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# **“If You Are Hiring, Where Should You Look?” The Strategic Challenges of Changing Labour Force Demographics for Human Resource Management**

A Presentation to the

***Hamilton Police Service***  
Strategic Staffing Workshop

By  
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# Demographic Analysis

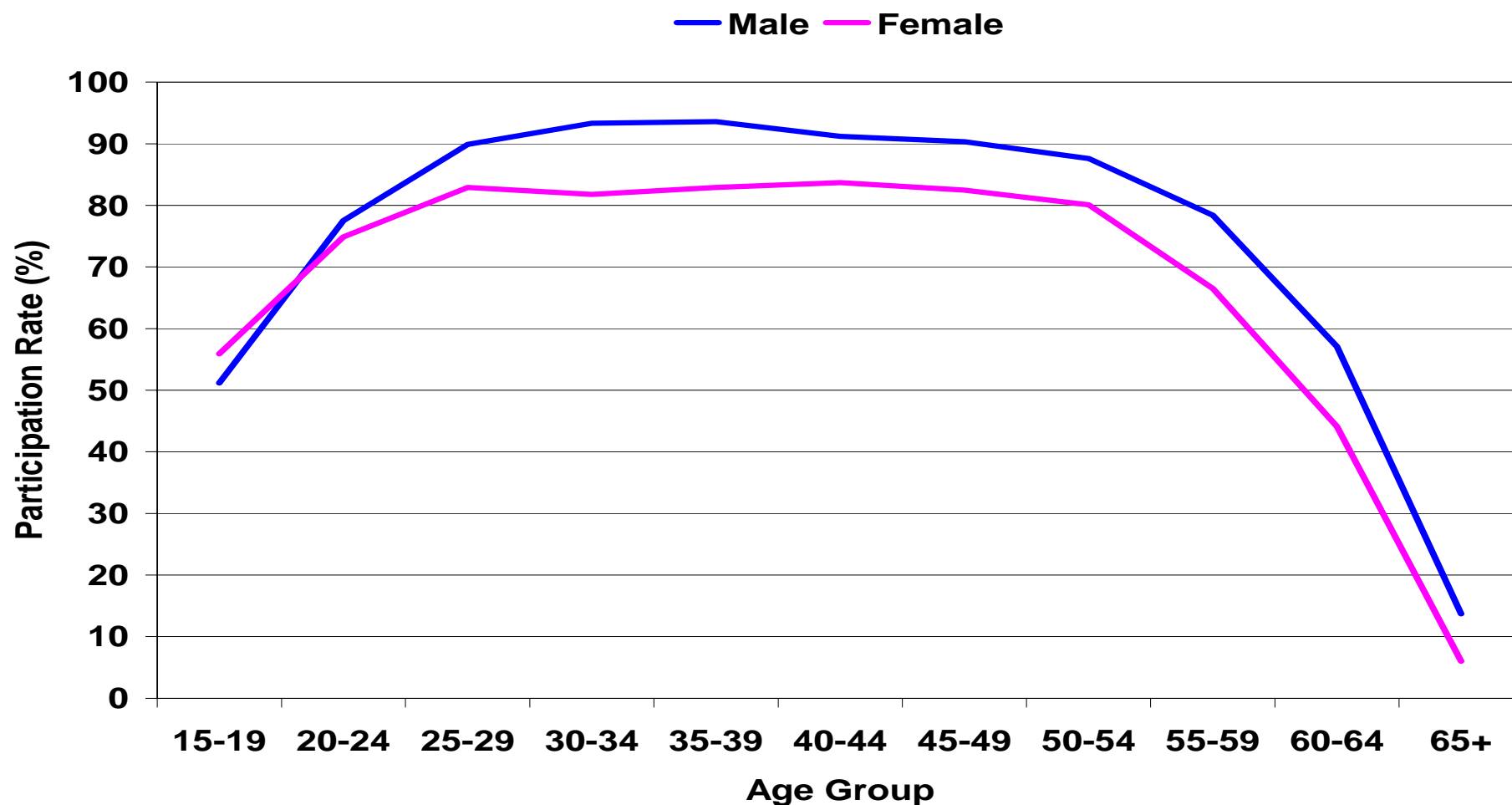
## Overview

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- Study of human populations
- Key factors of analysis:
  - » Sex
  - » Ethnicity/race
  - » Marital status and family structure
  - » Births and deaths
  - » Migration
  - » **AGE**

# Ontario

## Participation Rate by Age Group and Sex, 2007 (percent)



# Demographic Analysis

## *Cohorts*

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- **Boom:** 1947-1966
  - » 42-61 in 2008
  - » 30 percent of Canada's population
- **Bust:** 1967-1979
  - » 29-41 in 2008
  - » 18 percent of Canada's population
- **Echo:** 1980-1995
  - » 13-28 in 2008
  - » 22 percent of Canada's population

# Today's Presentation

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- Strategic HR challenges resulting from demographics:
  - » Recruitment of:
    - Youth
    - Women
    - Visible Minorities
    - Aboriginals
  - » “Re-inventing the mature worker”

