

Recruitment and Employee Retention Strategies



Labour Market Framework

In October 2008, the Government of Yukon released the Labour Market Framework. In order for Yukon to take a more strategic approach in addressing labour market needs in the territory, the framework outlined five strategies that needed to be developed:

- Comprehensive Skills and Trades Training Strategy;
- Immigration Strategy;
- Labour Market Information Strategy; and
- Recruitment Strategy and Employee Retention Strategy.

Four strategy documents have been produced (the Recruitment Strategy and Employee Retention Strategy were combined into one). This is the document for the Recruitment and Employee Retention Strategies.

Summary documents of each of the four strategies, as well as an overview, are also available.

Ce document est également disponible en français.

2010

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Message from the Minister

It is my pleasure to introduce Yukon's Recruitment and Employee Retention strategies.

The Recruitment and Employee Retention strategies are territory-wide initiatives that represent the culmination of more than a year of collaboration with key labour market stakeholders. Stakeholders will continue to have opportunities to be involved in implementing, monitoring, and evaluating the strategy and its initiatives.

On behalf of the Premier, I would like to thank the working group, who recognises the importance of these strategies in building an inclusive and adaptable labour market that meets the demands of a strong and diversified economy and provides opportunity for a better quality of life for Yukoners.

The Yukon's diversified and growing economy is well positioned to offer our residents a wealth of opportunity. These strategies provide a long-term, proactive approach to Yukon labour market needs and positions Yukon to meet future challenges in a responsive and sustainable manner.

Together, these strategies will guide Yukon's labour market activities over the next ten years in order that current and future labour market demands in Yukon continue to be addressed.

The Department of Education encourages your comments and questions on the Recruitment and Employee Retention strategies both now and during the implementation process.



Patrick Rouble
Minister of Education

Message from the Recruitment and Employee Retention strategies Working Group

It is our pleasure to present the Recruitment and Employee Retention strategies. As a stakeholder working group, we began the development of the strategies after responding to an open invitation made at the 2008 Labour Market Symposium to participate in the working group. Representing various organisations and Yukon government, we were committed to developing Yukon-wide strategies that will support the recruitment and retention activities of Yukon employers.

Key in the development of these two strategies was to promote Yukon as a good place to work and live and to increase the quality of Yukon's workforce. One way of achieving this was to take a best practice focus. We know that in some cases there are a number of supports available and that part of the strategy is to ensure that Yukon employers are aware of these supports. It's also important to find ways to work together as stakeholders, facilitating partnerships and overcoming workplace barriers.

We were cognizant of the importance of developing an economically feasible and cost-effective approach to doing business. We wanted a strategy that would be a living document, be sustainable and adjust to the changes in Yukon's labour market over time.

By working together, we developed a better understanding of the actions other organisations were taking. This information will be valuable in coordinating labour market activities.

We trust that these strategies will result in building an inclusive Yukon workforce that benefits Yukon employers and employees for years to come.



Education Minister Patrick Rouble with members of the Recruitment and Employee Retention strategies Working Group.

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 organisations, 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 actions plan, but their contribution to the development of the strategies and action plan was essential.

Signatories to the Recruitment and Employee Retention Strategies Accord

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

Executive Summary

The Recruitment and Employee Retention strategies are Yukon government sponsored initiatives that were developed by a broad group of labour market stakeholders to serve the vision of the Labour Market Framework: to build an inclusive and adaptable labour market that meets the demands of a strong and diversified economy and provides opportunity for a better quality of life for Yukoners. For the next ten years, the Recruitment and Employee Retention strategies will guide the implementation of a strategic vision for Yukon.

The Recruitment and Employee Retention strategies identify a number of challenges facing Yukon's labour market, and recognises the need to take a strategic and collaborative approach to addressing these labour market needs of Yukon.

These strategies are a blueprint that will further enhance and develop Yukon's recruitment and retention programs and services. Developed through an interest-based approach, these strategies reflect a collaborative process that drew on the expertise of many individuals and labour market stakeholders during its development.

