RURAL DEVELOPMENT INSTITUTE

RETAINING IMMIGRANTS IN RURAL COMMUNITIES

WEBINAR BRIEFING

May 23, 2012

BRANDON UNIVERSITY

Founded 1899

Centre for Remote and Rural Studies, University of Highlands and Islands

The UHI Centre for Remote and Rural Studies as part of the University of the Highlands and Island (Scotland, UK) seeks to address the social, economic, environmental and cultural opportunities and challenges facing remote and rural places and people. We do this through conducting high quality social science research, stimulating public debate and the analysis and evaluation of policy options that secure the long term wellbeing of remote and rural regions, such as the Scottish Highlands and Islands. The Centre has undertaken a wide range of issues in relation to the migrant experience in rural areas as well as contributing to publications on the topic. Further Information can be found at www.crrs.uhi.ac.uk

Rural Development Institute, Brandon University

Brandon University established the Rural Development Institute in 1989 as an academic research center and a leading source of information on issues affecting rural communities in Western Canada and elsewhere.

RDI functions as a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. The Institute provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. RDI projects are characterized by cooperative and collaborative efforts of multi-stakeholders.

The Institute has diverse research affiliations, and multiple community and government linkages related to its rural development mandate. RDI disseminates information to a variety of constituents and stakeholders and makes research information and results widely available to the public either in printed form or by means of public lectures, seminars, workshops and conferences.

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RETAINING IMMIGRANTS IN RURAL COMMUNITIES

WEBINAR BRIEFING

May 23, 2012

Prepared by:
Philomena de Lima
Director
Centre for Remote and Rural Studies (CRRS)
University of the Highlands and Islands
Inverness, Scotland IV2 3NG

Wm. (Bill) Ashton
Director
Rural Development Institute
Brandon University
Brandon, MB R7A 6A9

Introduction

The aim of the Webinar held on the 18th of April 2012 was to present perspectives on the retention of migrants in rural areas drawing on Canadian and UK (Scottish) experiences.

With three presentations, this Webinar served to examine retention strategies in the UK, specifically Scotland, where setting the policy context was considered important to ensuring a better understanding for the largely Canadian audience. Retention strategies were also presented, from the perspective of a province (Manitoba) especially focusing on the contribution of service providers. Besides examining different geographical aspects (UK and in Canada), a novel aspect of this Webinar was a review of a range of human resource strategies for retaining employees aimed at owners of businesses in rural areas.

- **Dr. Philomena de Lima** provided an overview of the experience in the UK and Scotland in particular and highlighted links to some initiatives, which may be of interest to those exploring retention strategies. http://www.brandonu.ca/rdi/files/2011/02/deLima-April2012-for-web.pdf

- **Anisa Zehtab-Martin** discussed strategies from provincial levels and local communities in the Canadian context. http://www.brandonu.ca/rdi/files/2011/02/Zehtab-EstablishingRootsBeyondPerimeter-2012.pdf

- **Ian Shanghvi** focused on employer strategies required to retain multi-cultural employees drawing on national and international literature. http://www.brandonu.ca/rdi/files/2011/02/Shanghvi-EmployeeRetentionStrategies-l2012.pdf

The presentations focused on communities (in Canada and the UK) with little or no recent experience of extensive international migration, highlighting challenges but also importantly strategies that are required to be in place to address these challenges.

The seminar attracted 34 call-in sites (many with multiple participants). Thus, there were 40-50 participants overall and 24 sites remained until the end. Evaluation questions posed to the participants provided positive feedback on:

- technology used to offer the webinar
- time allotted to each presenter
- webinar content
- would recommend this webinar to others
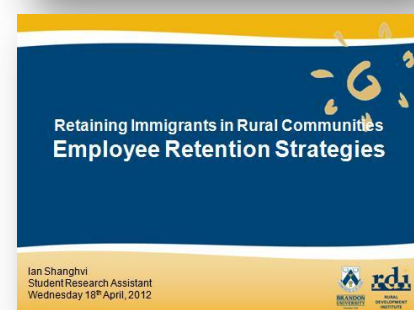
This briefing is part of an ongoing project to explore and share migrant retention strategies in communities with relatively little or no experience of international migration in Canada and UK.

