

# **Develop a Toolbox of Training, Incentive, and Recruitment Strategies; Upskill Your Workforce!**

Sampada Kukade & Rebecca Anderson-Tardif (Skills for Change)

# FOUR GENERATIONS OF WORK

From the Baby Boomers to Generations Y, X and Z, we're facing an expanded workforce, retirement and a shortage in the Skilled Trades. It makes you wonder...how can we prepare for the future of work?

5000+

Baby Boomers  
Retiring per  
week

250,000 per year (Canada)

49%

Employers

Find it difficult attracting and  
retaining qualified staff

190,000

Shortage of  
Skilled Workers

Shortage of 560,000 by 2030,  
according to Plant.ca (August 2019)

79%

Contractors

Do not have enough qualified  
personnel

3Rs

Recruit, Retain, Re-Train

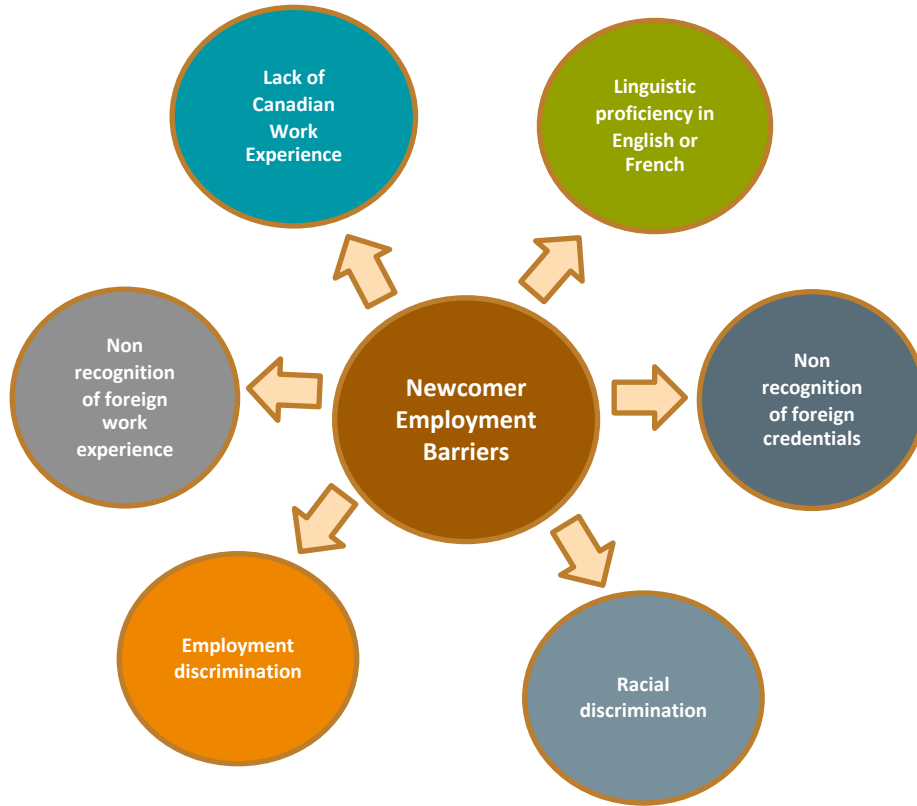
Employers require the right tools to  
successfully integrate the 3 Rs, to  
become prepared for the future  
economy



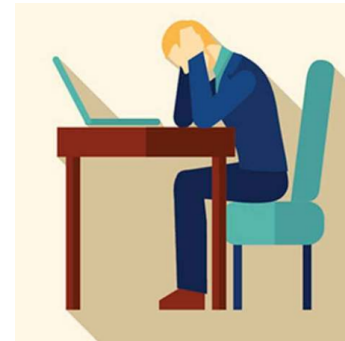
# 4 Generations - Work Preferences and Core Values

