



SCC STRATEGIC PLANNING

Survey Comments -16sept19

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External Trends

What Regulatory/Political trends do you see happening external to/outside of SCC that we must be mindful of as we update the 2020-2023 strategic plan? Example: Government Priorities-- Indigenous population, New Canadians, Public Safety

Regulatory/Political Trends:

- You will probably see the Government partner up with Industry to identify employment and skills training opportunities.
- It would be nice for MO's to have some defined strategies for how to work with our local departments of Education and lobby for more trades training available in high school.
- Increasing focus on having skilled workers; increasing tendency to ensure safety. Increasing tendency to ensure we have Canadian workforce, but also one that can jump to outside jurisdictions, as required.
- government priorities - providing opportunities for indigenous population and women
- Indigenous Issues
- Climate change. Immigration. Experimental education.(changing traditional means of teaching)
- Reconciliation is something we should consider. What role can SCC play? We include indigenous ceremony/activity as part of opening of SCNC but perhaps there is more we can do to be proactive in this area?
- Possibility of new federal government and new Minister, Growing indigenous population Growing number of immigrant
- Potential Changes in government, with changing priorities. Funding Challenges Potential Economic downturn (recession) Growing focus on technology Ensuring ongoing relevancy leverage opportunity as more understand and willing to take action to proactively address skills challenges
- It will all depend on who will be the party in power. It seems to me there is still a trade/technology focus with this government. I believe they are going away from trade specific areas to more of a generic training. Give them the skills to adapt to the changing technologies.

- The political debate over the construction of new oil pipelines is a very sensitive issue in Western Canada. We need to be careful with our politician friends when this is a topic of discussion.
- Computer data security. Integration of immigrants.
- With upcoming election ensuring the support and recognition of the work SCC does is maintained if new party or existing party makes new strategies
- With the fall election approaching, all political parties will release platforms outlining positions on issues including: Their priorities, including supports for training, programs for specific groups such as Indigenous people, women, youth and others, will be announced.
- The ever growing shift to the further social and fiscal right with populist politics in ON, AB and the east. Also the coming election and how our strategies will be responded to by a potentially new government.
- Growing awareness, increased profile and cultural acceptance of indigenous, First Nations and Metis culture. Be mindful of the perception that Skills & Trades are intimately linked to energy and resources based economics. Pressure politicians feel to cease funding and support of energy & resources based economic drivers.
- Indigenous populations
- Any platform differences among the parties as we head into the fall election that would require strategy contingencies for SCC. Pathways for international credential recognition.
- Females in trades. Industry training partnerships.
- Indigenous population
- Indigenous population, New apprentice trades
- Always mindful of having a mature program which govts may wish to reduce funding.
- Federal election and potential realignment of priorities
- Definite focus on females and indigenous youth
- Focus on youth, Indigenous, LGBTQ2, immigration
- Focus on respect, inclusion and diversity as well as cultural awareness in the workplace.

What Economic trends do you see happening external to/outside of SCC that we must be mindful of as we update the 2020-2023 strategic plan? Example: Slowing Economy-Funding will continue to be under increasing scrutiny, and the mood will be one of financial restraint.

- Job creation and investment by the Government
- In the NWT we are definitely starting to see a downward trend in mining activity. This means layoffs and fewer jobs in trades in general. When mining was at its peak these companies were investing heavily in organizations like SC but it is slowing down. This will impact our operating budget in the future as these organizations have contributed significantly to the advancement of our programming. Without an obvious replacement for mining coming to the North, this could have very serious budgetary and programming impacts over the next 5 to 10 years.
- Increased reliance on 'gig' economy meaning more workers, but less job stability.
- Partnerships may be under more scrutiny for financial/ in-kind donations to non-profits.
- recession
- Added accountability.
- Possibility of recession is looming. Even if it does not happen it will affect development and potentially our access to funding.
- Possibility of new federal government with different funding priorities
- Economic downturn possible More competition for limited funds More groups trying to address skills issues, but not a coordinated approach--more competition for funds
- or Saskatchewan it looks like industry is picking up which means more trades people will be needed. So it will be more important to promote trades and skills at the early age. Also there has been a real focus on the marginal community. What can we do to get people back to work that may have made bad choices in their lives. Also with the increase of indigenous youth and new Canadian youth programs will be needed for them.
- The potential of a new Federal Government in the fall could become an issue for our secured funding?
- Labour shortages. Student shortages and budget cuts in schools and school boards.

