



# CERIC

Advancing  
Career  
Development  
in Canada

Promouvoir  
le développement  
de carrière  
au Canada

# National Business Survey: Career Development in the Canadian Workplace

## Location Analysis

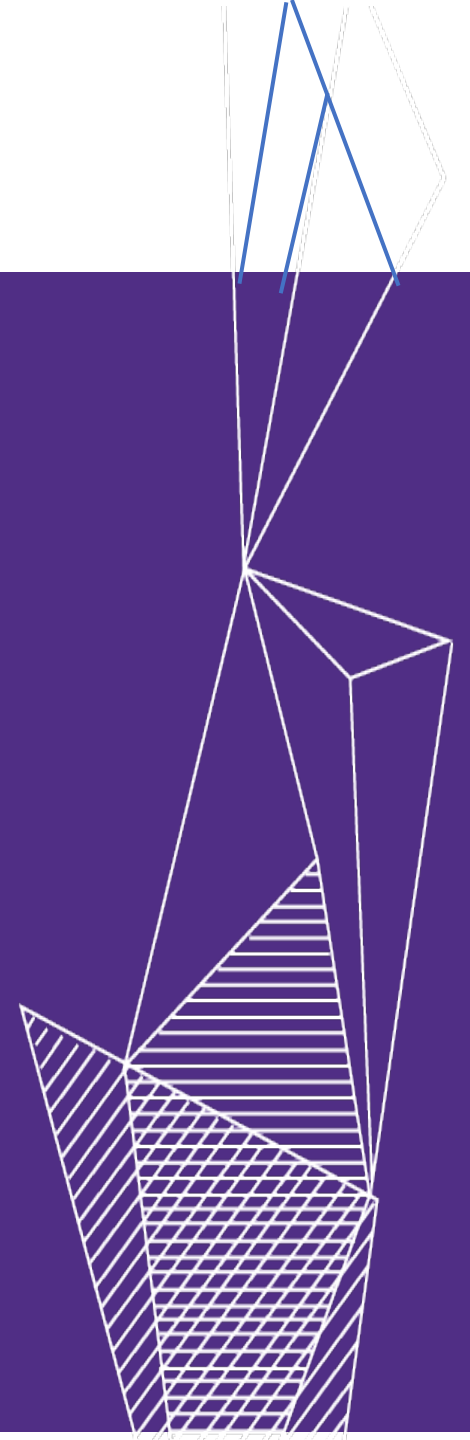




IMAGE CREDIT: UNSPLASH

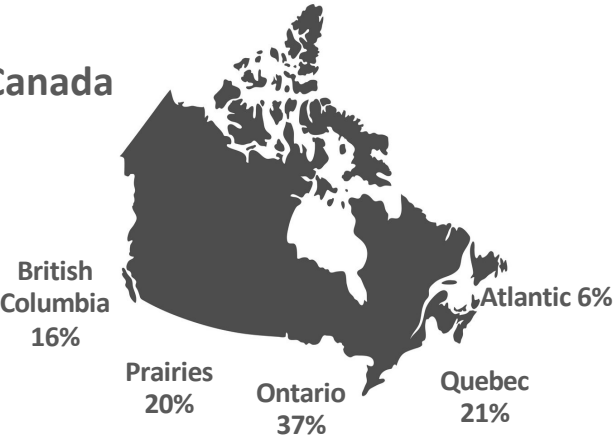
# OBJECTIVES

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

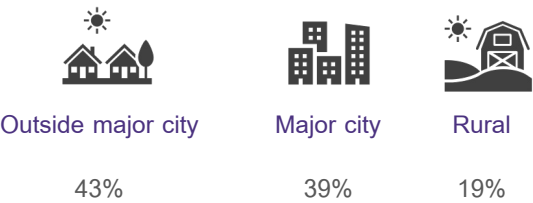
- Recruitment and retention in wake of “The Great Reshuffle”
- Current skills and talent gaps in the labour market
- Hiring underrepresented groups as part of DEI strategies
- Career management in the context of remote and hybrid work, and
- How employers perceive the services of career development professionals.

# DEMOGRAPHICS | RESPONDENT PROFILE

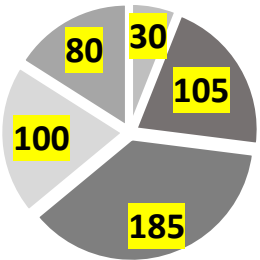
Region of Canada  
(weighted)



Location

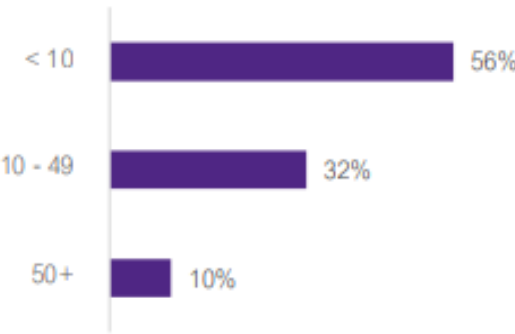


Number of respondents



- Atlantic Canada
- Quebec
- Ontario
- Prairies
- Bristish Columbia

Number of employees



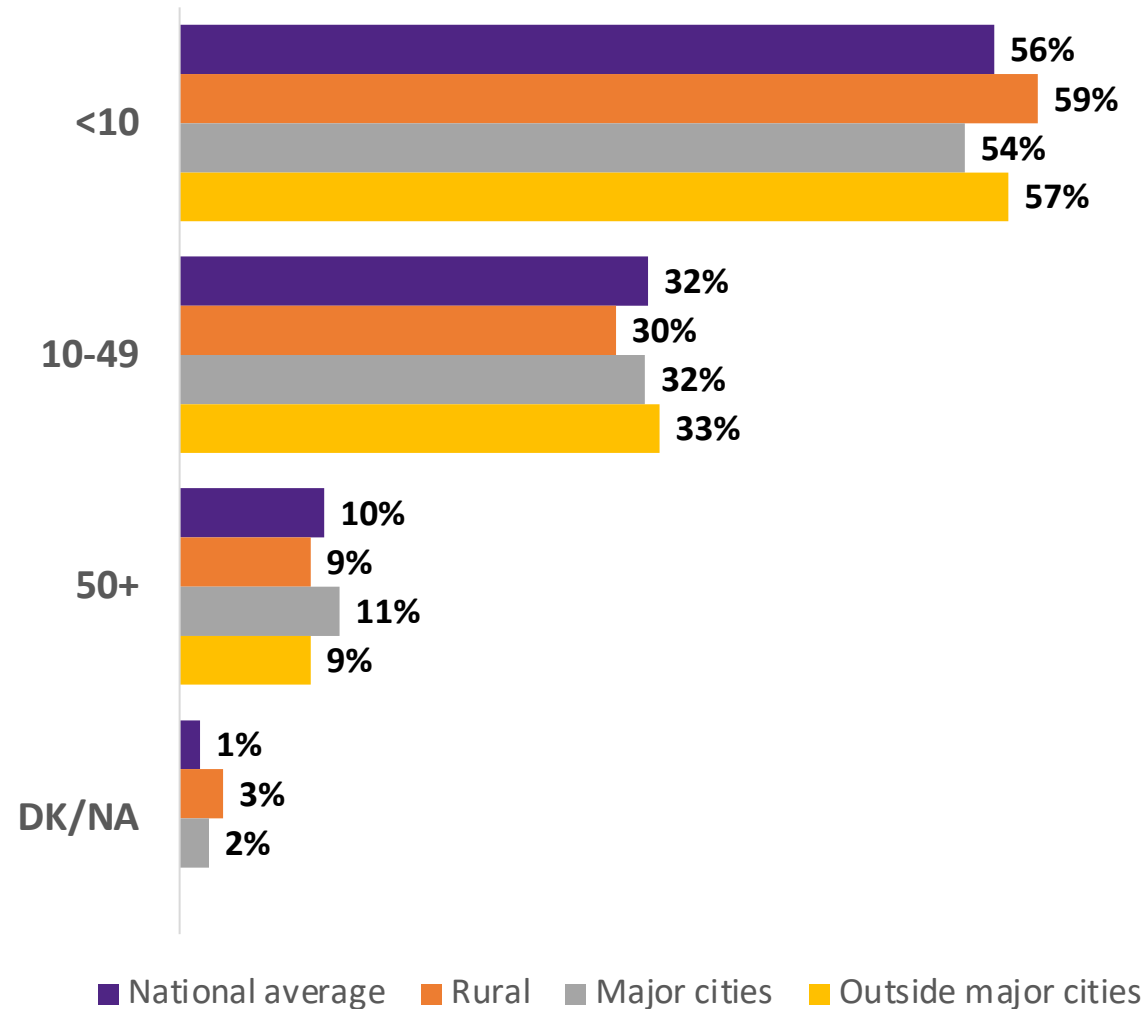
## DEMOGRAPHICS | RESPONDENT PROFILE

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%

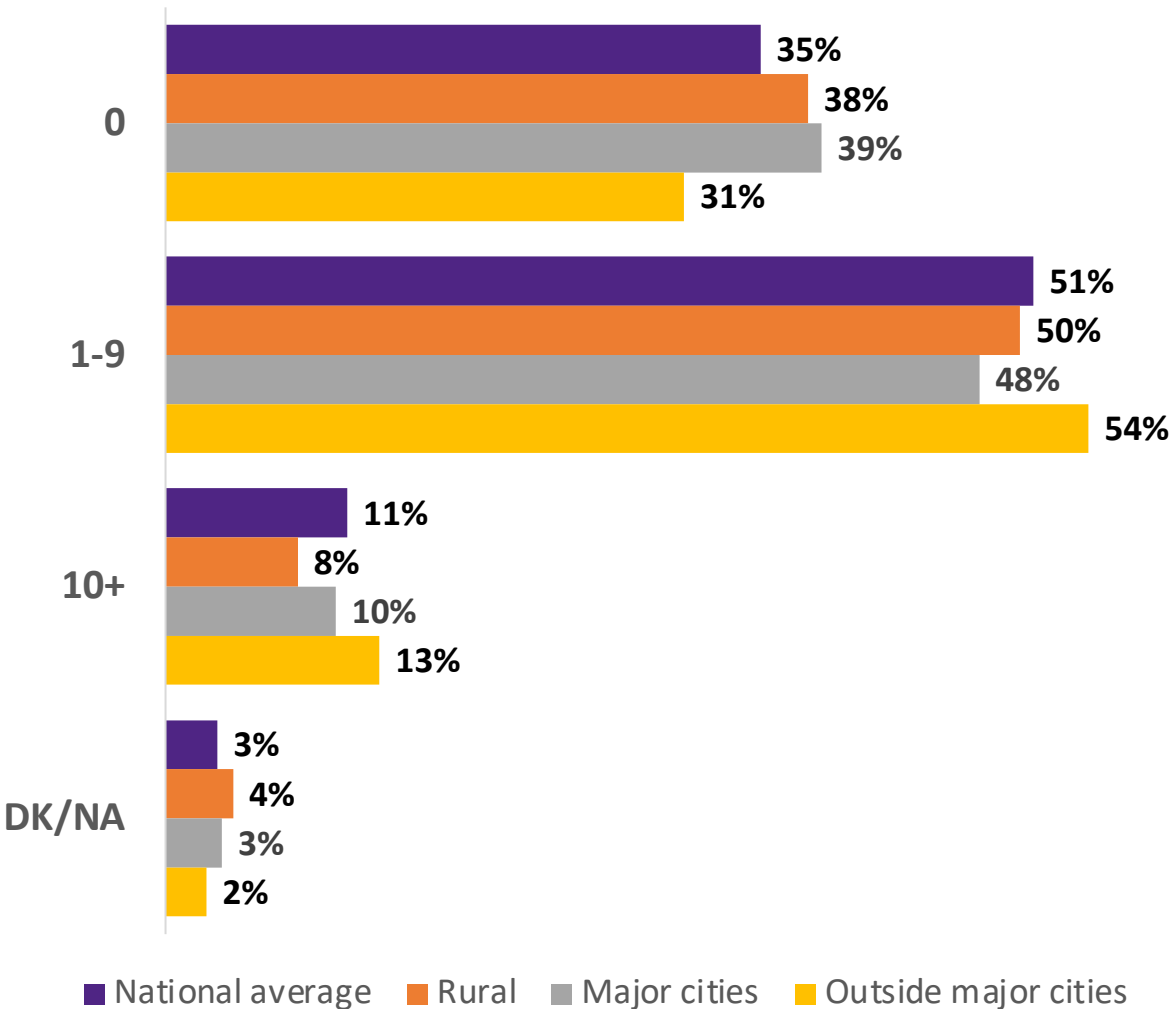
Title	% of sample
Chief Executive Officer (CEO) / President	25%
Owner	21%
General Manager	16%
Manager/administrator	11%
Plant/office/operations manager	7%
Director	8%
Chief Operating Officer (COO)	3%
Human resources	3%
Accounting/bookkeeping	1%
Executive Vice President	1%
Vice President	1%
Controller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

