LMiCiMT LABOUR MARKET INFORMATION COUNCIL
CONSEIL DE L'INFORMATION SUR LE MARCHÉ DU TRAVAIL

# Growing Your Workforce:

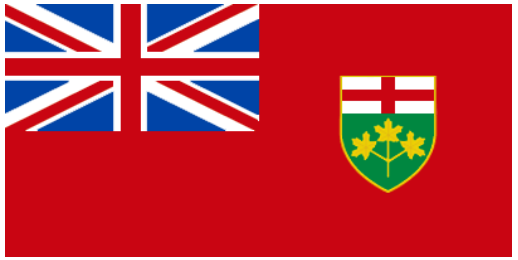
## Attraction, Development and Retention

23 October 2019

# Outline

1. Current snapshot
2. What does the future old?
3. What can we do?

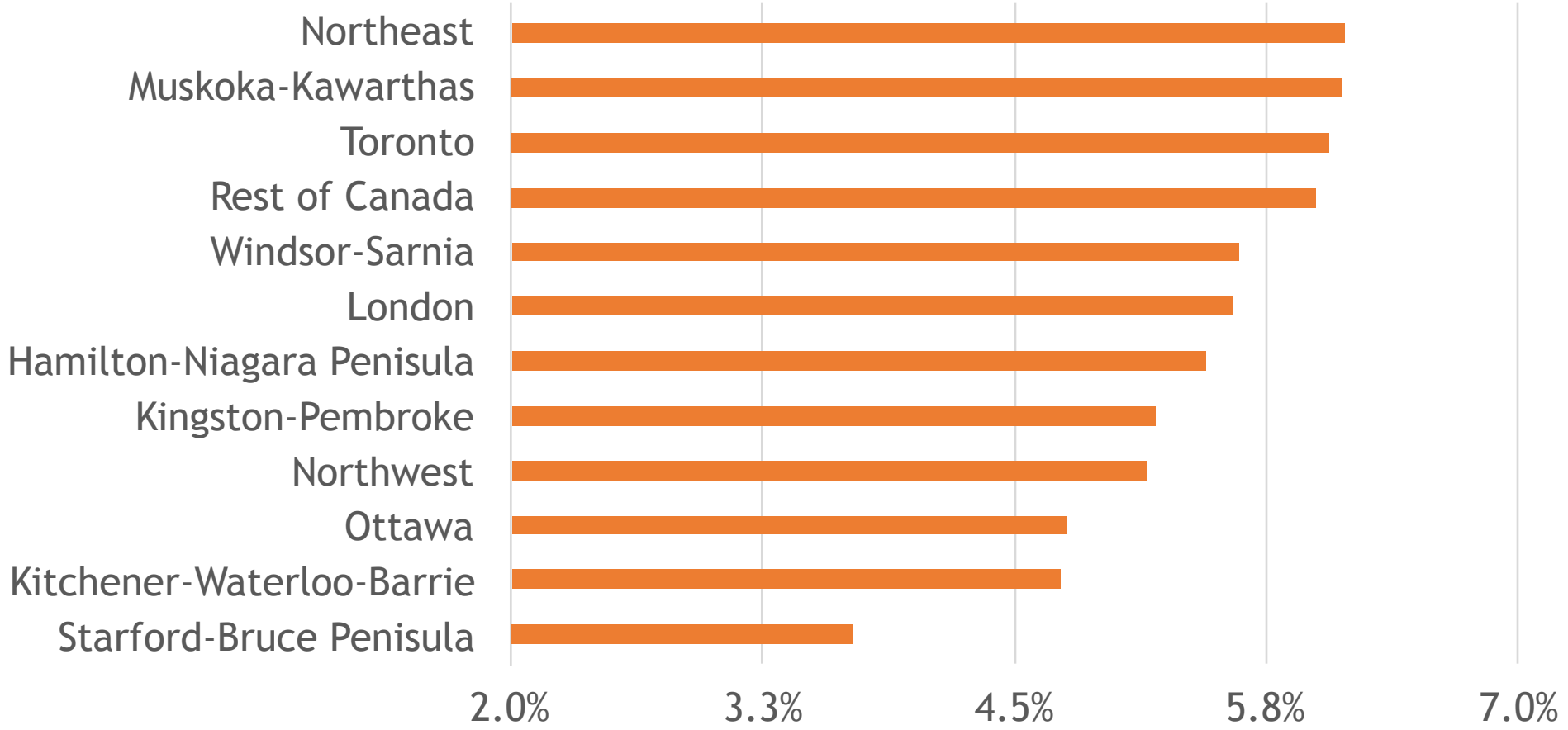
# Unemployment rate is lower than rest of Canada



