



We Believe in Youth

2023 WE LIP Annual Community Forum

February 16, 2023

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Gratitude and Commitment

#FCI

In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



ENDING POVERTY
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES
CLIMATE TRANSITIONS

Vibrant Communities
TAMARACK INSTITUTE

In **Vibrant Communities**, we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty, deepen community, build youth futures and address climate transitions**.

Communities Building Youth Futures

CBYF is committed to improving outcomes for youth who face barriers as they pursue their **education** and **transition to employment** and understands that this work requires collaborative, community-championed solutions with youth leadership and youth engagement.

Tamarack Institute and the Government of Canada, through the Goal Getters program, have committed to a five-year pan-Canadian project to develop collective impact and system-wide solutions for youth as they build and act upon plans for their future.



10: A Guide for Navigating The Future of Work

This guide was developed with the engagement of a variety of partners and funded by The Co-operators Group.

Working Group Members:

- The Co-operators Group
- Tamarack Institute
- Youthful Cities
- Canadian Council on Youth Prosperity
- Youth Representatives
- Suncor Energy Foundation

This presentation builds on the learning and contributions of Tamarack Institute, Communities Building Youth Futures, Canadian Council on Youth Prosperity, The Co-operators Group and Youthful Cities.

To access the guide: [10: A Guide for Navigating the Future of Work](#)

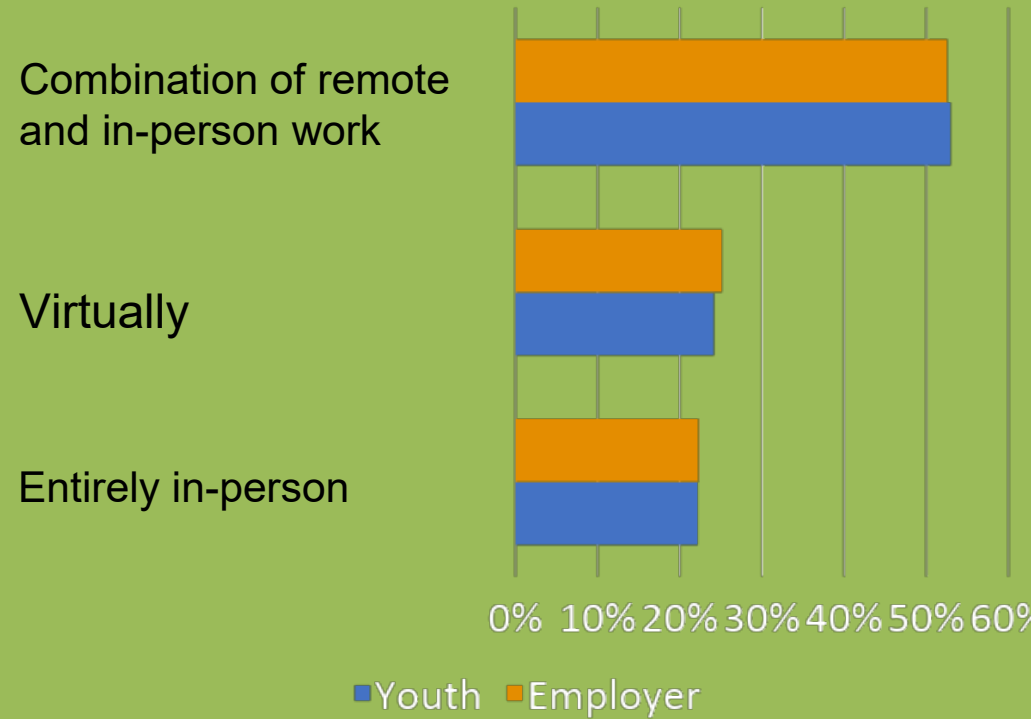


10 Trends - Future of Work

1. Hybrid Work is the New Normal
2. A Change in Skillset - Re-Skilling, Up-Skilling and Harnessing Soft Skills
3. Mental Health is a Must
4. The Gig Economy is Growing
5. Career Pathways Need to Innovate
6. A Rise in Employee Activism will Require New Approaches to Leadership
7. Toxic Culture Has to Go
8. Technology is a Basic Need
9. Work-Life Balance (For Real)
10. Creating Cultures of Belonging and Bringing your Whole Self to Work

Youth and Employers Prefer Hybrid Work as the New Normal

How Youth and Employers Envision the Future of Work



Future of Work – Survey of Youth and Employers Continued

Summary & Key Findings

- 53% of youth desire to work a combination of in-person and remote work
- 53% of employers believe that a combination of remote and in-person work will become the new normal over the next 5 years
- Over 50% of youth would prefer to be working virtually or in a hybrid model

