



# Recruitment and Retention of Key Employees: A Problem Solving Approach

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# About the Presenter

## Daniel Kasun B.Comm, CHRP

- Originally from North Battleford, 7 years in Regina, recently moved to Saskatoon
- HR Guru – and what I mean by HR Guru: strikingly good looking
- Senior Consultant – People and Organization
- 7 years human resource management experience in the public and private sector
- Practice in compensation, recruitment, organizational design, organization and human resource reviews, training and development, policy development

Consulting areas of specialization includes compensation, including job evaluation, executive compensation and incentive plans, organizational effectiveness, training and development and career transition



# Objectives

- Understand labour market trends and the impact of these trends on organizations
- Identify critical components of an effective recruitment process
- Describe what is meant by “employee value proposition”
- Identify strategies for retaining key employees
- Describe, in general, reasons why employees leave organizations



# Learning Modules (Agenda)

- Session Expectations
- Labour Market Trends
- Recruitment Practices
- Retaining Key Employees
- Closing







# Session Expectations

- Participate and engage in the workshop
- Ask questions – chances are somebody else is wondering the same thing
- Share experiences! This is a safe, respectful environment





# Labour Market Trends



# Labour Market Trends

- Economic growth and development has been putting upward pressure on salaries within Saskatchewan since 2007 creating labour market pressure and compensation challenges for employers
- Provincial unemployment averaged 4.2% as of August 2013 compared to the national average was 7.1%
- “82 per cent of employers face challenges recruiting and retaining employees”<sup>1</sup>

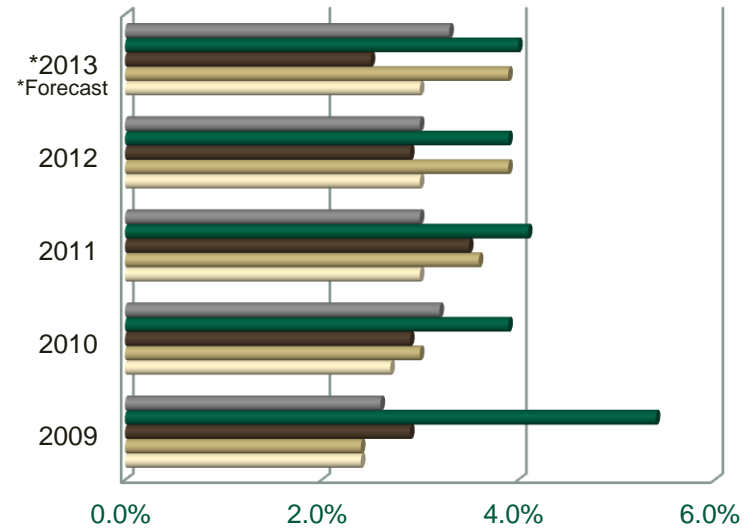
<sup>1</sup>The Globe and Mail, Hot jobs. The growing divide in the labour market . Last Updated July 4, 2013



## Labour Market Trends

- According to the Conference Board of Canada, Saskatchewan has been among Canada's leaders in average annual salary increases since 2008 leading all provinces in 2009, 2010, 2012 and 2013
- Employee average weekly earnings continued to trend upward (1.3% from July 2012) to \$939.58 in July 2013 behind only Alberta

Average Annual Salary Increases



	2009	2010	2011	2012	*2013
■ Manitoba	2.6%	3.2%	3.0%	3.0%	3.3%
■ Saskatchewan	5.4%	3.9%	4.1%	3.9%	4.0%
■ BC	2.9%	2.9%	3.5%	2.9%	2.5%
■ Alberta	2.4%	3.0%	3.6%	3.9%	3.9%
■ Canada	2.4%	2.7%	3.0%	3.0%	3.0%

Source: Canada's Compensation Outlook for 2009, 2010, 2011, 2012 and 2013





# Labour Market Trends

- At your table (5 mins)
  - Due to Saskatchewan's tight labour market, what recruitment and attraction issues are you facing within your Community or your organization?



