



2015 INDUSTRY RESEARCH REPORT

ELECTRO·FEDERATION

C A N A D A



TALENT:

A Playbook for Adapting to the 21st Century

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EXECUTIVE SUMMARY

With the proliferation of young emerging talent searching for employment, combined with business growth opportunities in the electrical industry and an aging workforce, it's imperative for companies to begin examining hiring and retention trends and opportunities—particularly those geared towards millennials¹ in Canada.

The purpose of this report is to provide the Canadian electrical industry with a playbook of recommended strategies to adapt to 21st-century employment and retention needs. The findings in this report offer insight on the strengths, challenges, opportunities and threats that the Canadian electrical industry must recognize in order to become increasingly relevant to young Canadian talent.

This playbook benchmarks millennials' employment interests against members' hiring intentions. These interests and intentions were gathered by conducting online surveys to a sample base of members and Canadian millennials from across the country.

The research uncovered several **key findings** that form the premise of this report:

1. EFC members are projecting business growth over the next three years. Businesses are also expecting to replace employees as a result of imminent retirements and possible employee turnover. With overall Canadian demographics skewed in a downward shift, the industry will need to realign their employment intentions to hire entry-level employees in order to keep pace with the reality of the marketplace.
2. Businesses will be required to modify and/or develop new hiring and retention strategies to attract and keep new talent. The new practices will need to carefully align with business needs and millennial interests. This report offers recommendations on how the industry at large, and individual businesses, can prepare for a new generation of workers.
3. There are some positive correlations between members' perception of industry performance in key areas and how millennials perceive our sector to perform. For instance,



our industry's role as an advocate for electrical safety and commitment to energy efficiency are front-runners for both members and millennials. This safety and sustainability recognition is paramount for the industry, as it ties in nicely with what youth value as important for the greater good of society. The electrical channel has made an impact as corporate citizens, and has also incidentally, addressed important needs for millennials: corporate social responsibility. This is an opportunity for businesses to promote their company as leaders in the safety and energy efficiency regime to attract young talent to their organization.

Opportunities

The findings in this report cast light on the current needs and challenges of the electrical industry and offer insights on the mindset of millennials—the future leaders in our industry. Best-in-class member companies will successfully leverage their young talent to build a solid organizational philosophy that meets business needs and young talents' expectations. Given the right guidance and growth opportunities, this next generation of workers will thrive in our industry. This report also provides recommendations that the overall industry and individual member companies must consider in order to build a stronger succession of youth into all disciplines of a business.



¹ In this study, millennials are defined by Canadians between the ages of 18-30.

By: Rob Henderson, President & CEO, yconic

It is clear that the dynamics and demographics of the Canadian workforce are changing. Many predict that within the next few years, over 50% of our workforce will be comprised of millennials, those roughly born between 1980 and 2000. This is a staggering and important change for all industries in Canada, including the electrical industry.

There is no doubt in my mind that there will be a direct correlation between the success and growth of your industry and its ability to attract and engage the best millennial talent. Your industry—and almost every other industry in Canada—has an aging workforce, a major issue that cannot be ignored, yet most industries have not yet taken action.

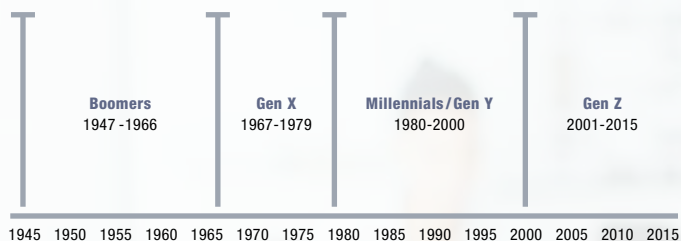
I applaud the leadership of Electro-Federation Canada (EFC) for taking the natural first step to help you, EFC members, better understand this generation through the findings of this study. We were delighted to partner and collaborate with EFC on the creation of this research initiative. It is packed with relevant content, key insights and some recommended next steps.

However, this report is only the first step. It is what you do with this information that matters to your business and to

the industry as a whole. As you will see in the coming pages, many of you will need to look at this generation a little differently in order to attract and retain top millennial talent. I assure you that it will not be easy, but it will definitely be necessary for your company and industry to thrive.

Generational breaks in years

Generational definitions are fluid, and although there are a number of different definitions for the generational breaks, the most common definition is outlined here.



BACKGROUND & METHODOLOGY

The purpose of this research report is to provide Electro-Federation Canada (EFC) members with insight on employment trends and opportunities as they relate to attracting and retaining Canadian millennials. This study also explores perceptions on key industry performance measures—both through a member lens and a millennial perspective.

To gain this dual perspective, EFC collaborated with **yconic**, a digital media company that operates Canada's largest student help platform and youth-focused market research community. yconic partners with organizations that want to better understand, engage and build meaningful relationships with youth. EFC also enlisted support from a **Talent Research Committee**, which included industry professionals from member companies who have human resource responsibility (see page 2 for listing of committee members). Together, with support from the industry committee and yconic, EFC led the development, deployment and analysis of two online surveys. The results from these surveys form the basis of the findings presented in this report.

The Sample Base

2015 Member Survey (Figures 1 & 2)

EFC conducted an online survey to key contacts at each member company. Survey responses were collected in January 2015. With an initial target audience of just over 200 main contacts from member companies, a total of **104** responses were received across all member segments: electrical manufacturers, distributors and manufacturers' reps (see Appendix on page 19 for list of participating members).

Figure 1: Response by EFC Member Type

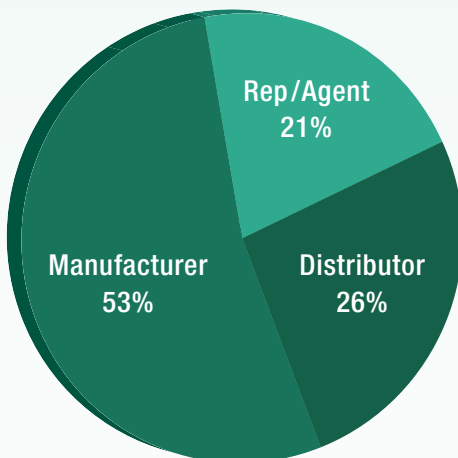
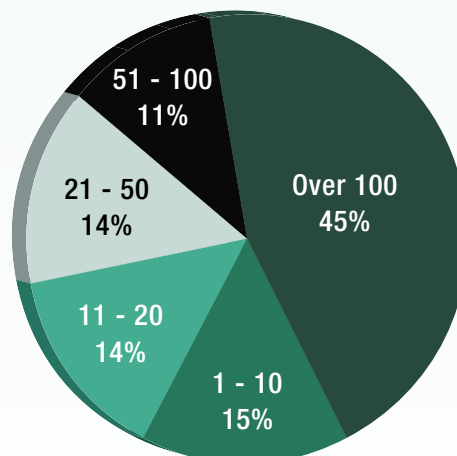


Figure 2: Size of Company: By Employees



2015 Millennial Survey (Figures 3 & 4)

This study collected the views of **1,209** English-speaking Canadians, **aged 18 to 30**, randomly selected from yconic's proprietary online research panel of over 549,000 Canadian youth. The survey was completed in February 2015.

Data from the survey was weighted according to census data to ensure regional representation of Canadian adults and was weighted by 0.45-1.49.

As a member of the Market Research Intelligence Association (MRIA), yconic operates in accordance with the Standards and Code of Conduct set by the MRIA.