Cohort	Work Preferences	Core Values
<b>Baby Boomers</b>	Hard work leads to achievement; Loyal and committed; Good supervisory relations however may challenge authority; Team oriented - positive interactions with colleagues	Optimistic, personal growth, ambition, and collaboration
<b>Generation X</b>	Independent and continuous learning environments; Likes productivity/challenges and work-life balance; Unimpressed by authority however, loyal to managers; Result-oriented	Autonomy, skills development, flexibility and adaptive, practical and logical, and informality
<b>Millennials</b>	Most adaptable in technological skills; Likes flexible hours and continuous change; Wants rapid career growth; Prefers feedback; Loyal to peers.	Optimistic, civic duty, confident, tech savvy, innovation, and flexibility
<b>Generation Z</b>	High tech minds (fully digital generation) yet they yearn for human interaction; Work-life Harmony; Want and need continuous feedback and have good mind set about failure; Self-directed and independent approach to learning	Diversity and Inclusion, self- care, relationships, tech savvy, innovative

# Barriers to Newcomer Employment in Canada



- In spite of their high educational skills, recent immigrants, particularly from visible minority groups, face poorer economic outcomes (higher unemployment or underemployment, and lower wages) than previous cohorts relative to the Canadian-born population
- They face disappointments as they are unable to transfer their human capital skills to the Canadian labour market
- When the immigrants' dream of being economically productive and financially independent in Canada does not match their reality—filled with economic hardships, low wages, job dissatisfaction—it makes them vulnerable to mental health issues such as loss of sleep and depression



# Key Barriers: Skills for Change Clients' Database



**Gap in language/communication skills**



**Gap in pre-arrival information** – Many newcomers are not prepared to integrate into the labour market owing to a lack of targeted information before they arrive regarding employment expectations and job opportunities



**Lack of Canadian work experience** - this barrier outlines immigrants' lack of understanding of Canadian workplace culture and of soft skills needed to adapt to it



**Low usage of newcomer support systems** - Newcomers are underutilizing resources, which include employment or mentoring programs owing to a lack of awareness/familiarity

# Employers' Expectations v/s Reality

Business

**If there's a labour shortage, how come some people are still out of work?**



Record low national jobless rate masks mismatch of skills, location

Brandie Weikle · CBC News · Posted: Feb 18, 2019 4:00 AM ET | Last Updated: February 18



Workers from the General Motors plant in Oshawa, Ont., set to cease production by December, are among the Canadians facing an uncertain future despite overall strong labour market conditions. (Carlos Osorio/Reuters)

Source: CBC News (Feb 2019), <https://www.cbc.ca/news/business/labour-market-explainer-1.5019331>

Source:  
[http://rescon.com/reports/files/REST\\_Report.pdf](http://rescon.com/reports/files/REST_Report.pdf)



## THE LABOUR MARKET SHIFT

### THE CHALLENGE

- Jobs and skills are changing.
- The occupations most at risk of automation in Ontario over the next 10 to 20 years include retail salespeople, food counter attendants, cashiers, administrative assistants, and financial auditors.
- Today, workplaces spend less on training than they did in the 1990s.
- The Canada-Ontario Job Grant is inaccessible to many.
- Employment Ontario services focus on short-term outcomes rather than sustainable long-term employment.

Source: The Institute for Competitiveness & Prosperity (2017) THE LABOUR MARKET SHIFT Training a highly skilled and resilient workforce in Ontario

CANADA

**Study finds 'racial and ethnic discrimination' in hiring process in Canada, elsewhere**



BY SHARMEEN SOMANI · GLOBAL NEWS

Posted July 25, 2019 7:00 am  
Updated July 25, 2019 9:05 am



— What role race may play in the hiring process

<https://globalnews.ca/news/5678054/racial-ethnic-discrimination-hiring-interview-callbacks/>



Source: Global News Canada.(2019). <https://globalnews.ca/news/5678054/racial-ethnic-discrimination-hiring-interview-callbacks/>

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# Cross Sectional Challenges

## PUBLICATIONS

### Social isolation of seniors : a focus on new immigrant and refugee seniors in Canada

Summary Detailed Information Related (3)

#### DESCRIPTION

Social isolation is a silent reality experienced by many seniors, and particularly new immigrant and refugee seniors. This resource is intended to heighten awareness and sensitivity and help organizations, friends, family members, and communities address the particular social needs of these seniors, many of whom may be unable to communicate their concerns to others. This resource is meant to supplement the two volume set Social Isolation of Seniors previously developed by the Federal/Provincial/Territorial Ministers Responsible for Seniors.

