



A Dual-Client Approach to Career Services

Project led by



Funded by the Government of Canada under the Future Skills Program and overseen by Blueprint under the Reimagining Career Services initiative.

In partnership with Nova Scotia Departments of Labour, Skills and Immigration (LSI) and Economic Development (ED).

The Role of Public Employment Services in Recruiting, Onboarding and Retention

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IAEVG - Finland



thrivingworkplaces.net

Introductions



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Session Agenda

Genesis of our research

Development of the model

Early learnings from field testing

Future Focus

Reimagining Career Services

The Reimagining Career Services initiative is exploring how career services can better support workers and employers facing labour market disruption.

- Focused on identifying innovative solutions for workers navigating the labour market and SMEs with current and future workforce challenges



Thriving Workplaces: Research Overview

Inception

(April 2022)

Design & Prototyping

(Jan 2024 – May 2024)

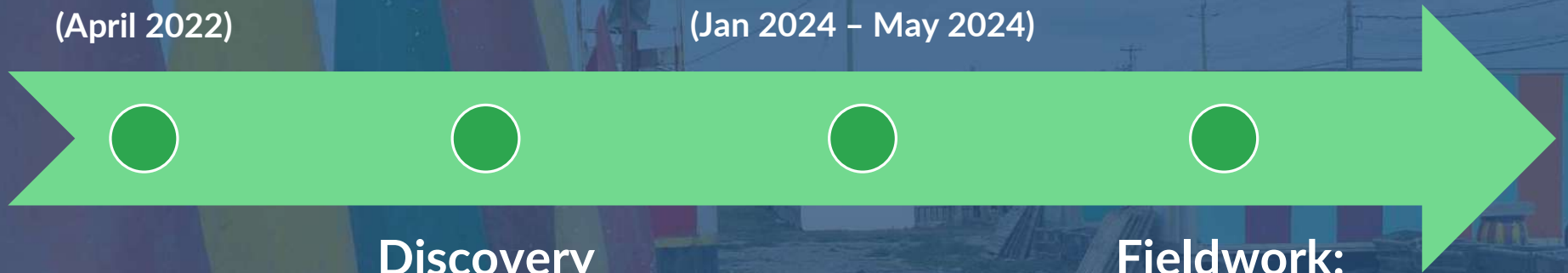
Discovery

(May 2022 – December 2023)

Fieldwork:

Proof of Concept
& Pilot Delivery

(June 2024 – Dec 2025)



Inception

RCS Research Insights

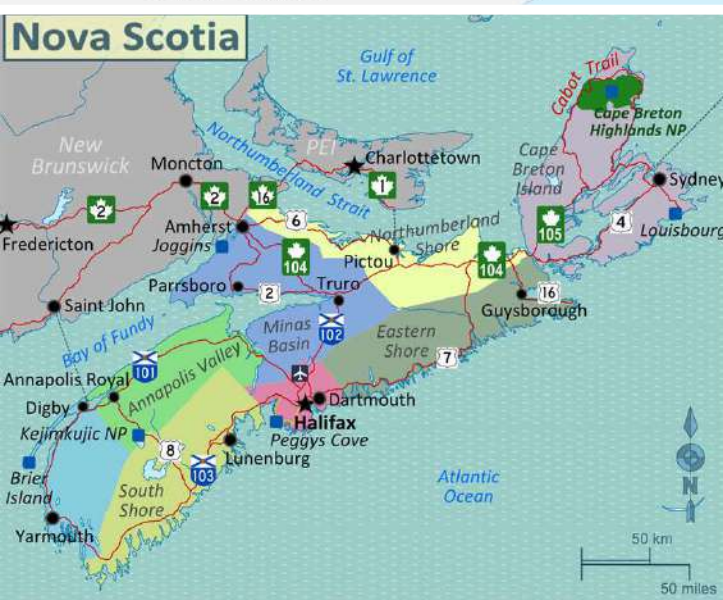
- Employment services are not meeting the needs of employers
- Current services prioritize helping unemployed people re-enter the labour market – often before they are ready, contributing to negative churn in the workforce
- Career practitioners lack the mandate, supports and capacity to navigate a complex world of work, including providing services to employers

