

Chatham-Kent to the Power of Young People  
(15 – 39 years old); Organization Survey  
2018 Survey Results



## Executive Summary

In March 2018, the Municipality of Chatham-Kent's Community Attraction and Promotion (CAP) section conducted a Chatham-Kent to the Power of Young People (aged 15-39) - CK<sup>Y</sup> Organization survey to gather feedback from local organizations and employers on their activities to attract, engage and retain young people. This was a follow up to the 2017 CK<sup>Y</sup> Survey which gained feedback from 1,126 young people on life in Chatham-Kent. 57 organizations responded to the 2018 survey, many of which said they are actively working with or led by people under the age of 39. While this is a low number of responses compared to the many businesses and organizations throughout Chatham-Kent, it serves as a snapshot to some of the activities taking place and the mindset of the local community. The results of this second survey are reported below and will be used to help form a larger CK<sup>Y</sup> Community Action Plan, to identify simple steps that all local stakeholders can take to become more attractive to young people. Overall, the feedback demonstrated that:

- Organizations are connecting with and attracting young people
- Organizations are engaging and working to retain young people
- Succession planning is desired and needed
- Gaining interest from young people is a challenge
- Organizations are working to connect young people to the broader community

Engaging and supporting the aspirations of young people helps to support local businesses by meeting workforce needs, driving innovation, and providing opportunities for succession planning. Supporting young people also fosters an engaged community in various areas of life including recreational activities, volunteering, and the ability to raise a family. The feedback provided by young people supports this as many young people spoke about the desire for:

- Employment opportunities
- Professional development opportunities
- Personal development opportunities
- Inclusion in decision-making
- Putting feedback from young people to use

Overall, young people demonstrated that they want to be involved in organizations and communities where they are valued as contributors and have input on future direction. See full results at [CKYoungPeople](#). Respondents to the CK<sup>Y</sup> Organization Survey showcase that local businesses and organizations value the contributions of young people and are actively trying to engage with them.



## Methodology

The CKY Organization Survey, was used as an engagement tool to gain feedback from a range of local organizations and businesses. 57 responses were collected in total. The questions and target audience in the survey were intentionally broad to help form a high level scan of activity, across sectors and organization type, to engage young people in Chatham-Kent. All report findings are subject to the responses provided and are used to help determine areas of focus for Resident Attraction and Retention efforts.

The survey was promoted through partner stakeholders and networks, local media, and over social media for the month of March, 2018. Followers over social media and community partners were asked to share the survey through their networks to encourage a snowball sampling method to collect feedback. A mixture of quantitative and qualitative responses were collected and analysed by Community Attraction and Promotion's, Resident Attraction and Retention area.



## Key Take-away

### Organizations are connecting with young people

67% of respondents said they are actively attracting young people to their businesses as employees, participants, and volunteers, and most do not have difficulty doing so. When asked to explain how they are attracting young people, over 25% of respondents discussed employment opportunities, such as providing student and entry level positions, posting jobs online and on job boards, attending job fairs, and using recruitment companies. 65% of respondents offer entry level roles, 49% offer summer student positions, 46% offer co-ops, and 86% offer on-the-job training. Others spoke about the culture of their organization being progressive and engaging, suggesting they used their reputation to attract young people.

*67% of respondents said they are actively attracting young people.*



The [communication methods](#) used by organizations aligned well with what local young people prefer to access, overall. Slight disconnects existed with more limited use of radio by organizations, and more frequent use of networking events and LinkedIn for promotion by organizations than local young people reported using.



## Organizations are engaging young people

Many organizations are [engaging young people in decision-making](#) and discussed the importance of doing so. The way that respondents do so ranged from creating an open dialogue in meetings, to actively recruiting young people to participate in committees and on boards, to providing programming focused on gaining direct input from young people. Some respondents stated their organization's management and leadership positions are filled by people under the age of 39, demonstrating young people are driving local organizations and businesses.

*86% of respondents said they are actively [working to retain young people](#).*



86% of respondents said they are actively working to retain young people that are employed and/or volunteering with their organization and the top incentives offered match closely to what young people say an employer or voluntary organization could do to retain them. 81% of respondents provide opportunities for development, 68% offer flexible schedules (work or voluntary), and 68% offer opportunities to take on more responsibility.



### Succession Planning Desired and Needed

Only 4% of respondents reported that more than half of their workforce was set to retire in the next five years, with government being most likely to report higher rates of expected retirements. Nevertheless, over 50% of all respondents have started succession planning, and 50% of those who have not started are interested in doing so.

*Over 50% of all respondents have started succession planning.*

Those who have not started succession planning said that in addition to their workforce not being close to retirement, limited time to plan for succession was a challenge.



### Gaining interest from young people is a challenge

Of the 30% of respondents who said they have [difficulty attracting young people](#), most indicated there is a lack of interest from young people to be involved in their organization. This applied to those attracting young people for both employment and voluntary opportunities. Supporting this thought, social organizations discussed a shift in culture as the cause for lower participation of young people, and employers cited the nature of work (hours, contract, and rate of pay) as being unattractive to young people. Others identified the lack of capacity of the organization to market to young people effectively as a barrier to engage that demographic in a way that would gain their interest.



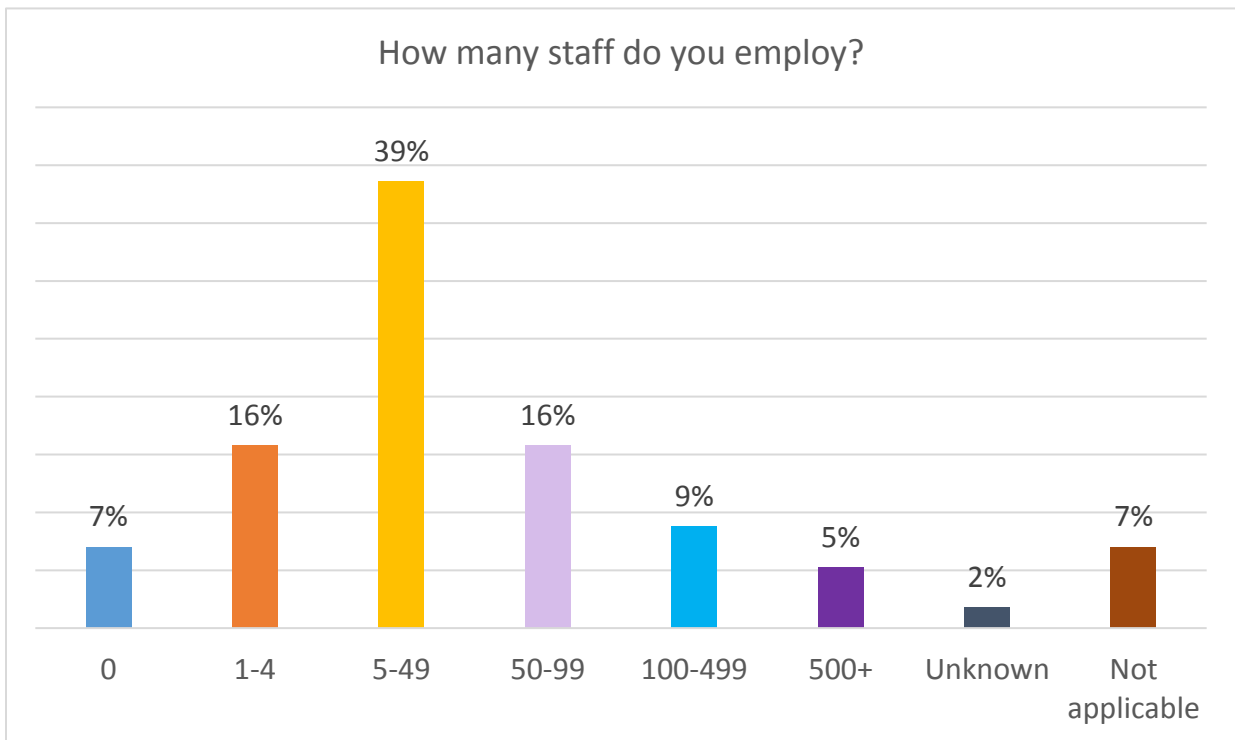
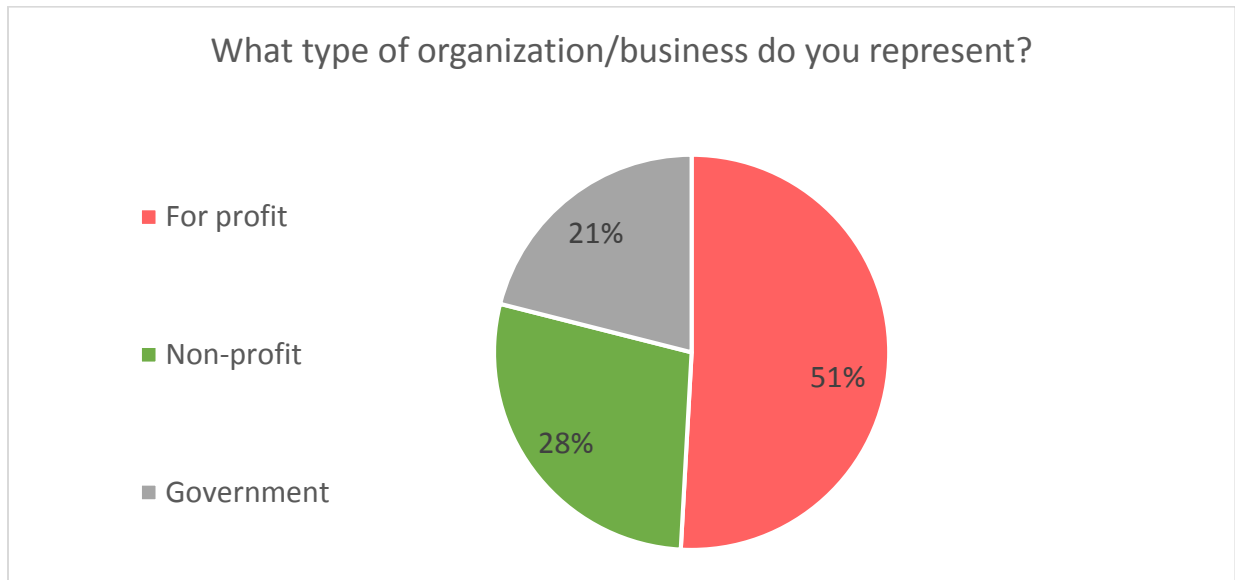
### Organizations are connecting young people to CK community

