives were not able to maintain their participation in the working group throughout the development of the strategies and action plan, but their contribution to the development of the strategies and action plan was essential.

The following organizations have agreed to the Recruitment and Employee Retention Strategies:

<b>Stakeholder Signatories</b>	
Association franco-yukonnaise	Yukon College
Northwestel	Yukon Council on disABILITY
Volunteer Bénévoles Yukon	Yukon government
Whitehorse Chamber of Commerce	Yukon Hospital Corporation
Yukon Chamber of Commerce	Yukon Tourism Education Council

## Recruitment and Employee Retention Strategies Action Plan

### Introduction

Strategic direction needs strategic action. The Recruitment and Employee Retention Strategies Action Plan before you is a road map to secure the effective implementation of these two strategies.

The implementation of the Recruitment and Employee Retention Strategies will ensure Yukon has an inclusive and adaptable labour market that meets the demands of a strong, diversified economy and provides opportunity for a better quality of life for Yukoners. The goals of the two strategies are:

Recruitment Strategy:

“Facilitate Yukon employers’ ability to recruit suitable employees.”

Employee Retention Strategy:

“Enhance Yukon employers’ ability to retain skilled employees.”

While these strategies will serve as a 10 year guide for various initiatives in Yukon, the Action Plan will be implemented over the next three years and revisited annually for changes. The Action Plan is a living document that is also subject to short-term changes based on labour market needs. Such timelines for the Recruitment and Employee Retention Strategies and Action Plans are designed to ensure Yukon’s long term vision is supported by an adaptable and meaningful method of implementation.

The strategic actions identified in this document provide an outline for how the Recruitment and Employee Retention Strategies will be implemented. Implementation of strategic actions will be immediate and ongoing. Monitoring and evaluation will take place during the strategy implementation with the intent to make adjustments and measure success.

### Action Plan Overview

Section 1 of the Recruitment and Employee Retention Strategies Action Plan explains the process by which the plan was developed.

To provide a context for the new initiatives, the section 2 provides a brief overview of current recruitment and employee retention programs and services, and explains how the new initiatives proposed under the Action Plan will respond to current and emerging labour market needs and challenges.

Section 3 describes how performance will be measured, including a short explanation of the logic model as well as monitoring and evaluation processes.

The remaining part of the Recruitment and Employee Retention Strategies Action Plan, and what constitutes the considerable body of the document, details the both strategies goals and objectives and includes tables detailing new actions, monitoring methods and evaluation parameters. A list of commonly used acronyms that appear in the Recruitment and Employee Retention Strategies Action Plan is attached as [Appendix 1](#).

### Development of the Action Plan

The Recruitment and Employee Retention Strategies have been developed by a working group of key stakeholders representative of the local business community, disability organizations, non-profit organizations, education providers, Yukon government, and Council of Yukon First Nations staff.

This group of stakeholders worked together as the Recruitment and Employee Retention Strategies Working Group to develop both the Recruitment and Employee Retention Strategies and the Action Plan. In the course of developing both documents, all decisions made during the strategic planning stage were made by consensus. As the Action Plan was finalized, all participating stakeholders were invited to submit specific projects and activities that would support implementation of the Recruitment and Employee Retention Strategies from 2010-2013.

Some of the projects and activities submitted by participating stakeholders were already financially supported, some were proposed with potential funding sources identified. The mandate of the Advanced Education Branch and the availability of financial resources were taken into consideration in the final decision concerning which activities would receive funding from the Yukon government.

The Recruitment and Employee Retention Strategies Action Plan list of priority projects and activities are both a short and long-term approach to meeting Yukon's recruitment and employee retention needs. The Action Plan is for all participating stakeholders of in Yukon: different stakeholders will take responsibility for implementing different projects and activities within the Action Plan. The stakeholders that will take responsibility for implementing projects and activities are summarized under each Objective described later in the Action Plan.

### Action: The Way Forward

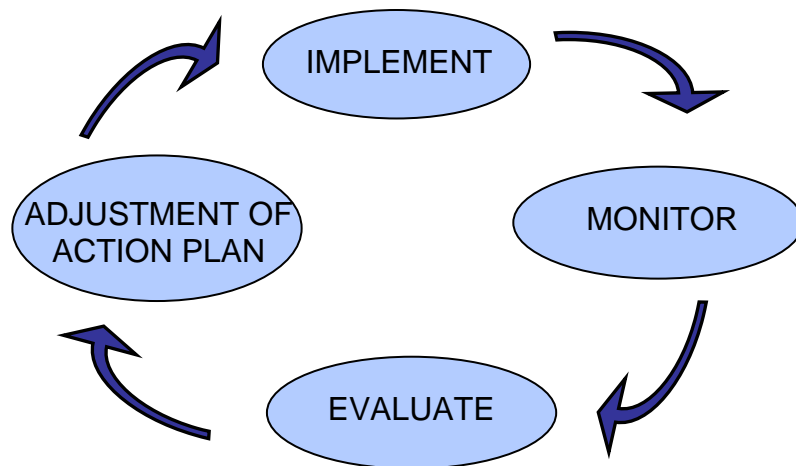
Recruitment and employee retention services are available to employers in Yukon. There are organizations that provide different services to assist employers in various areas, identified in the Recruitment and Employee Retention Strategies. A list of programs and services is available in [Appendix 2](#).

The Recruitment and Retention Strategies have both existing and new initiatives that will be offered under the strategies. The new initiatives proposed under the Recruitment and Employee Retention Strategies Action Plan will respond to current and emerging labour market needs and challenges by working in concert with programs and services currently in place. The way forward is to harness the existing momentum of programs and services while taking new, innovative directions to enhance existing initiatives.

And while the focus of Recruitment and Employee Retention Strategies Action Plan is to move forward meeting labour market needs, the document also serves another equally important function. In order to properly monitor and evaluate new programs and services, Yukon must establish a baseline of labour market information. Creating this baseline will allow the Yukon government to measure the success of the implementation, and adjust the Action Plan as needed to best serve current labour market needs. As such, projections are included for 2013, based on the best information available at the time of print.

### Performance Measurement

Measuring performance will assess the effectiveness and efficiency of the implementation of the Recruitment and Employee Retention Strategies Action Plan and provide direction to adjust implementation mechanisms as needed. The principal function of the performance measurement process is to provide ongoing, accurate data on indicators for the purpose of assessing results. Performance measurement will take into account the cyclical process of implementation, monitoring and evaluation, constantly contributing to the improvement of recruitment and retention activities.



A new committee, the Recruitment and Employee Retention Stakeholder Committee (RERSC), will assist with the monitoring and evaluation of the Recruitment and Employee Retention Strategies Action Plan implementation. This new committee will include (but not be limited to) members from the Recruitment and Employee Retention Strategies Working Group which developed the Recruitment and Employee Retention Strategies and Action Plan. As part of the performance measurement process, the Recruitment and Employee Retention Strategies Action Plan will be regularly reviewed by the Recruitment and Employee Retention Stakeholder Committee, as guided by the committee's Terms of Reference.