This document lays out the strategies that were developed by the Recruitment and Employee Retention strategies Working Group. An introduction of the strategies is provided, articulating why Yukon needs these strategies and the importance of developing them in a strategic, sustainable and responsive manner.

Both recruitment and retention are defined, and an overview of the background and the stakeholders processes used to develop the strategies is provided. The research methodology undertaken is explained, and the future outlook for Yukon's labour force trends is outlined.

The strategy document discusses Yukon's labour market challenges and opportunities, addressing demographic, sector and regional issues that affect recruitment and retention in Yukon. While many of the challenges and opportunities are similar to those found in other regions, some uniquely impact Yukon. These differences are the reason that Yukon's labour market stakeholders must be involved in the development and implementation of the Recruitment and Employee Retention strategies.

The goals and objectives of each strategy are laid out and the rationale behind each objective is explained.

In brief, the two goals for the Recruitment and Employee Retention strategies are:

1. to facilitate Yukon employers' ability to recruit suitable employees; and
2. to enhance Yukon employers' ability to retain skilled employees.

The objectives that support the implementation of the Recruitment Strategy are:

- 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 specialised and hard-to-fill positions;
- 1.5. increase the employment of temporary casual workers; and
- 1.6. improve Yukon employers' access to information/tools to support their ability to recruit employees.

The objectives that support the implementation of the Employee Retention Strategy are:

- 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; and
- 2.3. increase employers' awareness of the barriers to employee retention.

The Recruitment and Employee Retention strategies would not be complete without a performance measurement framework for implementation of the strategic direction. As implementation of the Recruitment and Employee Retention strategies is a complex endeavor involving many stakeholders and projects, accountability is essential to effective performance measurement. While the Recruitment and Employee Retention strategies will provide direction for recruitment and retention programs and services in the Yukon over the next decade, it will be supported and implemented through a three-year action plan. Monitoring will include regular reviews of the action plan in order to ensure the objectives continue to be aligned with the needs of the Yukon labour market.

The assumptions made in the development of the strategies are stated. The document concludes with a review of Yukon's labour needs, the importance of labour market stakeholder collaboration and the requirement for multiple strategies that find a coordinated pathway forward in addressing Yukon's future labour market requirements.

The Recruitment and Employee Retention strategies are for all labour market stakeholders in Yukon including business, industry, all levels of government, non-government organisations, employees, the unemployed, and the under-represented in the workforce. For labour market challenges to be addressed effectively today and into the future, all of these stakeholder groups need to work together in partnership on the various initiatives.

Introduction

Why strategies now?

During 2008, the Government of Yukon released the Labour Market Framework for Yukon and held a symposium with stakeholders to discuss the future of the labour market for the territory. During this symposium, stakeholders identified a number of challenges facing Yukon's labour market, recognising the need to take a strategic and collaborative approach to address the labour market needs of Yukon.

The vision of the Labour Market Framework is to build an inclusive and adaptable labour market that meets the needs of a strong, diversified economy and promotes Yukon as a good place to work and live. To address these challenges, the Labour Market Framework identifies a need for five strategies:

- Comprehensive Skills and Trades Training Strategy
- Employee Retention Strategy
- Immigration Strategy; and
- Labour Market Information Strategy; and
- Recruitment Strategy.

The Recruitment Strategy has been developed to meet the challenges of filling Yukon's job vacancies in a variety of positions and sectors. It addresses recruitment in both a local and national sense, recognising that international recruitment is a part of the Immigration Strategy.



Yukon government

The Employee Retention Strategy is a means of maximising employers' efforts to keep their current workforce engaged which is particularly important in a competitive labour market.

Taking a strategic approach to challenges faced by Yukon employers in recruiting and retaining employees has many benefits. A plan that takes a long-term, proactive approach to Yukon labour market needs positions Yukon to meet future challenges in a responsive and sustainable manner. Action plans that detail new initiatives to address labour market needs will move Yukon forward within the Labour Market Framework. Monitoring and evaluation of the initiatives will take place and serve as a guide going forward.