63% of respondents said [they introduce new employees and volunteers](#) to the broader Chatham-Kent community, which could assist in retention efforts. 74% do so by providing information and 50% by providing orientations. Of the 30% who selected “other” ways of introducing young people to the community, many said that the nature of the work their organization does is community-focused so employees and volunteers have an opportunity to be exposed to Chatham-Kent during their normal work. Some respondents host teambuilding activities which include introductions to aspects of the broader community.





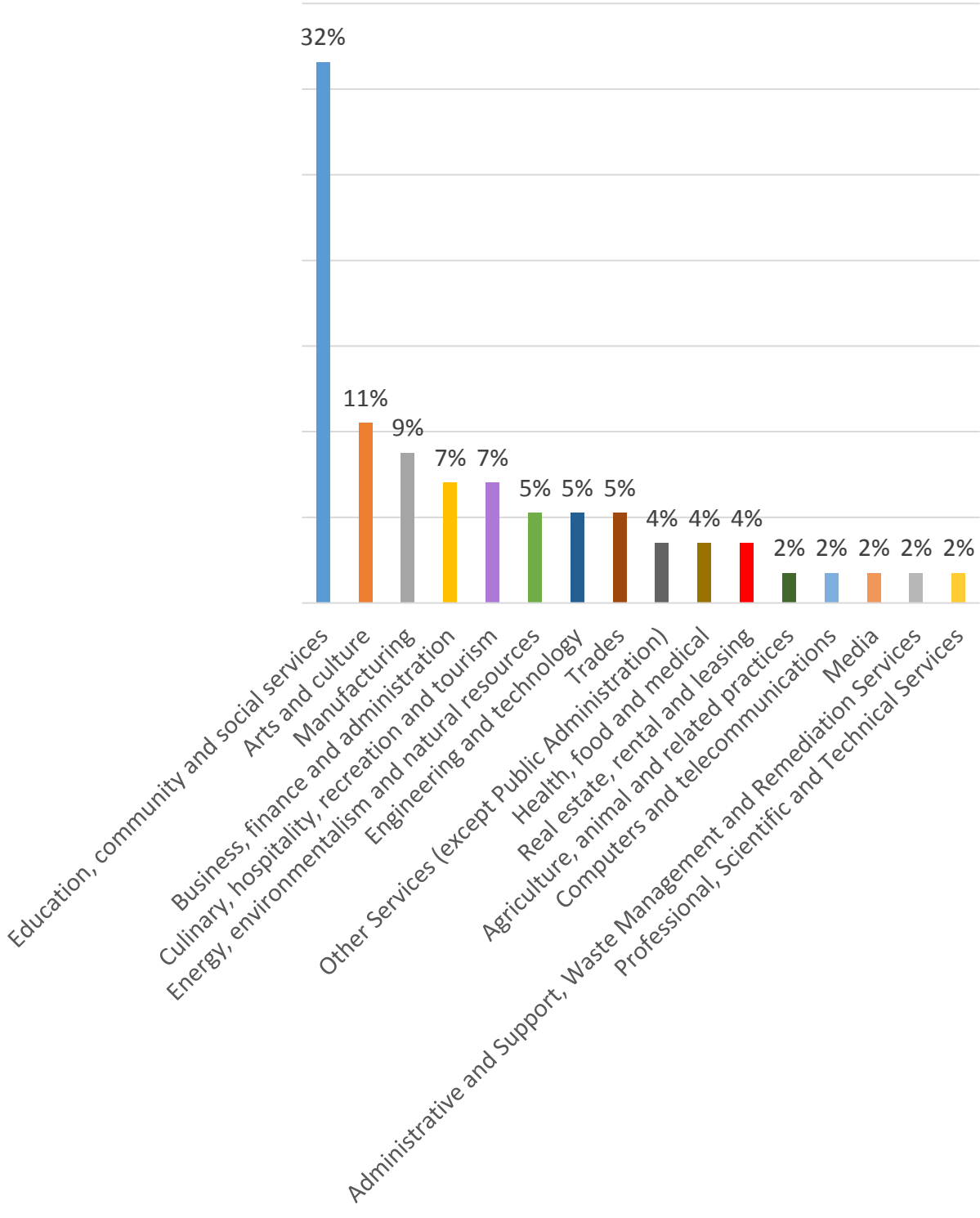
## Respondent Representation



Most respondents were from small, for profit businesses, with many from sectors that young people showed interested in studying or working in.

