National Business Survey: Career Development in the Canadian Workplace

Pandemic Impact

Report of survey findings
January 2022

CONTENTS

OBJECTIVES

This survey was designed to update and expand understanding of the state of career development in the Canadian workplace, including the impact of the pandemic. The questions were designed in concert with CERIC, a national charitable organization. This year's survey 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.

This is the second iteration of the survey, aiming to address current CERIC interests and data needs while providing comparability to its 2013 survey.

METHODOLOGY

Sample: Representative sample of 501 Senior officials from Canadian businesses (403 English, 98 French)

Margin of error: Plus or minus 4.4% (at the 95% confidence level)

Respondents: Survey participants were selected at random from a directory of Canadian businesses. Interviews conducted with senior level employees with awareness of, and responsibility for hiring, training and career development within the organization.

Timing: Data collected between Nov 18 – Dec 17, 2021.

Type: 16 minute random telephone survey

METHODOLOGY (cont.)

Because the population of business varies across the regions of Canada, disproportionate sampling by region was utilized to enable meaningful regional analyses. The sample was weighted by region to match the population of Canadian businesses, based on 2019 data from the Government of Canada

(https://www.ic.gc.ca/eic/site/061.nsf/eng/h_03126.html#a01).

Province	Unweighted Sample Size	Weighted Sample Size
Atlantic	100	30
Quebec	100	105
Ontario	100	185
Prairies	101	100
BC	100	80

Comparison: Where applicable, results are compared with the Career Development in the Canadian Workplace: National Business Survey, a similar survey of 500 employers conducted by telephone in fall of 2013.

Notes:

- In this report, results are expressed as percentages unless otherwise noted
- Results may not add to 100% due to rounding or multiple responses.

EXECUTIVE SUMMARY | KEY FINDINGS
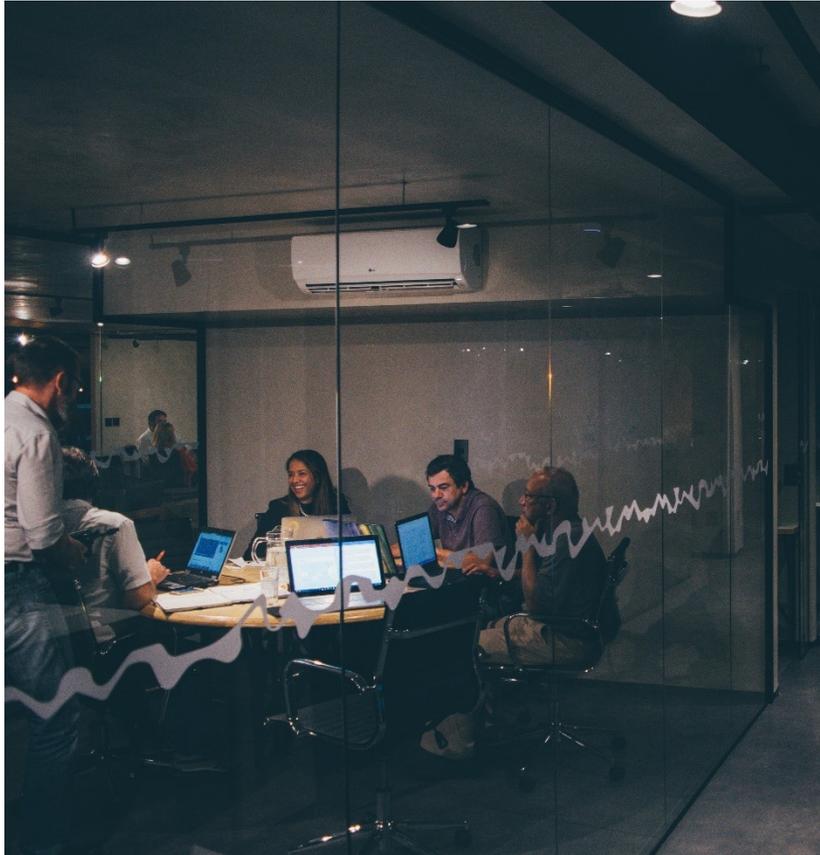
Challenges for Canadian businesses. With the backdrop of an ongoing pandemic and underlying economic uncertainty, company executives in Canada find the general state of the economy as well supply chain issues to be a challenging context for their businesses. In addition, the challenge of finding young & skilled workers has risen since 2013. Executives are noticing that it has become harder to find the people they are looking for.

Recruitment & Retention. Since 2013, executives have expressed difficulty when finding people with the right skill set. Today, more executives are likely to express that finding such people is difficult (81%) than they were to in 2013 (70%). Those who express facing challenges in this space are also more likely to sense a skills gap within their industry. They are also more likely to find it difficult to recruit people with soft skills. Executives are, however, putting more effort into customizing recruitment approaches for underrepresented groups than in 2013. When reflecting on employee retention, more than half of executives (54%) have felt no change compared to two years ago, before the pandemic. However, close to four in ten (37%) believe that it has become *more difficult to* retain employees compared to two years ago.

Skills Gap. Executives across Canada are now more likely to express strong agreement (33%) with the notion of an existing skills gap than they were to in 2013 (23%). In order to close this gap, more executives adhere to the idea of offering more training for new employees (47%) than to expect prospective employees to better prepare themselves for the labour market (36%).

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Soft Skills. Compared to 2013, executives are now more likely to hire someone with soft skills who is a good fit than to keep searching for someone with the right technical skills. Prospective employers consider an employee with a positive attitude and good communication skills to be the two most "top-of-mind" soft skills, a finding that is consistent with 2013. Being reliable and dependable as well as having the willingness and ability to learn, however, are two soft skills that have risen in importance since 2013.

Professional development. Executives' feelings towards career management programs, however, haven't changed significantly – on either end of the scale – since 2013. Concurrently, executives have not placed much more importance on providing employees with opportunities to reach their own career goals than they had in 2013.

The underlying insecurity that employers feel when it comes to investing in training for their employees might explain why the level at which career development opportunities are offered, remains static. Most executives are at least somewhat concerned to lose skilled employees to other organizations after having invested in training. In fact, a quarter (25%) of executives say this is of great concern to them.

Awareness of career development practitioners is split among executives. When asked, close to half (45%) had not heard of a career development practitioner; a similar proportion had awareness (41%). Only about one in ten (12%) had worked with a CDP.

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KEY FINDINGS - EXECUTIVE SUMMARY

Executives who say it is difficult to find people with the right skill set are likely to see a skills gap in their industry. Those who find it easy also consider it easy to find people with soft skills. Employers who say they have a responsibility to provide career management programs for employees are likely to have to have hired upwards of ten or more employees in the last year.

RECRUITMENT

How easy or difficult is it to find people with the right skill set to fill positions in your company?

- Easy — 16%
- Unsure — 3%
- Difficult — 81%

Total	81%
Agree there is a skills gap	87%
Disagree there is a skills gap	61%

Total	16%
Easy to find people with soft skills	35%
Difficult to find people with soft skills	11%

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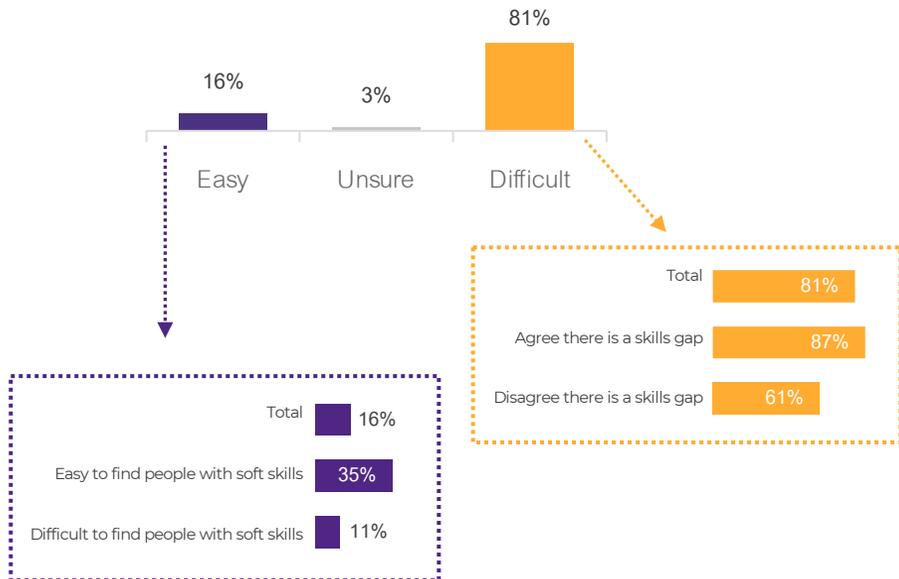
SKILLS GAP

Agree there is a 'skills gap'
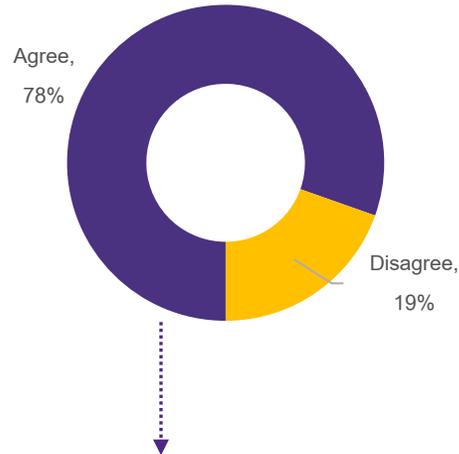
- Agree, 78%
- Disagree, 19%

The best way to close the skills gap is for employers to offer more training for new employees.	47%
The best way to close the skills gap is for prospective employees to better prepare themselves for the labour market	36%

PROFESSIONAL DEVELOPMENT

Agree employers have a responsibility to provide career management programs for employees

- Disagree, 23%
- Agree, 73%

Number of new employees (this year)

Total	73%
Zero	64%
1-9	77%
10+	83%
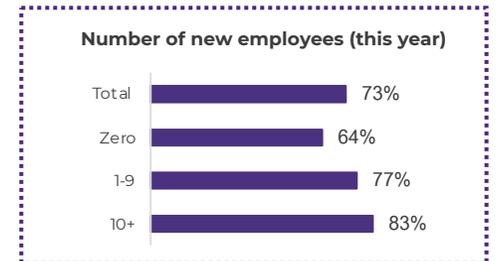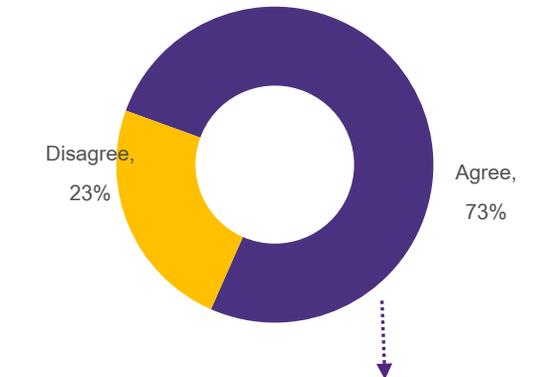
CHALLENGES FOR CANADIAN BUSINESSES

BUSINESS CHALLENGES | CURRENT CHALLENGES

The top three challenges faced by employers currently are a shortage of skilled workers, finding young workers, and supply chain issues. Around three in ten executives find the general state of the economy as well as regulation & red tape to be *very* challenging. In a new question this wave, more than four in ten executives consider employee mental health to be a challenge.

Q4 – To what extent would you say that each of the following presents a challenge to your business right now? Starting with…(BASE: n=501)

	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA	2021 NET Challenging:	2013 NET Challenging:
A shortage of skilled workers	48%	27%	10%	12%	3%	75%	68%
Finding young workers	45%	20%	15%	16%	3%	66%	51%
Supply chain issues	38%	32%	11%	17%	1%	70%	Not asked
General state of the economy	28%	41%	14%	16%	1%	69%	77%
Regulation and red tape	21%	32%	24%	22%	1%	52%	63%
Loss of talented employees to other organizations	15%	25%	19%	37%	3%	41%	49%
Finding talent from under represented groups	15%	16%	17%	41%	11%	31%	Not asked
Losing staff to life choices	13%	26%	22%	38%	1%	39%	Not asked
Hybrid and flexible work models and expectations	13%	9%	17%	49%	12%	22%	Not asked
Employee mental health	11%	34%	23%	30%	2%	45%	Not asked
Keeping up with technology	10%	30%	26%	34%		41%	60%
Accessing training	10%	18%	29%	40%	3%	28%	Not asked
Loss of senior employees to retirement	7%	13%	20%	52%	7%	21%	32%

Legend: ■ Very challenging ■ Somewhat challenging ■ Not very challenging ■ Not at all challenging ■ DK/NA

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BUSINESS CHALLENGES | CHALLENGES OVER TIME

Since 2013, executives are less concerned about the state of the economy, regulation & red tape, keeping up with technology, and losing senior employees to retirement. Today, executives consider it more challenging to find young & skilled workers.

Q4 – To what extent would you say that each of the following presents a challenge to your business right now? Starting with…(BASE: n=501)

Very or somewhat challenging

Challenge	NBS 2021	NBS 2013
A shortage of skilled workers	75%	68%
Supply chain issues *	70%	
General state of the economy	69%	77%
Finding young workers	66%	51%
Regulation and red tape	52%	63%
Employee mental health *	45%	
Keeping up with technology	41%	60%
Loss of talented employees to other organizations	41%	49%
Losing staff to life choices *	39%	
Finding talent from under represented groups *	31%	
Accessing training *	28%	
Hybrid and flexible work models and…	22%	
Loss of senior employees to retirement	21%	32%

■ NBS 2021
■ NBS 2013

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* Questions that were not asked in 2013

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11

BUSINESS CHALLENGES BY LOCATION | SHORTAGE OF SKILLED WORKERS

While employers in Ontario were the least likely to experience a shortage of skilled workers in 2013, they are now the most likely, followed by executives in Quebec and the Prairies. Compared to employers in rural areas and smaller cities, those in major cities are somewhat less likely to report a shortage of skilled workers.