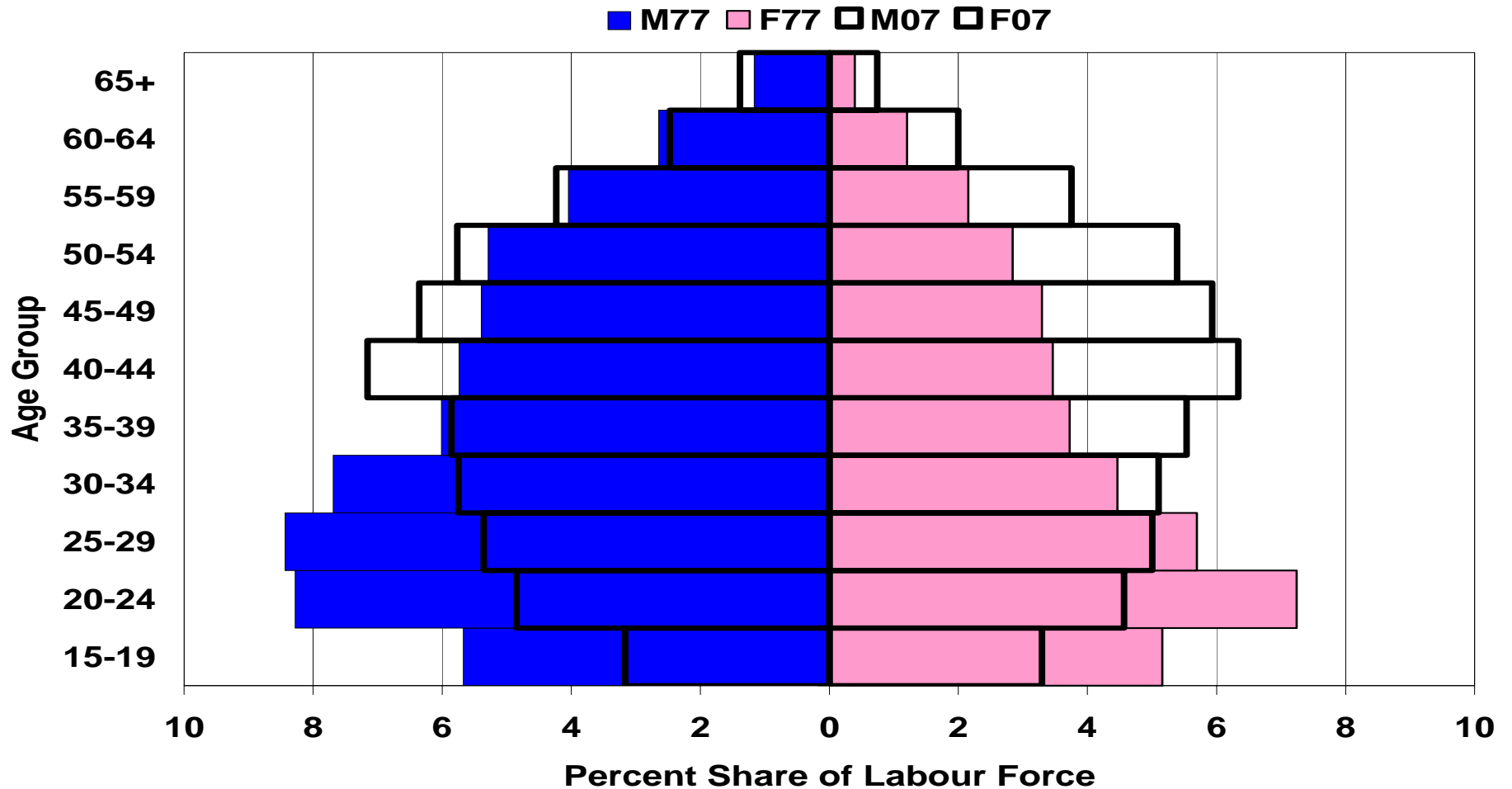
# Demographic Trends - Ontario

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## *Labour Force Aging*

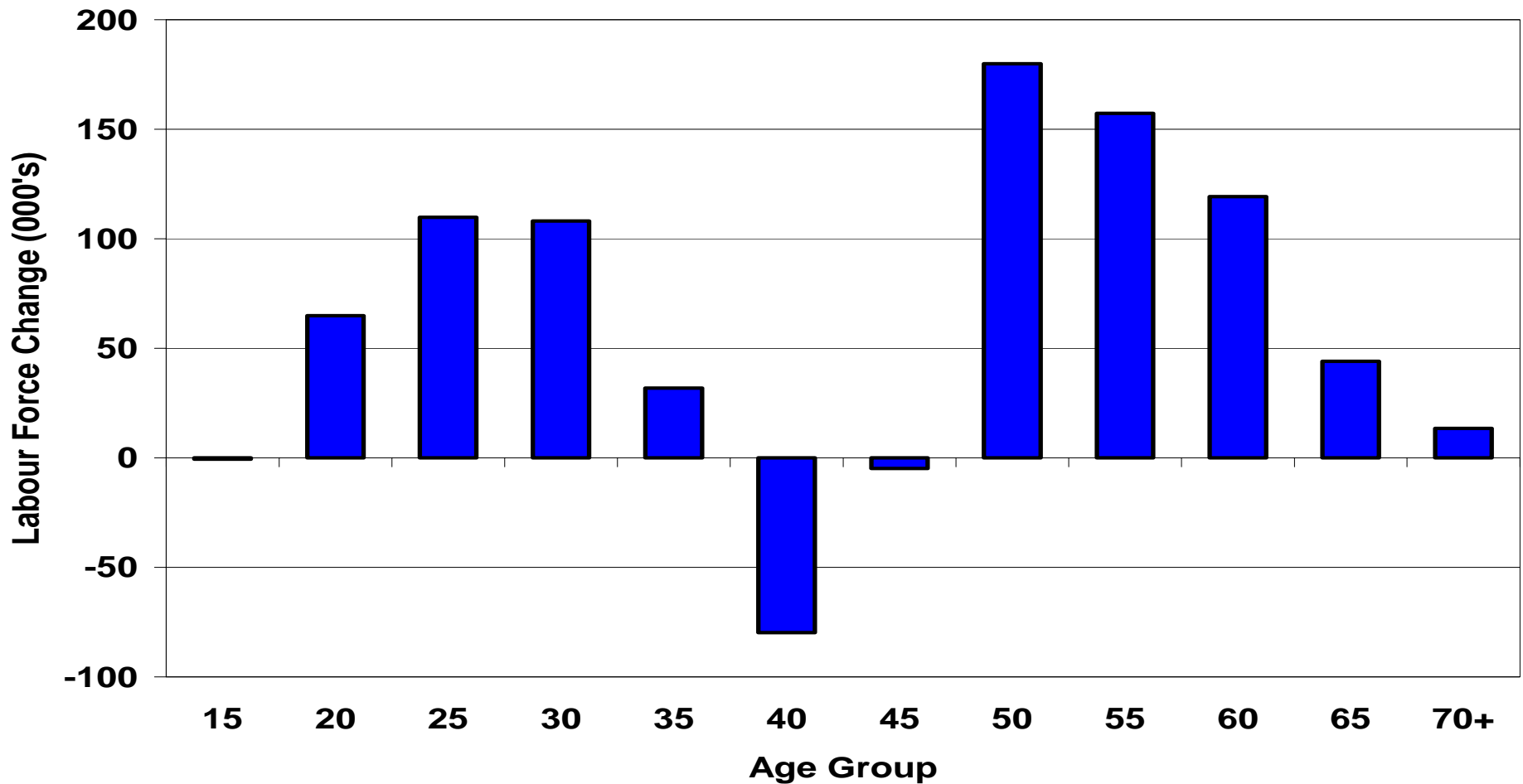
# Ontario

## Labour Force Pyramid, 1977 (colour) versus 2007 (outline)



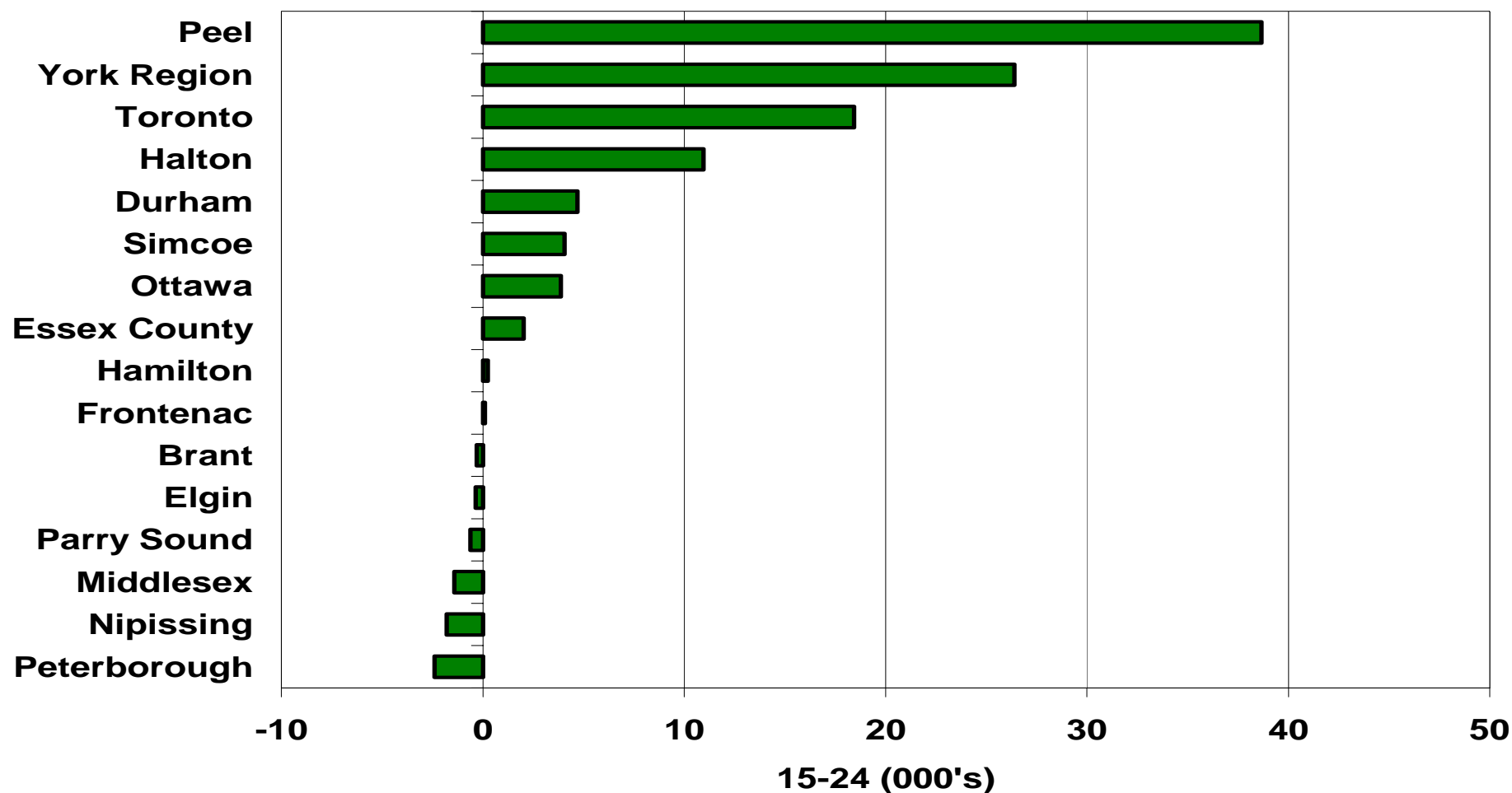
# Ontario

## Labour Force Change by Age Group, 2006 to 2016 (thousands)



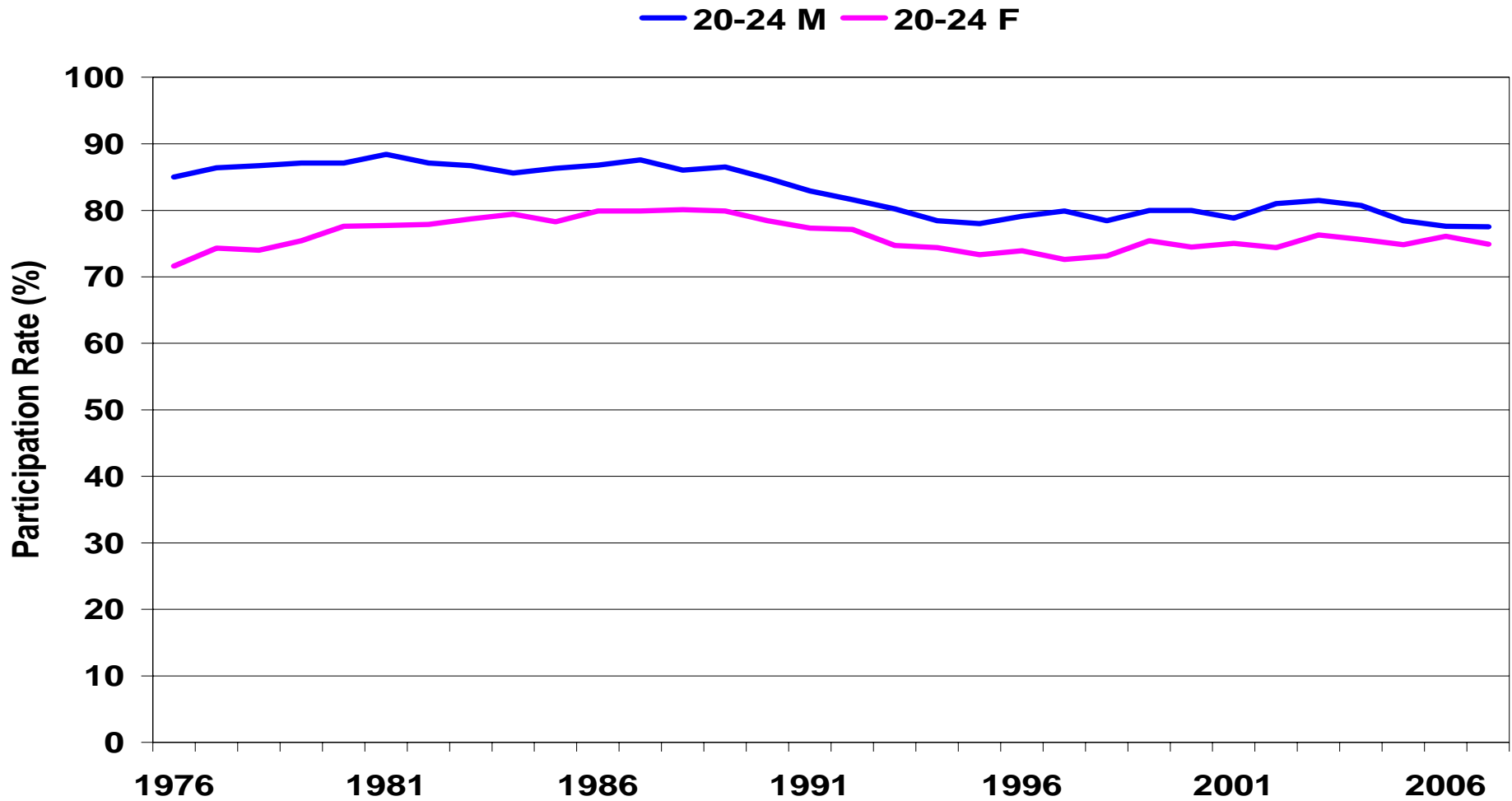
# Ontario Labour Force Source Population

