



## Firebrand - Key Beliefs

1. Neither new nor traditional media can function in isolation
2. Consumers are more powerful and savvy than ever
  - Respect your audiences
  - Practice what you preach
3. A commitment to engaging your audience, rather than speaking "at" them



## Project Background

- AUMA, AAMDC, ARMAA, LGAA, SLGM
- Strategy For
  - Changing Public Perceptions
  - Driving behavior




## What We Did


- Research
  - Existing studies
  - Existing programs
  - Interviews and stakeholder consultations
- Recommendations



# Interviews

- Stakeholders
    - From across the province, very small to very large centres
    - Insights on issues, solutions and other background
  - Current Municipal Employees
    - A variety of ages, seniority and municipality size
    - Important for recruitment and retention insights
  - Human Resource Professionals
    - Majority from within municipalities
    - Provided information on current practices and best practices
  - Target Audience
    - From 20's to 60's, including tradespeople, administrators and professionals, as well as retirees
    - Identified stereotypes and key recruitment tools/methods
- 

# Major Findings Behind the Strategy

- Municipal Careers are poorly understood by the public
  - Municipal employees are motivated by factors that are not financial (and they like their jobs!)
  - Municipalities need to aggressively expand their audience reach
  - Marketing tools should be aligned with target audiences
  - Word of mouth plays a powerful role in recruitment efforts
  - Major marketing activities should be centralized (Why?)
- 

## What we're doing today

Firebrand



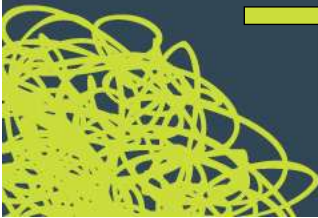
Brand Discussion

Public Relations

Image and Awareness

Internal Initiatives

} Creating  
People Power



## Brand Development

Why is this important?

- A common identity

Learning Your Brand

- Advertising (where you control the message)
- Media (through a neutral 3rd party)
- Engagement (shared dialogue and experience)



# Branding



# Branding



Government  
of Canada



# Marketing Municipal Careers

Public Relations

Image and Awareness

Internal Initiatives

## The Strategy - Internal Initiatives “The Foundation”

Components of  
the strategy

- Recognize and reward outstanding municipal employees
- Employees as your strongest advocate
- Municipal Awareness Week
- Other incentive programs

Creating People Power will give you some practical knowledge on retention

## The Strategy - Image and Awareness Campaign

- Raise awareness of opportunities
- Improve public perception
- Development of a common:
  - Brand
  - Website/job posting system, linking municipalities with potential employees
  - Set of tools for use in recruitment efforts
- Complement, not replace, current recruitment efforts



## The Strategy - Image and Awareness Campaign

- Broad-based activities
  - Large-scale advertising
  - Attributes - Emotive response
- Targeted activities
  - Target-specific messaging
    - Extended to a variety of tools including brochures, postcards etc.
  - Benefits - Rational response
- Specific career opportunities



## The Strategy - The Website

- Goals
  - Ease of use
    - For employers and site visitors
  - Provide useful information
  - Engage the visitor
  - Medium=Message
  - Link municipalities with potential employees



## The Strategy - The Website

The screenshot displays the Healthjobs.ab.ca website interface. At the top, the logo 'Healthjobs.ab.ca' is accompanied by the tagline 'Alberta's Online Health Care Jobs Database'. Navigation links for 'Home', 'Site Map', 'Contact', and 'Account Login' are visible. A primary navigation bar includes 'SEARCH JOBS', 'Healthcare Employers', 'Living in Alberta', 'Why register?', and 'FAQ's'. The main content area features a large banner with a photograph of three healthcare workers and the text 'Do Well. Discover a wealth of work opportunities.' To the right of the banner, it states '2015 Action Job Postings'. Below the banner, there is a promotional box for a '\$500 Travel Gift Certificate' and a 'Welcome to the ALL-NEW Healthjobs Website' section with 'View All Jobs' and 'Account Login' buttons.



## The Strategy - The Website



## The Strategy - The Website

- Goals
  - Ease of use → "Apply Now!" Function  
Web Strategy  
Ongoing Analytics
  - Provide useful information → Community Profiles/Links  
Program Profiles/Links  
Relocation information/Links
  - Engage the visitor → Career Profiles  
Videos/Blogs/Podcasts  
Online Surveys
  - Link municipalities with potential employees → Resume Repository  
Instant Alerts  
"Apply Now!"

