



The Talent Imperative

Increasing employee recruitment and retention rates
through continuing education and skills development

April 26, 2022

Rosanne Holmes



Learning and
Development Manager,
D2L

- Certified Human Resource Leader (CHRL)
- Certified Facilitator for Executive Communication, Process Communication Model (PCM)
- Two decades of extensive human resources experience, including learning and development, facilitation, program development, talent management and engagement, and employee relations.
- Leads numerous learning programs at D2L, including Catch the Wave, which is focused on providing employees with upskilling, professional development and internal mobility opportunities.
- Holds Graduate Certificate in Human Resources Management from Durham College and an Honours Bachelor of Arts from Queen's University

Christine Brooks-Cappadocia



Executive Director, Programs
and Partnerships
York University School of
Continuing Studies

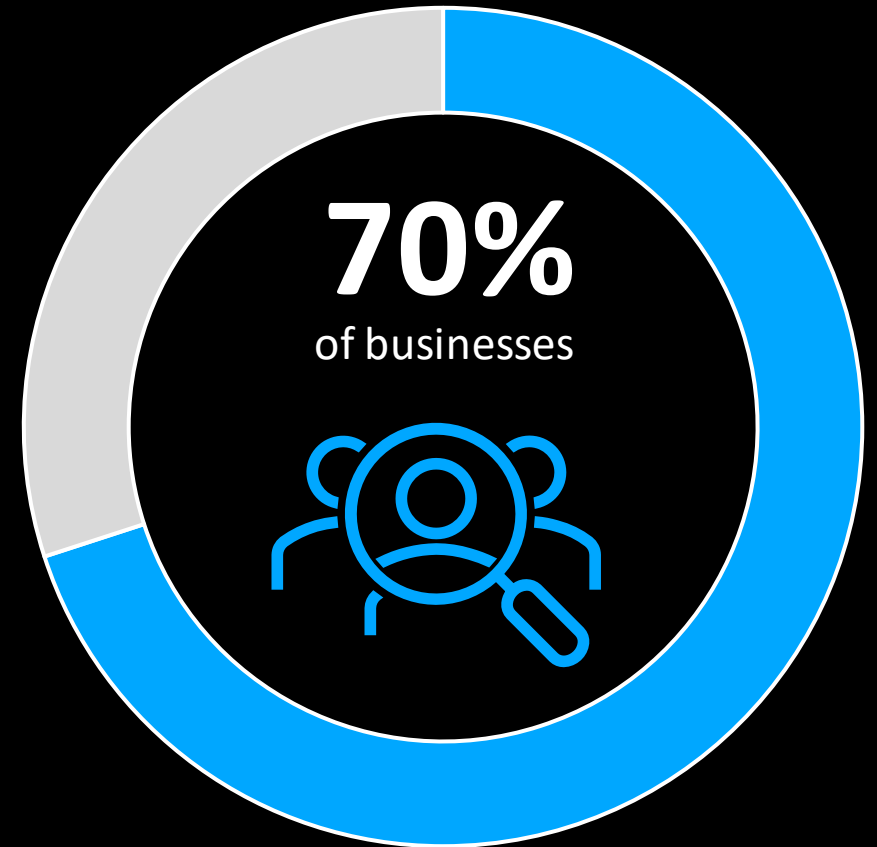
- Through a thirty-year career, has applied an innovation and entrepreneurial lens to causes which benefit society
- Prior to this current role, formerly the School's Director of Continuing Professional Education and Director, Marketing & Enrolment Management
- Career highlights include supporting the launch of the York University School of Continuing Studies, several programs which are the first of their kind in Canada.
- Serves in several governance roles in non-profit organizations.
- Earned several awards for marketing from the Association of Healthcare Philanthropists, the International Business Communicators, and the Learning Resources Network (LERN)
- Holds a B.FA from York University and a Master of Management, Innovation and Entrepreneurship from Queens

Recruit. Retain. Reshape.

Finding, keeping, and developing talent has never been more challenging – or important.

