BOSTON CONSULTING GROUP

# Creating People Advantage – Revisiting a success story

Canada country results

JUNE 2021

WFPMA World Federation of People Management Associations

NAHRMA North American Human Resource Management Association

CPHR CANADA / CRHA CANADA
CHARTERED PROFESSIONALS IN HUMAN RESOURCES
CONSEILLERS EN RESSOURCES HUMAINES AGRÉÉS

# Global overview on results



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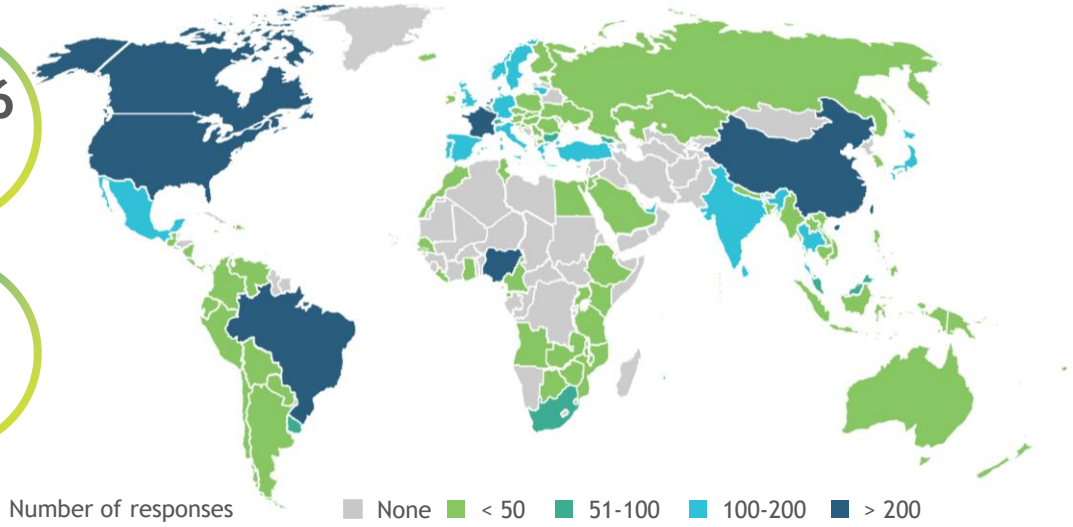
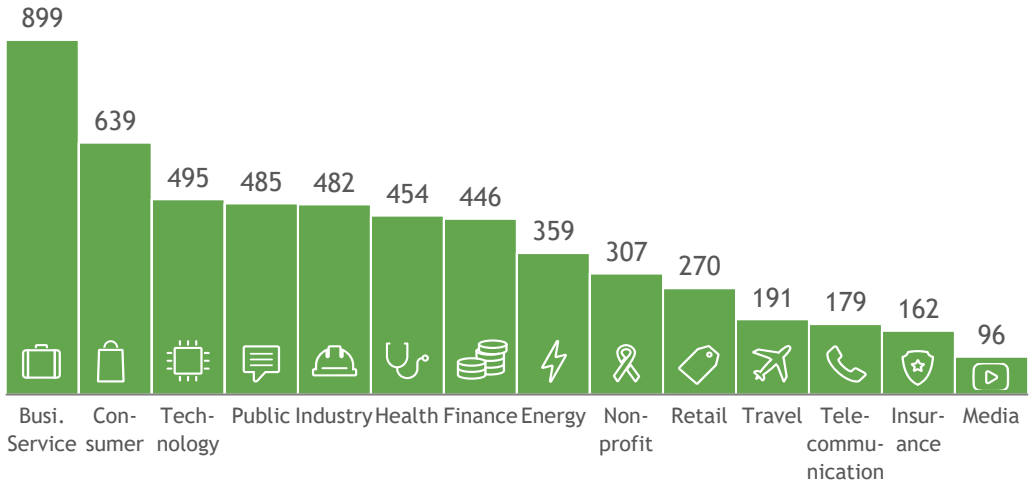
# Creating People Advantage—A survey of 6,686 respondents in 113 countries

**6,686**
Answered surveys

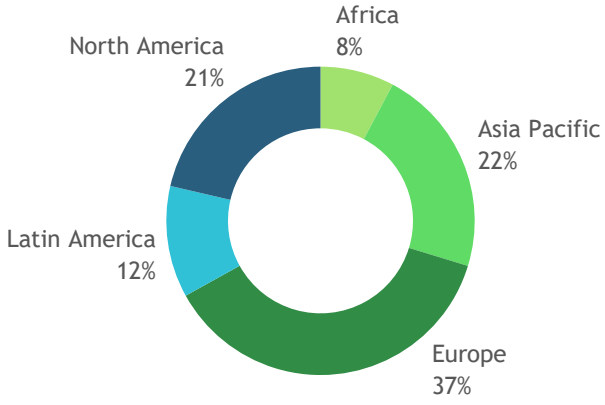
**113**
Countries



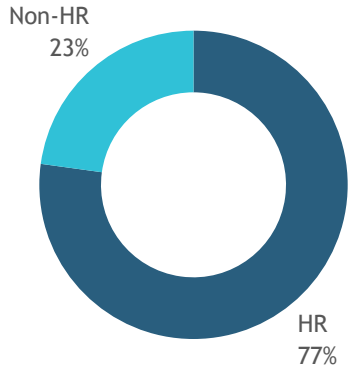

## Industry split



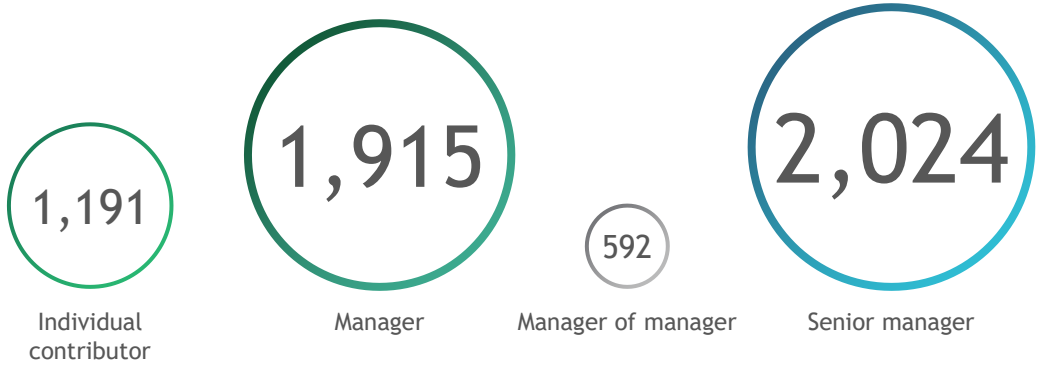

## Regional split




## Current position




## Level of Seniority




Source: 2021 BCG/WFPMA proprietary web survey and analysis.
Note: Not Included: N/A and other answers.



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# 32 HR and People Management topics in nine clusters were assessed

| Clusters | HR and People Management Topics | | | | | |
|---|---|---|---|---|---|---|
| People and HR strategy, planning and analytics | People and HR strategy | Strategic workforce planning | People analytics and reporting | | | |
| Talent acquisition | Employer branding | Talent ecosystem management | Recruiting strategy and process | Onboarding | | |
| People development | Up- and reskilling and learning and development | Career models management | Top talent management | Staffing and placement mgmt. | | |
| Performance, rewards and engagement | Performance management | Rewards and recognition | Employee engagement and well-being | | | |
| Purpose, behavior, leadership and culture change | Purpose and culture activation | Change management capabilities | Leadership behaviors and development | Diversity and inclusion management | | |
| Labor and employee relations | Policy management | Employee relations | Health and safety | | | |
| Organizational transformation | Agile principles | Org. develop-ment and design | Smart work | Shared services implement. | Restructuring management | Employee journey mgmt. |
| Digital and IT | HR IT architecture and operation | Digital, AI, cloud, and robotics in HR | | | | |
| HR operating model | HR organization and governance | HR shared services | HR staff capabilities | | | |

Source: 2021 BCG/WFPMA proprietary web survey and analysis.



