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The most employable people in 2013 will be:

Well-educated
* A university degree
* A strong understanding of “big picture” issues that impact business
* Required technical skills
* Desirous of continuous learning

Blessed with strong “soft” skills
* Leadership capabilities to work within a team-based workplace culture
* Effective personal communication/interpersonal skills
* Ability to think strategically

A good worker
* Desire to work hard (self-starter)
* Ability to work smarter (self-reliant)

Working in
* IT/Engineering-oriented jobs
* Sales or Marketing

Employers of choice in 2013 will offer:

1. Advancement opportunities
2. Opportunities for continuous learning/personal career management
3. Full-time job, but with flexible employment policies to include contingent work to meet needs of various demographics
4. Policies attuned to the lifestyle (work/life balance) needs of employees through flexible, innovative workplace practices
5. Competitive compensation

Being an “employer of choice” will help organizations deal with the two most pressing issues identified in the Future of Work Survey: recruitment of the right people/retention of the best people.
“Lifestyle” will replace “security” as the number one issue for employed people in Canada by 2013.

To achieve their desired “lifestyle” goals, individual workers will require a strong network of job/work contacts, information technology skills and the required IT and telecommunications technologies to work remotely or independently.

Organizations will have to be more attuned to an individual employee’s lifestyle needs. Recruitment and retention policies might need to be adjusted to hire and retain the top performers.
**Issues and Trends**

**Top Skills Most Important to Organizations**

**Implications**

* Individual workers will be expected to have the required technical skills. But the “soft” competencies of leadership, communication, collaboration and other inter-personal skills will grow in importance to dovetail with the growing phenomenon of team-based workplaces.

* Organizations will continue to seek “fit” in new employees with emphasis on “soft” skills. Leadership and personal communication skills will grow in importance on the training agenda.
Employers will search for people capable of “seeing the big picture” in the future. Strategic thinking and being a self-starter as well as decision-making ability and self-reliance will be the keys to career achievement and advancement.

Organizations will be required to step up internal communication efforts to provide information about the economy, their industry, their competitors, emerging business issues and trends as well as strategic information about their own organization.
**Issues and Trends**

**Education Levels Needed Now and in 2013**

**Implications**

* Having a university degree will grow in importance. The number of organizations requiring a postgraduate degree will double.

* College education will grow in importance while a high school diploma will drop. Canadians with only a high school education or vocational training will be in a difficult competitive position in the employment marketplace.
* A compensation structure that includes base + bonus will be three times as common as the traditional base salary/wage as a compensation arrangement in 2013.

* Individuals will be rewarded for personal performance and/or the overall performance of their organization, consistent with a team-based workplace concept.

* Organizations will need to be more innovative in rewarding employees and more active communicating business goals, strategies and associated compensation plans.
Full-time employment will remain the most common employment arrangement, but 20 per cent of career opportunities will be contingent work such as part-time, job-share and contract. Individuals will need to be flexible and entrepreneurial to build a strong career. Organizations will require HR policies and practices to encourage and reward contingent workers to achieve the desired cost reduction without loss of productivity and workplace loyalty. While most Canadians will want full-time employment, a growing number will opt for contingent work to meet personal lifestyle needs.
Additional Training Most Employees Have

2003

Additional Training Most Employees Will Need

2013

Implications

* Individual employees will be expected to add to their technical skill base through continuous learning.

* Organizations will need to step up training to build the technically-relevant and technology skills of their employees as well as provide opportunity to develop "soft" skills.
As “lifestyle” replaces “security” as the number one goal of workers in the years ahead, employees’ expectations of loyalty from the organization decreases. In its place, employees want advancement opportunities, career planning/management and continuing education and training opportunities.

Individual workers will be committing themselves to continuous learning as a reality of the workplace of the future.

Organizations can help recruit and retain top performers by adjusting or improving their career development and training policies and processes.
The Aging Workforce
Organizational Demographics

Year 2013
Year 2003
* Less than half of respondents predicted increased job opportunities for younger workers as a result of the aging workforce.

* Younger workers with career management skills will have an opportunity to advance their careers as job opportunities increase. Learning to develop these skills - the concept of “Me, Inc.” - will be critical to capitalize on opportunities that open up as older workers leave the workforce for retirement or contingent work. Younger workers should develop their management skills to accelerate career development.

* Organizations will need to sharpen their recruiting strategies and tactics to attract younger workers - and retain them - in a job marketplace where their skills are in demand. Offering clear opportunities and the management training to attain them could be a strong retention tool.

**Implications**

- Increased job opportunities: 46%
- Increased need for management skills: 29%
- Disappearance of or blocked job opportunities: 12%
- Rapid promotion: 7%
- Other: 5%
The Aging Workforce

Effects of Aging Workforce on Older Workers

Implications

* Older workers can position themselves to capitalize on mentoring or contingent opportunities that will help stabilize organizations during times of changing workplace demographics.

* Learning to think of themselves as independent businesses - the concept of “Me, Inc.” - will help older workers take advantage of contingent opportunities.

* Organizations might consider strategies to retain older workers on either a full-time or contingent basis to ensure that intellectual capital leaving the organization does not result in an experience void.

![Pie chart showing percentages of responses:]

- 62%: More opportunity to work full-time beyond age 65
- 22%: More opportunity for contingent work beyond age 65
- 13%: Other
- 3%: No response
How the Aging Workforce will Impact HR Policies/Practices

More aggressive recruiting
More retention incentives
More workplace diversity
More workplace flexibility policies
More need for qualified immigrant workers
More flexible retirement options
More career management support for workers
Respondents identified recruitment and retention as the two most pressing HR issues in the future.

Organizations will want to consider HR policies and practices to meet the recruitment/retention challenges.

As the accompanying chart shows, HR professionals will need to focus on more flexible HR policies and practices to achieve their recruitment/retention goals.

“The need for more innovative, flexible workplace policies/practices underscores the importance of HR playing a more strategic role in organizations of the future.”
Implications

* Organizations will require more strategic capability and input from Human Resources professionals in the future.

* Administrative functions of Human Resources will decrease as organizations accelerate options such as technology advancements and outsourcing.

* Career development in Human Resources will require business education and experience. Related expertise in sales or marketing, for example, will be an asset for Human Resources professionals aspiring to a more strategic role in their organizations.
The Future of Human Resources

Future of Outsourcing
HR

- Increase: 46%
- Decrease: 7%
- Stay the same: 46%
- No response: 1%
Future Workplace Challenges - Organizations

Recruitment and retention top the list.
Employees will want skill development opportunities and better work/life balance.
Where the Jobs Are - 2013

- General Mgmt.
- Middle Mgmt.
- Admin/Clerical
- Technology/IT
- Sales / Marketing
- Operations
- Finance / Accounting
- Eng. / Technical
- Human Resources

- Don't know/ No Response
- Stable
- Decline
- Growth
Emphasis on Education in the Hiring Process - 2013

Where the Jobs Are

- A lot: 43%
- Some: 2%
- None: 1%
- No response: 54%
Contact melva_daley-smith@dbmcanada.com for more information about DBM or the Future of Work, 2003 Survey.

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