Figure 3: Age Breakdown of Millennials: 1,209 participants

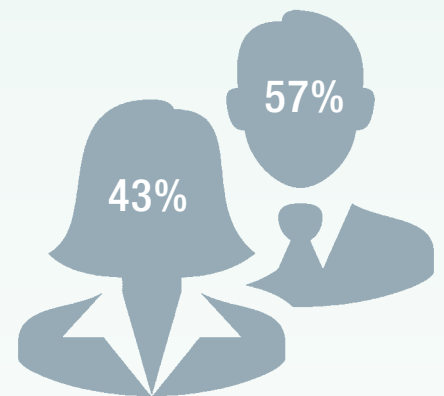
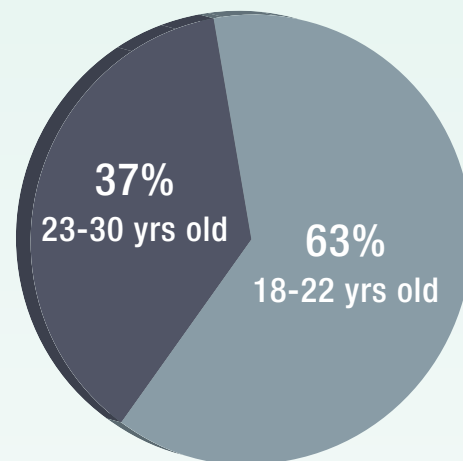


Figure 4: Male vs. Female Millennial Respondents

DETAILED FINDINGS

Industry Needs

The Canadian electrical industry is one that is growing and is vital to the overall Canadian economy. EFC members employ nearly 40,000 workers in over 1,200 facilities across Canada² and offer ongoing employment opportunities that require wide-ranging skills for a vast array of positions.

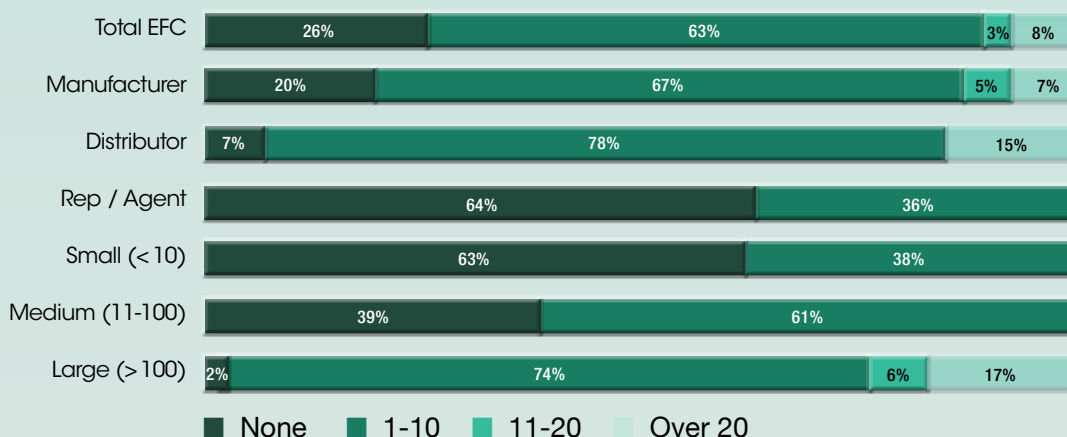
The opportunities are abundant. *Figure 5* shows an overview of current employment needs among EFC members. Of the members surveyed, 74% indicated that they are currently looking to fill open positions. These companies are primarily medium-to-large sized businesses, with the vast majority within the electrical distribution segment of the industry.

86% are expecting to hire Sales positions over the next three years.



² 2015 Pathfinder: Benchmark Study & Industry Profile, p. 25.

Figure 5: EFC Members' Current Job Vacancies



Q How many job vacancies does your company currently have?

This segmentation indicates the challenges that the electrical industry currently has in filling open positions, but it also illustrates the numerous employment opportunities that Canadian workers can leverage.

While it's significant to understand *current* hiring needs among Canadian electrical businesses, it's important to note that the momentum of hiring is expected to continue in the coming years—good news for those considering a career in the industry.

This next chart illustrates the number of job vacancies that industry members expect to have over the next three years. While the vast majority of vacancies fall between one-to-ten new hires (57%), there is also a significant percentage of companies that are expecting to employ over 10 new hires.

From a size (*small, medium, large*) and segment (*manufacturer, distributor, rep*) perspective, there is a key difference: 50% of large companies expect to hire over 20 employees—which would be evident given their larger business unit.

The areas of employment growth are heavily skewed towards Sales—just over 86% of member respondents indicated they will be hiring sales positions—a step in the right direction for 95% of manufacturer rep companies who are expecting to employ between one-and-ten new hires in the next three years. Interestingly, support service roles are among members' other

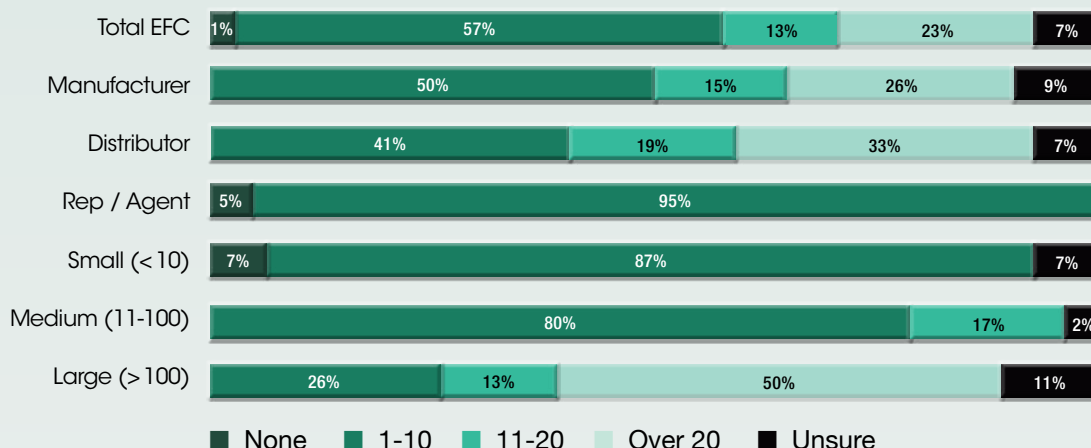
desired positions: customer service (56%) and technical support (48%).

What does this mean for the industry? Many of these sales and service roles can perhaps be filled by millennials—who incidentally, have specified their interest in customer-facing roles, like sales and service...more on this later. Furthermore, businesses may want to begin implementing hiring and retention policies for sales and service positions that will attract young talent. *Strategies are outlined in the 'Opportunities' section of this report. See page 16.*

Skilled vs. Entry-Level

Our study shows that member companies continue to seek *skilled/experienced* employees for a majority of the positions they expect to fill. The need for experienced workers is consistent across all segments of the industry. This is likely due

Figure 6: Job Vacancies Over Next Three Years



Q Over the next three years, how many job vacancies does your company expect to hire for?

DETAILED FINDINGS

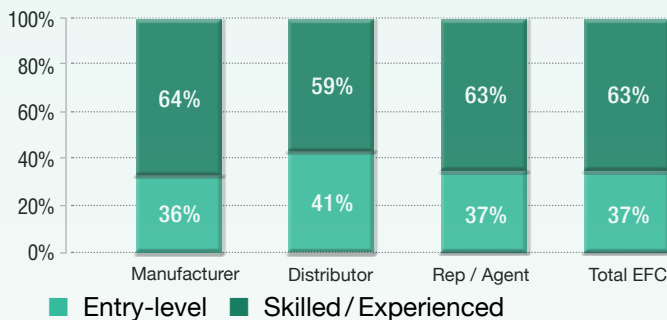
to the technical knowledge requirements for the positions that many member companies may need.

However, businesses must consider re-examining their skill-level requirements to accommodate the growing youth workforce. Over time, the talent pool of experienced workers will diminish as millennials begin occupying a larger segment of the Canadian labour market.

According to a report in the *Globe and Mail*, baby boomers will reach retirement age over the next two decades. At that same time, the number of people between the ages of 15 to 64—those who will be of working age—will decline. Canada's 9.6 million baby boomers will be replaced by 9.1 million Gen-Xers, followed by only 7.3 million millennials³. If you consider this "trickle-down" effect, Gen-Xers will not be able to replace baby boomers, and those replacing Gen-Xers will be even harder to find.

The 60/40 split assumed by member companies (Figure 7) is misaligned with the Canadian demographic shift.

