



**Everything's better
when we're together.**



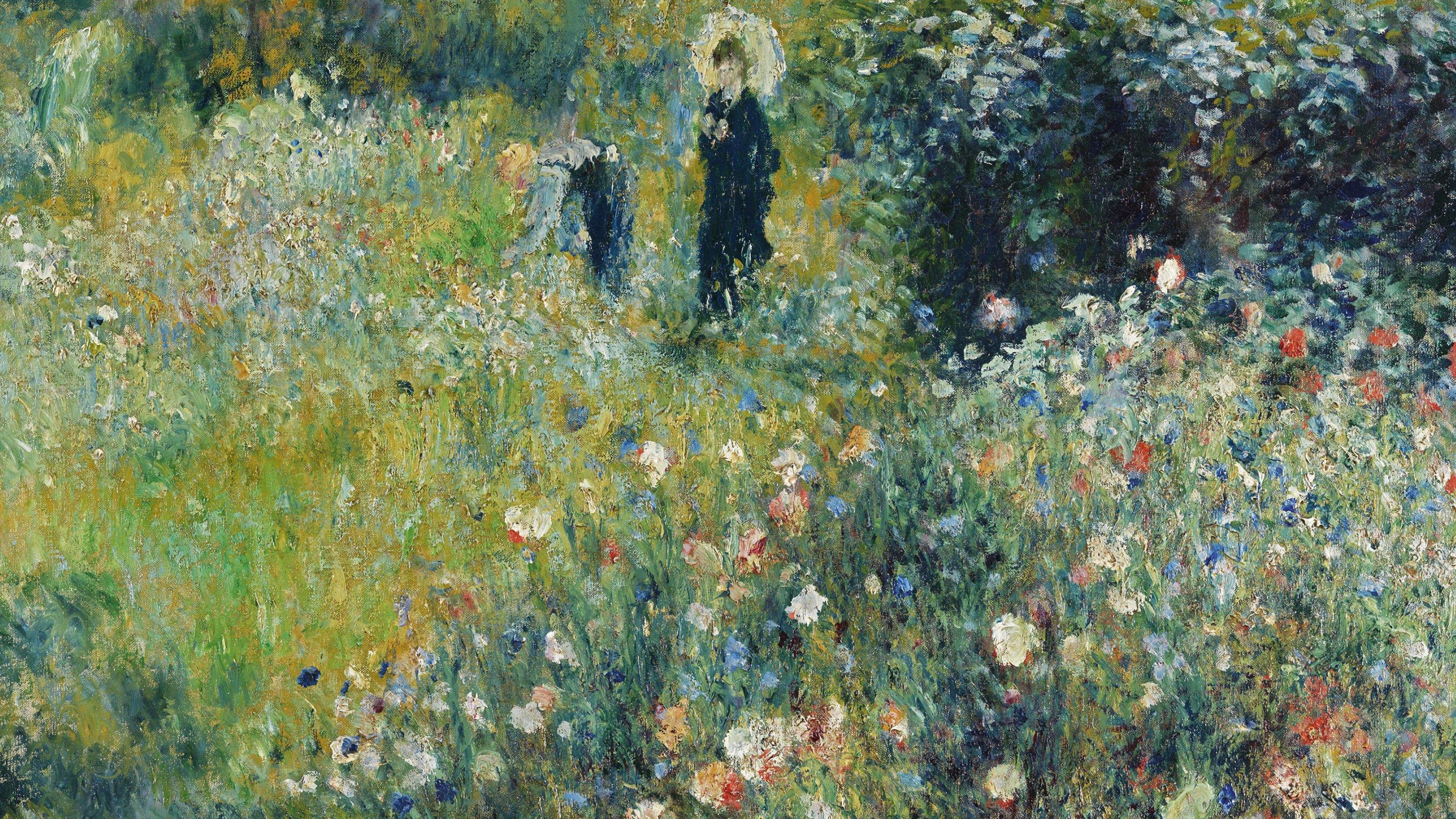
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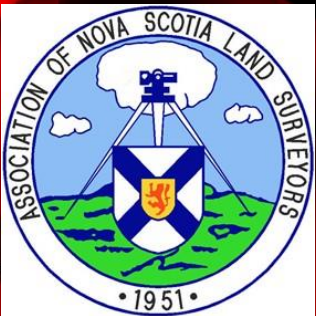




EMPLOYEE ATTRACTION & RETENTION

ANSLS 2023 Spring Seminar @ Dartmouth: June 2, 2023

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WHY PRESENT TODAY?

