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POST-SECONDARY STUDENTS

CAREER OPTIONS

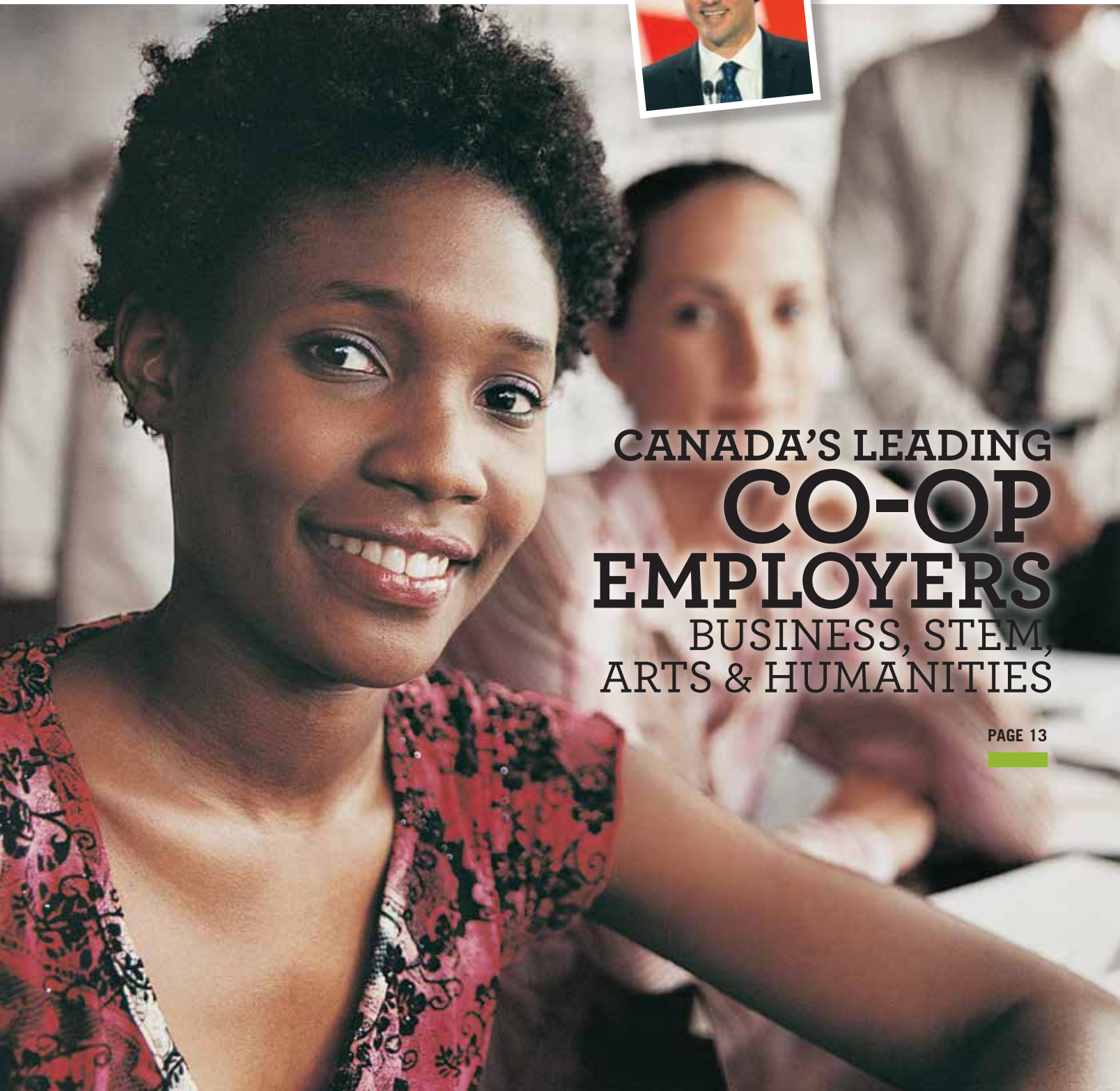
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CAREER OPTIONS

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By Ben Filipkowski

BUILDING YOUR BRAND

ADVICE FOR STUDENTS

SO YOU'VE JUST GRADUATED AND YOU'RE READY TO GET OUT THERE AND START LOOKING FOR WORK. GREAT! NOW PAUSE FOR A SECOND AND READ THIS BEFORE YOU START FIRING OFF APPLICATIONS.

What Is My Brand?

Think of your personal brand as your professional identity. If you look at each job application and interview as a sales pitch, you and your brand are the products you want to sell.

YOUR BRAND SHOULD INCLUDE:

- What drives you, and what you bring to your work
- A sense of what you're passionate about
- What you want to achieve

Some of these things can be challenging to figure out, but don't worry – your brand isn't set in stone. Goals change, and as you try your hand at varied work, you'll get a better sense of what you like and what you don't like.

Writing the Pitch

If you had one chance to impress an employer, how would you do it? Imagine you're in an elevator with someone who can give you your dream job, and you need to make the case for why you should get the gig before the end of the elevator ride. This is where the elevator pitch comes in.

An elevator pitch is short and sweet – after all, you've only got the time it takes for the elevator to go from the lobby to the employer's floor. Start by writing it out, and keep it to one page. Read it out loud afterwards, timing yourself as you do so. It should only take between 30 seconds and a minute to make your pitch.

HERE ARE A FEW QUESTIONS TO KEEP IN MIND AS YOU DEVELOP YOUR PITCH:

- Is it straightforward and easy to follow?
- Does it highlight your skills?
- If someone asked, could you provide clear examples to support everything you've said?
- Did you identify yourself? It sounds silly, but remember to introduce yourself right away. It's easier to remember a face when it goes with a name, and vice-versa.
- Did you thank the employer for his or her time?
- Did you provide a call to action? Is there a clear next step for the employer?

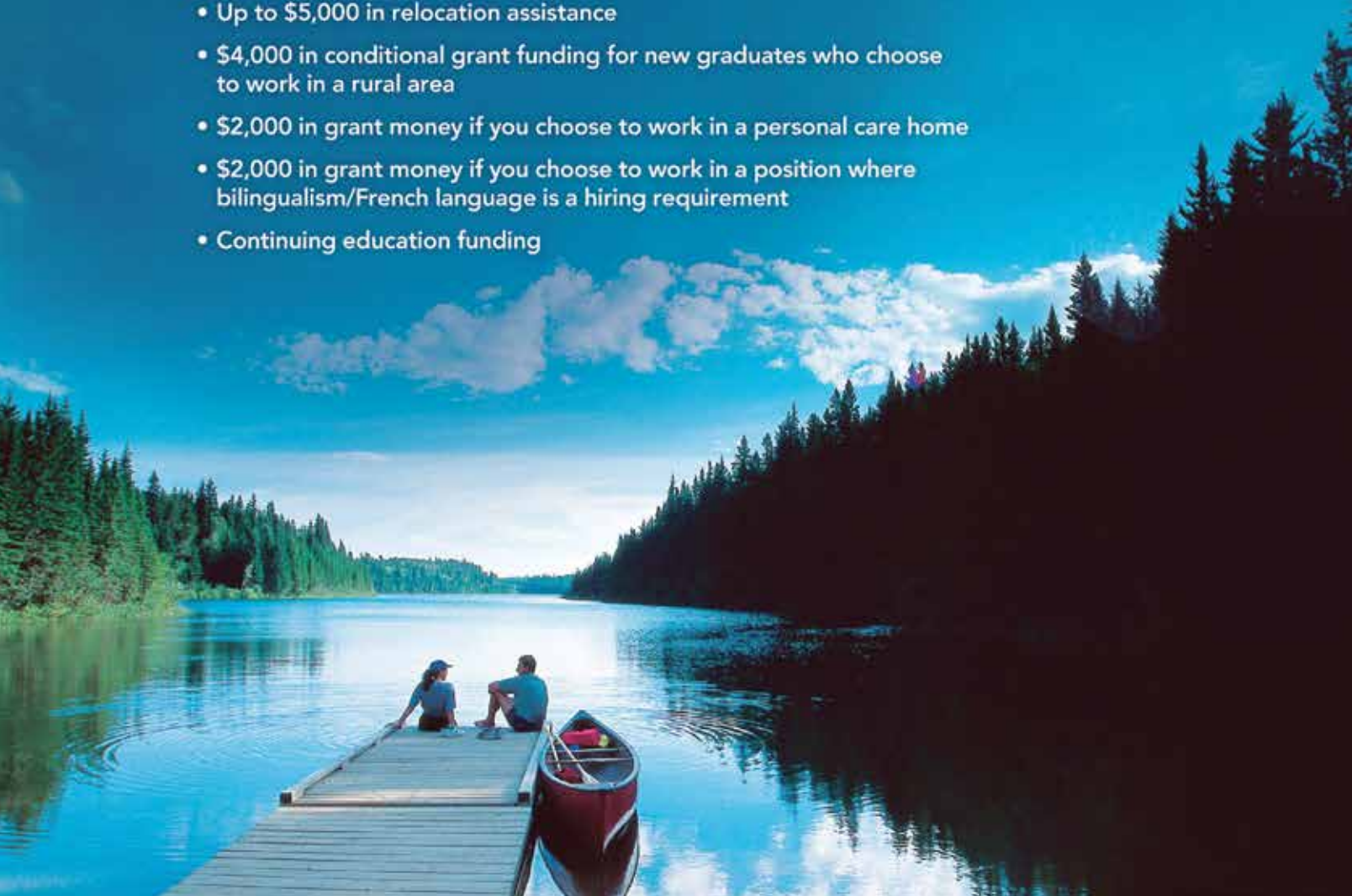
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- Continuing education funding