The top threat to growth of a business is the **inability to find and retain talent.**

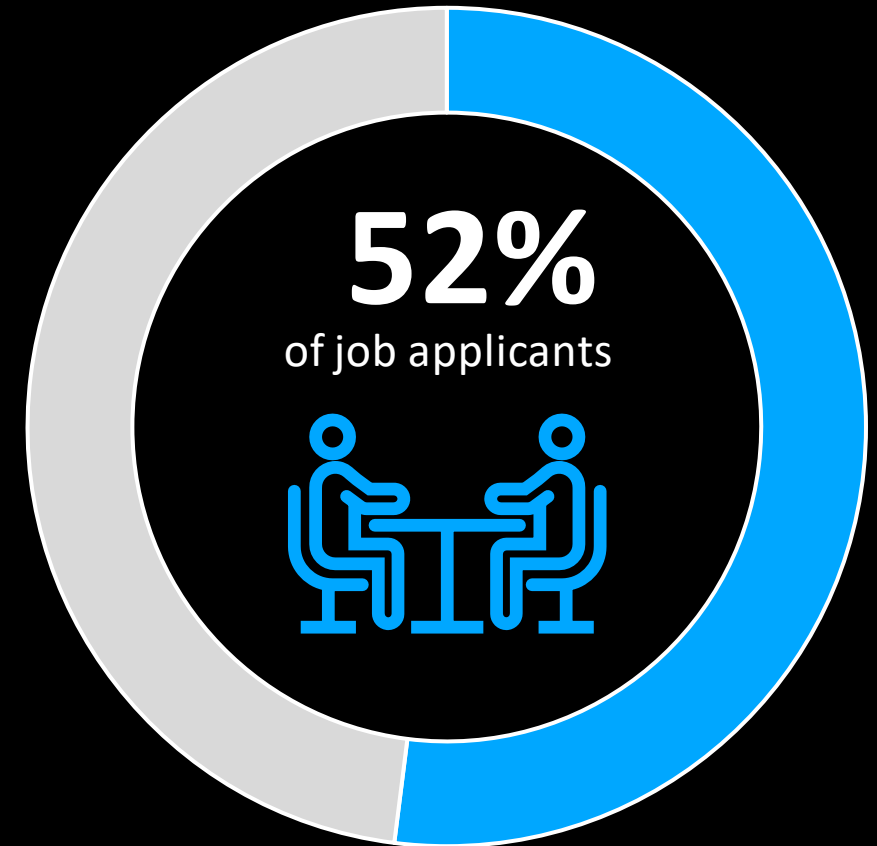
70% of businesses are having a **hard time hiring people with the right skills.**