### *A Logic Model Approach*

The use of a logic model supported the development of the Recruitment and Employee Retention Strategies Action Plan and will serve as a guiding tool for implementation and evaluation. It is an effective instrument geared to facilitate a comprehensive examination of all factors concerning the implementation of the Recruitment and Employee Retention Strategies.

The Recruitment and Employee Retention Strategies logic model is a framework outlining the causal links between the goal, objectives, resources, actions and results. The logic model articulates indicators for success, methods of data collection, means of verification for the indicators and the key assumptions for the success of the Recruitment and Employee Retention Strategies. This information is all captured in a condensed, one page summary. The Recruitment and Employee Retention Strategies logic models will be finalized upon completion of the evaluation plan.

## Recruitment and Employee Retention Strategies Action Plan

### ***Monitoring and Measuring Outputs and Outcomes***

Monitoring will keep the Recruitment and Employee Retention Stakeholders Committee informed of the progress and achievement of strategic action implementation. Monitoring will entail collecting information and data based on the requirements of the logic model and this will be done by Advanced Education Branch staff on behalf of the Recruitment and Employee Retention Stakeholder Committee.

Monitoring will take place on an ongoing basis and will provide the information required to measure logic model outputs and outcomes of the Recruitment and Employee Retention Strategies process. The outputs are the products and services that result from the implementation of the actions as outlined in the Recruitment and Employee Retention Strategies Action Plan. The outcomes are changes resulting from the implementation of an action outlined in the Recruitment and Employee Retention Strategies Action Plan. Achieving the desired outputs and outcomes will indicate the successful implementation of the Recruitment and Employee Retention Strategies.

In order to measure the outputs and outcomes of the Recruitment and Employee Retention Strategies Action Plan, indicators have been identified. Indicators are quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement or changes generated by the implementation of the actions.

### ***Evaluation***

Evaluation is the final step in the Recruitment and Employee Retention Strategies Action Plan cycle, and represents the methodical assessment of results after a period of implementation (i.e. between 3-10 years). The evaluation component will aim to determine the level of fulfillment of the goal, objectives, efficiency, effectiveness, impact and sustainability over course of the implementation of the Recruitment and Employee Retention Strategies.

### Guiding Implementation

In the pages to come, the Action Plan is organized as follows: first, the strategic goal is articulated in relation to its rationale and supporting objectives. Second, supporting objectives are presented with their related actions steps, existing programs and services, resources required, new actions to be implemented and a methodology for monitoring and evaluation. Worth noting is the fact that some new actions outlined under each objective serve more than one objective. As of printing of this Action Plan, some actions have already been implemented; this is the result of not wanting to delay the implementation of important actions while this Action Plan was being finalized.

### **Strategic Goal 1.0 Recruitment**

*Facilitate Yukon employers' ability to recruit suitable employees.*

A key goal of the Recruitment strategy is to support employers in the recruitment of staff for their organizations. Key objectives within this strategy include attracting people to Yukon and providing employers with the tools and information to assist them in recruitment. Employing Yukon students, specialized workers, entry level positions and persons under-represented in the workforce are all necessary for building an inclusive, skilled and responsive Yukon workforce.

#### **The following objectives support the implementation of the strategic goal**

- 1.1 Increase the awareness of the Yukon as a desirable location to work and live.
- 1.2 Increase the return rate of Yukon students who leave for school and return back to Yukon for work
- 1.3 Increase the recruitment of under-represented groups, such as aboriginals, persons with disabilities, visible minorities, youth, older workers, social assistance recipients, and women in trades.
- 1.4 Attract people to Yukon for specialized and hard-to-fill positions.
- 1.5 Increase the employment of temporary casual workers.
- 1.6 Improve Yukon employers' access to information/tools to support their ability to recruit employees.



### Objective 1.1

*Increase the awareness of Yukon as a desirable location to work and live.*

The Recruitment Strategy recognizes the value Yukon has to offer potential workers in terms of location to a pristine wilderness, an outdoor lifestyle, and higher wages. By promoting Yukon as a desirable place to work and live, it is expected more people will move to Yukon to help address Yukon labour shortages.

#### Action Steps

- 1.1.1 Developing a national advertising campaign to promote Yukon as a place to work and live.
- 1.1.2 Examine options for a web portal, ensuring the use of photographs on the website and creating an online discussion forum and blogs.
- 1.1.3 Pursuing recruitment through job fairs, employment missions, etc.

#### Supporting Existing Programs and Services

Through one-on-one contact, print publications and the internet, various stakeholders have already made in roads to promote Yukon as a destination. In addition, l'Association franco-yukonnaise has attended a number of job fairs and conducted requirement missions in other provinces. Yukon WorkinfoNET (YuWIN) provides an online job board, as well as career planning and learning information, and hosts the annual Yukon Job Fair.

#### Resources

##### RESPONSIBLE STAKEHOLDERS

- Association franco-yukonnaise - RDÉE (AFY)
- Northwestel
- Yukon Council on disABILITY (YCOD)
- Yukon government

##### FUNDING

- Association franco-yukonnaise
- Yukon Council on disABILITY
- Yukon government

#### New Actions

Action 1.1.1 Developing a national advertising campaign to promote Yukon as a place to work and live.		
Hold discussions on recruitment messaging.		
Stakeholders	Resources	Timeline
Association franco-yukonnaise - RDÉE	Financial resources needed	3-6 months to develop campaign
Yukon government	Within existing	

## Recruitment and Employee Retention Strategies Action Plan

<b>Action 1.1.2      Examine options for a web portal, ensuring the use of photographs on the website and creating an online discussion forum and blogs.</b>
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a) Examine options for a web portal.

Stakeholders	Resources	Timeline

b) Ensure photographs on web info are representative of the workforce

Stakeholders	Resources	Timeline
Yukon Council on disABILITY	No funding required	Available to March 2011
Association franco-yukonnaise		3 years ongoing

c) Enhance available services, increasing partnerships. For the Association franco-yukonnaise, updating and maintaining the French recruitment, in partnership with YuWin.

Stakeholders	Resources	Timeline
Association franco-yukonnaise	Financial resources needed	3 years ongoing

d) Expand online connections- including Facebook group “le Yukon en français”

Stakeholders	Resources	Timeline
Association franco-yukonnaise	Have existing tool in place	Ongoing

<b>Action 1.1.3      Pursuing recruitment through job fairs, employment mission, etc.</b>
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a) Raise public awareness on end of Yukon hire policy.

Stakeholders	Resources	Timeline
Yukon government	Within existing	Ongoing

b) Raise awareness and provide information for persons with disabilities about employment opportunities

Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Further funding may be required	

c) Target new grads and advertise at universities, etc.

