



**Now Hiring:
The Skills
Companies
Want that
Young
Canadians
Need**

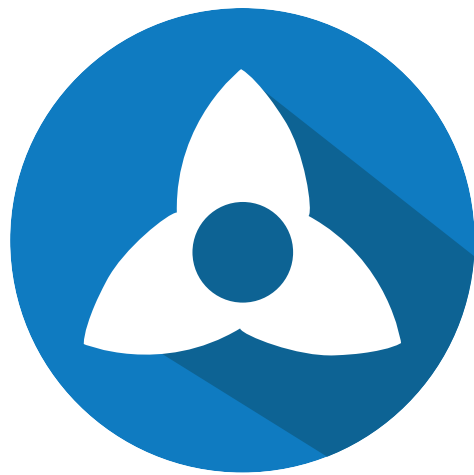
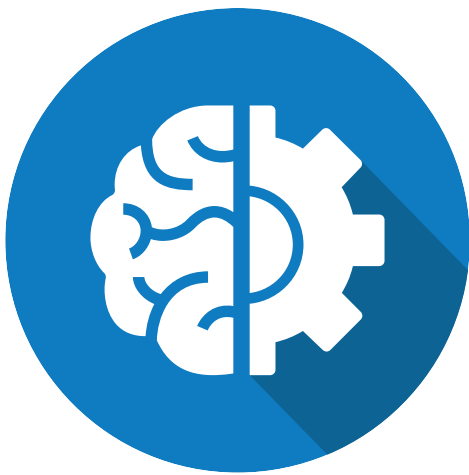




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Foreword

Canada's success largely depends on two things: 1) employers meeting their hiring needs and 2) youth enjoying positive work experiences, including securing a first job in a supportive work environment that can help them navigate life's transitions, establish a long-term career path, and ultimately achieve financial independence and security.

Today there are more than 860,000 youth across Canada between the ages of 15 and 29 who are not working, studying or participating in some form of training¹; one third of this

group lives in Ontario. If job opportunities fail to materialize, there are huge costs not only to the individual, but also to our society- such as lost productivity and increased pressure on social support systems.

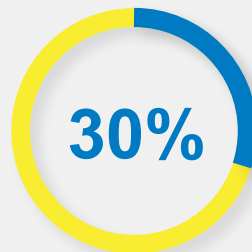
Research suggests that the lifetime burden² to society of just one youth remaining unemployed can reach \$1,000,000. This problem is simply too big and too expensive to ignore. Currently, many youth face common barriers to employment, such as weakened social or professional

networks, structural discrimination, and/or a real or perceived lack of the skills employers seek. Conversely, a 2017 Human Resources Professionals Association (HRPA) and CivicAction survey indicated that 30 per cent of employers are having trouble filling entry-level roles. There appears to be a disconnect between employers and youth looking to enter the workforce, and CivicAction wants to help bridge the supply with demand for new, entry-level talent.



860,000

Number of youth (15-29) in Canada who are not working, studying or training



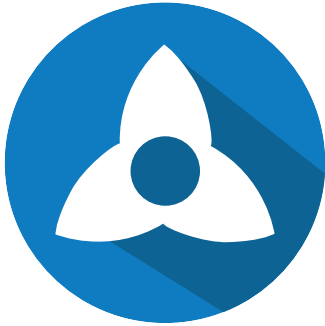
30%

30% of employers are having trouble filling entry-level positions

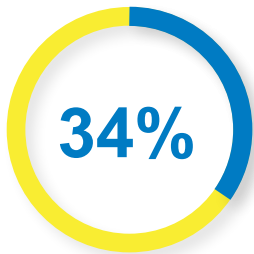


\$1,000,000

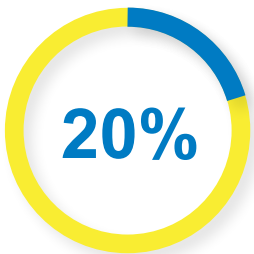
The potential lifetime burden to society of just one youth remaining unemployed



Introduction



Research shows that 34% of employers feel youth are adequately prepared for the workforce



Youth are employed in 20% of jobs that are at high-risk of being affected by automation

At this time of profound change and rapid technological advancement, knowing what skills are needed now and anticipating those that will become crucial in the future has never been more important for those beginning their careers.

Recent research shows that only 34 per cent³ of employers feel that youth are adequately prepared for the workforce. This is only expected to worsen for those aged 15 to 24 who are employed in 20 per cent⁴ of jobs that are at high-risk of being affected by automation. So what can we do to help the next generation understand the changing nature of work and make it easier for employers to find the talent they need? We can take an approach that we know works well: use new and traditional data sources, employer insights, and trend forecasting to better anticipate (and train for) in-demand skills.

A 2016 *Economic Graph*⁵ report by CivicAction and LinkedIn offered a new window into the state of Toronto's technology skills labour market. Based on the high percentage of LinkedIn members in the early stages of their careers who cited having strong technological abilities, the *Economic Graph* showed that Toronto's workforce is rich in technology skills, making the City a great place to start a technology career. The report also identified the most in-demand skills and as a result, programs delivered through Seneca College and NPower Canada were able to pivot quickly to address the market's needs. Initiatives like this – where insights are used to build curriculum and skills training programs – will be essential to our future economic prosperity.



Methodology

This research focuses on workforce development specifically for entry-level roles. CivicAction set out to use traditional and non-traditional labour market data and employer consultations to uncover: 1) new insights regarding high-potential sectors with vacancies that youth can fill, and 2) the skills required to land these roles. Unless otherwise stated, data for this report has been sourced from Burning Glass Technologies (Burning Glass), an analytics company which examines millions of online job postings in real time to track labour-market trends. LinkedIn's Economic Graph, a data bank pulling content from its member profiles, was also used to identify top industries and skills across Canada. CivicAction identified three industries that had the largest share of entry-level positions in Ontario for a period of four years

(2014-2017), as well as the top 10 skills employers sought when hiring for these roles. Furthermore, with Toronto being the fastest-growing market for technology jobs, the province's technology sector is growing at an unprecedented rate. Because of this, CivicAction also researched the most commonly sought after skills employers in this sector are looking for with regards to entry-level roles. Through the research, CivicAction found the demand for foundational skills, a combination of soft skills and baseline digital literacy skills, is growing rapidly and will continue to trend upwards as technology and artificial intelligence (AI) evolves. Drawing from these trends, CivicAction therefore conducted a deep dive on foundational skills, forecasted to be critical in securing employment, in partnership with Knockri, a Toronto-based

video assessment hiring tool that uses AI to reduce unconscious bias when hiring. Five foundational skills most listed in job applications by employers have been identified and will be discussed in further detail. Most commonly listed were "communication skills", a category which encompasses body language, active listening and both written and verbal communication.

For the purposes of this report, an entry-level position is defined as requiring: 1) a high school education with no additional certification, and 2) zero to two years of experience.

**The province's
technology sector
is growing at an
unprecedented rate.**



Key Insights

- 1** Retail, health care and social assistance, and finance and insurance continue to be the largest industries with entry-level roles in Ontario.
- 2** Foundational skills are the most in-demand and most cited skills in job postings. They include communication, growth mindset, collaboration, empathy and creativity, alongside digital literacy (e.g. having knowledge of MS Office suite, typing proficiency and computer literacy).
- 3** Top industry-specific skills include customer service, sales, and store management knowledge for retail; caretaking, childcare, and cardiovascular resuscitation (CPR) for health care and social assistance; and customer service and sales for the finance and insurance sector.
- 4** By 2019, 182,000 information and communication technologies (ICT) job vacancies will exist in Canada, with 42 per cent of these jobs being in Ontario. Focus on attracting technology start-ups to metropolitan areas of Ontario (e.g. Toronto-Waterloo innovation corridor) can add nearly 170,000 new jobs by 2025.
- 5** At 7 per cent, youth are the largest demographic engaging in part-time freelance work. The gig economy continues to grow as youth engage with online platforms like Uber, Airbnb and Task Rabbit as both service providers and consumers.



