

Education, Training and Skills Differentiation

➤ Overview

Education, training and skills are commonly featured in job postings. They are highly valued by employers when describing job requirements and assessing candidates in the recruitment process. Qualifications are often used interchangeably in job descriptions and resumes due to their widespread use.

➤ What They Are



Education

The systematic process of acquiring knowledge.



Training

Learning with the goal of performing specific skills or behaviours.



Skills

The ability to apply learning from education or training in practice.

➤ Why They Are Important

Preparing a business for the future requires an understanding of workforce needs and adapting to technological changes.

Recruitment and retention consume considerable corporate resources, so it makes sense business-wise to know what education, training and skills are needed for each position so the right worker can be hired (or kept).

87%

of workers believe it will be essential for them to get training and develop new job skills throughout their work life in order to keep up with changes in the workplace.

(From Pew Research Center Survey)

➤ Aligning Qualifications and Job Requirements

Employers should assess the specific education, training and skills required for each job role. Matching qualifications to job functions is crucial for success.

➤ What Can Your Company Do?

- Don't assume you know what qualifications are needed.
- Engage with supervisors and staff to understand job requirements.
- Create a qualifications matrix to validate requirements.
- Select candidates based on qualifications, not just seniority or enthusiasm.

Carefully evaluating and aligning education, training and skills with job requirements, ensures employers a more successful and efficient recruitment process that ultimately benefits both the organization and its employees.



1 in 8
employees
leave before
reaching
competency,

often due to issues related to training or managerial skills.

(From Future Foundations)

Strategic Staffing for Your Business Needs

Overview

Successful organizations recognize that planning for their workforce needs, short- and long-term, is vital for achieving business objectives, adapting to challenges and seizing opportunities.

Investment Challenge

43%

of HR professionals say human capital is the largest 'investment challenge' for employers.

(From Canadian HR Reporter)

Staffing for Business Needs

Strategic staffing aligns an organization's objectives with the number and type of personnel required to achieve and sustain them. It ensures the right balance of permanent and temporary employees to operate the business efficiently.

Why it's Important

Human resources represent a significant asset for organizations, however managing staff effectively and planning for the future can be challenging but crucial for business continuity and growth.

What Can Your Company Do?

Creating a strategic staffing plan involves a comprehensive process addressing the following key steps:



1) Evaluate Goals

What does each role or function need to accomplish?



2) Identify Influencers

What factors might affect the staffing plan?



3) Identify the Current State

What's the starting point?



4) Envision Needs

What is really needed (for the end state)?



5) Conduct a Gap Analysis

What differences exist between the current state and end state?



6) Develop a Solution Plan

What types of staff are needed? When? Where?

Notable Highlight

"Having a strategic plan for your staffing needs and decision allows you to organize account for demand in personnel while keeping organization goals and vision in the forefront,"

(Carrie Windham, CHRON.com)

Visit our Employer Support Page for more insights, statistics and actionable steps to ensure your workforce aligns perfectly with your business goals.

Building Meaningful Relationships with Indigenous Employees and Communities

➤ Overview

Employers can contribute to reconciliation and support positive engagement with Indigenous communities and individuals by fostering inclusive and diverse work environments. This commitment begins with alignments with the broader goals outlined in the 94 calls to action.

By actively incorporating culturally sensitive practices, organizations not only demonstrate respect for the unique cultures and values of Indigenous peoples but also actively contribute to industry development and reconciliation efforts.

➤ Why Indigenous Participation Matters

On average, Indigenous workers earn three times as much in oil and gas compared to the national average salary, creating substantial opportunities for individuals and communities.

It's worth noting that Indigenous youth are among the fastest-growing demographics, presenting a chance to develop a workforce for Canada's energy future.

➤ What Can Your Company Do?



Focus and practice cultural awareness and selectivity when recruiting and retaining Indigenous employees.



Research cultural practices and protocols specific to Indigenous communities. Educate yourself and your team about culture, values and the historical relationship with Canada.



Adapt hiring practices to identify individual strengths (non-academic designation) being inclusive and understanding lived experience and transferable knowledge.



Foster a culture of respect, understanding, and collaboration by engaging, actively listening and consulting with Indigenous communities.



Create lasting impact by accessing free online courses that explore the histories and perspectives of Indigenous Peoples in Canada.



Offer mentorship, coaching and career advancement opportunities to Indigenous employees.

Building meaningful relationships with Indigenous employees and communities is not just a moral imperative but also a enriching opportunity for the energy sector. Embracing diversity, working towards equity and understanding Indigenous world views and their ways of knowing and being will lead to relationships which enhance everyone's future.

