



TALENT FOR AN EMERGING WORKFORCE

2020 ELECTRICAL INDUSTRY RESEARCH

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1

Executive Summary

Talent availability has many industry leaders questioning how they will ramp up their talent pool to support new customer expectations and emerging technologies. At the same time, leaders must balance the steep curve of retirements, recruit new talent and equip current employees with the skillsets required to grow business. Quite a tall order. It's no wonder why senior leaders have named 'talent availability' the top game changer impacting their business.

Leaders must balance the steep curve of retirements, recruit new talent and equip current employees with the skillsets required to grow business.

Through this research study, EFC is on a mission to demystify how the Electrical industry can streamline its talent availability gap so businesses can improve efficiencies, heighten customer experiences, and ultimately drive business growth.

This report draws out many important call-to-actions for members. Among them, is the need for our industry to **elevate the role of Human Resources and empower this team with the skillsets required to strategize, shape and steer organizational development practices.** The HR function is the key driver for talent management and must become a strategic partner in aligning talent requirements with organizational goals.

EFC used a mixed methodology approach to obtain insights for this study, relying on qualitative and quantitative data, which included a nationwide survey to Canadian Electrical industry leaders as well as a variety of secondary sources from talent management experts.

Key Takeaways

This study identifies the following insights and key takeaways for members to consider as they develop the full potential of their emerging workforce:

1. The first step to embracing change is recognizing that there are challenges.

EFC's survey results show that the Electrical industry is largely aware of talent availability requirements, as well as the impacts that *inaction* could have on organizational performance. In addition to being named the top game changer for businesses, 84% of senior industry leaders are concerned-to-very-concerned about the availability of key skills for their workforce. This report draws on numerous other awareness factors that shape the framework for this study.

2. A shift in mindset is needed.

EFC survey results point to a concern that requires some attention. Over half of all survey respondents indicated they are looking to hire key positions from *within the industry*. When you consider that one-quarter of the electrical workforce is over the age of 55, with many retiring within this decade, this recruitment practice is simply not sustainable. Leaders must look beyond the channel: recruiting graduates who have experience with the latest practices and insights, or skilled people from cross-sectors who have acquired sought-after skills (e.g. IT and operational roles who have mastered digital supply chain and logistics and can apply that knowledge to our industry). Failure to do so, will result in our industry overlooking potential candidates who have a strong aptitude for emerging skills and can extend these capabilities to bring about new opportunities to our industry.

3. Diversity in our industry is essential, it is not optional.

The Canadian Electrical industry has a critical gap in its diversity efforts. Currently, 12% of EFC's total member employees are visible minorities (Canada's national average is 22%), and 24% of employees in our industry are women, representing only half of Canada's national gender average (44%). Without progressive diversity

initiatives, our market will simply not meet future targets. An inclusive workforce helps foster cognitive diversity, innovation, creativity and empathy, allowing businesses to manage risk, improve company culture, and ultimately, generate stronger business results. In fact, a study by the Boston Consulting Group shows that companies with a diverse management team earn 19% higher revenues due to innovation¹. This data emphasizes that diversity is not to be valued as simply a metric, but it's also an integral part of revenue generation.

Fortunately, the changing demographics in Canada provides organizations with a bench-strength to recruit talent from diverse backgrounds. Again, building an inclusive workforce with employees from a wide range of backgrounds will provide the cognitive diversity required for innovation.

4. Talent recruitment is key...but upskilling and employee development are critical.

As businesses search to find employees with the right skillsets and traits to drive their business forward, recruitment is key to acquiring top talent. However, the professional development of *current employees* is also very important and provides a powerful way for organizations to demonstrate the high value they place on their employees' growth. Chapter 5 offers best practices that businesses can employ to fast-track their employee upskilling and development efforts.

5. Strike the right balance between 'High-tech' and 'High-touch' skillsets.

The Electrical industry is rooted in technical knowledge; high-tech skills are essential, especially as new technologies and services emerge to address changing customer expectations for personalization and customization. According to EFC's survey results, over 80% of members are concerned with their organization's ability to adapt to changing customer preferences. To support the changes, organizations must build a workforce that blends 'high-tech' and 'high-touch' capabilities (e.g. systems thinking, data analytics, emotional intelligence, empathy, adaptability).

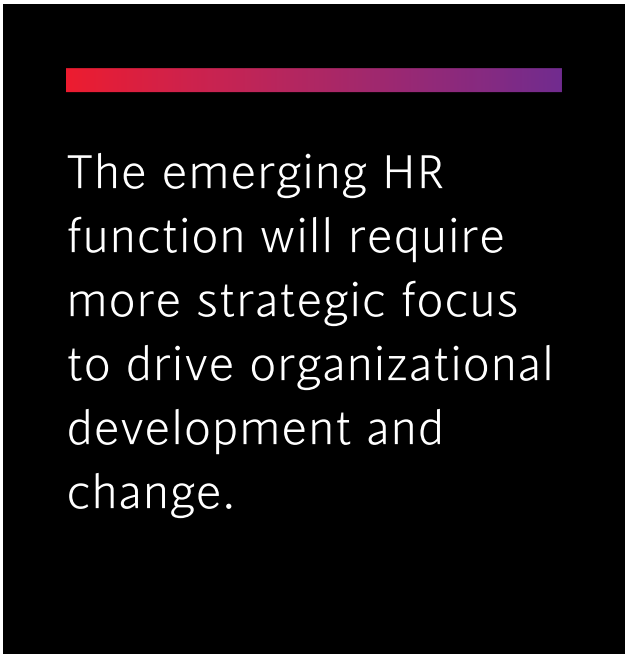
(cont...)

¹ "How Diverse Leadership Teams Boost Innovation", Boston Consulting Group, 2018: <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

Results from EFC's survey show there is a gap in members recognizing the importance of this balance. This report reinforces the need for blended skillsets so businesses can improve collaboration, heighten customer experiences and ensure staff have the flexibility to adapt to evolving corporate strategies.

6. The HR function is paramount to driving talent development.

The HR function has traditionally been associated with task-oriented functions such as issues management, payroll, compensation and benefits planning. While these are important functions, the emerging HR function will require more strategic focus; HR professionals with the right skillsets to plan and drive organizational development and change. Our industry's view of the HR function is concerning; survey results show that member respondents are less concerned about finding the right skillsets for HR roles than they are with aligning core skillsets with personnel in Sales, Marketing, Customer Support, Technical Services and Leadership roles. While these other groups are important to operational performance, HR must not be overlooked. The HR role must have strategic involvement so they can recruit the right talent to support organizational growth, determine appropriate employee development programs to support personal growth, and align investments with required workforce composition needs (full-time, part-time, contingent resources).



The emerging HR function will require more strategic focus to drive organizational development and change.

As the domain of the HR function broadens and the need for strategic professional development heightens, businesses must also consider establishing functions that are primarily focused on Learning and Development (L&D). Many organizations are employing L&D Advisors and Organizational Development Specialists to help drive professional development initiatives and are also investing in L&D partnerships and tools to support innovative upskilling delivery across their business.

7. Leadership and HR teams must collaborate to align talent management strategies.

As the HR function becomes more strategically aligned within organizations, the leadership team must also be included in talent management strategies. This collaboration heightens change management efforts (because leaders are aligned with changes) and helps provide HR with strong insights on corporate objectives so that the talent pool reflects the overall strategy. Enable HR and leadership teams to jointly develop programs and policies to address talent development needs. This alignment will help heighten employee experiences and an organization's ability to attract and retain top talent.

8. Marketing your corporate brand is key for talent recruitment and customer engagement.

'High competition for talent' was named the top recruitment challenge by industry members. Your marketing and leadership teams must work together to define the values that your company wants to be known for. This goes beyond your customary vision and mission statements. Your brand is infused in the products and services you sell, the support you provide to employees, partners and customers, and the actions you lead in communities on a local, national or global scale.

What story does your company brand tell? Do your corporate values resonate loud and clear in the market? To what degree does your brand marketing integrate with your overall talent attraction strategy? Branding is necessary to fueling market competitiveness and can help strengthen talent recruitment efforts and customer engagement.

2

Pathways to Change: How Technology, Market Demands & Demographics are Reshaping the Future Workforce

Finding skilled workers to fill job vacancies is one of the biggest challenges facing the Electrical industry. Over 80% of members who took part in EFC's survey said that 'availability of skills' is their primary concern. With rapid technological advancements, an aging workforce, the emergence of a diverse population and shifting customer expectations, today's workforce must evolve to heighten business competitiveness.

To gain perspective on these shifts, EFC conducted a survey with members to gauge the industry's concerns with the following industry impacts on their business:

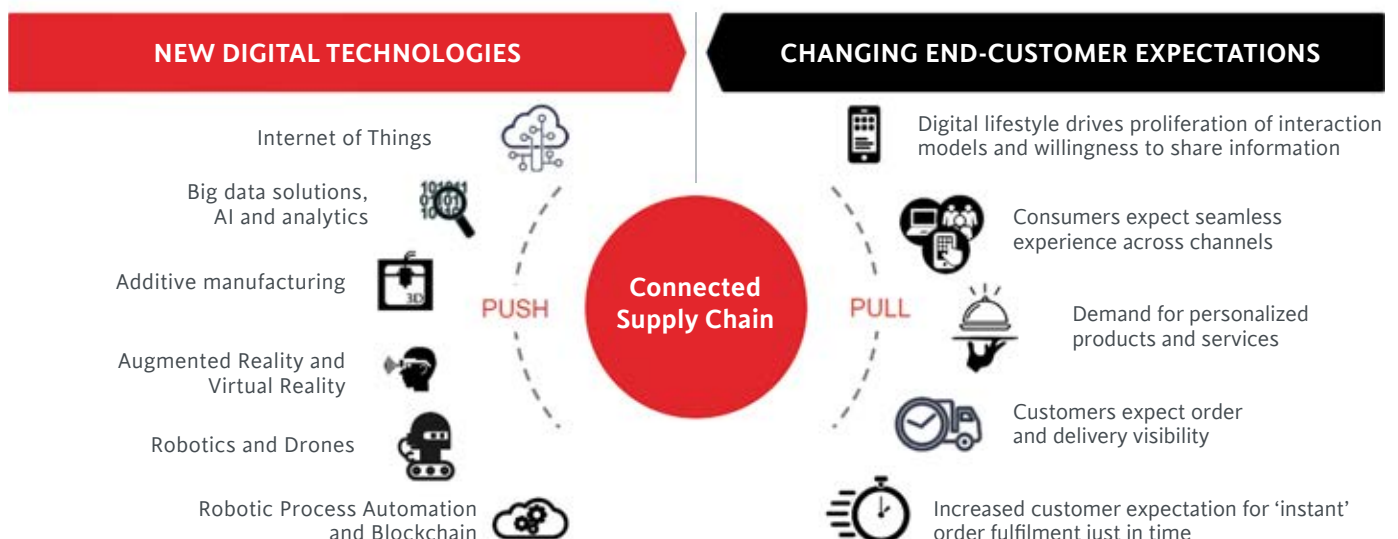
New technologies: The emergence of new technologies such as robotics, automation, Artificial Intelligence (AI), the Internet of Things (IoT), digitalization and smart devices, are fueling new market demands. 60% of member survey respondents are concerned about the impact these technologies will have on their product and services and recognize the need to adapt to stay in step with market competitiveness.