**By 2019, 182,000
information and
communication
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exist in Canada.**



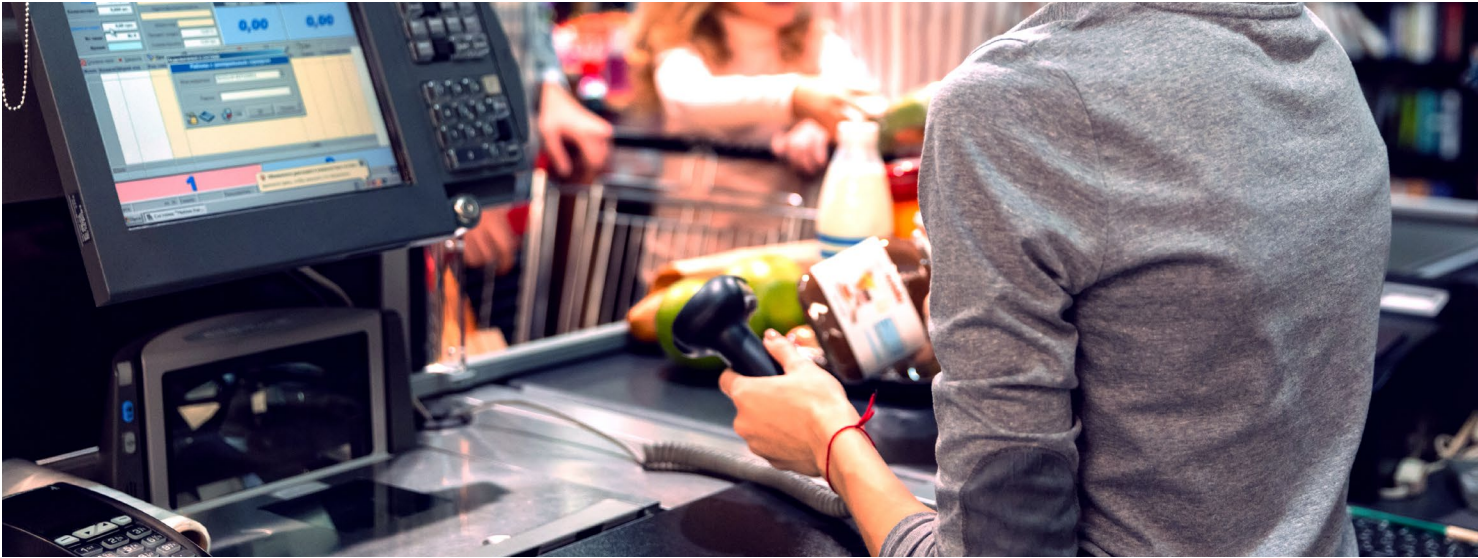
Part 1

Supply What the Industry Demands

According to a recent federal study on entry-level roles, nearly 1/2 of Canadian job vacancies in 2016 required no previous work or educational experience; 80 per cent of which were entry-level roles.⁶

Armed with this research, CivicAction wanted to identify where exactly in the labour market these jobs exist. Through Burning Glass data, CivicAction has identified three

high-potential sectors with the greatest opportunity for youth aged 15 to 24 in Ontario: retail sector, health care and social assistance, and finance and insurance.



Retail

The retail sector has traditionally had the greatest opportunity for young people. Comprising of businesses engaged in offering goods and services directly to consumers, it is the second largest industry in Ontario and the largest employer of youth.⁷ Young people often enter the workforce through the retail sector where they build important foundational skills such as communication.

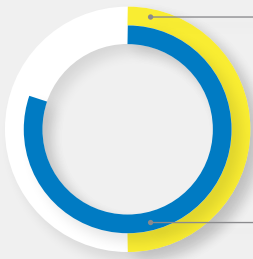
In 2017, Ontario's retail sector employed 226,600 youth, representing nearly a quarter of working youth in the province. This trend has been consistent over the past five years.⁸ Even though growth in this industry has slowed in comparison to previous years, given the size

of the industry, lower rates of growth continue to translate into significant employment numbers.

Furthermore, retail represents the largest market share of online job postings for entry-level roles. With one third of all retail employees being between the ages of 15 and 24, this sector has a significantly higher proportion of youth employees when compared to the rest of Ontario's workforce.⁹ As such, it is an ideal industry for young people to land their first jobs. Employment within the retail sector was projected to grow by 33,800 positions between 2016 and 2018. In 2017 alone, the sector reported 93,585 job vacancies¹⁰

– the greatest number of opportunities across all other industries in the province.

The vast majority of employers in this sector are store retailers. According to labour market research, clothing and department stores represented 58 per cent of all entry-level vacancies from 2014 to 2017. Online postings from the same time period indicated that 1 in 5 job vacancies in the retail sector were for sales associates, followed by assistant managers (7 per cent) and store managers (3 per cent).



Half of all 2016 Canadian job vacancies required no previous work or educational experience

80% of these vacancies were entry-level roles



226,000

In 2017, Ontario's retail sector employed 226,600 youth

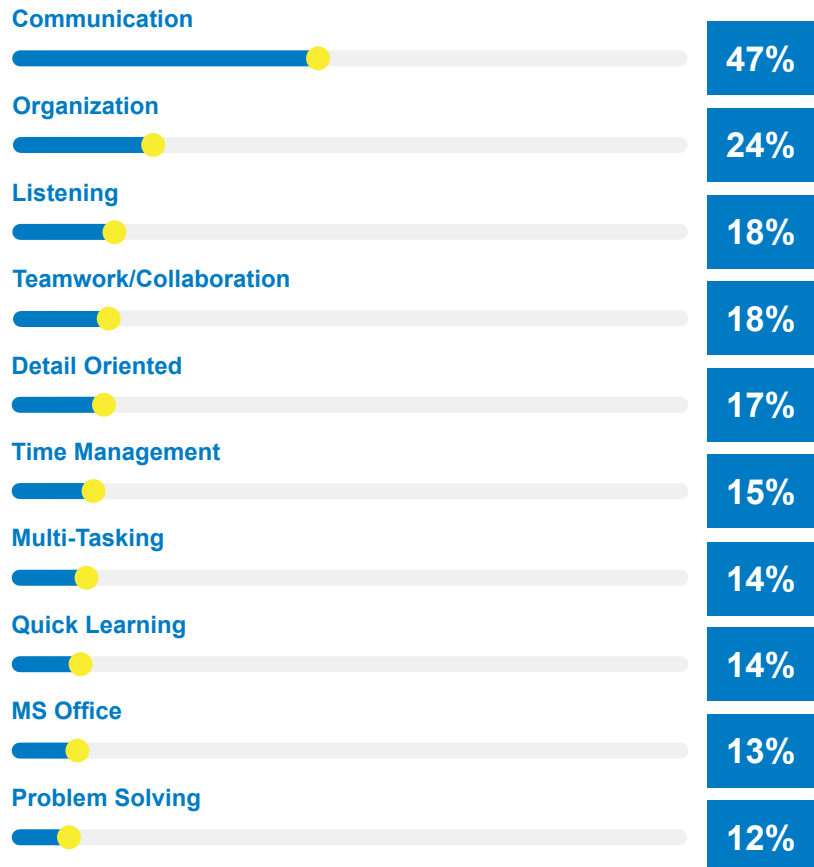


93,585

Retail job vacancies in 2017

Baseline Skills: Retail

CivicAction has identified the 10 most sought-after skills in the retail sector. In addition to the skills below, specialized skills, such as retail industry knowledge, sales, customer service, merchandising and store management were also in high demand.