Stakeholders	Resources	Timeline

## Recruitment and Employee Retention Strategies Action Plan

<b>Action 1.1.3 Pursuing recruitment through job fairs, employment mission, etc.</b>		
d) Participate in job fairs in French market in collaboration with private industry and other local partners. Potential for collaboration with immigration strategies (Destination Canada in France).		
Stakeholders	Resources	Timeline
Association franco-yukonnaise	Have expertise, booth, staff. Financial resources required	Twice a year, for 3 years ongoing.
Yukon government	Within existing	

e) Yukon job fair mission to key southern cities.		
Stakeholders	Resources	Timeline
Northwestel	Funding required	
Yukon government		

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.1.1 Developing a national advertising campaign to promote Yukon as a place to work and live	Promotion activity (i.e. ads) for Yukon	Number of applicants and inquiries from other jurisdictions	N/A	Number of applicants and inquiries from other jurisdictions
		# of web hits	N/A	Increased # of web hits
1.1.2 Examine options for a web portal, ensuring the use of photographs on the website and creating an online discussion forum and blogs	Web-portal presence for Yukon	# web-portal visits	N/A	Increased # of web hits
1.1.3 Pursuing recruitment through job fairs, employment missions, etc	Recruitment job fairs and employment missions offered	Attendance to job fairs, employment missions	N/A	Increased # of job fairs attended an employment missions undertaken

### Evaluation

Objective	Results Expected	Indicators	Current Situation	Target
1.1 Increase the awareness of Yukon as a desirable location to work and live.	Increased awareness, enquiries and recruitment of individuals who view Yukon as a desirable place to work and live	changes in migration patterns	N/A	Increase in population
		# web portal visits	N/A	Increase in web hits
		Number of applicants and inquiries from other jurisdictions	N/A	increased number of applicants and inquiries from other jurisdictions
		Employers increased ability to fill vacant positions	N/A	Decrease in the number of vacant positions

## Recruitment and Employee Retention Strategies Action Plan

### Objective 1.2

*Increase the return rate of Yukon students who leave for school and return back to Yukon for work.*

Yukon continues to lose graduates to other jurisdictions who provide incentives that support areas such as training, assistance with student debt and career development. Programs in Yukon that provide employment opportunities and incentives to reduce the leakage of Yukon students are seen as a means of attracting and securing this talent.

#### Action Steps

- 1.2.1 Investigate a possibility of tax incentive for returning students
- 1.2.2 Developing programs to reduce the leakage of students.

#### Supporting Existing Programs and Services

N/A

#### Resources

RESPONSIBLE STAKEHOLDERS:

- Association franco-yukonnaise - RDÉE
- Yukon government

FUNDING

- Yukon government

#### New Actions

Action 1.2.1 Investigate a possibility of tax incentive for returning students.		
Department of Education and Department of Finance to discuss a number of options that could be utilized to increase the return rate of Yukon students.		
Stakeholders	Resources	Timeline
Yukon government	Department of Finance Department of Education	Ongoing

Action 1.2.2 Developing programs to reduce the leakage of students.		
Update and maintain the Yukon Ambassador program.		
Stakeholders	Resources	Timeline
Association franco-yukonnaise	Financial resources needed	Ongoing
Yukon government	Can provide a list of ambassadors and expertise	Ongoing

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.2.1 Investigate a possibility of tax incentive for returning students	Assessment of student tax incentive systems	# of applications to or participation in programs	N/A	Increased # of applications to or participation in programs
		Student employment opportunities	N/A	Increased student employment opportunities
		Number of students returning to, and employed in Yukon	N/A	Increased number of students returning to, and employed in Yukon
1.2.2 Developing programs to reduce the leakage of students	Programs that employ Yukon students	# of applications to or participation in programs	N/A	Increased # of applications to or participation in programs
		Changes in student retention rates	N/A	Increased number of students returning to, and employed in Yukon
		Employer and student satisfaction	N/A	Increased level of employer and student satisfaction

## Recruitment and Employee Retention Strategies Action Plan

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
1.2 Increase the return rate of Yukon students who leave for school and return back to Yukon for work	Yukon students return to Yukon for employment	number of students returning to, and employed in Yukon	N/A	Increased number of students returning to, and employed in Yukon
		# of students participating in student employment programs	N/A	Increased number of participating in student employment programs

## **Objective 1.3**

*Increase the recruitment of under-represented groups, youth, older workers, aboriginals, visible minorities, persons with disabilities, qualified workers, women (in trades), social assistance recipients, etc.*

Increasing the employment of under-represented groups in Yukon's workforce provides an opportunity to secure workers. Whether it is creating new programs or awareness of existing programs and wage subsidies or developing equitable recruitment policies and processes, all of these actions are designed to develop an inclusive and diverse work environment.

### **Action Steps**

- 1.3.1 Informing employers of wage subsidy programs;
- 1.3.2 Developing policies and processes to encourage or facilitate the hiring of under-represented groups; and
- 1.3.3 Developing programs for targeted groups.

### **Supporting Existing Programs and Services**

A number of programs are currently being delivered that assist clients with the development of resumes, and access to computers, the internet, e-mail, fax, and telephone. These are provided by organizations such as Employment Central, l'Association franco-yukonnaise, Service Canada, the Employment Training Departments of the Kwanlin Dun and the Ta'an Kwachen, and the Outreach offices in Dawson City, Haines Junction and Watson Lake. The Yukon Council on Disabilities provides job coaching and on-going support for Yukoners with a disability, as well as planning and implementing accommodation strategies for employees and employers. The Yukon government offers a number of programs that assist with training and employing under-represented groups, such as Advanced Education's Student Employment Program, and Community Service's program that partners with First Nations Governments to recruit volunteers within communities.

### **Resources**

#### **RESPONSIBLE STAKEHOLDERS**

- Association franco-yukonnaise
- Yukon Council on disABILITY

#### **FUNDING**

- Association franco-yukonnaise
- Yukon Council on disABILITY

### **New Actions**

<b>Action 1.3.1 Informing employers of wage subsidy programs.</b>		
Informing employers of wage subsidy programs.		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Currently ongoing, will require financial resources in 2011	Ongoing
Association franco-yukonnaise	Have existing tool in place	Ongoing



## Recruitment and Employee Retention Strategies Action Plan

<b>Action 1.3.2    Developing policies and processes to encourage or facilitate the hiring of under-represented groups.</b>		
Provide info to businesses on best practices for inclusion.		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Financial resources required	Ongoing

<b>Action 1.3.3    Developing programs for targeted groups.</b>		
Offer a variety of programs to improve employability (from resume builders to workplace social skill development, driver's licenses, etc)		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Financial resources required	Ongoing

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.3.1 Informing employers of wage subsidy programs	Marketing activity (i.e. ads)	# of employers using wage subsidy programs.	N/A	Increased # of employers using wage subsidy programs
1.3.2 Developing policies and processes to encourage or facilitate the hiring of under-represented groups	Policies/processes hiring under-represented groups	# employers with diversity/retention strategies.	N/A	Increased # employers with diversity/retention strategies
1.3.3 Developing programs for targeted groups	Programs for targeted groups	# of participants in programs for targeted groups	N/A	Increased use of programs by members of the targeted groups

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
1.3 Increase the recruitment of under-represented groups, such as aboriginals, persons with disabilities, visible minorities, older workers, youth, women (in trades), social assistance recipients	Yukon workplaces are reflective of an inclusive and diverse workplace	# employers with diversity/ accommodation or retention strategies/plans/programs	N/A	Increased # employers with diversity/ accommodation or retention strategies/plans/programs
		Recruitment of targeted groups	N/A	Increased recruitment of targeted groups
		Unemployment rate of under-represented groups	N/A	Decreased unemployment rate of under-represented groups
		Participant satisfaction	N/A	Increased level of participant satisfaction in programs for targeted groups

### Objective 1.4

*Attract people to Yukon for specialized and hard-to-fill positions.*

Better use of technologies, such as video-conferencing provides, an effective means of reducing the high costs of recruitment while providing the opportunity to communicate face-to-face. Practicum programs for post-secondary students and best recruitment practices for these types of positions are identified as needed supports.

