

# Workforce Shortages and Solutions: A Strategic Approach

September 20, 2022



**CAHRC-CCRHA**

Canadian Agricultural Human Resource Council

Conseil canadien pour les ressources humaines  
en agriculture



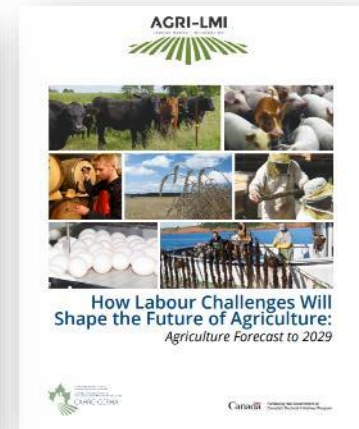
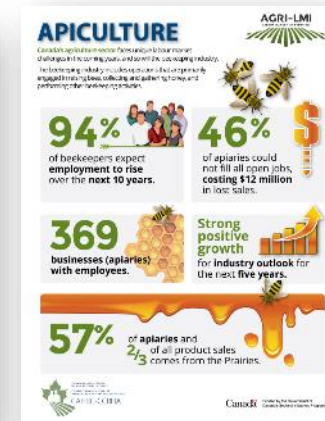
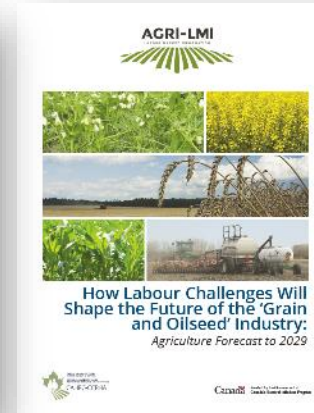
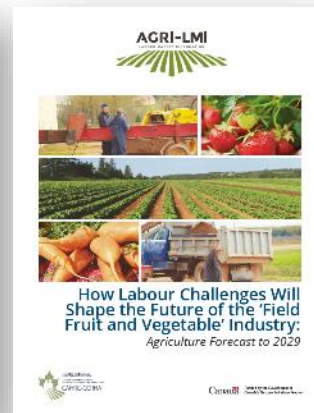
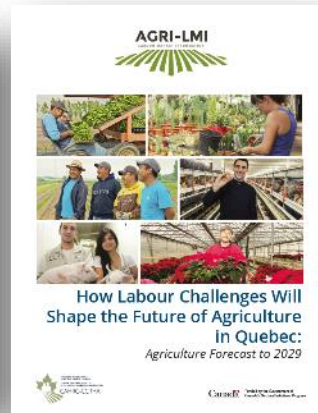
# CANADIAN AGRICULTURAL HR COUNCIL

## Who are we

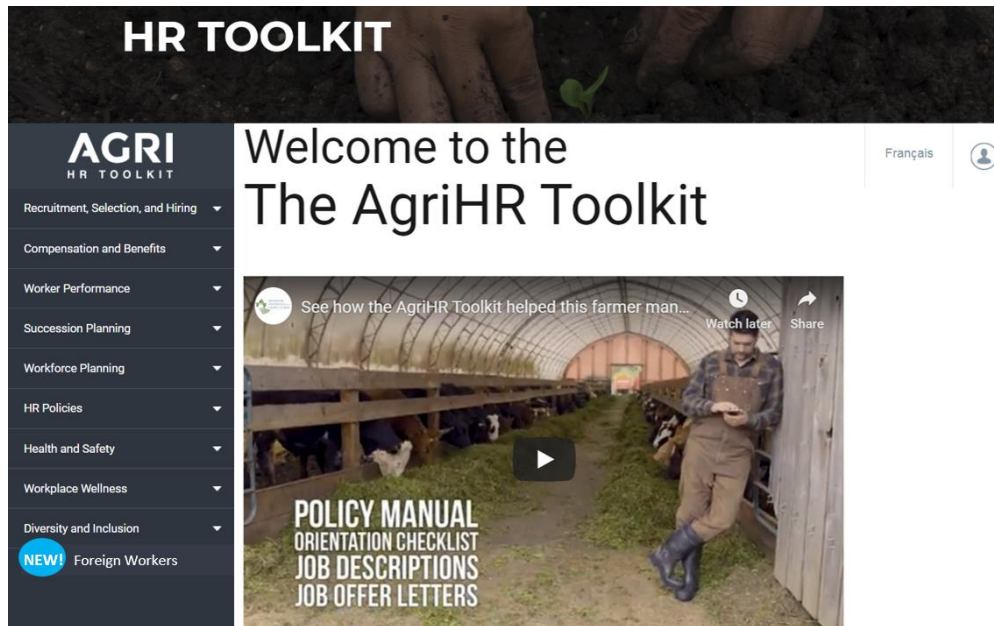
- National, non-profit organization
- Focused on addressing Human Resource issues facing agricultural businesses across Canada
- Led by industry stakeholders