*Data aggregated through Burning Glass Technologies and represents the percentage of online job postings in the retail sector from 2014-2017 that required these skills.

When looking at the future of work, these skills will not only help youth secure the jobs of today, but also lay the necessary groundwork for their future success. With technology advancing rapidly and 53 per cent of retailing activities becoming computerized,¹¹ the retail sector will be among the first few industries impacted by AI and automation.

A recent report from Burning Glass on the risk of automation shows that sales associate roles are at high risk of automation. However, positions such as assistant managers/store managers are at low risk, indicating that the retail industry is a great place for youth to start their careers.

Health Care & Social Assistance



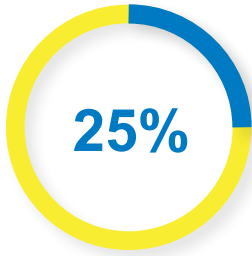
The health care and social assistance sector is another high-potential sector for youth. The sector's employment growth has remained strong across Canada over the past decade. Even in the face of federal and provincial restraints following the 2008-2009 recession, employment levels continued to trend upwards,¹² with employers in this sector remaining the largest contributors to payroll employment growth since 2013.¹³

The health care and social assistance sector is the largest industry in Ontario and has seen the greatest employment growth nationwide. In 2017, this sector added 14,600¹⁴ new positions in Ontario, totaling 72,020 job vacancies

province-wide.¹⁵ According to a 2017 Statistics Canada study, over half (58 per cent) of the job vacancies in this sector were for entry-level roles, making it the sector with the fourth-highest proportion of entry-level job vacancies across Canada.¹⁶ Employment within this sector is projected to grow as the population ages and as demand for medical services increases. It is estimated that by 2041, 25 per cent of the population will be 65 years old, up 8 per cent from 2017.¹⁷

Jobs within this industry fall into one of the following four subcategories: ambulatory health care services, hospitals, social assistance, and nursing and residential care. According

to our research, the majority of online job postings for entry-level roles were in hospital settings (59 per cent), followed by ambulatory health care services (12 per cent). Caregivers (this includes care for elderly, nannies, etc.) were the most in-demand roles requiring a high school education, followed by live-in caregivers. The types of entry-level roles differ for those with a post-secondary accreditation, with registered nurses, live-in caregivers and social workers rounding up the top three entry-level positions. The skills needed to land these jobs remained similar.



It is estimated that by 2041, 25% of the population will be 65 years old, up 8.1% from 2017

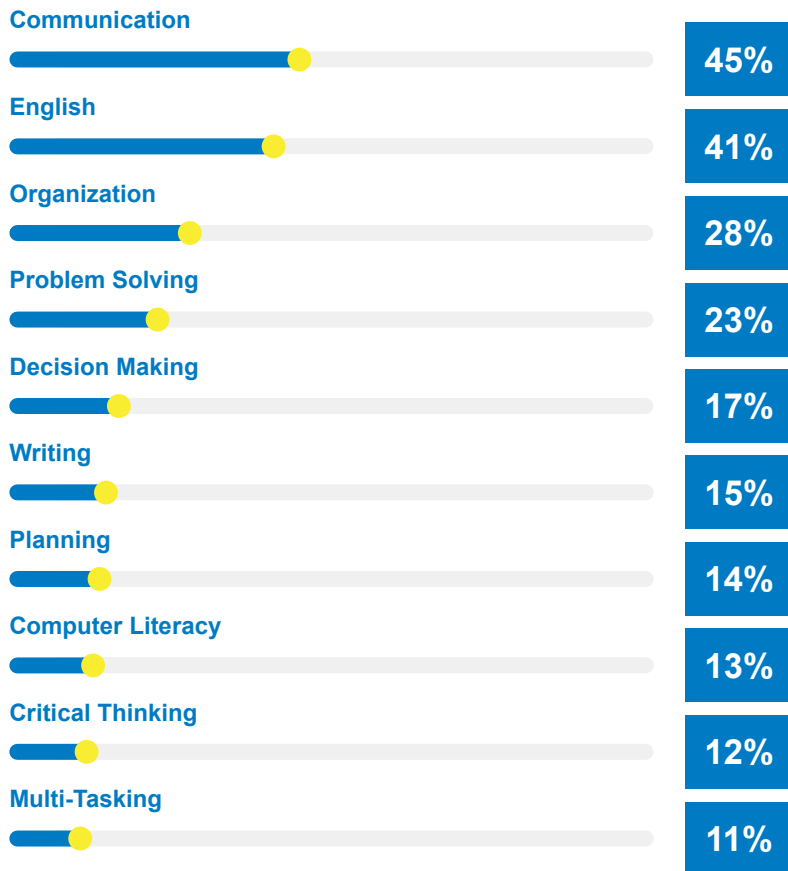


14,600

In 2017, the health care and social assistance sector added 14,600 new positions in Ontario

Baseline Skills: Health Care & Social Assistance

CivicAction has identified the top 10 most sought-after skills employers seek in new hires entering the health care field. In addition to the skills below, specialized skills such as caregiving, childcare, customer service and CPR, were also in high demand.



*Data aggregated through Burning Glass Technologies and represents the percentage of online job postings in the health care and social assistance sector from 2014-2017 that required these skills.

Given the client-facing nature of this type of work, it is no surprise that employers are seeking employees with strong foundational skills. As population demographics change and pressures on the health care system increases, these

foundational skills will become even more important. Although the industry is not immune to technological advancements, this sector remains at low risk of automation for roles that require expertise and direct contact with patients, as patients would rather

receive care from humans.¹⁸ With opportunities for growth, career stability, steady earning and employee benefits, this is a great sector in which youth can grow their careers.



Finance & Insurance

As one of the largest contributors to Ontario's GDP, the finance and insurance sector plays a vital part in Ontario's economy. It is also one of the sectors facing the greatest skills gap. Despite historically strong employment growth, 30 per cent of CEOs in banking and capital markets, and 29 per cent of CEOs in asset and wealth management believe a skills gap is a major threat to growth prospects.¹⁹

Last year, 407,100 people province-wide (1 in 15 of which were youth between

the ages of 15 and 24) were employed in the finance and insurance sector.²⁰ It is also one of the sectors with the highest proportion of online job postings for entry-level roles.

The majority of entry-level job vacancies requiring a high school education and less than two years of experience were in customer-interfacing roles, specifically customer service representatives, sales representatives and insurance advisors. On the other hand, top entry-level roles requiring a post-secondary education,

such as financial analysts, financial service managers and business analysts, required a more technical background. However, much like the health care and social assistance sector, the top skills needed for these positions fell into customer and client support, digital literacy and sales.

