

Executive Summary Report

A Dialogue on Talent

September 17, 2013



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1 Executive Summary

Mississauga remains a magnet to a robust skilled, knowledgeable, and talented labour pool. This success is, in part, the result of thinking strategically to ensure workforce attraction and retention is a priority within the City's Economic Development Office and the broader Mississauga community including educational partners.

Energy, enthusiasm, and engagement reflected the atmosphere surrounding Mississauga Economic Development Advisory Board's Dialogue on Talent event held on September 17, 2013. Attended by over 50 senior and top level executives representing local business, education, industry and government, the focus of the event was to engage participants in a discussion directed at promoting and enhancing Mississauga's capacity to retain talent, and engaging business as ambassadors to endorse the city as a location of choice for investment.

Three broad themes emerged from the dialogue offering insight into key strategies and deliberate actions to further strengthen Mississauga's talent attraction and retention. Specifically,

- creating local capacity through talent attraction, retention, and development;
- connecting business, education, government, voluntary sector, associations, intermediaries and other key stakeholder groups;
- competing through targeted strategies delivered in collaboration with local partners.

Through the analysis of input captured from the discussions, a series of key strategies were validated and form the basis of an action plan to maximize the participant input and contribute to the overarching goal of *promoting the City of Mississauga as a viable and progressive employment destination*.

1. **Engaging with young people** through a multi-pronged approach that promotes labour market engagement; alignment of local education and related programs with business needs; an integrated approach that supports dialogue between business and education to inform and influence program curriculum; increased awareness of programs that connect students to business, e.g. Junior Achievement; Take Your Kids to Work program; volunteering; co-op opportunities; job shadowing; outreach to schools; career fairs; focus on hiring talent and not simply filling jobs.
2. **Connecting younger workers with mature/experienced workers** to retain multi-generations in the workplace. e.g. increased engagement of mature workers and post retirement employees by linking to the younger workforce to promote knowledge transfer; job shadowing; mentorship.
3. **Aligning business needs with education curriculum** through collaboration between the city, business and local schools; encouraging connectivity with the education system; programs in school should reflect local needs; bridge corporate



training with post-secondary institutions; value alternative ways to get training – MOOC (massive open online courses).

4. **Strengthening Mississauga's innovative economy** fosters innovation in academic and work-based environments; foster successful recruitment and retention strategies; embrace diversity, improve transit; showcase business talent; improve telecommunications and the business eco-system.

The recommendations for action reflect the ideas and perspectives shared through the round table discussions that followed the panel discussion. It is evident that participants were interested in the emergence of a direct response to this dialogue through measurable implementation of actions.

2 Setting the Context

2.1 Why Now?

There is no doubt that countries, provinces, and communities understand the importance of creating and retaining a skilled, resilient workforce. While the significance of this effort may vary from one community or industry to another, competitive positioning and economic sustainability will be significantly influenced by the ability of local businesses to access talent when it is needed.

A recent report completed by McKinsey Global Institute warns that the forces that have caused imbalances in advanced economies in recent years will grow stronger and that similar mismatches between the skills those workers can offer and what employers seek will appear in developing economies. The result will be that far too few workers will have advanced skills needed to drive a high-productivity economy and there will be far too few job opportunities for low skill workers in developing economies.¹ So how can municipality's best support their local businesses and assist them with recruiting and retaining the right talent with the right skills?

Mississauga finds itself in a promising position in this battle for talent. The city continues to benefit from a strong labour force and a young population relative to Ontario. However, not unlike most cities in Ontario and more broadly North America, the population is aging with over 40 per cent expected to be over the age of 55 by the year 2031. The city boasts significant success both within its economic makeup which reflects a strong mix of jobs across entry, mid to highly skilled and professional occupations. The overall quality of the labour force is recognized as being strong which carries high weighting for site selectors and investors. The local presence of post-secondary education at the college and university level, along with access to an

Canadian CEOs feel the Government should focus its efforts on creating and supporting a skilled workforce, with 72% saying this should be the Government's top priority. Over three-quarters of Canadian respondents said they will be increasing their investment in developing a skilled workforce (76%).