Key Themes

Retention of migrants is influenced by policies and strategies at different levels: national to local. There are four main themes that emerge from the presentations on retention, which are briefly described below.

Demographic and migration trends

Manitoba and rural Scotland face similar demographic challenges: an ageing population; declining fertility rates; and high levels of youth out migration. These trends have led to skills shortages and gaps in particular sectors. Governments, development agencies at the regional level and companies have sought to address this challenge by recruiting migrant labour. In the case of rural Manitoba international migrant labour may be recruited from countries as far, for example, as China. In rural Scotland (and the other parts of the UK) most of the recent recruitment of migrant labour has come from Central and Eastern Europe (e.g. Poland, Czech Republic, Lithuania, Slovakia, Hungary, Bulgaria, etc), countries that have joined the European Union since May 2004. In the latter context circular migration (migrants going to and from the home and destination countries) tends to be more common due to travel distances being relatively short and air transport being relatively cheap. This type of migration pattern may be more responsive to labour markets where work is more seasonal (e.g. agriculture, fish processing and tourism). However, even in the context of short seasonal work it is in the interest of employers to focus on retention in order to attract the same employees each year to avoid retraining costs, as well as to use employees to recruit more labour.

National

Rural Manitoba and the Scottish Government as well as regional development agencies (e.g. Highlands and Islands Enterprise) in Scotland have been encouraging labour migration into rural areas to address the impact of demographic trends. However, the ability to achieve this effectively is dependent on country specific immigration policies and the power to negotiate variations to legislation and policies to suit national as well as more importantly regional requirements in particular. In the Canadian context, Manitoba Government can recruit international migrants through the Provincial Nominee Programme, while working closely with the federal agencies, including Citizen and Immigration Canada. This contrasts with the UK experience; devolved Governments, such as the Scottish Government, do not have the power to negotiate on immigration issues, as these are reserved to the UK government based in Westminster. In this context, the potential for developing an effective migration strategy to suit the needs of areas such as Scotland and remote rural areas such as the Highlands and Islands appears constrained compared to the situation in Canada.

Despite these challenges, the Scottish Government has sought to be more proactive by establishing a Relocation Advisory Service to attract migrants (see: http://www.talentscotland.com/workers/moving-to-scotland/before-you-move/visas-and-immigration/contact-our-relocation-advisory-service.aspx).

Regional

One of the challenges for organisations (public and private) at the regional level in the UK is their lack of power to proactively influence immigration policies on labour market related issues that would address regional labour market priorities. Consequently, it can be difficult to have a planned approach to migration at a regional level in the UK. Few rural areas have a strategic approach, which draws together all the relevant stakeholders from the public, private and non-governmental sectors to develop a regional strategy to address labour migration and retention issues. While some employers and development agencies have developed strategies for targeting migrants from particular countries, retention strategies at the regional level tend to involve stakeholders mainly from the public and the non-governmental sectors. This contrasts with the Manitoba experience where there appears to be more of a private sector involvement and the Province requires the recruiter to be licensed, which enables the business to go abroad and recruit potential immigrants.

Local level

Retention at the local level is shaped by a variety of factors across several domains with policies cutting across different levels of governance. Some of these factors include:

- category of migrant
- profile of migrant
- local labour market conditions
- local resource availability (e.g. access to housing, English language classes, training etc)
- access to services (education, housing , health, social networks, etc)
- attitudes and preparedness of local residents, service providers and employers

In Manitoba and rural Scotland this means working with immigration settlement agencies and often cross-sectoral agencies (public and not for profit) that assist with settling and retaining immigrants. This encompasses a range of activities, from language training, applications for family reunification, and accessing services from schools, to recreational and cultural. The role of non-profit cultural organizations in welcoming and retaining new comers is very important.

Conclusion and Further Research

In considering retention of migrants there are four underpinning issues which may seem obvious but are important to state explicitly because of their likely impact on retention:

- Migration is a process for the immigrant that starts before arrival in the destination country and is likely to influence the process of 'settling down' and retention.
- Retention strategies are shaped by policies and strategies at different levels of decision making. The potential role of transnational organisations in relation to international migration was an issue that was raised in the Webinar. This is an issue that is worth exploring further, as well as the impact of having more regional involvement in migration policy on retention in the long term.
- Migrant decisions to stay in or leave the destination country is likely to be shaped by their motivations for leaving their country of origin and conditions, both perceived and real, in both.
- Retention (or 'integration') is a two-way process involving migrants and the destination communities.

