



INFORMATION GATHERING AND ANALYSIS OF  
**EMPLOYER ENGAGEMENT AND NEEDS**  
**IN CAREER DEVELOPMENT ACTIVITIES**  
PAN-CANADIAN, INTERNATIONAL, AND RESEARCH PROJECTS

FINAL REPORT  
MARCH 2010

**Submitted by:**  
**Life Strategies Ltd.**  
**March 31, 2010**

**Contact:**  
Dr. Roberta Neault  
President  
Life Strategies Ltd.  
26907 26<sup>th</sup> Ave.  
Aldergrove, BC  
V4W 4A4

Tel: 604-856-2386  
Email: [roberta@lifestrategies.ca](mailto:roberta@lifestrategies.ca)  
Web: [www.lifestrategies.ca](http://www.lifestrategies.ca)



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## EXECUTIVE SUMMARY

This project was intended to “enhance understanding of employer engagement in career development practices.” To achieve this goal, several components were required: literature and website reviews, key informant interviews, analysis, and recommendations. All are briefly summarized here and expanded upon in the full report.

### Approach

To begin, relevant literature (i.e., reports, articles, policy papers) relating to employer engagement in career development initiatives was reviewed. The Career Development Services Working Group (CDSWG) identified several articles and reports; this list was supplemented through searches of Canadian and international sites relevant to career development.

CDSWG members also identified websites across six jurisdictions to be reviewed; data-mining resulted in an expanded list that included websites from all provinces and territories. Key informants for nine jurisdictions were identified by the CDSWG; the list was expanded through professional contacts and referrals resulting in additional Canadian contacts and also some in the United States and New Zealand.

A key informant interview protocol was developed which explored types of program, projects, and services available; what’s working with current programs, projects, and services; gaps and anticipated changes; and marketing strategies. Interviews focussed on gathering supplementary information rather than reviewing information obtained during the website reviews.

### Literature Review

Employers are looking for highly motivated and satisfied workers who have the skills, knowledge, and competencies to achieve business goals. Further, employers plan their people strategies by focussing on recruitment, skill development, employee engagement/productivity, and retention. Although some research demonstrates that career development can have a positive impact, most employers don’t understand how it fits; further research is needed to help employers make a business case for engaging in the career development of their employees.

### Website Review and Key Informant Interviews

Overall, the results indicate that there is a wide range of programs and services available to employers; every jurisdiction offers some form of support. Programs and services cluster around financial assistance/incentives for new hires (e.g., wage subsidies, placement programs, and job creation partnerships) and skill development (e.g., Essential Skills and apprenticeship programs). Some jurisdictions provide comprehensive services including HR consulting,



employer toolkits, and customized training. Many programs and services are targeted to special populations including students, Aboriginals, immigrants, and persons with disabilities.

## Analysis

The regional flexibility and targeted initiatives recognize that each jurisdiction, or special population, has unique needs. The current project identified exemplars of wonderful work being done within each region; sharing information about these initiatives could help to further engage Canadian employers in the career development of their employees.

Although jurisdiction-specific programs help ensure that the unique needs of each region are being met, they also present challenges. Many employers, and employees, work across jurisdictions, making it confusing to know which services can be accessed, where. Some services are restricted to specific sectors or populations, privileging some groups over others. Region-specific terminology is another complication – a “wage subsidy” in one region is a “placement opportunity for immigrants” in another.

A key challenge identified throughout the research for this project was the lack of alignment between employer needs and priorities and government program and supports. Most employers are unfamiliar with the terminology used to describe various initiatives, making it difficult to find appropriate supports (i.e., employers seeking a qualified worker for a specific job won’t know to search for a wage subsidy to support hiring a person with a disability). Neither policy makers nor the career development sector are doing an effective job in communicating their understanding of employer issues or aligning services and supports to employer needs.

## Limitations

As with all research, there are limitations that need to be acknowledged. Overall, the project had a very tight timeline, February to March 2010, and the CDSWG members were unable to provide relevant websites and key informants for several jurisdictions. Well into the data analysis phase (i.e., within 3 days of when the final report was due), the researchers were still receiving key informant contacts and websites to be reviewed. Regardless of challenges, this report does cover information from all Canadian jurisdictions. However, further research could look at some of the rich website content in more depth.

## Recommendations

It is important for policy makers to have a good sense of what is working within each jurisdiction; this could prompt discussions about which programs and services could be replicated to further serve the career development needs of all Canadian workers. A shared database or web service could facilitate timely sharing of relevant, up-to-date information.



A clearer alignment between government services and employer priorities would facilitate more employer engagement in the career development of their employees. Employers need to know what programs are available and how they support business priorities. Marketing of existing programs might be more effective if it used systems familiar to employers such as Welcome Wagon for Businesses, Twitter, Facebook, Linked-In, or Craig's List.

Canadian employers and workers would benefit from a comprehensive career development system that makes it easy for employers to understand how career development supports business priorities and offers tips and suggestions for getting started. A single web-based portal specifically designed to serve the needs of Canadian employers would permit "one stop shopping" – it could offer research reports about the benefits of workplace-based career development, provide links to regionally-specific services, offer access to a career development experts/HR consultants, and ensure employers have one point of contact to help them succeed.



## INTRODUCTION

A current priority of the Canadian Forum of Labour Market Ministers (FLMM) Career Development Services Working Group (CDSWG) is to enhance understanding of employer engagement in career development practices. Life Strategies Ltd. was contracted by the Working Group to review relevant current initiatives, particularly those linked in a tangible way to government policies and/or funding. The objectives of this project were to:

- gather, document, and analyze information about government-funded workplace-based career development initiatives, in Canada and internationally
- increase understanding of workplace-based career development practices
- identify common approaches, programs and services, and employer needs
- showcase exemplars, and
- make recommendations for further work related to this priority.

Although this project was to explore *employer engagement and needs in career development activities*, the term “career development” is not widely used by employers, nor is there a shared understanding about what it means. To ensure that we captured a representative sampling of workplace-based career development initiatives, we included initiatives supporting employers with human resource planning, skill development (i.e., employee training), job development, and other similar “people strategies.” However, we did not include initiatives that had a purely economic benefit.

This report presents our research approach, a brief review of relevant literature, findings from the website review and key informant interviews, and recommendations based on those findings.



## APPROACH

This project had a very limited timeframe: February – March, 2010. Our primary focus was to identify and analyse policies, programs, services, and initiatives currently available to employers, which supported the career development of workers. These included:

- financial incentives (e.g., wage subsidies supporting employers to hire someone who otherwise wouldn't be considered)
- workplace-based training to develop skills of employees, resulting in them being more employable, and
- consulting services/resources that support employers to develop their workforce.

Data gathering consisted of three activities:

- **literature review** of research about employer-focused career development programs, projects, and services
- **website review** of programs, projects, and services to assist employers with developing the careers of their employees, and
- **key informant interviews** to supplement the website review.

The following sections provide details about our approach to each of these data sources.

### Literature Review

The literature review set the context for the website review and key informant interviews; we reviewed policy papers and research relating to workplace-based career development initiatives. Members of the CDSWG committee identified specific reports and articles to include in this review (Appendix A). To expand the list, the Life Strategies team searched national and international sites that serve as repositories of career development research (Appendix B), resulting in additional articles being included in the review (Appendix C).

### Website Review

For six jurisdictions (i.e., Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, and Yukon Territory) members of the CDSWG committee identified specific websites to be reviewed (Appendix D). Of the 13 jurisdictions, members of the CDSWG were only able to identify specific websites to be reviewed for six jurisdictions.



To expand the list of websites to review, the Life Strategies team engaged in data-mining, eventually identifying relevant websites for all provinces and territories (Appendix E: Additional Websites). The literature review revealed several relevant international websites to review (Appendix F). All relevant websites, regardless of source, were considered equally in the analysis, discussion, and recommendation sections of this report.

To organize the website review, a template (Appendix G) was created to capture relevant information about types of programs or services available, goals, intended audience/user, restrictions, funding, and exemplary features. In some cases, after reviewing a website, the researchers had questions; key informants (described in the next section) were useful supplementary sources of data.

## Key Informant Interviews

CDSWG committee members provided key informant contacts for nine jurisdictions: Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Quebec, Saskatchewan, and Yukon (Appendix H: Key Informants Provided by CDSWG). Through networking, professional contacts, referrals, and Internet research, the Life Strategies team identified additional informants from British Columbia, the United States, and New Zealand (Appendix I: Additional Informants).

A protocol for key informant interviews (Appendix J) was developed and translated into French with general questions on:

- types of program, projects, and services available
- what's working with current programs, projects, and services
- what's not working, gaps, and potential changes
- uptake/utilization
- marketing strategies to employers, and
- employer feedback.

As some of this information was readily available on websites, interviews focussed on gathering supplementary information about relevant programs, projects, and/or services. In some cases several key informants were recommended, all with similar knowledge and responsibilities. Generally, we only spoke at length with one of those informants.

Some key informants connected with their own network of colleagues to gather information prior to the interview. A few informants requested the interview protocol by email, preferring to respond in writing.

The three research activities (i.e., literature review, website review, key informant interviews) were conducted concurrently and continued throughout the project. This resulted in a



“snowball” approach to the research, where one contact or piece of information led to others; data was still being collected and integrated right until the final version of this report.

The next section presents the findings. Results from the literature review are organized into challenges, goals, and successful strategies for workplace-based career development initiatives. Results from the website review and key informant interviews, however, are organized from the perspective of employers, using their language. Employers are primarily concerned about recruiting and engaging/retaining good workers. At times, employers also have to support their workers through transitions (e.g., layoffs, restructuring, succession planning, retirement). The website/key informant results, therefore, are clustered into four categories: comprehensive services, recruitment, retention, and transitions.



## RESULTS

The literature review provided contextual background about employer engagement in workplace-based career development activities. Articles described the challenges employers face, the business goals of career development initiatives, and successful strategies from Canada and abroad.

The website review provided an in-depth look at Canadian initiatives, as well as several international programs and services. Key informant interviews supplemented the review of many Canadian sites as well as sites in the United States and New Zealand.

Results from the literature and website reviews, as well as key informant interviews, are reported in the following sections.

### Research Literature

Employers are focussed on “hiring, developing, and keeping effective employees” (FERENCE Weicker, 2009, p. ii). To engage in any employee development initiative, they need to be convinced of the business case. Many employers, however, don’t understand the business benefits of developing their employees’ careers. In fact, some worry that supporting career development may be counter-productive (i.e., they may unintentionally equip good workers with the skills and direction they need to find work outside their current organizations).

Recent literature, in Canada and internationally, has addressed employers’ concerns, demonstrating how career development initiatives can be clearly linked to strategic business plans and priorities. Challenges, goals, and successful strategies for implementing workplace-based career development are presented in the following sections.

### CHALLENGES AND GOALS

Researchers have identified broad goals for career development interventions; following such interventions, employers want workers to be “trained, skilled, committed, motivated, satisfied, and well-developed” (Lalande, Hiebert, Magnusson, Bezanson, & Borgen, 2006, p. 6). From a business perspective, employers invest in career development initiatives expecting increases in organizational productivity, decreases in employee turnover, and improvements in internal employee mobility (Lalande et al., 2006). This closely fits with the employer goals identified by FERENCE Weicker (2009): recruitment, training, and retention of skilled workers.

ETHOS (2007) surveyed top Canadian employers about their staffing strategies, including career development. Results indicated that career development initiatives were used primarily for



succession planning (54%),<sup>1</sup> but also to a limited extent for workforce retention (20%), employee engagement (10%), and addressing skill shortages (5%). These results are interesting in that they reflect a limited understanding of career development initiatives (i.e., most Canadian employers don't seem to recognize the contribution that career development could make to retention, engagement, or skill development). Hawthorn and Hunt (2003), in their report on Essential Skills programs in Northern Ireland, reported a similar finding: "for many employers, middle managers, supervisors and line managers, the concept of teaching Essential Skills in the workplace is quite difficult to grasp" (p. 24).

For workplace-based career development to be embraced by employers, there must be a clear and explicit link between their stated goals and the programs and services provided. CEDEFOP (2008) confirmed this, emphasizing the importance of integrating policy with corporate culture. In some cases this is already being done well; the following section showcases how career development interventions can make a tangible difference to individuals and the organizations that employ them.

## SUCCESSFUL STRATEGIES

Canadian and global employers share common concerns about:

- recruitment and retention of high performing employees,
- enhancing organizational commitment, productivity, motivation, and flexibility, and
- reducing absenteeism and turnover.

Supporting individual career development within the workplace can positively impact each of these priorities, resulting in mutually beneficial outcomes (Butterfield, Lalande, & Borgen, 2008; ETHOS, 2007; Lalande et al., 2006). The following sections present examples of how career development supports retention and engagement, training and development, and essential skill development; examples of comprehensive programs and services are also provided.

### *Retention and Engagement*

In one report, career development was found to be slightly more effective than financial incentives as a workforce retention strategy, although both interventions were about equally used (ETHOS, 2007). However, although *career development was found to be highly effective* as an employee engagement strategy (4.5/5), it was used infrequently for that purpose by employers.

### *Training and Development*

The ETHOS (2007) report identified career development strategies as typically involving education and training; online training and cross-training were used more frequently than

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<sup>1</sup> Percentage reflects frequency of use (i.e., 54% of respondents used a career development initiative to support succession planning; only 5% used a career development initiative to address skill shortages).



structured in-house training. A similar focus on learning has been identified in Europe. Although CEDEFOP (2008) reported few formal employer-based career interventions, where implemented they have focussed on learning and development initiatives for targeted groups (e.g., high performers, managers, graduates, employees working toward professional designations). Butterfield et al. (2008) also reported many career development activities with a learning focus, including “continuing education courses, tuition reimbursement, career development skills training, opportunities for promotion and internal career advancement, coaching, mentoring, and leadership development programs” (p. 13).

Workplace-based career development initiatives can help employees to understand and navigate their organization’s internal labour market, inspiring them to keep skills relevant, and equipping them to handle change more effectively (CEDEFOP, 2008). Butterfield et al. (2008) also found this to be true; they reported that skill development initiatives could equip employees to:

- succeed within the current workplace
- recognize how work duties may be changing
- actively respond by developing required skills, and
- identify other positions within the company (e.g., lateral or vertical moves) where their skills could be put to best use.

### *Essential Skills*

Essential Skills training is a current focus in Canada and abroad; there are many Essential Skills resources available from HRSDC<sup>2</sup> and a variety of workplace-based training initiatives underway. Hunt and Hawthorn (2003), reporting on Essential Skills training in Northern Ireland, emphasized the importance of employer support and strong local partnerships. They identified benefits including improved work performance, increased interest in learning, and better relations between workers.

### *Comprehensive Career Development Initiatives*

For many years, employers have recognized the benefit of using career development to support their people management strategies. Simonsen (1997) reported that “organizational career development emerged in the late 1970s as a nice to have” (p. 1). She went on to note that career development initiatives started with services to individual employees but evolved to be “aligned with business needs and integrated with other change efforts” (p. 2). Greene (2001) noted that career development initiatives help increase an organization’s competitive advantage; she went on to state, “by offering career development to employees, companies can enhance their productivity and reputation while simultaneously gaining employee trust and commitment” (¶7). Over the years, many resources have been created to introduce employers to career development, outline how it supports people management, and offer strategies for getting started (Knowdell, 1996; Leibowitz, 1986; Rothwell et al., 2005; Simonsen, 1997).

