



# SPECIAL REPORT: THE DEMAND FOR SKILLED TALENT

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THE STATE  
OF HIRING

## EMPLOYERS: BE PREPARED TO NEGOTIATE FOR TOP TALENT

Canada's low unemployment rate for professional positions is giving workers increased confidence to explore career moves. More employees are leaving their jobs for greener pastures, and skilled talent is getting even harder to find. The research in this report shows the difficulties managers face and provides insight into how organizations can adapt their staffing strategies to thrive in the current market.



### JOB GAINS ARE STEADY<sup>1</sup>

Employment increased by **320,000 (1.7%)** in the 12-month period ending in December 2019, mostly due to gains in full-time work.



### CANDIDATES EXPECT TO NEGOTIATE

**32% of workers** rejected or lost interest in a job offer when the company wasn't willing to negotiate details beyond salary, such as job title, professional development, and perks and benefits.<sup>2</sup>

### COMPANIES FLEXIBLE ON JOB OFFERS

**62% of financial executives** are willing to negotiate salary with job candidates, followed by benefits (48%), professional development and training reimbursement (44%), and remote work or scheduling arrangements (43%).<sup>3</sup>



### HIRING CHALLENGES PERSIST

Industry leaders who report difficulty finding skilled candidates for professional-level roles:<sup>4</sup>

- 93%** Legal
- 92%** Marketing and advertising
- 90%** Accounting and finance
- 87%** Technology

<sup>1</sup> Labour Force Survey, December 2019, Statistics Canada, Jan. 10, 2020

<sup>2</sup> Survey: Nearly One-Third of Workers in Canada Lose Interest in Job Offer if Employer Won't Negotiate Beyond Salary, Robert Half, Nov. 7, 2019

<sup>3</sup> Ibid

<sup>4</sup> Robert Half surveys of more than 900 hiring decision makers in Canada, Fall 2019

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## WHAT EMPLOYERS NEED TO KNOW ABOUT RETENTION<sup>5</sup>

**33%** of workers **plan to look for a new job** by mid-2020.

**51%** of workers say the one thing that would convince them to stay at their current job is **more money**.

**80%** of senior managers are concerned about their company's **ability to retain valued employees**.

**42%** of employers cite **increasing communication with staff** as their top retention strategy.

**40%** of employers are **improving recognition programs** and **providing professional development** for their employees as part of their retention strategy.



## WARNING SIGNS OF BURNOUT<sup>6</sup>

**95%** of workers said they are at least somewhat burned out. The top contributing factors are **constant interruptions, an unmanageable workload and career stagnation**.

## Q4 2019 UNEMPLOYMENT RATES by Occupation for Select Positions<sup>7</sup>

### BUSINESS, FINANCE AND ADMINISTRATIVE OCCUPATIONS (2.2%)

Financial auditors/accountants  
 Financial and investment analysts  
 Executive assistants  
 Receptionists  
 Data entry clerks  
 Payroll clerks  
 Customer service representatives  
 Administrative clerks  
 Legal secretaries

### NATURAL AND APPLIED SCIENCES AND RELATED OCCUPATIONS (2.4%)

Information systems analysts  
 Database analysts  
 Computer programmers  
 Web designers/developers  
 Computer network technicians  
 User support technicians

### MANAGEMENT OCCUPATIONS (1.5%)

Financial managers  
 Business services managers  
 Sales/marketing/advertising managers

### SOCIAL SCIENCE AND GOVERNMENT OCCUPATIONS (2.0%)

Law clerks and related occupations  
 Lawyers and notaries

<sup>5</sup> Show Them the Money: 33% of Workers in Canada to Look for a New Job in Next 12 Months, Robert Half, Aug. 8, 2019

<sup>6</sup> Feeling The Burn: 96% of Managers in Canada Say Their Staff Are Experiencing Some Degree of Burnout, Accountemps, Aug. 20, 2019

<sup>7</sup> Labour Force Survey, December 2019, Statistics Canada, Jan. 10, 2020

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## 6 REVEALING INTERVIEW QUESTIONS FOR HIRING MANAGERS

The interview is one of the most important steps in the hiring process. Don't wing it. Here are six questions that will give you greater insight into job candidates:

### 1. Can you tell me about a time when you had a disagreement with a boss or colleague and how you handled the situation?

This is one of the best questions to ask an interviewee to understand their conflict resolution skills. Pay attention to their tone when describing the situation or other people to get a sense of their emotional intelligence in the workplace.

### 2. How would your coworkers describe you?

This question can help predict how they will work with the other members of your team. Look for candidates who will complement — not clash with — the personalities of your current staff members and who will be a good fit with your company culture.

### 3. Where do you see yourself in five years?

This question is commonly asked in interviews — and for good reason. A candidate who has professional drive and career aspirations is valuable. Look for someone who has clear career goals and consider mentioning how your organization can help them achieve those objectives.

### 4. Can you give me an example of how you handled a business challenge in your most recent role?

Use this question to get a sense of an interviewee's critical thinking and analytical skills. How they describe the situation can be telling. Did they struggle or did they come up with an action plan and see it through?

### 5. What's your ideal work environment?

Ask this question to gauge what candidates feel is important for job satisfaction. Do they prefer to work as part of a team or more independently? Do they thrive in a company that fosters innovation, promotes learning or sets a tone of risk-taking?

### 6. What's one fact about you that's not on your LinkedIn profile?

This question can help you uncover some interesting insights. It may reveal more about the interviewee's personality, character strengths and motivations. It can help you understand not just what a candidate has done, but why.

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