Advancing Career Development in Canada | Promouvoir le développement de carrière au Canada

National Business Survey: Career Development in the Canadian Workplace
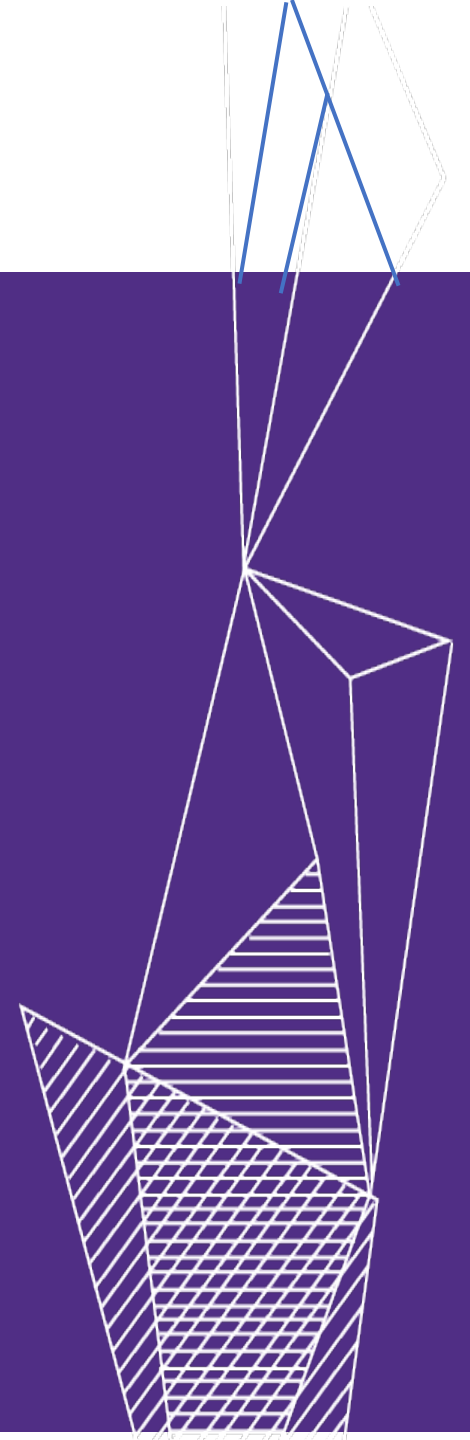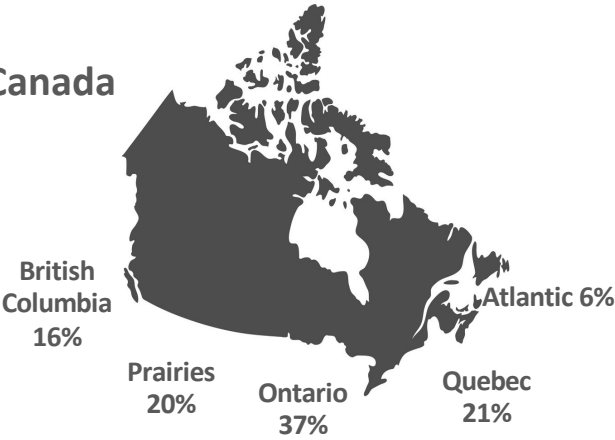
Regional Comparison: QUEBEC

OBJECTIVES

National Business Survey: Career Development in the Canadian Workplace taps into employers' current views on:
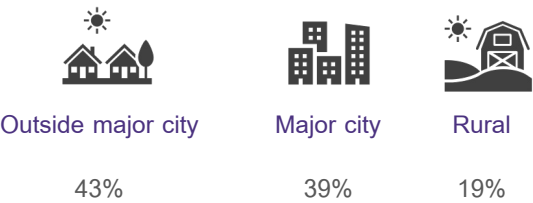
- Recruitment and retention in wake of "The Great Reshuffle"

- 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)

British Columbia 16%

Prairies 20%

Ontario 37%

Quebec 21%

Atlantic 6%

Location

Outside major city — 43%

Major city — 39%

Rural — 19%

Number of respondents

- 30
- 105
- 185
- 100
- 80

■ Atlantic Canada
■ Quebec
■ Ontario
■ Prairies
■ Bristish Columbia

Number of employees

- < 10 — 56%
- 10 - 49 — 32%
- 50+ — 10%

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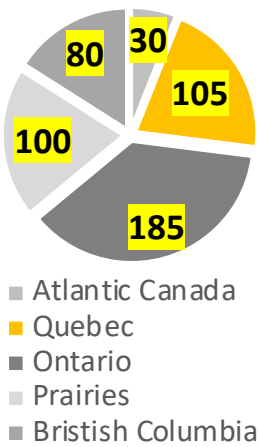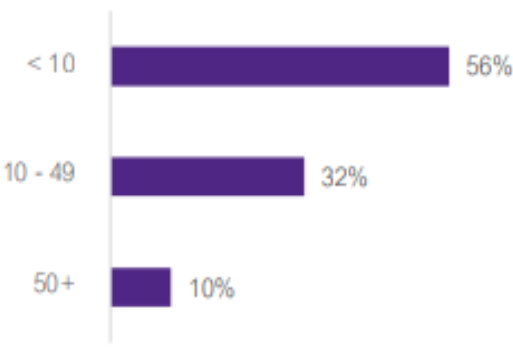
DEMOGRAPHICS | RESPONDENT PROFILE

Industry	National average	Quebec
Service	24%	31%
Retail	13%	23%
Hospitality	9%	7%
Construction	9%	11%
Manufacturing	8%	7%
Non-profit	6%	5%
Health care	5%	5%
Education	4%	5%
Professional services	3%	-
Transportation/Warehousing	3%	1%
Distribution	3%	1%
Agriculture	2%	-
Automotive (including repair)	2%	1%
Finance	2%	1%
Technology	2%	1%
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

	National average	Quebec
<10	56%	59%
10-49	32%	36%
50+	10%	5%
DK/NA	1%	

■ National average ■ Quebec

Number of new employees

	National average	Quebec
0	35%	37%
1-9	51%	51%
10+	11%	12%
DK/NA	3%	

■ National average ■ Quebec
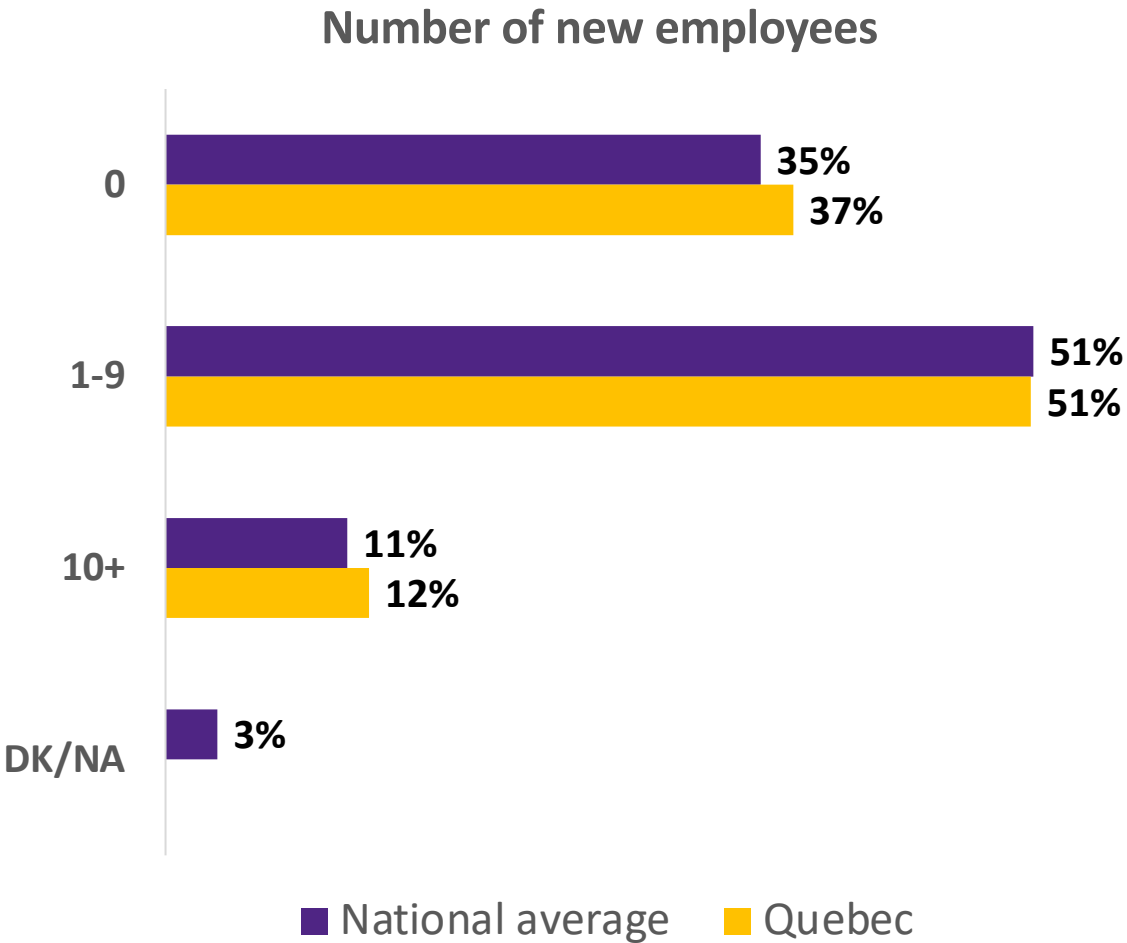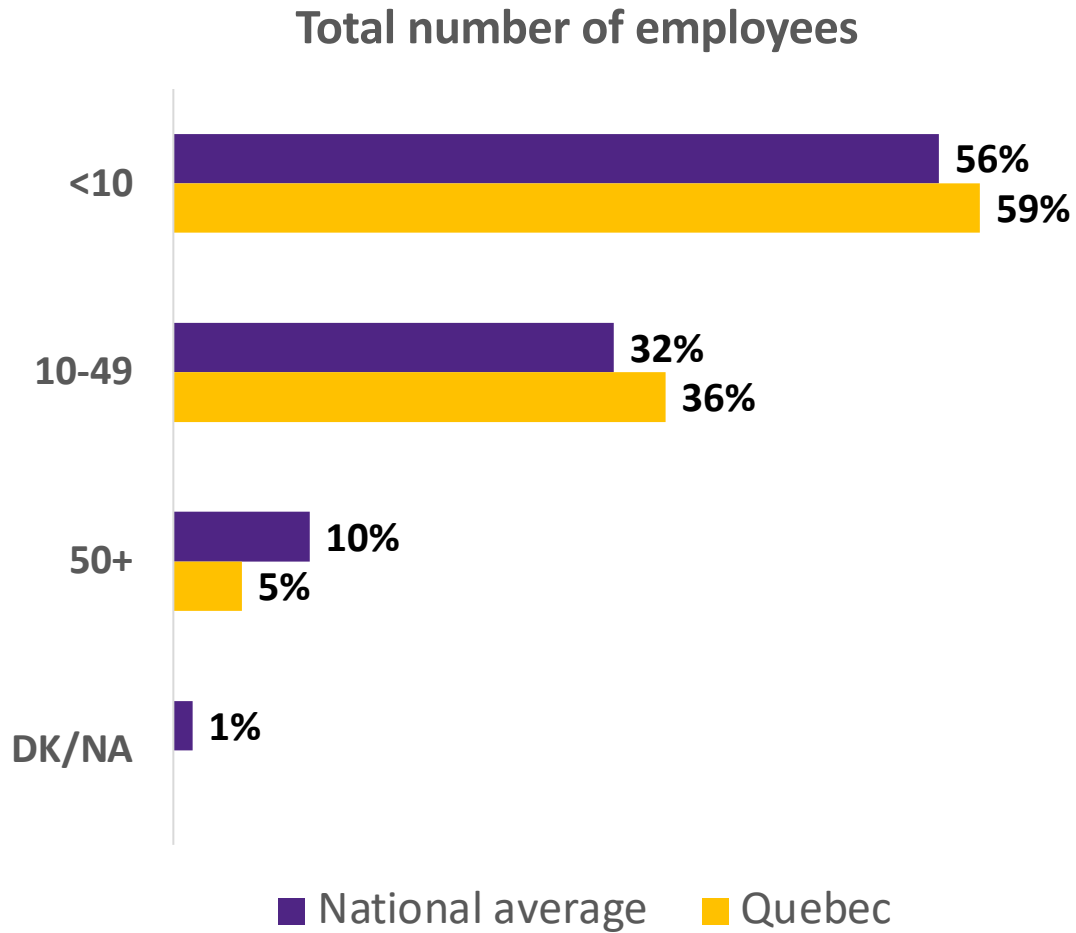
CHALLENGES FOR CANADIAN BUSINESSES

