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Queenstown-Lakes Workforce Strategy: Employer Options

SUMMARY BRIEF COMMISSIONED BY QUEENSTOWN-LAKES CHAMBER OF COMMERCE

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[1] Dr Natalie Jackson is Director of Natalie Jackson Demographics Ltd. She was previously Professor of Demography and Foundation Director of NIDEA, University of Waikato (2010-2014), and Professor of Demography at Massey University (2015-2017).

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Background to this Report

1. This *Employer Options* Brief was commissioned by the Queenstown-Lakes Chamber of Commerce to assist local employers develop 'attraction' and 'retention' strategies aimed at reducing their labour and skills shortages. The Brief follows the development of several background analyses undertaken or commissioned by the Chamber[i]. Those documents should be referred to for underlying detail.

2. The comprehensive evidence base referred to above confirms previous anecdotal evidence that Queenstown-Lakes employers face constant and increasing labour and skills shortages, in part reflecting insufficient labour supply *versus* increasing demand, in part, increasing accommodation shortages and housing affordability for employees, and in part, a mismatch between Immigration New Zealand's Visa arrangements, and local circumstances.

3. Furthermore, these factors are occurring in the context of a demographically tight labour market and relatively low unemployment rates[ii], especially in neighbouring South Island Territorial Authority Areas, meaning that there is minimal elasticity in the labour market. The evidence base also highlights already strong attraction of both New Zealanders and overseas workers to both Queenstown-Lakes and its labour force, *vis-à-vis* elsewhere in New Zealand. The Otago region also already enjoys, by a substantial margin, the highest *per capita* Essential Skills Work Visa approval rates.

4. At the same time, anecdotal evidence suggests that there has been a recent reduction in the supply of job seekers in Queenstown-Lakes, despite MBIE data showing a continuing increase in international net migration (at national level), and in national level work and holiday visa applicants and approvals.

5. **It must be acknowledged that many of these issues are not readily resolvable by individual employers.** Many solutions, such as changes to current Holiday and Work Visa arrangements are being worked on at a governance level by the Chamber of Commerce. However, these circumstances also make the development of formal Attraction and Retention Strategies by individual businesses an imperative.

6. *Survey data show that that the vast majority of Queenstown-Lakes businesses are already taking steps to resolve their labour and skill shortages; however, it is not known to what extent these are formal Attraction and Retention Strategies.*

7. Accordingly, this Brief outlines a range of initiatives that can be drawn on to create such Strategies. Because attraction and retention are closely intertwined, initiatives are presented in a two-column matrix, with separate operational suggestions for each dimension. It is also noted that, given the above circumstances, individual attraction and retention initiatives are likely to be more successful if approached in a collaborative, rather than competitive, context—although such approaches can be simultaneously collaborative (for example, attending collective training sessions on how to develop attraction and retention strategies) and competitive (using those insights to develop powerful individual initiatives, such as appear in *Employee Value Position* (EPV) Strategies. An EPV is the centrepiece of an Attraction and Retention Strategy. It simultaneously 'brands' each [individual] business's ethos, entices potential employees to work for it, and provides a practical framework for retaining appointees—notably from the perspective of the employee.

Ten key observations from the literature:

1. **Businesses with formal Attraction and Retention Strategies** (and related Workforce Planning Strategies) are considerably more likely to attract and retain staff and less likely to experience high staff turnover and staff shortages.[iii] [iv]

2. **Businesses that have an Employee Value Proposition (EPV)** *are more successful recruiters and retainers.*

3. **Businesses that 'sell' the overall advantages of the job/working for them** rather than focusing on levels of remuneration *more closely match what contemporary job seekers are seeking.*

4. **Businesses with a diversity of staff** (age, sex/sexual orientation, ethnicity/culture) have a broader labour pool to employ from, and greater opportunities to find additional staff and to retain staff.

5. **Businesses that recognise the inherent mobility of younger and Holiday Visa workers** can utilise that mobility to reach new potential job seekers.

