

Careering

Skills ➡ Jobs ➡ Dreams

TOP

TIPS FOR PARENTS, TECHNOLOGIES AND CAREER DEVELOPMENT TRENDS
CONSEILS POUR LES PARENTS, TECHNOLOGIES ET TENDANCES EN
DÉVELOPPEMENT DE CARRIÈRE

LOOKING BACK
DU SOUVENIR

REACHING FORWARD
À L'AVENIR

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EDITOR: Catherine Ducharme

CREATIVE DIRECTION & DESIGN: Troy Hspahic

PRODUCTION COORDINATOR: Ann Krawchuk

ADVERTISING SALES: Alex Deneka, Shirley Goray, Aaron Harper

CONTRIBUTING WRITERS: Louis Cournoyer, Rich Feller,
Chris Kulbaba, Deirdre Pickerell, Lynn Sadlowski,
Robert Shewchuk, Lisa Taylor

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FOR EDITORIAL INQUIRIES:
catherine@ceric.ca

FOR ADVERTISING INFORMATION:
dbilley@marketzone.ca
1-888-634-5556 x103

**FOR SUBSCRIPTION INQUIRIES
AND MAILING UPDATES:**
catherine@ceric.ca

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177 McDermot Avenue, Suite 200
Winnipeg, Manitoba, Canada
R3B 0S1
Tel: 1-888-634-5556
Fax: 204-515-1185
Email: production@marketzone.ca
marketzone.ca

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A SPECIAL THANKS TO OUR REVIEWERS

LORRAINE BOLAND Your Employment Services -
Thunder Bay

JOHANNE BOUTIN Société GRICS

JENNIFER BROWNE Memorial University
of Newfoundland

JULIE GAUVIN Société GRICS

CATHERINE KEATES Queen's University

DON MCCASKILL Frontier School Division

ROSIE PARNASS University of Toronto

IRIS UNGER YES Montreal

ROXANA ZULETA Jane/Finch Community
and Family Services

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2004... It sounds like such a long time ago – and yet so close.

Do you remember how your life was in 2004? Where were you working? How were you feeling about your career?

2004 was the year of Paul Martin's election as Prime Minister, the Summer Olympics in Athens, the re-election of US President George W. Bush and the tsunami in Southeast Asia.

During that year, six Canadian provinces and territories legalized same-sex marriage (the Canadian government would follow suit in 2005). It was also the year of the first same-sex divorce.

In 2004, the Toronto Argonauts won the Grey Cup, the Stanley Cup went to the Tampa Bay Lightning, and the Expos played their last game in Montreal. Alice Munro received the Giller Prize for *Runaway*, and Denys Arcand's *The Barbarian Invasions* won the Academy Award for Best Foreign Language Film. It was in 2004 that Facebook launched and Google had its initial IPO.

2004 was also the year CERIC was launched, and it's celebrating its 10th anniversary in 2014! The charitable organization was created to advance the body of knowledge in career development in Canada and took under its wing many noteworthy programs that predated it, such as the ContactPoint and OrientAction online communities for career practitioners and *The Canadian Journal of Career Development*. It also published *Careering's* predecessor, *The Bulletin*.

When *The Bulletin* transformed into *Careering* last year, it was a change that reflected CERIC's continuous growth and adaptation to the ever-changing sphere of career development in Canada – a growth that saw CERIC's annual conference, Cannexus, becoming the biggest career development event of its kind in Canada, and the projects it supported becoming more diverse and far-reaching.

This special issue of *Careering* magazine takes a look back at how career development changed in Canada during this past decade, and reaches forward to the opportunities and challenges that we see coming in years ahead. We do this through a series of "Top 10" articles and other content that explores the evolution of the field.

Here's to another decade of advancing career development!

Catherine Ducharme

2004... cela semble si loin et si près à la fois.

Vous rappelez-vous ce que vous faisiez en 2004? L'emploi que vous occupiez? Ce que vous pensiez de votre carrière?

2004, c'est l'année de l'élection de Paul Martin comme Premier ministre, des Jeux olympiques d'été à Athènes, de la réélection de George W. Bush aux États-Unis et du tsunami en Asie du Sud-Est.

Cette année-là, six provinces et territoires ont légalisé le mariage entre conjoints de même sexe, mouvement auquel le gouvernement canadien a emboîté le pas en 2005. C'est aussi l'année du premier divorce entre personnes de même sexe.

En 2004, les Argonauts de Toronto ont gagné la Coupe Grey, la Coupe Stanley est allée au Lightning de Tampa Bay, et les Expos ont joué leur dernier match à Montréal. Alice Munro a reçu le prix Giller pour *Runaway*, et *Les invasions barbares*, de Denys Arcand, a remporté le prix du meilleur film en langue étrangère aux Oscars. C'est en 2004 que Facebook a été fondé et que Google a émis ses premières actions en bourse.

L'année 2004 marque aussi la fondation du CERIC, qui célèbre son 10^e anniversaire en 2014! Cette organisme caritatif a été créé dans le but de faire progresser le domaine du développement de carrière au Canada et a pris sous son aile de nombreux programmes déjà existants, tels que les communautés en ligne ContactPoint et OrientAction pour les professionnels du développement de carrière ainsi que la *Revue canadienne de développement de carrière*. Le CERIC publiait également *Le Bulletin*, prédécesseur de *Careering*.

Quand *Le Bulletin* est devenu *Careering* en 2013, ce fut un changement qui reflétait la croissance et l'adaptation continue du CERIC à un domaine en constante évolution. Cette croissance a fait en sorte que son congrès annuel, Cannexus, devienne l'événement le plus important dans son genre en développement de carrière au Canada, et que les projets soutenus par le CERIC soient de plus en plus diversifiés et aient une plus grande portée.

Ce numéro spécial de *Careering* trace une rétrospective de l'évolution du développement de carrière au Canada au cours de la dernière décennie et évoque les tendances et les défis qui nous attendent au cours des prochaines années, avec une série de « Top 10 » et d'autres articles soulignant les changements dans le domaine.

À une nouvelle décennie de développement de carrière couronnée de succès!

Catherine Ducharme



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PHOTO CONTEST

Cannexus14 delegates, this is for you!

Those great, fun or silly pictures you took during the Cannexus14 conference could be published in the next issue of *Careering* – just send them over to us at catherine@ceric.ca and you could win a free copy of CERIC's new textbook, *Career Development Practice in Canada*!

HotLinks

Ten Ideas That Changed Career Development

Ten NCDCA members were asked to reflect on the 10 highest ranked ideas in career development and share their thoughts.

bit.ly/1aDJTKr

L'orientation avec la clientèle émergente

Ce blogue par Émilie Robert adresse un besoin de co-développement professionnel au sujet d'une nouvelle clientèle de plus en plus importante dans les collèges.

acochandicap.blogspot.ca

Career Development in Canada: Report to the Winston Churchill Memorial Trust

This study by Tristram Hooley examines the Canadian career development system, particularly the implementation and influence of a career management skills framework.

bit.ly/1gl0r9v

Top 50 Careers Blogs

You may be reading the *CAREERREALISM* blog but what about *Cube Rules* or *What Would Dad Say*?

blogmetrics.org/careers

Legitimate Opportunities to Work from Home

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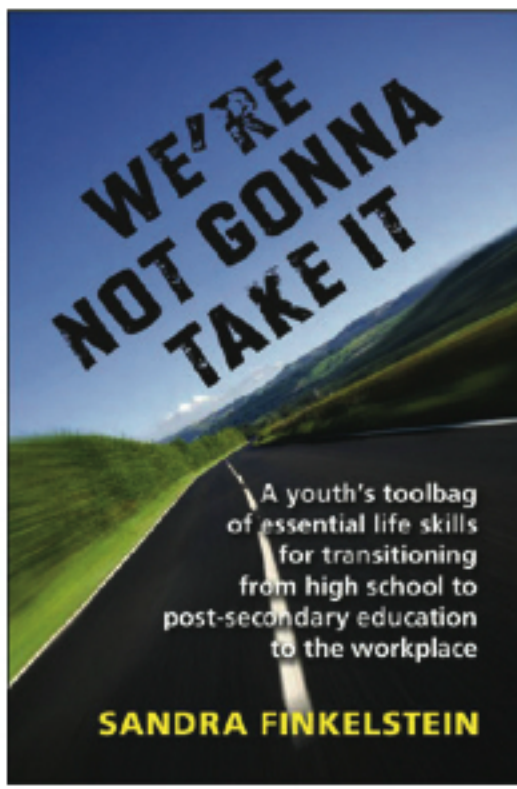
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We're Not Gonna Take It

A youth's toolbag of essential life skills for transitioning from high school to post-secondary education to the workplace

Book by Sandra Finkelstein

Review by Lynn Sadlowski

We're Not Gonna Take It is described as a youth's toolbag of essential life skills for transitioning from high school to post-secondary education to the workplace. It's intended audience is youth between the ages of 15 and 25 who are moving through very important life transitions toward the world of work at a time when youth unemployment and youth underemployment rates are considered quite high. It is the author's belief that young people need to stand up against the "old style of thinking" that casts such a bleak future for them. The argument is that in choosing to learn and effectively use the 10 essential life skills outlined in the book, young people will enact changes in the economy and the world, thereby making it a better place for their generation moving forward.

While the seven-part book is designed so that the reader can skip around – reading only relevant sections as needed – the 10 essential life skills outlined in Part 1 are likely a necessary first read. It is difficult to narrow down a long list of life skills into just 10 considered to be essential. The author chose some common ones: decision-making, effective communication, leadership, teamwork and collaboration, goal-setting and building relationships; a few less common ones such as giving, receiving and requesting feedback, the art of storytelling, being in the moment; and one at the top of my list – financial awareness and literacy.

Rightfully so, a sizeable section is devoted to this area. Financial literacy is a difficult subject for young people. They live in the here and now and when they start to receive that first paycheque or a sizeable student loan, it is far too tempting to buy all the items they have longed for; to frequent the clubs or take a trip for spring break. So I applaud the author's effort to include financial awareness and literacy and her approach to the subject is accessible to a young reader with relevant examples. Important to this section as well as all others is the offer of tools, exercises, action steps and suggested resources to help the young person practice and integrate the lessons into their lives.