Figure 7: EFC Hiring Needs



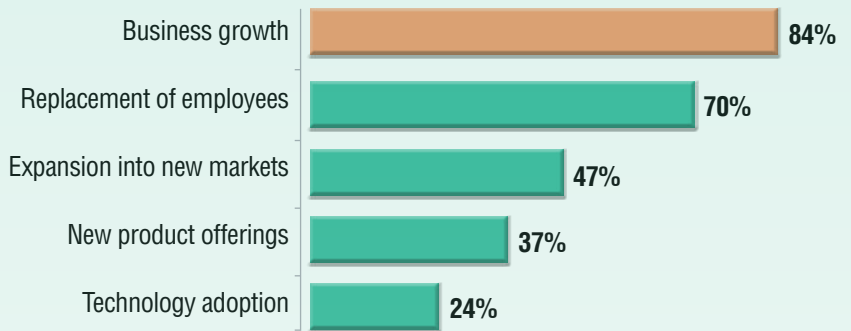
Q Of the projected hires over the next three years, what percentage of entry-level vs. skilled employees does your company expect to hire?

Perhaps a more realistic ratio for the industry to consider is a reversed 40/60 shift; with 40% representing experienced hires and 60% representing new entry-level hires. This level is more in line with the reality of the Canadian marketplace.

This progression will take time to implement. Businesses should consider factoring in adequate lead times. Those who don't plan accordingly or refrain from implementing strong appeal, retention and professional development practices, may find their hiring needs are hampered with a small talent pool to choose from and high employee turnover.

All of this does not even take into account the business growth that industry members are projecting over the next three years. (Note: in Figure 8, the replacement of employees ranks second).

Figure 8: Reasons for Hiring



Q Which of the following best describes your company's projected need to hire over the next three years?

Business Growth Optimism

Members are generally optimistic about business growth prospects over the next three years. In fact, nearly 85% of respondents cited business growth to be the top reason for new hires. This outlook is promising and provides a huge opportunity for the industry to band together and promote the advantages of working in the Canadian electrical industry.

Therefore, with anticipated business growth and employee replacement topping the ranks among industry members, and with the shift in demographics, businesses must consider seeking young talent to replenish imminent positions. With this shift in hiring practices, organizations are also encouraged to re-evaluate their early career development and training programs to ensure millennial needs are considered when addressing business needs. Read on to the next section to gain insight on millennial needs, based on research findings.

Google and Apple top the list of businesses that resonate most strongly with millennials.

- The Deloitte Millennial Survey, 2015

³ Bill Curry, "Highlights: Canada's baby boom larger than in other G8 countries," *The Globe and Mail*, June 19, 2012. [<http://www.theglobeandmail.com/news/politics/highlights-canadas-baby-boom-larger-than-in-other-g8-countries/article4217072/>]

Millennial Needs

Enter the millennial... One of the interesting things about this generation is that they believe in connecting to passions early on in life—and they extend this passion to the jobs they seek, and the jobs they remain in long term. For many youth, a job is a true extension of themselves. It's clear from the millennial survey responses that this generation looks to businesses to drive innovation and to foster societal progression.

The pace of change is different among this next generation of workers; they have expectations of being challenged at work, to connect with senior leaders, to make an impact and to be heard. This next section explores the needs and interests from a millennial mindset.

But first, to fully understand the young talent pool, this report will delve into the demographics of the millennial survey respondents.

Who are they and what are they doing now?

Of the 1,200+ respondents who participated in the survey, the vast majority are young millennials (Figure 9).

Figure 9: Who Are They?

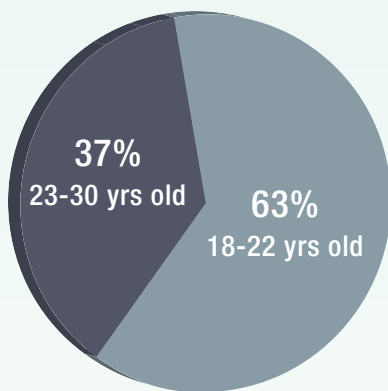


Figure 10 shows that nearly half of those aged 18 to 22 are unemployed, which should not be a surprise given that many are still pursuing post-secondary studies. Upon graduation, this group may be prime candidates for entry-level positions that the industry will be seeking in three to five years.

The 'not employed' percentage drops significantly for those aged 23 to 30 years (those most likely to be out of school and in the job market). However, within this age group, it's important to note that 31% are not working at all. Based on Statistics Canada unemployment rates among a similar age range (20 to 29 year olds), the rate is approximately 10%. While the age range is not exactly comparable, we can conclude that a fairly healthy portion of millennials surveyed are choosing to return

Figure 10: Employment by Age ■ 18-22 ■ 23-30

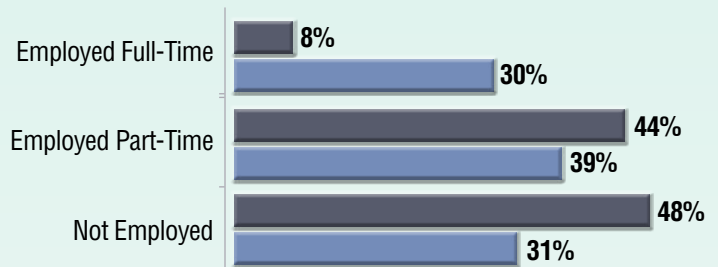
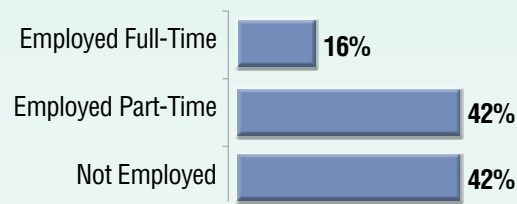


Figure 11: Total Employment Breakdown



How would you best describe your current employment status?

to school for additional education, in hopes of differentiating themselves in the market, resulting in higher unemployment rates among this group.

If we look at the employment versus unemployment percentages at a **macro level**, 16% of total respondents are currently employed full-time⁴. This group mostly represents 23 to 30 year olds (30%) who are likely in their first or second career and may be considering another career move. They have some work experience and may be good candidates for junior skilled, edging toward intermediate employment positions within an organization. Interestingly, close to half of those who are currently employed (either part-time or full-time) indicated that they are not working in their desired field (Figure 12). This provides a good opportunity to promote the benefits of employment in the electrical industry.

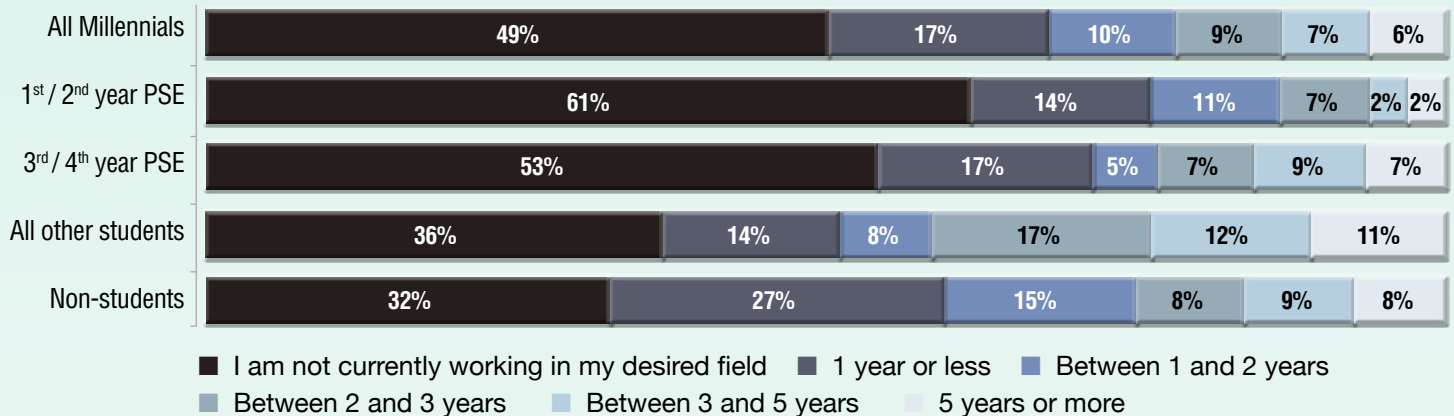
Expectations among Millennials

With background on the demographics of those who participated in this survey, let's now examine some of the needs and attitudes of the millennial market. The survey explored the key fields of employment that youth are seeking. Business⁵, Marketing, Engineering⁶ and Information Technology were among the top ten fields chosen; fields that are relevant to the electrical industry and should be ones that businesses actively promote and plan for, based on business needs. While it's important to promote these fields, an EFC member pointed out in his survey remarks that it's critical to also "maintain [the] availability of technical and engineering positions in Canada."