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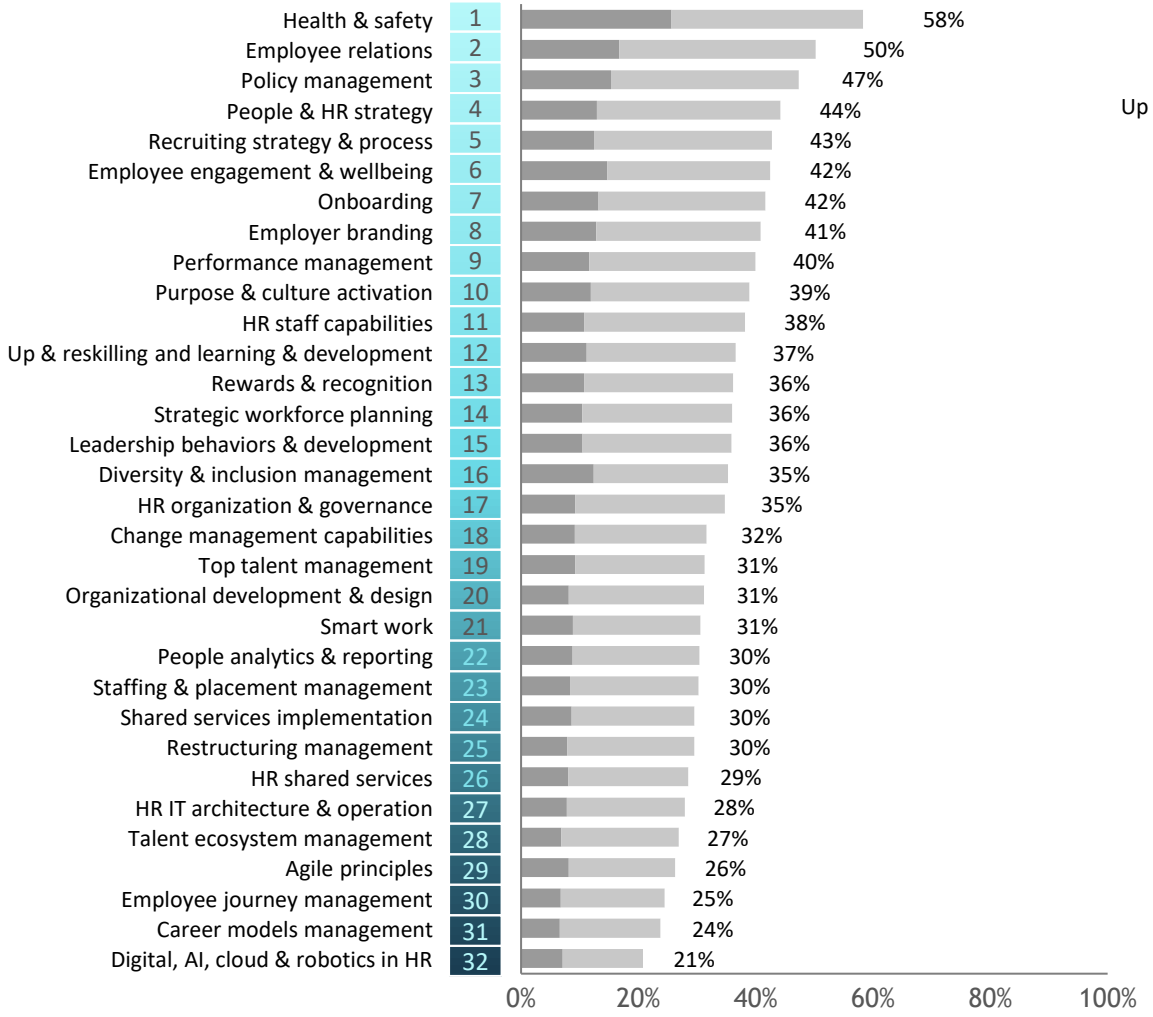
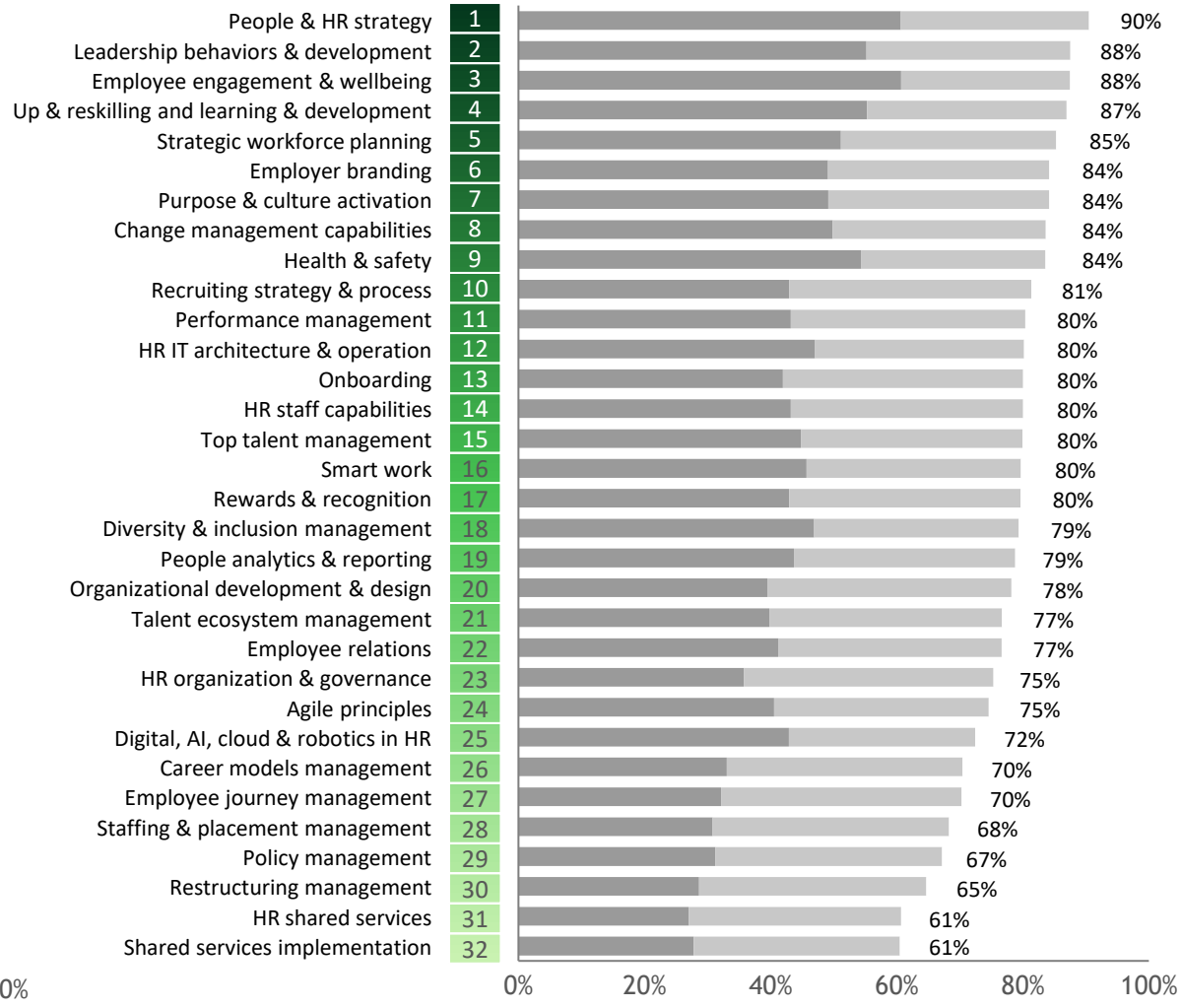
# Ranking of 32 topics for Current Capabilities and Future Importance

## Ranking Current Capabilities




## Ranking Future Importance




Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686).
Note: Ranked by highest number of responses in "high" and "somewhat high".

