

# Attracting and retaining talent on Vancouver Island

Team Hawthorn

HR Case

# Agenda



Problem  
statement

Analysis

Options

Action  
plan

Conclusion

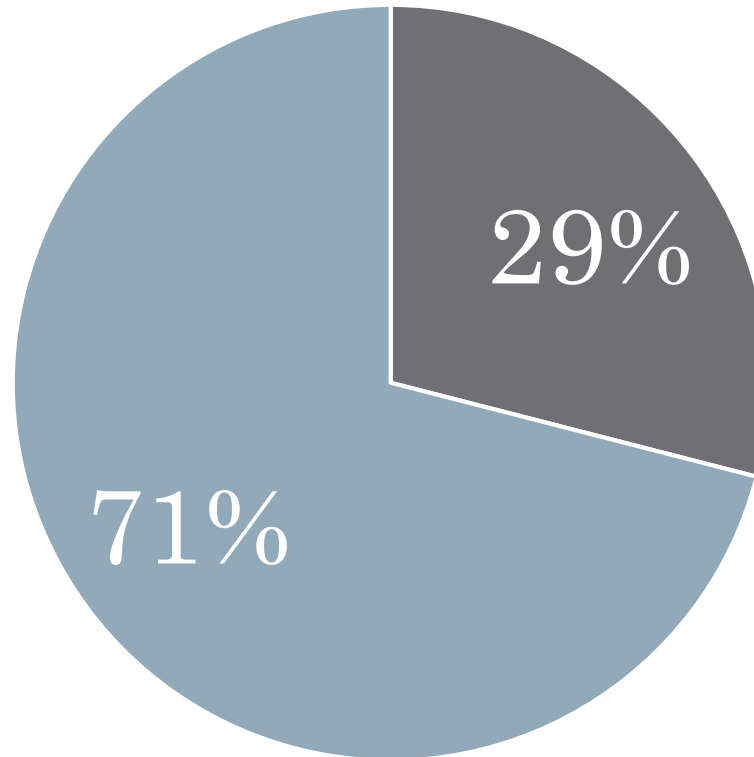
# Problem Statement

How can Vancouver Island stakeholders collaborate to attract and retain the talent required to replace its aging workforce and support its economic growth