- Centre for **Research** on Agricultural Labour Market Information
- Access Point for **Customizable Solutions** related to HR Mgmt and Training

Welcome to the  
The AgriHR Toolkit



# Support for Industry Examples



The screenshot shows the AgriHR Toolkit website. At the top, it says "HR TOOLKIT" and "AGRI HR TOOLKIT". Below this is a navigation menu with categories: Recruitment, Selection, and Hiring; Compensation and Benefits; Worker Performance; Succession Planning; Workforce Planning; HR Policies; Health and Safety; Workplace Wellness; Diversity and Inclusion; and a "NEW! Foreign Workers" section. The main content area features a video player with the title "Welcome to the The AgriHR Toolkit" and a video thumbnail showing a farmer in a field. The video title is "See how the AgriHR Toolkit helped this farmer man...". Below the video, there is a list of resources: "POLICY MANUAL", "ORIENTATION CHECKLIST", "JOB DESCRIPTIONS", and "JOB OFFER LETTERS".

## AgriTalent – Growing Opportunities

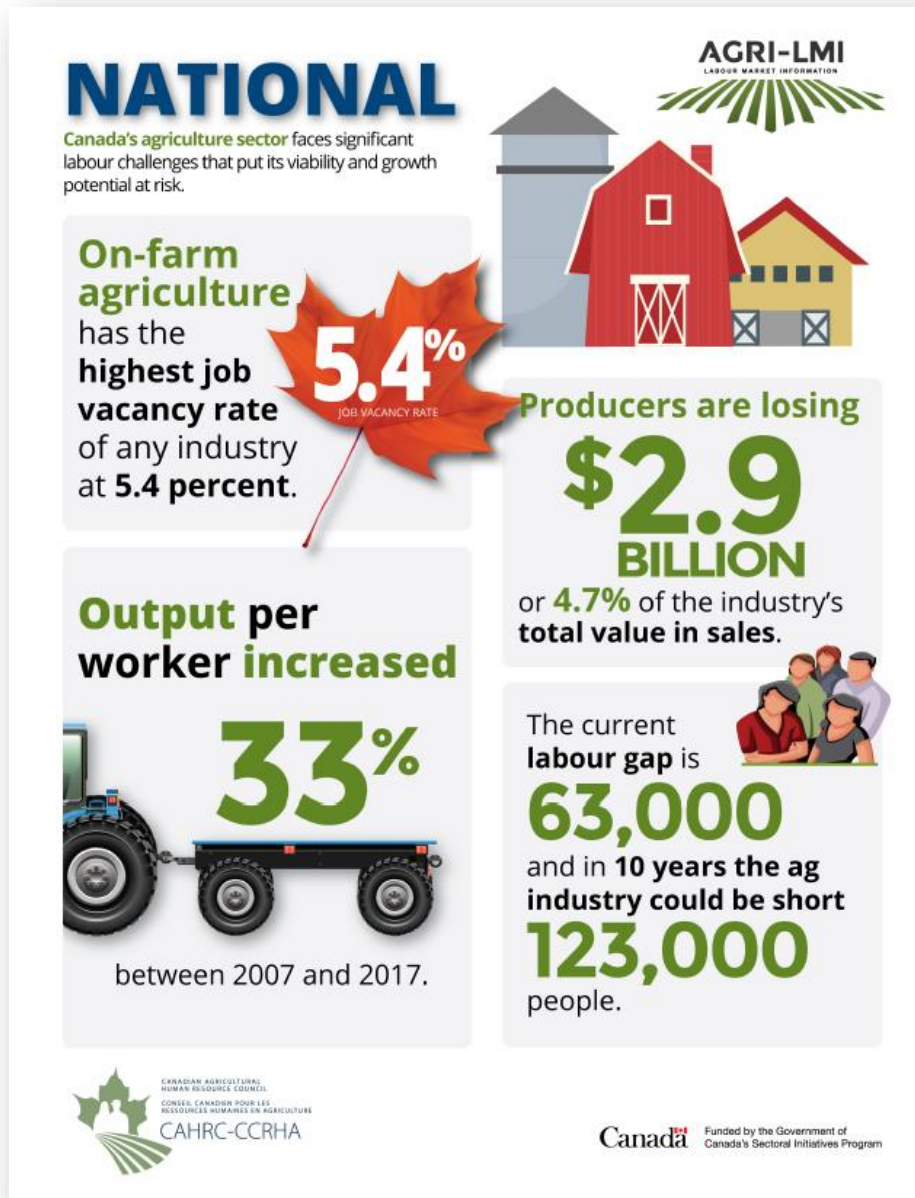
### \$7,500 wage subsidy for employers hiring post-secondary students

