

# Attracting and Retaining Talent In Nova Scotia

[www.operations.roman3.ca](http://www.operations.roman3.ca)

ROMAN **3** Operations

# A little about Roman 3

- Located in the Annapolis Valley, NS
- We work with companies across Canada and the US
- We investigate workplace cultures and create solutions and strategies to improve retention, productivity, organizational change, and the employee experience.

# The War for Talent

- Nova Scotia, like most of North America, is experiencing labour shortages and record turnover rates.
- We are seeing year over year increases in voluntary turnover. (Mercer, 2023)
- 1 in 3 companies struggling to hold on to their people. (Harris Poll, 2024)

Mercer (2023). *Results of the 2023 US and Canada Turnover Surveys*

Harris Poll (2024). *1 in 3 Canadian Companies Bracing for Higher Employee Turnover in 2024*

# How did we get here?

- Previous mentalities tend to favor talent attraction over talent retention.
  - There is always more fish in the sea
- COVID has drastically changed the expectations that workers have on their employer and the labour market.
- We neglected the “cause and effect” relationship between attraction and retention.

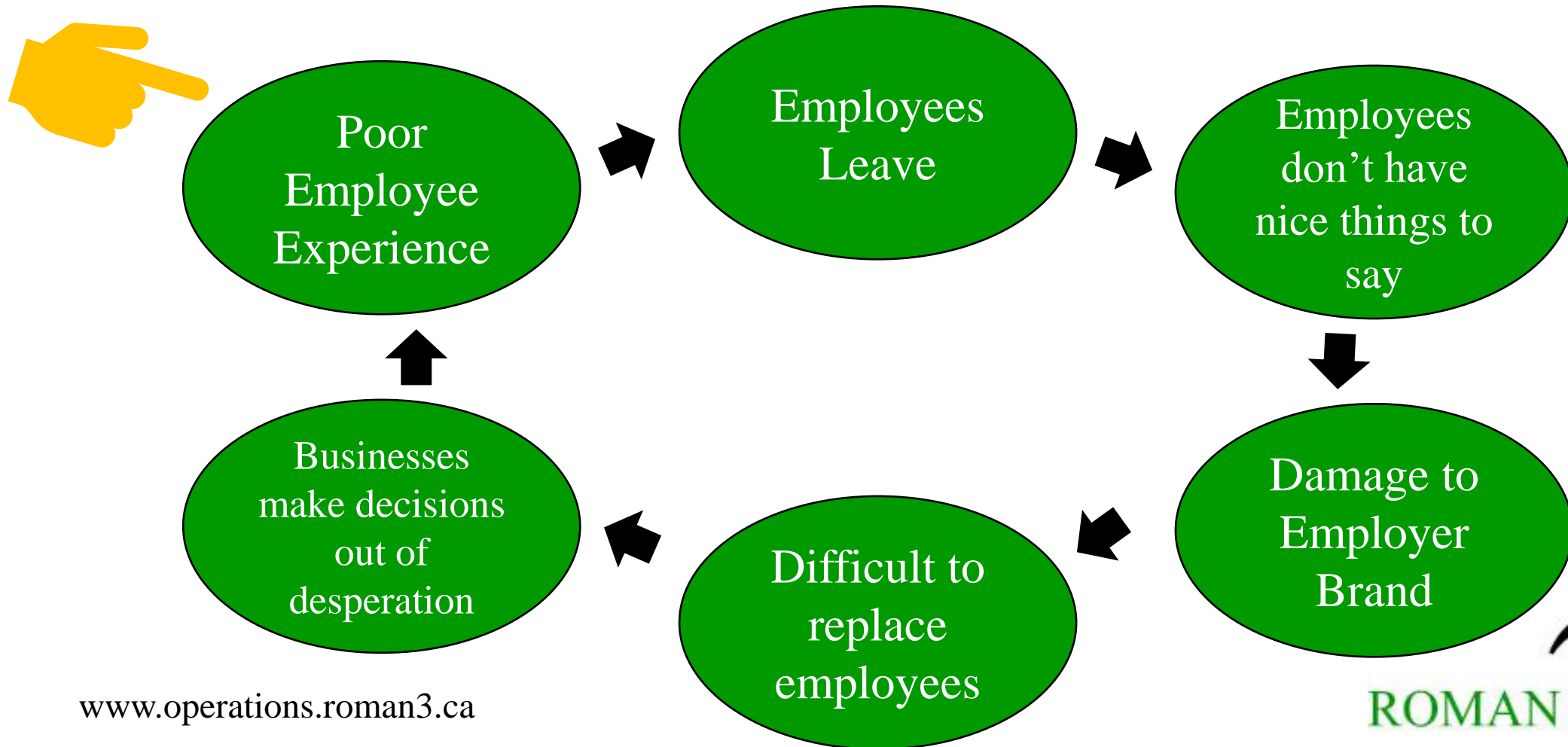
# Cause and Effect: Push vs Pull

Push	Pull
<ol style="list-style-type: none"><li data-bbox="191 554 1230 692">1. Your external and official communication efforts</li><li data-bbox="191 721 1230 859">2. How you try to draw attention to your opportunities</li><li data-bbox="191 888 1230 949">3. What you say about yourself</li></ol>	<ol style="list-style-type: none"><li data-bbox="1289 554 2328 692">1. Your unofficial reputation with your target audience</li><li data-bbox="1289 721 2328 859">2. The reality of your opportunities based on firsthand experiences</li><li data-bbox="1289 888 2328 1026">3. How ready you are to deliver on what you say about yourself</li></ol>

# Aligning Push and Pull: Talent Acquisition

- Aligning Push and Pull creates greater retention and attraction.
- Investing in your Pull is how you bring strategic intent and avoid decisions of desperation.