⁴The percentages shown in Figures 10 and 11 are reflective of results from the yconic millennial survey and are not representative of the employed/unemployed population in Canada, within these age ranges. The national Canadian unemployment rate (as of March 2015) for 20 to 29 year olds, is 9-10%. Source: Labour Force Survey, March 2015, Statistics Canada, CANSIM: 282-0001: <http://www.statcan.gc.ca> ⁵ "Business, Other" refers to business fields outside of Accounting and Marketing ⁶ "Engineering, Other" refers to engineering fields outside of Electrical, Mechanical, Industrial, and Aerospace

DETAILED FINDINGS

Figure 12: Length in Desired Field (% among those employed)



Q You told us that you are currently employed. How long have you been employed in your desired field of work?

These choices prove to be even more significant given that close to 80% of respondents have a strong-to-general idea of what path their career will follow. But does this market have the skills required to succeed in their desired field in the workforce? Well, over 85% of respondents think so.

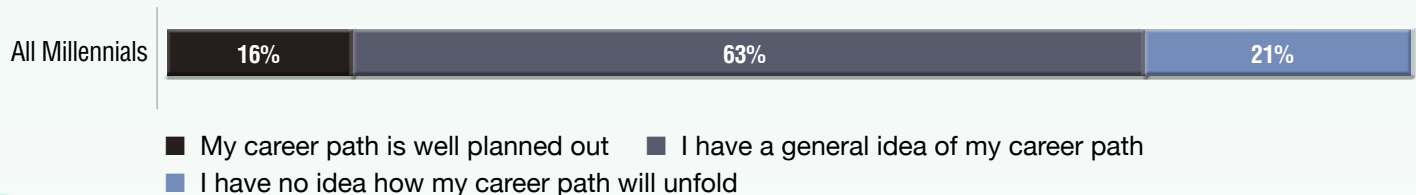
This high level of confidence in skills when coupled with education, a need to work in a desired field and aspirations to make a difference in the workforce, make this generation of workers a force to be reckoned with!

According to the survey results, over 60% of millennials are looking for a work-life balance. While this could be said for many multi-generational workers, this need appears to be core for millennials. This need could be part of their uneven school-life balance, brought on by increasing school expectations and a competitive job environment that necessitates more extra-curricular activities and part-time jobs to pay off student loans.

Furthermore, as digital natives, this is the first generation of workers who have been exposed to the Internet and mobile access—*before* entering the workforce. This singular exposure justifies this group's need for flexibility at work (if a position allows for this), something that businesses might consider when developing strategies and best practices to address remote IT infrastructures and policies.

Other key elements that millennials consider in a career include how/if their role will make a positive impact or change to a business, career advancements and opportunities. Businesses must look at the full array of skills that millennials bring to the job and how the ranging skills can be leveraged for business needs. They must also consider incorporating the above elements into their human resource guidelines and practices.

Figure 13: Description of Career Path



Q Please select the statement that best describes your career path up to five years after graduation.

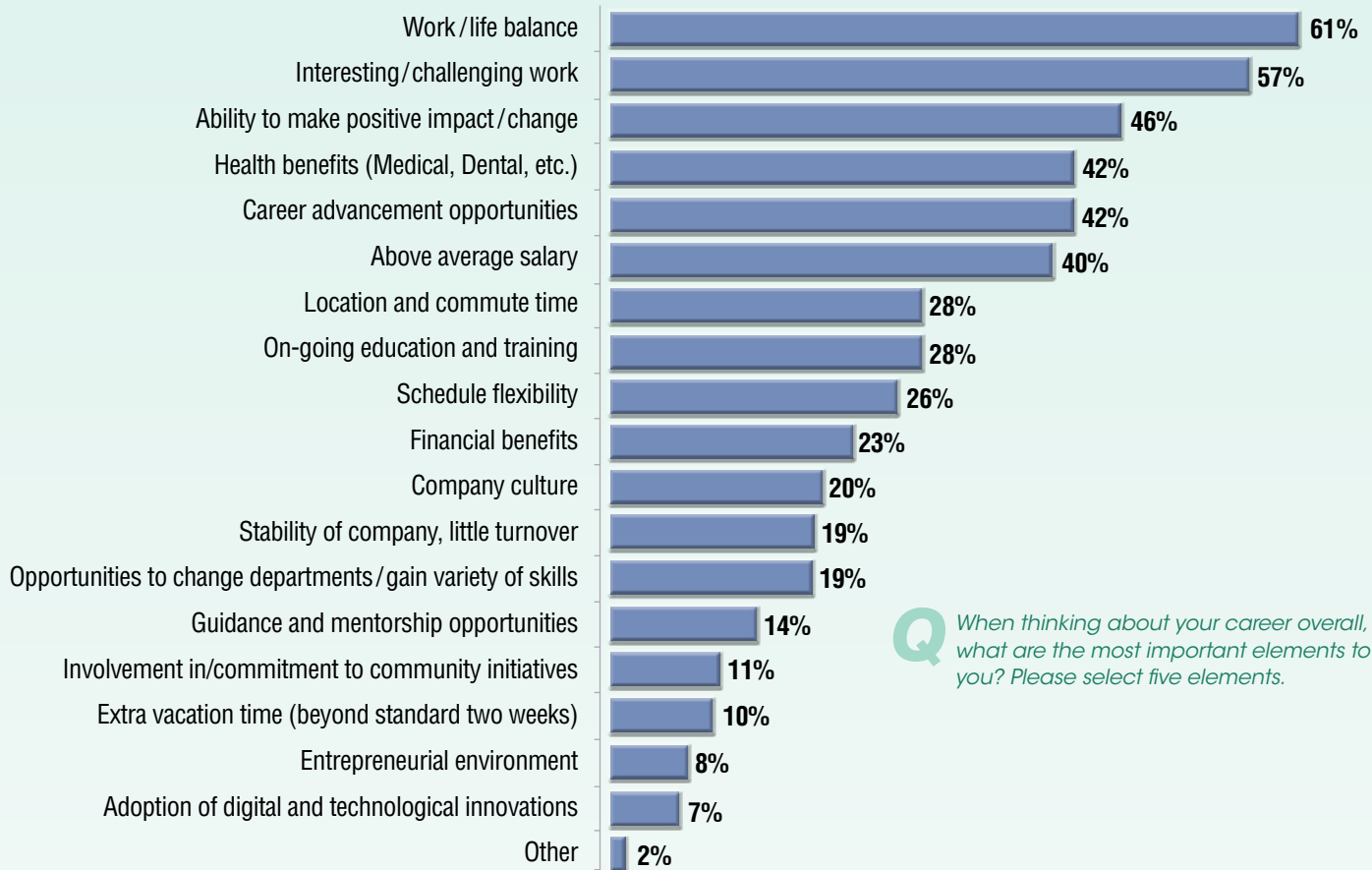
Figure 14: Confidence in Skills



Q Please indicate your level of agreement with the following statement: I am confident I have the skills to be successful in my field of study.

DETAILED FINDINGS

Figure 15: Most Important Elements When Thinking About Their Career



When thinking about your career overall, what are the most important elements to you? Please select five elements.

In Their Own Words:

The following are a few of the many open-ended remarks that millennials provided as part of their survey responses.

Q: If the electrical industry wanted to attract you as a potential employee, what would the industry need to offer?

"[I want to be] doing something that I love doing...there is a compulsion that exists within me that drives me to create, to explore, and to develop, and I have a duty to myself to pursue that."

"A career that would provide benefit for society while making use of my education. A good salary, job security, and potential for further advancement are also tempting."