## Change by Age Group, 2007 to 2017 (thousands), Selected Regions



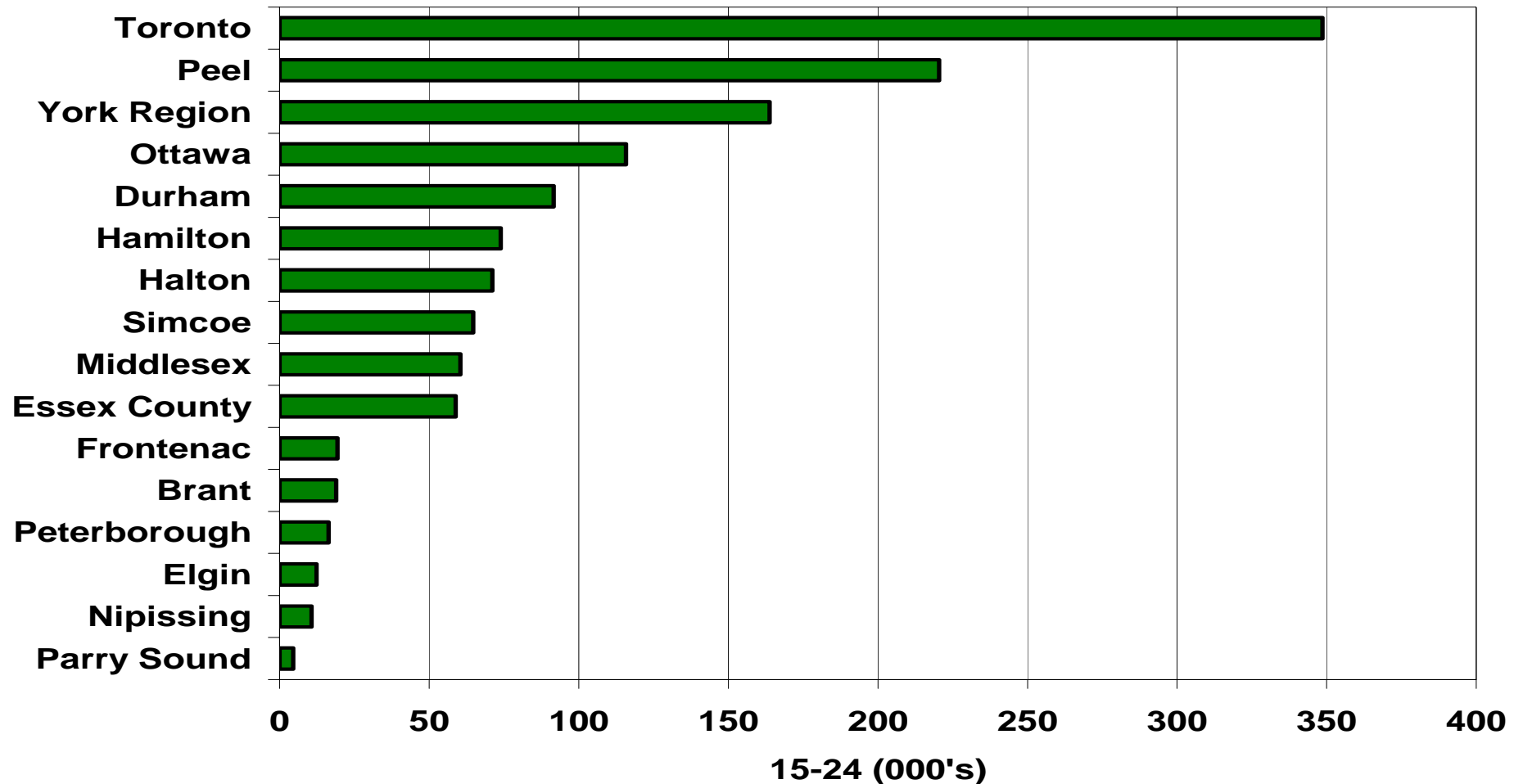
# Ontario

## Participation Rate by Age Group and Sex, 1976 to 2007 (percent)



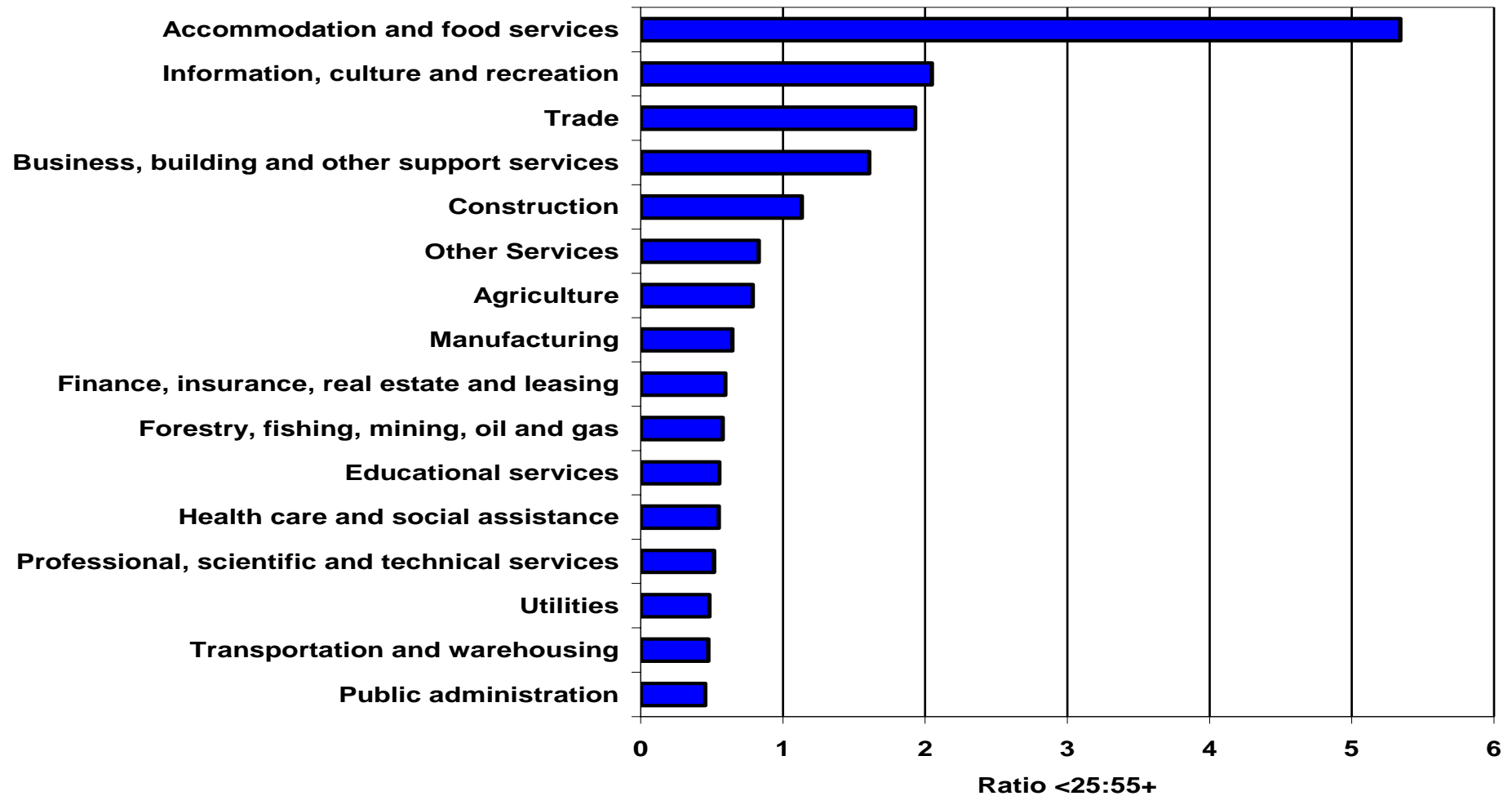
# Ontario Labour Force Source Population