Together, these strategies will guide Yukon's labour market activities over the next ten years addressing our current and future labour market demands.

Recruitment and Employee Retention strategies: an overview

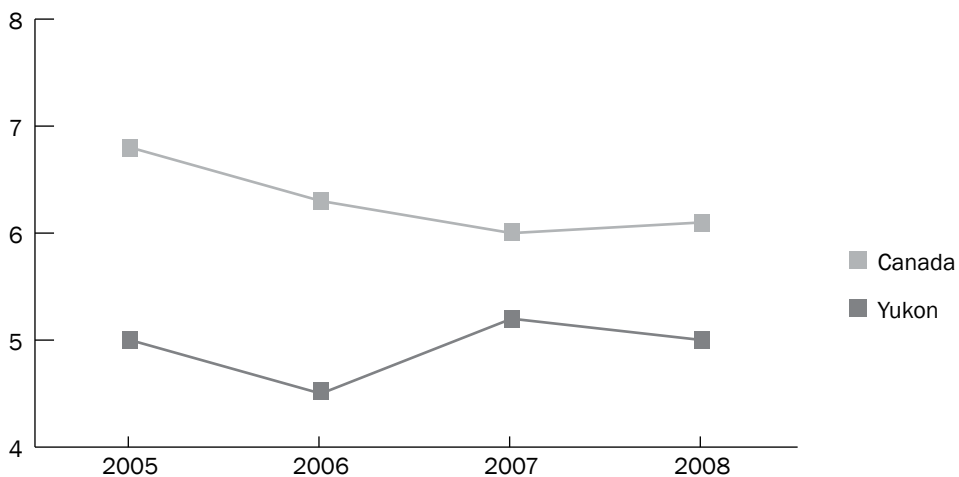
“Employee recruitment and retention has emerged as one of the primary challenges facing employers today. More so than ever before, employers need to develop and implement effective human resource strategies to find and keep the employees they need to compete in the global marketplace.”¹

Yukon, like other jurisdictions in Canada, faces labour market challenges. The Canadian demographic trend of an aging workforce and population,² differences in lifestyle values between generations, a seasonal workforce and early retirements are all contributing factors that play a significant role in affecting Yukon’s available labour supply.³ Other factors that have long-term impacts on Yukon’s labour market include expansion in industry sectors and structural changes such as technological advances and globalisation.

Given the historic boom-and-bust cycle of Yukon’s economy, it is anticipated that Yukon’s labour market needs will continue to fluctuate over the long term. These strategies need to be adaptable to a changing global economy, in which downturns can cause labour shifts and result in mine closures, decreases in tourist travel, etc.

Over the past 15 years, Yukon’s average unemployment rate has been 8.5 per cent. Yukon’s unemployment rate continues to remain under the national average. In order to fully address the employment opportunities that arise, strategies need to be designed to attract workers to relocate to Yukon and to engage under-represented groups in Yukon’s workforce. Figure 1 shows a four-year trend for Yukon’s unemployment rate as it compares to the Canadian unemployment rate.

Figure 1. Unemployment rate, Yukon and Canada, 2005–08



Why recruitment?

Recruitment refers to the process of attracting, screening and selecting qualified people for a position within an organisation.

Recruitment is an important management activity in securing an effective workforce. Good recruitment is about finding the right person for the job and has implications for business performance, image with customers and industry, staffing levels and profitability.

The 2008 Yukon Bureau of Statistics Business Survey⁴ asked Yukon businesses in a number of sectors about their experiences with job vacancies and attracting and recruiting employees.

About 39.9 per cent of non-home-based businesses and about 7.7 per cent of home-based businesses reported experiencing job vacancies over the past six months. When asked about staff recruitment, the majority of businesses who had job vacancies reported having difficulty in attracting and recruiting new staff. These difficulties negatively impacts business productivity, competitiveness and growth in Yukon's economy.