- Support work integrated learning by providing a wage subsidies of up to \$7,500 for ag employers who hire post-secondary students (college or university students in certificate, diploma or degree programs).
- Employment needs to be connected to a graduating requirement for students (e.g. co-op, research project, internship, co-curricular requirement).
- The goal is to engage more non-ag students with the industry through work integrated learning.

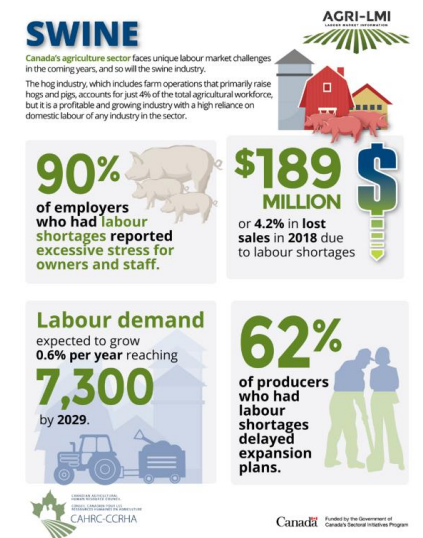




# Take a look at the data:



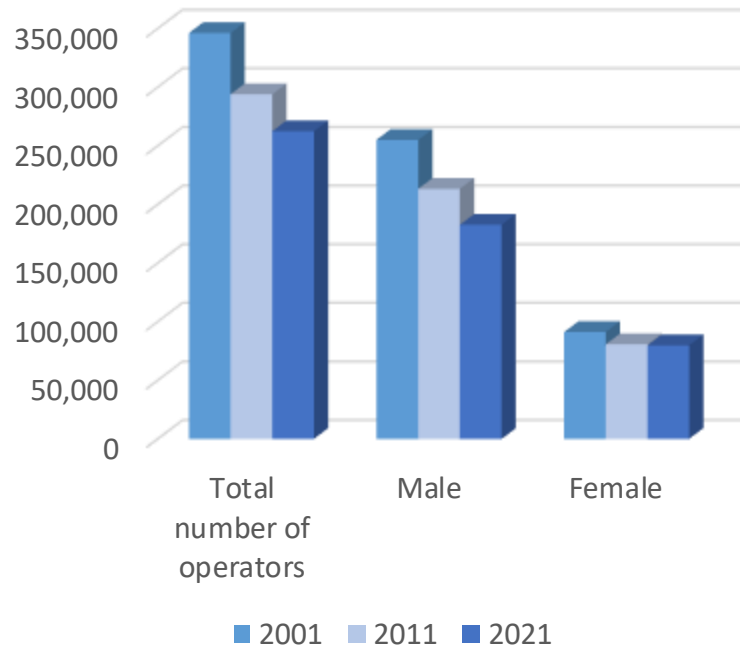
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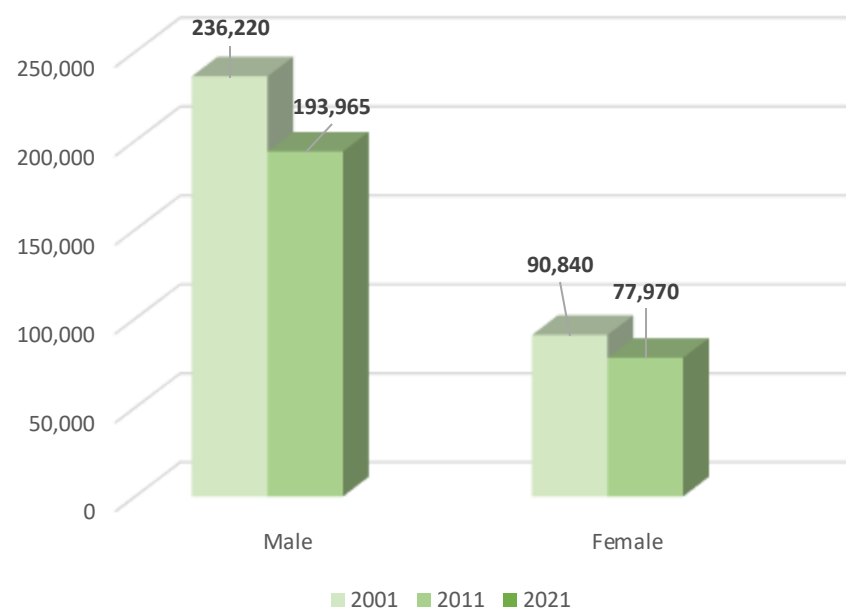
