
HIDDEN SECTOR, HIDDEN TALENT
MAPPING CANADA'S
CAREER DEVELOPMENT
SECTOR

2024

EVIDENCE BASE



Challenge
FACTORY®





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Challenge Factory is a Future of Work research agency and consultancy. We help purpose-driven organizations and communities ignite transformative, measurable change for people and workplaces. We are policy and systems influencers, conveners, and thought leaders. As a certified B Corporation, we focus on using business as a force for good and advancing the United Nations Sustainable Development Goals.

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ABOUT CERIC

CERIC is a charitable organization that advances education and research in career counselling and career development, in order to increase the economic and social well-being of people in Canada. It funds projects to develop innovative resources that build the knowledge and skills of diverse career and employment professionals. CERIC also annually hosts Cannexus, Canada's largest bilingual career development conference, publishes the country's only peer-reviewed journal, Canadian Journal of Career Development, and runs the CareerWise / OrientAction websites, providing the top career development news and views.

www.ceric.ca

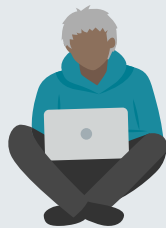
ABOUT THE CANADIAN CAREER DEVELOPMENT FOUNDATION

The Canadian Career Development Foundation (CCDF) is a non-profit centre of excellence and leadership for the career development profession, committed to extending the sector's reach and impact. CCDF conducts rigorous research to strengthen the evidence-base, develops innovative career development programs and resources, creates educational/labour market policy solutions, and builds the capacity of the career development profession to offer timely, targeted, inclusive, and impactful services.

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The following pages are excerpted from *Hidden Sector, Hidden Talent: Mapping Canada's Career Development Sector*. The information contained in this excerpt represents core components of an overall Career Development Sector Scoping Model that identifies the types of organizations and individuals that make up Canada's career development sector. Personas are a valuable way to understand a complex sector. For more information and ideas about how to apply personas at an organization or industry level, please see Sections 1, 2, and 5 of the report.

To download the executive summary or full report, visit www.challengefactory.ca/hiddensector.



WHAT IS A PERSONA?

A persona is an archetype or generalized profile that represents behaviours and identity traits which have been observed during research. Personas can be created for users or customers of a product or service, members of a social group as part of community-based research, employees of a workplace when building development programs, and so on. Personas create “characters” that can be specific and diverse that lead us to ask better questions or imagine a variety of potential futures that might play out.¹⁰

¹⁰ Challenge Factory, “Behind the Scenes: Challenge Factory Discusses How to Unlock Empathy Using Data,” *Workforce Architecture* (Spring/Summer 2023), <https://community.challengefactory.ca/behind-the-scenes-challenge-factory-discusses-how-to-unlock-empathy-using-data/>, accessed October 4, 2023.

Figure 1.1.1. Types of organizations in Canada’s career development sector

Career and employment service providers

- Public, non-profit, for-profit organizations
- Specialize in providing career, employment, and/or job-related supports

Education and training institutions

- Elementary and secondary schools (K-12)
- Post-secondary schools (universities, colleges, polytechnics, private career colleges, vocational and trade schools, apprenticeship programs)
- Provincial and territorial apprenticeship and certification authorities (Red Seal Program administration)¹¹

Community, social support, and Indigenous service providers

- Public, non-profit, for-profit organizations
- Indigenous nations and governments
- Provide career, employment, or job-related supports as part of a broader range of services
 - » Housing supports
 - » Health supports
 - » Food security supports
 - » Disability supports
 - » Immigration and newcomer supports
 - » Youth and family services
 - » Childcare and elder care
 - » Legal and public safety supports
 - » Transportation supports
 - » Other community or economic supports

Employers

- Public, non-profit, for-profit organizations
- Day-to-day responsibility and opportunity to discuss career development and education options with staff

Recruitment and outplacement service providers

- Public, non-profit, for-profit organizations
- Specialize in providing recruitment and/or outplacement supports

Career development associations

- Member-benefit professional associations
- Designation-granting associations
- Certifying bodies
- Professional regulatory bodies

Industry associations

- Also known as professional organizations, professional associations, or professional bodies
- Exist to advance a particular profession, support the interests of people working in that profession, and serve the public good
- Certifying bodies

Conveners

- Public, non-profit, for-profit organizations
- Specialize in bringing together interest holders (people, groups, organizations) for the purpose of facilitating and advancing discussions, collaborations, or events about career development
- Act as a catalyst, connector, and organizer, often to promote dialogue, information sharing, cooperation, and problem solving
- Neutral or impartial parties that work to create a conducive environment for productive interactions among participants

Researchers and policy influencers

- Public, non-profit, for-profit organizations
- Applied research organizations that advance careers-related intellectual property and career practices across Canada
- Economic development organizations, such as Boards of Trade and Chambers of Commerce

Funders and policymakers

- Government agencies
- Government departmental programs
- Independent agencies
- Public and private foundations

¹¹ Red Seal Program, “Provincial and Territorial Apprenticeship and Certification Authorities,” 2018, https://www.red-seal.ca/eng/contact/c_4nt.1ct.shtml, accessed October 3, 2023.