In responding to labour shortages, Yukon has a number of possible sources of labour. The Recruitment Strategy is not only aimed at encouraging potential employees from other jurisdictions in Canada to relocate to Yukon to live and work. It also recognises the potential of the local labour market, including under-represented groups such as aboriginal people, persons with disabilities, visible minorities, older workers, youth, Social Assistance recipients and women (in trades).

Why employee retention?

Hiring an employee is only a first step. Building awareness of the importance of employee retention is essential. The costs associated with employee turnover can include lost customers and business as well as damaged morale. In addition, there are costs incurred in screening, verifying credentials and references, interviewing, hiring and training a new employee. The direct and indirect costs associated with employee turnover can range between 70 and 200 per cent of salary.⁵

Employee retention is defined as a systematic effort by employers to create and foster an environment that encourages current employees to remain with the organisation.⁶

Retention strategies strengthen the ability of businesses to attract and retain their workforce. Once the right staff persons have been recruited, retention practices provide the tools necessary to support staff.

A strategic approach to employee retention may include adopting effective methods of engagement, safe and healthy workplaces and creating flexible work arrangements. Retention practices help create an inclusive and diverse workforce where barriers are reduced and individuals can participate in the workplace.

Workplaces that demonstrate the value they place in their employees and that put into place policies and practices that reflect effective retention practices will benefit, in turn, from worker commitment and productivity.

Creative strategies that go beyond pay and benefits can be employed to attract and retain employees.⁷ Recognition, flexible work arrangements, work-life balance, employee engagement, health and safety, communication, workplace diversity, formal wellness programs, inclusion and employee development are some examples of approaches that can become a part of the mix when developing retention strategies.

The 2008 Yukon Bureau of Statistics Business Survey asked Yukon employers about the different tactics used as incentives, employee programs and benefit programs to retain their existing staff, as well as attract new staff.

Of the businesses surveyed, 19.9 per cent responded to say they used incentives, programs or benefits; Table 1 lists the specific types of incentives, employee programs or benefits offered by these businesses.

Table 1. Use of incentives, employee programs and benefits by Yukon businesses, 2008

type of incentive	examples	%
Benefits program	health/dental, pension, paid vacation, paid sick leave	58.4
Financial incentives	bonuses, commissions, profit-sharing	65.4
Employee discounts	discounted or free products and services, company gas card	62.1
Accommodating work environment	flexible work hours, provision of meals, finding work during slow times to keep employees on	82.3
Training		77.3
Positive work environment	social activities, allowing use of business facilities for personal matters	82.9
Wage increase	incremental increases based on performance or length of employment	85.2
Other	answers varied from travel benefits to creative cash incentives	10.6

Yukon employers today are required to look at current and future labour market requirements and come up with innovative strategies that attract and retain the workers they need, so that they can remain competitive in their sector.

Today, employers have to meet the challenges of attracting the right employee for the job while creating a positive work environment to keep them. The Employee Retention Strategy initiatives are designed to assist employers in retaining their current workforce by providing support in areas that encourage the use of best practices.

In addition, employee retention practices are intrinsically linked to recruitment. Employers who employ retention practices create positive organisational reputations and improve their ability to attract workers through incentives and benefits that increase recruitment success.

Development of the strategies

Strategies developed by stakeholders for stakeholders

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

The meetings of the working group enabled stakeholders to share information and achieve the high degree of consensus needed for the successful development of the strategies. In addition, the working group created an environment that was conducive to the development of partnerships between labour market stakeholders leading to new and creative solutions and initiatives.



Yukon government/P. Gowdie

The research

The development of the Recruitment and Employee Retention strategies started from a base of research completed during the phases leading up to and in the course of developing the Labour Market Framework

document. In addition, the 2008 Labour Market Symposium of Yukon stakeholders provided valuable input into identifying key challenges and issues that Yukon faced, as well as generating possible solutions to these issues.