Market demands: As the features and functionality of products and services evolve, customer expectations are also compounding. When we take inventory of the world we live in, it's easy to see the rapid evolution of our own expectations for the products and services we require. We expect websites to have accurate product and pricing information. We rely on services to be customized to meet our unique needs. We understand that robotics and automated systems help improve order fulfillment and delivery.

83% of EFC members surveyed, recognize that changing customer requirements will significantly impact their business. But what are the key capabilities that customers need? Figure 1 illustrates how the emergence of new technologies drives customer requirements for the personalization of services, the customization of product offerings, and the need for real-time, interactive access to product, order and delivery information, which a connected, digitized supply chain supports.

Figure 1:

Convergence of Technology Capabilities & Customer Expectations



Source: PwC Strategy & Analysis, Digital Operations

These expectations are substantial and must be addressed to remain competitive in the market—especially as new players emerge in parallel with our industry; players who have developed business models that are purpose-built for digital opportunity. This concern is real among industry members: three-quarters of survey respondents are concerned-to-very concerned about the deployment of digital technologies across their supply chain operations.

While new technologies allow companies to deliver innovative solutions to meet market demands, there is an overarching issue that industry leaders continue to voice their concern with: *the workforce itself*. Organizations must build a robust workforce that is infused with diverse skillsets to support evolving business needs. If you consider key demographic factors such as diversity in gender, ethnicity and age, the chasm between ‘talent’ and ‘its availability’ grows even wider in the Electrical industry.

Demographics & Diversity: Organizations must consider recruitment and development practices to build inclusion within their workforce. Inclusion must account for *all differences*: age, ethnicity, religions, education, socioeconomics, sexual orientation, as well as special needs. Aside from having a workforce that adequately represents Canada’s diverse population—and by virtue, the growing population of customers—a balanced and inclusive workforce helps heighten cognitive diversity, improves risk management and drives better business performance.

How does our industry fare? According to results from a survey that EFC conducted with members in 2019, ethnicity and gender diversity are shown to be only *marginally* represented among members’ employee base. Currently, 12% of EFC’s total member employees

are visible minorities (Canada’s national average is 22%), and 24% are women, representing only half of Canada’s national gender average (44%). If organizations don’t address inclusion initiatives in their employment strategy, they will overlook a growing portion of Canada’s diverse talent pool² that will be picked up by more welcoming companies and industries.

Age is another important factor when it comes to building diversity in the industry. We are set to face a tsunami of retirements within the next decade. EFC member companies currently employ over 42,000 people from coast-to-coast. Of this industry total, close to 11,000 employees are over the age of 55. Competition for workers is expected to skyrocket. The industry will need to seek talent from all four generational cohorts: Baby boomers (those born between 1946-1964), Generation X (1965-1980), Millennials (1981-1996) and Generation Z’s (1997-present). Diverse age representation in a workforce can help cultivate new thinking and define new best practices to help advance business goals.

How can organizations find the *right talent* with the *right skillsets* and *diverse experiences* to help drive business growth? Change management, talent attraction and employee development will be essential to sustaining the Electrical industry’s emerging workforce. This report outlines best practices and organizational development strategies that businesses can implement now, to help prepare for a journey towards the future workforce.

² According to demographic projections from Statistics Canada, nearly half (46%) of Canadians aged 15 years and older could be foreign-born or could have at least one foreign-born parent by 2031. <https://www150.statcan.gc.ca/n1/pub/11-402-x/2011000/chap/imm/imm-eng.htm>



3

Global Competitiveness & Skills Performance

As new technologies emerge, customer expectations heighten and employment demographics shift, the need for a workforce skills assessment is one that prevails across all industries and geographies. Let's explore key skill performance benchmarks on a global scale and how Canada measures up in the race to develop employability skills for an emerging workforce.

Global & National Trends

According to a Global Skills Index conducted by Coursera, two-thirds of the world's population is said to be falling behind in critical skills³. This Index evaluated 10 industries and 60 countries, benchmarking performance in three domains: Business, Technology and Data Science and covers six competencies that span core skills.

By Industry: Three industries lead the rankings for business, technology and data science skills performance: **Manufacturing, Technology** and **Telecommunications**.

The global Manufacturing sector is said to have robust skills resilience: "Manufacturing is a strong example of an industry that has successfully embraced digital transformation. The industry is #1 in Technology and #1 in Business and has demonstrated a keen ability to tackle change successfully. For years, Manufacturing has been adapting to globalization and automation, incorporating related technologies into production and supply chains." (Global Skills Index", Coursera: 2019).

As noted in the previous chapter, EFC's survey results flagged new technologies as a critical area of focus among leaders, demonstrating our industry's commitment to adapting to technological transformation.

By Country: Canada is a strong performer across all three skill domains. Of the 60 countries in the Index, Canada ranks 10th in Business, 14th in Data Science and 24th in Technology. Canadians are said to recognize the importance of upskilling employees, a need that is amplified by an aging population and the emergence of automation which runs the risk of displacing some jobs. However, Canada's strong education system, federal support for skills enhancement (e.g. Innovation and Skills Plan⁴), and our nation's overall culture of learning and development, provide a baseline skill advantage.

Canada is known for its cognitive diversity, innovation capabilities and its adoption of Information & Communication Technology (ICT), as evidenced in the World Economic Forum's 2019 Global Competitiveness Index. In fact, Canada ranks 14th out of 141 countries due to its overall innovation and leadership⁵. Canada also places 12th overall for its well-developed human capital. (See Figure 2 on next page)

The WEF Index also measures other key metrics to benchmark Canada's skill performance:

- Skillset of graduates (19th out of 141)
- Digital skills among active population (20th out of 141)
- Ease of finding skilled employees (21st out of 141)

These macro-level rankings from both sets of indexes reinforce that Canada's workforce has core skill competencies, but the rankings also cast light on the fact that our nation's workforce transformation in the new economy will require upskilling to achieve a balance of critical skills.

3 "Global Skills Index", Coursera. 2019: <https://pages.coursera-for-business.org/rs/748-MIV-116/images/global-skills-index.pdf>

4 "Innovation for a Better Canada", Government of Canada. Retrieved April 2020: <https://www.ic.gc.ca/eic/site/062.nsf/eng/home>

5 Canada's innovation capability ranks 16th out of 141 and its performance on ICT adoption places 35th out of 141: http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

Figure 2:

Global Competitiveness Index, 2019 – Canada

Canada

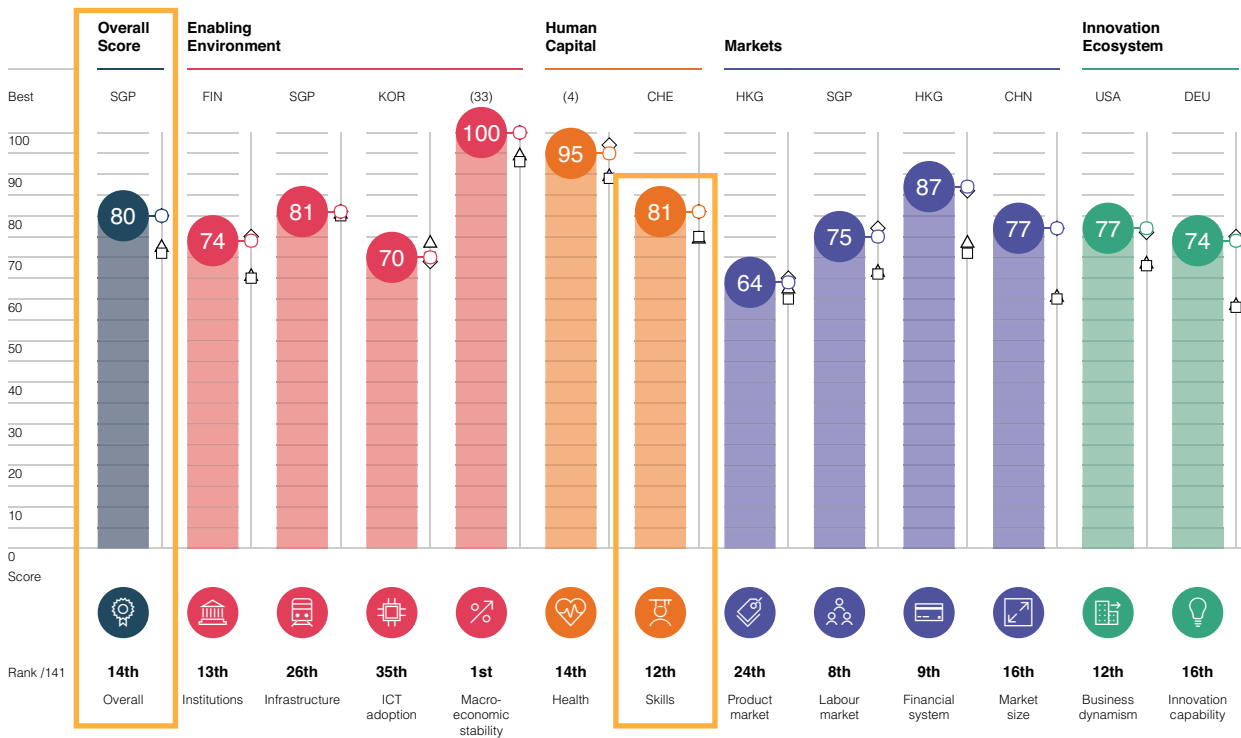
14th /141

Global Competitiveness Index 4.0 2019 edition

Rank in 2018 edition: 12th/140

Performance Overview 2019

Key ◇ Previous edition △ High-income group average □ Europe and North America average



Source: http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

4

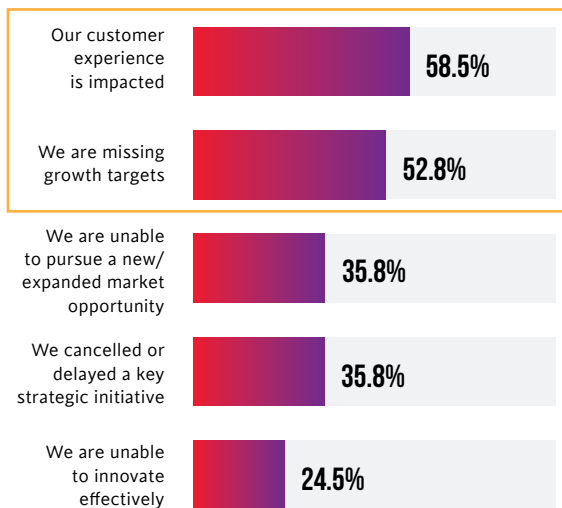
Key Skills for the Electrical Industry's Emerging Workforce

EFC performed an industry-wide assessment by surveying members to understand skill gaps and needs. Results from the survey show that the gap is widening between our industry's current capabilities and the skills required to support core business strategies.

Results show that close to 60% of EFC member survey respondents said their customer experience is being impacted, followed by 53% indicating that they are missing growth targets. These are pressing concerns given that market competitiveness continues to heighten. Businesses must attract, retain and develop talent with the right skillsets to help accelerate customer experiences and support business needs today—and future growth.

Figure 3:

How 'Lack of Skills' Impacts Business Performance (option to choose up to 3)



Source: EFC Talent Availability Survey, February 2020

The Top 10 Skills Unveiled

We know that the workforce must adapt to meet business growth and achieve market competitiveness, but what **actual skills and traits** do industry organizations need to consider for their workforce?