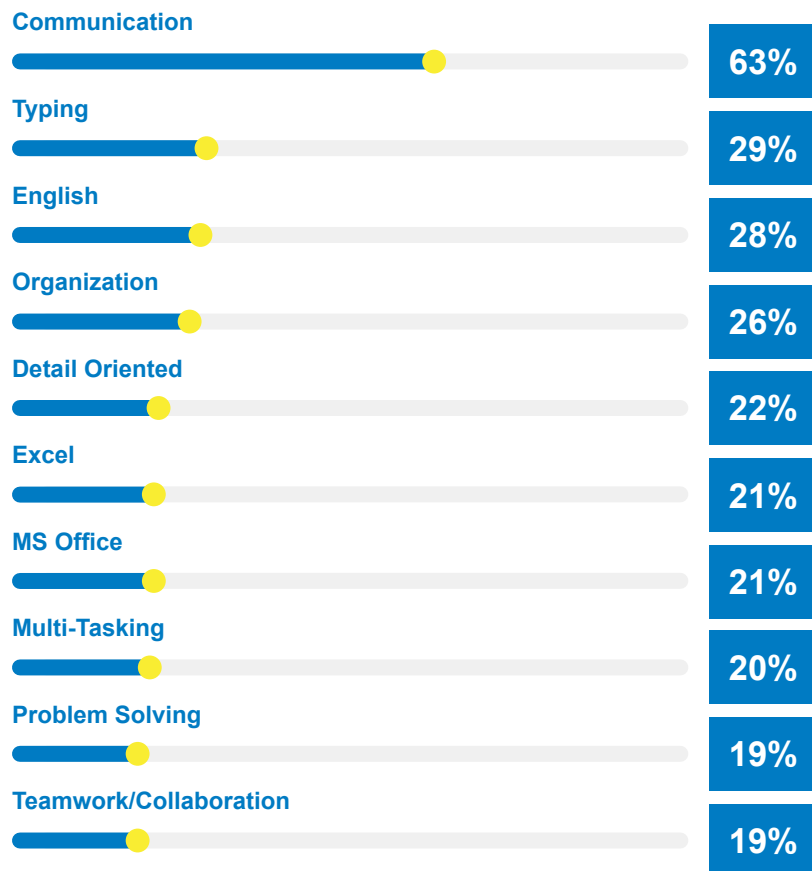
As the finance and insurance sector looks to the future, more emphasis will be put on foundational skills. According to the Toronto Financial Services Alliance's (TFSA) report *Unlocking the Human Opportunity: Future-proof Skills to Move Financial Services Forward*, there are four skills categories that will be high in demand:

1. Human experience (i.e. emotional intelligence, empathy, communication and influencing skills)
2. Re-imagination (i.e. curiosity, creativity, critical thinking, problem solving and business acumen)
3. Pivoting (i.e. willingness to change, the capacity to learn and adopt new skills quickly, and the ability to lead people through change and build resilience)
4. Future currency (i.e. digital and data acumen)²¹


Given that most employers in the sector are large financial institutions – this sector provides youth with great opportunities for upward mobility, higher salaries and acquiring training necessary for career advancement.

Baseline Skills: Finance & Insurance

CivicAction has identified the top 10 most sought-after skills employers seek in new hires entering the finance and insurance field. In addition to the skills below, specialized skills such as customer service, financial and product sales, and scheduling were in high demand.



*Data aggregated through Burning Glass Technologies and represents the percentage of online job postings in the finance and insurance sector from 2014-2017 that required these skills.



As the finance and insurance sector looks to the future, more emphasis will be put on foundational skills.



The Elephant in the Room? The Technology Sector

According to the Information and Communications Technology Council (ICTC) *Labour Market Outlook Report*, hiring commitments in Canada's information and communication technology (ICT) sector will reach 182,000 by 2019, with nearly 42 per cent of vacancies

in Ontario.²² It states, that as demand for ICT talent increases, the sector is facing a growing gap between the demand and supply of ICT talent. One contributing factor is that many youth are opting for careers outside of the ICT sector.

Unlike other professions, technology jobs span across various industries. Our research with LinkedIn's Economic Graph indicates that in Toronto, 73 per cent of LinkedIn members who listed technology skills on their profiles worked in entry-level ICT roles outside of the traditional

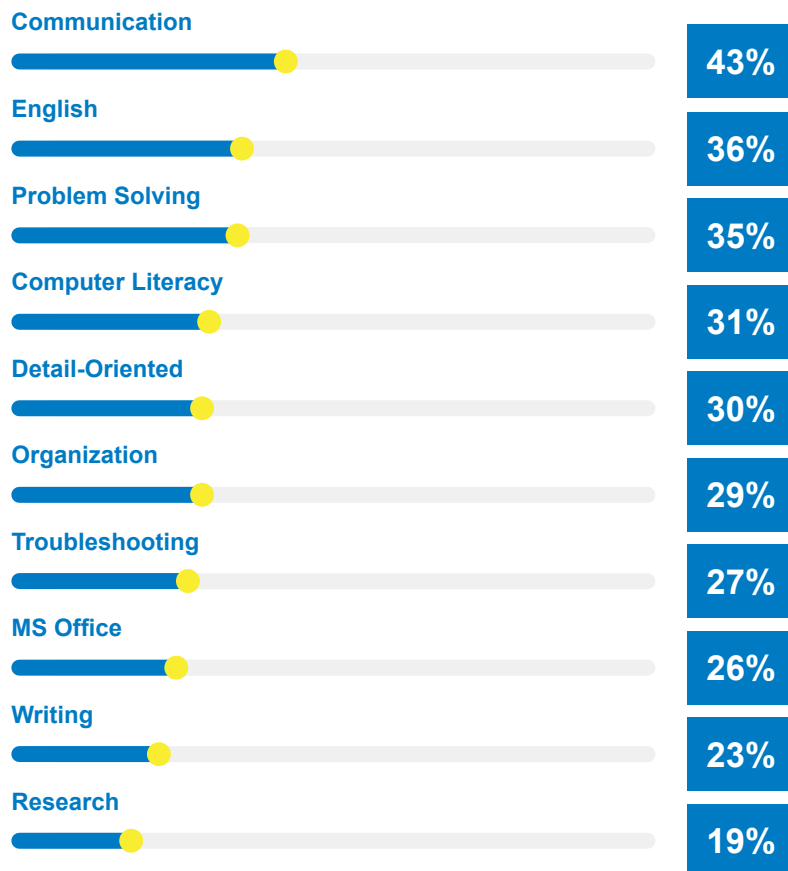
technology industry (e.g. financial services, retail and consumer products, and social services).²³ Similarly, 54 per cent professionals in Ontario were employed in ICT roles outside of the technology industry in 2015.²⁴

Based on our research, the most in-demand entry-level technology occupations in the last four years included data specialists, customer-service representatives, software developers and technical support specialists.

Rapid technological advancements are changing the nature of work across all industries. As this happens, professionals with technology skills will become increasingly in-demand.

Baseline Skills: Technology

CivicAction has identified the top 10 most sought-after skills employers seek in entry-level hires entering the technology sector. Specialized skills that are also in high demand include technical support, customer service, help desk support, Linux and Java.



*Data aggregated through Burning Glass Technologies and represents the percentage of online job postings in the information and communication technology sector from 2014-2017 that required these skills.

Skilled Trades: A Growing Trend

“Ontario is open for business again. With one in five new jobs expected to be in trades-related occupations by 2021, we need to train more skilled workers to keep our economy strong.”