- At some point the federal government will have to find ways to deal with deficit. Ensuring we are not seen as an area to reduce or cut funding is vital to our health
- International trade issues- USMCTA, China/US, UK/EU and other issues- may cause some instability. Protectionism may rise. This may disrupt imports and exports.
- The ever tightening resources sectors across the country affecting the money that we can get from funders outside of the government.
- Federal election and funding supports long term are uncertain
- Soft energy sector. Issues with pipeline expansions, central Canadian manufacturing shutdowns.
- recession
- Uncertainty in world markets will translate to volatility in immigration (recognition of international credentials impact) and to volatility in employment in the skilled trades. Single family housing construction declines; municipal infrastructure increases, etc have dislocation effects on layoffs and recruitment, at least in a temporary way. Robotics, self-driving vehicles, and other technology evolution has both a macroeconomic impact as well as a more localized microeconomic impact.
- Fewer students in post-secondary, thus reduced school budgets
- slowing economy
- Greater demand on workforce, More dual credit programs in other jurisdictions
- Slowing economy - funding opportunities will likely shrink as industries struggle to balance the retirements with new entrants (Skills Can competitors)
- Need to focus on which areas of employment are still critical given the economic climate.
- Slow funding

What Environmental trends do you see happening external to/outside of SCC that we must be mindful of as we update the 2020-2023 strategic plan? Example: Renewable Energy-Career opportunities in alternative energy industries.

- Natural Resources are a key component of our economy that continue to enjoy high demand across a diversity of sectors, supporting well paying trade jobs.
- Greener technology will require new and different skills in order to maintain and repair this technology.
- Conflict between industries will ramp up as production vs environmental compromises must be met.
- Priority for companies to have less waste/ use of single use plastics (which there is a lot of at SCNC)
- sustainability careers
- Renewable energy. "Greener" habits.
- As more people accept that Climate Change is a fact, they are looking at how we can each reduce our carbon footprints. I think SCC has to look at this as well. Our strategic plan should look at ways we can limit our carbon contributions. For example, reduce the number of face-to-face board meetings from 3 to 2 (one would be virtual). Is all the travel done by national office staff necessary? What can be cut? Do we need to send all staff to nationals? Worlds? Limit the travel of president and national executive members to a limited number of events, set in advance, approved by the board, and which are seen as highly necessary. In addition to helping save the planet we will free up funds for other activities.
- Increase in green energy and associated green jobs
- Growing importance of technology to address environmental challenges, and ensuring we address it Leverage environmental opportunities, and those around alternate energy
- I believe not only alternative energy is moving forward but also renewable recourses as well. Also we need to look at the explosion of New Canadians that are looking for work. Also we need to look at how we can accommodate industry with relevant training opportunities. Again how much focus will depend who is in government.
- For sure....we should be reacting quickly to new renewable energy and alternate fuel career opportunities for youth. Also, there is a new career opportunity for workers in the

chemical contaminated ground clean up industry. I can explain this more at the meeting if required.

- Eco-responsible measures at events. Electrification of automotive technologies.
- Renewal energy and carbon tax implications will both be factors that continue to be top of mind
- Reduce, Reuse and Recycle are common practices. Carbon Tax may have intended results of reducing consumption and monies gathered may foster technology
- Carbon tax and how it relates to our resource driven sponsors.
- Federal election fall 2019 - funding direction for 2020 forward may be impacting environmental, renewable etc
- Increased consumer and cultural awareness and appetite for alternative energy sources (wind, hydro, solar, bio-fuels). These should all be featured and linked to skilled trades and technologies.
- alternative energies
- Depending on election results federally and in Manitoba this year, and as governmental changes solidify in Alberta, PEI, New Brunswick and Ontario, the venture capital and government incentives may move more or less aggressively into green technologies and green innovations. It may take one more generation before solid commitment and investment to green tech is considered a political imperative. Right now it seems to be one step forward and one back, but this gives SCC time to formulate a flexible strategy ahead of this commitment, as well as an opportunity to influence exploration and dialogue across the skills ecosystem.
- Updated and mandatory energy efficiency standards/minimums in national building code. This will result in altered products produced by industry and alter school/red seal curriculum
- sustainability careers
- New apprenticeable trades in sustainability industries
- Energy efficiency will continue to be top of mind. Careers will largely be dependent on new projects and procurement requirements.
- We can focus on how our footprint can be lessened in all of our day to day activities and our major events