## 15 to 24 Age Group, 2017 (thousands), Selected Regions



# Ontario Labour Force

## Entry/exit Ratios by Industry, 2007 (<25:55+ ratio)



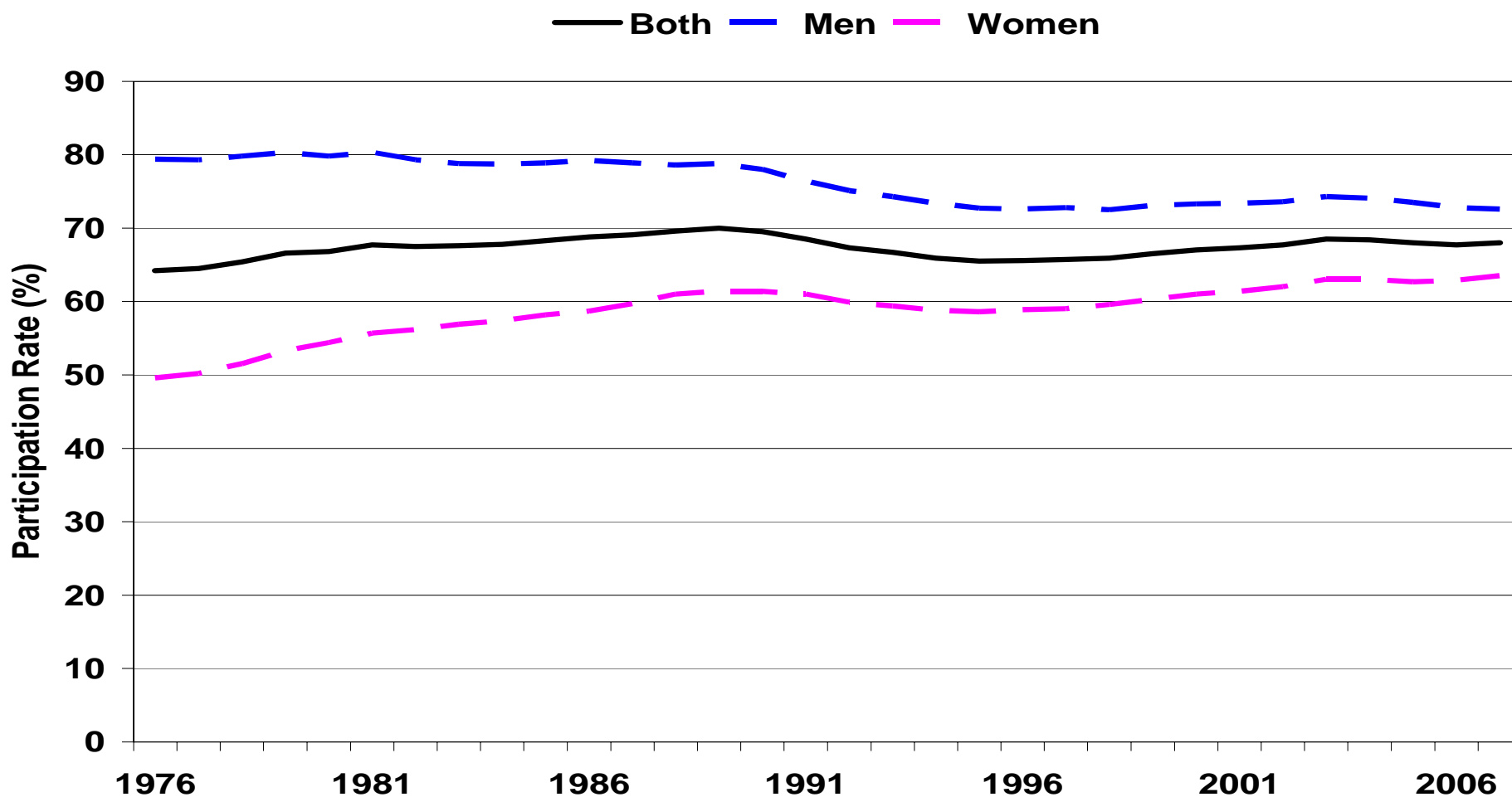
# Demographic Trends - Ontario

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## *Labour Force Diversity*

