

# THE FUTURE OF WORK & YOUR TALENT PIPELINE: WHAT IS COVID-19 TEACHING US?

## SESSION HOSTS:



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# TERRITORIAL ACKNOWLEDGEMENT

We acknowledge that the University of Waterloo is located on the traditional territory of the Neutral, Anishnaabeg and Haudenosaunee people. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes ten kilometers on each side of the Grand River.

# WATERLOO CAN HELP FUTURE-PROOF INDUSTRY



**BUILD COMMUNITY &  
BUSINESS PARTNERSHIPS**



**SUPPORT RECRUITING &  
TALENT MANAGEMENT**



**in Canada**  
for employer-student  
connections



**7,100+**  
employers in  
**60+**  
countries



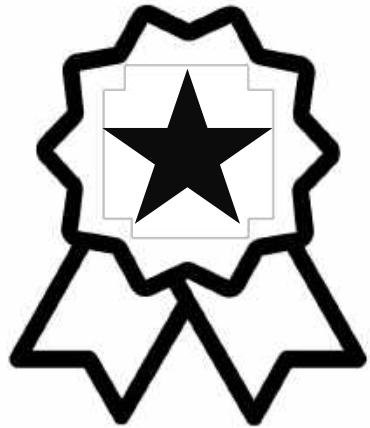
**Winter 2020:**  
8,358 students employed  
**Spring 2020:**  
5,644 students employed  
**Fall 2020:**  
7,333 students scheduled  
for co-op work terms



home of the  
**Work-Learn  
Institute  
(WxL)**

# WORK-LEARN INSTITUTE (WxL)

Quality Standards



Research



Innovation





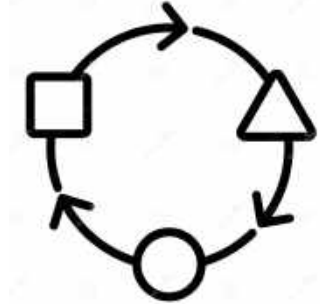
# KEY THEMES FOR THE FUTURE OF WORK



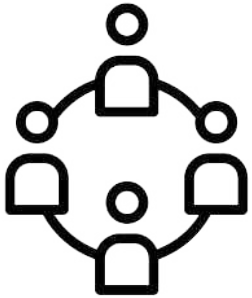
Advances in technology



Skill agility & transferability



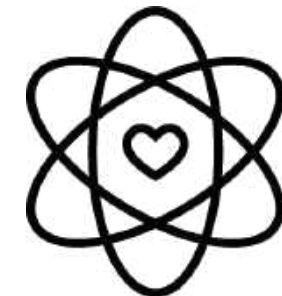
Responsibility for adaptation



Diverse & inclusive cultures



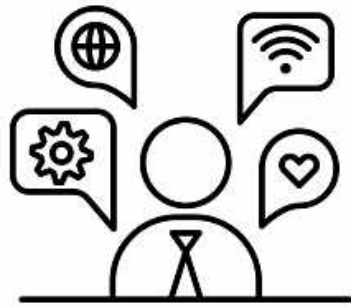
Gig economy & precarious work



Employee vs. organizational values

# YOUNG TALENT WILL HELP INDUSTRY THRIVE

Ability to bring diverse skills & experience to work



**88.4%**

of co-op students worked for three or more different employers

68.4% worked in three or more industries

*Information from work histories of 8,294 co-op graduates between January 2015 – April 2018*

Interest in upskilling, reskilling & lifelong learning



**UP TO 1.4M**

workers will need reskilling by 2026

with 54% requiring significant reskilling by 2022

*Source: GO-Globe, 2019*

Clarity about values & interests at work



**50%**

of students say they are unlikely to accept a job that matches their skills but not their values

*Source: Work-Learn Institute, 2019*

# YOUNG TALENT WILL HELP INDUSTRY THRIVE



**93%**

of co-op employers reported a positive return on investment from hiring a co-op student