High Somewhat high



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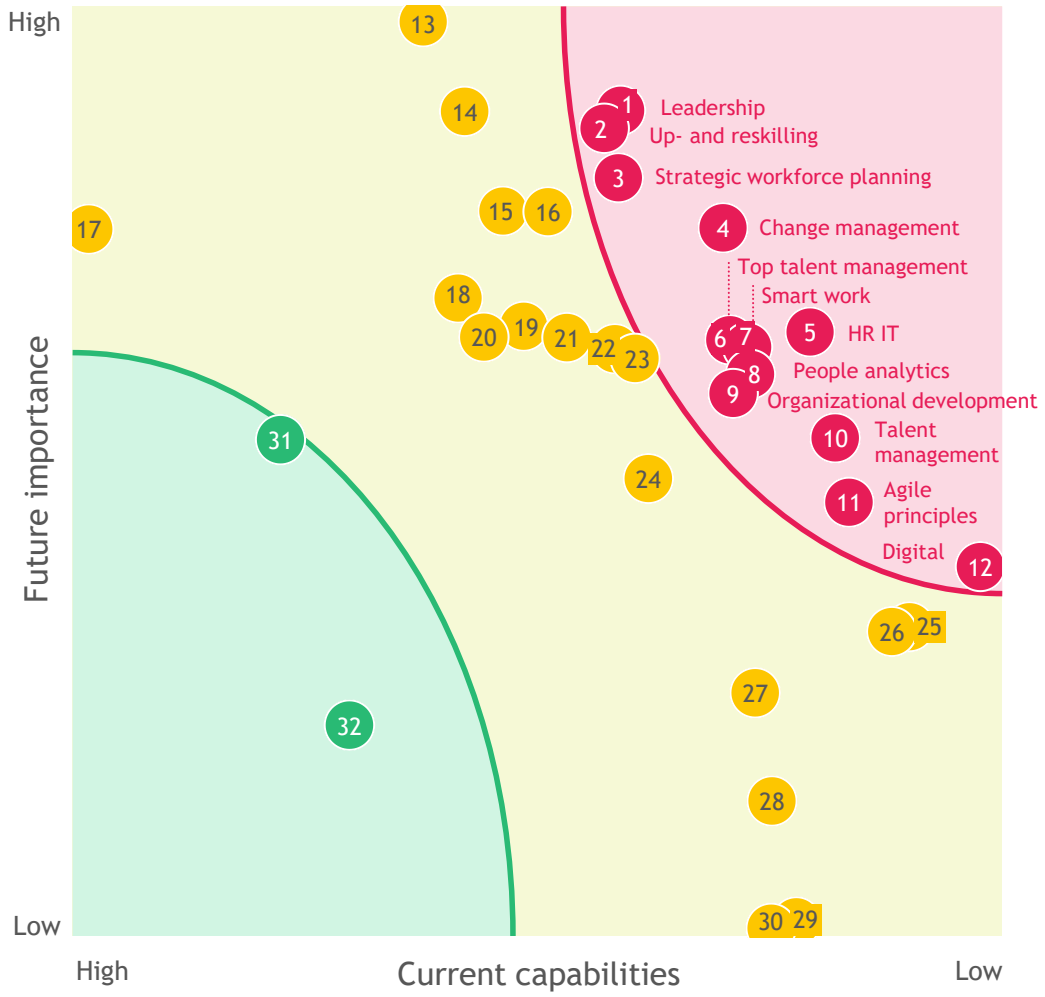
# Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities




**Strong need to act**

1 Leadership behaviors and development
2 Up and reskilling and learning and development
3 Strategic workforce planning
4 Change management capabilities
5 HR IT architecture and operation
6 Top talent management
7 Smart work
8 People analytics and reporting
9 Organizational development and design
10 Talent ecosystem management
11 Agile principles
12 Digital, AI, cloud and robotics in HR

**Medium need to act**

13 People and HR strategy
14 Employee engagement and well-being
15 Employer branding
16 Purpose and culture activation
17 Health and safety
18 Recruiting strategy and process
19 Performance management
20 Onboarding
21 HR staff capabilities
22 Rewards and recognition
23 Diversity and inclusion management
24 HR organization and governance
25 Career models management
26 Employee journey management
27 Staffing and placement management
28 Restructuring management
29 HR shared services
30 Shared services implementation

**Low need to act**

31 Employee relations
32 Policy management

Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686).
Note: Based on answers “high” and “somewhat high”.



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# Canada country results



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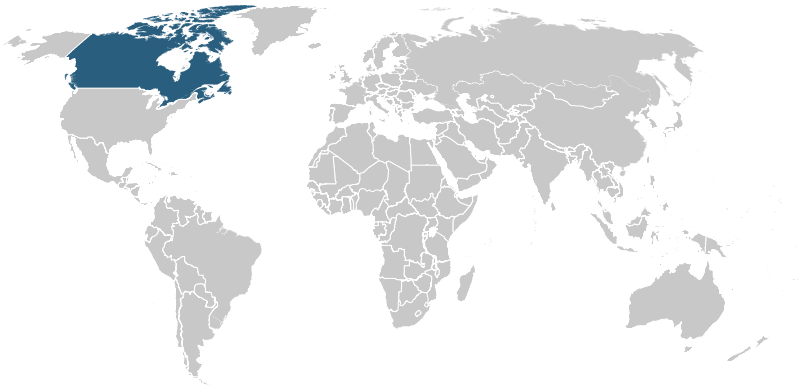
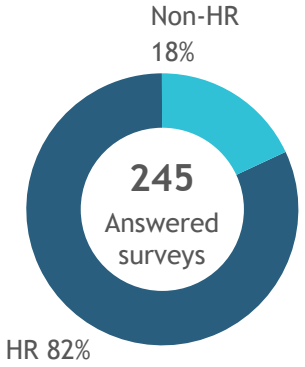
# Our survey drew responses from 245 Canadian participants