PwC 16th Annual
Global CEO Survey,
January 22 2013

1 The world at work: Jobs, pay and skills for 3.5 billion people, McKinsey Global Institute, June 2012, p.2-3.



additional 21 higher education institutions further strengthens the city's appeal to job seekers and employers.

Mississauga offers many attractive features that may influence where people choose to live and work, including the right to claim itself as Canada's safest city, for 11 years running. Offering excellent transportation links including Canada's largest international airport, natural heritage sites, great community amenities, access to several health care facilities including two leading hospitals, a wide selection of excellent housing, shopping, great schools, and an active cultural life, Mississauga is positioned as an attractive choice for today's globally mobile workforce.²

Retaining its position as a strong contender in the global marketplace is a top priority for the City of Mississauga. The city recognizes the value of a proactive strategy that ensures business competitiveness, quality jobs, and a skilled and knowledgeable labour force that is aligned with the needs of the local economy.

2.2 Talent Strategy Event: Desired Outcomes

- Retain Mississauga's capacity as a magnet for talent to strengthen the local economy;
- Business to validate the competitive positioning of Mississauga as a talent magnet;
- Develop strategies to maintain human capital as competitive advantage;
- Engage business leaders to act as ambassadors of the city, telling the story of the strength of Mississauga as a skilled and talented community and the talent alignment to business needs;
- Develop a marketing campaign to support talent strategy;
- Identify business leaders interested in being actively involved in Advantage Mississauga.

3 Event Format

3.1 Overview of the Day

On September 17, 2013, fifty senior level business leaders, educators and government representatives gathered at the Living Arts Centre in Mississauga to discuss Mississauga's position on talent. The attendees engaged in a dialogue focused on the impact of talent on local business and industry and its effect on productivity, competitiveness and return on investment.

Beginning with a panel of senior business representatives from companies ranging from small business to a large multi-national corporation, the panel shared their

² City of Mississauga International Marketing Strategy, Oct 2011



insights and perspectives on the value of talent in today's global marketplace and the creative strategies that are being implemented to support recruitment and human capital retention. As co-moderators, Allan O'Dette, President and CEO Ontario Chamber of Commerce and Trudy Parsons, Director Workforce Development with Millier Dickinson Blais offered commentary that provided viewpoints and connection on the roles of public, private and the not-for-profit sectors.

The attendees had the opportunity to interact with panel members and other participants through a round table discussion. Guided by a series of thought-provoking questions, the group was challenged to identify strategies and solutions to positively influence Mississauga's position as a magnet for talent.

3.2 Panel Discussion Overview

The diverse knowledge of the business panel members was evident as each shared their perspective, experience and corporate strategic approaches to human capital management.

The co-moderators opened the dialogue with a series of questions designed to guide the conversation. In his preamble, Allan O'Dette, President and CEO, Ontario Chamber of Commerce emphasized people engagement as a key indicator of the success of a community, with Mississauga being a leading example of a successful community.

Allan went on to share the Ontario Chamber's strategy 'Emerging Stronger'. Now in its second year, the strategy contains the ideas of 400 CEOs of SMEs across the province as well as the heads of colleges and universities and the entire deputy level of provincial government, including the three political leaders. When meeting with businesses, the number one challenge facing leadership teams is the attraction and retention of key talent.

Five key areas of focus are:

1. Fostering a culture of innovation and smart risk-taking in order to become a productivity leader
2. Building a 21st century workforce through workplace training, utilizing newcomers' skills, and apprenticeship reform
3. Restoring fiscal balance by improving the way government works
4. Taking advantage of new opportunities in the global economy
5. Identifying, championing, and strategically investing in our competitive advantages in the global economy

The panel began with a dialogue on their experience with being able to hire the talent needed for their Mississauga location. It was noted that being close to transit and available parking are positive influencing factors. They all agreed that they look for diverse talent, people who are open-minded, able to solve complex problems and deliver value.



Each panelist responded to a question for which a brief synopsis follows.