Indigenous Peoples accounted for

7%

of the energy industry's workforce in 2021 census, surpassing the national

4%

Indigenous workers in Alberta's energy sector comprised around

60%

of the province's total Indigenous workforce.

Careers in Energy

Diving Deeper into the Neurodiverse Workforce

What Can Your Company Do?

The drive for workplace diversity has made significant strides, but a glaring omission remains: neurodivergent individuals. When someone's brain development or functioning falls outside what is seen as typical, they are considered neurodivergent. Neurodivergence can bring unique challenges as well as strengths.

What is it?

Neurodiversity is about the endless variations in how our brains work and how we behave. Neurodiversity includes conditions like autism spectrum disorder, dyslexia, ADHD, and more.

EY Canada's Neurodiversity Centres of Excellence



Roughly

15%

of the world's population, or

1 in 7

people, identify as neurodivergent.

Deloitte

Employers must look beyond traditional hiring criteria and recognize the valuable contributions neurodivergent employees can make to their organizations.

Overview



Revisit the hiring process, connect with programs for neurodivergent people and focus on specific skills in interviews.



Create a supportive work environment, respect individual differences and provide support groups, mentors and a flexible culture.



Provide tailored career journeys, frame policies that support neurodiversity and offer mentoring or coaching opportunities.

Workplace Impact

Neurodiverse individuals can struggle with things like misunderstandings, planning and meeting goals, sensory overload, social isolation, difficulty with change and hyperfocus. These challenges can impact their professional development.

Unlocking Strengths

Neurodivergent employees add value to organizations by identifying unaddressed needs, finding improvement opportunities, and enhancing innovation. EY found organization's work quality, efficiency and productivity were comparable to neurotypical staff, with the bonus of excelling at innovation.

Managing a Multigenerational Workforce

Overview

In today's workplace, multiple generations coexist and collaborate, each contributing unique traits, perspectives and work styles. This generational mix is a result of higher education levels, evolving career paths and increased career longevity.

What is a Multigenerational Workforce?

A multigenerational workforce is comprised of employees from various generations, including the Silent Generation, Baby Boomers, Generation X, Millennials, and Generation Z.

The Challenge

Managing a multigenerational workforce is essential but can be challenging as five distinct generations work side by side for the first time. Each generation brings its own values, communication preferences and biases, which can hinder effective collaboration.

Why it's Important

Attraction and retention of a multigenerational workforce is important in a tight labour market. Employers who learn how to navigate the complexities can enhance innovation, productivity, and adaptability.

What Can Your Company Do?



Study Your Workforce

Foster a workplace by understanding your employees and equipping managers with the skills to recognize and adapt to the diverse generational needs and differences.



Challenge Stereotypes

Encourage mutual understanding and collaboration among employees of different age groups.



Promote Collaboration

Leverage the strengths of each generation by encouraging cross-generational mentoring and team collaboration. Foster an environment where learning flows both ways.



Accommodate Personal Needs

Recognize that employees at different life stages have varying career aspirations and personal needs. Tailor support and opportunities accordingly.



Focus on Results

Emphasize outcomes over the specific paths to achieve them. Encourage a culture of open, honest, and transparent communication.

Embracing age-related differences can foster an environment where all employees feel included and respected, ultimately leading to a positive employee experience and fulfillment of professional potential.

Your Corporate and Employer Brand

➤ Overview

In the modern business landscape, brands heavily influence consumer choices. Corporate and employer branding are equally critical for attracting and retaining top talent.

➤ What Employers Are Doing

Successful companies communicate their values, culture and vision to candidates and employees. Transparency and honesty about the work environment help build confidence among both groups.

Differentiating Consumer and Corporate Branding

Consumer branding relies on visuals to attract target audiences, while corporate branding focuses on corporate reputation. Neglecting corporate reputation beyond visuals can leave the brand to be defined by others. Corporate brand awareness is essential for projecting industry leadership and attracting top talent.

Why Corporate and Employer Branding Matters

Branding positions you as an employer of choice for specific candidates. A clear corporate and employer brand communicates your company's values, culture, and work environment. Honest and transparent communication about your organization's attributes builds trust among employees.

➤ What Can Your Company Do?



Uphold your brand promises consistently, from work culture to compensation.



Fulfill promises such as flexible work arrangements and top salaries to build trust.



Be honest about your brand to avoid disillusioning new employees.

Corporate and employer branding are pivotal for attracting and retaining talent in a competitive job market. Investing in your brand creates an attractive work environment aligned with your organization's identity, helping you compete for top talent.