Retention is a long-term process that requires ongoing sustained investment rather than one-off projects. Moreover, further research is needed to help assess the effectiveness of various strategies on retaining immigrant groups across diverse rural areas in the longer term. Also important in this context is research into enhancing our understanding of employee retention strategies in businesses located in rural areas that employ a multicultural labour force. Overall, understanding the relationships between strategies and policies, the immigrant and the location is important, if effective strategies for migrant retention in rural areas are to be developed and implemented.

Appendix 1: Retaining Migrants in Rural Areas—Lessons from the Scottish/UK Experience – Philomena de Lima

University of the Highlands and Islands
Centre for Remote and Rural Studies

Retaining Migrants in Rural Areas-
Lessons from the Scottish/UK experience

Dr Philomena de Lima

Retaining Immigrants in Rural Communities,
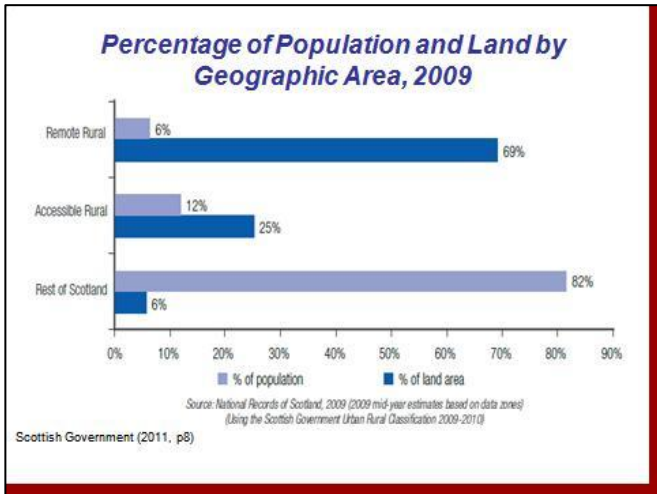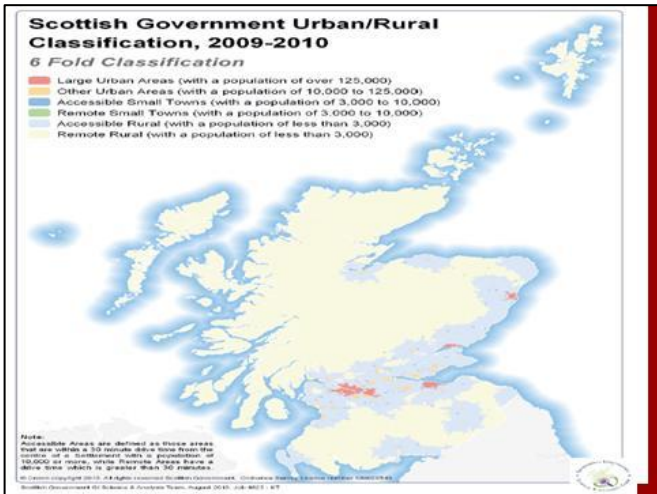RDI WEBINAR, 18th April 2012

Structure of Presentation

- **Context: Scotland (Focus mainly on Central and Eastern European migrants)**

- What are the factors that shape retention of migrants in rural areas ?

- **Concluding thoughts and questions**

Context: Scotland

- Location

- Population and Land by Geographic Area

- Age Distribution by Geographical area Areas

- Policy Context: Scottish, UK and European Union (EU)
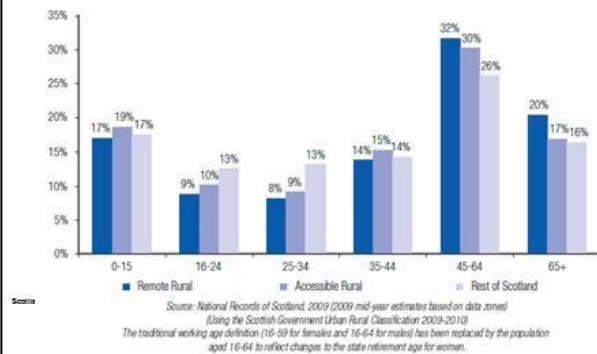
- Highlands and Islands

