



# Staffing and Retention

Service Nova Scotia and Internal Services – Citizen Services

Feb 2023



# Staffing Challenges

## Citizen Services Staffing Challenges

- Labour market shortages creating increased opportunities inside and outside government driving unprecedented churn.
- In-Person Services churn rate for current fiscal estimated to be 52% - approximately 100 on a base of 190.
- Churn drivers include evening hours, part-time positions, pay, work from home, back-office work, career development and fit.
- Serving public through COVID-19 has put and continues to put strain on front-line positions – escalated clients and heightened threat of contracting COVID-19 and other viruses.
- COVID-19 and other viruses hitting teams in waves creating short term staffing challenges for offices.
- Difficulty attracting talent to short term employment – temporary and casual positions.
- SNS-IS as a whole facing significant number of employees eligible to retire with 17% currently eligible and growing in the coming years.

# Recruitment Tactics

## Adjustment to Recruitment Practices Improving Talent Acquisition.

- Talent Acquisition within HR restructured to focus on consulting, outreach, candidate care and process/system improvements.
- Updated job posting with more compelling language focused on career building within government.
- More focus on recruitment marketing, pushing job postings to more career sites, community groups, universities, HR LinkedIn profiles etc.
- Broadening screening practices to reduce dependency on like-for-like experience and increase weight on complementary experience and post secondary.
- Move to more Hiring Pools to lessen burden on leadership within operations and fill vacancies more quickly.

# Retention Tactics

## Initiatives Launched or Underway to Improve Retention

- Back-office roles given flexibility to work from home three days per week.
- Adjustments and expansion of flex-time program – “modified work weeks” enabling one day off per two-to-three-week cycle.
- Changed Hours of Operation in 2020 for Call Centre eliminating evening hours (now 8:30-4:30)
- Recently adjusted Hours of Operation for In-Person Services. Previously open three evenings per week; adjusted to one.
- Introduction of appointments to In-Person Services driving more predictability in client traffic.
- Increased focus on performance, development and career planning to increase engagement.
- Introduction of exit survey for all of government for better insight to churn drivers.