The World Economic Forum shares the following emerging attributes as fundamental to employment⁶:

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

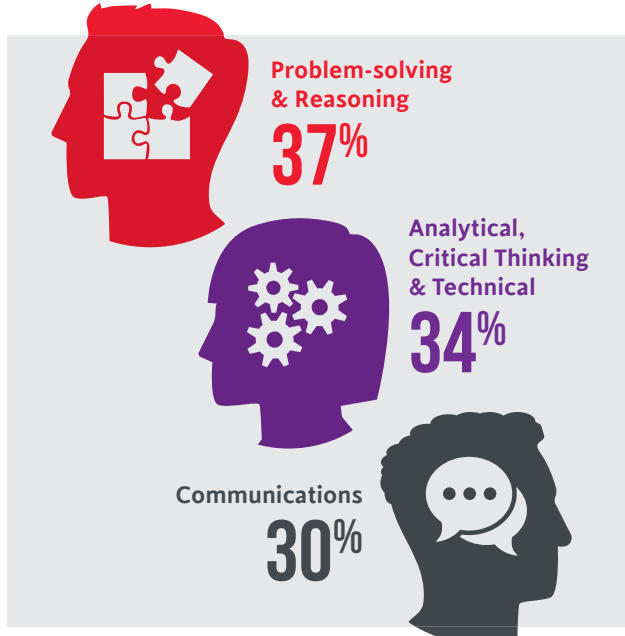
These ten attributes have a common thread: they promote a balance of critical thinking, flexibility/adaptability and interaction. The emerging workforce must be agile and responsive to meeting growing market demands.

⁶ "The 10 Skills You Need to Thrive in the Fourth Industrial Revolution", World Economic Forum, 2016: <https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution/>

EFC's survey results reveal gaps in members recognizing the importance of this balance. When asked to select the top three skills that industry leaders think is most important for their business in the next 2-3 years, the following three skills were chosen:

Figure 4:

Top skills industry members require for their workforce within 2-3 years



The above attributes chosen by members are relatively consistent with WEF's ranking:

- **Problem-solving and Critical Thinking are rated high, 37% and 34% respectively.**
- **Communications is also considered important (30%), an attribute that is essential for WEF's 'People Management' and 'Coordinating with Others' skillsets.**

Technical skills also ranked high among survey respondents. While technical skills are important, organizations must not solely focus on this competency, especially for roles that don't require technical expertise. There is a general propensity in the industry for organizations to recruit those who are from within the industry under the pretense that they will hit the ground running.



A Balancing Act: High-tech and High-touch

Purely functional skills such as critical thinking and analytics are important for business growth but must be combined with ‘high-touch’ managerial and people-oriented capabilities.

High-tech Digital Skills

The future of the Electrical industry will require workers with strong digital and data analysis skills. These high-tech digital competency skills will allow organizations to “identify, analyze, develop, support, operate and complement digitalized technologies⁷”. Given the technical nature of electrical products and services, it’s essential for the emerging workforce to have ‘system thinkers’, those who can navigate programs, applications and tools to apply them to manage and solve business needs. System thinkers generally exhibit curiosity and a growth mindset, coupled with high-tech digital skills, which allow them to support business systems, such as cloud-based platforms that drive operational processes. High-tech skillsets are also important so employees can support smart lighting, controls, sensors and other digital applications, as well as operate and service automated systems that run manufacturing plants and/or distribution centres.

High-touch Business Skills

This subset of skills refers to personal, interpersonal and professional capabilities that employees require in order to socially influence and interact with colleagues, partners and customers. High-touch attributes such as emotional intelligence and adaptability are fundamental to business growth because they cultivate a flexible and motivated workforce that understands how they can contribute to the evolving business needs. Human intervention and judgment are also critical for machine learning as it ensures systems are properly utilized and interpreted. Incidentally, EFC’s survey results show the following high-touch business skills are less important to industry leaders:

- **Creativity (13%)**
- **Emotional Intelligence (19%)**
- **Social influence and leadership (22%)**
- **Adaptability (23%)**

The emerging workforce must have ‘system thinkers’ – those who can navigate programs, applications and tools, and apply them to manage and solve business needs.

A balanced workforce that has a cross-mix of high-tech digital skillsets and high-touch business skills will help build a workforce that:

- **supports organizational change and understands how roles might evolve to meet new requirements;**
- **embraces the integration of new digital technologies to improve processes;**
- **values the vast volume of data produced by digitized systems and draws insights from the data to make informed business decisions;**
- **effectively communicates with colleagues, partners and customers to address diverse needs.**

Again, striking the right balance between ‘high-tech’ and ‘high-touch’ is vital to long-term organizational growth and business success. This balance is required “at every level of the hierarchy; people...who can harness innovative thinking, form the right strategies and apply the systems and tools that best fit the needs of the business⁸”.

7 “Work Transformed: The Impact of Technology”, Electricity Human Resources Canada, 2020, pg. 33: <https://electricityhr.ca/wp-content/uploads/2020/02/EHRC-Work-Transformed-Web.pdf>
8 “Talent Trends: Upskilling for a Digital World”, PwC, 2019, pg. 3: <https://www.pwc.com/gx/en/ceo-survey/2019/Theme-assets/reports/talent-trends-report.pdf>

Sales and Marketing Roles Remain Front-and-Centre

In 2015, EFC published its *Talent Playbook* report⁹ that identified Sales and Marketing roles as key employment needs by the industry. Fast forward five years, and this focus hasn't shifted. In EFC's current survey, over 70% of respondents said these roles will be in highest demand over the next three years. However, do these sought-after roles strike a balance between the high-tech and high-touch skillsets that organizations require for today's changing market?

Figure 5: Emerging Skills & Traits for Marketing and Sales Roles



The roles of sales and marketing professionals have changed with the emergence of new customer demands for personalization and digital technologies. When you consider the role of sales, responsibilities such as customer relationship management, product training, specifications, data entry, IT and marketing¹⁰ have increasingly become sales functions. This is particularly true for manufacturers' reps in the industry; rep functions have shifted from managing distribution relationships to overseeing end-user interactions and demand generation. This shift requires rep agencies to invest in CRM systems, analytic tools and technical training so their salesforce can analyze, predict and recommend solutions to end users¹¹. Sales agencies must assess what skills, resources and business models will be required to support their manufacturers' demand generation needs.

Generally, salespeople will need to be adaptable to meet evolving customer needs and must have strong communication skills to engage with customers, partners and colleagues to build social influence and leadership.

Sales and marketing roles must also have strong critical thinking and data analysis skills in order to analyze data and appropriate metrics that are correlated to campaign goals and key performance indicators. Marketers, for instance, must have the ability to tell great stories with the data derived from business systems and marketing automation programs, then weave the data insights into a content strategy process, and finally, publish content through relevant digital platforms to reach target audiences.

⁹ "Talent: A Playbook for Adapting to the 21st Century", Electro-Federation Canada, 2015; https://www.electrofed.com/wp-content/uploads/2018/05/FINAL_2015_Talent-Research-Report-May-2015.pdf

¹⁰ Only 12% of sales agencies have a dedicated, IT resource; 58% of agencies have marketing personnel on staff. ("Rep of the Future Report", National Electrical Manufacturers' Representatives Association (NEMRA). 2019, pg. 9: www.nemra.org)

¹¹ *ibid*, pg. 7

The HR Role Must be a Strategic Partner

Another critical role that is central to a workforce, is the Human Resources function. HR professionals must embody high-touch and other core skillsets so they can identify and recruit new talent, while also understanding employee motivations at each stage of their lives to help support personal and professional growth.

Figure 6:

Emerging Skills & Traits for HR Roles



HR Employee of the Future

Collaborative	Systems thinker (HR automation tools, AI and Robotic Process Automation)
Communications	
Emotional intelligence	
Empathetic	Strategic workforce planning
Adaptable	
Business Acumen	Analytical

The HR role is one that is largely overlooked by the Electrical industry: EFC's survey results showed that most respondents are not concerned with finding the right skillsets for Human Resources (4%) and Organizational Development (4%) functions in the next 2-3 years.

This low ranking trended again in another survey question. When asked which departments are leaders most concerned with finding talent for, only 8% of respondents said they are focused on the Human Resources department and 10% are concerned about the Training department¹².

These rankings raise the question: if these roles are not top-of-mind, who will help drive the fundamental changes to organizational strategies and build the emerging workforce?

HR and training teams are strategic drivers for talent recruitment and development across all business areas. While traditional functions such as issues management, payroll, compensation and benefits plans are important, HR positions in an emerging workforce must also be equipped with the right skillsets to strategically develop workforce planning and employee experience development programs, and to understand what recruitment strategies to employ for various roles (i.e. permanent, full-time positions versus part-time and contingent resources).

The HR function can also play a pivotal role in uncovering barriers that an organization may have in attracting the right skillsets (e.g. exploration of salary scales, broader compensation and benefits packages, developing an analysis on brand perception to build a talent strategy for market differentiation).

¹² It's imperative to note that not all member organizations have an HR and/or Training department, so this question doesn't apply to all member companies, but the data shows a general oversight of these areas.

Learning and Development

As the HR role becomes more strategic and the domain of responsibilities expand, the Learning and Development (L&D) function must be adequately resourced to drive organizational change. L&D requires a new approach to the way it is operated and led; HR personnel can no longer be solely accountable for professional development. Organizations will want to consider establishing a dedicated resource or team that is primarily responsible for developing and shaping learning journeys based on the company's business and talent strategies.

L&D programs must be strategic so that they address current and emerging business needs. The L&D resource or team can help drive learning capabilities by curating lists of relevant training programs based on individual interests, role requirements and business strategies. This process helps organizations invest in the right resources and allows employees to focus on relevant training material so that they are more effective in their learning:

“L&D must take a hard look at employee capabilities and determine which are most essential to support the execution of the company's business strategy. L&D functions may be out of sync with the business due to outdated approaches or because budgets have been based on priorities from previous years rather than today's imperatives, such as a digital transformation. L&D leaders should reevaluate this alignment on a yearly basis to ensure they are creating a people-capability agenda that truly reflects business priorities and strategic objectives¹³.”

Given the importance of L&D for both employee and business growth, many organizations are investing in Organizational Development Specialists, Learning and Development Advisors and other emerging positions to lead their organizational development and learning journeys.

A host of other positions are also emerging to address new business requirements...

¹³ “Elevating Learning and Development”, McKinsey & Company: <https://www.mckinsey.com/-/media/mckinsey/business%20functions/organization/our%20insights/elevating%20learning%20and%20development/elevating-learning-and-development-intro.ashx>





Emerging In-demand Roles

In a study conducted by Dell Technologies and the Institute for the Future, researchers claim that 85% of the jobs that will exist at the end of this decade haven't even been invented yet¹⁴. Another study, published by the Organisation for Economic Cooperation and Development, estimates that close to half of all jobs have at least a 50% chance of being lost or greatly changed¹⁵.

If we imagine what type of future roles could emerge, it's not far-fetched to predict that the jobs will be increasingly technology-focused, digitally-inherent and will require advanced critical thinking skillsets that combine with AI, robotics and other machine learning technologies. The future workforce will also inevitably need strong high-touch attributes such as emotional intelligence, flexibility, and creativity to work in tandem with advanced platforms.