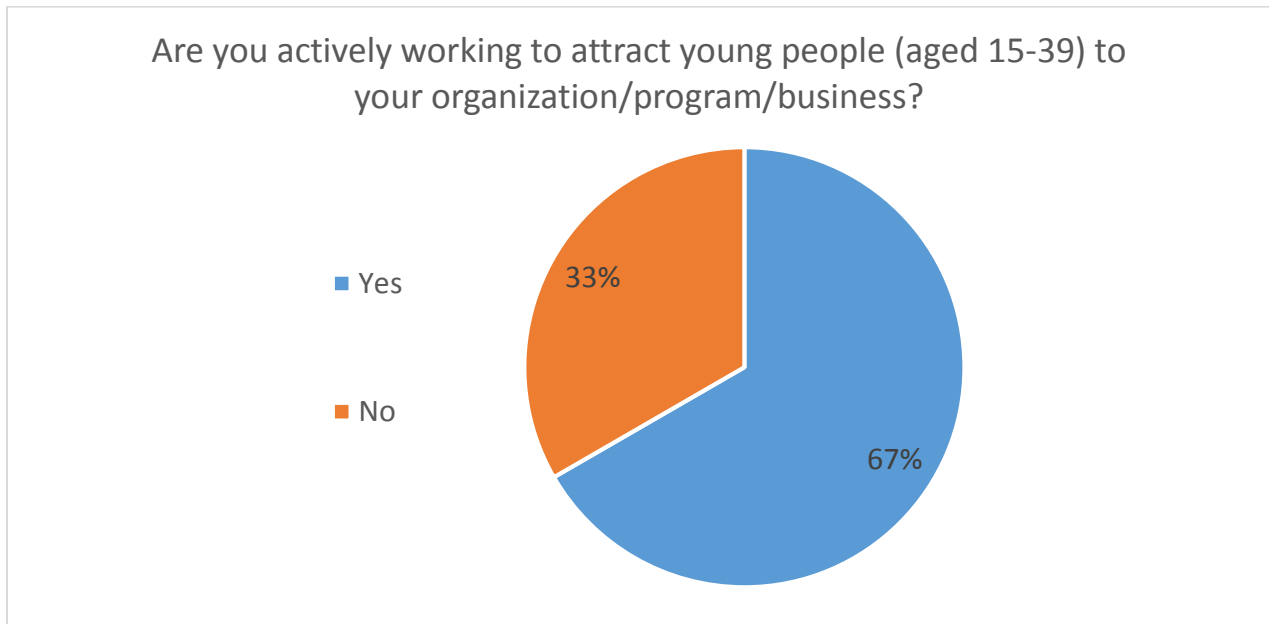


### What sector do you represent?





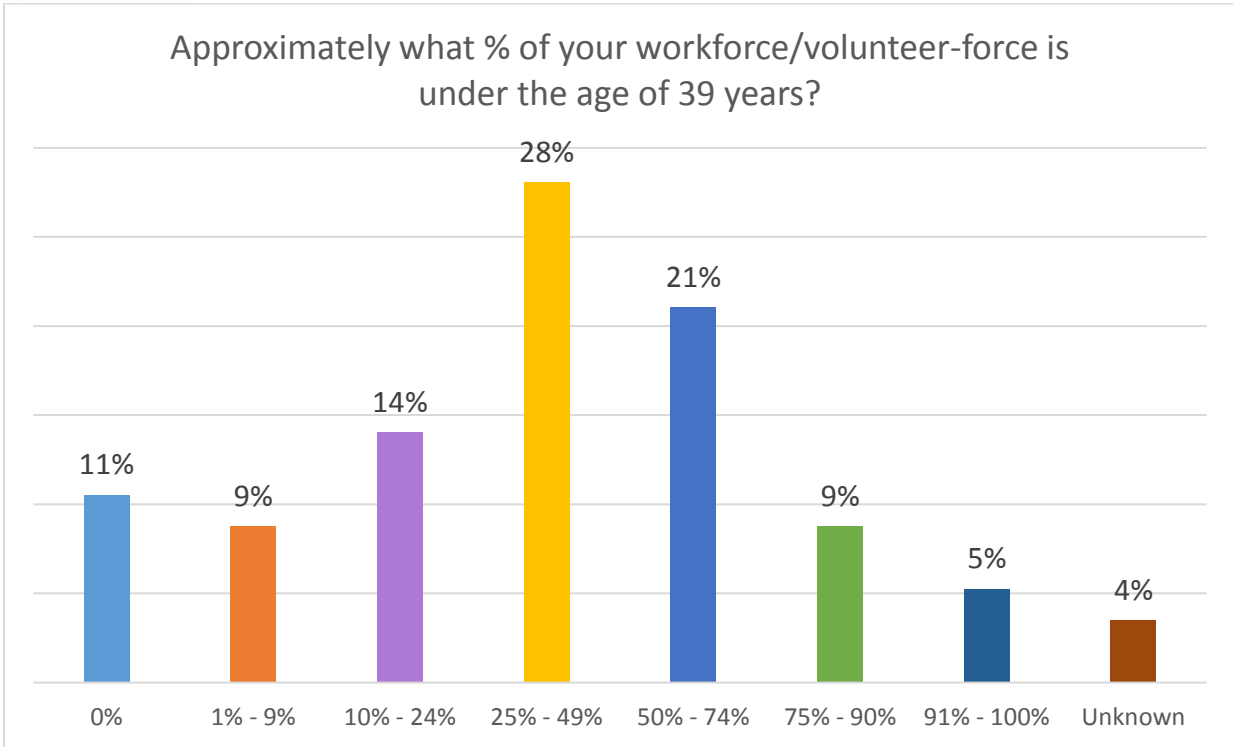
## Attracting Young People



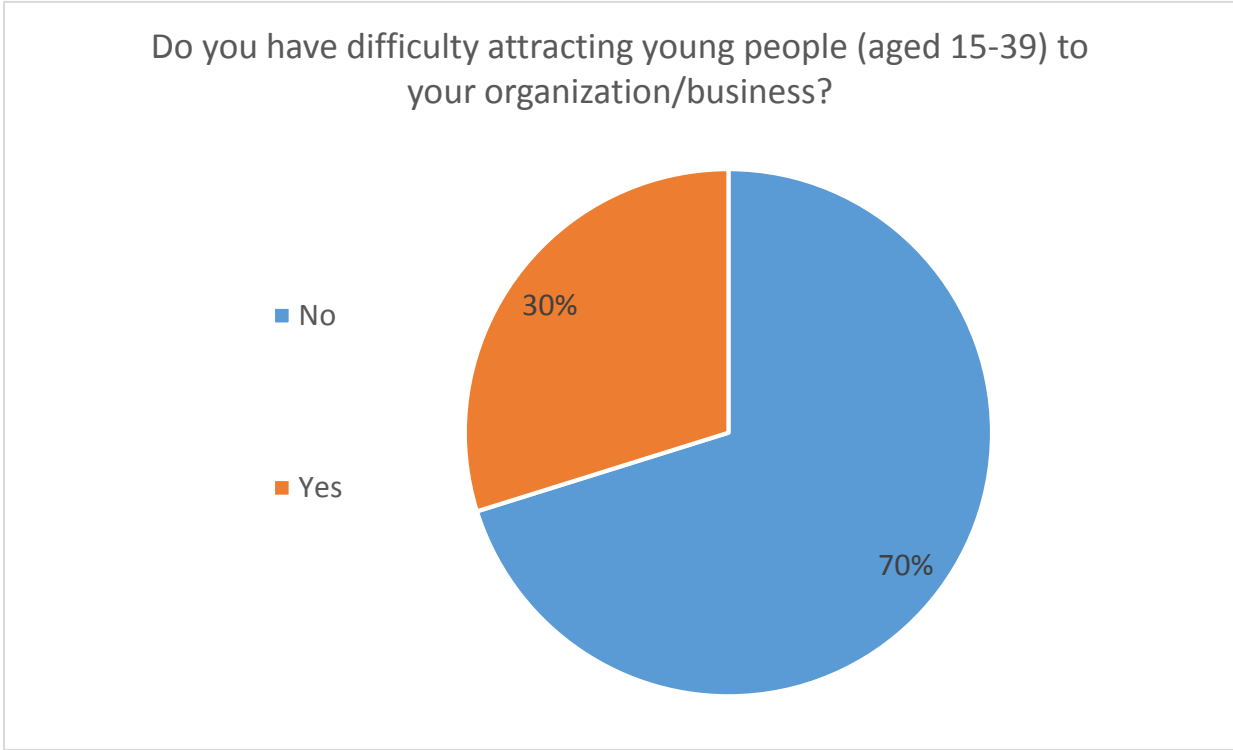
The methods used to attract young people were mixed but many revolved around using traditional means to attract young people for employment, followed by traditional and social media to promote the organization itself. Sample comments are included below to demonstrate the breadth of responses.