The Recruitment and Employee Retention Strategies Working Group members brought their perspectives and experiences to the process. They met over a period of nine months and developed strategies that reflected Yukon realities. A scan of programs from other jurisdictions, as well as publications from statistical sources provided data that helped enrich and inform the process. This process was crucial in constructing an approach designed by Yukoners, for Yukon.

The outlook

Yukon needs a labour force that can meet future economic trends and sectoral changes and that can prepare for projects that are likely to have a significant impact on existing resources and programs. The Recruitment and Employee Retention strategies are intended to guide Yukon's labour market development for the next ten years with the understanding that they will adapt to Yukon's changing circumstances and labour market needs over time.

Yukon's economy has performed well in the last few years and the future looks promising. The primary development potential of Yukon lies in the mineral resources, tourism, oil and natural gas sectors. Expansion in these areas will encourage development of additional infrastructure and create business opportunities in Yukon.⁸ As a result, employment opportunities could expand in natural resources, trades, professional and financial services, cultural industries, research and innovation, the knowledge sector and tourism.⁹ In addition, Canada, like many other countries, will experience a shortage in the labour supply with the retirement of an aging workforce which will increase the demand for skilled workers.¹⁰

The labour market is subject to change over time. Cyclical and structural factors influence the expansion and contraction of sectors and occupational fields. Cyclical factors, such as changing base metal prices, can impact the demand and supply of labour on a short-term basis. Structural factors such as technological advances, globalisation of competition and the demographic structure of the workforce, have long-term impacts on the labour market. This explains why, even with a rise in Canada's unemployment rate during the recession of 2009, skills shortages remained a challenge.

Yukon labour market stakeholders need to take a proactive approach in preparing for demands as labour shortages can affect Yukon economic performance, competitiveness and overall economic growth.¹¹

Challenges and opportunities

1. Competing for workers

The challenge

Yukon faces many challenges in responding to an ever-changing environment. Because this is a small jurisdiction, changes in the labour market can have a disproportionate impact on Yukon's economy. In addition, there is the anticipation of labour market shortages nationally as the baby boomer generation retires.

Like other provinces and territories, Yukon must compete for and attract workers. Many other Canadian jurisdictions have put into place initiatives designed to attract workers to their province or territory. The result is that the search for workers has become increasingly competitive.

The opportunity

Taking a strategic approach to recruitment is critical to meet the challenges of a growing and flourishing economy. If Yukon can attract skilled workers from other jurisdictions, it will be poised to respond to economic changes and opportunities. There is a need to continue to raise awareness of the benefits of living in Yukon to attract workers and their families to move to the territory.

2. Different industry sector needs

The challenge

Yukon's business and industry sectors have unique labour market challenges. Demand for workers can be characterised differently for each sector. For example, upswings in a sector can result in strong labour market demand, which is the case in mining and construction, while the tourism sector is characterised as having seasonal job demands. With an aging workforce, Yukon employers will be faced with the need to replace a significant percentage of their workforce over the next 10 to 15 years.

The opportunity

Through the Labour Market Information Strategy, Yukon can plan for existing and future labour requirements and develop specific strategic initiatives to address the individual needs of each sector. For example, by ensuring student employment programs are in place, there

The development of the Recruitment and Employee Retention strategies started from a base of research completed during the phases leading up to and in the course of developing the Labour Market Framework document.

will be opportunities to fill seasonal jobs. Training supports in these positions can prepare a workforce for employment in targeted sectors.

3. Recruitment and retention in the communities

The challenge

Noteworthy differences exist between the rural communities and Whitehorse. Rural communities are characterised as having more seasonal work and fewer opportunities for training and employment. Communities have higher unemployment rates. The movement of workers from rural communities to Whitehorse in pursuit of employment opportunities was identified by stakeholders as a critical recruitment and retention issue for these communities.

The opportunity

Best practices in recruitment and community profile information can support attracting workers to the communities. Employer retention practices can serve to keep people in their community and within networks of friends and family. By addressing recruitment and retention issues in Yukon's communities, their potential for economic growth and sustainability will be enhanced.