In the short term, businesses will need to explore functions and roles that are set to become more imminent within the next three years and how they will 'infuse' their workforce with the skills needed to adopt these roles.

EFC's survey results identified some newer roles that members said will be in high demand within the next 2-3 years: New Technology Specialists (30%) and Digital Transformation Specialists (20%). These roles are important when you consider the increased market demand for intelligent residential, commercial, and industrial solutions.

85%

of the jobs that will exist at the end of this decade haven't even been invented yet!

According to the Electrical industry's *Pathfinder* report, heightened customer demand for intelligent industrial solutions is driving distributors in the Automation and Control sector to ramp up their technical expertise: 44% of branch employees in the Automation and Control sector are in technical and/or engineering roles (versus 6% of these roles in full-line distribution branches)¹⁶.

"The Automation & Control distribution customer is looking for technical support for integration and programming, design capability, sub assembly, and of course, product knowledge...The key point and premise for Automation and Control houses is their investment in technical expertise, integration and solutions services. Value-added offerings augment sales¹⁷."

14 "The Next Era of Human-Machine Partnerships: Emerging Technologies' Impact on Society & Work in 2030", Dell Technologies & Institute for the Future, 2017, pg. 14: https://www.delltechnologies.com/content/dam/delltechnologies/assets/perspectives/2030/pdf/SR1940_IFTFforDellTechnologies_Human-Machine_070517_readerhigh-res.pdf

15 "A Strategist's Guide to Upskilling", PwC Strategy & Business, July 2019, pg. 5.

16 "2020 Pathfinder: Benchmark Study & Industry Profile", Kerrwil Publications and EFC: September 2019, pg. 24: <https://www.electrofed.com/market-resources/pathfinder/>

17 Ibid. pg. 31

There are a host of other new roles that are emerging. The following is a list prepared by the World Economic Forum that profiles roles many organizations are investing in to build their workforce:

- Data Analysts and Scientists
- Big Data Specialists
- Software and Applications Developers
- e-Commerce Specialists
- AI and Machine Learning Specialists
- Process Automation Experts
- Information Security Analysts
- Robotics Engineers
- Blockchain Specialists
- Innovation Managers
- User Experience & Human-Machine Interaction Designers
- Digital Marketing Specialists
- People, Culture & Organizational Development Specialists

Source: "The Future of Jobs", World Economic Forum. 2018:
http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf



Depending on a business' areas of focus and growth strategies, organizations can assess which of these emerging roles are required. They will also need to determine whether an active recruitment strategy needs to be deployed or if a formal employee development program can be implemented to upskill and/or reskill the current workforce.

As well, it's imperative to balance inclusion strategies when recruiting and/or upskilling for current and emerging roles. An inclusive workforce that includes

employees with key skillsets and from a wide range of backgrounds will provide the cognitive diversity required for innovation and heightened business performance.

Organizational development is not a destination, it's a journey. Strategies must be fluid, adaptable, inclusive, and must involve a partnership between leadership and human resources teams so a unified strategy is deployed to build a workforce that meets emerging needs.

5

Drivers for Organizational Development & Change Management

It's important to remember that organizations don't change – the people, processes and technology within an organization transform. Strengthening your workforce so that it's prepared for evolving business requirements will take commitment from all employees and requires strong synergy between leadership and human resources teams, as well as across all departments.

Workforce Skills Audit

For this engagement to be effective, businesses must first have a baseline understanding of their workforce strengths and deficiencies, and how these align and/or misalign with business growth strategies. This skills audit process is part of a broader organizational development cycle and provides a snapshot of skill gaps and needs so leaders can identify specific training for employees and helps define recruitment practices to attract appropriate candidates. Organizations may be able to assess critical thinking, analytical and problem-solving skills based on one's education and experiences. Assessing desired characteristic traits such as empathy and flexibility can often be evaluated through the use of psychometric assessment/simulation tools. Chapter 7 profiles several options available to EFC members.

Growth Mindset

Many members have raised concerns with the challenge of transitioning current employees from a fixed to a growth mindset. While business leaders are tasked with engaging staff, employees themselves must also be accountable and recognize that their role must evolve to meet new business requirements.

You can likely distinguish members of your team who have a fixed versus growth mindset. Those with a fixed mindset are often closed to new ideas and may be resistant to change. By contrast, employees with a growth mindset embrace challenges and develop the core skills necessary so they can support changes.

Figure 7:

Differences Between Fixed and Growth Mindsets



Having a growth mindset is more imperative than ever before – and business leaders must invest in employee development programs to support this growth. The World Economic Forum estimates that **over half of all employees in a workforce will require significant upskilling and reskilling within the next two years**¹⁸. Employees will be required to adopt an active learning and self-development mindset so they can advance their skills in areas such as analytical thinking, complex problem solving, communication, people management and social persuasion as well as high-touch skills such as emotional intelligence, adaptability and empathy. Employees will be expected to move from a fixed mindset to a growth mindset and employers must support this shift by providing upskilling opportunities to help employees succeed.

18 "The Future of Jobs", World Economic Forum. 2018: http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf

Cycles of Employee Engagement

Millennials are shaking up the Electrical market. From millennial customers who rely on digital access to real-time product, purchasing and delivery information, and require customization options to tailor their user experience – to the growing number of millennials in a workforce, this cohort represents the largest population in the workforce today, with Gen Zs following closely behind.

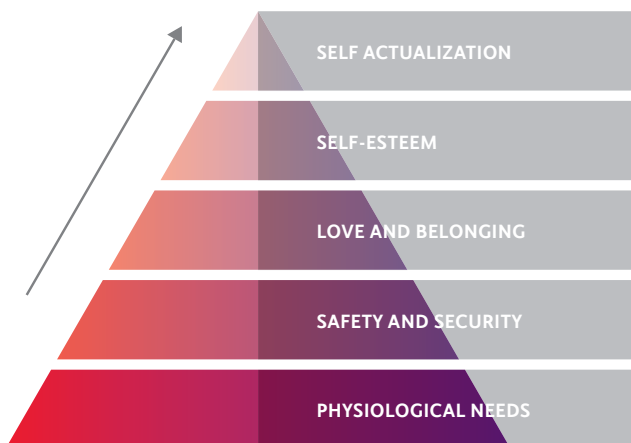
It's no surprise that the Millennial and Gen Z workforce is vastly different from their predecessors in terms of employment needs. While job security and a sense of community were primary motivators for older generations when they first began working, this new cohort of workers value social responsibility, employee appreciation, independence, and work-life balance.

However, this interest in demographics isn't to simply reinforce that there are different age groups within an organization, but it's to drive home the fact that an employee's attitude, work habits and potential for growth is vastly shaped by the stage of life they are in and by point-in-time situations impacting their lives (e.g. pandemics, natural disasters, economic conditions).

You are likely familiar with Maslow's Hierarchy of Needs, a pyramid that outlines five essential needs that motivates human behaviour: physiological, safety, belongingness, esteem, and self-actualization (see Figure 8). Maslow believed that individuals require their basic needs in each stage met before they can advance to another stage in the hierarchy.

Figure 8:

Maslow's Hierarchy of Needs and Employee Stage Cycles



To engage a multi-generational and diverse workforce, companies will need to redefine and evolve their Employee Value Proposition and provide them with the training needed to keep them dynamic and adaptable.

World Economic Forum

If we plot employee mindsets against this hierarchy, we make some helpful discoveries. For example, an individual might begin their career at the self-actualization rung, but when lifestyle changes are added to their lives (e.g. a new home, marriage or children), they may prioritize safety as a key need, and as such, might be more concerned with compensation and flexible work policies than self-actualization and appreciation goals.

Similarly, when an employee from the Baby boomer cohort first began their career they likely joined a company that was stable and offered fair compensation and benefits so they could remain safe and secure. As this safety need was met and these employees transitioned through life's stages, their needs changed to seek opportunities that offered a sense of community and belonging, such as participating on advisory boards or volunteering in their communities. It's important to recognize that retiring employees within an organization may be at varying levels of needs. They could be in the safety phase as they plan for retirement or may be searching for self-actualization opportunities, such as leading a corporate social responsibility effort or mentorship initiatives and working in tandem with younger team members in a workforce.

For effective talent management within your organization, it's important to understand how to effectively engage each cohort (factoring in individual, cultural and other diversity needs) and how this understanding can help define professional development goals. This recognition can also be used as a measure to strengthen talent attraction and recruitment strategies.

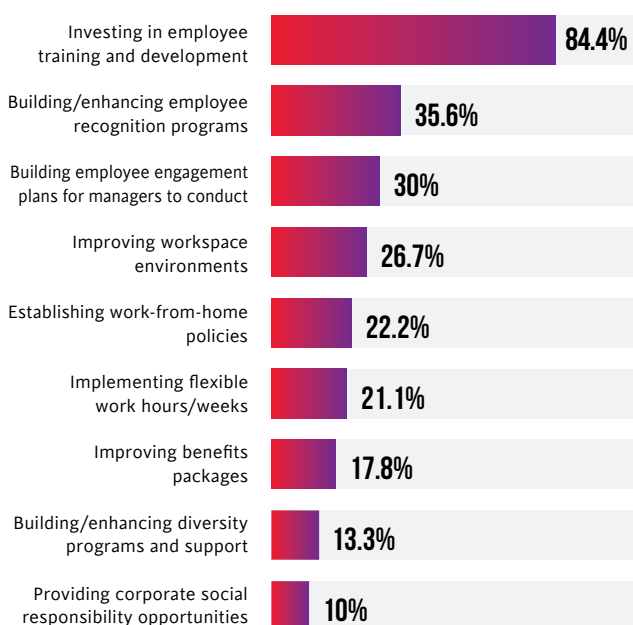


Employee Engagement Opportunities

There are a wide range of engagement strategies that support employee needs. Figure 9 captures results from EFC's survey, showing that industry members are most inclined to focus on employee training investments, developing special recognition programs and formal employee engagement plans for manager deployment, and flexible work options that include work-from-home and flex hour policies and improved workspace environments.

Figure 9:

Employee Engagement Measures that Member Organizations are Focusing on



It's important to consider the different stages of employees' lives and determine what drives their interests and motivates them to adapt, learn and grow within the emerging workforce. As we learned with the hierarchy of needs, a 'one-size-fits-all' engagement approach will no longer cut it. Rather, businesses will need to align programs with the interests and needs of subsets of employees. For instance, a work-from-home policy may be convenient for all employees, but it might be critical for employees with children or those who are caregivers to elderly parents. Or consider younger employees in a workforce who want to co-create their own experience and would prefer to opt in and out of potential benefit options that suit their stage of life. Also, corporate social responsibility opportunities might be an initial strategy to recruit and engage Millennial and Gen Z employees, but tenured employees might also find interest in supporting important causes to nurture their self-actualization needs.

Transforming a workforce so that it remains in step with evolving business needs and supports employee interests and needs, will take strong collaboration between senior leaders, HR personnel and all employees. Business leaders will also need to plan an adaptable organizational development roadmap that accounts for evolving business needs and emerging skillset requirements. Finally, employees will also need to play a critical role in adopting a growth mindset so they can advance their personal and professional development.

Afterall...as markets evolve, so too must the businesses that support the markets, and the workforce that supports the business.