### Comments

- “Marketing and advertising that is vibrant and engaging.”
- “Recruiting companies, healthy and engaging workplace, incentives”
- “Social media and offering a fun, progressive environment.”
- “Volunteering”
- “Working directly with schools and youth groups”
- “Offering space to and marketing directly to young people for representation in shows, on boards, for volunteer opportunities”
- “Not successfully use local newspaper and word of mouth”

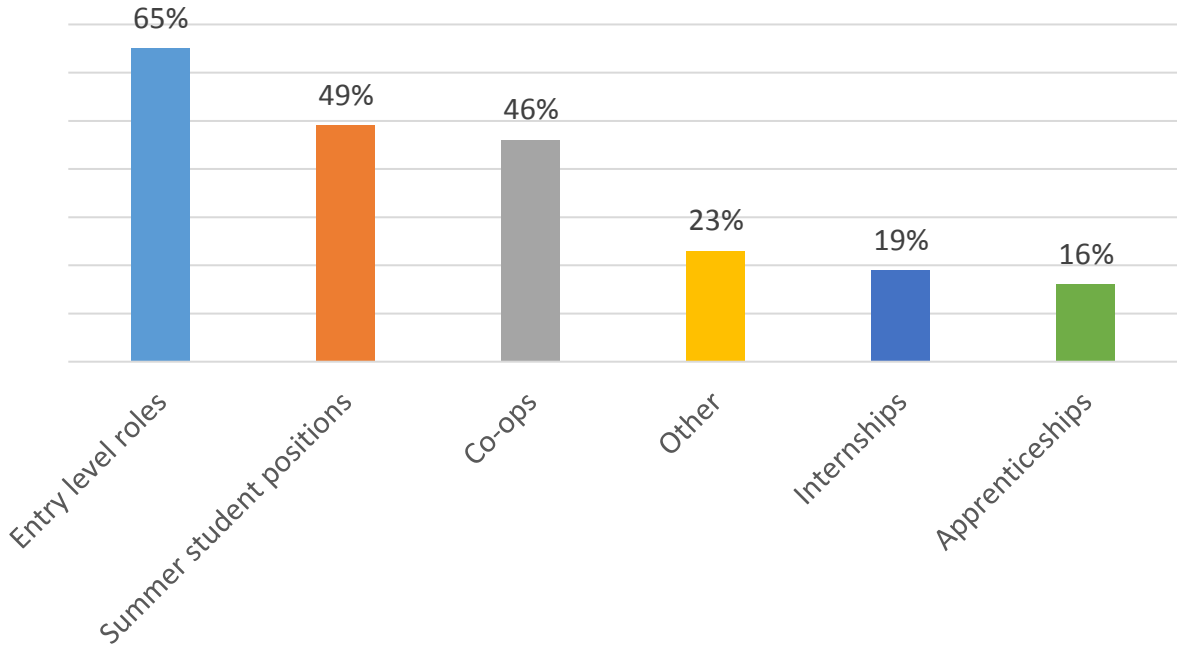


While 62% of respondents report that those under the age of 39 make up less than half of their workforce or volunteer-base, 70% said they do not have difficulty attracting young people.

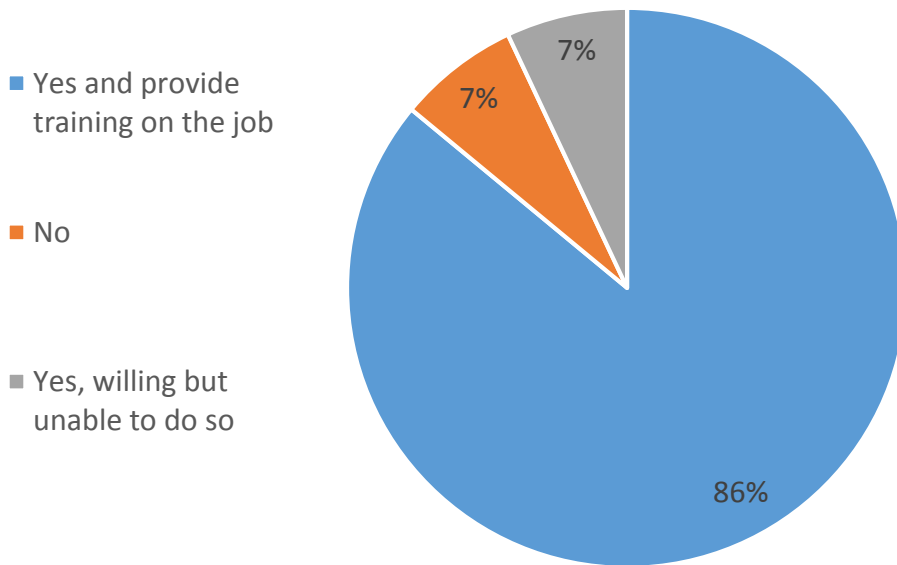




Do you have entry level positions or roles that are open to young people who may have no or limited experience? Check all that apply.

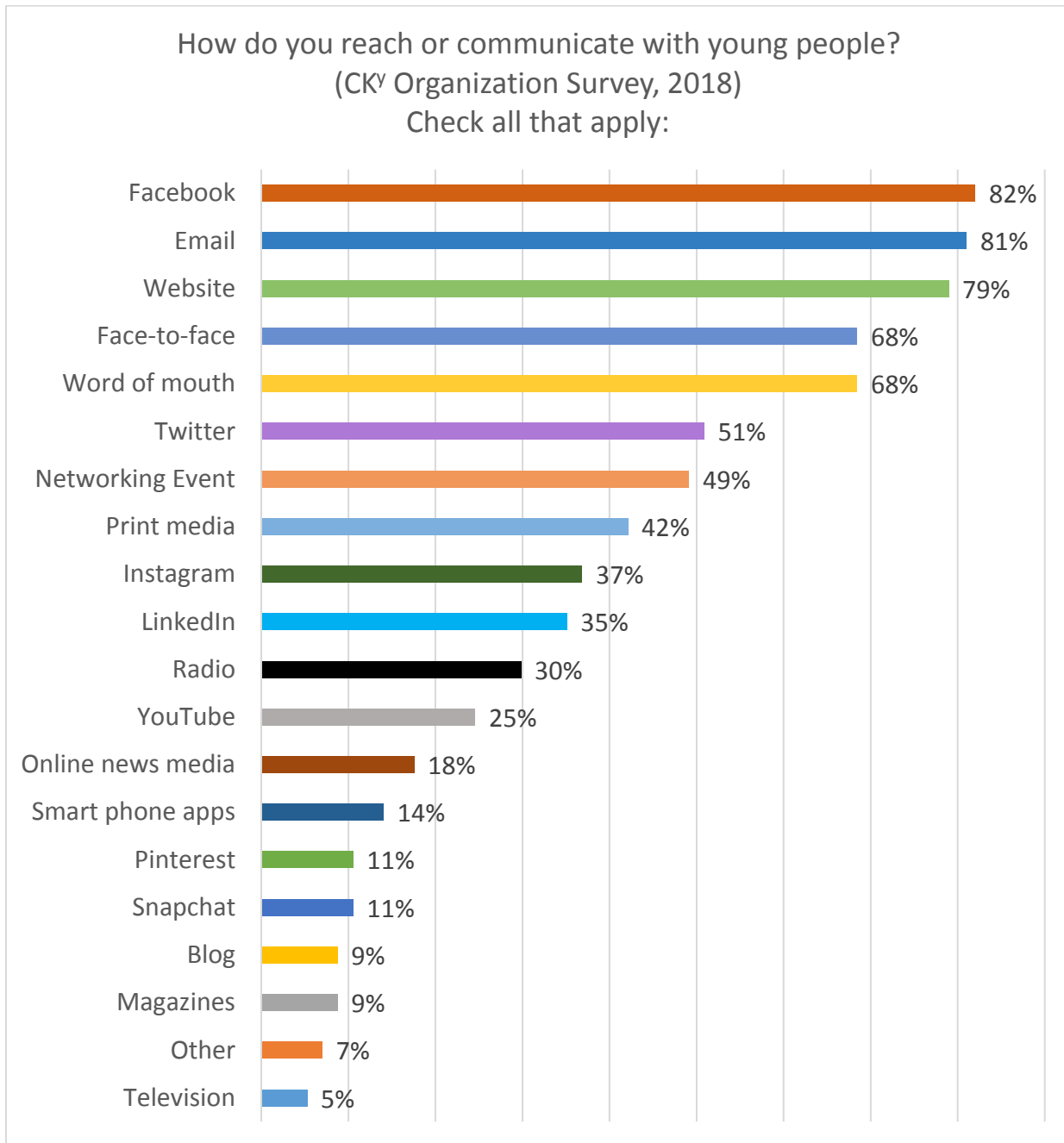


Are you willing to train on the job?