# Analysis

Forecast job openings to 2025



■ Economic growth    ■ Replacing retiring workers

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# Industry analysis

Influence of local governments on regulations and policies

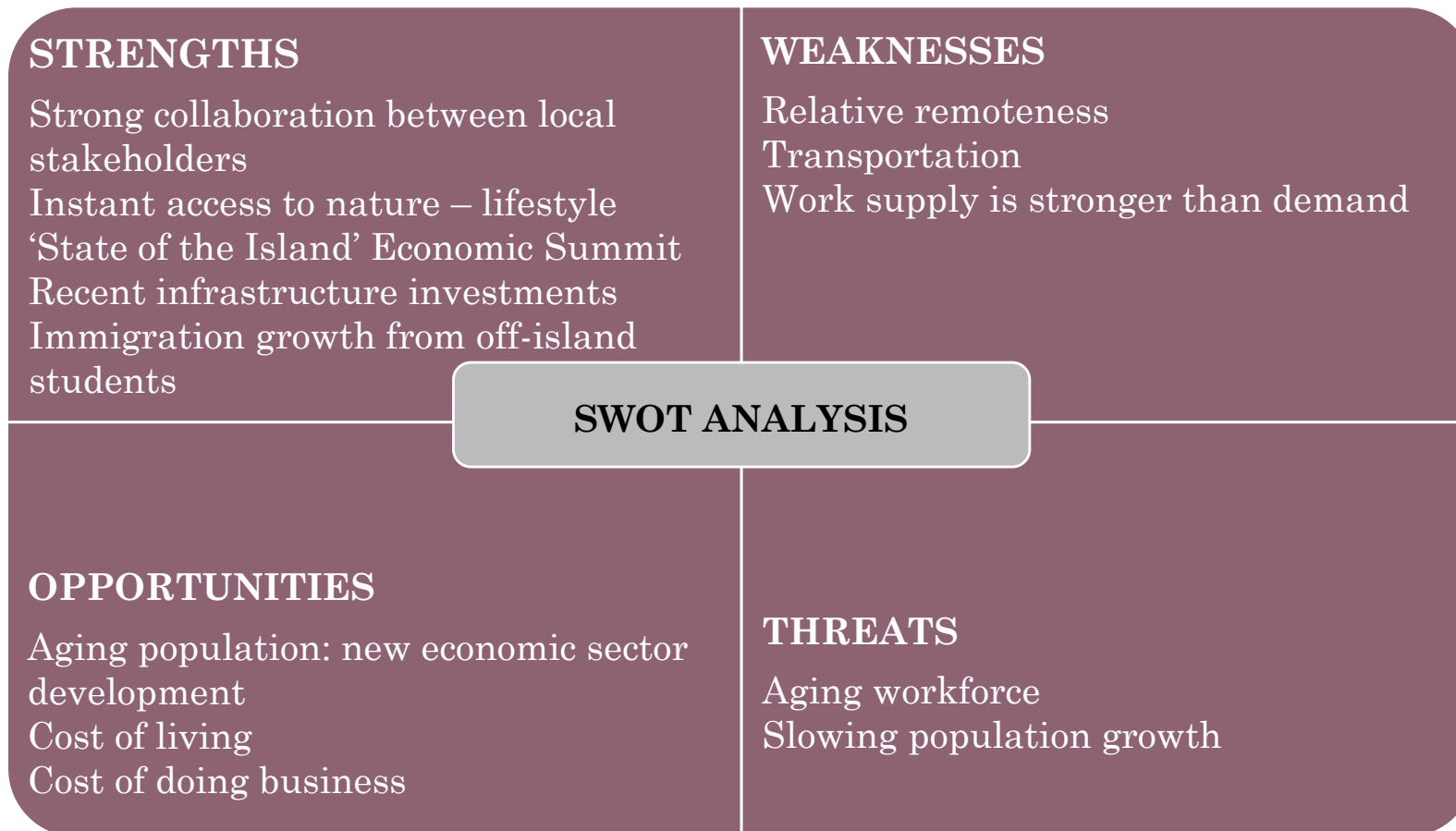
GDP growth expected of 2.2% by year on average until 2025  
Employment growth expected 1.1% per year on average for Vancouver Island until 2025

Growth of international students +11% in 2015 compare to 2014 (approximately 10500)  
Job opening for Vancouver island : 147 900  
78% of job opening will requires post secondary diplomas



# SWOT Analysis

Comparing Vancouver Island to Vancouver



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Action  
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# Financial Potential

## What's in it for me ?

Government: \$396.5M in potential tax revenue

Companies: saving with middle managers  
Senior workers are earning on average \$51 compared to \$26 on average  
salary wages

Schools: Better employment rate for school diploma will result in increased  
enrolment for students from Canada and abroad

# Workforce Trends 1 of 2

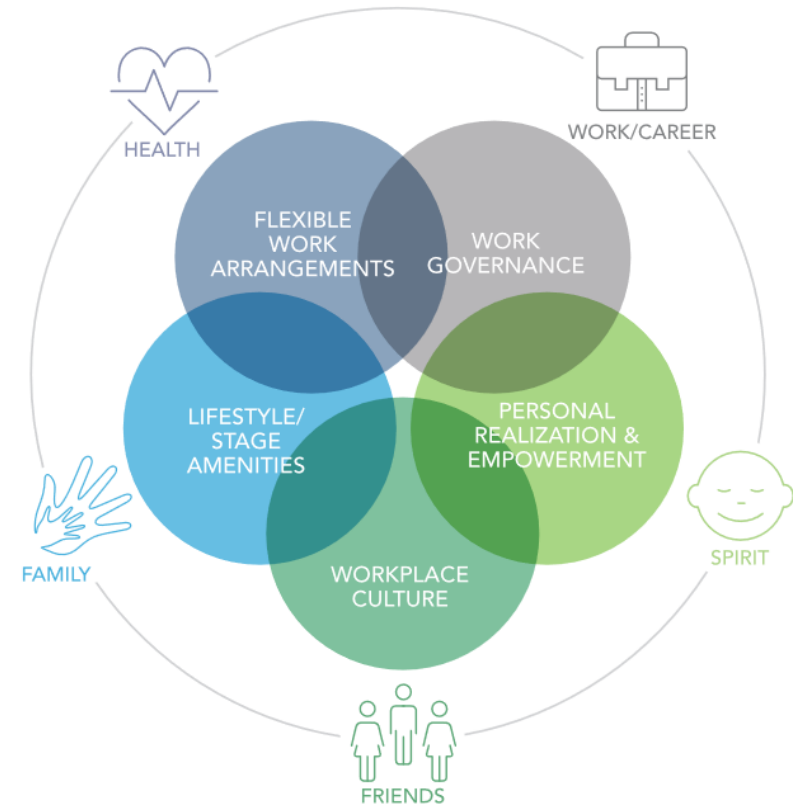
“Lifestyle”