6

Developing a Talent Management Plan for the Emerging Workforce

The Canadian Electrical industry has reached an inflection point. As business models change to reflect new market demands, it's essential for members to employ the right people with the right skillsets to support emerging workforce requirements.

PwC uses three lenses through which organizations can determine 'workforce of the future' opportunities. Figure 10 presents the core areas and provides supporting questions to explore and define emerging workforce requirements (note: this framework has been provided by PwC for information and reference purposes only).

Figure 10: PwC's Workforce of the Future Framework



Key questions your organization can explore to define your *Workforce of the Future*

<p>Do you have the right number and types of people? (i.e. those with the right skills and experiences in the right locations, to win today and succeed tomorrow?)</p> <p>What external factors are impacting your business?</p> <p>What is the business going to look like in the future? What is the impact of business strategy on required skills and capabilities?</p> <p>What skills/capabilities do you need, from where, and by when? How many full-time employees, contingent labour, etc.?</p> <p>What plans for upskilling and reskilling are part of your workforce strategy?</p>	<p>Imagine if you treated your employees the same way you treated your customers. Imagine the potential and what new performance you can unlock when you help employees thrive.</p> <p>Do you see any inconsistency between what employees say is happening and what is actually happening? If so, how is this impacting employee experience?</p> <p>How would employees describe the culture of your organization?</p> <p>How engaged are your employees? How do leaders lead and how does this reflect the culture? How does this contribute to the overall employee experience?</p>	<p>What is the optimal "place-mix" (physical and virtual space)?</p> <p>What do you want your company's work environment to look like? How do you build a collaborative workplace?</p> <p>Does the space bring your organization's culture to life? How are you digitally transforming your employees' experiences?</p> <p>How do you optimize your real estate footprint to control cost?</p> <p>What is your current and go-forward workplace design strategy? How does it incorporate technology? Mobility?</p>
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1) Workforce Strategy & Planning: What capabilities do we need?

Define the capabilities your organization needs to evolve and to be successful in the market. Workforce planning is not a one-time event, it is an ongoing process. You will continually need to assess recruitment strategies and employee development opportunities, as well as what mix of skilled resources best support your workforce planning (i.e. which positions must be full-time permanent versus which ones can be contingent (part-time, contract, outsourced)).

Determining which skillsets are needed, where to find the best talent with the required skills, which current employees will benefit from upskilling, and which talents can be leveraged in another area of the organization (reskilling), requires a strategic framework and a combination of assessment tools. See Chapter 7 for a suite of support tools that are available to EFC members.

Organizations are also beginning to explore how to combine hyper-automation technologies such as Artificial Intelligence (AI) and Robotic Process Automation (RPA) with recruitment and development processes to hire job-fit candidates and identify workforce skill competencies¹⁹.

As you conduct skill assessments to build your emerging workforce and determine how you will attain

these skillsets, it's important to leverage your current workforce to build your employee fortress.

After all, your current staff offer a goldmine of knowledge, relationships, and loyalty, and developing upskilling and reskilling measures to support your employees is an effective, long-term solution.

Upskilling and Reskilling: What's the Difference?

Upskilling requires an employee to enhance their current job performance by improving their skillsets.

Employees must adopt a growth mindset and be open to engaging in upskilling measures, such as training and development programs, to elevate their high-tech digital and high-touch business skills. Workforce upskilling helps employees remain competitive in an emerging market and provides organizations with the bench-strength needed to meet evolving business goals.

It's important to consider different learning paths as diverse workforces are developed. Employees already learn in a variety of ways (onsite sessions and online programs), but with a multi-generational and diverse workforce, thought will need to be given on training options that meet a wider range of needs (videos, peer-to-peer, shadowing, coaching/mentorship).

Upskilling initiatives may also be folded into internal mentorship programs that allow tenured, experienced employees to develop professional partnerships with newer employees (mentor/mentee) as a conduit for the transfer of knowledge.

Reskilling provides employees with the ability to learn new skills so they can perform a different job.

Employees are trained and utilized in a different role within an organization. For instance, organizations might consider leveraging the skillsets of employees with experience in computer programming and data analytics to join the Operations team in digitizing supply chain systems.



¹⁹ Robotic Process Automation for Recruitment", Research Gate, Retrieved April 2020: https://www.researchgate.net/publication/331987624_Robotic_process_automation_for_recruitment_process

Upskilling and reskilling have become top priorities for organizations for several reasons:

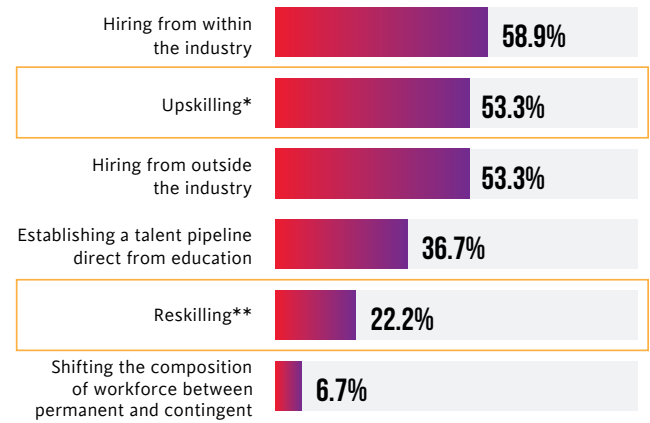
- Provides a powerful way to demonstrate the high value businesses place on their employees to foster and invest in their growth.
- Boosts employee engagement, resulting in higher performance and stronger retention.
- Reduces onboarding time, increases operational efficiencies, and reduces recruitment costs.
- Keeps an organization agile and competitive by planning an evolving workforce that is responsive to change.

Industry leaders clearly understand the benefits of employee development. Figure 11 shows that over half of EFC survey respondents are exploring upskilling and reskilling options to address talent availability and skillset gaps.

Over half of EFC survey respondents are exploring upskilling and reskilling options to address talent availability and skillset gaps.

Figure 11:

Talent Management Initiatives Undertaken by Member Organizations



* Upskilling: requires an employee to enhance their job performance by improving their current skillset

** Reskilling: provides employees with the ability to learn new skills so they can perform a different job; employees are trained and utilized in a different role within an organization.

Conversely, a significant percentage of members are also looking to hire people from within the industry, a sign that many business leaders want to invest in talent that understands the Electrical market. As mentioned previously, this is not a long-term strategy, given the number of industry employees that are expected to retire in a decade and the need to attract and develop newer skillsets for organizational growth.





2) Workforce Performance & Experience: How can our people thrive?

Defines how to keep your workforce engaged and committed to thrive in line with changing workplace and market demands. What do you need to focus on in order to recognize, reward and upskill your workforce for long-term sustainability?

Workforce performance management allow leaders to set employee objectives based on evolving business goals and helps gauge individual skill strengths, gaps, and emerging needs. However, objectives are often driven by static goals which roll up to an overall business strategy. It's important to develop objectives for performance management assessments that are fluid and evolving so they can reflect evolving employee and business needs. This practice also allows managers to understand their employees' other areas of interest within the company for possible reskilling training opportunities. The previous chapter explores the various cycles of employee engagement and should be considered when mapping out workforce performance objectives for employees.

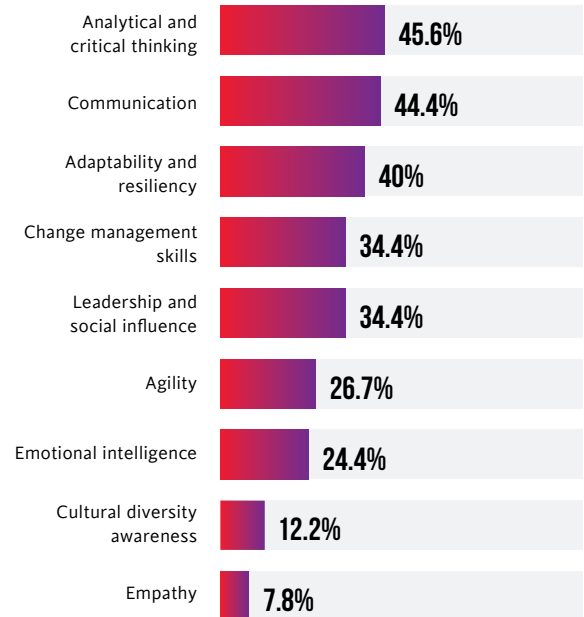
Leadership Development

Management teams are the primary drivers of change management within the organization and will need to have development opportunities to elevate their communication, emotional intelligence, empathy and cultural diversity skills and traits so they can socially influence, implement and adapt to new measures. Leaders will also need to demonstrate flexibility and collaboration in order to work closely with human resources personnel to build consensus and alignment between business goals and talent development strategies.

EFC's survey results identified the following attributes as most desired by industry leaders for strengthening the skill profile of management teams: analytical/critical-thinking skills (46%), communication skills (44%) and adaptability/resiliency traits (40%) topped this chart:

Figure 12:

Key Attributes to Strengthen Profile of Management Team Within 2-3 years



Employee engagement will largely depend on how well organizational leaders understand and implement development strategies, how effectively and collaboratively they drive change, and how their adaptability and communication skills help advance the overall employee experience.

A leadership team that embraces an inclusive work environment will also help cultivate cognitive diversity and innovation, resulting in improved company culture, and ultimately, better risk management and business performance. In fact, a study by the Boston Consulting Group shows that companies with a diverse management team earn 19% higher revenues due to innovation. This finding is significant for the Electrical industry, given that innovation is key to market growth. This data also emphasizes that diversity is not to be valued as simply a metric, but it's an integral part of revenue generation.



3) Workforce Environment: What is an optimal ‘place-mix’?

It’s imperative to understand and support what employees need to effectively collaborate and work together. Determine what an ideal ‘place-mix’ looks like by collaborating with a focus group of employees from diverse age groups, departments and positions, and explore how you can utilize a variety of productivity and collaborative processes and tools to bring your organization’s culture to life.

Developing a flexible work environment that fosters creativity will help keep employees engaged and help ensure they remain active contributors to organizational growth. While it’s important to invest in workspace collaboration, keep in mind that flexible workspaces should also factor in a mobility strategy that includes technology and processes that are adaptable for employees to work in any space. This requirement was brought-to-light during the global pandemic that required many employees to work from home. Equipping your workforce with a mobility strategy is critical for planned and unplanned situations.

End-to-end talent management planning will take internal collaboration from all levels of an organization, beginning with your senior leadership and human resources teams, and in conjunction with all employees. A successful organizational transformation will result with the cumulative impact of employees understanding *why transformation is required and what support they can leverage* to adapt their skills in order to meet business expectations.





Talent Recruitment and the Importance of Corporate Branding

The Electrical industry has a strong reputation for stability and innovation. Our market has been powering societies with necessary technologies for centuries and continues to support emerging market requirements for smart homes, electric vehicles, intelligent buildings and industrial automation. Our channel's importance was reinforced during the global pandemic when many businesses in our sector were deemed essential to the ongoing stability and safety of Canadian institutions and infrastructure. When building a recruitment strategy, organizations can underscore the positive impacts they provide to this stable, innovative and essential market.

It's imperative to build a strong brand presence to heighten recruitment efforts. Industry members are largely concerned with attracting talent to their organization. When asked what top challenge is preventing their organization from finding the skillsets needed for growth, over half of EFC survey respondents (53%) cited 'high competition for talent'.