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Once you've written everything down, practice it with friends and family. Make sure you're ready to make your pitch when the opportunity arises. You can also use an elevator pitch as a starting point for cover letters, and it can be boiled down to a clear, one- or two-sentence statement on a resumé.

Hitting Refresh on your Online Presence

Are you still using the same email address you created in middle school? If so, it's probably time to update your image.

FOLLOW THESE QUICK AND EASY TIPS TO REFRESH YOUR ONLINE PRESENCE FOR THE JOB HUNT:

- A prospective employer doesn't want to field emails from swaglord420@hotmail.com or kawaii_gurl_xX@hotmail.com – so get a new one! Stick to Gmail if you can, and make sure your new address is related to your name (john-smith@gmail.com, for example) or your career (janedoewriter@gmail.com).
- Is there anything on your Facebook profile, Twitter feed, or Instagram account that you wouldn't want an employer to see? If so, delete it or update your privacy settings so it's only visible to you.
- Run a Google search on your name. Again, try to delete anything you wouldn't want your boss to find. If you can't delete it, bury it with good stuff – join online communities that relate to your interests and contribute in a positive way.
- If you want to take your online presence to the next level, consider investing in a domain name. Sites like Wix and SquareSpace make it easy and affordable to set up a personalized website.

Most employers understand that today's youth have grown up on the Internet. Nevertheless, it's important to regulate your social media presence and exposure. After all, it's has never been easier for that embarrassing photo to wind up online.

Getting LinkedIn

So you can Tweet like a pro and you know your way around Facebook and Instagram? You're pretty much a master. But you keep hearing about LinkedIn, and you have no idea where to start. That's okay!

LinkedIn isn't as much a social network as it is a professional one. LinkedIn's platform allows you to connect with your professional contacts and prospective employers while staying on top of trends and developments in your field. It's also a great way to build a network of people who can endorse your skills and speak to your experience. But how does it work?

YOUR PROFILE...

- Keeps users informed about your professional life
- Highlights your strongest skills
- Incorporates elements of your personal brand
- Details your work experience and employment history
- Identifies who you are and what you can do

Starting out on LinkedIn can be intimidating, but if you take a bit of time here and there – even intermittently – you can easily develop a strong and fleshed-out profile. The information you share on LinkedIn informs personalized job suggestions generated by the site, and can be a valuable tool in refining your job search. LinkedIn is also connected to numerous applicant tracking systems, and even boasts a job board that can help you apply ASAP.

WHILE YOU'RE THERE, CONSIDER JOINING SOME OF THE COMMUNITIES AND GROUPS ON LINKEDIN. THESE COMMUNITIES...

- Allow peers and colleagues to connect and communicate
- Serve as a reference pool for advice and information in your field
- Allow you to expand your professional network and get in touch with prospective employers

Brand Power

By now you've learned a few easy steps that can make a difference in building the strength of your personal brand. It's time to get out there and try it for yourself! **CO**



BEN FILIPKOWSKI is an Ottawa-based writer interested in history, technology, and politics, and can usually be found wandering around a museum.



PROFILE PIC TIPS

Your profile picture is going to be the first thing people see when they look at your LinkedIn, so it's important to get it right. When selecting your pic, there are a few things you should keep in mind:

- Don't use a selfie
- Make sure you're dressed professionally
- Smile!

When in doubt, try to find a good photographer to help you out with a decent professional headshot.



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By Sarah Johnston

NOTHING GETS BETTER WITHOUT COMMUNICATION



“Nothing gets better without communication” – these were the first words I heard in the very first class of my post-secondary education. My professor leaned against his desk with a cup of coffee in his hand and gazed upon us – bright-eyed, eager first-year visual arts students with an appetite to succeed.

“THERE MUST BE SO MANY JOBS OUT THERE THAT I DON'T EVEN KNOW EXIST”

There are not many specific moments I remember from that university, but this one was significant and powerful. In one way or another, it has guided my professional experience thus far.

Not unlike many eighteen-year-olds, I had tunnel vision. After two years of dissatisfaction with my program, I decided to leave the university and move back to my hometown of Kamloops, BC in pursuit of...something.

Back in Kamloops, I met with an old friend for a tea date. She told me about her courses and her experiences in the Human Resources co-operative education program. Her description of the coursework, potential career options and the university's offering created a rare moment of clarity. As crazy as it seems, I could see myself aligned with all the aspects of the field she was describing. Perhaps I was eager to attach to something new, but in that moment, I felt like I had found an area where I could truly, genuinely succeed. That afternoon I registered as a student at Thompson Rivers University (TRU) in Kamloops and began my courses four weeks later as a Bachelor of Business Administration student with a major in Human Resources.

Proving the attestation that nothing gets better without communication, my academic advisor was the person who introduced me to the co-op program after I voiced my concern that I wouldn't be able to stand out from the crowd after graduation. I had always thought, “there must be so many jobs out there that I don't even know exist,” and that was exactly what I discovered through the co-op program.

The prerequisite for co-op placement was COOP 1000, and it was one of the most beneficial courses I have taken at TRU. I was taught resumé development, interview skills, self-branding and portfolio development from a highly qualified career coordinator. More importantly, the class taught me the importance of knowing where you stand in your career development and how to best prepare for entering the work force. I was also exposed to the concept of informational interviews, which I found to be one of the best networking tools. With my instructor's support, I have conducted more than five informational interviews over the past few years with industry professionals who continue to be beneficial connections.

“UNDERSTANDING THE IMPORTANCE OF PROFESSIONAL DEVELOPMENT GAVE ME THE CONFIDENCE I NEEDED”

Understanding the importance of professional development gave me the confidence I needed and shaped my approach to interacting with professionals, teachers and classmates. I remained certain that nothing gets better without communication (in this case, with respect to career advancement and development) and made an effort to discuss professional issues with those in my academic atmosphere. I was fortunate to have approachable teachers who were happy to help in a variety of ways – from discussing the challenges of career development to writing reference letters. University offers a unique set of people to talk to and network with, and that is something to take advantage of.