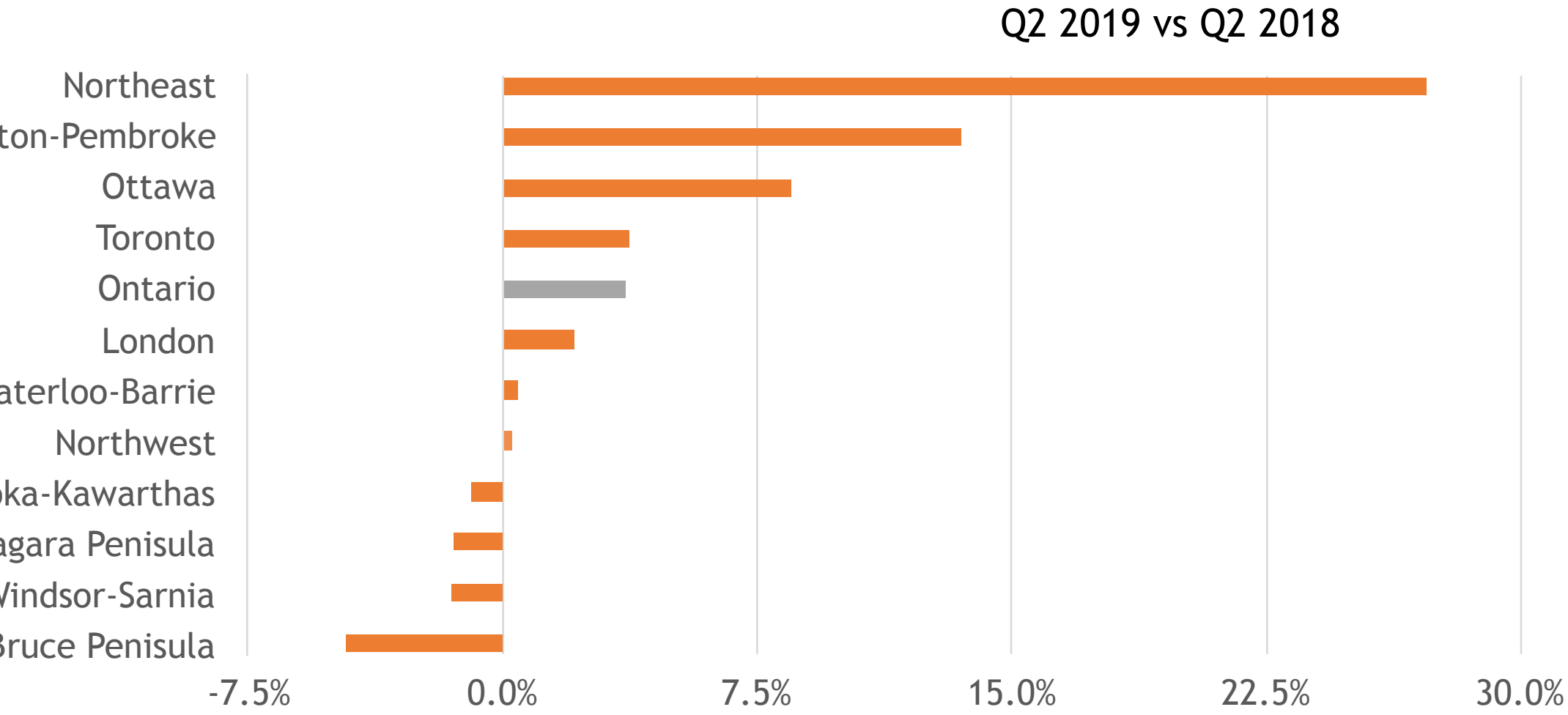
5.6%

6.0%

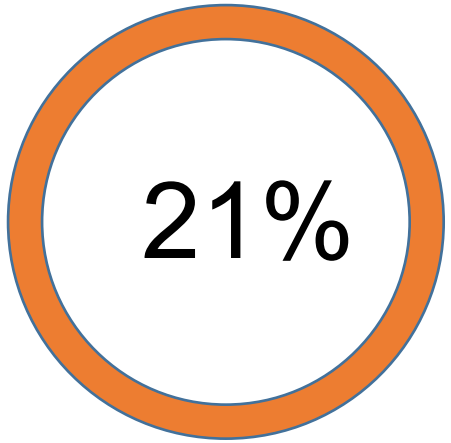
# With some regional variation in unemployment