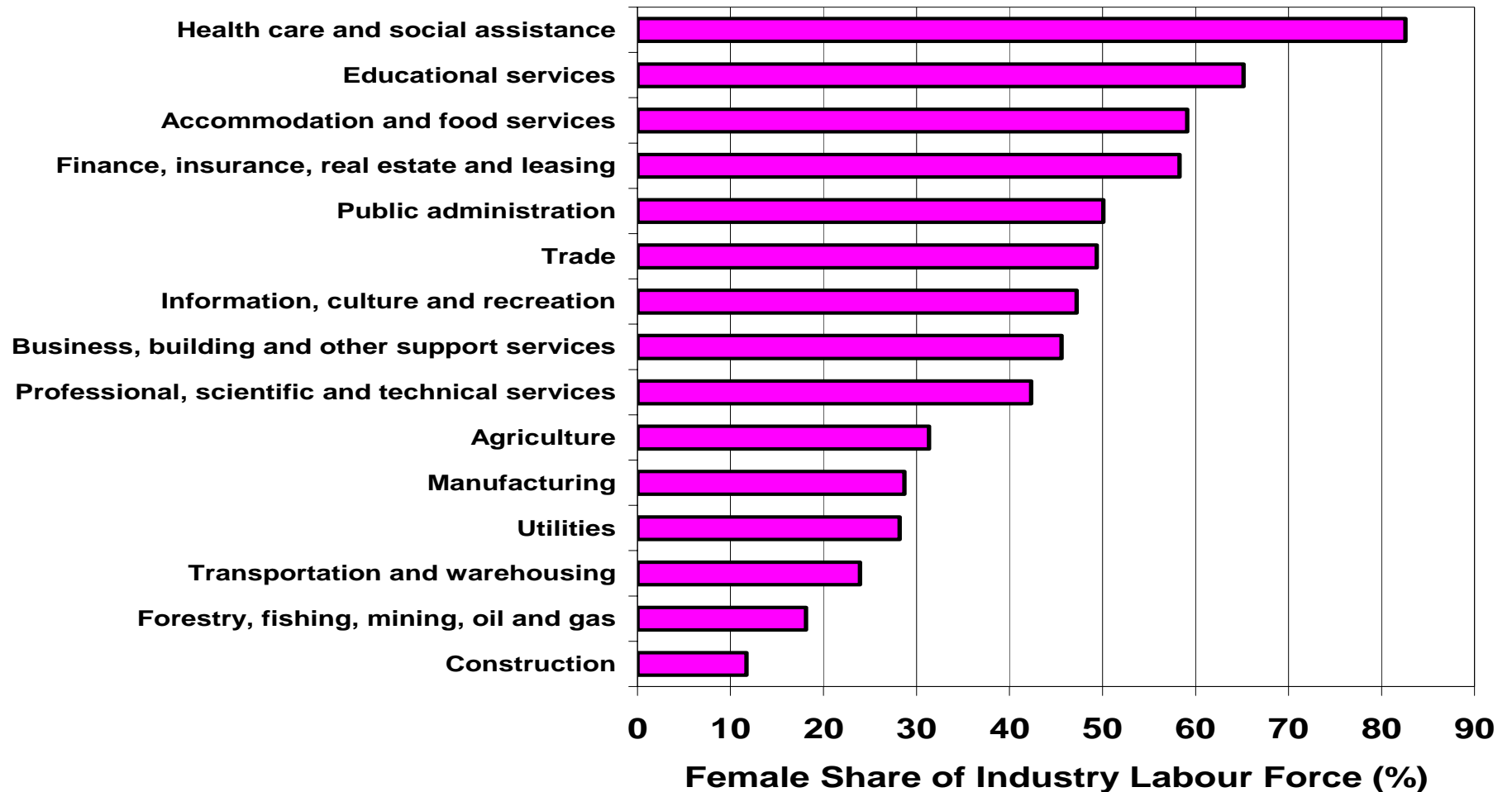
# Ontario

## Participation Rate by Sex, 1976 to 2007 (percent)



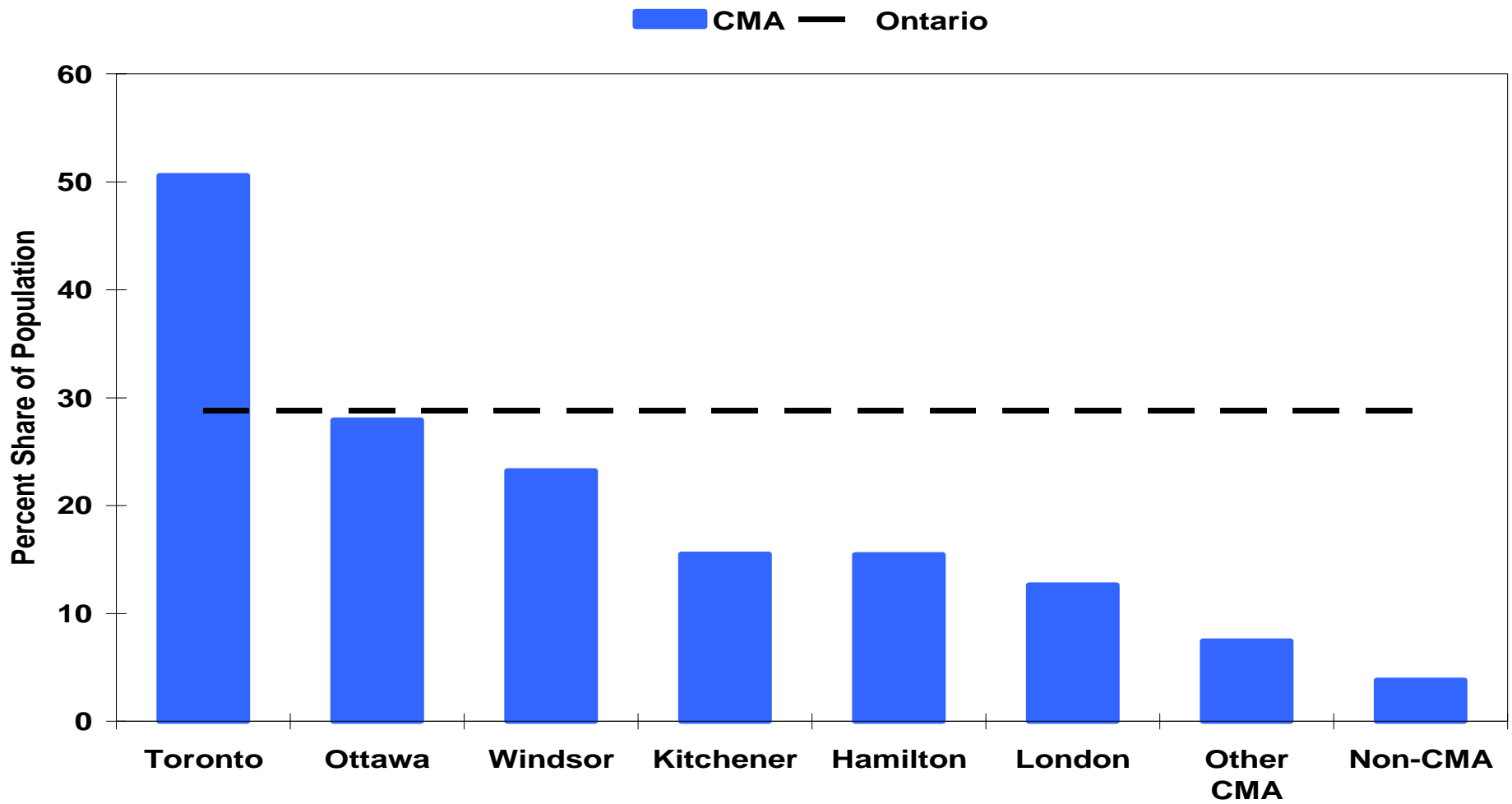
# Ontario Labour Force

## Female Share of Labour Force by Industry, 2007 (percent)



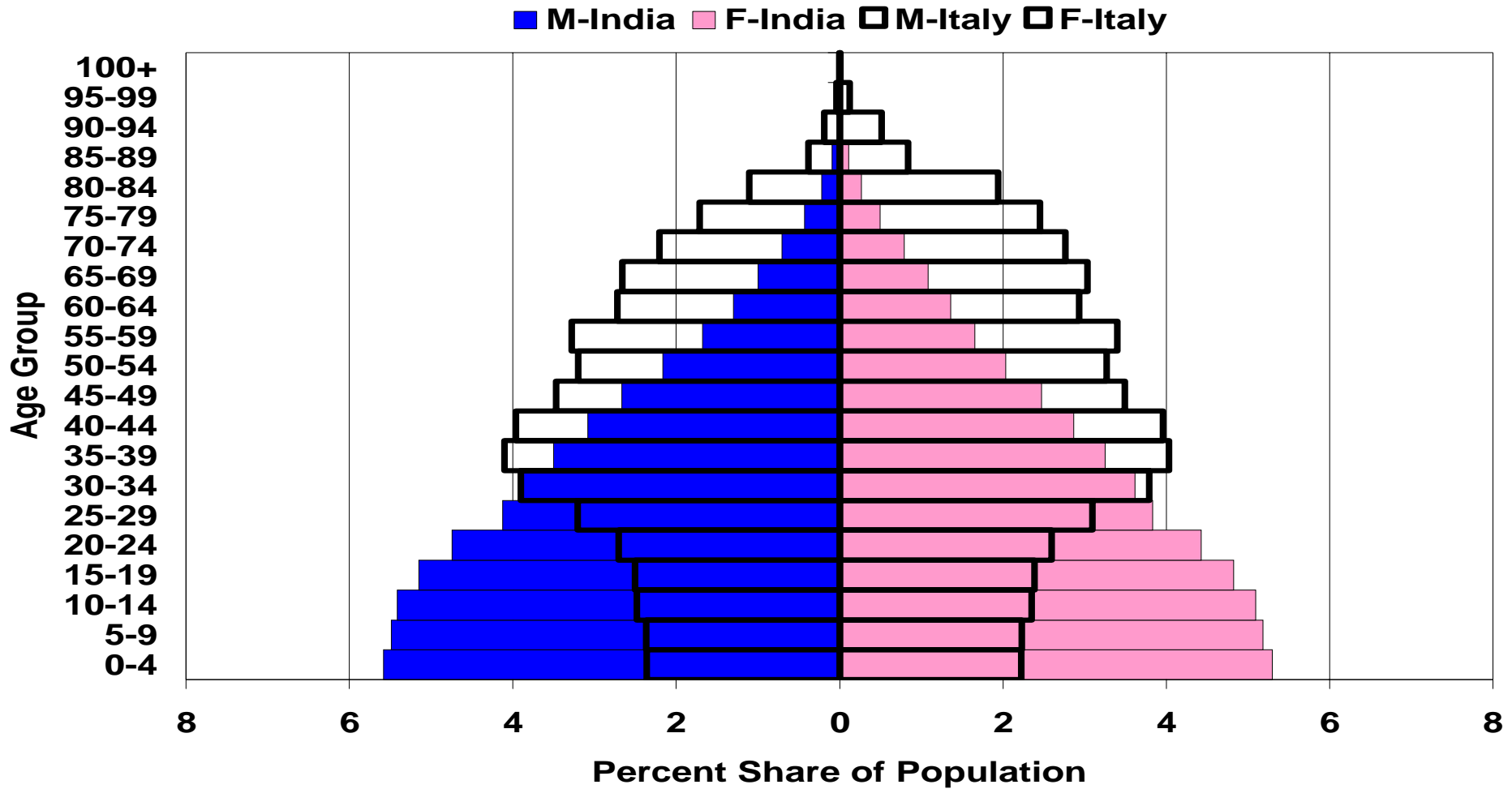