Location- Scotland

Scottish Government Urban/Rural Classification, 2009-2010
6 Fold Classification

- Large Urban Areas (with a population of over 125,000)
- Other Urban Areas (with a population of 10,000 to 125,000)
- Accessible Small Towns (with a population of 3,000 to 10,000)
- Remote Small Towns (with a population of 3,000 to 10,000)
- Accessible Rural (with a population of less than 3,000)
- Remote Rural (with a population of less than 3,000)

Percentage of Population and Land by Geographic Area, 2009

- Remote Rural: 6% (population), 69% (land area)
- Accessible Rural: 12% (population), 25% (land area)
- Rest of Scotland: 82% (population), 6% (land area)

■ % of population   ■ % of land area

Source: National Records of Scotland, 2009 (2009 mid-year estimates based on data zones)
(Using the Scottish Government Urban Rural Classification 2009-2010)

Scottish Government (2011, p8)

Demographic Trends

- Scottish population : approximately 5.2 million people

- Rural Areas : approximately 1million

- Population increased in all areas of Scotland. Between 2001-2008:
  ➤ 10.1% in accessible rural areas;
  ➤ 5.3% in remote rural areas;
  ➤ 0.7% in the rest of Scotland.

- There was also a positive net migration across all three areas of Scotland in 2007-08, i.e. the number of in-migrants was greater than the number of out-migrants.

- Accessible rural areas experienced the greatest net migration : 1.6% of the population. Scottish Government(2011)

Age Distribution Of Population by Geographic Area, 2009

Source: National Records of Scotland, 2009 (2009 mid-year estimates based on data zones)
(Using the Scottish Government Urban Rural Classification 2009-2010)
The traditional working age definition (16-59 for females and 16-64 for males) has been replaced by the population aged 16-64 to reflect changes to the state retirement age for women.

■ Remote Rural   ■ Accessible Rural   ■ Rest of Scotland

Policy Context

- Scottish Devolution (1999): Scottish Government

- Immigration reserved power to UK Government, but housing , education, justice etc, are not reserved

- EU expansion- Accession 8 (2004) and 2(2007); cohesion agenda and the role of free movement of labour (see de Lima et al 2005;2007)

- Changing UK immigration policy in response to net migration as a key driver of population growth

- Scottish population strategies e.g. Fresh Talent Initiative' ; population growth as part of the Scottish Government's (2008) economic strategy

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Highlands and Islands

- Population of the Highlands & Islands area according to the 2001 Census was 361,625 (The results of the 2011 Census are yet to be published)

- Geographical area : 39,050 km

- Population density : 9.3 people per km ; This contrasts with Scottish average of 64.8 and the UK figure of 242.4.

- Migrants – number of international migrants have been increasing mainly from Central and Eastern Europeans since 2004. However, it is important to acknowledge the long standing presence of migrants from outside Europe

(Scottish Government 2008)

Policy Context

"*Population growth is a key contributor to, and consequence of, a more vibrant society and more dynamic economy*"

Government Economic Strategy, cited in Hastie, N. and Carmichael, E. (2008)

Factors that Shape Retention and "Integration" (1)

- *Pre migration* : 'conditions of exit' and motivation for migration ,migration trajectory/ journey/history, motivations, networks...

- *Entry* : 'category of entrant ' and 'legal status.

- *On Arrival and Ongoing :*

➤ Profile of migrants and existing 'ethnic' communities

Factors that Shape Retention and "Integration" (2)

- **On Arrival and Ongoing :**

- ➢ Conditions of receiving context : reception received; access to services; labour market integration; access to legal and political rights ; attitudes of receiving communities ;belonging ; previous experience of international migration….

(Castles et al 2002)

Motivations for Migrating (1)

- Migration as a process that starts before the journey

- Understanding motivations for migrating are important in making sense of the relationships migrants develop with the place they have migrated to, as well as whether they might stay in the longer term…

- Different types of motivations have different implications for retention strategies .