Discovery
in
Nova
Scotia

Government of NS Priorities

- Supporting small businesses to address their workforce needs and help communities thrive
- Building capacity in the PES system to effectively provide services to individual worker seekers/workers and employers

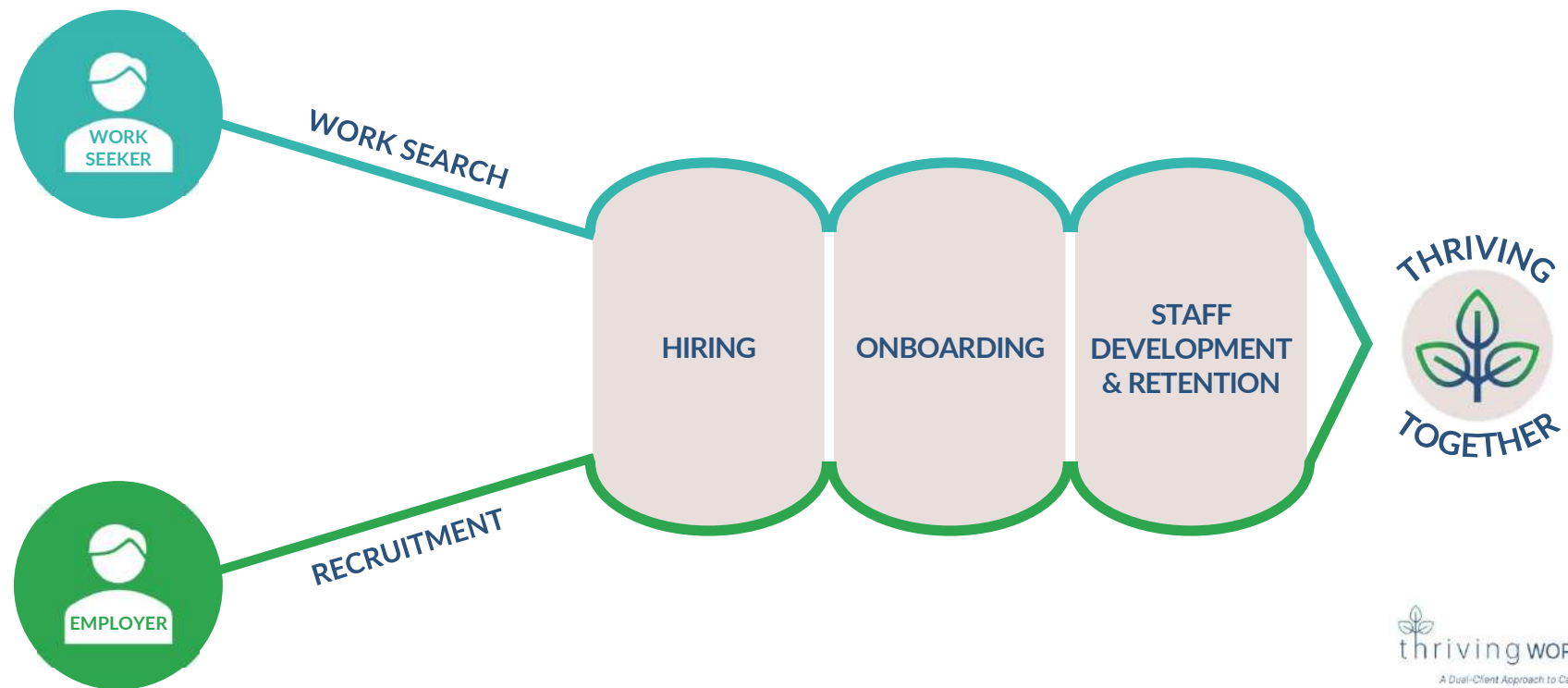




The Challenge?



Dual Client Model



Thriving Workplaces

What potential could we unlock if employers and workers were supported to thrive at work?