# Ontario Population

## Projected Visible Minority Population Share by CMA, 2017 (percent)



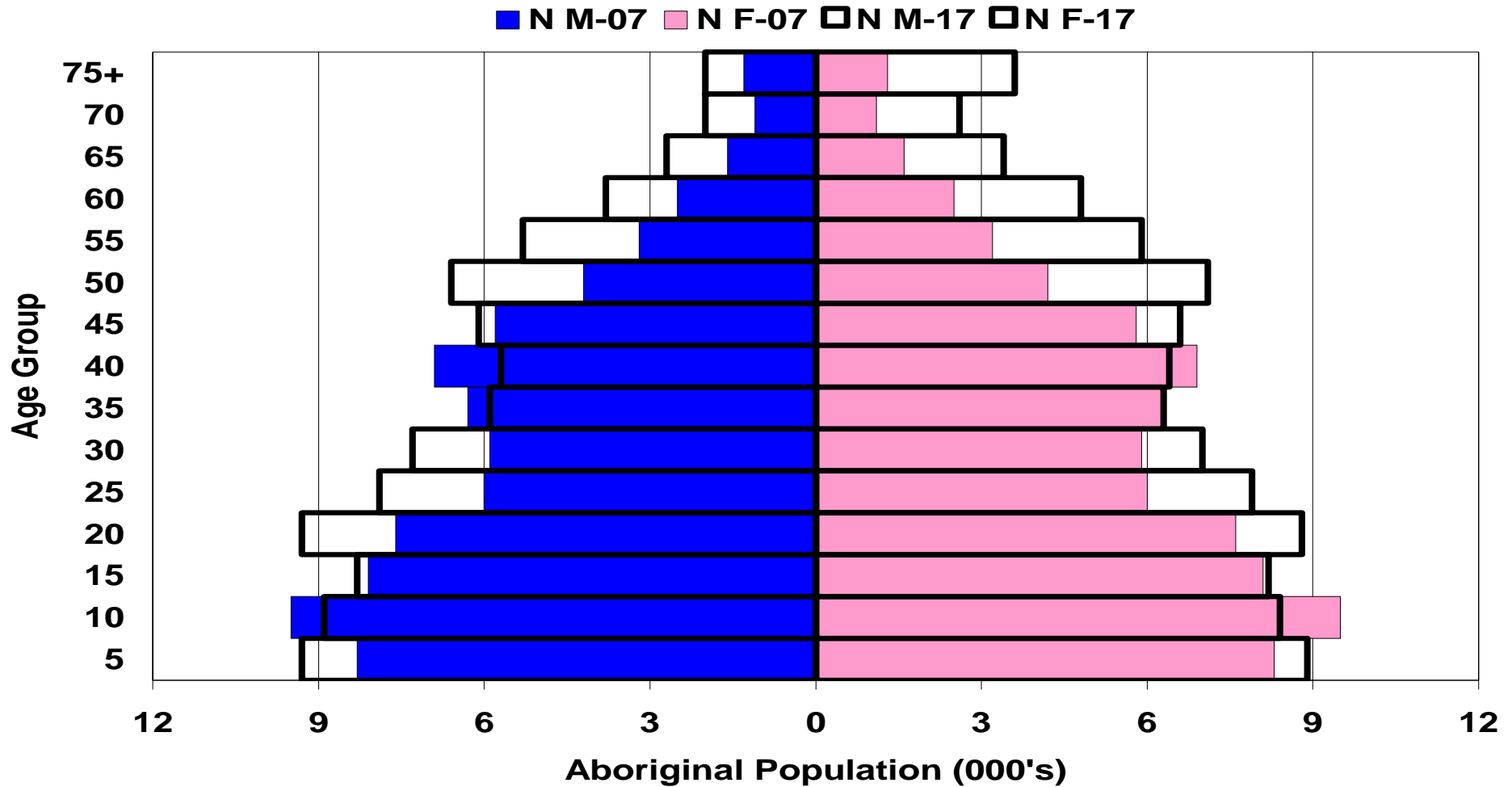
# Population Pyramid

## Italy versus India, 2005 (percent)



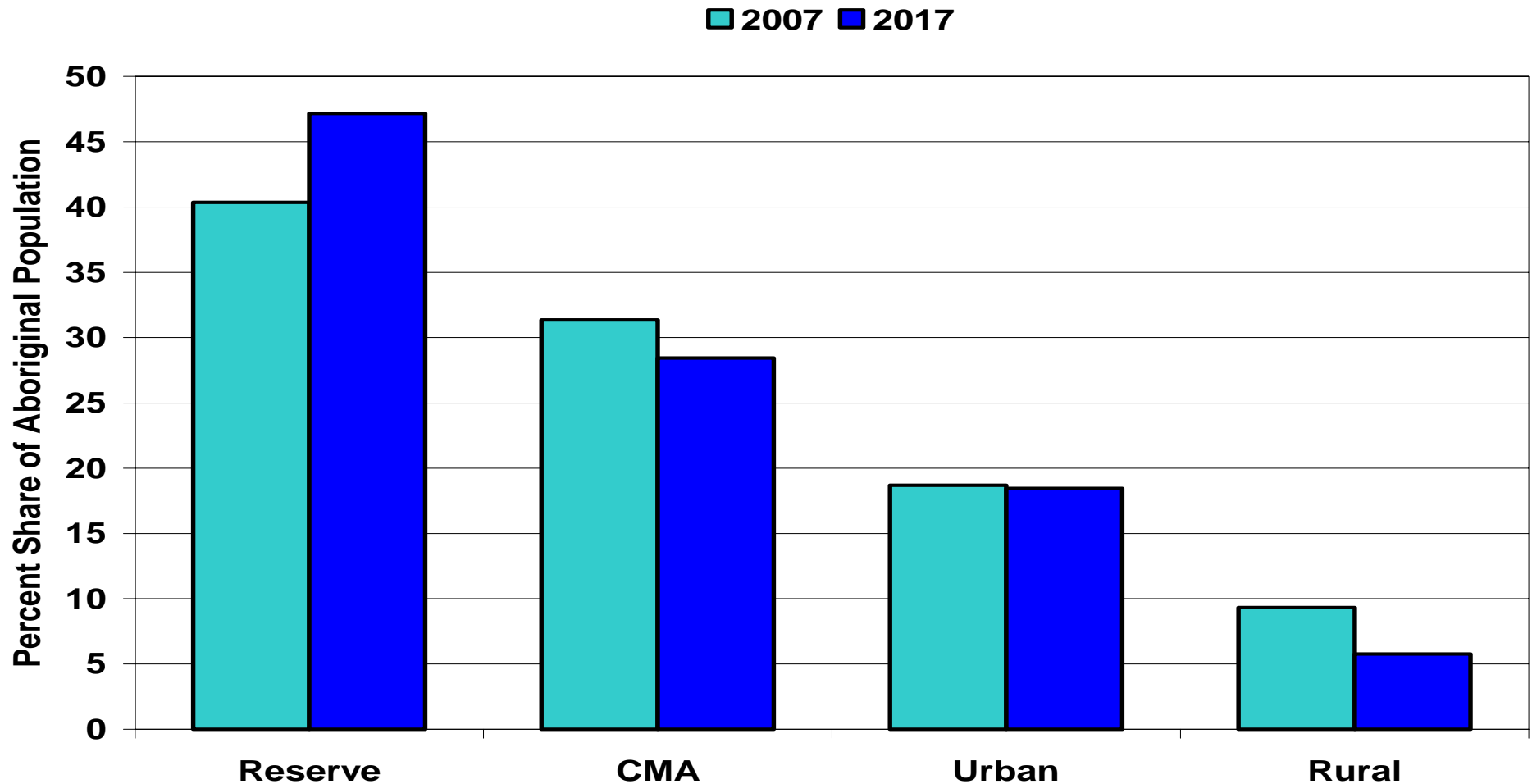
# Population Pyramid

Aboriginal Peoples, Ontario, 2007 versus 2017 (thousands)