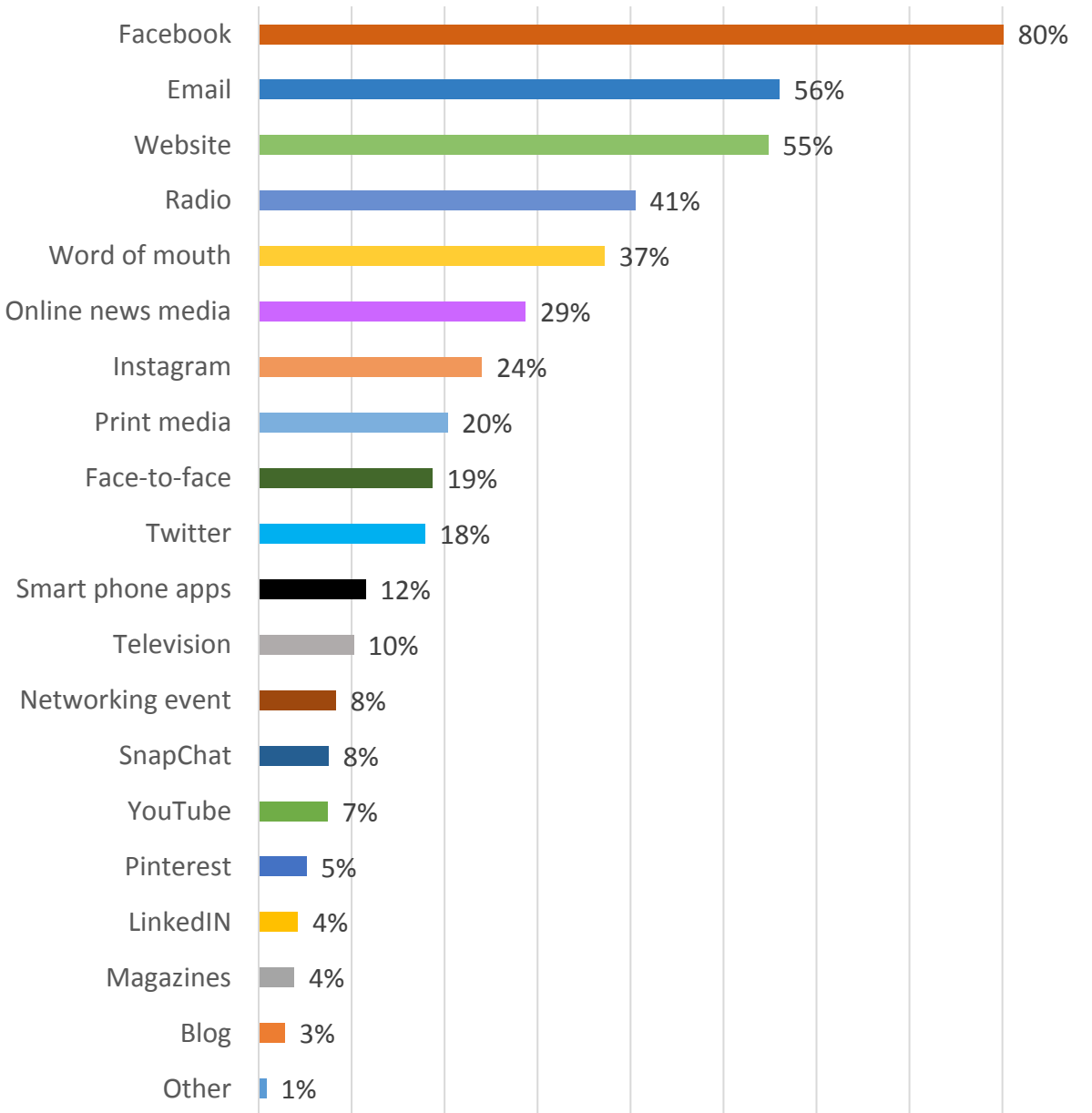
## Communicating and Sharing Information



Organizations who responded to the survey reported using communication methods that align well with what young people prefer to access. When looking at the top ten modes of communication used by both organizations and young people, there were slight disconnects with a more limited use of radio by organizations, and the more frequent use of networking events and LinkedIn by organizations, than local young people reported.

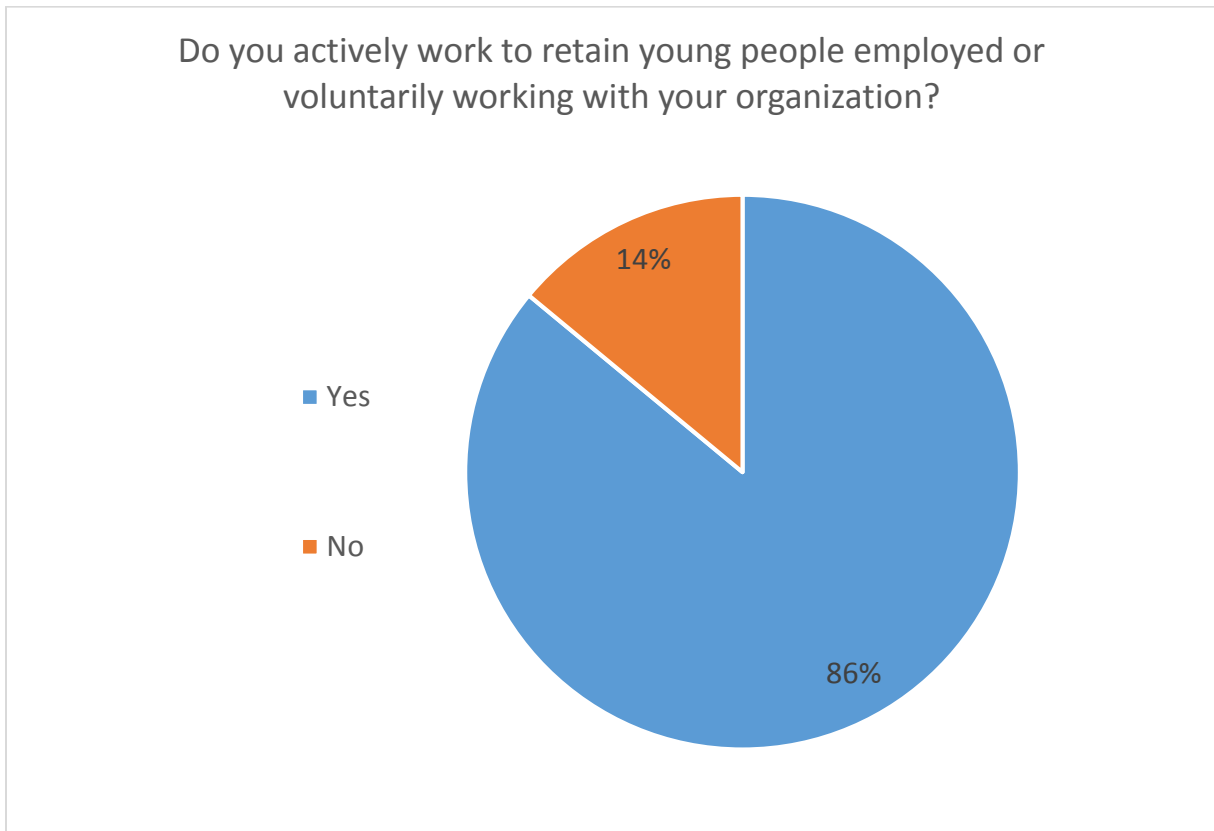


How do you prefer to access information and/or hear about local opportunities?  
(CKY 2017 Young People Survey)  
Check all that apply:



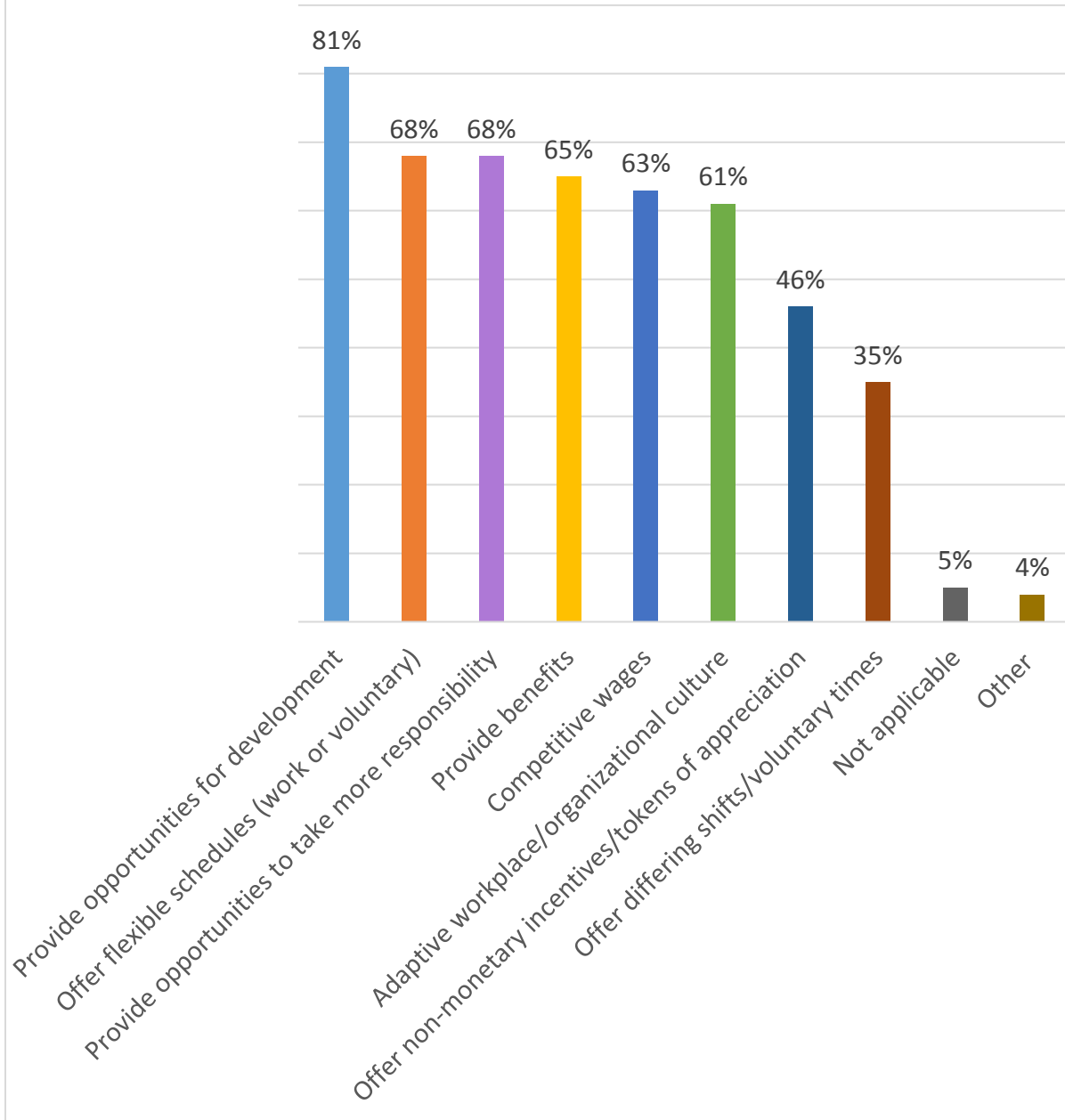


## Retaining Young People



Increased wages was the top way young people said they could be retained and came in fifth as an incentive used by organizations, however, it may not have been an applicable choice for all respondents of the CK<sup>y</sup> Organization survey since not all respondents were employers. Nonetheless, responding organizations demonstrated a willingness to provide incentives which align well with what young people say would help to retain them, particularly the provision of development opportunities and flexibility of schedules.

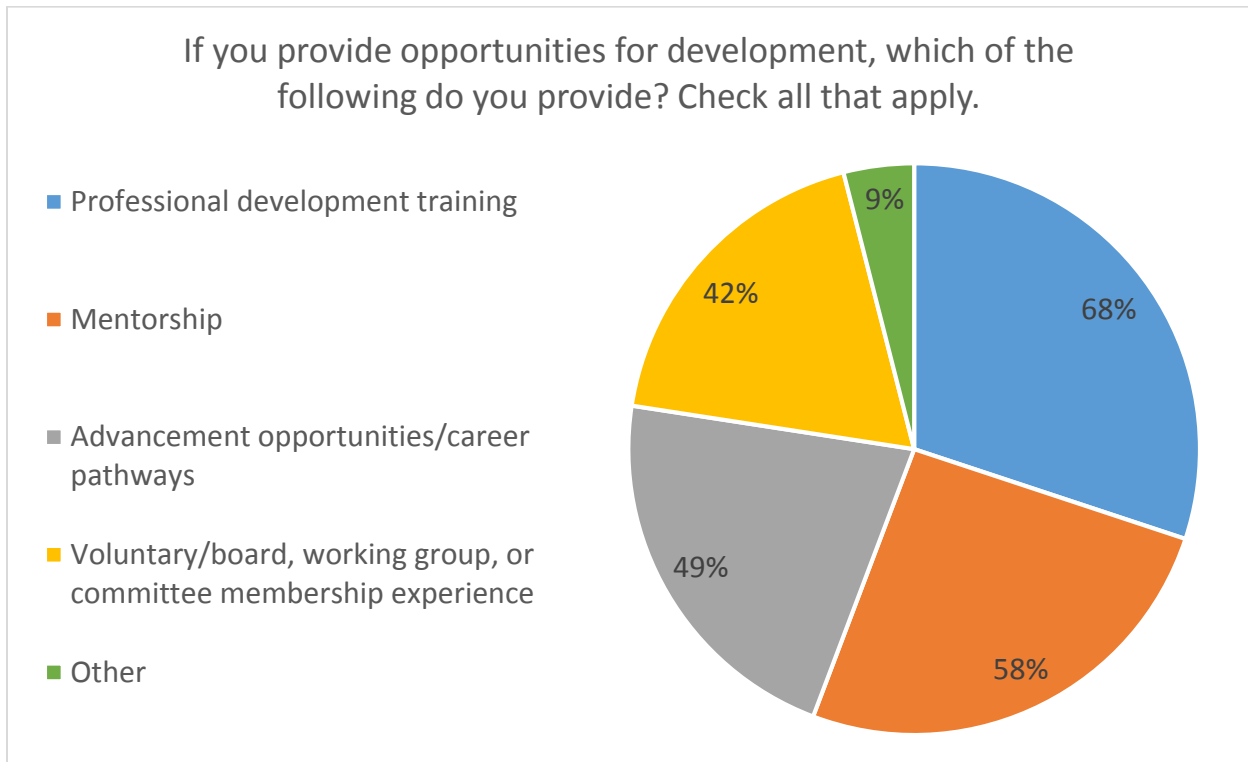
Do you offer any of the following incentives?  
Check all that apply



