



Insert Company Name: Insert Presentation Title

February 22, 2017

Our Team







ADAM KAROLY Consultant



MICHAEL OGBOLE Senior Consultant



NAHEAN NAZMUL Manager



LEAH ROBERTSON Partner









RYERSON UNIVERSITY





Opportunity Statement

Devise a sustainable method to address the employment gaps and improve employer participation in Vancouver Island.







A joint initiative referred to as the S-E-G way to align the interests of new labour force participants, employers, and the government in order to provide sustainable labour participation practices.

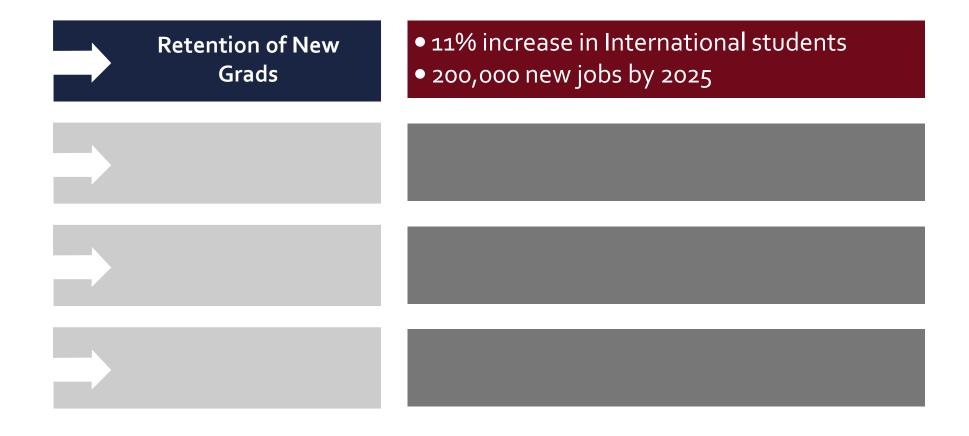


Key Issues



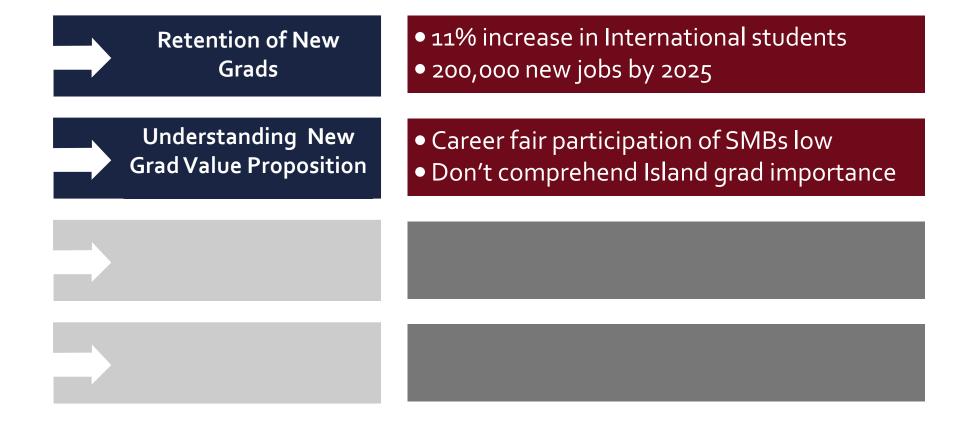


















- 11% increase in International students
- 200,000 new jobs by 2025
- Understanding New Grad Value Proposition
- Career fair participation of SMBs low
- Don't comprehend Island grad importance

Aging Workforce

- More retiring than entering workforce
- Creation of two-thirds of the new jobs







- 11% increase in International students
- 200,000 new jobs by 2025
- Understanding New Grad Value Proposition
- Career fair participation of SMBs low
- Don't comprehend Island grad importance