Effective Employee Communications

Overview

In the business world, communication is paramount. Companies prioritize external communication to reach stakeholders, customers, and investors. Yet internal communication with employees often falls short.

Why it's Important

Internal communication is critical for business success as it aligns employees' work with company goals. Teams working toward common objectives foster collaboration, but this is challenging when employees lack an understanding of company goals and strategies.

What Can Your Company Do?

Start by evaluating your communication practices and identifying who you interact with and which channels you use. Consider these steps to improve internal communications:



About

70%

of employees said they don't read emails and other internal communications.

36%

of employees were unhappy with the format in which most communications are delivered, and some employees didn't know where to find company information.

SocialChorus



Assess Your Communication Channels

Evaluate current channels' effectiveness, including intranet, newsletters, broadcasts, meetings and more.



Internal and External Consistency

Ensure internal recipients receive the same messages as external stakeholders. Clarify how employees contribute to company results.



Consistency in Communication

Develop and implement strategies to optimize message effectiveness. Maintain regular communication to demonstrate commitment to business initiatives.



Feedback Mechanisms

Establish mechanisms for upward, downward and lateral communication among employees.

Effective internal communication ensures employees understand company goals and strategies. With diverse workforces and locations, organizations must commit to clear and consistent internal communication practices to engage employees, enhance productivity, boost engagement and reduce turnover.

Visit careersinenergy.ca/employer-support for more information and additional employer resources!

Supporting Work-Life Balance

Overview

In today's busy world, people wear multiple hats, including employees, parents, caregivers, volunteers, and more. The rise of remote work has further blurred the lines between professional and personal lives, making work-life balance crucial.

What is it?

Work-life balance is a state of well-being where individuals can effectively manage their various responsibilities at work, home, and in the community. It supports physical, emotional, familial and community health and avoids causing grief, stress, or negative impacts.

Human Resources Council for the Nonprofit Sector

Why it's Important

Work-life imbalance has significant repercussions. Chronic stress often leads to burnout, contributing to employee disengagement, absenteeism, mental health issues and high turnover rates.

In Canada,

47%

of workers experience immense stress at work.

Review Lution

Four Categories of Stressors Contributing to Work-life Imbalance:

- › **Role overload**
- › **Work pressures affecting family life**
- › **Family challenges impacting work commitments**
- › **Caregiver strain**

The Canadian Centre for Occupational Health and Safety

What Can Your Company Do?



Set Technology Boundaries

Limit technology use beyond work hours.



Promote Annual Leave

Encourage the use of vacation days for personal time.



Establish Communication Standards

Designate "no work communication" periods outside of work hours (except emergencies).



Offer Family and Personal Support Programs

Provide childcare, eldercare, flexible work arrangements, parental and family leave, employee assistance, and wellness initiatives.

Employers have an important role in supporting employee well-being, enhancing job satisfaction and boosting productivity. Prioritizing work-life balance and implementing supportive programs creates a healthier, more productive, and happier work environment.

Offering a Flexible Work Environment

Overview

Our understanding of work flexibility, challenging traditional norms. Initially unfamiliar to many industries, including energy, remote work rapidly emerged as a viable and productive option.



Remote vs. in-office stalemate – half of employees want no more than one day a week at the office.

EY Canada's Neurodiversity Centres of Excellence

Why it's Important

Employers have learned the old ways of dictating work terms are no longer sustainable. Flexibility is the way forward—shaping recruitment and retention policies.

While office workers have thrived in a remote world, their colleagues in the field have faced unique challenges as dynamics of the modern workplace often see them excluded from decision making processes.

The integration of site operations and decision making, especially for roles requiring physical presence, became complex, given the lack of necessary IT infrastructure at many work sites.

What Can Your Company Do?



Create a more adaptable work environment by including schedule flexibility, teleworking, IT infrastructure, employee morale, collaboration, and more.



Develop a comprehensive plan with flexible work options to adapt to the changing world of work



Embrace the transformed world of work because today flexibility is an expectation, not an option.



Adapt work processes and infrastructure to accommodate a flexible workforce for increased success and sustainability.



Focusing on Diversity and Inclusion

Overview

Diversity, equity and inclusion (DEI) is critical in today's workplaces, impacting industries across the board. However, balancing DEI remains a challenge for many organizations.

What it is NOT

DEI should not be a metric for an organization to meet. An organization should integrate people into every aspect of its decision-making process, including recruitment, operations, safety, finance and marketing. This will help employees feel included, valued and respected.

What Can Your Company Do?