- AI enabled technologies, how to help workforce transition to AI enabled economy
- Carbon reduction, environmental protection, reduction of plastics

What Technology trends do you see happening external to/outside of SCC that we must be mindful of as we update the 2020-2023 strategic plan? Example: Pace of Change-Technology is becoming more compact, faster, smaller, and more powerful.

- Clean technology -power generation, energy efficiency. Information and Communication technologies and wireless. Digital and screened based media -digital film, animation and special effects.
- more automation will change the role of trades people. More coding, programming of robots especially in manufacturing.
- Increased automation.
- ICT sector is growing as are talent needs. Coding is becoming a focus in education from elementary on-wards. SCC and SCNC still feels very trades heavy.
- ever changing technologies-cyber security
- Automation. Cyber security push.
- In my business we do most of our work thru virtual meetings. Face to face meetings are limited. The technology exists to allow for great meetings without the travel. From a jobs perspective, technology is disrupting every workplace. Some of these disruptions are welcomed others are not (e.g., some jobs become redundant). SCC should be taking a leadership role in promoting the skills and attitudes needed to thrive (survive) in the changing workplace. One of the essential skills we promote (digital technology) is necessary for the new workplace but is not sufficient. Employees need to have a growth mindset and embrace lifelong learning within their current career track.
- Technology is increasing at an exponential rate -- hard to predict what effect this will have So, must remain as flexible as possible
- Industry 4.0/Internet of things and the impact on skills opportunities Technology will impact all aspects of what we do--ensure we have a plan of how we address this
- Technologies are always changing so it is more important to train youth how to meet these challenges and deal with this moving ball. We need to get youth at a younger age engaged in technologies. The real issue will be the older people.
- This is a tough one to monitor and predict...but important.
- Highlight the technological nature of the professions. Artificial intelligence. Cloud Computing technologies. New wave of automation.

- Continual change, is faster and faster and hard for SCC to keep pace
- Change is happening faster. 5G is approaching with the disconnectedness of everything. Onboard data collection and self diagnosing of issues is happening in most fields. Component replacement rather than part replacement is common. Technology is affecting all industries (I now control my sous vide kitchen device with my iphone...)
- How social media is affecting our youth and their engagement in Skills clubs and competitions around the country. In our provinces and territories it may affect the number of competitors that we are seeing.
- Academia being agile to developing, delivering new technologies to stay in step with industry
- Increased use of computers, robotics and digital platforms and data by young people to achieve tasks or problem solve in every aspect of their lives.
- Understanding the positioning of tech, skilled trades, and the relative positioning of various technologies against the Gartner hype cycle will allow SCC to strategically prep competitions in upcoming fields as well as be seen as a critical partner for governments as they develop their own strategies in this space, especially regarding the labour force. Displacement of workers is a real concern; SCC has a role to play in opening pathways into new jobs that previously didn't exist. All organizations, regardless of industry or field, have become tech organizations even if they don't recognize that. How do we position Skills alumni has having a significant advantage combining their competency and technology? Is there a way of embedding technology components into every program and every competition. I could go on for hours on this topic, obviously; these comments just scratch the surface.
- Continued influx of new tools and materials require a “continued learning” model for many employers
- technology changes
- Rapid growth in technology sector and entrepreneurship
- introduce to our clients AI, machine learning, etc. Commitments to employable skills, including soft skills
- Technology will continue to impact the sector. The biggest upcoming area will likely be in modular building or pre-fabrication. This will likely have an impact on some of the applicability of the competition areas.