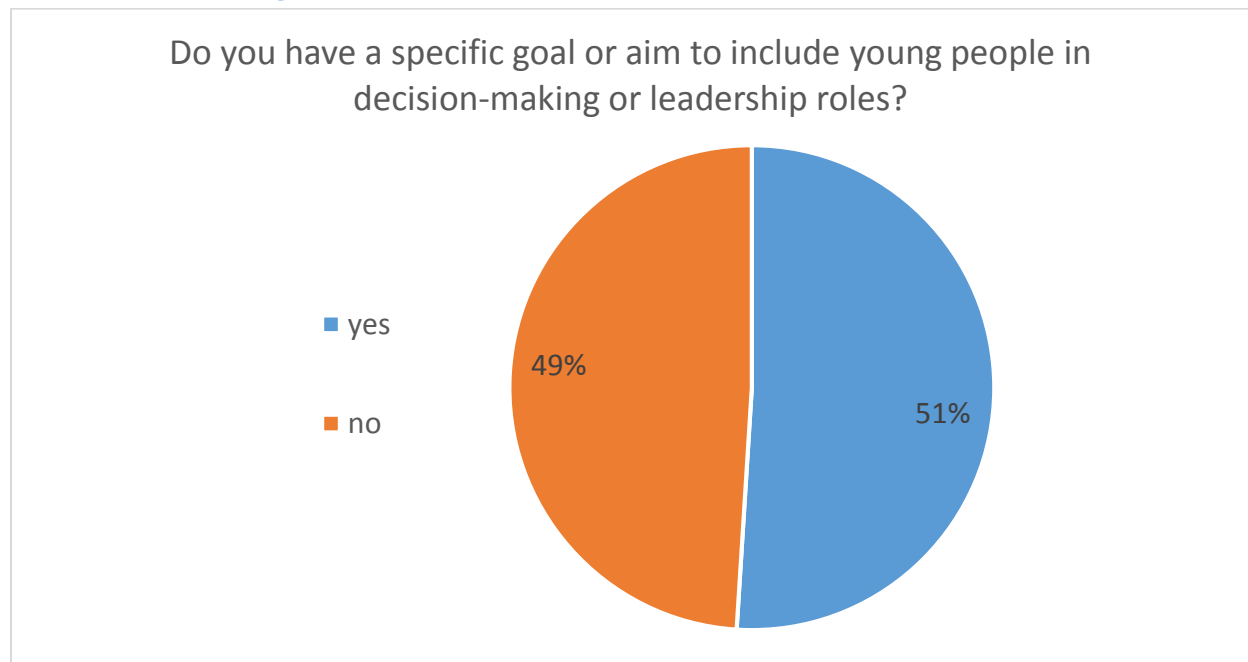




## Development Opportunities



## Decision-Making



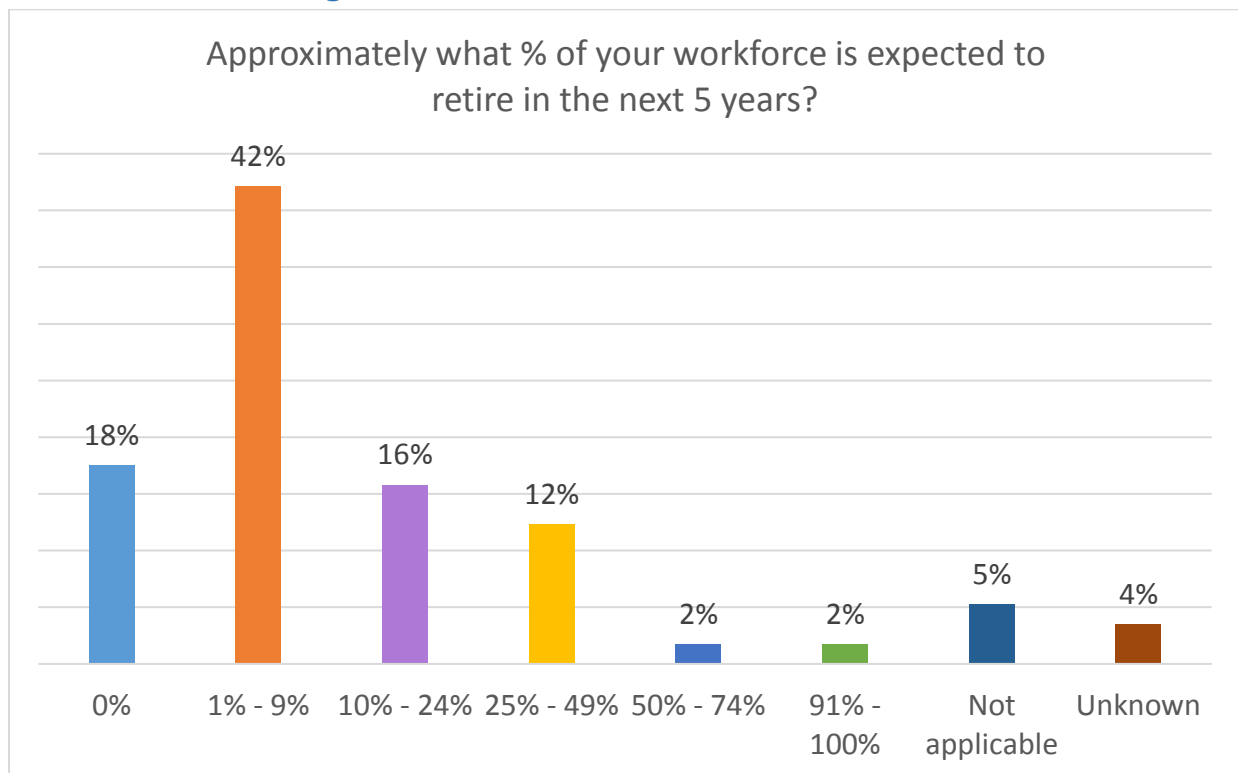


Many organizations are actively engaging young people in decision-making and discussed the importance of doing so.

### Comments:

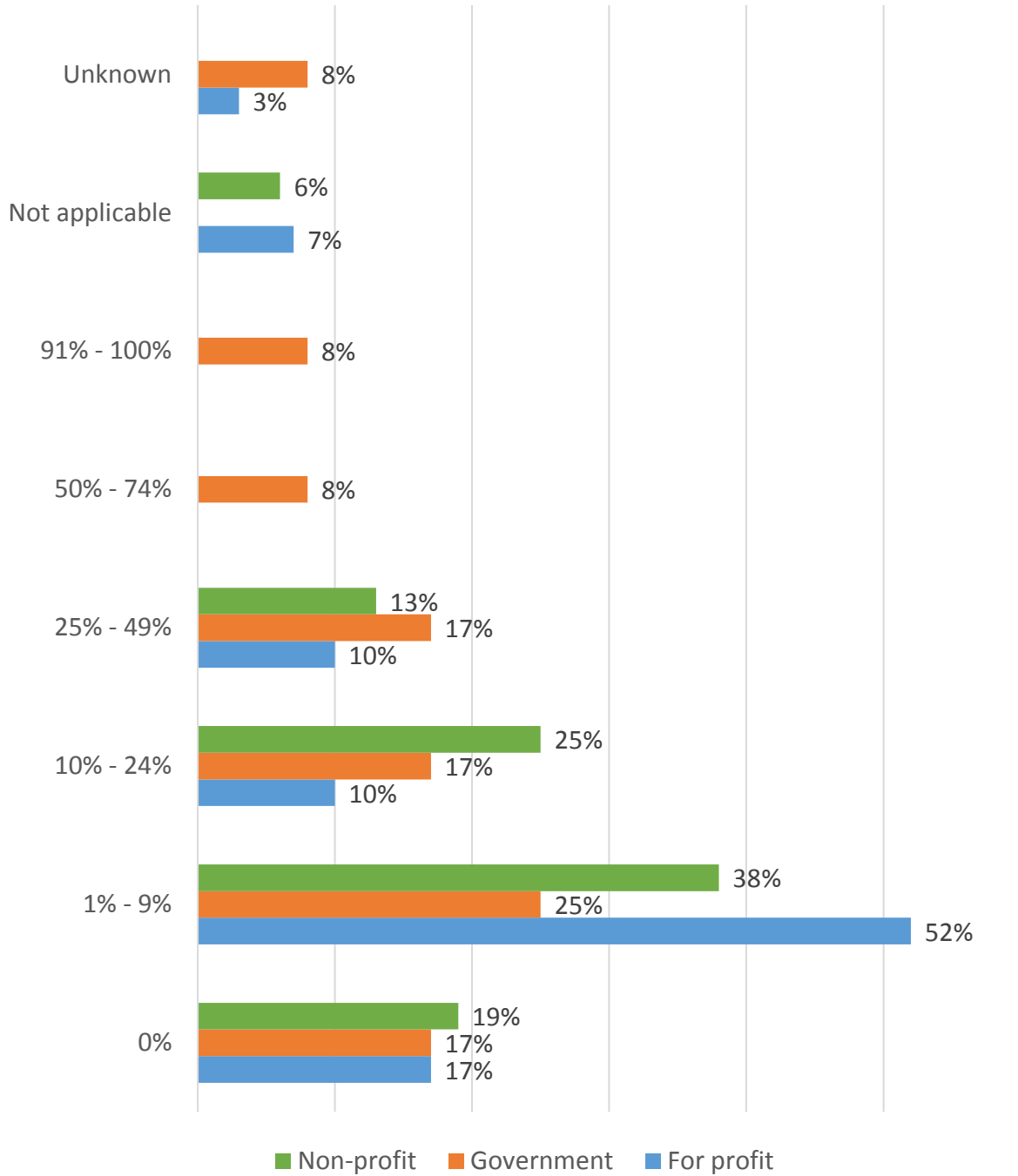
- “We recognize the value of an authentic youth perspective, which is why we celebrate workshops and programs geared to youth, and offer co-op and volunteer opportunities for youth. As we continue to get closer to this goal, we aim to increase our marketing”
- “Nearly all of my volunteers and committee members are under 39. I continue to connect with youth and bring them on board if they are a good fit”
- “We invite young people to become members of internal and external committees, inside our organization and the community”
- “We try to provide meaningful opportunities for young people to make a difference in the community for causes or issues that they care about. Practical real world experience leading and contributing that helps interpersonal development holistically”

### Succession Planning

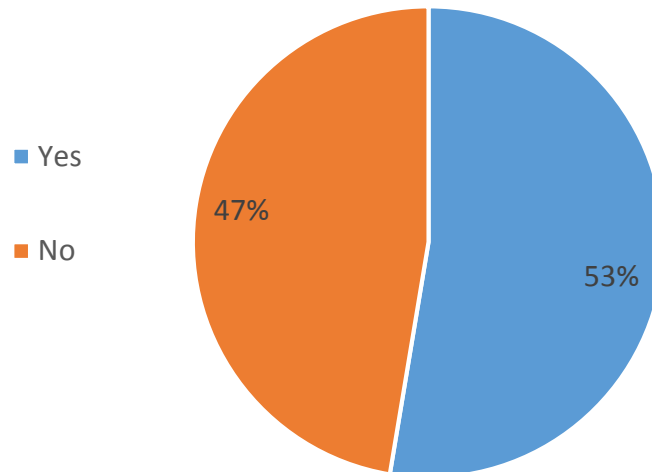


Only 4% of respondents reported that over 50% of their workforce was set to retire in the next five years, with government being most likely to report higher rates of retirement expected. Comments of how some respondents are succession planning, and why others are not, are included below as samples.