“Family”

“Values”

## The work-life design palette

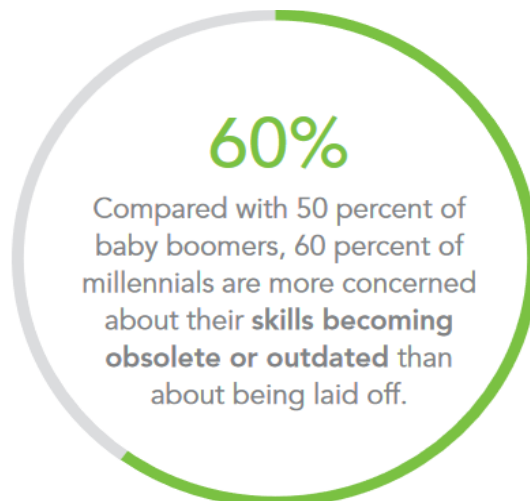
Here are the elements that workers value and draw from for their personal work-life design.



Source: Kelly Services Index 2015



# Workforce Trends 1 of 2



These numbers show the work-life design elements that millennials would be willing to give up higher pay to receive:

- 35%** Flexibility in work schedules/ work arrangements
- 28%** Opportunities to work remotely
- 24%** Additional vacation time
- 24%** Reduced work schedule/hours
- 21%** Sabbatical opportunities to pursue personal interests

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Options

Action plan

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# Need for Improvement

## Capital

- Access to money for SMEs
- Incentives and tax breaks

## Talent

- Attract and retain new talent
- Create stronger ties to VI

## Reputation

- Create innovative image
- Promote lifestyle

Problem  
statement

Analysis

Options

Action  
plan

Conclusion

# Recommendation

Leverage existing  
collaboration between  
stakeholders to promote  
Vancouver Island as an  
employer of choice and the  
ultimate place to find work-  
life balance



# Options 1 of 2

Options	Capital	Talent	Reputation
Leveraging alumni network to bring talent back	<b>x</b>	✓	✓
Revamping Vancouver Island's branding as an "employer of choice"	<b>x</b>	✓	✓
Increasing off-island student presence	<b>x</b>	✓	✓



# Options 2 of 2

Options	Capital	Talent	Reputation
Focusing financing on mature startups	✓	✓	✓
Offering subsidies for small companies to participate in job fairs and recruitment	✓	✓	✓
Introducing a consultation mandate to business school curriculums	<b>x</b>	✓	✓



# Action plan 1 of 2

Actions for years 2017	Timeline	Stakeholders
Review alumni networks and give access to island companies	Y1	Schools, students
Continue investments in attracting foreign students	Y1	Government, employers
Survey students to understand their motivations in staying	Y1	Schools, students
Organise job fairs that offer visibility to smaller businesses	Y1	Schools, students
Consult and provide resources to SMEs to recruit off-island	Y1	Employers, government



# Action plan 2 of 2

Actions for years 2018	Timeline	Stakeholders
Host a startup innovation conference	Y2	Schools, government, employers
Launch ad campaign off-island to increase interest around living on Vancouver Island	Y2	Government, employers
Host two major national or international academic competitions for students	Y2	Schools
Implement young-person chamber of commerce	Y2	Students, government, employers



# Conclusion

## Looking ahead...

- All these plans must be inclusive of the First Nations and all communities of Vancouver Island
- Government financial incentives are crucial in ensuring capital and talent remain abundant on Vancouver Island
- Continued investments in transportation and innovation are long-term needs to change the image of doing business on Vancouver Island



Thank you!

# Appendix

# Financial Potential – Hypotheses

- Average imposition for a BC worker, times the jobs opening by 2025
  - \* conservative hypothesis since graduate should earn more than the average
    - Average salary: 47 914\$
    - $38\,210 * 5.06\% + 9\,704 * 7.7\% = 2\,680\$ * 147\,900 = 396\,465\,769 \$$  revenue in imposition