Figure 1.1.2. Types of individuals in Canada’s career development sector, represented by personas

Practitioner Penny

Practitioner Penny provides careers- and/or employment-specific support to clients in publicly funded settings or private practice. Common types of support provided include job search, resume development, interview preparation, skills and needs assessment, and more. They identify as members of the career development sector.

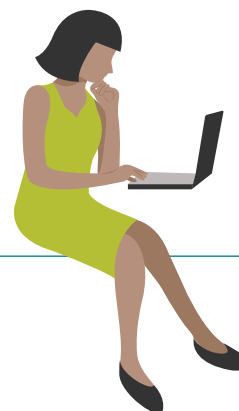
Example job titles: employment counsellor, employment advisor, career counsellor, job developer, career practitioner, resume writer



Director Deepika

Director Deepika manages government-funded employment agencies and post-secondary career centres across Canada. They are responsible for programming, finances, and staff. They are concerned with both the client/student experience and accountability to funders. They may or may not identify as members of the career development sector.

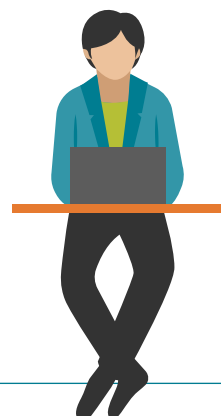
Example job titles: director, executive director, manager, CEO, COO



Career Educator Emir

Career Educator Emir works in schools of all types (K-12, post-secondary, private career colleges, etc.) and campus career centres. Their core responsibility is to advise and educate students about careers. Some Career Educator Emirs work in classrooms teaching careers-specific courses. They do not teach other subjects like math, science, English, and history. In campus career centres, they also provide career services to school faculty and staff. An important subcategory within the Career Educator Emir persona is the guidance counsellor who works in elementary and high schools. They may or may not identify as members of the career development sector.

Example job titles: career educator, career counsellor, career advisor, guidance counsellor, instructor, professor



Instructor Iris

Instructor Iris is a teacher, instructor, or professor in schools of all types (K-12, post-secondary, private career colleges, etc.). They teach subjects not directly related to careers, such as math, science, English, and history, that have an indirect impact on students’ future career choices. They do not identify as members of the career development sector.

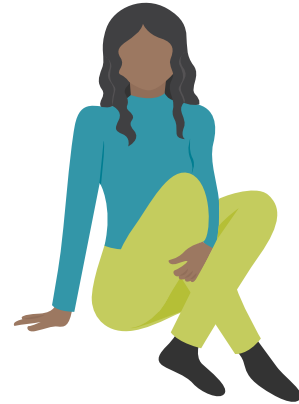
Example job titles: math teacher, biology professor, English sessional instructor



Ally Aniibish

Ally Aniibish works in community service and social support roles in non-profit, for-profit, and government-funded organizations that provide some career support as part of their overall responsibilities. Ally Aniibish is a client caseworker serving Indigenous populations, newcomers and immigrants, people with disabilities, at-risk youth, people experiencing homelessness and poverty, and others. Practitioner Penny and Ally Aniibish refer clients to one another as members of a holistic ecosystem of community support services. They do not identify as members of the career development sector.

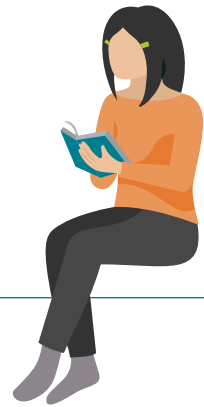
Example job titles: settlement counsellor, youth specialist and advocate, community connections specialist



Sounding Board Suki

In the context of another professional endeavour or client-/service-based relationship, Sounding Board Suki provides advice or education about careers or work in a way that falls outside the primary scope of their practice. They do not identify as members of the career development sector.