% of workforce expected to retire in next 5 years, by type of organization.



### Have you started succession planning for your organization?



#### If yes, what does this planning involve?

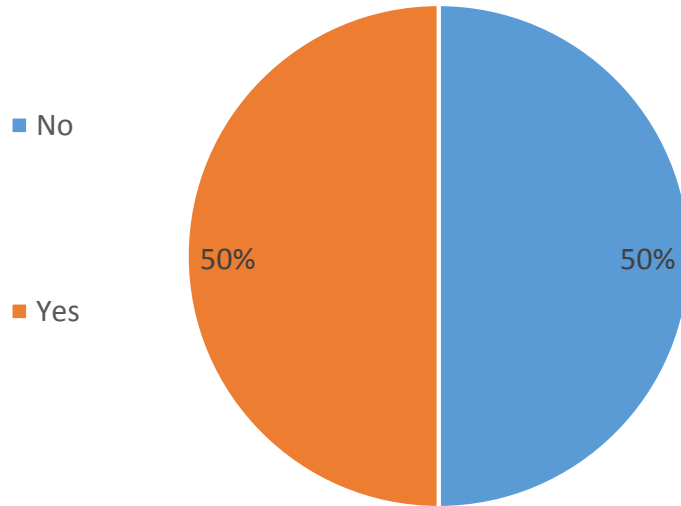
- “Attracting and getting youth involved in the organization, fostering interest, and creating awareness about the present struggles of LGBTQ youth as well as the history behind these struggles”
- “Bringing on young energetic personnel that can eventually manage the business”
- “Career framework and employee development”
- “In house succession management program, hiring interns from universities as a means to assess young talent”
- “Research at this point. We have experienced significant changes in the department, and are therefore looking at initial steps for succession as such plans have not existed in the organization's past”

#### If no, why not?

- “Always in restructuring, we never really had a chance to think about it but we are now, since we have completed in a satisfactory way, our restructuring in 2017 and are now in a good position to address this very important matter.”
- “I will shut down the business when I am ready to retire from it”
- “Our business is fairly new and still growing. It is in our 5 year plan”
- “We tend to have lots of infrequent short timeframe opportunities so advancement usually only comes after school has been completed. We've just started seeing some of this success now with former students becoming paid staff a few years later. Their experiences as volunteers led them to our industry”

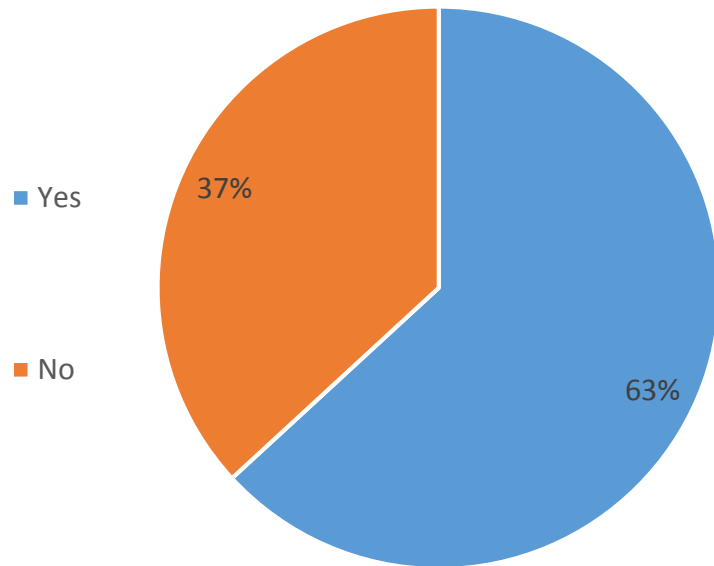


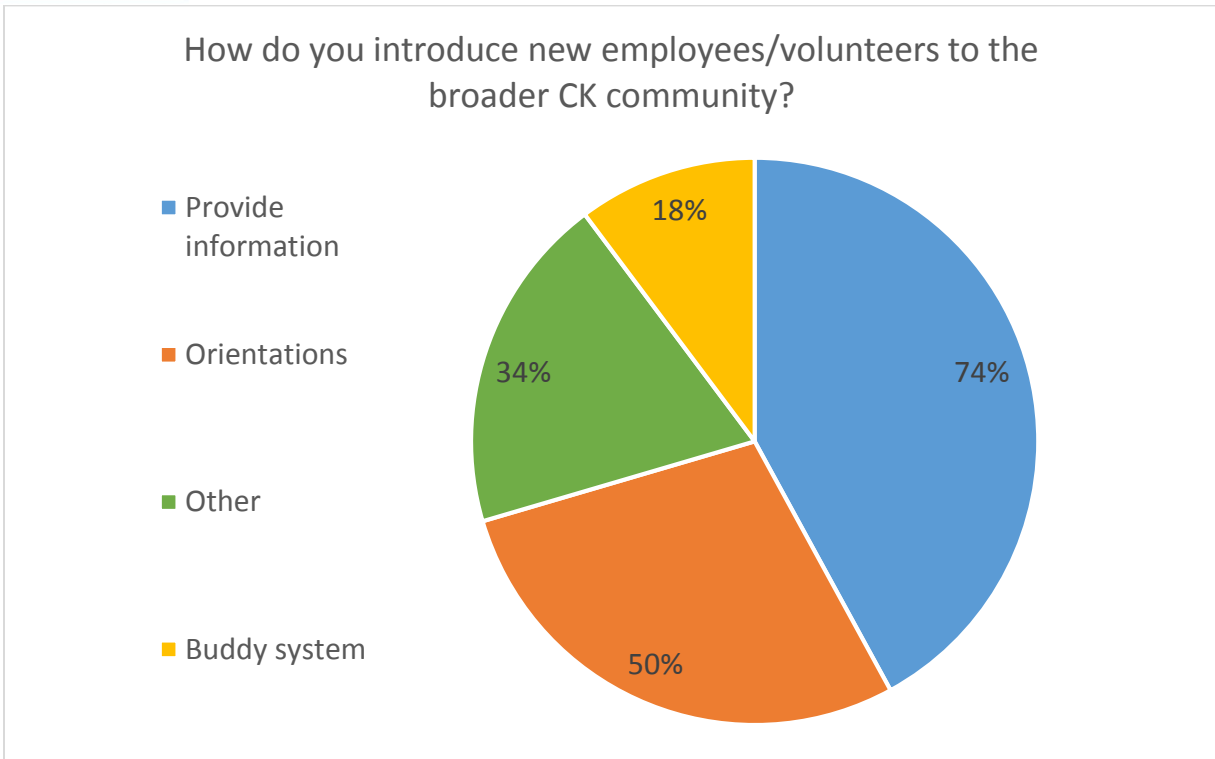
If you haven't started succession planning, are you interested in doing so?



### Connect Young People to CK Community

Do you introduce new employees/volunteers to the broader CK community?





#### Comments

- “Tours of community partner agencies, bring outside agencies in to do presentations”
- “Teambuilding, dinners, community events and volunteering”
- “They work on teams with staff at public events, and are recognized and promoted publicly for their volunteer roles”
- “We cover the entire community in our work, so employees/volunteers have the opportunity to travel to all areas of CK to meet people and build relationships”