An effective means of heightening competitiveness is by marketing your corporate brand so that it resonates with potential candidates and your customers and partners. Your marketing, human resources and leadership teams must work together to define the qualities that your company wants to be known for, and collectively deploy a business and marketing strategy to build the brand. Your brand must go beyond your customary vision and mission statements; it must be infused into the products and services you sell, the support you provide to employees, partners and customers, and the actions you lead in communities on a local, national or global scale.

Corporate social responsibility is an important aspect of brand building. We already know that the Electrical industry has made tremendous strides in reducing the carbon footprint in the environment. Yes, this impact is measurable; we can track the lowered energy consumption that our electrical equipment and systems deliver. But how does your company quantify the time and money your employees spend to make social impacts?

Keeping Score: Why Social Impact Matters

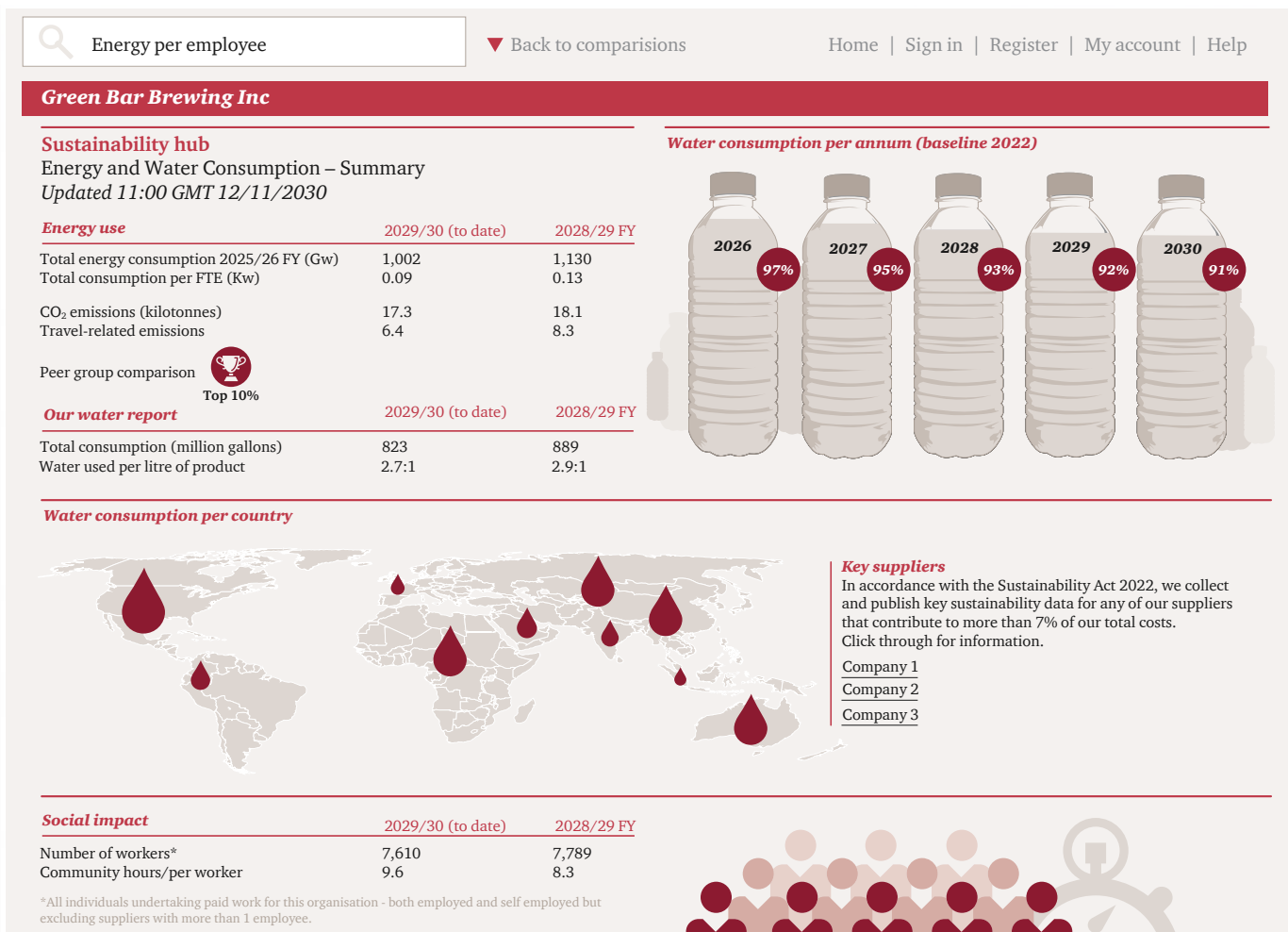
Aside from being the right thing to do, social impact efforts tell an important story: they reveal what matters most to your employees and your business, heightening your corporate brand identity and providing powerful competitive advantages in the market. Several reports on emerging business practices suggest that international accounting standards may soon require a financial capital and social capital impact summary from listed companies. The figure below illustrates an example of a social impact scorecard:

Social impact summaries such as this example are featured in several notable annual reports: Thomson Reuters' Diversity & Inclusion Index, PwC's Global Inclusion Index, The Dow Jones' Sustainability Index and others²⁰. Tracking your social impact score will resonate with potential talent who are searching for employers who are committed to corporate social responsibility.

Empower your marketing, human resources, and management teams to jointly develop a strategy that aligns your business goals with your corporate brand and talent attraction and retention planning.

Figure 13:

Social Impact Scorecard, an Example



Source: <https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf>

20 "Four Ways Social Impact will Affect Businesses", Forbes, 2019: <https://www.forbes.com/sites/patsydoerr/2019/01/14/four-ways-social-impact-will-affect-businesses-in-2019/#c7c6f7b6e711>

7

Industry Collaboration to Support Talent Management

This research study has been developed to guide the Electrical industry towards workforce transformation, by examining emerging skills, roles, and talent management initiatives that companies must employ to heighten customer experiences and prepare for business growth.

Talent management strategies and outputs are specific to each company. Performance and success will depend on how well a business defines its goals and aligns the right talent with the right skillsets to support evolving business requirements. Developing an emerging workforce will include talent attraction and recruitment as well as upskilling and reskilling programs to allow current employees to evolve their skillsets and be included in the emerging workforce.

Next Steps for Members

To help support our members' workforce transformation journey, Electro-Federation Canada (EFC) offers several programs to supplement strategic development and talent management strategies:

Talent Attraction

Work-integrated Learning & Institutional Partnerships:

EFC has established a partnership with Riipen, an organization that helps bridge the corporate and graduate skills gap by bringing bright minds together to learn, create and innovate. Member organizations can connect with post-secondary institutions and formally combine business needs with academia. Students are given practical, hands-on case studies to help solve

real-world business challenges, which advances the experience of students and the goals of the curriculum, while employers have an opportunity to learn about new tools and emerging best practices, while mentoring graduate students and possibly creating a pipeline for talent recruitment.

Scholarships: Millennials and Gen Zs are quickly reshaping workforce demographics. As companies strategize to attract younger talent to their organizations, EFC strives to connect with young Canadians who are strengthening their education and choosing a career path. This program helps draw awareness to the many career opportunities in our industry, including Engineering, Sales, Marketing, Finance, Operations, Information Technology and Human Resources – and provides members with access to upcoming talent from coast-to-coast. This program is also an effective tool to elevate your company's corporate social responsibility footprint by providing students with necessary funding. To date, this program has awarded over \$1.6M to post-secondary students across Canada.

Suite of Talent Assessment & Screening Tools:

EFC has partnered with Self Management Group (SMG) to provide members with a suite of proprietary talent assessment tools and services that leverage predictive science to help organizations make informed candidate selections and training decisions across a variety of roles. SMG is home of the POP™ (Predictor of Potential), and also offers talent management advisory services for upskilling and reskilling, talent/workforce audits, digital fluency assessment, leadership development and training.

Did you know that 50% of sales success is based on 3 personality traits?

The POP™ (Predictor of Potential) Assessment is the #1 tool for the recruitment of sales professionals globally and measures 3 critical traits (and more!)

Without the POP™ you are only relying on half of what you need.

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Job Board: TalentNest™ is an online recruitment software that allows members to post job vacancies and broadcast them to major career search engines to reach talent. Members can also integrate other tools such as video interviewing, and rank candidates based on their talent potential with real-time reporting and analytics.

For more information on these offerings, visit www.electrofed.com

Onboarding, Upskilling & Reskilling

Human Resources Network: Given the high importance of the HR community in developing and steering talent management initiatives, EFC hosts bi-annual network meetings for HR professionals from all segments of the EFC membership. These meetings offer members an opportunity to learn about new employment developments and share best practices. To learn more and/or to join this network, visit www.electrofed.com/about/committees

Digital Supply Chain Network: This study emphasizes the importance of digital skillsets and how businesses must upskill their workforce to support digitized technologies and services. This committee brings together operations, logistics and IT personnel from our industry to discuss the channel's journey towards digital supply chain transformation. This committee helps plan training and education programs and collaborates to create best practices that digitally accelerate member organizations. Learn more at www.electrofed.com/about/committees

Industry-wide Learning Ecosystem: EFC has partnered with industry groups to provide members with access to shared resources and training courses. Member employees can choose from a wide range of programs to advance their skills in general industry knowledge, technical and electrical product knowledge, and business-related skills (e.g. sales, marketing, distribution). EFC will continue to develop and add new programs to this training and development platform, providing members with the resources they need to heighten their employees' high-tech and high-touch skillsets. Full details can be found at www.electrofed.com/workforce-development

Coaching and Leadership Development: Leverage a range of training and coaching workshops for employees,

managers and senior executives from Self Management Group (SMG). Programs include pre- and post-diagnostics to demonstrate learning and assess ROI.

Branding

Social Impact: EFC has joined forces with RTG Group, a social enterprise provider that offers businesses a streamlined gamification platform to track, measure and benchmark social impact efforts. The online portal and mobile app allow you to deploy social impact challenges within your company that align with the UN's 17 Sustainable Development Goals (e.g. climate change, clean energy, sustainable cities/communities, gender equality, etc.). Full information is available at www.electrofed.com

Offboarding

Mentorship Program: Your tenured employees have vast industry knowledge that newer employees can learn about. As these experienced employees set to retire in the coming years, you may consider developing an offboarding program to build symbiotic relationships between tenured and new staff to facilitate personal and professional development and knowledge transfer. A mentorship program is an effective offboarding initiative that can assist with succession planning and employee engagement. Interested in getting started? EFC has partnered with MentorCity, a leading provider of cloud-based mentoring software that helps formalize a mentor/mentee partnership and cultivates the future of your organization and the individuals within it. For more details visit www.electrofed.com

As an industry partner, EFC plays a critical role in supporting members' talent management journeys. These programs showcase the breadth and depth of recruitment and development programs and tools that HR professionals can leverage as strategize, shape and steer organizational development practices.

As you reflect on your business' talent management and employee engagement initiatives, it's imperative to determine what level of strategic focus your HR team has in furthering business objectives. The HR function must be central to the development of your emerging workforce and must be considered a strategic partner in the development of organizational goals.