6. **Businesses that employ excellent managers have better staff outcomes** *than businesses with poor managers (people don't leave jobs, they leave managers).*

7. **Businesses that take a chance on strongly motivated jobseekers** *who may lack the precise skills needed, often engender more determined and loyal (retainable) staff.*

8. **Businesses that attempt to ameliorate local problems** *(eg., for Queenstown-Lakes: housing, transport issues) via contributing to local solutions are more likely to retain staff.*

9. **Businesses that take the 'long-view'** *(are always thinking about next year's staff) give themselves an advantage.*

10. **Businesses that recognise the labour force implications of population ageing** *give themselves an advantage*

Table 1: Attraction and Retention Initiatives

	ATTRACTION	RETENTION
Develop an _Employee Value Proposition_ (EPV) - **Outline _your business's_ values and commitments, plans, dreams, philosophies** - **Outline how these can help appointees achieve _their_ desired goals, objectives, work-life experience**	Use to 'sell' job seekers why they should work for YOU. Be creative in your advertising – sell a lifestyle rather than a job.	Use to _monitor and regularly upgrade_ the benefits you are offering staff to remain working for you. Canvas, incentivise and reward staff for new attraction, retention initiatives

In developing your initial EPV:

- canvas <u>current employees</u> as to what attracted them/is keeping/will keep them;
- undertake <u>exit interviews</u> with leavers to learn why they are leaving and what might have prevented them leaving;
- ask your <u>suppliers/associates/customers</u> if/how your business appears to differ from those of your competitors
- assess and pre-empt <u>the competition</u> your desired employees are experiencing
- check out the following <u>links</u> at endnotes: [v vi vii viii ix x xi xii]
- draw on the <u>following items</u>

| **Offer above-minimum/above-award rates**

Offer non-monetary incentives (like ski passes/activity vouchers/accommodation/medical insurance) | Highlight these features in your EPV and advertising. However, note that many sources claim that income is _not_ the major consideration at interview – it's the whole package that sells the job. | Create a system of bonuses for achieving specified targets, goals, retention spans. |

Provide comprehensive induction *and ongoing* on the job training **Create a 'buddy' system**	Job seekers can feel intimidated by the prospect of tackling something a little different or outside their comfort zone – reduce their anxiety (and your own) by assuring that all will be explained and demonstrated; other staff will be introduced (perhaps via a staff webpage).	Outline the overall objectives, structure etc., of the business, and be *definitive* about the specific responsibilities, rules, practices, proprieties, relationships etc. that belong with the relevant position. Ensure these arrangements are clearly described and displayed in both written and pictorial form (especially for reference by ESL staff).
Assist employees with their Accommodation, Transport and Childcare needs. For transport, approach other businesses to enable sharing/pooling arrangements. Utilise the area's many shuttles/cabs in off peak hours. Subsidise transport costs if possible.	Highlight these features in your EPV and to potential employees – it may make the difference between them accepting/declining	Support lobbying efforts by Chamber of Commerce for tax credits for employers assisting accommodation, transport and childcare costs. Team work transport solutions – incentivise carpooling – perhaps a few petrol vouchers.. Develop (provide) a cycle and/or scooter pool. Team work childcare solutions – consider on-site child care. Positions might be attractive to part-time employees.