# DEMOGRAPHICS | RESPONDENT PROFILE

Total number of employees



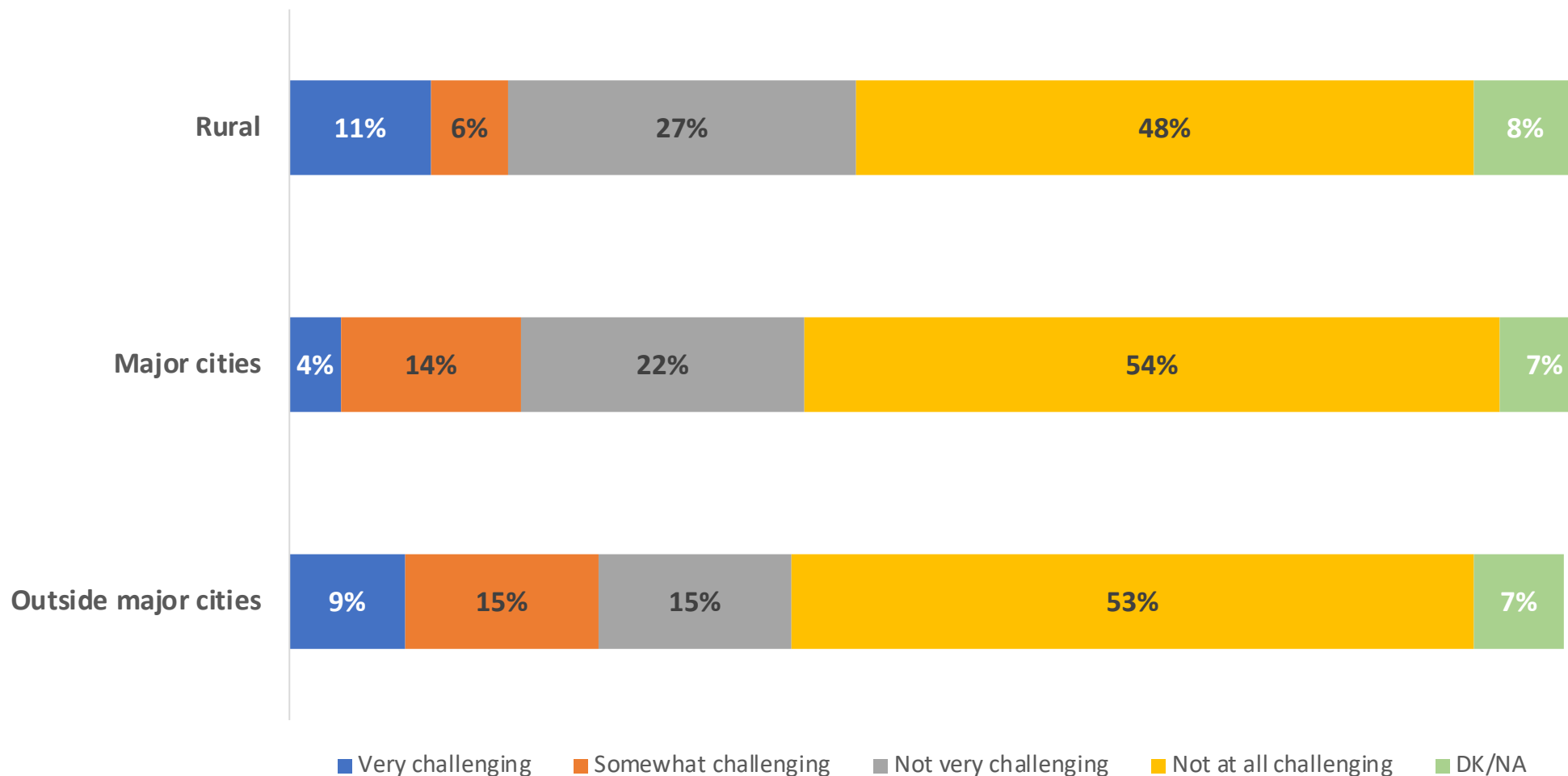
Number of new employees



# **CHALLENGES FOR CANADIAN BUSINESSES**

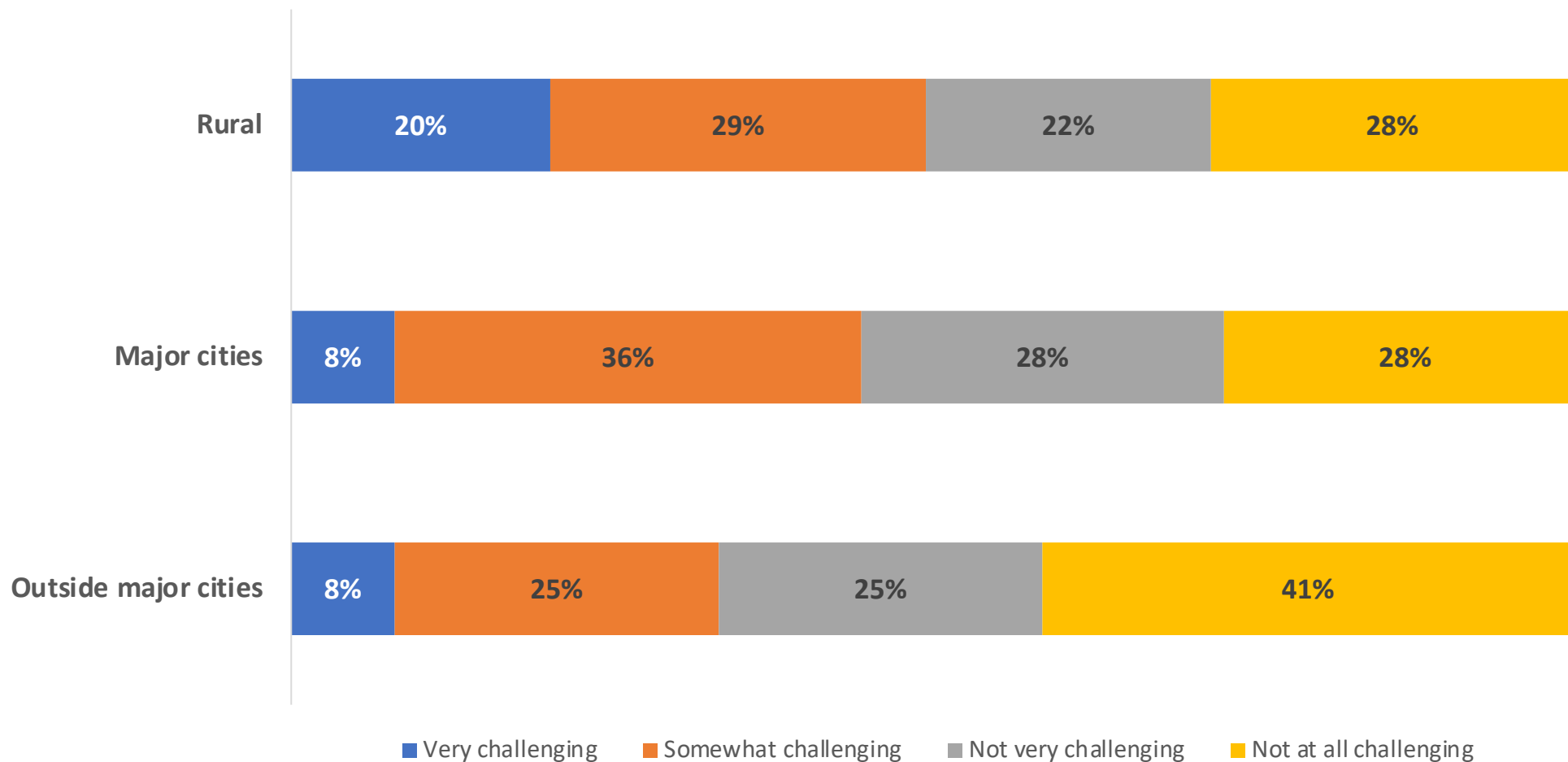
# CHALLENGING | LOSS OF SENIOR EMPLOYEES TO RETIREMENT

*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

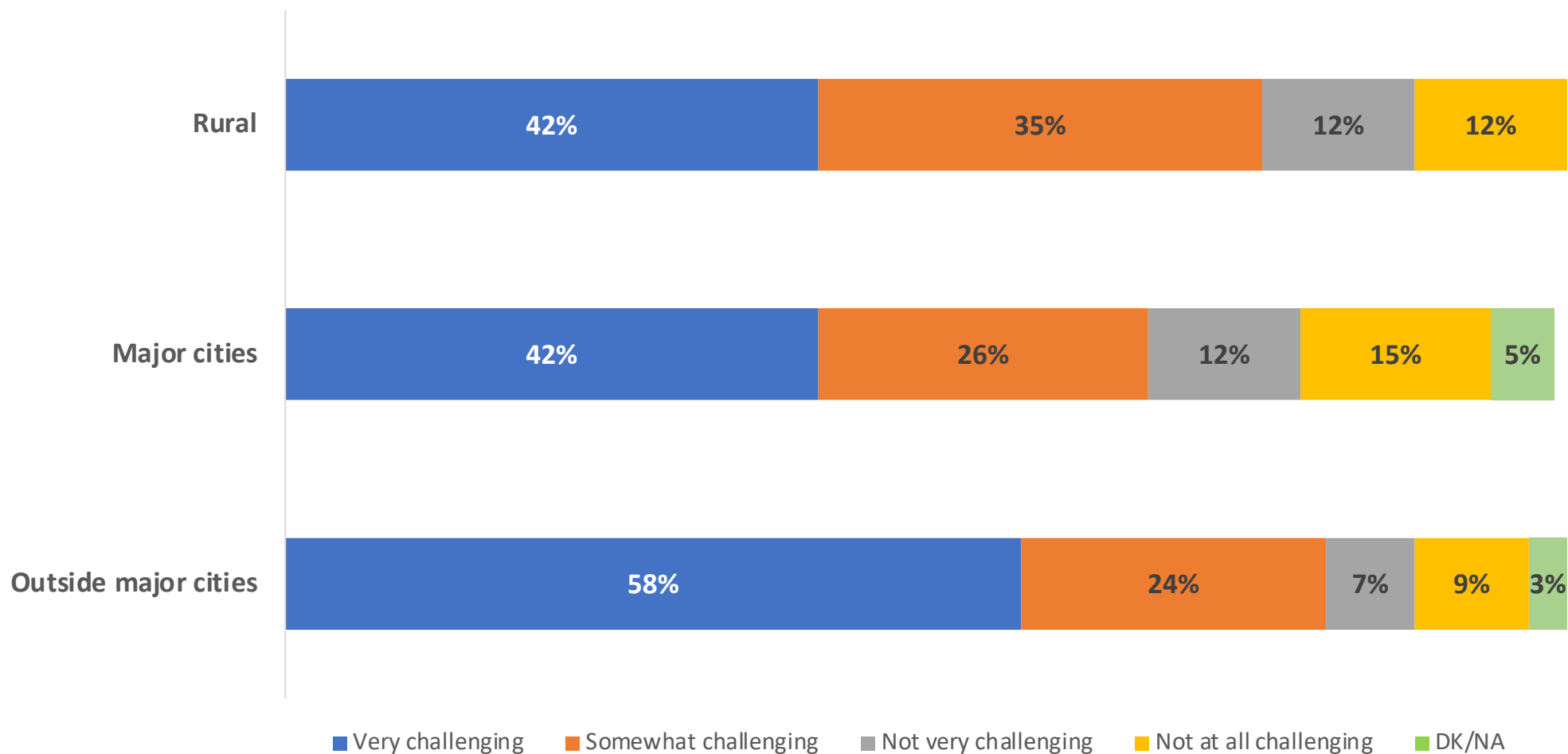
*To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)*