Part 2 and 3 are fairly short sections focusing on decision-making regarding high school to post-secondary. Unfortunately the author makes an assumption that all readers would be choosing post-secondary education – "Do I attend college or university?" In my opinion, there is not enough attention paid to the need for self-awareness and finding "what's right for you." These exercises and thought processes are a necessary first step in not only selecting a program of study, but in taking that first step into the world of work.

For this reader, "Understanding the baby boomer-created workplace" might be one of the more important sections of the book. The world of work has changed. On one hand, the dreams and

expectations of young people, fuelled by the advice and experience of their parents, are often unrealistic. On the other hand, this generation – often called the Millennials – recognize they have very different core beliefs, values, wants and needs than those of the Baby Boomers and the comparison used in this book is an effective method of showing how the Millennials are moving toward creating their "new workplace."

The final section addresses the job search process. Entire libraries could be filled with job search and resume-writing books. *We're Not Gonna Take It* highlights a few key points in the process – the need for networking, research and preparation, and provides further resources that the reader can use when relevant to do so.

Overall, the content is accessible to the audience with a variety of tools, exercises and additional resources for further exploration. The book, the first in a series of three, is a good resource for young people and teachers hitting many relevant topics in the area of career development, post-secondary choice and job search.

Reviewer bio

Lynn Sadlowski holds a Master's degree in Education from Queen's University as well as junior, intermediate and secondary teaching qualifications in Ontario. She has specialist qualifications in guidance and more than 15 years' experience in career and guidance education. In 2013, Lynn transitioned from a sales consultant role with Career Cruising to a position as career counsellor at Queen's University. She now works full time in undergraduate admissions at Queen's.

Author bio

Sandra Finkelstein is a youth advocate who is concerned about the world being handed down to her children and all children. After researching the market for nearly three years, she has provided a timely resource of essential life skills to assist the Millennial youths, their parents and youth workers with tools fundamental to youths' success and to help in the decision-making process.





Revolutions, Demographics and Legacy Careers®

As career practitioners, it is essential to recognize that longevity is not about doing the same work for longer - it has driven the emergence of a completely new career phase

By Lisa Taylor

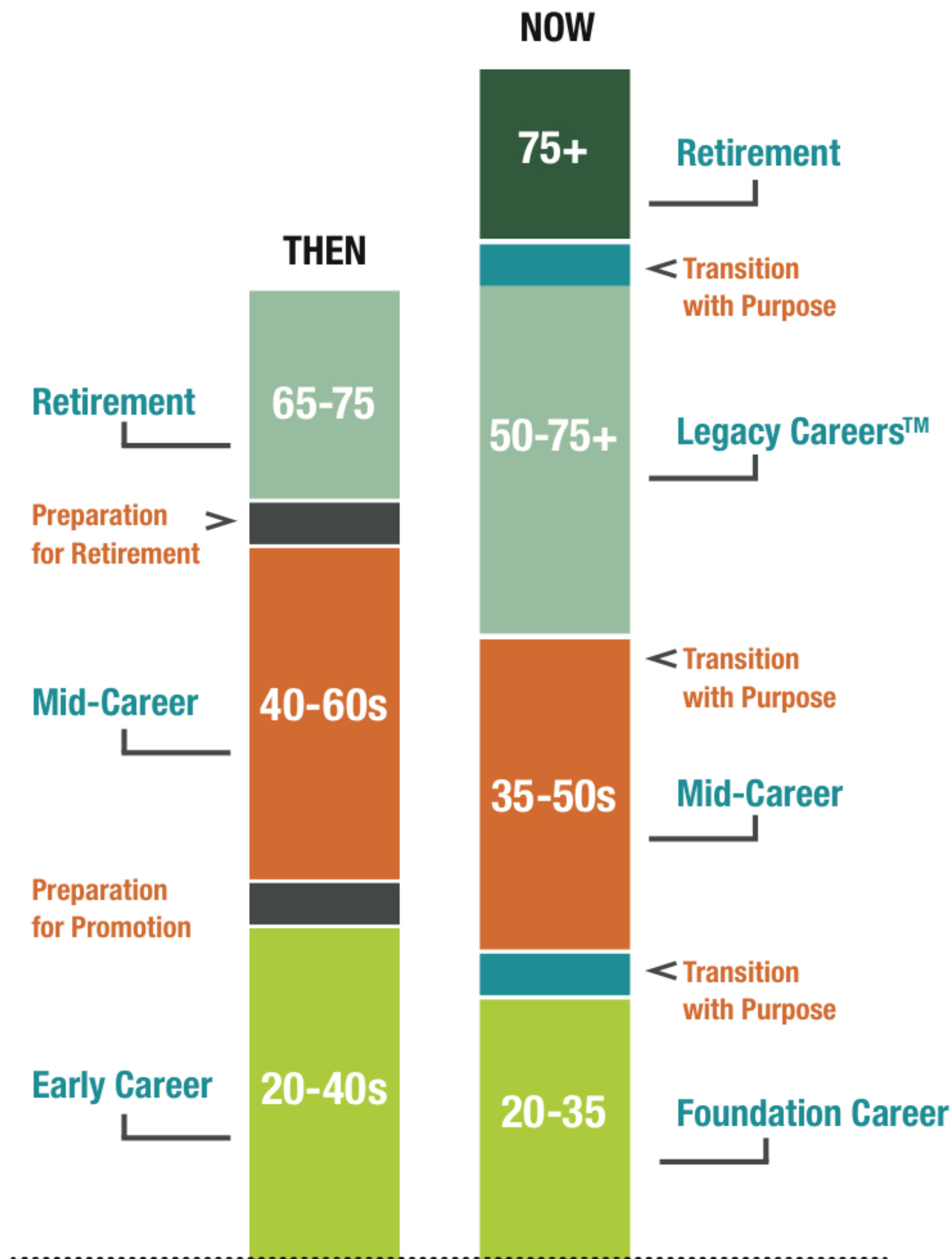
Will you work longer than previously expected? Most people will and media reports would have you believe that the trend to delay retirement is purely driven by personal finances. However, the true reasons why Canadians will remain engaged in the workforce well beyond their 60s lie in changes that have occurred over the last 10 years as a result of the technology revolution and shifting demographics.

How has work changed in the last decade?

We have lived through a technological revolution that started in the 1980s and has changed how we work.

Today, individuals can access enterprise-level technology, on-demand from their home computer. Cloud-based services enable us to work how we want, where we want and with whatever level of automation or sophistication we desire.





Career Timelines have Changed

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Value has shifted from the tools and processes to get work done to why we do it and who does it. Indeed, Bersin (among other research firms) advocates that the technological revolution has given way to an emerging talent revolution. New developments in careers and employment over the next 10 years will be just as transformative as new technologies were over the last decade.

Why we need to update our view of working life expectancy

Demographics are driving the emerging talent revolution and the first step in capitalizing on new opportunities rests in debunking out-of-date assumptions.

In the 1930s, organizations across North America implemented mandatory retirement programs. Retirement happened by age 65 and life expectancy was 61 years.

Today, life expectancy reaches into our 80s. Indeed, those who stop working by age 65 will be out of the workforce for as much as 1/3 to 1/4 of their lifespan.

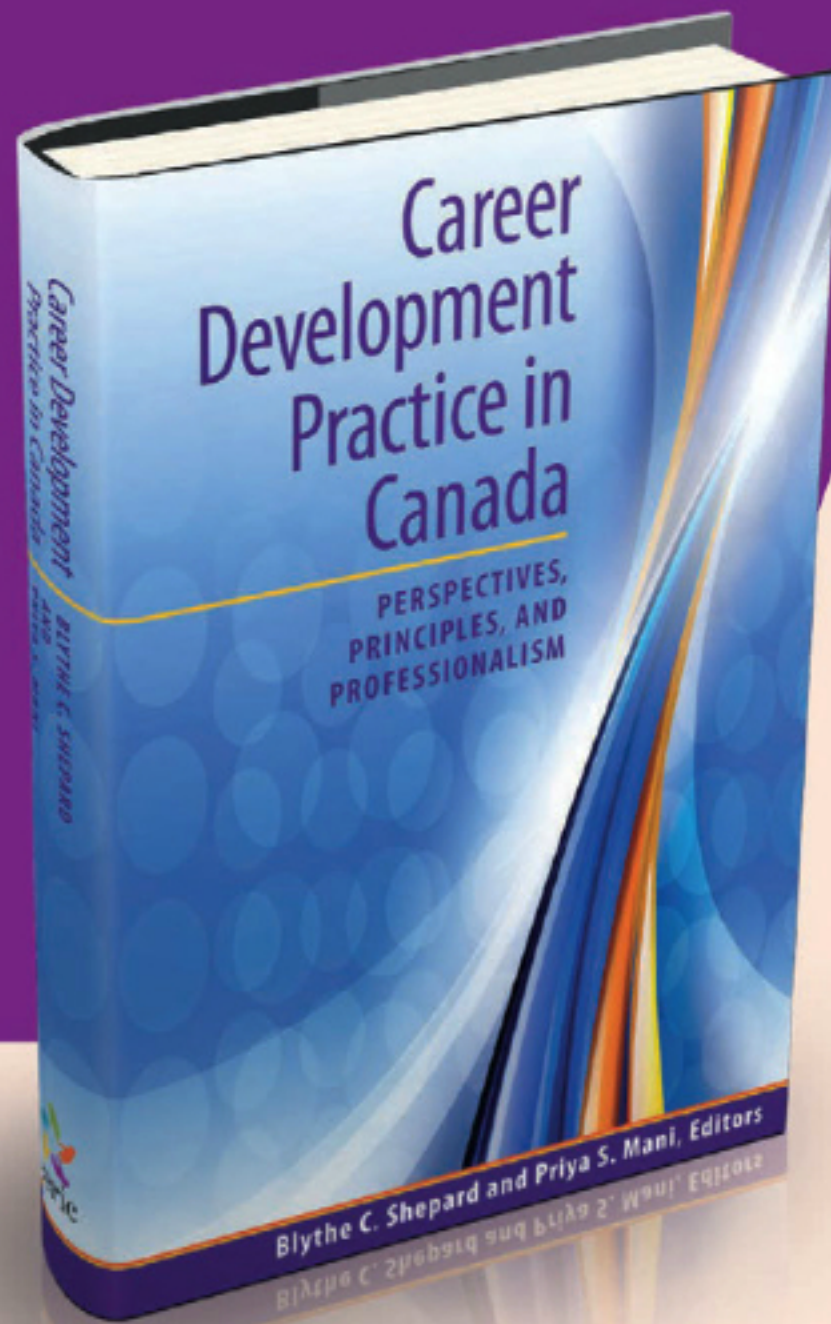
In his book *The Big Shift*, author Marc Freedman explains that when it comes to work we have taken a 61-year life expectancy and stretched out our activities to fit within a roomier 84-year lifespan. As career practitioners, it is essential to recognize that longevity is not about doing the same work for longer. It has driven the emergence of a completely new career phase, the Legacy Career®.¹