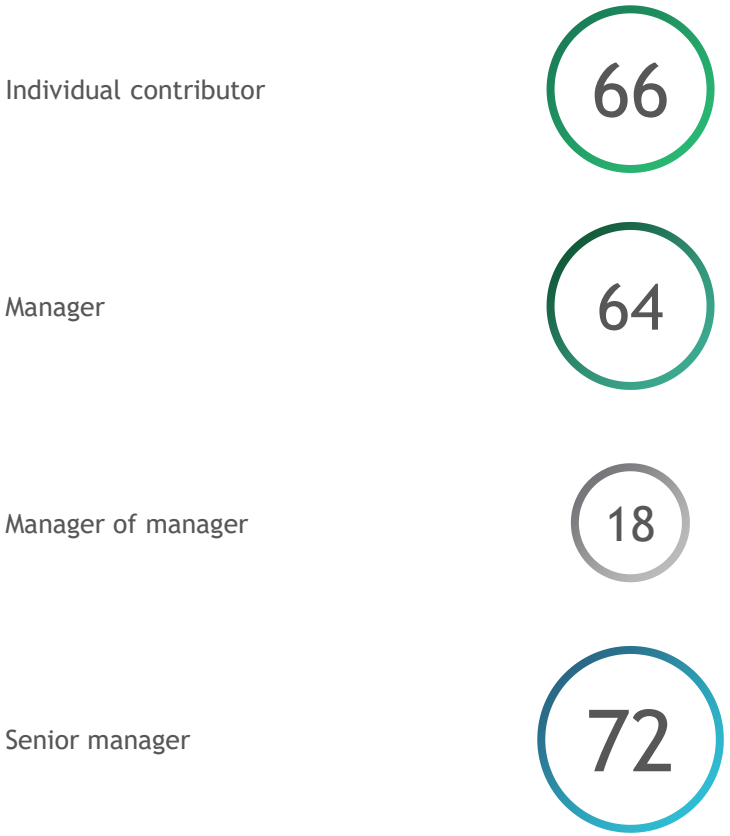
## Geography



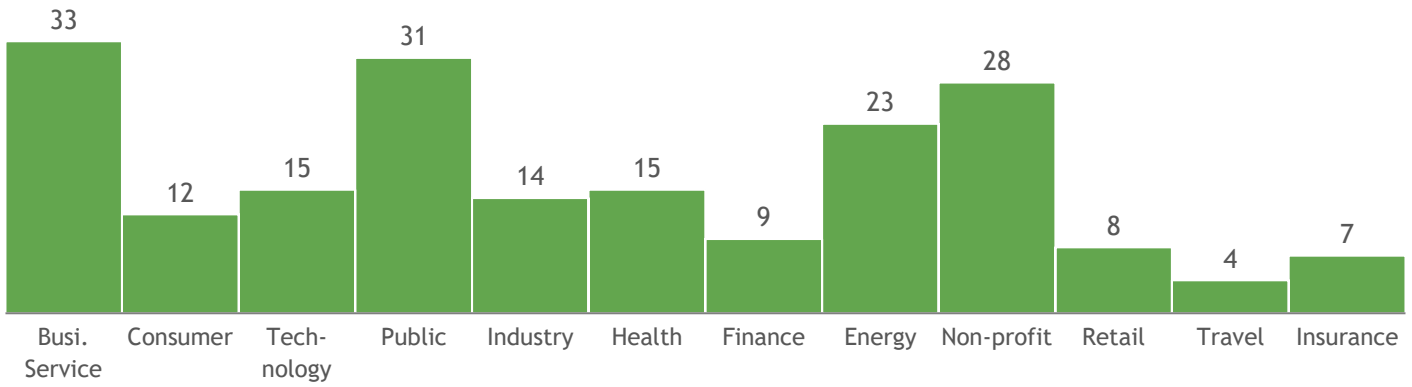
## Current position




## Level of Seniority




## Industry split




Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Canada n = 245).
Not Included: N/A and other answers (Industry split: 46 respondents in other industries)



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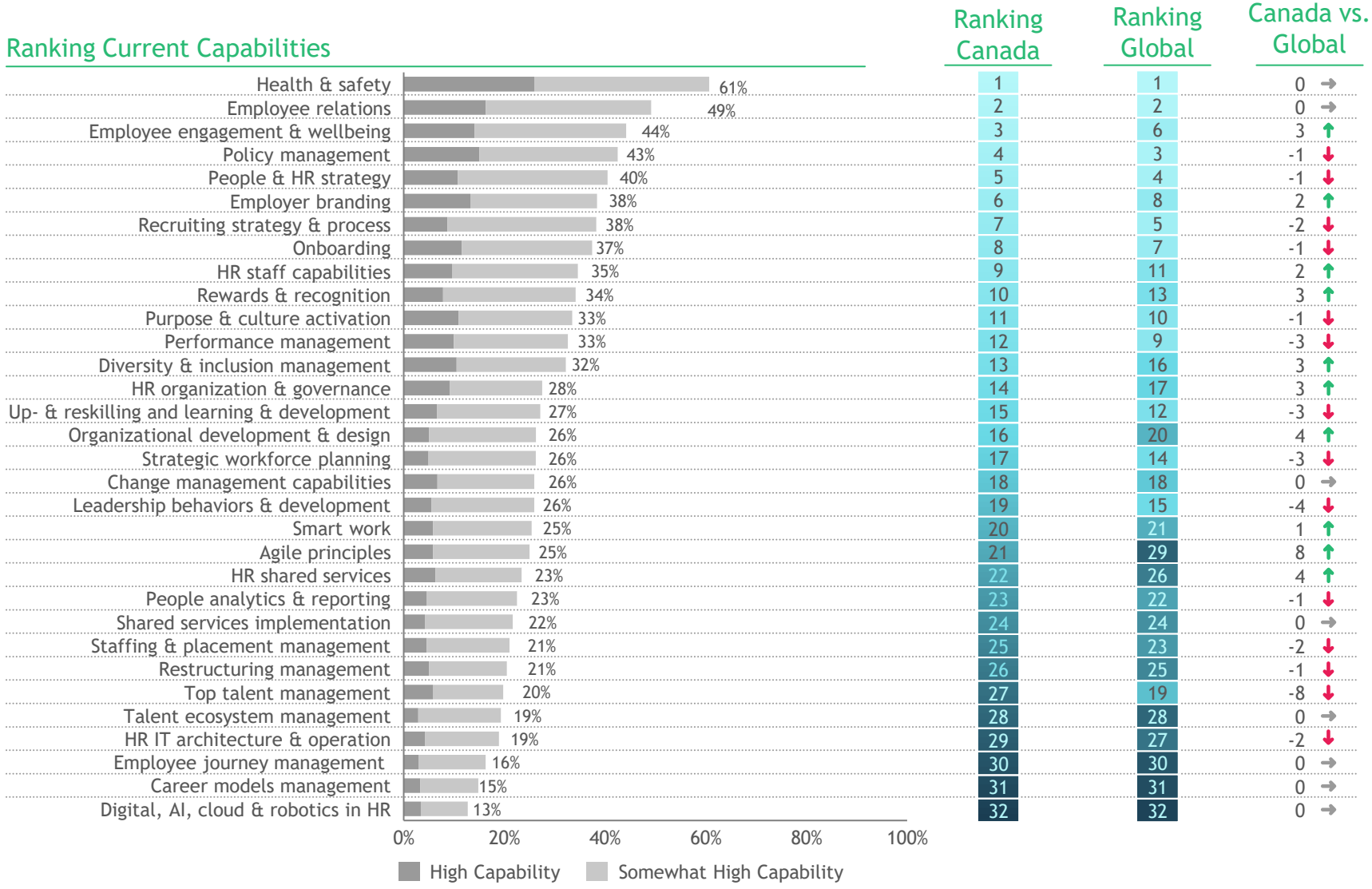
# Ranking of 32 topics for Current Capabilities




Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Canada n = 245).

