

# Talent Attraction and Retention Strategy

## TRANSPORTATION & LOGISTICS 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.

# Strategies & Tactics

Cost Implications:  no cost  low  medium

## Talent ATTRACTION

### 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.

### LOOK BEYOND SKILLS & COMPETENCIES, GIVING CONSIDERATION TO COMPANY FIT

-  Hire employees that can do the job and fit into your organization's culture.

### CONSIDER UNDERREPRESENTED GROUPS

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

### 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.

### MAXIMIZE THE USE OF APPRENTICESHIP PROGRAMS

-  Connect with the Industry Training Authority (ITA) to reach students completed apprenticeship programs.
- The Secondary School Apprenticeship (SSA) provides skill development through practical, hands-on work experience. Students enrolled at a Career Technical Centre can earn a secondary graduation certificate and credit toward a post-secondary certificate.

### UTILIZE PROVINCIAL & NATIONAL INDUSTRY SECTOR CHANNELS TO PROMOTE JOB OPPORTUNITIES

-  Many sectors have provincial and national bodies that offer opportunities to promote job vacancies. This is of particular value when seeking talent from outside of Kamloops.

### EXPLORE OCCUPATIONS THAT CAN OFFER FLEXIBLE WORK SCHEDULES

-  Identify occupations in your workplace that support flexible work when it comes to hours of work and even the location of where the work is done.

### 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.immigrantservices.ca](http://www.immigrantservices.ca)).

### FORM ALLIANCES & PARTNERSHIPS WITH OTHER BUSINESSES IN YOUR SECTOR

-  Target approaches to strengthen the sector image and promote its strength as an economic driver in Kamloops' economy
- Work collectively to support delivery of specialized training and attract skilled employees to the area.

### ASK YOUR STAFF TO HELP FIND NEW EMPLOYEES

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

### DEVELOP A NEW EMPLOYEE ORIENTATION PROGRAM

-  This program ensures that new employees are informed on company policies and practices, and feel a part of the team early on in their employment.

### DESIGN & 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.

### CREATE A TARGETED COMPANY-BRAND COMMUNICATIONS STRATEGY THAT DIFFERENTIATES YOUR COMPANY

-  Answer the question, "why you should work for us".
- Utilize existing staff success stories to share employee experiences.

## 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.

### 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.

### CONSIDER CULTURAL SENSITIVITY

-  Ensure staff are informed and educated in a multi-cultural 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.

### 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 Transportation and Logistics sector contributed more than \$11.2 billion to the economy of British Columbia in 2014 (approximately 5% of GDP). More than 133,000 individuals were employed in the sector, which has been increasing since 2013.



↑14%

**EMPLOYMENT DEMAND** in the Kamloops Transportation and Logistics sector is projected to **grow by 14%** (an increase of 296 jobs from a total of 2,169 jobs to 2,465 jobs)

↑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)



**Transport truck drivers**  
(+52 jobs)



**Bus drivers, subway operators and other transit operators**  
(+20 jobs)



**Material handlers**  
(+14 jobs)



**Taxi and limousine drivers and chauffeurs**  
(+13 jobs)



**Letter carriers**  
(+11 jobs)



**Mail, postal and related workers**  
(+9 jobs)



**Delivery and courier service drivers**  
(+9 jobs)



**Managers in transportation**  
(+7 jobs)



**Air pilots, flight engineers and flying instructors**  
(+7 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.**