I am currently on a four-month work term in the Career Education Department at TRU, and will be completing my third and fourth work terms at a local accounting firm, coinciding with my minor in Accounting. While I have had moments of uncertainty about the field I am pursuing, I know I am on a more suitable career path than ever before. Had I not communicated with my friend, advisor and teacher, I would not have the experience, drive and knowledge that are propelling me toward a rewarding professional career. And with that, regardless of where I end up, my education and experience will never be lost. **CO**



SARAH JOHNSTON is a Business student at Thompson Rivers University and is passionate about co-operative education and study abroad. Connect with her on LinkedIn.

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Nadine Harrison, PCP
Payroll Administrator





by Holly Mathias

IT ALL ADDS UP

FOR UNIVERSITY STUDENTS

“I FEEL LIKE I’M CONSTANTLY RUSHING BUT NEVER DOING ENOUGH ... I SOMETIMES FEEL OVERWHELMED BY TRYING TO BE SUPER ENGAGED”

If you’re a university student, one of these thoughts has probably crossed your mind at some point. Thirty-one percent of Canadian university students reported finding “career” traumatic or very difficult to handle in the past year (National College Health Assessment, 2013).

Students worry they are not doing enough, but career counsellors observe that most students have long lists of activities but haven’t always had time to reflect on those activities and connect the dots about how all these activities are the building blocks for their career path.

Recently, I’ve been a participant in *It All Adds Up*, an innovative career campaign that helps students take this pause. Originally launched by Queen’s University Career Services and the undergraduate student govern-

ment, the Alma Mater Society, in 2014-15, *It All Adds Up* is an interactive campaign on campus and across social media. The campaign was so successful at Queen’s that in 2015-16, it expanded to 19 additional career centres across Ontario. At on-campus photo booths, students write down and reflect on their program of study, extra-curricular activities, hobbies and interests. Their picture is taken and posted on Instagram (using the hashtag #italladdsup) for other students to browse through and realize that they are not alone in feeling the need to always “do more.”

With over 1100 unique Instagram posts from students from across the country, the campaign has given students like me the opportunity to reflect on our contributions to our communities while engaging with like-minded peers.

As a fourth-year student, reflecting on what I have accomplished during my time at Queen’s has been important not only for reducing career stress, but also improving my self-esteem. When I was applying to graduate schools, it was easy to imagine the hundreds of other qualified and passionate applicants; however I had more self-confidence in my skills and experiences because I had taken the time to reflect on how they demonstrate my unique nature. Now, as I prepare to enter the research-intensive Master of Arts Health Promotion program at Dalhousie University, I can connect how my involvement in mental health initiatives, knowledge gained from social science courses and skills from my part time job as a communications assistant have led me to this moment in time.



The author in her *It All Adds Up* photo. So far, it's all adding up to an Masters of Arts (MA) in Health Promotion.



20 Ontario campus career centres participated in the 2015-16 campaign.

That being said, students from all years can benefit from the intervention. In a first-year mentoring program I work with, called QSuccess, first-year students used *It All Adds Up* to think about what skills and interests led them to university and how these interests could help them find a community. Second- and third-year students reflect on what they're currently doing and how it may impact the rest of their degree, while graduate and doctoral students may gain insights into what has influenced and complemented their research interests and the career skills they hope to gain from their program.

Although the school year is coming to an end, students' confidence in their skills—developed inside and outside the classroom—doesn't have to! Reflecting on your experiences is an excellent habit to develop. It can reduce your stress, help you prepare for summer job searches and opportunities after graduation and inform your future.

To explore *It All Adds Up* for yourself, visit www.italladdsup.ca. To post your own or to see what students across Ontario are posting, follow #italladdsup on Instagram. **CO**



HOLLY MATHIAS worked as a Communications Assistant at Career Services and is a Bachelor of Arts (Honours) 2016 graduate from Queen's University in Kingston, Ontario.

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By Allison Williams

INTRODUCING CANADA'S LEADING CO-OP EMPLOYERS

“WHY IS IT SO CHALLENGING FOR TALENTED YOUTH TO SECURE GOOD JOBS?”

Despite being the nation's most educated generation to date,¹ many Canadian millennials struggle to bridge the gap between university and employment. Today's young jobseekers contend with roughly twice the unemployment rate of older generations.² Even more pervasive is the issue of underemployment, with many millennials settling for roles well below their level of education or qualifications.³

Why is it so challenging for talented youth to secure good jobs? It's not because Canadian companies aren't hiring. Rather, employers are seeking individuals with experience or skills that most new graduates don't possess.⁴ And although many firms are willing to pay a premium for candidates who meet their qualifications, they are increasingly unwilling to invest in training for those who do not.⁵

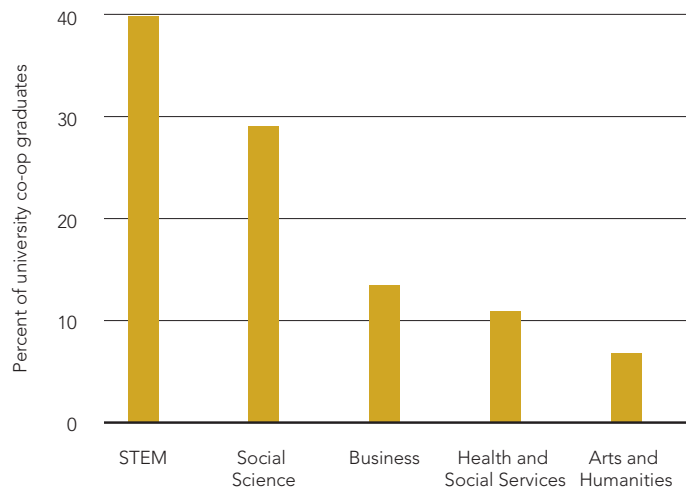
Amidst these challenges, some Canadian employers have taken up the charge to meaningfully equip graduates with the skills they need to succeed in the workforce. In the case of co-operative education, this process begins long before students even receive their degrees.

Cooperative education combines academic learning with on-the-job training, closing the gap between theoretical knowledge and application. When done right, co-op enables students to amass the experience and skills necessary to thrive in their field of interest upon graduation. In a recent study, 82 percent of employers reported offering post-graduate employment to a former co-op student or intern who worked at their workplace.⁶ Once employed, these graduates are also better compensated, earning \$2-3 an hour more than their peers.⁷ Given that over 80 percent of employers believe that co-op is beneficial for developing skills in their industry, this comes as no surprise.⁸

Co-op by the Numbers⁹

- > University co-op students report lower mean debt amounts than their peers (\$19,000 compared to \$23,000), and are also significantly less likely to report carrying above-average debt loads
- > Two years after graduation, university graduates who completed a co-op program on average earned \$8,000 a year more than graduates who did not participate in co-op¹⁰
- > 69% of co-op graduates believe their experience was instrumental in finding employment following graduation¹¹

University co-op graduates by program



Great co-op programs do more than just provide on-the-job experience; the best programs also offer students a platform to explore potential career pathways, become more conscious and reflective learners and achieve a level of personal growth.¹² Canada's top co-op employers combine all the elements of a truly transformational learning experience, rooted within a broader youth-conscious workplace culture.

The following section profiles co-op programs across various industries that display all the ingredients for success: coaching and mentorship, exposure to meaningful work, regular feedback and evaluation, generous compensation and opportunities for upward mobility within the organization. Together, these employers provide students with the tools to seamlessly connect the classroom to the world of work.

