



Vancouver Island Economic Alliance

Human Resources Case Study

Cedar Consulting
Max, Anh, Phillip, Sebastian

VIEA Primary Objectives

1. Promote a sustainable and diversified economy
2. Promote strong communities, First Nations, and careful stewardship of our natural resources
3. Provide regional leadership for regional business attraction, retention and expansion
4. Promote regional initiatives that strengthen economic capacity.

Challenge

Are we doing as good a job of retaining post-secondary students as we are at attracting them?



Internal Analysis - Issues

- ❖ Generic recruitment that are not well attended by small and medium businesses
- ❖ Unknown direction of Vancouver Island economic growth
- ❖ Local investors under-estimated the benefits in retaining graduates from Vancouver Island universities
- ❖ Diverse community landscapes



External Analysis

Opportunities

- International student enrollment increased by 11%
- Small business increase by 3.2% on Vancouver Island - 2nd highest in BC
- High completion rate on Bachelor degree, Diplomas, certificates or trades apprenticeship training

Problem statement

Problem symptoms

Alternatives

Decision criteria

Action plan

Risk and Mitigation

External Analysis

- International students drawn back home
- Vancouver Island is a relatively small market
- Complicated regulation
- Success rate for startups is low (~ 10%)

Threats

Problem statement

Problem symptoms

Alternatives

Decision criteria

Action plan

Risk and Mitigation

Tools and best practice for talent retention

Federal Government

- FSWEP/Co-op program

UOM Twin cities

- Improve university resources in student consult and demonstrated measurable success

International consultants for education's fares

- Hiring agents to fit employee's cultures

Problem statement

Problem symptoms

Alternatives

Decision criteria

Action plan

Risk and Mitigation

Alternatives

1

Corporate with
Federal
Government
program

2

Develop post-
secondary
educational
program

3

Establish
agent network
among VIEA

Problem
statement

Problem
symptoms

Alternatives

Decision
criteria

Action plan

Risk and
Mitigation

Alternatives

1

Corporate with
Federal
Government
program



Take advantage of government resources and programs

- FSWEP, COOP, Aboriginal youth internship program
- Provincial nominee program for express entry
- Lobby to secure future funding for student programs



Alternatives

2

Develop post-secondary educational program



- VIEA involvement in tertiary education
- Work with the BC government on educational/career toolkit
- VIEA needs to act as a liaison between employees and universities
- Place a VIEA representative in each educational institution



Alternatives

3

Establish agent network among VIEA



- VIEA hires agents to work with the various cultural groups
- VIEA works as a recruiter for business on campus across the island
- Target small and medium business who find it difficult to recruit through traditional channels



Decision Criteria

1. Promote a sustainable and diversified economy
2. Promote strong communities, First Nations, and careful stewardship of our natural resources
3. Provide regional leadership for regional business attraction, retention and expansion
4. Promote regional initiatives that strengthen economic capacity



Decision Criteria

	Gov. program	Post-secondary program	Agent network
Sustainable and diversified economy	2	2	2
Strong communities	3	2	1
Regional leadership	1	3	3
Strengthen economic capacity	1	3	2
Total	7	10	8