Create an inclusive team ('family') environment	Advise/assure job seekers they will be part of a team and explain how the overall team works Have a staff web page. Describe the staffing profile. Run short articles on excellent staff.	Utilise a 'Suggestions Box'. Reward staff (at staff functions) for the best suggestions/solutions to problems. Encourage staff involvement in small development projects (these assist both retention and staff CVs).
Create a social environment for staff; Hold social events for staff e.g., based around diversity of food/music/cultural festivals – maybe 'buddy' with a competitor to expand that diversity/numbers.	Highlight your commitment to staff having a social life Highlight commitment to social diversity	Remember that staff have families and friends; provide opportunities for them to be involved. They may help to reinforce your staff's choice of working/continuing to work for you.
Adjust your hiring criteria. Many skills and life-experiences are highly generic (especially those of mothers returning to the workforce, and older people). **Seek out non-traditional employees.** **Revise position descriptions and/or reclassify some tasks and roles** to accommodate the needs of different demographic groups (workers transitioning to retirement, parents/carers, workforce entrants).	Offer on the job training, propose tailoring a career path specific to potential employee's goals and objectives.	Encourage/support/incentivise staff to learn new skills; reward achievements. Where possible, promote staff (this is good for retention, but also for their CV). Build loyalty by championing ongoing training – allow staff time to attend a class (subsidise the gaining of qualifications).

Encourage jobs rotation and job sharing *Collaborate -create a 'talent pool'/ share/redeploy people with skills*	Expose employees to as many aspects of the business as possible (the 'graduate career path' model). *Yes, Visa arrangements make this difficult – support lobbying efforts on your behalf.*	
Communicate your staffing needs broadly and *actively* **Look ahead – where are next year's employees?**	Don't leave it all to an employment agency. Post on social media, Uni student job search boards (NZ and overseas), WINZ job search boards, email high school job counsellors, counsellors generally (counselling clients are often looking for new jobs), migrant settlement groups. Remember your own internal notice board/flyer/newsletter /in-room communication. Monitor employment agency vacancy advertising – does it tell a consistent story?	Ensure current staff know of upcoming vacancies – they are more likely to stay if they are joined by friends/family members/members of their social/cultural group. Sometimes this takes a bit of lead-time. Ask leavers to pass the word (about this great place to work) on. Follow up previous employees – they may be interested in coming back, or passing on the message.
Undertake Workforce Planning, Age Management Planning, and use the 'Work Ability Index' (see Appendices A-D)	Especially good for attracting older workers	Change the Position Description rather than the employee

Become an 'employer of choice'	Attractive to potential employees. Where possible, allow teleworking. Work is what people do, not where they do it.	Staff enjoy being employed by leading establishments – and are likely to advertise that fact to others. Ensure that regulations and safeguards policies are upheld.
Work with your local Chamber of Commerce to ensure your issues are understood and conveyed to Government. **Participate in the Chamber's Labour Force Accommodation Surveys**	When seeking to attract/retain employees you need to know the broader situation. It's not just your business that is affected. **Many – if not most – of the solutions to your problems require lobbying on your behalf, through the appropriate political channels.**	

Appendices

Appendix A: Links to workforce planning information

Workforce Planning:

http://www.workforceplanningglobal.com   (Julie Sloan)

http://www.lgprofessionalsaustralia.org.au/national-workforce-strategy.html

http://reports.weforum.org/future-of-jobs-2016/

http://www.calhr.ca.gov/state-hr-professionals/Pages/Workforce-Planning-Toolkit.aspx

http://www.workforceplanning.com.au/

https://tools.skillsforhealth.org.uk/nursing_planning/

The Work Ability Index:

http://www.ttl.fi/en/health/wai/pages/default.aspx

http://www.ageingatwork.eu/?i=ageingatwork.en.tools.4

http://www.arbeitsfaehigkeit.uni-wuppertal.de/index.php?wai-online-en

http://mines.industry.qld.gov.au/safety-and-health/work-ability-index.htm

Appendix B: Getting started on workforce planning

Getting started- workforce planning in three steps

There are now many different and now well-trialed approaches to employer-level workforce planning available, and each organization or enterprise needs to adapt or develop their own approach in light of their own needs. By way of illustration, four simple questions[2] can serve to start the ball rolling:

1. Do I know the age profile of my workforce and that of the industry or occupation in which my business is located?
2. Am I experiencing difficulties in recruiting new/skilled employees?
3. Are there elements of work in my business that are 'age-critical' (e.g., physically demanding) and/or experience-critical (in-house knowledge-based)?
4. Are any problems already apparent among my older employees, what might I therefore expect in the future, and how can the work ability, employability and productivity of my older employees be maintained?