Q4 – To what extent would you say that each of the following presents a challenge to your business right now? Shortage of skilled workers BASE: n=501)

	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA	2021 NET Challenging:	2013 NET Challenging:
Quebec	53%	24%	15%	8%		76%	77%
Ontario	50%	31%	3%	10%	5%	81%	59%
Atlantic	49%	18%	18%	14%	2%	67%	66%
Prairies	45%	31%	14%	8%	2%	76%	69%
BC	42%	21%	9%	25%	4%	63%	68%
Outside major cities	58%	24%	7%	9%	3%	81%	68%
Rural	42%	35%	12%	12%		77%	73%
Major cities	42%	26%	12%	15%	5%	68%	62%

Legend: ■ Very challenging ■ Somewhat challenging ■ Not very challenging ■ Not at all challenging ■ DK/NA

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12

WORK FROM HOME | SUPPORT TO EMPLOYEES

One in three executives report having employees who work from home. To support those employees who work from home, over half provide career management and mental health support. Work from home is more common in sectors such as technology, finance and non-profit and less common in the hospitality, manufacturing, and service sectors.*

Q12. Do you have employees who work from home, either regularly or part of the time? (BASE: n = 501)
Q13. IF YES: Do you provide career management support to employees who work from home?: (SUBSAMPLE (Have WFH employees): n = 167))
Q14. IF YES: Do you provide mental health support to employees who work from home?: (SUBSAMPLE (Have WFH employees): n = 167))

Do you have employees who work from home?
BASE: n=501

34%	64%	1%

Do you provide career management support to employees who WFH?
n=167

53%	42%	5%

Do you provide mental health support to employees who WFH?
n=167

57%	39%	4%

■ Yes   ■ No   ■ Don't know

* NOTE: According to the December 2021 Statistics Canada *Labour Force Survey*, 24% of employees worked from home, 500,000 fewer than in December 2020.

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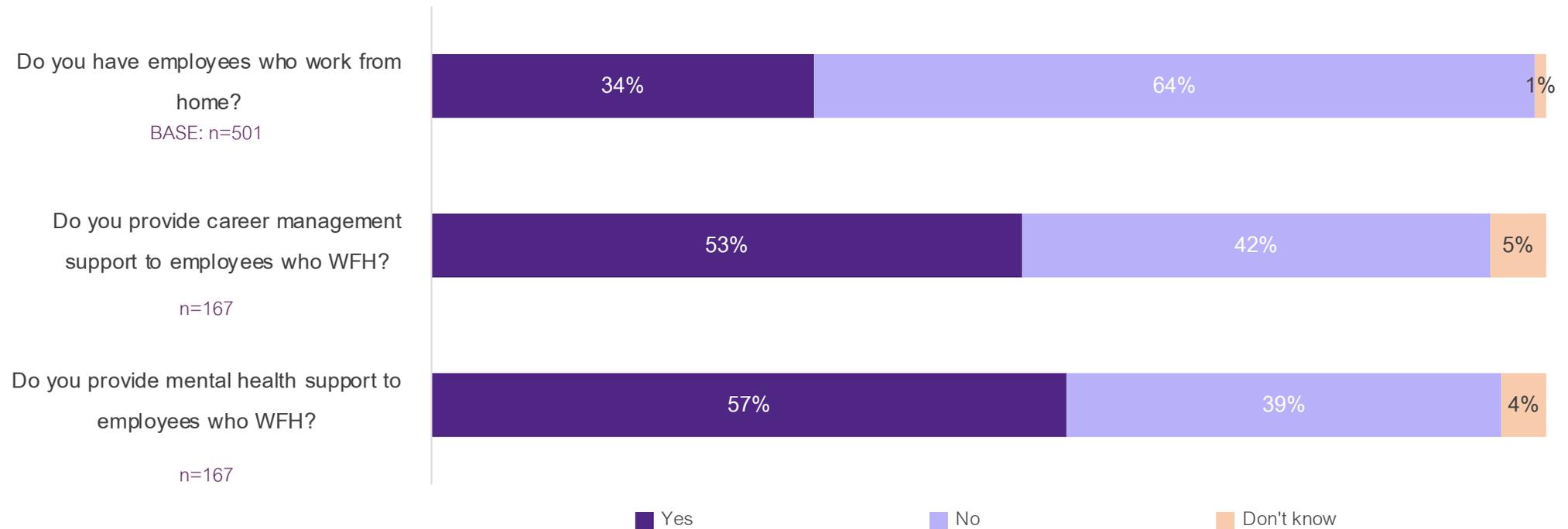
RECRUITMENT & RETENTION

RECRUITING | LEVEL OF DIFFICULTY

Executives in 2021 are more likely than those in 2013 to deem it *very* difficult to find people with the right skill set to fill positions in their companies. Eight in ten believe it to be difficult, generally, up from seven in ten in 2013.

Q5 – 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)

Net DIFFICULT: 81%

	Very easy	Somewhat easy	Somewhat difficult	Very difficult	Depends on the position
NBS 2013	6%	21%	45%	25%	2%
NBS 2021	5%	11%	33%	48%	1%

■ NBS 2013   ■ NBS 2021

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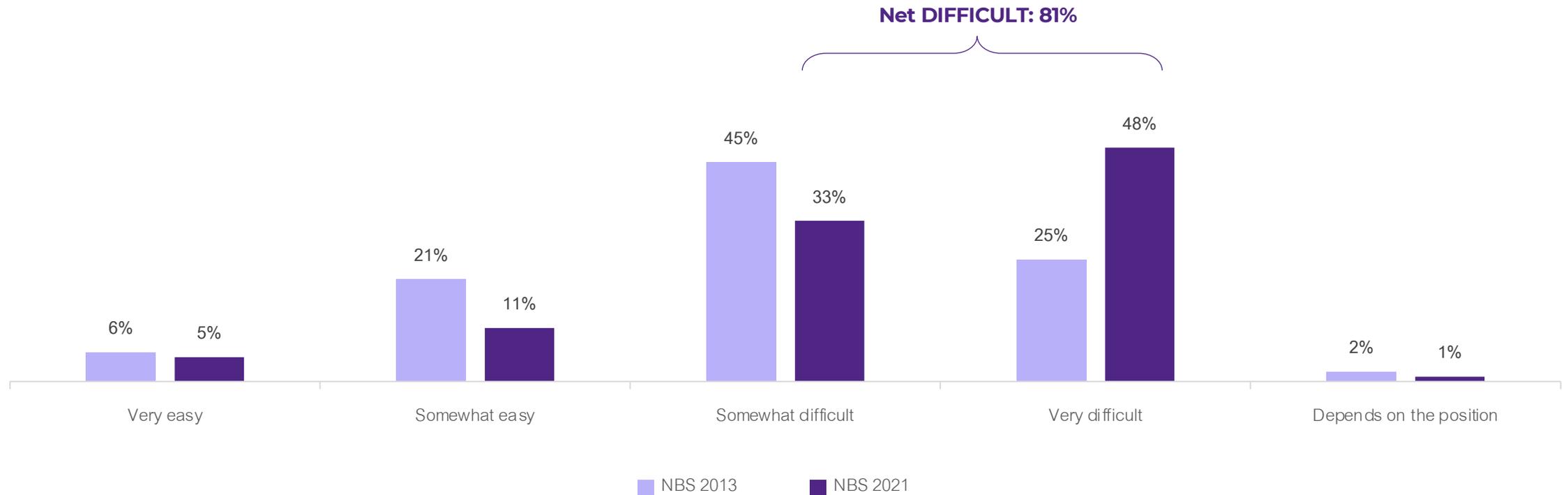
RECRUITING | REASONS FOR DIFFICULTY

Considering it difficult to find people with the right skill set to fill positions is a feeling reported by eight in ten company executives. The top reason named by executives is finding candidates with the desirable skill set, followed by finding reliable candidates with the right work ethic, and job market competition in their industries.

Q5 – 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)

Q6 –What are the main reasons it is difficult to find the right candidates? (SUBSAMPLE (have difficulty recruiting): n = 402))

PERCEPTION OF DIFFICULTY

Easy
16%

Difficult
81%

REASONS FOR DIFFICULTY

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

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RETENTION OF EMPLOYEES | IMPACT OF PANDEMIC

Reflecting on a pre-pandemic era, over one-third of executives find retaining employees to be more difficult (compared to two years ago). Those who have experienced more difficulty in employee retention more often identify a skills gap in their industry & consider it difficult to find people with soft skills.

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)

Q18 – Would you say that you strongly agree, somewhat agree, somewhat disagree or strongly 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. (BASE: n = 501); Q22 – How easy or difficult is it to find people with these soft skills? Is it…? (BASE: n = 501)

LEVEL OF DIFFICULTY

- **More difficult**
- **Less difficult**
- **No change**

Pie chart values: 37%, 5%, 54%

EXISTENCE OF SKILLS GAP

Agree that there is a skills gap	42%
Disagree that there is a skills gap	26%
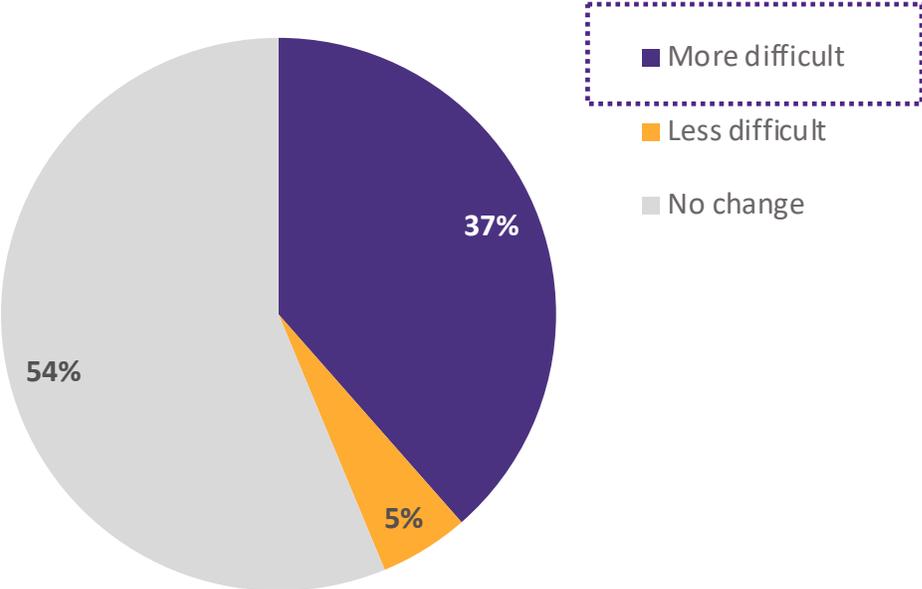
DIFFICULTY FINDING CANDIDATES WITH SOFT SKILLS

Easy to find people with soft skills	27%
Difficult to find people with soft skills	40%

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RECRUITMENT EFFORTS | UNDERREPRESENTED GROUPS

There has been a modest increase in the proportion of executives putting effort into customizing their recruitment approaches to attract & reach members of underrepresented groups.

Q7 – 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)

Chart legend: ■ NBS 2013 ■ NBS 2021

	A lot of effort	Some effort	Not much effort
NBS 2013	13%	34%	50%
NBS 2021	18%	32%	36%

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* Data does not include those who answered DK/NA

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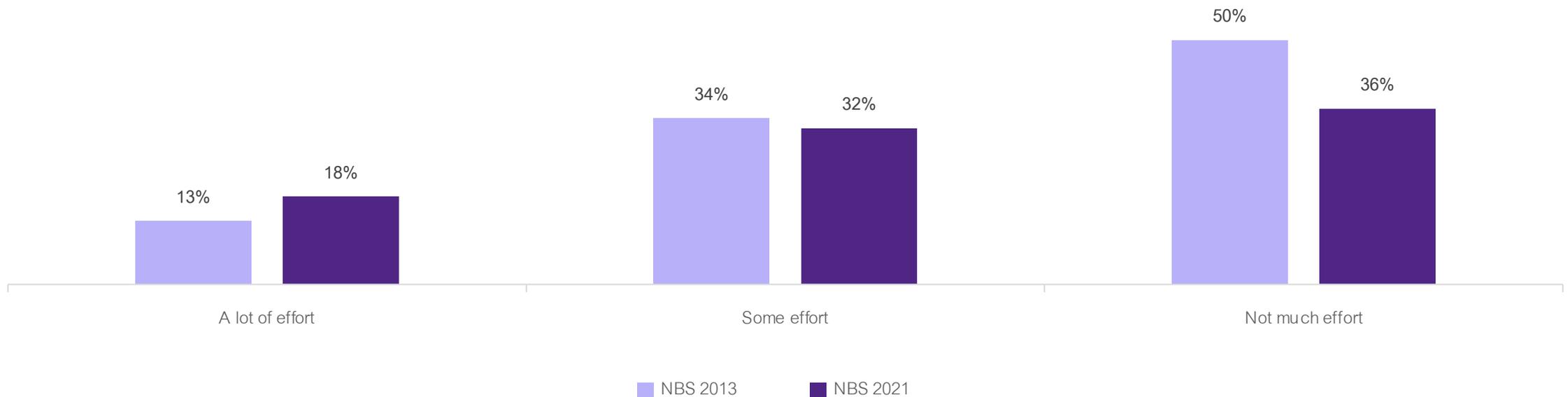
SEARCHING FOR SKILLED EMPLOYEES | WHAT'S IMPORTANT?

While the importance of resumes has not deviated significantly since 2013, executives are finding a potential employee's online footprint to be increasingly important, with two in ten now saying this is *very* important.