Aging Workforce

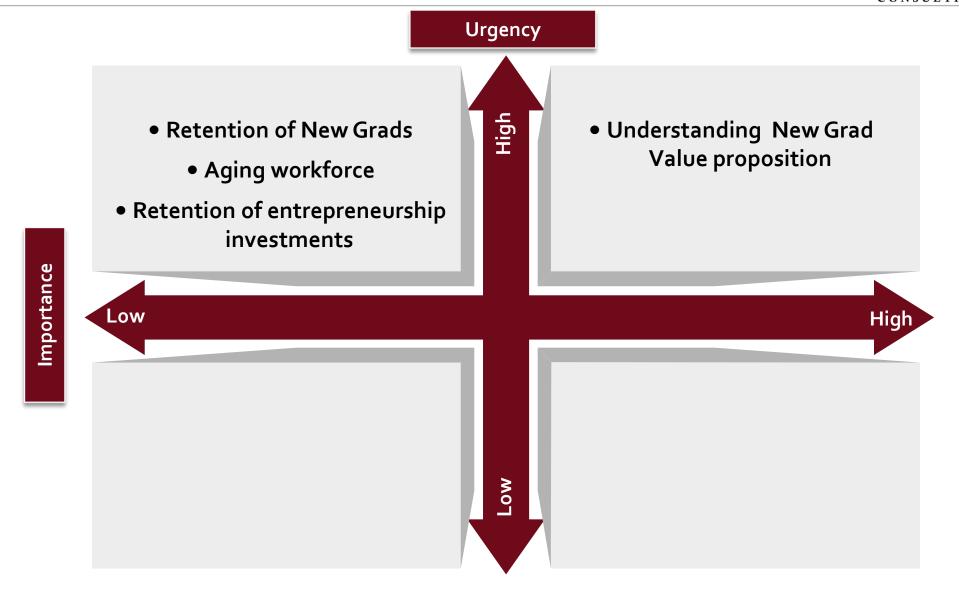
- More retiring than entering workforce
- Creation of two-thirds of the new jobs

- Retention of Entrepreneurship Investments
- Jobs new grads would want are leaving
- Job innovation suffers as a result



NROCK CONSULTING

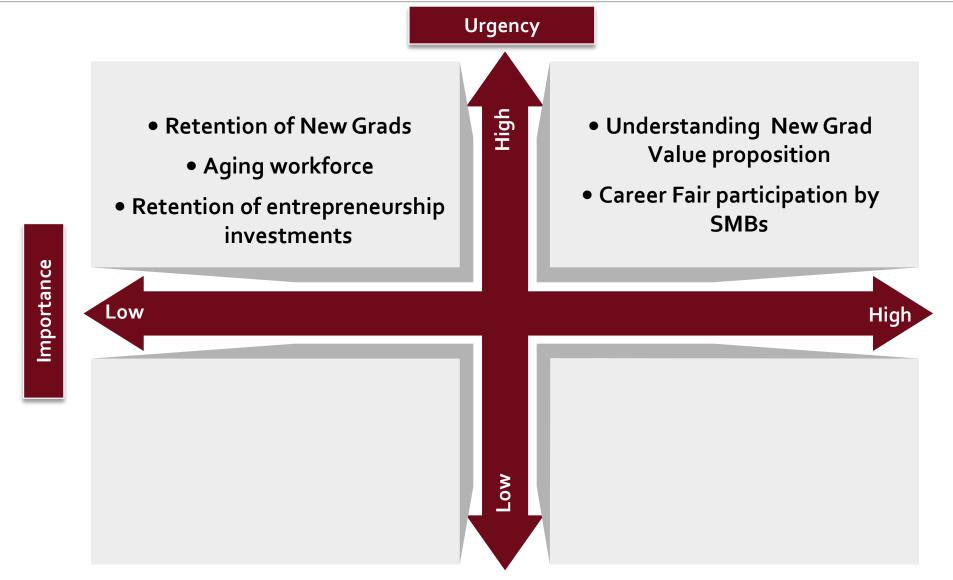
Importance / Urgency Matrix







Importance / Urgency Matrix





Analysis

















MBA GAM





Implementation



SWOT Analysis

Key Issues

With an increase age gap and job opening coming in the next 10 years, the Vancouver Island & Greater BC community need to leverage strength of attracting new graduates and educate employers and