Business

RBC At RBC, over 1,600 co-op and summer students are able to try their hand at a career in the banking industry, with an increasing number being offered permanent jobs upon graduation. RBC's co-op placements span numerous business units, placing an emphasis on mentorship and coaching throughout the co-op term. For those that continue with the firm after graduation, there are a number of corporate programs geared towards new employees. It's no wonder RBC has been recognized as a top employer of Canada's youth, a top diversity employer, a leading corporate citizen, and one of the best workplaces in Canada.

PwC PwC's "Accelerate CPA" co-op program is carefully engineered to maximize students' exposure to the realities of a career in accounting. Participants are meaningfully involved in solving challenging technical problems, enhanced by the fact that they are hired during the firm's busiest season. A longtime advocate of cooperative education, PwC combines formal training with hands-on coaching. Through this award-winning program, students are involved in everything from client interactions to community involvement, all under the guidance of an industry-leading firm.

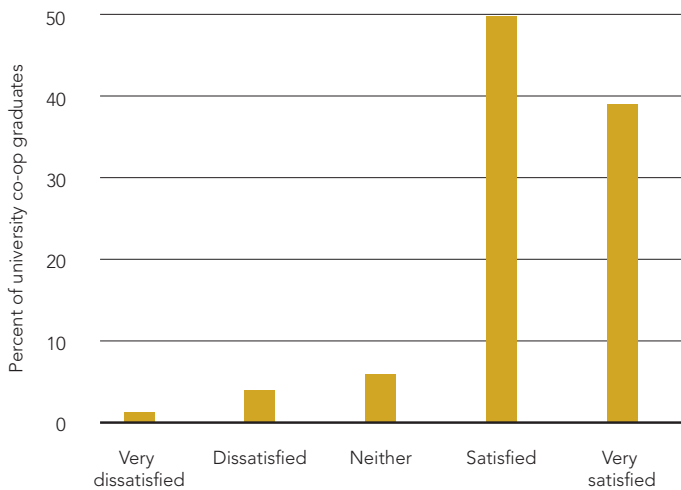
TELUS Corporation TELUS' co-op program is built upon the notion of enabling students to generate ideas and take ownership of projects. Whether it's in the area of business, finance, or technology, there are numerous opportunities for students to be meaningfully involved in TELUS' operations under the leadership of mentors and coaches. In addition to formal and informal mentoring opportunities, TELUS offers a number of wellness initiatives to its employees. For those that wish to continue with the company, TELUS' rotational leadership development program allows new graduates to extend their professional development through hands-on experience in multiple business roles and regular interaction with senior management.

Arts and Humanities

Indigenous and Northern Affairs Canada As the department of the federal government responsible for supporting social and economic development in Aboriginal and Northern communities, Indigenous and Northern Affairs Canada offers opportunities for Arts and Humanities students to put their knowledge into practice in areas such as governance, communications, and human resources. For those who wish to continue with the department after graduation, this award-winning employer offers an array of learning and development opportunities for new hires, not to mention the prospect of a career in an area of political priority.

Ontario Public Service With placements in fields units such as business, communications, human resources, labour relations, policy development, and program delivery, few employers offer exposure to as diverse a suite of career options as the Ontario Public Service (OPS). By engaging a wide network of mentors, this co-op program provides meaningful on-the-job coaching and feedback to assist students in skill development. Recognized as one of Canada's best diversity employers, one of Canada's greenest employers, and a top employer for young people, OPS also offers attractive job opportunities for students who wish to continue with the organization after their co-op term concludes.

University co-op graduates' satisfaction



Corus Entertainment Inc. Corus Entertainment is a creative hub with a diverse portfolio of offerings in the media and entertainment industries. Co-op students with arts backgrounds have the opportunity to participate in a unique array of opportunities, supported by knowledgeable mentors and financial programs such as a tuition subsidies and scholarships. Corus Entertainment has also been lauded for its formal diversity and inclusion policies, recognized as one of Canada's top diversity employers for programs addressing women in management, aboriginal employees, and a commitment to cultural diversity.

Science, Technology, Engineering, and Mathematics (STEM)

Shell Canada Limited As one of the country's top employers in the resources sector, Shell Canada offers an immersive experience for students in engineering and technology. Shell's co-op program places an emphasis on providing in-depth feedback, with regular evaluations and assessments. For those who wish to continue with the company after the conclusion of their co-op placement, Shell also offers in-house career planning services and a dedicated accelerated career progression program for new graduates that includes structured training and placement in hands-on roles. Shell is also a top diversity employer, and is engaged in corporate social responsibility through a number of charitable initiatives.

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Cisco Systems Canada Co. Cisco Systems is a worldwide leader in IT, with co-op placements across the country that allow students to immerse themselves in challenging projects under the guidance of industry experts. Recognized as one of Canada's top employers for young people, Cisco offers ten different mentoring programs to support its employees' career progression, and has also undertaken initiatives such as the establishment of an Early Career Network.

Health Canada Health Canada employs approximately 600 students a year in a variety of areas across the department. Students working at Health Canada have access to a number of networking platforms to connect them with peers and hiring managers, including the "Health Canada Student Network," "Health Canada's Student Bridging Inventory," and a "Young Professionals Network." Health Canada was also recognized as a top employer of young people as a result of its skill development programs. These include one-year temporary placements in different areas of the department, access to a "Science Management Development" program, and events that bring together senior managers and young employees. **CO**



ALLISON WILLIAMS studied Life Sciences at Queen's University, where she served as President of the undergraduate student government. She writes about trends in higher education.

1. <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011001-eng.cfm>
2. <http://www.td.com/document/PDF/economics/special/YoungAndRestless.pdf>
3. <http://www.td.com/document/PDF/economics/special/YoungAndRestless.pdf>
4. [http://www.minerandminer.ca/data/Miner_March_2014_final\(2\).pdf](http://www.minerandminer.ca/data/Miner_March_2014_final(2).pdf)
5. <http://www.ousa.ca/wordpress/wp-content/uploads/2013/09/OUSA-Youth-Employment-Submission-Sept-2013-Final1.pdf>
6. Work-integrated learning in Ontario's Postsecondary Sector: Survey of Employer Impressions
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9. http://www.heqco.ca/SiteCollectionDocuments/WIL_Experience_ON_Graduates_ENG.pdf
10. http://www.heqco.ca/SiteCollectionDocuments/WIL_Grad%20Follow-up%20ENG.pdf
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www.career-connections.info





HIRING FOR DIVERSITY

LEADING INITIATIVES ACROSS INDUSTRIES

By Allison Williams

Canada's diversity has always been central to its national identity, a reality that may be truer now than ever before. Today, diverse populations are enjoying unprecedented levels of educational attainment and legislative support. Parliament Hill is home to the most diverse cabinet in its history. Canada ranks among the most multicultural nations on the planet,¹ and is in the process of welcoming new refugees from abroad while working to deepen the acknowledgement of its Indigenous history.

By reflecting the diversity of the Canadian population within its workforce, Canadian industry invariably benefits. Studies consistently confirm an intuitive phenomenon: companies are stronger and more innovative when they are comprised of a diversity of perspectives and voices. On an organizational level, a diverse employee base means having access to the best and brightest for each job.

Building a diverse workforce is also an important part of the puzzle for advancing the country's global competitiveness, playing an essential role in increasing the size and the quality of the national talent pool. Statistics Canada projects that all net labour force growth after 2011 will be generated by new immigrants,² and the percentage of visible minorities is expected to double. Amidst an aging workforce, the Indigenous population is exceptionally young and contributes to labour market growth at twice the average rate.³

So what exactly is workplace diversity? While there are many factors that contribute to the diversity of a society, employment equity places an emphasis on groups whose workforce participation has been limited as a result of historical, cultural, or systemic barriers. Diverse groups include New Canadians, visible minorities, Indigenous peoples, women, members of the LGBTQ (Lesbian, Gay, Bisexual, Trans and Queer) community, and persons with disabilities.⁴ In an effort to reduce the historical barriers felt by these groups, many organizations have developed policies, strategies, and initiatives focused on recruiting and retaining diverse employees.