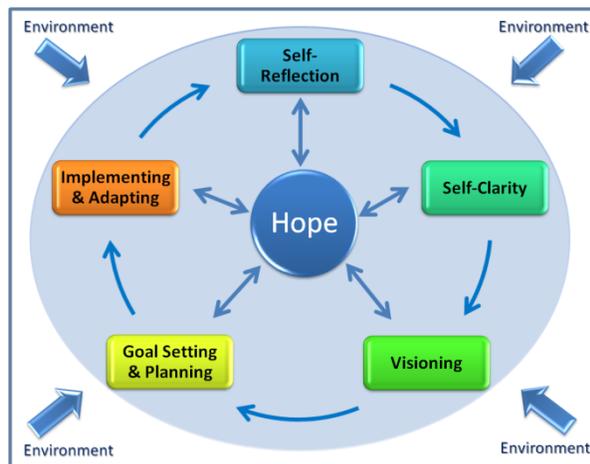
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<sup>2</sup> [www.hrsdc.gc.ca/eng/workplaceskills/essential\\_skills/general/tools\\_apps.shtml](http://www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/tools_apps.shtml)



More recently, Pankratz (2005) noted several organizations that are implementing career development including Toronto Dominion Bank, Envision Financial, and BC Lottery Corporation. In reporting on success, Pankratz reported that Envision Financial has seen “a reduction in employee turnover from 14 percent to 11 percent [and] a 24-percent increase in employee satisfaction in the area of career management” (¶10). Unfortunately, it can be challenging to identify what organizations are integrating career development services; an even greater challenge is finding research/reports which support the benefit of organizational career development.

Career development within organizations mirrors the approach taken when working with individuals. **Career Flow**, a new career development model presented by Niles, Amundson, and Neault (2010), provides a structure for individual career development which can be introduced



to organizations. Self-reflection occurs as employees, perhaps through career conversations with managers or mentors, “take stock” of their career progress. Further self-clarity may come through formal assessments, feedback, workshops, or growth opportunities such as cross-training or “acting” positions. Visioning, goal setting, and planning occur as employees begin to think about their next steps (i.e., what opportunities are available) and identify how their current knowledge and competencies may fit with upcoming opportunities and align with organizational

priorities. Implementing occurs as employees put their career plans into action, apply for new positions, or engage in training. Adapting is ongoing, as personal and organizational priorities shift. The environmental arrows in the graphic display of the model indicate the constant presence of external influences on career development. Hope, at the centre, reflects the significant impact of optimism on career development, as well as the motivational power of seeing a positive future within an organization or sector.

### SUMMARY OF THE LITERATURE

Ference Weicker (2009) provided several recommendations to employers about developing their employees; these included increasing collaboration with governments, access to training (including e-learning), and awareness of available programs and services. This highlights a need for government support to employers engaging in the career development of their employees.

From an employer’s perspective, the top people priorities relate to recruitment, skill development, employee engagement/productivity, and retention of good employees. Although research has demonstrated that career development initiatives can positively impact each of



these priorities, a significant challenge is that employers rarely use the term “career development” – that’s the language of career practitioners and policy makers, not of most employers. As employers typically don’t use this term it will be important to explicitly link any career development models or frameworks (e.g., Career Flow) to the needs and priorities of employers.

In the following sections, a review of Canadian and international websites, supplemented with insights from key informant interviews, is organized according to these employer-identified priorities. If policy makers hope to engage employers in the career development of their workers, it is essential to speak the language of those employers – presenting policies, programs, and services in ways that clearly align with business priorities.

## Website and Key Informant Findings

In maintaining a focus on employer needs and priorities, research findings are summarized under three broad categories: (1) recruitment, including overall attraction and recruitment initiatives as well as employee selection; 2) retention which includes employee orientation, development, training, talent and performance management, and engagement; and (3) career transition which includes layoffs, restructuring, succession planning, and retirement. Appendix K: Review Cross Sheet offers an “at a glance” review of the programs, projects, and services identified.

### COMPREHENSIVE SERVICES

Some government initiatives provide support to employers across all three categories (i.e., recruitment, retention, and transition). These initiatives include toolkits, HR consulting, labour market partnerships, and specialized services to targeted groups.

#### *Employer Toolkits*

There are many web-based toolkits available, providing employers with topical information on managing diversity; ensuring safe work practices; recruiting, hiring, and retaining employees; and skills upgrading. Although most are free, at least one required a small fee (\$75). The following table highlights four examples of employer toolkits: (1) Supporting Employers Embracing Diversity,<sup>3</sup> (2) SAFE Work Manitoba,<sup>4</sup> (3) HR Toolkits,<sup>5</sup> and (4) Workforce3One.<sup>6</sup>

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<sup>3</sup> <http://embracingdiversity.ca/>

<sup>4</sup> <http://safemanitoba.com/default.aspx>

<sup>5</sup> [www.workbc.ca](http://www.workbc.ca)

<sup>6</sup> [www.workforce3one.org/](http://www.workforce3one.org/)



<b>SUPPORTING EMPLOYERS EMBRACING DIVERSITY (SEED) – BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Supports employers in effectively managing diversity within the workplace through helpful resources and activities spanning recruitment, orientation, and inclusion</li> <li>▪ Features a web-based Diversity Champion’s Backgrounder and Guide, ROI Virtual Toolkit of Resources, Cultural Diversity Yearbook, and Diversity Champion Network</li> </ul>
<b>SPOT THE HAZARD, ASSESS THE RISK, FIND A SAFER WAY, EVERYDAY (SAFE) WORK – MANITOBA</b>
<ul style="list-style-type: none"> <li>▪ Provides supports and resources (e.g., workplace health and safety programs, Manitoba immigrant safety initiatives, and health and safety 101 e-course)</li> <li>▪ Includes partner programs with industries (e.g., SAFE Retail)</li> </ul>
<b>HR TOOLKITS – BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Provides five topical toolkits for employers: <ul style="list-style-type: none"> <li>○ How to Attract, Retain and Engage Employees</li> <li>○ It’s About Ability - How to Attract, Retain and Engage Mature Workers</li> <li>○ Under the Labour Radar – Aboriginal People, Youth, Women and Persons with Disabilities</li> <li>○ Diversity at Work – Recruiting and Retaining Immigrants</li> <li>○ Healthy Work Environments</li> </ul> </li> </ul>
<b>WORKFORCE3ONE – UNITED STATES</b>
<ul style="list-style-type: none"> <li>▪ Provides access to a variety of resources including newsletters, podcasts, and webinars</li> <li>▪ Contains 3,500 modules with additions being made on a weekly basis</li> <li>▪ Serves as a central point for disseminating approaches and products from a variety of ongoing initiatives for the workplace including High Growth, Community-Based Job Training grants, and Workforce in Regional Economic Development (WIRED)</li> </ul>

### *HR Consulting*

Several jurisdictions offer HR consulting services and support to employers. Services are usually free and designed to work directly with employers. The following table highlights four



examples of HR consulting services: (1) Tomorrow’s Workplace,<sup>7</sup> (2) Workforce Development Consultants,<sup>8</sup> (3) Concertation pour l’emploi (CPE),<sup>9</sup> and (4) Employer Engager and HR Liaisons.<sup>10</sup>

<b>TOMORROW’S WORKPLACE– BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Provides HR consulting services to employers to take stock of their business, identify strengths and weaknesses, and facilitate improvement</li> </ul>
<b>WORKFORCE DEVELOPMENT CONSULTANTS – MANITOBA</b>
<ul style="list-style-type: none"> <li>▪ Provides a consultant who assesses the HR needs of employers and links them to services within Manitoba</li> <li>▪ Provides service at no cost to the employer; proposed training or development can be entered into under a cost-sharing agreement</li> </ul>
<b>CONCERTATION POUR L’EMPLOI (CPE) – QUÉBEC</b>
<ul style="list-style-type: none"> <li>▪ Offers specialized HR supports to employers, which may lead to financial assistance</li> <li>▪ Includes skill development, identifying training needs, performance management, succession planning</li> </ul>
<b>EMPLOYER ENGAGER AND HR LIAISONS – NOVA SCOTIA</b>
<ul style="list-style-type: none"> <li>▪ Provides “first line of contact” for listening to the needs of employers and matching them to the best and most effective supports to meet their organizational needs</li> </ul>

### **Labour Market Partnerships**

Although Labour Market Partnerships (LMP) seem to be a pan-Canadian initiative, use of the specific term doesn’t appear to be universal. These programs provide financial assistance to employers to support labour force adjustments and HR planning activities. LMPs must have a positive impact on labour market need, be finite in nature, and be in addition to normal operations. Financial assistance covers overhead costs (e.g., wage/employment costs,

<sup>7</sup> [www.tomorrowworkplace.net](http://www.tomorrowworkplace.net)

<sup>8</sup> [www.gov.mb.ca/tce/itp/index.html](http://www.gov.mb.ca/tce/itp/index.html)

<sup>9</sup> Document provided by Quebec key informant

<sup>10</sup> [www.isisns.ca/documents/EmployerSupportPrograms2009.pdf](http://www.isisns.ca/documents/EmployerSupportPrograms2009.pdf)



research, technical studies) but specific maximum values aren't provided. New Brunswick<sup>11</sup> has a similar description (i.e., encourage, support, and facilitate HR management) but uses the term "Labour Market Adjustment Services."

### Services to Targeted Groups

These include programs and initiatives that offer comprehensive support to employers who may be interested in accommodating special populations. The following table highlights five examples of services to targeted groups: (1) Employment First,<sup>12</sup> (2) Disability Supports for Employment Fund,<sup>13</sup> (3) Employer Support Services,<sup>14</sup> (4) The Collaborative Partnership Network,<sup>15</sup> and (5) Disability Employment Services,<sup>16</sup> from Australia.

<b>EMPLOYMENT FIRST – BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Seeks to increase employment opportunities for persons with developmental disabilities</li> <li>▪ Provides job coaches to support the employee and employer in successful training and workplace inclusion</li> </ul>
<b>DISABILITY SUPPORTS FOR EMPLOYMENT FUND – BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Provides \$25 million to support employees requiring specialized accommodation</li> </ul>
<b>EMPLOYER SUPPORT SERVICES – NEW BRUNSWICK</b>
<ul style="list-style-type: none"> <li>▪ Provides information and employer training on integrating disabled persons into workplaces</li> <li>▪ In "Mythbuster" section, presents facts to combat misconceptions and untruths</li> </ul>
<b>THE COLLABORATIVE PARTNERSHIP NETWORK – NOVA SCOTIA</b>
<ul style="list-style-type: none"> <li>▪ Assists individuals with employment barriers find and maintain meaningful employment</li> <li>▪ Recognizes and addresses differing employment needs of persons with disabilities</li> </ul>

<sup>11</sup> <http://app.infoaa.7700.gnb.ca/gnb/Pub/EServices/ListServiceDetails.asp?ServiceID1=16956&ReportType1=ALL>

<sup>12</sup> [www.communitylivingbc.ca/what\\_we\\_do/documents/EmploymentDiscussionPaper.pdf](http://www.communitylivingbc.ca/what_we_do/documents/EmploymentDiscussionPaper.pdf)

<sup>13</sup> [www.eia.gov.bc.ca/pwd/support.htm](http://www.eia.gov.bc.ca/pwd/support.htm)

<sup>14</sup> [www.employersupport.nb.ca/](http://www.employersupport.nb.ca/)

<sup>15</sup> [www.cpnnovascotia.ca/](http://www.cpnnovascotia.ca/)

<sup>16</sup> [www.deewr.gov.au/Employment/Programs/DES/Employer\\_Support/Pages/home.aspx](http://www.deewr.gov.au/Employment/Programs/DES/Employer_Support/Pages/home.aspx)



## DISABILITY EMPLOYMENT SERVICES – AUSTRALIA

- Provides information to employers about recruitment and job matching, job design, and on-the-job and/or off-site supports for employees with disabilities
- Offers training and awareness information, ongoing support to maintain employment, and activities for employers and employees
- Provides information on the Employment Assistance Fund, Supported Wage Systems, and Wage Subsidy

### RECRUITMENT

There are several programs designed to support employers through the recruitment process of attracting, selecting, and hiring new workers. Programs which focus on recruitment can be clustered into two key themes (1) financial assistance / incentives and (2) unpaid work experience. In each of these themes there is often a focus on services and supports to special populations (e.g., immigrants, students, Aboriginals).

#### *Financial Assistance / Incentives*

A number of programs and initiatives offer financial assistance / incentives to employers willing to hire individuals they might not otherwise hire and/or to provide the individual with a meaningful work experience. A wide variety of programs are available, many themed differently but all with the fundamental objective of financial assistance to support employers in hiring a specific client group. Financial assistance is usually in the form of a subsidy which covers all or part of the employees' wages for a specific period of time. Though these initiatives share a common objective (i.e., provide a wage subsidy to support a new hire) they are promoted as separate, and somewhat unique, programs.

