

Attraction & Retention Strategies

Hiring Trends

CUCC Executive Conference

May 6, 2008



About Us

- Manitoba's third largest credit union
- Winnipeg based – 11 retail branches
- Assets \$1,549,845
- Members 52,833
- 250 Employees
 - 193 FT
 - 23 PT
 - 34 Casual



Local Landscape

- Manitoba Unemployment rate 4.2%
- Winnipeg average age 38 years
- Dominant age group 35-44
- Baby Boomers 30% of population
- “Growing Through Immigration” Provincial growth strategy to meet labour market & demographic challenges
- Winnipeg largest metropolitan Aboriginal population (1 in 4 workforce entrants by 2016)



Attraction Strategies



1. Immigrant Integration Program

- Limited success to date and needed assistance understanding:
 - International education, knowledge, work experience
 - Cultural & communication differences
 - Business environment differences
 - Connecting with newcomers/immigrants
- Limited internal available financial & human resources
- Sought strategic partners to facilitate successful integration in to our workforce



Strategic Partners

- Manitoba Department of Labour and Immigration – Settlement Services
- Assiniboine Credit Union
- Following pilot program also joined by
 - Steinbach Credit Union
 - Astra Credit Union
 - Portage Credit Union



Strategic Partner

Manitoba Department of Labour and Immigration –
Settlement Services

- *Identified current immigrant hiring challenges (during selection and after hire)*
- *Conducted need assessment to determine feasibility & program costs*
- *Identified job competencies for MSR*
- *Created Essential Skills Profile for MSR*
- *Developed program structure and outline*
- *Identified organizational readiness requirements*
- *Provides program funding*



Credit Union Teller Immigrant Integration Program

Launched in October 2004 to:

- *Identify, recruit and train high potentials as tellers within financial services*
- *Train the skills needed for a future in the Canadian financial services industry*
- *Provide Canadian work experience*

Primary goal: find teller position with work experience credit union

Secondary goal: increase likelihood of obtaining position in any local financial institution



Program Content

Seventeen-week program

Part I: *5 week non-paid orientation program to address the identified gaps that created challenges for newcomers in successfully integrating in financial services industry*

Part II: *12 week credit union paid work experience to train participants as MSRs*

Upon completion – eligible to apply for any available MSR positions



Program Development

- Seek like-minded partners
- Address issues that arise from your partners also being your competitors
 - Consistency is key in determining key messages, wages, etc.
 - Commitment to hiring for the long-term



Internal Preparations

- Assess organizational readiness
 - *Prior history; Current climate*
- Identify readiness gaps
 - *Where are the gaps & how to address them?*
- Gain organizational commitment
 - *Start at the top, but don't forget the passengers*
- Create communications plan
 - *Internal & external*



The success story

- Currently running program 8th program
- Total of 48 participants that have completed the program, of which:
 - 47 completed the full 17 week program
 - 44 eligible for hire
 - 77% were hired by the credit union upon completion of their work experience
 - Retention rate – since October 2004 = 70%



2. Aboriginal Integration Program

- Limited success to date, and needed assistance with:
 - *Gaining understanding of and appreciation for cultural and social differences of the aboriginal people*
 - *Learning how to manage these differences while successfully integrating the aboriginal people in our workforce*
- Limited internal available financial & human resources
- Sought strategic partners to facilitate successful integration in to our workforce
- Used the template created for the Immigrant Integration Program to build a framework for the Credit Union Teller Aboriginal Integration Program



Strategic Partners

- Manitoba Department of Competitiveness, Training and Trade
- Aboriginal Key Stakeholder Groups (AHRDA members)
 - Manitoba Metis Federation (MMF)
 - Assembly of Manitoba Chiefs (AMC)
- Assiniboine Credit Union
- Steinbach Credit Union



Strategic Partner

Manitoba Department of Competitiveness, Training and Trade

- *Identified current hiring challenges (recruiting, selecting and retaining) and assistance with overcoming them to achieve desired success*
- *Conducted need assessment to determine feasibility costs & program structure*
- *Developed program structure and outline*
- *Identified organizational readiness requirements*
- *Provided program funding*



Strategic Partner

Aboriginal Key Stakeholder Groups (MMF & AMC)

- provided the needed access to, expertise in and knowledge of Manitoba's aboriginal communities
- provided individual participant funding for program attendance and costs (childcare, transportation)

