

National Business Survey: Career Development in the Canadian Workplace

Employer Size Comparison





OBJECTIVES

National Business Survey: Career Development in the Canadian Workplace taps into employers' current views on:

- Recruitment and retention in wake of "The Great Reshuffle"
- Current skills and talent gaps in the labour market
- Hiring underrepresented groups as part of DEI strategies
- Career management in the context of remote and hybrid work, and
- How employers perceive the services of career development professionals.

DEMOGRAPHICS | RESPONDENT PROFILE



- Quebec
- Ontario
- Prairies
- Bristish Columbia



DEMOGRAPHICS | RESPONDENT PROFILE

Industry	National average
Service	24%
Retail	13%
Hospitality	9%
Construction	9%
Manufacturing	8%
Non-profit	6%
Health care	5%
Education	4%
Professional services	3%
Transportation/Warehousing	3%
Distribution	3%
Agriculture	2%
Automotive (including repair)	2%
Finance	2%
Technology	2%
Entertainment/Recreation	2%
Natural resources	1%

Title	% of sample		
Chief Executive Officer (CEO) / President	25%		
Owner	21%		
General Manager	16%		
Manager/administrator	11%		
Plant/office/operations manager	7%		
Director	8%		
Chief Operating Officer (COO)	3%		
Human resources	3%		
Accounting/bookkeeping	1%		
Executive Vice President	1%		
Vice President	1%		
Controller	1%		
Senior Vice President	<1%		
Other	2% 4		

DEMOGRAPHICS | RESPONDENT PROFILE



Number of new employees



5

CHALLENGES FOR CANADIAN BUSINESSES

CHALLENGING | LOSS OF SENIOR EMPLOYEES TO RETIREMENT



To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)

CHALLENGING | KEEPING UP WITH TECHNOLOGY



To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)

CHALLENGING | SHORTAGE OF SKILLED WORKERS





CHALLENGING | REGULATION AND RED TAPE





CHALLENGING | GENERAL STATE OF THE ECONOMY





CHALLENGING | LOSS OF TALENTED EMPLOYEES TO OTHER ORGANIZATIONS





CHALLENGING | FINDING YOUNG WORKERS

<10 45% 17% 15% 17% 6% 10-49 47% 21% 16% 16% 50+ 47% 27% 15% 11% Very challenging Somewhat challenging Not very challenging Not at all challenging DK/NA



CHALLENGING | FINDING TALENT FROM UNDER-REPRESENTED GROUPS





CHALLENGING | ACCESSING TRAINING





CHALLENGING | HYBRID AND FLEXIBLE WORK MODELS AND EXPECTATIONS, INCLUDING WORK FROM HOME





CHALLENGING | EMPLOYEE MENTAL HEALTH

<10 8% 36% 29% 24% 3% <mark>2%</mark> 10-49 13% 39% 22% 24% 50+ 8% 30% 44% 18% Very challenging Somewhat challenging Not very challenging Not at all challenging DK/NA

To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)

CHALLENGING | SUPPLY CHAIN ISSUES





CHALLENGING | OVERALL

To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)



■ National ■ <10 ■ 10-49 ■ 50+



NOT CHALLENGING | OVERALL





WORK FROM HOME | SUPPORT TO EMPLOYEES

Do you have employees who work from home, either regularly or part of the time?



■ Yes ■ No ■ DK/NA



WORK FROM HOME | SUPPORT TO EMPLOYEES

Do you provide career management support to employees who work from home?



■ Yes ■ No ■ DK/NA



WORK FROM HOME | SUPPORT TO EMPLOYEES

Do you provide mental health support to employees who work from home?