#### Action Steps

- 1.4.1 Developing a means to provide employers with best practices for use of video conferencing for job interviews.
- 1.4.2 Working with post-secondary institutions to create a practicum program in Yukon.
- 1.4.3 Creating a log of businesses willing to accept practicum and co-op students and a log of post-secondary institutions looking to place such students.
- 1.4.4 Developing best practices for using web-portals for jobs (i.e. YuWin, Monstor.ca).
- 1.4.5 Developing best practices to recruit for specialized (i.e. highly qualified persons), hard-to-fill positions and entry level positions.

#### Supporting Existing Programs and Services

Through one-on-one contact, print publications and the internet, various stakeholders have already made in roads to promote Yukon as a destination. In addition, l'Association franco-yukonnaise has attended a number of job fairs and conducted requirement missions in other provinces. Yukon WorkinfoNET (YuWIN) provides an online job board, as well as career planning and learning information, and hosts the annual Yukon Job Fair.

#### Resources

##### RESPONSIBLE STAKEHOLDERS

- Association franco-yukonnaise
- Department of Health and Social Services
- Northwestel
- Yukon Council on Disabilities
- Yukon College

##### FUNDING

- Association franco-yukonnaise
- Department of Health and Social Services
- Yukon council on disABILITY

#### New Actions

<b>Action 1.4.1 Developing a means to provide employers with best practices for use of video conferencing for job interviews.</b>		
Develop a means to provide employers with best practices for use of video conference for job interviews, hold discussions on best practices, raise awareness.		
Stakeholders	Resources	Timeline
Yukon council on disABILITY	Within existing	Ongoing
Association franco-yukonnaise	Within existing	Ongoing
Northwestel	Financial resources required	

## Recruitment and Employee Retention Strategies Action Plan

<b>Action 1.4.2 Working with post-secondary institutions to create a practicum program in Yukon.</b>		
Work with post-secondary institutions to create a practicum program in Yukon, raise awareness of program.		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Within existing	Ongoing
Yukon College	Financial resources required-funding for staffer	
Association franco-yukonnaise	Within existing	Ongoing

<b>Action 1.4.3 Creating a log of businesses willing to accept practicum and co-op students and a log of post-secondary institutions looking to place such students.</b>		
Create a log of businesses willing to accept practicum and co-op students and a log of post-secondary institutions looking to place students		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Within existing	Ongoing
Yukon College	Financial resources required	
Association franco-yukonnaise	Within existing	Ongoing

<b>Action 1.4.4 Developing best practices for using web-portals for jobs (i.e. YuWin, Monstor.ca)</b>		
Expansion and promotion of French job website		
Stakeholders	Resources	Timeline
Association franco-yukonnaise - with jobboom.com	Existing website, expansion requires funding	

<b>Action 1.4.5 Developing best practices to recruit for specialized (i.e. highly qualified persons), hard-to-fill positions and entry level positions.</b>		
a) Expand recruitment of persons with disabilities in higher skill level area.		
Stakeholders	Resources	Timeline

b) Health and Social Services will develop and implement an integrated departmental Human Resource Plan.		
Stakeholders	Resources	Timeline
Department of Health and Social Services	Health and Social Services	2010-2014

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.4.1 Developing a means to provide employers with best practices for use of video conferencing for job interviews	Best practices for video-conferencing for job interviews	Use of best practices to video-conferencing	N/A	Increased use of best practices to video-conferencing.
1.4.2 Working with post-secondary institutions to create a practicum program in Yukon	Practicum program for post-secondary students	Increased participants in practicum program	N/A	Increased participants in practicum program
		Participant satisfaction.	N/A	Increased participant satisfaction
1.4.3 Creating a log of businesses willing to accept practicum and co-op students and a log of post-secondary institutions looking to place such students	A log of businesses willing to place students	# employment opportunities for practicum students	N/A	Increased employment opportunities for practicum students
		# student applications to practicum programs	N/A	Increased student applications to practicum programs
1.4.4 Developing practices for using web-portals for jobs (i.e. YuWin, Monstor.ca)	Best practices for using web-portals for jobs	% employers using web-portal for recruitment	N/A	Increased % employers using web-portal for recruitment
		Use of web-portal; # jobs posted on web-portals	N/A	Increased use of web-portal; # jobs posted on web-portals
1.4.5 Developing best practices to recruit for specialized (i.e. highly qualified persons), hard-to-fill positions and entry level positions	Best practices to recruit for these positions	Vacancy rate of hard-to-fill. positions	N/A	Decreases in the vacancy rate of hard-to-fill. positions

## Recruitment and Employee Retention Strategies Action Plan

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
1.4 Attract people to Yukon for specialized and hard-to-fill positions	Specialized and hard-to-fill jobs are filled more quickly	Length of job vacancy periods  # of successful recruitment of specialized and hard-to-fill positions	N/A  N/A	Decreases in job vacancy periods  Increased # of successful recruitment of specialized and hard-to-fill positions

## **Objective 1.5**

*Increase the employment of temporary casual workers.*

Access to qualified temporary workers can be beneficial to both the employer and the worker. For employers, temporary workers can become an asset during peak capacity or where there is a need to cover for staff that is away. For workers, it can provide more flexible work arrangements and the opportunity to balance work with other activities. Temporary workers are a recognized flexible and multi-skilled labour resource that contributes to the Yukon workforce and its economy.

### **Action Steps**

- 1.5.1. Establishing an ongoing list of temporary casual workers for various work occupations.

### **Supporting Existing Programs and Services**

The Yukon government has been working with local employers and Citizenship and Immigration Canada to recruit skilled and entry level workers through the Yukon Nominee Program.

### **Resources**

#### **RESPONSIBLE STAKEHOLDERS**

- Association franco-yukonnaise
- Yukon Council on disABILITY

#### **FUNDING**

- Association franco-yukonnaise
- Yukon Council on disABILITY

### **New Action**

<b>Action 1.5.1    Establishing an ongoing list of temporary casual workers for various work occupations.</b>		
Establish responsibility and “home” for list, access, etc.		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Within existing	
Association franco-yukonnaise	Within existing	

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.5.1 Establishing an ongoing list of temporary casual workers for various occupations	List(s) of temporary casual workers	# temporary casual workers hired from the list	N/A	Increased hiring of temporary casual workers from the list

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
1.5 Increase the employment of temporary casual workers	Temporary and casual workers are readily accessible	# of temporary workers for short-term employment requirements	N/A	Increased use of temporary workers for short-term employment requirements



### Objective 1.6

*Improve Yukon employers' access to information/tools to support their ability to recruit employees.*

Recruitment can be supported through access to best practices and community-based tools. These offer a host of solutions and tools for assisting Yukon employers with managing the recruitment of their workforce.

