

Community Benefits Ad Hoc Hiring, Recruitment and Retention Working Group

October 23rd, 2022
Meeting # 6

Agenda

- Welcome
- Land Acknowledgement & African Ancestral
- Introductions & Check-in
- Working Group Updates
- WFD Process Flow for CB Initiatives
- Deliverable 3 - Workforce Intermediary
- Deliverable 2 – Connecting Job Seekers to PAT Opportunities
- Next Steps & Prototyping

Land Acknowledgement

The City of Toronto acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

African Ancestral Acknowledgement

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Introductions & Check-in

Tell us:

- Your name
- Agency you are representing?
- How are feeling today / which beverage describes you today?

Working Group Updates

Where we were (Winter 2021)

- Launch of Community Benefits Advisory Group & Ad Hoc Working Groups

Completed:

- Onboarding on the CBF
- Objectives & roles
- Shared understanding of challenges and opportunities

Collaboration Survey: Review

Factor:	Score:
Favourable political and social climate	4.2
Members share a stake in both process and outcome	4.2
Mutual respect and understanding	4.2
Appropriate cross section of members	3.9
Shared vision	3.8
Multiple payers pf participation	3.7
Members see collaboration of being in their self-interest	3.7
Open and frequent communication	3.7
Continuous learning	3.5
Flexibility	3.5
Concrete, attainable goals and objectives	3.3
Development of clear roles and guidelines	3.3
Sufficient funds, staff, materials and time	3.2
Appropriate pace of development	3.0

Working Group Updates: Hiring Pathways

Key activities completed:

- Develop current state journey maps on employment in construction and customized recruitment
- Identify barriers faced and the training and supports required to overcome pain points throughout journey
- Develop desired future state path for jobseekers
- Identify critical steps to enable job readiness and roles/responsibilities of partners

Key activities currently in progress:

- Launch and test minimum viable product (MVP) of desired path

Working Group Updates: Hiring Forecast & Employer Engagement

Key activities Completed:

- Develop approach to forecast hiring needs for existing contracts/agreements
- Determine critical information needed in forecast to inform planning to prepare and place jobseekers

Key activities currently in progress:

- Develop employer engagement plan to ensure active participation from contractors and businesses

Key activities to be started:

- Develop guidebooks on how to connect community to these opportunities

Working Group Updates: Partnership Models

Key activities currently in progress:

- Identify and scope key components of models
- Identify and apply best practices to shape components of models

Key activities to be started:

- Identify core elements for partnership agreements
- Launch and test models

Workforce Development (WFD) Process Flow for CB Initiatives

- CB WFD High Level Process Flow represents an improved future state for hiring pathways through improved processes and tools, defined roles and responsibilities addressing the gaps and systemic barriers identified within the journey map
- The proposed recommended solutions for this future state have been informed by WG1 members and key stakeholder consultations.
- These are processes that are a work in progress and will continue to be refined with reviews and feasibility assessments with key stakeholders as we move towards implementing these solutions as Minimal Viable Products

Workforce Intermediary Recap

- Purpose and objectives
- Background
 - Research – jurisdictional scan and key informant interviews
 - WI role and responsibilities
 - Structure options
 - Tiered WFD approach
- Gathering feedback on:
 - WI and tiered approach

PAT Labour Forecast Template

Workforce Projections - (Labour Forecast) Professional, Administrative & Technical Opportunities (PAT)																			
General Community Benefits Initiative Information															HIRING REQUIREMENTS (Targets)				
Community Benefits Initiative (Name):		Social Procurement Program													Requirement for Equity Hires (%)	Eg. 10%			
Community Benefits Initiative Contact:		Primary Contact Name:			Ph. # or Email:													Hiring Requirement (# of Jobs)	25
Community Benefits Unit Contact (SDFA):		Primary Contact Name:			Ph. # or Email:													Forecasted Positions Towards Req.	3
Project Manager or Consultant Assigned to Project (City of Toronto):		Primary Contact Name:			Ph. # or Email:													Positions Required to Meet Target	22
LINK TO SPECIFIC COMMUNITY BENEFITS PAGE																			
Contractor / Supplier Information																			
Contractor / Supplier Name:																			
Contractor / Supplier Address:																			
Project Name:																			
Project Address:																			
Form Completed By (Authorized Rep.):		Name:			Ph. #			Email:											
Title of (Auth. Rep.) Individual Completing Form		Project Manager																	
Other Information (e.g., Secondary Contact Person)																			
New or Existing Position	Position Type (PAT)	Job Stream	Position Title	Anticipated Position Start Date or Quarter	Anticipated Position End Date or Quarter	Position Type (FT, PT, Temp.)	Annual Wage Band (Please Select)	Minimum Education Requirement	Additional Training or Certification Required	Minimum Number of Years of Experience Required	Number of Total Positions	Employer Name (Contractor Name or Sub-Contractor Name)	Union Affiliation (N/A if Non-Union)	Estimated Hours Per Week	Working Conditions	Link to Job Description (Add Link in Column)	Estimated # of Hours (In Project)		
Eg. NEW	Eg. Professional	Eg: Engineering	Eg: Civil Engineer	Eg: Dec. 2022 or Q4 2022	Eg: Dec. 2024 or Q4 2024	Eg: Full Time	Eg. \$30,000 to \$50,000	Eg: College Diploma	Eg: AutoCAD	Eg. 0 - 3	Eg. 1	Eg. "Contractor Name" or "Sub-Contractor Name"	Eg. Liuna	Eg: 35	Eg. Office Environment	Eg. Link to Careers Page	Eg: 1820 Hrs		