- Why is Employee Attraction & Retention so important today?
 - Labour “crunch”
 - Our reality: increasing # of retirements; competition from other provinces; declining numbers of new candidates in the pipeline; Premier says increase population to 2m by 2060
- OVERVIEW:
 - Focus on: How can you attract employees and keep them? Who can help?
Examples from best practices:
 - Employer of Choice
 - Business Retention & Expansion (BRE)
 - Consulting: coaching CEO's
 - **Take-aways** you can implement right now!

CONTEXT:

Everyone is facing labour challenges:

- Increasing # retiring.
- Other provincial associations & companies are active in Nova Scotia (e.g., Ontario companies at the recent COGS Industry Expo).
- UNB & University of Calgary only seeing 30% uptake on undergraduate seats.
- Nova Scotia Premier: increase population to 2m by 2060; HRM economic strategy calls for an increase in population to 525,000 and growing the labour force to 310,000 by 2027 (if that's the case then we might need to double the number of surveyors?).



ATTRACTION

- Why would anyone want to come and work with you?
- How do you connect with potential new employees?
 - How many of you have hired COGS graduates?
 - How many of you have hired UNB graduates?
 - How many of you are COGS alumni?
 - How many of you are UNB alumni?
- Foreign trained surveyors
- High school students & Career Counsellors
- Generational differences
- Who can help you?

EMPLOYEE ATTRACTION

Why would anyone want to come and work with you? Do they know you even exist?

- Do you have a website (with a professional email address, not Hotmail)?
- Are you on social media?
- Do you have a brand and logo?
- What is your strategic advantage?
- What do you offer new employees (e.g., a competitive compensation & benefits package)?
- What is your culture like?
- Do you promote work-life balance?

EMPLOYEE ATTRACTION

How do you connect with potential new employees?

- Do you have something on your website so someone can ask questions (e.g., a fillable form)?
- Do you keep in regular contact with faculty at COGS & UNB?
- Have you reached out to any of the students at COGS & UNB?
- Have you posted job ads at COGS & UNB?
- Have you attended any events at COGS & UNB?

EMPLOYEE ATTRACTION

Recently, the ANSLS Public Awareness Committee has attended the student orientation & industry expo at COGS. Even though the Association is trying its best to open up opportunities for you, it cannot replace you taking the lead! Networking and utilizing your contacts can be a game changer.

Past hires of COGS faculty attracted back home as caregivers.

Are there COGS or UNB graduates working in Western Canada or Ontario who might want to come home – as labour mobility candidates?

EMPLOYEE ATTRACTION

How could you attract Foreign Trained Surveyors or connect with high school students?

Foreign Trained Surveyors

- ANSLS 4 inquiries recently.
- Other regulators in NS are being very aggressive in attracting and fast tracking them.
- Ontario Land Surveyors are looking at temporary licenses so foreign trained surveyors don't have to meet Canadian experience requirements.
- Consider becoming a designated employer under the Atlantic Immigration Program (AIP), one way to fast track.
- CBEPS can also be of assistance.

EMPLOYEE ATTRACTION

High School Students

- Participate in the O2 program (previously promoted by the ANSLS, see emails from Kyle Harrington), it's a great opportunity to connect with students who might eventually become land surveyors.
- Take every opportunity you can to connect with teachers and students (present to a class, teachers appreciate this especially if you can tie into their curriculum).
- Connect with local career councilors (check out FutureWorx and the Nova Scotia Works Centres), as they often get inquiries from student clients who might be interested in surveying, but don't know how to proceed.

EMPLOYEE ATTRACTION

Generations

- Zoomers/Gen Z: those 8-23 years of age.
- Millennials: those 25-40 years of age (born 1981-1996).