# Recruitment Practices



# Recruitment Practices

- Define your recruitment practices
- Assess the critical factors of each position **BEFORE** recruiting for it
- Understand labour market trends and their impacts on organizations
  - Hot jobs
  - Compensation trends
  - Economic trends



# Recruitment Practices

- Understand your employee value proposition
  - “The full array of elements an organization delivers to employees in return for the contribution those employees make to the organization”<sup>2</sup>
  - Tangibles such as total rewards: various forms of pay, benefits, work arrangements, learning and development
  - Intangibles such as challenging work, organizational culture, sense of purpose, personal achievement

<sup>2</sup>TLNL The Business of HR. The 4 Stages of the Employee Value Proposition. February 20, 2013

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# Recruitment Practices

- Develop an advertising strategy for each position
- Social media / online presence



- Get involved with trade or professional associations
- Use your website to recruit employees – follow up with promising candidates





# Recruitment Practices

- Employee referrals – caution: referral has to be qualified
- Word of mouth – sell the benefits of your organization!

**employer  
of choice**



# Recruitment Practices

- At your table (8 mins)
  - What is one recruitment practice that is working well at your organization?
  - What area could your organization improve upon – how?
- Report back to group (12 mins)
  - Recruitment practices that are working well



# Retaining Key Employees



# Retaining Key Employees

- Identify your key employees (How?)
  - Identify performance indicators your organization values (service, accuracy, etc.)
  - Identify behavioural competencies your organization values (communication, teamwork, collaboration)
  - Performance management process





# Retaining Key Employees

- Retention Tools
  - Motivation
    - What motivates this group of employees (assess through regular conversations and performance management)
  - Compensation
    - Market getting more competitive
    - Pay linked to individual and organizational performance
  - Training & Development
    - Needs assessment – today versus tomorrow's needs





# Retaining Key Employees

- Retention Tools
  - Opportunities
    - Succession Planning
    - Trust your talent to grow – provide right tools to succeed
  - Engagement
    - Involve your key talent in big picture discussions
    - Recognize their good performance



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# Retaining Key Employees

- Myth – 89% of employers believe that employees leave because of money
- Reality: 88% of employees leave because of things other than money<sup>3</sup>



# Retaining Key Employees

## Top 10 Reason's Why Employees Quit<sup>3</sup>

1. Limited career opportunities (16%)
2. Lack of respect/support from supervisor (13%)
3. Money (12%)
4. Lack of interesting/challenging job duties (11%)
5. Lack of leadership from supervisor (9%)
6. Bad work hours (6%)
7. Unavoidable reasons (5%)
8. Bad employee relations by supervisor (4%)
9. Favouritism by supervisor (4%)
10. Lack of recognition for contributions (4%)

<sup>3</sup>TLNL The Business of HR. The Top 10 Reasons That Your Employees Really Quit. Last Updated June 21, 2012

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# Retaining Key Employees

- At your table (8 mins)
  - What is one retention practice that is working well at your organization?
  - What area could your organization improve upon – how?
- Report back to group (12 mins)
  - Retention practices that are working well



# Questions or Comments





# About MNP

HUMAN RESOURCE MANAGEMENT	
Organizational Effectiveness Change Management Executive and Professional Search Performance Management Total Rewards (Compensation & Benefits)	Training and Professional Development Succession Planning and Leadership Development Entrepreneurial and Management Training Employee/Labour Relations Career Management
PERFORMANCE IMPROVEMENT	BUSINESS PLANNING
Business Process Review Program Evaluation Supply Chain Information Technology Organizational Structure	Strategic Planning Business Planning Business Case Development Feasibility Assessments Marketing Plans
ECONOMIC DEVELOPMENT	INDUSTRY INTELLIGENCE
Regional Profiles Assessment Competitive Analysis Investor Attraction Implementation Strategy (Action Plans)	Benchmark Studies Industry Scans Competitive Analyses Labour Market Studies