# Take a look at the data:

## Fewer Operators, More Female, Older

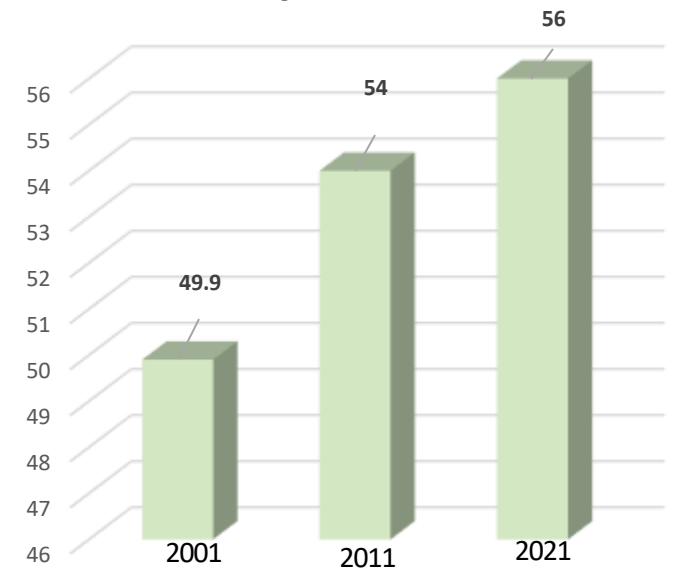
### Total Number of Operators



### Operators: % Male vs % Female



### Average age of farm operators





# Where Will Employees Come From?

Canadian population data 90% living sub/urban

## The Great Resignation isn't over yet: Workers say they'll quit if they don't get the flexibility they want

*Two years into the pandemic, people have a new perspective on what's most important — and work no longer takes top billing*

Victoria Wells

Mar 18, 2022 • March 22, 2022 • 3 minute read • [58 Comments](#)