4. Under-represented workers

The challenge

Despite an increasing demand for workers, aboriginal people, youth, older workers, visible minorities, people with disabilities and women (in trades) are still under-represented in the workforce. For example, the unemployment rate for Yukon aboriginal people is much higher (22 per cent) than for non-aboriginal people (6 per cent).¹² Older workers tend to experience an unemployment rate lower than average, but have a harder time integrating back into the workforce if they do become unemployed.¹³

The Yukon Bureau of Statistics 2008 Business Survey captured the responses of employers who, over a period of six months, in their search for employees, hired or attempted to hire any of the following targeted groups (Table 2).

Table 2. Percentage of employers who hired targeted groups

Targeted group	%
Social assistance clients	1.4
Workers from outside of Canada	3.2
Disabled workers	2.0
Workers aged 55 and over, including retired workers	6.2
Yukon First Nation or other aboriginal people	7.6
Students	8.4
Other groups	0.7
None of the above	8.2

The opportunity

These under-utilised segments of the workforce represent a large untapped resource for employers facing a challenging labour force market. In addition, during a period of skilled labour shortage, inclusive working environments that foster respect and accommodation will attract these workers and provide benefits to workplaces.

Finally, workplaces that embrace diversity will benefit from higher productivity, lower employee turnover, new ideas and perspectives, better understanding of clients, better access to new markets and enhanced corporate reputation.¹⁴

Strategic goals and objectives: a guide to action

Based on the challenges and opportunities described above, the Recruitment and Employee Retention strategies Working Group developed the following goals and objectives — one set for Recruitment and one set for Employee Retention. The following goals and objectives will guide the implementation of the Recruitment and Employee Retention strategies.

Recruitment Strategy

Goal: Facilitate Yukon employers' ability to recruit suitable employees

Rationale: A key goal of the Recruitment Strategy is to support employers in the recruitment of staff for their organisations. 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 and specialised workers, creating entry level positions and hiring persons who are under-represented in the workforce are all necessary for building an inclusive, skilled and responsive Yukon workforce.

Objectives

1.1 Increase awareness of Yukon as a desirable location to work and live

Rationale: The Recruitment Strategy recognises the value Yukon has to offer potential workers in terms of location in or near 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.

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

Rationale: Yukon continues to lose graduates to other jurisdictions which provide incentives in areas such as training, assistance with student debt and career development. Securing the skills and talents of Yukon students is critical to addressing the labour market needs of Yukon employers.

1.3 Increase the recruitment of under-represented groups, such as aboriginal people, persons with disabilities, visible minorities, youth, older workers, Social Assistance recipients and women (in trades).

Rationale: Increasing the employment of under-represented groups in Yukon's workforce provides Yukon employers an opportunity to secure workers. Whether it is creating new programs, or increasing 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.

1.4 Attract people to Yukon for specialised and hard-to-fill positions.

Rationale: Attracting a range of labour from entry level positions, to specialised areas, trades and highly skilled labour are all required to meet the demands of a strong economy. 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 university students and best recruitment practices for these types of positions are identified as necessary supports.

1.5 Increase the employment of temporary casual workers.

Rationale: 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 times or when there is a need to cover for temporary staff shortages. For workers, it can provide more flexible work arrangements and the opportunity to balance work with other activities. Temporary workers are a recognised flexible and multi-skilled labour resource that contributes to the Yukon workforce and its economy.

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

Rationale: 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.

Employee Retention Strategy**Goal: Enhance Yukon employers' ability to retain skilled employees.**

Rationale: 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 to assist them in employee retention. These objectives will all contribute to building more inclusive and flexible Yukon workplaces.

Objectives**2.1 Increase awareness of the importance of employee retention.**

Rationale: 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.

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

Rationale: 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.

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

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

Performance measurement

The implementation of the Recruitment and Employee Retention strategies is a complex endeavour involving several primary service providers undertaking multiple projects. In general terms, the success of the Recruitment and Employee Retention strategies will be measured in terms of achieving the overall strategic goals of the strategies.