# The Failing Retention Cycle



Your **Employee Experience** is  
the key to your **Retention!**



# Retaining Employees: Give Them What They Need

- Employee Expectations have changed.
- What employees need and expect from their employer define their employee experience.
- So, what do employees need?

# The Workplace Culture Hierarchy

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A strong desire to reach one's full potential and optimal performance

*Strive*

A sense of sustained motivation and enthusiasm in one's work

*Engagement*

A cultural and environmental feeling of belonging, acceptance and encouragement

*Inclusion*

A climate providing trust and respect; where people are comfortable being themselves

*Psychological Safety*

A requirement to comply with legal standards and employee expectations

*Compliance*

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When it comes to predicting a company's employee turnover rate, *Culture* is **10X** more effective than *Compensation*.

- Massachusetts Institute of Technology

Toxic Culture Is Driving the Great Resignation (2022)

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# Securing Your Talent

- The bottom two stages (Compliance and Psychological Safety) are how we create Talent Security.
- Meeting employee expectations (Stage 1) and allowing employees to speak up and be heard (Stage 2) are how you retain employees.

# The 7X3 Rule

# The 7X3 Rule:

All 7 Dissatisfaction Factors of the Workplace need to be addressed according to the 3 Expectations of the Workforce.

# What Employees Need and Expect

- These 7 Factors:

- Wellness
- Conditions
- Policies
- Compensation
- Job Security
- Safety
- Consistency

- Meet 3 Expectations:

- Competitive
- Sufficient
- Equitable

81% of people who leave their jobs cite dissatisfaction with the work environment as the major reason they started looking for a new job.

- Addison Group

What Makes Employees Head for the Hills? (2019)

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# Factory Co. Manufacturing

- Corporate Owned Manufacturing Facility
- The HR team have been struggling for years to find and maintain the required staffing levels to keep the facility competitive within the larger company.
- The facility deals with higher turnover and runs more understaffed than other corporate plants in other parts of the country.
- The plant's senior leadership sees the problem as no one wants to work anymore in their region.



# Factory Co. Manufacturing

- Workplace Policies – Protecting the company from employees.
- Job Security – Getting fired was so easy.
- Consistency – Given a “bait and switch”.



# Psychological Safety

# What it is not...

- Psychological Health and Safety
  - The psychological and emotional health of employees
- A stand in for employee feedback
  - “We have an open-door policy”
- A blank cheque for people to say whatever they want
  - No consequences for bad behavior

# Removing the Risk of Vulnerability

- Removing the risk of retaliation, ridicule, embarrassment, termination, exclusion in...
  - Questions
  - Mistakes
  - Accommodations
  - Professional disagreements
  - Asking for help

When the conditions for psychological safety are created businesses can see a **27%** reduction in turnover and a **12%** increase in productivity.

- Gallup

How to Create a Culture of Psychological Safety (2017)

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# Long Road Transportation

- A Privately Owned Transportation Company
- The company has been pursuing growth through M&A but struggling to retain employees brought on after the acquisitions.
- Employee Retention is vital to their growth plan, so they have been investing in their leadership development and employee experience.
- Their 18-month plan is to become an “Employer of Choice” in the states they have locations and be the preferred employer in their industry.



# Long Road Transportation

- Policy – Their policies identify the processes for open communication, but do not protect it.
- Practice – The Managers are encouraged to push employees to use their voice in areas like safety, new ideas, and requesting accommodations.
- Perception – Most employees feel they can only speak up on safety issues. Everything else is seen as a complaint.





# Without Psychological Safety, Nothing Works

- Mentoring programs, flex time, employee engagement initiative, town halls, employee surveys, D&I training will not be effective till your have created psychological safety.
- Really good ideas die due to not having the foundational culture to support them.

# Common Trends in Sectors

# Highly Skilled and Talent Dependent

## Red Seals      Tech      Engineering

- Many of the elements of 7X3 may be addressed in these jobs, but **Consistency** and **Wellness** should be specifically verified, as well as **Equity** within the organization.
- Psychological Safety is a make or break. Are you actually listening to your experts?

# Primarily Family Run Businesses

*Fisheries Forestry Agriculture Boatbuilders*

- Investigate 7X3, specifically **Consistency** and **Equity** between family and non-family employees.
- Ensure Psychological Safety for all staff, ensure to gather intelligence between different generations.

# Are Human Services, Humane?

## Healthcare Nonprofit

- Overreliance on compassion for industry retention.
- Some of the worst problems with Job Dissatisfaction and poor Psychological Safety.
- Detailed intelligence gather activities and long-term strategies are needed.

# Majority of Low and Medium Skilled Jobs

## Construction Tourism Manufacturing

- Let The 7X3 Rule guide you.
- Investigations and strategies for:
  1. Consistency
  2. Job Security
  3. Compensation
  4. Wellness
  5. Conditions
  1. Sufficient
  2. Equitable
  3. Competitive

# Mergers and Acquisition Growth Strategy

## Trucking      Automotive

- Having cultural investigations are vital for cohesive change management practices. In 7X3, focus on **Sufficient** and **Equity**.
- Understanding of the expectations and norms around Psychological Safety are needed to ensure smooth transitions.

# Experts in tasks and products, not leadership

## *Ocean Technology Manufacturing ICT*

- Often led by core team of founders who know the technical aspects of their companies, but lack understanding of the human capital side.
- Often a culture investigation reveals major areas of risk.
- Scalability issues arise without strong People and Culture infrastructure.



# Workplace Culture Intelligence (WCI)

- Chartered Professional in Human Resources (CPHR) Nova Scotia has partnered with Roman 3 to offer a three day (21 hour), online, intensive certification.

*June 4-6, 2024*

- Become certified in investigating your organizational culture and identifying areas of risk to your employee retention.

# Links and Resources



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