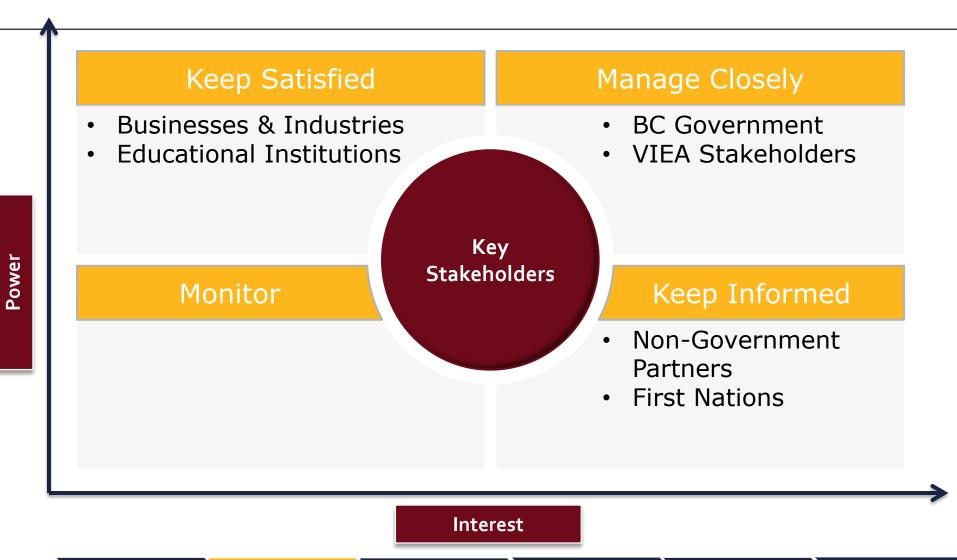
• Emerging gap in workforce 11% Growth in Education in VI • 70% of BC workers have post- Incentives by other cities/provinces to new grads in secondary education Canada and internationally Strengths **Threats** Better Together mentality • Vancouver Island employment 934K job openings by 2025 74% > BC average 79% Weaknesses Opportunities Increased housing demand in Lower Mainland 73% of employers feel new grads have low critical thinking skills Forestry & Logging, and Public Administration BC 10% tax credit for apprenticeships < Ontario 25-309

Decision Criteria

Alternatives

Contingency

Stakeholder Analysis



Key **Issues**

Decision Criteria

Alternatives

Implementation

Contingency









- First level bullet
 - Second level dash



Decision Criteria and Alternatives





- Retention of New Grads
 - Does the strategy help retain the great local, national and international talent?
- Employers' Understanding of New Grad Value
 - Can the strategy communicate to employers how new grads will help them?
- Aging workforce
 - Are the growing labour force demands being met and optimized?
- Entrepreneurship Investment
 - Is entrepreneurship being encouraged and capital retained?





- Retention of New Grads
 - Does the strategy help retain the great local, national and international talent?
- Employers' Understanding of New Grad Value
 - Can the strategy communicate to employers how new grads will help them?
- Aging workforce
 - Are the growing labour force demands being met and optimized?
- Entrepreneurship Investment
 - Is entrepreneurship being encouraged and capital retained?





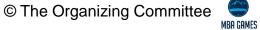


- Retention of New Grads
 - Does the strategy help retain the great local, national and international talent?
- Employers' Understanding of New Grad Value
 - Can the strategy communicate to employers how new grads will help them?
- Aging workforce
 - Are the growing labour force demands being met and optimized?
- Entrepreneurship Investment
 - Is entrepreneurship being encouraged and capital retained?





- Retention of New Grads
 - Does the strategy help retain the great local, national and international talent?
- Employers' Understanding of New Grad Value
 - Can the strategy communicate to employers how new grads will help them?
- Aging workforce
- Entrepreneurship Investment
 - Is entrepreneurship being encouraged and capital retained?