"A commitment to the future, long-term employment opportunities, innovation towards efficiency and consideration for the environment."

"I would want flexibility in locations, training opportunities, mentoring programs, and a human-centred recruitment and on-boarding process. Asking us to drop a resume into the black hole system is a surefire way to nix talent."

"A job that focuses on making the electrical industry more environmentally friendly."

"A chance to develop new technology that can have an impact on our environment."

"I would accept a job that provides the opportunity to become pioneers in introducing new cutting-edge technology to the industry. Also, I would love to have a job that allows me to travel around the world."

"A collaborative environment with a balance of both men and women."

"A job placement where I can effectively use my degree and have mentors available to assist in any work that is confusing or hard to complete."

"A definite asset would be to provide funding for training and strong mentorship program."

"[The industry should] target students prior to university or before they make a decision on a career path since it is difficult to change focus well into university."

"A way of appealing to me, a business student, would be a great deal of advancement and the opportunity to shadow and learn from other employees. It would need a flexible schedule and room for more learning and training."



Trends & Comparisons

The next phase of this report offers a comparative analysis overview, based on detailed findings outlined in this study from both the industry and the millennial surveys.

As the Canadian electrical industry moves towards a new era of recruitment practices, we must examine how we move people through the ranks, appraise people, the types of rewards we provide, and how we think about careers at large. To attract, engage and retain this next generation of workers in the industry, we must learn to leverage the knowledge and skillsets of younger workers and find a balance to meet business needs. At the same time, we must guide leadership teams to adapt skills that will foster growth in young talent.

As a member astutely remarked in the survey, “teaching the skills of effective leadership will be critical. These skills will enable [leaders] to manage, mentor, lead, influence and inspire people through autonomy within the scope of each position [and] empower others to reach collaborative goals, developing unique individual skill sets that becomes a company “differentiator.”

In the next section of this report, a number of opportunities are outlined which provide recommendations for the industry and individual businesses to consider when developing and implementing talent acquisition and retention strategies.

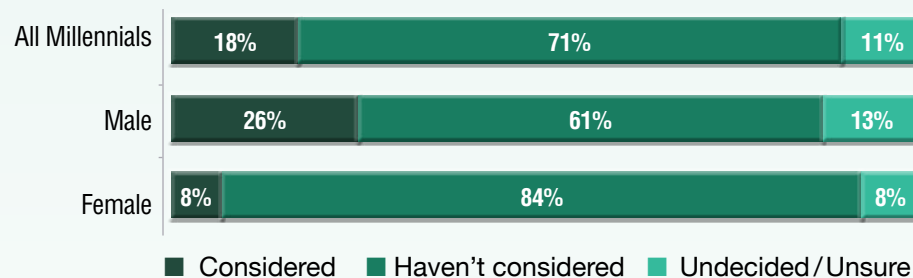
our industry provide a grounding for these needs? Let’s explore some of these questions in relation to the study findings.

The results show that we have some work to do...only 18% of all millennials surveyed *have considered* working for a manufacturer or distributor of electrical products. There don’t appear to be any significant variances between the two millennial age groups with respect to this consideration: the percentage of those aged 18 to 22 is fairly consistent with those aged 23 to 30. While 82% of respondents have either not considered or are *undecided/unsure*, the industry has an opportunity to convert this majority into advocates.

To delve deeper into the results, a gender split comparative was conducted among those who have not considered a career in the electrical industry: one-quarter of *male* millennial respondents have considered the industry, compared to only 8% of female counterparts. These results show that there is much work to do from a millennial perspective in attracting young talent to the industry—particularly female millennials. Perhaps this imbalanced split is the result of a lack of awareness among young females about the vast opportunities available in the industry—after all, technical and engineering positions are what our industry is commonly known for—positions that require specialized skills and tend to be occupied by male employees.

But there’s a bigger message here: as an industry, we need to place increased emphasis on the wide-ranging positions available for *all interest groups*, as well as showcase the tremendous strides our industry has made in advancing societal impacts: energy efficiency, sustainability and the environment—causes that millennials have said matter to them.

Figure 16: Consideration of Working for an Electrical Manufacturer/Distributor



Q Have you ever considered working for a manufacturer or distributor of electrical products?

Dual Perspectives

Both surveys set out to better understand common perceptions about the electrical industry—from an *internal* viewpoint (industry members) as well as from an *external* mindset (millennials).

What do youth really think about pursuing a career in the electrical market? Do we even hit their radar? We already know that tech-savvy companies like Google and Apple are capturing the interests of millennials. Are we perceived as a leading, cutting-edge industry that provides ample opportunities for growth? We have also learned about some of the values that youth seek in a prospective employer; does

in. To take this one step forward, we also asked millennial respondents to indicate the positions they would be most interested in. We also asked industry members to name the positions they expect to fill.

The highest areas for employment growth in the electrical industry are in: Sales, Customer Support and Technical Support. While electrical manufacturers have more of a core need to hire skilled technical employees for product design and engineering roles, the trend seems to be for manufacturers and distributors alike, to hire sales and support employees over the next three years. These customer-facing roles are mostly consistent with millennial employment needs, as shown in *Figure 18*. Sales appears to be the most sought-after position among millennials, especially those aged 18 to 22 years.

Roles sought by industry members and millennials

Earlier in this report, we explored the top fields that millennials are most interested

DETAILED FINDINGS

Figure 17: Areas of Employment **EFC Members** Expect to Fill within Three Years

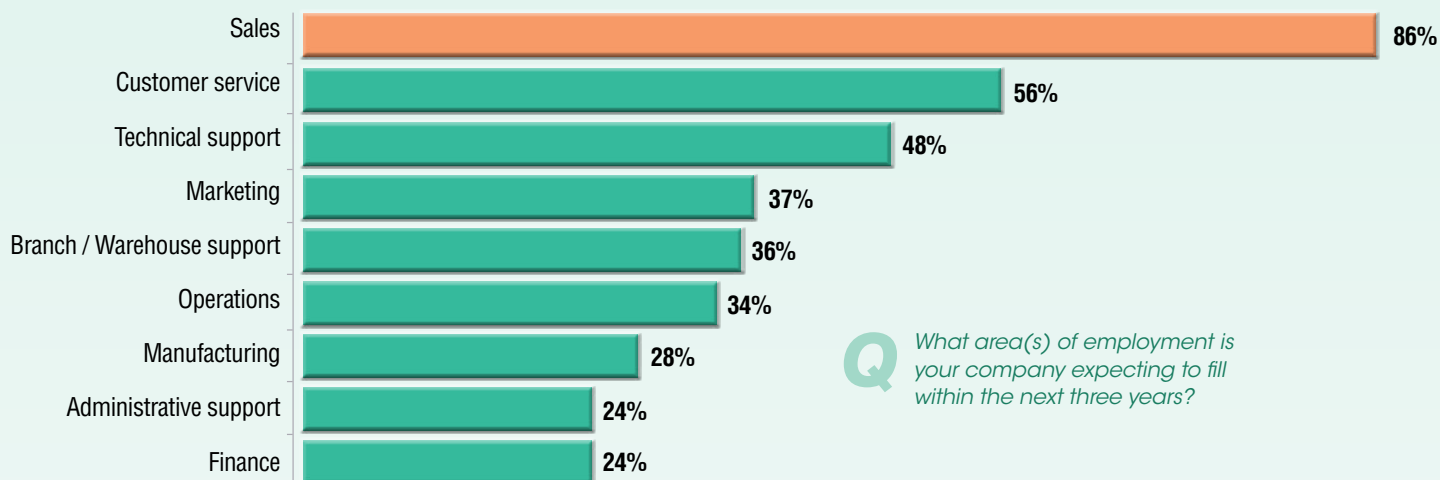
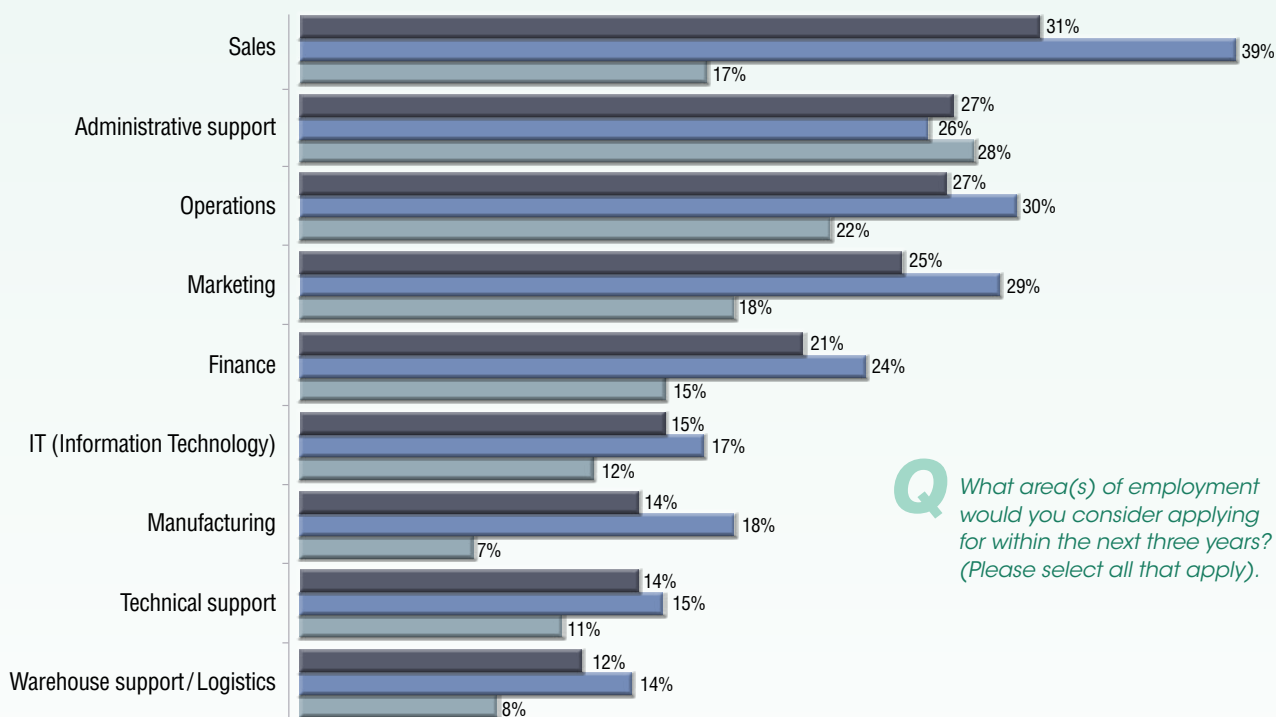