Although recognition of the issue has received a wide level of acceptance across industry, Canadian companies still have a long way to go. Today, diverse employees are 3 times more likely to leave an organization because of lacking support from their employer.⁵ And although persons with disabilities remain significantly underemployed, a Statistics Canada survey reveals that 90 percent of people with disabilities did as well or better at their jobs than non-disabled co-workers.⁶

The successful introduction of meaningful levels of diversity into individual sectors is far less uniform. For some industries, making the change also means overcoming a historical lack of diversity and pervasive reputation that could slow progress. And yet it is from some of the industries historically touted as bastions for sameness that some of Canada's best diversity initiatives have come.

Canadian Diversity by the Numbers⁷

WOMEN

50.4% of Canada's population⁸

48.0% of the employed labour force⁹

37.0% of those employed as managers¹⁰

VISIBLE MINORITIES

19.1% of Canada's population

17.8% of the workforce¹¹

INDIGENOUS PEOPLES

4.3% of Canada's population¹²

3.5% of the workforce¹³

PERSONS WITH DISABILITIES

5% of Canada's population (15-64 years)

4.9% of the workforce¹⁴

NEW CANADIANS

10.2% of Canada's population

15.5% of the workforce¹⁵



TECHNOLOGY

The technology sector has been a fixture in the media in recent years as an industry starved for diversity. Although Canadian statistics are not readily available, diversity reports from the U.S. offer some indication. For instance, 94 percent of Google's tech staff is white or Asian and 82 percent is male, with trends worsening at the senior level.¹⁶

This challenge has been acknowledged by global tech giants including Facebook and Google, with politicians and industry alike developing policies and programs to address the diversity shortage. Particularly in an industry whose massive growth is projected to continue unabated, bringing diverse populations into the fold is a necessity. Several companies across Canada are taking the lead.

Hewlett-Packard

Diversity Programs and Support¹⁷

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ

ORGANIZATIONAL INITIATIVES

- Supplier diversity program that partners with organizations such as the Canadian Aboriginal and Minority Supplier Council to support minority, female, and Indigenous-owned businesses
- "Ascend" and "Women in Technology" programs provide support for women's career advancement and visibility
- "Global Ability Leadership Council" promotes equal opportunity for persons with disabilities

FORMAL COMMITTEES

Diversity Inclusion Manager; Diversity and Inclusion Centre of Excellence

DIVERSITY METRICS AT HEWLETT PACKARD¹⁸

- Female employees **37.1%**
- Female managers **28.08%**
- Visible minority employees **18.99%**
- Visible minority managers **10.6%**
- Indigenous employees **1.05%**
- Indigenous managers **0.86%**

Capgemini Canada Inc.

Diversity Programs and Support¹⁹

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, LGBTQ, generations

ORGANIZATIONAL INITIATIVES

- Supplier Diversity Director increases diversity of supply chain
- Charitable program provides support to groups including women, LGBTQ persons, and new Canadians
- "Women Leadership, Excellence, Action and Development" network and "Women@Capgemini" global gender diversity initiative provide opportunities and support for women
- 3 month leaderships and development program for women includes training on a variety of topics and executive mentorship

FORMAL COMMITTEES

Diversity and Inclusion Working Council; Supplier Diversity Director

DIVERSITY METRICS AT CAPGEMINI CANADA²⁰

- Female employees **28.53%**
- Female managers **26.74%**

BANKING²¹

Over the course of its history, the banking industry's lack of diversity garnered considerable notoriety. Despite their prior reputation, however, banks were among the earliest adopters of widespread equitable hiring practices, quickly becoming leaders in the effort to build a more representative workforce. Today, banks boast some of the most diverse employee bases.

Nevertheless, there's still progress to be made; despite the increase in diversity across the industry, there are some areas of the banking practice where diverse applicants still struggle to break through. For example, although women constitute 62 percent of the workforce at Canada's 6 largest banks, only 32 percent of securities agents, investment dealers, and brokers are female.

DIVERSITY METRICS IN CANADA'S BANKING INDUSTRY

(2014, CANADA'S SIX LARGEST BANKS)²²

- As of 2014, women constitute 62.0% of the workforce at Canada's six largest banks
- Women occupied 34.5% senior management positions
- Representation by people in visible minorities reached 29.6% in 2014
- Visible minorities accounted for 12.1% of all senior management positions
- Representation of people with disabilities: 4.1%

Recognizing the continued benefit of hiring for diversity, Canadian banks have implemented a number of programs to recruit – and retain – employees from diverse backgrounds.

RBC

Diversity Programs and Support²³

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ

ORGANIZATIONAL INITIATIVES

- "Women in Leadership" development program and in-house departmental groups organize events for female employees, including speaker series, networking opportunities, and workshops
- "RBC Reciprocal Mentorship Program" offers mentorship for diverse suppliers in partnership with WEConnect and the Canadian Aboriginal and Minority Supplier Council



MANAGEMENT CONSULTING AND PROFESSIONAL SERVICES

Many areas of the business world carry a storied reputation for building homogeneous employee bases, and management consulting and professional services is no exception. That said, many companies in Canada have undertaken multi-pronged efforts to establish a culture of diversity within their organization.

Accenture

Diversity Programs and Support²⁷

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ, military veterans

ORGANIZATIONAL INITIATIVES

- “Persons with Disabilities Champions” program focuses on enhanced mentorship, recruiting, and networking opportunities for employees with disabilities, and furthers the use of assistive technology in the workplace
- LGBTQ employee networks provide opportunities for mentorship and training
- 18-month diverse supplier program partners minority and female-owned businesses with Accenture executive mentors
- Conducted national mental health survey focused on employee attitudes

FORMAL COMMITTEES

Diversity Council; Inclusion and Diversity Advisory Committee; Women’s Steering Group

DIVERSITY METRICS AT ACCENTURE²⁸

- Female employees **32.6%**
- Visible minority employees **34.2%**
- Indigenous employees **1.1%**
- Female managers **30.4%**
- Visible minority managers **35.4%**
- Indigenous managers **1%**

Deloitte

Diversity Programs and Support²⁹

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ, new Canadians

ORGANIZATIONAL INITIATIVES

- Recruits diverse candidates through partnership with ACCES Employment
- “LEAD & Allies” group fosters supportive work environment for LGBTQ employees
- “Proud to Lead” 2-day development program, offered in partnership with The Humphrey Group, offers leadership and skill development to LGBTQ employees
- Mentors new Canadian job seekers as a member of the Toronto Region Immigrant Employment Council’s Mentoring Partnership

FORMAL COMMITTEES

Equity and Diversity Committee; Diversity and Inclusion Policy; Cultural Diversity Plan

DIVERSITY METRICS AT DELOITTE³⁰

- Female employees **55%**
- Visible minority employees **13%**
- Indigenous employees **0.4%**
- Female managers **47%**
- Visible minority managers **10%**
- Indigenous managers **0.4%**

- LGBTQ Inclusion Webcast Series promotes awareness and training
- The firm recently implemented workplace gender transition guidelines to support employees who are in the process of gender transition

FORMAL COMMITTEES

Diversity Leadership Council; Diversity and Inclusion Progress Reports

DIVERSITY METRICS AT RBC²⁴

- Female employees **63%**
- Visible minority employees **32%**
- Indigenous employees **1.5%**
- Female managers **52%**
- Visible minority managers **31%**
- Indigenous managers **1.1%**