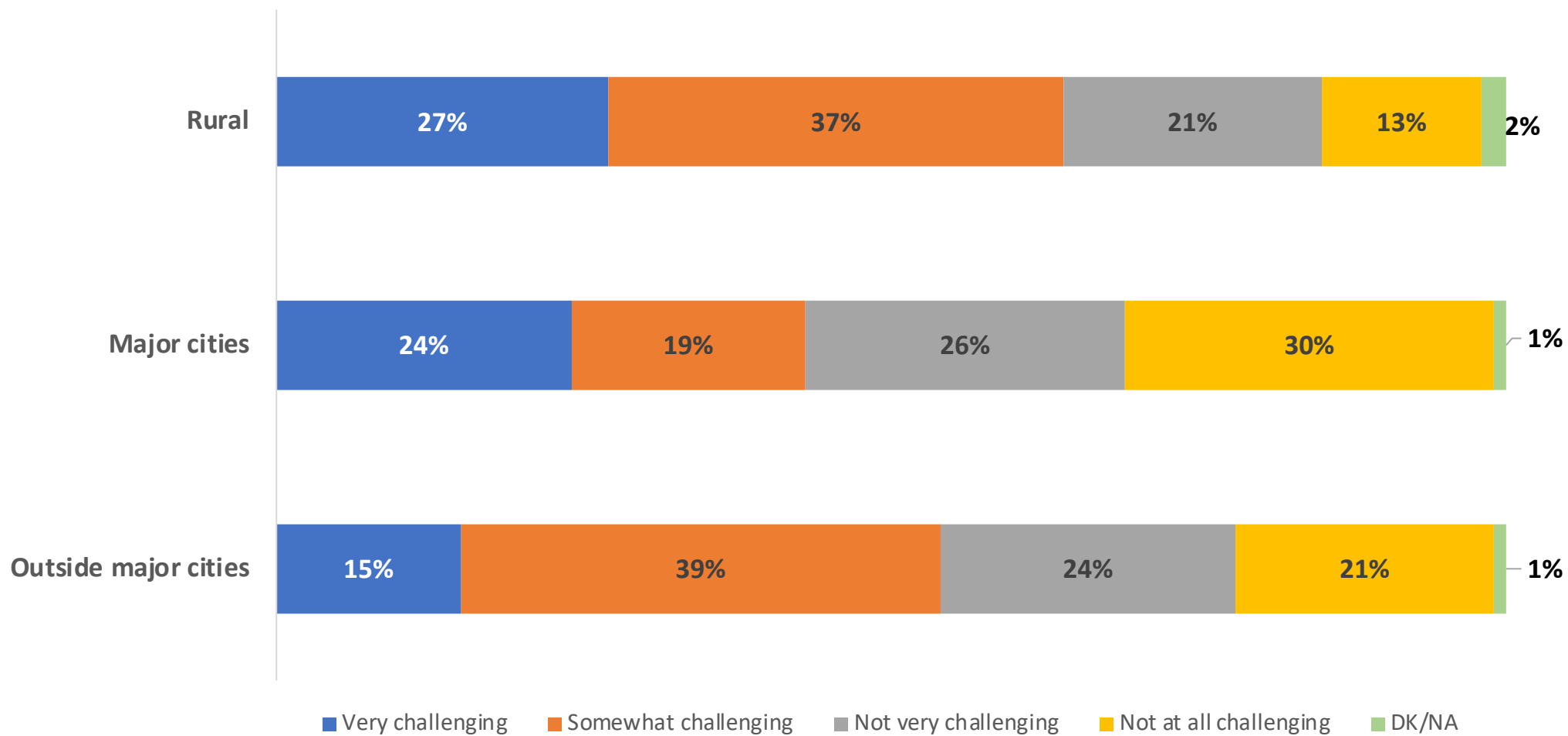
# CHALLENGING | SHORTAGE OF SKILLED WORKERS

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



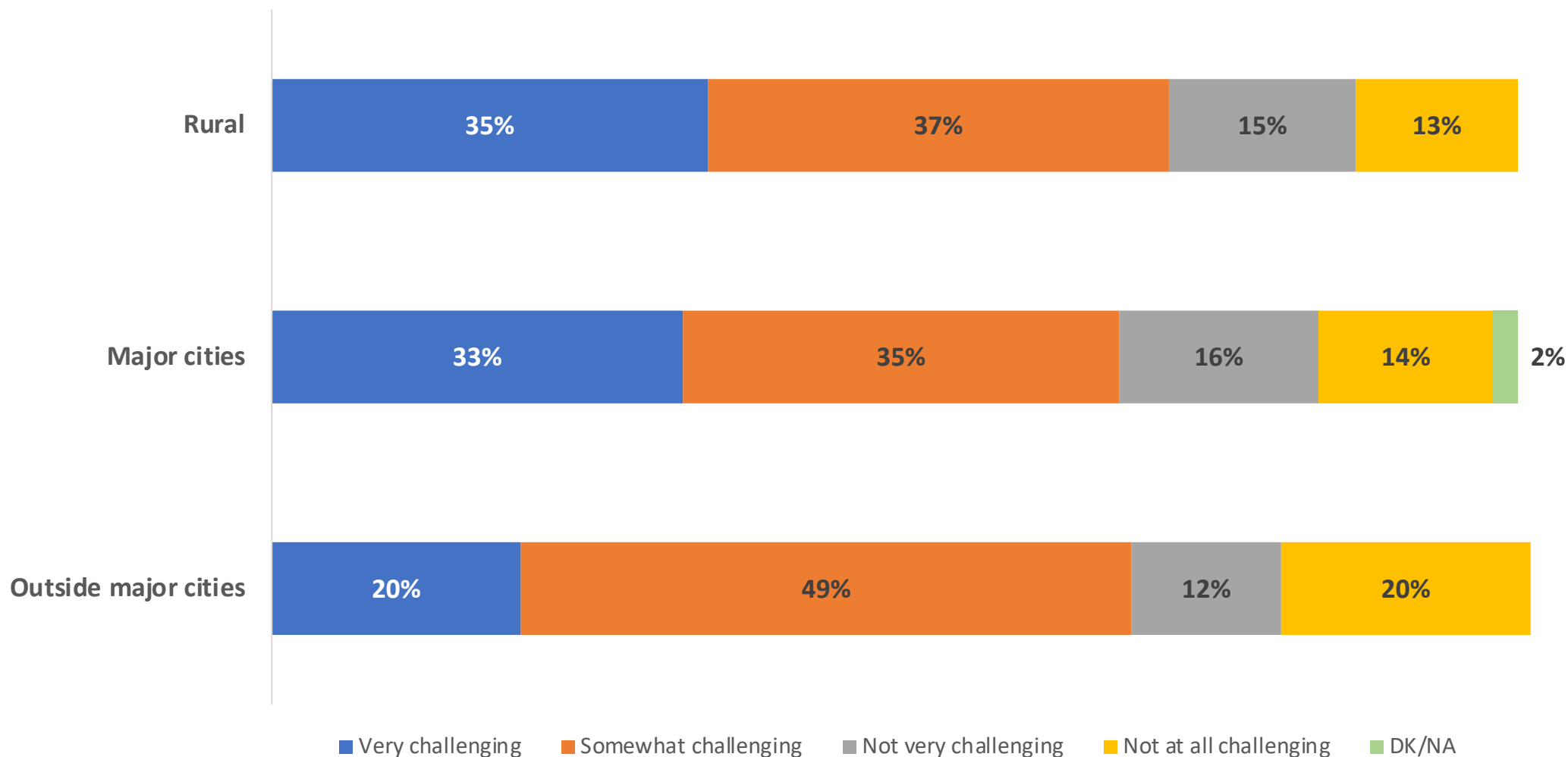
# CHALLENGING | REGULATIONS AND RED TAPE

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



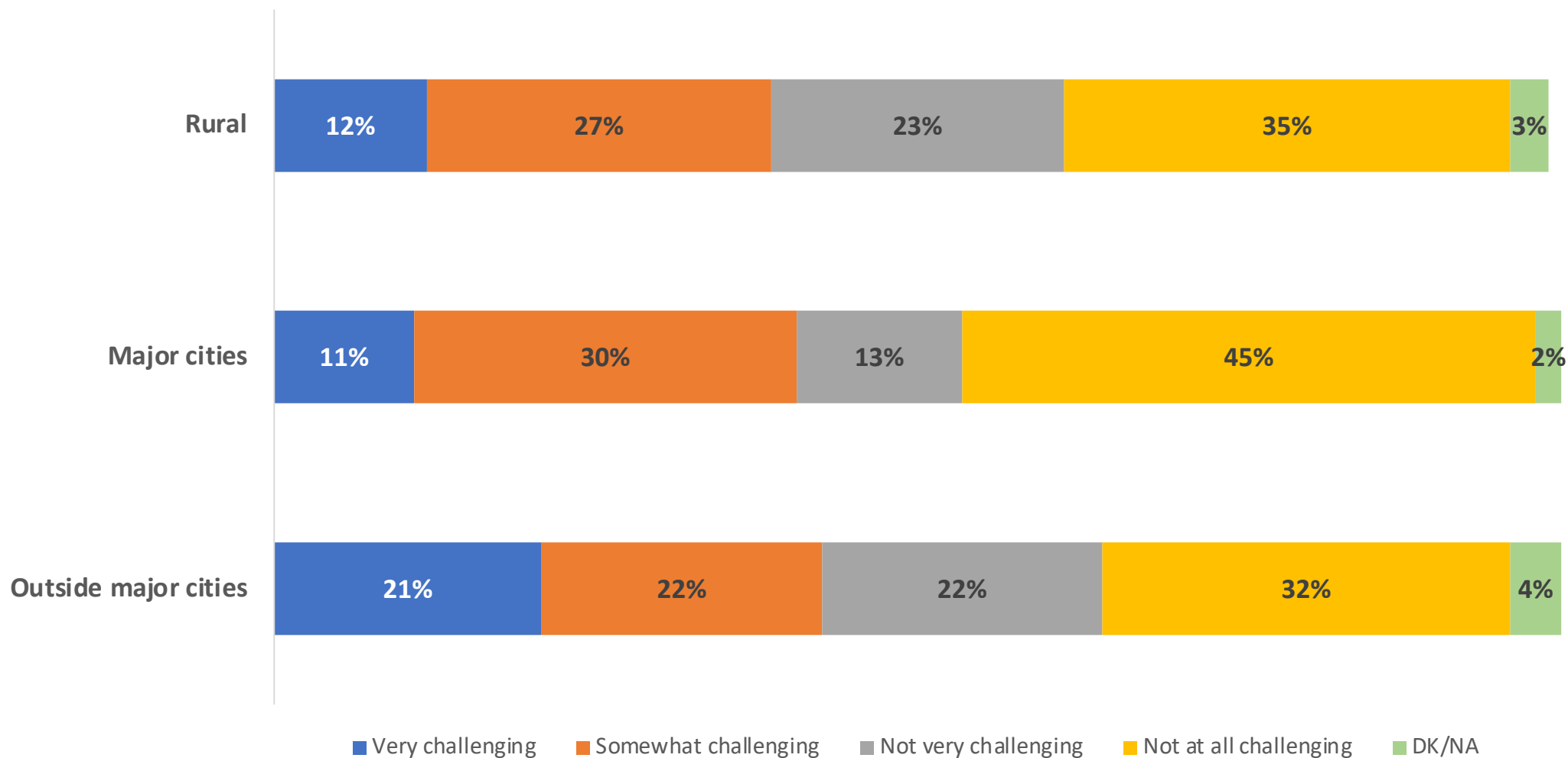
# CHALLENGING | GENERAL STATE OF THE ECONOMY

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



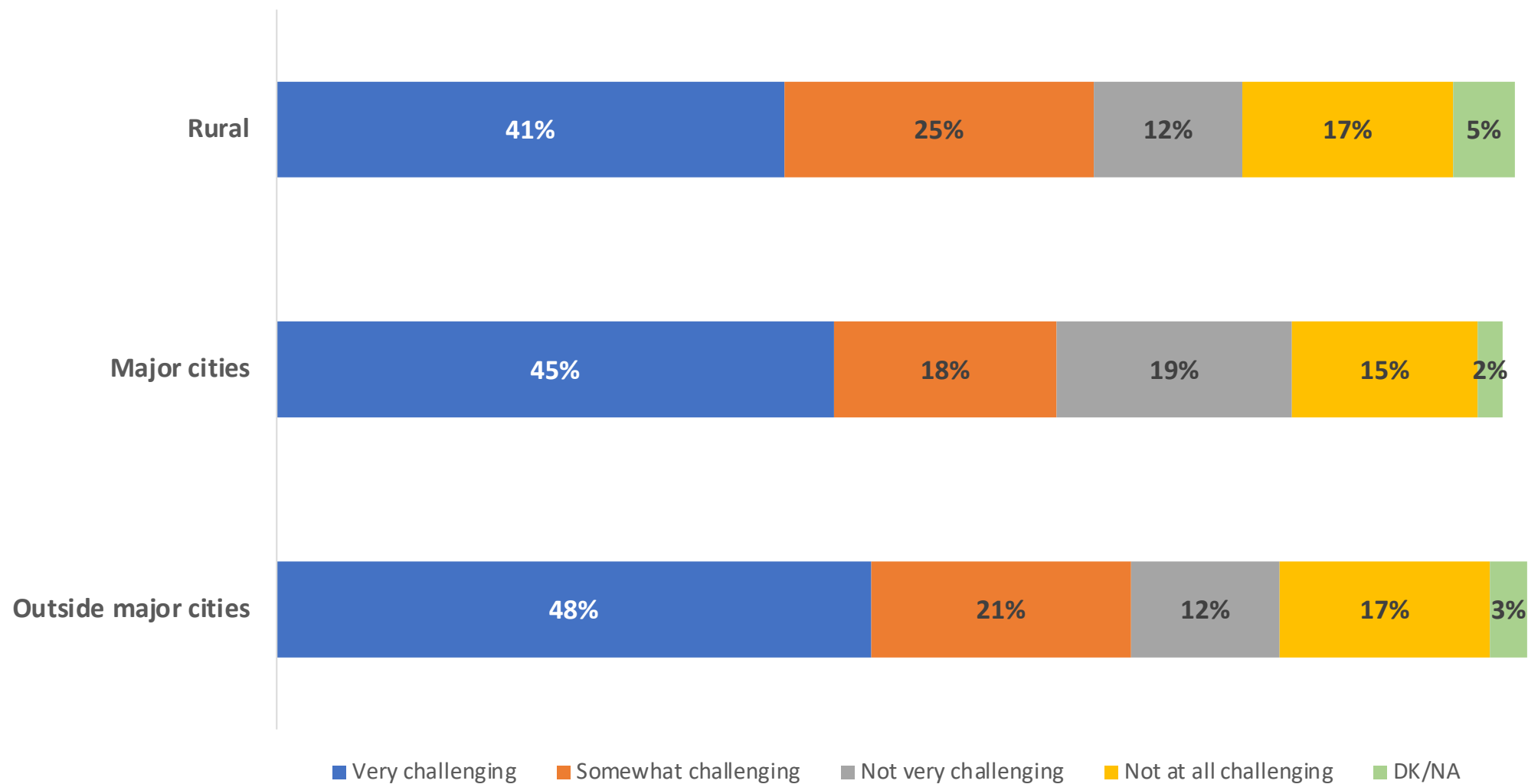
# CHALLENGING | LOSS OF TALENTED EMPLOYEES TO OTHER ORGANIZATIONS

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



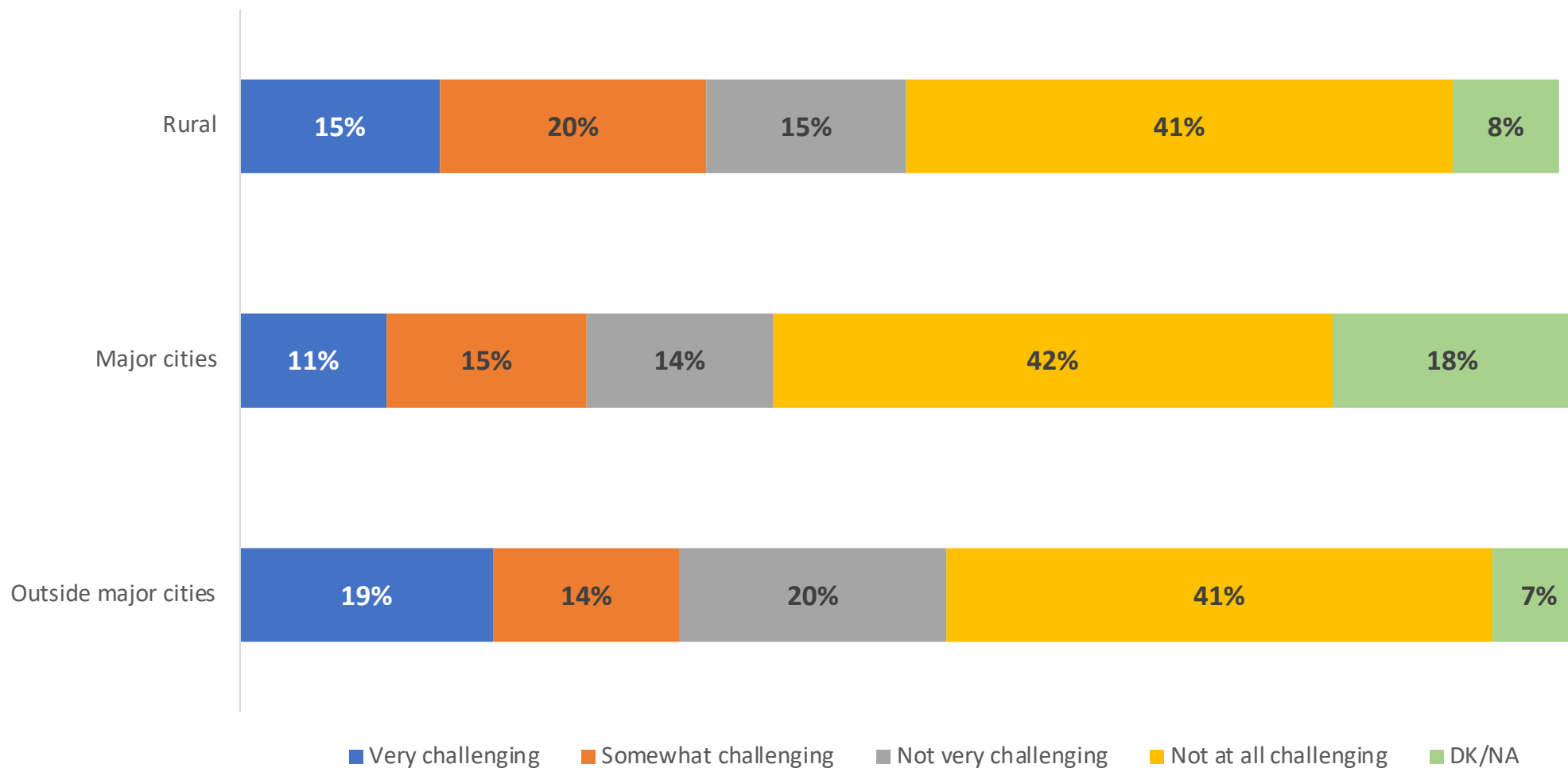
# CHALLENGING | FINDING YOUNG WORKERS

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



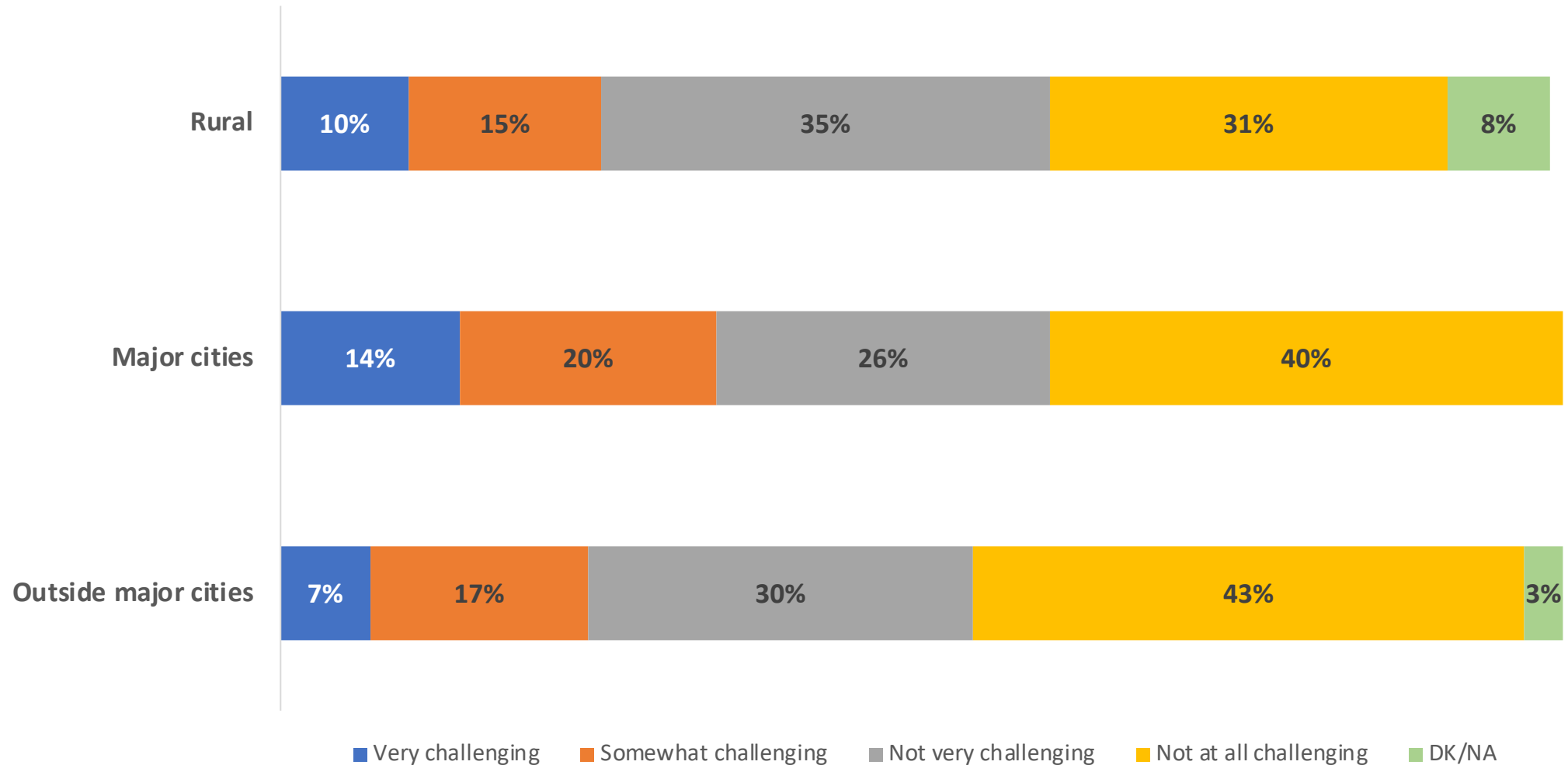
# CHALLENGING | FINDING TALENT FROM UNDER-REPRESENTED GROUPS

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



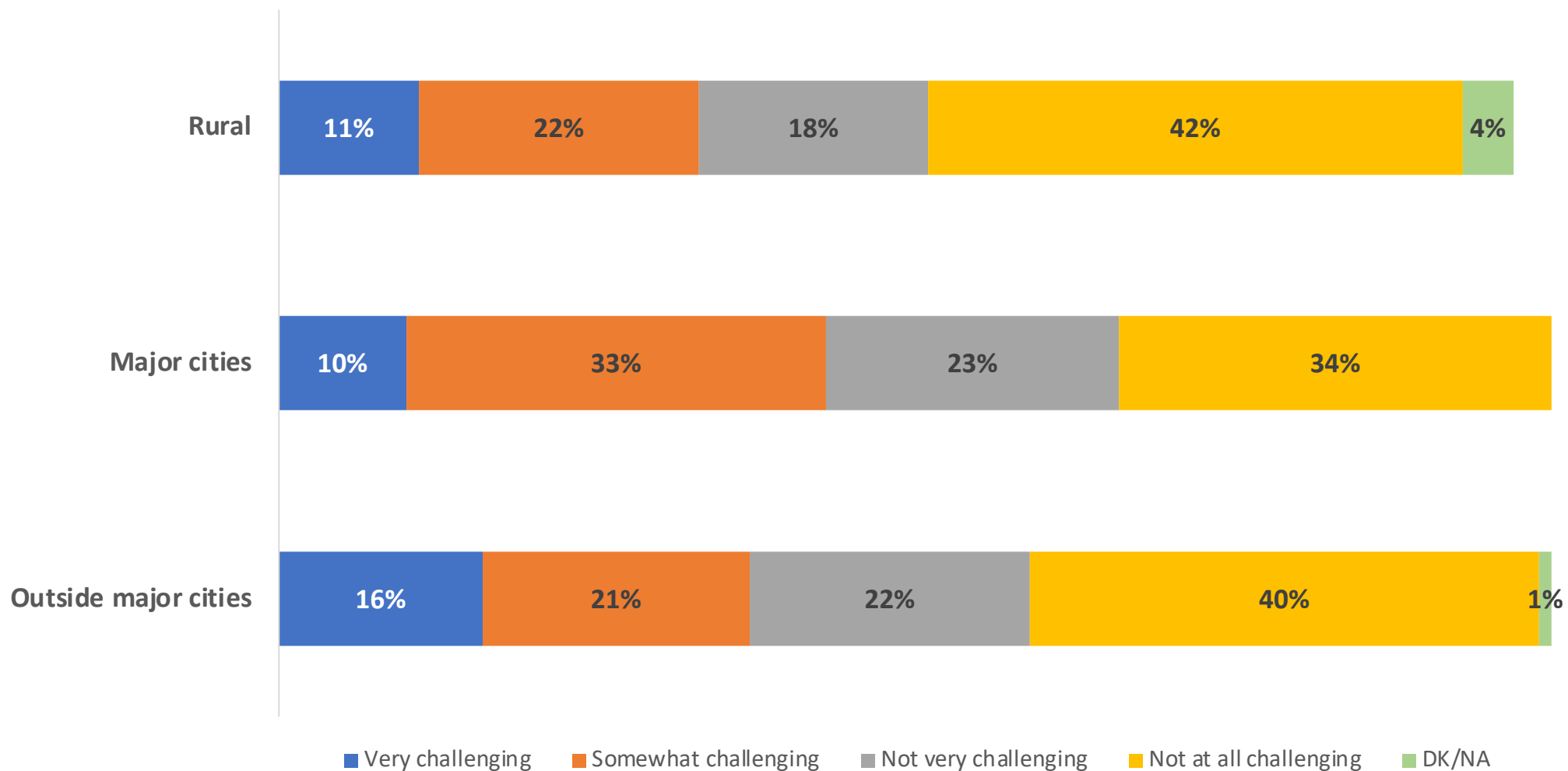
# CHALLENGING | ACCESSING TRAINING

*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 | LOSING STAFF TO LIFE CHOICES

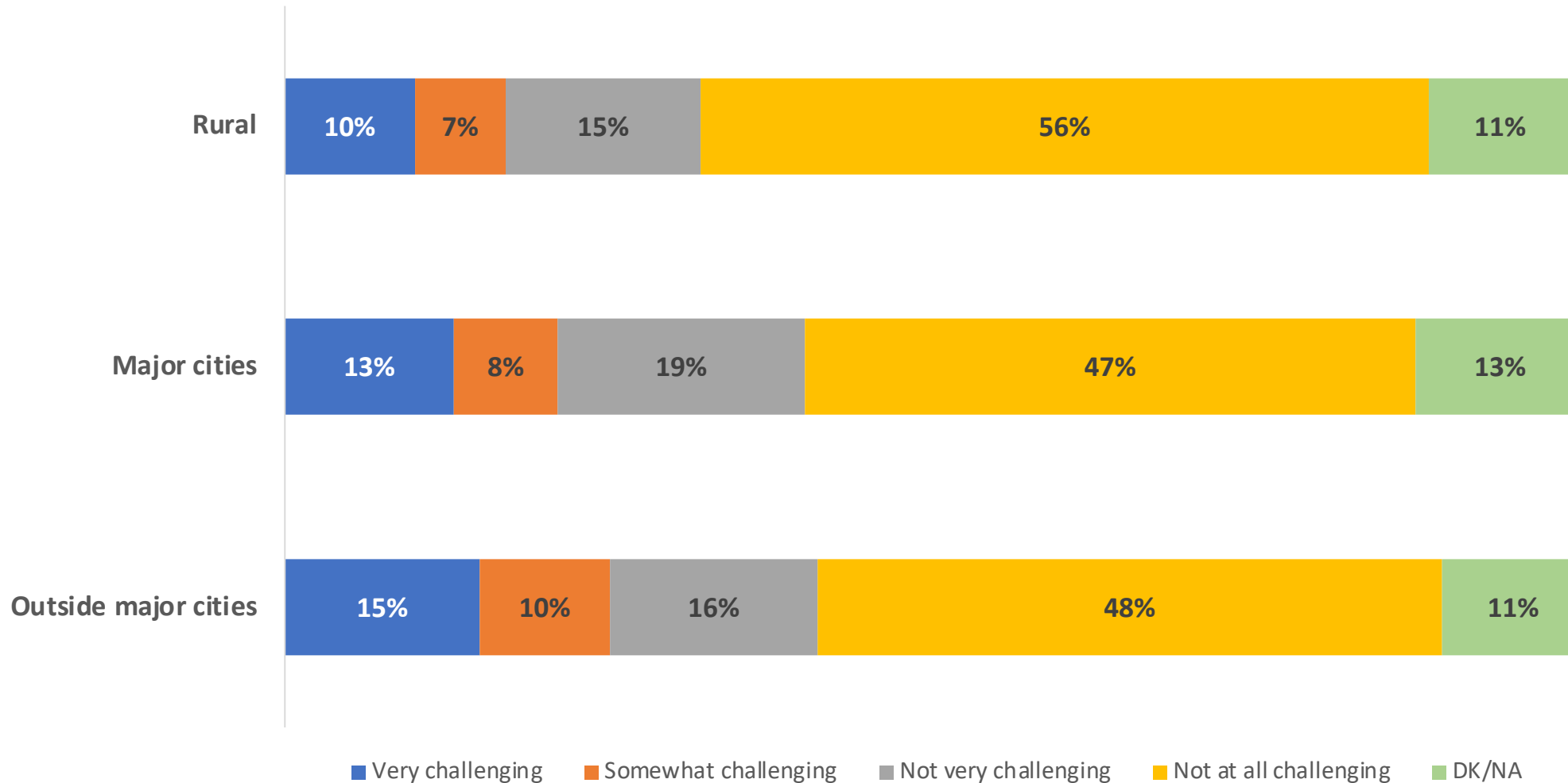
*To what extent would you say that each of the following presents a challenge to your business right now? Starting with...(BASE: n=501)*





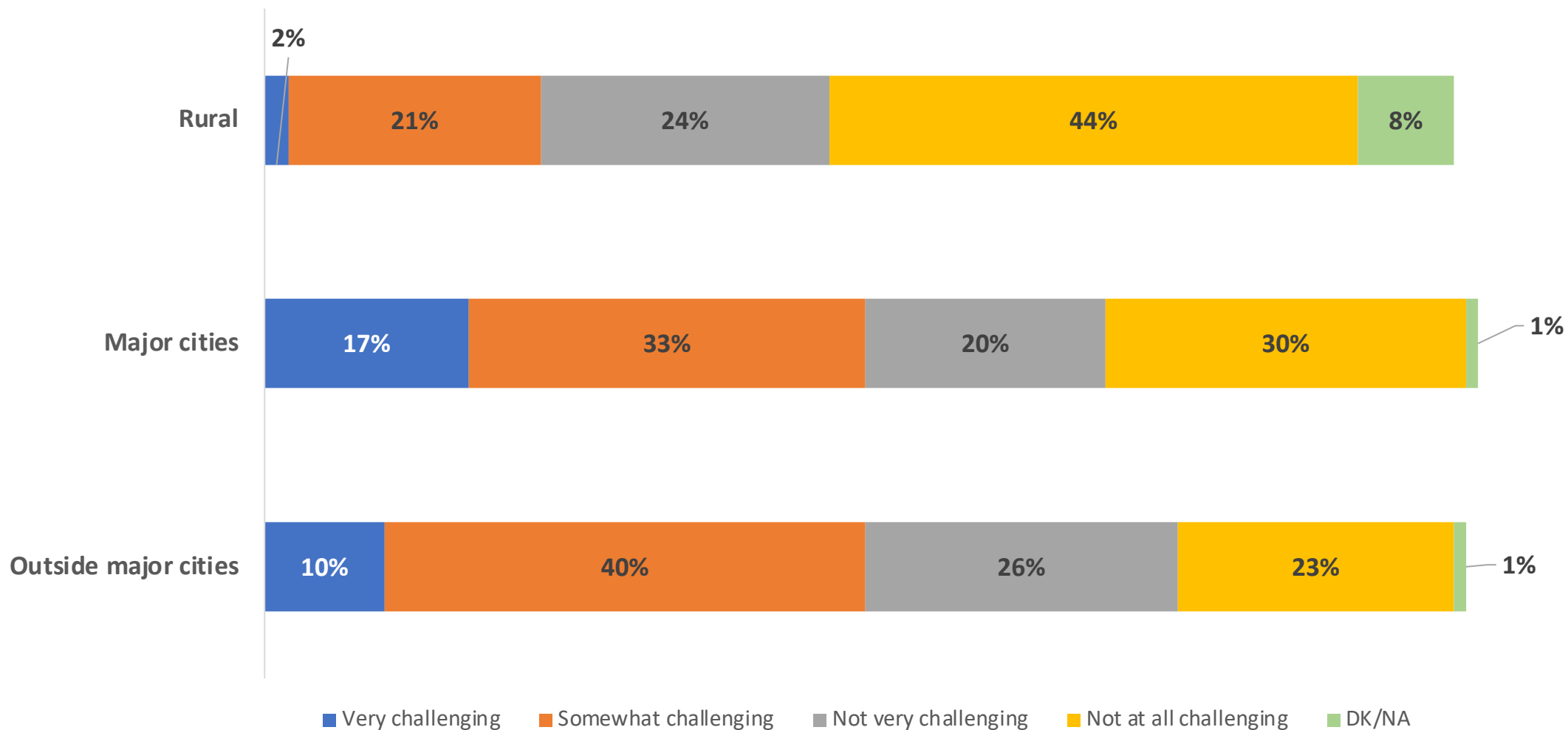
# CHALLENGING | HYBRID AND FLEXIBLE WORK MODELS AND EXPECTATIONS, INCLUDING WORK FROM HOME