Q16 – 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)

Q17 –How important to you is a potential employee's online profile or footprint? Is it . . . ? (BASE: n = 501)

IMPORTANCE OF RESUMES COMPARED TO PAST

	More	Less	About the same
NBS 2013	10%	13%	76%
NBS 2021	7%	16%	74%

IMPORTANCE OF ONLINE FOOTPRINT

	Very important	Somewhat important	Not very important	Not at all important
NBS 2013	11%	41%	28%	18%
NBS 2021	21%	42%	18%	17%

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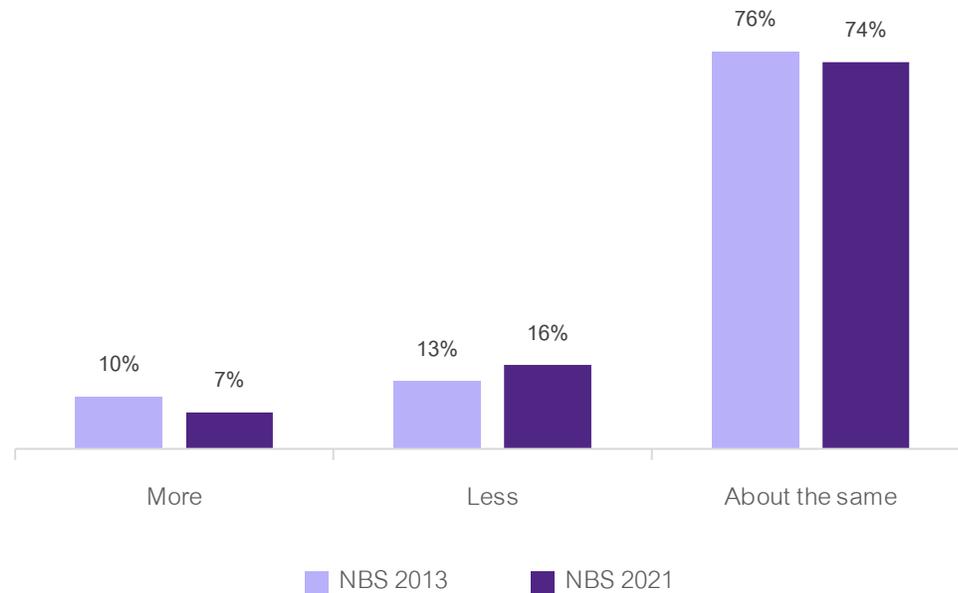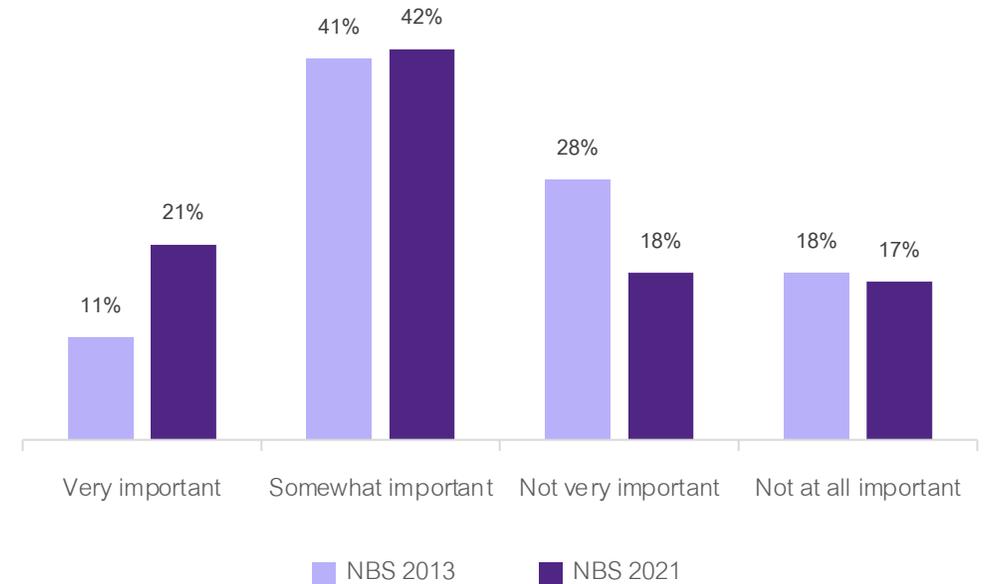
RECRUITMENT | FINDING SKILLED EMPLOYEES

When asked about recruitment strategies in the last two to five years, executives are most likely to have used employee referrals, offer training & advancement and recruit through social media. Also commonly mentioned, by around half of executives, are identifying internal candidates and utilizing marketing to convey advantages of working at their organization.

Q15 Has your business done any of the following in the past 2-5 years in order to find skilled employees? Starting with… (BASE: n = 501) –

	Yes	No	Don't know
Employee referral	67%	30%	3%
Offered training and advancement for entry- to mid-level employees	63%	32%	5%
Recruited through social media	59%	39%	2%
Identified internal candidates	52%	43%	4%
Marketed the advantages of working at your organization	46%	51%	4%
Used community employment agencies	36%	60%	4%
Hired from a co-op or internship program	30%	67%	3%
Outsourced recruitment to search or personnel firms	24%	73%	2%
Used automated resume software	17%	79%	4%

Legend: ■ Yes ■ No ■ Don't know

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RECRUITMENT & RETENTION | NEW POLICIES OR PRACTICES

About one in three executives have implemented new recruitment or retention policies or practices in the past 2 years. Among the rest, about one in five are considering doing so.

Q9. Have you implemented any new policies or practices in the past 2 years in relation to: recruitment / retention (BASE: n = 501)

Q10. Are you considering any new policies or practices related to: recruitment / retention (No policies: n = 346 / 315)

IMPLEMENTATION OF NEW POLICIES OR PRACTICES

Recruitment
- 30% Yes
- 69% No
- 1% Don't know

Retention
- 35% Yes
- 63% No
- 2% Don't know

Legend: ■ Yes ■ No ■ Don't know
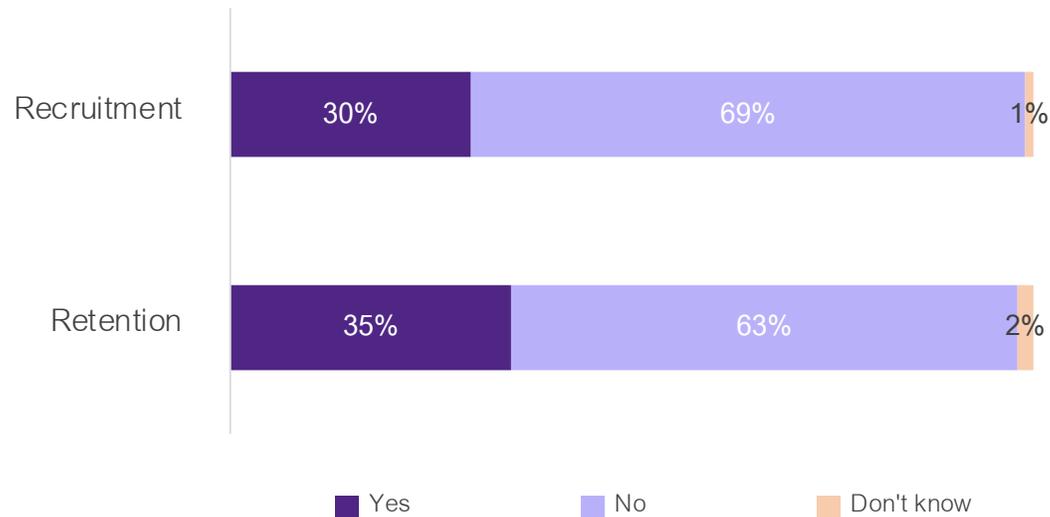
CONSIDERATION OF NEW POLICIES OR PRACTICES

Recruitment n=346
- 21% Yes
- 75% No
- 3% Don't know

Retention n=315
- 18% Yes
- 78% No
- 4% Don't know

Legend: ■ Yes ■ No ■ Don't know

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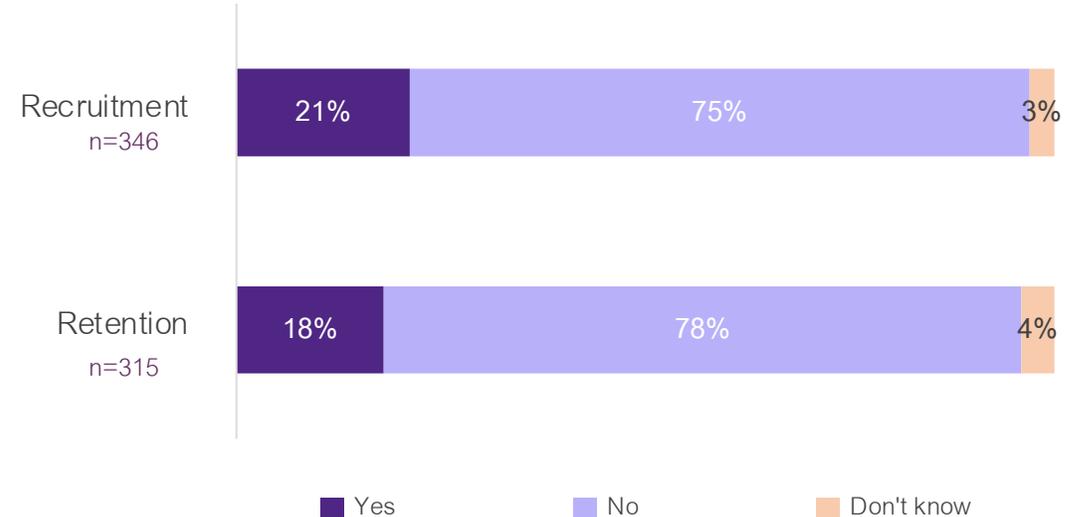
SKILLS GAP

SKILLS GAP | PERCEPTION OVER TIME

Compared to 2013, belief has grown somewhat in the skills gap between the skill level and experience that prospective employees have, and what organization & industry are looking for. Specifically, executives today are more likely to believe *strongly* in a skills gap.

Q18 – Would you say that you strongly agree, somewhat agree, somewhat disagree or strongly 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. (BASE: n = 501);

Net AGREE: 78%

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
NBS 2013	23%	50%	21%	3%
NBS 2021	33%	44%	14%	4%

■ NBS 2013   ■ NBS 2021

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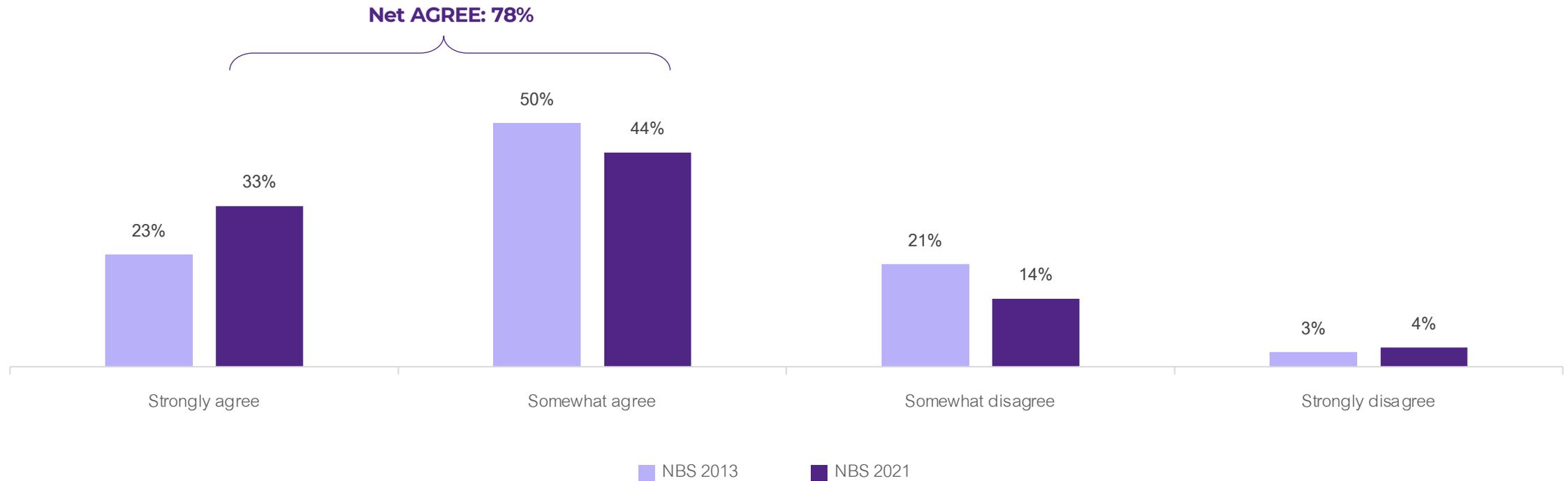
SKILLS GAP | PERCEPTION OVER TIME

Close to eight in ten executives agree that there is an existing skills gap. Reflecting on the state of their industry over the last five years, four in ten executives believe that the skills gap has increased over time. An almost equally sized proportion believe it has stayed the same.

Q18 – Would you say that you strongly agree, somewhat agree, somewhat disagree or strongly 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. (BASE: n = 501);

Q19 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))

PERCEPTION OF SKILLS GAP IN PAST 5 YEARS

Strongly agree: 33%
Somewhat agree: 44%
Somewhat disagree: 14%
Strongly disagree: 4%

39% say it has increased over time

35% say it has stayed the same

24% say it has decreased over time

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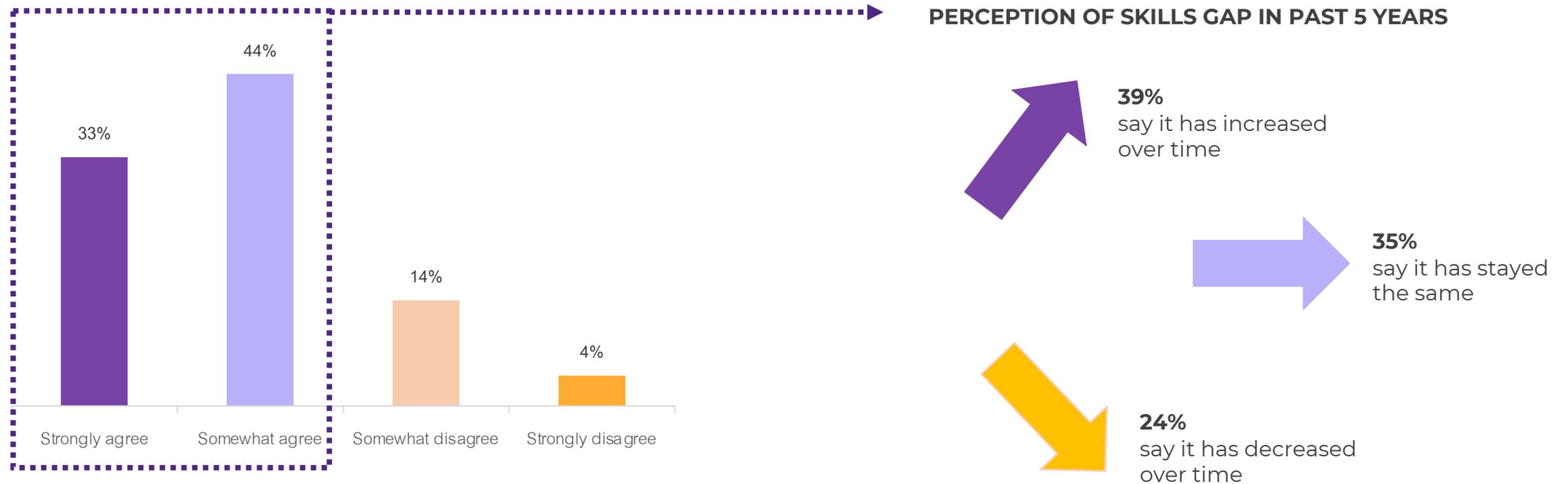
SKILLS GAP | PERSPECTIVE ON CLOSING THE GAP

If the aim is to close the skills gap, executives are increasingly in favor of offering more training to new employees, as opposed to expecting prospective employees to better prepare themselves for the labour market.