*Source: Work-Learn Institute, 2019*



**\$567M**

to Canada's GDP in 2018/19

\$310M in labour income & 5,779 full-time jobs created

*Source: Deloitte, 2019*




**\$525M**

in additional returns for companies who hired Waterloo co-op students in 2018

*Source: Deloitte, 2019*





**EMPLOYER & YOUNG TALENT  
INSIGHTS: WHAT IS COVID-19  
TEACHING US ABOUT THE  
FUTURE OF WORK?**



**QUESTION:** Has your thinking about the future of work changed due to COVID-19? If so, how?



**Emma Surich, CHRL**

**LEAD, TALENT ACQUISITION**  
ecobee



**Selena Latchman**

**DEVELOPER**  
Shopify Inc.

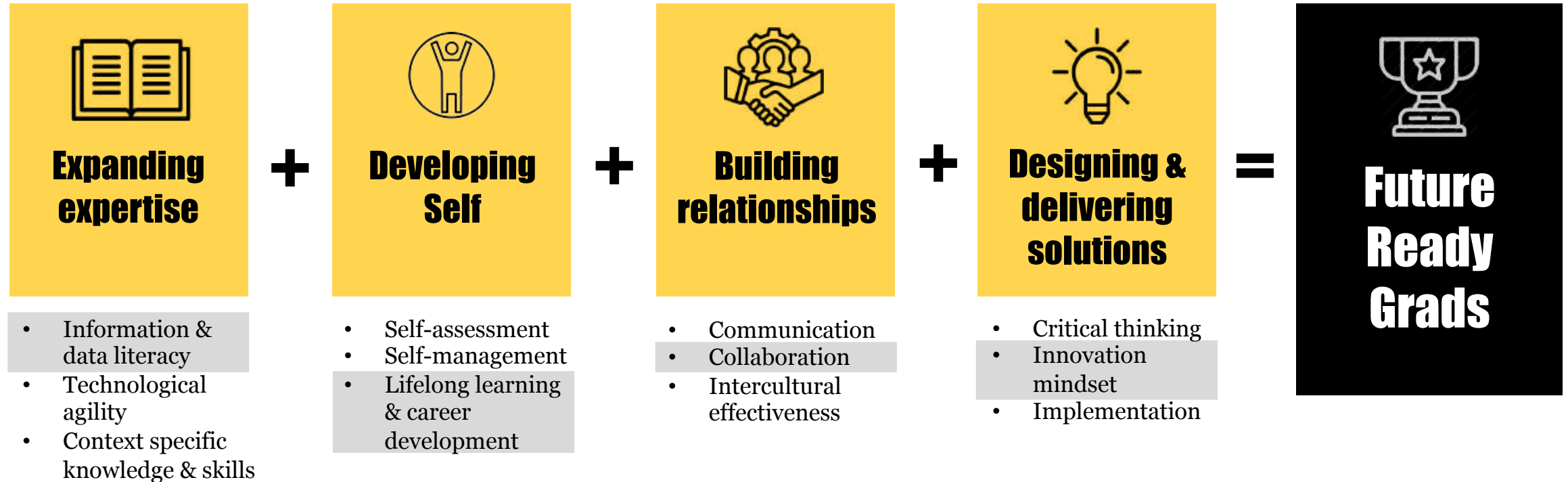


**Andrew MacMillan**

**RECENT GRADUATE**  
University of Waterloo

# INSIGHT ONE: AN EVOLVING WORK REALITY MEANS A SHIFT IN TALENTS TO LOOK FOR WHEN HIRING

In-demand skills are shifting, with a heightened focus on uniquely human talents and capabilities:



Learn more  
[UWATERLOO.CA/FUTURE-READY-TALENT-FRAMEWORK](https://uwaterloo.ca/future-ready-talent-framework)





**Emma Surich, CHRL**

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ecobee



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**EMMA & SELENA SHARE HOW  
SKILL REQUIREMENTS HAVE  
CHANGED THROUGH COVID-19**

**QUESTION:**

What skills do you see as increasingly important as COVID-19 shifts how young talent engages with the workforce?

# INSIGHT TWO: YOUR TALENT PIPELINE MUST BE FUTURE-READY

Research shows two key findings about how to best improve your talent pipeline:

## ORGANIZATIONS NEED TO TAP INTO YOUNG TALENT EARLY (WHILE THEY'RE IN SCHOOL)

- Schools work with students to prepare them for the workplace
- Free support to help find the right students
- Ongoing support for both students and supervisors during the experience

## THE IDEAL CANDIDATE WILL HAVE A LIFELONG LEARNING MINDSET

- Aptitude for learning
- Fluid intelligence (i.e. being able to problem solve in new contexts)
- Adaptability

Source: Drewery, D., Pretti, T. J., & Church, D. Contributions of work-integrated learning programs to organizational talent pipelines: Insights from talent managers. *International Journal of Work-Integrated Learning*, 21(3), 275-288





**Emma Surich, CHRL**

**LEAD, TALENT ACQUISITION**  
ecobee

## **EMMA'S THOUGHTS ON ONBOARDING & DEVELOPING TALENT**

### **QUESTION:**

What advice do you have for organizations to effectively onboard and develop young talent?