#### UPDATED

November 20, 2018

<https://open.alberta.ca/publications/social-isolation-of-seniors-immigrant-and-refugee-seniors>

## Eradicating structural racism for Black Canadians

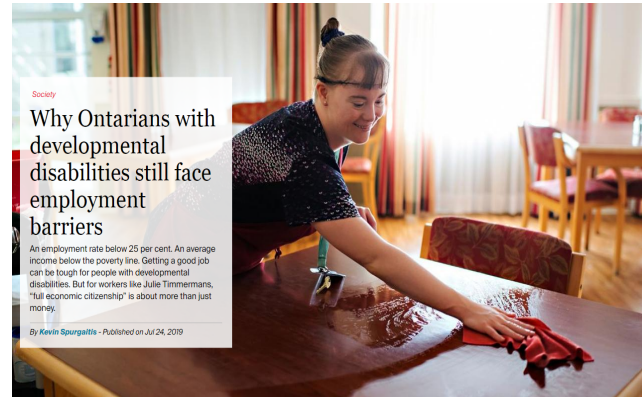
Promoting the full participation of Black communities will help legitimize our democracy, for a more just and equitable society.

Source: IRPP (2019). Policy Options <https://policyoptions.irpp.org/magazines/march-2019/eradicating-structural-racism-for-black-canadians/>

## THE 28-PERCENT ASIAN NAME DISADVANTAGE

Resumes used in the Canadian discrimination audit contained standardized qualifications and varied only in the ethnic character of the name on the resume. The sample was drawn from jobs posted online that accepted applications by email based on 'pdf' resumes, focusing on jobs most often requiring an undergraduate degree (but not a higher degree) and several years of experience. For the resumes, racial background was indicated by whether the applicant had an Anglo-Canadian name, or an Asian name: Chinese, Indian, or Pakistani.<sup>1</sup> All resumes indicated bachelor's degrees and other

Source University of Toronto (2017). DO LARGE EMPLOYERS TREAT RACIAL MINORITIES MORE FAIRLY? A NEW ANALYSIS OF CANADIAN FIELD EXPERIMENT DATA



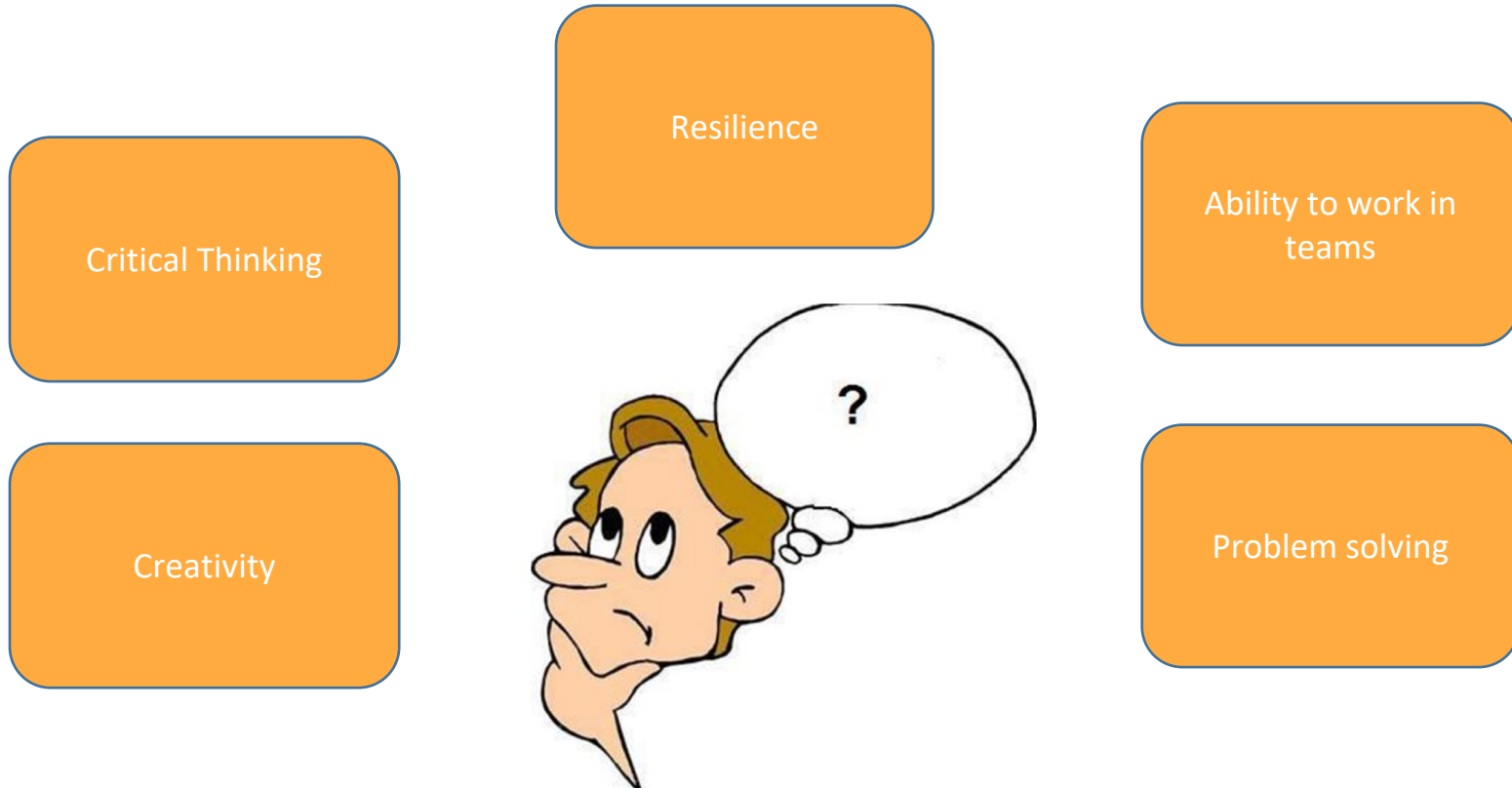
### Society Why Ontarians with developmental disabilities still face employment barriers