Q20. Which of the following statements is closer to your own opinion?: (SUBSAMPLE (Agree there is a skills gap): n = 388))

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

	Offer more training	Better prepare	Both/combination
NBS 2021	47%	36%	15%
NBS 2013	43%	43%	13%

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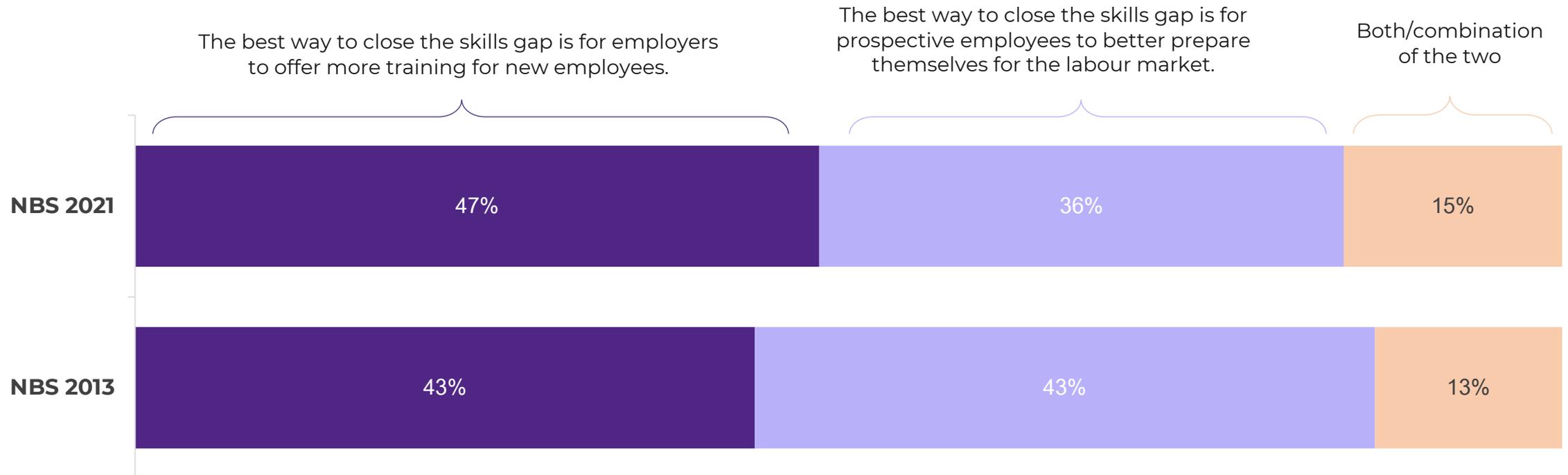
SOFT SKILLS

SOFT SKILLS | LEVEL OF IMPORTANCE OVER TIME

When asked in an open-ended question, having a positive attitude and good communication skills continue to be the two most important "top-of-mind" soft skills for prospective employers. Since 2013, being reliable & dependable has risen in importance as well as the willingness & ability to learn.

Q21 – What soft skills are most important to you in an employee? (BASE: n = 501)

Skill	NBS 2021	NBS 2013
Positive attitude	29%	36%
Communication skills	22%	29%
Reliability/dependability	21%	9%
Strong work ethic	18%	23%
Teamwork skills	16%	25%
Interpersonal/customer service skills	14%	18%
Time management abilities	11%	10%
Willingness/ability to learn	10%	5%
Flexibility/adaptability	10%	11%
Honesty/integrity	9%	11%
Competence/diligence	9%	5%
Accountability	9%	7%
Dedication/passion	7%	6%
Problem-solving skills	5%	8%
Professionalism	6%	3%
Presentation	4%	4%
Compassion/emotional intelligence	3%	3%
Other mentions	20%	29%

SOFT SKILLS | DIFFICULTY TO RECRUIT

Compared to levels in 2013, executives are finding it increasingly more difficult to recruit people with the soft skills they deem important.

Q22 - How easy or difficult is it to find people with these soft skills? Is it…? (BASE; n = 501)

2021 NET Difficult:

	Very easy	Somewhat easy	Somewhat difficult	Very difficult	Depends on the position	2021 NET Difficult
NBS 2021	3%	15%	49%	29%	1%	78%
NBS 2013	3%	27%	50%	17%	1%	66%

Legend: ■ Very easy ■ Somewhat easy ■ Somewhat difficult ■ Very difficult ■ Depends on the position

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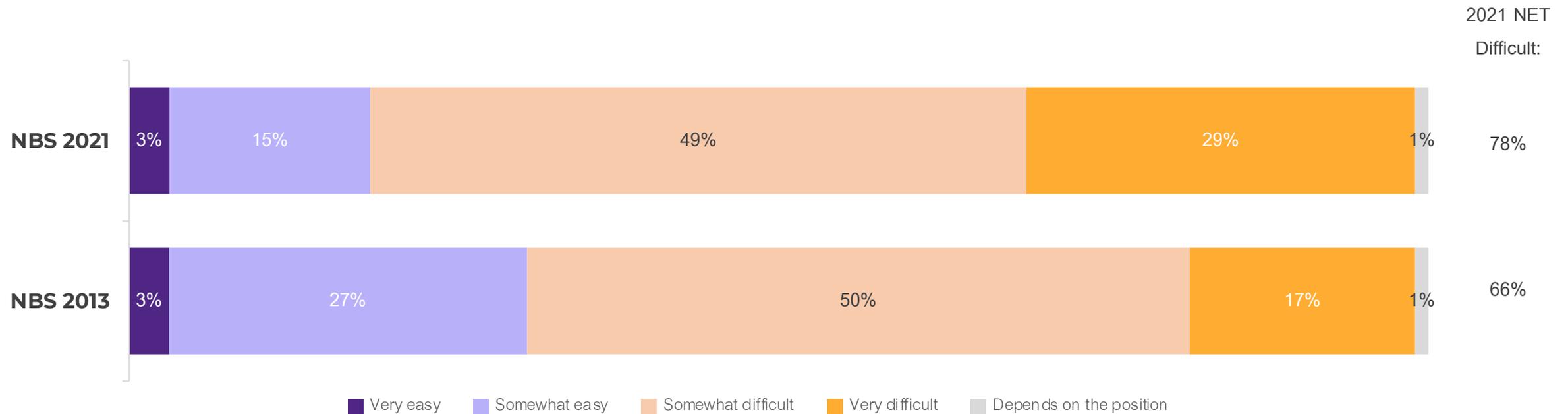
SKILLS GAP | FINDING TECHNICALLY SKILLED WORKERS

In order to find technically skilled workers, executives in 2021 are more inclined to hire someone with soft skills who is a good fit and provide training compared to 2013.

Q23. If you are having difficulty finding technically skilled workers, is your organization more likely to . . .? (BASE, n = 501)

Hire someone with soft skills who
is a good fit and provide training

Keep searching until you find
someone with the right technical skills

Depends/DK

	Hire (soft skills + training)	Keep searching	Depends/DK
NBS 2021	78%	15%	7%
NBS 2013	62%	26%	12%

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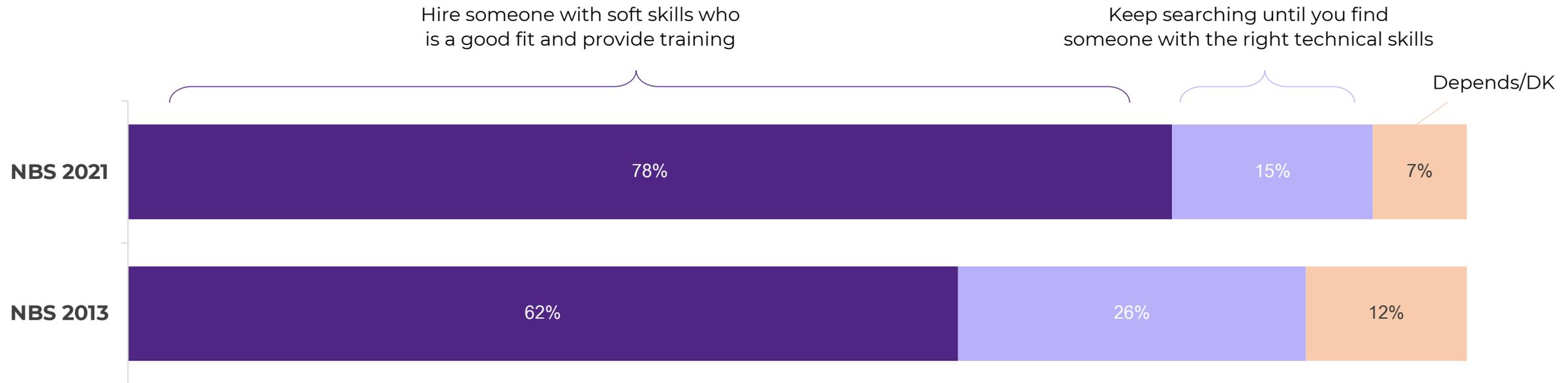
SKILLED EMPLOYEES | INVESTMENT IN TRAINING

Compared to 2013, slightly fewer executives are concerned about losing skilled employees to other organizations after having invested in training.

Q24 – Would you say that losing skilled employees in which you have invested training to other organizations is...?(BASE: n = 501)

	A great concern	Somewhat of a concern	Not really a concern	Not at all a concern
NBS 2013	25%	39%	21%	14%
NBS 2021	25%	34%	26%	15%

■ NBS 2013   ■ NBS 2021
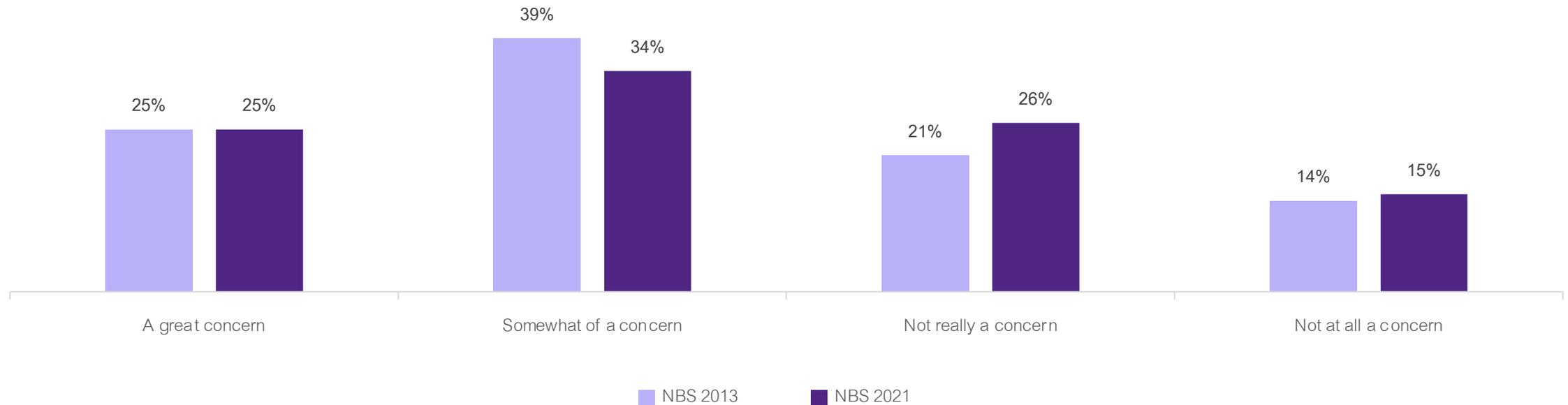
SOFT SKILLS | DIFFICULTY TO RECRUIT

If the goal is to find technically skilled workers, most executives say they would hire someone with important soft skills and provide training. Despite this, six in ten feel at least somewhat concerned that they will lose employees after investing in training.

Q23 - If you are having difficulty finding technically skilled workers, is your organization more likely to . . .? (BASE; n = 501)
Q24 - Would you say that losing skilled employees in which you have invested training to other organizations is...? (BASE; n = 501)

RECRUITMENT STRATEGY

More likely to hire someone with soft skills who is a good fit and provide training — **78%**

More likely to keep searching until you find someone with the right technical skills — **15%**

Depends — **6%**

Don't know — **1%**

CONCERN ABOUT LOSING EMPLOYEES AFTER INVESTING IN TRAINING

- A great concern — 25%
- Somewhat of a concern — 34%
- Not really a concern — 26%
- Not at all a concern — 15%
- Don't know — 1%

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ENVIRONICS
RESEARCH

31
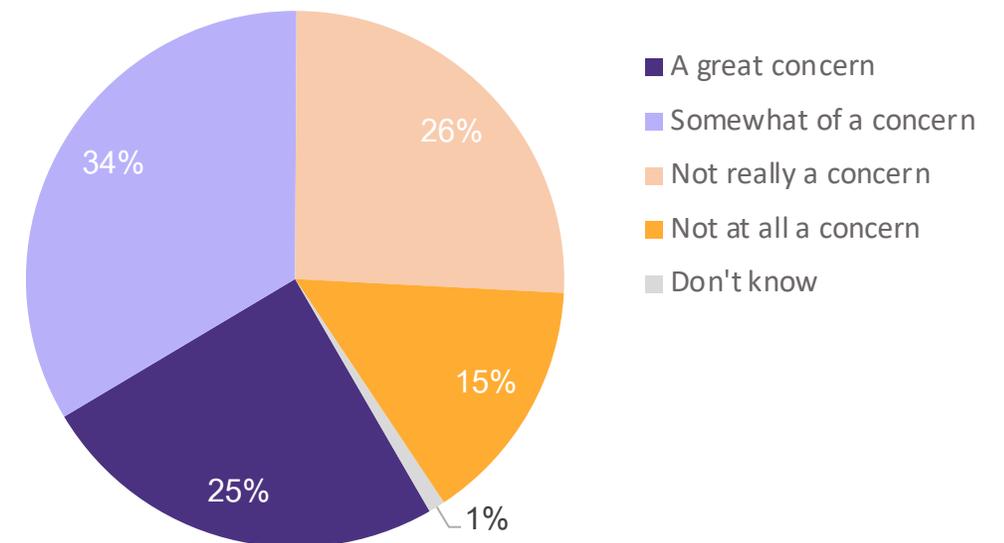
PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT | EMPLOYER'S RESPONSIBILITY

Consistent with 2013, over seven in ten executives agree that employers have a responsibility to provide career management programs to their employees.