3-Improved

2- Maintained

1-Reduced



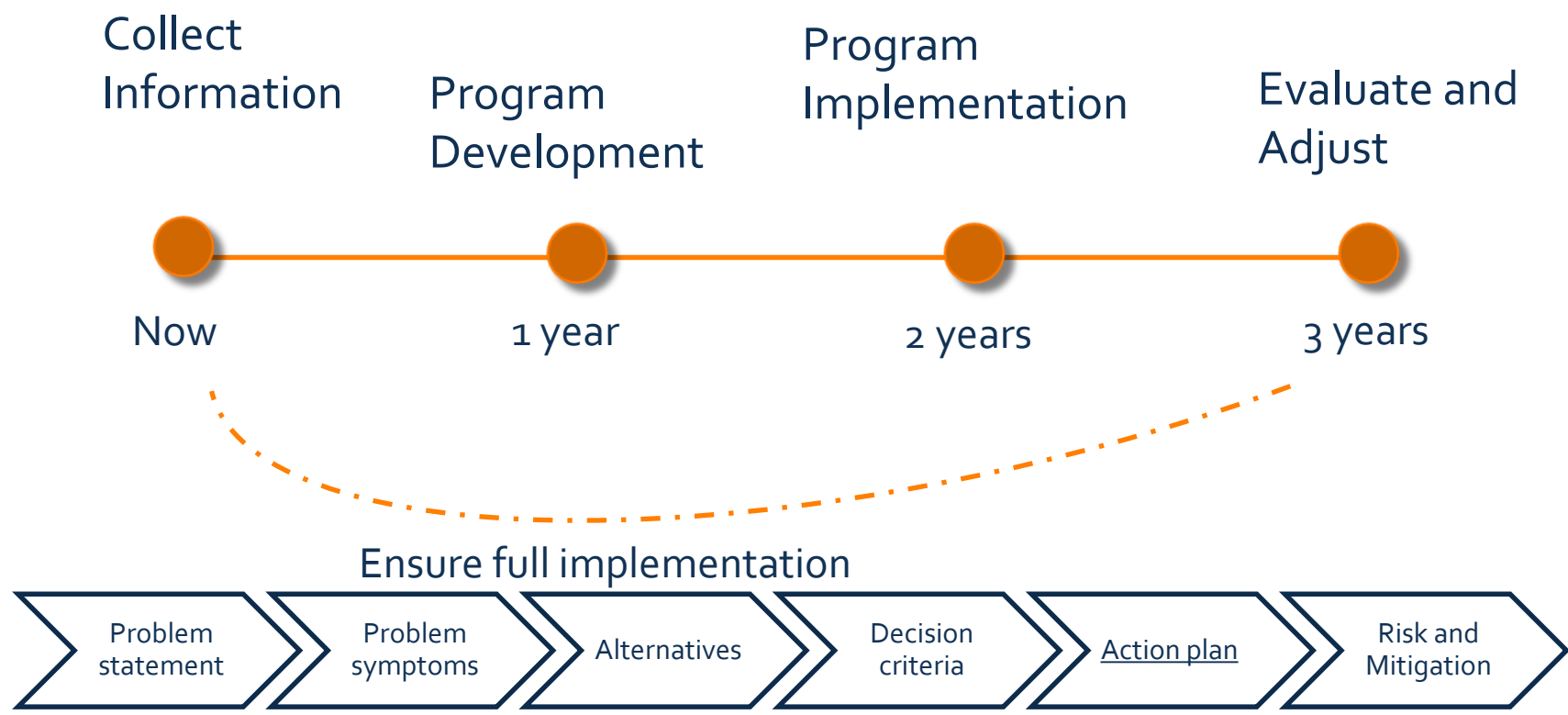
Recommendation

VIEA works with universities, as well as businesses and government to develop strong programs on campuses to support students in their job search, community involvement, and provide logistical and legal advice

=> The goal of which is to foster a sense of belonging to Vancouver Island and to help students find careers



Action Plan



Action Plan – Short term

Collect information

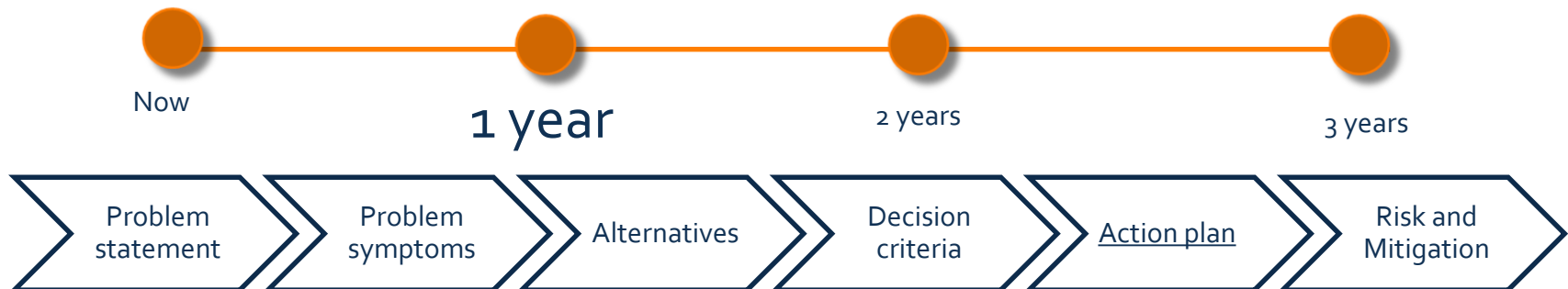
- ❖ Send a VIEA contingent to UOM Twin cities
- ❖ Assign VIEA representatives to universities and business sectors to begin accumulating information
- ❖ Hire professional development counselors
- ❖ Gather information on the specific employment needs throughout Vancouver Island