Question 1: There has been much talk about the “perfect storm” – where the demand for talent far exceeds the supply. How can businesses best prepare for this “competitive talent climate”?

Panelist Lisa Melo, Head, Human Resources, RBC Insurance addressed this question stating that in the financial services sector RBC doesn't have the entry level jobs of the type and quantity that they did in the past. Higher skill sets are required at entry for diagnosing problems, problem solving and relationship management skills. This contributes to their challenge. Training dollars are increasingly spent on regulatory training, credentials and licencing so there is no money to teach these other skills. Also the lifespan of the business model is getting shorter. In the past 3 to 5 years many different ways of communication have emerged e.g. social media. There is a need to shift thinking about the business model.

Two things to think about:

- Increase our ability to do workforce planning and forecast out for 5 years. What will our workforce needs be to enable people to carry out certain roles? Need to apply the same rigour to our people planning as we do to our business and strategy planning.
- Need to leverage diversity which is a core value at RBC. The company has goals around the hiring and representation of women, minorities and people with disabilities. RBC has three partnerships around these themes. Basic question is who can you rely on to get the workers ready for the workforce?

Question 2: Investing in talent development is often viewed as “training good people for their next employer”; in essence it becomes a talent investment deterrent. What is the philosophy of your business in talent investment and how has this philosophy benefited your organization and its workforce?

Panelist Avanindra Utukuri, CEO/CTO Nytric Ltd. shared a realization that he had early in his business start-up. Recognizing that as a small business he could not compete on dollars but can compete on lifestyle so has introduced, for example, flex-hours to accommodate people's needs and a comprehensive benefits package which allows the employees to gain personal development by taking courses and training. He wants to empower his employees and encourage long term retention by generating a level of goodwill. Over the last 16-17 years, people rarely leave the company and the average length of employment with them is 7-8 years. This creates a stable base within the company.

Meredith Keenan, Organization & Talent Development Manager, GE Canada, the third member of the panel, shared that at GE they spend a lot of time and money on training and develop great training opportunities for employees. Sometimes they do leave but the company spends effort to keep in touch and some do return.



Q3: Innovation is driving demand for higher skills and knowledge. How has innovation influenced your human resources practices and how is this message being communicated to local post-secondary institutions that are developing the future workforce?

Meredith responded that GE has had a number of projects with universities but in the last couple of years they have focused on six universities (including the University of Toronto) in particular areas, e.g. engineering, which is important to them. They do a lot of on-campus work and have a team focused on this activity. Their organization is also going through a transformation to become more innovative, nimble and quicker so they need different types of employees. They need people who don't just have the technical skills but can challenge the status quo and influence the organization.

Co-moderator Trudy Parsons and Allan O'Dette reiterated that the solution will not only be government driven but a collaboration involving education, business and unions as well. Everyone must accept responsibility for the piece they can contribute.

4 Summary of Table Discussions

4.1 Question Summary

It is recognized by business leaders that talent impacts productivity, competitiveness and return on investment. Panelists shared their perspectives on their ability to hire the talent needed for their Mississauga business location. There was consensus that access to talent was less challenging, with a caveat that specialized skills still required a more concerted approach. Panelists shared stories and personal experiences regarding recruitment, retention, and investment into talent development.

In smaller groups, table discussions focused on a series of six questions.

4.1.1 What role can business play to attract and retain youth employment in Mississauga?

This group really emphasized the importance of employer engagement and commitment to bringing a consistent message directly to students, beginning with middle school. It was acknowledged that employers have a key role to play through support for experiential learning, sharing of information related to workplace practices, and reiterating the necessity of strong interpersonal and soft skills development. Informing the education system of areas of need would further strengthen interaction between education and business and ensure better alignment between learning and applicability in the workplace.



4.1.2 What strategies can be utilized to ensure knowledge transfer or retention of mature employees exiting the workplace for retirement?

Given the aging workforce challenge of many companies, this dialogue focused on strategies that supported knowledge transfer and retention within a multi-generational workplace. Ideas included establishment of mentoring programs, introduction of a legacy program, incentives for engaging employees close to retirement, and modified management strategies to support all age segments while managing the pace of business.