Q25 – Would you say that you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement? Employers have a responsibility to provide career management programs for their employees. (BASE: n = 501)

Net AGREE: 73%

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
NBS 2013	27%	44%	21%	8%
NBS 2021	27%	46%	17%	6%

■ NBS 2013   ■ NBS 2021
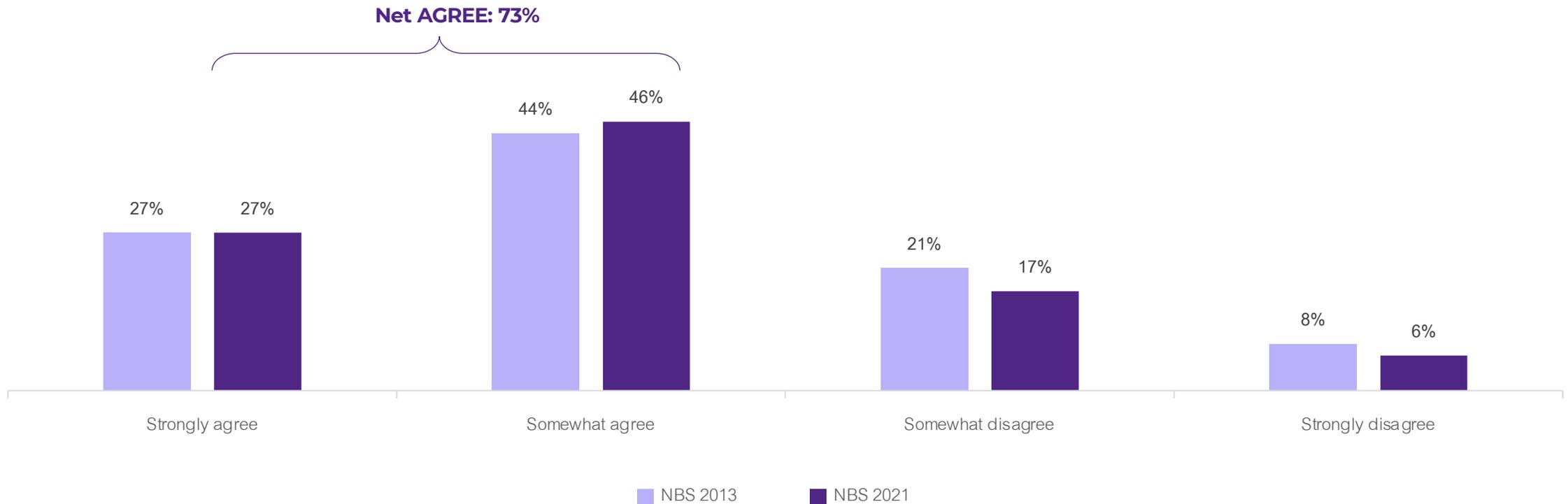
PROFESSIONAL DEVELOPMENT | PROVIDING OPPORTUNITIES

Close to nine in ten executives continue to find it at least somewhat important to provide employees with opportunities to reach their own career goals.

Q28 – How important would you say it is to your organization to provide employees the opportunities to reach their own career goals? Is it …? (BASE: n = 501);

Net IMPORTANT: 87%

	Very important	Somewhat important	Not very important	Not at all important	Don't know
NBS 2013	44%	42%	6%	5%	2%
NBS 2021	49%	38%	8%	3%	2%

■ NBS 2013   ■ NBS 2021

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RESEARCH
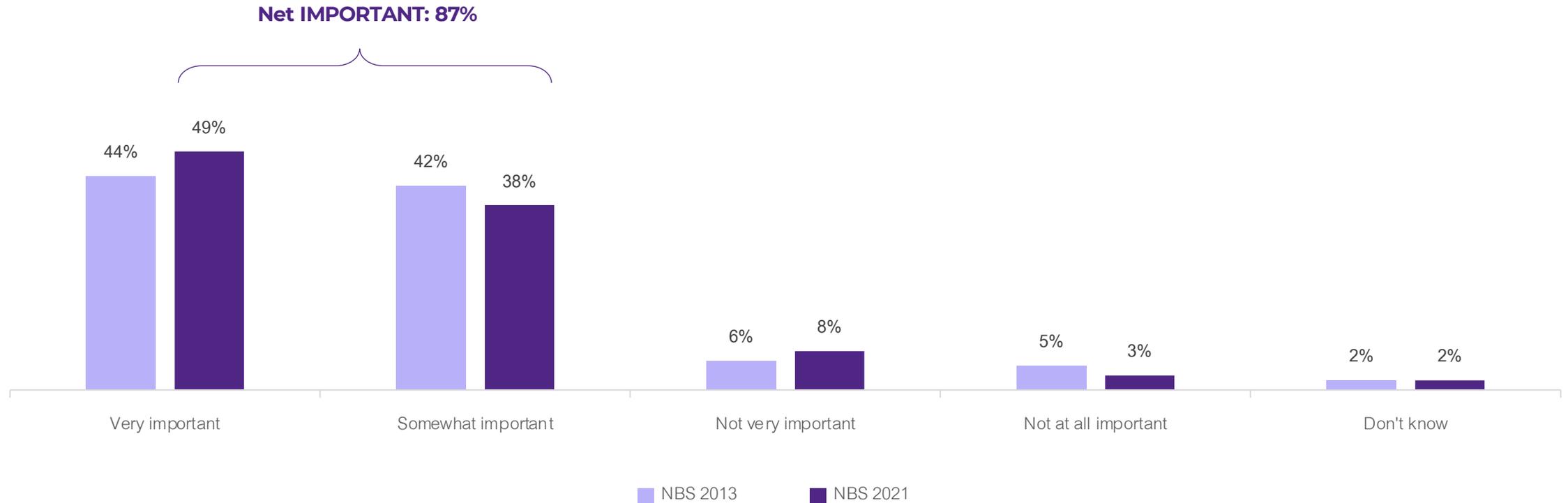
PROFESSIONAL DEVELOPMENT | PROGRAM OPPORTUNITIES

Executives of organizations who offer career management programs are most likely to provide skills development programs and individually tailored training & coaching. They are also likely to provide programs in succession & advancement.

Q26 – Does your organization have career management programs for employees? (BASE: n = 501);
Q27 – What types of career management programs do you offer? (BASE: n = 501)

DOES ORGANIZATION PROVIDE CAREER MANAGEMENT PROGRAMS?

Yes
- 27% (NBS 2021)
- 29% (NBS 2013)

No
- 70% (NBS 2021)
- 68% (NBS 2013)

■ NBS 2021　■ NBS 2013
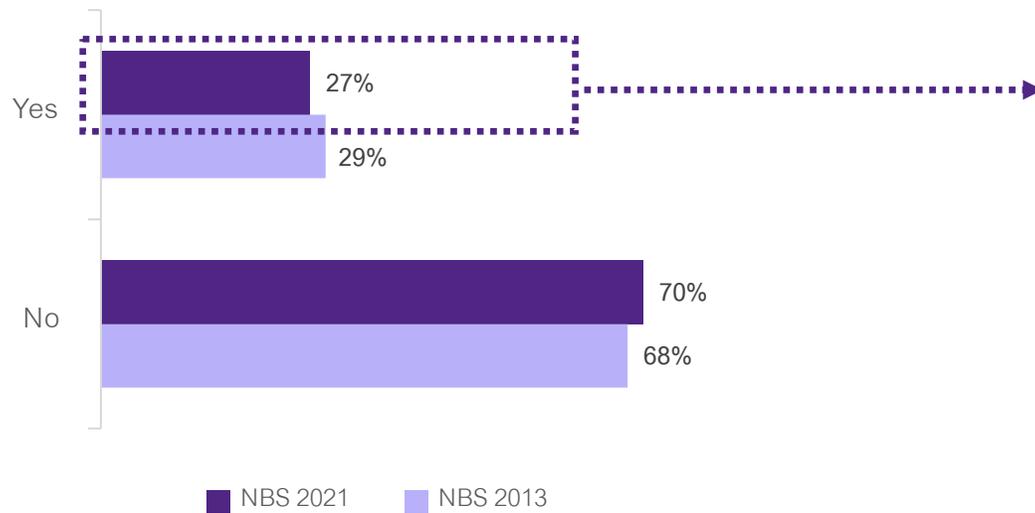
TYPES OF CAREER MANAGEMENT PROGRAMS OFFERED

Program	%
Individually tailored training/coaching (general)	32%
Skills development programs	30%
Succession/advancement programs	27%
Education reimbursement/training encouragement	14%
Mentorship/apprenticeship programs	13%
Career planning/training/education (general)	11%
Leadership programs	8%
Don't know	7%
Other mentions	4%

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ENVIRONICS
RESEARCH

PROFESSIONAL DEVELOPMENT | SUPPORT IN AREAS

Executives most often report needing career development support in meeting their labour needs through referrals, leadership development, and training & development recommendations.

Q30 – To what extent does your company need career development support in each of the following areas? Starting with… (BASE: n = 501)

NET Support
Somewhat/ Great deal:

Area	A great deal	Somewhat	Not really	Not at all	Don't know	NET Support
Receiving referrals/finding/placing employees to help meet your labour needs	20%	32%	16%	31%	2%	52%
Leadership development	15%	29%	18%	36%	2%	44%
Recommendations for training and development/upskilling	14%	30%	17%	37%	3%	44%
Help with onboarding new employees	13%	22%	19%	43%	3%	35%
Support for career goal-setting/growth/internal promotion of employees	11%	26%	23%	37%	2%	38%
Coaching or mentoring programs	11%	24%	22%	39%	3%	35%
Exit interviews	8%	17%	19%	50%	5%	26%

Legend: ■ A great deal ■ Somewhat ■ Not really ■ Not at all ■ Don't know

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ENVIRONICS
RESEARCH

36

PROFESSIONAL DEVELOPMENT | EXPERIENCE WITH CDPs

When asked about career development practitioners, four in ten executives had no awareness, and a larger proportion were generally aware. More than one in ten executives have experience working with a career development practitioner in the past.

Q29. 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 : (BASE; n = 501)

I was aware of and have worked with one or more career development practitioners in the past — 12%

I have heard of career development professionals but haven't worked with any — 41%

I was not aware of career development professionals before now — 45%

NET Awareness: 53%

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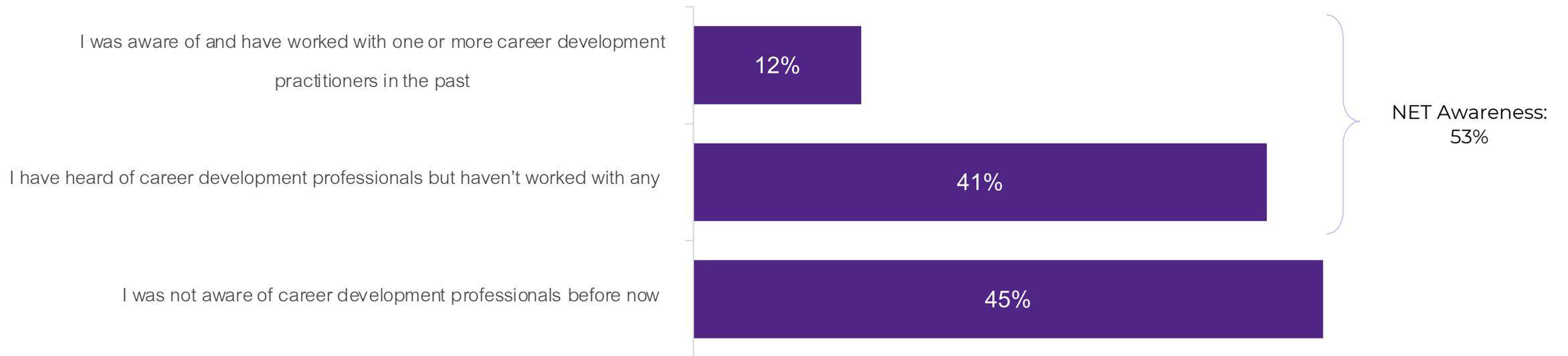
SAMPLE PROFILE

DEMOGRAPHICS | RESPONDENT PROFILE

Industry	% of sample
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%
Other*	13%

Other industries include agriculture, automotive, finance, technology, entertainment/recreation, natural resources and public administration.

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 employees

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

Number of new employees

0	35%
1-9	51%
10+	11%
DK/NA	3%
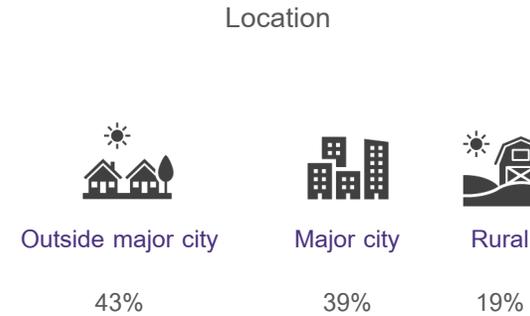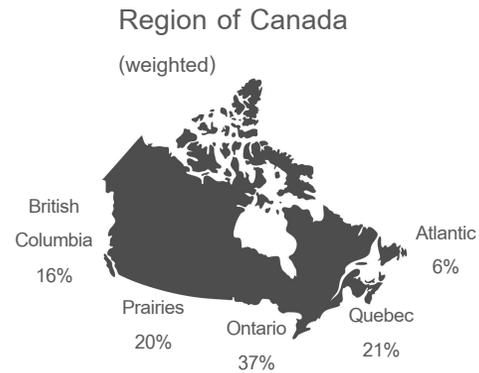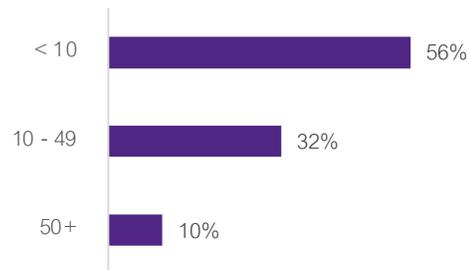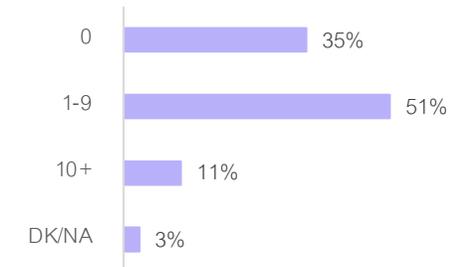
Title	% of sample
Chief Executive Officer (CEO) / President	25%
Owner	21%
General Manager	16%
Manager/administrator	11%
Plant/office/operations manager	7%
Director	8%
Chief Operating Officer (COO)	3%
Human resources	3%
Accounting/bookkeeping	1%
Executive Vice President	1%
Vice President	1%
Controller	1%
Senior Vice President	<1%
Other	2%

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ENVIRONICS
RESEARCH

APPENDIX

SHORTAGE OF SKILLED WORKERS | By location & number of employees

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	48%	27%	10%	12%	3%
Rural	42%	35%	12%	12%	
Major cities	42%	26%	12%	15%	5%
Outside major cities	58%	24%	7%	9%	3%
<10	46%	23%	12%	15%	4%
10 - 49	52%	31%	8%	9%	
50 +	55%	45%			