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



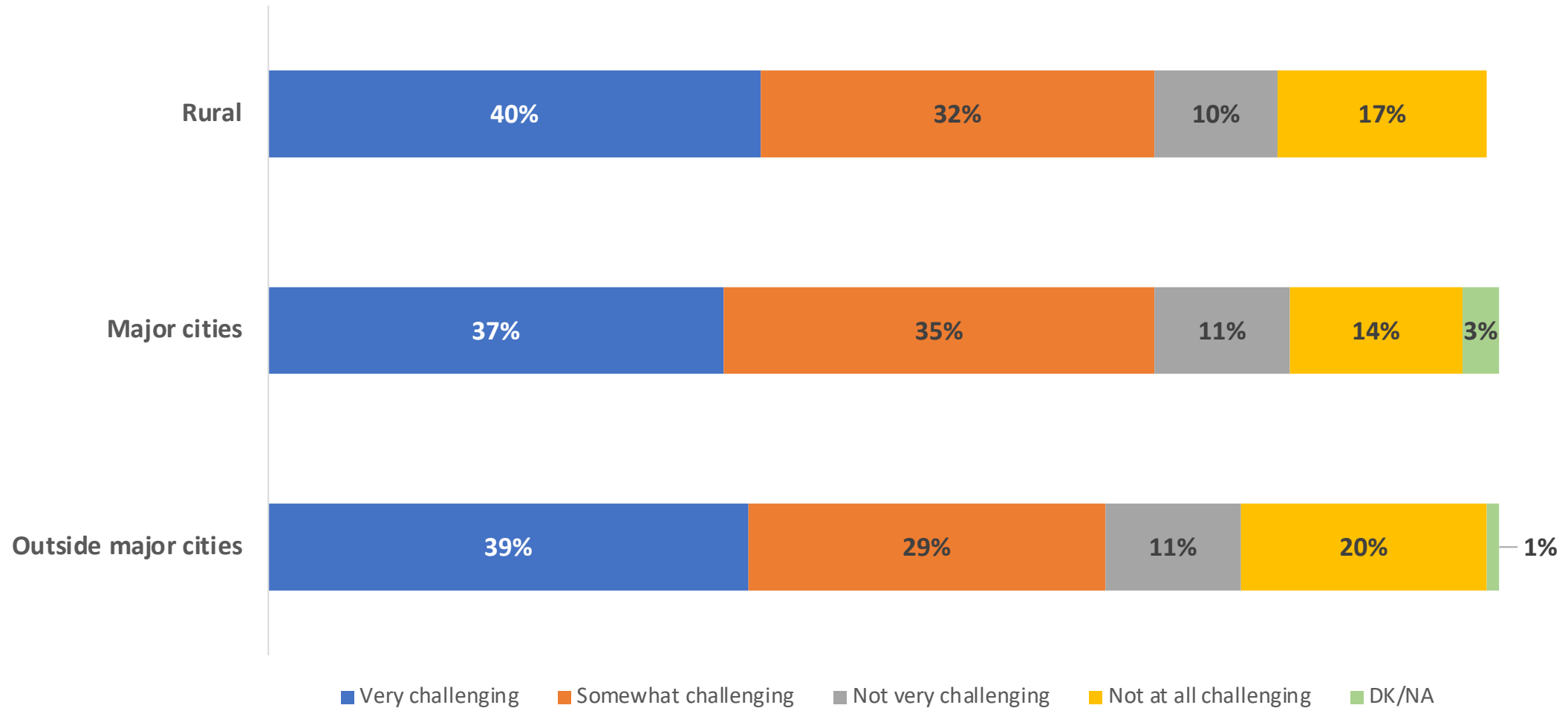
# CHALLENGING | EMPLOYEE MENTAL HEALTH

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



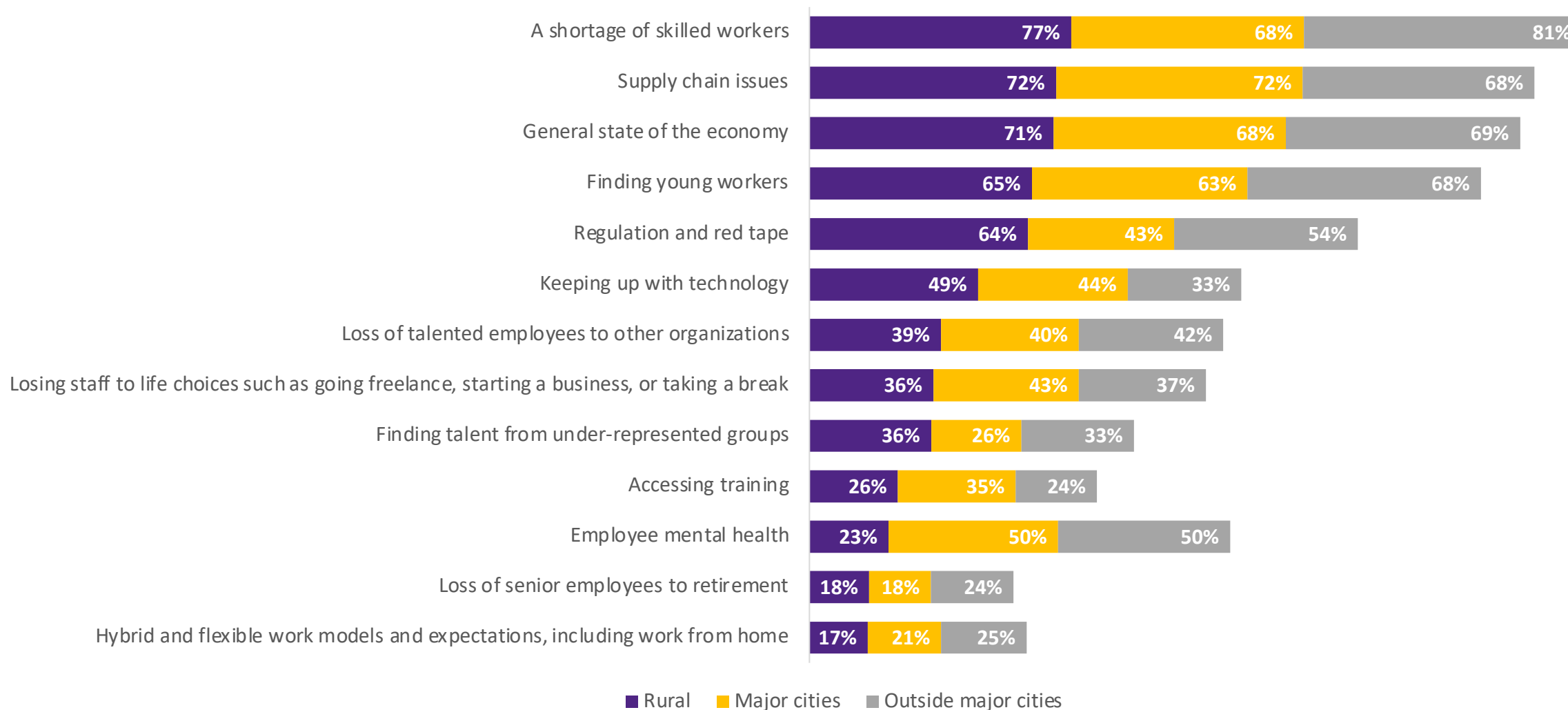
# CHALLENGING | SUPPLY CHAIN ISSUES

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



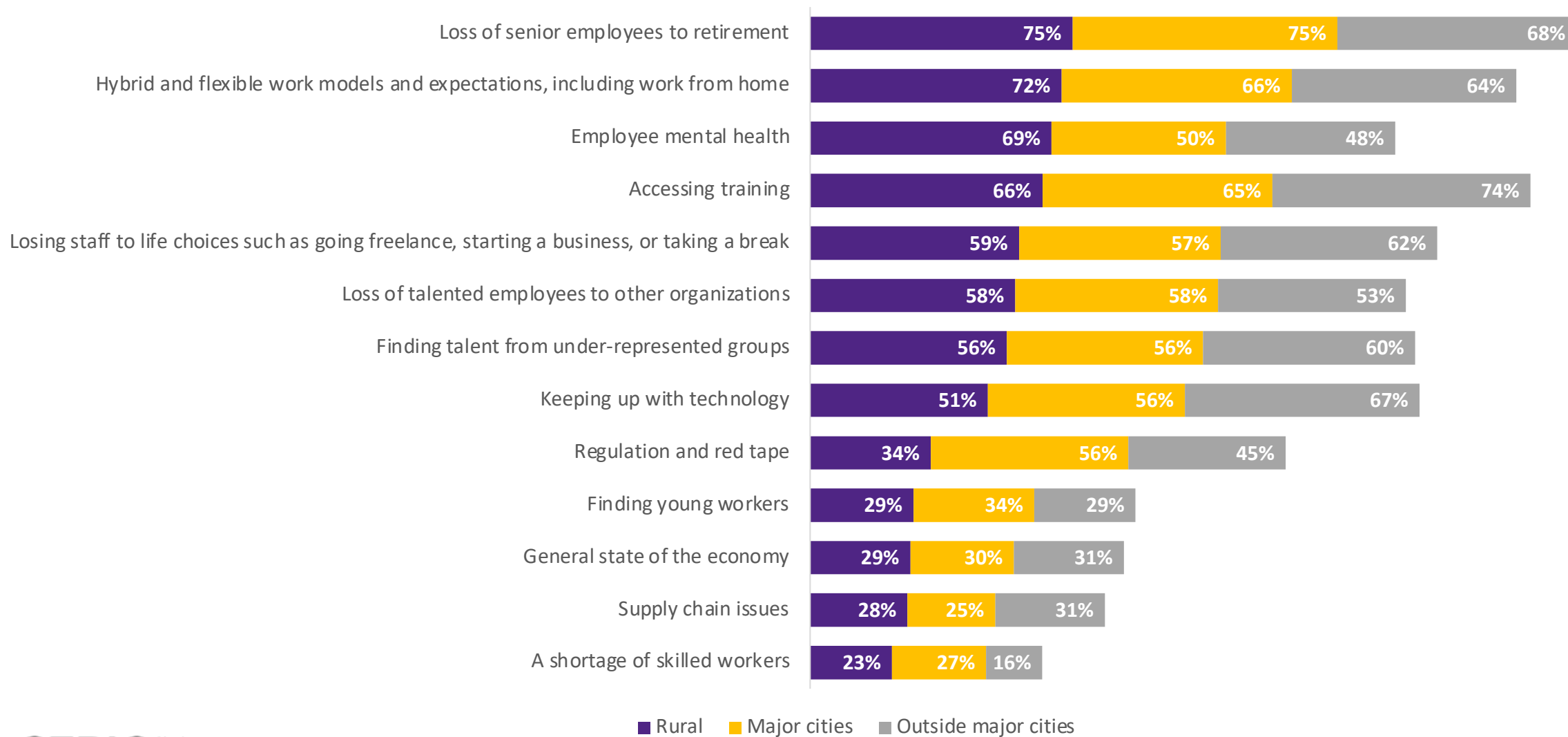
# CHALLENGING | OVERALL

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



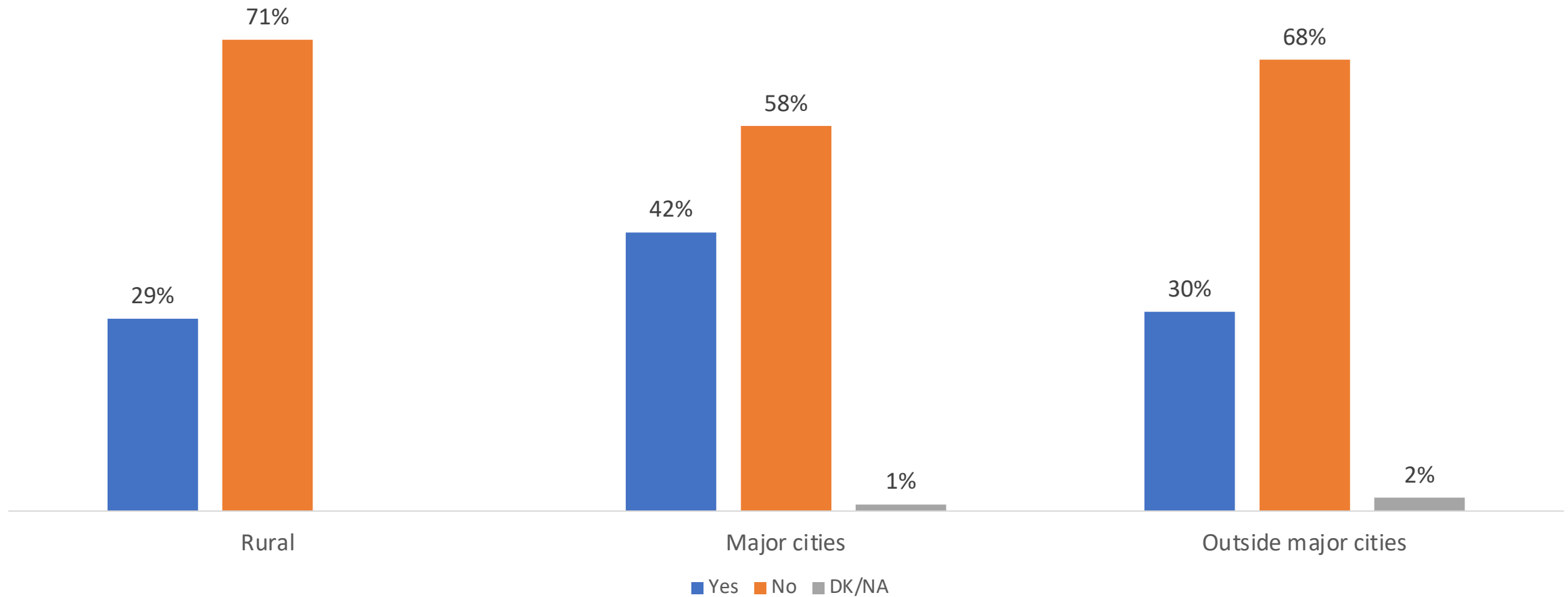
# NOT CHALLENGING | OVERALL

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



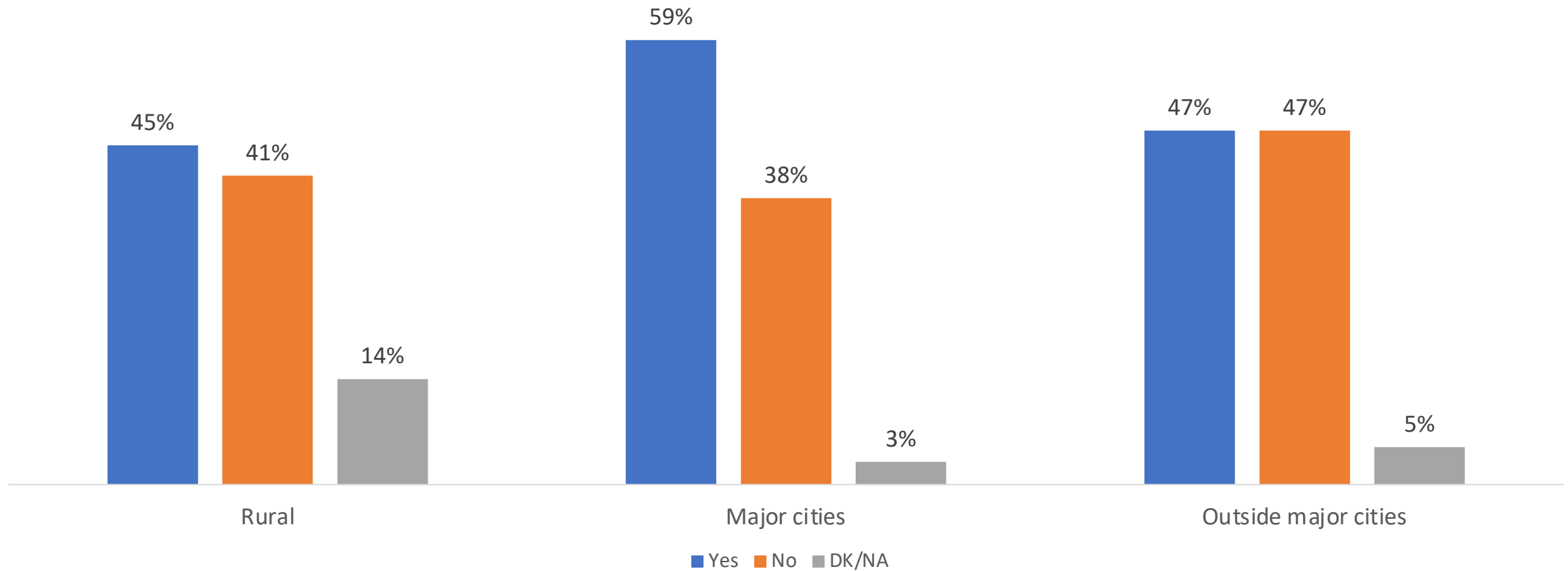
# WORK FROM HOME | SUPPORT TO EMPLOYEES

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



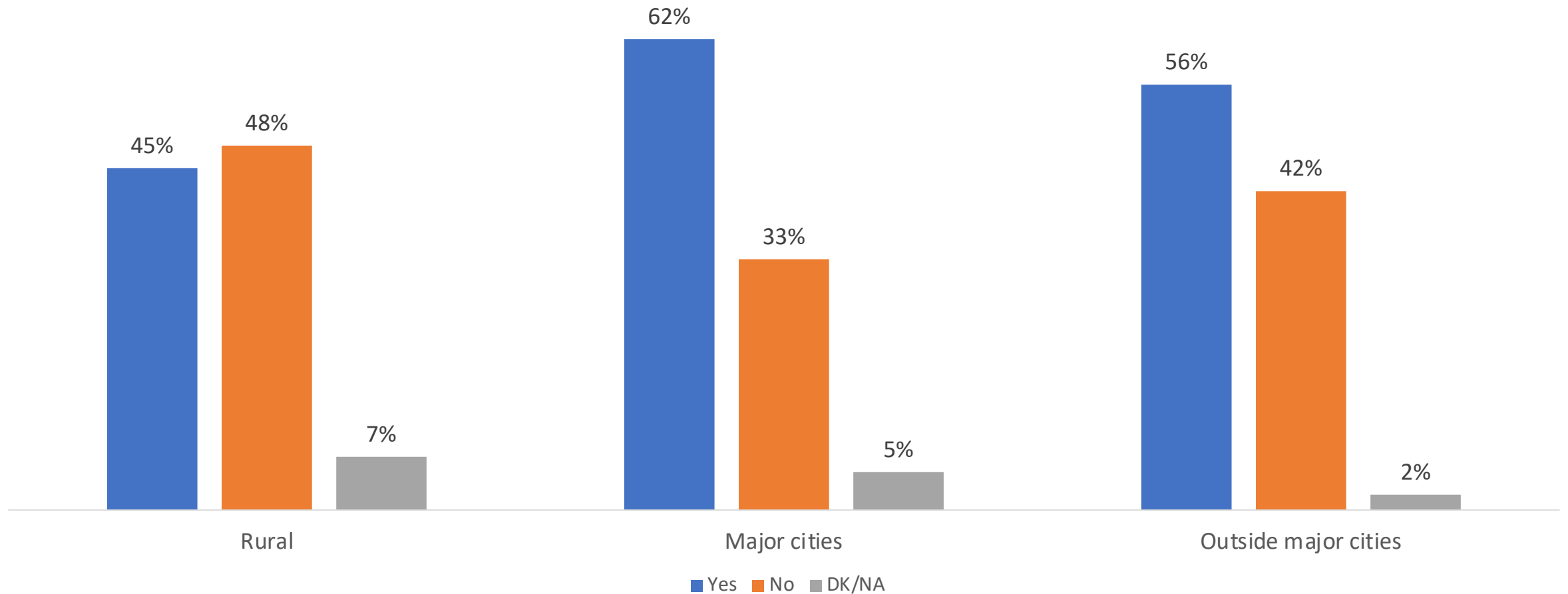
# WORK FROM HOME | SUPPORT TO EMPLOYEES

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