Working smarter, working longer – predictions for the next 10 years

The technological revolution has enabled us to work in new, more flexible, more knowledge-focused ways. Longevity ensures that we should reasonably expect to continue making meaningful contributions, through paid and unpaid work, well beyond traditional retirement dates. When examined together, these two forces can help counter several of the powerful myths that currently block experienced employees from thriving in productive Legacy Careers®.

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With a Foreword by *Norman Amundson*, contributors are internationally recognized experts and thought leaders in the career development field in Canada including: *Phil Jarvis, Roberta A. Neault, Nancy Arthur, Bryan Hiebert and Kris Magnusson.*

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Myth #1: Employees over a certain age are "not up-to-date." Some employees in their 50s and 60s do not use social media (however, many do). Some 20-year-old employees do not know how to use the tools in ways that are appropriate for business. Social media has emerged very quickly in the workplace and there is a wide spectrum of comfort level and use at all ages.

In recent discussions across Canada, Challenge Factory found that employees cease having meaningful career discussions with managers at approximately age 48. Managers and employees default to filling in forms rather than having in-depth discussions about future-looking training needs and career opportunities. Many managers report being uncomfortable or unfamiliar with how to have a career development discussion with an employee aged 50+ who is not part of an identified "high potential" program. Whether an employee is 35 or 55, ongoing engagement in career development is essential for all, not just those destined for the C-Suite.

Prediction: Over the next 10 years, employers and employees will recognize the importance of transitioning with purpose into Legacy Careers®, including more relevant approaches to career exploration, lifelong training and development, and successful transition strategies for experienced employees.

Myth #2: Employees over a certain age aren't interested in long-term employment. "I just need something to keep me busy for three to five years." "She's overqualified for the job and not likely

to stay." Both employee and employers fall into the trap of believing we will exit the workforce in our 50s and 60s. Often, employees readily admit that they do not want to continue doing the role or work that they are currently assigned but feel that there are no other options. Employees feel like they have reached a "best before" date decades before there is reason for them to leave the workforce.

This is a very damaging myth. It leads organizations to shortchange themselves on how to best use the talent that they have at their disposal and it leads employees to feel stuck. Long-standing employees have significant impact on an organization's culture as they tend to have extensive informal networks and represent what younger employees can expect from their own careers as they age.

Prediction: Employers and employees will capitalize on the business benefit of new programs for employees in their 50s and 60s. New career paths and options will become available to retain and engage experienced employees in meaningful work that supports business strategy.

Myth #3: Employees over a certain age are expensive. Employees with higher levels of seniority typically enjoy higher salaries and richer benefits. When this myth is discussed, advocates for older workers often cite the value that experience brings to the workplace along with studies that show the real cost savings that employers gain due to this cohort's attention to detail, organizational knowledge and dedication to getting the job done right the first time. While these facts about the efficiency of experienced workers' output are well

founded, there is another, more significant false assumption underlying this myth that must be addressed.

There is no reason to assume that salary and benefits continue to increase indefinitely. Employees may opt to take on new roles at lower levels of responsibility that better suits their lifestyle interests and needs. In national roundtables conducted by the federal government, employees over age 50 indicated that they would be interested in exploring career options at lower salary and prestige levels if the work was meaningful, more flexible and resulted in attending fewer management meetings or managing fewer employees.

Prediction: As workplaces identify which roles are best suited to be made available for employees entering the Legacy Careers® phase, new career paths will emerge that allow compensation to fluctuate with level of responsibility. Talent models will incorporate these transitions as part of normal employment patterns and roles will be determined based on business need without assuming employees must stay within their same department/function or at the same level.

Living through revolutionary times

We are living in a unique moment in time when the implications of the technological revolution are still working their way into our everyday understanding of the world while, at the same time, the next revolution is challenging our assumptions about career, employment and talent.

There is great opportunity for both employers and employees to take advantage of new career models that reflect the reality of today's demographics and positions Canadian businesses as leaders in the Talent Revolution.

¹ Legacy Careers is a registered trademark of Challenge Factory Inc.

Lisa Taylor is the President of Challenge Factory with clients from Vancouver to Quebec. Challenge Factory works with organizations and individuals across Canada to implement new strategic talent programs, to enable managers to be better career advisors and to support individuals itching for Legacy Careers®.



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Career Briefs

National Challenge to Promote Career Development: Winners announced

The winners of CERIC's National Challenge to Promote Career Development were announced on January 6, 2014.

Natacha Courchesne, from the Université de Sherbrooke, was one of the winners. Her idea involved recruiting well-known individuals to star in video clips in which they talk about significant experiences where using a career development service made the difference for them.

Juliana Wiens, from Women's Employment Outreach in Halifax, proposed a marketing campaign that uses various forms of media to dispel the myth that career development is only for young people, and spreads the message that all Canadians of working age can benefit from career development services.

John Horn, from ThePotentiality.com in Vancouver, presented an idea called Career Swap, which blends career development, experiential learning and reality television to engage youth aged 10-15 in meaningful career conversations and share their stories with the world.

The three winners will each receive \$5,000 and be recognized at the Cannexus14 National Career Development Conference in Ottawa, January 20-22, 2014.

CERIC's National Challenge received 80 submissions and more than 4,500 votes were cast for the Top 10 Finalists. The online competition was funded with a grant from The Counselling Foundation of Canada, in celebration of CERIC's 10th anniversary. You can view all the ideas at ceric.ca/nationalchallenge.

What is a NEET, anyway?

Youth who are not in education, in employment or in training (NEETs) are a challenge for policymakers, career practitioners, society and – presumably – themselves. A report published in the fall by the Institute for Research in Public Policy in the United Kingdom blames this phenomenon on a broken school-to-work transition system, and sets out a solution for increasing the number of youth that

are "learning or earning" by establishing a distinct work, training and benefits track for youths aged 18-24 years old.

Underpinning this approach is a conditional youth allowance that would keep them out of the welfare system, and ensure that they can complete their education before having to enter the workforce. Perhaps the most controversial part of this approach is the "youth guarantee," which would offer young adults access to further education and intensive job search support. Youth who are not in employment or in training for more than six months would be provided with paid work experience and training – with no option to refuse.

The whole report can be found at bit.ly/18iGxzA.

Updates from ContactPoint

Your work as a career development professional is in constant flux. And so is your online community! Since ContactPoint's relaunch last year, the website has continued to evolve to meet your needs.

We have created new categories of resources in our directory:

- Apps that you can use in your work,
- Blogs aimed at career development professionals, and
- A new section listing resources by type of clientele.

We constantly add new resources to ContactPoint's directory, and we share three of the most valuable every week in our free *CareerWise* newsletter.

Interested in showcasing your expertise? You can now browse Calls for Presenters on ContactPoint's events board. A guest blogging section was also added to the Blogger Central; you can get your guest post published by getting in touch with contactpoint@ceric.ca, or even apply to become a regular blogger. We have also recently launched an improved version of the career development wiki, one of the most visited sections of the website, and you can join us as a contributor.

Finally, an open discussion forum called "News of the Sector" aggregates the latest happenings across the career development community in Canada. So share your organization's news!

Don't forget that ContactPoint users can also contribute content to every section of the website. This is a community website by career practitioners for career practitioners! contactpoint.ca

Know your impact!

A research project from the Canadian Research Working Group on Evidence-Based Practice in Career Development, *Common Indicators: Transforming the Culture of Evaluation in Career and Employment Services*, argues that career centres need to use a more consistent and sophisticated set of metrics to efficiently prove the "incalculable and considerable economic, health and social well-being benefits" of career development services.

Career and employment service centres tend to measure the level of satisfaction of their clients, whether they become employed or not, and the nature of their employment. However, little is measured regarding, for instance, the quality of employment obtained, the methods that worked, or the context in which the client found themselves when seeking career help. Furthermore, it is difficult to figure out how indicators influence each other if their measurement is not constant.

You can find out more by visiting crwg-gdrc.ca, under the "Research Projects" tab.



Announcement

Mark Venning, Chair of the Board of Directors of the Canadian Education and Research Institute for Counselling (CERIC), and Bruce Lawson, President, The Counselling Foundation of Canada, are pleased to announce the promotion of Riz Ibrahim to the position of Executive Director of CERIC. Riz was the founding General Manager of CERIC, starting in 2004, and the founding Director of ContactPoint before that.



New study to show influence of parents, teachers on career development in children

A new CERIC-funded study by Memorial University researchers will examine the influence that parents and teachers have on the career development process of young children.

Understanding Young Children's Career Development as a Developmental/Relational Process: Engaging Parents, Schools, and Community focuses on the roles that parents and teachers play in the career and educational development of young children, preschool to grade 3. Much of the existing research explores the career development of youth and young adults; more study is warranted on young children's career development, which is what this project aims to address.

A main goal of this study is to empower and engage parents and teachers to become more aware of young children's career development and teach them how to employ dynamic and interactional career development strategies. Knowledge from this project will be disseminated among researchers, practitioners and parents and will include the development of a guidebook for parents and teachers.