- Perhaps more focus n cloud technology and certainly on how to fully utilize video conferencing for some of our meetings
- As the tech gap between developed and developing countries widens, more focus will be required on low tech solutions to hopefully jump start developing countries and leap frog through developed countries path
- Increased automation within Industry, electric vehicles, AR/VR development

What Social/Societal trends do you see happening external to/outside of SCC that we must be mindful of as we update the 2020-2023 strategic plan? Example: Career expectations of youth-Youth want paying, respectable jobs.

- Kids, and even many adults, don't want to read anything anymore. They want to be fed information through audio or video. We definitely need to adjust to this to stay relevant with Gen Z kids. SCC should explore podcasting, youtube series, other short videos to explain what we do and get our messaging out.
- Increased focus on cash from short term jobs will fuel workers will result in higher employee turnover.
- Youth want well-paying, steady employment. They need more education and better exposure to the opportunities in trades and tech, but also the realities of those jobs.
- youth wanting high paying jobs
- Immigration. New arrivals to Canada. Targetting to younger generation, "influencable" youth, social media trends.
- In the skilled trades and technologies, females are still under represented. SCC needs to take a greater leadership role in this area. Strategic partnerships would be needed. Societal trend noted above re expectations of action to address climate change and reconciliation.
- Increasing awareness of importance of technology and trades occupations Increased importance of experiential learning
- Address diversity Address and develop plan/approach to mental health Engage and leverage other audiences and communities--parents, SMEs, other groups with complimentary goals.
- I believe our education systems across the country has let our youth down. Also parents do not help. No one wants there kids working part time in the service industry. So we are having a generation of youth that do not want to work and live at home with their parents. Not sure how to cure that. Oh yeah we call that immigration and bring people into country that are willing to work. I see federal funding shifting to the marginal populations.
- In addition to the example there is a growing trend for international careers and job opportunities. Or careers and jobs working away from home....2 weeks on, one week off etc.

- Young people and teachers no longer want to invest themselves free of charge in a training process. As proof, graduates search for paid internships in companies.
- Immigration is impacting expectations as well as society as a whole is shifting with more and more multiculturalism
- Aging workforce, immigration, gender issues, cost of post secondary education.
- Parents still want their kids to go to university over the trades. Yet we know that there will be a huge number of trades jobs in the next 10-15 years. And without people going into apprenticeships we will eventually lose the trades people to train those coming up.
- Understanding youths intentions of work, quality, pay etc
- Certainly the millennial workforce expects more from employers than the generation before. We must pay attention to flexible work schedules, work/life balance, social conscience, environmental impact and sustainability, etc.

- Demographic shifts in the actual numbers of young people, varying across Canada, will impact on both sides of the equation. Fewer young people available to participate in events and employers more anxious about recruiting availability alongside the increasing cost of labour against sheer supply and demand. Alternatively, if the cost of labour is prohibitive, or if demand significantly exceeds supply, then organizations and governments will turn to technology solutions. And then the demand side of the equation will shift into skilled trades with a heavy tech component. How is Skills preparing to continue to be relevant in the face of these changes? How does this effect our need to adjust programming, and at what pace? Also, if the labour pool is increasingly to be made up of new Canadians and their children, what are the societal impacts of aspirational immigration on the Skills movement. For example, I may come to Canada to get a job in a trade but I am aspirational for my children to go to university instead of pursue a trade. How does Skills need to adjust our outreach and sponsorship to accommodate these aspirations and at what pace? How do we align with federal immigration policies of skilled immigrants? Is this reflected in upcoming changes to the Express Entry program, and is that program reflecting the needs of the skilled trades? Does SCC have a role to play influencing this dialogue? If so, how does that role manifest?

- Unknown

- opportunities for youth

- Youth will continue to have more than 1 career in their lifetime + more tickets

- Expectations will increase. Social awareness and appreciation of trades and technologies is increasing. Job security, pay, benefits, work-life-balance, will all be part of the expectations of new entrants. However, socially, there will need to be an adjustment of "reasonable" expectations and businesses, especially in a tight economic climate, won't be able to meet those higher expectations.
- Maybe a focus area around respectful workplace and anti bullying
- More flexibility with respect to working hours/locations/benefits
- flexible work schedules based on individual's biological clocks

Internal Strengths and Challenges

What are the key internal strengths or assets that help or enable our efforts?