Public Employment Services

What's working well?

If you could wave a magic wand, what would you...

- Change
- Add
- Improve





Discovery Phase

- Deep dive into Nova Scotia employer and workforce development services
- Extensive field research on the needs of small businesses and workers
- Narrowed in on opportunities for innovation

Discovery Findings

What we've learned so far

Employers are struggling and many don't see a way out.

Small businesses' recruitment and retention **challenges are exacerbated by a lack of resources and capacity** to onboard and develop employees, difficulties finding the time to invest in long-term workforce planning, and the inability to assess and buffer themselves from the impact of systemic economic and policy shifts.

1





What we've learned so far

2

There are a range of factors that affect the workplace experience.

The “workplace bargain” between employers and their workers involves negotiating a **set of “Magnetic Factors” which can both attract employers and workers to each other or push them apart.**

What we've learned so far

The workplace bargain is more critical and challenging for equity-deserving groups.

The past experiences, opportunities and barriers experienced by Black and African Nova Scotians, Indigenous people, 2SLGBTQ+ individuals, newcomers, people with disabilities and other equity-deserving groups influence their experience of the workplace bargain.

Developing a thriving workplace experience for these groups requires explicitly acknowledging and addressing systemic barriers and discrimination.

3





What we've learned so far

4

Services for employers and services for individuals are currently largely disconnected from each other.

Employment service providers have experience matching jobseekers with available jobs based on employers' talent and skill needs. **There is less time to cohesively help them negotiate the workplace bargain and cultivate thriving workplace experiences.** There is also an opportunity to build stronger connections between employment services and other business/economic development services that help small businesses with related workforce challenges.

What we've learned so far

What got us here won't get us there.

Simply adding more resources to this fire will not put it out. **Small businesses and workers are already overwhelmed, and many are not using services that are available because they lack the time and capacity to find and access them.** To move the needle on this challenge service innovations will need to be accessible, tailored, practical, and timely.

5





6

What we've learned so far

The return on investment could be enormous.

Addressing the challenges facing small businesses and workers could have a transformative impact on Nova Scotia's communities and economy. Creating healthier, safer, and more welcoming workplace experiences for workers could have an important impact on health, productivity, satisfaction and well-being.

In Nova Scotia, Small businesses employ two-thirds of the workforce but contribute only one-third of the provincial GDP; the economic return on investment from addressing workforce churn and helping small businesses and their workers thrive would be substantial.

Your Experience

Think about a time when a workplace felt like it was giving you what you needed and wanted.

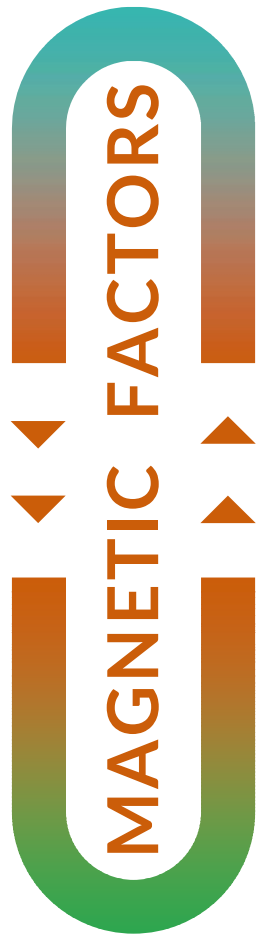


What made it work so well?

Think about a time when a workplace wasn't giving you what you needed and wanted.



What made it not work?



Meaning & Values

The reasons that motivate people to work and business to operate.

Skills & Competencies

The abilities that workers have to offer and that employers are seeking.

Pay & Benefits

Contracted, formal pay & benefits, AND informal benefits.

Workplace Culture

The atmosphere in a workplace based on the way people interact and work gets done.

Engagement & Productivity

The balance between the capacity of a worker and the challenge their work entails.

Working Arrangements

The “when” and “where” that work is performed.