#### Action Steps

- 1.6.1 Developing a means to provide employers with the best practises in attracting employees including the documentation of community-based tools and supports.

#### Supporting Existing Programs and Services

The Canada-Yukon Business Service Centre provides an extensive collection of printed and electronic information sources for businesses and entrepreneurs. Although the Centre is located in Whitehorse, the Centre provides toll free business information lines to clients outside the Whitehorse area

#### Resources

##### RESPONSIBLE STAKEHOLDERS

- Employment Central
- Yukon Public Service Commission

##### FUNDING

- To be determined
- Yukon Public Service Commission

#### New Actions

<b>Action 1.6.1</b>	<b>1.6.1 Developing a means to provide employers with the best practices in attracting employees including the documentation of community-based tools and supports.</b>	
a) Recruiter training for small business operators, including advice on advertising, interviewing, etc.		
Stakeholders	Resources	Timeline
Judy Corley Consulting inc.	Department of Education	2011-2012

b) Expand job search service		
Stakeholders	Resources	Timeline
Employment Central	Financial resources required-funding for staffer	

c) Develop and implement a Yukon Public Service Recruitment & Retention Strategy		
Stakeholders	Resources	Timeline
Yukon Public Service Commission	Yukon Public Service Commission	Starting 2010

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
1.6.1 Developing a means to provide employers with the best practices in attracting employees including the documentation of community-based tools and supports	Delivery mechanism for delivery of best practices in recruitment.	Amount of information on best practices	N/A	Increased information on best practices
	Best practices in recruitment	# employers who request information on and/or training in best recruitment practices	N/A	Increased # employers who request information on and/or training in best recruitment practices

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
1.6 Improve Yukon employers' access to information/tools to support their ability to recruit employees	Yukon employers have increased information and options available in employee recruitment	# employers with formal resourcing strategies	N/A	Increased # employers with formal resourcing strategies
		Effectiveness in recruiting methods	N/A	Increased effectiveness in recruiting methods
		Unemployment rate	N/A	Decreased unemployment rate
		# of job vacancies	N/A	Decreased # of job vacancies
		Labour turnover rate	N/A	Decreased labour turnover rate

### Strategic Goal 2.0 Retention

*Enhance Yukon employers' ability to retain skilled employees.*

Employee retention is important for building a productive, healthy and committed workforce. Retention practices help save costs associated with recruitment, business productivity or poor customer service. The objective of the Employee Retention Strategy is to increase the awareness, tools and information available to employers in assisting them in employee retention practices. It is also to build awareness of and access to the tools and information around barriers to effective workplace accommodation. Combined, these objectives all contribute to building inclusive and flexible Yukon workplaces.

#### **The following objectives support the implementation of the strategic goal**

- 2.1 Increase the awareness of the importance of employee retention.
- 2.2 Improve Yukon employers' access to information/tools to support their ability to retain employees.
- 2.3 Increase employers' awareness of the barriers to employee retention.

## **Objective 2.1**

*Increase the awareness of the importance of employee retention.*

Keeping employees in the workforce is key to reducing recruitment costs, increasing corporate knowledge and maintaining a committed employee workforce. In 2008, the Yukon Bureau of Statistics Business Survey identified that about 20 per cent of employers surveyed offered employee retention practices such as incentives, employee programs or benefits. This indicates the need to raise awareness about the importance of employee retention. Workplaces that address employee retention are generally work environments that experience less turnover and higher employee satisfaction.

### **Action Steps**

2.1.1 Creating an employer of choice award.

### **Supporting Existing Programs and Services**

N/A

### **Resources**

**RESPONSIBLE STAKEHOLDERS**

- Yukon Council on disABILITY

**FUNDING**

- To be determined

### **New Actions**

<b>Action 2.1.1      Creating an employer of choice award.</b>		
Create award		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	To be determined	

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
2.1.1 Creating an employer of choice award	Award creation	Participation in award program  # nominations to awards	N/A  N/A	Annually increasing participation in the awards program

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
2.1 Increase the awareness of the importance of employee retention	Increased awareness and use of retention strategies, education and tools that have a positive effect of retaining employees in the workplace  Decreased costs associated with recruitment	# employers aware of retention issues and costs associated with retention	N/A	Increased # employers aware of retention issues and costs associated with retention

## **Objective 2.2**

*Improve Yukon employers' access to information/tools to support their ability to retain employees.*

Access to information and tools is necessary to support employers' ability to incorporate retention practices and to build flexible workplaces. In addition, employer engagement in retention strategies outlined in workshops or conferences will strengthen Yukon workplaces and assist employers in employee retention.

### **Action Steps**

- 2.2.1 Developing a means to provide employers with best practices in retaining employees including the documentation of community-based tools and supports.
- 2.2.2 Developing conferences and presentations for presenting the best practices and engagement strategies for employers.

### **Supporting Existing Programs and Services**

While there have been a number of conferences focused on the business issues and industry sectors, and job fairs are held by organizations such as YuWIN, an opportunity exists for the presenting best practices and engagement strategies to Yukon employers.

### **Resources**

#### **RESPONSIBLE STAKEHOLDERS**

- Department of Health and Social Services
- Yukon Public Service Commission

#### **FUNDING**

- Department of Health and Social Services
- Yukon Public Service Commission

### **New Actions**

<b>Action 2.2.1      Developing a means to provide employers with best practices in retaining employees including the documentation of community-based tools and supports.</b>		
a) Develop a comprehensive Employee Engagement Strategy		
Stakeholders	Resources	Timeline
Department of Health and Social Services	Health and Social Services	2010-2014

b) Develop and implement a Yukon Public Service Recruitment & Retention Strategy		
Stakeholders	Resources	Timeline
Yukon Public Service Commission	Yukon Public Service Commission	Starting 2010

<b>Action 2.2.2      Developing conferences and presentations for presenting the best practices and engagement strategies for employers.</b>		
Stakeholders	Resources	Timeline

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
2.2.1 Developing a means to provide employers with best practices in retaining employees including the documentation of community-based tools and supports	Increased promotion of continuing education	Amount information on retention best practices available	N/A	Increased information on retention best practices available
	Document or web-site identifying best practices, and tools around retention	# of community-based tools and supports	N/A	Increased # of community-based tools and supports
2.2.2 Developing conferences and presentations for presenting the best practices and engagement strategies for employers	Conferences available around retention	# conferences/ presentations for employers focused on retention	N/A	Increased # conferences/ presentations for employers focused on retention
		# of employers attending conferences/presentations focused on retention	N/A	Increased # of employers attending conferences/ presentations focused on retention

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
2.2 Improve Yukon employers' access to information/tools to support their ability to retain employees	Increased awareness and use of retention strategies, education and tools that have a positive effect of retaining employees in the workplace	Amount of employer tools/information on retention best practices	N/A	Increased employer tools/information on retention best practices
		Changes in retention rates	N/A	Positive changes in retention rates.
		Positive client satisfaction	N/A	Positive client satisfaction
	Decreased costs associated with recruitment	Level of job satisfaction	N/A	Increased job satisfaction
		# employers experiencing retention difficulties	N/A	Decrease in # employers experiencing retention difficulties

## **Objective 2.3**

*Increase employers' awareness of the barriers to employee retention.*

Building awareness of the barriers to employee retention is key element in assisting employers in retaining under-represented workers in their organizations. This includes raising awareness of the tools available and providing information to assist employers in providing accommodation to their employees.