PAT Labour Forecast Validation & Feasibility Testing

- Current version will be taken forward for validation, feasibility testing and continued engagement in Fall 2022.

Some questions that are intended to be answered:

- Is this product and process feasible and beneficial?
- Does this product work to respond to the needs of stakeholders?
- What works?
- What doesn't work?
- What adaptations would improve this template and process better serve stakeholders?

What is a Workforce Intermediary

- An organization, a partnership between organizations, an individual, a resource, a policy, and/or a process
- All workforce intermediaries:
 - Respond to local needs
 - Try to be a link between stakeholders,
 - Facilitate an effective system in order to achieve employment targets and provide opportunities to identified communities
- A solution to local labour challenges
 - **City of Toronto Community Benefits Framework**
 - **Social hiring targets for community benefits requirements on City projects -** Toronto Community Housing revitalization developments, Housing Now, Social Procurement Program contracts, Imagination, Manufacturing, Innovation and Technology Program (IMIT)

WI Role and Responsibilities

- Managing stakeholders
 - Direct relationships between employers and ESPs
 - Intermediary has info on ESP's various employment training and support programs as well as employers' forecasted labour needs, and then facilitates mutually beneficial relationships between employers and employment service providers
 - E.g., the workforce intermediary would connect an employer that forecasted to hire a number of administrative staff to an employment service provider that runs a professional office administration training program and has graduates from equity-deserving communities seeking employment.
- Convene and coordinate project check-in meetings
- Support public information sharing through the projects database website
- Administer the monitoring and evaluation system

Range of WFD Needs & Supports

Low or No Support (List of Employment Service Providers)

- Projects with very low/no WFD support needs (e.g. few jobs projected, employer has a demonstrated history of meeting hiring targets, etc.).
- Instead of a workforce intermediary, a list of employment service providers will be provided to employers.

Standard Support (Workforce Intermediary)

- Projects with “normal“ WFD support needs
- The Workforce Intermediary is the standard approach and would apply to most projects.

High Support (Addition of Place Based Integrator)

- Projects with very high WFD needs (e.g. multi-year/phase projects, dozens to hundreds of jobs).
- A project may benefit from the additional support of a place-based integrator; the integrator works alongside the intermediary to provide project specific supports.