# WORK FROM HOME | SUPPORT TO EMPLOYEES

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

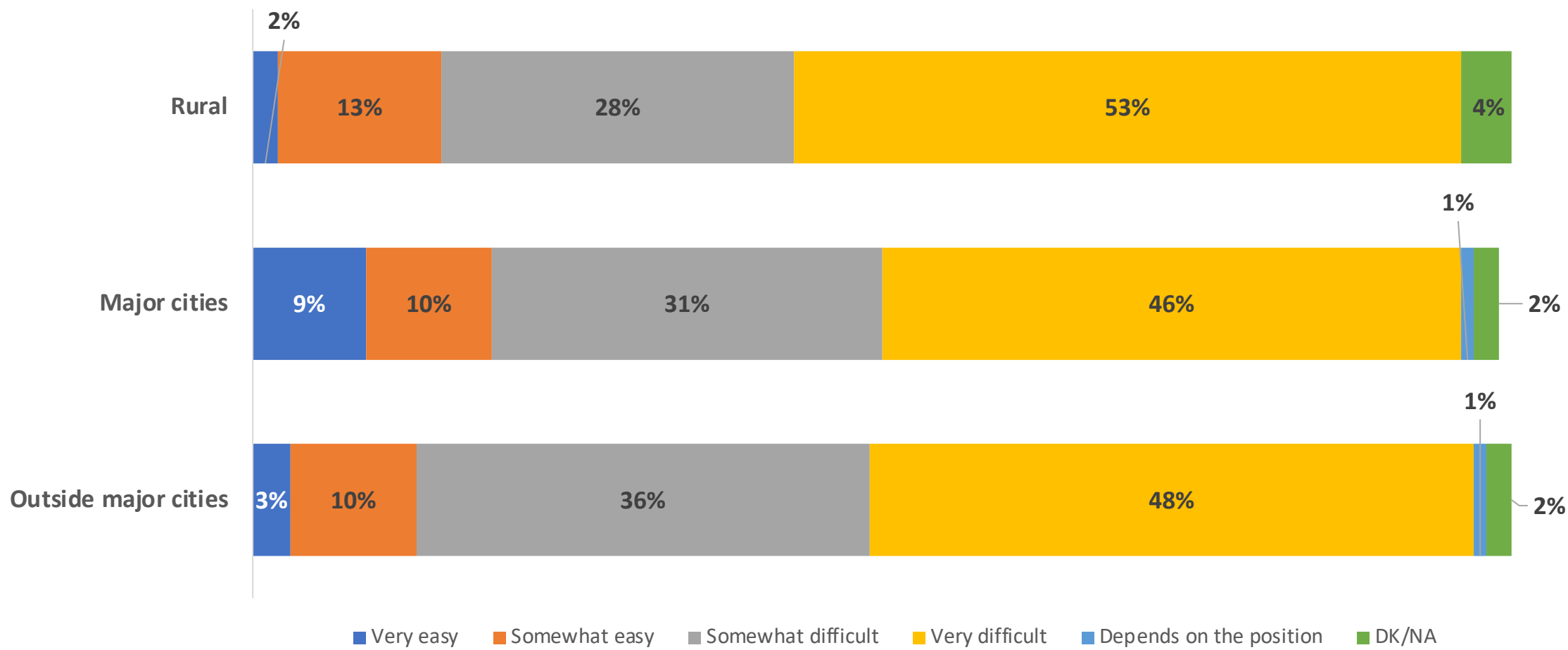




# **RECRUITMENT & RETENTION**

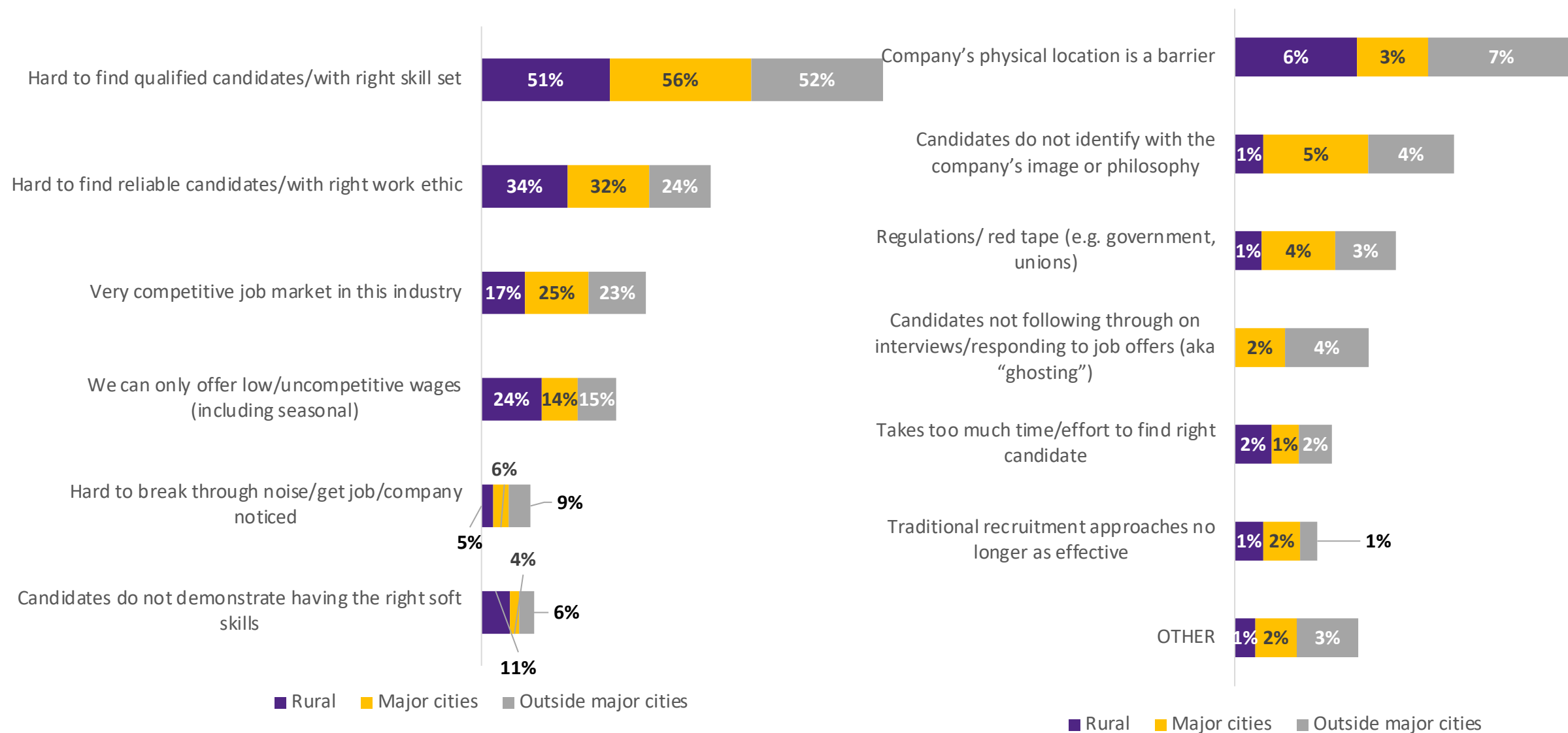
# RECRUITING | DIFFICULTY

*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)*



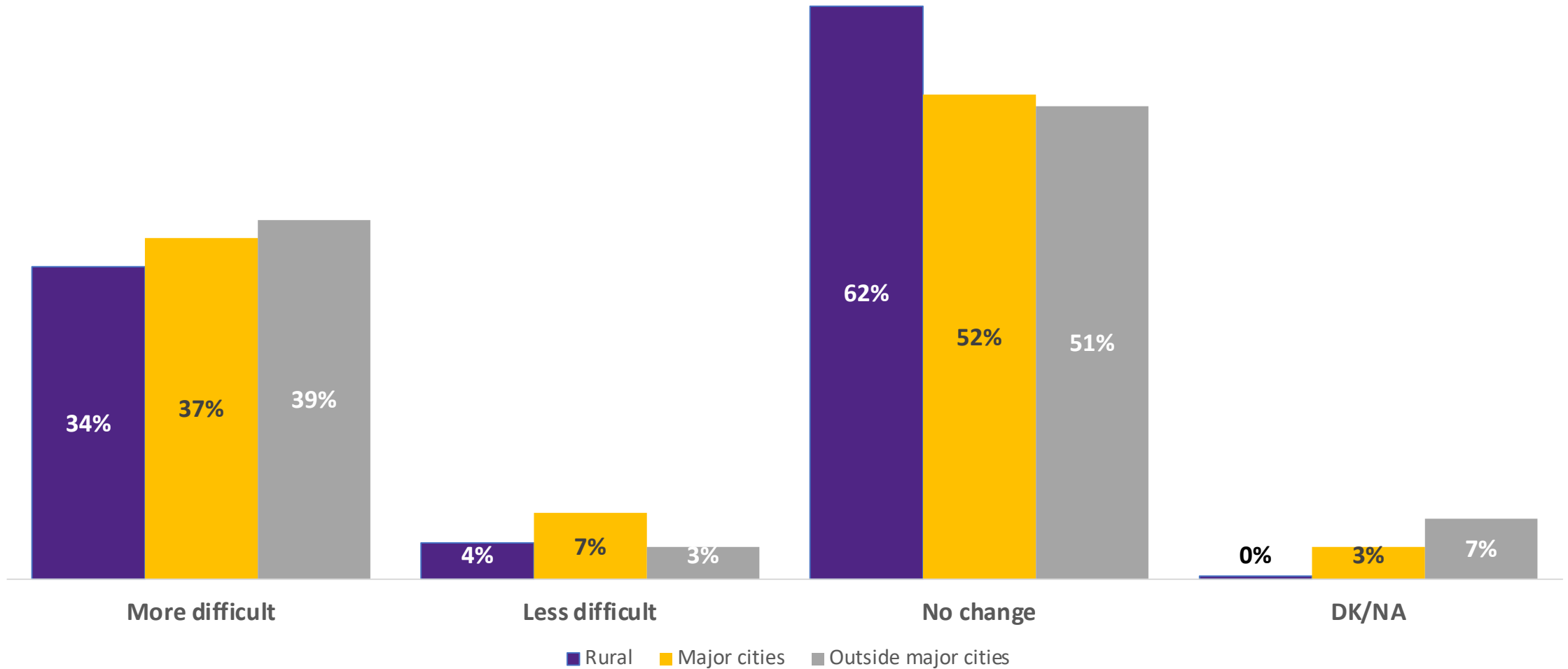
# RECRUITING | REASONS FOR DIFFICULTY

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



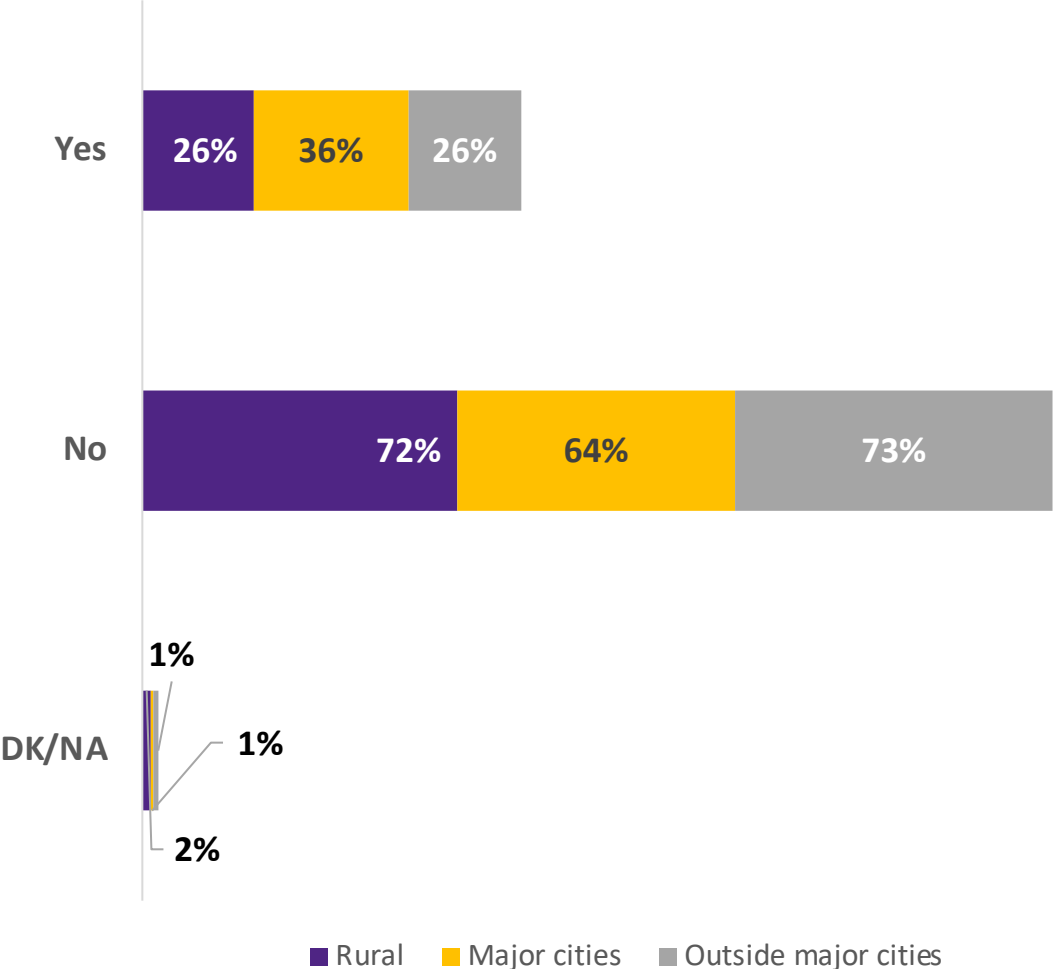
# RETENTION OF EMPLOYEES | IMPACT OF PANDEMIC

Q8 - 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)

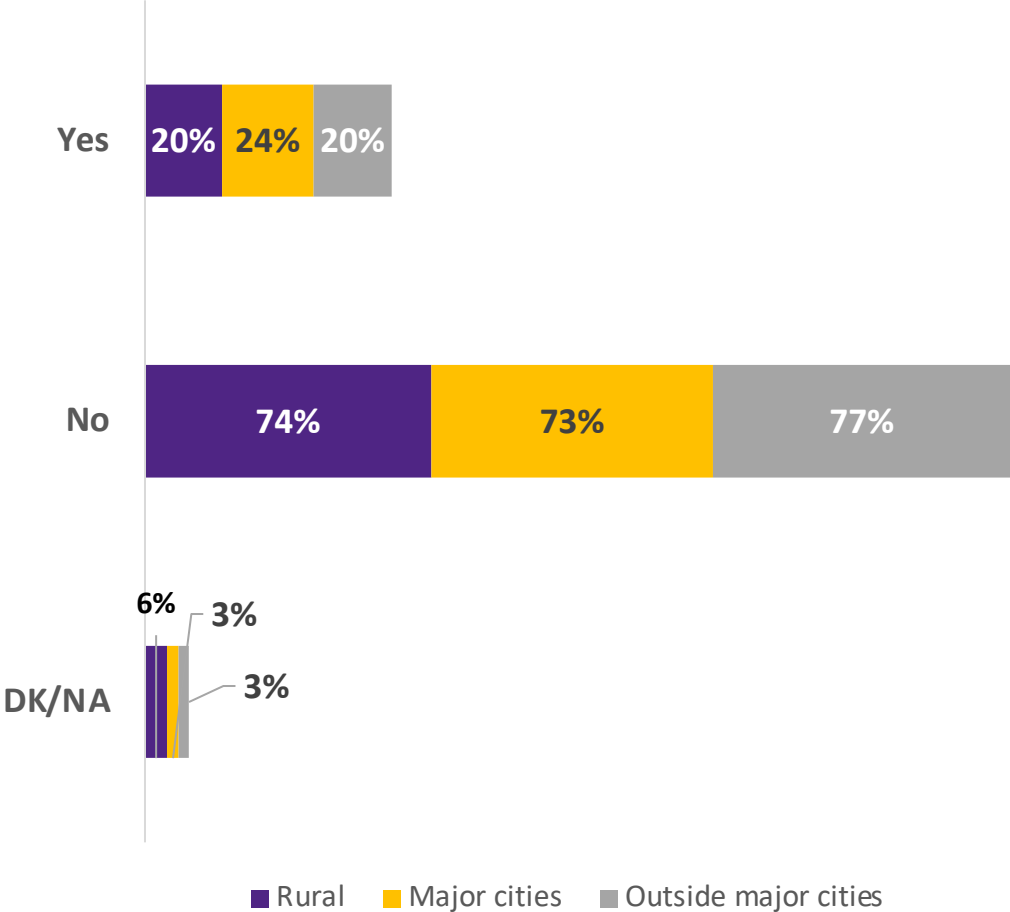


# RECRUITMENT | NEW POLICIES OR PRACTICES

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

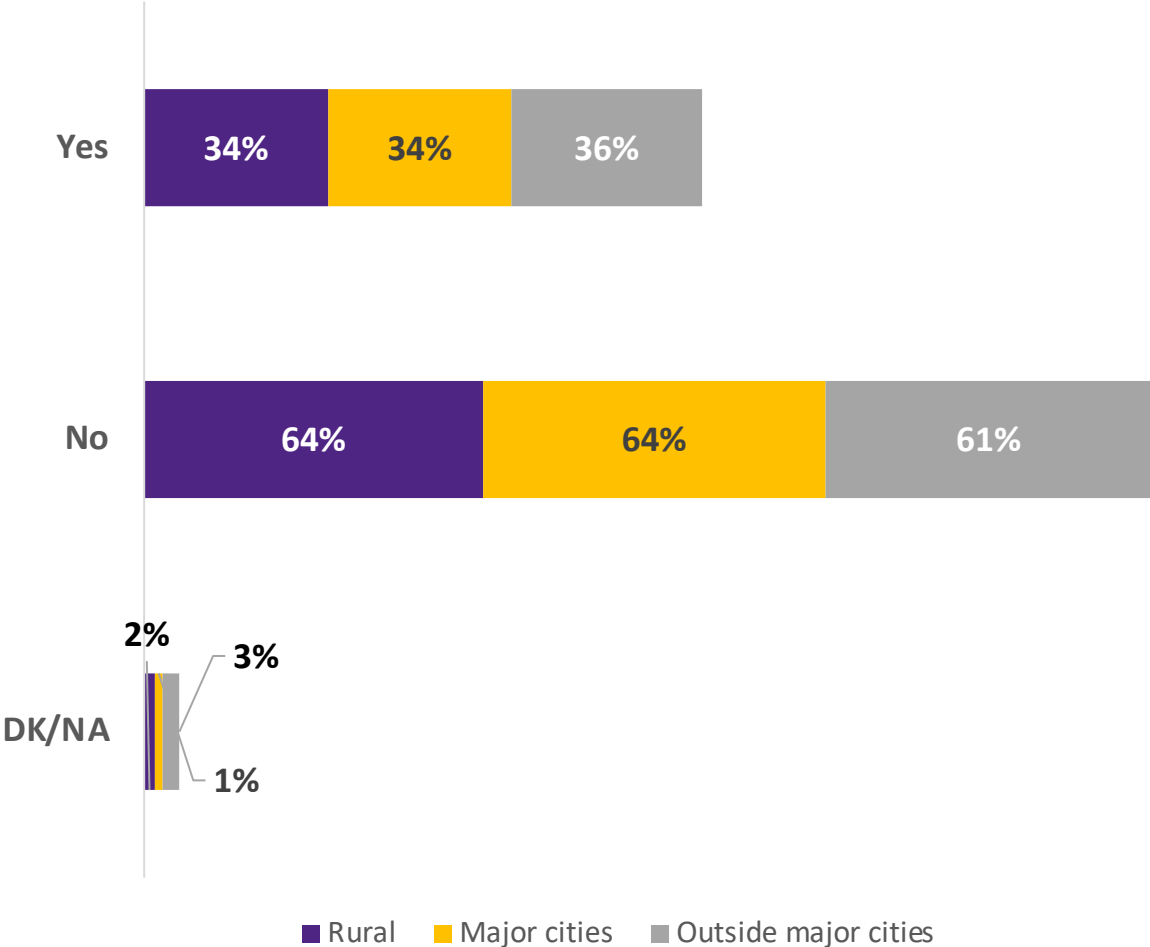


Are you considering any new policies or practices related to recruitment?