Strategic Alternatives

Г	1. Industry focused employment programs	
L		





Strategic Alternatives

1. Industry focused employment programs 2. Joint initiatives (S.E.G. way)

Decision Criteria Alternatives Implementation Contingency Key Issues **Analysis**







1. Industry focused employment programs

2. Joint initiatives (S.E.G. way)

3. New grad cost of living subsidy

Industry Focused Employment programs





POSITIVES

- Targets the growing segment of the BC economy
- Addresses the needs of employers

DRAWBACKS

- Doesn't communicate the value of recent grads
- Does not foster relationships between businesses and students
- Exposure to economic volatility

Decision Criteria Key Issues Implementation Contingency **Analysis Alternatives**



Industry Focused Employment programs

While theoretically efficient, this approach does not directly address the retention issue

POSITIVES

- Targets the growing segment of the BC economy
- Addresses the needs of employers

DRAWBACKS

- Doesn't communicate the value of recent grads
- Does not foster relationships between businesses and students
- Exposure to economic volatility

Decision Criteria Contingency Key Issues **Analysis Alternatives** Implementation





Joint Initiatives (S.E.G. way)

POSITIVES

- Builds sustainable partnerships of schools, employers, and government
- Allows the employer to build relationships and essentially conduct a prolonged interview of candidates
- Allows candidates to have exposure to more businesses and pick one they enjoy most
- Allow more interaction to learn the "island culture"

DRAWBACKS

- Some full-time jobs may be impacted by growing trends in co-op internship options
- Requires government lobbying on the part of VIEA



Joint Initiatives (S.E.G. way)



This initiative focuses on both student retention and benefits employers

POSITIVES

- Builds sustainable partnerships of schools, employers, and government
- Allows the employer to build relationships and essentially conduct a prolonged interview of candidates
- Allows candidates to have exposure to more businesses and pick one they enjoy most
- Allow more interaction to learn the "island culture"

DRAWBACKS

- Some full-time jobs may be impacted by growing trends in co-op internship options
- Requires government lobbying on the part of VIEA

New Grad Cost of Living Subsidy





POSITIVES

- Targets new grads and incentivizes staying in Vancouver Island
- Easy simple targeted solution solution

DRAWBACKS

- Does not address the lack of willingness of local businesses to hire recent grads
- May not be economically viable in the long run for government expenditure to sustain

New Grad Cost of Living Subsidy





May not be a sustainable solution if government budgets fluctuate

POSITIVES

- Targets new grads and incentivizes staying in Vancouver Island
- Easy simple targeted solution solution

DRAWBACKS

- Does not address the lack of willingness of local businesses to hire recent grads
- May not be economically viable in the long run for government expenditure to sustain





Decision Matrix

		Alternative 1	Alternative 2	Alternative 3
	Weight	Industry Specific	S.E.G. way	Cost of Living
Retention of New Grads	0.30	3	4	4
Understanding of New Grad Value	0.35	2	5	1
Aging work force	0.20	4	4	2
Entrepreneurship Investment	0.15	4	4	3
Average	100%	3.00	4-35	2.40





Decision Matrix

		Alternative 1	Alternative 2	Alternative 3
	Weight	Industry Specific	S.E.G. way	Cost of Living
Retention of New Grads	0.30	3	4	4
Understanding of New Grad Value	0.35	2	5	1
Aging work force	0.20	4	4	2
Entrepreneurship Investment	0.15	4	4	3
Average	100%	3.00	4-35	2.40