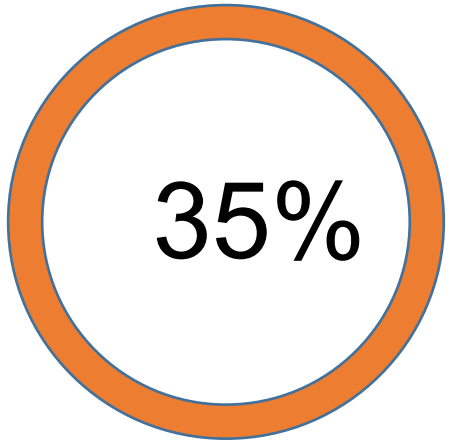
# … and job vacancy growth



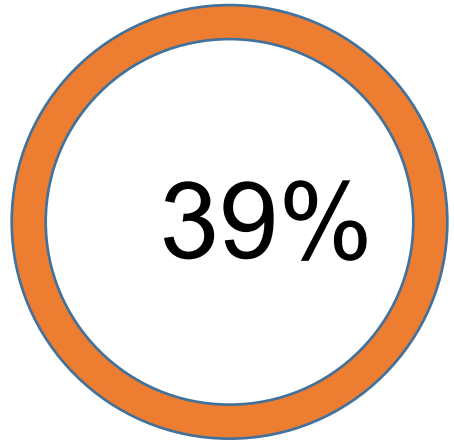
# Top employer challenges




Succession Planning




Finding skilled workers




Retaining workers

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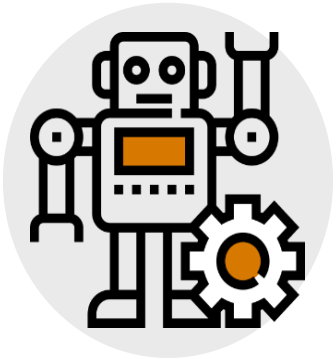
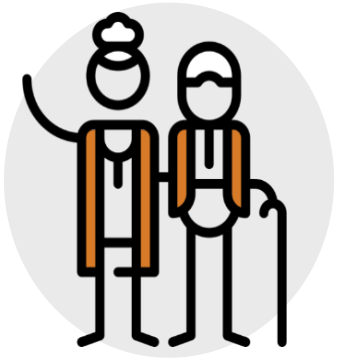
# The robots are coming?



VS



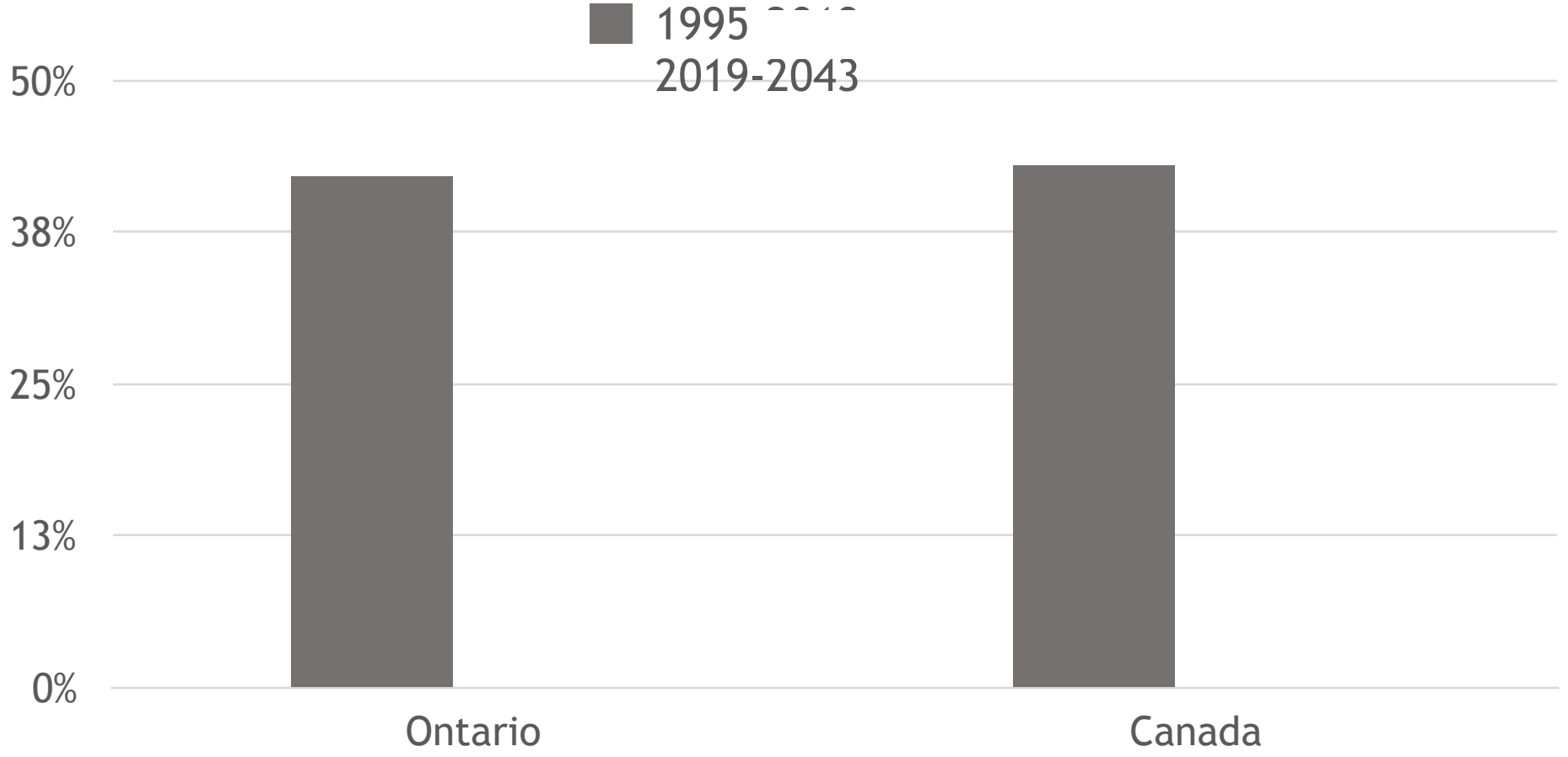
# Too many workers?