The lead researchers on this project are Dr Mildred Cahill and Dr Edith Furey. Learn more at ceric.ca/projects.

The skills gap: myth or reality?

Much ink has been spilled lately about the skills mismatch in Canada and elsewhere, its nature and how to overcome it. Recently, however, a report from TD Economics put into question the fact that Canada is facing an imminent skills crisis, by arguing that the data available about the skills gap across occupations and provinces is insufficient to know whether or not we are worse off today than in past years.

For instance, the report points to the modest growth in wages – a key indicator, since a skills shortage would put upward pressure on wage gains. The authors also argue that the increase in the job vacancy rate might only be the sign of a recovering economy, especially since the vacancy rate for occupations widely said to experience skills shortages is only marginally higher than the average.

The report also reiterates the need for all actors in society – not only governments, but also educational institutions, employers and employees – to be involved in promoting the upskilling of the workforce.

The report, entitled *Jobs in Canada: Where, What and For Whom?*, is available online at bit.ly/1fi6FN9.

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Ten Ways to Engage in Children's Career Development

We know that young people overwhelmingly turn to their parents for career advice. So how can you help parents help their children?

By Robert Shewchuk

Dix façons de participer au développement de carrière des enfants

Les jeunes se tournent très majoritairement vers leurs parents pour obtenir des conseils sur leur future carrière. Comment aider les parents à aider leurs enfants?

Par Robert Shewchuk

What our children choose to do for a living will affect every aspect of their lives. Their career will influence when they get up and when they go to sleep, who they spend time with for eight hours per day, and what neighbourhoods they can afford to live in. Their future employment will help shape and define who they become. The question is, who do young Canadians turn to for career advice?

Studies show that young Canadians overwhelmingly turn to their parents for career direction because they trust their parents more than strangers armed with vocational assessments and good intentions. Why wouldn't they? After all, it is the parents who have spent the better part of 20 years making sure their children were well taken care of and had a wide range of life experiences. Then, just when parents believe they have done everything to help their children to be ready to embark on their life's journey, their children turn to them and say, "What should I be when I grow up?"

For many parents, this simple phrase causes fear and panic because they do not know how to answer it. They assumed that since their children have attended multiple career fairs, taken several online interest tests over the years and have

Les choix de carrière de nos enfants vont influencer sur toutes les facettes de leur vie : leurs heures de travail et de sommeil, les gens avec qui ils partageront leur quotidien, le quartier où ils auront les moyens d'habiter. En plus, nos jeunes se définiront largement par leur métier ou leur profession. Alors, il est important de savoir qui les conseille et oriente leurs choix.

Des études ont révélé que nos jeunes se tournent très majoritairement vers leurs parents pour obtenir des conseils sur leur future carrière. Ils font confiance à leurs parents – plus qu'à de gentils inconnus qui leur présentent des batteries de tests d'orientation. N'est-ce pas compréhensible? Ce sont les parents, après tout, qui ont déjà consacré 20 ans au bien-être et à l'épanouissement de leurs enfants. Et voilà qu'au moment où maman et papa les croient presque prêts à prendre leur destin en main, les jeunes leur demandent ce qu'ils pourraient bien faire dans la vie.

La question fait paniquer bien des parents, qui ne savent pas quoi répondre. Après les journées carrières, les tests d'aptitudes en ligne et l'accompagnement soutenu d'un orienteur, ils se disent que leurs jeunes devraient avoir une bonne idée de leur avenir professionnel au sortir du secondaire ou du collégial. Mais que faire si ce n'est pas le cas?





had career guidance throughout high school, that they would have a strong career direction after they graduate high school. But, what if they don't?

Since parents are the primary source for career advice for many young Canadians, it is important that they know what the career professionals know in order to be an effective career coach. They need to understand that choosing a career involves encouragement, multiple layers of self-discovery, a ton of labour market research and a well-designed plan.

Here is a top 10 list of strategies parents can use to engage in their children's career development based on my book, *Careers For Kids - How To Help Your Kids Choose A Career*:

1. Happiness is *the* goal

In today's global economic uncertainty, it is easy to focus solely on "top 10" career lists that offer high salaries, long-term security and future growth while losing sight of the ultimate goal - personal happiness. Instead, focus on who they are (beliefs, interests, natural skills, personality) and what they want (lifestyle

En tant que conseillers privilégiés, les parents doivent savoir, comme les professionnels du développement de carrière, ce qui permet d'accompagner efficacement un jeune dans sa réflexion. Ils doivent aussi comprendre que les jeunes ont besoin d'encouragement, d'expériences multidimensionnelles d'autodécouverte, de recherches poussées sur le marché du travail et d'un plan pour faire un choix de carrière avisé.

Voici les 10 meilleures stratégies qui permettent aux parents de participer au développement de carrière de leurs enfants. Elles sont tirées de mon ouvrage *Careers For Kids – How to Help Your Kids Choose a Career* (Comment aider vos jeunes à choisir une carrière).

1. Le bonheur avant tout!

Dans la situation économique actuelle, on se laisse facilement obnubiler par le palmarès des métiers et des professions qui offrent la meilleure rémunération, le plus de stabilité à long terme et les meilleures perspectives de croissance. Du coup, on oublie de penser au bonheur, qui est vraiment la vertu première d'une carrière. Il faut commencer par se demander qui ils sont (personnalité, valeurs, aptitudes naturelles, champs d'intérêt) et ce qu'ils veulent comme mode de vie



rewards like houses, cars, vacations, travel, leisure) first, then see how they may fit within any particular career. Parents should encourage their children to dream big, take risks, try new things and have fun along the way by offering a supportive relationship so they can decide what career works for them.

2. Listen more, speak less

We tend to interpret other people's messages using our own biases, assumptions and experiences. Being open, objective, attentive, and non-judgemental when listening to their children will allow parents to avoid making that mistake. In the same vein, we need to be mindful of the generation gap when we share "when I was your age" stories. It is very easy to subconsciously rely on old assumptions and stereotypical ideas about work from 20 years ago. Instead, parents may want to let their children know that they were once their age too, with more questions than answers.

3. Be supportive, not directive!

Choosing a career is not a life sentence! Their children should know that they are just planning the first stage in a lifetime of career decision-making and that it's OK for them to make mistakes and change their minds along the way. Parents may want to also reassure them that they are not expected to follow the same career path as the parents did and admit that they do not have all the answers.

4. Challenge their career beliefs

When researching careers, any negative beliefs their children have based on partial truths or hearsay should be challenged to prevent them from dismissing a career choice. For instance, if they believe trades are for "dummies," have them speak to the local apprenticeship board where they will find out many trades require strong math, reasoning and communication skills.

(maison, voiture, vacances, voyages, loisirs). On peut ensuite mettre leur profil en corrélation avec divers métiers et professions. Les parents devraient encourager les rêves les plus ambitieux, les risques, l'exploration et le plaisir pour aider leurs enfants à découvrir la carrière idéale pour eux.

2. Plus d'écoute, moins de conseils

On a tendance à interpréter ce que disent les gens en fonction de ses propres croyances, expériences et partis pris. C'est une erreur que les parents peuvent éviter en essayant vraiment d'écouter leurs enfants de façon ouverte, attentive et neutre. Les jeunes se sentent aussi plus en confiance quand on les traite comme des personnes à part entière qui ont leur opinion et leur mot à dire. Dans le même ordre d'idées, il faut se rappeler, comme parents, que nos histoires de jeunesse n'ont plus forcément de pertinence pour nos enfants. On tombe facilement dans des analyses et des stéréotypes d'il y a 20 ans, qui sont déjà désuets. Ce qui aide davantage les jeunes, c'est de savoir que leurs parents sont passés par là et que, comme eux, ils se posaient plein de questions sur leur avenir.

3. Plus de soutien, moins de contrôle

Un choix de carrière, ce n'est pas un engagement à perpétuité. Les jeunes doivent pouvoir planifier la première étape d'un long cheminement professionnel en sachant qu'ils ont le droit de se tromper et de changer d'orientation après coup. Leurs parents peuvent aussi les rassurer en reconnaissant qu'ils n'ont pas toutes les réponses et en les laissant libres de faire d'autres choix de carrière que les leurs.

4. La curiosité face aux préjugés

Les jeunes peuvent avoir une perception négative de certaines carrières, par méconnaissance ou parce qu'on leur a dit des choses plus ou moins vraies. Il est important de les amener à pousser davantage leurs recherches pour ne pas exclure d'emblée des choix valables. S'ils croient, par exemple, que seuls les gens peu doués deviennent ouvriers, il vaut la peine de les aiguiller vers un conseil d'apprentissage pour qu'ils découvrent que bien des métiers exigent des connaissances poussées en mathématique, en communication et en logique.

5. Le contact avec des gens de divers horizons

Il est important de parler aux enfants de sa propre vie professionnelle et de celle d'autres parents, d'amis et de gens qu'ils connaissent (médecin de famille, dentiste, etc.). Les jeunes peuvent aussi découvrir certaines réalités professionnelles en travaillant à temps partiel ou en faisant du bénévolat. Ils cernent du même coup leurs talents et ce qu'ils trouvent important et intéressant dans la vie. Gardez en tête, cependant, que le moyen le plus simple et le plus agréable de mieux se connaître quand on est jeune, c'est d'avoir des loisirs variés. Les parents ont donc tout intérêt à encourager la pratique de divers sports et passe-temps pour aider leurs enfants à découvrir ce qu'ils aiment le plus et font le mieux.

6. La connaissance des tendances

On gagne à se tenir au courant des tendances qui influent sur l'économie du pays et qui peuvent favoriser ou défavoriser certains secteurs professionnels. On sait, par exemple, que le secteur des ressources naturelles (pétrole et potasse, notamment) a connu dernièrement une forte expansion dans l'Ouest canadien, alors que les emplois se font moins nombreux dans le secteur industriel et le secteur public dans les régions de l'Est.