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 average ■ Quebec   Very or somewhat challenging

Challenge	National average	Quebec
A shortage of skilled workers	75%	76%
Supply chain issues	70%	58%
General state of the economy	69%	50%
Finding young workers	66%	75%
Regulation and red tape	52%	27%
Employee mental health	45%	22%
Loss of talented employees to other organizations	41%	47%
Keeping up with technology	41%	18%
Losing staff to life choices such as going freelance, starting…	39%	32%
Finding talent from under-represented groups	31%	13%
Accessing training	28%	18%
Hybrid and flexible work models and expectations,…	22%	21%
Loss of senior employees to retirement	21%	23%

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)

■ National Average ■ Quebec   Not very/Not at all challenging

	National Average	Quebec
Loss of senior employees to retirement	72%	72%
Accessing training	69%	82%
Hybrid and flexible work models and expectations, including work from home	66%	74%
Losing staff to life choices such as going freelance, starting a business, or taking a break	60%	68%
Keeping up with technology	59%	82%
Finding talent from under-represented groups	58%	78%
Loss of talented employees to other organizations	56%	53%
Employee mental health	53%	78%
Regulation and red tape	46%	71%
Finding young workers	31%	25%
General state of the economy	30%	50%
Supply chain issues	28%	41%
Shortage of skilled workers	22%	24%

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WORK FROM HOME | SUPPORT TO EMPLOYEES

Do you have employees who work from home, either regularly or part of the time?
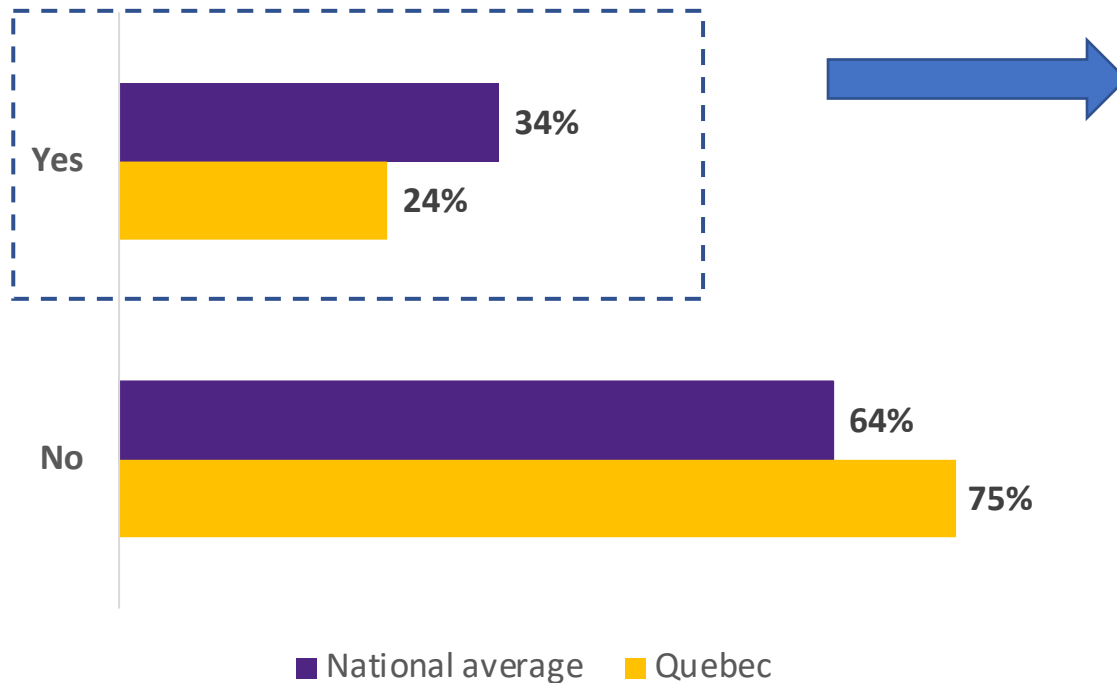
Do you provide career management support to employees who work from home?

	National average	Quebec
Yes	53%	42%
No	42%	54%
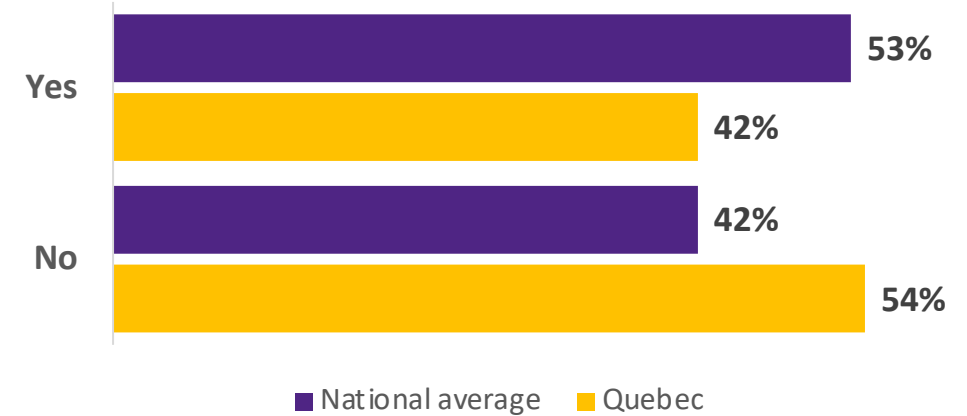
Do you provide mental health support to employees who work from home?

	National average	Quebec
Yes	57%	46%
No	39%	50%

Work from home (left chart):

	National average	Quebec
Yes	34%	24%
No	64%	75%
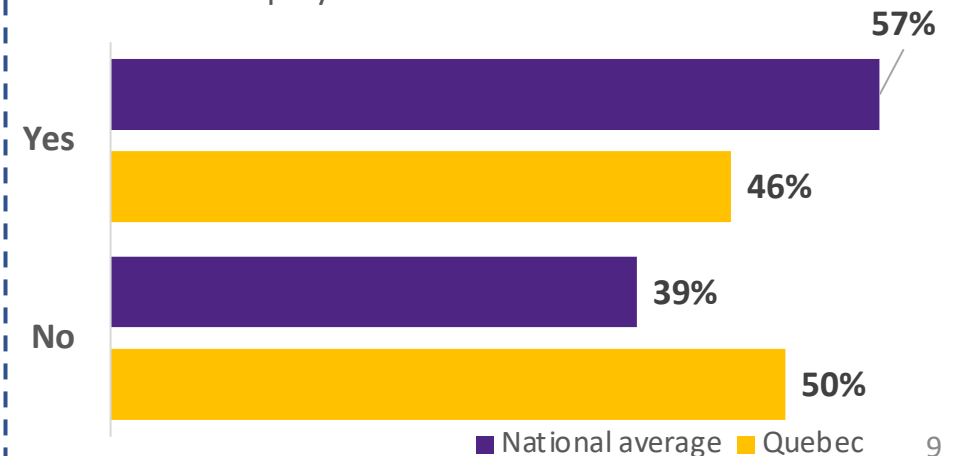
RECRUITMENT & RETENTION

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)

Perception of difficulty
National level

16%

81%

■ NET Easy ■ NET Difficult

Perception of difficulty
Quebec

10%

88%

■ NET Easy ■ NET Difficult
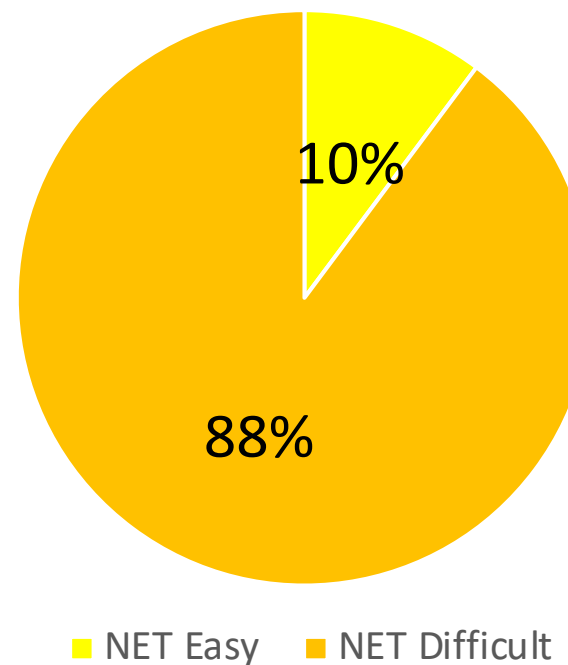
RECRUITING | REASONS FOR DIFFICULTY

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

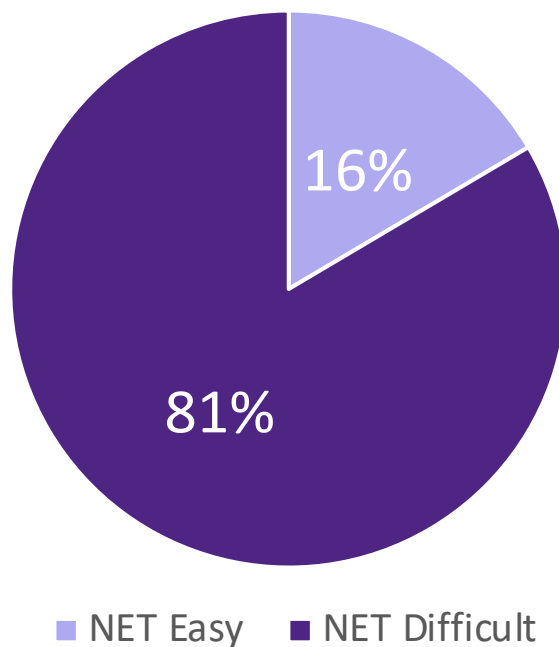| Reason	National average	Quebec
Hard to find qualified candidates/with right skill set	53%	43%
Hard to find reliable candidates/with right work ethic	29%	26%
Very competitive job market in this industry	23%	40%
We can only offer low/uncompetitive wages (including seasonal)	16%	28%
Hard to break through noise/get job/company noticed	7%	10%
Candidates do not demonstrate having the right soft skills	6%	1%
Company's physical location is a barrier	6%	7%
Candidates do not identify with the company's image or philosophy	4%	5%
Regulations/ red tape (e.g. government, unions)	3%	2%
Candidates not following through on interviews/responding to job offers (aka…	3%	2%
Takes too much time/effort to find right candidate		2%
Traditional recruitment approaches no longer as effective	1%	2%
Other	2%	2%