Jobs: 9% - 42% affected by automation

Tasks: Up to 50% of work activities at risk

# Not enough workers?

## Labour force growth: Past trends and future scenarios



# Not enough workers?

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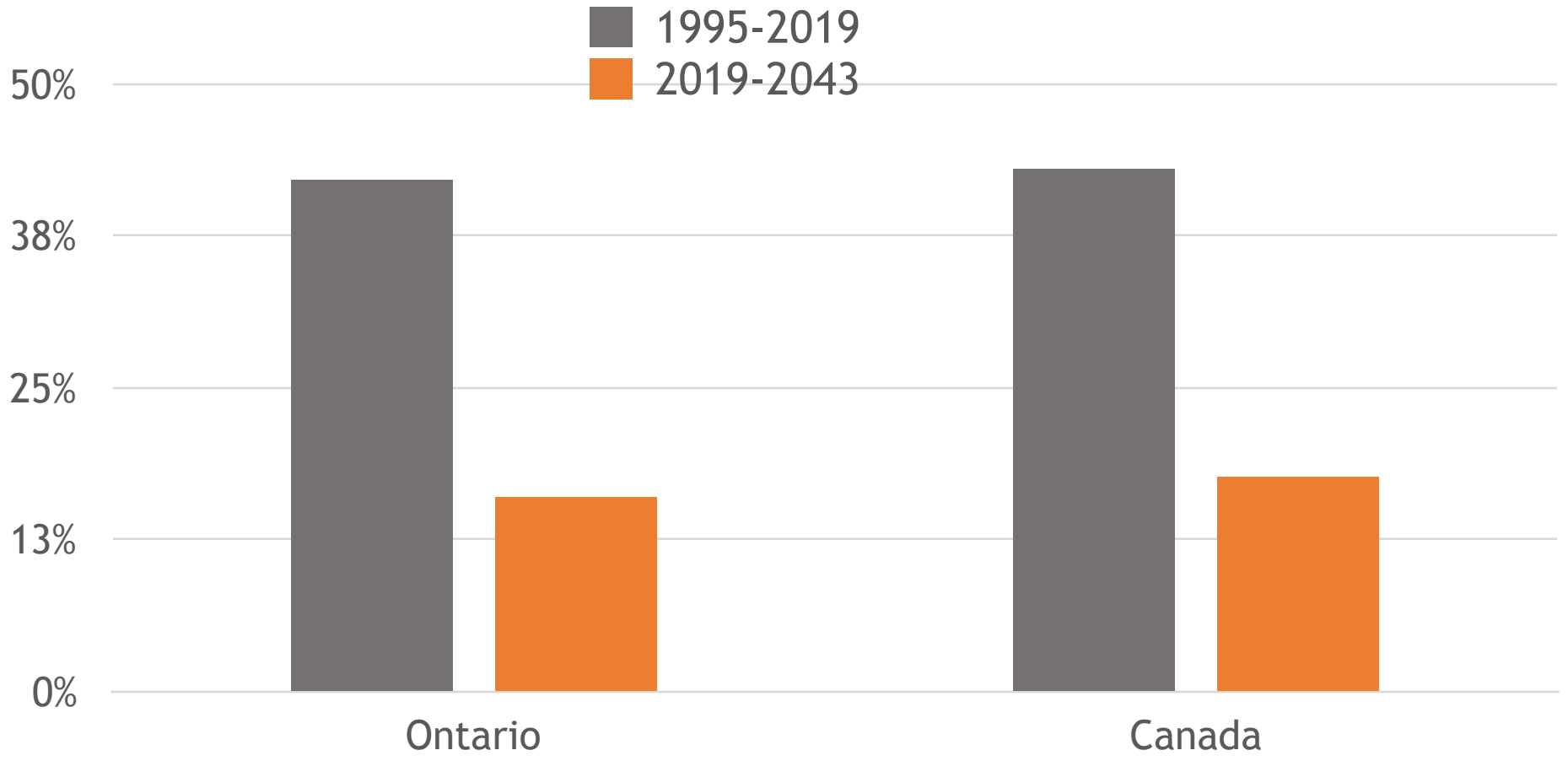