Figure 18: Areas of Employment **Millennials** Consider Applying for within Three Years

■ All Millennials ■ 18 to 22 ■ 23-30



DETAILED FINDINGS

These findings show a positive correlation between upcoming industry employment needs and millennial interests, providing countless opportunities to promote the cross-pollination of employment needs.

Aligning perspective differences

There are often two sides to a story. While there are significant connections between industry and millennial interests, there are also some apparent disconnects—namely, how we perceive our industry to perform in certain defined areas versus how millennials rate us. As well, this study explores similarities and differences between both groups' opinions pertaining to what the electrical industry offers millennials. Let's examine the complementary and opposing perspectives...

How the industry is perceived

Results from the surveys, as outlined in *Figure 19*, show close symmetry between two particular factors: millennials and members alike view the industry to be performing well as an **advocate for electrical safety for its commitment to energy efficiency**. This safety and sustainability recognition is paramount for the industry, as it ties in nicely with what millennials value as important for the greater good of society. The electrical industry has made an impact as corporate citizens, and has also incidentally, addressed an important need for millennials. This is an opportunity for businesses to promote their company as leaders in the

safety and energy efficiency space to attract young talent (and all talent) to an organization.

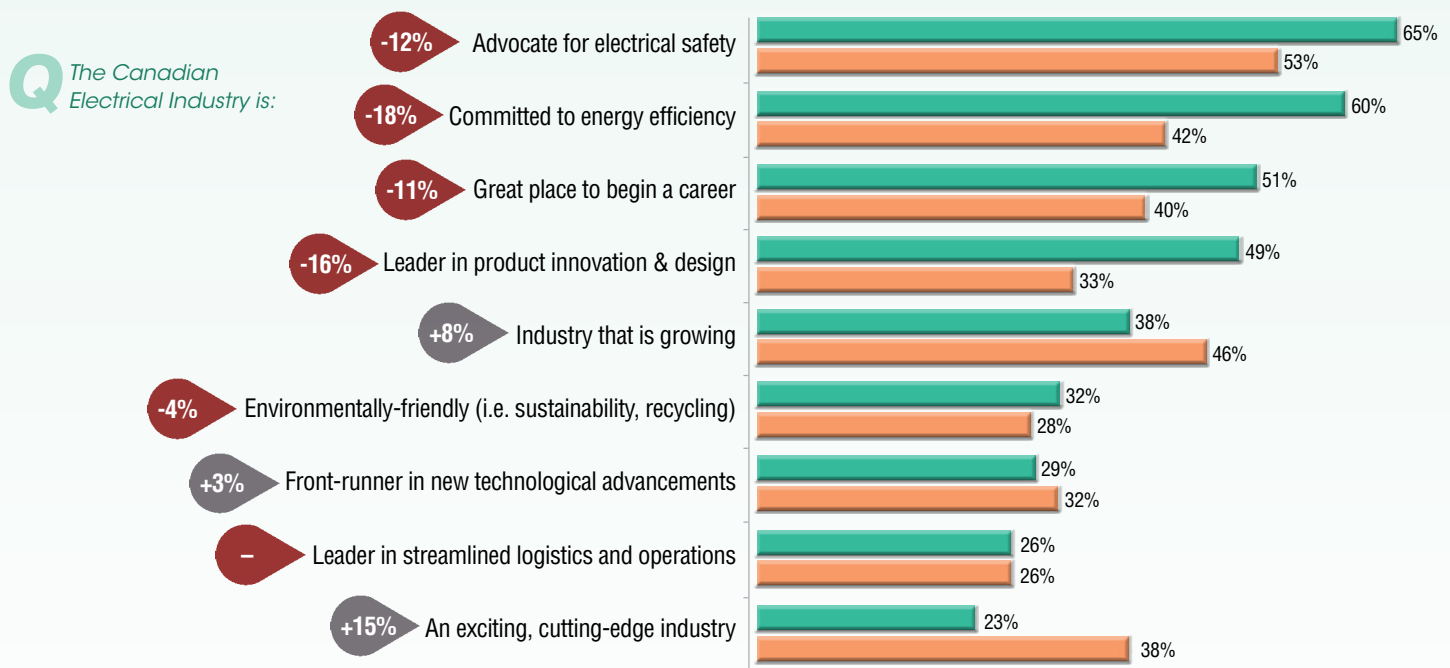
Perceptions surrounding the electrical industry as being "a great place to begin a career" and "a leader in product innovation and design" also topped the charts. These are other areas that businesses might consider promoting when attracting young talent to their organization. We know that millennials strongly identify with leaders in innovation—as we have seen from their interest in working for progressive technology companies.

Coinciding with the concept of "innovation", is the notion of an industry being "exciting and cutting-edge". There was some discrepancy in perceptions among members and millennials for this factor. Interestingly, 38% of millennials ranked our industry as one that is exciting and cutting-edge; only 23% of member respondents think this is the case. There may be some work to do in furthering our own understanding of how exciting and cutting-edge our industry is becoming.

What does the electrical industry offer?

On a positive note, over half of member respondents believe that the electrical industry offers an "opportunity for growth and advancement". This is reassuring given the number of positions member organizations are expecting to fill within the next three years—and the number of millennials that are searching for employment. This latter group has yet to learn about the opportunities the industry can afford them, hence

Figure 19: How EFC Members & Millennials Perceive the Electrical Industry⁷ ■ EFC ■ Millennials



⁷ This chart shows responses from millennials who have considered the electrical industry, based on "high agreement" responses (does not account for millennials who have not considered or who are undecided/unsure).