- We have good policies in place that we follow. Everyone is willing to make changes to processes and policies if there are good reasons to do so. We have a great team that work with the CEO.
- Cross country network of MOs who are in tune with what is going on in their province or territory.
- We have something that people want - a focus on excellence in skilled trades. We are seen as a group that enhances opportunities and waves the flag for workers
- Strengths: Have a large variety of engaging and educational programs being offered in every province/ territory across Canada. Increased level of interactivity through Try-A-Trades and Tech at SCNC. Partnerships that leave a legacy. Alumni who are passionate about Skills & staying involved.
- flexibility and ability to adapt to changing needs
- Internal strengths include: dedicated volunteer base (e.g., NTCs, board members) and strong provincial/territorial organizations. We have good relationships with our funders. Challenges: over the last number of years, it appears that national office has started thinking they are the top of the skills Canada pyramid; i.e., they and their programs are more important than the p/t offerings. NO needs to recognize they would not exist without the p/t organizations. NO needs to recognize their goals are best achieved when they support p/t organizations. Communication with p/t offices is poor and often borders on disrespectful (on the part of some NO staff). Decisions made at operations committee meetings are often not actioned by NO staff or are modified without the consent of the people who made the decisions (i.e., national ops committee). From an operations and financial perspective, SCC spends too much time focusing on World Skills. We are not competing on a level competition ground with other countries. If we are to continue with WS we should identify those competition areas where we have potential and limit attendance to those. While I would not dispute the "experience of a lifetime" aspect of this for those who compete, we have to recognize they are only a very small fraction of the youth we reach and that we might better use the funds directed here for local or national programming to benefit a larger number of youth. Office dynamics at NO, job descriptions, work requirements all need to be assessed by an outside expert. These are the people we count on for support at p/t and if they are not working well together or efficiently we all lose.
- Unique and uniformity across Canada. 1 stop shop for our mandate and a recognized annual event that should be the pinnacle of what to accomplish. Pan-canadian reach.
- Knowledgeable staff and CEO Multi-year funding from GOC Increased partnerships and sponsors
- Reputation of the organization, and the success that has been realized Dedicated staff committed to the organizational goals
- Pan Canadian,

- Our successful history of doing what we said we would do. Our Operations team. A well structured Board that has influence on stakeholders and government.
- strengths abreast of current trends
- The Competitions remain a relevant event for providing success stories. The SCC team is highly mobilized and dedicated to its work. SCC's mandate is more relevant than ever in the context of labour shortages across Canada.
- We are unique, have a good reputation, have done the same thing year over year in regards to our competitions which means we are streamlined and have good knowledge.
- We seem to be good at organizing Team Canada and supporting National Competitions.
- The strength that I see is the growing influence that SCC has within the sphere of government and education. It is much larger then 10 years ago and I believe we need to keep pushing to be the voice of Skilled Trades in Canada.
- Strengths - Pan Canadian organization, engaged highly skilled group of volunteers, starting to manage assets by N.O. to not burn out sponsors. Weakness - communication with the highly skilled group of volunteers, formal feedback process, exit interviews. This information is valuable to understand what issues or perceived issues that may impact the organization negatively.
- Strength: Longevity of SCC Maintaining Pan-Canadian approach Dedicated staff and volunteers
- Long term committed senior leadership. A cause that encourages commitment. Excellent engagement with membership at both board and operational levels to ensure that continued engagement and commitment and involvement. Significant expertise in government relations and long-standing relationships across the bureaucracy. Significant expertise in delivering field programming and competitions.
- We are a huge organization with members in most educational systems across the national. The vast majority of these members are influential and motivated within their own learning institution

What are the key internal challenges that hinder or slow our efforts?