#### *Job Creation*

Job creation partnerships revolve around the creation of new positions and often focus on specific target populations and/or industries. The following table highlights two Job Creation Partnerships: (1) Enterprise North Job Creation Program<sup>17</sup> and (2) Community Works.<sup>18</sup>

## ENTERPRISE NORTH JOB CREATION PROGRAM (NOHFC) – ONTARIO

- Offers financial assistance to eligible SMEs which bring new jobs to northern Ontario in one of the following sectors: manufacturing; technology; telecommunications; resource-based,

<sup>17</sup> [www.investinontario.com/resources/government\\_programs\\_progdetails.asp?plD=36](http://www.investinontario.com/resources/government_programs_progdetails.asp?plD=36)

<sup>18</sup> [www.sasknetwork.ca/html/Employers/financialhelp/communityworks.htm](http://www.sasknetwork.ca/html/Employers/financialhelp/communityworks.htm)



<p>cultural, adventure and nature-based tourism; agriculture; mining; forest products</p> <ul style="list-style-type: none"> <li>▪ Provides funding based on the number of full-time jobs created</li> </ul>
<p><b>COMMUNITY WORKS – SASKATCHEWAN</b></p>
<ul style="list-style-type: none"> <li>▪ Provides financial assistance to eligible employers (i.e., community based-organizations, municipalities, Indian Bands, Tribal councils, or Métis Nations of Saskatchewan) to create jobs which will provide direct benefit to the local community</li> </ul>

### **Targeted Wage Subsidy (TWS)**

As with other financial assistance/incentive programs, a targeted wage subsidy provides support with wages and benefits. TWS contracts are often targeted to specific populations (e.g., Aboriginals, immigrants, students, persons with disabilities). The following table highlights four examples of targeted wage subsidies: (1) Métis Targeted Wage Subsidy,<sup>19</sup> (2) Programme d’aide à l’intégration des immigrants et des minorités visibles en emploi (PRIIME),<sup>20</sup> (3) Aide à l’embauche de personnes handicapées,<sup>21</sup> and Small Enterprise Co-op Placement Assistance Program.<sup>22</sup>

<p><b>MÉTIS TARGETED WAGE SUBSIDY – ALBERTA</b></p>
<ul style="list-style-type: none"> <li>▪ Offers a 50% wage subsidy (maximum 6 months; 1 year for person with disability) to employers providing skilled Métis people with on-the-job training and work experience</li> </ul>
<p><b>PROGRAMME D’AIDE À L’INTÉGRATION DES IMMIGRANTS ET DES MINORITÉS VISIBLES EN EMPLOI (PRIIME) – QUÉBEC</b></p>
<ul style="list-style-type: none"> <li>▪ Provides wage subsidy for up to 30 weeks (or, in exceptional cases, up to 52 weeks)</li> <li>▪ Allows employers to offset costs of hiring staff to accompany new worker (e.g., job coach), accommodating activities (e.g., adapting human resources), and/or any refresher training necessary</li> </ul>

<sup>19</sup> [www.metisemployment.ca/for-employers/programs.html](http://www.metisemployment.ca/for-employers/programs.html)

<sup>20</sup> <http://emploiquebec.net/entreprises/recrutement/diversite/priime.asp>

<sup>21</sup> <http://emploiquebec.net/entreprises/recrutement/diversite/handicap.asp>

<sup>22</sup> [www.hrle.gov.nl.ca/hrle/students/secpap.html](http://www.hrle.gov.nl.ca/hrle/students/secpap.html)



### AIDE À L'EMBAUCHE DE PERSONNES HANDICAPÉES – QUÉBEC

- Facilitates work placements of disabled persons by providing salary compensation to employers for a vacant or newly created position (temporary or permanent); can be full time (maximum 40 hours) or part time (minimum 12 hours)
- Offers financial supports to cover necessary workplace adaptations

### SMALL ENTERPRISE CO-OP PLACEMENT ASSISTANCE PROGRAM - NEWFOUNDLAND

- Offers a co-operative education opportunity and the chance to build workplace skills
- Available to students at Memorial University of Newfoundland (MUN) and College of the North Atlantic (CNA)
- Provides 50% wage subsidy
- Targeted to small business to help them develop their workforce and hire employees they may otherwise be unable to

#### **Summer / Student Employment**

Another set of programs offering financial assistance is specific to students. The goal of these programs is to provide students with meaningful work experience relevant to their education, thereby increasing their chances of workplace success. Summer employment programs, available to youth (not necessarily students), must be full time for the spring/summer; student employment programs can be funded throughout the year either part time or full time. The following table highlights two student/summer employment initiatives: (1) Student Employment Exchange Program<sup>23</sup> and (2) Green Team.<sup>24</sup>

### STUDENT EMPLOYMENT EXCHANGE PROGRAM (STEP) – QUÉBEC/ALBERTA

- Provides full time summer placements within Quebec (and Quebec within Alberta)
- Allows post-secondary students the opportunity to work while immersed in their second language

<sup>23</sup> <http://employment.alberta.ca/CES/3188.html>

<sup>24</sup> [www.seima.sk.ca/green\\_team](http://www.seima.sk.ca/green_team)



### GREEN TEAM – SASKATCHEWAN

- Offers full-time summer employment for students within the environmental industry
- Provides support of 75% of wages/benefits (maximum of \$3,500)

#### *Unpaid Work Experience*

Some jurisdictions are supporting employers and clients through unpaid work experience placements. Designed to be relatively short, these experiences provide clients with an opportunity to gain meaningful work experience at no cost to themselves or to the employer. It appears as though the government, or agency supporting the initiative, provides all relevant insurance and liability guarantees. The following table highlights two programs which focus on unpaid work experiences: (1) Work Placement Program<sup>25</sup> and (2) Strategic Transitions & Employment Partnerships (STEP).<sup>26</sup>

### WORK PLACEMENT PROGRAM – NOVA SCOTIA

- Offers Employer Support Programs which provide a 6-week full time work placement of international professionals; sub-program of the Work In Nova Scotia (WINS) initiative
- Seeks to assist in the integration of newcomers into the workforce of Nova Scotia

### STRATEGIC TRANSITIONS & EMPLOYMENT PARTNERSHIPS (STEP) – NEWFOUNDLAND

- Provides unpaid career placement (5-10 weeks) to international clients

#### **RETENTION**

In its simplest form, retention is an organization's ability to keep its workforce. Employee orientation, training/development, talent and performance management, and engagement would fall under the broad category of retention. Our research identified several government programs/initiatives which support employers with retaining workers.

#### *Employee Orientation*

Orientation is concerned with an employee's first few weeks and is an important factor in employee success. The Supporting Employers Embracing Diversity project, highlighted in the section on comprehensive services, offers resources for employee orientation but with a focus

<sup>25</sup> [www.isisns.ca/documents/EmployerSupportPrograms2009.pdf](http://www.isisns.ca/documents/EmployerSupportPrograms2009.pdf)

<sup>26</sup> [www.anc-nf.cc/work\\_placements.html](http://www.anc-nf.cc/work_placements.html)



on diversity. Although other initiatives could be presented as helping orient new employees, orientation isn't a stated focus.

### **Employee Training and Development**

Our research revealed considerable focus, across regions, on employee training and development; almost all provinces and territories had some sort of training support. Although delivery and design of initiatives differed greatly across jurisdictions, there are, however, significant commonalities in training focus and approaches: (1) language training, (2) Essential Skills, (3) apprenticeship, (4) work experience/co-op terms, internships, and (5) customized employee training. Tax credits are also discussed in this section.

### **Language Training**

These programs focus on supporting new immigrants to improve their French and/or English skills. The following table highlights two examples of language training: (1) Soutien aux Entreprises à Risque de Ralentissement Économique (SERRÉ)<sup>27</sup> and (2) English in the Workplace.<sup>28</sup>

<b>SOUTIEN AUX ENTREPRISES À RISQUE DE RALENTISSEMENT ÉCONOMIQUE (SERRÉ) – QUÉBEC</b>
<ul style="list-style-type: none"> <li>▪ Focuses on improving basic training of employed persons and improving the French language comprehension of the immigrant labour force</li> </ul>
<b>ENGLISH IN THE WORKPLACE – NOVA SCOTIA</b>
<ul style="list-style-type: none"> <li>▪ Offers English courses, within the workplace, to assist new immigrants</li> <li>▪ Provides a range of language training options, delivered on site at the workplace and customized to the needs of the employee and the workplace</li> </ul>

### **Essential Skills**

HRSDC's Essential Skills initiative remains an important training focus across jurisdictions. These programs are available to employers to help develop the Essential Skills of their employees with the goal of helping them succeed in the workplace. The intent of most initiatives is to embed Essential Skills into existing workplace-based training. The following

<sup>27</sup> <http://emploiquebec.net/entreprises/formation/loi-competences/ralentissement.asp>

<sup>28</sup> [www.isisns.ca/documents/EmployerSupportPrograms2009.pdf](http://www.isisns.ca/documents/EmployerSupportPrograms2009.pdf)



table highlights three examples of Essential Skills training: (1) aWEST and iWEST,<sup>29</sup> (2) SkillsPlus,<sup>30</sup> and (3) Educational Guidance Service for Adults (EGSA), in Northern Ireland.<sup>31</sup>

<b>AWEST AND IWEST – MANITOBA</b>
<ul style="list-style-type: none"> <li>▪ Offers customized training for trades people; features a drop-in centre (aWEST)</li> <li>▪ Offers customized training for immigrants, including critical language and cultural components essential for workplace success (iWEST)</li> </ul>
<b>SKILLSPLUS – BRITISH COLUMBIA</b>
<ul style="list-style-type: none"> <li>▪ Offered in partnership between employers, service providers, and educational institutions</li> <li>▪ Provides customized development and delivery of workplace-based Essential Skills training</li> <li>▪ Integrated into small business throughout BC, in 15 different communities</li> </ul>
<b>EDUCATIONAL GUIDANCE SERVICE FOR ADULTS (EGSA) – NORTHERN IRELAND</b>
<ul style="list-style-type: none"> <li>▪ Promotes and provides workplace learning</li> <li>▪ Provides Essential Skills training programs, building on a fundamental skills structure similar to Canada’s Essential Skills program</li> </ul>

### **Apprenticeship**

Apprenticeship programs are another employee training and development initiative with a pan-Canadian focus. Apprenticeships offer trades students an opportunity to develop their skills in real work settings, combining education with on-the-job training. Apprenticeship programs are managed differently across the country (e.g., British Columbia established an Industry Training Authority whereas Nova Scotia manages apprenticeships through Labour and Workforce Development). The following table highlights three examples of apprenticeship training: (1) Early Apprenticeship Training Program,<sup>32</sup> (2) Apprenticeship-US,<sup>33</sup> and (3) Apprenticeship-UK.<sup>34</sup>

<sup>29</sup> [www.wem.mb.ca/awest\\_essential\\_skills\\_for\\_trades.aspx](http://www.wem.mb.ca/awest_essential_skills_for_trades.aspx) and [www.wem.mb.ca/iwest.aspx](http://www.wem.mb.ca/iwest.aspx)

<sup>30</sup> [www.aved.gov.bc.ca/skillsplus/](http://www.aved.gov.bc.ca/skillsplus/)

<sup>31</sup> [www.connect2learn.org.uk/Content.aspx?nSectionId=1035&nSubSectionId=1044](http://www.connect2learn.org.uk/Content.aspx?nSectionId=1035&nSubSectionId=1044)

<sup>32</sup> [www.gov.nu.ca/education/eng/css/curr/10-12/NEAT/NEAT\\_handbook.pdf](http://www.gov.nu.ca/education/eng/css/curr/10-12/NEAT/NEAT_handbook.pdf)

<sup>33</sup> [www.doleta.gov/jobseekers/Apprent.cfm](http://www.doleta.gov/jobseekers/Apprent.cfm)

<sup>34</sup> [www.apprenticeships.org.uk/Employers.aspx](http://www.apprenticeships.org.uk/Employers.aspx)



### EARLY APPRENTICESHIP TRAINING PROGRAM – NUNAVUT

- Seeks to connect students interested in trades to employers, to facilitate school-to-work transition and provide workplace-based experience
- Provides targeted programs to interest youth

### APPRENTICESHIP – UNITED STATES

- Offers integrated learning and on-the-job training through the Office of Apprenticeship (OA) assisting/overseeing the State Apprenticeship Agency (SAA)

### APPRENTICESHIPS – UNITED KINGDOM (UK)

- Offers on-the-job training leading to nationally-recognised industry-developed qualifications
- Informs employers about the benefits of apprentices
- Includes an ROI calculator to help employers recognize the value of hiring apprentices

#### ***Customized Employee Training***

The research also revealed several customized training initiatives, with a focus on offering flexible and targeted employee training and support. The following table highlights five examples: (1) Formation de la main-d’oeuvre – volet entreprises (MFOR-entreprises),<sup>35</sup> (2) Red Rivers College: Corporate Training Solutions,<sup>36</sup> (3) Small Business Employee Training Program,<sup>37</sup> and (4) Career Advancement Accounts<sup>38</sup> and (5) Department of Labor, two American initiatives.<sup>39</sup>

### FORMATION DE LA MAIN-D’OEUVRE – VOLET ENTREPRISES (MFOR-ENTREPRISES) – QUÉBEC

- Offers financing to employers for employee training
- In an evaluation report, employers indicated the top three program outcomes were upgrading skills and acquiring new skills; improving integration, employee retention, and work environment; and dealing with technological change, new equipment, and

<sup>35</sup> <http://emploiquebec.net/entreprises/formation/services-quebec/mesures.asp>

<sup>36</sup> [www.rrc.mb.ca/index.php?pid=388](http://www.rrc.mb.ca/index.php?pid=388)

<sup>37</sup> [www.aspect.bc.ca/social-enterprise/employment-programs/aspect-small-business-employee-training-program](http://www.aspect.bc.ca/social-enterprise/employment-programs/aspect-small-business-employee-training-program)

<sup>38</sup> [www.doleta.gov/reports/career\\_advancement\\_accounts.pdf](http://www.doleta.gov/reports/career_advancement_accounts.pdf)

<sup>39</sup> [www.doleta.gov/business/TrainingEducation.cfm](http://www.doleta.gov/business/TrainingEducation.cfm)



<p>competitiveness</p> <ul style="list-style-type: none"> <li>95% of employers indicated objectives were either fully met or largely achieved</li> <li>96% indicated they were very satisfied to somewhat satisfied with services provided</li> </ul>
<p><b>RED RIVERS COLLEGE: CORPORATE TRAINING SOLUTIONS – MANITOBA</b></p>
<ul style="list-style-type: none"> <li>Provides flexible and customized training options for employers in a wide variety of formats including traditional classroom, online, and mobile classroom units</li> <li>Mobile classrooms travel to worksites, providing learning opportunities in remote locations</li> </ul>
<p><b>SMALL BUSINESS EMPLOYEE TRAINING PROGRAM – BRITISH COLUMBIA</b></p>
<ul style="list-style-type: none"> <li>Focus is to help small businesses grow potential of lower-skilled workers</li> <li>Provides access to government-funded training courses, tailored to small employers’ needs</li> </ul>
<p><b>CAREER ADVANCEMENT ACCOUNTS – UNITED STATES</b></p>
<ul style="list-style-type: none"> <li>Provides training accounts for unemployed adults, out of school youth, and incumbent workers to access education/training needed</li> <li>Current employees can use accounts to develop skills and transition between jobs in-house</li> <li>Provides maximum of \$3,000 per year; option to renew the account for a second year</li> </ul>
<p><b>DEPARTMENT OF LABOR - UNITED STATES</b></p>
<ul style="list-style-type: none"> <li>Offers training to incoming workers with low skills (pre-employment training), current workers hired through the public workforce system who need up-skilling (on-the-job training), and incumbent workers (current employees)</li> </ul>

**Retention Tax Credit**

An international contact mentioned a new initiative designed to encourage employers to retain employees from 12 specific target groups. An extension of a targeted wage subsidy program, the Work Opportunity Tax Credit (WOTC)<sup>40</sup> is an incentive to offset the non-subsidized costs of hiring targeted individuals including long-term TANF (Temporary Assistance to Needy Families) recipients, unemployed veterans, and workers who lost their jobs due to Hurricane Katrina. This program is highlighted in the following table:

<sup>40</sup> [www.doleta.gov/business/Incentives/opptax/](http://www.doleta.gov/business/Incentives/opptax/)



## WORK OPPORTUNITY TAX CREDIT (WOTC) – NEW JERSEY, USA

- Offers a tax credit, beyond the initial wage subsidy (which focuses on hiring) to reward employers for retaining employees; available tax credit depends on target group (e.g., maximum of \$9,000 for each long-term TANF recipient hired over a two year period)

### TRANSITION

Transition services would include supporting employers with the career development needs of their employees related to layoffs, restructuring, succession planning, and retirement. A few services were identified to support employers undergoing layoffs and restructuring. Nothing specific to supporting succession planning or retirement planning / readiness was found on the websites reviewed for this report or mentioned by the key informants.