### **Action Steps**

- 2.3.1 Creating an awareness campaign for employers on the legal requirements and benefits of accommodation.
- 2.3.2 Increasing the awareness of the tools available to assist employers in offering flexible work arrangements.
- 2.3.3 Developing information for employers on the appropriate processes for working with employees that are facing barriers to employment, such as persons with disabilities.

### **Supporting Existing Programs and Services**

The Yukon Council on disABILITY works with Yukon employers with planning and implementing accommodation strategies that enable them to retain disabled workers within their organizations. The Yukon Federation of Labour provides Return-to-Work training for employees injured on the job, while the Yukon Human Rights Commission provides fact sheets on “Understanding the Duty to Accommodate”, “Accommodation in the Workplace”, and “How to Write an Accommodation Policy”.

### **Resources**

**RESPONSIBLE STAKEHOLDERS**

- Yukon Council on disABILITY

**FUNDING**

- To be determined

### **New Actions**

<b>Action 2.3.1      Creating an awareness campaign for employers on the legal requirements and benefits of accommodation.</b>		
Expand on current information available		
Stakeholders	Resources	Timeline
Yukon Council on disABILITY	Financial resources required	

<b>Action 2.3.2      Increasing the awareness of the tools available to assist employers in offering flexible work arrangements.</b>		
Stakeholders	Resources	Timeline



## Recruitment and Employee Retention Strategies Action Plan

<b>Action 2.3.3</b> <b>Developing information for employers on the appropriate processes for working with employees that are facing barriers to employment, such as persons with disabilities.</b>		
Stakeholders	Resources	Timeline

## Recruitment and Employee Retention Strategies Action Plan

### Monitoring Actions

Strategic Action	Outputs	Indicators	Current Situation	2013 Projection
2.3.1 Creating an awareness campaign for employers on the legal requirements and benefits of accommodation	Campaign advertisements	# of requests for information on accommodation in the workplace	N/A	Increased # of requests for information on accommodation in the workplace
2.3.2 Increasing the awareness of the tools available to assist employers in offering flexible work arrangements		# of tools on offering flexible workplaces	N/A	Increased tools on offering flexible workplaces
2.3.3 Developing information for employers on the appropriate processes for working with employees that are facing barriers to employment, such as persons with disabilities	Information available in retention, accommodation, education, etc.	Number of employers with accommodation plans	N/A	Increased number of employers with accommodation plans

### Evaluation

Objective	Results Expected	Indicators	Current Situation	2013 Projection
2.3 Increase employers' awareness of the barriers to employee accommodation	Increased awareness and use of retention strategies, education and tools that have a positive effect of retaining employees in the workplace Decreased costs associated with recruitment	% of employers who are aware of and/or use accommodation practices in the workplace	N/A	Increased % of employers who are aware of and/or use accommodation practices in the workplace

## Appendix 1 - List of acronyms and definition of commonly used terms

### *Acronyms*

The Recruitment and Employee Retention Strategies Working Group will endeavour to use acronym-free documents, unless space restrictions require otherwise. Here is a list of commonly used acronyms that have appeared in the Recruitment and Employee Retention Strategies Strategy Action Plan:

AFY	Association franco-yukonnaise
YCOD	Yukon Council on disABILITY
YTEC	Yukon Tourism Education Council
YUWIN	Yukon Work Information Network

## Appendix 2 - Examples of existing Recruitment and Retention programs and services

Organization	National Recruitment Programs/Projects
<p><b>Association franco-yukonnaise (l'AFY)</b></p> <p>Includes:</p> <ul style="list-style-type: none"> <li>• Service d'Orientation et de Formation des Adultes (SOFA)</li> <li>• RDÉE</li> </ul>	<ul style="list-style-type: none"> <li>• Advertise staffing requirements for employers</li> <li>• Assist clients with resumes, cover letters, interviews</li> <li>• Provide computers, internet, email, fax and long distance phone services</li> <li>• L'AFY is equipped for video conferencing which could potentially be used for interviews</li> <li>• With respect to recruitment of foreign workers, l'AFY conducts Direction Yukon – program to encourage skilled youth to work in the Yukon</li> <li>• Recruitment missions in other provinces</li> </ul> <p><a href="http://www.afy.yk.ca/">http://www.afy.yk.ca/</a> www.direction-yukon.ca</p>
<p><b>Chamber of Mines</b></p>	<ul style="list-style-type: none"> <li>• Inventory resumes for employer review</li> </ul> <p><a href="http://www.ycmynes.ca/">http://www.ycmynes.ca/</a></p>
<p><b>Council of Yukon First Nations (CYFN)</b></p>	<p>Council of Yukon First Nations, by the Public Service Initiative, assist and help First Nations by offering training to improve their recruitment and retention strategies. For more information, please visit our website:</p> <p><a href="http://www.cyfn.ca/">http://www.cyfn.ca/</a></p>
<p><b>Employment Central</b></p>	<ul style="list-style-type: none"> <li>• Assist clients with resumes, cover letters and interview preparation</li> <li>• Provide computers with internet access, printing and copying, fax and long distance phone services for job seekers</li> <li>• Advertise Employer's job postings</li> <li>• Ready to Hire program – Advise registered job seekers about job opportunities. Offer Employment Central boardroom to employers for the purpose of interviewing or conducting employment information sessions</li> </ul> <p><a href="http://www.employmentyukon.ca/">http://www.employmentyukon.ca/</a></p>
<p><b>First Nations Employment Training Departments – (Kwanlin Dun and Ta'an Kwachan)</b></p>	<ul style="list-style-type: none"> <li>• Advertise staffing requirements for employers</li> <li>• Assist clients with resumes, cover letters, interviews</li> <li>• Provide computers, internet, email fax and long distance phone services</li> </ul>