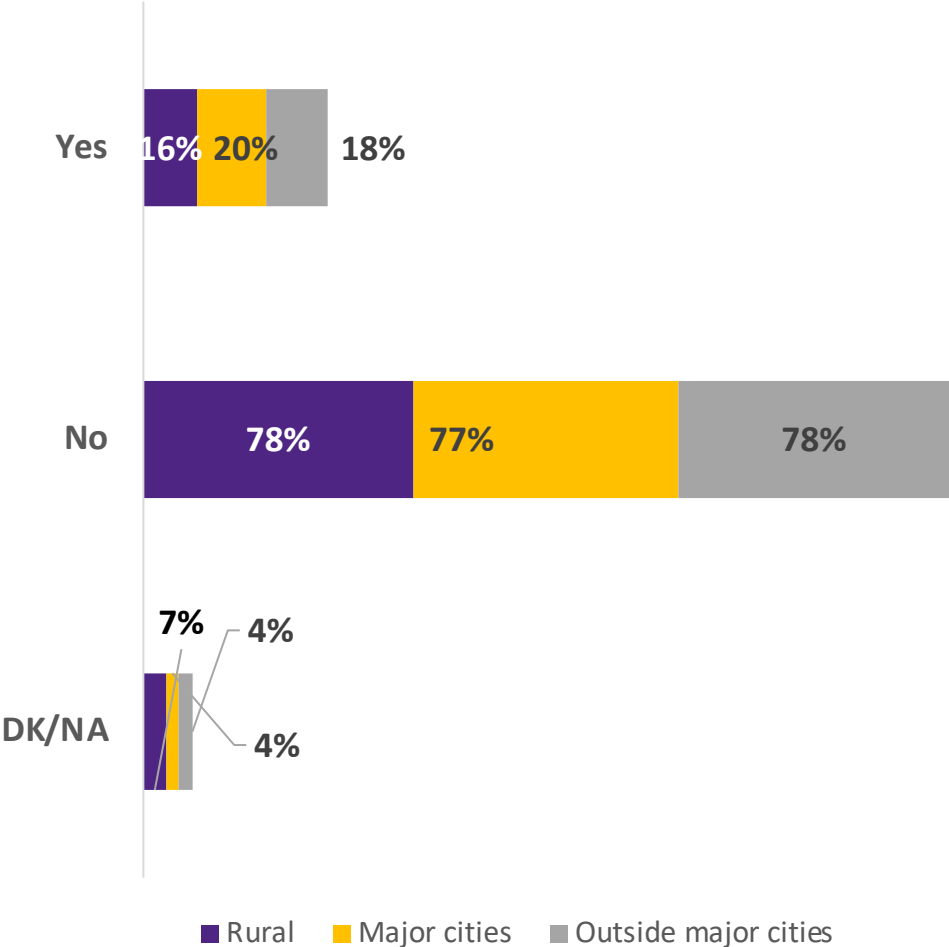


# RETENTION| NEW POLICIES OR PRACTICES

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

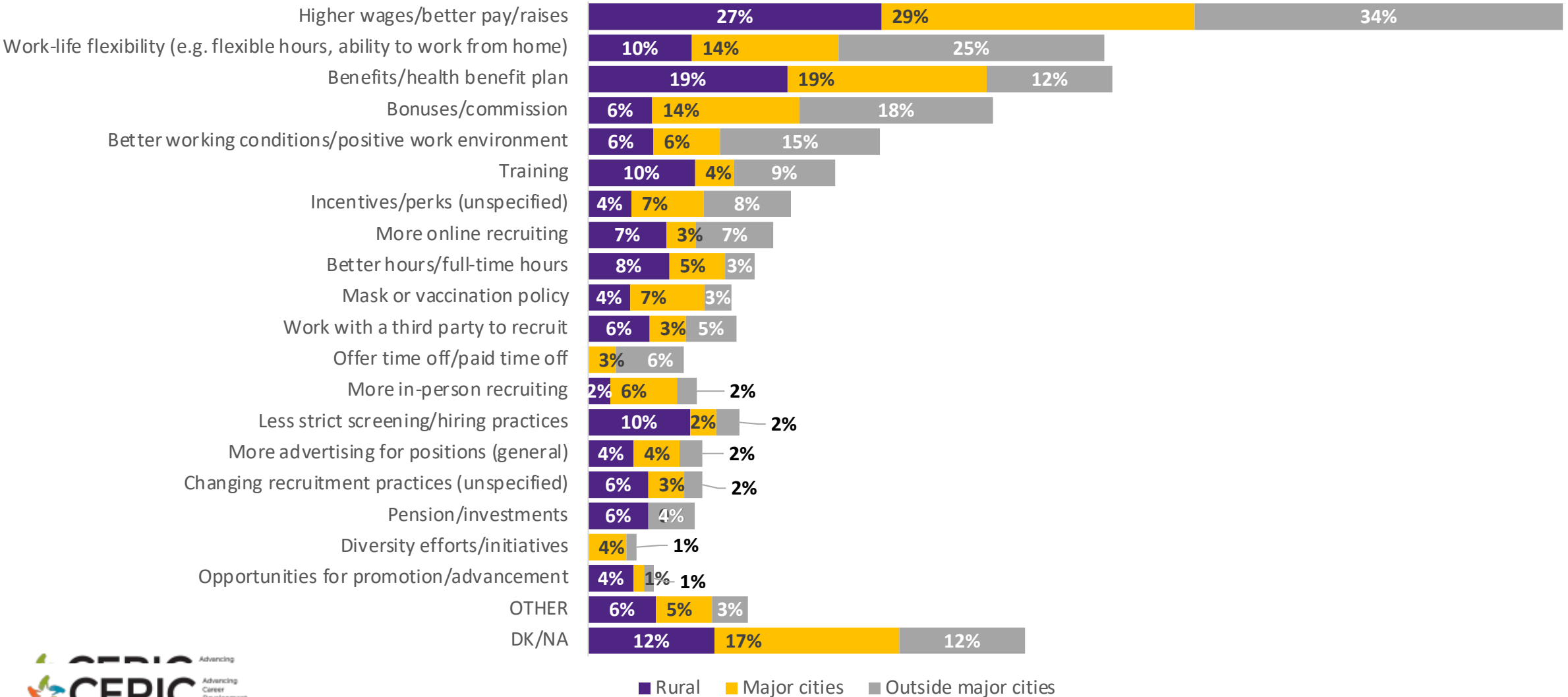


*Are you considering any new policies or practices related to retention?*



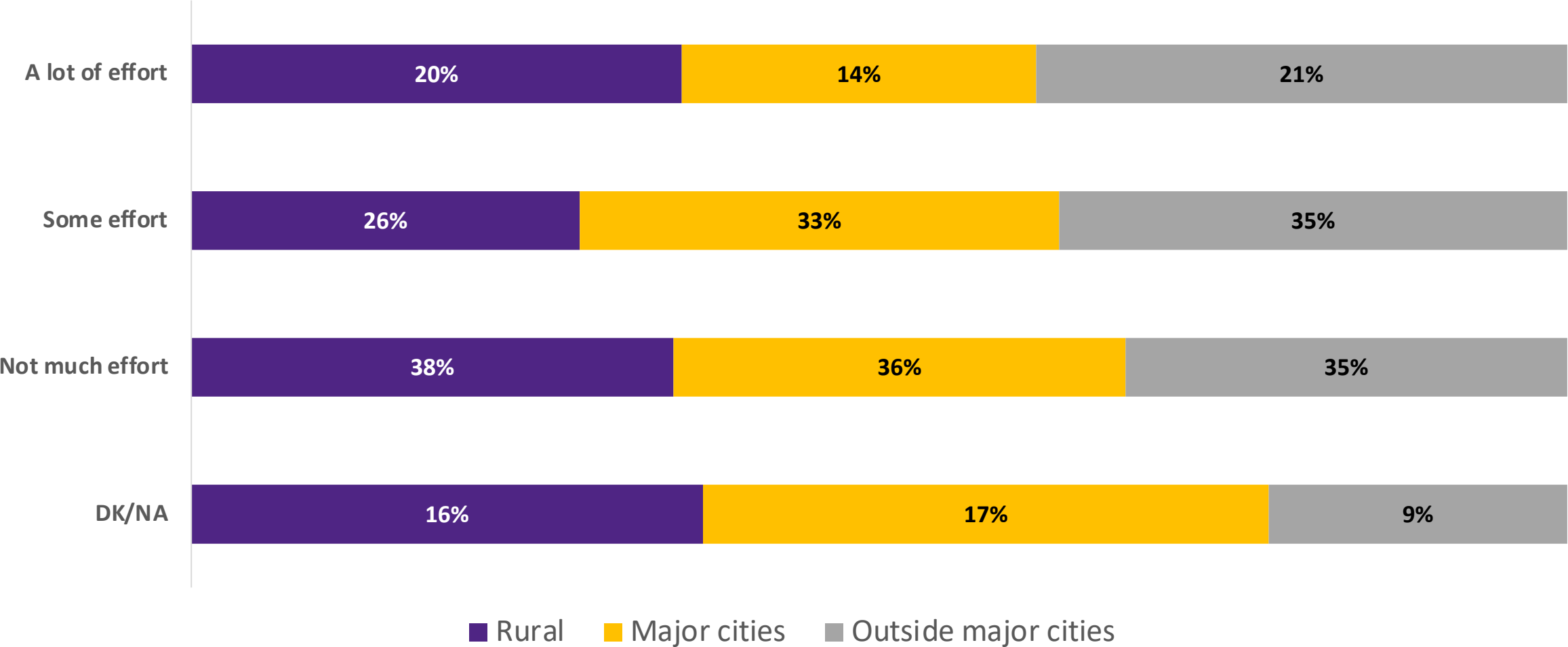
# RECRUITMENT & RETENTION| NEW PRACTICES

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



# 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*



# FINDING SKILLED EMPLOYEES

*Has your business done any of the following in the past 2-5 years in order to find skilled employees: NO*



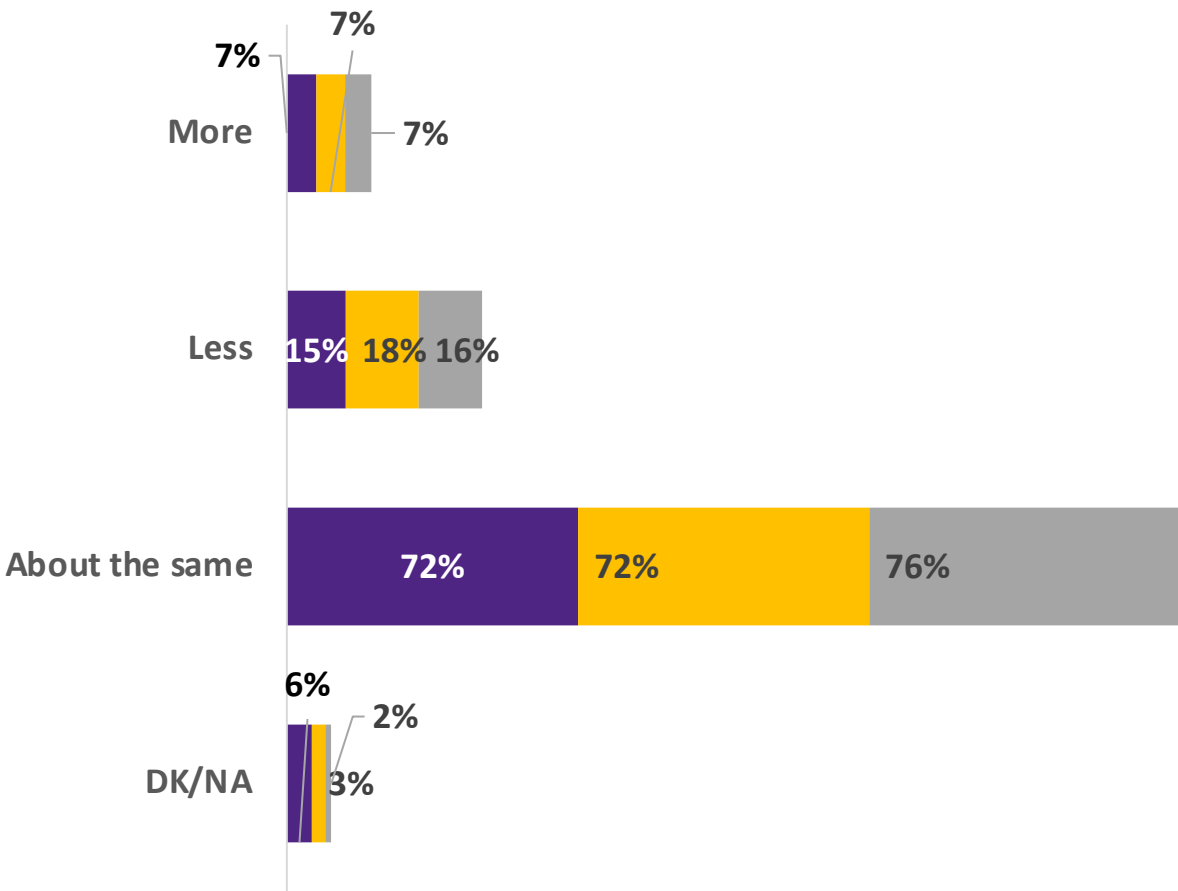
■ Rural ■ Major cities ■ Outside major cities

# SEARCHING FOR SKILLED EMPLOYEES | WHAT'S IMPORTANT?

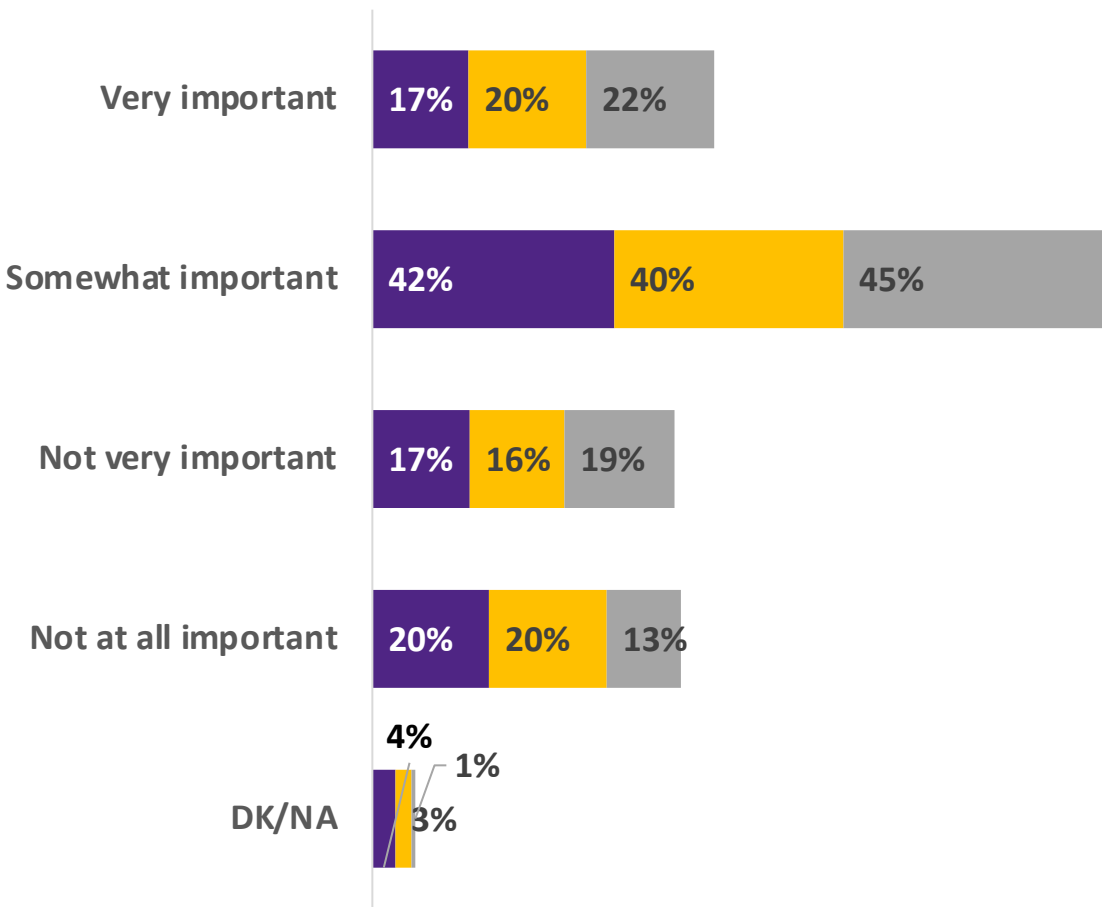
When searching for skilled employees, would you say that resumes matter more than in the past, less than in the past or about the same as always? (BASE: n = 501)

How important to you is a potential employee's online profile or footprint? Is it . . . ? (BASE: n = 501)

Importance of resumes



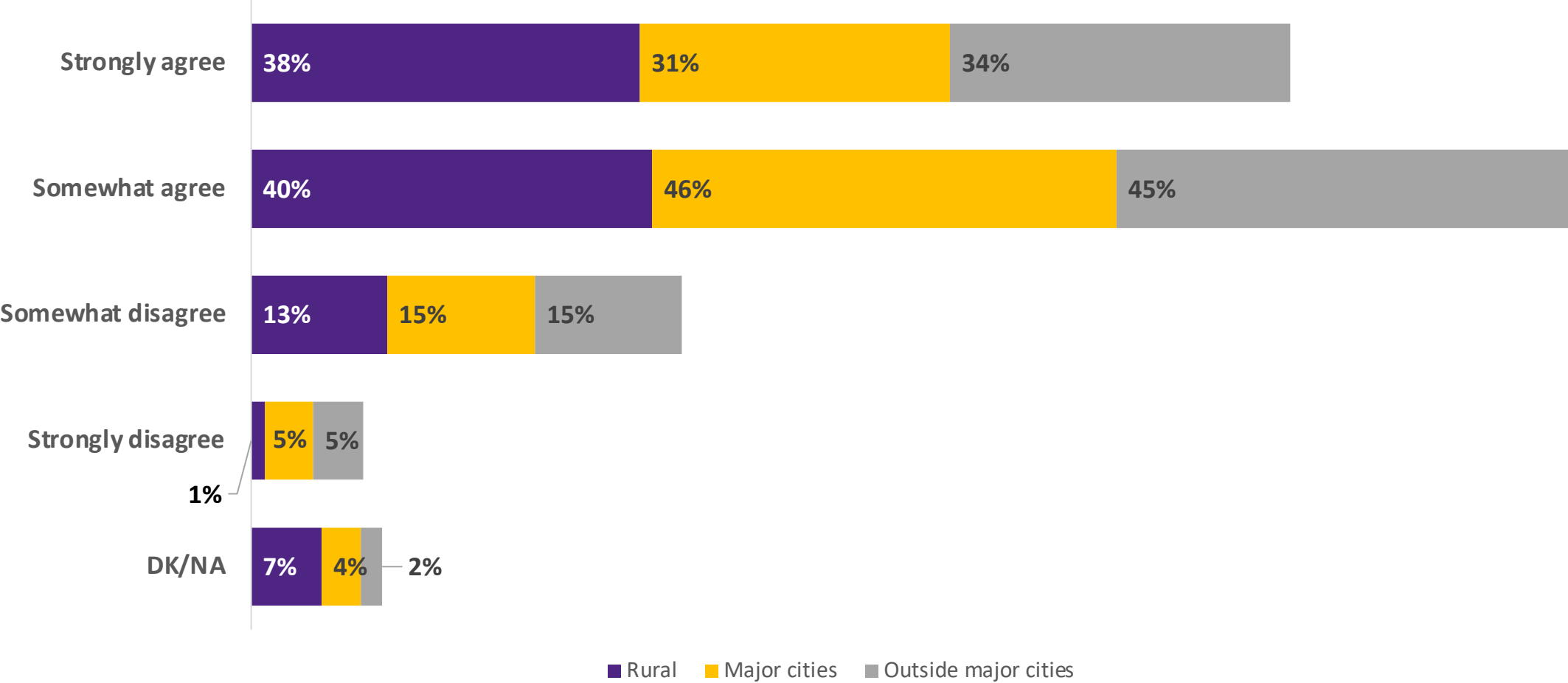
Importance of online footprint



**SKILLS GAP**

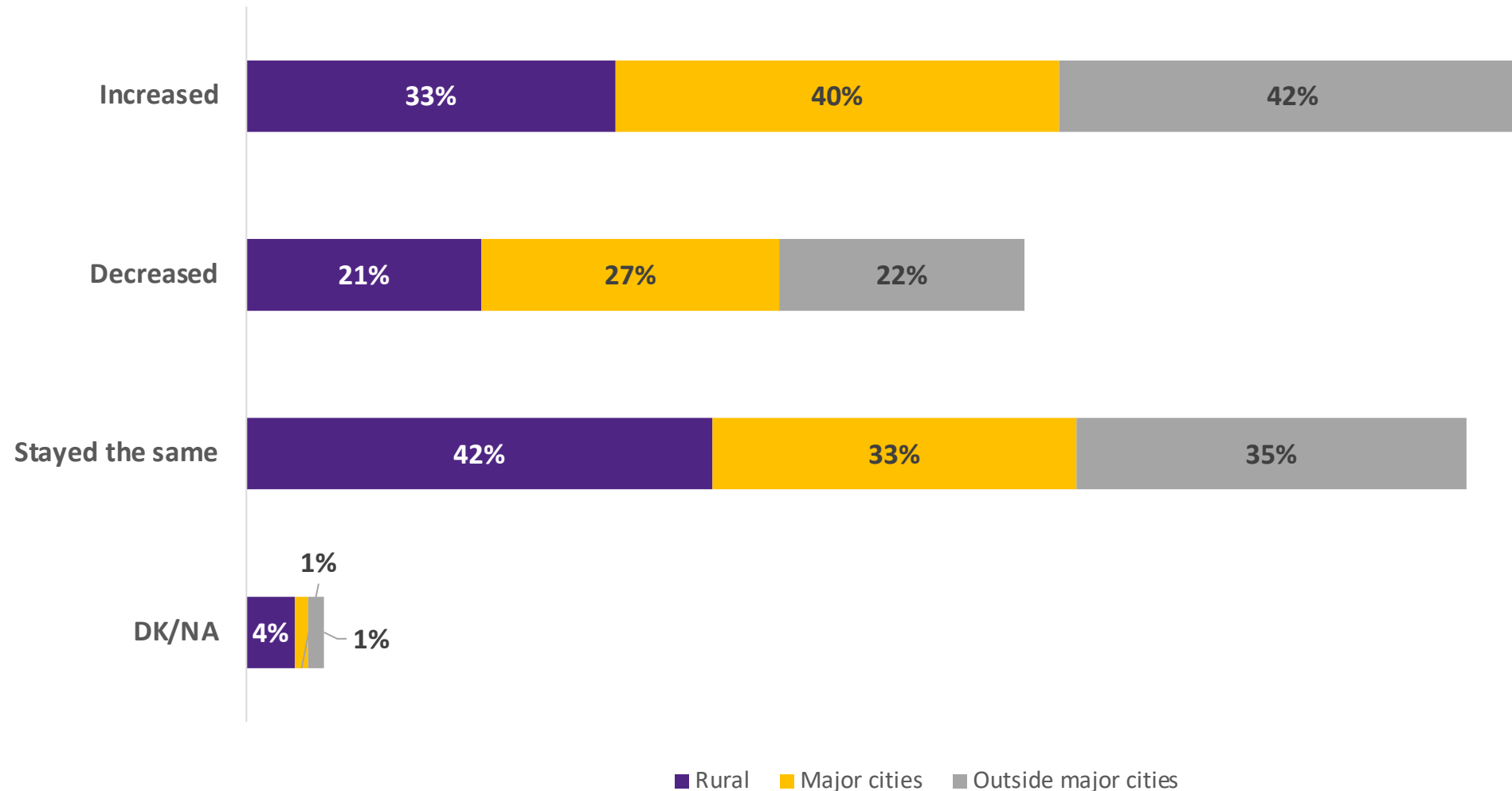
# SKILLS GAP

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?*

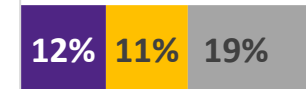
The best way to close the skills gap is for employers to offer more training for new employees.