Innovative “rapid response” services allow employers to connect quickly with supports needed in times of transition. The Saskatchewan key informant was the only Canadian to specifically mention a rapid response initiative; an American program was also identified. See the following table for highlights: (1) Rapid Response Teams<sup>41</sup> and (2) Rapid Response Services for Employers.<sup>42</sup>

## RAPID RESPONSE TEAMS – SASKATCHEWAN

- Offers “one stop” service teams to help employers access programs/services to assist them in thriving through difficult times; available immediately
- Provides activities such as employee skills assessment, training plan development, training services, and advice on labour standards
- Includes resume writing services, links to job posting services, and resume searching databases (e.g., Saskjobs.ca)

## RAPID RESPONSE SERVICES FOR EMPLOYERS – UNITED STATES

- Assists employers with layoffs and downsizing by providing career counselling and job search services to affected employees

<sup>41</sup> [www.aeel.gov.sk.ca/rapid-response-teams](http://www.aeel.gov.sk.ca/rapid-response-teams)

<sup>42</sup> [www.doleta.gov/layoff/employers.cfm](http://www.doleta.gov/layoff/employers.cfm)



## Summary

Employers depend on workers that are skilled, knowledgeable, and productive. They need efficient and effective ways to recruit these workers and easy access to training and professional development that doesn't negatively impact business (i.e., to be useful, courses need to be available during non-peak times). There is a large body of research concerning the needs of employers and how they can best recruit, develop, and retain a productive workforce. Although some of this literature specifically mentions career development, there is a need for further research demonstrating how workplace-based career development programs positively impact recruitment, retention, and employee engagement.

Across Canada and internationally, governments are engaged in programs, services, and initiatives to assist employers to support their employees' career development. However, most of these supports focus on a small range of identified employer priorities; they tend to cluster in the areas of recruitment (e.g., wages subsidies) and retention (e.g., employee training and development). Although a few programs and services are more comprehensive (e.g., employer toolkits, HR consulting); most focus on a specific theme (e.g., diversity in the workplace) or are targeted to specific populations (e.g., Aboriginals, immigrants, persons with disabilities). Services tend to be promoted as supports to individuals in these groups, rather than taking an employer-centred approach that recognizes the business realities of the workplace. Employers don't generally set out to hire a member of a targeted group; rather they identify a specific business need and then look for a viable solution.

Service gaps were identified in this review; notably absent was a focus on talent/performance management, employee engagement, succession planning, and retirement readiness, all of which are current employer priorities.



## ANALYSIS AND DISCUSSION

In all Life Strategies projects, we try to follow Stephen Covey’s principle: “Begin with the end in mind.” This project is no exception. As we reflected on findings from the literature, website review, and key informants’ interviews, we were reminded of the importance of this principle.

If the *end* is to engage employers in supporting the career development of their workers, we need to *begin* by attending to employers’ priority needs and speaking their language. Few employers, in Canada or internationally, list employee career development as a burning priority. However, career development experts and researchers have clearly identified that career development interventions make a significant contribution towards achieving employers’ identified goals. That is, **workplace-based career development can positively impact recruitment, retention, engagement, and retention of skilled workers.**

Despite career development offering an effective solution to employers’ priority needs, however, there is still a disconnect. The Johari window model<sup>43</sup> identifies that we all have blind spots (i.e., we don’t know what we don’t know). We each also have hidden areas (what we know that others don’t know). In the context of this research, *career development practitioners and policy-makers know* that career development works – but, at the moment, that truth is largely hidden from employers. Similarly, *employers know* that they are facing serious recruitment, engagement, and retention issues – but the career development community isn’t doing an effective job of communicating their understanding of those issues or the solutions they can offer.

Career practitioners and government funders are perceived as focussing on the needs of individuals; this perception is reinforced, for example, when a job developer tries to “sell” a particular type of individual to an employer (e.g., an Aboriginal, immigrant, person with a disability, youth or older worker) or tries to “place” an individual in a workplace to develop that individual’s skills. Employers are looking for the right person for a specific job, right now. They constantly communicate that they’re too busy to train someone new or accommodate an individual with special needs. When it is nearly impossible to find information about career development policies and services, or those policies and services seem to ignore employers’ concerns, employers don’t embrace them. That shouldn’t come as a surprise.

On the other hand, it would be much easier to engage employers in the career development of their workers if (a) information about programs and services were presented to employers in way that meets *their* identified needs, and (b) relevant information was immediately accessible and easy to find. Currently, neither is the case in many Canadian jurisdictions.

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<sup>43</sup> [www.businessballs.com/johariwindowmodel.htm](http://www.businessballs.com/johariwindowmodel.htm)



The researchers on this project (i.e., the Life Strategies team) live in both worlds – we are career development experts and also employers. Uncovering career development supports for employers was the focus of this project – we were hired to conduct a comprehensive search and we devoted countless hours to the task. We had access to experts within a variety of jurisdictions. We spoke to “insiders” who weren’t aware of programs and services being offered by their own government ministries or highlighted on their own websites. Members of the Career Development Services Working Group were, in many cases unable to identify relevant websites or key informants within their own jurisdictions. It is not surprising, therefore, that employers can’t navigate the complex world of government programs and career services that might benefit their employees.

The next sections highlight what’s working well, and what isn’t, in terms of supports for workplace-based career development initiatives.

## What’s Working?

Across Canada and internationally, we found examples of innovative and effective programs and services. In the following section, highlights of what’s working well are summarized. Topics include the workforce development focus, effective outreach, regional flexibility, targeted initiatives, training, and the rapid response strategy.

### WORKFORCE DEVELOPMENT FOCUS

At a fundamental level, the fact that Canada is offering supports to employers engaged in the career development of their employees is a strength. Other countries, even some like New Zealand that are internationally known for their career services, don’t currently have anything similar in place.

### REACHING OUT

In some jurisdictions, relevant information was easily available. In Quebec, for example, an integrated marketing strategy ensures that employers are aware of relevant programs and services; information is provided through business consultants, websites, trade fairs, brochures, pamphlets, and advertising in public media and business magazines. Manitoba also has an integrated province-wide outreach strategy in place, linking employers to services through “Workforce Development Consultants.” Consultants in Manitoba are government employees, equipped to assess employers’ needs, provide direct services, or refer them to appropriate products, programs, or services.

### REGIONAL FLEXIBILITY

There are advantages to regional differences in career-development supports to employers. In the early months of 2010, for example, New Brunswick offered Labour Adjustment Services while BC focussed on pre-Olympic Essential Skills support to employers in the tourism sector. Canada is a diverse country with significant regional differences in terms of access to skilled



workers, immigration, education, and opportunities. It's essential that services to employers are flexible enough to accommodate those differences.

Our New Jersey contact described how the "Work First" welfare initiative has state-wide policy but county-level implementation. As a result, policies are interpreted differently from region to region, offering flexibility that responds to local needs.

### **TARGETED INITIATIVES**

The majority of programs and services that support employers are targeted to getting members of specific client groups into the workforce (e.g., youth, students, Aboriginals, immigrants, persons with disabilities). Some programs are sector-specific (e.g., targeting employers in the forest industry, tourism, or environmental sectors). Targeted initiatives are relatively easy to search for and, because they have specific parameters, may be easier to understand.

### **TRAINING**

Many initiatives introduced in the website review / key informant interview section involved supporting employers to develop the skills of their employees, either through onsite training, financial support for training, apprenticeship programs, or partnerships with educational institutions. There were also numerous workplace-based training initiatives to develop Essential Skills.

### **RAPID RESPONSE INITIATIVES**

Many sectors and jurisdictions have introduced "Rapid Response" programs to support a wide range of issues, but our research uncovered few that specifically related to engaging employers in the career development of their employees. A notable exception in Canada was Rapid Response Teams in Saskatchewan. Expanding this approach to other jurisdictions could mitigate many challenges addressed in the following section; Rapid Response teams help employers quickly access relevant information and supports to meet their immediate needs.

### **What's Not?**

If employers don't know what to look for, they're unlikely to find appropriate programs and services. We can use our own organization, Life Strategies Ltd., as a specific example; we are more informed than most about government-funded career development supports and highly committed to the career development of our own employees as well as supporting underemployed or unemployed workers. During research for this project, however, we stumbled across a program that would have met one of our own priority business needs; by the time we discovered the program, it was too late to apply for it. Despite working closely with government funders, policy makers, labour market information websites, and countless service providers over the past year, this program had never come up in conversation. We would not have thought to look for it because we had no idea it existed. It's the perfect Johari Window



example – we all have blind spots and also access to hidden information that we don't realize others may be looking for.

## TERMINOLOGY

As previously discussed, “career development” is not language typically used by employers. Therefore, it's unlikely that employers will go to a government website to look specifically for a career development program or service. Even within key informants for this project, there was an inconsistent understanding of what career development in the workplace really meant. Websites across jurisdictions use different language for almost identical programs and services. When employers search for programs that make intuitive sense to them, they use terms like recruit, hire, train, retention, talent management, succession planning, performance management, skills; a mismatch in language can make it appear that there aren't any relevant supports available.

One specific example is Employment Assistance Services (EAS); across Canada, these services would generally be considered to be supporting individuals rather than employers. However, the Prince Edward Island website<sup>44</sup> presented EAS as a service to employers (i.e., helping employers to assist the unemployed to prepare for, obtain, and maintain employment); although this was on the employer part of the site, however, it wasn't clearly explained how employers would benefit. This is another good Johari Window example – the same services exist in other jurisdictions but without the explicit link to employers and, even where the link is made, it's unclear why employers might choose to engage. To get buy-in from employers we need to speak their language and make a business case for their involvement.

## SEGMENTED PROGRAMS AND SERVICES

Employers often work across jurisdictions (e.g., Life Strategies is a BC company but recently completed projects in Alberta and Manitoba, has contractors based in Ontario, employs a diverse team, and works across a wide range of sectors); it is challenging to sort out where to look for relevant information.

In many jurisdictions, the government funds, then contracts out, career development programs and services. Individual service providers are responsible for marketing their own piece of the puzzle, resulting in no obvious central source of information. Not only does this approach make it challenging for employers to find relevant solutions to their challenges, there is no mechanism for shared learning (e.g., Intervention A was hugely successful with Employers in sector X).

In some jurisdictions, where websites and brochures were available in both French and English, different services were offered according to the language accessed. This wouldn't be intuitively obvious to an employer who does business in both languages but only searched in one of them.

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<sup>44</sup> [www.skillspei.com/index.php?page=employment-assistance-services](http://www.skillspei.com/index.php?page=employment-assistance-services)



From an employer's perspective, it's *not* usually helpful to have services organized demographically (e.g., programs specific to the Aboriginals, immigrants, youth, students, new graduates, older workers, welfare recipients, or people with disabilities). Employers typically don't set out to hire a member of a specific population; rather employers make hiring decisions that address specific business needs.

Many programs are sector specific (e.g., environment, agriculture). This, of course, leaves some employers out and other employers, whose businesses may cross a variety of sectors, confused about which programs and services may fit.

### **INCONSISTENT OR INCOMPLETE INFORMATION**

As previously mentioned, in some jurisdictions many government-funded career development programs and services are contracted to service providers. This decentralizes information and budgets (i.e., service providers can usually speak clearly about their own projects but may have very little information about what other service providers are offering; integrated media campaigns aren't affordable; similar products and services may be developed and offered by different organizations; policies may be interpreted and implemented differently).

There are many examples of the waste and lost opportunities that occur because of gaps in information; here's one. A consultant was contracted by a community agency, in partnership with a Board of Trade, to develop a topical toolkit for employers. In an environmental scan to inform toolkit contents, the consultant discovered a similar toolkit already in place. This, of course, is one of the reasons for an environmental scan, so not particularly surprising. What shocked the consultant, however, was that the toolkit she discovered had been *recently* developed by the *same* organization, in the *same* region, for a *different* project. When the consultant approached the agency leadership team about this overlap, she was told, "We don't have a master list of all the projects we're working on."

This scattered approach impacts the sustainability of projects (i.e., no continuity after a project's funding ends). In jurisdictions where the government provides direct support to employers through business consultants and integrated programs and services, this doesn't appear to be such a problem. Although funding priorities still shift, there is a "one stop" source for current information.

Whether services were offered in-house or contracted out, however, information tended to be in silos (i.e., one ministry or organization didn't know what another one was doing, even if from the outside the services seemed closely related). This was very apparent in key informants for this project. In many cases, primary contacts recommended other sources who they thought would be more knowledgeable. Those sources, in turn, referred us elsewhere. Each individual could typically only speak in depth about one particular program or service.



This lack of centralized information can unintentionally result in uneven distribution of resources. Similar to the blind spots and hidden areas in the Johari Window model, most employers are unaware of relevant programs and services while a few (i.e., those who are well-connected and have previously accessed resources) tend to benefit repeatedly from funding for programs and services.

## **WEBSITE NAVIGATION**

Employers who want career development support for their employees may not know how to begin a search. As revealed in the website review and key informant interviews, there is little consistency in what programs are called, what ministries they are housed within, or what information is on the funder's website vs. a community-based service provider's.

In the research for this project, we became entangled in many convoluted loops (e.g., beginning on a provincial government site, clicking on Labour Market Partnerships, landing on the Service Canada site, which linked back to the original provincial site, with no further information resulting from the search). Apprenticeship was another example; in some jurisdictions, apprenticeship information for employers was provided on government websites, in others it was housed separately.

Further confounding web searches is the inconsistent terminology already addressed. Most search engines rely on key words; if employers and policy makers use different words to describe the same thing, key word searches will be frustrating and ineffective.

Appendix L presents a case example of how challenging it can be for employers to find information about relevant services. Even if an employer has heard of a program, without specific key words and knowledge about the funding source, it can be almost impossible to conduct an effective search.

## **TIMING**

As discussed in the Rapid Response section, employers need “just-in-time” supports that match their business cycles, not the government's fiscal year timelines. Our research revealed countless examples of great programs with timing that just didn't work for employers (e.g., Essential Skills training for hotel employees right in the midst of peak tourist season; deadlines for applying for summer student subsidies in mid-February when many businesses don't yet know what their summer needs will be). To better support employers, programs and services need to be appropriately scheduled and attuned to other employer realities, as described in the following section.

## **EMPLOYER REALITIES**

Aside from timing, employers have other constraints that impact their ability to engage in supporting the career development of their workers. In many cases, they need buy-in from a



variety of stakeholders (e.g., shareholders, unions, employees, senior leaders, front-line supervisors). It also takes time to develop training plans, research initiatives, and integrate new programs. To facilitate employer engagement, it's essential to clearly present how an initiative will support the employer's identified business priorities. This typically wasn't obvious on the websites we reviewed.