Adapting for the Future of Work

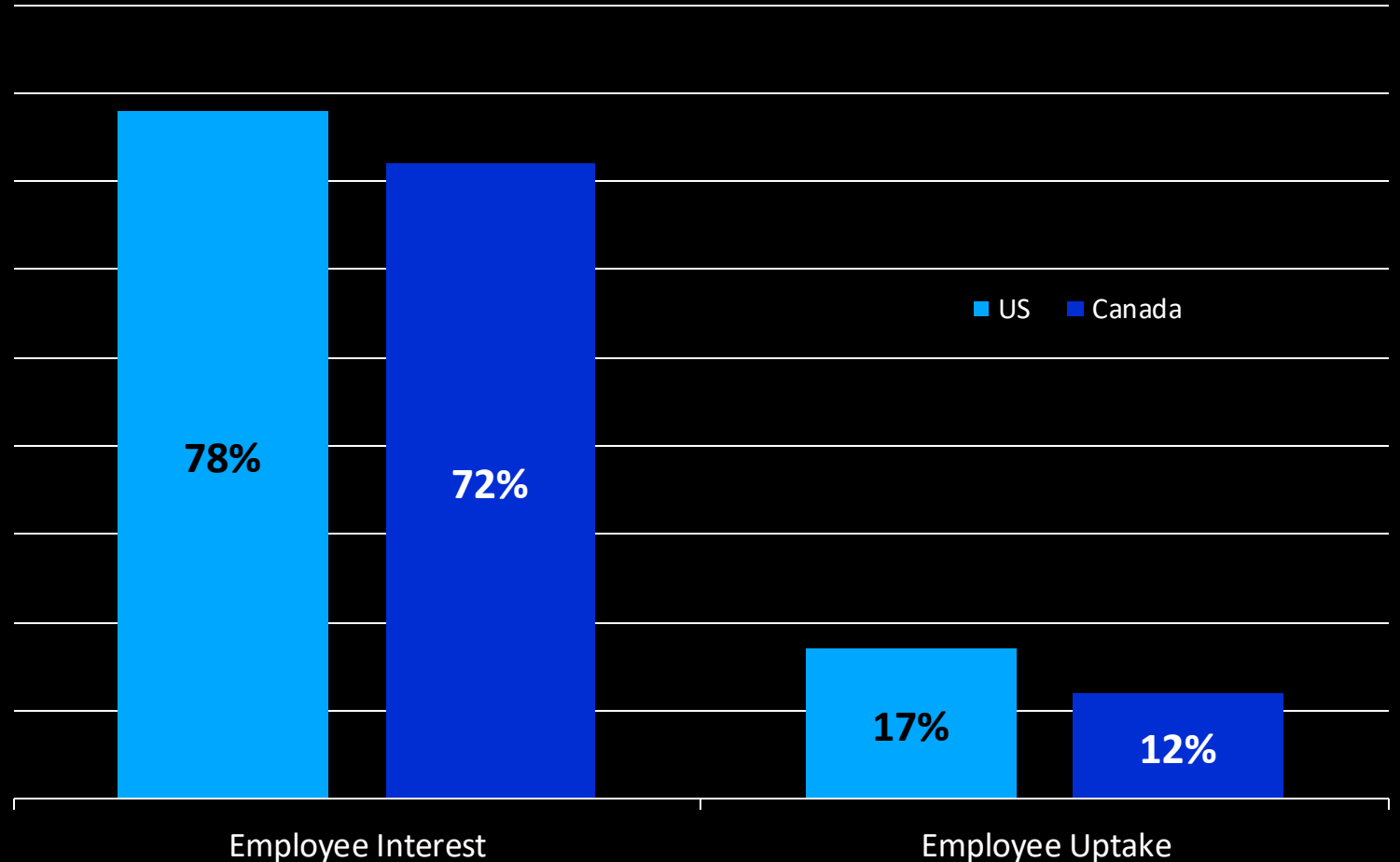
What has changed for D2L?
What has D2L done to adjust?

52% of job applicants
**want to hear about growth
opportunities** when interviewing
for a job,
more than any other benefit.



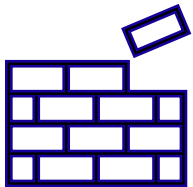
Professional Development: Interest vs Uptake

There's a huge disparity between how many North American workers *want* to take external training, compared to how many actually *do* take it.



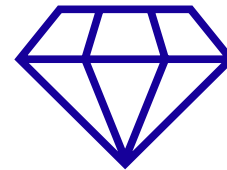
D2L Wave and Professional Development

Offer Professional Development that Attracts & Retains Talent



Reducing
Barriers

Offering courses with different formats and durations and integrating tuition benefit options immediately removes barriers for employees.



Education
Partner Value

With top-tier education partners, learners can be confident that they're getting a quality education and recognizable credentials.