■ National average ■ Quebec

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)

	National average	Quebec
No change	54%	53%
More difficult	37%	38%
Less difficult	5%	4%
DK/NA	4%	4%

■ National average ■ Quebec
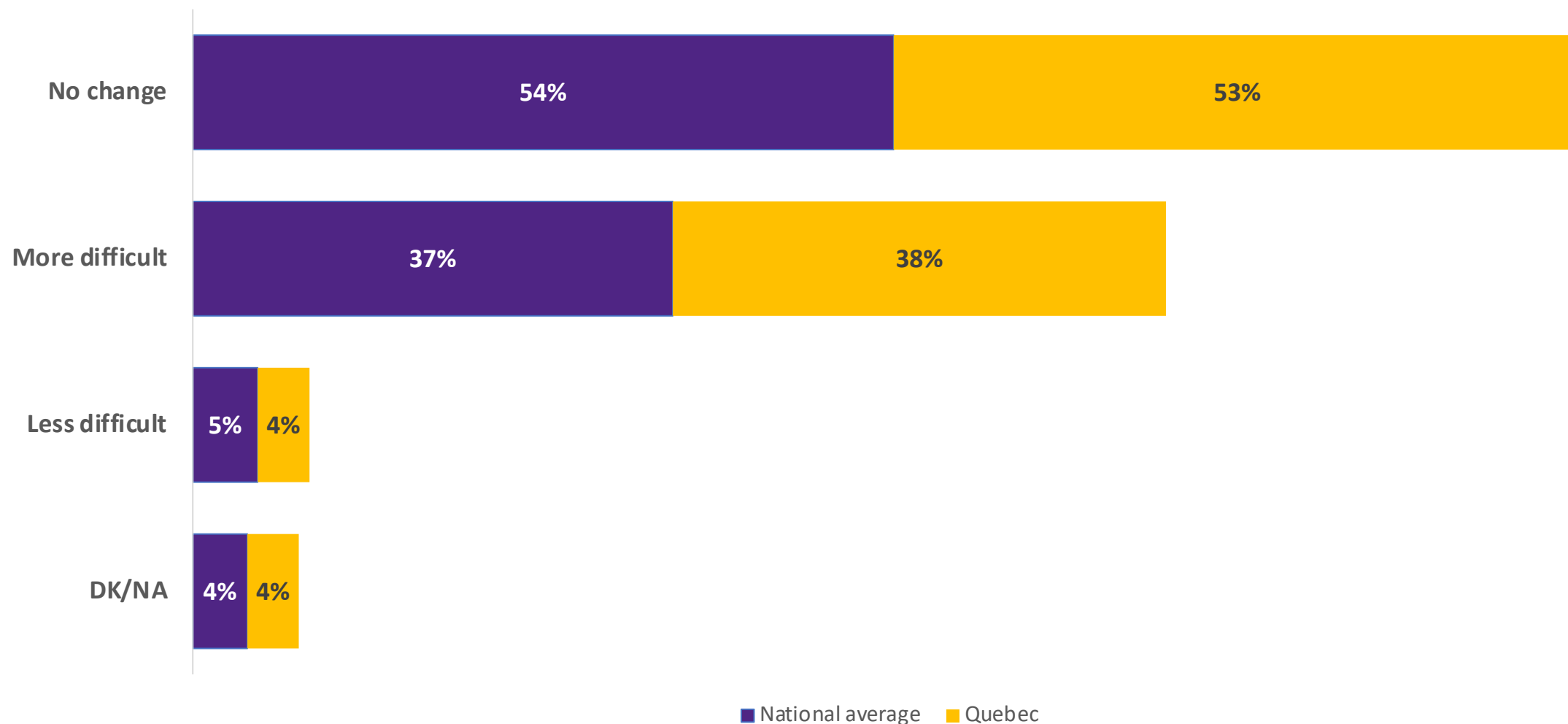
RECRUITMEN|NEW POLICIES OR PRACTICES

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

	National average	Quebec
No	69%	67%
Yes	30%	32%
DK/NA	1%	1%
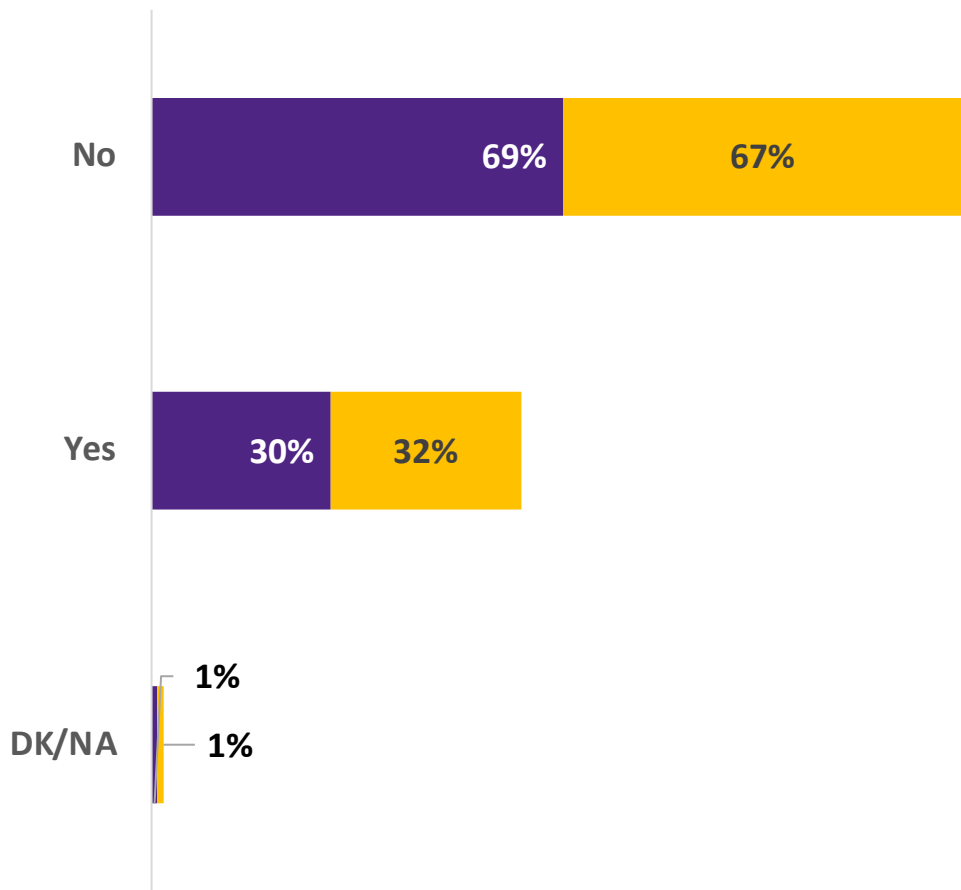
Are you considering any new policies or practices related to recruitment?

	National average	Quebec
No	75%	63%
Yes	21%	34%
DK/NA	3	3%

■ National average ■ Quebec

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RETENTION| NEW POLICIES OR PRACTICES

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

	National average	Quebec
No	63%	54%
Yes	35%	42%
DK/NA	2%	4%
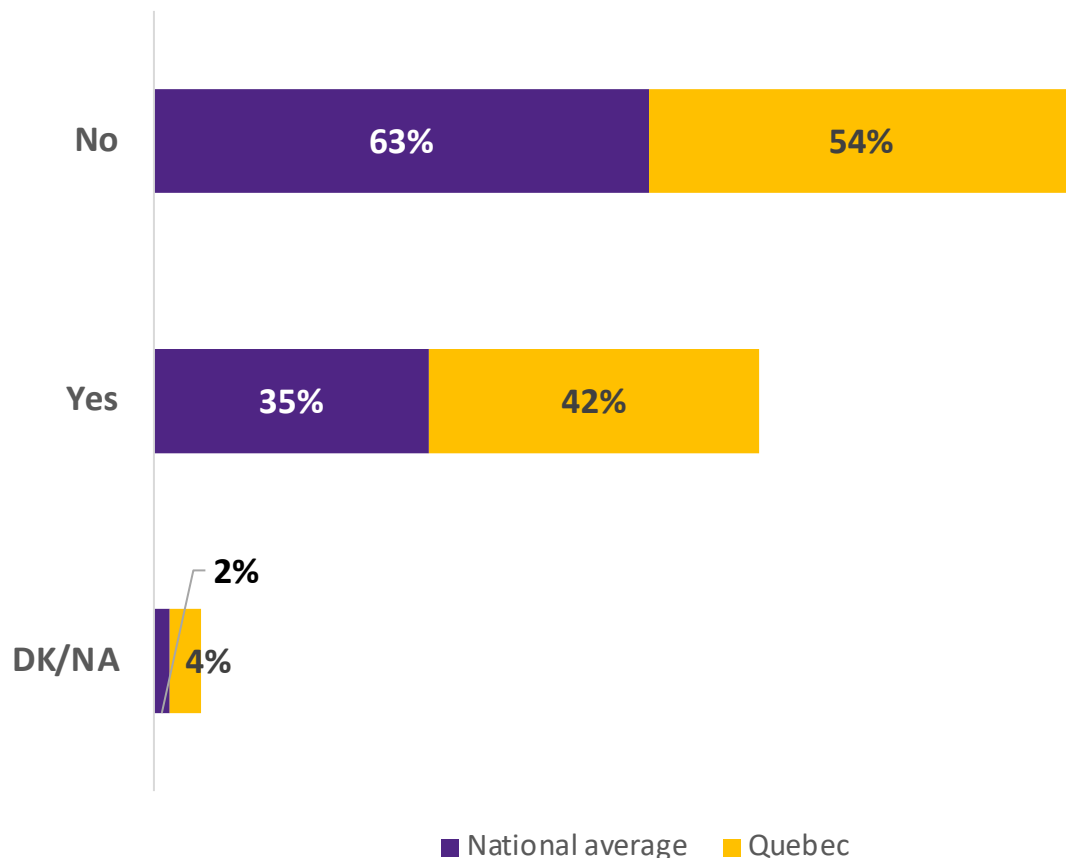
Are you considering any new policies or practices related to retention?