Magnetic Factors Framework

WORKER & EMPLOYER MINDSET:

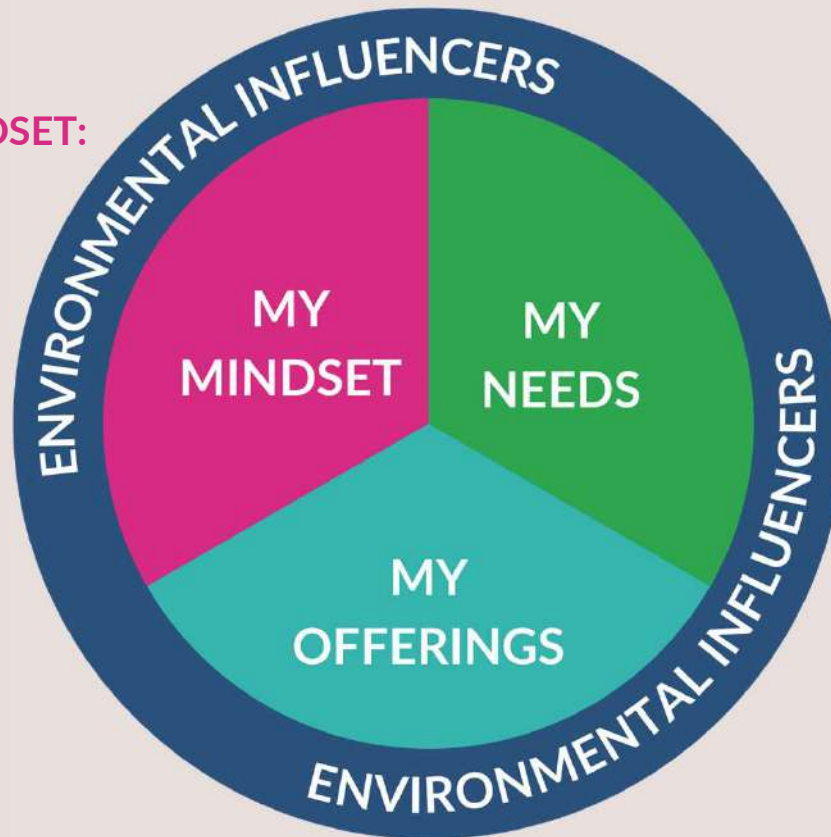
- Meaning & Values
- Workplace Culture

WORKER OFFERINGS:

- Skills & Competencies
- Engagement & Productivity

EMPLOYER OFFERINGS:

- Pay & Benefits
- Working Arrangements



WORKER NEEDS:

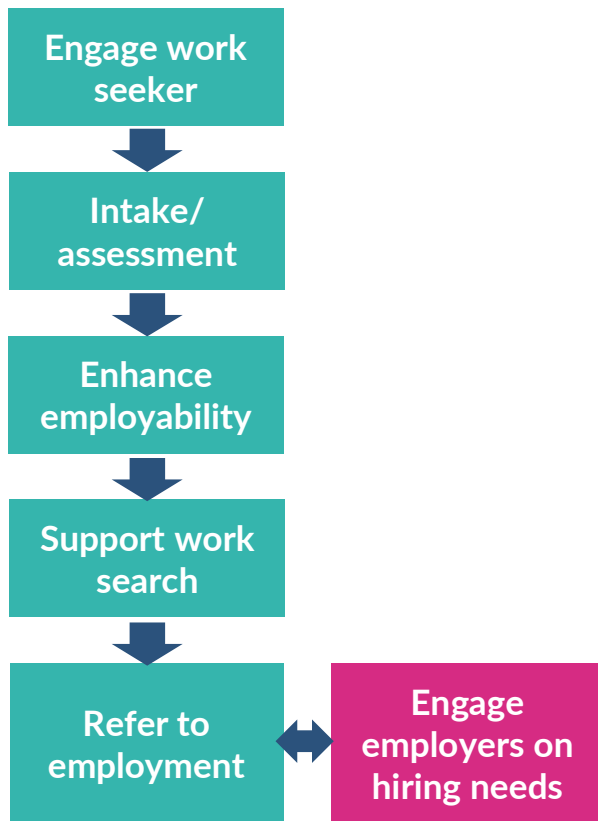
- Pay & Benefits
- Working Arrangements

EMPLOYER NEEDS:

- Skills & Competencies
- Engagement & Productivity

Rethinking Public Employment Services

Traditional PES model



Thriving Workplaces model



Design & Prototyping – Dual Client Model



Design and Prototyping

Series of awareness activities related to the magnetic factors – with parallel service delivery models for work seekers and employers

- 2-3 hours of interventions
- aligning expectations between what work seekers and employers need, want and can offer



Testing Across Diverse Sites

5 Organizations

9 Sites

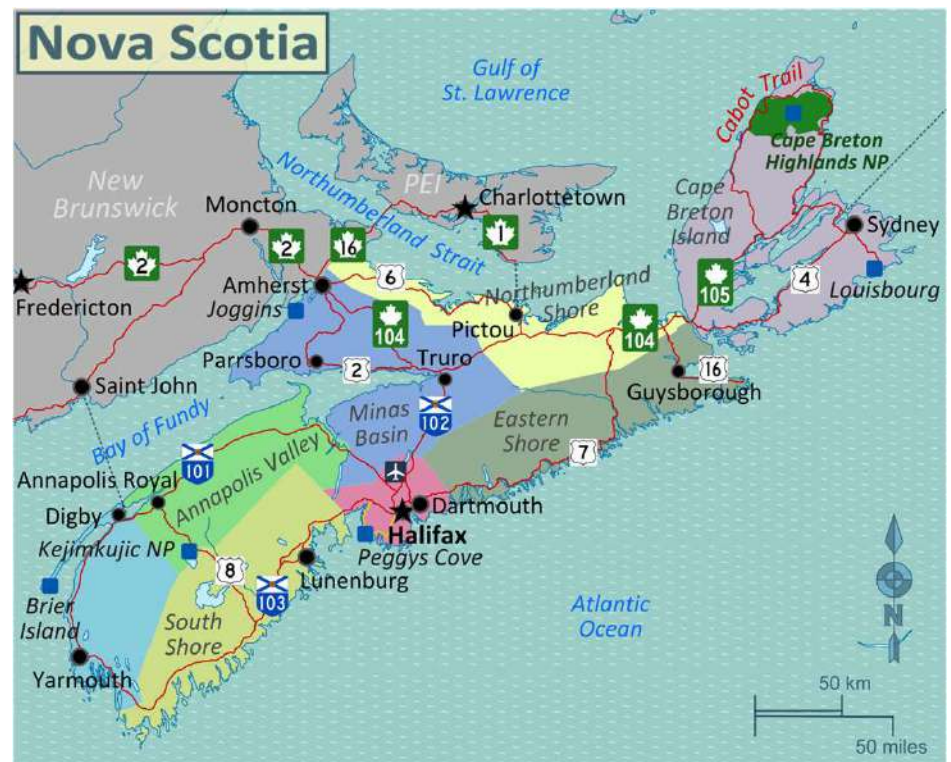
Urban

Rural

Remote

Intensive training provided to practitioners working with Work Seekers and Employers