Motivations for Migrating (2)

Although, the most cited reasons for migrating were economic- e.g. wage differentials between the countries of origin and Scotland and making money to return- other factors were also cited, e.g. *the pursuit of a better quality of life :*

I want a better life for my children. There are economic problems at home with prices which are similar to here [Highlands], but wages are four times lower.

de Lima et al (2005)

Motivations for Migrating (3)

Similarities in culture also played a part:

Latvia is like Scotland and Ireland because of the culture, people, and landscape; although these are not the same as in Latvia they are quite similar.

To be with family, friends and the role of social networks:

Workers have realised that it is easier to get on a plane and find work and they are passing this information on to family and friends.

The opportunity **to learn or improve English language skills, travel** are also important for some ….

(de Lima et 2005;2005)

Entry into Receiving Country

- 'Category of 'migrant' : European Union, outside Europe, skilled, unskilled, etc

- Legal status and entitlements: complexities in relation to entitlements/ changing immigration rules, ….

- Role of national and local state agencies

Profile : East and Central European Migrants

- Predominance of Polish migrants , but other nationalities also involved- e.g. Bulgarian, Czech, Estonian, Latvian, Lithuanian, Romanian and Slovakian

- The majority aged between 20 and 45 years; most single , a small number with dependants

- Majority had Certificates/Diplomas or degree level qualifications which tend not to be recognised in the UK. However, many have difficulties in communicating in English.

- Majority employed in sectors ((food processing, manufacturing ,tourism and service sector) and jobs that require low levels of skills and attract low wages and are subject to seasonal variations .

(de Lima et 2005;2005; de Lima and Wright, 2009))

Retention Factors to Consider- Services

Strengthen institutional infrastructures:
- ➢ strategic approach to migration including understanding changing demographic trends and its implication for services

- ➢ improve procedures ,knowledge, skills, attitudes amongst staff and elected members to respond to increasing cultural diversity

- ➢ Allocate resources : human and financial

- ➢ Establish clear communication and mechanisms for consultation: 'Welcome' packs, consultation mechanisms, etc

Example :

Toolkits and Support : Convention of Scottish Local Authorities (COSLA) : http://www.migrationscotland.org.uk/

Retention Factors to Consider- Communities

Under researched and under-funded area

- Prepare receiving communities for living in increasingly diverse communities

- Counter misinformation and fears about resource(jobs, housing, etc) competition

- Create and encourage participation in bridging activities and spaces

Example :

Rural Media Company and SEEDs – bridging activities : de Lima (2009)
Building Inclusive Communities
http://www.futuresforcivilsociety.org/carnegie/media/sitemedia/Building-Inclusive-Communities.pdf

Retention Factors to Consider- Employment (1)

- Policy makers and employers need to understand labour markets : international, national, regional and local

- Employer engagement : two way process

- Ensure recognition of qualifications gained outside the UK

- Enable migrants to access employment commensurate with their qualifications

Retention Factors to Consider- Employment (2)

- Good staff retention policies

- Address culture, language and communication issues

Example : BSR – Tool kits for Businesses and employers : http://migrationlinkages.bsr.org/ :
- http://www.bsr. rg/reports/BSR_Migrant_Worker_Management_Toolkit.pdf

- http://www.bsr.org/reports/BSR_LaborMigrationRoleforBusiness.pdf

- http://migrationlinkages.bsr.org/doc_repository/BuildingPartnershipswiththePrivateSector.pdf

Retention Factors to Consider - Access to Services (1)

- Provision of appropriate, relevant and accessible advice and information

- Coordinated approach to service provision and the ability to navigate through the complexities of entitlements and changing immigration regulations

- Mechanisms for migrant users' voices and engagement in service planning and provision

- Access to appropriate(culturally sensitive) public services- e.g. housing health, education, employment etc

Retention Factors to Consider - Access to Services (2)

- Provision of appropriate language and cultural familiarity opportunities

- Worker/s providing an interface between communities(migrant and local) and public, private and voluntary sector

Examples :
- North Wales Race Equality Network (NWREN); Citizens Advice Bureaux- Engagement and advice and information : de Lima (2009) *Building Inclusive Communities* http://www.futuresforcivilsociety.org/carnegie/media/sitemedia/Building-Inclusive-Communities.pdf

