

Claude Balthazard, Ph.D.
Director, HR Excellence
HRPAO

My opening remarks will point out that there are two ways that some in the audience may be thinking of HR:

(1) some may be thinking of HR as a career choice

(2) others may be thinking of HR as the organization gatekeeper, managing the staffing of the organization.

The main issue or trend is the tight labour market.

Of course, the tight labour market is not uniform: the tightness is in certain pockets.

HR is driven by the 'attract and retain' agenda.

Over the last two or three decades, the labour markets have been relatively slack--meaning that talent was relatively plentiful.

Today, due to a number of factors, we have entered what may be a period of relatively tight labour markets.

Organizations are just now adjusting to that new reality, and many organizations are scrambling.

You can also see the impact on legislation.

The removal of mandatory retirement age.

The Fair Access to Regulated Professions Act of 2006.

I'm not sure this kind of legislation would have been passed in times of relatively slack labour markets.

I believe that these tight labour markets are an opportunity.

Perhaps not by choice, but by necessity, organizations will now have to focus on talent without consideration of where the talent came from.