It's Important to try and understand your target market, especially generational differences.

Do you actively encourage Equity, Diversity and Inclusion (EDI)?



EMPLOYEE ATTRACTION

Millennials

- Want you to give them a reason to be interested in your business., e.g., being involved in charitable activities, cultural sponsorships, and networking events.
- Want to know that there is a larger mission and purpose they're aligning themselves with.
- Want to feel a genuine connection to your company's reason for being. They desire a sense of purpose.
- Communicate a consistent, positive, and realistic image, and provide real-life experience in a challenging and exciting work environment (involve other employees as brand ambassadors).

EMPLOYEE ATTRACTION

Millennials

- Consider corporate social responsibility efforts, as these are often factors Millennials use in deciding where they want to work (they want to be connected to a company's mission and vision; provide opportunities for them to participate in a community service program, e.g., employee volunteer program).
- Think carefully about how you do any promotions – change the narrative from “high tech and getting outside” to surveyors are critical to the economic fabric of Canada, etc.

EMPLOYEE ATTRACTION

- A 2023 Gen Z & Millennial Survey by Deloitte Touche Tohmatsu Limited showed that:
 - o Having a good work-life balance is the top consideration when choosing a new employer.
 - o Interest in part-time jobs is on the rise.
 - o They value remote and hybrid work and see its benefits.
 - o They feel stressed or anxious at work all or most of the time.
 - o They increasingly report high levels of burn-out due to work-related pressures.

EMPLOYEE ATTRACTION

Zoomers/Generation Z

- This cohort just breaking into the labour market is similar to the Millennials, but they are more connected, diligent and collaborative.
- This generation is so industrious and technologically astute, raised on smartphones, constant connectivity and social media.
- They are more entrepreneurial, less motivated by money and more socially conscious than Millennials.
- They are very aware and want to do things better.
- They also have an increased sense of loyalty.
- You will need to communicate with them in bite-sized chunks.
- They seemingly want to change the world more than any other generation.



HALIFAX PARTNERSHIP – ECONOMIC STRATEGY

VISION

A prosperous, growing Halifax
that puts the well-being of people
and planet first.

By 2037 grow GDP to

\$32 billion

and population to

650,000

VALUE PROPOSITION



Ocean
Advantage



Commitment to
Climate Action



Educated &
Innovative



Excellent Urban,
Suburban, Rural Lifestyle

5-YEAR STRATEGIC GOALS



Promote & Maximize
Inclusive and
Sustainable Growth

Grow GDP to
\$25 billion
by 2027



Attract, Retain &
Develop Talent

Increase population to
525,000
and grow the labour force to
310,000
by 2027



Make Halifax
a Better Place to
Live and Work

Increase residents'
well-being on a
continuous basis

EMPLOYEE ATTRACTION

Where can you turn for help?

- Municipal Economic Development Officers.
- ACOA funded Community Business Development Corporations (CBDC's), they offer small business counseling & can provide loans for startups.
- Nova Scotia Business Inc (now Invest Nova Scotia) Regional Business Development Advisors.
- Nova Scotia Works Employment Centres (50+ across Nova Scotia) provide free employer services and supports and can help with job descriptions and marketing materials, job postings, job matching & recruitment services.

REGIONAL ENTERPRISE NETWORKS



EMPLOYEE ATTRACTION

Where can you turn for help?

- Regional Enterprise Networks (REN's) have Economic Development Officers across Nova Scotia. They provide: Business Retention and Expansion - BRE supports; "Business Now" helping you navigate around government, etc.; and Connector programs where you can be a mentor to potential hires.

Other suggestions:

- Take advantage of apps that can help promote your company and post any job openings you might have, e.g., LinkedIn.
- You can also use Radio Frequency Identification (RFID) tags in your promotions.



See new job openings
when they're posted.

Linkedin



TRAINING AND EDUCATION COORDINATOR



SCAN ME



EMPLOYEE RETENTION

- Are you an Employer of Choice?
- What are Millennials looking for?
- Retention strategies
- Exit vs Stay Interviews
- Performance Appraisals

EMPLOYEE RETENTION

Are you an Employer of Choice?