– Honourable Merrilee Fullerton, Minister of Training, Colleges and University

According to a 2018 global ManpowerGroup talent survey, 41 per cent of Canadian employers reported difficulties filling jobs, with skilled trades ranking as the hardest jobs to fill in Canada.²⁵ It is estimated that by 2021, one in five new jobs in Ontario will be in trades-related roles.²⁶ Yet, despite the high-demand and potential for growth, many youth are reluctant to choose skilled trades as a viable career option. A pan-Canada Skilled Trades and Apprenticeship Awareness and Perception Study revealed that only 32 per cent of youth (aged 13-24) surveyed

Construction

Since the early 2000s, Ontario’s construction industry has been on a steady rise, growing 50 per cent between 2002 and 2017.²⁸ In 2017, the sector employed 512,500 Ontarians, and reported nearly 14,500 job vacancies. It is anticipated that over the coming decade, nearly 20 per cent of Ontario’s construction workforce

would consider a career in skilled trades.²⁷ With rising demand, low supply, and over 300 designated trades to choose from, skilled trades are a great career option for young people just starting out.

Skilled trades generally fall within four main categories: construction, transportation, manufacturing, and services. In Ontario, the construction sector is projected to see some of the greatest labour shortages in the next decade.

will retire²⁹ and to sustain the sector, an estimated 100,000 plus new recruits will be needed by 2027. Based on historical hiring trends, the province’s construction industry is only expected to draw 84,300 entry-level youth by 2027, creating a gap of over 23,000 jobs that the province will have to look elsewhere to fill.³⁰

Skilled Trades Myth Busters

Skilled trades can offer a promising and rewarding career path, yet many youth are either unaware or discouraged to think of skilled trades as a sustainable career path due to some widely held misconceptions.

Myth Skilled trades jobs don't pay very well.

Reality A career in skilled trades can earn you a competitive salary. On average, people working in Ontario's construction industry earned \$29.10 per hour while those working in the manufacturing sector earned \$25.10 per hour in 2017.³³

Myth Skilled trades jobs are not stable.

Reality Skilled workers are in high demand. By 2021, one in five jobs in Ontario will be in trades-related occupations.³⁴ At the same time, the skilled trade workforce is aging and there are not enough young people entering the workforce to meet the demand.

Myth Skilled trades involve a lot of hard physical labour.

Reality From design to planning to administrative tasks, there is a diversity of tasks in many skilled trade careers. Some require physical labour, while others require working in high-tech environments. An automotive service technician, for example, uses a computer system to diagnose problems. With technological advancements, more and more skilled trades will become tech-based.³⁵

Myth Skilled trades jobs are dead-end jobs.

Reality From supervisory roles, to management positions to owning your own business, there is a lot of room for growth in the skilled trades. In fact, managerial positions are anticipated to become some of the hardest to fill.



Part 2

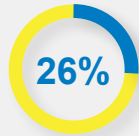
The Canadian Labour Landscape

How does the Ontario labour market fare against the rest of the nation? CivicAction looked at three cities across Canada—Vancouver, Ottawa and Halifax—to help map out what is happening across the country.

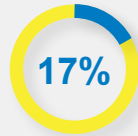
With growing economies and populations, these cities show similar employment and training needs for young Canadians living in urban areas.



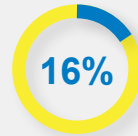
Greatest Opportunities for Youth: Vancouver



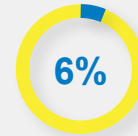
Health care & social assistance



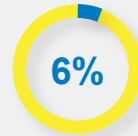
Retail sector



Accommodation & food services



Educational services



Finance & insurance

Vancouver

With the second-lowest unemployment rate in the country, Vancouver has the potential to be one of the best places in the nation for young people entering the workforce. Despite this, youth aged 15 to 24 were 1.9 times more likely to be unemployed than the general population aged 25 years or older in 2017.³⁶

CivicAction's research indicates that industries with the greatest opportunities for youth are health care and social assistance (26 per cent), retail sector (17 per cent), accommodation and food services (16 per cent), educational services (6 per cent) and finance and insurance (6 per cent). Roles with the greatest entry-level opportunities for youth included

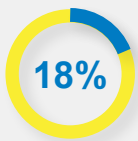
cooks, sales associates and food service supervisors. The top five most sought-after skills for entry-level roles in Vancouver included: communication (32 per cent), English (31 per cent), organization (18 per cent), writing (15 per cent) and Microsoft Excel (13 per cent).

It is forecasted that there will be 917,000 job vacancies in British Columbia between 2017 and 2027. Economic growth is to account for 30 per cent of new job openings, with the remaining 70 per cent replacing workers leaving the workforce. Youth aged 15 to 29 are expected to fill nearly half (48 per cent) of forecasted job openings.³⁷

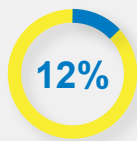
B.C. Labour Market Outlook states that of these 917,000

jobs, nearly 50 per cent job openings will fall into one of the five following industries: health care and social assistance (16 per cent), professional scientific and technical services (11 per cent), retail sector (10 per cent), accommodation and food services (7 per cent), and transportation and warehousing (7 per cent). Leading the charge will be the health care industry alone, with 43 per cent of job openings projected to come from expansion of the health care system in response to medical needs of the aging population.³⁸

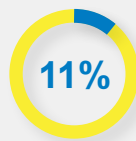
Greatest Opportunities for Youth: Halifax



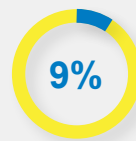
Retail



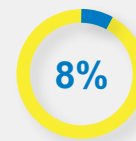
Administrative support & waste management



Manufacturing



Health care & social assistance



Finance & insurance

Halifax

As the second-fastest growing city on the east coast, Halifax has seen large-scale economic growth in the past few years. In spite of this, youth unemployment remains high.

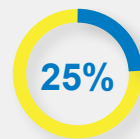
At 16 per cent in 2017, Halifax had the highest youth unemployment rate amongst all metropolitan areas in the country. This is nearly 2.4 times higher than Halifax's overall unemployment rate.³⁹

The top-five sectors with the greatest opportunity for entry-level youth in Halifax are: retail (18 per cent), administrative support and waste management (12 per cent), manufacturing (11 per cent), health care and social assistance (9 per cent), and finance and insurance (8 per cent). The highest proportion of online job posting for entry-level roles included customer service representatives, administrative assistants, sales representative

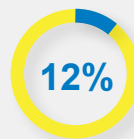
and drivers. Our research indicated that the top five most sought-after foundational skills entry-level roles are: communication (44 per cent), organization (26 per cent), detail-oriented (21 per cent), problem solving (20 per cent) and computer literacy (19 per cent).



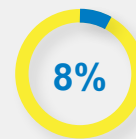
Greatest Opportunities for Youth: Ottawa



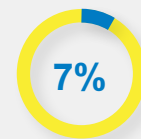
Retail sector



Manufacturing



Health care
& social
assistance



Professional,
scientific &
technology services

Ottawa

As the fourth largest municipality in Canada and the second largest city in Ontario, Ottawa's economy is forecasted "to grow by 2 per cent in 2018 and an additional 2 per cent the following year."⁴⁰ The city also has one of the highest labour-force participation rates in Canada. Despite this, youth unemployment rates remain nearly 2.4 times higher than the city's overall average.²⁹

Sectors with the greatest potential for entry-level youth are: retail sector (25 per cent), manufacturing (12 per cent), health care and social assistance (8 per cent) and professional, scientific and technology services (7 per cent). Ottawa's technology sector is also set to grow at an unprecedented rate,

with technology firms such as Shopify, Klipfolio and SurveyMonkey setting up offices in the downtown core, creating even more opportunities for youth.