DETAILED FINDINGS

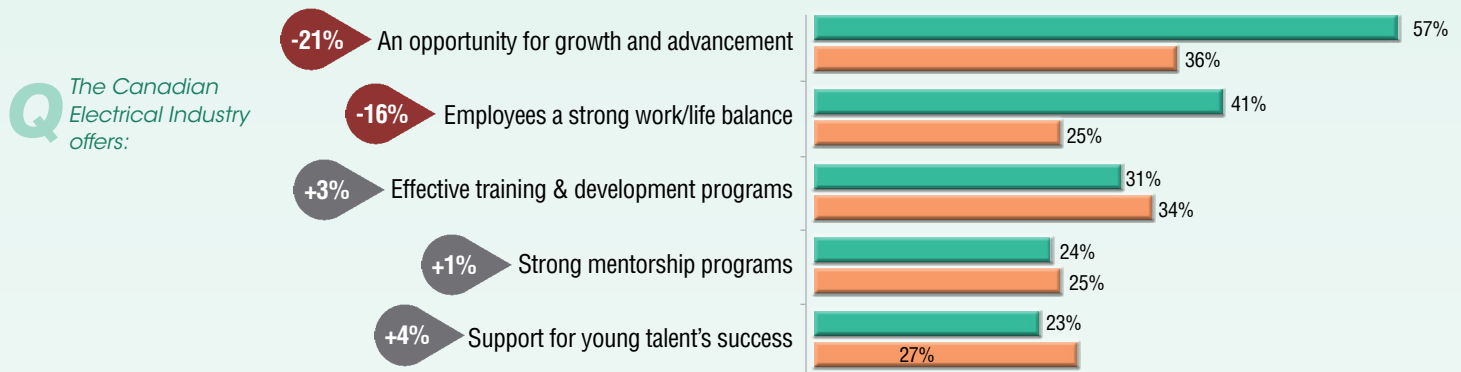
why only 36% of millennial respondents acknowledge the opportunity for growth and advancement.


Members also highly rated the industry's ability to offer a "strong work-life balance" — something that one-quarter of millennial respondents believe our industry offers. This factor is significant; you may recall that "work-life balance" topped the chart (see *Figure 15*) as an important element for a millennials' chosen career.

These comparisons offer an overview of the strengths

and challenges that pertain to our industry. Those areas that show strength, closely relate to millennial needs, and help us understand what key areas companies might consider expanding—or begin developing—within their own hiring practices and overall business framework. Those factors that prove to be challenges, are areas that the industry and businesses can further explore. A number of recommendations are presented in the next section to help guide business considerations.

Figure 20: What EFC Members & Millennials Think the Canadian Electrical Industry Offers






EFC SCHOLARSHIP PROGRAM

Providing students with
\$120,000 in funding across
52 scholarships.

Learn more at www.electrofed.com/scholarships



OPPORTUNITIES

The findings from this report cast light on the current needs and challenges of the electrical industry and share insights on the mindset of millennials—the future leaders in our industry. Member companies will successfully leverage their young talent's passion, dedication and intelligence to build a solid business philosophy that meets business needs and young talents' expectations. Given the right guidance and growth opportunities, this next generation of workers will thrive in our industry.

The following are key recommendations that the industry and members alike might consider adopting to create a win-win talent acquisition strategy.

"We need to spread knowledge about our industry; that it is exciting and full of opportunities – and is sustainable and solid. If we can't/don't want to compete for talent with 'trendy' industries, we need to determine how to attractively differentiate ourselves."

- EFC Member (survey respondent)

Recommendations for the Canadian Electrical Industry

- ▶ Establish an industry-wide **social media strategy** (Twitter, Instagram, LinkedIn) with support from millennial employees; after all, they are the best advocates to reach other talented youth.
- ▶ Promote that the Canadian electrical industry as one that is cutting-edge, environmentally-friendly, solutions-based and progressive. It's important to **determine what the industry will communicate** – for instance, the message needs to prove why the industry is cutting-edge. Ensure the industry is using good examples and not just hypothetical claims. This promotion must be outwardly-communicated to students, general public, government, key stakeholders—as well as to members at all levels within businesses. Some examples of this promotion might include: social media campaigns, video productions, brochures, press releases, advertising. EFC and its members will be required to make some investments in moving these initiatives forward.
- ▶ Work closely with other **affiliated groups** within our industry (utilities, engineers, architects) to **jointly communicate** the advantages of working in the electrical industry—promoting that there are a myriad of opportunities—in manufacturing, distribution, and beyond.
- ▶ Develop an **outreach strategy** to reach youth *before* they begin post-secondary education. Promote the wide range of jobs that are offered in our industry, including sales/marketing, customer support and technical positions—and emphasize that these jobs are full-time and offer competitive benefits, and growth opportunities.
- ▶ Leverage the **professional impact** (challenge) and **personal impact** (growth) that the industry offers. Remember, young people want to align with organizations that allow for personal growth and challenging day-to-day experiences—therefore, ensure the opportunities are positioned as such.
- ▶ Develop **mentoring strategies and practices** for millennial employees that HR professionals can leverage in their hiring and retention practices (e.g. reverse mentorship programs, regular mentorship programs, on-the-job training, professional development and additional education opportunities).
- ▶ Actively promote **EFC's training programs**—particularly those that young members can take advantage of to learn industry basics (e.g. EPEC—promote this program's availability in both English and French).
- ▶ Create an **"Emerging Talent" Committee** at EFC, allowing millennials who are currently working in our industry, to network with other young employees. Also, offer industry youth special programs/sessions at EFC events (annual conference, Future Forum) and discounted rates at these and other events—providing them with an opportunity to learn relevant industry strategies and network with business leaders.
- ▶ Consider measures to further develop **EFC's scholarship program** to attract more millennials (including those who are not related to an industry member). Consider the implementation of referral programs and other incentives for millennials that are tied to the scholarship program. Possibly include job opportunities with the scholarship award to recipients. Allow EFC's "Emerging Talent" Committee to support this program—enabling cross-promotion among millennials.
- ▶ Explore how to bring more **women into the industry**—and how we might promote this at the school level.

Recommendations for EFC Member Businesses

To become best-in-class companies, EFC members are encouraged to implement the following strategies to attract and retain young talent:

- ▶ Implement **solid retention strategies** such as work-life balance considerations, flexible work hours, engagement and training of new employees, coaching, cross-training, job shadowing, etc. Create a progressive culture within a company.
- ▶ Deploy **reverse and regular mentoring** with peers and leaders (*see box below for tips/techniques on how to create a mentorship program*).
Reasons for developing a mentorship program:
 - Opportunity for constant stream of feedback;
 - Opportunity to learn and gain new skills that may be included in, or are outside, the realm of each person's roles and responsibilities;
 - Opportunity to learn a different side of the organization or other functions (to gain a broader understanding of the business model); and
 - Opportunity to lay the foundation for succession planning and professional development.
- ▶ **Revisit job descriptions** to ensure they include elements that will help attract millennials (e.g. full-time jobs, competitive salary and benefits, measures that enable a work/life balance—if applicable to the job—career path overviews, debt repayment programs, mentoring and reverse mentoring programs). Also, include your company's efforts in electrical safety and sustainability—based on the survey, these two areas are of key interest to millennials (demonstrate how your company is a leader in corporate social responsibility).

- ▶ **Modify the titles given to job descriptions.** While customer-facing roles are most desired by millennials, they place emphasis on the names of titles. **Place less emphasis on "support" and more on expertise**, for instance Tech Support vs. *Application Engineer* or Sales Rep vs. *Account Manager*.
- ▶ Work with senior leaders to create a **strong value proposition**, identifying key strategies that address the needs of millennials and business requirements. Ask millennials and new hires what they can do to help the company.
- ▶ Encourage young talent within your organization to **participate in industry groups and at events**, providing them with exposure to current industry trends and updates and the ability to network with peers and leaders.
- ▶ Encourage young talent to participate in **industry training programs** (e.g. EPEC) and attach incentives upon the successful completion of the modules/courses.
- ▶ Support **EFC's promotional efforts** by sharing materials (brochures, videos, etc.) with all employees. Consider uploading the material to company's internal intranet site and posting material on bulletin board displays.
- ▶ Provide opportunities for youth to take on **leadership roles** with company and/or industry corporate social responsibility initiatives, such as EFC's charity of choice – Canadian Feed the Children (Power2Feed).
- ▶ **Connect with organizations** that attract youth who are fulfilling mandatory volunteer hours and provide them with information about careers in our sector.