Action Plan – Short term

Program development

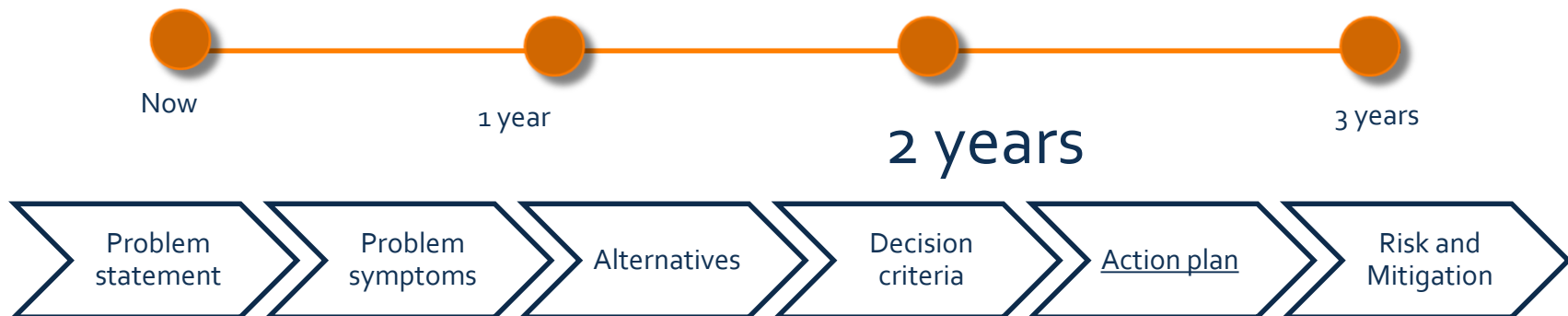
- ❖ Tailor and develop specific programs suitable to the needs of local institutions
 - Create work plans, roadmaps
 - Preparing conferences and seminar to promote post-secondary educational institutions and employers on the important of these programs
- ❖ Work with government to develop professional toolkits that raise awareness of available jobs and careers



Action Plan – Short term

Program implementation

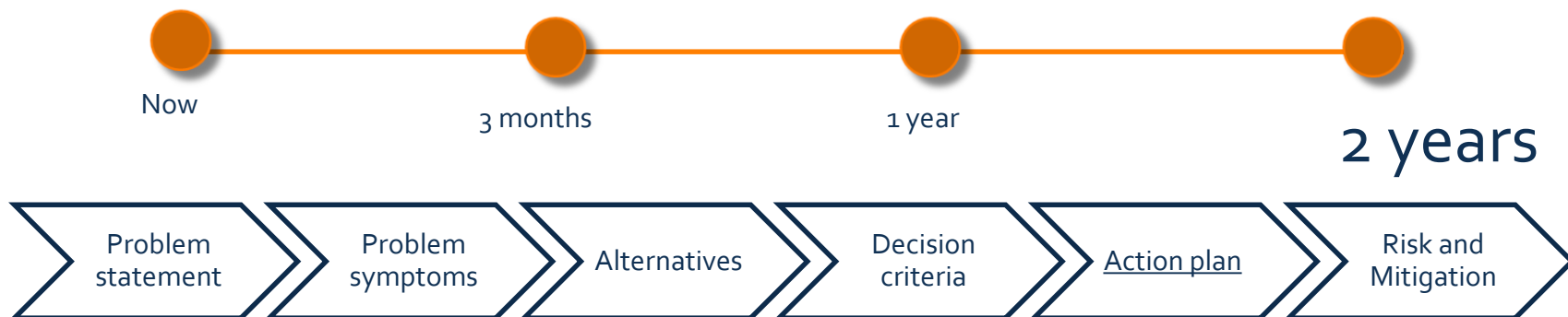
- ❖ Work directly with institution to implement the programs that were developed
 - ❖ Train the university staff that will be directly involved in the support programs
- => In year 2, launch program island wide



Action Plan – Short term

Evaluate and adjust

- ❖ Representatives continue to work directly with institutions and employers to receive feedback, evaluate initiatives and modify if necessary



Risk and Mitigation

	Likelihood	Severity
Lack of involvement from partners	Green	Red
Lack of First Nation involvement	Yellow	Red

Red: High likelihood

Yellow: Moderate likelihood

Green: Low likelihood



Risk and Mitigation

Lack of involvement from partners

- ❖ Work directly with student organizations to promote demand from within

Inability to improve First Nation involvement in the program

- ❖ Work directly with the leadership circles to understand specific needs of indigenous communities
- ❖ Tailor program directly to First Nation needs



Primary Objectives

1. Promote a sustainable and diversified economy
2. Promote strong communities, First Nations, and careful stewardship of our natural resources
3. Provide regional leadership for regional business attraction, retention and expansion
4. Promote regional initiatives that strengthen economic capacity

Conclusion

Are we doing as good a job of retaining graduate students as we are in attraction them as students?

Thank you!

Q&A

Financial Statement

Item	Cost
Three employees in Minneapolis	\$96,000 (3*\$32,000)
Four professional development counsellors	\$193,640 (4*48410)
Organizing conferences and seminar	\$20,000
Total first year cost	\$309,640