In many jurisdictions, there's a trend to partnering with local educational institutions rather than providing on-the-job training. Although this can work well in urban centres and for larger organizations, it's less viable for small businesses and those situated in remote regions of the country. Although support for purchasing training can help many employers in their quest to develop their workers, there remains a need for just-in-time, customized training. For example, an administrative assistant may not need full courses on word-processing, spreadsheets, design software, and accounting but productivity may increase dramatically with short customized training on the specific software and applications needed to do his or her job.

It's important to acknowledge that an employer's primary focus is getting the job done. In our work in the career development sector, we've heard many service providers lament that employers *won't* take advantage of "free" training or programs to develop their employees or wage subsidies to hire new staff. However, in times of tight budgets, skill shortages, and increased competition, employers need full productivity from their employees. Although a training initiative may not have a fee, release time for a team of employees could be \$500 or more per hour – thousands of dollars for a training day.

Aside from salary costs, employee development initiatives take time away from fulfilling orders or providing customer service (i.e., in the hopes of achieving long term benefits, there are immediate costs to employers, even for "free" services). See Appendix L, Case 2, for a specific example of a Career Conversations initiative gone awry. If we hope to fully engage employers as partners in the career development of Canadian workers, we need to work within their constraints, make partnering easy, and clearly communicate the anticipated return on investment – that is, provide compelling evidence of how the partnership will positively impact their bottom line.

Although many employers don't understand how career development aligns to their business priorities, a few clearly recognize the positive impact it can have on key priorities such as recruitment, retention, productivity, and employee satisfaction. Some of those introduced earlier in this report (i.e., Envision Financial, BC Lottery Corporation, Toronto Dominion Bank), along with several others (e.g., City of Calgary, City of Richmond, BC Housing) are approaching their people strategy from a career development framework. As there is significant work being done in the private sector, policy makers could benchmark those as models in aligning supports to employers' business priorities.



## PROJECT LIMITATIONS AND CHALLENGES

As with most projects, this one had time, budget, and resource constraints. The intent of the project was to review a selection of articles, reports, and websites (Canadian and international), supplemented with several key informant interviews. For some of the jurisdictions, neither the CDSWG nor the research team were able to identify relevant websites or appropriate key informants; workplace-based career development supports appear to be inconsistent across the country.

There was a great deal of variation in relevant information across jurisdictions. Some websites briefly summarized services and provided links to regional service providers; others provided extensive information and supports. Although not all key informants were available to provide information, some key informants did provide a wealth of knowledge. It was particularly challenging to find outcome-based research (i.e., Are the programs and services being used? To what extent? What tangible difference are they making? How is that measured?).

In many cases, key informants identified by working group members didn't self-identify as key informants; this, too, replicated the challenges throughout this project. There is a general lack of understanding about what constitutes workplace-based career development and how employers can contribute. As we complete this project, we are left with a clear sense that we have only just begun; this seems to be a topic that would benefit greatly from further research. The following section provides several recommendations for next steps.



## RECOMMENDATIONS

Every jurisdiction in Canada seems to be supporting employers to engage in the career development of their employees. Most interventions involve financial assistance/incentives (e.g., job creation, targeted wage subsidies) or training (e.g., customized employee training, Essential Skills training). However, gaps in services do exist within key areas identified as employer priorities. Employers and the career development sector use different terminology, and most government-sponsored services to employers seem to have a primary focus on the needs of individual clients. This results in a disconnect between funding priorities and employer needs. The following recommendations are designed to close this gap and help to enhance understanding between these two groups.

### Improvements to Existing Services

As demonstrated throughout this report, a wide range of programs and services exist which serve an identified need within each jurisdiction. The following sections suggest ways in which these services can be improved or expanded in order to better meet the current and future needs of Canadian employers.

#### BE EMPLOYER FOCUSED

Employers identify priority needs related to recruitment (i.e., identifying, selecting, and hiring workers), retention (i.e., orienting, developing, retaining, and engaging workers), and transition (i.e., handling layoffs/restructuring, succession planning, and supporting retirement). Most government initiatives, however, are presented with language employers don't intuitively use (e.g., wage subsidy, job creation). In addition, most government services have a strong focus on supporting individuals to find and maintain meaningful employment. While these services may, ultimately, benefit employers (i.e., a wage subsidy reduces employee costs for a period of time), they typically don't approach their labour needs from that perspective.

The following recommendations help ensure services are employer focussed:

- Create a **toolkit of supports and resources** that summarizes all available programs, services, and initiatives clearly aligned to employer needs and priorities. The toolkit should be web-based, easy to search, and include a calendar with relevant deadlines (i.e., applications for summer hire-a-student programs are due mid-February)
- Simplify the **application process(es)** to ensure employers aren't over burdened with paperwork which further hinders their ability to access supports
- Use **consistent language** for programs (e.g., STEP is an acronym for four very different programs across the country).



## SPEAK THE SAME LANGUAGE

As noted throughout this report, employers use a different language to identify their needs and priorities; government supports should be clearly linked to those priorities. While it is important for the career development sector to use employer language, it is also important to not lose our own sector-specific language. Policy makers, service providers, and career practitioners need to understand how career development language connects with employer needs and priorities and teach employers how career development fits within existing people strategies.

The following recommendations support developing a common language:

- Ensure there is a ***shared understanding of career development*** in the workplace by promoting benefits of career development clearly aligned to employer needs
- Support ***research on the benefits of a career development approach*** that is directed at employers
- Fund and support a ***service provider network***, focussed on linking community agencies with employers

## MARKET EFFECTIVELY

Largely due to the lack of alignment between government services and employer needs, as well as lack of common language, it can be difficult for employers to find the services they need.

The following recommendations help increase the visibility of programs and services:

- Develop an ***effective marketing strategy*** that promotes services directly to employers using existing employer-focussed services such as Welcome Wagon for Business, Boards of Trade, Chambers of Commerce
- Use ***innovative social marketing methods*** such as Facebook, LinkedIn, and Twitter
- Release ***current research and evaluation reports*** that identify how workplace-based career development initiatives have benefitted employers.

## RESPOND QUICKLY

Today's businesses move at a rapid pace. When unexpected shifts occur (i.e., in the economy, sector, or community), employers need to respond quickly; they do not have time to conduct an extensive search or application process to access services they need.

The following recommendations facilitate quickly and efficiently responding to the changing demands of business:

- Ensure a ***rapid response system*** is available across all jurisdictions to immediately connect employers with relevant government representatives or sub-contractors who know about existing supports and can offer customized HR consulting



- Create a ***comprehensive list of current and past programs***, across jurisdictions, to allow for quick identification and implementation of available supports. The system would minimize time for designing new supports by giving policy makers access to existing components. Although customization will likely be required to meet emerging needs, building on past successes will save time and resources.

## Proposed New Initiatives

The previous recommendations acknowledged that a wide range of services and supports already exist across all jurisdictions; suggestions were intended to improve awareness, understanding, and access, as well as streamlining systems.

The following recommendations are for new initiatives specifically targeted at meeting employer needs.

### BUILD A PORTAL

As mentioned throughout this report, employers need programs and services that are clearly aligned to their business needs as well as the ability to easily and efficiently access those supports. They also need customized services that are responsive to their business cycles and unique sectoral or regional needs.

The following recommendations could be supported by the Career Development Services Working Group with an initial development contract for design and launch, followed by subsequent smaller contracts to ensure services remain current and responsive to employer needs:

- Create a ***career development web 2.0 portal*** or “go to” place for employers that “pushes” and “pulls” information from various jurisdictions (e.g., it could be called “[supportingemployers.ca](http://supportingemployers.ca)”)
  - at the simplest level this could be a common website or entry point that redirects employers to relevant links on each jurisdiction’s website
  - a more sophisticated (and preferred) approach would be a site that provides employers with relevant information and updates (e.g., reminder that hire-a-summer student programs are accepting applications) but also takes employers through a comprehensive needs assessment then identifies relevant programs and services to meet those needs
- Adopt a ***career development framework*** (e.g., Career Flow introduced in the literature review) upon which the single portal is designed; this will align programs and services to employer needs and priorities while also introducing career language



## CREATE A CAREER DEVELOPMENT PROGRAM

Many employers do not understand the benefits of organizational career development. Those who do understand are not likely equipped to introduce it into their workplace. While there is good work being done in the private sector much of that information isn't shared between organizations.

The following recommendation will make career development initiatives more accessible:

- Create a **comprehensive career development program** for employers which includes
  - a template for a comprehensive in-house career development program that employers can use as a foundation for customized programs (i.e., suggested framework, necessary and optional services, guide for adjusting policies, suggestions for monitoring success)
  - a workplace-based career development e-learning program that provides training for key employees (e.g., HR managers) on how to offer and support career development initiatives
  - a full curriculum and resources employers can use with their workers (e.g., Career Planning 101, Writing an Effective Resume, Interview Skills, Preparing for Your Career Conversation). Curriculum would include all resources for participants (i.e., employees) as well as facilitator guides to allow employers to offer the workshops in-house
  - access to organizational career development experts, across the country, to provide additional coaching and support.

## MAKE A CASE

Employers almost always consider potential for return on investment before undertaking any new initiative, expanding services, or moving into new jurisdictions. The career development sector must be able to provide employers with information to “prove it works” in order to get buy in; this is especially important considering employers’ lack of understanding about career development.

The following recommendations will help build the case for career development:

- Ensure **easy access to current research** about the success of organizational career development initiatives; this could be achieved through a link to research reports from the single portal previously recommended
- Support **new research** into the success of organizational career development; build on this project by researching private-sector career development initiatives
  - Which organizations have implemented in-house career development programs?
  - What services are being offered?
  - How are results tracked?
  - Are programs positively impacting recruitment, retention, or engagement?



## SHARE RESOURCES

As this report demonstrates, to support employer engagement in career development activities there are numerous programs and services being offered across every jurisdiction in Canada. Although supports offered in one region may benefit employers in other regions, information isn't easily accessible – even within government offices.

The following recommendation will ensure policy makers have access to a comprehensive suite of programs and services that have been offered across jurisdictions:

- Build a **secure database**, providing policy makers and government officials with one central location to (1) share information on all initiatives within their respective regions and (2) provide opportunities for regions to adopt or customize the programs developed in other areas of the country.

## Summary

This project has revealed an extensive foundation of existing supports for employer engagement in career development activities. The recommendations are intended to move existing programs and services from good to great. Some of the recommendations offer “quick wins” – they can be implemented easily and inexpensively. Others would benefit from coordination by the Career Development Services Working Group, a group that is uniquely positioned to liaise between employers, career practitioners, policy makers, and funders across all jurisdictions in Canada.



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## APPENDICES

- Appendix A: Reports and Articles Provided by CDSWG
- Appendix B: Research Sources
- Appendix C: Additional Articles and Reports Reviewed
- Appendix D: Websites Provided by CDSWG
- Appendix E: Additional Websites
- Appendix F: International Websites
- Appendix G: Website Review Template
- Appendix H: Key Informants Provided by CDSWG
- Appendix I: Additional Informants
- Appendix J: Key Informant Interview Protocol (English and French)
- Appendix K: Review Cross Sheet
- Appendix L: Case Examples



## Appendix A: Reports and Articles Provided by CDSWG

- Canadian Research Working Group (CRWG)
  - <http://ccdf.ca/crwg/currentprojects.html>
- Évaluation des Services aux Entreprises d'emploi-Québec Volet: Évaluation des Effets Bruts de Deux Mesures<sup>45</sup>
- Top Employers' Staffing Strategies
  - [www.cmc.ethoscmg.com/staffing\\_strategies.pdf](http://www.cmc.ethoscmg.com/staffing_strategies.pdf)
- Vancouver Island Collaborative Workforce Strategy
  - [www.viea.ca/user\\_assets/10176.pdf](http://www.viea.ca/user_assets/10176.pdf)

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<sup>45</sup> Word document provided by Québec interviewee



## Appendix B: Research Sources

- Conference Board of Canada
  - [www.conferenceboard.ca/](http://www.conferenceboard.ca/)
- International Centre for Career Development and Public Policy
  - [www.iccdpp.org/](http://www.iccdpp.org/)
- Workforce3One
  - [www.workforce3one.org/](http://www.workforce3one.org/)



## Appendix C: Additional Articles and Reports Reviewed

- Building a Career Development Program: Nine Steps for Effective Implementation
- Career Flow: A Hope-Centered Approach to Career Development
- Career Development at Work: A Review of Career Guidance to Support People in Employment
  - [www.iccdpp.org/Portals/1/CEDEFOP%20Career%20Development%20at%20Work.pdf](http://www.iccdpp.org/Portals/1/CEDEFOP%20Career%20Development%20at%20Work.pdf)
- Career Planning and Succession Management: Developing Your Organization's Talent for Today and Tomorrow
- Competitive Employers Make Career Development Programs a Priority
  - <http://sanantonio.bizjournals.com/sanantonio/stories/2001/07/23/focus2.html>
- Corporate Career Management Programs Emerge as Benefit for Both Organizations and Employees
  - [www.contactpoint.ca/index.php?option=com\\_content&view=article&id=199:corporate-career-management-programs-emerge-as-benefit-for-both-organizations-and-employees&catid=47:winter-2005&Itemid=37](http://www.contactpoint.ca/index.php?option=com_content&view=article&id=199:corporate-career-management-programs-emerge-as-benefit-for-both-organizations-and-employees&catid=47:winter-2005&Itemid=37)
- Defining a Path to Inclusive Employment: A Discussion Paper About Employment for People with Developmental Disabilities
  - [www.communitylivingbc.ca/what\\_we\\_do/documents/EmploymentDiscussionPaper.pdf](http://www.communitylivingbc.ca/what_we_do/documents/EmploymentDiscussionPaper.pdf)
- Designing Career Development Systems
- Measuring the Impact of Career Services: Current and Desired Practices
  - [www.natcon.org/archive/natcon/papers/natcon\\_papers\\_2006\\_e5.pdf](http://www.natcon.org/archive/natcon/papers/natcon_papers_2006_e5.pdf)
- Promoting a Development Culture in Your Organization: Using Career Development as a Change Agent
- Tackling Essential Skills in the Workplace: An Evaluation of Projects Funded by the Workplace Innovation Fund
  - [www.connect2learn.org.uk//files/574\\_workplace\\_report5.pdf](http://www.connect2learn.org.uk//files/574_workplace_report5.pdf)



