

Attachment 2: Enhanced Workforce Development Model

Overview

The Diverse Youth Fellowship program seeks to provide accessible training, hands-on experience, and employment supports to youth who are often faced with systemic barriers and discrimination, and are underrepresented in the labour market. The program currently works with Black, Filipino, Muslim and Tamil youth and at least 50% of the fellows in each cohort are women.¹

Each fellowship cohort operates under different timelines throughout the year. Through consolidation, the Diverse Youth Fellowship will be aligned together in curriculum/program structure, work-based learning outcomes and monitoring and evaluation. Each cohort incorporates elements that honour and centre the uniqueness of each individual cohort. For example; the Black Youth Fellowship includes training and mentoring from Black staff at the City of Toronto and the Muslim Youth Fellowship creates spaces for Muslim public servants and leaders from across Toronto to provide engaging advocacy and political literacy training for Youth Fellows.

Enhanced Workforce Development Model for the Diverse Youth Fellowship

The following table highlights the enhanced workforce development model for the Diverse Youth Fellowship Program. Further details are outlined in the subsequent sections.

Professional Development 1	<ul style="list-style-type: none">• Foundational experience & preparation for placement• Ongoing training opportunities• <i>Monthly learning sessions that begin prior to placements</i>
Placement	<ul style="list-style-type: none">• Hands-on experience gained through working directly with Elected Officials and staff• Exposure to political realm and public service<ul style="list-style-type: none">• Community project
Professional Development 2	<ul style="list-style-type: none">• Career planning• Job preparation opportunities• Networking opportunities• Career navigation supports• <i>Monthly learning sessions that begin half way through placements</i>
Continous Supports	<ul style="list-style-type: none">• Formal mentorship with experts and professionals• Alumni network & peer to peer Engagement• Community & employer engagement

¹ In 2021, 80% of the participants in the Filipino Youth Fellowship were women, 100% of the Fellows in the Tamil Youth Fellowship were women. There were 70% women Youth Fellows in the Black Youth Fellowship and women made up 53% of the Muslim Youth Fellowship.

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Professional Development 1 (PD1)

Professional Development 1 (PD1) is the foundational knowledge and skills development component of the Diverse Youth Fellowship. It is comprised of intensive monthly training and learning sessions that commence at the beginning of each cohort and last for four months, ending prior to Youth Fellows beginning placements in Council Member offices. PD1 is an opportunity for Youth Fellows to develop core competencies that they will employ during their placements. During this time, Youth Fellows improve their political literacy skills and understanding of political processes. Each series is led by experts in the field who also provide Youth Fellows with guidance and direction that they can continue to draw on as they begin their placements.

Training Topics:

- * Issue and election-based organizing, advocacy, effective communication, orientation to municipal governance and personal branding/storytelling
- * Understanding the roles that support legislative processes/council affairs at the City of Toronto
- * Stakeholder management, community development, policy development, and project management

During PD1, the Diverse Youth Fellowship will work with its partners to leverage in-demand job training and workforce development programming opportunities. Urban Alliance on Race Relations will explore avenues to provide a training certificate that can be validated by either an academic or professional institution and/or the City of Toronto. Legitimizing training through an accreditation process whereby Youth Fellows receive credentials on the foundations of public policy and government administration will aid Youth Fellows in their future career pursuits.

Professional Development 2 (PD2)

Professional Development 2 (PD2) begins as Youth Fellows near the end of their Placements. PD2 includes monthly learning sessions that focus on job preparation, interview skill building, and job search supports.

PD2 includes the following key elements:

- * The Diverse Youth Fellowship will invite members of the City of Toronto's Human Resources team, and People & Equity to provide learning sessions on recruitment at the City of Toronto to support with demystifying youth perspectives about securing employment at the City.
- * Youth Fellows will benefit from receiving one to one support from Program Coordinators to track progress towards professional goals, successive training and education for career advancement.
- * The program will leverage existing partnerships through the Youth Development Unit's Youth Employment Partnerships program which works with over 40 youth employment agencies and community partners, offering a suite of youth employment programming focused on workforce development.

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Placements

Placement Matching Process:

Youth Fellows are assigned to Council Offices in the month prior to the placement's start. Placement assignment is based on the needs of each office, preferred skill sets, and key issue areas. They have the opportunity to share their skills, issue area interests, and preferences prior to matching, but are not guaranteed the placement of their choice. Placements will be assessed through mid-placement reflections/interviews at 4-weeks, 8-weeks, and 12-weeks in order ensure the program is adapting to the evolving needs of the participants. In an effort to formalize the fellowship as a workforce development program, each Council Member office that will be hosting a Fellow will submit a brief work plan highlighting key projects and tasks. Each office will also be asked to assign a staff to support and supervise Youth Fellows during the duration of the placement. Program coordinators and supervisors will develop a learning/action plan with each Fellow upon matching to an office. These plans should specify roles and responsibilities and specific learning goals of placement in relation to career interests of Youth Fellows and needs of each office.