Louis Riel Institute – project coordinator

- manage the program
- provide liaison for participants, credit unions and aboriginal stakeholders
- provide elder resource to participants and credit unions



Credit Union Teller Aboriginal Integration – Pilot Program

- Discussions, planning & funding coordination began Spring 2006
- Program designed to recruit and train interested and qualifying high potential participants interested in launching a career in financial services
- Pilot program launched January 2008
 - *Seeking 10 participants (8 participants enrolled)*
- Training Start Date
 - *Initial: March 31st – Actual April 14th*



Program Content

Twenty-week program

Part I: *8 week stakeholder funded introduction and orientation program*

- *3 weeks Employability & Essential Skills Training*
- *5 weeks Credit Union Technical & Soft Skills training to facilitate successful integration of participants within the financial services industry*

Part II: *12 week credit union paid work experience to train participants as MSR's*

Participants who successfully complete the program and meet all requirements will be offered MSR positions



Program Development

- Requires commitment and flexibility from all stakeholders
- Outline all expectations in advance and in writing
 - *Bonding*
 - *Specify participant expectations & consequences*
 - *Commitment to hire*
- Ensure consistent communication between partners, stakeholders & participants



Internal Preparations

- Assess organizational readiness
 - *Prior history; Current climate*
- Identify and address readiness gaps
 - *Where are the gaps & how to address them?*
- Gain organizational commitment
 - *Start at the top, but don't forget the passengers*
- Create communications plan
 - *Internal & external*



3. High School Graduate Recruitment Initiative

Launched Spring 2007

- Connected with 6 local high school guidance counselors
- Seeking high potential high school graduates not pursuing post secondary education with interest in launching career in financial services - MSR
- Pool of 25 potential candidates

The success story

- Four hired in June 2007 and all still with us
- Program II in progress



Retention Strategies



Employee Opinion Survey

- First conducted in 2005 to measure employee engagement and find out what's working, what's not, and what we could be doing better and/or differently
- In asking the questions, be ready to respond and take action on staff feedback and recommendations
- Use employee feedback to gain better understanding of the key drivers impacting overall employee satisfaction - and then make the necessary adjustments/changes
- Help employee focus group meetings (by function) to gain feedback



Employee Opinion Survey

Top 5 high leverage attributes impacting overall satisfaction

- Cambrian provides enough recognition for work well done
- This is an enjoyable place to work
- I feel I am valued at Cambrian
- Individual initiative is encouraged at Cambrian
- There is someone at work who encourages my development



EOS Implementations

- Revamped Annual Awards Celebrations
- Modified & enhanced performance review processes
- Enhanced Intranet to include Employee Directory
- Implemented Total Compensation Statements
- Created & implemented Career Development Program
 - Career Planning Workbook
 - Employee Career Pathing with Intranet access to all job profiles

Highly satisfied – 42% in 2005 vs 60% in 2007



Career Planning Program

- Launched in 2006 to provide employees with a tool to manage their career expectations and help achieve their career goals with us
- Has employees assume responsibility for their development
- Intranet – on-line tool that identifies all organizational positions, job profiles of positions and position development activities to assist in preparedness for the desired positions



Career Planning Workbook

- provides employees with tool in working towards their career goals
- identifies “Five Key Qualities for Career Development Success” with 17 competencies needed for career growth
- provides three career planning phases with worksheets and activities
- begins with employee and then includes manager (coach) and HR (development facilitator)



Career Planning Program

Phase I Knowing & understanding yourself

- *Current skill assessment & Skill survey*

Phase II Knowing where you want to go

- *Research what's available and of interest*
- *Gap analysis- education, experience, skills, abilities, development*

Phase III Knowing how you will get there

- *Career Action Plan*
- *Key Competencies assessment*



Career Planning Program

- Preparation Sheet - used with employee Performance Appraisal Reviews
- *“Have you met with your manager in the past six months to discuss your career development?”*
 - Yes, I am working on a career plan*
 - Yes, I am not currently interested in a career plan*
 - No, I am not interested in meeting to discuss a career plan*
 - No, I am interested but have not yet had a career plan meeting*



Results to Date

- All employees with expressed desire for career growth currently working on career plan
- For internal career development opportunities
- Current participation rate – 20%



Questions