## Appendix D: Websites Provided by CDSWG

	Title	URL
AB	Aboriginal Economic Development	<a href="http://employment.alberta.ca/BI/4860.html">http://employment.alberta.ca/BI/4860.html</a>
	Employer Toolkit	<a href="http://employment.alberta.ca/BI/2530.html">http://employment.alberta.ca/BI/2530.html</a>
	Labour Market Partnerships	<a href="http://employment.alberta.ca/BI/3105.html">http://employment.alberta.ca/BI/3105.html</a>
	Summer Temporary Employment Program (STEP)	<a href="http://employment.alberta.ca/CES/3158.html">http://employment.alberta.ca/CES/3158.html</a>
	Workforce Attraction and Retention Partnerships (ARP) program	<a href="http://employment.alberta.ca/BI/3105.html">http://employment.alberta.ca/BI/3105.html</a>
BC	Apprenticeships	<a href="http://www.itabc.ca/Page20.aspx">www.itabc.ca/Page20.aspx</a>
	Job creation partnerships	<a href="http://www.labourmarketservices.gov.bc.ca/community_organizations/job_creation_partnerships.html">www.labourmarketservices.gov.bc.ca/community_organizations/job_creation_partnerships.html</a>
	Labour market partnerships	<a href="http://www.labourmarketservices.gov.bc.ca/employers/labour_market_partnerships.html">www.labourmarketservices.gov.bc.ca/employers/labour_market_partnerships.html</a>
	Organizational Career Management Model (ETHOS Career Management Group)	<a href="http://www.cmc.ethoscmg.com/org_career_mgmt_model.pdf">www.cmc.ethoscmg.com/org_career_mgmt_model.pdf</a>
	SkillsPlus	<a href="http://www.aved.gov.bc.ca/skillsplus/">www.aved.gov.bc.ca/skillsplus/</a>
	Tactics for Engagement Toolkit: Strategies for Increasing Employee Engagement (pp. 40-46; ETHOS Career Management Group)	<a href="http://www.cmc.ethoscmg.com/toolkit.pdf">www.cmc.ethoscmg.com/toolkit.pdf</a>
	Targeted wage subsidies	<a href="http://www.labourmarketservices.gov.bc.ca/employers/targeted_wage_subsidies.html">www.labourmarketservices.gov.bc.ca/employers/targeted_wage_subsidies.html</a>
	WorkBC (Employers Section)	<a href="http://www.workbc.ca/employers/welcome.htm">www.workbc.ca/employers/welcome.htm</a>
	WorkBC Toolkits	<a href="http://www.workbc.ca/docs/toolKit_Book1.pdf">www.workbc.ca/docs/toolKit_Book1.pdf</a> <a href="http://www.workbc.ca/docs/toolKit_Book2.pdf">www.workbc.ca/docs/toolKit_Book2.pdf</a> <a href="http://www.workbc.ca/docs/toolKit_Book3.pdf">www.workbc.ca/docs/toolKit_Book3.pdf</a> <a href="http://www.workbc.ca/docs/toolKit_Book4.pdf">www.workbc.ca/docs/toolKit_Book4.pdf</a> <a href="http://www.workbc.ca/docs/toolKit_Book5.pdf">www.workbc.ca/docs/toolKit_Book5.pdf</a>
	Workplace Training for Innovation Pilot Program	<a href="http://www.aved.gov.bc.ca/workplace_training_program/welcome.htm">www.aved.gov.bc.ca/workplace_training_program/welcome.htm</a>
MB	Alliance of Manitoba Sector Councils	<a href="http://www.amsc.mb.ca">www.amsc.mb.ca</a>
	Canadian Apprenticeship Forum	<a href="http://www.canadianapprenticeshipforum.ca">Canadian Apprenticeship Forum</a>
	Cooperative Graduate Hiring Incentive (COGHI) Program	<a href="http://www.copse.mb.ca/en/information/tax_credit.html">www.copse.mb.ca/en/information/tax_credit.html</a>
	Employer of Choice (EOC)	<a href="http://www.gov.mb.ca/cgi-bin/exit.cgi?http://www.buildingbetterworkplaces.ca/">www.gov.mb.ca/cgi-bin/exit.cgi?http://www.buildingbetterworkplaces.ca/</a>
	Human Resources for Employers	<a href="http://www.gov.mb.ca/business/humanresources/index.html">www.gov.mb.ca/business/humanresources/index.html</a>
	Industry Workforce Development	<a href="http://www.gov.mb.ca/tce/itp/index.html">www.gov.mb.ca/tce/itp/index.html</a>
	Job Referral Service	<a href="http://www.gov.mb.ca/jrs/">www.gov.mb.ca/jrs/</a>
	Labour Market Information (LMI)	<a href="http://www.labourmarketinformation.ca/">www.labourmarketinformation.ca/</a>
	Manitoba Employers Toolkit	<a href="http://www.gov.mb.ca/fs/fvpp_toolkit/intro.html">www.gov.mb.ca/fs/fvpp_toolkit/intro.html</a>
	Manitoba Tourism Education Council - For Employers	<a href="http://mtec.mb.ca/resources_employers2.aspx">http://mtec.mb.ca/resources_employers2.aspx</a>
	National Occupation Classification System	<a href="http://www5.hrsdc.gc.ca/NOC/">www5.hrsdc.gc.ca/NOC/</a>
Red River College Corporate Training Solutions	<a href="http://www.rrc.mb.ca/index.php?pid=388">www.rrc.mb.ca/index.php?pid=388</a>	



	Resources for Employer/Trainers	<a href="http://www.gov.mb.ca/business/humanresources/index.html">www.gov.mb.ca/business/humanresources/index.html</a>
	SAFE Work Manitoba	<a href="http://safemanitoba.com/default.aspx">http://safemanitoba.com/default.aspx</a>
	Stairway to Health	<a href="http://www.phac-aspc.gc.ca/sth-evs/english/index-eng.php">www.phac-aspc.gc.ca/sth-evs/english/index-eng.php</a>
	University of Manitoba Job Fairs / Job Posting Service for Employers	<a href="http://umanitoba.ca/student/employment/employers/index.html">http://umanitoba.ca/student/employment/employers/index.html</a>
	Wage Subsidies for Employers	<a href="http://www.gov.mb.ca/tce/busemp/wagesubs.html">www.gov.mb.ca/tce/busemp/wagesubs.html</a>
	Workplace Education Manitoba (aWest, iWest, Igniting the Power Within)	<a href="http://www.wem.mb.ca/">www.wem.mb.ca/</a>
	Workplace Health and Safety	<a href="http://www.hrsdc.gc.ca/eng/labour/health_safety/index.shtml">www.hrsdc.gc.ca/eng/labour/health_safety/index.shtml</a>
NB	Business NB	<a href="http://www.gnb.ca/0398/index-e.asp">www.gnb.ca/0398/index-e.asp</a>
	Community Business Development Corporations	<a href="http://www.cbdc.ca/">www.cbdc.ca/</a>
	Enterprise Network	<a href="http://www.enterprise-entreprise.ca/contact/">www.enterprise-entreprise.ca/contact/</a>
	Fredericton Chamber of Commerce	<a href="http://www.frederictonchamber.ca/">www.frederictonchamber.ca/</a>
	NB Employer Support Services	<a href="http://www.employersupport.nb.ca/">www.employersupport.nb.ca/</a>
	Post-Secondary Education Training and Labour Employment programs	<a href="http://www.gnb.ca/0311/index-e.asp">www.gnb.ca/0311/index-e.asp</a>
	WES initiative for employed	<a href="http://www.gnb.ca/cnb/news/pet/2009e0836pe.htm">www.gnb.ca/cnb/news/pet/2009e0836pe.htm</a>
NS	Apprentices	<a href="http://www.nsapprenticeship.ca/current_apprentices/technical_training.shtml#TechnicalTraining">www.nsapprenticeship.ca/current_apprentices/technical_training.shtml#TechnicalTraining</a>
	Employer Support Programs	<a href="http://www.misa.ns.ca">www.misa.ns.ca</a>
	Invest in Youth	<a href="http://www.investinyouth.ca/eng/index.html">www.investinyouth.ca/eng/index.html</a>
	Journey Persons	<a href="http://www.nsapprenticeship.ca/journeypersons/training.shtml#TrainingResourcesSupports">www.nsapprenticeship.ca/journeypersons/training.shtml#TrainingResourcesSupports</a>
	One Journey: Work and Learn Program	<a href="http://www.nsworkplaceeducation.ca/upgrade-work-related-skills/one-journey/how-do-i-get-involved.shtml">www.nsworkplaceeducation.ca/upgrade-work-related-skills/one-journey/how-do-i-get-involved.shtml</a>
	Opportunities in Nova Scotia	<a href="http://opportunitiesns.ca/?q=employers">http://opportunitiesns.ca/?q=employers</a>
	Skill Development	<a href="http://www.nsworkplaceeducation.ca/skills-of-my-employees/index.shtml">www.nsworkplaceeducation.ca/skills-of-my-employees/index.shtml</a>
	Workit	<a href="http://www.workitns.ca/employerwhatis.php">www.workitns.ca/employerwhatis.php</a>
YU	Workplace Education	<a href="http://www.nsworkplaceeducation.ca">www.nsworkplaceeducation.ca</a>
	LMDA	<a href="http://www.education.gov.yk.ca/advanceded/labour/778.html">www.education.gov.yk.ca/advanceded/labour/778.html</a>
CAN	YUWIN	<a href="http://www.yuwin.ca/">www.yuwin.ca/</a>
	labour market development agreements (LMDA) and labour market agreements (LMA)	<a href="http://www.hrsdc.gc.ca/eng/employment/partnerships/labour_market_development/index.shtml">www.hrsdc.gc.ca/eng/employment/partnerships/labour_market_development/index.shtml</a>



## Appendix E: Additional Websites

	Title	URL
AB	Apprenticeship and Industry Training	<a href="http://www.tradesecrets.gov.ab.ca/">www.tradesecrets.gov.ab.ca/</a> <a href="http://www.tradesecrets.gov.ab.ca/index.html?page=employing_tradespeople/employing_workers.html">www.tradesecrets.gov.ab.ca/index.html?page=employing_tradespeople/employing_workers.html</a>
	Labour Market Development Partnerships	<a href="http://www.metisemployment.ca/for-employers/partnership.html">www.metisemployment.ca/for-employers/partnership.html</a>
	Metis Targeted Wage Subsidies (TWS)	<a href="http://www.metisemployment.ca/for-employers/programs.html">www.metisemployment.ca/for-employers/programs.html</a>
	Metis Youth career Internships Program	<a href="http://www.metisemployment.ca/for-employers/programs.html">www.metisemployment.ca/for-employers/programs.html</a>
	Metis Youth Summer Employment Program	<a href="http://www.metisemployment.ca/for-employers/programs.html">www.metisemployment.ca/for-employers/programs.html</a>
	Skills By Design	<a href="http://alis.alberta.ca/pdf/cshop/skillsDesign.pdf">http://alis.alberta.ca/pdf/cshop/skillsDesign.pdf</a>
	Workplace Training	<a href="http://employment.alberta.ca/AWonline/ETS/4365.html">http://employment.alberta.ca/AWonline/ETS/4365.html</a> <a href="http://employment.alberta.ca/documents/RRM/RRM-PUB_fs_workplace_training_employer.pdf">http://employment.alberta.ca/documents/RRM/RRM-PUB fs workplace training employer.pdf</a>
MB	Apprenticeships	<a href="http://www.gov.mb.ca/tce/apprent/index.html">www.gov.mb.ca/tce/apprent/index.html</a> <a href="http://www.gov.mb.ca/tce/apprent/employers/index.html">www.gov.mb.ca/tce/apprent/employers/index.html</a>
	Industry Workforce Development Services:	<a href="http://www.gov.mb.ca/tce/itp/index.html">www.gov.mb.ca/tce/itp/index.html</a>
	Job Creation Partnerships	<a href="http://www.interlakemetisassociation.mb.ca/hrdtProgs/jcp.htm">www.interlakemetisassociation.mb.ca/hrdtProgs/jcp.htm</a> <a href="http://www.northwestmetis.com/index.php?option=com_content&amp;view=article&amp;id=10&amp;Itemid=5">www.northwestmetis.com/index.php?option=com_content&amp;view=article&amp;id=10&amp;Itemid=5</a>
	Labour market partnerships	<a href="http://www.gov.mb.ca/employment/employers.html">www.gov.mb.ca/employment/employers.html</a>
NL	Career Focus Program	<a href="http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1183567066815&amp;lang=eng">www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1183567066815&amp;lang=eng</a>
	Job Creation Partnerships	<a href="http://www.hrle.gov.nl.ca/hrle/lmda/jcp.html">www.hrle.gov.nl.ca/hrle/lmda/jcp.html</a>
	Labour Market Partnerships	<a href="http://www.hrle.gov.nl.ca/hrle/lmda/lmp.html">www.hrle.gov.nl.ca/hrle/lmda/lmp.html</a>
	NL HR Manager (HR Toolkit)	<a href="http://www.nlhrmanager.ca/">www.nlhrmanager.ca/</a>
	NL Works	<a href="http://www.hrle.gov.nl.ca/hrle/findajob/nlworks.html">www.hrle.gov.nl.ca/hrle/findajob/nlworks.html</a>
	Small Enterprise Co-op Placement Assistance Program (SECPAP)	<a href="http://www.hrle.gov.nl.ca/hrle/students/secpap.html">www.hrle.gov.nl.ca/hrle/students/secpap.html</a>
	STEP - Strategic Transitions & Employment Partnerships	<a href="http://www.anc-nf.cc/work_placements.html">www.anc-nf.cc/work_placements.html</a>
	Student Employment Program	<a href="http://www.hrle.gov.nl.ca/hrle/students/studentemployment.html">www.hrle.gov.nl.ca/hrle/students/studentemployment.html</a>
	Student Work and Services Program	<a href="http://www.hrle.gov.nl.ca/hrle/students/swasp.html#swasp">www.hrle.gov.nl.ca/hrle/students/swasp.html#swasp</a>
	Summer Work Experience	<a href="http://www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/summer.shtm">www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/summer.shtm</a> !
	Targeted wage subsidies – apprentice	<a href="http://www.ed.gov.nl.ca/app/assistance.html#subsidy">www.ed.gov.nl.ca/app/assistance.html#subsidy</a> <a href="http://www.ed.gov.nl.ca/app/info-empl.pdf">www.ed.gov.nl.ca/app/info-empl.pdf</a>
	Wage subsidies	<a href="http://www.hrle.gov.nl.ca/hrle/lmda/wage_subsidies.html">www.hrle.gov.nl.ca/hrle/lmda/wage_subsidies.html</a>
Workplace Education/Literacy	<a href="http://www.nald.ca/nflabworked/">www.nald.ca/nflabworked/</a>	
NS	Job Creation partnerships	<a href="http://www.gov.ns.ca/employmentnovascotia/programs/job-creation-partnerships.asp">www.gov.ns.ca/employmentnovascotia/programs/job-creation-partnerships.asp</a>
	Labour market partnerships	<a href="http://www.gov.ns.ca/employmentnovascotia/programs/labour-market-partnerships.asp">www.gov.ns.ca/employmentnovascotia/programs/labour-market-partnerships.asp</a>