Roles with the greatest opportunities for entry-level youth included sales associates, customer service representatives and administrative assistants. The most commonly sought after skills for these jobs are: communication (38 per cent), English (28 per cent), bilingual (English and French) (21 per cent), organization (20 per cent) and French (16 per cent).

Across the nation, we're seeing similar trends. When looking at the difference between youth with and without

post-secondary education, we noticed that while the types of roles differ, the emerging sectors for entry-level demand and the skills required are similar. According to LinkedIn's Economic Graph insights recent post-secondary graduates (within 1-2 years of graduating) are finding the greatest employment opportunities in these three high potential sectors: retail, health care and social assistance, and finance and insurance. Greater emphasis is also being put on foundational skills, with core competencies such as MS Office, leadership, Excel, and teamwork being the most common skills listed on their profiles.

Top Skills & Industries by City

Based on LinkedIn's Economic Graph research, below data represents the number of 2017 post-secondary graduates in the Toronto region who listed these skills on their LinkedIn profile.

Toronto

SKILLS

Microsoft Office	16,352
Customer service	14,194
Leadership	13,085
Microsoft Excel	11,804
Teamwork	11,663
Research	11,139
Time management	9,982
Public speaking	9,949
Microsoft Word	9,392
Microsoft PowerPoint	9,276

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Toronto region who listed these skills on their LinkedIn profile.

INDUSTRIES

Hospitals & health care	2,318
Retail	2,102
Banking	1,988
Financial services	1,646
Government administration	1,630
Information technology	1,181
Marketing & advertising	1,156
Non-profit organization	1,042
Education management	1,021
Computer software	684

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Toronto region employed by each industry.

Vancouver

SKILLS

Microsoft Office	7,128
Customer service	6,472
Leadership	5,953
Public speaking	5,386
Microsoft Excel	5,346
Research	5,285
Teamwork	5,255
Social media	4,383
Time management	4,164
Microsoft Word	4,087

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Vancouver region who listed these skills on their LinkedIn profile.

INDUSTRIES

Hospitals & health care	1,014
Government administration	797
Retail	694
Financial services	663
Computer software	592
Education management	568
Information technology	518
Accounting	462
Non-profit organization	457
Banking	406

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Vancouver region employed by each industry.

Top Skills & Industries by City

Halifax

SKILLS

Microsoft Office		378
Customer service		376
Public speaking		370
Leadership		344
Research		315
Social media		311
Teamwork		257
Time management		251
Microsoft Excel		236
Event planning		221

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Halifax region who listed these skills on their LinkedIn profile.











INDUSTRIES

Hospitals & health care		51
Government administration		48
Retail		47
Education management		43
Primary/secondary school ed.		38
Financial services		36
Marketing & advertising		34
Non-profit organization		30
Banking		29
Accounting		27

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Halifax region employed by each industry.











Ottawa

SKILLS

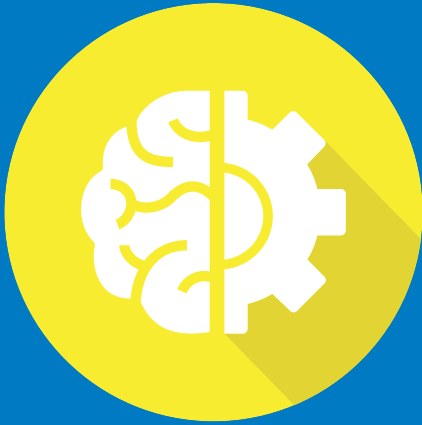
Microsoft Office		4,730
Customer service		4,037
Research		3,937
Leadership		3,677
Public speaking		3,447
Teamwork		3,439
Microsoft Excel		3,359
Microsoft Word		2,889
Social media		2,789
Microsoft PowerPoint		2,388

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Ottawa region who listed these skills on their LinkedIn profile.

INDUSTRIES

Government administration		1,505
Hospitals & health care		544
Retail		474
Information technology		392
Financial services		326
Education management		315
Non-profit organization		294
Banking		265
Computer software		265
Telecommunications		213

*Data aggregated through LinkedIn's Economic Graph and represents the number of 2017 post-secondary graduates in the Ottawa region employed by each industry.



Part 3

Strengthen Shaky Foundational Skills

At a time of profound technological change in the workforce, and rapidly growing number of jobs being affected by AI, possessing technical skills is not enough to help young people land jobs. Fifty per cent of occupations will undergo a significant skills overhaul,⁴¹ and research shows that foundational skills will

be the most crucial in this new landscape. More traditionally known as “soft skills,” they also include baseline digital literacy skills. These have not yet been replicated by AI, and therefore humans will still be in-demand to fill roles that require a high level of relationship building and project management.



Although it's true that some jobs will be disappearing in the future, automation is not entirely synonymous with job loss. Employment and Social Development Canada (ESDC) forecasts 2.4 million job openings between 2018 and 2021, and RBC's analysis suggests foundational skills will be the most critical to qualify for these roles. However as AI begins handling routine and repetitive tasks, it paves the way for new value-added positions.

Big companies such as Deloitte, KPMG and Accenture all report the same priorities when describing successful employees. In fact, according to a 2016 Deloitte Report, 92 per cent of respondents⁴² rated foundational skills to be

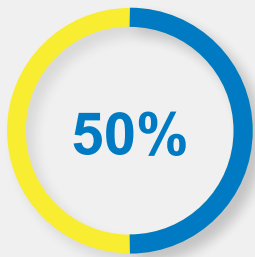
a priority, and executives now consider these skills crucial to improving leadership, retention and building a meaningful culture.

Today's workforce demands a lot more creativity, innovation and complex relationship building from employees. Jobs are now more analytical and unpredictable in nature, requiring a higher level of problem solving and collaboration with diverse teams. Since the modern workplace is more interpersonal, skills such as communication and having a growth mindset are highly valued. They ensure a more productive and innovative environment – attributes that are crucial in a competitive market. Whether the vacancy

Knockri, an AI video soft skills assessment tool, helps to reduce unconscious bias and shortlists the best fit job candidates to interview. They've done significant research on the most in-demand foundational skills required in the financial and technology sectors. The following is based on research done by Knockri, with over 150,000 applicants.

is for a marketing position or a development role, foundational skills are proving to be crucial for success in almost every professional environment.

With this in mind, it's crucial for youth to develop the following core foundational skills before entering the workforce.



50% of occupations will undergo a significant skills overhaul due to automation and AI



2.4 million

ESDC forecasts 2.4 million job openings between 2018 and 2021

Communication

This is a broad cluster of skills ranging from using appropriate body language, active listening, writing emails, understanding business best practices, asking questions, and having general verbal and written skills.

According to LinkedIn, strong communication is the second most sought after skill when looking for talent.⁴³

As roles become increasingly automated, the need for highly effective communication and relationship-building practices will become priorities for employers. A recent US-based study shows that “65 per cent of recruiters and hiring managers say strong written or oral communication skills are more important in an entry-level job applicant than their college major.”⁴⁴ This research is further backed by our own. CivicAction conducted employer consultations to better understand what Canadian employers are looking for, and the results

were similar. Employers concur that entry-level talent that are capable of expressing clearly and empathetically are in-demand.

A recent study by Knockri further identifies four key foundational skills that are most in-demand. With over 150,000 applicant assessments in jobs spanning technical development, consulting, sales, marketing, customer success and talent acquisition, employers’ most desirable skillsets are growth mindset (91 per cent), collaboration (85 per cent), empathy (83 per cent) and creativity (78 per cent). Between the various job roles, these four foundational skills have appeared the most consistently. In accordance with our consultations and research, these are the foundational skills that are hard for AI to mimic, and so will be very much required for future jobs.