Placements:

During placements, Youth Fellows will work directly with a member of City Council for a period of 12 weeks. They will have the opportunity to work in a range of different areas including advocacy, case work, policy, research, administrative support, communications, and event planning. Through the placements, they are equipped with the hands-on experience needed to navigate political processes.

Placements in Council Member offices offer Youth Fellows the space to gain foundational hands-on experience to support the development of the following skills:

- * Research and policy skills
- * Advocacy and communications skills
- * Outreach skills
- * Written and oral communication skills
- * Writing research/policy (e.g., policy briefs, reports, jurisdictional scan)

A new component being added to the Diverse Youth Fellowship for 2022 are placement reflections that will be completed after four, eight, and twelve weeks in the council office. These reflections provide Youth Fellows with an opportunity to assess challenges and opportunities encountered, and to recalibrate to take the most advantage of the remainder of the placement. In addition, a minimum of three check-ins during placements with progress reports signed by supervisor and Fellow will be implemented to allow the program to provide adequate support through the course of the placement.

Community Project:

During their placements, Youth Fellows have the opportunity to use the tools they've gained through training to work on community projects that seek to address a social or

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educational need within their own community. Community projects can take many forms, including: an event (e.g., one that seeks to build civic engagement and connect the community to City Hall), or a research report (e.g., focused on a particular social issue prevalent in a community).

Continuous Supports

As the Diverse Youth Fellowship shifts towards a workforce development framework, continuous support for Youth Fellows is a key factor in their professional development pre and post fellowship.

Supports will include:

- * Tailored one-to-one supports, accommodating individual needs, preferences, and employment prospects.
- * Career navigation and job search support – Youth Fellows will receive support to gain employment after the Fellowship is complete –career navigation with Urban Alliance on Race Relations & community partners.
- * Delivery of wraparound supports to ensure multiple needs of Youth Fellows are met (i.e., income support, childcare, food security, counselling, mentorship, etc.) throughout the duration of the program.

Formal Mentorship

Through Urban Alliance on Race Relation's network of mentors, Youth Fellows are provided with a mentor who offers one-to-one support throughout the program. Mentors guide professional and personal development, aid Youth Fellows in setting and tackling goals, and support Youth Fellows as they navigate City Hall and their placements. Mentors selected are well-experienced in various functional areas across government and are well-positioned to impart wisdom, knowledge, guidance, and support upon Youth Fellows. As each fellowship cohort is consolidated into the Diverse Youth Fellowship, it is an opportune time to formalize and strengthen the mentorship component of the Fellowship. For instance, mentors will now be assigned to Youth Fellows prior to beginning placements with monthly mentor/mentee check-ins built into the program instead of meeting informally. Youth Fellows will be able to have a meaningful mentorship experience prior to and throughout placements.

Alumni Engagement Network

As the Diverse Youth Fellowship continues to grow, establishing an alumni network will bring many benefits to the program and incoming Youth Fellows. Past Fellows are well-positioned to provide new Youth Fellows with insights and wisdom from their own experiences. Youth Fellows will now be a part of a peer network that they can tap into as they enter the workforce. Many previous Youth Fellows have gone on to work across many fields, with a number of them either continuing to work in the public sector at the City or have started their careers in different levels of government. Some fellowship alumni currently work as councillor aides/constituency assistants in the offices of members of council at City Hall; constituency assistant in the office of a member of

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parliament; internship with Global Affairs Canada in the office of the Minister of Foreign Affairs; and Urban Fellows with the City of Toronto. Youth Fellows have also taken on roles in law firms, with the United Nations Development Program, and for an urban innovation company. An Alumni network will support the Diverse Youth Fellowship with providing positive networking opportunities and potential professional development connections for incoming Youth Fellows.

Community and Employer Engagement

Urban Alliance on Race Relations is working on creating partnerships with organizations to develop job opportunities for Youth Fellows upon completion of the program. By establishing employer connections through aligning program and training design to employer needs, and deepened community partnerships through collaboration, the Diverse Youth Fellowship can begin facilitating employment opportunities for Fellows of the fellowship on a long-term basis.