	Opportunities in Nova Scotia	<a href="http://opportunitiesns.ca/?q=employers">http://opportunitiesns.ca/?q=employers</a>
	Targeted Wage Subsidies	<a href="http://www.gov.ns.ca/employmentnovascotia/programs/targeted-wage-subsidies.asp">www.gov.ns.ca/employmentnovascotia/programs/targeted-wage-subsidies.asp</a>
NT	Apprenticeship Training Assistance	<a href="http://www.ece.gov.nt.ca/">www.ece.gov.nt.ca/</a>
	Essential Skills Training	<a href="http://www.ece.gov.nt.ca/">www.ece.gov.nt.ca/</a>
	Local Labour Market Partnerships	<a href="http://nwtsfa.gov.nt.ca/PDF_File/Career%20Sigle%20Booklets/Local%20Labour%20Market%20Partnerships.pdf">http://nwtsfa.gov.nt.ca/PDF_File/Career%20Sigle%20Booklets/Local%20Labour%20Market%20Partnerships.pdf</a>
	Local Labour Market Partnerships	<a href="http://www.ece.gov.nt.ca/">www.ece.gov.nt.ca/</a>
NV	Building Essential Skills	<a href="http://www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml">www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml</a>
	Job Creation Program	<a href="http://www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml">www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml</a>
	Labour Market Partnerships	<a href="http://www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml">www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml</a>
	Nunavut Early Apprenticeship Training Program (NEAT)	<a href="http://www.gov.nu.ca/education/eng/css/curr/10-12/NEAT/NEAT_handbook.pdf">www.gov.nu.ca/education/eng/css/curr/10-12/NEAT/NEAT_handbook.pdf</a>
	Nunavut Employee Retention Program	<a href="http://www.gov.nu.ca/hr/site/HR_Manual/300_Employee_Retention/315_Trainer's_Allowance/315%20-%20Trainer's%20Allowance%20-%20March%2031%202009.pdf">www.gov.nu.ca/hr/site/HR_Manual/300_Employee_Retention/315_Trainer's_Allowance/315%20-%20Trainer's%20Allowance%20-%20March%2031%202009.pdf</a>
	Occupational Training Programs	<a href="http://www.gov.nu.ca/english/about/hr.pdf">www.gov.nu.ca/english/about/hr.pdf</a>
	Sivuliqtiksat Internship Program	<a href="http://www.gov.nu.ca/english/about/hr.pdf">www.gov.nu.ca/english/about/hr.pdf</a>
	Summer Student Employment Equity Program	<a href="http://www.gov.nu.ca/hr/site/doc/SSEEP_2010/SSEEP_2010_Program_Information_1_9.pdf">www.gov.nu.ca/hr/site/doc/SSEEP_2010/SSEEP_2010_Program_Information_1_9.pdf</a>
	Training on the Job (TOJ)	<a href="http://www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml">www.rhdcc-hrsrc.gc.ca/eng/employment/partnerships/labour_market_development/nunavut/pdmdanunavut25.shtml</a>
ON	Enterprise North Job Creation Program	<a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=36">www.investinontario.com/resources/government_programs_prog_details.asp?plD=36</a>
	Getting Down to Business	<a href="http://www.citizenship.gov.on.ca/english/working/employers/">www.citizenship.gov.on.ca/english/working/employers/</a>
	Job Connect	<a href="http://www.edu.gov.on.ca/eng/tcu/apprentices/jobconnect.html">www.edu.gov.on.ca/eng/tcu/apprentices/jobconnect.html</a> <a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">www.tcu.gov.on.ca/eng/eopg/tools/forms.html</a> <a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=48">www.investinontario.com/resources/government_programs_prog_details.asp?plD=48</a>
	Job Creation Partnerships	<a href="http://www.edu.gov.on.ca/eng/tcu/employers/jobCreation.html">www.edu.gov.on.ca/eng/tcu/employers/jobCreation.html</a> <a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">www.tcu.gov.on.ca/eng/eopg/tools/forms.html</a>
	Labour Market Partnerships (LMP)	<a href="http://www.tcu.gov.on.ca/eng/eopg/programs/progs_servs_list.html#9">www.tcu.gov.on.ca/eng/eopg/programs/progs_servs_list.html#9</a> <a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=48">www.investinontario.com/resources/government_programs_prog_details.asp?plD=48</a>



		<a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">details.asp?plD=172</a> <a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">www.tcu.gov.on.ca/eng/eopg/tools/forms.html</a>
	Local Boards Network	<a href="http://www.localboards.on.ca/english">www.localboards.on.ca/english</a>
	Northern Ontario Youth Internship and Co-op Program	<a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=2">www.investinontario.com/resources/government_programs_prog_details.asp?plD=2</a>
	Small Business Internship Program	<a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=274">www.investinontario.com/resources/government_programs_prog_details.asp?plD=274</a>
	Summer Jobs Service	<a href="http://www.edu.gov.on.ca/eng/tcu/jobseekers/sjs.html">www.edu.gov.on.ca/eng/tcu/jobseekers/sjs.html</a> <a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">www.tcu.gov.on.ca/eng/eopg/tools/forms.html</a> <a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=53">www.investinontario.com/resources/government_programs_prog_details.asp?plD=53</a>
	Targeted Wage Subsidy	<a href="http://www.edu.gov.on.ca/eng/tcu/employers/wageSubsidy.html">www.edu.gov.on.ca/eng/tcu/employers/wageSubsidy.html</a> <a href="http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html">www.tcu.gov.on.ca/eng/eopg/tools/forms.html</a> <a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=60">www.investinontario.com/resources/government_programs_prog_details.asp?plD=60</a>
	Training and Apprenticeship	<a href="http://www.edu.gov.on.ca/eng/tcu/employmentontario/employers/train.html">www.edu.gov.on.ca/eng/tcu/employmentontario/employers/train.html</a>
	Workplace and Community Workforce Literacy and Essential Skills projects	<a href="http://www.tcu.gov.on.ca/eng/eopg/stakeholder/callforwcw.html">www.tcu.gov.on.ca/eng/eopg/stakeholder/callforwcw.html</a> <a href="http://news.ontario.ca/tcu/en/2010/02/expanding-literacy-training.html">http://news.ontario.ca/tcu/en/2010/02/expanding-literacy-training.html</a>
	Youth Internships	<a href="http://www.investinontario.com/resources/government_programs_prog_details.asp?plD=68">www.investinontario.com/resources/government_programs_prog_details.asp?plD=68</a>
PEI	Apprenticeships	<a href="http://www.gov.pe.ca/ial/index.php3?number=1027788&amp;lang=E">www.gov.pe.ca/ial/index.php3?number=1027788&amp;lang=E</a>
	Co-Op Experience	Canada PEI LMA Annual Plan 2009 – 2010
	Employ PEI	<a href="http://www.skillspei.com/index.php?page=employ-pei-2">www.skillspei.com/index.php?page=employ-pei-2</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/EmployPEI_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/EmployPEI_Eng.pdf</a>
	Employ PEI Community Internship	<a href="http://www.skillspei.com/index.php?page=employ-pei---community-internship">www.skillspei.com/index.php?page=employ-pei---community-internship</a>
	Employment Assistance Services	<a href="http://www.skillspei.com/index.php?page=employment-assistance-services">www.skillspei.com/index.php?page=employment-assistance-services</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/EmployAssist_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/EmployAssist_Eng.pdf</a>
	Immigrant Work Experience	<a href="http://www.skillspei.com/index.php?page=immigrant-work-experience-2">www.skillspei.com/index.php?page=immigrant-work-experience-2</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/Immigrant_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/Immigrant_Eng.pdf</a> Canada PEI LMA Annual Plan 2009 – 2010 <sup>46</sup>
	Labour Market Partnerships	<a href="http://www.skillspei.com/index.php?page=labour-market-partnerships">www.skillspei.com/index.php?page=labour-market-partnerships</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/LabourMkt_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/LabourMkt_Eng.pdf</a>
	Post-Secondary Student Program	<a href="http://www.gov.pe.ca/ial/index.php3?number=1015065">www.gov.pe.ca/ial/index.php3?number=1015065</a>
	Public Internship Program	Canada PEI LMA Annual Plan 2009 – 2010
	Work Experience PEI	<a href="http://www.skillspei.com/index.php?page=alias-2">www.skillspei.com/index.php?page=alias-2</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/WorkExp_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/WorkExp_Eng.pdf</a>
	Workplace Learning PEI	<a href="http://www.nald.ca/workplaceedpei/about.htm">www.nald.ca/workplaceedpei/about.htm</a>
	Workplace Training	<a href="http://www.skillspei.com/index.php?page=alias-3">www.skillspei.com/index.php?page=alias-3</a> <a href="http://www.skillspei.com/uploads/Program_PDFs/WorkTrain_Eng.pdf">www.skillspei.com/uploads/Program_PDFs/WorkTrain_Eng.pdf</a> Canada PEI LMA Annual Plan 2009 – 2010
QB	Aide à l'embauche de personnes handicapées	<a href="http://emploiquebec.net/entreprises/recrutement/diversite/handicap.asp">http://emploiquebec.net/entreprises/recrutement/diversite/handicap.asp</a>
	Aide à la création d'emploi	<a href="http://emploiquebec.net/entreprises/creation.asp">http://emploiquebec.net/entreprises/creation.asp</a>
	Apprentissage en ligne	<a href="http://emploiquebec.net/entreprises/formation/apprentissages.as">http://emploiquebec.net/entreprises/formation/apprentissages.as</a>

<sup>46</sup> [www.skillspei.com/uploads/Resources\\_PDFs/Canada%20PEI%20LMA%20Annual%20Plan%202009%202010-July-%20Final.doc](http://www.skillspei.com/uploads/Resources_PDFs/Canada%20PEI%20LMA%20Annual%20Plan%202009%202010-July-%20Final.doc)



		<a href="#">p</a>
	Labour Market Partnerships	<a href="http://www.cpmt.gouv.qc.ca/Index_en.asp">www.cpmt.gouv.qc.ca/Index_en.asp</a> <a href="http://emploiquebec.net/organisation/partenariat.asp">http://emploiquebec.net/organisation/partenariat.asp</a>
	Le programme d'apprentissage en milieu de travail	<a href="http://emploiquebec.net/entreprises/formation/services-quebec/programmes.asp">http://emploiquebec.net/entreprises/formation/services-quebec/programmes.asp</a>
	Mesure de formation de la main-d'œuvre	<a href="http://emploiquebec.net/entreprises/formation/services-quebec/mesures.asp">http://emploiquebec.net/entreprises/formation/services-quebec/mesures.asp</a>
	Placement étudiant	<a href="http://emploiquebec.net/entreprises/recrutement/etudiant.asp">http://emploiquebec.net/entreprises/recrutement/etudiant.asp</a>
	Programme d'aide à l'intégration des immigrants et des minorités visibles en emploi (PRIIME)	<a href="http://emploiquebec.net/entreprises/recrutement/diversite/priime.asp">http://emploiquebec.net/entreprises/recrutement/diversite/priime.asp</a>
	Soutien aux entreprises à risque de ralentissement économique (SERRÉ)	<a href="http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp">http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp</a> <a href="http://emploiquebec.net/entreprises/formation/loi-competences/ralentissement.asp">http://emploiquebec.net/entreprises/formation/loi-competences/ralentissement.asp</a>
	Soutien aux promoteurs collectifs pour le développement de la main-d'œuvre	<a href="http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp">http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp</a> <a href="http://emploiquebec.net/entreprises/formation/loi-competences/collectifs.asp">http://emploiquebec.net/entreprises/formation/loi-competences/collectifs.asp</a>
	Soutien régionalisé aux entreprises pour le développement de la main-d'œuvre	<a href="http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp">http://emploiquebec.net/entreprises/formation/loi-competences/subventions/index.asp</a> <a href="http://emploiquebec.net/publications/pdf/00_fdrcko_programmes_subvention_2009-2010.pdf">http://emploiquebec.net/publications/pdf/00_fdrcko_programmes_subvention_2009-2010.pdf</a>
	Subventions salariales – volet Insertion en emploi	<a href="http://emploiquebec.net/entreprises/recrutement/diversite/subventions.asp">http://emploiquebec.net/entreprises/recrutement/diversite/subventions.asp</a>
SK	Apprenticeships	<a href="http://www.saskapprenticeship.ca/index.php">www.saskapprenticeship.ca/index.php</a>
	Community Works	<a href="http://www.sasknetwork.ca/html/Employers/financialhelp/communityworks.htm">www.sasknetwork.ca/html/Employers/financialhelp/communityworks.htm</a>
	Employment Programs	<a href="http://www.aeel.gov.sk.ca/employment-programs">www.aeel.gov.sk.ca/employment-programs</a>
	Green Team (wage subsidy for summer student placement)	<a href="http://www.seima.sk.ca/">www.seima.sk.ca/</a>
	JobStart/Future Skills (Workbased Training for the Unemployed)	General: <a href="http://www.aeel.gov.sk.ca/jsfs">www.aeel.gov.sk.ca/jsfs</a> WTU: <a href="http://www.aeel.gov.sk.ca/jsfs/wtu">www.aeel.gov.sk.ca/jsfs/wtu</a>
	Rapid Response Teams	<a href="http://www.aeel.gov.sk.ca/rapid-response-teams">www.aeel.gov.sk.ca/rapid-response-teams</a>
	Student Employment Experience	<a href="http://www.aeel.gov.sk.ca/see">www.aeel.gov.sk.ca/see</a>
	Workplace Essential Skills Saskatchewan (WESS)	<a href="http://www.aeel.gov.sk.ca/wess">www.aeel.gov.sk.ca/wess</a>
YU	Apprenticeships	<a href="http://www.education.gov.yk.ca/advanceded/apprenticeship/index.html">www.education.gov.yk.ca/advanceded/apprenticeship/index.html</a>
	Choices Incentive Program	<a href="http://www.wcb.yk.ca/EmployerInformation/CHOICES/Default.aspx">www.wcb.yk.ca/EmployerInformation/CHOICES/Default.aspx</a>
	Employer Sponsored Training	<a href="http://www.servicecanada.gc.ca/eng/epb/est/desc_est.shtml">www.servicecanada.gc.ca/eng/epb/est/desc_est.shtml</a>
	STEP: Student Training and Employment Program	<a href="http://www.education.gov.yk.ca/advanceded/employment/stepprogram.html">www.education.gov.yk.ca/advanceded/employment/stepprogram.html</a>
	The Professional Technical Training Program	<a href="http://www.psc.gov.yk.ca/staffdev/pttp_goals.html">www.psc.gov.yk.ca/staffdev/pttp_goals.html</a>
	Workplace Language Training	<a href="http://www.yukoncollege.yk.ca/programs/info/workplace_language_training">www.yukoncollege.yk.ca/programs/info/workplace_language_training</a>
	Yukon Nominee Program	<a href="http://www.immigration.gov.yk.ca/ynp_overview.html">www.immigration.gov.yk.ca/ynp_overview.html</a> <a href="http://www.immigration.gov.yk.ca/ynp_skilled_critical_program.html">www.immigration.gov.yk.ca/ynp_skilled_critical_program.html</a>
	Yukon Workers' Compensation Health & Safety Board	<a href="http://www.wcb.yk.ca/WorkplaceSafety/SafetyInYourWorkplace/Training.aspx">www.wcb.yk.ca/WorkplaceSafety/SafetyInYourWorkplace/Training.aspx</a>