## Key highlights

- Current **Agile principles** capabilities ranked much higher by Canadian respondents vs. global average *(+8 positions)*
- Current **Top talent management** capabilities ranked much lower by Canadian respondents vs. global average *(-8 positions)*

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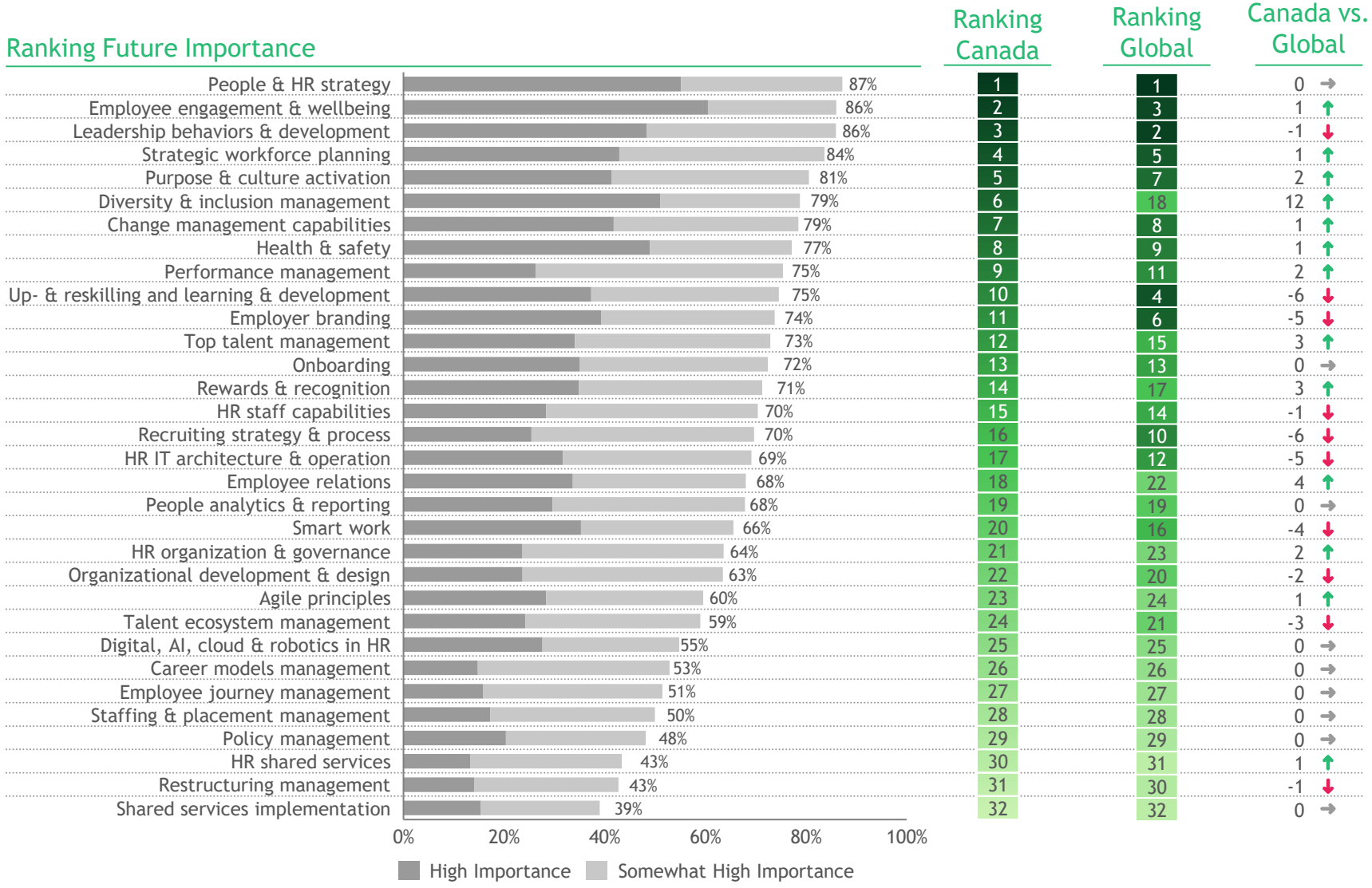
# Ranking of 32 topics for Future Importance




Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Canada n = 245).

## Key highlights

- Future importance of **Diversity & inclusion management** ranked much higher by Canadian respondents vs. global average *(+12 positions)*
- Future importance of **Up- & reskilling and learning & development and Recruiting strategy & process** ranked much lower by Canadian respondents vs. global average *(-6 positions)*

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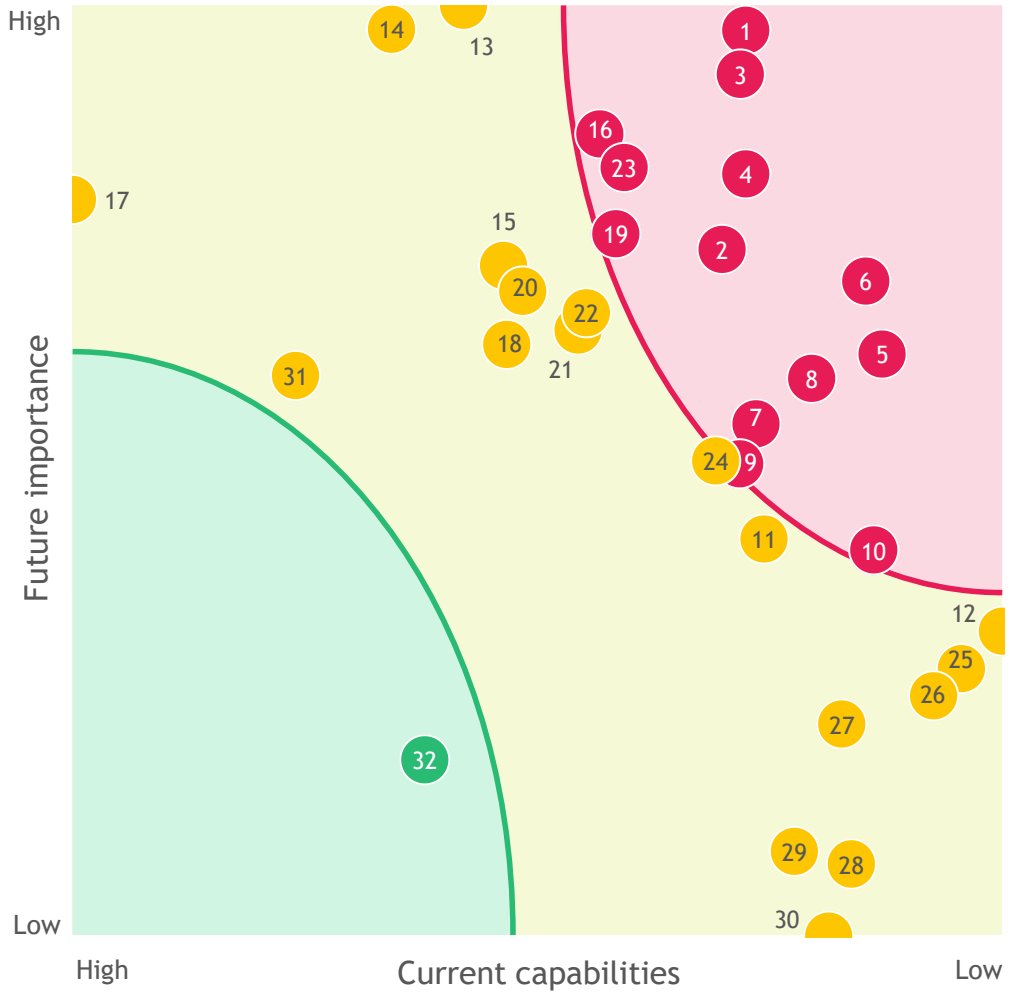
# Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities




**Strong need to act**

1. Leadership behaviors & development
2. Up- & reskilling & learning & development
3. Strategic workforce planning
4. Change management capabilities
5. HR IT architecture & operation
6. Top talent management
7. Smart work
8. People analytics & reporting
9. Organizational development & design
10. Talent ecosystem management
16. Purpose & culture activation
19. Performance management
23. Diversity & inclusion management

**Medium need to act**

11. Agile principles
12. Digital, AI, cloud & robotics in HR
13. People & HR strategy
14. Employee engagement & wellbeing
15. Employer branding
17. Health & safety
18. Recruiting strategy & process
20. Onboarding
21. HR staff capabilities
22. Rewards & recognition
24. HR organization & governance
25. Career models management
26. Employee journey management
27. Staffing & placement management
28. Restructuring management
29. HR shared services
30. Shared services implementation
31. Employee relations

**Low need to act**

32. Policy management

Source: 2021 BCG/WFPMA proprietary web survey and analysis (Canada n = 245).
Note: Based on answers “high” and “somewhat high”.