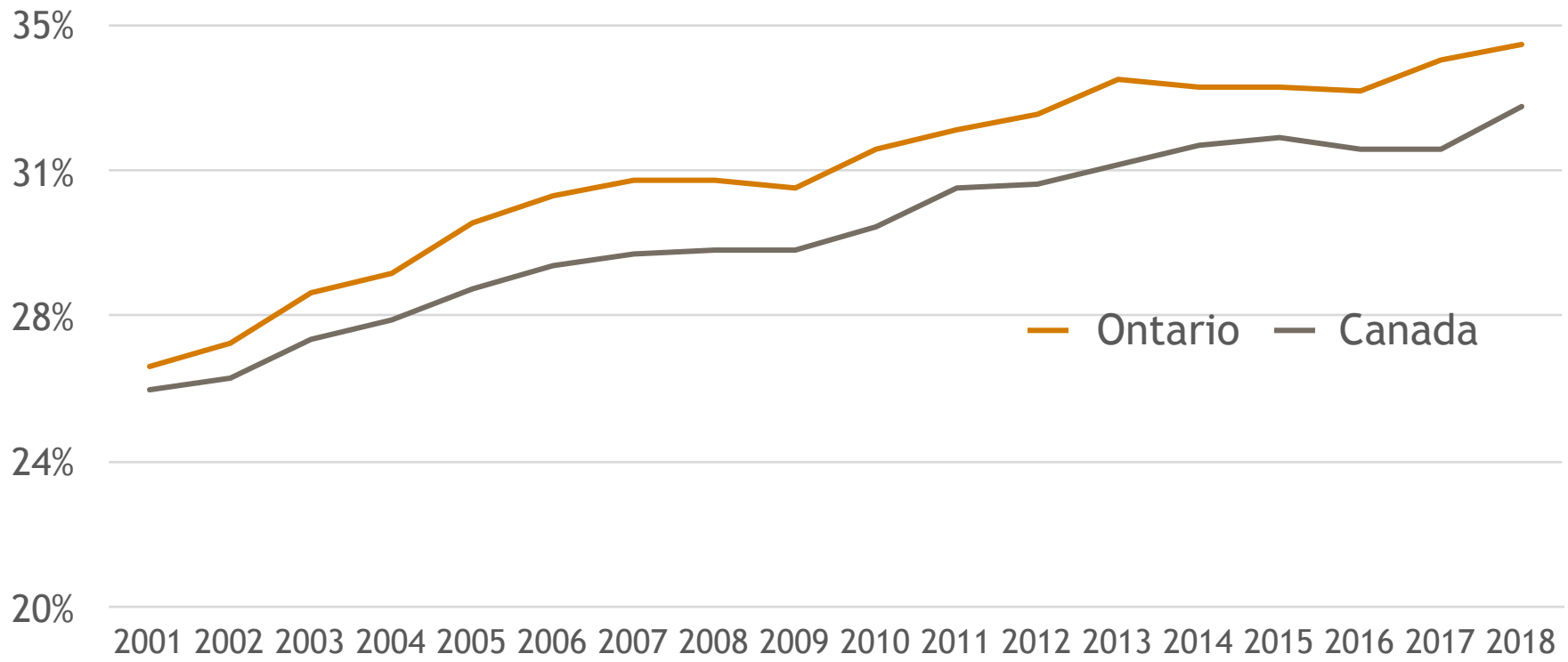


# There's more to it than education

## Share of over-qualified workers




*Overqualified is defined as employer persons with an educational level greater than required by their current occupation (as defined by the NOC skill level).