## Appendix F: International Websites

	Title	URL
United States	Work Opportunity Tax Credit	<a href="http://www.doleta.gov/business/Incentives/opptax/">www.doleta.gov/business/Incentives/opptax/</a>
	Worker Adjustment and Retraining Notification (WARN) Act Compliance Assistance Materials	<a href="http://www.doleta.gov/layoff/warn.cfm">www.doleta.gov/layoff/warn.cfm</a>
	Workforce <sup>3</sup> One	<a href="http://www.workforce3one.org/page/home">www.workforce3one.org/page/home</a>
	One Stop Career Centres	<a href="http://www.doleta.gov/business/SolutionsToBuild.cfm">www.doleta.gov/business/SolutionsToBuild.cfm</a>
	Career Advancement Account	<a href="http://www.doleta.gov/reports/career_advancement_accounts.pdf">www.doleta.gov/reports/career_advancement_accounts.pdf</a>
	Training <ul style="list-style-type: none"> <li>• Pre-employment training</li> <li>• On-the-job training</li> <li>• Incumbent Worker Training</li> </ul>	<a href="http://www.doleta.gov/business/TrainingEducation.cfm">www.doleta.gov/business/TrainingEducation.cfm</a>
	Registered Apprenticeship	<a href="http://www.doleta.gov/jobseekers/Apprent.cfm">www.doleta.gov/jobseekers/Apprent.cfm</a>
	Rapid Response Services	<a href="http://www.doleta.gov/layoff/employers.cfm">www.doleta.gov/layoff/employers.cfm</a>
	Workforce Strategy Center (Career Pathways)	<a href="http://www.workforcestrategy.org/toolkit/bysection/27/">www.workforcestrategy.org/toolkit/bysection/27/</a> <a href="http://en.wikipedia.org/wiki/Career_Pathways">http://en.wikipedia.org/wiki/Career_Pathways</a>
Northern Ireland	EGSA: Educational Guidance Service for Adults	<a href="http://www.connect2learn.org.uk/Content.aspx?nSectionId=1035&amp;nSubSectionId=1044">www.connect2learn.org.uk/Content.aspx?nSectionId=1035&amp;nSubSectionId=1044</a>
United Kingdom	Apprenticeships	<a href="http://www.apprenticeships.org.uk/Employers.aspx">www.apprenticeships.org.uk/Employers.aspx</a>
Europe	European Job Mobility Portal <ul style="list-style-type: none"> <li>• Public Employment Services</li> <li>• National Employment Services</li> </ul>	<a href="http://ec.europa.eu/eures/main.jsp?acro=emp&amp;lang=en&amp;catId=7563&amp;parentId=0">http://ec.europa.eu/eures/main.jsp?acro=emp&amp;lang=en&amp;catId=7563&amp;parentId=0</a>
Australia	Disability Employment Services	<a href="http://www.deewr.gov.au/Employment/Programs/DES/Employer_Support/Pages/home.aspx">www.deewr.gov.au/Employment/Programs/DES/Employer_Support/Pages/home.aspx</a>
New Zealand	Workforce Development	<a href="http://workforce-development.co.nz/">http://workforce-development.co.nz/</a>
	New Zealand government	<a href="http://newzealand.govt.nz/browse/employment-jobs/">http://newzealand.govt.nz/browse/employment-jobs/</a>
	Career Services	<a href="http://www.careers.govt.nz/">www.careers.govt.nz/</a>
	BusinessNZ	<a href="http://www.businessnz.org.nz/">www.businessnz.org.nz/</a>
	Canterbury Employer' Chamber of Commerce	<a href="http://www.cecc.org.nz/">www.cecc.org.nz/</a>
	Otago Southland Employers	<a href="http://www.osea.org.nz/">www.osea.org.nz/</a>



## Appendix: G: Website Review Template

Title	
Description	
Type (highlight one)	Project Program Service
Key Informant	
Website	
Goals	
Intended Audience/User	
Restrictions for Users	
Date Developed	
Uptake/Utilization (e.g., how well is it being used)	
Funded/Supported By...	
Budget	
Benefits	
Challenges	
Standout Elements (e.g., Exemplars)	
Potential Changes	



## Appendix H: Key Informants Provided by CDSWG

	Person	Method of contact		Result		
		Phone	Email	Interview	Referral	No Response
AB	Lance Wilson Senior Manager, Strategy Development and Coordination	•	•			• <sup>47</sup>
	Heather Dickson Special Advisor, Labour Market Partnerships Branch, Ministry of Advanced Education and Labour Market Development:	•			•	
	Laurel Gordon Manager, Program Management & Development , Ministry of Housing and Social Development	•	•	•		
	Mark Gillis Executive Director, Labour Market Development Branch, Ministry of Advanced Education and Labour Market Development	•			• <sup>48</sup>	
	Neil Floyd Partnership Development Consultant, Service Delivery, Ministry of Housing and Social Development	•	•			•
	Senior Policy Advisor, Workplace Learning and Essential Skills, Ministry of Advanced Education and Labour Market Development <sup>49</sup>	•	•	•		
	Simone Decosse, Executive Director, Small Business Branch, Ministry of Small Business, Technology and Economic Development	•	•			
	Wendy Eyres Executive Director, Employment Program Management & Development	•	•			•
MB	Bev Stuart Executive Director, Alliance of Manitoba Sector Councils	•		•		
	Jeff McMaster Workforce Development Consultant, Industry and Workforce Development, Manitoba Entrepreneurship, Training and Trade	•		•		
	Kristjan Goodmanson Employment Liaison Officer, Employment Manitoba, Manitoba Entrepreneurship, Training and Trade	•				
	Lourdes Alarkon Employment Liaison Officer, Employment Manitoba, Manitoba Entrepreneurship, Training and Trade	•				

<sup>47</sup> Could not participate within research timeframe

<sup>48</sup> Away from the office

<sup>49</sup> Name withheld



	Pilar Enriquez Employment Liaison Officer, Employment Manitoba, Manitoba Entrepreneurship, Training and Trade	•				
	Verna Kurcher Employment Liaison Officer, Employment Manitoba, Manitoba Entrepreneurship, Training and Trade	•				
NB	Diane Hawkins Senior Program Consultant Employment Development / Post-Secondary Education, Training and Labour	•				•
	Guy Lamarche Executive Director, Community Adult Learning Network	•				•
	Heather Chase Director, Program Development at Enterprise Network	•				•
	Judith Morrison Officer, Employment Programs and Services / Post-Secondary Education, Training and Labour	•				• <sup>50</sup>
NS	Jacques Pelletier Director of Labour Market Partnerships, NS Department of Labour and Workforce Development		•			•
	Kim Buckle Manager, NS Department of Labour and Workforce Development		•			•
	Shawna Sequeira Manager of Skill Development, NS Department of Labour and Workforce Development.		•			•
QB	Céline Sylvestre Ministère de l'Emploi et de la Solidarité sociale Direction de l'Évaluation		•	•		
	Renée Martel		•	•		
SK	Alastair MacFadden A/Manager, Service Delivery Can-Sask Career and Employment Services	•	•	•		
YU	Shawn Kitchen Director, Labour Market Programs and Services	•		•		

<sup>50</sup> Away from the office



## Appendix I: Additional Informants

- Deb Rhymer, Director, Labour Market Agreement, Labour Market Development Branch, Ministry of Advanced Education and Labour Market Development (British Columbia)
- Lester Oakes, Chief Executive, Career Services (New Zealand)
- Melanie Stewart, Executive Director, Strategic Information Branch, Ministry of Advanced Education on Labour Market Development (British Columbia)
- Michael Lazarchick, Workforce Development Manager at NJ Department of Labor & Workforce Development (United States)
- Sohee Ahn, Director, Labour Market Initiatives Unit, Ministry of Advanced Education and Labour Market Development (British Columbia)



## Appendix J: Key Informant Interview Protocol (English and French)

### ENGLISH

General Information	
Interviewee	
Interviewer	
Date of Interview	
Relevant Project, Program, or Service	
Consent for quotes/recognition of participation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Interview Questions	
<p><b>Introduction:</b> Thank you for agreeing to participate in this research project with the Forum of Labour Market Ministers Career Services Working Group. The goal of this project is to increase understanding of the current career development practice within the workplace, the roles and support of governments, the needs of employers related to career development, and the scope or current workplace-based projects. Your contributions will support the analysis and recommendations of the Life Strategies Ltd. team.</p>	
What types of programs and/or services are you providing to employers with respect to career development in the workplace? (Examples – consultation, local adjustment committee, HR tool kits...)	
What’s working with each of the current project(s), program(s), and/or service(s) available?	
What’s not working? What would you change? Do you have any kind of evaluation reports to share?	
What is the uptake/utilization of the project(s), program(s), and/or service(s)?	
How are you getting the	



word out about the project(s), program(s), and/or service(s) available for employers?	
What feedback are you getting from employers?	
Do you see any gaps that need to be filled with respect to programs, services or tools and resources for employers?	
Is there any other information you'd like to provide?	
Is there anyone else you suggest we connect with?	<input type="checkbox"/> No <input type="checkbox"/> Yes  <p>If <b>yes</b>, please provide name, contact information (phone/email), and a brief reason we should connect with him/her</p>



## FRENCH

Général	
Interviewé	
Interviewer	
Date de l'entrevue	
Pertinentes du projet, programme ou service	
Consentement pour les devis ou de la reconnaissance de la participation?	<input type="checkbox"/> Oui <input type="checkbox"/> Non
Questions d'entrevue	
<p>Nous vous remercions d'avoir accepté de participer à ce projet de recherche avec le Groupe de travail sur les services de développement de carrière du Forum des ministres du marché du travail. L'objectif de ce projet est d'améliorer la compréhension des pratiques actuelles touchant des services de développement de carrière dans le milieu de travail, des rôles et du soutien des gouvernements, du besoin des employeurs pour des services de développement de carrière ainsi que de l'envergure ou des projets actuels ancrés en milieu de travail. Votre contribution viendra étoffer l'analyse et les recommandations de l'équipe de Life Strategies Ltd</p>	
Quels genres de programmes et/ou services en développement de carrière en milieu du travail offrez-vous aux employeurs? (Comme par exemple consultations)	
Qu'est-ce qui fonctionne avec le(s) projet(s), le(s) programme(s) et/ou le(s) service(s) actuel(s) disponible(s)?	
Qu'est-ce qui ne fonctionne pas? Qu'est-ce que vous changeriez? Avez-vous des rapports d'évaluation à partager?	
Quelle est la mise en application/utilisation du (des) projet(s), du (des) programme(s) et/ou du (des) service(s)	
De quelle manière annoncez-vous l'existence du (des) projet(s), du (des) programme(s) et/ou du (des) service(s) disponibles pour les	



employeurs?	
Quels sont les réactions que vous recevez des employeurs?	
Y-a-t-il des carences qu'il faudrait combler dans les programmes, les services ou les outils et ressources pour les employeurs?	
Y-a-t-il d'autres informations que vous aimeriez communiquer?	
Y-a-t-il quelqu'un d'autre que vous aimeriez que nous contactions?	



## Appendix K: Review Cross Sheet

This list is not intended to be exhaustive but rather show at a glance the programs, projects, and services available that were found on the websites we reviewed.

\$ Funding

• Resources

~ Linkages to Services / Consulting

Category	Type	AB	BC	MB	NB	NL	NS	NT	NV	ON	PEI	QB	SK	YU
Recruitment	Job Creation		\$	\$		\$	\$		\$	\$		\$	\$	\$
	Targeted Wage Subsidies	\$	\$	\$	\$	\$	\$		\$	\$	\$	\$		\$
	Summer / Student Placements	\$		\$	\$	\$			\$	\$	\$	•	\$	\$
	Placements Strategies for Immigrants					•	•				\$	\$		
	Placements Strategies for Persons with Disabilities				•	~						\$	~	
Retention	Education/Training	\$	\$	•			\$		\$	\$	\$	\$	\$	\$
	Essential Skills Training	~	~	•	~						\$	~	~	
	Apprenticeship	•	\$	\$		\$	\$	\$	•	\$	•	\$	•	•
	Co-Op / Work Experience / Internships	\$		\$	\$	\$	•			\$	\$			
Transition	Rapid Response Services												~	
Comprehensive	Labour Market Partnerships	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Employer Toolkits	•	•	•		•	•							
	HR consulting		•	~			~							



## Appendix L: Case Examples

### CASE 1

For employers looking for government support for their employee development, finding information on available government sponsored programs, projects, and/or services can be a difficult task; this is especially true for employers who don't understand government terminology or ministry divisions.

To illustrate this challenge, we use a small business in Vancouver, BC as a case example. The employer heard about government-funded HR consulting services available to small businesses. The following steps document the employer's ultimately unsuccessful search process.

#### *Attempt 1: Searching BC government website*

Within the BC government website, similar to other jurisdictions in Canada, you can search for specific key words. The employer searched for "HR consulting." The results included a few helpful hits, one of which was Small Business BC. Although there was HR-related information for starting and growing a business, no information about free consulting services was found. Under "Products and Services," however, there was a packages link offering advisory services for a fee.

#### *Attempt 2: Navigating through the BC government website*

Abandoning the key word search, the employer next clicked on the "Jobs and the Economy" section of site to see what subsections might appear. Under "Services and Resources" was Employers' Corner; upon exploration, however, this linked to a section of the Ministry of Labour site, related to government acts, standards, and policy. There was an FAQ section but it didn't mention consulting services.

#### *Attempt 3: Searching specific ministries*

At this point, the employer tried to identify relevant BC government ministries. The main BC government website provided a list of Ministries; *Advanced Education and Labour Market Development* and *Small Business, Technology and Economic Development* seemed reasonable.

##### *Advanced Education and Labour Market Development*

An employer section listed a variety of programs and services but nothing specific about HR consulting. The 2010/2011 service plan was a lengthy document; however, it didn't specifically mention HR consulting.

##### *Small Business, Technology and Economic Development*

Although this section provided lots of information, there was nothing on HR consulting.

#### *Attempt 4: Googling Human Resources consulting services in BC*

This resulted in many links to private companies offering consulting services. Adding "government funded" led to providers offering HR consulting services (e.g., FutureWorks);



unfortunately, however, the HR services did not come under the government-funded component of the business. Reviewing several pages of search results didn't reveal the free HR services the employer had heard about.

### ***Attempt 5: Accessing Boards of Trade***

The employer was based in Vancouver, BC. However, there wasn't anything about government-funded HR consulting on the Vancouver Board of Trade website. The employer remembered originally hearing about the program at a Board of Trade meeting in Surrey (a neighbouring community). On the Surrey Board of Trade website, there was nothing relevant when searching with the term "Human Resources" but "HR Consulting" did reveal a press release: "Surrey Board of Trade launches new program to help business." Unfortunately, it turned out that the employer wasn't eligible for the service with a business based outside of Surrey!

This case example is to demonstrate that, in order to find specific information they are looking for, employers need to know key terms, understand exactly where to look, and be persistent.

## **CASE 2**

In other cases, information and resources are readily available but not appropriately implemented. Through personal communication with a local employer, a Life Strategies team member learned of a program involving managers in career conversations with employees to assist in developing their careers. Unfortunately, the contact was frustrated with a process that had clearly derailed; managers were completing the career conversation summaries without even consulting the employees! No conversations were occurring at all; instead the career conversation "project" had simply resulted in a documentation process (i.e., another form to complete) rather than a worthwhile exercise to engage and develop employees.

