

Talent Attraction and Retention Strategy

PROFESSIONAL SERVICES SECTOR



The competition for skilled talent is fierce. With aging demographics and a more mobile workforce, employers are finding it increasingly difficult to access the talent they need for their business. While many employers understand that they need to update or change their approaches to talent management, many don't know how to start or take the first step.

The following strategies and tactics will help you, as an employer, develop initiatives and approaches to talent attraction and retention. The suggestions listed below represent best-practice examples to help you attract talented workers to Kamloops, access talent already living in Kamloops, and keep talented workers in your company after they've been hired.

Talent ATTRACTION

USE SOCIAL MEDIA TO ATTRACT EMPLOYEES

-  • Train your staff to be “brand ambassadors”, promoting your company as an employer of choice.
- Utilize social media channels to distribute relevant news, comments, and vacancies direct to targeted candidates.

HIRE IMMIGRANT TALENT

-  • Create and publicize a company culture of recognizing international academic, professional, and work experience qualifications.
- Establish flexibility regarding holidays and cultural observances.
- Standardize interview procedures to ensure all interview questions focus solely on the candidate’s qualifications.
- Connect with the Kamloops Cariboo Regional Immigrants Society for support (www.immigrant-services.ca).

CREATE A POSITIVE CANDIDATE EXPERIENCE

-  • Offer information about company history, future direction, corporate culture, advancement opportunities.
- Present an accurate description of the job, what it entails, a typical workday.
- Stay connected to candidates that you are seriously considering; keep them informed throughout the process, or risk losing them.

UTILIZE EXISTING JOB BOARDS TO EXTEND AWARENESS OF JOB VACANCIES

-  • Get the word out as broadly as possible to increase your reach for talent through job boards, colleges and universities Career Services Divisions across the country, sector publications.
- Go beyond word of mouth or local promotion.

CONSIDER UNDERREPRESENTED GROUPS

-  • Widen your search to include underrepresented groups such as Indigenous peoples, youth, older workers, and/or people with disabilities.

ASK YOUR STAFF TO HELP FIND NEW EMPLOYEES

-  • Create a referral reward program to reward a successful recruitment outcome.

OFFER CORPORATE BENEFITS AND INCENTIVES THAT ARE RELEVANT TO YOUR WORKFORCE

-  • Introduce such initiatives as flex-time, telecommuting, wellness programs, and condensed work weeks that can be supported through your work environment.
- Allow employees to select benefits that are most relevant to them.

DESIGN AND DELIVER A COMPELLING AND AUTHENTIC EMPLOYER BRAND THAT INCREASES YOUR REPUTATION AS AN ATTRACTIVE EMPLOYER

-  • Ensure a positive working atmosphere, demonstrating support for professional development, and including employees in strategic decision-making.

WORK WITH LOCAL HIGH SCHOOLS TO CREATE JOB OPPORTUNITIES FOR PROMISING STUDENTS

-  • Offer experiential learning opportunities to students through co-op, workplace tours, and part-time employment.
- Investigate school to work programs that support student credits for on-the-job learning as part of their high school completion.

HAVE AN ATTRACTION STRATEGY

-  • Utilize existing staff success stories to share employee experiences. Staff can be your best ambassadors.
- Develop a Corporate Talent attraction strategy to meet existing and planned future talent needs.

Talent RETENTION

START AN EMPLOYEE RECOGNITION PROGRAM

-  • Create opportunities for peer recognition that let’s employees recognize each other for a job well done.

WORK WITH EMPLOYEES TO MAXIMIZE TALENT UTILIZATION

-  • Establish a HR management practice that supports employees to set and achieve their career goals.
- Vary job assignments of workers who seek constant change and challenges to demonstrate diversity of work opportunities, and to build new skills.
- Promote all occupations within the company and what is needed to successfully do that job.

PAIR & MENTOR NEW STAFF WITH EXISTING STAFF

-  • Foster an early relationship among team members to relieve the stress of starting a new job.
- Build camaraderie among staff.

INTRODUCE AN INTERNAL CAREER LADDER

-  • Promote from within to demonstrate a commitment to employees that maximizes available talent.