Business

## The labour shortage isn't over – and employers are having to lower their hiring expectations



Businesses are dropping some of their jobs to find the right candidates



Nojoud Al Mallees · CBC News · Posted: Apr 0

REUTERS® World Business Legal Mar

Commentary By Mike Dolan

January 19, 2022  
6:00 AM EST  
Last Updated 4 months ago

## European Markets

### Column: Global worker shortages may only worsen post-COVID: Mike Dolan

By Mike Dolan

In the midst of high job vacancies and historically low unemployment, Canada faces record retirements from an aging labour force: number of seniors aged 65 and older grows six times faster than children 0-14

Text Tables Related information PDF (1.0 MB)

Released: 2023-04-27

[The Daily — In the midst of high job vacancies and historically low unemployment, Canada faces record retirements from an aging labour force: number of seniors aged 65 and older grows six times faster than children 0-14](#)

# National Workforce Strategy for Agriculture and Food & Beverage Manufacturing

**CAHRC**  
Canadian Agricultural  
Human Resource Council



**CCRHA**  
Conseil canadien pour  
les ressources humaines  
en agriculture

**CFA**  
Canadian Federation  
of Agriculture



**FCA**  
Fédération canadienne  
de l'agriculture

Food and  
Beverage  
Canada



Aliments  
et boissons  
Canada



# WHY A STRATEGIC PLAN?

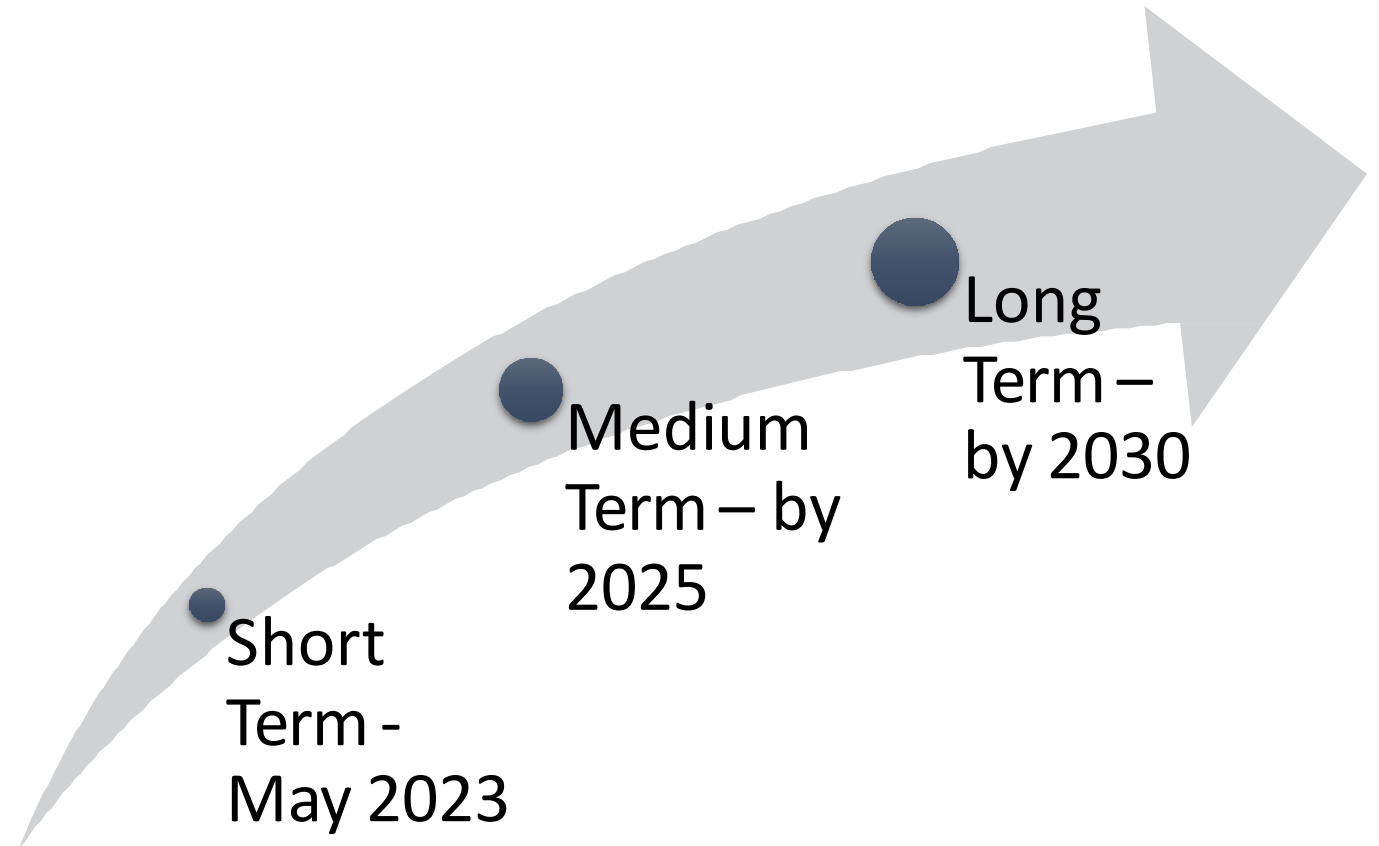
Canada's agriculture and food and beverage manufacturing sectors are facing a debilitating workforce crisis.