Legend:
- ■ Very challenging
- ■ Somewhat challenging
- ■ Not very challenging
- ■ Not at all challenging
- ■ DK/NA
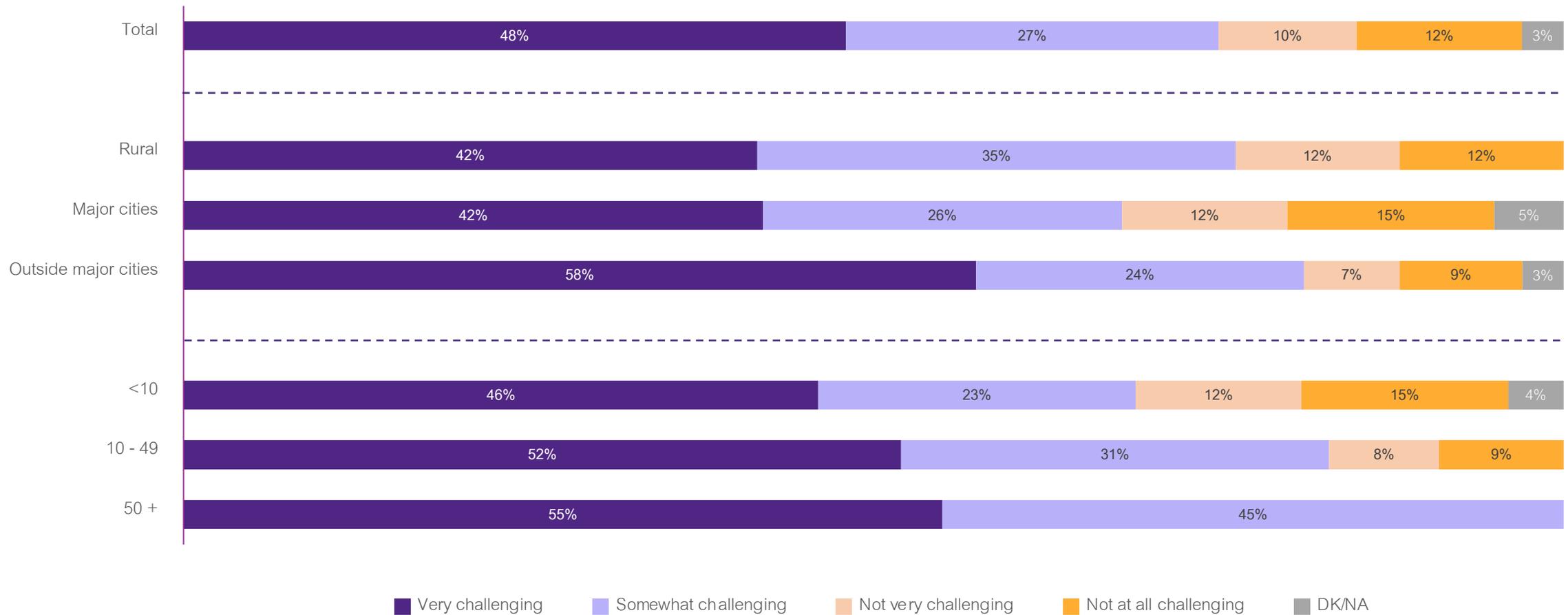
SHORTAGE OF SKILLED WORKERS | By industry

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

Industry	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	48%	27%	10%	12%	3%
Hospitality	65%	17%	8%	10%	
Education *	54%	35%	5%		6%
Service	52%	18%	16%	8%	6%
Agriculture *	52%	24%		24%	
Manufacturing	50%	33%	11%	6%	
Health care *	19%	54%	12%	15%	
Non-profit *	18%	34%	15%	32%	

* Read data with caution due to smaller sample size

■ Very challenging ■ Somewhat challenging ■ Not very challenging ■ Not at all challenging ■ DK/NA

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FINDING YOUNG WORKERS | By location & number of employees

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	45%	20%	15%	16%	3%
Rural	41%	25%	12%	17%	5%
Major cities	45%	18%	19%	15%	2%
Outside major cities	48%	21%	12%	17%	3%
<10	45%	17%	15%	17%	6%
10 - 49	47%	21%	16%	16%	
50 +	47%	27%	15%	11%	

Legend: Very challenging · Somewhat challenging · Not very challenging · Not at all challenging · DK/NA
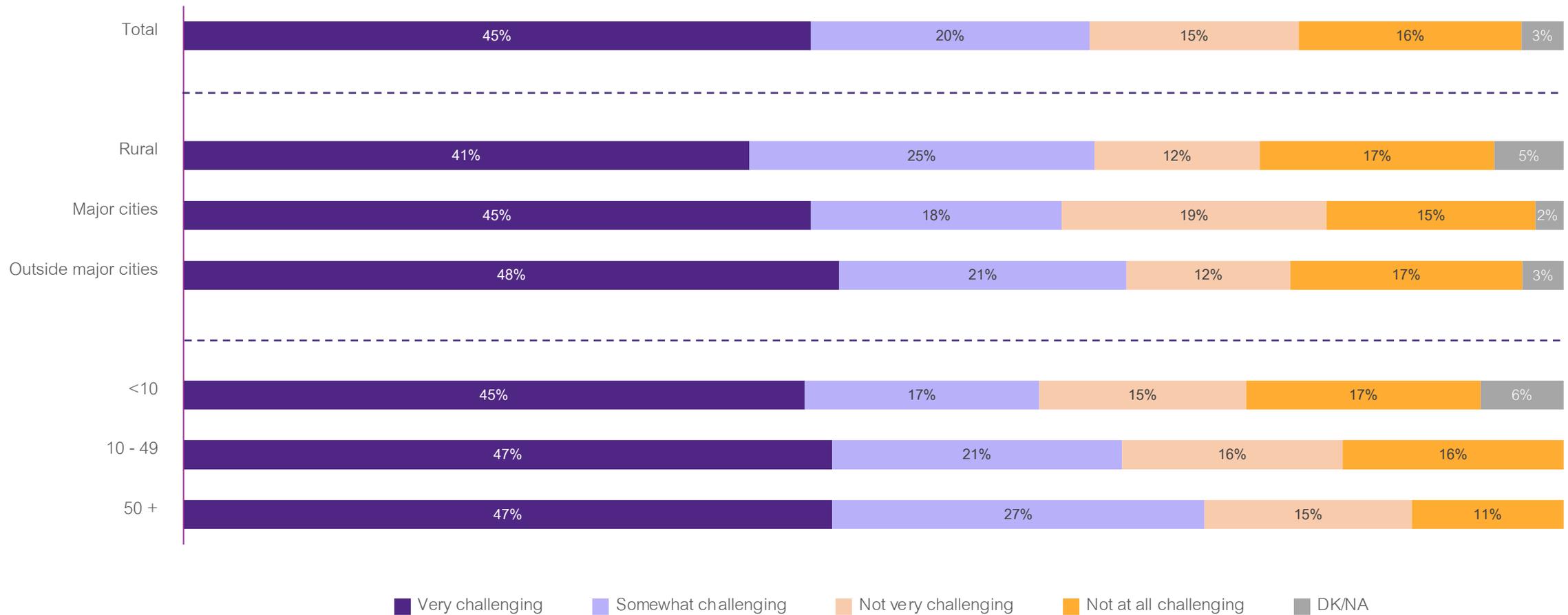
FINDING YOUNG WORKERS | By industry

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

Industry	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	45%	20%	15%	16%	3%
Hospitality	52%	23%	14%	10%	1%
Education *	53%	33%	7%	7%	
Service	46%	17%	19%	13%	5%
Agriculture *	51%	24%		26%	
Manufacturing	48%	21%	30%		1%
Health care *	33%	39%	13%	15%	
Non-profit *	36%	26%	11%	26%	

* Read data with caution due to smaller sample size

■ Very challenging   ■ Somewhat challenging   ■ Not very challenging   ■ Not at all challenging   ■ DK/NA

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ENVIRONICS
RESEARCH

SUPPLY CHAIN ISSUES | By location & number of employees

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	38%	32%	11%	17%	1%
Rural	40%	32%	10%	17%	
Major cities	37%	35%	11%	14%	3%
Outside major cities	39%	29%	11%	20%	1%
<10	36%	30%	12%	22%	
10 - 49	43%	37%	10%	9%	2%
50 +	41%	28%	9%	23%	

Legend: ■ Very challenging ■ Somewhat challenging ■ Not very challenging ■ Not at all challenging ■ DK/NA
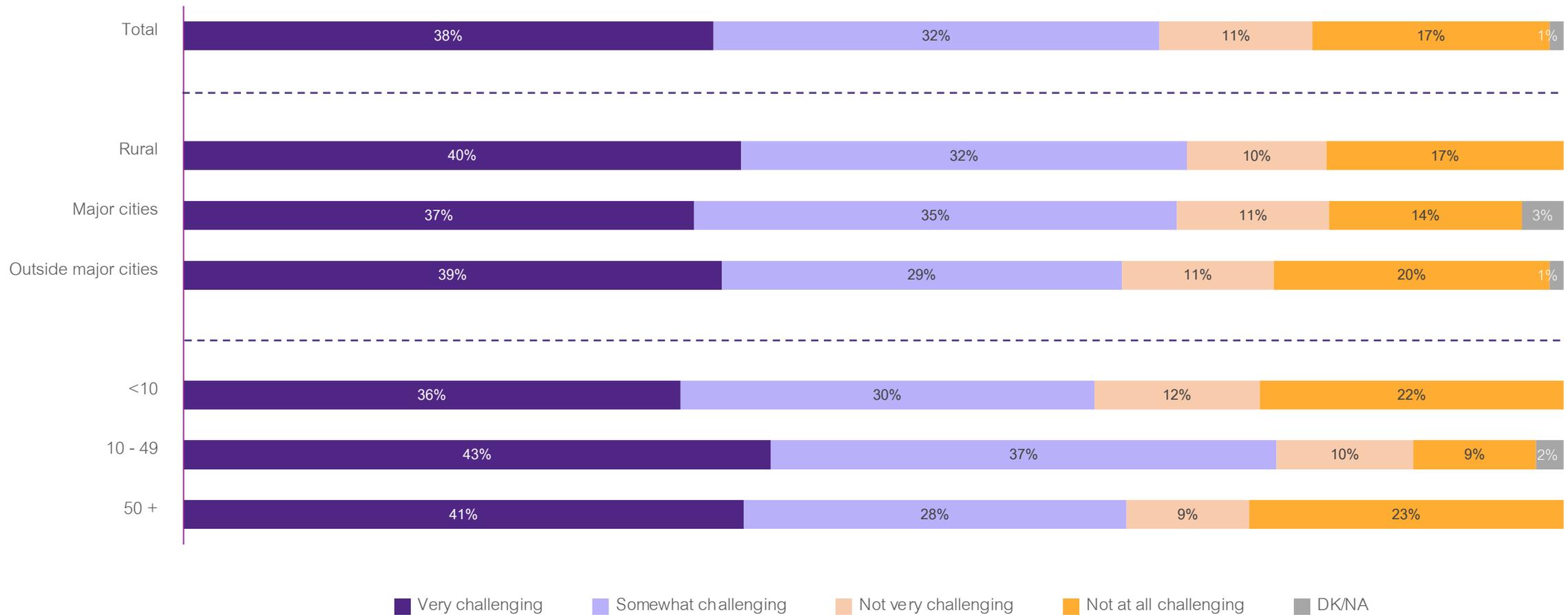
SUPPLY CHAIN ISSUES | By industry

Q4. To what extent would you say that each of the following presents a challenge to your business right now:

Industry	Very challenging	Somewhat challenging	Not very challenging	Not at all challenging	DK/NA
Total	38%	32%	11%	17%	1%
Hospitality	45%	34%	9%	12%	
Education *	15%	11%	8%	59%	7%
Service	39%	37%	9%	15%	
Agriculture *	28%	63%	9%		
Manufacturing	64%	29%	3%	4%	
Health care *	21%	49%	17%	6%	6%
Non-profit *		21%	12%	57%	10%

* Read data with caution due to smaller sample size

■ Very challenging   ■ Somewhat challenging   ■ Not very challenging   ■ Not at all challenging   ■ DK/NA

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ENVIRONICS
RESEARCH

FINDING SKILLED EMPLOYEES IS DIFFICULT | WHY?

| Q6. What are the main reasons it is difficult to find the right candidates?:	Number of employees			
	TOTAL	<10	10 - 49	50+
Hard to find qualified candidates/with right skill set	53%	53%	54%	55%
Hard to find reliable candidates/with right work ethic	29%	31%	28%	24%
Very competitive job market in this industry	23%	21%	24%	26%
We can only offer low/uncompetitive wages (including seasonal)	16%	14%	19%	18%
Hard to break through noise/get job/company noticed	7%	4%	8%	21%
Company's physical location is a barrier	6%	6%	4%	6%
Candidates do not demonstrate having the right soft skills	6%	7%	5%	6%
Candidates do not identify with the company's image or philosophy	4%	3%	4%	5%
Candidates not following through on interviews/responding to job offers (aka "ghosting")	3%	3%	3%	4%
Regulations/ red tape (e.g. government, unions)	3%	3%	2%	4%
Takes too much time/effort to find right candidate	2%	2%	1%	1%

ENVIRONICS
RESEARCH

EFFORT INTO CUSTOMIZING RECRUITMENT TO REACH UNDERREPRESENTED GROUPS | By location & number of employees

Q7. How much effort would you say your company puts into customizing the recruitment approach in order to reach and attract members of underrepresented groups?

	A lot of effort	Some effort	Not much effort	DK/NA
Total	18%	32%	36%	14%
Rural	20%	26%	38%	16%
Major cities	14%	33%	36%	17%
Outside major cities	21%	35%	35%	9%
<10	14%	29%	39%	17%
10 - 49	23%	37%	34%	6%
50 +	27%	35%	27%	11%

■ A lot of effort ■ Some effort ■ Not much effort ■ DK/NA

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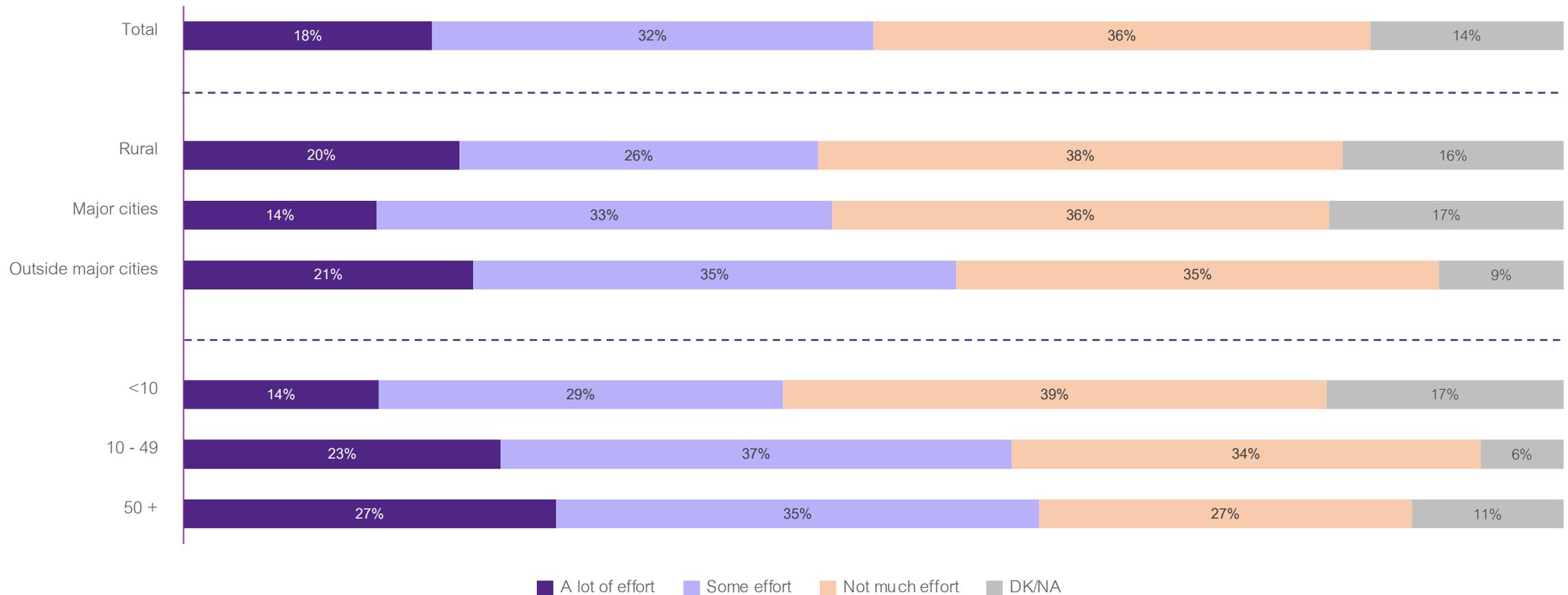
EFFORT INTO CUSTOMIZING RECRUITMENT TO REACH UNDERREPRESENTED GROUPS | By industry

Q7. How much effort would you say your company puts into customizing the recruitment approach in order to reach and attract members of underrepresented groups?