Growth Mindset

Recruiters and hiring managers are looking for entry-level talent that can grow, learn and develop new skills consistently. Having a positive attitude towards constructive feedback and being open minded about personal and professional development demonstrates flexibility, agility and adaptability.

Why is this important? As roles change and certain jobs are displaced, being willing and open to adopting new tools, methods and technologies will be important to stay relevant, prepare for unexpected change and contribute to idea generation. Employers are

seeking continuous learners, and according to Carol Dweck, renowned Stanford University professor who has studied human motivation and success, this is indicative of a person's ability to thrive in the workplace.⁴⁵

Dweck's research also shows that employees who work in environments that value a growth mindset are 47 per cent more likely to say that their colleagues are trustworthy, and are 34 per cent more likely to feel a strong sense of ownership and commitment to the company.⁴⁶ Youth entering with this mindset demonstrate

a larger likelihood of success because they arrive with the desire to learn, willingness to be trained and adapt. As more organizations focus on creating a culture of learning and encourage their employees to try new projects outside of their daily work, it's essential that entry-level talent develop a growth mindset. During CivicAction's employer consultations, hiring managers identified youth who express the desire for continued learning as more favourable candidates.



Collaboration

The ability to work as part of a team with an aligned vision, while understanding and respecting team roles is essential. A person who can develop trusting relationships, contribute ideas, listen actively and aims to solve problems with others, demonstrates the ability to be a strong team player. Collaboration will be increasingly important as jobs become less independent, and require more team engagement and cross-functional roles. Accountability, commitment, and active team engagement

skills are, therefore, all micro-attributes that are currently in-demand.

A study by Queens University of Charlotte shows that 75 per cent of surveyed employees rate teamwork and collaboration as very important.⁴⁷ In fact, many organizations identify collaboration as the most important key to success. Further, a recent survey of over 1,400 corporate executives, employees and educators conducted by Salesforce

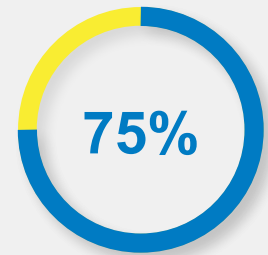
found that 86 per cent of participants believed that a lack of collaboration was responsible for workplace failures.⁴⁸ Employees who can collaborate successfully have proven to be able to solve problems faster, create better camaraderie, contribute and drive ideas, and adjust to more complex environments.



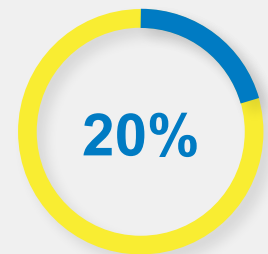
Empathy

Empathy is the extent to which an individual is compassionate and sympathetic to the needs of others, and it is a human characteristic that has yet to be replicated by AI. Empathy exercises humility, sensitivity, cooperation and relationship-building skills. It is a vital leadership skill and is the strongest predictor of ethical leadership. While rarely listed as a job requirement, employers seek empathetic candidates and are starting to use a variety of AI-based software to identify this quality in applicants.

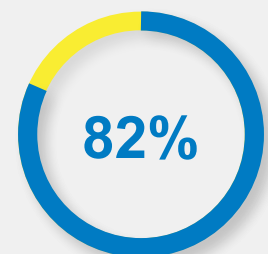
While many routine-based jobs will be affected by automation, positions in fields such as social work, nursing, caregiving and personal support work will grow in Canada. LinkedIn U.S. estimates that by 2020, fields such as massage therapy, customer support, financial planning, registered nursing and caregiving will employ at least 20 per cent more people than they do today,⁴⁹ and the ability to demonstrate empathy will be vital to these roles.



75% of surveyed employees rate teamwork and collaboration as very important



LinkedIn U.S. estimates that by 2020, fields such as massage therapy, customer support, financial planning, registered nursing and caregiving will employ at least 20% more people



82% of companies believe there is a strong connection between creativity and business results

Creativity

Another difficult skill for AI to replicate is creativity; the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions. Creativity is also the act of bringing new and imaginative ideas to life, which occurs in a two-step process: thinking, then producing. There are many micro-skills linked to creativity, including:

- **Associating:** Drawing connections between questions, problems or ideas from unrelated fields.
- **Questioning:** Posing queries that challenge common wisdom.
- **Observing:** Scrutinizing the behavior of customers, suppliers or competitors to identify new ways of doing things.
- **Networking:** Meeting people with different ideas and perspectives.
- **Experimenting:** Constructing interactive experiences and provoking unorthodox responses to see what insights emerge.

A study by Adobe and Forrester Consulting reports that 82 per cent⁵⁰ of companies believe there is a strong connection between creativity and business results. In fact, according to this report, companies that actively foster creative thinking outperform their rivals in revenue growth, market share and competitive leadership. This is further validated by an IBM survey of more than 1,500 chief executive officers. Creativity was ranked as the number-one factor for future business success – above management, discipline, integrity and even vision.⁵¹

Youth with creative minds coming into entry-level roles are highly sought after for their ability to produce and consume new ideas quickly, and it's a skill that can be sharpened over time.

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Top Skills of Canadian Graduates' in 2017

LinkedIn has identified the following top skills listed by recent graduates in 2017:

- 1 Microsoft Office
- 2 Teamwork
- 3 Time management/
prioritization
- 4 Project management
- 5 Research

Research from Burning Glass and CivicAction's own employer consultations further validates that these skills are appearing in job postings most frequently. Therefore, youth must learn and refine these skills as they prepare to enter the labour market.



Part 4

Future of Tech

Major advancements in technology have changed the way humans live and work over the years. With the invention of the steam engine, the first industrial revolution resulted in large-scale urbanization. In the 20th century, the second industrial revolution brought about mass industrialization and manufacturing.

We are presently in the age of automation and machine learning – dubbed the third industrial revolution –

which has resulted in rapid adoption of technology. Machines are already an undeniable necessity of modern life and our dependency on them is only expected to increase, consequently causing mass disruption to the Canadian labour market.



“People have embraced technology in most aspects of life and that experience has grown in expectations for the companies they interact with to do the same. Technology, combined with the right people-powered skills, will allow us to deliver simple, intuitive and personalized products and services that meet our client’s needs. As a result, Manulife is transforming our business to become a customer-centric market leader, which includes a focus on digital innovation and operational efficiency to ensure we remain competitive.”

– Greg Framke, Executive Vice President & CIO at Manulife

Automation & its Impact

ESDC estimates that approximately 44 per cent of jobs in Canada have a “high probability of computerization” over the next 10-20 years,⁵² while other reports estimate upwards of 50 per cent of jobs are at risk of being disrupted.⁵³ Entry-level positions that require less than a university education are anticipated to be highly susceptible to automation, whereas occupations in management or those that require post-secondary education are considered to have a low risk of disruption.⁵⁴

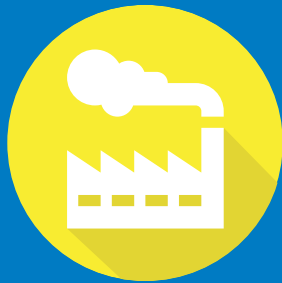
This is not to say that 50 per cent of jobs or industries will be lost, but rather that certain

tasks within these jobs will be automated in an attempt to improve efficiency. Some of these tasks include predictable physical labour, administrative tasks, and data collection and processing. However, the rate at which automation is adopted by these industries will be dependent on the cost of machinery and worker availability.