These questions can be answered in three ways:

1. ***Undertake an age-structure analysis.*** This refers to the age structure of your workforce, both locally and at regional and national level. An example for Queenstown-Lakes three largest occupational groups is included in the accompanying LMA Report—data are available for other occupations and industries on request. The exercise should include an assessment of 'mission critical' skills (skills without which your business may not be able to function); hard-to-fill positions, and likely future positions that will become vacant due to retirement.
2. ***Undertake an 'environmental scan' of your workplace*** in terms of the extent to which working and employment conditions in your organisation are conducive to workforce ageing. This level is focused on the structures, policies and practices of the working environment. Its main objective is to identify possible risks (particularly the loss of skilled labour supply) and potential approaches to accommodate change and mitigate risk arising from workforce ageing.
3. ***Undertake 'work ability' assessments with your employees***. This level involves self-assessment of each employee's ability to continue current tasks, roles and responsibilities, with the objective of revising Position Descriptions to accommodate

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[2] Adapted from Morschhäuser & Reinhold (2006)

employee needs, redeploying staff or creating job 'teams' to meet employer needs, and/or reclassifying some tasks and roles.

Undertaking an age structure analysis is relatively straightforward. If your workforce data include employee age or birthdate and sex, it is simply a matter of ascertaining the number and proportion at each age (aggregate the data into broad age groups). A simple check of 'vulnerability' to workforce ageing is then to calculate the ratio of those in the 'entry' age groups (e.g., 15-29 years) to those in the 'retirement zone' (55+ years). Projecting the gap between supply and demand is a little more complicated, but such services are readily available.

Undertaking an environmental scan of your workplace can be achieved by accessing and modifying for your own needs a number of HR planning tools. A useful tool follows at Appendix C, but it is summarized in the box below. When using the environmental scanning tool at Appendix C, be sure to note the instructions at the top of each sheet.

Quick check for a future-oriented HR policy	Tends to apply	Tends not to apply
Our age structure consists of equal proportions of young, middle-age and older employees	☐	☐
Our work activities are designed so that employees can perform them at all ages	☐	☐
Our employees are actively involved in the design of their working conditions	☐	☐
Our company regularly succeeds in training or recruiting enough young skilled workers	☐	☐
All employees irrespective of age are given the opportunity to obtain qualifications and expand their competencies	☐	☐
The exchange of knowledge between our older/experienced employees and younger employees is systematically promoted.	☐	☐
The prospect of career development is offered to all employees irrespective of age	☐	☐

Source: Martina Morschhäuser & Reinhold Sochert (2006) Healthy Work in an Ageing Europe. Strategies and Instruments for prolonging the Working Life. European Network for Workplace Health Promotion. Federal Association of Company Health Insurance Funds, Germany, p.33.

Undertaking a Work Ability assessment of (or with) your employees should only be done after a good communication strategy has first been employed, otherwise your good intentions may be misinterpreted. Again there are now several work ability tools (or questionnaires) available, and you should choose/adapt one that is suitable to your workforce needs. See Appendices A and D for more detail, and Appendix E for the all-important Business Case that should be developed to ensure that age-management planning is not seen as an 'add on', but is central to business practice.

Appendix C: An example company-level environmental scan

Important: The answers on yellow fields refer on the one hand to risks. On the other hand they indicate possible approaches to cope with changes in the age structure which have not yet been put in place. Here you are advised to examine the question in more detail to see whether it is expedient and feasible to pursue related actions and strategies in your company.

The answers on blue fields refer to approaches which your company is already pursuing. Here you are advised to ensure related strategies are continued, and where necessary, strengthened.

