
Talent Retention

Date of Approval by Council: 04/10/2007

Resolution No.: 267/2007

Lead Role: Chief Commissioner

Replaces: n/a

Last Review Date: April 10, 2007

Next Review Date: 04/2010

Administrative Responsibility: Human Resources

Special Note:

Strategic Goal and Policy Preamble:

As an organization, Strathcona County is committed to the delivery of quality public services. Within this mandate we strive to provide opportunities for staff to grow and evolve in a dynamic, challenging and open environment that promotes personal satisfaction, personal achievement, and corporate leadership. Through our people and their talent contributions, Strathcona County will achieve and maintain a reputation as an organization of resilience, agility and flexibility.

As an organization, we commit to this goal by way of - but not limited to - the following broad people policies:

- ✓ *Talent Attraction and Hiring*
- ✓ *Staff Learning, Development and Growth*
- ✓ *Talent Retention*

In order to continue to deliver quality public services, we commit to this goal and broad people policies to achieve and maintain a competitive advantage in relation to similar employers for talented and qualified people

Policy Statement

Strathcona County commits to creating a positive work environment and organizational culture such that talented people will choose to continue working here and add their contributions to the organization, the community and beyond the County boundaries.

Guidelines

Strathcona County acknowledges the following guidelines as integral to support this policy:

1. Recognition
 - encouraging people to contribute to and remain with the organization
 - continuously providing employees with opportunities for learning, professional and personal development, and feedback on their contributions
 - supporting job enhancement through a broad array of opportunities for employees to develop their career
2. Advancement
 - encouraging employees to develop their skills and learning for application in present and future work, as well for opportunities across the organization
 - assisting people to prepare themselves for succession development and continuity of leadership, skills, and knowledge
3. Compensation

- competitive compensation packages that meet individuals' needs
4. Achievement and Growth
 - ensuring there is an alignment between organizational values and goals and employees' values and goals
 - providing opportunities and an environment for employees to unlock their potential, along with meaningful recognition of individual and team contributions
 - ensuring employees have the opportunity to shape their own career development
 5. Working Conditions
 - actively linking people to overarching organizational goals and the strategic vision for the organization and the community
 - fostering a positive work culture
 - supporting flexible working arrangements that mutually meet the needs of the individual and the organization
 6. Organization Reputation
 - collectively accepting responsibility for employee retention
 - appropriate and varied programs which facilitate the transfer of knowledge, experience and expertise among employees so as to contribute to organizational goals, sustainability, and the delivery of quality services

Administrative Procedures

In support of the above goal, the Administration will develop programs and procedures to sustain the implementation of this policy.

APPENDIX**Talent Retention****Examples of current programs and services to support policy**

1. Total compensation package, including wages/salaries, benefits and pension, intended to ensure Strathcona County remains an attractive and competitive employer.
2. Re-employment after retirement from Strathcona County program with a variety of options to meet both organizational and business needs and individual needs, often in the context of coaching, mentoring and transferring of expert knowledge for the benefit of other employees.
3. Ongoing attention to a safe work environment through Occupational Health and Safety and Disability Management program, aimed at supporting employees during their health challenges.
4. Leadership development program aimed at developing a pool of talented employees for future roles within the organization, and gauged via extent of internal employee hiring and promotion.
5. Support to employees aspiring for supervisory and/or leadership roles in the organization via voluntary participation in a 360-degree leader feedback survey, complete this workbook for their personal use.
6. Encouraging employees who resign from the County to reconsider at some future point so to make further contributions for the delivery of quality services.
7. Regular and ongoing liaison with employee unions and groups to address concerns about working arrangements, to introduce new services and programs, and to ensure open and dialogue.