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# Cluster ranking across economies by Current Capabilities

## Current Capabilities

| Order by global ranking | Global | Americas | | | | Europe | | | | | | | | | | | | | Africa | | Asia Pacific | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Brazil | Canada | Mexico | USA | France | Germany | Greece | Italy | Lithuania | Nether-lands | Norway | Portugal | Spain | Sweden | Switzer-land | Turkey | UK | Nigeria | South Africa | China | Hong Kong[1] | India | Japan | Sri Lanka | Thailand | UAE |
| Labor & Employee relations | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 5 | 1 | 1 | 1 | 1 | 1 |
| Performance rewards & engagement | 2 | 3 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 5 | 2 | 4 | 2 | 3 | 1 | 2 | 3 | 2 | 2 | 2 |
| Talent acquisition | 3 | 5 | 3 | 2 | 3 | 4 | 3 | 4 | 4 | 3 | 3 | 4 | 4 | 2 | 6 | 3 | 3 | 5 | 2 | 4 | 2 | 6 | 5 | 2 | 4 | 3 | 9 |
| People & HR strategy, planning & analytics | 4 | 2 | 4 | 3 | 4 | 5 | 8 | 3 | 3 | 4 | 4 | 6 | 2 | 4 | 4 | 5 | 4 | 6 | 5 | 6 | 5 | 3 | 4 | 8 | 5 | 4 | 3 |
| Purpose, behavior, leadership & culture change | 5 | 4 | 5 | 5 | 5 | 6 | 4 | 5 | 5 | 5 | 5 | 3 | 5 | 5 | 2 | 6 | 6 | 3 | 7 | 7 | 6 | 9 | 7 | 5 | 3 | 5 | 8 |
| HR Operating Model | 6 | 7 | 6 | 6 | 6 | 3 | 7 | 6 | 7 | 6 | 7 | 5 | 6 | 7 | 5 | 4 | 2 | 4 | 3 | 3 | 7 | 2 | 6 | 4 | 6 | 7 | 4 |
| People development | 7 | 6 | 8 | 7 | 9 | 7 | 5 | 8 | 8 | 7 | 6 | 9 | 7 | 6 | 8 | 8 | 7 | 7 | 8 | 5 | 4 | 8 | 3 | 6 | 7 | 6 | 5 |
| Organizational transformation | 8 | 8 | 7 | 8 | 8 | 8 | 6 | 7 | 6 | 8 | 9 | 7 | 8 | 8 | 7 | 7 | 8 | 8 | 6 | 9 | 8 | 7 | 8 | 7 | 9 | 9 | 6 |
| Digital and Information Technology | 9 | 9 | 9 | 9 | 7 | 9 | 9 | 9 | 9 | 9 | 8 | 8 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 8 | 9 | 4 | 9 | 9 | 8 | 8 | 7 |
| **Number of responses** | 6,686 | 222 | 245 | 173 | 1,162 | 204 | 158 | 130 | 141 | 153 | 209 | 153 | 117 | 103 | 131 | 63 | 109 | 121 | 290 | 74 | 230 | 143 | 145 | 196 | 191 | 148 | 106 |

Low Capability — High Capability

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).



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# Topic ranking across economies by Current Capabilities

## Top & bottom five topics: Current Capabilities

| Order by global ranking | Global | Americas | | | | Europe | | | | | | | | | | | | | Africa | | Asia Pacific | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Brazil | Canada | Mexico | USA | France | Germany | Greece | Italy | Lithuania | Nether-lands | Norway | Portugal | Spain | Sweden | Switzer-land | Turkey | UK | Nigeria | South Africa | China | Hong Kong[1] | India | Japan | Sri Lanka | Thailand | UAE |
| 21. Health & safety | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 21 | 1 | 1 | 2 | 1 | 1 |
| 20. Employee relations | 2 | 3 | 2 | 5 | 2 | 2 | 3 | 2 | 2 | 3 | 4 | 2 | 3 | 2 | 3 | 4 | 2 | 5 | 3 | 3 | 8 | 23 | 2 | 3 | 1 | 2 | 3 |
| 19. Policy management | 3 | 10 | 4 | 2 | 3 | 9 | 2 | 3 | 3 | 2 | 10 | 5 | 6 | 5 | 2 | 2 | 4 | 4 | 2 | 4 | 6 | 6 | 9 | 2 | 3 | 6 | 2 |
| 1. People & HR strategy | 4 | 2 | 5 | 7 | 4 | 7 | 11 | 5 | 4 | 6 | 3 | 8 | 2 | 7 | 4 | 9 | 5 | 2 | 19 | 21 | 12 | 7 | 7 | 17 | 4 | 4 | 6 |
| 6. Recruiting strategy & process | 5 | 7 | 7 | 3 | 9 | 6 | 9 | 6 | 5 | 5 | 13 | 7 | 5 | 6 | 9 | 3 | 7 | 11 | 5 | 6 | 2 | 8 | 5 | 4 | 15 | 10 | 18 |
| 5. Talent ecosystem management | 28 | 22 | 28 | 21 | 29 | 29 | 31 | 28 | 28 | 28 | 29 | 32 | 28 | 10 | 32 | 32 | 28 | 26 | 26 | 26 | 19 | 18 | 24 | 26 | 20 | 18 | 32 |
| 22. Agile principles | 29 | 26 | 21 | 29 | 28 | 26 | 26 | 23 | 18 | 27 | 22 | 24 | 31 | 32 | 24 | 28 | 30 | 30 | 29 | 31 | 30 | 18 | 32 | 21 | 32 | 29 | 31 |
| 27. Employee journey management | 30 | 17 | 30 | 23 | 31 | 23 | 28 | 30 | 29 | 29 | 26 | 26 | 26 | 30 | 31 | 29 | 28 | 29 | 28 | 32 | 32 | 31 | 29 | 29 | 30 | 31 | 29 |
| 9. Career models management | 31 | 25 | 31 | 31 | 32 | 27 | 30 | 31 | 29 | 30 | 31 | 31 | 30 | 26 | 28 | 30 | 30 | 31 | 31 | 29 | 13 | 16 | 12 | 21 | 31 | 28 | 22 |
| 29. Digital, AI, cloud & robotics in HR | 32 | 32 | 32 | 32 | 30 | 32 | 32 | 32 | 32 | 32 | 32 | 30 | 32 | 31 | 29 | 31 | 32 | 32 | 32 | 26 | 28 | 13 | 31 | 32 | 26 | 30 | 28 |
| **Number of responses** | 6,686 | 222 | 245 | 173 | 1,162 | 204 | 158 | 130 | 141 | 153 | 209 | 153 | 117 | 103 | 131 | 63 | 109 | 121 | 290 | 74 | 230 | 143 | 145 | 196 | 191 | 148 | 106 |

Low Capability — High Capability

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).