## Recruitment and Employee Retention Strategies Action Plan

<p><b>Northwestel</b></p>	<ul style="list-style-type: none"> <li>• Advertises a wide range of employment opportunities both locally and nationally</li> <li>• Provides 10 annual scholarships worth \$2500 each to Northern students, 5 of which are available exclusively to aboriginal students</li> <li>• Active participant in northern and southern career fairs</li> <li>• Fully funded technician apprenticeship program</li> <li>• Flexible working arrangements</li> <li>• Tuition reimbursement &amp; educational leave</li> <li>• Senior leader succession plans</li> <li>• Wide range of training and development opportunities</li> <li>• Comprehensive exit interview process to address issues related to turnover</li> <li>• Employee referral program that awards up to \$1500 for successful hires</li> </ul> <p><a href="http://www.nwtel.ca/">http://www.nwtel.ca/</a></p>
<p><b>Outreach Offices –Dawson City, Haines Junction, Watson Lake</b></p>	<ul style="list-style-type: none"> <li>• Advertise staffing requirements for employers</li> <li>• Assist clients with resumes, cover letters, interviews</li> <li>• Provide computers, internet, email, fax and long distance phone services</li> </ul>
<p><b>Service Canada Centre for Youth (summer only)</b></p>	<ul style="list-style-type: none"> <li>• Youth employment office assists youth to find summer employment, post job opportunities and provide job search assistance</li> <li>• Provide computers, internet, email, fax and phone services</li> </ul> <p><a href="http://www.servicecanada.gc.ca/">http://www.servicecanada.gc.ca/</a></p>
<p><b>Whitehorse Chamber of Commerce</b></p>	<p><a href="http://www.whitehorsechamber.com/">http://www.whitehorsechamber.com/</a></p>
<p><b>Yukon Hospital Corporation</b></p>	<ul style="list-style-type: none"> <li>• Advertises health care employment opportunities.</li> <li>• Whitehorse General Hospital provides culturally and traditionally appropriate programs to meet the needs of First Nations people. These include recruitment, training and retention of qualified First Nations staff to operate the programs</li> <li>• Succession Program</li> <li>• Exit Interview Policy where we interview employees as to why they are leaving us which also speaks to our retention program.</li> <li>• Flexible working arrangement such as job shares; compressed work weeks, nine day fortnights, etc.</li> </ul> <p><a href="http://www.whitehorsehospital.ca">www.whitehorsehospital.ca</a></p>

## Recruitment and Employee Retention Strategies Action Plan

<b>Yukon Tourism Education Council (YTEC)</b>	<p>YTEC programs and services included:</p> <ul style="list-style-type: none"> <li>• National Occupational Standards Job Descriptions</li> <li>• Interviewing Skills</li> <li>• Competency based performance reviews</li> <li>• National Professional Certification</li> <li>• Needs Assessments</li> <li>• Compensation Survey</li> <li>• Workplace Training</li> <li>• Language Training</li> <li>• Essential Skills</li> <li>• Screening Resumes</li> <li>• Background and reference checks</li> <li>• Career Awareness Programming</li> <li>• Customer Service Training</li> <li>• Retention Planning</li> <li>• Incentives and Benefits</li> <li>• Recognition and Rewards</li> <li>• Employee opinion surveys</li> <li>• Employee communications</li> <li>• Succession planning</li> <li>• Return on training investment</li> <li>• Tourism Supervisor</li> <li>• National Professional Certification</li> <li>• Coaching</li> <li>• Performance Management</li> <li>• Skill building</li> <li>• Labour relations</li> </ul> <p><a href="http://www.yukontec.com/">http://www.yukontec.com/</a></p>
<b>Yukon Chamber of Commerce</b>	<p><a href="http://www.yukonchamber.com/">http://www.yukonchamber.com/</a></p>
<b>Yukon College</b>	<ul style="list-style-type: none"> <li>• YC provides a variety of courses and training that are both credit and non-credit (e.g. short courses)</li> <li>• YC provides employment programs for two groups as follows:             <ul style="list-style-type: none"> <li>○ Working and Leading Program (for at risk youth aged 18-25)</li> <li>○ Targeted Initiative for Older Workers – TIOW (for individuals aged 50+)</li> </ul> </li> <li>• YC also provides counselling through Student Services with regard to academics programs, vocational interests, personality/aptitude interests.</li> </ul> <p><a href="http://www.yukoncollege.yk.ca/">http://www.yukoncollege.yk.ca/</a></p>

## Recruitment and Employee Retention Strategies Action Plan

<p><b>Yukon Council on disABILITY</b></p>	<p>We provide case management services to clients looking for employment or participating in skill development for employment We are able to offer continuing support (case management) to help maintain healthy employer/employee relationships and develop problem solving strategies. This can take many forms, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Interpretation (Sign Language) during the interview</li> <li>• Job Coaching and on-going employment support</li> <li>• Providing disABILITY awareness training to staff</li> <li>• Planning and implementing accommodation strategies for employers and employees</li> </ul> <p>Our Employer Liaison/Job Coach networks with employers to help dispel myths and encourage employers to consider hiring a person with a disability. We are able to assist clients to access funding opportunities including Target Wage Subsidies that can provide incentives to employers and opportunities for clients to get on the job training.</p> <p><a href="http://www.Yukon Council on disABILITY.yk.ca/">http://www.Yukon Council on disABILITY.yk.ca/</a></p>
<p><b>Yukon Mine Training Association</b></p>	<p>Yukon Mine Training Association offers through their website:</p> <ul style="list-style-type: none"> <li>• A Mining Careers Handbook</li> <li>• List of Careers in Mining</li> <li>• "Jobs out there"             <ul style="list-style-type: none"> <li>- List of Mining career opportunities</li> <li>- Access to Mining company websites where job opportunities can be accessed.</li> <li>- Access to other job websites such as YuWIN and Employment Central</li> </ul> </li> </ul> <p><a href="http://www.yukonminetraining.com/">http://www.yukonminetraining.com/</a></p>
<p><b>YuWIN</b></p>	<ul style="list-style-type: none"> <li>• YuWIN provides on-line job board, career planning and learning information</li> <li>• Host of annual Yukon Job Fair</li> </ul>

## Recruitment and Employee Retention Strategies Action Plan

Yukon government Department.	Branch or Office	Recruitment and Employee Retention Programs and Services	Status (ongoing/periodic)
Community Services	Protective Services	<b>Recruitment and Retention</b> Recognition Fund – managed by community attendants representatives to recognize accomplishments of community/ attendants (\$20,000 annually).	Periodic
Community Services	Protective Services	<b>Recruitment and Retention</b> Partner with First Nations Governments to recruit volunteers within communities.	Periodic
Executive Council Office	Governance Liaison Capacity Development	<b>Recruitment &amp; Retention</b> Work with First Nations/PSC to facilitate short term assignments, interchanges, secondments, etc. to First Nations organizations to build capacity and intergovernmental relations.	Upon request from First Nations.
Executive Council Office	Land Claims	<b>Recruitment</b> Yukon Asset Construction Agreements provisions and include measures to provide employment opportunities for First Nation people	
Economic Development	Business & Trade	<b>Recruitment</b> Yukon Business Nominee Program recommends permanent residency of qualified foreigners as entrepreneurs or self employed professionals.	Ongoing
Economic Development	Regional Economic Development	<b>Training and Recruitment</b> <i>First Nation Pilot Employment Initiative</i> . To pilot a model that seeks to improve Aboriginal workforce participation rates by matching potential employees with Yukon businesses experiencing labour shortages. Key Activities include: Research programs in other jurisdictions; Employment Brokerage, matching a total of 12 Whitehorse-based participants from each of the two First Nations; and Participant Employment Support Services (coaching).	Pilot Project
Education	Advanced Education	<b>Recruitment, Retention, Training &amp; Development and Labour Market Information</b> Lead for developing the Labour Market Framework using four pillars: training and development, recruitment, retention and Labour Market Information that will general five strategies: Training, Recruitment, employee retention, immigration and Labour Market Information.	Project
Education	Advanced Education	<b>Recruitment/Retention:</b> Web based information site designed to assist potential immigrants in accessing opportunities in Yukon.	Ongoing