Recruitment of staff

We are increasingly finding fewer young specialists	yes
	no
It must be assumed that the demographic change on our regional labour market will in future result in difficulties in recruiting staff	yes
	no
When we recruit staff at our company, we pay attention to certain age limits	yes
	no
We also recruit older applicants at our company	yes
	no
We formulate vacancy advertisements so that older skilled workers are also targeted	yes
	no

Qualifications

We offer the employees in our company further training programmes so they can increase their qualifications	yes
	no
We regularly examine whether our older workers participate in further in-house training programmes just as frequently as the younger workers	yes
	no
We actively support our older workers so that they also take part in further training courses	yes
	no
We use teaching methods in in-house further training courses which suit older and adult workers	yes
	no
Our employees of middle age and older master new technologies just as competently as our younger employees	yes
	no
We have sufficient information on future qualification needs in the company and possible needs for qualifications of the employees	yes
	no

Source: Martina Morschhäuser & Reinhold Sochert (2006) Healthy Work in an Ageing Europe. Strategies and Instruments for prolonging the Working Life. European Network for Workplace Health Promotion. Federal Association of Company Health Insurance Funds, Germany, p.33.

Appendix C (cont.): An example company-level environmental scan

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Work organisation

Question		Answer
We make sure that our older employees are deployed just as frequently as the younger ones at workplaces where new processes and developments play a role and we promote this policy		yes
		no
Our objective is for our workers to frequently change their work activities and workplace and therefore train their learning skills		yes
		no
The employees in our company generally work together in groups of teams		yes
		no
We organise work and group tasks in such a way that they are relevant to learning and therefore permit on-the-job training		yes
		no
The deployment range of our older workers is just as large as that of our younger ones		yes
		no

Staff development plans

Question		Answer
We regularly conduct staff appraisal talks with all workers to determine their qualification needs and discuss questions of their further careers		yes
		no
We support the stragtegy of our employees actively planning their further careers and we support them in this		yes
		no
We hold staff development programmes for all employees, also [separately] for those 'over 50'		yes
		no
We define age-appropriate workplaces and use these selectively for the deployment of older workers		yes
		no
We promote our employees working in different areas and fields in the company over the course of their working lives so they can further develop their vocational skills		yes
		no
We intentionally make sure that our employees do not perform routine work over prolonged periods (10 years and longer)		yes
		no
We pay attention to a 'limited staying time' of employees in age-critical work areas and offer them the opportunity of changing to physically and mentally less demanding workplaces after pursuing one activity for a long time		yes
		no

Source: Martina Morschhäuser & Reinhold Sochert (2006) Healthy Work in an Ageing Europe. Strategies and Instruments for prolonging the Working Life. European Network for Workplace Health Promotion. Federal Association of Company Health Insurance Funds, Germany, p.33.

Appendix C (cont.): An example company-level environmental scan

Important: The answers on yellow fields refer on the one hand to risks. On the other hand they indicate possible approaches to cope with changes in the age structure which have not yet been put in place. Here you are advised to examine the question in more detail to see whether it is expedient and feasible to pursue related actions and

The answers on blue fields refer to approaches which your company is already pursuing. Here you are advised to ensure related strategies are continued, and where necessary, strengthened.

Work health promotion and integration

Question	Answer
Certain workplaces and work areas in our company are 'age-critical' (e.g., physically demanding work, cycle-dictated work, activities with high levels of pollution in the working environment)	yes / no
We take positive action to reduce working exposures and to promote the health of employees (e.g., ergonomic workplace design, organisation of health workshops, back school).	yes / no
Work is perfromed at our company in shifts in some cases (alternating or night shifts)	yes / no
We enable older workers, after doing night shift for many years, to stop working shifts	yes / no
We organise the shift work to create as little impact on health as possible (planning shift sequences, location, duration and distribution of the working time according to health criteria).	yes / no
We organise the workflows and work deployent in such a way that older workers schedule their work themselves and can therefore dictate their work rhythm themselves	yes / no
We have sufficient information on the state of the health of our workforce and possible approaches to promote health at the company	yes / no
Our company has a systematic in-house integration and case management system (existence of an integration team, regularly applied tools, systematic data surveys, case management, deduction of preventive action).	yes / no