## **The result?**

- ✓ Inhibited growth
- ✓ Lower revenues
- ✓ Missed opportunities

# AN ACTIONABLE ROADMAP

The work will have positive impacts on the sector for the *long-term*

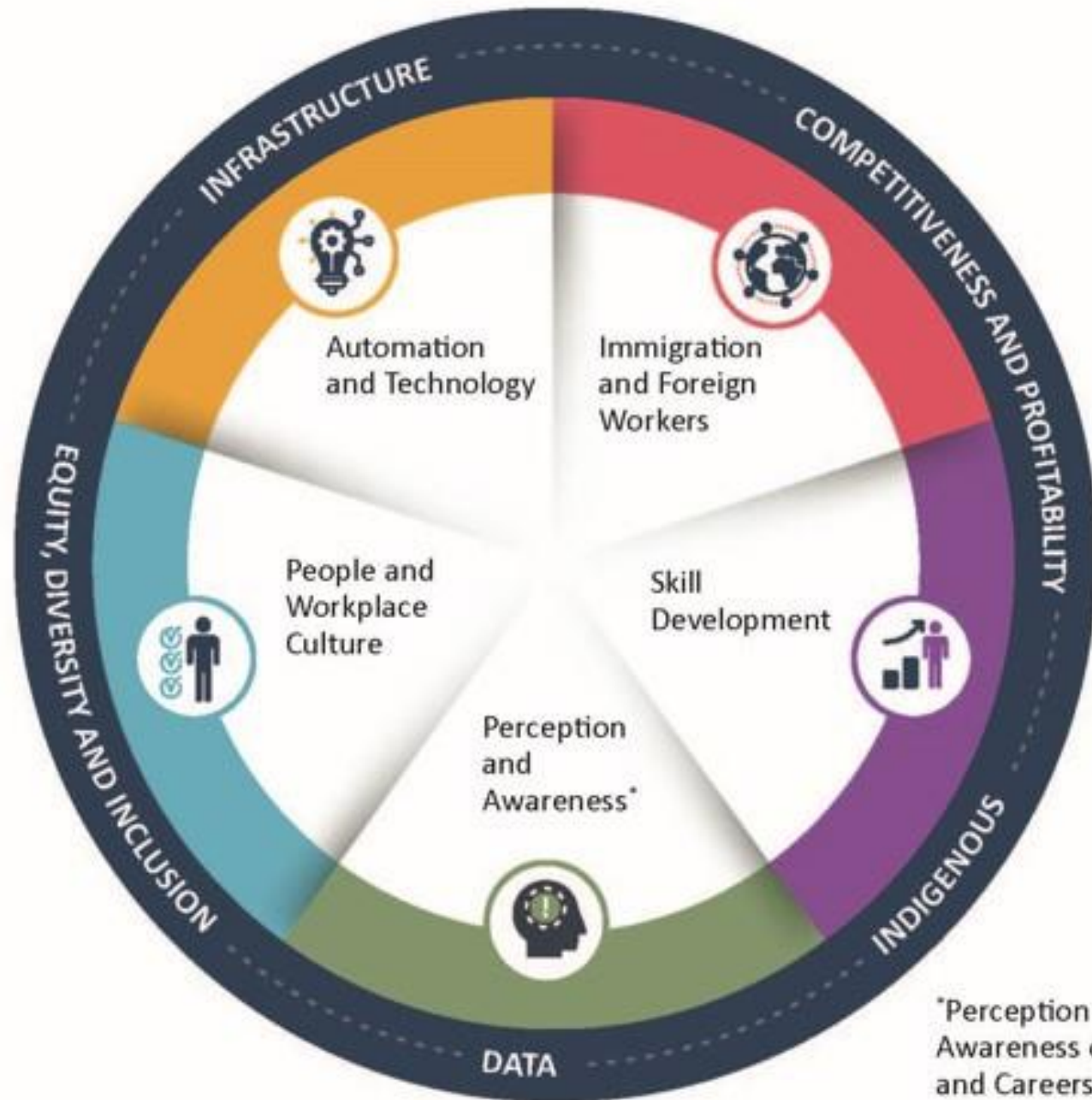




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# National Workforce Strategy for Agriculture and Food & Beverage Manufacturing



\*Perception and Awareness of Industry and Careers



# National Workforce Strategy for Agriculture and Food & Beverage Manufacturing

Goals

## Perceptions and Industry Awareness

The number of people entering the sector increases by enhancing positive perceptions of employment in the industry and raising awareness of the variety of careers available.

## People & Workplace Culture

This sector is viewed as a desired choice for work in Canada by job seekers and workers.

## Immigration & Foreign Workers

Canada has programs to facilitate the entry of foreign workers and new Canadians into Canada's agriculture and food and beverage manufacturing sectors.

## Skill Development

The development and implementation of a National Skills Strategy ensure the sector's workforce is appropriately skilled.

## Automation & Technology

The adoption of automation and technology is used to apply the skills of an agile labour force and increase productivity and competitiveness.

Objectives

1. Increase positive perceptions and address negative perceptions of job seekers and students, targeting the most impactful perceptions for under-represented groups in the economy (regional and national)

2. Improve the efficacy, scale and scope of agriculture and food processing career promotions, including the targeting of under-represented groups.

1. Develop and promote workplace culture models for businesses by including the impact of pandemic and post-pandemic on workers.