■ Yes ■ No ■ DK/NA



RECRUITMENT & RETENTION

RECRUITING | DIFFICULTY

In general, how easy or difficult is it to find people with the right skill set to fill positions in your company? Is it...? (BASE: n = 501)





RECRUITING | REASONS FOR DIFFICULTY

What are the main reasons it is difficult to find the right candidates?

velopment Canada

Hard to find qualified candidates/with right skill set	53%	54%	55%
Hard to find reliable candidates/with right work ethic	31% <mark>28%</mark>	24%	
Very competitive job market in this industry	21% <mark>24%</mark>	26%	
We can only offer low/uncompetitive wages (including seasonal)	14% <mark>19%</mark> 18%		
Hard to break through noise/getjob/company noticed	<mark>8%</mark> 21% — 4%		
Candidates do not demonstrate having the right soft skills	7% 5% 6%		
Company's physical location is a barrier	<mark>4</mark> % 6%		
3% Candidates do not identify with the company's image or philosophy 3%	<mark>4</mark> % — 5%		
Regulations/red tape (e.g. government, unions)	2%— 4% 3%		
Candidates not following through on interviews/responding to job offers	<mark>/3% 4%</mark>		
Takes too much time/effort to find right candidate	- 2% 1% 1%		
Traditional recruitment approaches no longer as effective	2% - 1%		
Other	3%		
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RETENTION OF EMPLOYEES | IMPACT OF PANDEMIC

Compared to 2 years ago, before the pandemic, has retention of employees at your business become more difficult, less difficult or has there been no change? (BASE: n = 501)



RECRUITMENT | NEW POLICIES OR PRACTICES

Have you implemented any new policies or practices in the past 2 years in relation to recruitment?



Are you considering any new policies or practices related to recruitment?





RETENTION | NEW POLICIES OR PRACTICES

Have you implemented any new policies or practices in the past 2 years in relation to retention?



Are you considering any new policies or practices related to retention?



RECRUITMENT & RETENTION | NEW PRACTICES

What recruitment/retention practices have you implemented/are you considering? (Base= 274)

Higher wages/better pay/raises 33% 31% 25% Work-life flexibility (e.g. flexible hours, ability to work from home) 18% 18% 19% Benefits/health benefit plan 10% 26% 12% Bonuses/commission 15% 11% 15% Better working conditions/positive work environment 10% 5% 12% 5% 10% 9% Training 3% 13% Incentives/perks (unspecified) 5% More online recruiting 3% **6% 6%** - 1% Better hours/full-time hours 8% 7% Mask or vaccination policy 4% 4% 7% 2%<mark>5%</mark> Work with a third party to recruit 7% Offer time off/paid time off 5% <mark>3%</mark> More in-person recruiting 3% 6% Less strict screening/hiring practices 5% **30**% More advertising for positions (general) <mark>2%</mark> 4% 5% .<mark>%</mark> Changing recruitment practices (unspecified) 6% 3% Pension/investments <mark>2%</mark> 1% 9% <mark>2%</mark> 1% 2% Diversity efforts/initiatives **1%** 1% Opportunities for promotion/advancement OTHER 4% 7% DK/NA 18% 7% 15%



RECRUITMENT EFFORTS | UNDERREPRESENTED GROUPS

How much effort would you say your company puts into customizing the recruitment approach in order to reach and attract members of underrepresented groups such as women, LGBTQS2+, Indigenous people, persons with disabilities, members of visible minorities, youth and/or older workers? (BASE: n = 501)





FINDING SKILLED EMPLOYEES

Has your business done any of the following in the past 2-5 years in order to find skilled employees: YES



SEARCHING FOR SKILLED EMPLOYEES | WHAT'S IMPORTANT?

When searching for skilled employees, would you say that resumes matter more than in the past, less than in the past or about the same as always? (BASE: n = 501) How important to you is a potential employee's online profile or footprint? Is it . . . ? (BASE: n = 501)



SKILLS GAP

SKILLS GAP

Would you say that you agree/disagree with the following statement: There is a gap between the skill level and experience that prospective employees have, and what organizations in my industry are looking for.





SKILLS GAP | PERCEPTION OVER TIME

In the past five years, would you say that the skills gap in your industry has increased, decreased or stayed the same? (Subsample (agree there is a skills gap): n= 388)




SKILLS GAP | PERSPECTIVE ON CLOSING THE GAP

Which of the following statements is closer to your own opinion?