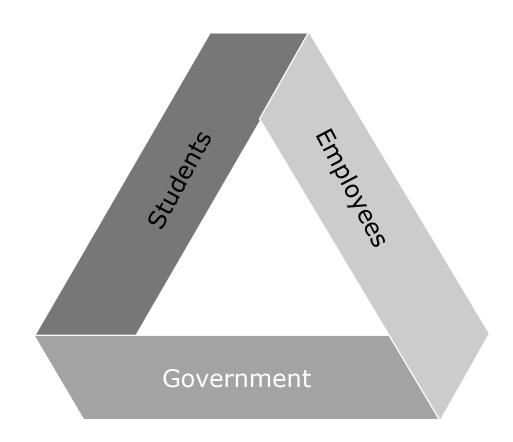
Implementation Plan

The S-E-G Way





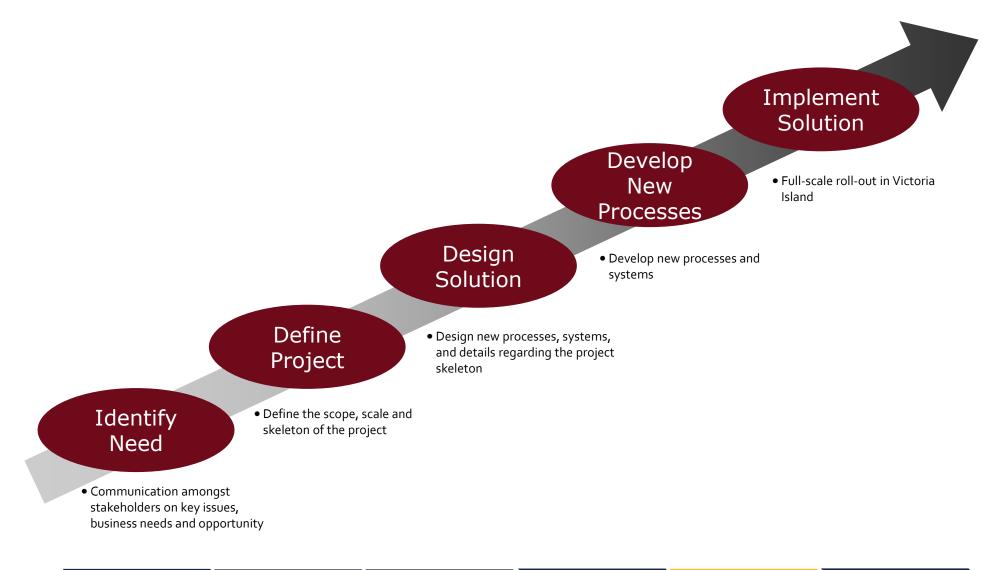
We believe that an implementation framework that aligns the needs of students, employees, and the government is the optimal solution to successfully segue from existing practices to sustainable labour force retention practices



Implementation Plan











 Meeting among representatives from SMBs, VIEA, and local colleges and universities Design stage of new processes and systems

 Roll out stage of the project

Jan 2017

Quarter 2 (2017)

Quarter 3 (2017)

Quarter (2017)

2018-2019

 Define the scope and scale of the project (The S-E-G Way)

 Development stage of both processed and systems

Key **Issues**

Analysis

Decision Criteria

Alternatives

Implementation

Contingency





Implementation: Step One

- Outline the need for employee succession
 - Aging population, and economic growth

- Align the needs of all key stakeholders
 - Research suggests strong ties between new labour force participants and local employers is a key driver of retention
- Key Performance Indicator
 - Majority vote for procedure with the initiative
 - Majority agreement to quarterly meetings

Identify Needs

 Board meeting between representatives of key stakeholders (Students, Employees, and Government)





Implementation: Step Two

Scope: All Vancouver Island Colleges,
Universities, and Apprenticeship program.

- Collaborative efforts by all parties involved in order to facilitate low cost access to jobs and postings.
- Key Performance Indicator
 - Majority vote for procedure with the initiative

Define Project

 VIEA outline a proposal for a new joint initiative titled S-E-G way





Implementation: Step Three

- Free postings for employers and free access for prospective employees through the VIEA website.
- Incentives for new grads (credit against provincial tax)
- Not restricted to graduates originally from Victoria Island
- Key Performance Indicator
 - Majority vote for procedure with the initiative

Design Stage

new processes,
systems, and details
regarding the project
skeleton





Implementation: Step Four

- Structure of internships which involve mandatory mentorship from existing work force through subsidies provided by the government as well as tax rebate structure.
- Graduates of programs less than two years, including journeypersons — \$3,000
- Two or three-year certificate and diploma programs \$6,400
- Three-year undergraduate degrees \$15,000
- Four-year undergraduate degrees \$20,000
- Key Performance Indicator
 - Majority vote for procedure with the initiative