2. Identify how the sector will attract and retain employees in future years.

3. Increase recruitment and retention of members of under-represented groups by identifying and addressing barriers to employment.

1. Ensure continuation of the TFWP, including the SAWP program and establish program(s) that facilitate the entry of foreign workers into Canada to fill year-round jobs.

2. Ensure immigration streams to provide clear pathways to permanent residency.

3. Increase employers' knowledge of foreign worker programs.

1. Understand, and report on an ongoing basis, the current and future skills needs of the agriculture and food and beverage manufacturing sectors.

2. Ensure governments, post-secondary institutions, and private trainers develop and deliver programs that respond to the sectors' evolving skills needs, including life-long learning.

3. Build awareness of career and training opportunities.

1. Increase adoption of automation and technology across the agriculture and food and beverage manufacturing sectors.

2. Ensure the workforce has the necessary skills for evolving automation and technology.

## Perceptions and Industry Awareness

- 1.1 Measured progress against the baselinedata on perceptions.
2. Two million Canadians reached with positive messages addressing negative perceptions.
3. Increased enrollment in, and number of ag and food processing programs at PSE institutions.
4. Doubled the share of under-represented groups entering positions
5. Increased number of food processing careers profiled in AITC's thinkAg by ten.
- 1.6 Increased number of Work Integrated Learning (WIL) placements for post-secondary students by 300.
- 1.7 Decreased job vacancies, and increased employment by 2025, including regional implications.