## The Strategy - Public Relations and Publicity

- The power of PR and publicity
  - Reinforce the credibility and effectiveness of the other two pillars
- Key PR activities
  - Municipal Awareness Week
  - Municipal Employee Awards



## Evaluation and Research

- Internal tracking
- Website metrics
- Publicity metrics
- Omnibus research and focus groups



## Visualize...

- Turn on the TV during “Alberta Municipal Awareness Week” and hear about something amazing a municipal employee just accomplished
- Open your newspaper to one of many clean, colour, visually appealing ads for a variety of municipal careers (including a **web address**)
- See a story on your local broadcaster featuring videos that municipal employees created themselves (including a **web address**) Then check out other videos posted on youtube that other municipal employees have created.
- Read in your local daily and/or weekly newspaper about something that a local municipal employee was just recognized for (you might know them!)
- Read about a municipal career in your field in an employment publication at your school.
- Check out the **website** you saw in the ad in the newspaper, the article in the careers magazine and at the end of the “home made” video



## Many Touchpoints

### Visualize

- Turn on the TV during “Alberta Municipal Awareness Week” and hear about something amazing a municipal employee just accomplished
- Open your newspaper to one of many clean, colour, visually appealing ads for a variety of municipal careers (including a **web address**)
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- Read in your local daily and/or weekly newspaper about something that a local municipal employee was just recognized for (you might know them!)
- Read about a municipal career in your field in an employment publication at your school.
- Check out the **website** you saw on the newspaper ad and at the end of the “home made” videos.

**Wherever possible, drive people into the website, where they become further engaged**

“I could do that”  
“Wow, municipal employees really get stuff done!”

Controlled message/brand, speaking directly to each audience

“That looks like a fun place to work”

“Must be nice to work somewhere where you get recognized”

Opportunity awareness

This becomes a “feeder” system for all participating municipalities, as well as a tool for engaging prospective employees



## What will the Results be?

- More applicants for Alberta's Municipal careers
- Higher-quality applicants
- Provide a simple, effective way for every Municipality and municipal body in the province to reach a very large audience when advertising positions
- Enhance, not replace, current recruitment efforts of municipal bodies
- A general public "pride" in the work that municipal employees do
- And - Over time, a generally positive perception of Municipal careers in Alberta

Short term

Long term



## Parting Notes

- No marketing company can change the public image of municipal careers - we need your help!
- Need to transition from passive to active involvement
  - Unaware → aware → positive perception → action



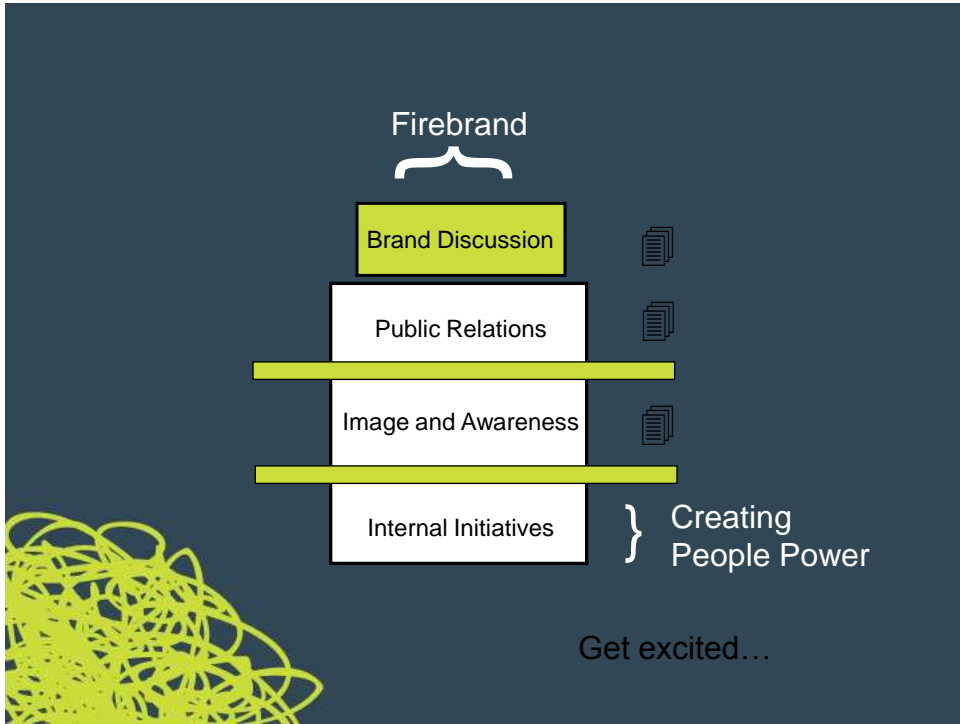
## Next Steps

- **Firebrand**
  - Work with the partners to implement the strategy
  - Currently, supporting the partners in establishing funding for the execution
- **Each of you**
  - Make sure you “walk the walk”
  - Please contact us for more information about the strategy and implementation
  - Watch for the execution phase, and use the tools developed as part of that, including internal tracking



