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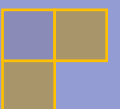
Recruitment to Retirement

Money isn't Everything.

Presented to:



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Newfoundland is a prospering province right now economically while other parts of Canada and the rest of North America are slowly recovering from the economic recession of 2009. We have key growth sectors of ocean technology, aerospace engineering, offshore oil, and the new Churchill Falls Hydro Development in Labrador yet employers still face challenges in recruiting and retaining employees. The main reason we see these challenges in our province could be contributed to employer's lack of knowledge about various statistics regarding the population and their needs in our province. While this issue has been addressed through government by implementation of a Youth Retention and Attraction Strategy, the problems will not be fixed immediately and not all employers will use the resources provided to them. Some key things that I believe are crucial for employers to understand that will help them with their recruitment plans, retirement plans, and all of the things in between will be addressed in this essay.

Newfoundland is home to an aging population. In Table 1 below you will see that over the last 60 years Newfoundland as well as Canada has had a rapidly declining population of people under age 15. Newfoundland's numbers have decreased less than half since 1956. Additionally, the data collected between the federal government census in 2001 and 2006 discovered that there has been a -1.5% decrease in Newfoundland's overall population and had no doubt dropped since then with the big Alberta recruitment in our province over the past few years (*Reid, 2010*).

Table 1: Percentage of Population Under Age 15 (*Reid, 2010*)

Year	NL	Canada
1956	40.6	32.5
1971	37.3	29.6
1991	22.5	20.9
2006	15.5	17.7

In Table 2 on the following page, there are statistics on the average age in Canada and in Newfoundland from 1956 until the most recent census in 2006.

Table 2: Median Age of Population (Reid, 2010)

Year	NL	Canada
1956	27.2	20.4
1971	26.2	20.7
1991	33.5	30.8
2006	39.5	41.7

So why does this matter?

With increasing numbers of students moving out of the province for work combined with a rapidly aging population, recruitment is an apparent issue that needs to be addressed immediately. On the other side of the spectrum, retirement plans have become more important than ever. It is crucial that companies understand these statistics and what it means for how they position themselves for recruitment, retirement, and compensation packages.

Recruitment packages must be competitive not just in the Newfoundland market, but understand that your competitors are a national and international level. If they want to recruit youth and skilled or talented individuals then they have to position themselves just as beneficial as the rest of their industry nationwide. Does that include money offerings? Absolutely. Not just in the way of wages but all forms of compensation.

What's even more difficult with compensation is that the various generations have different wants and needs; therefore an even bigger obstacle for human resource departments is developing. Fortunately there have been multiple companies implementing flex plans that will cater to all employees needs individually.

So what are these needs and what really matters if it's not all about money?

Well the baby boomer generation (from 1946-1964) are now nearing retirement therefore strong retirement plans are primary in their minds. They are interested in short

term financial rewards and long term security (*The Boston Globe, 2010*). They've grown up in a time where loyalty is one of the highest valued attributes that an employer can have. If a company is trying to recruit an older generation, they must understand that loyalty should be valued. Additionally these employees feel as if they have put in their time with long hours and hard sacrifices for good returns and therefore they don't want to put in the long hours that might be required of them still. This age group is basically looking for active retirement plans, flexible hours, or even part-time employment after retirement to add on to previous pension plans.

Second is the Gen Xer's (1964-1979) who are at the child bearing stage in their life and therefore bonuses, maternity/paternity leave, health benefits, and insurance for family members are larger factors of jobs that they will find appealing. Job stability is their biggest concern (*The Boston Globe, 2010*). In order to retain these employees' benefits such as the ones mentioned above must be offered.

Finally, we have the Millennial's or the Gen Y's (1980-present) who are currently entering the work force; still trying determine the best fit for themselves; and loyalty is not held in high priority. Main factors to recruit these individuals would be wages and their loyalty will become stronger on a day-to-day basis. A job is viewed as a job and a means of making money for the first time in the real world. Retirement and insurance benefits are too far off for most and are therefore not a priority in their minds (*The Boston Globe, 2010*).

Given this information, employers can dictate the kind of plans they offer. Interestingly enough, companies have slowly caught on to the changing populations and median ages and differing values. Flex plans provide an opportunity to distribute points to employees for various reasons. Reasons include: years worked with the company, hard work, good performance, meeting sales goals, etc. Points can then be awarded and used towards increasing your health coverage or insurance coverage or pension plans depending on what area of their compensation benefits an employee values more. Alternatively, the traditional bonuses can be provided in the form of money or

promotions to target those individuals in the Gen Y. This is the generation that companies will need to build commitment and recruitment in as they will be the future of their company after the influx of retirements occur within the next few years without an equivalent demand to fill those jobs.

Salary offers for recruitment purposes; compensation and benefit packages; or retirement and pension plans. No matter how you say it, money is the driving force behind all of them. While it might not physically be money, they are all dependent on how much money an employer has to create these great aspects for the employees. The money resources however, must be combined with the creativity and drive to make your company a leading global competitor by fully utilizing your resources and understanding your employee needs. THIS, the whole package, will be what puts a company on top. So in conclusion, does money matter? Absolutely. Is it everything? Absolutely not.

Works Cited

Reid, S. (2010, November 18). Demographic Overview: Atlantic Canada. Powerpoint Presentation . Cape Breton, NS, Canada.

*The Boston Globe. (2010). What different generations look for in a job. Retrieved November 15, 2010, from The Boston Globe:
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