	National average	Quebec
No	78%	67%
Yes	18%	31%
DK/NA	4%	2%

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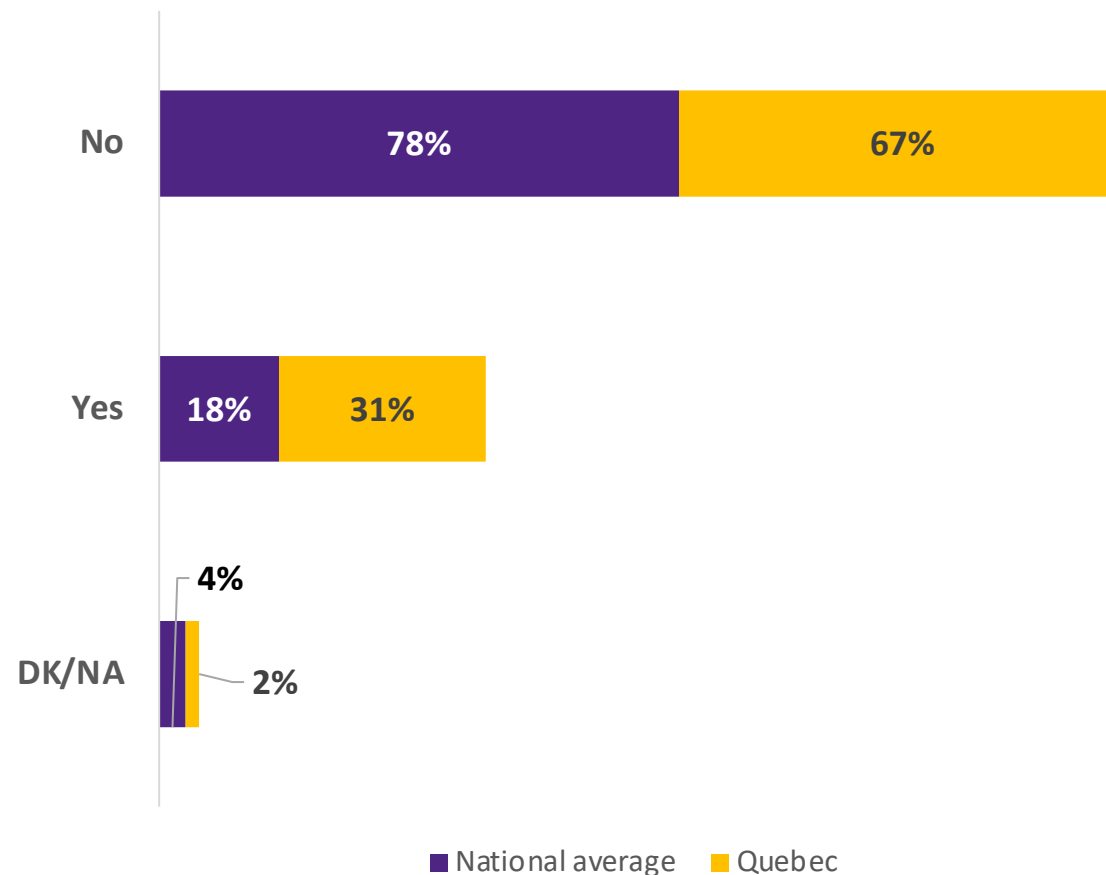
RECRUITMENT & RETENTION | NEW PRACTICES

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

Practice	National average	Quebec
Higher wages/better pay/raises	31%	36%
Work-life flexibility (e.g. flexible hours, ability to work from home)	18%	23%
Benefits/health benefit plan	16%	16%
Bonuses/commission	14%	19%
Better working conditions/positive work environment	10%	22%
Training	7%	9%
Incentives/perks (unspecified)	7%	9%
More online recruiting	5%	6%
Better hours/full-time hours	5%	2%
Mask or vaccination policy	5%	2%
Work with a third party to recruit	4%	6%
Offer time off/paid time off	4%	5%
More in-person recruiting	4%	9%
Less strict screening/hiring practices	4%	2%
More advertising for positions (general)	3%	5%
Changing recruitment practices (unspecified)	3%	2%
Pension/investments	3%	
Diversity efforts/initiatives	2%	2%
Opportunities for promotion/advancement	2%	3%
OTHER	5%	6%
DK/NA	14%	8%

■ National average ■ Quebec

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)

	National average	Quebec
Not much effort	36%	28%
Some effort	32%	39%
A lot of effort	18%	27%
DK/NA	14%	6%

■ National average   ■ Quebec
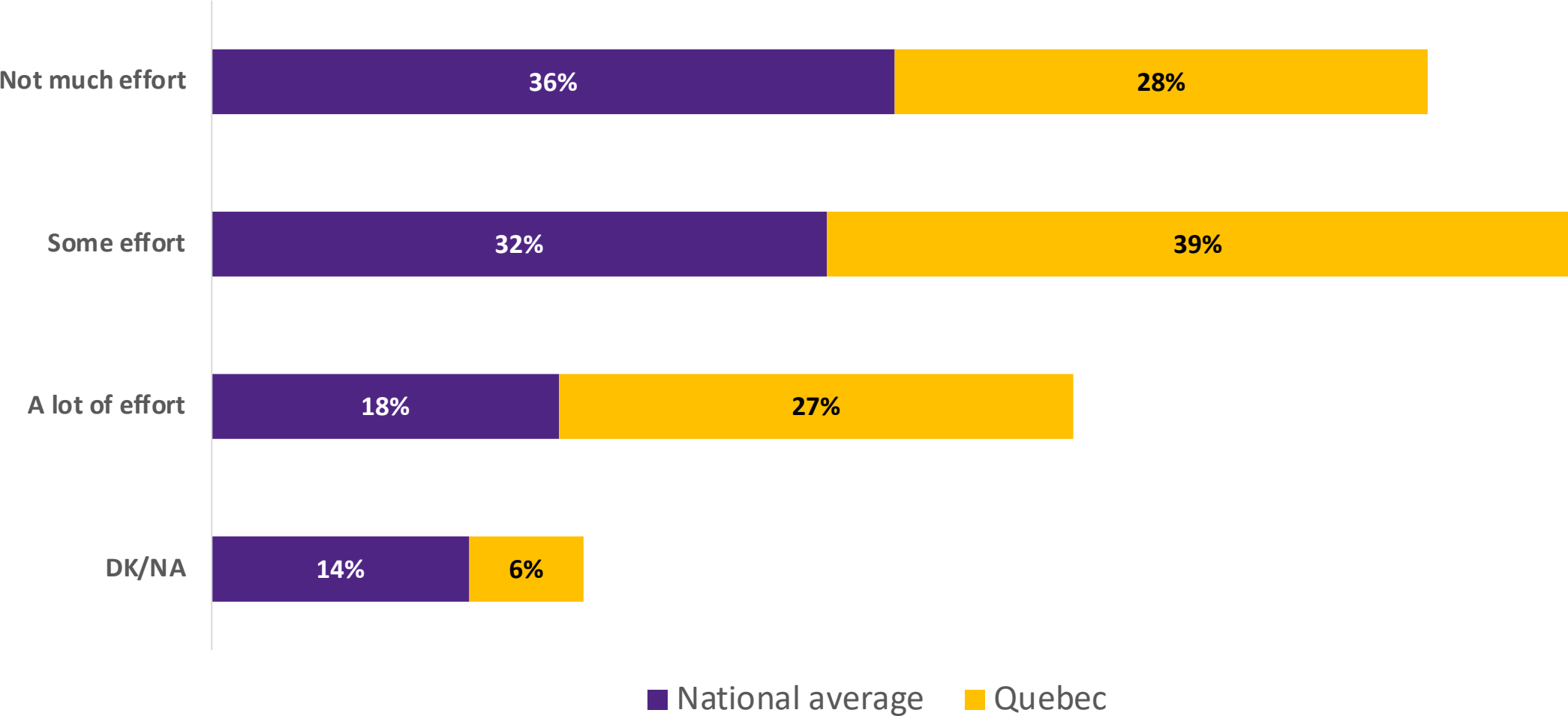
FINDING SKILLED EMPLOYEES

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

Method	National average	Quebec
Employee referral	67%	71%
Offered training and advancement for lower-level employees	63%	51%
Recruited through social media	59%	68%
Identified internal candidates	52%	42%
Marketed the advantages of working at your organization	46%	57%
Used community employment agencies	36%	29%
Hired from a co-op or internship program	30%	29%
Outsourced recruitment to search or personnel firms	24%	20%
Used automated resume software	17%	5%

■ National average ■ Quebec

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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

	National average	Quebec
About the same	74%	57%
Less	16%	23%
More	7%	13%
DK/NA		7%

Importance of online footprint

	National average	Quebec
Somewhat important	42%	36%
Very important	21%	25%
Not very important	18%	21%
Not at all important	17%	15%
DK/NA	2%	3%

■ National average   ■ Quebec

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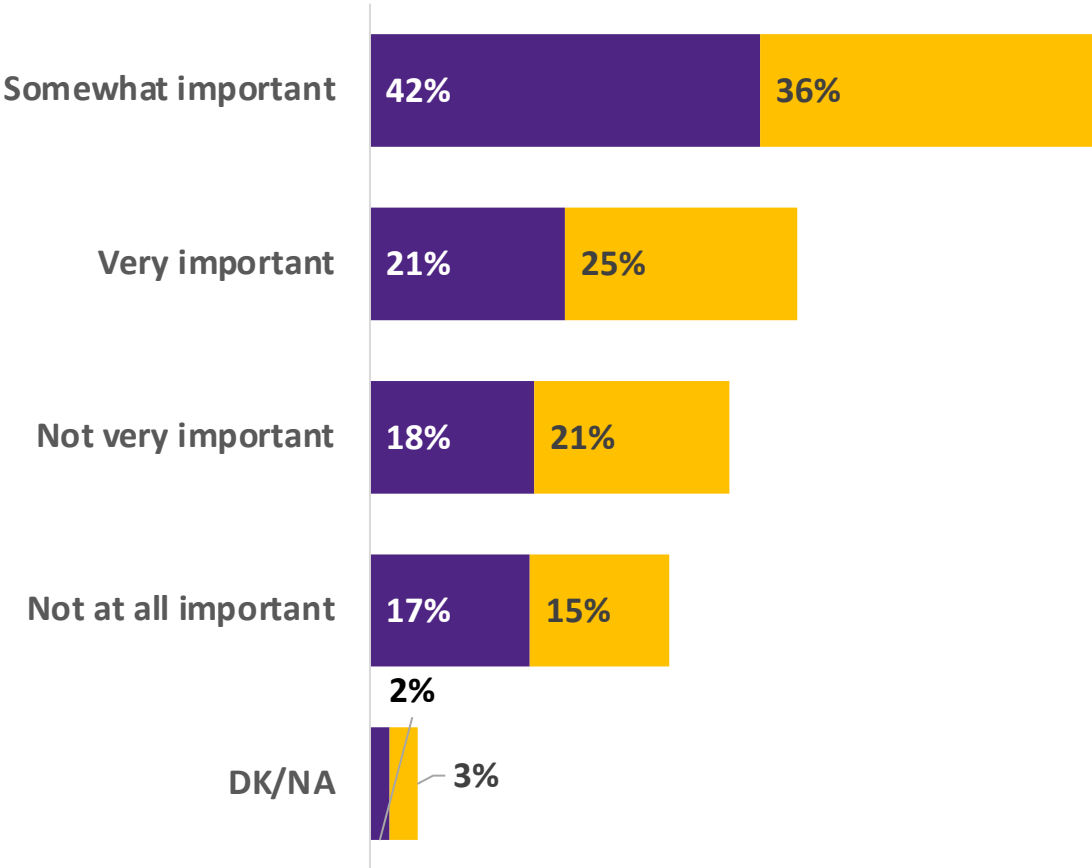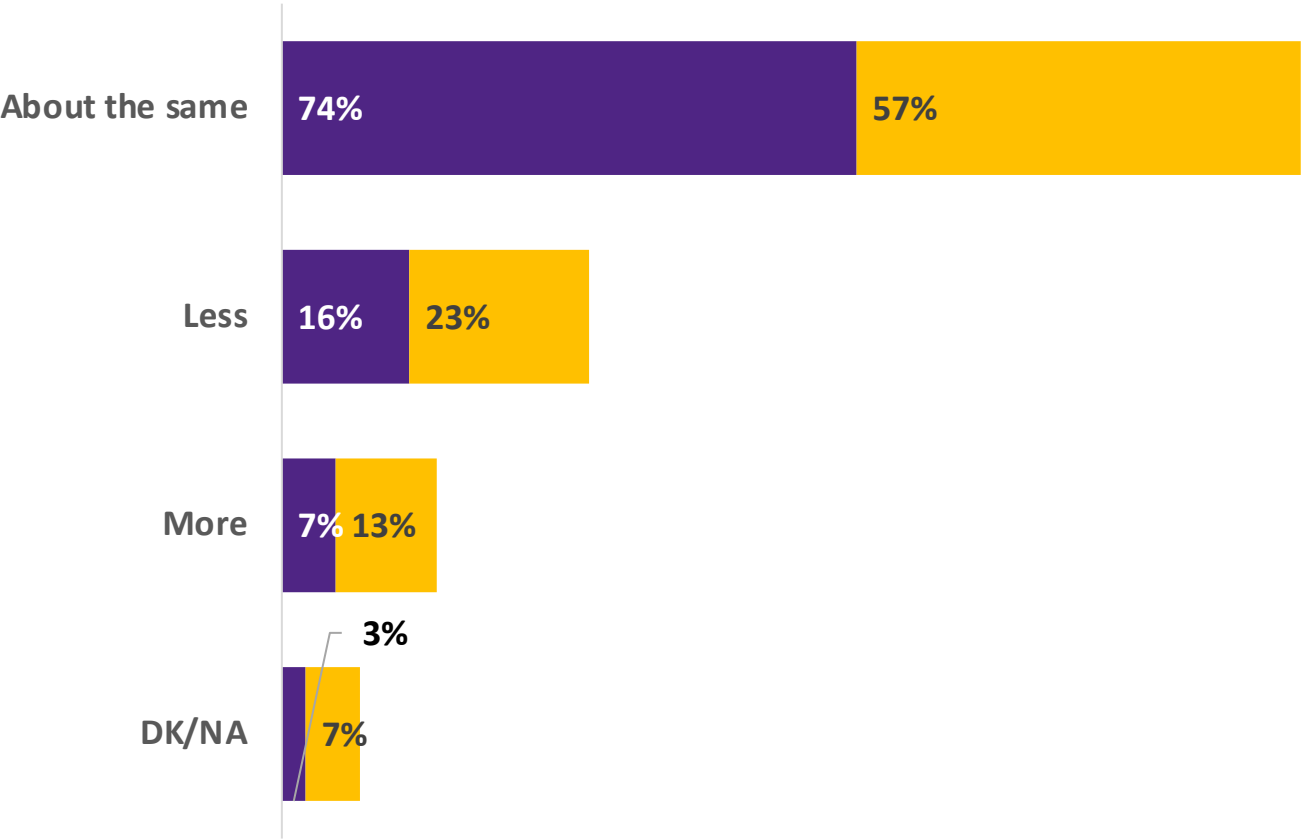
SKILLS GAP