## Questions?





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# The Team



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- Executive Coach
- Training Program Developer
- 20 years experience



Colleen Starchuk, B. Ed., CEC

- Executive Coach
- Trainer/Developer
- Consultant
- 10 years experience



## Our Services:

We WORK to  
INSPIRE people  
through:

- Workshops
- Coaching
- Dialogue Groups
- Development and integration of HR Practices



## Importance of Walking Your Talk!

Attracting great employees is only half of the work – **you need to keep them**

Important to deliver on promises – **you need to BE who they expect you to BE**

Retention activities tackle root causes of staff turnover – **Repair the leaky boat and your investment in bailing is more productive!**



## Employee Retention – What Does It Mean?

Retention refers to:

The number of workers who start work within an organization who choose to stay with that organization.

Employee Retention is often measured in a period of time and considers:

### Leavers

1 -  $\text{AVG}(\text{Emp. Pop at start, Emp Pop at end}) \times 100 \text{ for } \%$

Why is it important?

Poor retention is a symptom of intrinsic problems

Acts as an 'early warning sign' for organizational upheaval

Poor retention has a true and measurable organizational cost



## Employee Engagement – What Does It Mean?

Engagement refers to:

The level of commitment individual employees feel towards their organization and the work they do.

Why is it important?

- Engaged employees are more productive
- Low engagement across an organization leads to issues of dissension
- Low engagement has a direct link to attrition



## I Love My Work!

### When last did you yell out, 'I Love My Work'!

- Our Examples

Exercise:

Working with the person beside you, ask each other  
– When last did you yell out – 'I Love My Work'?

In 1 minute (each), share:

- What was great about how you felt?
- What was great about your work?
- What was great about everyone at work?

Compare your experiences – what themes arise?



### Your Experiences

#### Volunteers to share:

What type of environment fosters the '**I Love My Job**' feeling?

-3 examples



## Why Employees Stay in Municipal Jobs

- Rewarding work
- Work that 'makes a difference'
- Gain skills and experience
- Opportunity to apply knowledge in ways that make positive contributions to the community
- Lifestyle and quality of life



## Generally -- Why Employees Stay

- Challenge
- Career Growth
- Chance to make a difference
- Emotional Attachment -- 'sense of belonging'
- Rewards
- Social Status
- Opportunity
- Convenience

## Create a 'Love to Work' office

Discuss with your partner, each taking a turn to reflect on your environment:

- 1.What are we good at now?
- 2.Why does that work for us?

3 examples from participants:

What we do – why it works



## Create a 'Love to Work' office

Discuss with your partner, each taking a turn to reflect on your environment:

- 1.What do we want more of at work?
- 2.How can we build on our strengths to fill our gaps?

**3 examples from participants:**

What we think we can do to get better results.



## Best Practice Strategies

- ✓ Provide a clear sense of direction.
- ✓ Become a leader that demonstrates they care.
- ✓ Flexible benefits that 'fit' multiple lifestyles
- ✓ Practice 'high access' communication
- ✓ Motivate, set goals, achieve, celebrate
- ✓ Manage performance
- ✓ Reward and recognize
- ✓ Foster upward mobility

- Smith, Gregory P. *Here Today, Here Tomorrow : Transforming Your Workforce from High-Turnover to High-Retention.*



## Retention Self-Check

- ✓ I identify the jobs in my organization that have the highest turnover and investigate why.
- ✓ I conduct post-exit interviews 30 to 90 days after an employee leaves.
- ✓ I hold my managers accountable for turnover in their department.
- ✓ I reward my managers for high retention in their department.
- ✓ A part of every meeting is dedicated to staff retention and morale.
- ✓ We have a good orientation program for new employees.
- ✓ We go out of our way to communicate with our employees.

- Smith, Gregory P. *Here Today, Here Tomorrow : Transforming Your Workforce from High-Turnover to High-Retention.*





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