

From the inside out

Designing demographically driven HR
policies and practices at First Calgary Savings

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Key workforce challenges in First Calgary Savings

- **Extremely competitive Calgary marketplace**
- **Demographic “mix”**
- **X-generational leadership**

Key workforce challenges in First Calgary Savings

Extremely competitive Calgary marketplace

- Unemployment rate below 3%
- Highest rate of economic growth in Canada
- Shortage of skilled labour

Key workforce challenges in First Calgary Savings

- **First Calgary Savings demographic mix**

Workforce Distribution by Generation	Canada	First Calgary mix	2006 New Hires
Veterans	10%	1%	N/A
Baby Boomers	51%	25%	15%
Generation – X	32%	35%	33%
Nexus	7%	39%	52%

Key workforce challenges in First Calgary Savings

X-generational leadership

- Developing understanding about different generational needs and wants in the workforce
- Understanding where the generations “clash”
- Recognition that most employees leave their “boss” not their organisation

Developing our approach “from the inside out”

- Significant time invested in educating our leaders around workplace generational differences
- Employee led committee driving changes in HR policies and practices
- Short and long term strategies aimed at facilitating retention amongst Gen X and Nexus generations

Our Approach: Phase One

- **Changes made to our hours of business operation - a direct response to employee feedback/retention issues**
- **Changes to our vacation policies - a direct response to employee feedback/retention issues**
- **Changes to our Employee Viewpoint Survey to directly collect feedback on a demographic as opposed to location specific basis**
- **Flexibility in hiring and promotion practices**

Our Approach: Phase 2

- Introduction of a formalised Career Development review process for all employees
- Development of a one year retention program
- Significant changes to our educational reimbursement approach
- Continuation of Employee-led committee
- Development of our “advocacy” value proposition for employees