TD

Diversity Programs and Support²⁵

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ

SELECTED ORGANIZATIONAL INITIATIVES

- Supports LGBTQ employees through 11 regional LGBTQ employee resource groups and an enterprise-wide “LGBTQA Pride Network”
- Offers leadership development program, in partnership with the Humphrey Group, for visible minority employees
- Women in Leadership group offers mentorship, networking, and developmental opportunities
- Offers 10-day program, in partnership with the Rotman School of Business, to allow who have been out of the workforce for a lengthy period of time to update their skills
- Facilitates group mentoring for employees with disabilities
- Provides mandatory diversity and inclusion training, mental health awareness training, and cultural competency training

FORMAL COMMITTEES

Diversity Leadership Council and sub-committees look to expand leadership opportunities for a number of diverse groups; Manager of Aboriginal Recruitment

DIVERSITY METRICS AT TD²⁶

- Female employees **60.2%**
- Visible minority employees **29.5%**
- Indigenous employees **1.3%**
- Female managers **56.3%**
- Visible minority managers **26.8%**
- Indigenous managers **1.1%**

LAW

The face of the legal profession in Canada is changing dramatically, with remarkable diversity numbers amongst the youngest lawyers in an industry that was – until recently – overwhelmingly white and male. At the forefront of this shift is an increase in the number of female lawyers, a group that comprised just 5 percent of lawyers in Ontario in the early 1970s. Increased participation of Indigenous peoples, persons with disabilities, and visible minorities has followed as well.³¹

Many of Canada's law firms have made significant strides towards developing a more diverse workforce, with several leading the charge.

McCarthy's LLP

Diversity Programs and Support³²

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ

ORGANIZATIONAL INITIATIVES

- "Women's Initiative Network" organizes numerous initiatives to support female employees
- Firm's "Pride Network" is responsible for providing networking mentorship opportunities for LGBTQ lawyers and raising awareness of LGBTQ issues across the firm

FORMAL COMMITTEES

National Diversity Committee; Chief Diversity and Engagement Officer

DIVERSITY METRICS AT MCCARTHY'S LLP³³

- Female employees **63%**
- Female managers **71%**

Dentons Canada LLP

Diversity Programs and Support³⁴

GROUPS SUPPORTED

Persons with disabilities, women, visible minorities, Indigenous peoples, LGBTQ

ORGANIZATIONAL INITIATIVES

- "Dialogue LGBTQ A Resource Group" provides resources and networking opportunities to LGBTQ employees
- Recently established "Sexual Orientation and Gender Identity Policy and Procedures"
- "Aboriginal Business Student Initiative," offered in partnership with Polygon Homes, provides two and a half month paid internship to undergraduate students

FORMAL COMMITTEES

Global Committee on Diversity and Inclusion; National Diversity and Inclusion Chairs; Human Resources and Diversity Coordinator

DIVERSITY METRICS AT DENTONS CANADA LLP³⁵

- Female employees **64.78%**
- Female managers **39.74%**
- Visible minority employees **22.88%**
- Visible minority managers **11.33%**
- Indigenous employees **2.49%**
- Indigenous managers **1.32% CO**

- 1 <http://www.pewresearch.org/fact-tank/2013/07/18/the-most-and-least-culturally-diverse-countries-in-the-world/>
- 2 <http://hrcouncil.ca/hr-toolkit/diversity-workforce-matters.cfm>
- 3 <http://hrcouncil.ca/hr-toolkit/diversity-workforce-matters.cfm>
- 4 Although the primary focus of this article will be diversity policies specifically pertaining to these aforementioned groups, it is important to recognize that diversity encompasses a wide range of identities and backgrounds, and can consider many additional factors such as geography, language, politics and beliefs.
- 5 <http://hrcouncil.ca/hr-toolkit/diversity-workforce-matters.cfm>
- 6 <http://hrcouncil.ca/hr-toolkit/diversity-workforce-matters.cfm>
- 7 Data based on reports from 2011 National Household Survey
- 8 <http://www.statcan.gc.ca/pub/89-503-x/2010001/article/11475-eng.htm>
- 9 <https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011002-eng.cfm>
- 10 <http://www.swc-cfc.gc.ca/rc-cr/stat/wic-fac-2012/sec7-eng.html>, based on 2009 data.
- 11 http://www.labour.gc.ca/eng/standards_equity/eq/pubs_eq/eedr/2011/report/page03.shtml
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- 16 <http://www.theglobeandmail.com/report-on-business/small-business/talent/technology-community-facing-an-ethnic-diversity-problem/article27434180/>
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- 21 <http://www.cba.ca/en/media-room/50-backgrounders-on-banking-issues/120-banks-as-employers-in-canada>
- 22 <http://www.catalyst.org/knowledge/women-canadian-us-and-global-financial-services>
- 23 <http://www.canadastop100.com/diversity/>
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ALLISON WILLIAMS studied Life Sciences at Queen's University, where she served as President of the undergraduate student government. She writes about trends in higher education.



By Ben Filipkowski

GOING GREEN

WHERE TO WORK IN CANADA'S GREEN ECONOMY

IT'S OFFICIAL – CANADA IS GOING GREEN. WITH A MONUMENTAL \$6.75 BILLION INVESTMENT BY THE FEDERAL GOVERNMENT INTO GREEN ENERGY AND CLEAN TECH, CANADA HAS COMMITTED TO DEVELOPING ITS GREEN INFRASTRUCTURE AND PROTECTING THE ENVIRONMENT. THIS CHANGE IN ECONOMIC FOCUS MEANS A HUGE SHIFT TOWARDS – AND INVESTMENT IN – CAREERS AND JOBS IN THE GREEN ENERGY SECTOR.

What is STEM anyway?

To some, the answer is obvious, especially if you've stepped into any sort of secondary or post-secondary institution in the last year.

STEM is an acronym that stands for Science, Technology, Engineering and Mathematics. It's an education grouping, used in schools to improve competitiveness in science and technology development.



Even before he was elected to the top office, Prime Minister Justin Trudeau was a vocal supporter of green investment with strong convictions about what it could do for Canada's economy. In a speech made in June 2015 in Vancouver, Trudeau offered a uniquely Canadian analogy for the marriage of green interests to the economy.

"They go together. They go together like paddles and canoes. If you don't take care of both, you're never going to get to where you're going," said Trudeau. "Because you can't have a strong economy without a healthy environment."¹

Focusing on Canada's green interests will bring about a number of changes – chief among them, a new focus on growth sectors such as wind and solar energy. With focus comes investment, which should translate to jobs down the road. But first, a little more about these growth sectors.

Wind Energy

Currently, Ontario and Quebec lead Canada in the development and adoption of wind energy installations. There is tremendous potential for wind energy in Canada, with the possibility of developing both onshore and offshore projects.

HOW IT WORKS

- Harnesses wind energy through the use of turbines
- Wind pressure passing over turbine blades generates lift (like an airplane wing), causing them to turn
- Kinetic energy of wind is turned into mechanical energy and then converted to electrical current via a drive shaft
- Current is transmitted to a substation for distribution

THE NUMBERS

- 23 percent growth in 2015 alone²
- More than \$3 billion invested in 2015²
- 10,500 jobs created in 2015²
- \$650 million in potential lease payments to landowners in Ontario alone²
- Generation of 4 percent of Canada's electricity, with a strategy outlined by the Canadian Wind Energy Association* to expand to 20 percent²

PROFILING CANADIAN POWER LEADERS

Wind energy is taking hold on a global level, with regular increases in the size and scope of planned and completed projects.

One such project, Gemini, is an offshore wind farm in the North Sea off the coast of Holland.