The best way to close the skills gap is for prospective employees to better prepare themselves for the labour market



Both/combination of the two



DK/NA



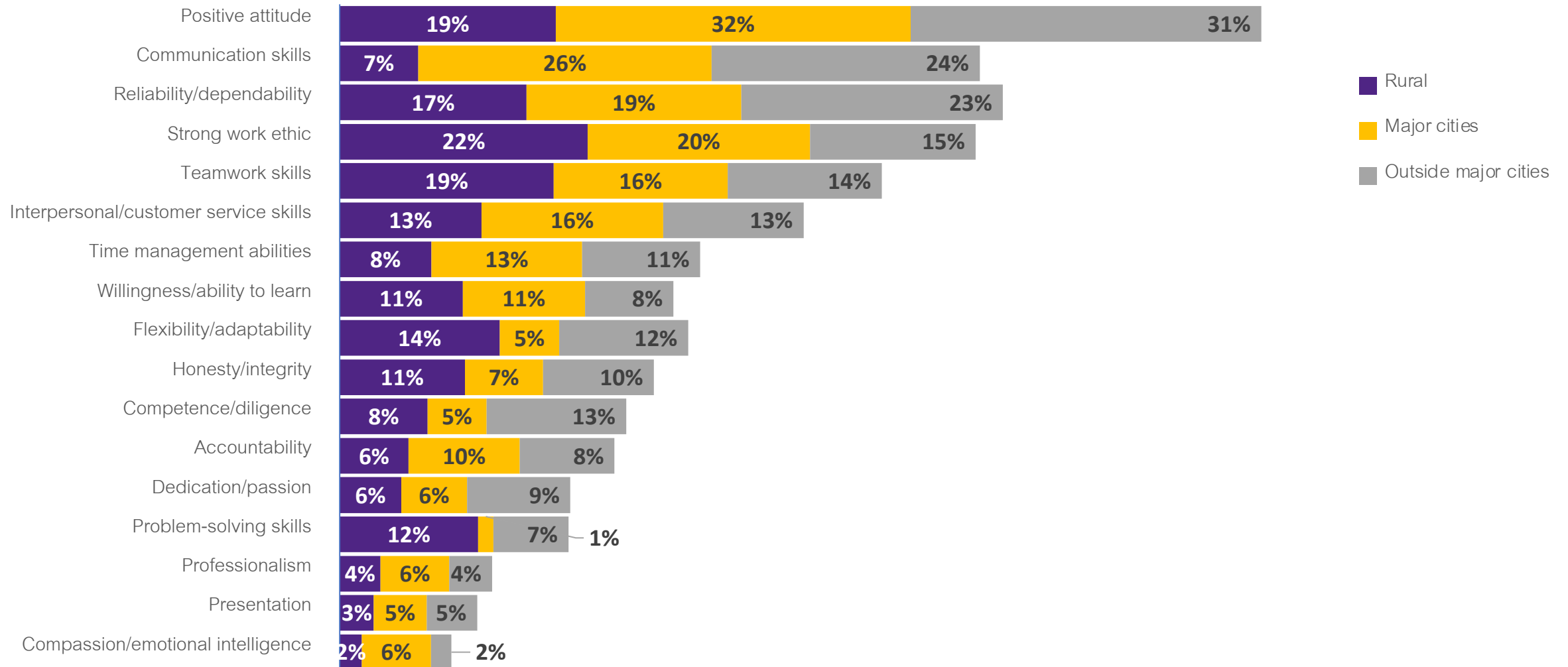
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# **SOFT SKILLS**



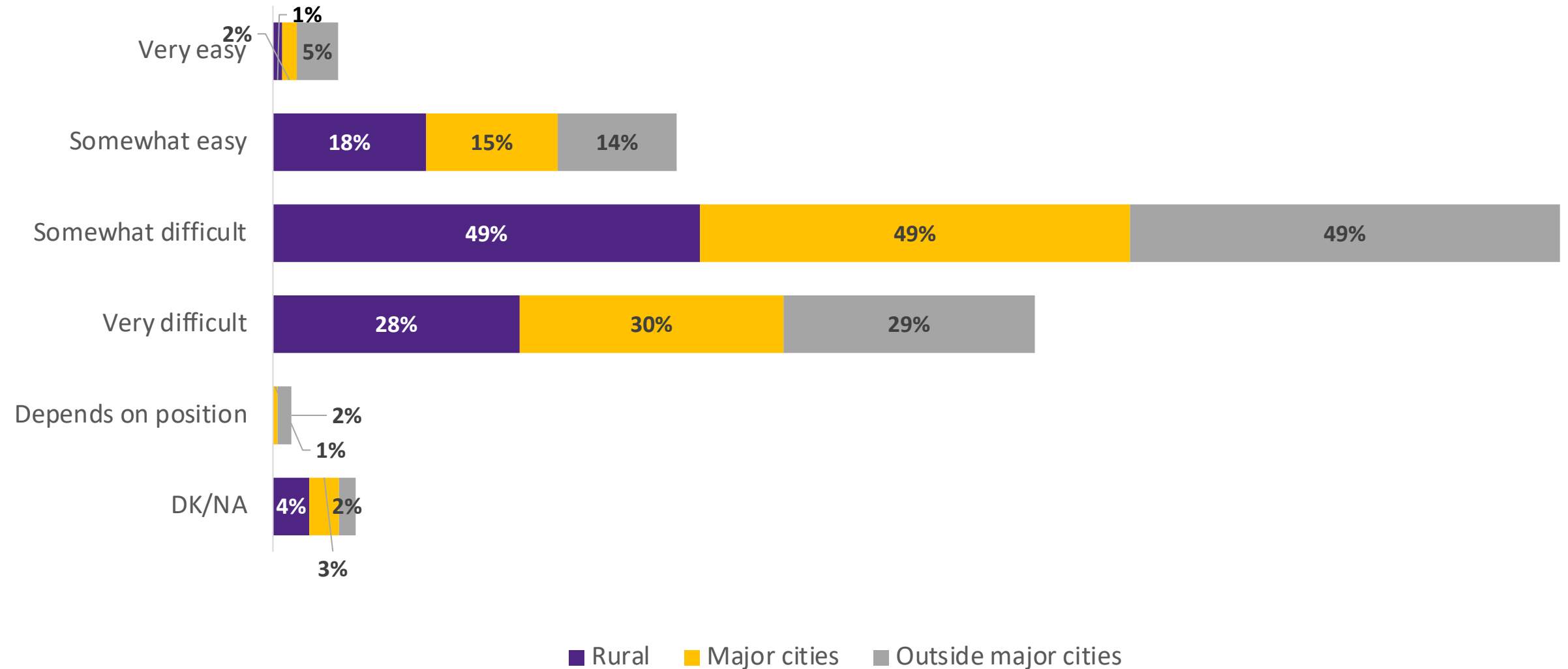
# SOFT SKILLS | LEVEL OF IMPORTANCE

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



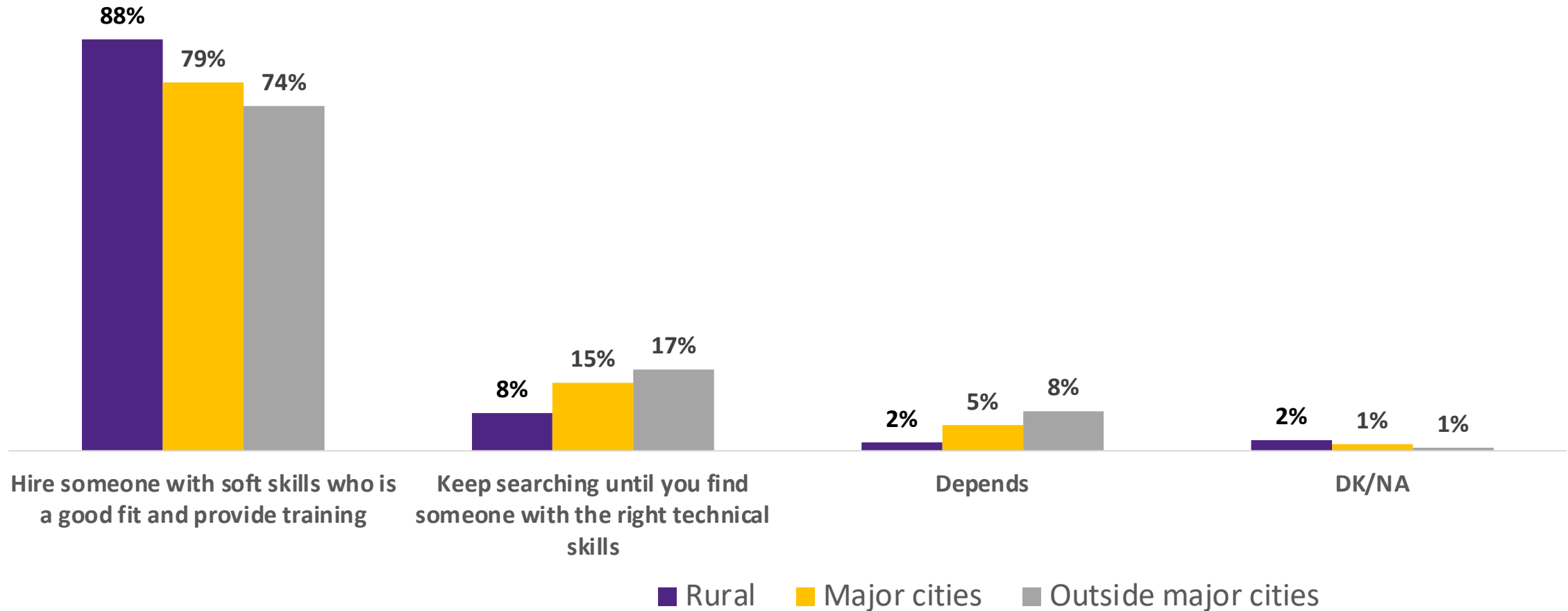
# SOFT SKILLS | DIFFICULTY TO RECRUIT

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



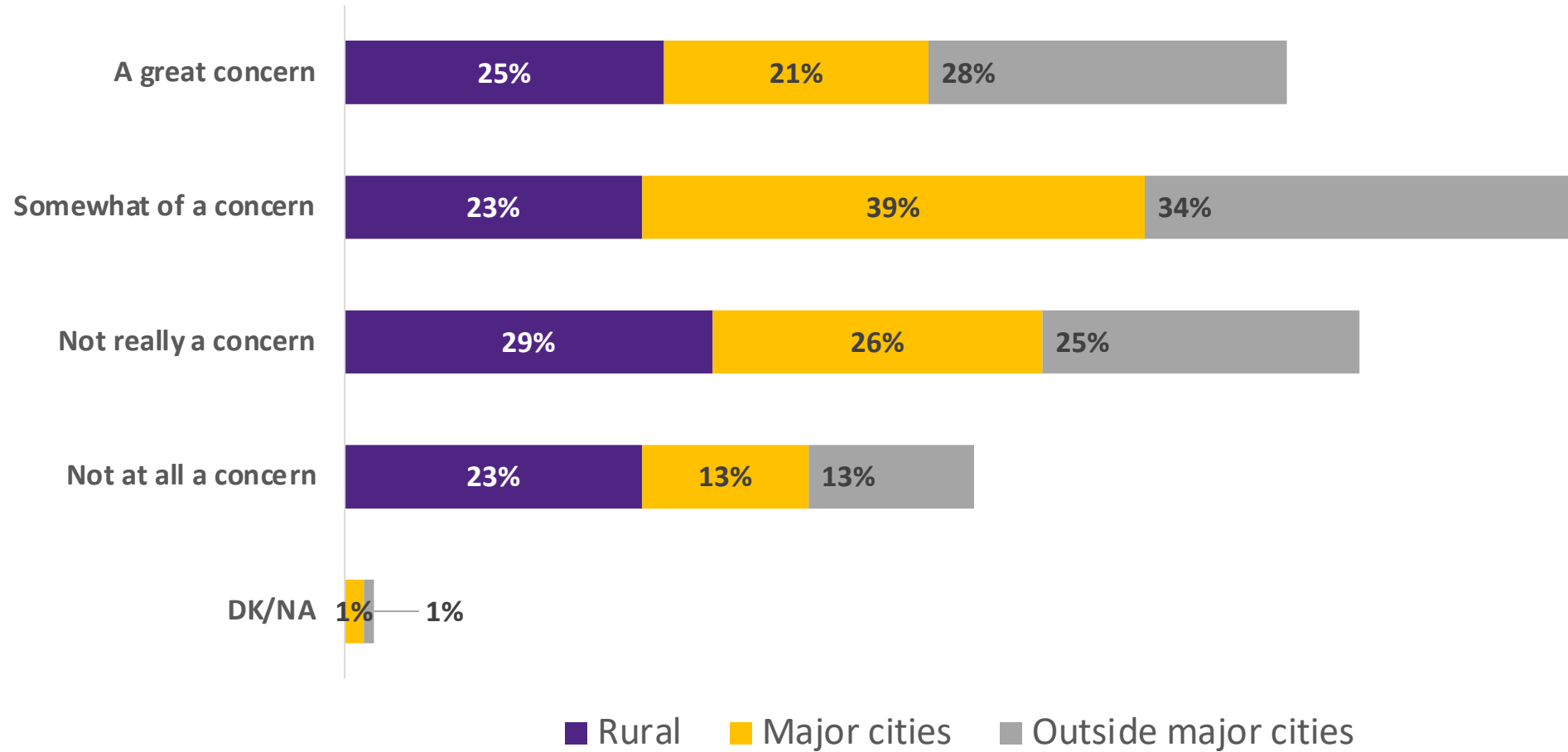
# SKILLS GAP | FINDING TECHNICALLY SKILLED WORKERS

*If you are having difficulty finding technically skilled workers, is your organization more likely to...*



# SKILLED EMPLOYEES | INVESTMENT IN TRAINING

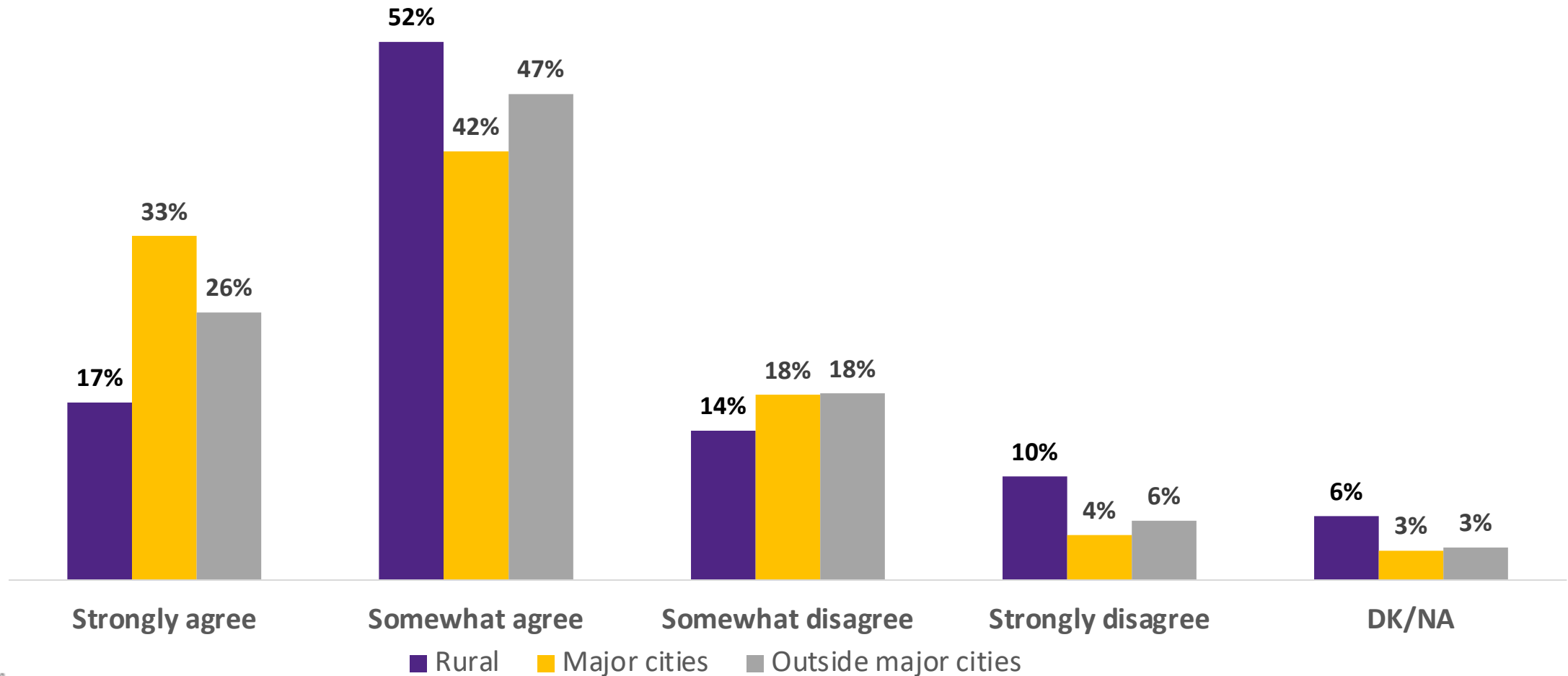
*Would you say that losing skilled employees in which you have invested training to other organizations is...?*