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.

	National average	Quebec
Somewhat agree	44%	56%
Strongly agree	33%	20%
Somewhat disagree	14%	19%
Strongly disagree	4%	2%
DK/NA	4%	3%

■ National average ■ Quebec

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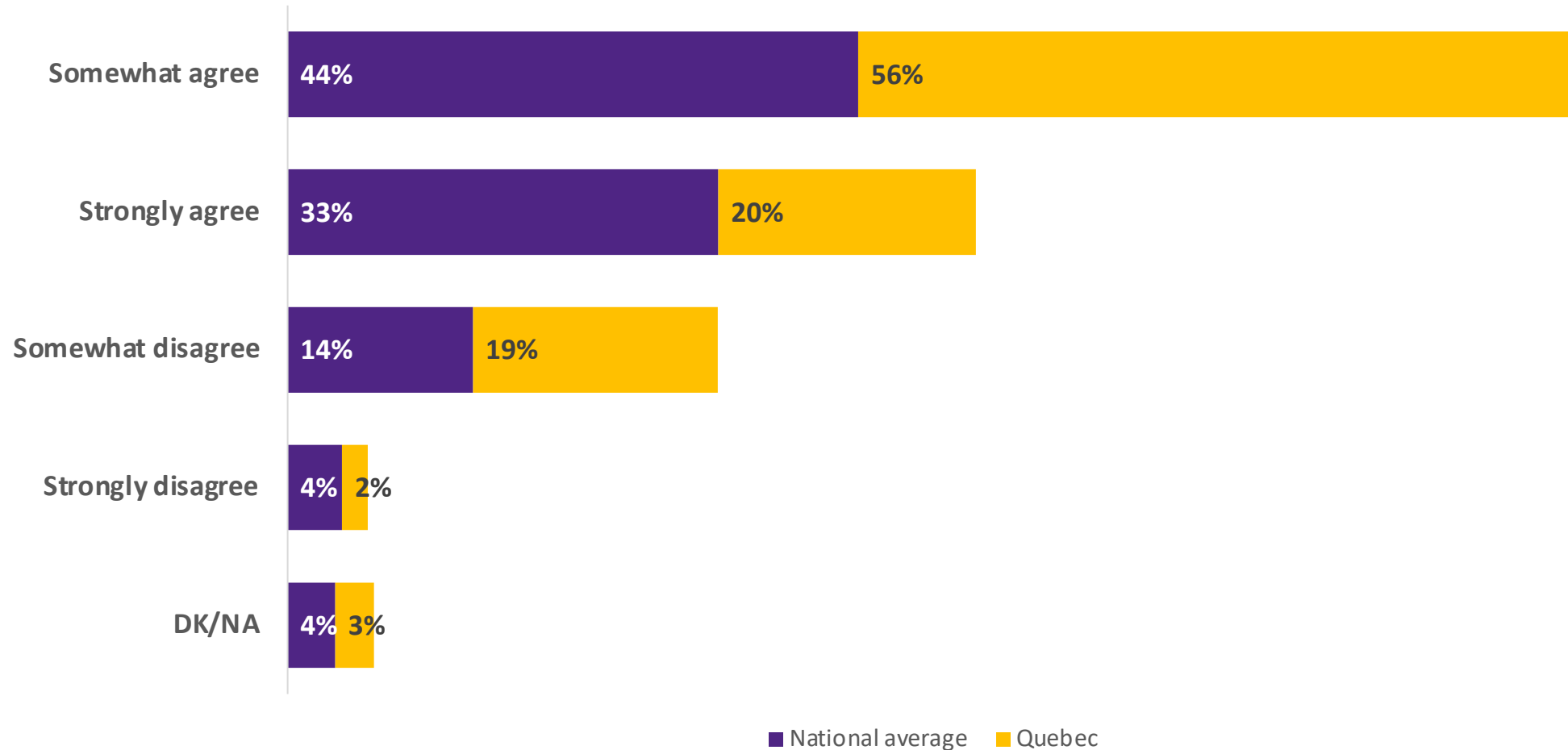
SKILLS GAP |PERCEPTION OVER TIME

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)

	National average	Quebec
Increased	39%	25%
Stayed the same	35%	33%
Decreased	24%	37%
DK/NA	2%	5%

■ National average ■ Quebec

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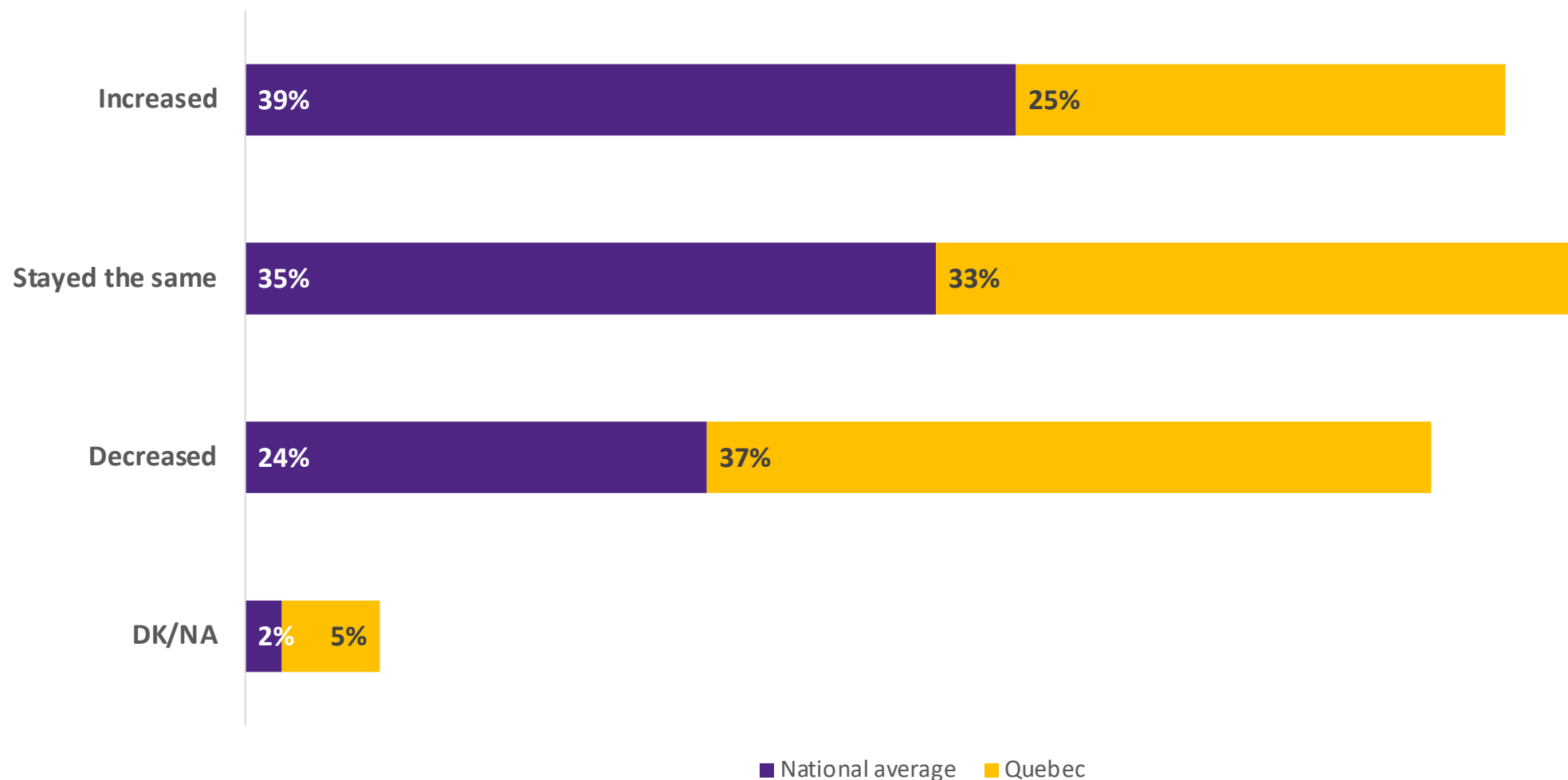
SKILLS GAP |PERSPECTIVE ON CLOSING THE GAP

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

	National average	Quebec
The best way to close the skills gap is for employers to offer more training for new employees.	47%	58%
The best way to close the skills gap is for prospective employees to better prepare themselves for the labour market	36%	28%
Both/combination of the two	15%	11%
DK/NA	3%	4%