Future of Work – Survey of Youth and Employers Continued

Gig Economy

Gig Economy – Youth:

- Over half of the youth surveyed (52%) stated that they were or are a part of the gig economy
- 30% of youth said the gig economy was desirable
- 66% of youth stated the gig economy is either very undesirable, somewhat undesirable

Gig Economy – Employers:

- 76% of employers said their organization is involved in the gig economy
- 48% of employers believe young people prefer the gig economy over long-term work
- 43% of employers said youth are somewhat more desirable with multiple gig economy experiences

Future of Work – Survey of Youth and Employers Continued

Work-Life Balance

Work-life Balance – Youth:

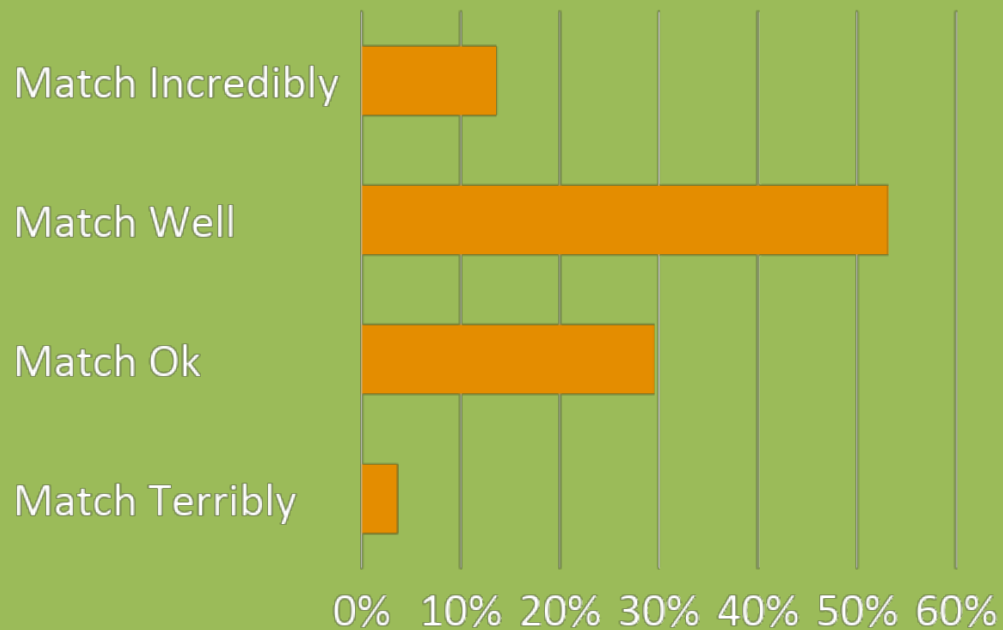
- 6% mentioned that a workplace becomes more desirable when it offers socializing spaces
- 8% of youth desire more opportunities to network
- Other priorities include work-life balance, connection, and flexibility in their schedules to connect with their community

Work-life Balance – Employers:

- 42% employers provide flexibility in work schedule, time off, as well as adequate breaks
- 40% of employers state that they provide financial discounts for yoga, meditation and other services
- 30% of employers provide access to counselling and coaching sessions

Skills and the Current Work Environment

Youth Rate How Well Their Skills Match with Employers' Expectations



Future of Work – Survey of Youth and Employers Continued

Summary & Key Findings

- 53% of youth think their skills match well to the employer's requirements
- 81% of employers believe their organization considers experience equivalent for lack of education when hiring employees, yet 91% hire employees based on education
- 67% of employers reported that their organization provides on-the-job training for youth

Future of Work – Survey of Youth and Employers Continued

Skills and the Current Work Environment

Who is Responsible for Building Employee Skills – Youth:

- 30% of youth stated post-secondary institutions
- 26% stated employers were responsible
- When asked about skills gained, 32% of youth stated they gained their skills from past work experience and 22% stated they gained their skills through post-secondary education

Who is Responsible for Building Employee Skills – Employers:

- 40% of employers stated post-secondary institutions
- 39% said employers
- 28% of employers think their organization values opportunities to network and grow their career

Soft Skills

What Are They and Why Are They So Hard?