# Aboriginal Peoples

## Distribution by Residence, Ontario, 2007 versus 2017 (percent)



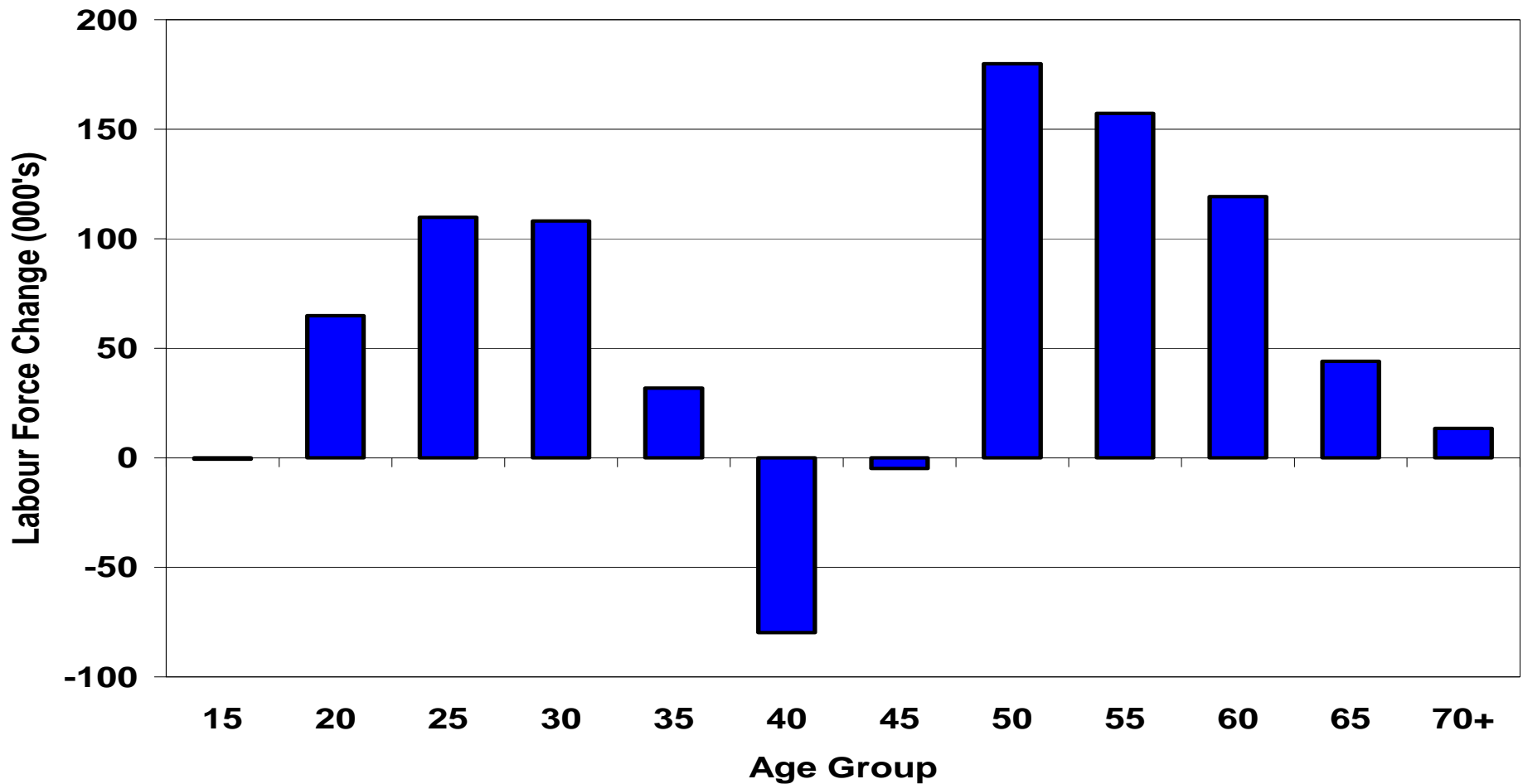
# Demographic Trends - Ontario

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***“Re-inventing the Mature Worker”***

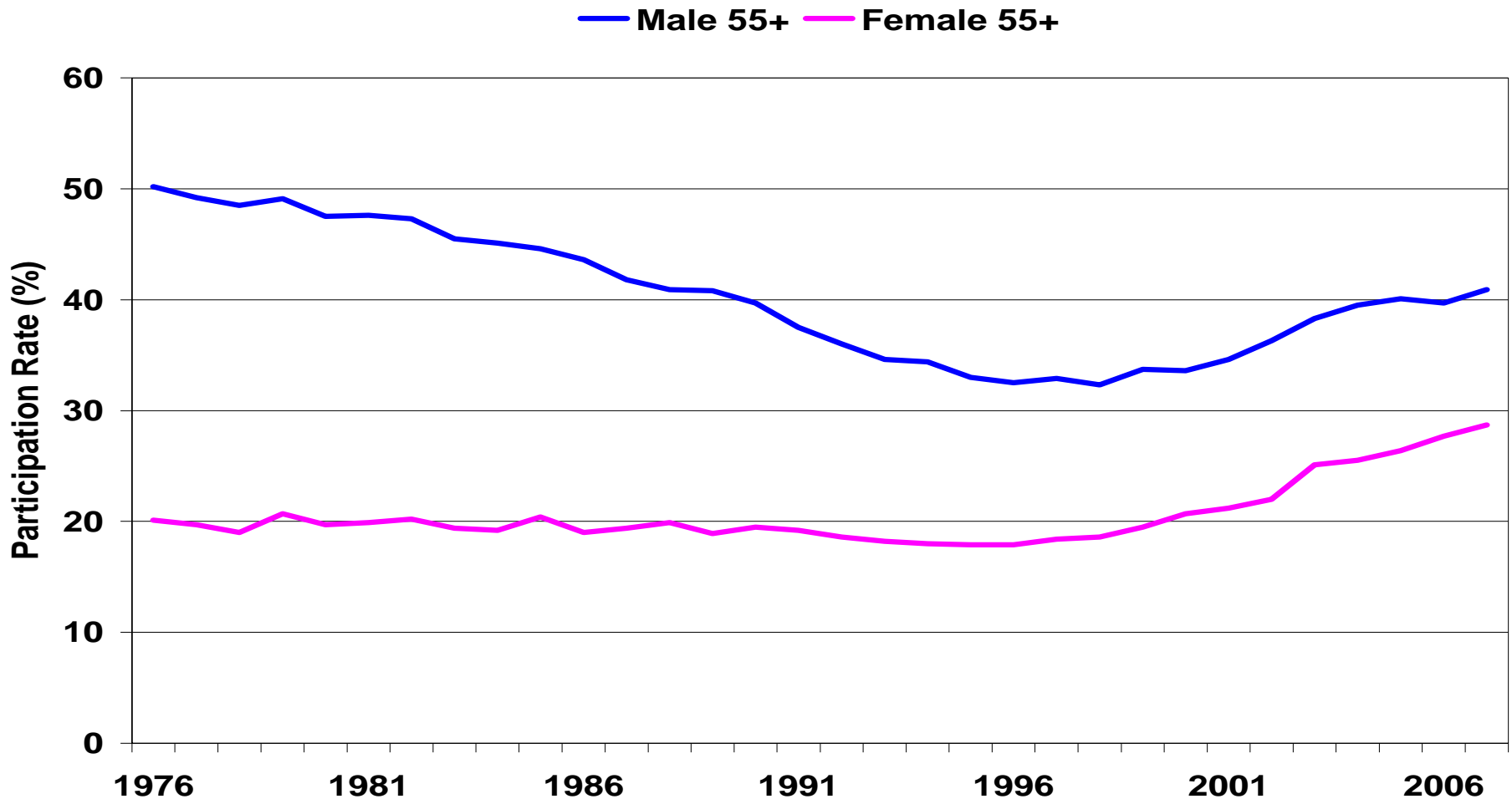
# Ontario

## Labour Force Change by Age Group, 2006 to 2016 (thousands)



# Ontario Labour Force

## Participation Rates by Age Group and Sex, 1976 to 2007



# Strategic Implications

## Human Resource Planning and Management

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- Currently, there is no general *crisis* - the issues vary in urgency across different sectors, companies, and occupations
- Work force change is gradual but inevitable
- Looking ahead there are five opportunities/challenges:
  - » “Re-inventing” the mature worker
  - » Competing in the youth market
  - » Maximizing labour force participation:
    - Women
    - Aboriginals
  - » Recruiting from a diverse immigrant flow
  - » Be proactive, not reactive – the time to act is now
- Do not go it alone → establish partnerships
- Do your homework → do the research in a systematic way
- Long-term investment in your most strategic (and increasingly scarce) resource – your people

# Disclaimer

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