## People & Workplace Culture

- 2.1 Sector and individual employers recognized as top employer.
2. Fifty percent of all businesses have a defined EDI action-oriented plan and have participated in HR training by 2025.
3. Increased share of employers with a written HR Management plan, written policies and SOPs.
4. Five tools developed to assist employers in decreasing barriers to under-represented groups in the recruitment and retention process.
- 2.5 Members of under-represented groups contributing to the process.
- 2.6 Improved perception of the sector as a place to work (data breakdown by under-represented groups)
- 2.7 Decreased staff turnover rate (industry, by employer).

## Immigration & Foreign Workers

1. Increased public understanding and acceptance of the role of foreign workers
2. High levels of compliance with program requirements.
3. Decreased processing time for foreign worker applications.
4. Increased number of workers who gain permanent residency status
5. Decreased reduction in time between application, entry and granting of permanent residency/immigration.
6. Increase in funding to support tripartite partnerships (employer, community, and dedicated worker support groups).
7. Increased worker & employer satisfaction in programs.

## Skill Development

- 4.1 Annually updated register of skills needed
2. Measure employment rate of recent graduates in the sector. Measure employer perception of alignment of skills with needs.
3. Measures skills gap, through LMI.
4. Assessment of employment rate of recent post-secondary graduates.
5. Increase in numbers of highly qualified personnel (HQP).
- 4.6 Increased investment in post-secondary education by identifying industry research and development (volume and diversity) of contracts).

## Automation & Technology

- 5.1 measure increased capital investments.
2. measure increases in labour productivity.
3. Measure employer perception of alignment of skills with needs.
4. Measures skills gap, through LMI.



## VISION

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*Canada's agriculture and food and beverage manufacturing sectors are experiencing severe chronic labour and skills shortages while growing one of Canada's largest employment and economic sectors. A national, actionable roadmap will create the desired workforce of the future that addresses immediate labour gaps and systemic issues.*



# WHAT DOES SUCCESS LOOK LIKE?

**“By 2030, the agriculture and food and beverage manufacturing sectors will have a vacancy rate that is lower than the Canadian average.”**





# FOUNDATIONAL THEMES

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- Competitiveness and Profitability
- Data
- Equity, Diversity and Inclusion
- Indigenous
- Infrastructure

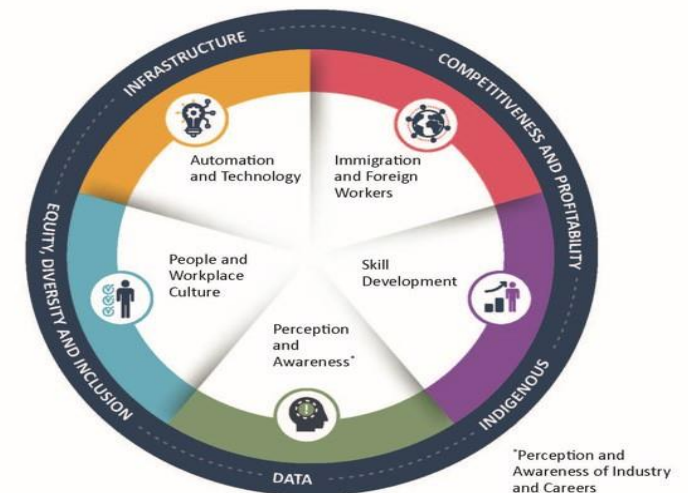
# A PATH FORWARD = A WHOLE-OF-INDUSTRY APPROACH

Chronic labour shortages are causing a crisis across agriculture and food and beverage manufacturing, costing the Canadian economy billions each year.

Finding long-term solutions calls for a united approach from industry, communities, academia, and government.

How to get involved:

- Join working groups
- Contribute research





# CANADIAN AGRICULTURAL HR COUNCIL

## GROW THE FUTURE

A Practical Guide for Developing Sector  
Action Plans for Finding and Keeping  
Workers in Agriculture & Food  
Processing in Ontario

 CANADIAN  
AGRICULTURAL  
PARTNERSHIP

 CAHRC-CCRHA  
Canadian Agricultural Human Resource Council  
Conseil canadien des ressources humaines agricoles

Ontario 

Canada 



# Thank you!

For More information:  
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