Industry	A lot of effort	Some effort	Not much effort	DK/NA
Total	18%	32%	36%	14%
Hospitality	27%	35%	31%	7%
Education *	21%	31%	28%	20%
Service	16%	35%	36%	13%
Agriculture *	44%	37%	11%	8%
Manufacturing	25%	20%	45%	11%
Health care *	20%	28%	37%	15%
Non-profit *	11%	51%	30%	8%

Legend: ■ A lot of effort ■ Some effort ■ Not much effort ■ DK/NA

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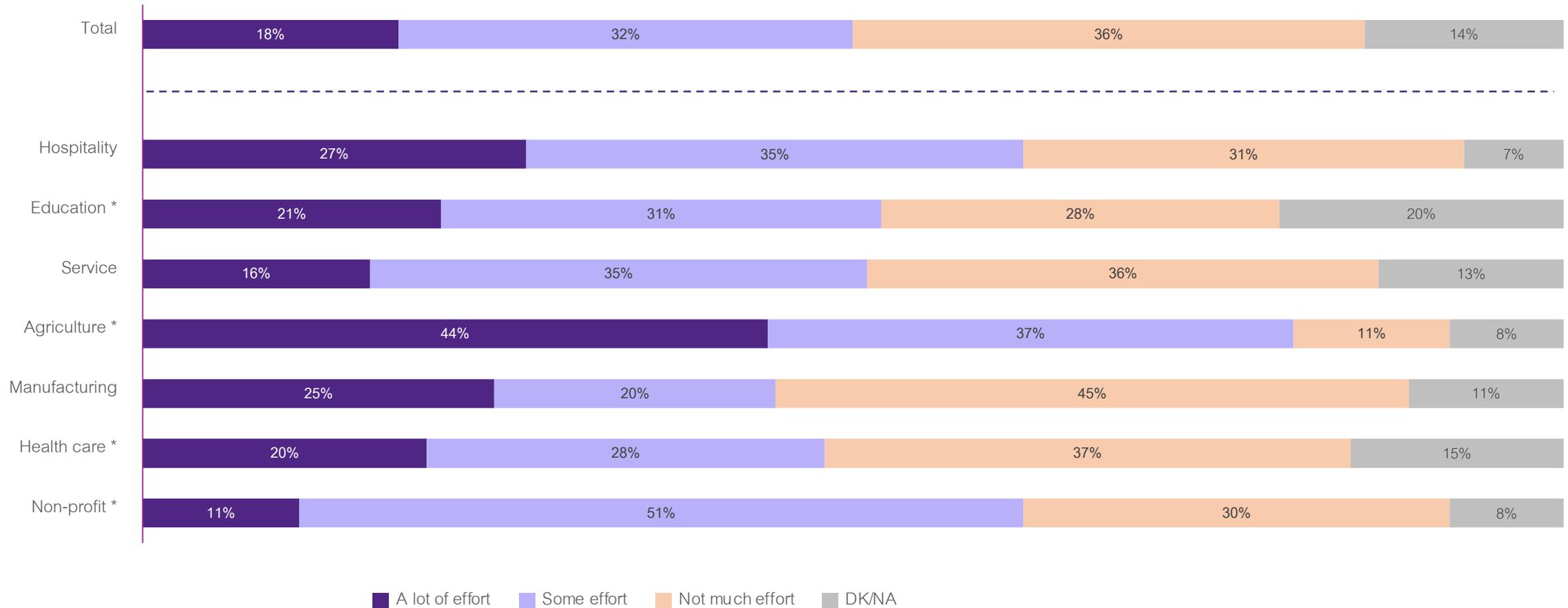
EFFORT INTO CUSTOMIZING RECRUITMENT TO REACH UNDERREPRESENTED GROUPS | By region

Q7. How much effort would you say your company puts into customizing the recruitment approach in order to reach and attract members of underrepresented groups?

Region	A lot of effort	Some effort	Not much effort	DK/NA
Total	18%	32%	36%	14%
Atlantic	14%	35%	42%	9%
Quebec	27%	39%	28%	6%
Ontario	14%	33%	37%	16%
Prairies	17%	31%	39%	14%
BC	20%	23%	38%	19%

■ A lot of effort   ■ Some effort   ■ Not much effort   ■ DK/NA

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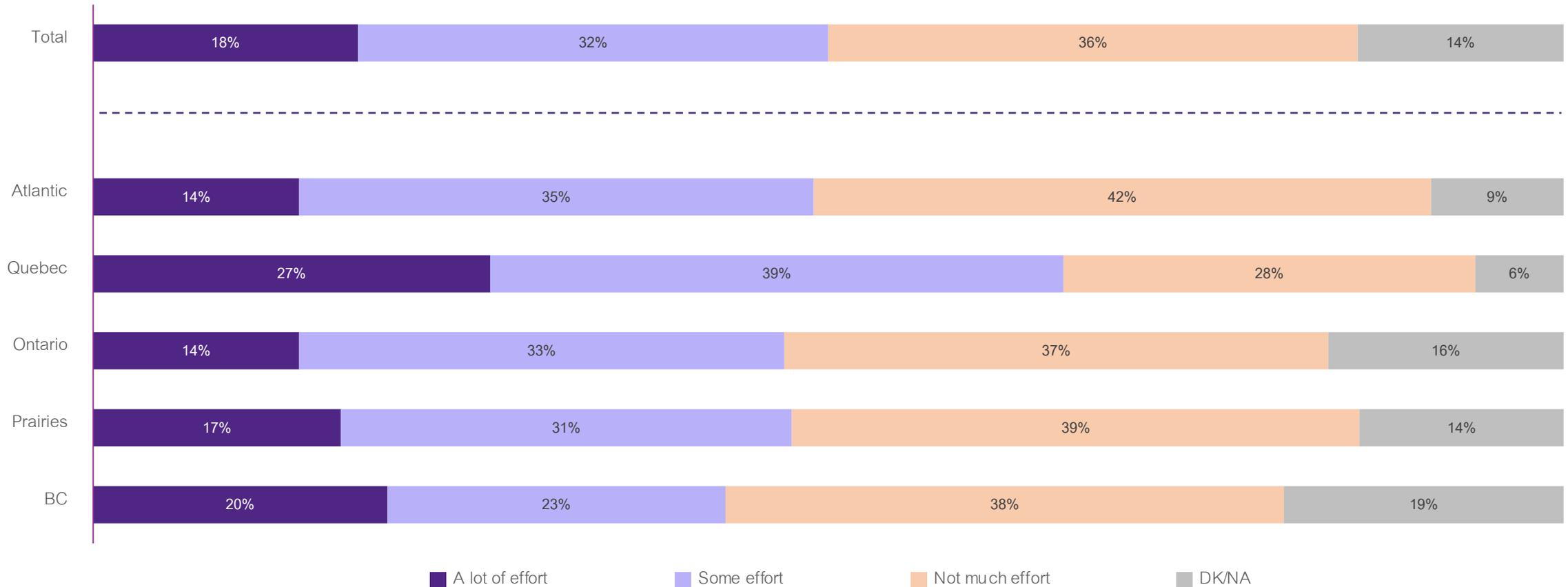
FINDING SKILLED EMPLOYEES | HOW?

Q15. Has your business done any of the following in the past 2-5 years in order to find skilled employees:

Method	Number of employees			
	TOTAL	<10	10 - 49	50+
Employee referral	67%	56%	82%	81%
Offered training and advancement for lower-level employees	63%	55%	74%	78%
Recruited through social media	59%	47%	73%	80%
Identified internal candidates	52%	37%	68%	92%
Marketed the advantages of working at your organization	46%	36%	58%	61%
Used community employment agencies	36%	29%	42%	58%
Hired from a co-op or internship program	30%	23%	32%	67%
Outsourced recruitment to search or personnel firms	24%	17%	29%	48%
Used automated resume software	17%	12%	22%	32%

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ENVIRONICS
RESEARCH

IMPORTANCE OF ONLINE FOOTPRINT | By location & number of employees

Q17. How important to you is a potential employee's online profile or footprint?

	Very important	Somewhat important	Not very important	Not at all important	DK/NA
Total	21%	42%	18%	17%	2%
Rural	17%	42%	17%	20%	4%
Major cities	20%	40%	16%	20%	3%
Outside major cities	22%	45%	19%	13%	1%
<10	20%	41%	17%	20%	2%
10 - 49	19%	50%	15%	16%	
50 +	27%	28%	32%	10%	4%

■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ DK/NA
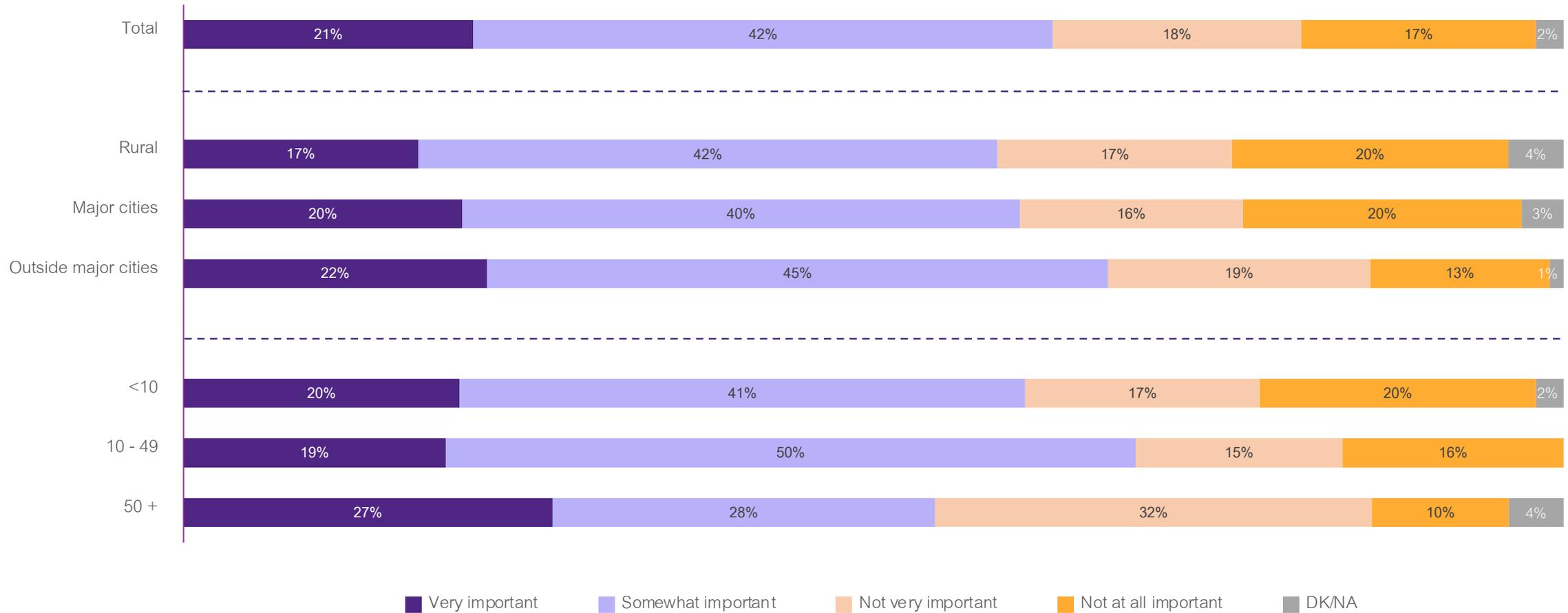
IMPORTANCE OF ONLINE FOOTPRINT | By industry

Q17. How important to you is a potential employee's online profile or footprint?

Industry	Very important	Somewhat important	Not very important	Not at all important	DK/NA
Total	21%	42%	19%	17%	2%
Hospitality	10%	54%	15%	20%	
Education *	24%	20%	25%	31%	
Service	21%	49%	12%	18%	1%
Agriculture *	14%	13%	52%	21%	
Manufacturing	16%	37%	19%	29%	
Health care *	17%	51%	18%	10%	4%
Non-profit *	22%	37%	20%	15%	7%
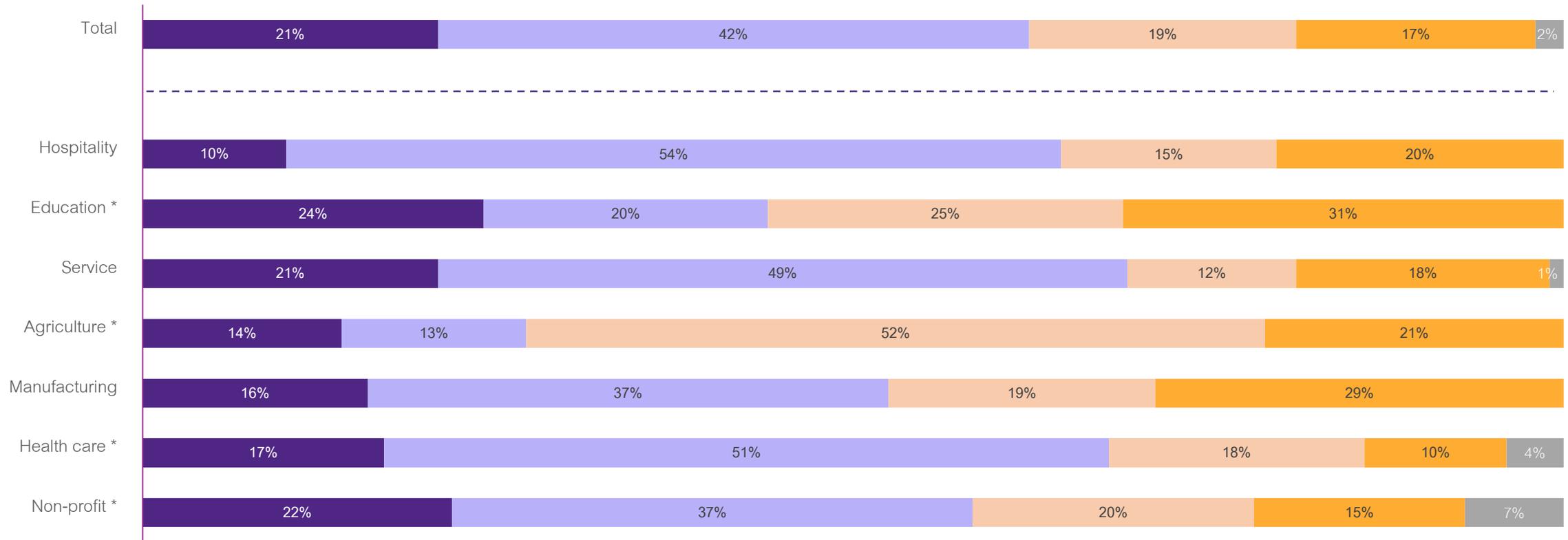
* Read data with caution due to smaller sample size

■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ DK/NA

AGREEMENT THAT SKILLS GAP EXISTS | By region

Q18. 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.