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# Cluster ranking across economies by Future Importance

## Future Importance

| Order by global ranking | Global | Americas | | | | Europe | | | | | | | | | | | | | Africa | | Asia Pacific | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Brazil | Canada | Mexico | USA | France | Germany | Greece | Italy | Lithuania | Nether-lands | Norway | Portugal | Spain | Sweden | Switzer-land | Turkey | UK | Nigeria | South Africa | China | Hong Kong[1] | India | Japan | Sri Lanka | Thailand | UAE |
| People & HR strategy, planning & analytics | 1 | 1 | 2 | 1 | 1 | 3 | 2 | 2 | 3 | 1 | 2 | 2 | 1 | 4 | 2 | 2 | 1 | 2 | 2 | 1 | 1 | 7 | 2 | 1 | 2 | 2 | 2 |
| Purpose, behavior, leadership & culture change | 2 | 3 | 1 | 4 | 2 | 4 | 1 | 4 | 2 | 3 | 1 | 1 | 4 | 1 | 1 | 1 | 6 | 1 | 6 | 9 | 7 | 5 | 5 | 3 | 4 | 3 | 5 |
| Performance rewards & engagement | 3 | 2 | 3 | 6 | 3 | 2 | 5 | 1 | 1 | 2 | 4 | 5 | 2 | 2 | 5 | 5 | 4 | 3 | 4 | 5 | 3 | 4 | 1 | 4 | 1 | 4 | 7 |
| Talent acquisition | 4 | 5 | 4 | 3 | 4 | 1 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 7 | 8 | 6 | 4 | 5 | 6 | 7 | 6 |
| People development | 5 | 7 | 6 | 5 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 9 | 6 | 6 | 7 | 6 | 5 | 5 | 5 | 2 | 2 | 3 | 7 | 2 | 3 | 5 | 4 |
| Digital and Information Technology | 6 | 4 | 7 | 7 | 7 | 6 | 4 | 7 | 5 | 5 | 5 | 4 | 5 | 5 | 3 | 3 | 2 | 8 | 9 | 3 | 4 | 8 | 8 | 7 | 7 | 1 | 1 |
| Labor & Employee relations | 7 | 6 | 5 | 2 | 5 | 7 | 9 | 6 | 7 | 8 | 7 | 6 | 7 | 7 | 6 | 9 | 8 | 7 | 1 | 8 | 6 | 2 | 3 | 9 | 5 | 9 | 8 |
| HR Operating Model | 8 | 8 | 8 | 9 | 8 | 8 | 8 | 9 | 9 | 9 | 9 | 8 | 9 | 8 | 9 | 8 | 9 | 9 | 7 | 4 | 5 | 1 | 6 | 6 | 8 | 8 | 9 |
| Organizational transformation | 9 | 9 | 9 | 8 | 9 | 9 | 7 | 8 | 8 | 7 | 8 | 7 | 8 | 9 | 8 | 7 | 7 | 6 | 8 | 6 | 9 | 9 | 9 | 8 | 9 | 6 | 3 |
| **Number of responses** | 6,686 | 222 | 245 | 173 | 1,162 | 204 | 158 | 130 | 141 | 153 | 209 | 153 | 117 | 103 | 131 | 63 | 109 | 121 | 290 | 74 | 230 | 143 | 145 | 196 | 191 | 148 | 106 |

Low Future Importance — High Future Importance

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).



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# Topic ranking across economies by Future Importance

## Top & bottom five topics: Future Importance

| Order by global ranking | Global | Americas | | | | Europe | | | | | | | | | | | | | Africa | | Asia Pacific | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Brazil | Canada | Mexico | USA | France | Germany | Greece | Italy | Lithuania | Nether-lands | Norway | Portugal | Spain | Sweden | Switzer-land | Turkey | UK | Nigeria | South Africa | China | Hong Kong[1] | India | Japan | Sri Lanka | Thailand | UAE |
| 1. People & HR strategy | 1 | 1 | 1 | 2 | 1 | 1 | 3 | 1 | 1 | 2 | 2 | 1 | 2 | 1 | 4 | 8 | 1 | 4 | 7 | 1 | 1 | 21 | 9 | 1 | 2 | 4 | 10 |
| 17. Leadership behaviors & dev't | 2 | 2 | 3 | 7 | 3 | 10 | 2 | 4 | 4 | 1 | 4 | 4 | 4 | 4 | 3 | 1 | 16 | 2 | 5 | 16 | 19 | 4 | 8 | 3 | 7 | 2 | 10 |
| 14. Employee engagement & wellb. | 3 | 6 | 2 | 9 | 2 | 3 | 1 | 6 | 3 | 3 | 1 | 2 | 3 | 5 | 1 | 11 | 13 | 1 | 20 | 19 | 11 | 23 | 3 | 11 | 3 | 13 | 12 |
| 8. Up- & reskilling and learning & dev't | 4 | 2 | 10 | 3 | 13 | 2 | 6 | 2 | 1 | 7 | 3 | 3 | 1 | 2 | 5 | 2 | 3 | 6 | 3 | 2 | 2 | 1 | 2 | 2 | 1 | 1 | 2 |
| 2. Strategic workforce planning | 5 | 8 | 4 | 6 | 4 | 9 | 10 | 8 | 21 | 9 | 11 | 8 | 7 | 9 | 9 | 8 | 14 | 9 | 10 | 5 | 3 | 16 | 5 | 5 | 11 | 11 | 3 |
| 11. Staffing & placement mgmt. | 28 | 30 | 28 | 26 | 28 | 28 | 27 | 30 | 28 | 28 | 28 | 29 | 28 | 28 | 26 | 30 | 28 | 26 | 21 | 12 | 11 | 26 | 31 | 6 | 23 | 31 | 21 |
| 19. Policy management | 29 | 29 | 29 | 30 | 21 | 29 | 32 | 26 | 30 | 32 | 32 | 26 | 29 | 29 | 30 | 32 | 31 | 25 | 1 | 31 | 23 | 12 | 15 | 28 | 24 | 32 | 17 |
| 26. Restructuring management | 30 | 31 | 31 | 26 | 30 | 30 | 29 | 27 | 29 | 29 | 31 | 25 | 30 | 32 | 29 | 27 | 29 | 27 | 23 | 25 | 28 | 8 | 29 | 15 | 30 | 21 | 25 |
| 31. HR shared services | 31 | 28 | 30 | 31 | 32 | 31 | 31 | 31 | 32 | 31 | 29 | 31 | 32 | 30 | 32 | 29 | 32 | 32 | 31 | 32 | 24 | 20 | 25 | 30 | 31 | 29 | 31 |
| 25. Shared services implementation | 32 | 32 | 32 | 32 | 31 | 32 | 30 | 32 | 31 | 30 | 30 | 32 | 31 | 31 | 31 | 28 | 30 | 31 | 29 | 13 | 29 | 32 | 32 | 32 | 28 | 27 | 19 |
| **Number of responses** | 6,686 | 222 | 245 | 173 | 1,162 | 204 | 158 | 130 | 141 | 153 | 209 | 153 | 117 | 103 | 131 | 63 | 109 | 121 | 290 | 74 | 230 | 143 | 145 | 196 | 191 | 148 | 106 |

Low Future Importance — High Future Importance

1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).