■ National average ■ Quebec

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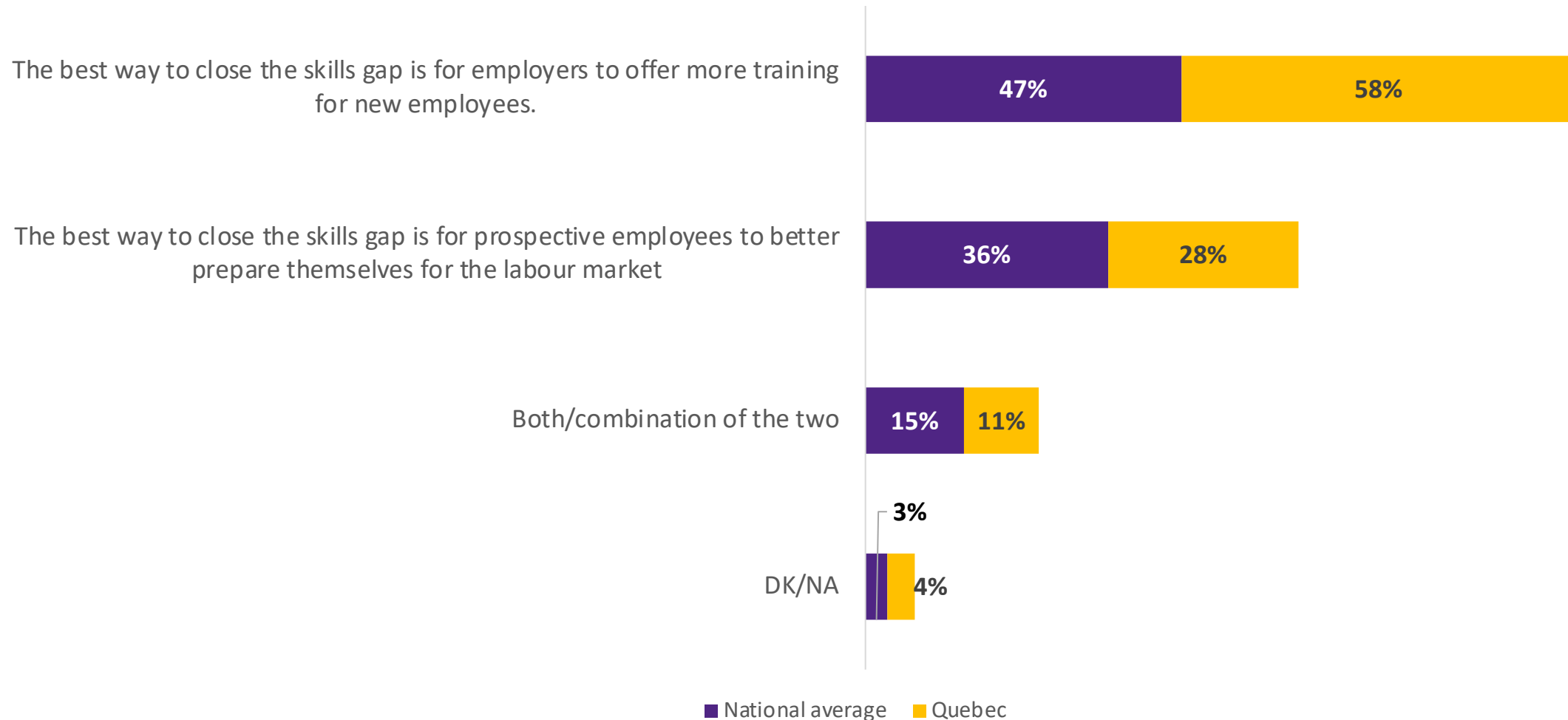
SOFT SKILLS

SOFT SKILLS | LEVEL OF IMPORTANCE

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

Soft skill	National average	Quebec
Positive attitude	29%	22%
Communication skills	22%	7%
Reliability/dependability	21%	45%
Strong work ethic	18%	15%
Teamwork skills	16%	12%
Interpersonal/customer service skills	14%	16%
Time management abilities	11%	8%
Willingness/ability to learn	10%	13%
Flexibility/adaptability	10%	10%
Honesty/integrity	9%	19%
Competence/diligence	9%	20%
Accountability	9%	5%
Dedication/passion	7%	10%
Problem-solving skills	5%	3%
Professionalism	6%	11%
Presentation	4%	6%
Compassion/emotional intelligence	3%	3%

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SOFT SKILLS | DIFFICULTY TO RECRUIT

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

Somewhat difficult
- National average: 49%
- Quebec: 44%

Very difficult
- National average: 29%
- Quebec: 39%

Somewhat easy
- National average: 15%
- Quebec: 13%

Very easy
- National average: 3%

DK/NA
- National average: 3%
- Quebec: 4%

Depends on position
- 1%

■ National average   ■ Quebec
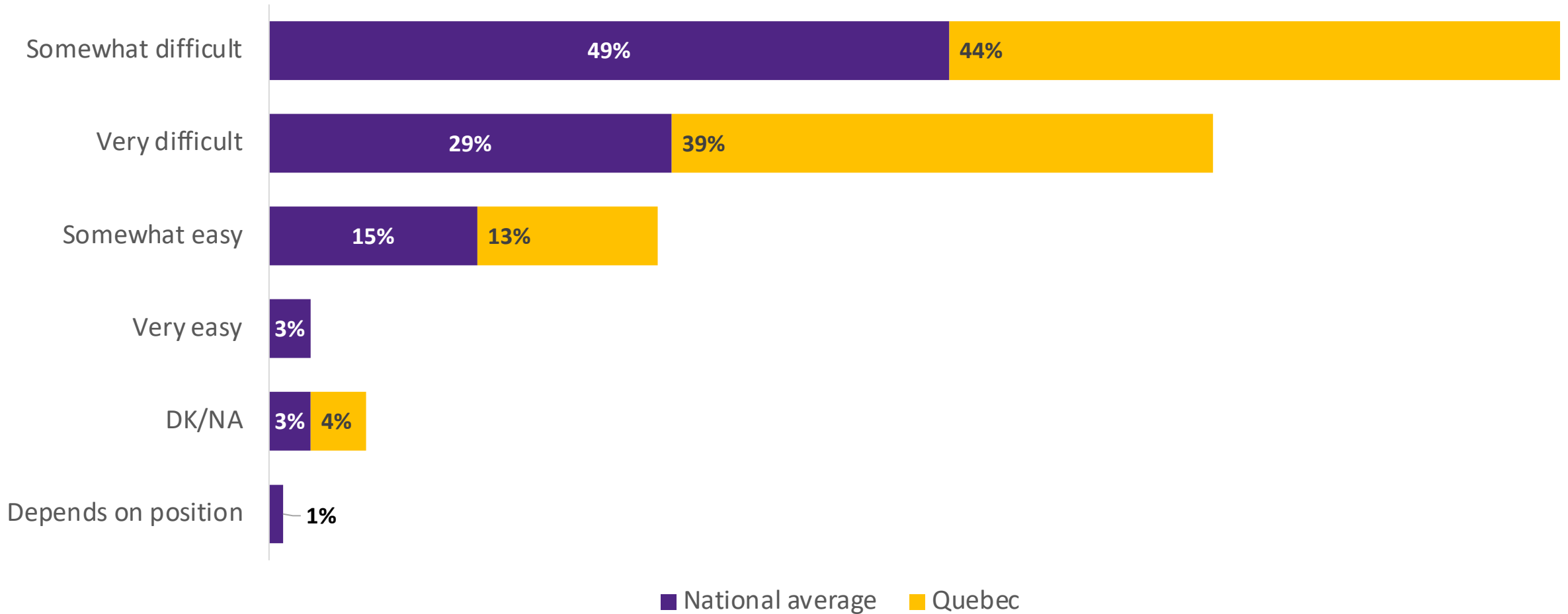
SKILLS GAP | FINDING TECHNICALLY SKILLED WORKERS

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

Hire someone with soft skills who is a good fit and provide training
National average: 78%
Quebec: 83%

Keep searching until you find someone with the right technical skills
National average: 15%
Quebec: 12%

Depends
National average: 6%
Quebec: 3%

■ National average   ■ Quebec
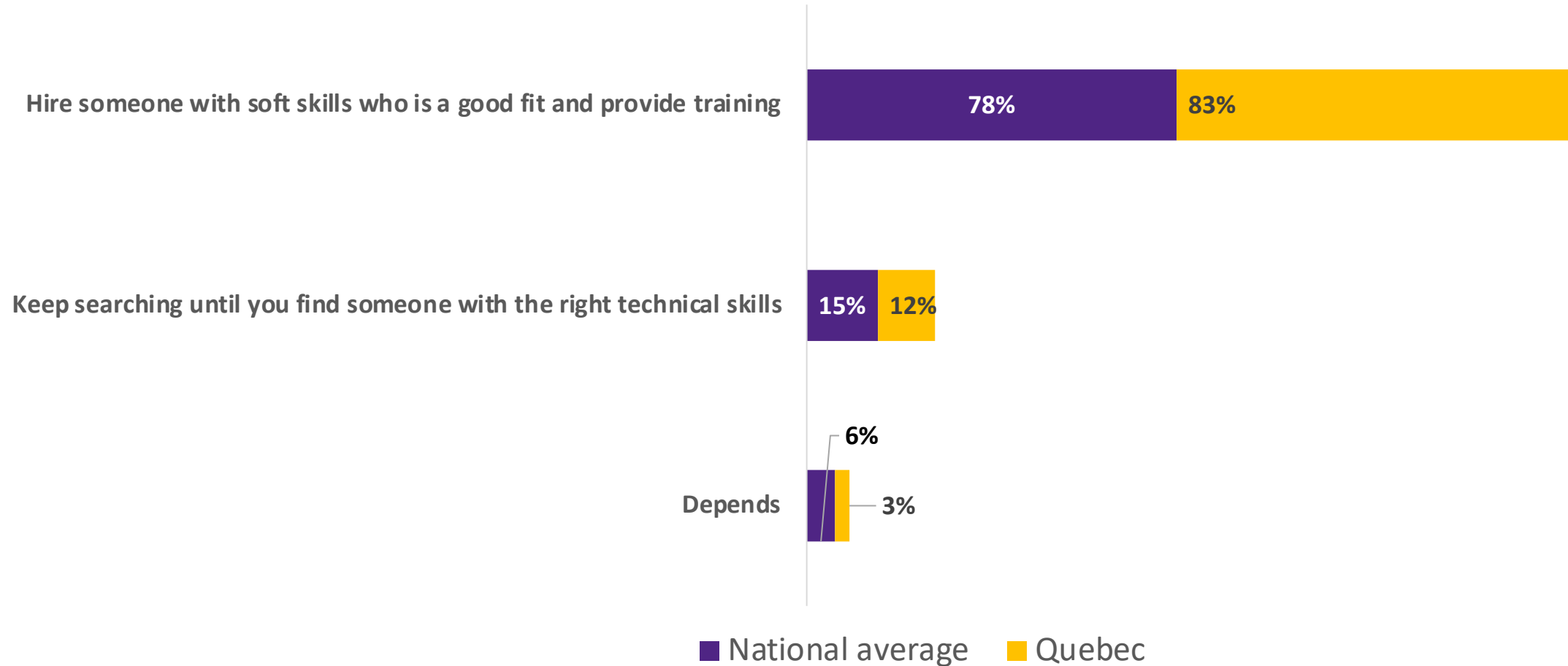
SKILLED EMPLOYEES | INVESTMENT IN TRAINING

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

	National average	Quebec
Somewhat of a concern	34%	29%
Not really a concern	26%	20%
A great concern	25%	40%
Not at all a concern	15%	9%
DK/NA	1%	2%