Gemini comprises 68 square kilometres of space in the open water, with construction well underway on the numerous turbines that stretch



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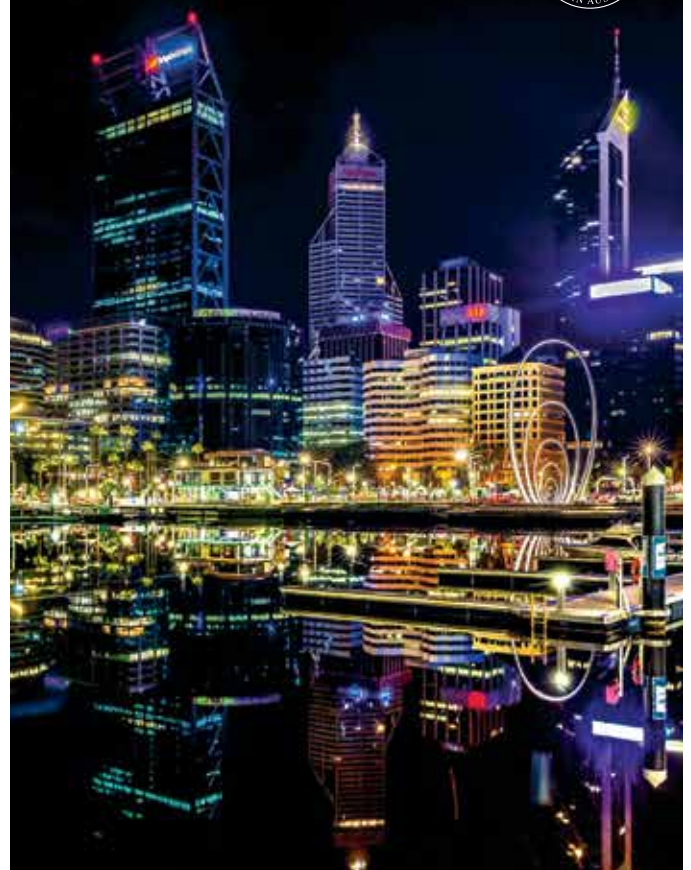
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88.5 metres above sea level. The company behind this impressive undertaking, Northland Power, is based out of Toronto. With solar and wind projects abroad and close to home, Northland is a Canadian company leading the way in alternative energy projects.

Each turbine is manufactured onshore, transported to the site of the wind farm, and installed. In addition to the almost-90 metres of turbine above the waterline, up to an additional 36 metres are submerged below the surface.

Teams of engineers develop and oversee each installation, supported by a small army of workers and a support crew. Barges, boats, and specialized equipment are required, and the public images of Gemini's construction are truly spectacular.

The construction alone for projects of this nature creates massive investment in local job markets. In addition to employment growth in areas such as construction, engineering, and project management, local business also sees a shot in the arm.

1 "For the Record: Justin Trudeau's Pitch on the Environment." Macleans.ca. N.p., 29 June 2015. Web. 08 Aug. 2016.

2 Statistics provided by WindFacts.ca (<http://windfacts.ca/why-wind-works>)

STEM Skills in the Green Infrastructure

With the shift towards a green infrastructure, Canadian companies and other local employers are going to need skilled thinkers and planners with a background in related STEM fields. But how does that degree tie in with a green job?

SCIENCE

- Research that supports project planning and development
- Research on green energy and tech subsectors
- Innovation and development
- Serve as green energy ambassador or authority for communications or a consultancy

TECHNOLOGY

- Development of new technologies
- Improvement and innovation of existing technologies
- Projects to improve generation

ENGINEERING

- Design and development of projects and installations
- Oversight of production
- Development of new technology

MATHEMATICS

- Development of computer science applications for use in technical systems
- Use of biomathematics in biotechnology
- Operations research that maximizes profits, minimizes costs, and determines the best possible solutions to challenges
- Financial management of projects

Solar Energy

When people hear the words “green energy”, solar energy is probably the first option that springs to mind. Solar energy is most common in southern British Columbia, Ontario, Quebec, and across the prairies.

HOW IT WORKS

- Sunlight is absorbed by photovoltaic cells made of silicon and other materials, which are arranged in panels
- Photons in sunlight excite electrons in the cells, causing them to move and generate current
- Current is transmitted to a substation and stored for distribution

THE NUMBERS

- As of 2014, solar energy comprises 1 percent of total energy production, despite massive growth
- The industry experienced 58 percent growth in 2013
- Growth doubled total capacity between 2012 and 2014
- Ontario leads total solar capacity at nearly 8 gigawatts³
- 17,000 households are powered by Grand Renewable Solar Project, the largest solar installation in Canada

PROFILING CANADIAN POWER LEADERS

Like their peers in wind energy, Canadian companies in the solar energy space are taking the world by storm.

³ <http://cleanenergycanada.org/trackingtherevolution-canada/2015/>



Canadian Solar, based out of Guelph, Ontario, has established itself as a jack-of-all-trades solar developer, with projects extending from its own backyard all the way to Europe and beyond.

The company started out small back in 2001, but when the German government began to implement feed-in-tariff programs in 2004, Canadian Solar found its niche as the go-to for rooftop installations.

Now, 12 years later, it's one of the world's largest solar panel manufacturers, and has expanded to include installation and operation services as well. The company's rapid growth has allowed it to develop a vast number of projects, everywhere from Napanee to Thunder Bay and Germany to Saudi Arabia.

Perhaps more so than other green alternatives, solar energy has a huge impact on municipal and environmental planning. As with other energy sectors, engineering, planning, and construction jobs will be a vital part of its growth. In the years to come, research and development of solar technology will continue to push it towards greater affordability and availability.

The time is right for a solar push in Canada, and it's sure to be an explosive market filled with opportunity.

Brighter Today, Greener Tomorrow

No matter the scale, the next step is clear – the shift in Canadian energy infrastructure to green alternatives has begun.

With the federal government on board and investing in Canada's green future, the sector has no shortage of great jobs. As projects and initiatives get off the ground, the opportunities will no doubt only increase.

Investment is the first step in developing Canada's green infrastructure, but it won't be the last. The very word "infrastructure" gives a sense of how big a movement this is. For STEM students – and eventually all Canadians – the job market is about to get a whole lot more exciting. **CO**



BEN FILIPKOWSKI

is an Ottawa-based writer interested in history, technology, and politics, and can usually be found wandering around a museum.

Canada's Greenest Employers

On April 22, 2016 – Earth Day – the editors of the Canada's Top 100 Employers project announced the recipients of their Canada's Greenest Employers awards. Winners were evaluated on the unique green initiatives and programs they'd developed, their success at reducing their carbon footprint, employee engagement and contribution, and how their initiatives had become a part of the employer's public identity.

Check out www.canadastop100.com/environmental/ to view the full list and learn more!

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The
Princeton
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AIESEC 

By Glen Peters

USE YOUR MBA TO CONNECT THE DOTS ON YOUR CAREER PATH

Until just a couple years ago, Sydney Martinie was a performing artist. On her LinkedIn profile, she says she danced and executed aerial techniques for prominent productions across two continents. Today, she's the Business Development Executive for Sylptheo, an app developer based in France. She works from Texas to open their American market.

Sydney went back to school and graduated this March with her Master's in Business Administration. That's just the kind transformative power the MBA can have—that, and willpower.

As many do, Sydney wanted her Master's of Business Administration (MBA) in order to leverage her education and experience into something new. It was to help her “connect the dots,” as she puts it, between where she'd been, and where she wanted to be: between who she knew, and who she needed to know.

Maybe you're studying already—or you're just thinking about it. Either way, your reasons are probably much the same: you want a bump in life, upward or in a new direction. Maybe you'd like that “vertical move” to get into the “C-suite” office of CEO's, CFO's etc. It certainly speaks to earning power: a 2007 Corporate Recruiters Survey conducted by the Graduate Management Admission Council (GMAC) shows that employers would pay up to 84 percent better for someone holding an MBA.