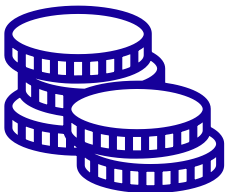
Becoming an Attractive Employer

Using Professional Development as a Recruitment Tool

Education Support



- Dedicated education platform, accessible to all



- Financial support and time off

Valuing the Employee

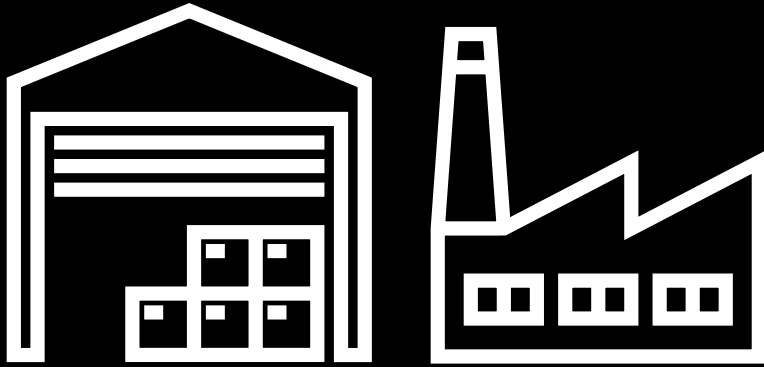


- Lifelong learning culture

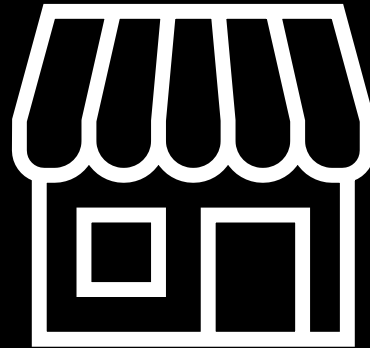


- Total rewards/benefits

Employee Turnover and its Costs



1 in 4
Canadian
Organizations



According to The Harris Poll, 1 in 4 Canadian organizations has experienced turnover, **costing an average \$22,279 in recruiting costs and lost productivity.**

Employee Turnover and its Costs

The Harris Poll has found that 1 in 3 employees (34%) **quit their last position because they “didn’t learn new skills or better their performance.”**



Retaining Your Skilled Talent

Using Professional Development as a Retention Tool



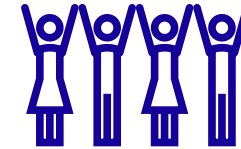
Employee Satisfaction

41% of employees consider their organization's advancement opportunities a very important factor to their job satisfaction.



Career Growth

Retention rates are 34% higher among organizations that offer employee development opportunities.



Business Alignment

Aligning professional development with business needs helps fill skill gaps and is a win/win for both the company and employee.

Education Partner Credibility

What is the value of earning credentials from education institutions?

The Talent Imperative: Increasing Employee Recruitment and Retention Rates through Continuing Education and Skills Development

Christine Brooks-Cappadocia
Executive Director

Potential. Realized.

We are home to a diverse community of learners, graduates and industry experts dedicated to professional growth in a world of constant change.

Our programs are **accelerated**, designed in collaboration with **industry leaders** and feature **experiential learning** methods so you can develop the expertise, skills and confidence you need to forge your own path.



The Canadian Labour Crisis

“The majority of Canadian executives (81%) are having difficulty finding people with the right skill set to fill positions and 78% agree there is a skills gap in their respective industry, but few have drawn on the expertise of career development professionals to address recruitment and retention challenges.”

EnviroNics National survey for CERIC

Professional Certificate Programs

- Big Data Analytics
- Adv Data Science & Predictive Analytics
- Machine Learning
- Cyber Security
- Cyber Security Operations
- IT Audit Execution
- Information Privacy
- Backend / Blockchain Development
- Blockchain Development
- Cloud Computing Strategy
- DevOps
- Accounting
- Advanced Professional Accounting
- Clinical Research
- Product Management
- Digital Marketing
- User Experience (UX) Design
- Full-Stack Web Development
- Public Relations
- Content Marketing
- Learning Experience Design
- People Analytics
- Human Resources Management
- Business Administration
- Dispute Resolution
- Family Mediation
- Risk Management

Unique Features

1

Cohort Experience

2

Accelerated Outcomes

3

Programs designed to fill
labour market gaps

4

Specialized & Experiential
learning

5

Industry Collaborations

6

Customized Training

D2L and York University School of Continuing Studies



Our Focus

The School of Continuing Studies focuses on **micro-credentials, industry-aligned short units of learning** that are certified or credentialed, and can stack or count towards a higher education qualification



Our Programs

We offer full **programs of applied, iterative learning** techniques



Our Projects

Experiential education projects **enable students to apply concepts in low-risk environments** for internal and external purposes

Blended Skills Required

*“One way to **reduce the unrealized value of skill vacancies** is to better **match training and educational programs with the identified gaps**. This would suggest that programs focused on active listening, critical thinking, reading comprehension, speaking, monitoring, and coordination skills should be prioritized.”*