4.1.3 Identify 3-5 impactful initiatives that can be led/supported by business to ensure Mississauga's innovative economy.

Immigration and skilled newcomers, workplace flexibility, opportunities to learn and employee recognition emerged as key ideas to support innovation. An important element of innovation is driven by bringing together people and ideas. This group identified the importance of the business ecosystem in which it is acknowledged that each member affects and is affected by the other parts and that flexibility and adaptability are essential. In essence, the group emphasized the importance of collaboration and connectivity among and between local stakeholders to support the culture that drives innovation.

4.1.4 How do businesses maximize employee diversity in the workplace? How does this support business development?

The importance of embracing differences was a key theme emerging from this discussion. The Region of Peel is home to many languages and cultures resulting in a significant opportunity to connect with the global marketplace. Creating a connection between people to interact and learn strengthens the organizational culture and more broadly the community culture. The future workplace will be a diverse workplace as it is recognized that immigration will be the sole driver of net labour force growth.

4.1.5 How can we leverage our secondary and post-secondary institutions to ensure we have our talent needs met for the future?

Forging a strong link between secondary and post-secondary institutions with the business community is necessary if programming and curriculum are to remain relevant. This will further influence successful graduate transition from school to work.



The alignment between labour supply and demand is essential in a globally competitive economy.

4.1.6 Is your greatest challenge talent attraction or talent retention?

The group indicated that youth attraction is the greatest challenge. With today's aging workforce businesses face increase risk when employees exit the workplace. Companies face loss of key corporate knowledge. This creates opportunity for engagement across the workforce for employees to be involved in strategic knowledge transfer.

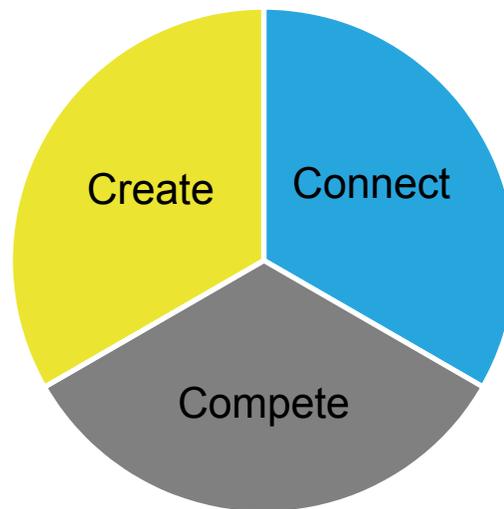


5 Recommendations for Action

5.1 Emerging Themes

Three key **THEMES** emerged through the dialogue, emphasizing the importance of

- *creating* local capacity through talent attraction, retention, and development;
- *connecting* business, education, government, voluntary sector, associations, intermediaries and other key stakeholder groups maximizing;
- *competing* through targeted strategies and collaborative response.



5.2 RECOMMENDED ACTIONS

These recommendations are based on ideas emerging from the dialogue on talent and are informed and influenced, in part, by Mississauga's economic development strategy and marketing focus.

THEME: CREATE

Strategy 1: Create a climate that empowers young people to actively participate in career awareness and experiential learning opportunities, supported by the business community

- Continue to deepen the relationship between Economic Development and educational institutions to support relevant information dissemination that results in experiential learning opportunities or student/business connectivity. Information may flow from an on-site business visitation program whereby interest in experiential learning (co-op, internship, etc.) may be identified.



THEME: *CONNECT*

Strategy 2: Create opportunities to bring together business and education that fosters dialogue to strengthen alignment between business needs and education programming and curriculum

- Host information sessions to provide an evidence-based analysis of sector growth/decline trends to inform and influence priority areas for skills and knowledge development

Strategy 3: Promote knowledge transfer within a multi-generational workplace

- Partner with local business associations to develop a business model to assist SME's in the transfer of knowledge between pending retirees and the existing workforce. Model should also introduce flexible strategies to retain pending retirees.