# What we do know

**Workforce attraction/retention**

1. People and occupations are not the same thing
2. Population ageing is here to stay

**Workforce Development**

1. New occupations are always emerging
2. Increased emphasis on skills

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# *What can we do*: Multipronged strategy

1. Immigration, women, older workers, Indigenous peoples, persons with disabilities....

# Attraction + Retention: Multipronged strategy is required

## Labour force growth: Illustrative scenarios 2043

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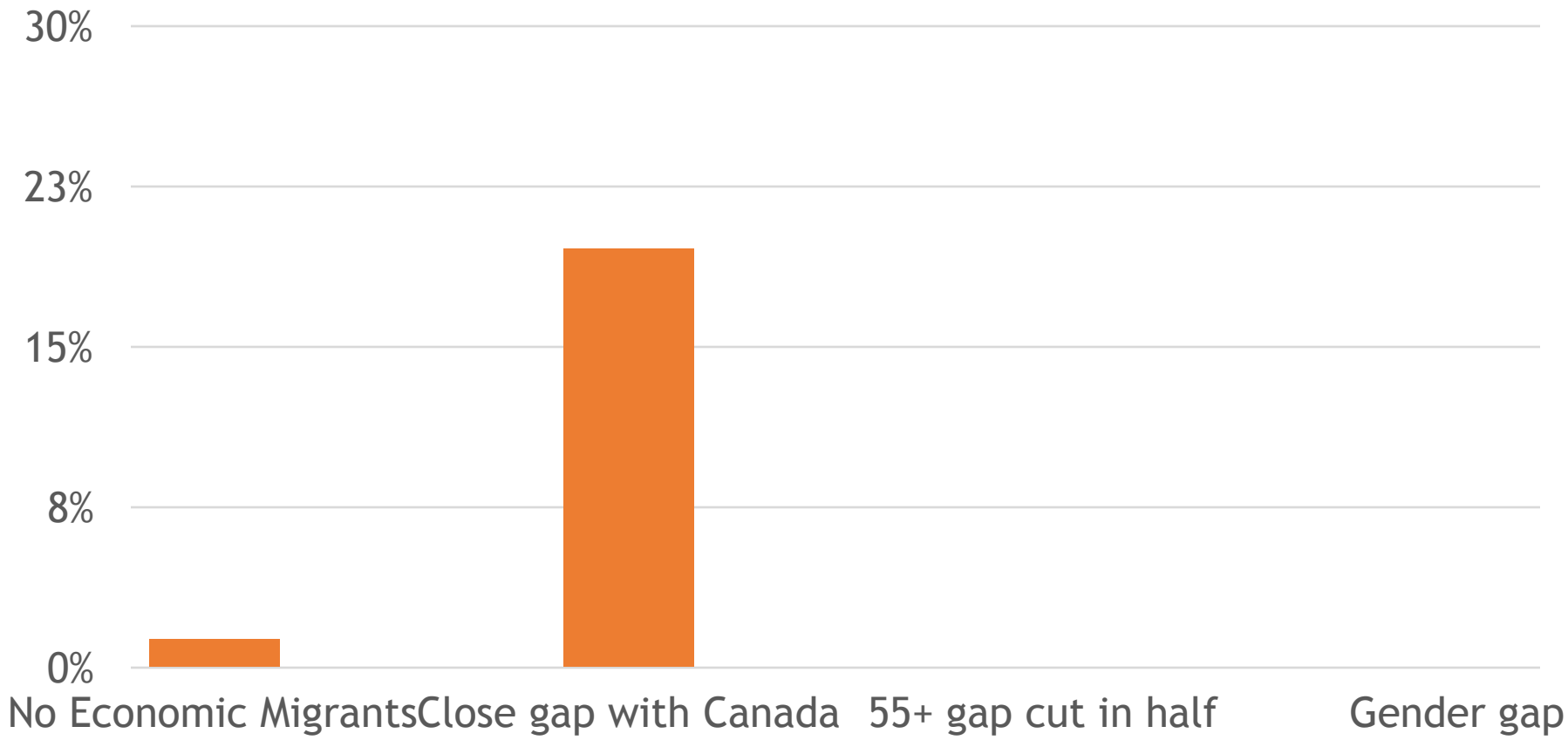