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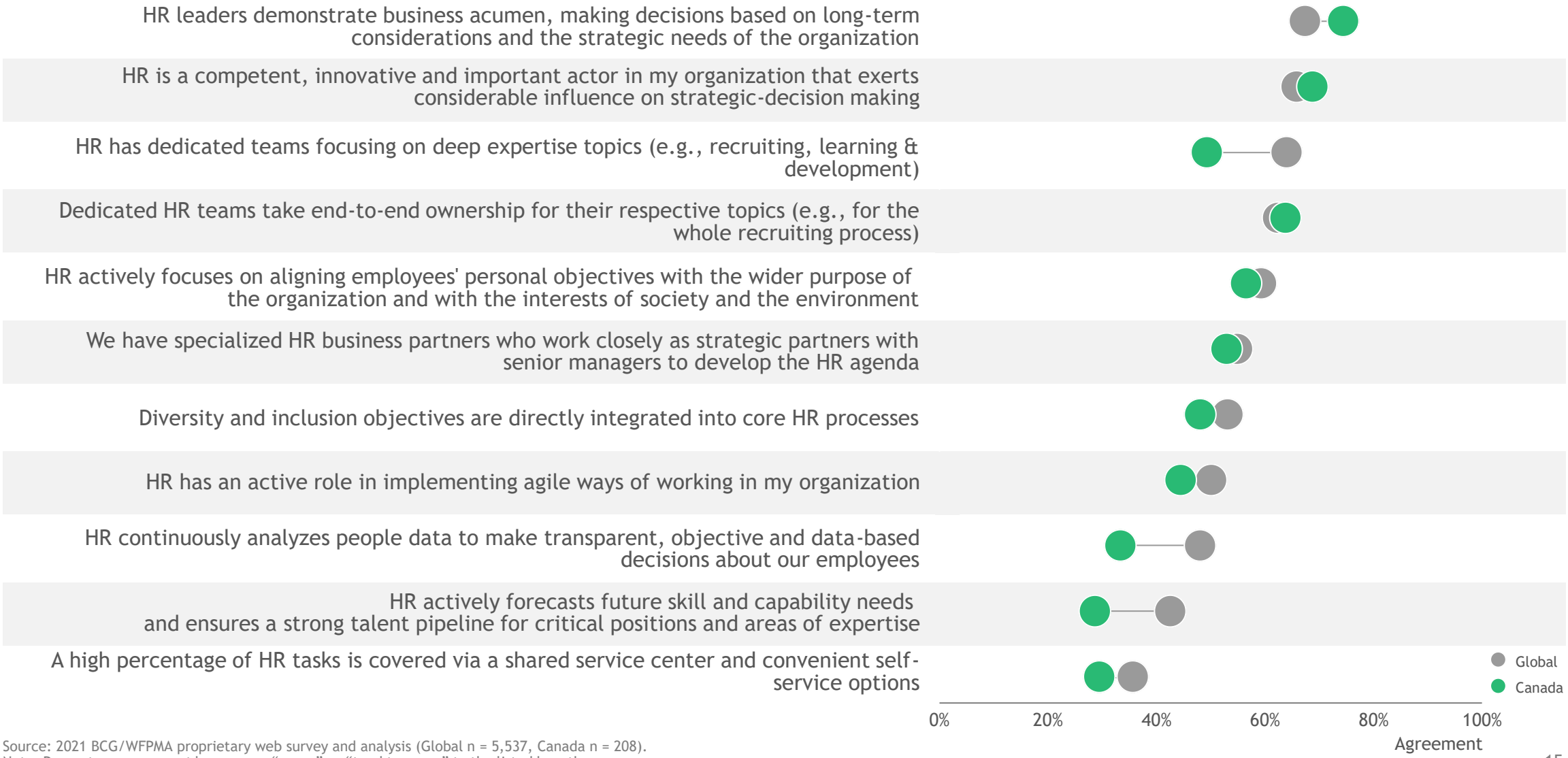
# Future of HR – Gap size between Canada and Global responses




Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,537, Canada n = 208).
Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses.



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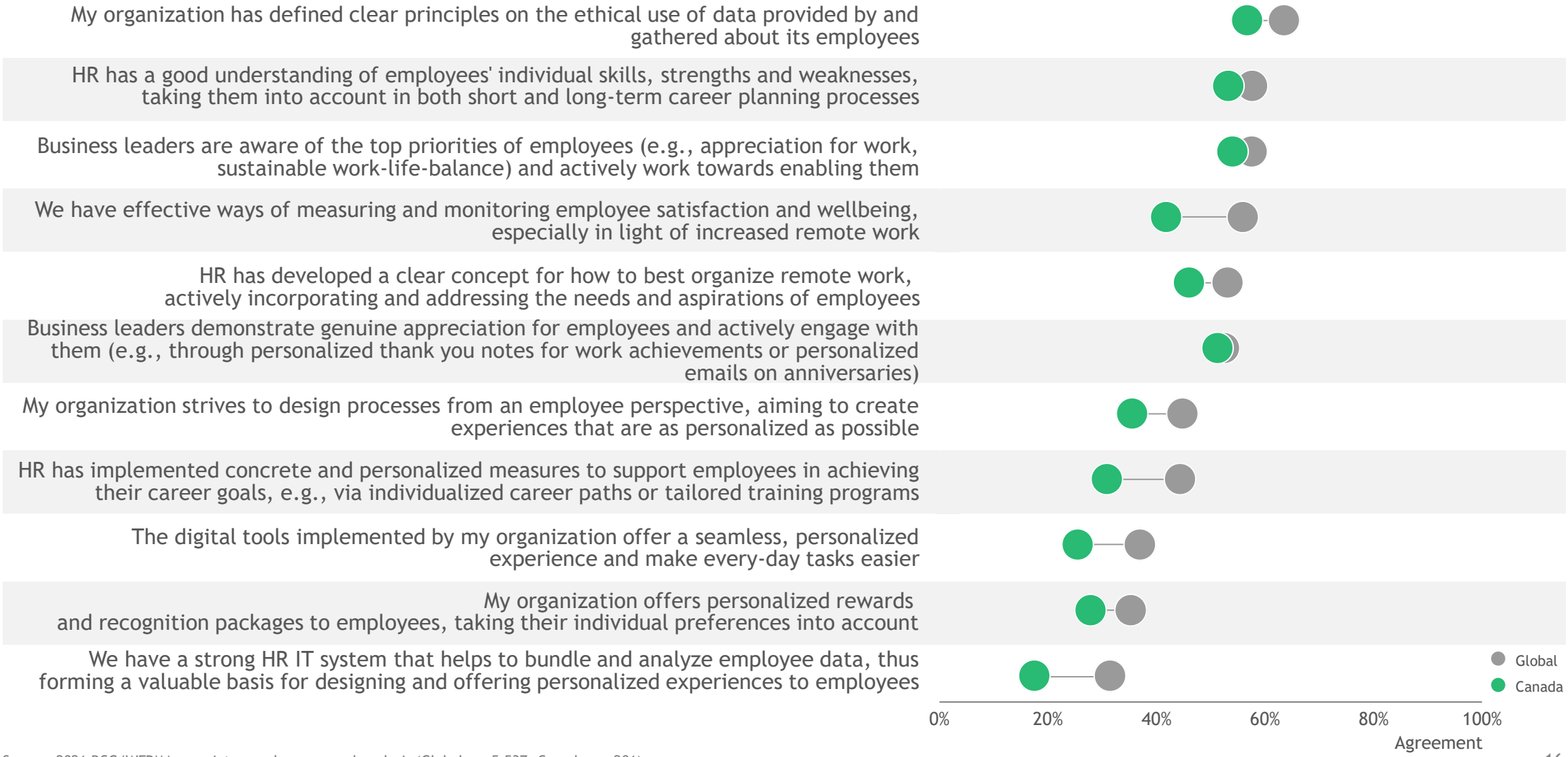
# Personalized experiences - Gap size between Canada and Global responses




Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,537, Canada n = 201).



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