Example job titles: financial planner, insurance provider, real estate agent, divorce lawyer, librarian, sports coach, loan officer, microlender



Coach Caroline

Coach Caroline provides professional coaching services to individuals. The careers work they do with clients may be one of several coaching topics they cover together. Coach Caroline may coach executives, business leaders, business owners, entrepreneurs, and others at any stage of their career. They do not advise students in campus career centres, elementary and secondary schools, or employment centres. They build private practices and coaching businesses as entrepreneurs. Coach Caroline may also work as in-house coaches within large enterprises, public sector organizations, outplacement services, and employee assistance program (EAP) providers. Some become a Canadian Certified Counsellor through the Canadian Counselling and Psychotherapy Association (CCPA), or a Credentialed Coach through the International Coaching Federation (ICF). They may or may not identify as members of the career development sector.

Example job titles: executive coach, leadership coach, life coach, career consultant



Manager Mohamed

Manager Mohamed engages employees directly in career conversations. They are supervisors, frontline managers, or senior executive leaders across sectors (public, private, non-profit) and industries. They do not identify as members of the career development sector.

Example job titles: supervisor, manager, director, CEO



Recruiter Raul

Recruiter Raul is a talent recruitment professional who helps define the profile of people that a company needs to hire and identifies and makes candidate matches from the labour market. They work for organizations as an internal employee or external contractor (of a talent recruitment agency or firm, for example) and get paid commission based on successfully filling a job requirement. Recruiter Raul may help job applicants with resume writing and interview prep, but they are paid by the company, not the jobseeker. They may or may not identify as members of the career development sector.

Example job titles: recruitment specialist, talent acquisition specialist, recruiting manager



Talent Thuy

Talent Thuy is an HR or talent management professional within organizations across sectors (public, private, non-profit) and industries. They develop careers-related or professional development programs and set careers-related or professional development policy within organizations. They do not identify as members of the career development sector.

Example job titles: HR advisor, HR consultant, talent management specialist, learning and development specialist, organizational development director



Policy Pieter

Policy Pieter is a policy analyst in any sector (public, private, non-profit) who has indirect influence on the careers of Canadians through their areas of focus and policy portfolios. Policy Pieter might be an analyst at the Department of Transportation working on policy related to electric vehicles or funding mechanisms for mass and public transit in major city centres. They do not identify as members of the career development sector.

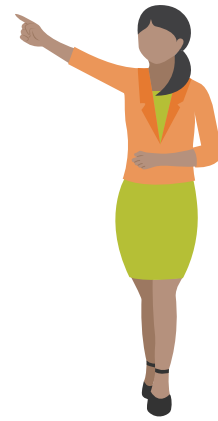
Example job titles: policy analyst, policy advisor, policy development officer, business intelligence analyst, research associate



Funder Fatima

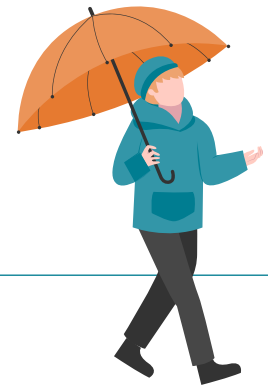
Funder Fatima is a funder or policymaker. In the public sector, they are found at all levels of government (federal, provincial, territorial, and municipal). In the non-profit and private sectors, they are leaders who make decisions about investments and grants related to workforces, careers, and skills. They may or may not identify as members of the career development sector.

Example job titles: minister, deputy minister, associate/assistant deputy minister, foundation executive director, charitable giving manager



Parent Parker

Parents and guardians help their children navigate their lifelong career development, especially throughout their formal education years. They provide career exploration, advice, and support, as well as build their own (typically informal) knowledge of career development. They do not identify as members of the career development sector.



Researcher Robert

Researcher Robert is a researcher working in primary investigator roles in any sector (public, private, non-profit) on research topics and/or policy portfolios that have a direct focus on careers. Researcher Robert may have completed or be completing their PhD in a careers-focused subject area. They might be a government economist forecasting the impact of demographic change on labour markets to create policy recommendations for job strategies in remote and rural communities. They may or may not identify as members of the career development sector.

Example job titles: professor/sessional instructor, PhD candidate/teaching assistant, research analyst, primary investigator, economist, data scientist, business intelligence analyst



Communicator Colette

Communicator Colette is a thought leader, sponsor, advocate, or influencer in the career development sector who works or volunteers their time as part of formal or informal sector organizations, associations, charities, networks, and other bodies. They communicate about careers and career development to fellow members of the sector, to niche audiences (by region or topic), to media, or within the more holistic ecosystem of community support services. They identify as members of the career development sector.