Develop Stage

new processes,
systems, and details
regarding the project





Implementation: Step Five

- Launch Program and Monitor for 2 years
- Within two years provide option to increase subsidy or rebates
- Key Performance Indicator: Labour participation growth of 3% within the first 2 years

Implementation Roll-out

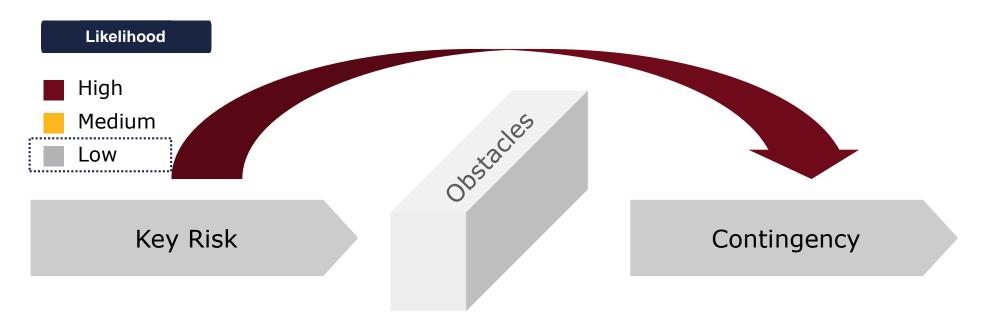


Contingency Plan





Contingency Plan



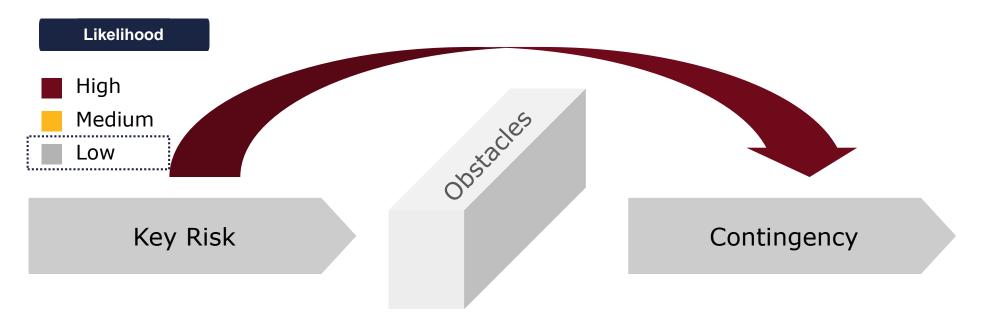
 What if the government does not buy in to the subsidy plan?

- Focus on the employerstudent relationship
 - Drive co-op program importance home to employers





Contingency Plan



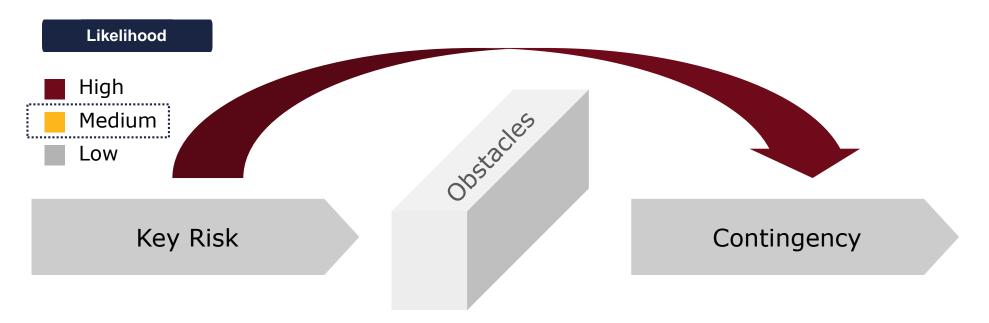
 What if SMBs still believe the cost of recruiting students is too high?

- Provide cheaper alternatives to recruiting
 - Free website access to post jobs
 - Cheaper access to university campuses to pitch the company

MBA GAMES



Contingency Plan



 What if labour force participants are still leaving the Island at a similar rate for opportunities elsewhere?