Or maybe it's time to change lanes. You want a new career, or you hear that siren's song entrepreneurs hear. Whatever it may mean for the bottom line, for quality of life it can be a game-changer.

Skills are needed to accomplish such goals: that's what the MBA is for. It delivers the technical skills, to help keep the books in order: and analytical skills, so important for long-term objectives. Not least of all, interpersonal skills: there are cross-cultural and cross-functional teams out there, and they need leadership; experts need motivating—all this according to Vince Ricci, one of North America's top MBA admissions prep councillors. Just the networking that comes with the program can make a difference; it did for Sydney Martinie.

The end result is a remarkably broad scope of future prospects, for students of almost any professional background. The basic MBA degree has been described as a “generalist qualification.” The curriculum equips the graduate to engage with the business on as many fronts as possible. He or she becomes uniquely prepared to contribute strategically.

Specialized MBA's offer focus into a particular field, like accounting, finance, technology or law; options literally number in the dozens. It can open doors into more specific roles in an organization, or a valuable role within a more specific organization.

And then there's entrepreneurship—that ideal—the Holy Grail of business students all over the world who dream of blazing trails. These are exciting times for them: the career path of MBA entrepreneurs has shifted recently—dramatically—in their favour. More than one in 10 degree holders are self-employed. And the longer they're out of school, the better the odds they'll set up shop.

“I MADE IT A POINT NOT TO BORROW ANY MONEY, SO WHATEVER I EARNED I PUT BACK INTO THE COMPANY. BY YEAR TWO, I WAS EARNING A WAGE FOR MYSELF”

Once upon a time, tradition held that graduates work for some years for someone else—to learn on their dime, as it were. Back in the '70s, MBA alumni could wait a couple of decades before striking out on their own. Grads from 2000-2009, though, see things differently. Self-starters waited just a few years, on average, to take the plunge.

SO YOU WANT AN MBA—for a job upgrade, a boost at the bank, maybe a completely new profession. But what makes it so attractive for employers?

- MBA graduates are the kind of talent a company wants to keep. In significant numbers, organizations offer an in-house MBA program or they sponsor students to pursue the degree. With the retention and renewed enthusiasm of key personnel, employers have everything to gain.
- Not all MBA's are created equal, though. Some institutions are held in better regard, and employers may look to the school as an indicator of the graduate's suitability—so do your research.
- The MBA has special capital in the human resource marketplace. Unlike other master's degrees, its value is not just technical—it's testimonial. The MBA holder stands apart as someone serious. Usually, he or she had a career already, but was willing to go the distance to realize their potential.

Regardless of the dates, 91 percent of entrepreneurs—the old guard and the new—say they're satisfied with the experience; this according to a GMAC 2014 Alumni Perspectives Survey.

Of course, not even the MBA is immune to the uncertainties of the times. Some start up because they must. Lavaniya Das graduated into the financial crisis of 2008, and work was hard to come by. "When I finished school and could not find regular work in something I wanted to do, I decided it was time to start my own company. And why not?"

Das now runs a film production company. "I made it a point not to borrow any money, so whatever I earned I put back into the company. By year two, I was earning a wage for myself," says Das.

So the MBA is both specific and general at the same time. It offers a way up through the traditional career model, or a way to blaze a trail all your own. Any way you look at it, the MBA career path seems as varied as those who earn it.

But the goal seems much the same: possibility. **CO**



GLEN PETERS, writer and editor, lives in Ottawa. He did business for many years in web development, project management and graphic design.

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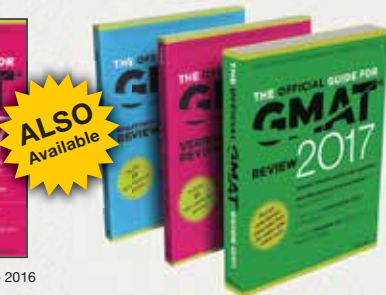
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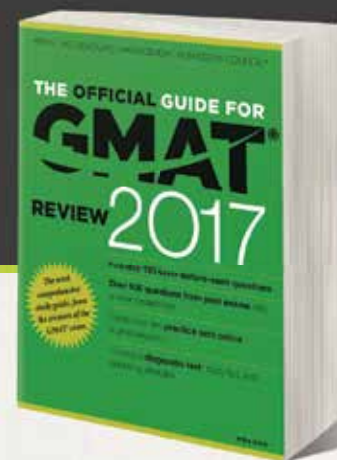
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ACE YOUR MBA APPLICATION:

Tips, Strategies and Practices for Your Best Presentation

Every year, thousands of undergraduate students from across Canada make the decision to pursue a Master of Business Administration (MBA) degree. It's no wonder: MBA graduates are recognized internationally as examples of academic excellence and professionalism.

Most MBA hopefuls tend to focus on achieving a high Grade Point Average (GPA) and stellar Graduate Management Admission Test (GMAT) scores. But while these factors are important, they do NOT guarantee you a place in an MBA program! The key to getting accepted into your school of choice is how successfully you personalize your application package, and differentiate yourself from other applicants with similar qualifications.

PREPARE FOR THE GMAT

The GMAT measures a diverse set of valuable business-related skills. It's a challenging test, to be sure, and it is recommended that you prepare at least six months in advance. Make sure to target a competitive score of 600+ and study using a variety of textbooks and online resources. Do practice tests and a diagnostic exam to identify your strengths and weaknesses, so you can learn from your mistakes and figure out how to focus your improvement efforts. If you still do not feel prepared, consider enlisting the help of a qualified private tutor who has experience and a high GMAT score.

PLAN FOR DEADLINES

When considering an MBA, recognize the advantage of having ample time for the application process. Although a range of different schools may appeal to you, weigh the pros and cons to see if each school's program relates to your future goals. Once you have finalized a list of around six schools, customize your resumé, essay or statement of intent, and reference letters to suit the requirements of the individual institutions.

Ensure your entire application package is consistent and highlights the skills and assets that make you unique as an applicant.

KNOW YOUR STRENGTHS AND WEAKNESSES

If your GPA and GMAT scores aren't particularly high, you can still get into an MBA program. Even though the GPA and GMAT demonstrate the basic level of required knowledge and skills, admission officers are looking for well-rounded candidates with real potential to succeed in the business world—for example, individuals with leadership skills who inspire and bring out the best in others.

Knowing yourself is an essential part of the application process and your success in the program. Prepare ahead by brainstorming a strategic and authentic approach to your application that plays to your strengths. Tell a consistent and personalized story that solidifies your reasons for seeking an

WHAT NOT TO DO WHEN APPLYING FOR AN MBA »

Submit a generic essay that could be used for any business school.

Write an essay that only vaguely answers questions specified by schools.

Go into an interview without thoroughly researching the school.

Apply to MBA programs that do not follow your personal career ambitions.

Try to impress the admissions committee by falsifying your true character.

Focus all your attention on the GMAT.

MBA. Admissions officers will have a better understanding as to your motivation for pursuing an MBA, and also gain insight into your character.

ADJUST YOUR RESUMÉ AND SECURE LETTERS OF REFERENCE

Complete your resumé by objectively assessing your strengths and weaknesses, and take the time to improve any gaps. Highlight full-time experience that demonstrates responsibility, initiative and management of projects, budgets or people. Broaden your network by connecting in advance with individuals who can provide strong letters of reference. Be courteous and ensure they have ample time to complete the recommendation forms. Your resumé and reference letters are a chance to highlight skills that go beyond the classroom.

Applying for an MBA can be a stressful and scary endeavour. Preparing in advance will give you time to customize your application package and tell a consistent and personal story. If you work hard to make sure you stand out in a positive light, your chances of getting into an MBA program will improve dramatically. **CO**



SARAH WHITTAKER is a student at the University of Ottawa's Telfer School of Management specializing in finance. She currently resides in Ottawa, Ontario.

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