THEME: *COMPETE*

Strategy 4: Strengthen Mississauga's Knowledge Economy

- Promote diversity through access to information utilizing such resources as immigrationpeel.ca, Career Edge Organization, Canadian Immigrant Integration Program (CIIP) to more effectively educate local businesses on programs and supports to increase cultural knowledge and workplace diversity.
- Host a series of talent strategy events that engage such target populations as youth, young professionals, immigrants/newcomers, in a dialogue directed at maximizing Mississauga's goal of promoting the City as a viable and progressive employment destination; use a similar model to the talent strategy event.
- Create a SWOT (Strategic Workforce Opportunities Team) with representatives from internal departments that influence and inform site selection, business investment, economic development; invite external representation from strategic partners that may include post-secondary, chambers/board of trade. The goal of SWOT will be centered on ensuring strategic thinking and alignment of supports to advance opportunities that may result in job growth and job retention. (Potential partnership with Advantage Mississauga)



Appendices



Event Panelists

Lisa Melo, Head, Human Resources, RBC Insurance

As head of Human Resources for RBC Insurance, Lisa has global responsibility for the HR solutions for RBC Insurance's 3,200 employees. She partners with the company's leaders to help them achieve their business strategies through the delivery of best-in-class HR solutions and the execution / advancement of HR objectives which include: advancing talent management, engaging the workforce, driving productivity and performance, and enhancing organizational effectiveness.

Lisa has been with RBC for 25 years and in her current role since fall 2012. Prior to that, Lisa was Head, Human Resources for RBC's Canadian banking sales team.

Lisa brings a unique perspective to her HR position having worked in a number of sales and business roles. Prior to joining human resources, Lisa held a variety of positions in sales leadership, sales strategy and direct sales in personal financial services. Lisa was the Regional Operating Officer in RBC's Ontario North & East region from 2005 to 2007 where she supported the regional president to achieve superior business performance through implementation of transformational and sustaining strategies.

An advocate for continuing education, Lisa earned her Masters of Business Administration from Dalhousie University in 2001. She has attended the Emerging Leaders Program for Women in Business at the Rotman School of Management (University of Toronto). She has also completed a number of programs through the Institute of Canadian Bankers.

Avanindra Utukuri, CEO/CTO Nytric Ltd

Avanindra founded Nytric in 1999 and, as CEO, is responsible for the development and execution of the company's business vision. His twelve years of extensive business and technology experience include the development and marketing of high-tech products for commercial and consumer applications.

As Nytric's Chief Technology Officer, Avanindra is involved in design and management projects in a variety of areas, including commercial robotics, large-volume consumer electronics, simulator systems for the Department of Defense, and the development of patented technologies.

Prior to joining Nytric, Avanindra served as President and CEO of Dynamic Visions Ltd., a technology company that developed virtual reality simulation systems and arcade entertainment systems. As co-founder of Dynamic Visions, he was responsible for developing and managing the company's entire product line and, ultimately, for taking the company public.



Avanindra is a graduate of the engineering science program of the University of Toronto.

Meredith Keenan, Organization & Talent Development Manager, GE Canada

Meredith spent seven years in the benefits consulting industry before moving into her current position in the Human Resources. She has worked in the transportation, logistics & supply chain, energy and oil & gas industries. She has had a combination of Canadian-focused roles as well as global organizations and has vast experience in labour relations, employee relations, compensation & benefits, and organization & talent development.

Meredith joined GE in 2006 and has held roles of increasing responsibility. Her current role is the Organization & Talent Development Manager for GE Canada. Meredith holds a BA in Psychology from the University of Waterloo, is a former member of Board of Directors for Habitat for Humanity Toronto, and was the GE Canada United Way Campaign Chair for 2008 & 2009.



Event Invitation



TALENT STRATEGY

+ ACTION

= COMPETITIVE
ADVANTAGE

Positioning Mississauga as a talent magnet remains a key driver to our local economy.

Join me and fellow business leaders in this “invitation only” interactive dialogue on talent. Together we will discuss the impacts talent has on our industry today and how it affects productivity, competitiveness and return on investment.