An employment rate below 25 per cent. An average income below the poverty line. Getting a good job can be tough for people with developmental disabilities. But for workers like Julie Timmermans, "full economic citizenship" is about more than just money.

By Kevin Spurgalis - Published on Jul 24, 2019

Source: TVO (2019). <https://www.tvo.org/article/why-ontarians-with-developmental-disabilities-still-face-employment-barriers>

# Top Soft Skills in Demand

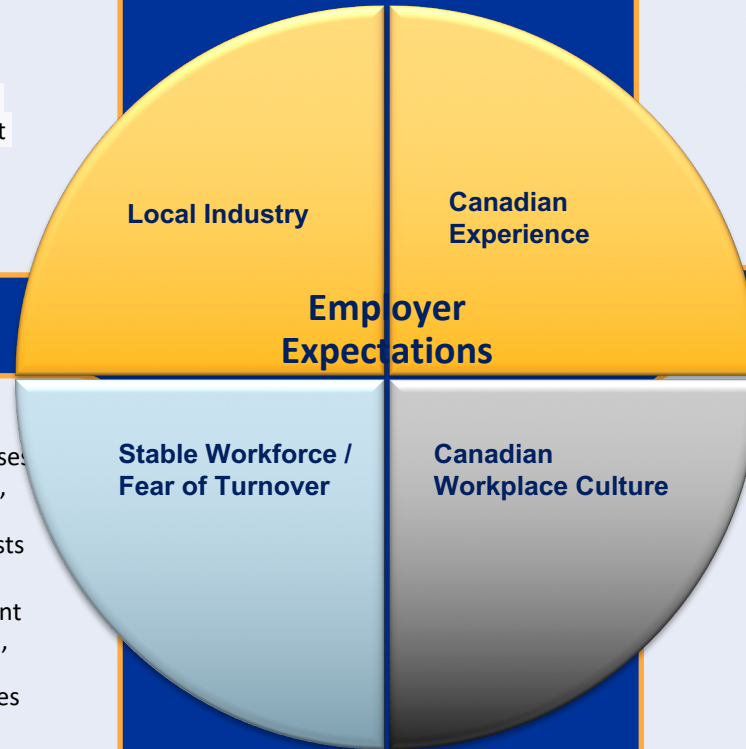


- Business acumen and local industry knowledge are paramount to competitively positioning an organization in the market for long-term success
- Compliance with local industry standards and laws to carry out business processes is vital to avoid legal issues and damage in reputation.