Region	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	DK/NA
Total	33%	44%	14%	4%	4%
Atlantic	28%	51%	19%	2%	
Quebec	20%	56%	19%	2%	3%
Ontario	41%	39%	11%	5%	4%
Prairies	35%	42%	14%	6%	4%
BC	34%	42%	15%	4%	5%

Legend: ■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree ■ DK/NA
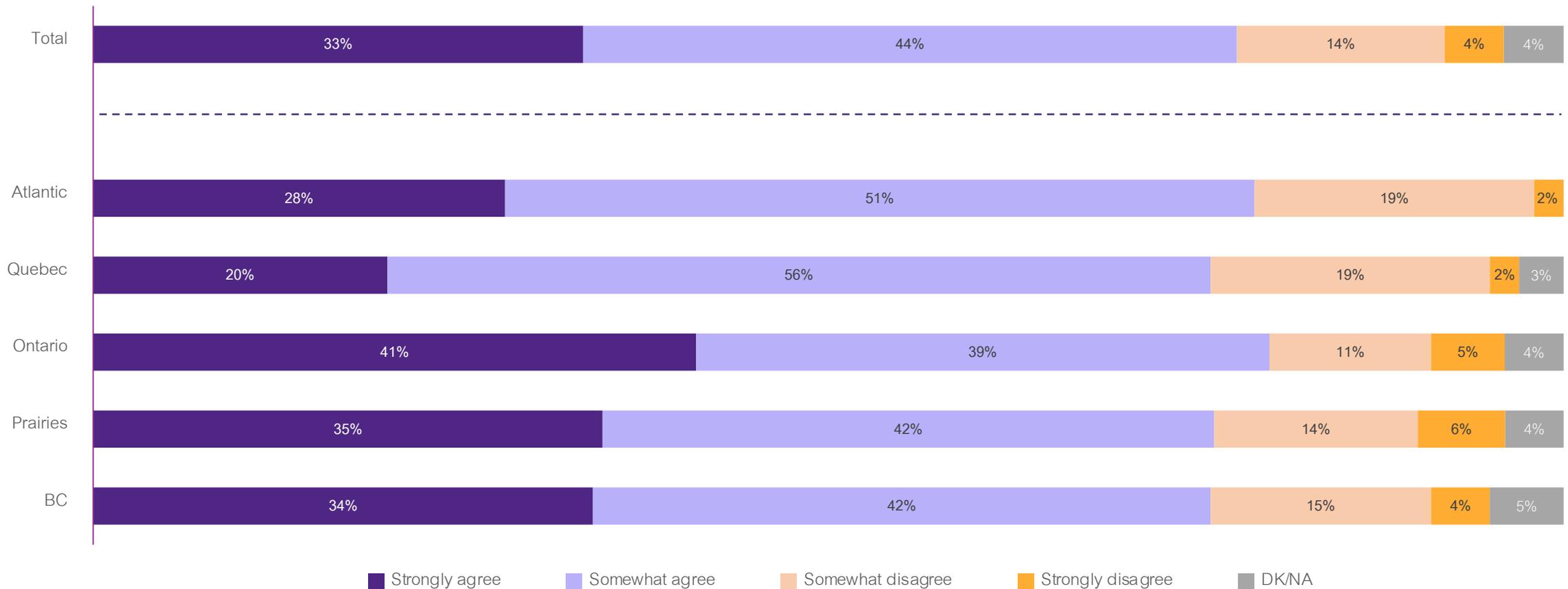
BEST WAY TO ADDRESS SKILLS GAP | By location & number of employees

Q20. Which of the following statements is closer to your own opinion? By those who agree there is a skills gap (n = 388)

	Employers offer training	Employees prepare better	Both
Total	47%	36%	15%
Rural	41%	43%	12%
Major cities	51%	35%	11%
Outside major cities	45%	33%	19%
<10	45%	34%	16%
10 - 49	47%	39%	11%
50 +	48%	33%	18%

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ENVIRONICS
RESEARCH

55
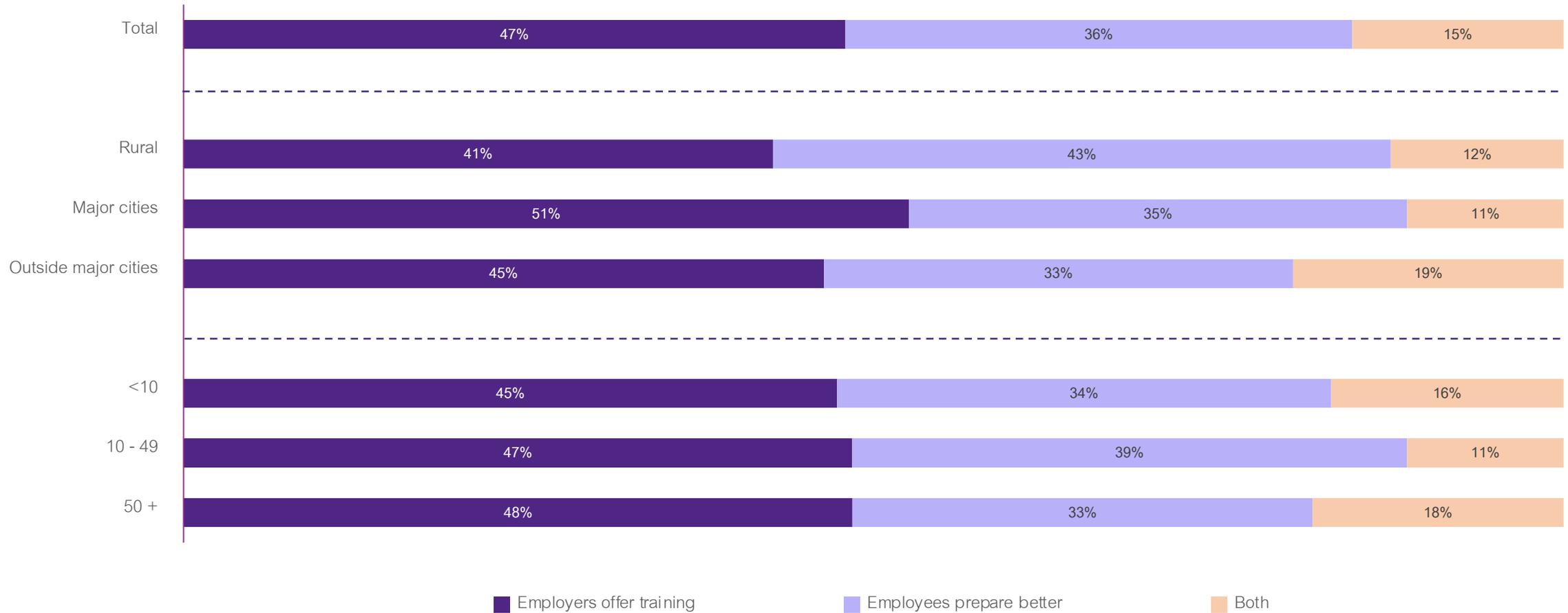
BEST WAY TO ADDRESS SKILLS GAP | By industry

Q20. Which of the following statements is closer to your own opinion? By those who agree there is a skills gap (n = 388)

Industry	Employers offer training	Employees prepare better	Both
Total	47%	36%	15%
Hospitality	45%	37%	13%
Education *	64%	24%	2%
Service	53%	29%	12%
Agriculture *	42%	32%	26%
Manufacturing	37%	27%	36%
Health care *	45%	46%	9%
Non-profit *	37%	50%	11%

* Read data with caution due to smaller sample size

Legend: ■ Employers offer training ■ Employees prepare better ■ Both

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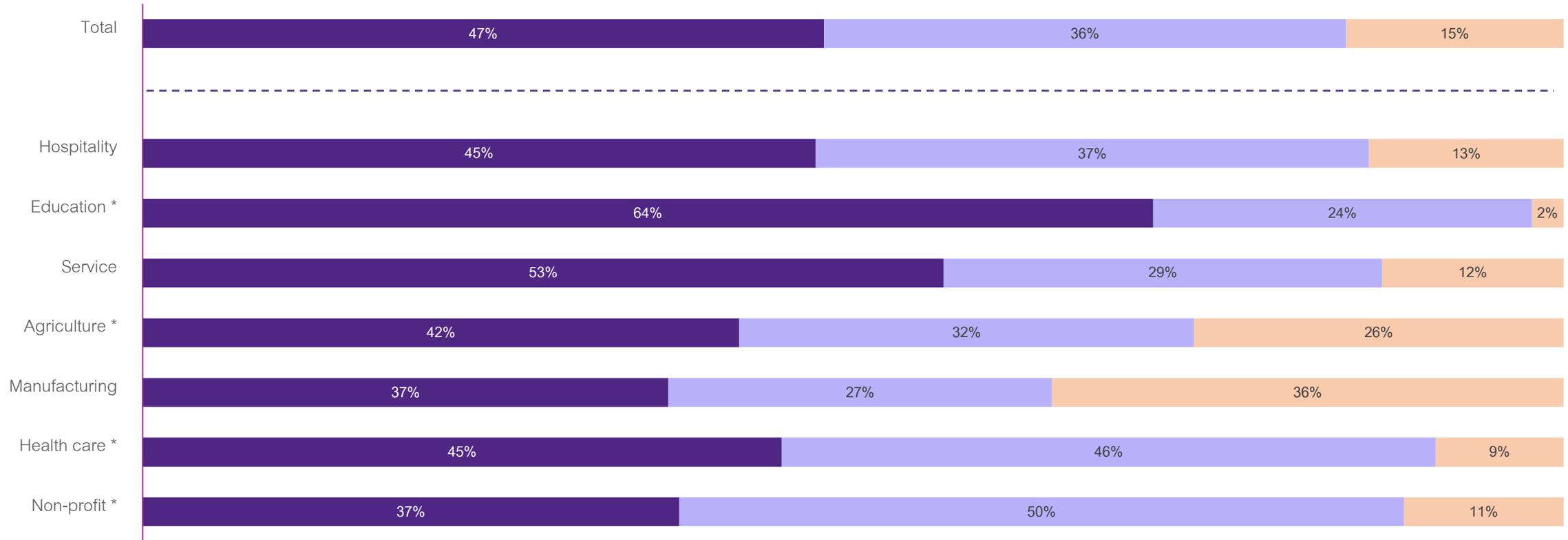
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RESPONSIBILITY TO PROVIDE CMPS | By concern of losing employees to other organizations

Q25. Would you say that you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: Employers have a responsibility to provide career management programs for their employees.

Q24. Would you say that losing skilled employees in which you have invested training to other organizations is...?

Legend: ■ Concerned ■ Not concerned

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
Concerned	27%	47%	15%	8%
Not concerned	29%	43%	20%	4%

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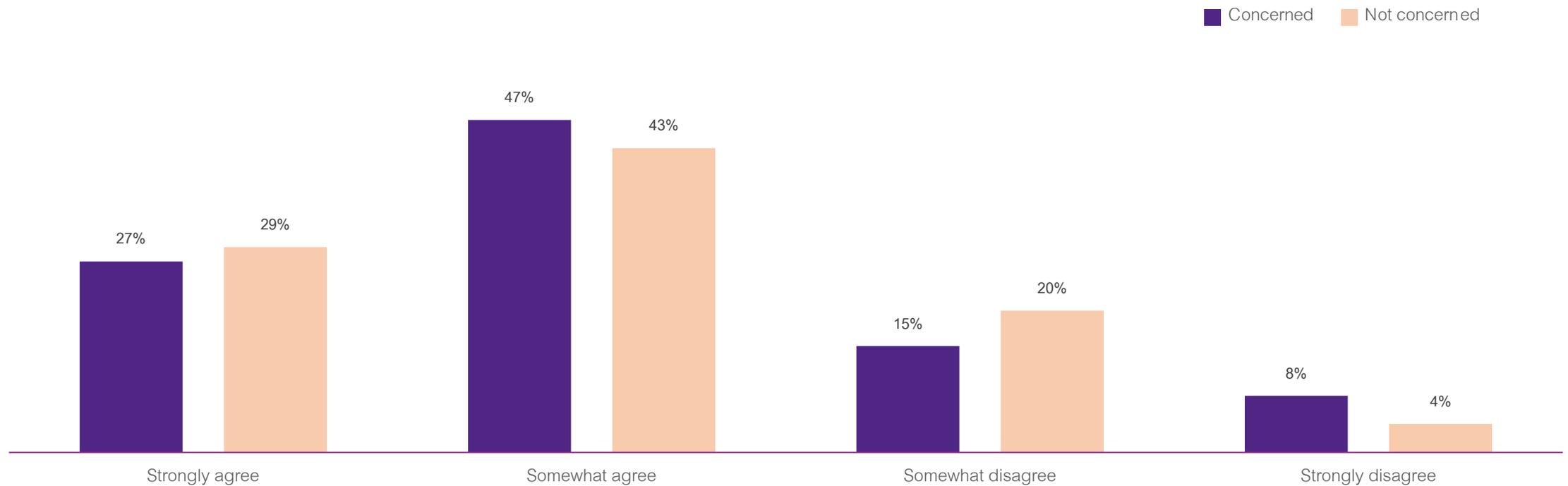
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