Indicators of achievement of the goals include:

- increases in Yukon's employment rates, particularly in rural Yukon;
- increases in the number of members of under-represented groups engaged in Yukon's workforce;
- increases in the availability and use of best practices in recruitment and retention; and
- decreases in the job vacancy and job turnover rates.

Monitoring and evaluation

The Recruitment and Employee Retention strategies will be implemented over a ten-year period and will be guided by a comprehensive action plan. The Recruitment and Employee Retention strategies Action Plan describes the actions under each strategic objective, the activities, monitoring methods and evaluation parameters. The action plan also provides a context for the new initiatives, explaining how they will respond to current and emerging labour market challenges, and provides a brief overview of current training programs and services.



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The action plan will be revisited regularly to ensure that implementation continues to support the needs of Yukon's economy. Some initiatives under the action plan will be put into effect immediately and will have a short-term focus, whereas other initiatives will have a long-term focus on systemic change.

In order to assist with the monitoring and evaluation of the Recruitment and Employee Retention strategies, the working group will be succeeded by an implementation committee. The new committee will include (but not be limited to) members of the Recruitment and Employee Retention strategies Working Group as well as new stakeholders. It will be important that the committee has representatives from all levels of governments, including First Nation governments, local businesses, industry associations, educational institutions, training providers and non-profit organisations.

A logic model was developed in cooperation with the Recruitment and Employee Retention strategies Working Group that outlines expected outcomes in the strategies. This logic model is included in the Recruitment and Employee Retention strategies Action Plan. It will be an important tool to help the implementation committee measure performance.

Monitoring and evaluation will focus on measuring outcomes from actions taken as identified in the action plan. Outcomes will be reviewed by the implementation committee in order to determine what has worked, what lessons have been learned and what improvements can be made to programs and services.

Assumptions

Specific assumptions have been made which have guided the development of the Recruitment and Employee Retention strategies. Assumptions are critical factors not controlled by the strategies, but which influence their implementation and chances for success.



A key assumption is that globalisation, increased competitiveness and cyclical economic fluctuations may impact Yukon's labour market and that Yukon needs to be proactive in order to maintain its economic growth.

Assuming there will continue to be long-term shortages of skilled workers and that development of large-scale industrial projects will require employers to focus on recruitment and retention activities, the Recruitment and Employee Retention strategies approach is proactive in that it seeks to ensure a highly-skilled and educated Yukon labour force now and into the future.

Conclusions

Access to qualified workers (ranging from entry level positions to highly-qualified occupations, and from full-time employees to temporary workers) is critical to meet the challenges of a growing and flourishing economy. Yukon must be poised to respond to changes and opportunities in the labour market and prepare strategically for them.

A collaborative approach is seen as essential to the success of the Labour Market Framework. The Recruitment and Employee Retention strategies will be implemented by Yukon labour market stakeholders to ensure that Yukon is able to attract and retain a workforce that meets the demands of a strong and diversified economy.

Recruitment and retention alone cannot be counted on to fill all vacancies or solve all labour market problems. Ongoing work with under-represented groups, such as persons with disabilities, youth, women (in trades), First Nations and older workers is critical to ensure social and economic success for the territory. Immigration, provision and dissemination of adequate labour market information and development of essential skills and training opportunities will help ensure that all Yukoners can contribute effectively to their communities. These efforts must be coordinated through other labour market strategies, if Yukon's labour market issues are to be overcome.

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If you would like more information about how the Recruitment and Employee Retention strategies can benefit you or how you can participate in the Recruitment and Employee Retention Stakeholder Committee, please call 867-667-5131 (toll-free 1-800-661-0408, ext. 5131) or go to www.labourmarketframeworkyukon.com. These documents are also available:

- additional copies of this strategy;
- a copy of the summary and action plan; and
- a complete list of the organisations involved in the creation of the strategies and action plan.

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