



Summary: Recruitment and Employee Retention strategies





The Labour Market Framework

In order for Yukon to take a more strategic approach in addressing labour market needs in the territory, the framework outlines 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 summary documents of the five strategies have been produced (the Recruitment Strategy and Employee Retention Strategy were combined into one): this is the summary of the Recruitment and Employee Retention strategies.

Ce document est également disponible en français.

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Summary

Recruitment and Employee Retention strategies

Yukon's economy has performed well in the last few years and the future looks promising. Yukon's development potential lies primarily in the mineral resources, tourism and oil and natural gas sectors. Expanding in these areas will support the development of infrastructure and create business opportunities in Yukon. As a result, employment opportunities could expand in sectors such as natural resources, trades, professional and financial services, tourism and culture, and research and innovation. Canada, like many other countries, will experience a shortage in its labour supply as its aging workforce retires, resulting in an increase in the demand for skilled workers.

Yukon government



The labour market changes over time. A variety of factors influence the growth of sectors and occupational fields. Yukon needs a labour force that can adapt to future economic trends and sectoral changes and that can prepare for projects that may have a significant impact on existing resources and programs.

Yukon labour market stakeholders have recognised the need to take a proactive approach in preparing for these demands. This could affect how Yukon's economy performs, as well as how competitive the territory is and its overall economic growth. The recruitment and retention strategies are intended to guide Yukon's labour market development for the next ten years, and will be adapted, as needed, to Yukon's changing circumstances and labour market needs.

Why recruitment and retention are important

Yukon, like other jurisdictions in Canada, faces labour market challenges. The country's demographic trends include an aging workforce and population, differences in lifestyle values between generations, a seasonal workforce and early retirements, which all play a significant role in affecting Yukon's available labour supply. In addition, expansion in industry sectors and changes such as technological advances and globalisation will have long-term effects on Yukon's labour market.

If employers' labour needs are not filled, there will be serious consequences for the economy in the short and long term. A consistent lack of supply of labour translates into increased pressure to raise wages and prices, which can create

economic instability. And without the labour force to staff business, government and non-profit offices, then critical programs, services and goods will not meet consumer demand.

The need for Recruitment and Employee Retention strategies

In order to continue to benefit from positive economic growth in Yukon, we must be ready to deliver responsive and sustainable recruitment and retention programs and services.

In October 2008, the Government of Yukon released the Labour Market Framework. This discussion paper outlined a process for developing strategies that would ensure an inclusive and adaptable labour market for the territory. The framework identified the need for a strategic approach to addressing recruitment and retention in 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 desirable place to work and live. The Recruitment and Employee Retention strategies have been developed to meet the current challenges and to guide Yukon's labour

market activities over the next ten years, including addressing our current and future labour market demands.

During the development of the Recruitment and Employee Retention strategies an action plan was also developed to support the strategies' goals and objectives. The Recruitment and Employee Retention strategies action plan will be renewed, as needed, every one to three years in order to support new initiatives and guide monitoring and evaluation. (A copy of the action plan is available; see the back cover for contact information.)

Stakeholder participation

The Recruitment and Employee Retention strategies are the result of a dialogue between key labour market stakeholders. This dialogue supports the creation of sustained and effective investments in the labour force.

The Recruitment and Employee Retention strategies are Yukon-wide initiatives that will be delivered by a diverse group of stakeholders. Yukon government and many businesses, education institutions and non-profit organisations were involved in the creation of the Recruitment and Employee Retention strategies. All stakeholders are an important part of the implementation of the strategies.

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Challenges and opportunities

In order to create comprehensive strategies that address Yukon's recruitment and employee retention needs, stakeholders identified and analysed core challenges and opportunities.

Some of these challenges included:

- Yukon's need to compete with other jurisdiction for employees;
- attraction and retention of employees in rural communities; and
- the need to more fully integrate under-represented workers into the labour force.

Each of the challenges also provides opportunities for Yukon and Yukon employers to address their labour force needs. The opportunities include highlighting the benefits of living in Yukon to attract workers and their families to move to the territory, and providing employers with information on best practices that will assist them in addressing their labour market needs.

Goal of the 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.

Goal of the 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 reduce costs associated with recruitment, business productivity and 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 workplaces in Yukon.

Objectives, Recruitment Strategy

These six objectives support the goal of the Recruitment Strategy.

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 the territory's labour shortages.

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 that 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.

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 the territory'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.

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.

5. Increase the employment of temporary casual workers

Rationale: Access to qualified temporary workers can be beneficial to both employers and workers. 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.

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 approaches for assisting Yukon employers with managing the recruitment of their workforce.

Objectives, Employee Retention Strategy

These three objectives support the goal of the Employee Retention Strategy.

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 reported that only about 20 per cent of employers surveyed offered employee retention practices such as incentives, employee programs and 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. 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.

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

Rationale: Building awareness of the barriers to employee retention is a key element in assisting employers retain under-represented workers in their organisations. This includes raising awareness of the tools available and providing information to help employers reasonably adapt to suit their employees' needs.

Expected results

The way forward

The Recruitment and Employee Retention strategies and the Recruitment and Employee Retention strategies action plan make a number of recommendations designed to help Yukon employers get access to qualified workers, which is key to facing the challenges of a growing and flourishing economy. Recommendations include providing employers with tools and information to enhance their ability to locate and hire new employees, as well as retain current employees.

Monitoring and evaluating progress

The Recruitment and Employee Retention Stakeholder Committee will be a central part of monitoring and evaluating the progress of the Recruitment and Employee Retention strategies and action plan. This group of stakeholders will review and analyse current initiatives, ensure that the goals and objectives are realised through the implementation of the action plan and make adjustments to it, as needed, based on the changing needs of the labour market.

Conclusion

Access to qualified workers at all levels, from entry level positions to highly-qualified occupations, and from temporary workers to full-time employees, is critical to meet the challenges of a growing and flourishing economy. The implementation of these strategies will assist Yukon businesses in responding to changes and opportunities in the labour market and preparing strategically for them.

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

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