- **Internal Evaluations:** Assess your organization's diversity and inclusivity from leadership to individual contributors. Be open with your employees about your commitment to DEI.
- **Employee Feedback:** Listen and respond to feedback from your employees about ways to retain and recruit new and diverse talent.
- **Wider Recruitment:** Cast a wider recruitment net to reach underrepresented groups and engage with specialized associations.
- **Employee Recognition:** Celebrate diversity among your workers and recognize their contributions to boost morale and productivity.

By actively embracing diversity and inclusion as part of the corporate culture, organizations can create more welcoming and successful workplaces for all employees.

Careers in Energy, in partnership with Ernst and Young (EY), conducted a survey identifying key challenges and opportunities in addressing the diverse needs of Alberta's energy workforce.

The survey informed a 10-part webinar series focused on different aspects of DEI. Upon completion of the webinar series, participants will earn a digital badge.

Visit our Employer Support Page for more insights, statistics and actionable steps to ensure your workforce aligns perfectly with your business goals.

What it is

DEI involves creating equitable opportunities while recognizing and accepting individuals from diverse backgrounds to incorporate them into the workforce, benefiting both the organization and society.

Why it's Important

A diverse workforce has numerous benefits, such as improvements in the work environment, financial returns, an organization's reputation and the overall business strategy.

Notable Highlights



Financial

Companies with high levels of racial and ethnic diversity are 33-35% more likely to outperform their industry averages financially.

(From McKinsey & Company)



Gender Diversity

Companies with high levels of gender diversity are 15-21% more likely to outperform.

(From McKinsey & Company)

While **75%** of energy workers said their organization has made a commitment to DEI, only **60%** said their organization has active DEI programs in place, and just **39%** believe these programs are effective.

(From Careers in Energy and EY)

Mental Health Issues Are Employer Issues

➤ Overview

Mental health is a pressing concern affecting individuals and organizations. Employers play a crucial role in supporting employees' mental well-being.

➤ Why They Are Important

Mental health issues can have severe economic and productivity ramifications, with a significant percentage of the workforce affected. Employers need to address this issue proactively.

Notable Highlights

Workplace Impact

About 500,000 Canadians miss work every week due to mental health issues. Mental illness is responsible for 30% of all disability claims and 70% of disability costs.

(From Centre for Addiction and Mental Health)

What Are Employers Doing About it?

Employers are increasingly recognizing the impact of mental health on their employees and business success. Prioritizing employee mental health and well-being has become a top non-financial business priority for many organizations.

Cost of Mental Illness to the Canadian Economy

Mental illness costs the Canadian economy roughly

\$51 billion annually.

(From Pew Research Center Survey)

40% of respondents felt their employers had not done enough to support their mental health, particularly those with higher stress levels.

(From Deloitte)

➤ What Can Your Company Do?

Employers can take several steps to improve mental wellness in their organizations:



Develop a leadership culture that acknowledges and addresses mental health as a corporate issue.



Foster open and inclusive conversations with employees, HR departments, leadership and mental health specialists.



Implement tangible initiatives to strengthen the workforce, such as wellness programs, counselling services and flexible work arrangements.

Retention is an Extension of Recruitment

Overview

The Canadian energy sector is facing a shortage of skilled workers, negative perceptions of the energy industry among younger generations, and increased competition from other industries, making talent retention crucial.

Why it's Important

Employee retention is becoming a competitive differentiator, impacting an organization's ability to operate smoothly and efficiently. High turnover rates can lead to disruptions and increased hiring costs.

Notable Highlights

Global Talent Shortage

Globally, 69% of employers struggle to find workers for specific positions, marking a 15-year high.

(From Canadian HR Reporter)

Canadian Talent Challenges

In Canada, 52% of CEOs consider attracting and developing talent the key to success, but only 18% report significant progress in upskilling programs.

(From PWC's 26th Annual Global CEO Survey)

Canadian Employee Turnover

Canadian companies have an average employee turnover rate of

21% according to a Mercer study.

(From Canadian HR Reporter)

What Can Your Company Do?

In today's job market, organizations must focus on both retaining current talent and recruiting the best candidates. Strategies for effective retention include:



Fit and Skill Development

Organizations should emphasize organizations unique qualities in recruitment and seek candidates who align with their values and culture while possessing the necessary skills. Align your organization's values with those of your employees for longer-term retention.



Employee Engagement

Invest in training and upskilling your existing staff especially in areas like technology and providing advancement opportunities to encourage engagement and support employee career growth. Employers can address high turnover by understanding employee needs and integrating them into your organization's goals.



Workplace Benefits

Tailor compensation packages to meet the diverse preferences of your workforce. Be open to flexible work arrangements like remote work, job sharing, and flexible hours.