Our goal for this session is to identify specific actions and strategies that will address challenges, draw on the strengths and advance opportunities to help your organization’s competitive advantage, and leverage Mississauga’s international labour market.

Date:

Tuesday, September 17, 2013

Time:

7:30 a.m. - Registration and Breakfast

8:00 a.m. - 10:00 a.m. - Event Program

Location:

Royal Bank Theatre, Living Arts Centre,
4141 Living Arts Dr., Mississauga

R.S.V.P.:

mayorsroundtable@mississauga.ca

Let’s move the conversation forward.



Mayor Hazel McCallion

*** This is an exclusive engagement with limited seating, early registration is highly recommended ***



Event Attendees

Contact	Company	Title
Nigel Roberts	Advantage Mississauga	
Rosa Lokaisingh	Advantage Mississauga	
Mark Barrett	AGFA	VP/Director
Grant Gunn	Amgen Canada Inc.	Government Affairs Senior Manager
Gary Mistak	Anixter Canada Inc.	Senior VP - Enterprise Cableing
Adi Treasurywala	ArrowCan Partners	President
Francois Paroyan	BASF Canada Inc.	Director, Human Resources & General Counsel
Bonnie Poole	Bonnie & Don Flavours Inc.	
Don Poole	Bonnie & Don Flavours Inc.	
Joanne Greco	Closing the Gap Healthcare Group	Vice President
Rogers Skyers	ecofitt	Director of Operations
Ryan Hamid	ecofitt	
Dal Cheema	Enersource	
Kim Warburton	GE Canada	Vice President
Meredeth Keenan	GE Canada	
Paul Xian	IPE Logistics Canada	Vice President
Kyu Kim	Kimchi Hang-a-ri	Marketing Director
Ken Mah	Lynch Group of Companies	Business Development Manager
Mr. Ernie Lynch	Lynch Group of Companies	President & CEO
Laura Artibello	Mailennium	President
Eva Liebermann	Mary Kay Cosmetics Ltd.	Vice President, Information Systems & Operations
Omar Rashid	Microsoft Canada Inc.	Director, Government Canada Public Sector
Trudy Parsons	Millier Dickinson Blais	Director Workforce Development
Sheldon Leiba	Mississauga Board of Trade	President
Robert Sombach	Nexent Innovations Inc.	Vice President
Avanindra Utukuri	Nytric Ltd.	CEO/CTO
Allan O'Dette	Ontario Chamber of Commerce	President & CEO
Richard Fine, P.Eng	R M F Design & Manufacturing Ltd.	President
Lisa Melo	RBC Insurance	Head of Human Resources
Jake Dheer	Rogers Cable 10	Station Manager
Paulo Maccario	Silfab Ontario	Chief Operating Officer
Grant Clark	Solutions for HR Inc.	



Ken Tencer	Spyderworks	CEO
Lynne Mack	Synergy Computer Services Inc.	
Dero Sabatini	TD Commercial Banking	District Vice President
Laura Mucci	TEK Systems	Account Manager
Matt Carswell	TEK Systems	Vice President - Canadian Operations
Cam Carver	Temporal Power	CEO
Deep Saini	University of Toronto Mississauga	Vice President and Principal
George Gafrey	Xediton Pharmaceuticals Inc.	
Hazel McCallion	City of Mississauga	Mayor
Bonnie Crombie	City of Mississauga	Ward 5 Councillor
Pat Saito	City of Mississauga	Ward 9 Councillor
Susan Amring	City of Mississauga	Director, Economic Development
Celia Coculuzzi	City of Mississauga	Facilitator
Natalie Raposo	City of Mississauga	Facilitator
Myles Buck	City of Mississauga	Facilitator
Cheryl Peters	City of Mississauga	Facilitator
D'Arcy Rahkola	City of Mississauga	Facilitator
Michelle Browne	City of Mississauga	Facilitator
Harold Dremin	City of Mississauga	Facilitator
Bonnie Brown	City of Mississauga	Facilitator
Heidi Brown	City of Mississauga	Facilitator