“IT shortage to hit 100,000 by 2016”
Ottawa Citizen, December 5, 2012

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5. Career exposure

Expose children to as many careers as possible by having them learn about what their parents, members of their family, family doctor, dentist, etc., do for a living. They could also experience the real work world through part-time work and volunteerism to have a better understanding of their skills, interests and values. Keep in mind, though, that the easiest and most fun way for children to learn about who they are and what their talents are is found through play, not work. So, children should also be enrolled in different sports and hobbies to help them identify their interests, skills and passions.

6. Labour market trends

Pay attention to labour market trends that are currently reshaping the Canadian economy that may affect the growth or decline of a particular career choice. For example, western provinces have recently benefitted from growth in natural resources like oil and potash, while eastern provinces have seen jobs decline in the manufacturing and the public sectors.

7. Career mashers

If their children have trouble deciding on any one career, have them mash two or more careers together. If their child has a strong interest in writing, but has a passion for saving the environment, then why not become an environmental writer? If they want to be a carpenter, but want to be a part of the entertainment industry, why not build movie sets in Hollywood?

8. Career mooching

If their children want to be part of emerging career sectors like science, technology, health, engineering or finance but are not mathematically inclined, tech-savvy or suited to engineering, they should consider "career mooching". Their children can still work in these growing industries by working in support roles like human resources management, marketing, technical writing, etc.

9. Post-secondary commitment

Tuition fees, time and deferred income all have to be considered when committing to any post-secondary program. Students who attend university or college without knowing why and not having a career goal in mind tend to lose motivation and are at a higher risk of dropping out. So, if their children are not 100% fully committed to whatever training they are applying to, the children may want to continue researching their career options.

10. Not ready yet? Take a gap year

Children may not be ready to commit to either work or post-secondary education for up to a year (or more) after leaving high school. They may simply feel burnt out and generally unmotivated after spending their entire lives up to this point in school. Parents need to know that taking a gap year can be a very beneficial time for young people to pursue local or international volunteer opportunities that allow them to experience life from a totally different perspective.

Robert Shewchuk is a career development practitioner with over 15 years of experience working with post-secondary, secondary and government career programs. He is currently the owner of Start Smart Careers and author of *Careers For Kids - How To Help Your Kids Choose A Career*. Robert can be reached at robert.shewchuk@hotmail.com or startsmartcareers.com.

7. Les combinaisons créatives

Quand un jeune est perplexe et n'arrive pas à se décider, pourquoi ne pas l'inciter à combiner deux choix possibles ou même plus? S'il a le don de l'écriture et l'âme d'un fervent écologiste, par exemple, il pourrait envisager une carrière de journaliste en environnement. S'il travaille le bois comme un as et se passionne pour le milieu du spectacle, rien ne l'empêcherait de gagner sa vie comme architecte-décorateur à Hollywood.

8. L'idée d'une spécialité connexe

Pour les jeunes qui rêvent d'une carrière dans des domaines de pointe (sciences, technologies, santé, génie, finance), mais qui n'ont pas les forces techniques ou mathématiques nécessaires, il y a toujours la possibilité d'opter pour des spécialités connexes qui occupent elles aussi une place importante dans ces domaines : la gestion des ressources humaines, le marketing ou la rédaction technique, par exemple.

9. L'assurance d'un choix viable

C'est tout un investissement personnel et financier que de s'engager dans un programme d'études postsecondaires. Or, si un jeune se retrouve à l'université sans enthousiasme ni objectif de carrière particulier, il est plus susceptible de perdre sa motivation et de décrocher. Mieux vaut donc éviter de s'investir avant d'être vraiment sûr de son choix et d'avoir bien fouillé toutes les possibilités. C'est ce que les parents peuvent conseiller.

10. La sagesse d'attendre au besoin

Certains jeunes ne sont pas prêts à travailler ni à poursuivre des études supérieures quand ils finissent le secondaire ou le collégial. Après avoir déjà passé le gros de leur vie à l'école, ils peuvent se sentir à bout de souffle et d'idées, d'où le besoin de s'arrêter un an. Ou parfois plus longtemps. Les parents doivent être conscients des bienfaits d'un temps d'arrêt, qui permet notamment à leur enfant de faire du bénévolat, ici ou ailleurs dans le monde, et d'acquérir des expériences précieuses par leur côté souvent radicalement nouveau.

Robert Shewchuk est un intervenant en développement de carrière qui s'est spécialisé depuis plus de 15 ans en conception et en gestion de programmes offerts dans le milieu de l'éducation (secondaire et postsecondaire) ainsi que dans le secteur public. Propriétaire de l'entreprise Start Smart Careers, il est l'auteur de l'ouvrage *Careers For Kids – How to Help Your Kids Choose a Career* (Comment aider vos jeunes à choisir une carrière). Pour communiquer avec lui : robert.shewchuk@hotmail.com ou startsmartcareers.com.



Social Media and the Job Search: 10 Trends

Les médias sociaux et la recherche d'emploi : 10 tendances



Technology has been a game-changer in the past decade, and you better believe it is transforming career development

by Chris Kulbaba

La technologie a changé la donne au cours de la dernière décennie, et elle a eu une influence déterminante sur le développement de carrière

Par Chris Kulbaba

In today's war for talent, it is becoming increasingly hard to ignore the impact that technology is having on jobseekers, recruiters, businesses and the people who help them. It is very important for career professionals to be aware of these changes and, of course, to be familiar with using these tools in order to assist clients. A study by Reppler in 2011 found that over 90% of recruiters were checking potential hires through social media channels. Whether career professionals personally use the tools or not, it is important to realize the implications for business and individuals. Simply because you know what a hammer is, that does not mean that you can build a house with it now – you start small and increase your skills as you go. The best way to begin then is to understand the changes that have taken place, and how people are using these tools with impact in their jobseeking.

1. Connecting and relationship management

We often talk about the fit of employee into an organization, and that means the worker must do research first before applying for a job. Tools such as websites, LinkedIn, Twitter, Facebook and more are an easy and free way to find people to talk to in order to determine fit. The focus of social media is that it is "social", and many people who would not be willing to talk on the phone or through email will do so in these channels. Finding groups or forums related to an organization or a career topic is an easy way to build relationships leading to success. I had a client who was a new Canadian and wanted to be a medical affairs director, something I had no idea about. I reached out on LinkedIn and introduced him to people in Egypt, Italy, the US and Canada. He was able to connect with a few people to do information interviews and start his career journey.

Dans la course aux talents, il est de plus en plus difficile d'ignorer l'influence de la technologie sur les chercheurs d'emploi, les recruteurs, les entreprises et les personnes qui leur viennent en aide. Il est essentiel que les professionnels du développement de carrière soient au fait de ces changements et, bien entendu, qu'ils sachent se servir de ces outils pour aider leurs clients. En 2011, une étude de Reppler a révélé que plus de 90 % des recruteurs se renseignaient sur leurs futurs employés potentiels sur les réseaux sociaux. Que les professionnels du développement de carrière utilisent personnellement ces outils ou non, il est important d'en comprendre les effets sur les entreprises et les personnes. Savoir ce qu'est un marteau ne fait pas de vous un charpentier : vous devez commencer par vous familiariser avec son maniement et développer graduellement vos compétences. Le meilleur moyen de commencer consiste à comprendre les changements qui ont eu lieu et la façon dont les gens se servent de ces outils, ainsi que leurs effets sur la recherche d'emploi.

1. Contacts et gestion des relations

On parle souvent de la façon dont un employé « cadre » avec l'entreprise, ce qui signifie que le candidat doit faire ses propres recherches avant de postuler un emploi. Certains sites Web, LinkedIn, Twitter, Facebook ainsi que d'autres plateformes sont autant de moyens simples et gratuits de trouver des personnes qui vous aideront à déterminer si vous cadrez avec une entreprise. La force des médias sociaux, c'est précisément leur aspect « social », et bien des gens qui ne sont pas prêts à discuter par téléphone ou par courriel le font sur ces réseaux. Participer à des groupes ou à des forums portant sur une entreprise ou un sujet à caractère professionnel est un moyen simple de nouer des relations susceptibles

2. Building authority

As we head into a new Age of Information, we are building an economy based on relationships and networking. The ability to create a presence using inexpensive or free tools is easier now than it has ever been. Becoming a subject matter authority in your sector is as easy as beginning to write your own website, or "blog." Free tools such as typepad.com, blogger.com or wordpress.com can assist you in creating your own platform and start a process known as technical blogging, meaning creating content that identifies you as a subject matter expert in certain areas, and all it takes is your time. Not only does this process communicate that you are aware of new technology, it also says that you are aware of the changes in the social landscape and how to navigate them, something employers are increasingly looking for.

3. Personal branding

Personal branding is one of the most important trends that is happening today. It is not, however, a universal process. Not all professionals are undertaking this process, for instance front-line staff, labourers, skilled trades or non-technical workers. Those that do see the importance of personal branding do not have to begin on their own, but can simply look at the gurus. Gary Vaynerchuk, author of *Crush It!*, is one of those people. Gary took a small family-owned wine store in New Jersey that was earning about \$2 million a year and, using free social media tools, that store began earning over \$25 million a year. You can find more about him at garyvaynerchuk.com; another well-known personal branding guru and best-selling author, Dan Schawbel, can be found at danschawbel.com. Creating a long "tail" of information on the Internet that an employer can easily find and evaluate before they spend time on an interview can make a significantly positive difference for a candidate.

4. Employers are using social recruiting

"Social recruiting" is the process of sourcing or recruiting candidates through the use of social platforms such as LinkedIn. Much like it has changed how we live our lives, social media has found a way into how business is being performed across the globe. Many companies are embracing social media to increase their business, leverage the impact of their brands, create awareness of their products and services, and many are not. The companies that are ahead of the curve and are early adopters in the process of social recruiting are finding many benefits to this process, and the staff being recruited this way are already fully engaged.

5. Mobile technology – Managing your career "on the go"

Data is inexpensive to purchase and many tech-savvy people are turning to their smartphones and tablets to collect information, network with others, communicate to find information or solve problems, seek out new ideas and stay efficient. Reading a newspaper article on the way to work, listening to a podcast on the commute back home, sharing ideas through applications such as evernote.com and dropbox.com; the way that technology is being used is becoming faster and more dynamic.