## Recruitment and Employee Retention Strategies Action Plan

Yukon government Department.	Branch or Office	Recruitment and Employee Retention Programs and Services	Status (ongoing/periodic)
Education	Advanced Education	<b>Training and Recruitment</b> Student Employment Programs-Summer Career Placement and Student Training and Employment Program.	Ongoing
Education	Public Schools	<b>Training and Recruitment</b> Developing leadership training program for potential school principals and vice-principals.	Beginning
EMR	Minerals	<b>Training and Recruitment</b> Contribution agreement to Yukon Mine Training Association to provide a range of training and recruitment activities throughout the next two years to highlight jobs in mineral sector specifically targeted to FN individuals and also to provide training for a range of jobs in this industry.	Ongoing
Environment	CO Services	<b>Recruitment &amp; Training</b> Youth Programs: Y2C2 (Yukon Youth Conservation Corps, Green Team) CAT (Conservation Action Team)	Seasonal - Summer
Environment	Fish & Wildlife	<b>Recruitment &amp; Training</b> Developing and maintaining a pool of qualified technicians for short term projects	
Environment	Parks, Env. Programs	<b>Recruitment &amp; Retention</b> Succession Planning. Recruiting and retaining highly specialized staff for technical positions requiring specialized knowledge	Ongoing
Environment	Parks, Fish & Wildlife, Env. Programs, CO Services	<b>Recruitment &amp; Training</b> Public Education & Interpretive Programs - National Wildlife Week, Celebrating Yukon Parks, Celebration of Swans, Yukon Biodiversity Awareness Month, Nature Interpretation programs, assistance with the establishment of a Centre of Research Excellence Socio-economic assessment of the affects of the bison re-introduction program, etc.	Ongoing
Highways & Public Works		<b>Recruitment</b> Participate in First Nations Career fairs throughout the Yukon to introduce students to careers within the department.	Ongoing
Highways & Public Works		<b>Recruitment and Training</b> Develop and maintain a pool of candidates throughout the Yukon for short and long term assignments. (Auxiliary and casual positions).	Ongoing
HSS	H-1	<b>Recruitment</b> Physician incentives to practice in Yukon – recent grads, office start-up, accommodation for new physicians.	Project

## Recruitment and Employee Retention Strategies Action Plan

Yukon government Department.	Branch or Office	Recruitment and Employee Retention Programs and Services	Status (ongoing/periodic)
HSS	H-1	<b>Recruitment and Retention</b> Nurse Mentorship – intended to support both recruitment and retention.	Project
HSS	H-1	<b>Training and Recruitment</b> Medical residents – funding support for additional medical residents to train in Yukon, funds to support resident preceptors.	Project
HSS	H-1	<b>Training and Retention</b> Funding to support hospital employees training to provide needed service – OR nurses and ultrasound technicians.	Project
HSS	H-1	<b>Training and Retention</b> Emergency medical services training.	Project
HSS	H-1	<b>Training and Retention</b> Continuing nurse education funding.	Project
HSS	H-1	<b>Training, Recruitment, and Retention</b> Yukon Health Human Resource Strategy development.	Development phase
Public Service Commission		<b>Training and Retention</b> Rotational Assignment Program provides opportunities for high potential leaders to gain experience and knowledge in critical areas.	Ongoing
Public Service Commission	CHRS	<b>Recruitment</b> First Nations Career Fairs Program to increase the number of first nations employees in Yukon government.	Ongoing
Public Service Commission	CHRS	<b>Recruitment</b> Recruitment Incentive Program information for public on staffing process in progress, along with new “Public Information Session”.	Ongoing
Public Service Commission	CHRS	<b>Recruitment and LMI</b> Employer Branding Proposal to increase recruitment and retention through the development and implementation of a Yukon government Employer Brand.	Pending Approval and funding
Public Service Commission	CHRS	<b>Training and Recruitment</b> First Nations Training Corps Program to increase the number of first nations employees in Yukon government.	Ongoing

## Recruitment and Employee Retention Strategies Action Plan

Yukon government Department.	Branch or Office	Recruitment and Employee Retention Programs and Services	Status (ongoing/periodic)
Public Service Commission	CHRS (Workplace Diversity Employment Office)	<b>Recruitment</b> Disability Auxiliary-on-call pool Program to increase the number of Yukon government work opportunities available to people with disabilities.	Ongoing
Public Service Commission	PPC	<b>Recruitment</b> Representative Public Service Plan Reference Chapter 22 in Final Agreements.	Ongoing
Public Service Commission	PPC	<b>Training and Retention</b> Aboriginal Employees Forum (AEF) AEF is a forum of aboriginal employees (First Nation people from Yukon and other parts of Canada, Inuit and Métis) to network and develop a culturally pertinent support system and connect with aboriginal role models.	Ongoing
Public Service Commission	Staff Development Branch	<b>Recruitment</b> Career Development And Assessment Center - approach / on-line assessment instruments piloted for clerical and software proficiency.	Ongoing
Public Service Commission	Staff Development Branch	<b>Retention</b> Public Sector Excellence provides recognition to Yukon government employees.	Ongoing
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> Yukon Government Leadership Forum (YGLF) seeks to improve the self-awareness, knowledge, and strategic leadership skills of employees and potential leaders in the Yukon government.	Ongoing
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> The Management Development Program focuses on developing personal leadership skills and introducing the theory and concepts behind good management and leadership decisions.	Ongoing
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> The Supervisory Success Program provides practical knowledge and hands-on skills for front-line supervisors.	Ongoing
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> Leading and Learning in Yukon Communities is a modified Supervisory Success Program designed specifically to meet the needs of supervisors living and working in Yukon communities.	Ongoing

## Recruitment and Employee Retention Strategies Action Plan

Yukon government Department.	Branch or Office	Recruitment and Employee Retention Programs and Services	Status (ongoing/periodic)
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> Professional & Technical Training Program provides funding to support the acquisition of knowledge and skills for employees as they take on new roles required by the organization.	Ongoing
Public Service Commission	Staff Development Branch	<b>Training and Retention</b> Organizational Health Unit promotes safe and healthy workplace initiatives.	Ongoing
Public Service Commission	Staff Relations	<b>Recruitment and Retention</b> Nursing Recruitment and Retention Allowance to increase retention of Registered Nurses in the Yukon – especially in the communities.	Ongoing
Public Service Commission	Yukon Bureau of Statistics	<b>Recruitment and LMI</b> “Outside Hires” Survey - Surveyed 111 recent out of territory job-candidates for positions with Yukon government between April 2006 and March 2007 to determine what attracted them to the Yukon.	Completed
Women’s Directorate		<b>Recruitment</b> The Women’s Directorate continues to participate as an organizer of the annual one-day Young Women Exploring Trades conference for grade 8 girls.	Ongoing
Women’s Directorate		<b>Labour Market Information &amp; Retention</b> Creating a Workplace Culture that Attracts, Retains and Promotes Women: Workplaces that Work. A document prepared for the Federal/Provincial/Territorial Ministers Responsible for the Status of Women 2003.	One-time
Yukon Housing Corp		<b>Retention and Training</b> Cross-training in lending areas.	Periodic
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## Recruitment and Employee Retention Strategies Action Plan