Know-how transfer

Question	Answer
We discuss with our employees approaching retirement in good time when and in what form they want to leave the company	yes / no
Our older employees have specific (empirical) knowledge which is essential for maintaining the company work processes	yes / no
We specifically form work groups of mixed ages in order to promote the exchange of knowledge between the generations	yes / no
We maintain special systems for transferring knowledge between the generations (e.g., sponsoring systems, mentoring, tandems or mixed-age project teams).	yes / no
We promote models of sliding transition into retirement in order to maintain the efficiency of our older workers and support the handover of knowledge from old to young.	yes / no

Source: Martina Morschhäuser & Reinhold Sochert (2006) Healthy Work in an Ageing Europe. Strategies and Instruments for prolonging the Working Life. European Network for Workplace Health Promotion. Federal Association of Company Health Insurance Funds, Germany, p.33.

Appendix C (cont.): An example company-level environmental scan

<u>Important</u>: The answers on yellow fields refer on the one hand to risks. On the other hand they indicate possible approaches to cope with changes in the age structure which have not yet been put in place. Here you are advised to examine the question in more detail to see whether it is expedient and feasible to pursue related actions and strategies in your company.

The answers on blue fields refer to approaches which your company is already pursuing. Here you are advised to ensure related strategies are continued, and where necessary, strengthened.

Organisation of working hours

We offer our employees different working time models (e.g., part-time, free time en bloc, job sharing).	yes / no
We enable our workers to organise their working time flexibly.	yes / no
We offer our employees long-term working time accounts.	yes / no
We enable our workers to take time-out or sabbaticals in order to undergo further vocational training or to 'rest and recuperate'.	yes / no
We offer our older workers - depending on the individual and company interests - different models for going into retirement (e.g., working part-time, flexible transition into retirement).	yes / no

Corporate culture

We have stratgeies to counter prejudices about poorer efficiency of older employees	yes / no
We make sure that our older employees as well as younger ones experience recognition and respect in their work	yes / no
We aim to achieve a co-operative leadership style and make every effort to ensure that our employees are involved in major issues affecting their work and develop their own initiatives.	yes / no
Our executives and workforce representatives have already examined the issue of 'age and ageing workforces' in detail.	yes / no
We have developed corporate guidelines for an intergenerational HR policy.	yes / no
Diversity concepts are discussed and promoted at our company.	yes / no

Source: Martina Morschhäuser & Reinhold Sochert (2006) Healthy Work in an Ageing Europe. Strategies and Instruments for prolonging the Working Life. European Network for Workplace Health Promotion. Federal Association of Company Health Insurance Funds, Germany, p.29-32.

Appendix D: Undertaking a Work Ability Assessment

Undertaking a Work Ability assessment of (or with) your employees should only be done after a good communication strategy has first been employed, otherwise your good intentions may be misinterpreted. Again there are now several work ability tools (or questionnaires) available, and you should choose/adapt one that is suitable to your workforce needs (see Appendix A). In general, the approach is to ascertain self-assessed ability to continue undertaking certain tasks, roles and responsibilities. Some work ability tools have usefully used a traffic light approach (red for 'no', orange for 'still ok' and green for 'no problems'). As indicated below, some work ability tools include questions regarding physical and psychological health; such questions should be very carefully developed with professional workforce planning advice. Following are three classic work ability index questions:

a. **Current work ability compared with lifetime best**.

Assume that your work ability at its best has a value of 10 points. How many points would you give your current work ability in respect of …. task?

(0 means that you cannot undertake this task at all)

completely unable to work at this task	0	1	2	3	4	5	6	7	8	9	10	current work ability excellent

b. **Current work ability in relation to the demands of the job**.

b1: How do you rate your current work ability with respect to the **physical** demands of your job?

Very good	5
Rather good	4
Moderate	3
Rather poor	2
Very poor	1

b2: How do you rate your current work ability with respect to the **mental** demands of your job?