6. Search engine optimization

Have you tried to Google your own name yet? That is just the thing that an aspiring ad executive did back in 2009 – and then he bought the Google AdWords of the names of the top ad executives in New York City. When they "Googled" their own names, the result was a message: "Googling your name is fun – but what is more fun is leveraging the results for success. I can be reached **here** for a conversation." He spent less than \$10 to be recruited into a job that paid six figures – simply by being really creative.

de vous aider à réussir. Un de mes clients venait d'obtenir sa citoyenneté canadienne et souhaitait devenir directeur des affaires médicales, domaine que je ne connaissais pas du tout. J'ai utilisé mes relations sur LinkedIn pour présenter ce client à des gens en Égypte, en Italie, aux États-Unis et au Canada. Grâce à ces personnes, il a pu entrer en contact avec d'autres personnes et participer à des entrevues d'information qui lui ont permis d'entreprendre sa carrière.

2. Affirmer votre autorité

À l'ère de l'information, nous assistons au développement d'une économie fondée sur les relations et le réseautage. Il est plus facile que jamais de créer votre présence à l'aide d'outils abordables, voire gratuits. Pour devenir une autorité dans votre secteur d'activité, il vous suffit de lancer un site Web ou un blogue. Des outils gratuits comme typepad.com, blogger.com et wordpress.com vous permettent de créer votre propre plateforme et d'entamer un processus connu sous le nom de « blogage technique », c'est-à-dire la création de contenus qui vous identifient comme un expert dans certains domaines. Tout ce qu'il vous faut, c'est du temps. Ce processus montre non seulement que vous connaissez les nouvelles technologies, mais aussi que vous êtes conscient des changements qui se produisent dans le paysage social et savez comment vous y retrouver, chose que les employeurs recherchent de plus en plus.

3. Image de marque personnelle

L'image de marque personnelle est une des tendances les plus marquantes du moment. Il ne s'agit cependant pas d'un processus universel. Certaines catégories de professionnels n'y ont pas recours, par exemple le personnel de première ligne, les ouvriers, les gens de métiers spécialisés ou les travailleurs non spécialisés. Ceux pour qui l'image de marque personnelle est importante n'ont pas à « réinventer la roue » : il leur suffit de suivre les gourous de ce domaine. Gary Vaynerchuk, auteur de *Crush It!*, est un de ceux-là. Gary a repris le petit magasin de vins de son père au New Jersey, dont le chiffre d'affaires annuel s'élevait à environ 2 millions de dollars par an, et l'a transformé en un commerce en ligne dont les ventes atteignent plus de 25 millions par an, tout cela avec des outils de réseautage social gratuits. Pour en savoir plus à son sujet, je vous invite à consulter le site garyvaynerchuk.com. Dan Schawbel est un autre gourou de l'image de marque personnelle, et un auteur à succès, dont vous pouvez découvrir le parcours à danschawbel.com. Créer une longue « traînée » d'information sur Internet qu'un employeur pourra aisément trouver et évaluer avant d'investir du temps dans une entrevue peut faire pencher la balance en votre faveur.

4. Les employeurs ont recours au recrutement social

Le « recrutement social » consiste à utiliser les médias sociaux pour chercher et recruter des candidats. Tout comme ils ont changé notre façon de vivre, les médias sociaux ont influencé les façons de faire des entreprises partout dans le monde. De nombreuses sociétés adoptent les médias sociaux pour élargir leur clientèle, augmenter la notoriété de leurs marques, faire connaître leurs produits et services... et beaucoup d'autres ne le font pas. Les entreprises qui ont une longueur d'avance et ont rapidement adopté le recrutement social en tirent de nombreux avantages, et le personnel recruté par ce moyen est totalement impliqué dès son arrivée dans l'entreprise.

5. Technologie mobile : gérer votre carrière « sur la route »

Les données sont une denrée peu coûteuse, et nombre de technophiles utilisent leur téléphone intelligent ou leur tablette pour recueillir des renseignements, réseauter avec d'autres personnes, communiquer pour trouver les informations

7. Resume links

Time is of the essence in our society, and as career professionals we urge clients to tell their story, in a concise way, but at the same time in a way that creates a persona. Say enough, but not too much, and say the right thing – a difficult task. A potential solution is to create different digital tools, and then let an employer link to those tools through an interactive resume. Technology such as Quick Response codes (small digital bar codes that look like a maze within a small square) are an easy way to access mobile technology. Most smartphones can download a free application to read these codes, and they can send you to any number of sites – your profile on a Dropbox link, your PowerPoint presentations on slideshare.com, your LinkedIn profile, your Twitter feed, your personal blog and more. Hyperlinks are another way to save space on a resume and still deliver a significant amount of information to a potential employer.

8. Time management

Using tools such as social media or looking for information online can quickly eat your day, taking productive time away from job search efforts. Dashboards such as Hootsuite (hootsuite.com) can help you use a single tool to listen and hold conversations in up to five social media channels, all for free. I prefer Hootsuite to other dashboards because it is web-based, so I can access it anywhere there is an Internet connection.

9. Twitter chats

Twitter chats happen when a group of people all tweet about the same topic using a specific hashtag (#) that allows it to be followed by Twitter users. The chats take place at a specific time and often happen on a regular basis. I like to follow different conversations in Twitter using Hootsuite. Specifically, learning

dont ils ont besoin ou résoudre des problèmes, trouver de nouvelles idées et demeurer efficaces. Lire un article en allant au travail, écouter un balado sur le chemin du retour, partager ses idées par l'intermédiaire d'applications comme evernote.com et dropbox.com... Aujourd'hui, l'utilisation de la technologie mobile est plus rapide et plus dynamique.

6. Référencement

Avez-vous déjà cherché votre nom sur Google? C'est ce qu'a fait un aspirant directeur de la publicité en 2009 : il a acheté les AdWords de Google contenant le nom des plus importants directeurs de la publicité de New York. Lorsque ceux-ci ont « googlé » leur propre noms, ils ont obtenu le message suivant : « Googler votre nom, c'est amusant, mais ce qui est encore plus amusant, c'est de tirer profit de ces résultats pour réussir. Communiquez **avec moi** pour en discuter. » Il a dépensé moins de 10 \$ et obtenu un poste qui lui permet de gagner un salaire à six chiffres simplement en faisant preuve de (beaucoup de) créativité.

7. CV interactif

Dans notre société, le temps, c'est de l'argent, et, en tant que professionnels du développement de carrière, nous encourageons vivement nos clients à raconter leur histoire de manière concise, mais aussi de façon à créer une persona. En dire suffisamment sans en dire trop et trouver les bons mots n'est pas chose facile. Une solution possible consiste à créer différents outils numériques et à permettre à l'employeur d'accéder à ces outils au moyen d'un curriculum vitae interactif. Les codes QR (codes à barres qui ressemblent à un labyrinthe dans un carré) sont un moyen facile d'accéder à la technologie mobile. Sur de nombreux téléphones intelligents, vous pouvez télécharger une application gratuite permettant de lire ces codes, pour ensuite diriger l'utilisateur vers divers sites : votre profil sur



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LinkedIn can be much easier if you are on the Twitter chat #linkedinchat that is hosted by Viveka Von Rosen each Tuesday from 8:00 pm to 9:00 pm ET, or you can just follow the chat in your Hootsuite channel at any time convenient to you as the chat history is right at your fingertips. If you want to learn more, Hootsuite University can teach you all about using their tool, for free.

10. Social skills

For a business to stay competitive, gauging the effectiveness, speed and content of communication skills that lie within a potential hire can be a crucial factor for success of the organization as a whole. For many people, using social media in their daily lives has allowed them to become better at solving problems, researching information, and collaborating with others – all useful talents when searching for a job, during the selection process or once you've been hired.

As career professionals, whether we personally use these tools or not, we must be aware of the changes and the potential trends in our ever-changing employment landscape. A global workforce, online collaboration and crowdsourcing – the only thing that will stay the same is that change will always happen. There are fantastic opportunities to share and model success for our clients and ourselves – all it takes is a bit of time to talk to each other and watch the trends.

Chris Kulbaba is an Employment Counsellor with the London Employment Help Centre in London, ON. Chris regularly delivers webinars for Conestoga College in the CDP program, offers his services as an expert speaker, facilitator and coach on social media topics, and is creating a new career development tool "Career Card Sort" - but takes the greatest pride in being a dad and a loyal family man. You can find Chris on Twitter, LinkedIn, Skype, Facebook and at his new website/blog launching in January 2014 better-together.ca.

un lien Dropbox, une présentation PowerPoint sur slideshare.com, votre profil LinkedIn, votre fil Twitter, votre blogue personnel et plus encore. Les hyperliens sont un autre bon moyen de gagner de l'espace dans un CV tout en fournissant une quantité substantielle d'informations à un employeur potentiel.

8. Gestion du temps

Naviguer sur les réseaux sociaux ou chercher de l'information en ligne peut vite transformer une journée de recherche d'emploi productive en une journée perdue. Les tableaux de bord comme Hootsuite (hootsuite.com) vous permettent de suivre et d'avoir des conversations sur cinq réseaux sociaux à la fois, gratuitement. Je préfère Hootsuite aux autres tableaux de bord du genre parce qu'il s'agit d'une application Web à laquelle je peux accéder partout où j'ai une connexion Internet.

9. Clavardage sur Twitter

Une conversation sur Twitter prend place quand un groupe de personnes clavardent à propos d'un même sujet en utilisant un mot-clé (#) particulier. Les sessions de clavardage se tiennent à un moment précis et sont souvent récurrentes. J'aime suivre différentes conversations sur Twitter avec Hootsuite. Il vous sera, par exemple, beaucoup plus facile de maîtriser l'utilisation de LinkedIn en participant au clavardage #linkedinchat animé par Viveka Von Rosen le mardi de 20 h à 21 h (HNE), ou encore en consultant la discussion sur votre compte Hootsuite au moment qui vous convient le mieux, puisque l'historique du clavardage est accessible en un clin d'œil. Si vous souhaitez en apprendre davantage, « Hootsuite University » peut vous enseigner comment tirer le maximum de cet outil, gratuitement.