Industries most at risk of disruption include retail, food and accommodation, transportation and manufacturing. Though this does not necessarily correlate to significant job loss, it alludes to a change in the skills required

for success in these fields. Take the position of “bank teller” as an example. Previously, tellers spent most of their time processing transactions and handling money. However, as ATMs have risen in popularity, tellers have begun focusing on client interactions, and now perform roles related to financial advising and portfolio management. In fact, the introduction of ATMs increased efficiency but did not impact entry-level customer service roles in the financial industry⁵⁵ as teller positions rose steadily with the rise of ATMs.⁵⁶

The Industrial Revolutions



2nd Industrial Revolution

INDUSTRY 2.0 | 19/20TH CENTURY

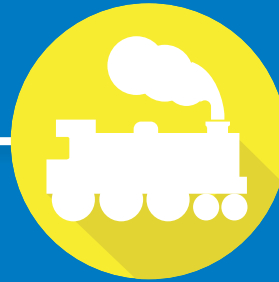
Mass industrialization and manufacturing



4th Industrial Revolution

INDUSTRY 4.0 | UPCOMING

Smart factories, internet of things, and disruptive technologies



1st Industrial Revolution

INDUSTRY 1.0 | 18TH CENTURY

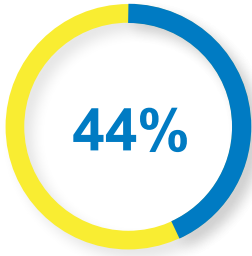
Invention of the steam engine resulted in large scale urbanization



3rd Industrial Revolution

INDUSTRY 3.0 | 21ST CENTURY

Large scale use of electronics, IT automation and computing

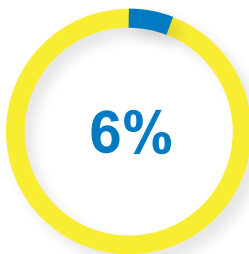


44% of jobs in Canada have a “high probability of computerization”



\$17 billion

Innovation in Ontario could contribute \$17 billion in direct GDP to Canada’s economy by 2025



At 6%, 2016 saw the highest proportion of workers employed in part-time work in Canada since 1987

Technology Super-clusters

The Toronto-Waterloo Innovation Corridor report by McKinsey & Company, discusses the potential for a technology super-cluster in Ontario. With start-up incubators like MaRS, Velocity, Communitech, NEXT Canada and the Creative Destruction lab; industry giants like Google, Shopify, OpenText and Desire2Learn; as well as several top performing post-secondary institutions in the area, the opportunity for innovation and job growth is tremendous. Furthermore, with Toronto as Canada’s financial capital and Waterloo having the second-highest density of start-ups in the world, this innovation corridor could contribute approximately \$17 billion in direct GDP to Canada’s economy by 2025. There is also a possibility for 170,000 net-new jobs in the technology industry – with the potential to employ youth in entry-level roles

soon after completing their education.⁵⁷ In addition to The Toronto-Waterloo Innovation Corridor, emerging technology super-clusters have been identified in Vancouver, Montreal and Ottawa.

While digital literacy is a necessary skill for the future, many youth still lack access to even the basics, such as proficiency in Microsoft Office. To ensure collective prosperity as a country, youth need to be equipped with basic digital literacy today so they are not left behind tomorrow.



Part-time Work & the Gig Economy

At 6 per cent, 2016 saw the highest proportion of workers employed in part-time work in Canada since 1987. Forty-six per cent of entry-level positions offered by employers in 2016 were for part-time work.⁵⁸

Youth were among those most likely to have multiple jobs at 7 per cent. This data, at least in part, suggests that there is a prevalence for part-time and freelance jobs among youth.

The rapid popularity of online intermediary platforms such as Uber, Airbnb and Task Rabbit, which facilitate contracts between themselves, consumers, and service providers, have resulted in major changes to the labour market. This kind of short-term, contract-based work is referred to as the “sharing,” “freelance” or “gig economy,” and has allowed individuals to maximize unused assets/talents to

generate revenue independently. In 2015, approximately 40 per cent of Ontarians participated in the gig economy as consumers. With no signs of slowing down, the gig economy is likely here to stay.⁵⁹ As youth continue to join the labour market on short-time, contractual bases, the importance of possessing both digital and foundational skills has never been clearer.



Conclusion: What will the future of work in Canada look like?

The upcoming fourth industrial revolution could result in the emergence of new disruptive industries that build upon today's virtual reality, blockchain and AI knowledge. While several innovative technology-based jobs will

materialize in the years ahead, we can still expect to see many of the entry-level positions and industries we are familiar with today. Though the skillsets needed to succeed professionally will shift significantly as

technology continues to automate routine tasks, the human capacity for emotion, creativity and empathy is what sets us apart from machines, and will be our greatest advantage while navigating the careers of the future.



Part 5

Take it from Us

Based on the skills and sectors that have been identified as “in-demand” in this report, CivicAction has developed recommendations for government, youth and employers.

CivicAction and LinkedIn Learning are also taking steps to address the skills gap. Together, we are building customized learning paths and courses for youth, giving them

access to youth-focused and targeted skills training content. The skills presented in the learning paths have been curated based on our findings in this report with a special focus on foundational skills.

It's going to take an "all hands on deck" approach to labour force development in a changing world. Here are our recommendations moving forward.

Government

- 1 Youth will benefit from continued support and investment in non-traditional learning opportunities that complement traditional post-secondary education and pivoting market needs.

Investment in self-directed online-learning platforms would allow youth to build in-demand skills, especially foundational skills, on their own time and at a significantly lower cost.
- 2 With the increasing gig economy, some youth have less access to stable benefits, such as health care, mental health supports and worker's rights. As such, it will be vital to implement policies which support youth choosing to earn a living this way.

Youth

- 1 To stay competitive in the job market, online learning is a cost-effective, accessible and flexible way for youth to enhance and refine the critical skills they've learned in traditional school environments.
- 2 Youth must strive to build a growth mindset, as well as understand how to acquire foundational skills needed in the technology era.

Employers

- 1 Given that our future workforce will be highly skills focused, employers should move to skills-based hiring over practices that prioritize a candidate's credentials and experience.
- 2 As employers continue to seek youth that possess in-demand foundational skills, they must also commit to providing continued learning opportunities for youth to upskill.



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About CivicAction

Complex challenges need an all hands on deck approach, and collective impact is what CivicAction does best. As a premier civic engagement organization in Canada we have nearly two decades of experience creating and implementing effective solutions to the most pressing challenges in the Greater Toronto and Hamilton Area. To find out more visit civicaction.ca or follow @CivicActionGTHA.

About Escalator

Over the past four years CivicAction's Escalator: Companies and Youth Moving Up initiative has worked with the private sector, governments and community organizations to give thousands of youth access to the networks, mentors, learning opportunities and 21st century skills needed to navigate today's job market and a changing economy. Escalator focuses on removing the systemic barriers that keep some young people disconnected from jobs. Under Escalator, CivicAction has incubated and supported a suite of interventions. In 2018, CivicAction launched SkillsConnect which aims to demystify the world of work for young people and give them new online opportunities to explore careers, build needed skills (grounded in employer-driven research and consultation), and understand workplace expectations. In collaboration with LinkedIn, SkillsConnect is connecting youth to curated skills content through free LinkedIn Learning licences.

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Skills Connect 

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