- Behavioural Competencies
- Leadership Competencies
- Problem Solving
- Social-emotional intelligence



Behavioral Competencies

The behavioural competencies most wanted by employers include:

- teamwork
- empathy
- adaptability
- active listening
- creativity
- innovation
- critical thinking
- resilience

Leadership Competencies

The leadership competencies most wanted by employers include:

- active inclusion
- effective communication
- change management
- relationship building
- problem-solving
- people management
- ability to coach and mentor

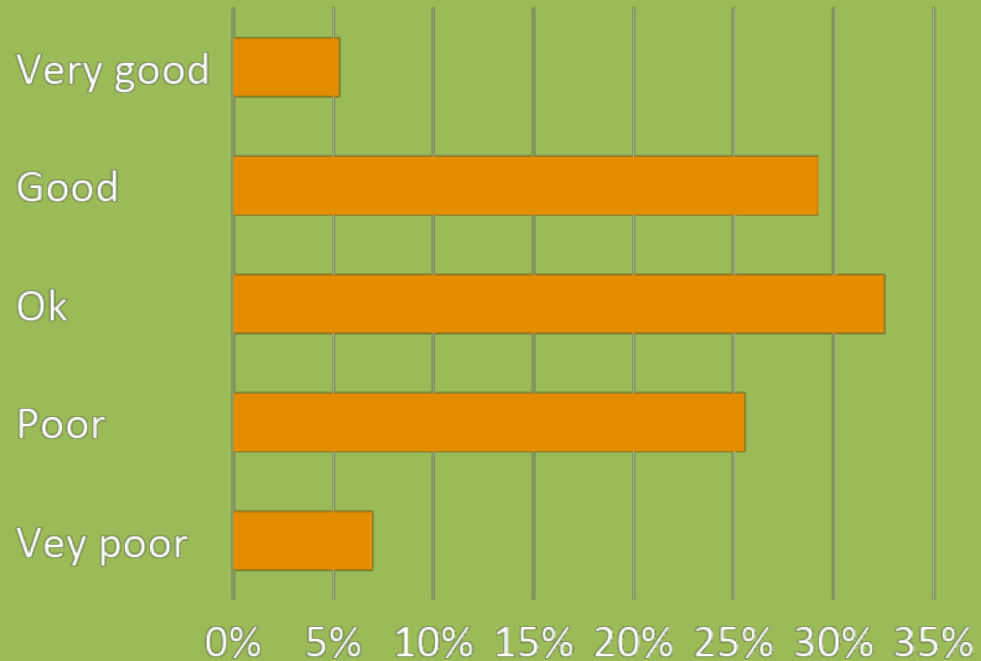
Solutions to the Skills and Opportunities Mismatch

Interpret the information and help employers understand trends

- Labour market information
- Micro credentials
- Mobile and Online learning
- On the job training
- Mentoring

Mental Health is a Priority for Youth and Employers

Youth Describe their Overall Mental Health Post-pandemic



Future of Work – Survey of Youth and Employers Continued

Summary & Key Findings

- Youth mental health has been significantly impacted with the pandemic
- There was an increase of youth who described their mental health as poor and very poor, where only 22% of youth described it as such before the pandemic
- 35% of youth state that their current employment makes their mental health a bit better, with 50% attributing flexibility in their workplaces as a reason

Future of Work – Survey of Youth and Employers Continued

Mental Health is a Priority for Youth and Employers

Flexibility and breaks are important to employers as well as youth

Mental Health – Youth:

- 20% of youth believe that flexibility in schedules and more time off would improve their mental well-being at work and would like to see more of it at work

Mental Health – Employers:

- 43% of employers think their organization offers their employees general flexibility in work schedules and adequate breaks
- When evaluating their own mental health, employers did not think their mental health was affected as much on average
- 39% of employers believe that their own mental health is supported because their organization offers reasonable hours

Mental Health and the Workplace

How work can be impacted by mental health

- Many workplaces are not equipped to adequately support employees with mental health concerns
- Employee disengagement, talent loss and lost productivity are common concerns of employers

How can we support mental health in the workplace?



The World of Work - Global Trends

Most critical for success in Canada in 2023

2023 will be a defining year as ambitious transformation plans and persistent challenges come face-to-face with new realities. HR will need to maintain energy and momentum to ready itself and the business for what lies ahead.

1 Upholding diversity, equity and inclusion

2 Focusing on company culture development

3 Impacting total well-being outcomes

4 Enabling new ways of working (remote, hybrid and gig)

5 Enabling a skills-based organization



Geopolitical instability, economic headwinds, and tightening labor markets have had a profound impact on the People agenda.

In Canada, the areas that have been most difficult to make progress on are: workforce fatigue, company culture development, new ways of working, and enabling a skills-based organization.

Less of a priority for HR in 2023: Building careers for older workers, updating employee contracts to outline new work patterns and expectations, and designing a relatable HR function.