10. Compétences sociales

Pour demeurer compétitive, une entreprise doit savoir évaluer l'efficacité, la rapidité et la nature des compétences en communication d'une recrue potentielle. C'est un facteur crucial de sa réussite en tant qu'organisation. L'utilisation quotidienne des médias sociaux a permis à de nombreuses personnes d'améliorer leur capacité à résoudre des problèmes, à chercher et trouver de l'information et à travailler en équipe, autant de talents utiles dans le cadre de la recherche d'emploi, durant le processus d'embauche et une fois embauché.

En tant que professionnels du développement de carrière, que nous nous servions ou non de ces outils, nous devons être conscients des mutations et des tendances qui pourraient influencer sur le marché de l'emploi, en constante évolution. Main-d'œuvre mondiale, collaboration en ligne, externalisation à grande échelle... La seule chose dont nous pouvons être certains, c'est que le changement ne s'arrêtera pas. Il existe d'extraordinaires occasions à faire connaître et à ériger en modèle pour nos clients et pour nous-mêmes. Il faut simplement prendre le temps de se parler et d'observer les tendances.

Chris Kulbaba est conseiller en emploi au London Employment Help Centre de London, en Ontario. Il donne régulièrement des webinaires pour le Conestoga College dans le cadre du programme de pratiques de développement de carrière. Il est aussi conférencier, animateur et accompagnateur expert dans le domaine des médias sociaux, et il travaille à la création d'un nouvel outil de développement de carrière appelé « Career Card Sort ». Cependant, sa plus grande fierté est d'être un père et un homme dévoué à sa famille. Vous pouvez trouver Chris sur Twitter, LinkedIn, Skype et Facebook, ainsi que sur le nouveau site Web/blogue better-together.ca qu'il lancera en janvier 2014.

5. Emerging theories and models

Despite the ongoing value of many of the traditional career theories (e.g., Super's Lifespace/Lifespan, Holland's RIASEC), there are many emerging theories CDPs need to learn more about and integrate into their practice. These would include Bright and Pryor's Chaos Theory of Careers, Krumboltz's Happenstance Learning Theory, Hansen's Integrated Life Planning, and Patton and McMahon's Systems Theory Framework. There are also several career-related models that many CDPs would find useful, including Arthur and Collins' Culture-Infused Career Counselling, Niles and Amundson's Career Flow

and Neault and Pickerell's Career Engagement. Many of these were highlighted in the December 2011 *Journal of Employment Counseling's* "Special Thoughts on Theories" issue. With 13 articles from some of the world's leading career development researchers, this issue is a must read.

6. Breadth of diversity

For many years, CDPs tended to specialize in working with a specific client group including youth, older workers, immigrants or persons with disabilities. The trend in some regions, however, is towards a one-stop shop model requiring CDPs to

work with diverse client groups. Therefore, CDPs need to have a basic understanding of the most typical career concerns the widest range of clients might bring, and how to effectively address those concerns. A related trend is with how we currently conceptualize diversity. Today CDPs recognize the breadth of differences clients may bring, looking beyond race or ethnicity to include such factors as religion, physical characteristics, sexual orientation, geographic location, educational background and socioeconomic status.

7. International/global careers

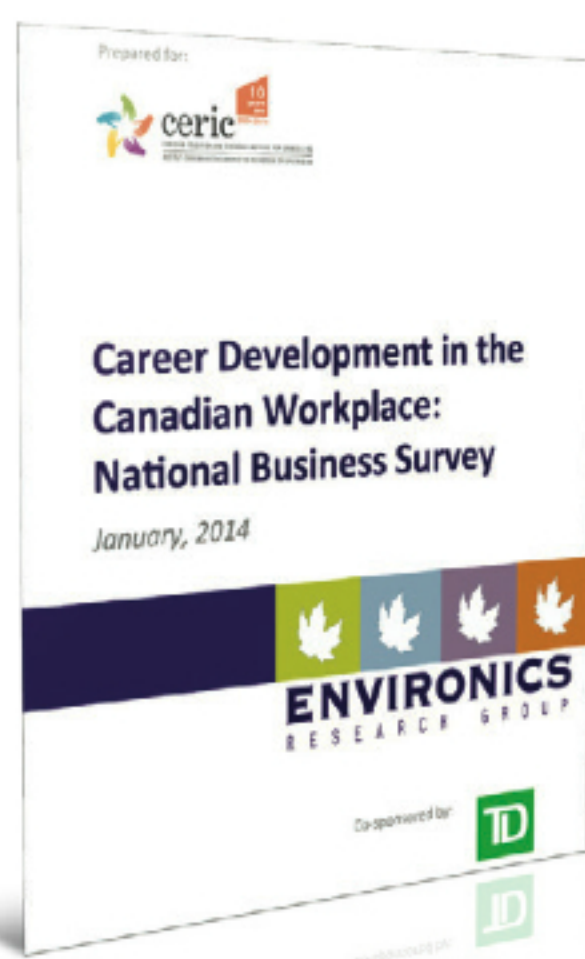
Some CDPs are grappling with the notion of a globally mobile workforce. They view all newcomers to Canada as immigrants (i.e., those who are here to establish roots, make Canada their long-term home and raise their families) and, as such, design services to meet the needs of that particular group. However, the trend is towards work in a global economy. Many newcomers are more likely to be international workers or global careerists; they go where the work is and, if Canada can't, or won't, value their professional skills and education, other countries will.

8. Career development in the workplace

It is only within the past five to seven years that career development seems to have emerged as a key component of any organization's people strategy. This is likely due, in part, to recent studies demonstrating that employer-supported career development is a key driver of employee engagement. Although the trend is for employers to offer career development services to all workers, most of these services are being provided by human resources professionals and organizational development consultants, not traditional CDPs. Although CDPs have the required career-specific knowledge, many lack an understanding of the language of business and, therefore, aren't fully equipped to navigate the corporate world.

9. Evidence-based practice

Thanks, at least in part, to the Canadian Research Working Group on Evidence-Based Practice in Career Development (CRWG), now, more than ever, CDPs are being exposed to the importance of demonstrating the value of the services they provide. Most importantly, the framework developed by the CRWG provides a structure for demonstrating the impact of services provided beyond the data a funder might require (e.g., how many clients became employed).



Career Development in the Canadian Workplace: National Business Survey

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- **Youth (un) employment**: How are businesses responding?
- Do **employers have a responsibility** to offer career management?
- **Hard vs. soft skills**: Where is the gap among jobseekers?

Survey results to be released at Cannexus14!

Le CERIC a demandé au Environics Research Group de questionner 500 employeurs au sujet du développement de carrière dans le milieu de travail canadien. À découvrir :

- Est-ce que la **pénurie de compétences** est bien réelle?
- À l'ère des **profils en ligne**, les CV sont-ils encore importants?
- L'emploi et le **chômage chez les jeunes** : comment les entreprises réagissent?
- Les **employeurs ont-ils le devoir** d'offrir des services de gestion de carrière?
- **Compétences spécialisées vs générales** : où est la pénurie?

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Trends in Career Development: What You Said on ContactPoint

Laura Dutton, Toronto @youtoughtright: A major trend/issue today is youth UNDERemployment. There is a lot in the media about youth unemployment, but underemployment is even more of an issue in my opinion.

Kelly Boucher, Kitchener @kellyboucher: Social media has had a profound impact (and will continue to) on the career development field, along with many activities and services being offered virtually.

Cathy Keates, Kingston @ckeates: One significant trend is the growing conversation about mental health and its impacts/relationship with career development. This has multiple components – some of those we see with our students include a high level of anxiety about future/career, and mental health issues making job search and career exploration difficult.

10. Assessment

Recent studies have demonstrated that CDPs consistently identify an interest in, and a need for, training in assessment. Yet there also seems to be a lack of clarity around what assessment means. For some it is test or tool (e.g., the Strong Interest Inventory, Myers-Briggs Type Indicator) but for others it is a process used to determine client need. Looking ahead, CDPs need to understand both (i.e., the assessment *tools* that are available and how to effectively select, administer, and interpret them, and the *process* of assessment to quickly discern a client's needs).

There are likely other trends relevant to the important work being done throughout all facets of the career development sector. Further, there is an incredible amount of information relating to each of the trends I've included here. I hope readers will be inspired to learn more. It is an exciting time to be part of Canada's career development community.

Deirdre Pickerell, PhD, CHRP, GCDF-i has over 20 years' experience in the fields of career development, adult education, and human resource management. She has made significant differences within the career development sector – locally, nationally, and internationally – through innovative program design and selfless leadership, consulting and mentoring throughout the sector. She is the 2014 recipient of the Stu Conger Award for Leadership in Career Development and Career Counselling.

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Quelques défis contemporains en développement de carrière au Québec : les professionnels sont-ils prêts?

Les professionnels en développement de carrière travaillent de plus en plus avec des problématiques psychosociales complexes, et nos modèles d'intervention doivent être revus en conséquence

Par Louis Cournoyer, Ph. D., c.o.