8

Appendix A: Methodology & Research Scope

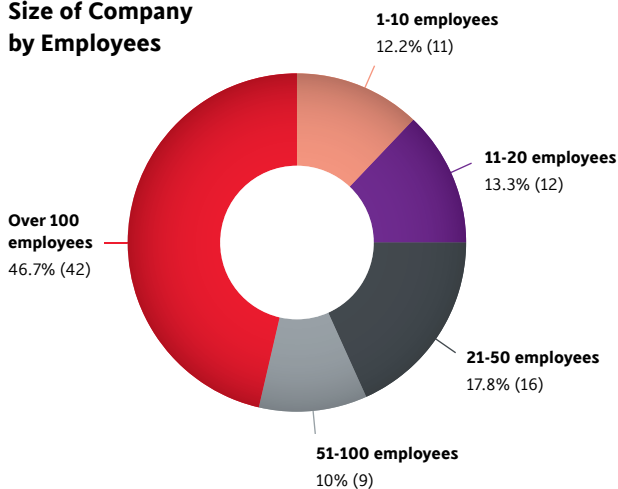
EFC used a mixed methodology for this research project, relying on qualitative and quantitative data that was collected from primary and secondary sources to respond to set research questions.

Primary source: an online survey was conducted in January 2020 with EFC members to gain their perspectives and expectations on the Canadian electrical industry's talent requirements. The data in the survey was mostly quantitative, with some additional open-ended questions to allow respondents to qualify their responses. A full summary of aggregated survey results is shown in Appendix B.

A total of **90 survey responses** were collected: **54% of whom were manufacturers, 29% were distributors and 17% were manufacturers' agents/ reps.**

This chart shows the size of the companies (number of employees) that participated in the survey. This sample size represents a strong mix of EFC's membership.

Size of Company by Employees



Secondary sources: EFC conducted an in-depth analysis of reports and articles published by leading national and international organizations. This comprehensive review of literature provided a holistic view of talent availability

gaps, impacts and opportunities from a diverse range of experts and spanning different sectors and countries. A complete list of secondary sources can be found in Appendix D.

Scope: Focusing the Research

The following framework was used to determine the scope and outcomes of this study. This framework was developed in collaboration with PwC and a Research Committee, which comprised of EFC members in HR, leadership, sales, and marketing functions (see Appendix C for participating members).

RESEARCH QUESTIONS

1. How is the Canadian Electrical industry shifting and what is the impact on the workforce?
2. What can employers do to build the workforce of the future?

KEY OUTCOMES

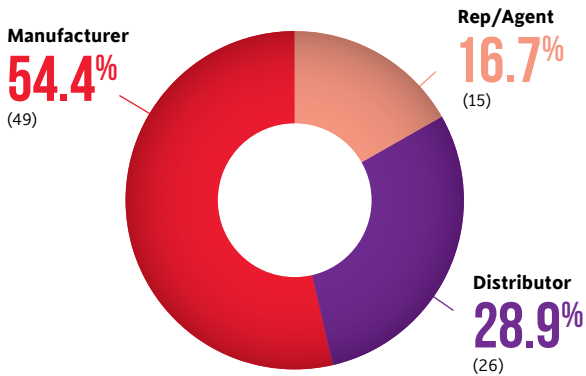
- Provide key insights to how the industry is changing (new technologies, demographics – how are these changes affecting other industries e.g. electronics industry?)
- Identify top jobs/skills required in the next 3-5 years
- Apply some short-term and suggest long-term tangible talent strategies for companies
- Roadmap for member companies: recruitment and upskilling
- Identify the investments employers need to make in the development of their workforce
- Understand the role culture plays in evolving their talent practices (eg. acquisition, rewards, performance)
- Identify key leadership traits needed for the future
- Industry-wide strategy to address gaps (skillsets, benchmarks)

KEY SUCCESS FACTORS

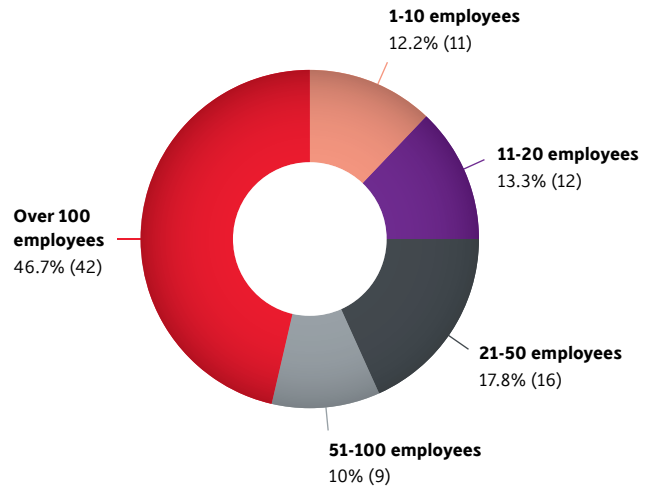
- Smart, actionable, credible insights
- Electrical industry-specific focus

Appendix B: Survey Questions & Results

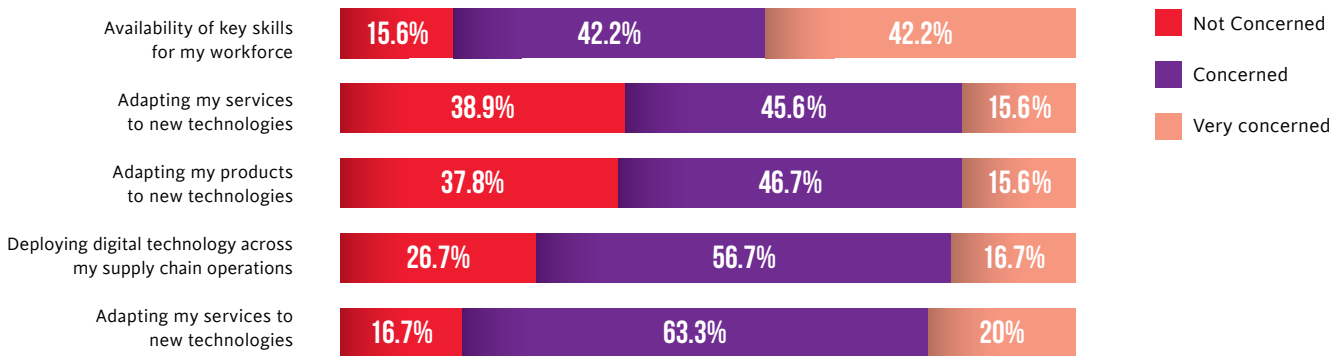
1) Market Segment:



2) Size of Company by Employees:



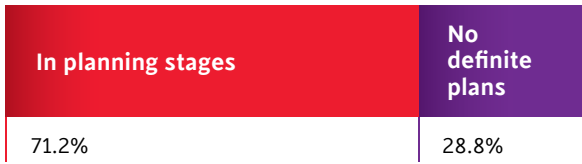
3) How concerned is your company about the following industry changes and the potential impacts on your business?



4) If known, what mix of skilled resources will your company likely require to support these changes in the next 2-3 years?



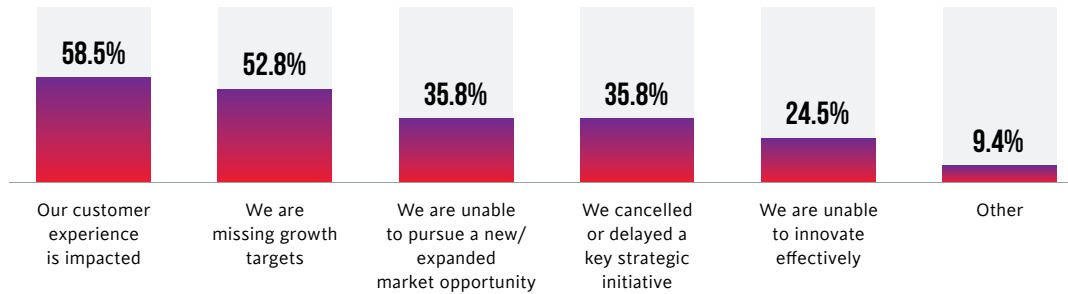
5) If unknown (Question 4), please indicate your company's current status



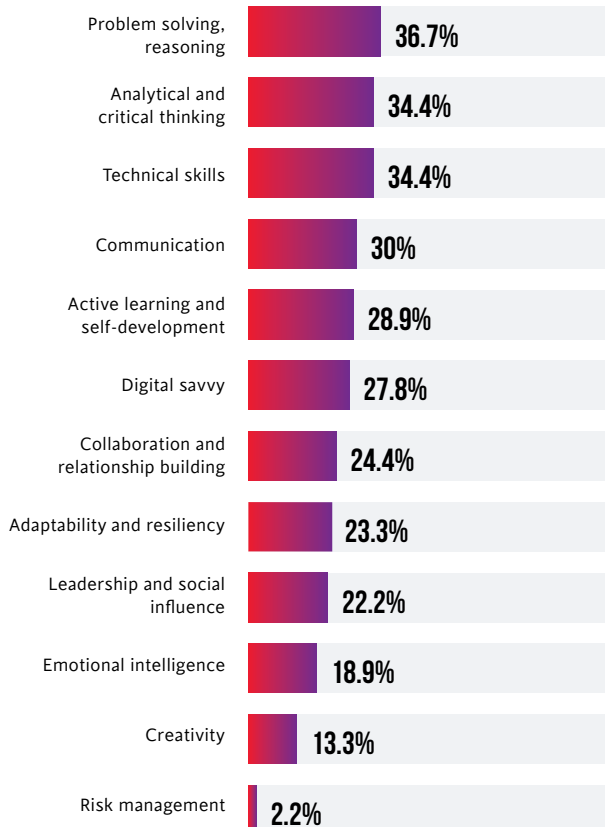
6) Is your company being impacted by 'availability of skills' ?