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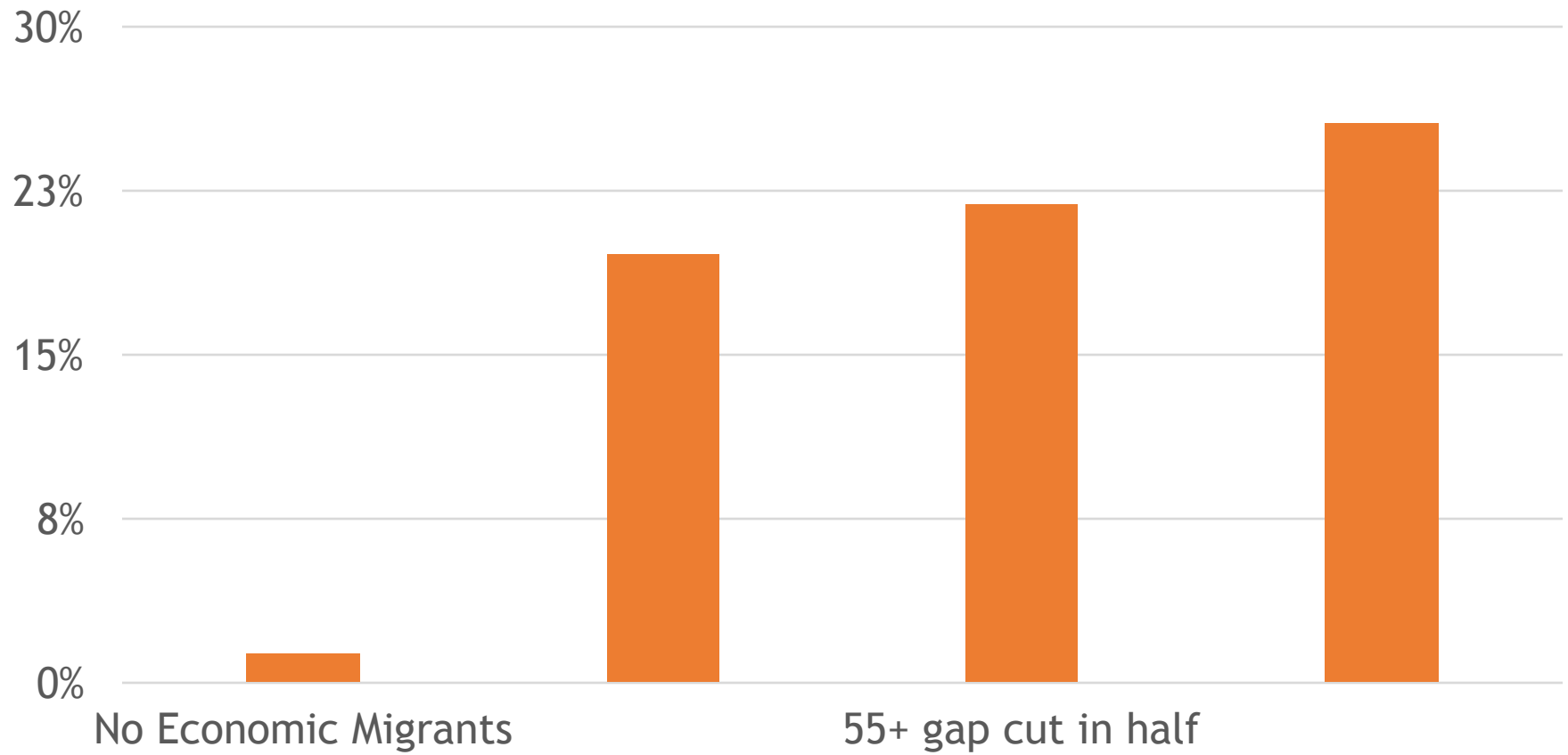
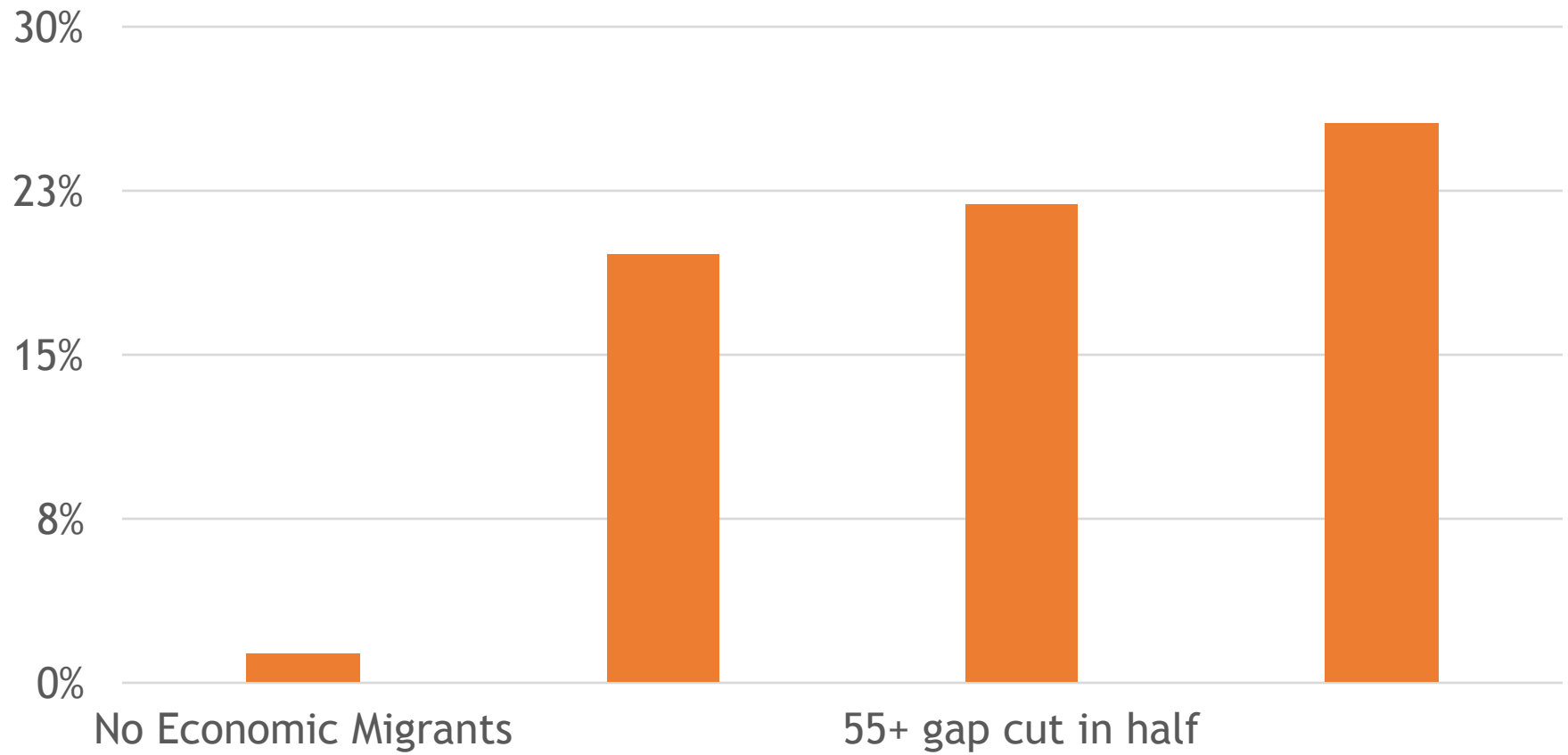