- Ramp up efforts to keep start up businesses in Vancouver Island
 - Different job types will change people's minds about leaving







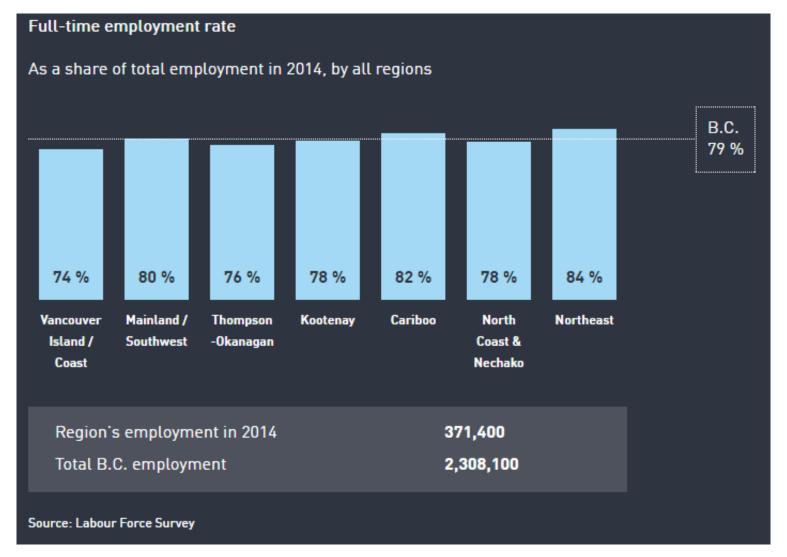
A joint initiative referred to as the S-E-G way to align the interests of new labour force participants, employers, and the government in order to provide sustainable labour participation practices.



Appendix





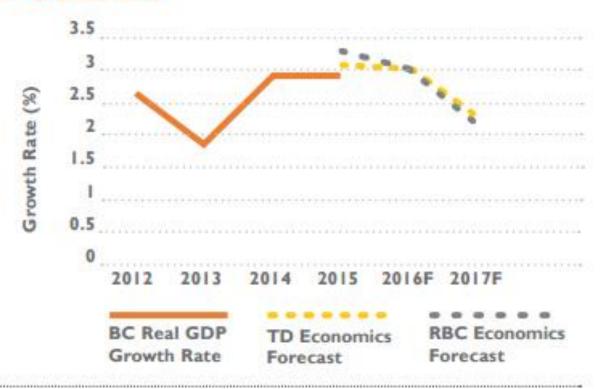






OUTLOOK FOR 2016

BC Real GDP Growth Rate



Source: BC Stats, BC GDP By Industry, TD Economics, Provincial Economics Forecast (July 6, 2016), RBC Economics, Provincial Outlook (June 2016)





2015–2025 LABOUR MARKET OUTLOOK HIGHLIGHTS					
TOTAL JOB OPENINGS	934,000	100%			
Replacement	642,000	69%			
Economic growth	292,000	31%			
REDUCED UNEMPLOYMENT	5,000				
SUPPLY ADDITIONS	929,000	100%			
New entrants	430,000	46%			
Net international in-migration	248,000	27%			
Net interprovincial in-migration	75,000	8%			
Increased labour force participation	176,000	19%			

Note: Values rounded, percentages are shares of the total, job openings are filled through reduced unemployment and labour supply additions





THE TOP 10 COMPETENCIES IN 2020 WILL BE:	THE TOP COMPETENCIES IN 2015:	
1. Complex Problem Solving	1. Complex Problem Solving	
2. Critical Thinking	2. Coordinating With Others	
3. Creativity	3. People Management	
4. People Management	4. Critical Thinking	
5. Coordinating With Others	5. Negotiation	
6. Emotional Intelligence	6. Quality Control	
7. Judgment And Decision-Making	7. Service Orientation	
8. Service Orientation	8. Judgment And Decision-Making	
9. Negotiation	9. Active Listening	
10. Cognitive Flexibility	10. Creativity	

Source: Jobs of the Future. World Economic Forum. January 2016





FIGURE 11: Ten-year total job openings by Major Industry group, 2015-2025

