
HR Case Competition

NATIONAL MBA GAMES 2017

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Agenda

- Environmental Analysis
- Trends
- Strategies
- Action Plan
- Summary
- Questions

Analysis - Opportunities and Threats

Opportunities:

- 934,000 job openings in BC by 2025
- 1/3 require a degree, 42% require a certificate or trade apprenticeship
- Retiring workers generate over 2/3 of job openings
- International students: 25% of K-12 boarding school students coming to Canada come to VI schools
- 20% of new jobs expected in BC will be on Vancouver Island

Threats:

- Uncertainty of which sectors new jobs will be in
- Migration to mainland
- Value of investing in the retention of Island graduates is not well understood among Vancouver Island employers

employers

- Few targeted job fairs, more multi-disciplinary at universities
- Poor representation of small to mid-sized businesses at these fairs; less opportunity to network with new graduates

Analysis - Issues

- Overall issue: how to retain new graduates on Vancouver Island
- Educational institutions: Lack of funds and resources (both time and money) to organize events such as job fairs, lack of resources to help international students settle in Canada & on VI
- Government: More work visas issued for international students choosing to stay, higher immigration rate
- Business and industry: Influx of new graduates who are educated but not necessarily experienced, uncertainty of whether graduate will stay in that job, poor connection to educational institutions, large turnover when current workforce retires (assumption that hierarchy will move up), training expenses

Analysis - Trends and Best Practices

- Exchange of employees between Head Office and Branch Office
- Raising salaries to keep employees
- Attract large corporations to areas
- Increase reputation of educational institutions
- Encourage small businesses to grow

Education at Major Institutes

University of Victoria: 17,000 undergraduates and 3,200 graduate students

Vancouver Island University: 6,400 undergraduates and 370 graduate students

Camosun College: 18,500 students in 160 programs

Royal Roads University: 1,400 undergraduate students and 3,840 graduate students

Top 5 Employee Motivators



Target Segments

Value Proposition

- Undergraduate students
- Graduate students
- Trade students
- Employers

- Career exploration
- Career growth
- Experience and skill development
- Stability and certainty

Strategies - Employers

Problems: Choosing suitable candidates, engaging candidates throughout their studies, selecting proper channels, funding

Solutions: Background profile of candidates and their preferences for industries, tax breaks to invest in new graduates to stimulate economic growth, incentives to participate in company recruiting events, mentorship programs

Channels: social media, prioritize information quality over service quality, job portals, open company days, company ambassadors for Skype chats and coffee meetings

Risk: No short term gains

Assumptions: Selected candidates do not change their career path

Strategies - Graduates

Problems: uncertainty of career goals, uncertainty of what jobs will be in which locations, inexperience, higher salaries in non-rural areas

Solutions: Choose programs based on demand for jobs, participate in internships or work terms, more integrated classroom exercises involving real-world problems, mentorship programs

Channels: Job-specific fairs and networking events through educational institutions, employer events for new graduates

Risk: Smaller cohorts for very specific job types

Assumptions: Graduates do not change careers

Human Resources Trends - Employers

Problem: Attracting and retaining new graduates

Steps: Employee rotation through company branches or roles to gain more experience, increase salaries with better work life balance, more autonomy and responsibility, cultivate a family-like work culture

Channels: Person-to-person

Risk: More informal work culture

Assumptions: Employees will retire and new positions will open

Strategies - Government

Steps: Streamlined work visa process for international students, increased class capacity, subsidies or tax breaks for companies who hire Vancouver Island graduates, pledge to fund new infrastructure in rural areas for large companies who wish to expand

Risk: Change in government, funding, recessions

Assumptions: Commitment to new graduate retention

Strategic Action Plan

Step 1 : Common Understanding between Government/Employers/Institutions and Students.

Step 2 : 1 Year Plan

a) Involve with the Institutes during Admissions

Attract more local talent

Attract more students who want to stay in VI after graduation

Step 3 : Campaign

- a) Career Fairs and Networking Events
- b) Try to implements tools used by others such as,
- c) Attract big corporations to open their facilities here

d) Attract Head Offices to open their Branch Offices here.

e) Options for Rotations between head office and other offices.

Step 4 : More co-op and internship opportunities for students from local institutes. Provide resources regarding job opportunities and career resources.

Step 5 : Emphasize

Work Life Balance in small town

Good Environment of VI

Dream life on Island

Mentorship Program

Conclusion

- Out of 100,000 job shortages over the next 10 years, 75 % will require students with college degrees.
- Retention of local students is a major issue
- Stakeholders - Employers, Students and the Government should collaborate
- Salaries, Career growth and lifestyle play a key role in deciding employment.
- Value proposition offered to students differ – Career growth for Graduates, monetary incentives and exploration for undergraduates.
- Schools and Industries need to match their requirement to that of candidate.
- Government can offer better incentives to attract and retain foreign students.

Questions