# Attraction + Retention: Multipronged strategy is required

## Labour force growth: Illustrative scenarios 2043



# *What can we do*: Better information on skills

3. Improve our understandings of how jobs are changing through the lens of skills

# Understanding skills: Being more precise

1. Skills definitions? Limited and confusing
   - Multiple taxonomies (“soft skills”, “essential skills”, “technical skills”, “transferable skills”, hard skills”, “STEM skills”, etc.)
2. Measurement challenges

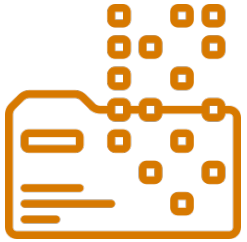
# Mapping approaches being explored

| Potential Approaches | Examples | Description |
|---|---|---|
| **Consult occupational experts** | O*NET | Experts review data from a variety of sources (surveys, job postings, academic literature) and assign skills to occupations |
| **Survey workers directly** | O*NET | Individuals self-assess skills in their current role/ occupation |
| **Leverage web-scraped data** | Nesta, LinkedIn | After coding online job postings with NOC, the data are empirically associated with skills (e.g., incidence rate) |
| **Hybrid of the above** | ? | To be determined |

# *What can we do*: Moving beyond socio-demographics

4. Target the *disadvantage* not just the disadvantaged

# *What can we do*: Program design



- Systematic gathering of data, including control groups
- Impact evaluations: Beyond monitoring that allow for the identification of "what works" and in which context

- Time matters

# Conclusion

1. Multi-tiered strategy for workforce attraction and retention – that focuses on barriers
2. Refined understanding of skills are key to helping worker transitions
3. Moving beyond nets and averages
4. We can do better to build lessons for the future

# Contact

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