This article is available in English online at contactpoint.ca/careering

Le champ disciplinaire du développement de carrière, au Québec comme ailleurs au Canada, vit des bouleversements qui ne sont pas indépendants des réalités sociales, politiques, culturelles et économiques. Pour Boutinet, l'individu est aujourd'hui appelé à gérer et à développer de plus en plus seul son identité professionnelle. Il n'est donc pas surprenant qu'à travers le monde, les modèles d'accompagnement sont de plus en plus orientés vers le développement de l'autonomie, de la gestion des changements, de l'apprentissage tout au long de la vie et de la quête de sens durable et ce, au travers de contextes sociaux et sociétaux changeants. Dans la plus récente recension d'études illustrant les préoccupations de la recherche en développement de carrière, Erford et Crockett révèlent la nature relationnelle au cœur du développement de carrière :



Thématiques guidant la recherche en développement de carrière en 2011

Relation individu / travail

- Examiner les influences : autonomie; estime, confiance et image de soi; sentiment d'efficacité personnelle; traits de personnalité, besoins d'attachement, intelligence émotionnelle;
- Mobiliser le sens : congruence, réflexivité, modalités de prise de décision;
- Stimuler l'engagement au travail : satisfaction, apprentissage vicariant;
- Développer des stratégies d'adaptation : risque, créativité, expressions et gestion des émotions, affirmation de soi, régulation, réflexivité, adaptation sociale, recherche d'information, authenticité;
- Accroître l'employabilité : développement d'habiletés et de compétences, stratégies de recherche d'emploi et de maintien en emploi;
- Se sensibiliser à la santé psychologique au travail : harmonie des relations au travail, épuisement professionnel, fatigue et stress, traumatismes, harcèlement psychologique, gestion de l'anxiété;
- Étudier la persévérance et la réussite scolaires : satisfaction, espoir, aspirations scolaires et professionnelles;
- Suivre les parcours de vie et les transitions personnelles et sociales.

Relation individu / organisation

- Étudier les enjeux organisationnels implicites : respect, justice, cohérence, support de l'organisation à l'égard des employés;
- Discerner les mœurs et les valeurs des organisations;
- Relever les mesures flexibles : ressources de l'organisation : soutien financier, horaires flexibles, formation continue, travail à la maison;
- Favoriser l'accès des femmes à des postes de gestion;
- Analyser les mœurs d'engagement envers les employés, respect des engagements contractuels;
- Proposer des politiques organisationnelles de supervision des employés;
- Comprendre les processus de socialisation, de changements organisationnels, de relations interpersonnelles entre collègues et avec la direction.



Relation individu / vie sociale et familiale

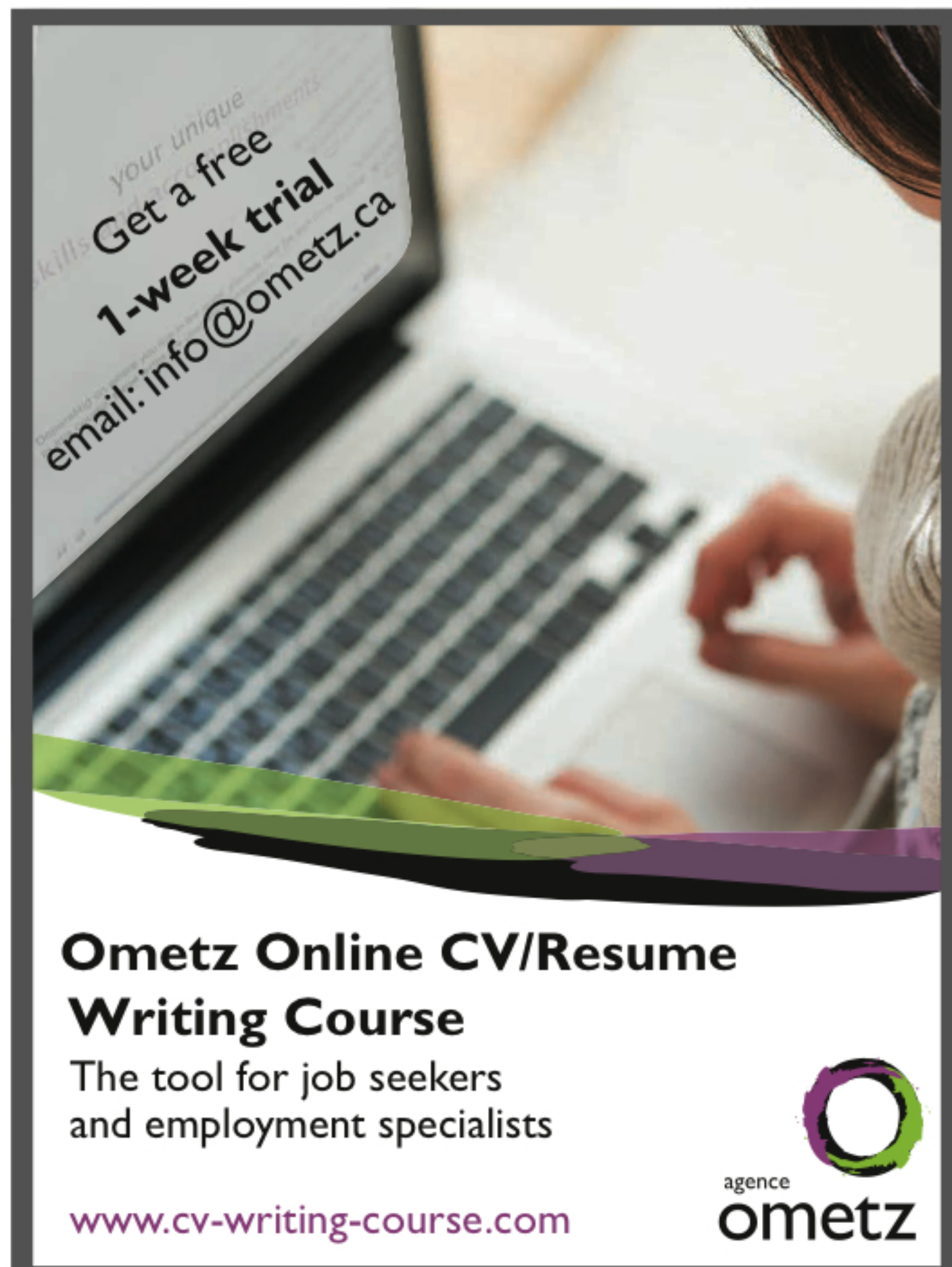
- Concilier travail et famille : gestion des rôles et des conflits, identité féminine, décisions familiales;
- Identifier des mesures et des dispositifs de conciliation travail-vie personnelle;
- Gérer les rôles de vie;
- Saisir l'impact des contextes de vie et des relations sociales;
- Examiner l'usage des réseaux sociaux et de contacts;
- Faciliter le passage de la retraite/nouvelle carrière.

Relation individu / marché du travail

- Étudier le vieillissement de la population;
- Examiner l'impact des soins aux aînés ou personnes avec soins spéciaux;
- Comprendre les réalités profondes du multiculturalisme et de la diversité : genre, poids, ethnicité, statut socioéconomique, sexualité (homosexualité, transgenre), handicap, trouble du déficit de l'attention avec ou sans hyperactivité;
- Favoriser l'insertion professionnelle de nouveaux travailleurs;
- Analyser le développement des intérêts et des aptitudes chez les enfants;
- Examiner le rôle de la religion, de la spiritualité;
- Suivre le parcours de carrière d'homosexuels et de transgenres.

Source : Erford, B. T. and Crockett, S. A. (2012), Practice and Research in Career Counseling and Development—2011. *The Career Development Quarterly*, 60, 290–332.

Au regard des thématiques soulevées, il appert que le développement de carrière n'est pas un processus de croissance libre et séquentiel, mais un *processus d'adaptation et de négociation continues et complexes en soi et avec un « autre »* (collègues, supérieurs, subalternes, famille et amis, groupes, institutions, organisations, monde du travail), orienté vers le développement humain au sein de contextes personnels, scolaires et professionnels. Au Québec, une recherche menée par Cournoyer



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Valerie Pringle

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Jacques Demers

Former Montreal Canadiens Coach and Literacy Advocate
Ancien entraîneur en chef du Canadien de Montréal et militant pour l'alphabétisation



Rich Feller, PhD

Professor, Colorado State University and NCDA President 2012-2013
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(2010) auprès de professionnels en développement de carrière révèle une croissance préoccupante des clientèles aux prises avec des problématiques psychosociales plus complexes et interreliées : difficultés de maintien en emploi dans un marché de l'emploi instable et précaire, pauvreté, criminalité et judiciarisation, monoparentalité, isolement social et stigmatisation, présence de troubles d'apprentissage et de santé mentale (troubles dépressifs, bipolaires, limites, etc., diagnostiqués ou non), dépendance à l'alcool, aux drogues, au jeu, isolement, difficultés conjugales et relationnelles, etc. Les interventions des professionnels en développement de carrière dépassent la stricte question instrumentale d'aide au choix d'études ou de recherche d'emploi. Elles intègrent la gestion de deuils et de traumatismes, d'accroissement de l'estime et de la confiance en soi, de prise en compte de difficultés à se regarder au présent et à se mobiliser dans l'avenir en raison de comportements et d'attitudes de procrastination, de déprime, de peur, de passivité, d'attentes irréalistes, etc. Conséquemment, les modèles d'intervention des professionnels du développement de carrière doivent être plus que jamais revus et bonifiés par des connaissances empiriques et pratiques diversifiées, touchant des dimensions tant psychologiques que sociales, culturelles que légales, financières que médicales et pharmacologiques. En guise de conclusion, des questions se posent :

- Les professionnels en développement de carrière sont-ils aptes à faire face à la complexification des problématiques psychosociales qui marquent leur champ de pratique?
- Comment un champ disciplinaire aux types d'activités si différents les uns des autres, dont les professionnels possèdent des formations si différentes sur le plan des spécialisations d'études (orientation/développement de carrière, enseignement, sociologie, communication, psychoéducation, éducation spécialisée, etc.), du niveau de scolarité atteint (études collégiales, baccalauréat, maîtrise) et de l'encadrement partiel de ses membres au sein d'un ordre professionnel peut-il posséder une identité professionnelle cohésive et une pertinence sociale reconnues auprès du public?
- Peut-on véritablement parler « du » champ disciplinaire du développement de carrière alors que sa pratique s'avère si éclatée, ou devrait-on trouver un terme permettant de mieux scinder ses différentes pratiques?

Louis Cournoyer est professeur en counseling de carrière à l'Université du Québec à Montréal. Conseiller d'orientation depuis 15 ans, il maintient une pratique professionnelle auprès de jeunes adultes et d'adultes, ainsi que d'accompagnement professionnel auprès des conseillers d'orientation et conseillers en développement de carrière.



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