- Sometimes it takes many meeting to have new or updated policies passed by the board. Everyone is busy in their private jobs and might not have the time to commit to getting things done.
- We are singularly focused on what we've always done and not exploring new opportunities enough; We are a national organization with a national membership, but we are challenged to incorporate our membership into meeting our deliverables.
- Lack of national efforts/ support/ events in smaller regions. Operations at National Office. Need a COO. Communication. Planning and really considering strategic impact and direction as well as toll on resources and roll out (ex. WS Selection Event) National Ops sometimes feels like an after thought or that our federated model is at risk. National Secretariat should be working to support MOs and take direction from MOs.
- communications/ marketing
- Over focus on World Skills. National office roles and responsibilities.
- Different messaging. Level of notoriety maybe not uniform across the board. Possible competitors that want to duplicate our events. (unionized apprentice competitions)
- SCC staff still think MO's are hierarchically "beneath" them Lack of respect by staff for Board members and their role Very slow decision-making processes
- Communication challenges, and not having as coordinated approach with MO as we could have or need to have. Too much bureaucracy Not responsive enough Not time sensitive and things take too long--and too much process Competition between MO and SCC--esp for funds
- Communication
- Nothing apparent at this time.
- timely communications
- The cycle of organizing events on an annual basis is exhausting for the SCC team. The division of labour has resulted in some employees being overwhelmed. Communication can be difficult. SCC should delegate more tasks to provincial organizations that have the capacity to do the work. We must better exploit the media impact of our activities. Some administrative constraints are too rigid (reimbursement of costs incurred by experts and schools).
- Staff turnover, technology advances, small staff with select few holding the corporate knowledge. If you lose key roles you lose the knowledge. Need a better succession plan.
- Coordinating national transfer of Member Organization funding still has issues.
- A lack of a second in command below our CEO so that he can focus on more the direction that the organization is taking. There needs to be someone to take over the day to day operational running with the CEO so the organization can continue to move forward.

- Communication
- Weakness: Profile/popularity

- I wonder if the overall staff depth is deep enough and is the knowledge-base broad enough? Key players seem to be over-utilized which can happen when the bench strength isn't deep enough. Is the budget sufficient to deepen bench strength, and what mechanisms and options might be available to address this? As the organization has grown in reach and impact, is there a corresponding growth in budget to enable meeting of expectations at that higher level of professionalism? Also, when an organization has been this successful over the long term, it can sometimes get harder to change rapidly enough to meet new challenges, or even to identify the challenges that require that rapid change. How is the staff staying refreshed, reinvigorated, and engaged, and are the supporting structures (provincial organizations, board membership, government and industry key partners) doing enough to ensure the staff feels recognized and regularly renewed? Finally, it appears that different provincial members request and expect different things from the national office; how is the national office staffed and processed in order to flexibly meet these sometimes competing and conflicting demands?

- Often a lack of a national focus. Often too much emphasis on the individual MO (federated model)

Q8



Customize

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The current vision or desired future state for SCC is “Canada leads the world in skill development.” To what degree is this vision still relevant and able to guide the organization for the coming three to five years? -----
-----Le Canada est le chef de file mondial en matière de formation de la main-d’œuvre qualifiée. Dans quelle mesure cette vision est-elle encore pertinente pour orienter les activités de l’organisme pendant les trois à cinq prochaines années?

Answered: 13 Skipped: 3



Q9



Customize

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The current mission or role of SCC is “To encourage and support a coordinated Canadian approach to promoting skilled trades and technologies to youth” /To what degree is this mission still relevant and a good description of the role and purpose of SCC?-----

-----La mission actuelle de SCC est d’encourager et de soutenir, à l’échelle nationale, une approche coordonnée pour la promotion des métiers spécialisés et des technologies auprès des jeunes. Dans quelle mesure cette mission est-elle encore pertinente et est-elle une bonne description du rôle et de l’objectif de SCC?

Answered: 13 Skipped: 3



Q10



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The current value statement is “We deliver value by being the best at engaging youth in interactive sensory experiences that positively profile trades and technology careers.” To what degree is the value statement still relevant and accurately describe SCC’s competitive advantage? -----

-----Notre énoncé de valeurs actuel est le suivant : Nous offrons une valeur en étant les meilleurs à susciter la participation des jeunes à des expériences sensorielles interactives qui présentent favorablement les carrières dans les métiers et les technologies. Dans quelle mesure cet énoncé de valeurs est-il encore pertinent et est-il une bonne description de l’avantage concurrentiel de SCC?

Answered: 13 Skipped: 3