- At least one part time or full time job on their resume, with Canadian experience
- Volunteer work
- Equivalent Credentialing

- One of the biggest operational expenses for employers is recruitment, training, and retention of staff, they fear quick turnover, which can lead in higher costs
- Businesses spend an increasing amount of time building their employer brand, conducting research, marketing their positions hiring and training employees

- Employers search for candidates who understand the Canadian workplace culture and social behaviours, and have an ability to effectively achieve team goals
- Collaboration and teamwork are highly valued in flatter and functional organizational structures





# Bridging the Gap

## Company Culture and Communication

- Open door policy
- Regular staff meetings, events, recognition programs
- Collaborative decision-making strategies
- Find commonalities and incorporate it into company culture
- Flexible work hours that could benefit both the multi-generations and those with cross-sectional barriers (accommodations/accessibility)

# Tools for Employers to Integrate 4 Generations and Barrierved Individuals in the Workplace

Below are some of the tools employers need in order to bridge the gap between the four generations in the workplace, and address the multiple barriers many groups face.



YOUR TITLE  
Employer  
Training on Re-  
Skilling



Utilizing innovative  
programs (SfC) to  
develop talent  
pipelines



Forecasting up to 5  
years on obsolete  
jobs + new  
technologies



YOUR TITLE  
Cross-  
Community  
Partnerships



Focus on transferable  
skills vs technical skills



Change  
Management



YOUR TITLE  
Incentive Programs



Investing in  
Human Capital



Mentorship



## EMPLOYER INNOVATION FOR NEWCOMER EMPLOYMENT

Supporting Research, Innovation, and Newcomer Employment Opportunities for Employers in the Peel Region and Beyond

### FIRST AND EXCLUSIVE PROJECT IN THE PEEL REGION

BRIDGING THE GAP BETWEEN EMPLOYERS AND NEWCOMERS



Project sponsored by Toronto Pearson

# Key Highlights of the Project

## Research

- Sector specific research
- Online surveys for employers
- Qualitative interviews with Talent Acquisition teams across corporates

## Stakeholder Engagement

- Advisory committee that represents employers, educational institutions, newcomers & other non-profits
- Building a database of employers from the sectors for research
- Participation in conferences and events to gain insights about the research

## e-Learning Module

- Exclusive reservoir of knowledge for newcomers and employers
- Talent Acquisition/ HR related information: e.g. diversity & inclusion
- Training modules: e.g. soft skills
- Research information

# OUR PROGRAMS AT A GLANCE (2018-19)

**6,500+**

Served through our Immigrant and Refugee Settlement Hub (including English Language Training, Settlement Services, Newcomer Youth Leadership, Mentoring for Change and Women Connecting with Women).

**7,000+**

Served through our Employment Services (including client workshops, mentoring events and assisted clients with employment supports)

**1,500+**

Employers and Community Partners served (including Employer Services, Research projects)

**350+**

Served through our social enterprise, Career Skills

**475+**

Served through our Training Programs (including Bridge Training – Trades Win Support Program, Health Informatics, Pre-Apprenticeship Horticulture for Women, Occupational Bridging) and our Newcomer Entrepreneurship Hub

**300+**

Served through our Youth and Seniors programs (including Jane & Finch programs, Bridging the Gap, Seniors Connect)

# Our Bridge2Work Programs



## HEALTH INFORMATICS

provides internationally trained newcomers with a background in healthcare or the IT sector, the knowledge, and experience they need for a rewarding career in the field of Health Informatics.



## TRADES WIN SUPPORT PROGRAM

This sector-specific bridging program helps skilled tradespersons become licensed and job ready.



## ACCOUNTING/FINANCE

Designed for individuals who have education and work experience in Accounting/Bookkeeping and Finance from their home countries, and want to become familiar with the Canadian Accounting and Financial systems in Canada



## NEWCOMER ENTREPRENEURSHIP HUB

focuses on the entrepreneurial spirit of newcomers and assists in breaking down barriers by helping them to successfully establish a business and/or obtain employment



## SPECIALIZED INDUSTRY BRIDGING WORKSHOPS

Free training workshops for individuals to learn more about specific industries (e.g., customer service, hospitality, retail banking)



## PRE-APPRENTICESHIP HORTICULTURE

prepares women who have a keen interest in the skilled trades for employment in the landscape sector



## TRADES WIN SUPPORT PROGRAM



This sector-specific bridging program helps skilled tradespersons become licensed and job ready.