Tips When Developing a Mentorship Program

Key considerations:

- ▶ Determine the actual purpose, output and/or outcome the organization is trying to achieve when developing a mentorship program:
 - Ensure the feedback is regular, holds to a clear schedule for a constant channel of feedback (i.e. how long does the mentorship program last? Is there a time limit: four months, eight months, two years, etc.; how many checkpoints are there between the mentor and mentee?)
 - Ensure the program clearly outlines what will be shared: learnings and key lessons from senior leadership to manager/directors (succession planning); how is this aligned with succession planning needs?
- ▶ Determine the resource requirements (e.g. financial, if any) and, most importantly, the time commitments from both mentors and mentees.

The following are different types of mentorship models:

- A. Reverse Mentorship** – millennial mentors executive and executive mentors millennial
 - Millennial can teach executive the possible ways of using social media to increase brand awareness or sales; used as a brainstorm and promotes open channels of dialogue;
 - Executive can mentor millennial and help them understand a different sides of the business, strategic thinking and/or critical thinking; optimal for succession planning, retention and professional development.
- B. Group Mentoring**
 - Leadership circles: these can be held in-person or by using a digital social platform for the entire company and/or specific divisional groups. The leadership circles allow groups to teach one another about different topics and subjects;
 - Enables peer-to-peer learning on a social collaboration platform.
- C. Anonymous Mentoring**
 - Uses psychological testing and background review to match mentees with trained mentors outside the organization (industry wide). Provides the opportunity for honest, timely and useful coaching.

CONCLUSION

The demographic shift in Canada is changing as millennials transition to become the next generation of employees. To attract, hire and retain young talent, organizations must modify existing policies that adhere to their business needs and millennial interests.

This report provides recommendations which the overall industry and individual businesses can consider to become more agile and responsive to the changing employment landscape. EFC will continue to explore the opportunities presented in this report with association members through EFC's Talent and Human Resources Committee.

In closing, the following remarks from an EFC member in the survey, nicely summarizes our industry's millennial hiring and retention challenges and opportunities:

"Teaching the skills of effective leadership to new hires—the leaders of tomorrow—will be critical. These skills will allow candidates to manage, mentor, lead, influence and inspire people through autonomy within the scope of each position. This will provide employees with tools to empower others to reach collaborative goals and to develop unique individual skillsets that can become

"A career is a journey that takes time — not a destination that is reached in moments."

- EFC Member (survey respondent)

a company's "differentiator", providing competitive advantage, beyond just price. These differentiators will be needed to remain relative—and to survive against non-traditional competitors that millennials are intrigued by."

This member continues, "To sell the industry as an exciting and fulfilling career, [we must] invest in people with appropriate attitudes who understand that a career is a journey that takes time—not a destination that is reached in moments. We can offer paths of choice, whether it be focused on specialty areas of the industry such as industrial automation and control, or in more general areas—both provide a challenging and rewarding environment required for a healthy industry succession plan."



EFC Members: Survey Participants

Thank you to the following EFC members who participated in the Talent research survey. Your input and feedback have helped form the premise of this report.

ABB Inc.	Gescan, Div. of Sonepar Canada	Paul Wolf Lighting & Electric Supply Ltd.
Acuity Brands	Graybar Canada	Peak Technical Sales Ltd.
Adanac Sales Inc.	Greenlee Textron Inc. - Whitby	Philips Lighting Canada
Arlington Industries Inc. - Burlington	Hammond Manufacturing Co. Ltd.	Phoenix Contact Ltd.
Axis Sales & Marketing	Hammond Power Solutions Inc.	Pioneer Transformers Limited
Aztec Electrical Supply Inc.	Harwell Electric Supply	Procter & Gamble Inc.
Beghelli Canada Inc.	Hubbell Canada LP	Promellis Inc.
BJ Take Inc.	Humelec Associates Limited	Reptech Enterprises Limited
BRK/Jarden Branded Consumables Canada	Ideal Supply Company Limited	Rexel Canada Electrical Inc.
Broan-NuTone Canada, Inc.	Independent Electric Supply Inc.	Robertson Electric Wholesale (2008) Ltd.
Brockway Enterprises	Intermatic Canada ULC	Royal Pipe Systems
Burndy Canada Inc.	Intralec Electrical Products Ltd.	S&D Lighting Group
Cam Tran Co. Ltd.	ISTED Technical Sales (1999) Partnership	Schneider Electric Canada Inc.
Carlo Gavazzi (Canada) Inc.	Juno Lighting, Ltd.	Sèche-Mains Comac Hand Dryers
Contact Delage Inc.	J.W. Bird & Company Limited	ShawCor Ltd.
Convectair-NMT Inc.	Kozlin Agency Inc.	Siemens Canada
Cree Canada	Laplace-Ricard et Associés	Sonepar Canada
D.A.D. Sales	Leonard Electric (1981) Ltd.	Standard Products Inc.
Daltco Electric & Supply (1979) Ltd.	Leviton Manufacturing Ltd.	Stanpro Lighting Systems Inc.
Delta Transformer Inc.	Liteco	Superior Flexible Conduits Inc.
Desdowd Inc.	Marchand Electrical Co. Ltd.	Techspan Industries Inc.
Domtech Inc.	Mercor Lighting	Teco-Westinghouse Motors (Canada) Inc.
E.B. Horsman & Son	MERSEN Canada Toronto Inc.	Thermon Canada Inc.
Edge Electrical Marketing Inc.	Metalumen Manufacturing Inc.	Thomas & Betts Limited
E.L.P. Marketing Limited	Munden Enterprises Ltd.	Titan Marketing Solutions
Elec-Tech Sales Ltd.	National Cable Specialists	Universal Lighting Technologies
ElectriXwest Agencies Ltd.	Nedco - Div. of Rexel Electrical Inc.	Venture Lighting Power Systems, NA Inc.
Electrozad Supply Company Limited	Nesco Inc.	Viscor Inc.
Espo Electrical Supply Inc.	North American Lighting Products Inc.	Weidmuller
Eureka Lighting	Northern Cables Inc.	WESCO Distribution Canada LP
EXM Manufacturing Ltd.	O'Neil Electric Supply Limited	Westburne Electrical Supply
Fluke Electronics Canada LP	Omron Canada Inc.	Western Equipment Limited
Fusetek	Oscan Electrical Supplies Ltd.	Wheatland Tube Company
FuturPlus (Div. of Cathelle Inc.)	Ouellet Canada Inc.	
General Cable Company	Partner Technologies Incorporated	



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C A N A D A

Electro-Federation Canada (EFC) is a national, not-for-profit industry association, representing over 250 member companies that manufacture, distribute and service electrical and electronics products in Canada. EFC members contribute over \$10B to the Canadian economy, employing approximately 40,000 workers in more than 1,200 facilities across the country.

EFC members manufacture, distribute, market and sell a wide range of electrical products, including distribution equipment, industrial controls, lighting, motors and generators, transformers, wire and cable, wiring supplies and electric heating. These categories form the basis of EFC's Product Sections, offering a strong nucleus for members to discuss issues and opportunities pertaining to their company's product focus. In addition, EFC maintains a strong focus on electrical safety, sustainability, advocacy, codes and standards, and also serves as a hub of networking, education, and industry research. Learn more at www.electrofed.com.

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yconic is also a trusted thought leader on millennial and student behaviour because of the key insights we are able to obtain through our platforms, including the largest youth-focused consumer insights panel in Canada, with over 550,000 young Canadians aged 13-30 participating in online market research. We also partner with select brands, institutions, educators, and their agencies who share our values and want to better understand, hire, and authentically build loyalty with our youth and student audience. For more information, please visit yconic.com/corporate.