How are companies in Canada making progress on the talent trends identified in 2022?

reset
for **relevance**

Build resilience by leading with values and an adaptive design

work in
partnership

Create equitable, transparent and rewarding partnerships

deliver on
total well-being

Nurture a healthy workforce with benefits that matter

build for
employability

Meet future work needs with a skills-based organization

harness
collective energy

Unlock potential with human-centered work environments



Building a resilient, relatable & ready organization will be even more critical this year

The World Economic Forum Good Work Framework

The five elements of good work

- 1 Promote fairness on wages and technology
- 2 Provide flexibility and protection
- 3 Deliver on health and well-being
- 4 Drive diversity, equity and inclusion
- 5 Foster employability and learning culture

World Economic Forum – Quiet Quitting Panel

Talent Pool is Shrinking

- Already seeing this trend in Europe
- Changing from jobs to skills
- Opportunity to craft your own skill set over time

Employee Perspective

- Given what I receive from my employer (compensation, growth opportunity, learning) is this a fair exchange

Progressive Workplaces

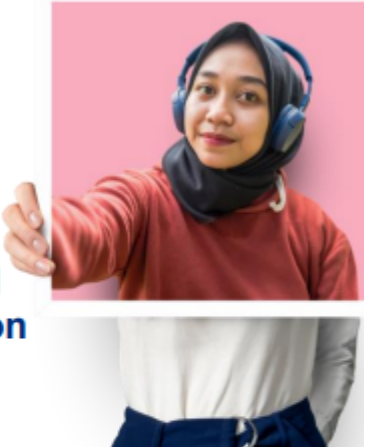
- Value and live mission and values
- Create opportunities for individuals to show up and live their passion

Conduct Entry and Exit Interviews

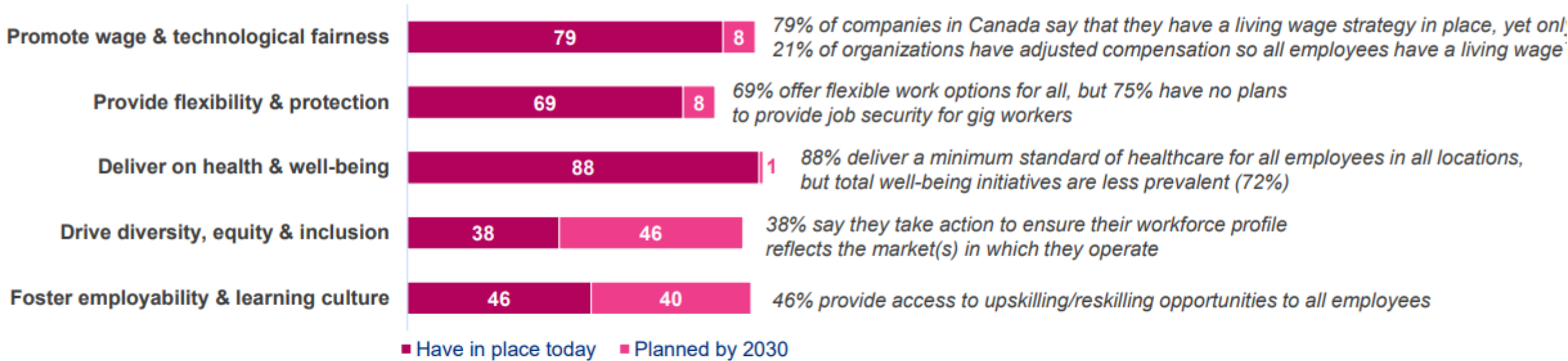
- Why did you join? What would you like to learn? What makes a good boss? What will make this a play where you want to stay on an ongoing basis?

Source: [Quiet Quitting and the Meaning of Work](#)

Companies in Canada are **resetting for relevance to build resilience and lead with values**



The [WEF Good Work Alliance](#) advocates for five **Good Work** objectives that, along with their associated metrics, help to deliver a healthy, equitable, and human-centric future of work. With brand and reputation a key driver for retention this year, making progress on a wider range of success metrics that extend beyond profit and return will be critical to ensure a company's multi-stakeholder relevance.



ESG activities that have made the most impact for companies in Canada



Re-Shaping the World of Work



Employers Need Help

New Labour Market Trends and The Talent Pipeline

The pandemic changed the labour market

- Early retirements
- Pushback in workplaces around health and safety
- Increased union activity
- Lack of applicants
- Competitive wage increases
- Hybrid Work? Flex Time?
- Return to the office

Ways to connect in the ecosystem

What can Career Development Professionals do?

- Advocate for young people
- Listen and invite employers into our processes
- Dare to innovate
- Work with multiple organizations and levels of government



By Rutendo Sanganza

Thriving Through Partnership

A way for us to improve youth workforce experiences

Career development professionals are natural partners for employers to help find and hire a productive young workforce.

The role of employers in the partnership is to clearly define the competencies that matter most to their business and what support is required to recruit and retain young workers with them. Career development professionals can then prepare young people to meet these needs through information, advice, access to services, support and career solutions.



Questions?

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THANK YOU!



20 years TAMARACK INSTITUTE