Very good	5
Rather good	4
Moderate	3
Rather poor	2
Very poor	1

Appendix E: Developing the Business Case

Bridging these three tiers of analysis is the need to have in place an overarching workforce planning business case that supports and is central to your operations, not 'additional' to them. One of Australia's leading workforce planners, Julie Sloan, has developed the check list on the following page. It can be used as a guide to the process, but the accompanying detail and rationale for each step should also be accessed. See http://www.workforceplanningglobal.com for Julie Sloan's website. Overwhelmingly, Sloan shows that success in implementing workforce planning involves:

- a high level of long-term commitment from senior decision makers (there are no 'quick fix' answers),
- access to knowledge and skills in contemporary workforce planning (old strategies will not work in a demographically-tight labour market),
- up-to-date quality workforce evidence-base (payroll data has many limitations and doesn't extend to the outside world),
- good open communication with and the involvement of all levels of employees,
- commitment to adequate resourcing, and
- recognition of all workforce segments and supply chains that contribute to your outcomes.

A Workforce Panning Progress Report Checklist (Sloan 2008)

Steps	Task	Ready to proceed	Not ready to proceed	Associated task/s	Time Frame	Person with responsibility for implementing task
Step 1	Build business case for workforce planning					
Step 2	Secure authority to proceed					
Step 3	Establish team of workforce planning champions					
Step 4	Consider external workforce planning advice					
Step 5	Implement the communication strategy					
Step 6	Undertake a workforce profile survey					
Step 7	Verify critical job groups and time frames					
Step 8	Analyse and report on workforce profile					
Step 9	Identify workforce development strategies					
Step 10	Identify support services for critical job groups					
Step 11	Undertake risk assessment and identify mitigation strategies					
Step 12	Monitor, map and measure					
Step 13	Integrate workforce planning into normal business					

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Appendix F: Resources

Field, A. and Gooder, G. (2016) Queenstown-Lakes District Labour and Skills Shortages Survey. Report for Queenstown-Lakes Chamber of Commerce/Massey University.

Ilmarinen, J. (2005) *Towards a Longer Worklife! Ageing and the Quality of Worklife in the European Union*, Finnish Institute of Occupational Health: Ministry of Social Affairs and Health. Helsinki.

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World Economic Forum (2016) *The Future of Jobs. Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution*. Geneva. January.

i In addition to extensive work undertaken by the Chamber are: *Queenstown-Lakes Data Review* (Jackson 2015); *Queenstown-Lakes Labour Market Assessment Report* (2016); and *Queenstown-Lakes Workforce Strategy Discussion Document* (Jackson 2016); *Queenstown-Lakes Skills and Labour Shortages* Survey 2015 and 2017 (Massey University).

ii This situation is likely to be sustained indefinitely, as it is largely driven by structural population ageing across New Zealand and its counterpart countries.

iii https://msu.edu/course/prr/473/oldstuff/HRAttract&Retention.htm

iv https://www.inc.com/christina-lattimer/13-key-strategies-to-attract-and-retain-highly-talented-people-in-2016.html

v https://www.employeeconnect.com/blog/employee-value-proposition-examples/

vi https://www.forbes.com/sites/adp/2018/04/26/4-hiring-strategies-for-a-tight-labor-market/#793aa1af7cf4

vii https://bluivygroup.com/employee-value-proposition-examples-and-failures/

viii https://www.google.co.nz/search?q=employee+value+proposition+examples&rlz=1C1CHBF_enNZ754NZ754&tbm=isch&source=iu&ictx=1&fir=fN2OIsMEKvIaCM%253A%252C4zKCBTcQ8aCmhM%252C_&usg=__7eoADYu8uQfxvU_Iu27uTEv4VKY%3D&sa=X&ved=0ahUKEwj94ZDw4NvaAhUL57wKHR2lCEUQ9QEIdTAH#imgrc=_

ix https://www.aureon.com/blog/7-tips-to-hiring-top-talent-in-a-tight-labor-market

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