- Report on 'integration' Rudiger and Spencer (2003): http://www.oecd.org/dataoecd/15/4/15516956.pdf

Retention Factors to Consider – Civil Society and Social

- Opportunities for socialising : intra-ethnic as well as across ethnicities: sports, leisure, faith, festivals

- Intercultural encounters as a two way process – migrants as active agents

- Understanding cultural and linguistic barriers

- Taking into account time poverty, costs, transport, distance …

Place/Space Boundary Spanning activities

- Send remittances

- Keeping in contact – internet, Skype

- Travel home – facilitated by development of regional airport and cheap travel- evidence of circular migration?

- Speciality food shops

- Participate in faith activities, celebrate festivals, establish societies, appropriate social spaces

"In Morayshire a pub has come to be known as the 'Polish Pub' and is well known as a place for Poles to meet informally. In some areas the Catholic Church provides social and other types of support."

(de Lima et 2005)

Migrants as Agents

Agency exercised by migrants is also important to recognise:

- They may choose to forgo their welfare needs and rights (de Lima and Wright ,2009)

- Social interaction with local communities may be shaped by factors /decisions migrants make about how they prefer to spend the little time they have when they are not working .

- Claiming of social spaces and engaging in 'home making' activities (de Lima, 2011)

  Examples :
  - "International Ceilidh":cultural activity involving dance , music and food spanning Scottish and other cultures.

  - Football as a vehicle for learning English and making friends

Concluding Thoughts /Questions

- For rural communities and areas that have little or no experience of international migration, the presence of migrants present many challenges as well as opportunities.

- Retention cannot be isolated from pre migration decisions, migration itself and 'adaptation'/ "retention" processes . These are part of the same phenomenon which require a holistic, multi-level and multi-domain framework for responding and understanding retention issues.

- Migrants are 'mobile' and 'agentic' (in some senses) subjects whose experiences are complex, boundary spanning and contingent on a variety of factors which operate at different levels.

Concluding Thoughts /Questions

- Migration changes whole communities, but we understand little of the impact on the communities they have migrated to and the skills required for these communities to respond appropriately.

- To what extent do retention strategies in rural areas help to meet demographic and economic objectives in the long term ?

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Thank you

Dr Philomena de Lima:
Philomena.deLima@invernessuhi.ac.uk

CRRS website : www.crrs.uhi.ac.uk

CRRS email : crrs@uhi.ac.uk

Establishing roots beyond the perimeter: Immigrant retention strategies

Anisa Zehtab-Martin

Retaining Immigrants in Rural Communities Webinar
April 18th, 2012
Hosted by: Rural Development Institute

Manitoba Migration

- Immigration – policy response for population and labour growth

- Permanent & temporary residents, both significant

- Provincial economy outpacing growth of provincial labour market

Retention

- Improvements for social and economic integration

- Rural retention factors – special consideration

- Rural communities – lack of capacity to serve diverse needs

Retention

- Inventory of retention strategies

- Retention factors affecting rural communities
    - Regionalization
    - Housing
    - Employment
    - Social capital
    - Education

(1) Regionalization

- Increasingly common strategy to revitalize growth

- Manitoba has been used as a *great* example to follow

Example:
Strategy: Manitoba Provincial Nominee Program – Employer Stream

(2) Housing

- Availability of affordable, appropriate, and acceptable housing

- Limited financial resources

- Unfamiliarity with the local housing scene.

Example
Strategy: Create housing units to provide newcomers with temporary housing

(3) Employment

- Acceptable employment opportunity
- Field of employment that match their skills

Example:
Strategy: Avenues for paid work experience to help newcomers build employment skills

(4) Social capital

- Connections within and between individuals
- Presences of rooted social networks

Example:
Strategy: Create events that increase cultural awareness by celebrating changing community diversity

(5) Education

- Training workers
- Recognition of credentials
- Consider the needs of both youth and adults

Example:
Strategy: Streamline the licensing or certification processes for foreign trained engineers

Conclusion

Rural and remote setting of Manitoba – unique

Public policy focus on rural and remote.