■ National average ■ Quebec
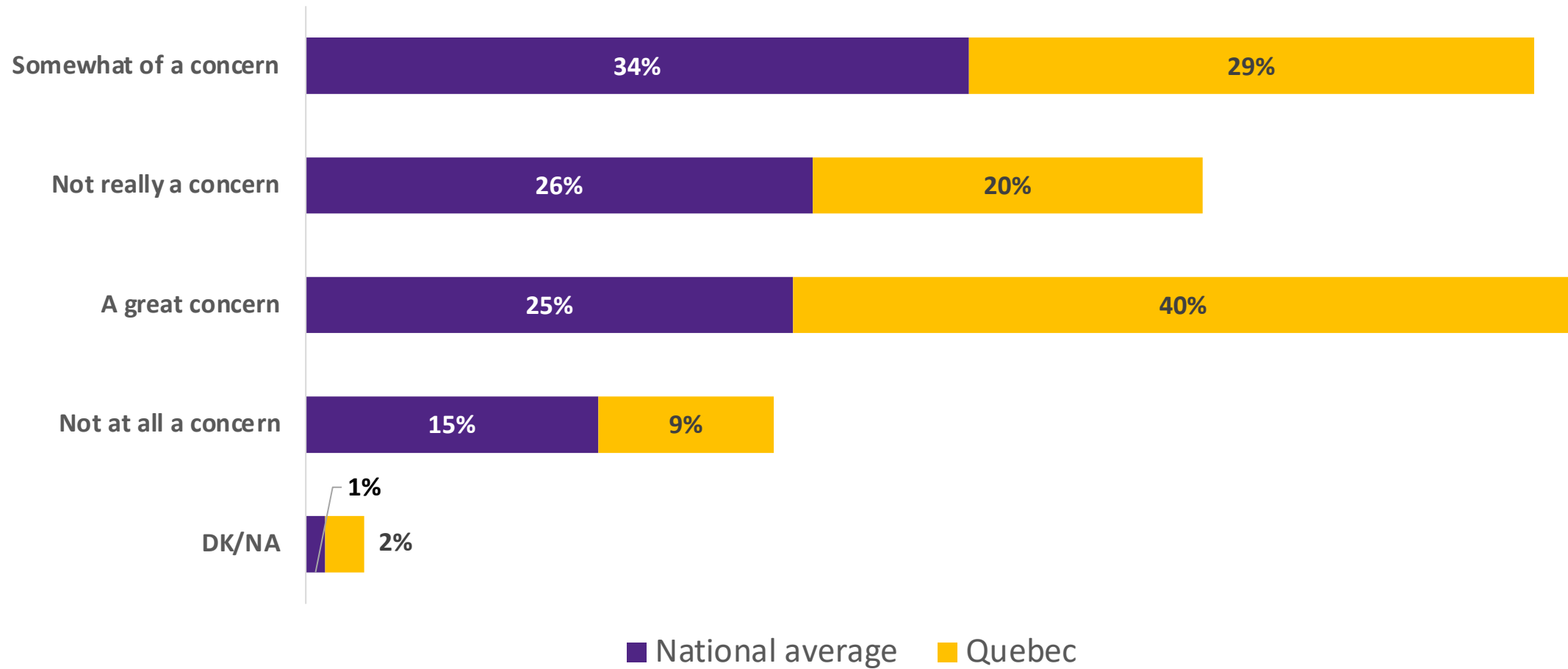
PROFESSIONAL/CAREER DEVELOPMENT

PROFESSIONAL DEVELOPMENT | EMPLOYER'S RESPONSIBILITY

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

Somewhat agree
- National average: 46%
- Quebec: 47%

Strongly agree
- National average: 27%
- Quebec: 15%

Somewhat disagree
- National average: 17%
- Quebec: 28%

Strongly disagree
- National average: 6%
- Quebec: 6%

■ National average   ■ Quebec
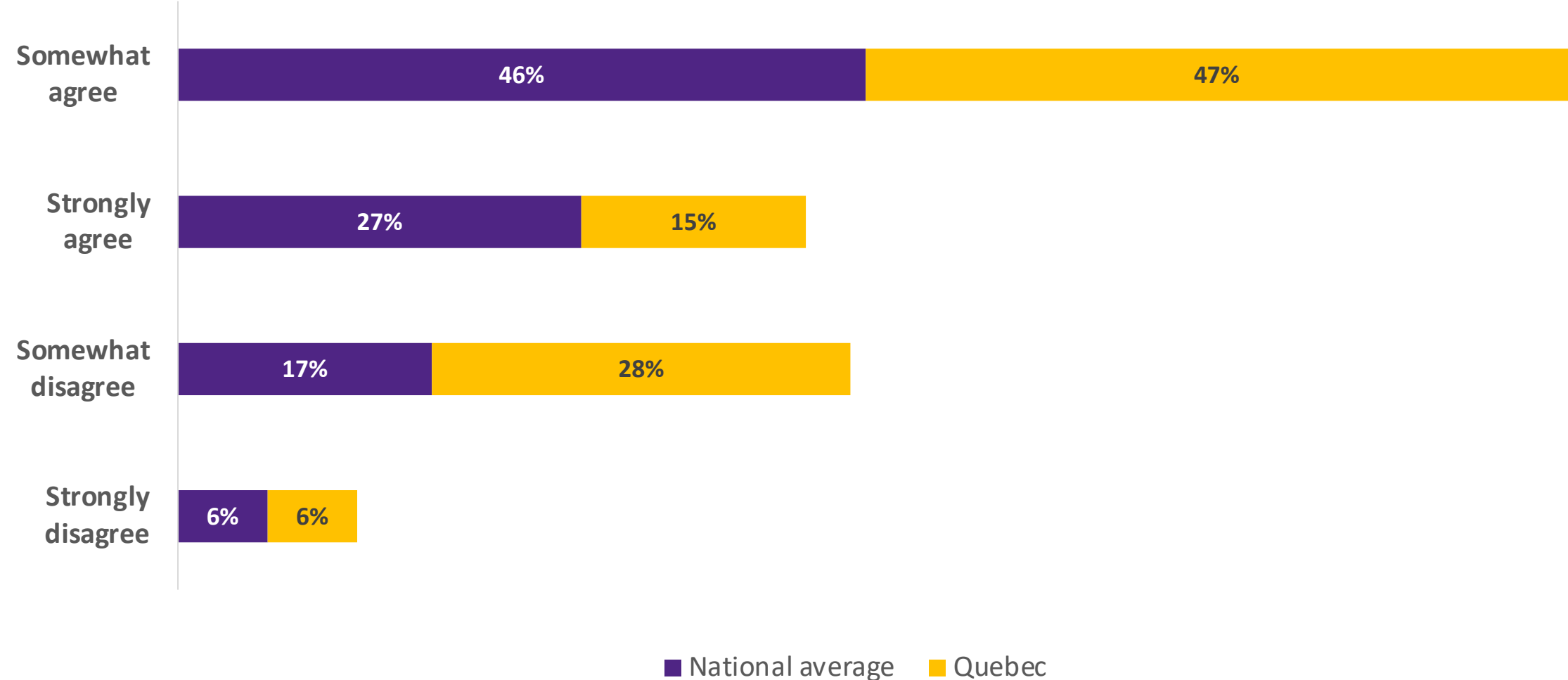
PROFESSIONAL DEVELOPMENT | PROGRAM OPPORTUNITIES

Does your organization have career management programs for employees?

Yes
- National average: 27%
- Quebec: 23%

No
- National average: 70%
- Quebec: 75%

■ National average ■ Quebec
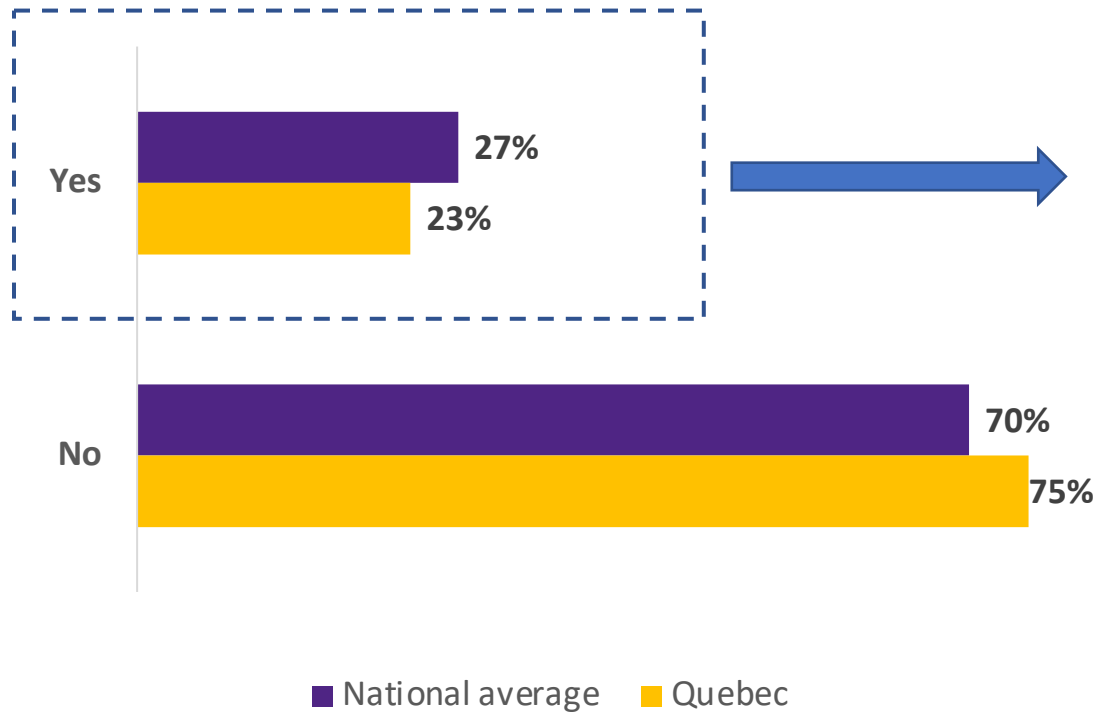
Types of career management programs offered

Program	National average	Quebec
Individually tailored training/coaching (general)	32%	43%
Skills development programs	30%	22%
Succession/advancement programs	27%	26%
Education reimbursement/training encouragement	14%	13%
Mentorship/apprenticeship programs	13%	
Career planning/training/education (general)	11%	4%
Leadership programs	8%	