# **PROFESSIONAL/CAREER DEVELOPMENT**

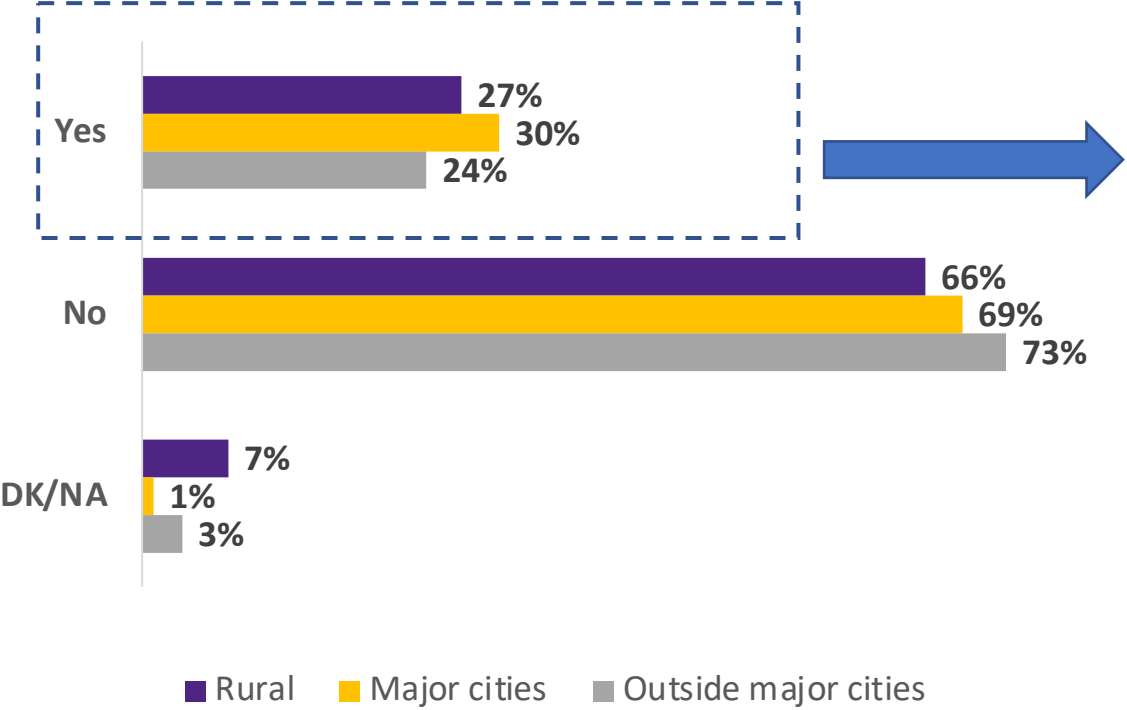
# PROFESSIONAL DEVELOPMENT | EMPLOYER'S RESPONSIBILITY

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

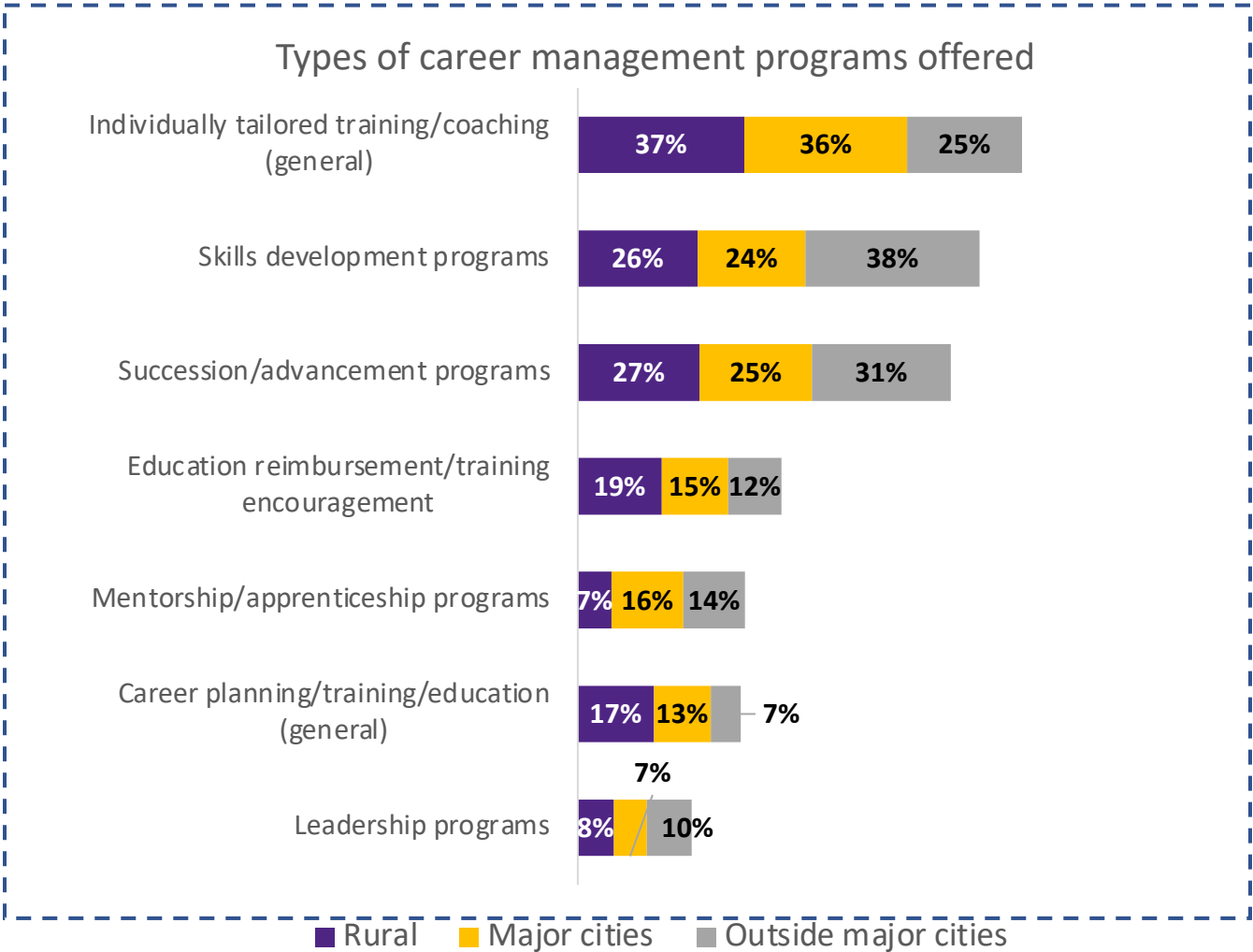


# PROFESSIONAL DEVELOPMENT | PROGRAM OPPORTUNITIES

Does your organization have career management programs for employees?

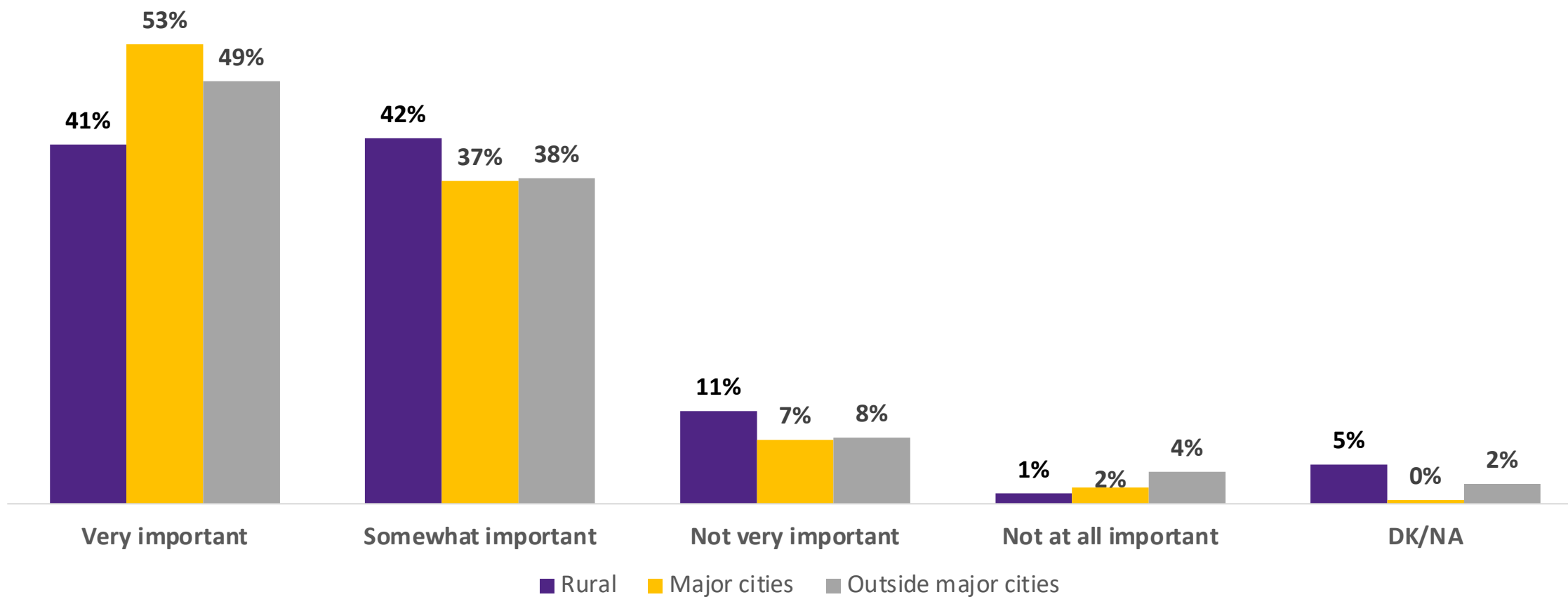


Types of career management programs offered



# PROFESSIONAL DEVELOPMENT | PROVIDING OPPORTUNITIES

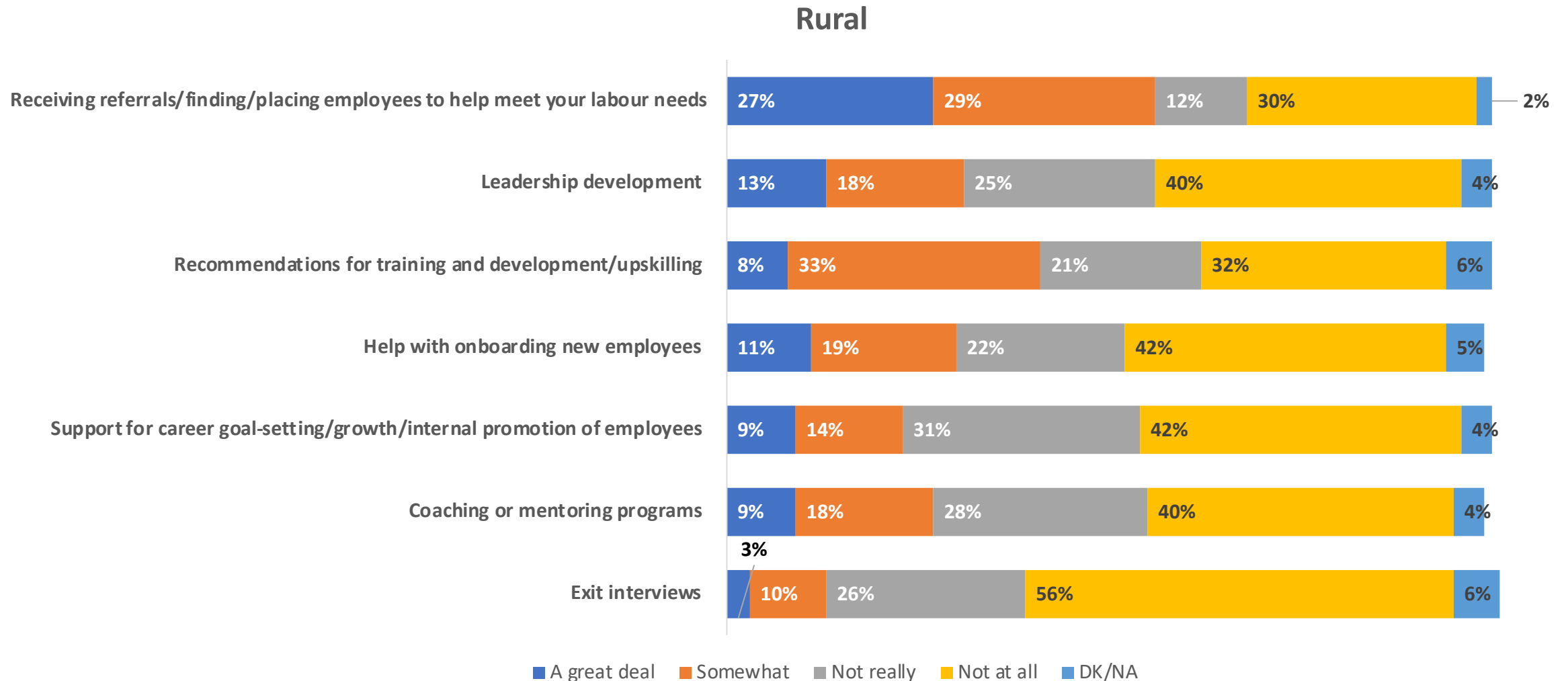
*How important would you say it is to your organization to provide employees the opportunities to reach their own career goals?*





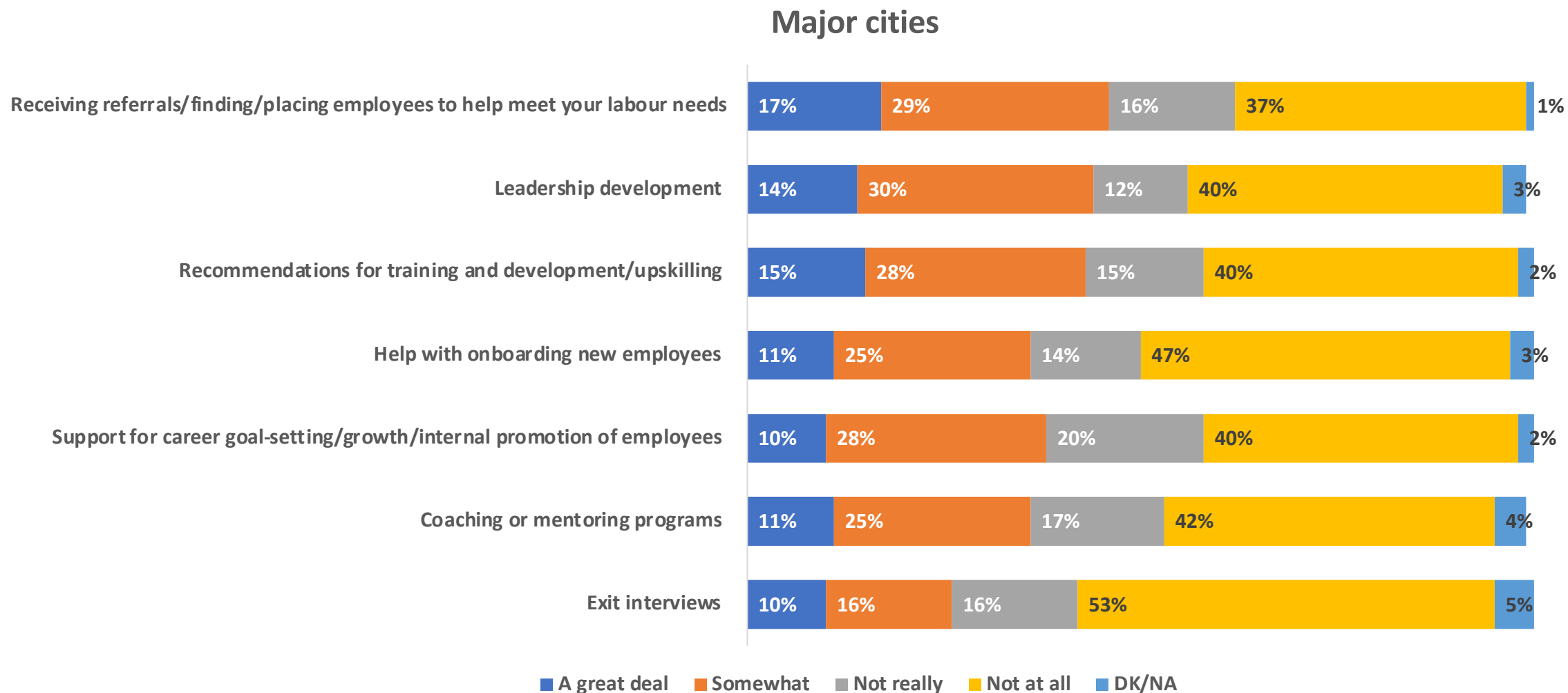
# PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

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



# PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

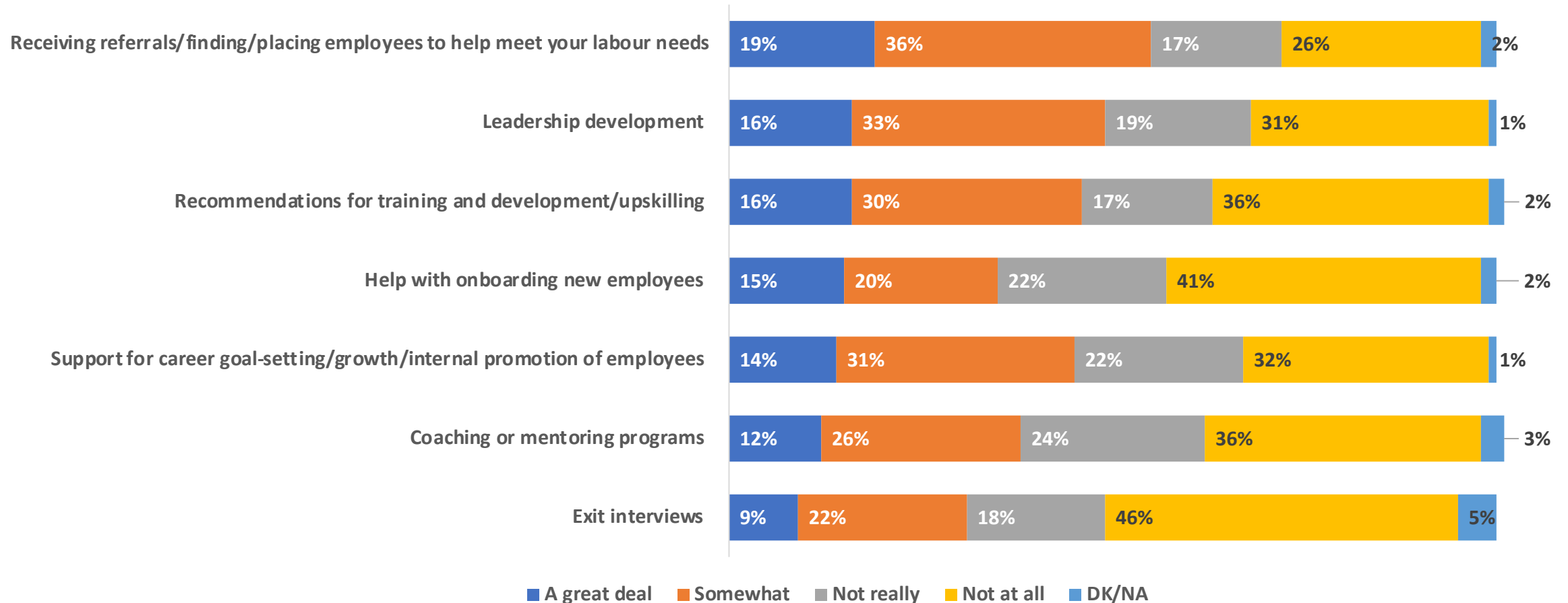
To what extent does your company need career development support in each of the following areas? Starting with... (BASE: n = 501)



# PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

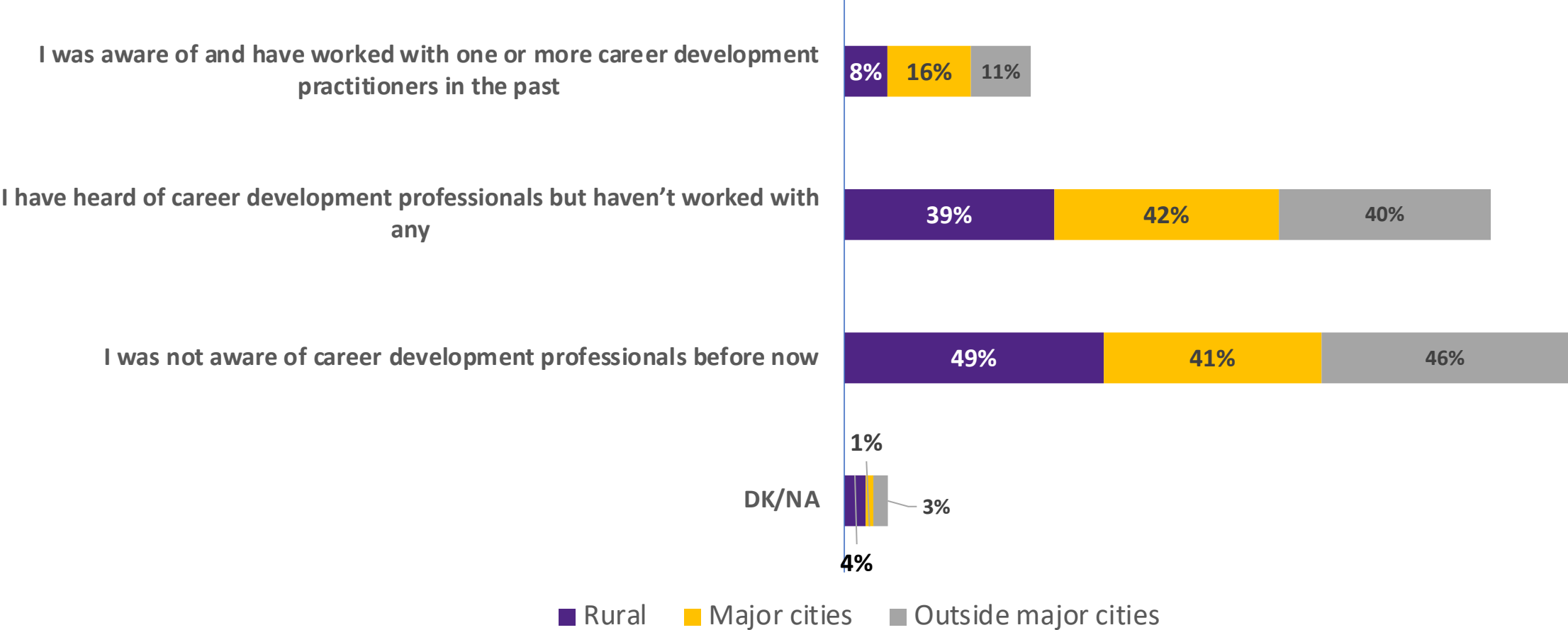
To what extent does your company need career development support in each of the following areas? Starting with... (BASE: n = 501)

## Outside major cities



# 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



- [National Business Survey Executive summary and infographic](#) (in English and French)
- In the media:
  - [Toronto Star](#)
  - [BNN Bloomberg](#)
  - [CBC Radio](#)
- [Building a bridge: How employers and CDPs can collaborate to address workforce needs in 2022](#)
- [Virtual Community Roundtables](#)