## PRE-APPRENTICESHIP PROGRAM

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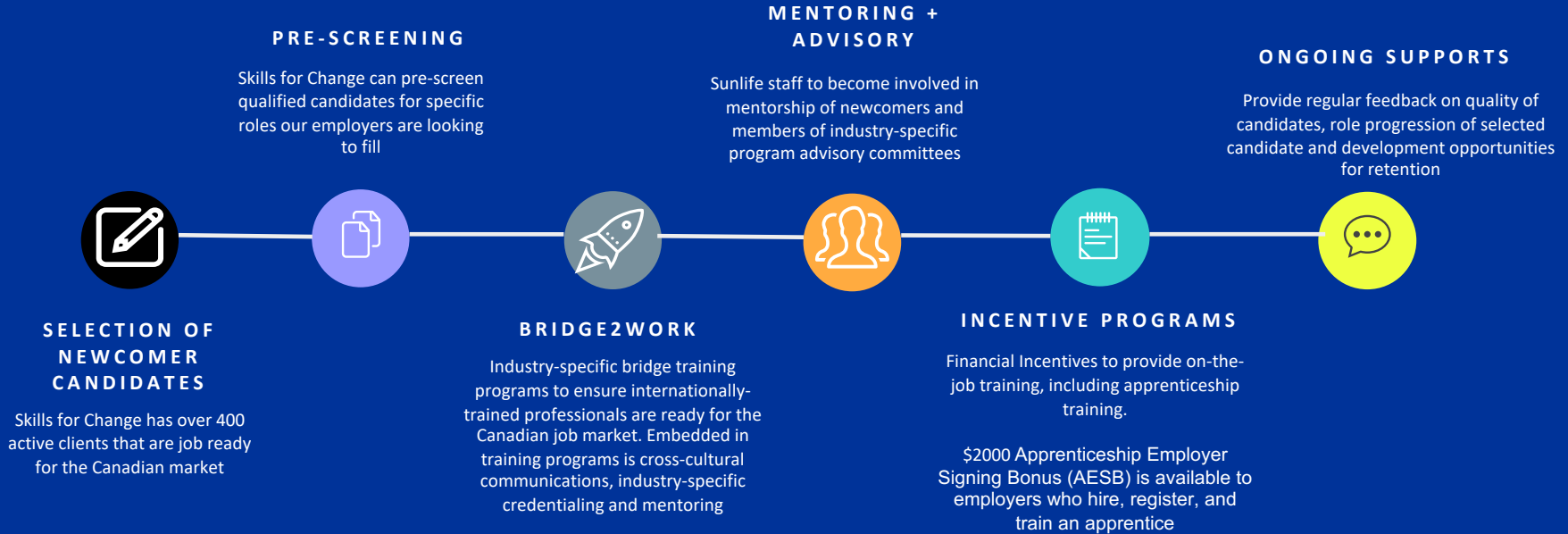
# EMPLOYMENT ONTARIO

Your job is out there. We'll help you find it.

**EMPLOYER  
ENGAGEMENT AND  
PARTNERSHIPS**



# DEVELOPING A TALENT PIPELINE + INCENTIVES



# MENTORING





## Partnerships: Horticulture (Training, LO, SfC)

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## OUR PARTNERS







SHARE YOUR INSIGHTS !

## Research Questions for Employers

- Can you tell us more about your best recruitment & hiring practices or greatest challenges...?
- What sources do you use for hiring new employees? (e.g. hiring agencies, company job board, online hiring platforms such as Indeed, Workopolis, Zip Recruiter / Social Media e.t.c)
- Do you give higher preference for foreign education or foreign work experience or both? Can you give us reasons for your preference?
- What are the top skills or competencies you look for when you hire new staff... newcomers?
- Do you think it is important for your organization to have different retention strategies based on the specific group? (i.e., a targeted retention strategy for newcomers)