Slide 1

Retaining Immigrants in Rural Communities
Employee Retention Strategies

Ian Shanghvi
Student Research Assistant
Wednesday 18th April, 2012

BRANDON UNIVERSITY · rdi RURAL DEVELOPMENT INSTITUTE

Slide 2 — About this presentation

- Review of employee retention strategies (ERS) for employers in SME sector in rural Manitoba.
- ERS also attract new employees.
- Retaining migrant recruits and other multi-cultural employees.
- Cross-sector model carrying four categories: *job*, *culture*, *personal* and *external*.

Slide 3 — Why Employee Retention Strategies?

- ERS refer to policies and practices that an organization uses to satisfy the diverse needs of employees and create an environment that encourages them to stay with the organization.
- Employees are increasingly mobile today.
- Causes of turnover unknown to employers.
- Turnover is here to stay, but try and reduce it.
- Employers need to know why turnover happens.
- But also turnover is costly.
- Hence, employee retention matters.

Slide 4 — Why Employee Retention Strategies?

- Pay is only part.
- Seven main reasons for turnover (Yazinski, 2009):
  (1) Employees feel the job or workplace is not what they expected,
  (2) There is a mismatch between the job and person,
  (3) There is too little coaching and feedback,
  (4) There are too few growth and advancement opportunities,
  (5) Employees feel devalued and unrecognized,
  (6) Employees feel stress from overwork and have a work/life imbalance, and
  (7) There is a loss of trust and confidence in senior leaders.

Slide 5 — Employee Retention Strategies - The Model

- ERS organized as per the model by TFH Skills Council & MLA.
- Focus of the model not limited to meat industry.
- Not prescriptive.
- Four categories: *job*, *culture*, *personal* and *external*

Slide 6 — Employee Retention Strategies – The Model

Employee Retention Strategies – Job

- Strategies to build and sustain a strong relationship.
- ERS reflective of the first four factors identified in the model, and others.

Slide 7

Offer challenging, interesting, meaningful work

Increase responsibility and work control:
- Control of work motivates.
- Clear delegation of work empowers.
- Enable employees to handle tasks and deliver as per expectations.

Examples of employers using this strategy:
- IPEX (Ontario).
- Canadian General-Tower Limited is also one of the companies that use this strategy.

Slide 8

Entertain humor/laughter in the workplace

- "In today's uncertain work environment, humor isn't an option, it is a necessary way to boost morale." Canadian Food Industry Council.
- Make work enjoyable and fun.

Example of employer using this strategy:
- WestJet Airlines.

Slide 9

Meet expectations in terms of salary and conditions

- Though only part, salary is a crucial.
- Underpayment infers low value.
- Frequent salary reviews are also good.
- Provide incremental increases over time.
- Competitive base pay.
- A good benefits package.
- Meaningful rewards.

Examples of employers using this strategy:
- Google.
- Huronia Precision Plastics Inc

Slide 10

Offer training to upgrade skills in the work

- Training is crucial.
- An investment and not a cost.
- Theoretical and practical knowledge and skills to excel.
- Clarity of expectations is key.
- E.g. paid for continuing education and re-certification requirements, tuition reimbursement, educational leaves, etc.

Examples of employers using this strategy:
- Baytech Plastics.
- Others include Canadian General-Tower Limited, Precision Plastics Inc., Innotech Precision Inc. etc.

Certificate for Internet Training

Slide 11

Offer career development opportunities

- Exposure and career expansion opportunities.
- E.g. training to learn new job skills or tuition reimbursement.

Examples of employers using this strategy:
- Canadian General-Tower Limited.

- Also overseas work opportunities.
- Challenge in getting employees back and/or staying.

Example of employer using this strategy:
- Majority of SMEs in Halton (Ontario).

Slide 12

Employee Retention Strategies – Culture

- "The underlying values, beliefs and principles that serve as a foundation for an organization's <u>management system</u> as well as the <u>practices</u> and <u>behaviors</u> that both exemplify and reinforce those basic principles." Visionomics (2011).
- Expected and accepted by all.

Slide 13

Make management perceived as competent

- Quality and effectiveness of managers and supervisors.
- Involve managers and supervisors.
- "People leave managers and supervisors more often than they leave companies or jobs" (Heathfield, 2011).
- Strong relationships with employees build trust.
- Inspire confidence, make purposeful decisions and deliver.