■ National average ■ Quebec
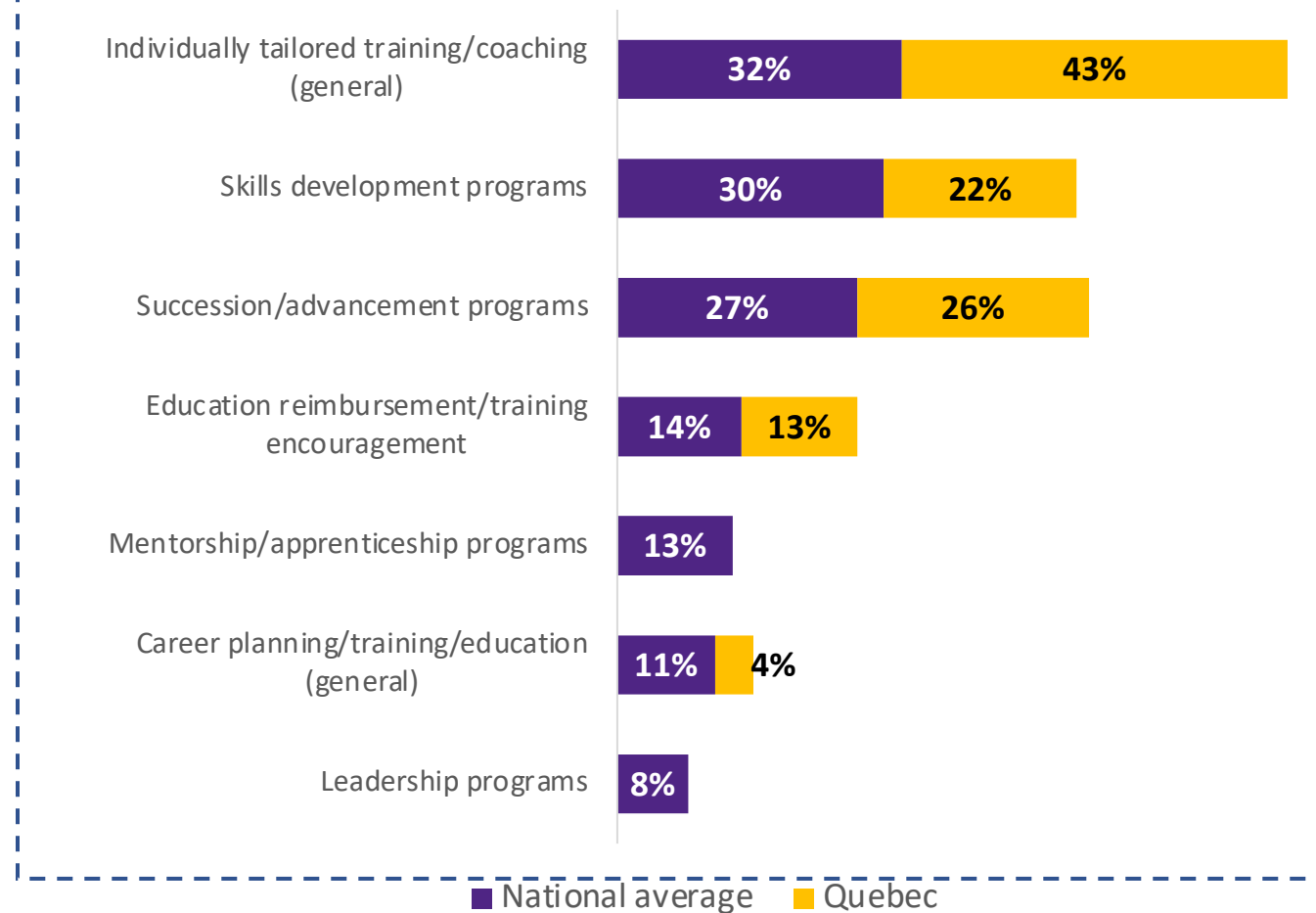
PROFESSIONAL DEVELOPMENT | PROVIDING OPPORTUNITIES

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

Category	National average	Quebec
Very important	49%	34%
Somewhat important	38%	46%
Not very important	8%	14%
Not at all important	3%	1%

■ National average   ■ Quebec
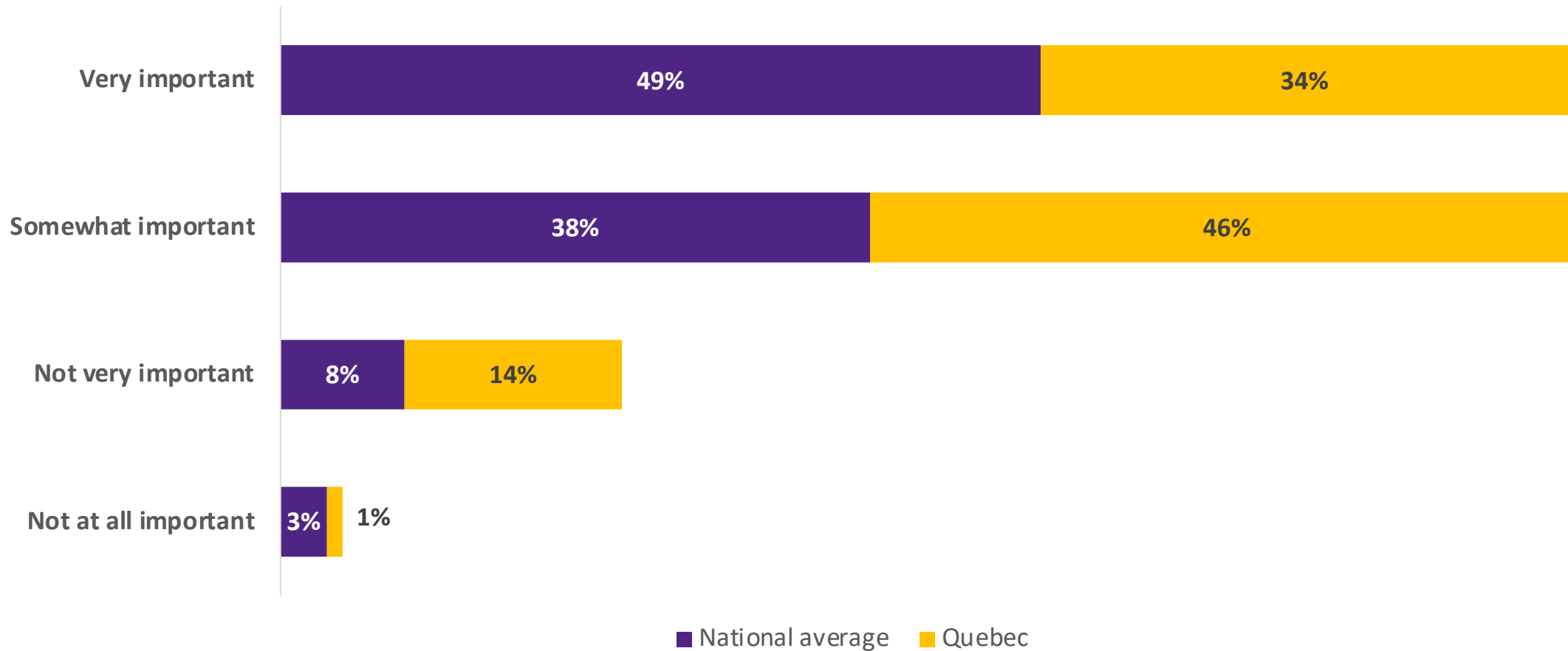
PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

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

	A great deal	Somewhat	Not really	Not at all	Don't know
Receiving referrals/finding/placing employees to help meet your labour needs National	20%	32%	16%	31%	2%
Quebec	15%	31%	21%	33%	
Leadership development National	15%	29%	18%	36%	2%
Quebec	7%	30%	24%	38%	1%
Recommendations for training and development/upskilling National	14%	30%	17%	37%	3%
Quebec	9%	33%	18%	40%	
Help with onboarding new employees National	13%	22%	19%	43%	3%
Quebec	6%	17%	28%	48%	1%
Support for career goal-setting/growth/internal promotion of employees National	11%	26%	23%	37%	2%
Quebec	8%	21%	34%	37%	
Coaching or mentoring programs National	11%	24%	22%	39%	3%
Quebec	4%	29%	32%	34%	1%
Exit interviews National	8%	17%	19%	50%	5%
Quebec	5%	11%	24%	55%	6%

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 :

I was not aware of career development professionals before now
- National average: 45%
- Quebec: 39%

I have heard of career development professionals but haven't worked with any
- National average: 41%
- Quebec: 46%

I was aware of and have worked with one or more career development practitioners in the past
- National average: 12%
- Quebec: 17%

■ National average ■ Quebec
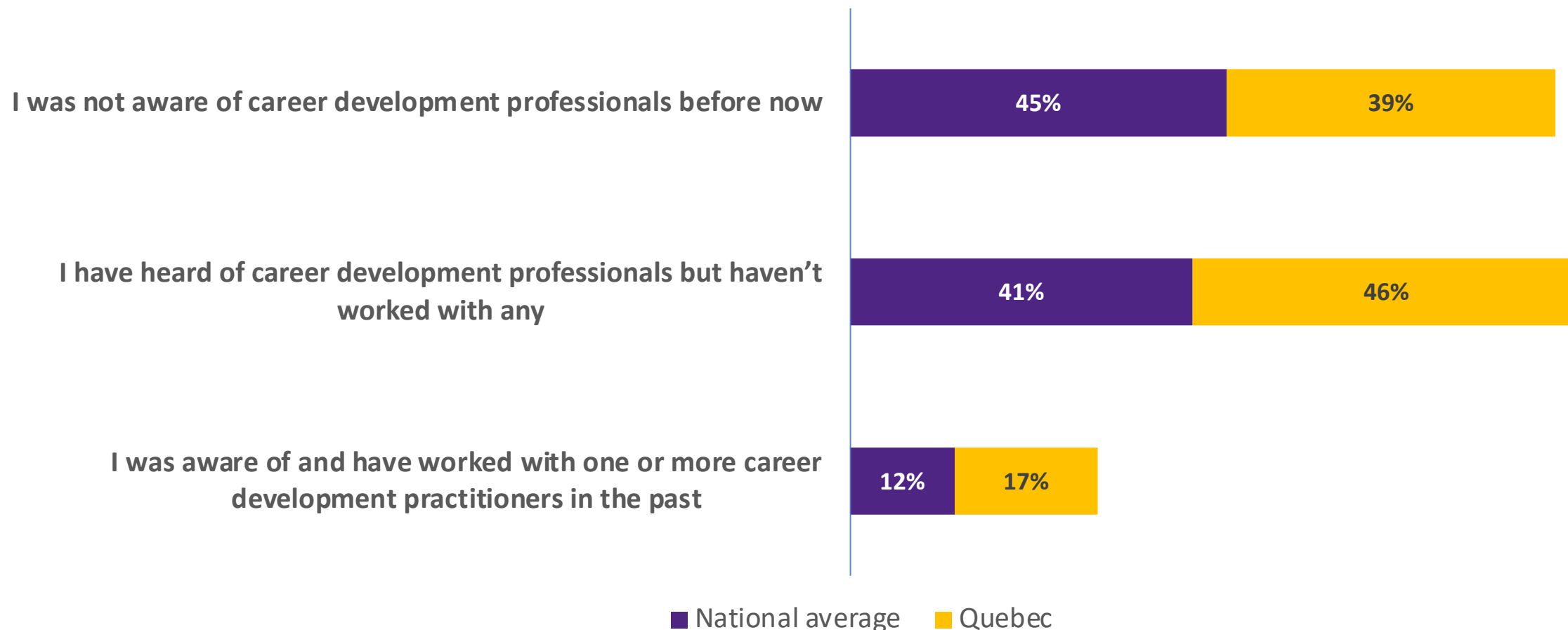
ADDITIONAL RESOURCES FROM THE NATIONAL BUSINESS SURVEY

- National Business Survey Executive summary and infographic (in English and French)

- In the media:

  o Toronto Star

  o BNN Bloomberg

  o CBC Radio

- Building a bridge: How employers and CDPs can collaborate to address workforce needs in 2022

- Virtual Community Roundtables

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

The Close ADVANCING YOUNG WORKERS' CAREERS

FREE WEBINAR SERIES

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

RECORDINGS AVAILABLE!

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.

#1 Work with CDPs to Tackle Your Pain Points
#2 Understand Changing Jobseeker Expectations
#3 Reimagine the Employee Value Proposition
#4 Find Untapped Talent Through Non-Traditional Hiring
#5 Write Clear and Compelling Job Postings That Get Results

10 WAYS EMPLOYERS CAN ADDRESS THEIR TALENT NEEDS BY PARTNERING WITH CAREER DEVELOPMENT PROFESSIONALS

#6 Use Creative Approaches for Selecting the Best Candidates
#7 See Beyond the Gaps for Skills & Experience
#8 Access Training & Development
#9 Focus on Employee Retention, Engagement and Wellness
#10 Build Community Partnerships That Make Good Business Sense

AS FUTURE ROUNDTABLES ARE HELD ACROSS THE COUNTRY, THIS GRAPHIC MAY BE UPDATED TO INCORPORATE ADDITIONAL INSIGHTS.

THANK YOU ALSO TO BCCDA FOR SUPPORTING THIS INITIATIVE.

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