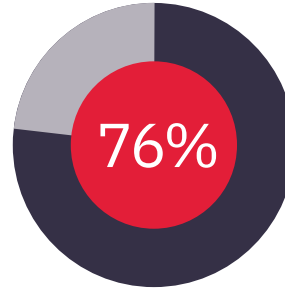
The Conference Board of Canada, 2020

BEHR 2022 Skills Survey

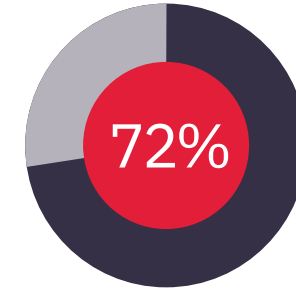


Business leaders say the
**most pressing skills
shortages** will be in:

Analytics
Cognitive Computing
Cybersecurity
General IT
Computer Science



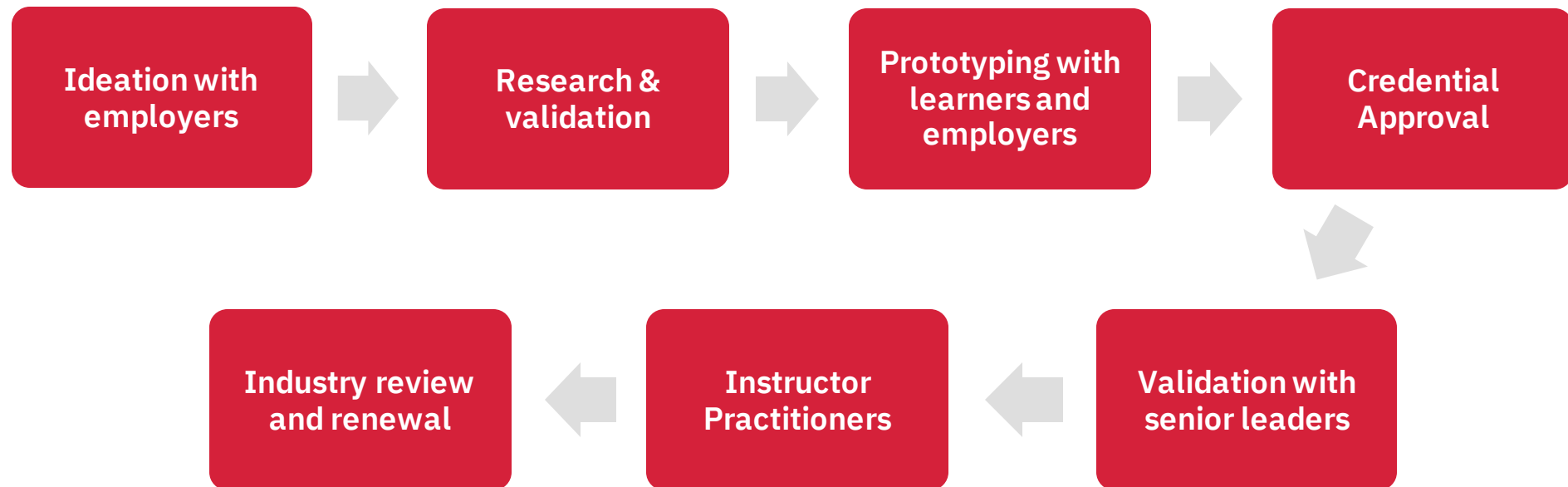
76% of business leaders
say they'll **need to recruit
talent with more specialized
post-secondary degrees**
to address the impact of
tech advances
*e.g.: more AI courses vs
computer science degrees*



72% say they'll **fill
vacancies and/or find new
positions using upskilling
and reskilling strategies**

Filling Labour Market Gaps

Employers involved throughout program development



Opportunities for Engagement

Program Advisory Councils

- Influence curriculum

Partner on your talent development strategy

- Block seat discounts in public programs
- Private delivery with tailored or custom content

Access a non- traditional talent pipeline

- Experiential education projects
- CareerBrain AI solution for adjacent career opportunities
- Career Nexus for mentorship and targeted recruitment

Questions?

Christine Brooks-Cappadocia

Executive Director, Programs & Partnerships

cbc@yorku.ca