<u>Example of employer using this strategy:</u>
- IPEX.

Slide 14

Make management supportive

- Freedom to communicate.
- "No matter what the size of the organization, communication is central to building and maintaining credibility" (Yazinski, 2009).
- Open door policy, no fear of backlash.
- Lack of communication causes "second-guessing, mistrust and an active rumor mill" Garven & Associates (2003).
- Mistakes become habits.
- Provide feedback.

<u>Examples of employers using this strategy:</u>
- Baytech Plastics and Westbridge PET Containers.

Slide 15

Meet expectations in terms of co-workers and others

"It is not necessary to change your own culture, embrace the different culture, completely understand it – or even 'like' it. It is critical, however, that you and other members of the workforce accept that other cultures are valid (even if only for their members) – and to respect that." FTH Ielts Council & MLA (2006)

Embrace and respect cultural differences:
- A multi-cultural workforce brings wide behavioral variations.
- Communication is very important.
- A successful cross-cultural communication considers:
    - Mutual broad understanding of the cultures and their differences.
    - Knowledge about the communication barriers.
    - Skills to integrate the understanding and knowledge to facilitate interaction.
- Support of all employees and entire community.

<u>Example of employer using this strategy:</u>
- Westbridge PET Containers.

Slide 16

Match company values with personal values

Provide a conducive work environment
- The culture of an organization matters.
- Clarify your mission, create a values statement, communicate positive feelings, etc.
- Practice a culture of openness and shared information.
- "Above all, they insist on knowing how their specific jobs fit into the grand scheme of things and what they can do to help the organization get to where it wants to go. If you operate in an open environment where managers share information, you can expect reduced turnover rates" Herman (2009).

<u>Examples of employers using this strategy:</u>
- Baytech Plastics.
- Other include ERS include Canadian General-Tower Limited, Huronia Precision Plastics, Inc., Innotech Precision Inc., IPEX, Westbridge PET Containers, Google, etc.

Slide 17

Match company values with personal values   Cont'd

Monitor job satisfaction
- Meet the needs and expectations of employees.
- Do employees enjoy their work? What keeps longer-tenured employees?
- Ask questions like: Why did you come to work here? Why have you stayed? What would make you leave? What are your non-negotiable issues? What about your managers? What would you change or improve?
- Use the information, it is very important.
- Use exit interviews on resigning employees.
- Modify office policies and procedures.

<u>Examples of employers using this strategy:</u>
- Huronia Precision Plastics Inc.
- Another example is IPEX.

Slide 18

Employee Retention Strategies – Personal

- Factors intrinsic to employees that employers need to respect and value.
- E.g. health problems, family related issues, children education and social status.

Slide 19

Match work with personal and family commitments

- Work/life balance.
- Life is about more than work.
- E.g. adopt flex-time, paid vacation, adequate staffing, resist calling employees into work during scheduled time off, etc.
- Satisfaction with one's life can positively impact job satisfaction and performance.

Examples of employers using this strategy:
- International Business Machines (IBM).
- Other examples include Canadian General-Tower Limited and Innotech Precision Inc.

Slide 20

Boost employees' confidence in own marketable skills and experience

Honor and utilize existing knowledge and experience:
- Understand and use skills, talents and experiences of employees.
- Key employees seek talent and skill utilization.
- "Employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills, and receive recognition for their contributions" (Levoy, in Yazinski, 2009).
- Utilize training sessions, presentations, mentoring programs and team assignments.
- Also promote from within.

Examples of employers using this strategy:
- Interquisa Canada s.e.c.
- Other examples include Canadian General-Tower Limited, Innotech Precision Inc., and IPEX.[4]

Slide 21

Age (fit with workforce & mature less mobile)

Strategize on age differences of employees:
- Recognize expectations of different age groups.
- Use older workers as trainers/mentors.
- Generation X-ers keen on work/life balance.
- New Millennials put weight on goal and achievement.

Examples of employers using this strategy:
- First Group plc.
- Others include Boeing and Shell Oil.

Slide 22

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Slide 23

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Slide 24

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Slide 25

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Slide 26

Thank you.

Slide 27