# INSIGHT THREE: YOUR COMPANY MUST HAVE A REMOTE WORK STRATEGY

## Flexibility & Autonomy

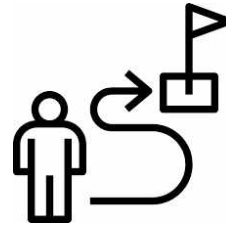


**87%**

of students felt their transition to remote work was successful

Many organizations already provided flexibility for employees to work remotely

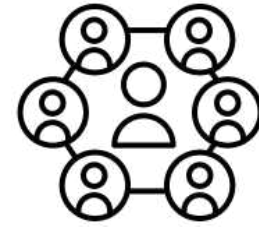
## Meaningful Work



**~70%**

of students felt that they were contributing to their employer/organization when working remotely

## Connections with colleagues



**20%**

of time spent working with others

Source: Pretti, T. J., Etmanski, B. & Durston, A. (in press). Remote work-integrated learning experiences: Student perceptions. *International Journal of Work-Integrated Learning*.





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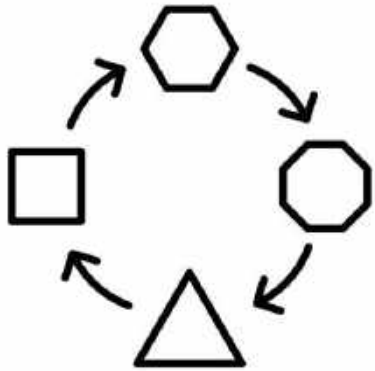
**REMOTE WORK INSIGHTS FROM  
ANDREW & SELENA**

**QUESTION:**

What specific recommendations do you have for Gen Z talent to be ready and successful in this new work reality?

# ENSURE YOU'RE BRINGING THE RIGHT CANDIDATES INTO YOUR ORGANIZATION

Hire for the skills and talents that will support an increasingly remote workforce:



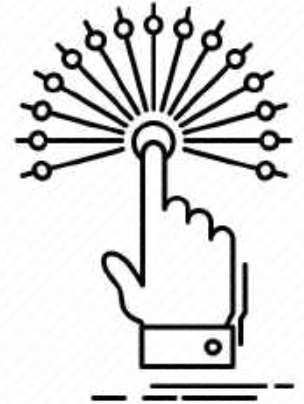
Adaptability  
& resilience



Communication &  
collaboration



Self-direction &  
learning potential



Digital &  
technological agility

# LOOK FOR WAYS TO IMPROVE WHAT YOU CAN OFFER THE NEXT GENERATION OF TALENT



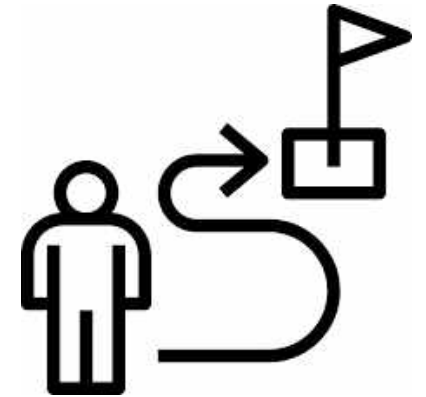
Build connections & commitment



Create opportunities to provide feedback



Offer learning & development



Provide meaningful projects & work



# WHAT'S NEXT FOR WxL?

- Future of Work and Community Readiness: Framework & Scorecard (as part of the Communtech Future of Work and Learning Consortium)
- Entrepreneurship Experiences in Post-Secondary Education and Post-Graduation Outcomes
- Microcredentials: Applications within Co-op and Work-Integrated Learning
- Impact and Innovation: Investigating the contributions of students to organizations
- Co-op/WIL Employer Toolkit: Resource based on research and tailored to the stages of the talent pipeline

Learn more

[UWATERLOO.CA/WORK-LEARN-INSTITUTE](https://uwaterloo.ca/work-learn-institute)

**WORK**  **LEARN**  
INSTITUTE





# QUESTIONS FOR JUDENE, EMMA, SELENA OR ANDREW?

Didn't get your question answered? Email  
[hire.talent@uwaterloo.ca](mailto:hire.talent@uwaterloo.ca) and we'll get back to you!



# UNIVERSITY OF WATERLOO



**THANK YOU FOR JOINING US TODAY!**