Phase 1 Field Test ► June – Dec 2024

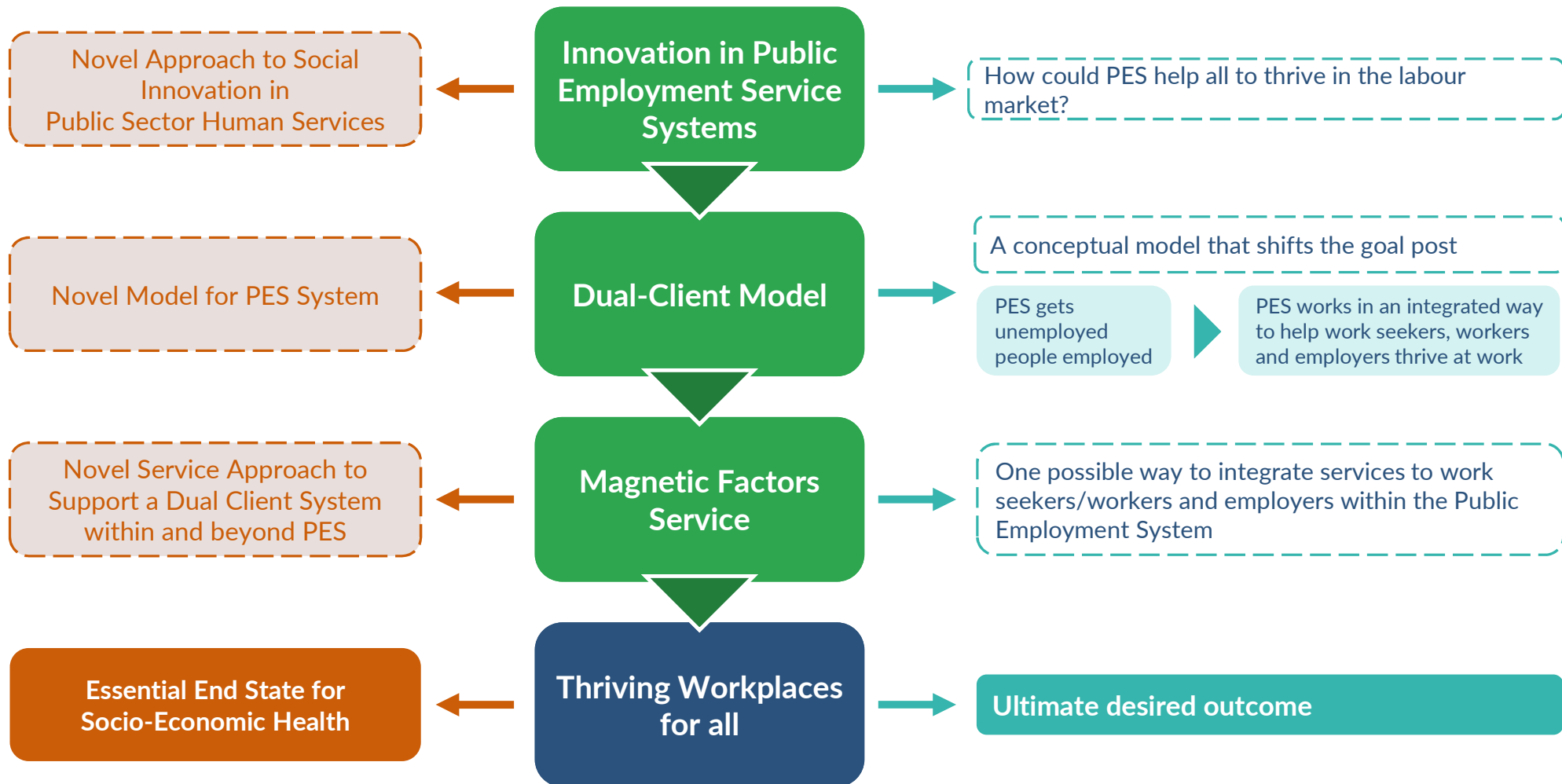


WHAT WE ARE LEARNING

Thriving Workplaces

What potential could we unlock if employers and workers were supported to thrive at work?

Layers of Innovation



What We Are Learning

Layers of Innovation

Magnetic Factors Framework



Operational Impact

Parallel activities for work seekers/workers and employers; building clarity of needs/offerings

Underlying Shift

Common language and consistent system for assessing what each bring to the workplace bargain

Dual Client Model



Integration/Collaboration of PES roles; metrics focus on factors contributing to workforce churn

Shifting the goal post from getting unemployed people jobs to helping communities thrive

PES System Innovation



Evidence-informed implementation strategies co-designed with practitioners

New vision and model for PES as user-centered system able to promote thriving within dynamic labour markets

Work Seeker Experience

94%

Work Seekers report **positive impacts** from the Magnetic Factors



Greater **clarity** about what they need and want



Stronger **sense of efficacy** in searching for and finding work that will meet their need

"It's helped me create confidence and clarity in what I want and value, and that it's OK to want certain things (validating!)."