SOFT SKILLS

SOFT SKILLS | LEVEL OF IMPORTANCE

What soft skills are most important to you in an employee? (BASE: n = 501)

Positive attitude	27%		29%		42%	
Communication skills	20%	20%		33%		< 10 10-49 50+
Reliability/dependability	21%	25%	10%			
Strong work ethic	17%	22%	15%			
Teamwork skills	11% 2	2%	22%			
Interpersonal/customer service skills	15% 1	.5% 9%				
Time management abilities	10% 12%	14%				
Willingness/ability to learn	9% 10%	13%				
Flexibility/adaptability	9% 10%	12%				
Honesty/integrity	10% 7%	10%				
Competence/diligence	8% 8%	12%				
Accountability	9% 8%	10%				
Dedication/passion	<mark>6% 10%</mark> 6%					
Problem-solving skills	7% <mark>4%</mark> 2%	-				
Professionalism	6% <mark>4%</mark> 2%					
Presentation	5% 8%					
Compassion/emotional intelligence	3% <mark>4%</mark> 4%					



SOFT SKILLS | DIFFICULTY TO RECRUIT

How easy or difficult is it to find people with these soft skills?



■ <10 ■ 10-49 ■ 50+

SKILLS GAP | FINDING TECHNICALLY SKILLED WORKERS







SKILLED EMPLOYEES | INVESTMENT IN TRAINING

Would you say that losing skilled employees in which you have invested training to other organizations is...?





PROFESSIONAL/CAREER DEVELOPMENT

PROFESSIONAL DEVELOPMENT | EMPLOYER'S RESPONSIBILITY

Employers have a responsibility to provide career management programs for their employees





PROFESSIONAL DEVELOPMENT | PROGRAM OPPORTUNITIES





PROFESSIONAL DEVELOPMENT | PROVIDING OPPORTUNITIES

How important would you say it is to your organization to provide employees the opportunities to reach their own career goals?





PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

To what extent does your company need career development support in each of the following areas? Starting with... (BASE: n = 501)



< 10

A great deal Somewhat Not really Not at all DK/NA

PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

To what extent does your company need career development support in each of the following areas? Starting with... (BASE: n = 501)



10-49

PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

To what extent does your company need career development support in each of the following areas? Starting with... (BASE: n = 501)



50+

PROFESSIONAL DEVELOPMENT | EXPERIENCE WITH CDPs

Career development practitioners (CDPs), facilitate the ability of clients to take charge of their own career development by assisting them in the process of identifying and accessing resources, planning, and managing for their career-life development. This includes but is not limited to: career practitioners, career educators, career information specialists, career management consultants, work experience coordinators, placement coordinators, career coaches, and vocational rehabilitation workers. In your capacity as an employer, which of the following best describes your experience with CDPs :



ADDITIONAL RESOURCES FROM THE NATIONAL BUSINESS SURVEY

- <u>National Business Survey Executive summary and</u> <u>infographic</u> (in English and French)
- In the media:
- o Toronto Star
- o **BNN Bloomberg**
- o CBC Radio



The Close ADVANCING YOUNG WORKERS' CAREERS

- <u>Building a bridge: How employers and CDPs can</u> collaborate to address workforce needs in 2022
- <u>Virtual Community Roundtables</u>

> TORONTO STAR <

Why companies need to invest in workers' careers - or kiss top talent goodbye

Employers are struggling to find skilled workers during the pandemic, but they're missing out on a key recruitment and retention tool: career development

By **André Raymond** Contributors **Candy Ho** Sat., Feb. 5, 2022 _ @ 4 min. read

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FREE WEBINAR SERIES

Building a Bridge: How Employers and CDPs Can Collaborate to Address Workforce Needs in 2022



This infographic is from the 10 Ways Employers Can Address Their Talent Needs toolkit that was created by the career development professionals who work with employers every day within their communities. It is a compilation from more than 100 CDPs who participated in our recent Virtual Community Roundtables.