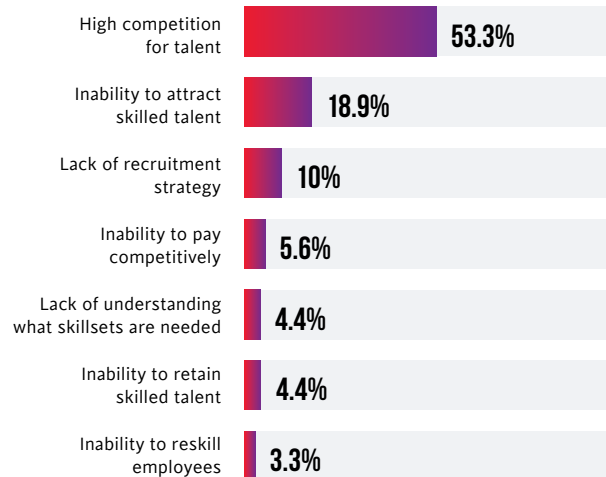
7) If yes (Question 6), what impact is 'availability of skills' having on your organization's growth? (Choose up to 3)



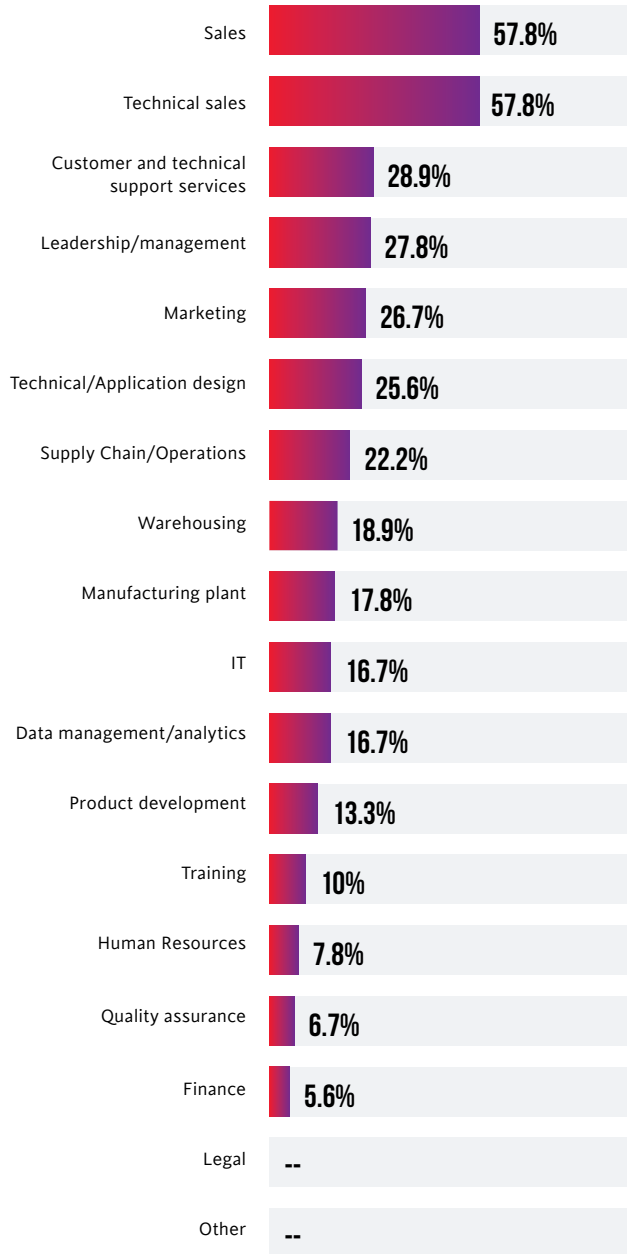
8) The World Economic Forum identifies the following skills as most important for Employability in 2022. Choose the skills that you believe your company needs most within the next 2-3 years: (choose up to 3)



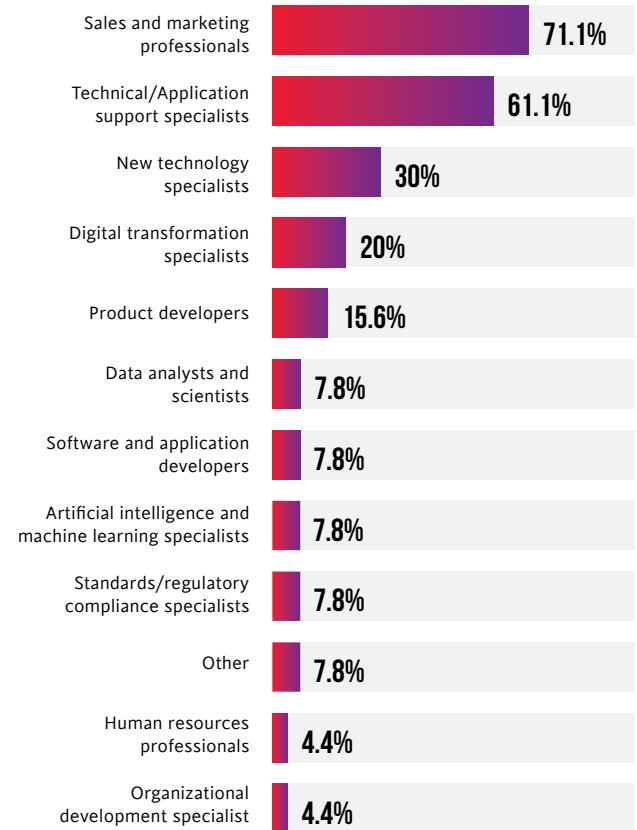
9) Presently, what is the top challenge that is preventing your organization from finding the skillsets you need for growth? (Choose 1)



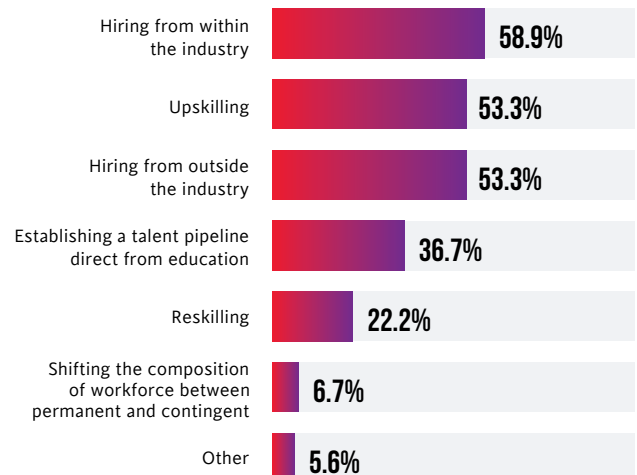
10) Which of the following departments/groups are you most concerned about finding the right skills for your organization? (select all that apply)



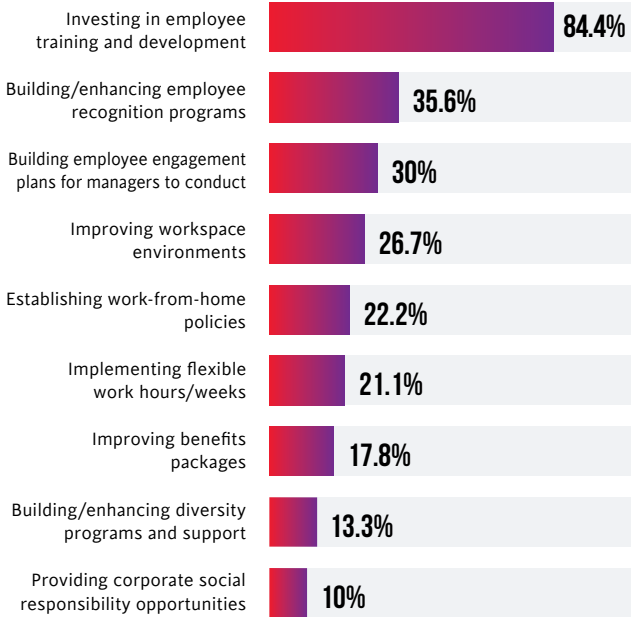
11) Which of these roles do you believe will be in highest demand for your organization in the next 2-3 years? (choose up to 3)



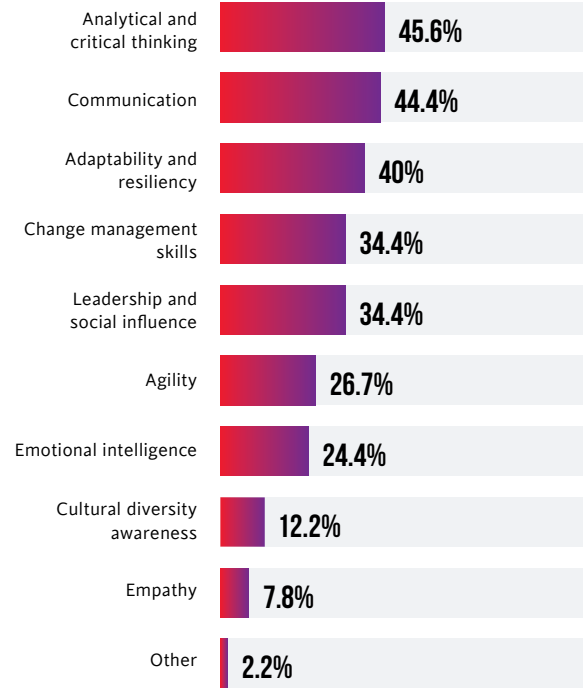
12) What talent management initiatives is your organization currently undertaking? (choose up to 3)



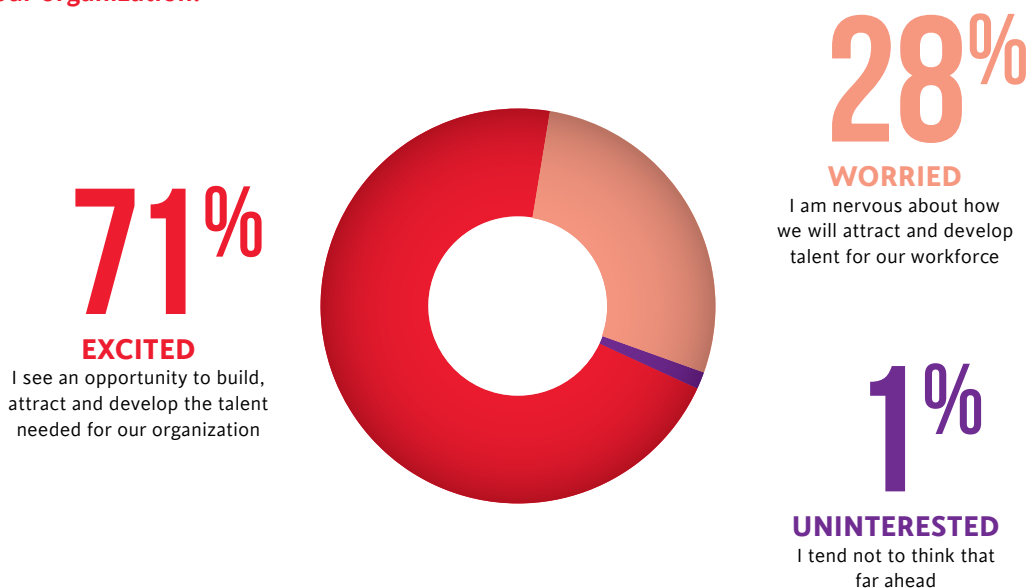
13) Which of the following measures are you planning to develop/expand to improve your organization's 'employee experience' in the next 2-3 years? (choose up to 3)



14) Which of the following attributes do you want to strengthen in the skill profile of your management team over the next 2-3 years? (choose up to 3)



15) Choose the one statement that best describes your sentiment about the future of talent within your organization:



Appendix C:

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RESEARCH COMMITTEE:

Kathy Parker, Partner, PwC Canada

Tresa Cambridge, Consultant,
People & Organization, PwC Canada

Dave Klarer, NCS International
(Research Committee Chair)

Randy Ross, Danfoss

Ehsan Behboudi, Eaton

John Iannuzzi, Eaton

Sareeta Khara, E.B. Horsman

Kim Quelch, Eglo Canada

John Jenner, Electrozaad Supply

Roberta Whalen, Graybar

John Kerr, Kerrwil Publications

Jason Prevost, Leviton

Gary Pounder, Premise

Meena Bajwa, Schneider Electric

Jim Bronson, Shawcor

Frank Cistrone, Shawcor

Marie-Eve Blais, Signify

Shah Suhail, Wesco Distribution

Carol McGlogan, EFC

Trisha Utomi, EFC

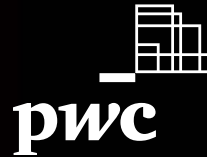
John Jefkins, EFC

Anne Harrigan, EFC

Swati Vora-Patel, EFC

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If you have any questions about this report, please contact Swati Vora-Patel at **416-319-3390** or spatel@electrofed.com