"It has sharpened the focus on what exactly I should be looking for."

Employer Experience

100%

Employers are **extremely/very satisfied** with the approach



The approach helps **delineate and communicate** what they have to offer to potential candidates



They identify **wider application** for their businesses (ie: onboarding/retention)

"The activities opened my mind to some innovative ways to support employees."

"It reinforced our strengths but also reminds us of areas where we can always improve to make our workplace the best it can be."

What supports and hinders delivery?

Practitioners believe strongly in the relevance and usefulness of the magnetic factors approach

- They feel they have the knowledge and tools to deliver it
- They are facing some systemic and organizational constraints
- They are working to understand and change their mental models of approach



What is Success Looking Like?



Adoption of an innovative mindset

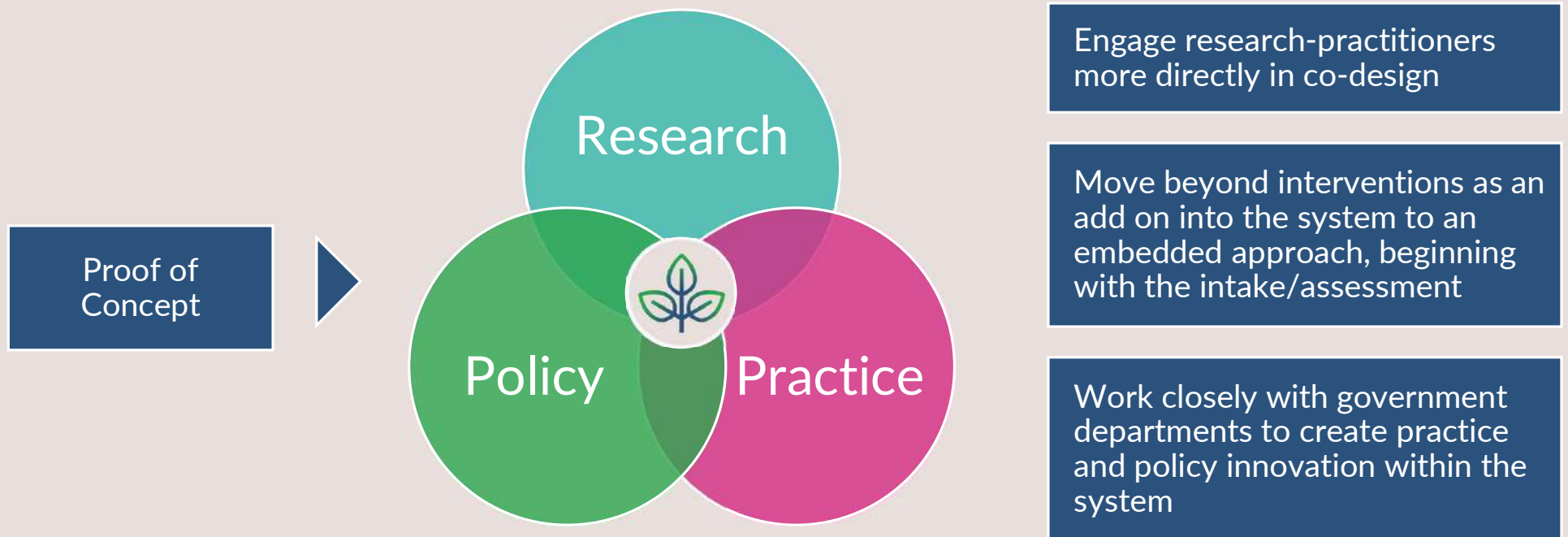


Greater collaboration across roles



Deeper understanding of employers

Future Focus





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Thank you!

For more information:

 thrivingworkplaces.net