An Employer of Choice is an outstanding organization where people want to work, want to stay once hired, want to give their best every day, and want to adapt creatively to change. Employees feel appreciated and valued, increasing a company's ability to attract and retain skilled employees.

An Employer of Choice is a company or organization where employee actions are directly aligned with business goals, where employees feel appreciated and valued for their hard work, and where their contributions are acknowledged and rewarded. It is a company that understands the relationship between the bottom line, and the importance of having the right people in the organization by developing these people, and by working to ensure they are performing to the top of their ability.

EMPLOYEE RETENTION

Suggestions:

- Provide opportunities for employee growth and development.
- Recognize and reward employee contributions.
- Be an effective coach and mentor.
- Always ensure effective communication and collaboration.

EMPLOYEE RETENTION

For Millennials

- Success in retaining Millennials depends primarily on front-line supervisors. Encourage these managers to think about what contributes to and detracts from retention, and how it might be different for younger workers.
- Provide clear boundaries in terms of expectations, for completing work, collaborating with team members, and communication.
- They seek clearly defined expectations for their roles, and to know how their success will be measured.
- They appreciate a “thank you” from peers and managers and public recognition from senior leadership.
- They want to be recognized at least once every month.

EMPLOYEE RETENTION

For Millennials

- Provide frequent feedback (every week).
- Millennials have higher expectations when it comes to professional development than previous generations and create an open channel of communication so they can voice issues to management without hesitation.
- Create individual growth plans.
- Pair inexperienced Millennials with seasoned employees who can provide guidance and regular feedback.
- They want to devote their loyalty, hard work, and time to the organization.
- Invite them to provide input on process improvements and structural changes

EMPLOYEE RETENTION

For Millennials

- Introduce a reverse mentoring scheme where top Millennials mentor senior executives so leaders have an increased awareness of how these employees think.
- Millennials thrive on broad work experience and collaborative action.
- Offer rotation programs and diversified work experiences that provide exposure to different areas.
- Help individuals to understand larger organizational goals.
- Provide regular, timely, and detailed feedback.

EMPLOYEE RETENTION

For Millennials

- If Millennials have a sense of ownership, enjoy the projects they are working on, are offered opportunities to try new things, and are seen as instrumental in creating the culture of the company, they will want to remain with your organization for a longer period of time.
- Millennials are strongly influenced by how innovative a company is.
- They don't want to be micromanaged.
- They are very tech savvy, so try to leverage this.
- If they feel included, appreciated, and empowered, it will lead to higher levels of engagement and better organizational outcomes.

EMPLOYEE RETENTION

Other suggestions:

- Always do “Exit Interviews” when an employee leaves. Try to find out why they are leaving.
- Do “Stay Interviews” with your existing employees. They are informal one-on-one discussions between a manager and employee, to find ways to keep the employee in the organization.
- Try to understand what changes would make the employee stay and what’s driving them to leave.
- Aim is to motivate an employee to stay and create a workplace where they can see themselves in the long run.

EMPLOYEE RETENTION

Other suggestions:

- Consider asking the following questions:
 - o Do you think your talents, interests, and skills are being fully utilized?
 - o If you could change one thing about your position, team, or how your company functions, what would it be?
 - o What keeps you working here?
 - o What do you think is the main reason people choose to leave your company?
 - o What do you want to learn this year?
- All of the above could be merged into a continuous performance appraisal process (rather than just a year end review).



FINAL COMMENTS

- You may wish to be more proactive (don't just post a job ad).
- Employee referrals are really important (as are bad reviews) – remember COGS and UNB grads keep in touch with each other. Maybe offer a bonus to an employee who refers a new employee and a signing-on bonus for new employees.
- Think of creative ways to compensate and recognize staff e.g., provide flexibility, gift cards, gym memberships, RRSP matching, subsidized professional development courses and provide a number of hours each week so employees can work on something that interests them.
- Lastly, a respectful and welcoming workplace is a given and that's non-negotiable.