CONSIDER CULTURAL SENSITIVITY

-  • Ensure staff are informed and educated in a multicultural workplace on cultural differences.

INITIATE A VOLUNTEER LEAVE POLICY

-  • Support employees to contribute to local volunteer initiatives, and demonstrate the company’s commitment to giving back to the community.

CREATE STRONG MANAGER-EMPLOYEE RELATIONSHIPS

-  • Encourage ongoing dialogue between staff and managers.
- Switch from a culture of “employee satisfaction” to a culture of “employee purpose”, where managers play a more active coaching role.

DEVELOP A TALENT SUCCESSION PLAN

-  • Capture the corporate knowledge through a plan that supports knowledge transfer from those looking to retire. This also supports staff progression in the company, an influencing factor to retaining talent.

Sector Performance

The Professional Services sector contributed just over \$11 billion to British Columbia's provincial GDP in 2014 (6% of total GDP). By the end of 2014, the Professional Services sector had a total of 64,618 businesses in BC, 68% of which were self-employed and 32% of which had one or more employees.



↑ **18%**

EMPLOYMENT DEMAND

in the professional services industry in Kamloops is projected to **increase by 18% between 2016 & 2026** (from 2,789 to 3,281 jobs).

This increase will be among the largest for employment among all industry sectors in Kamloops in this time period.

↑ **7%**

Employment demand across all industries in the Kamloops area is projected to **grow by 7% between 2016 & 2026** (from 42,548 to 45,703).

OCCUPATIONS PROJECTED TO SEE THE LARGEST INCREASES IN EMPLOYMENT DEMAND (2016-2026)



Financial auditors and accountants
(+39 jobs)



Computer programmers and interactive media developers
(+18 jobs)



Professional occupations in business management consulting
(+14 jobs)



Lawyers and Quebec notaries
(+27 jobs)



Information systems analysts and consultants
(+17 jobs)



Civil engineers
(+13 jobs)



Accounting technicians and bookkeepers
(+22 jobs)



Legal administrative assistants
(+15 jobs)



Graphic designers and illustrators
(+13 jobs)

Why Kamloops

Known as Canada's "Tournament Capital",
hosting over

100

sports tournaments
each year



A WELCOMING COMMUNITY THAT IS **FRIENDLY**,
HAS **LITTLE TRAFFIC** AND MAINTAINS A **SMALL TOWN CHARM**

Easy access to
the outdoors with

82 parks

covering a total of
1,350 hectares

9%

A growing community
whose population is
expected to increase
by 9% over the next
decade



Access to excellent educational
facilities (Thompson Rivers University,
multiple colleges, and well-funded
public schools)

CENTRALLY
LOCATED AND
ACCESSIBLE TO
MANY PARTS
OF BC
(310 KM'S FROM
VANCOUVER)



Low cost
of living and access
to affordable
housing
(median home
prices in 2016 were
\$419,000)



JOB SECURITY AND A DIVERSE
ECONOMY WITH AT LEAST A DOZEN
EMPLOYERS EMPLOYING

200-3,500
PEOPLE



Strong base of cultural amenities,
with many events, historic sites,
dance and theatre, and a growing
base of restaurants and breweries

Attracting and Retaining Talent: A Kamloops Success Story

After graduating with an engineering degree from the University of Northern British Columbia/University of British Columbia, Robert looked online to find a job. He applied to many positions with little success until he was referred by a former classmate for a position in Kamloops. Following a successful round of remote interviews, he was flown by the company to Kamloops to meet with their management team.

Robert was impressed by the approach the company used when he arrived in Kamloops. The company arranged six face-to-face meetings with different senior managers and took the time to send Robert a briefing note for each to let him know about the projects they were working on and how he might fit in. After the meetings, the company took Robert out for a mountain bike ride followed by dinner at the local pub.

Robert appreciated that communications were always very clear and prompt from the company and liked the attention to detail the company took to arrange an excursion for him that they thought he would like. Robert was happy to accept their offer and has enjoyed living and working in Kamloops for the past two years.

Key Messages: Get to know the candidate early in the process; Help the candidate see themselves as part of the team; Keep lines of communication open and regular; Promote the company and its culture, values, and team.