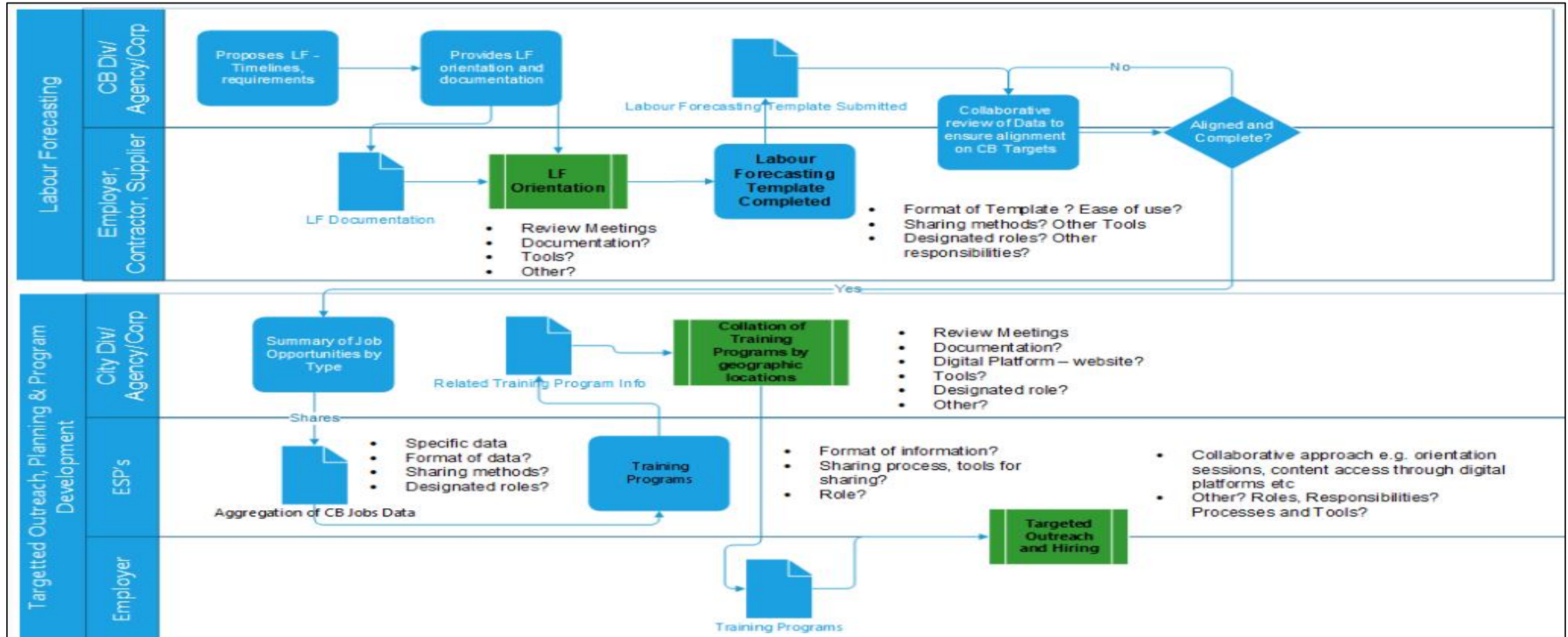
Tier 1: List of Employment Service Providers

Tier 2: Workforce Intermediary

Tier 3: Place based integrator

Questions on the Workforce Intermediary or Range of WFD Needs/Supports Approach

Communicating PAT Opportunities



Breakout Session – Employers/Unions (Communicating PAT Opportunities)

With respect to the process to communicate forecasted PAT opportunities reviewed:

a. Are we getting this process correct?

a. What is missing/could be added to improve?

In the absence of an “intermediary” which format could best support the communication of forecasted PAT opportunities in a:

• a. “current state (e.g., email, working group)

b. “future state” (e.g., employer portal / platform)

In reference to roles and responsibilities (communicating PAT opportunities or Labour Forecasting) does your company:

a. Have a designated role to facilitate this?

b. Which role might that be? (e.g., HR)

Which tools would be useful for your company to fill vacancies on forecasted PAT opportunities?
(E.g., list of ESPs to connect to, project specific working group, informal / formal agreement with ESPs)

Breakout Session – Community Partners (Communicating PAT Opportunities)

With respect to the process to communicate forecasted PAT opportunities:

- a. Are we getting this process correct?
- b. What is missing/could be added to improve?

In the absence of an “intermediary” which format could best support the communication of forecasted PAT opportunities in a:

- a. “current state (e.g., email, working group)
- b. “future state” (e.g., employer portal / platform)

Which tools would be useful for a Community/Employment service provider to have to fill vacancies on forecasted opportunities?

(e.g., informal / formal agreement with employers, other tool)

In terms of roles and responsibilities:

- a. What staff member within your agency would support the facilitation of this process?

Breakout Session – City Partners (Communicating PAT Opportunities)

With respect to the process to communicate forecasted PAT opportunities reviewed:

- a. Are we getting this process correct?
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In the absence of an “intermediary” which format could best support the communication of forecasted PAT opportunities in a:

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In terms of roles and responsibilities:

- a. Does your City Division have a staff person to facilitate associated tasks within process? (who?)
- b. What infrastructure could improve the capacity of this staff person to facilitate these tasks?
(informal / formal agreements or process between employers and ESPs?)

Next Steps

Fall 2022:

Prototype of Deliverable #1: Hiring Pathways

Prototype of Deliverable #2: Hiring Forecast & Employer Engagement

Prototypes

Engagement

Pilot Testing

Appendix 1: Ordered List of Headings from Draft Process to Communicate

Labour Forecasting

Community Benefits Initiative (City of Toronto):

- Propose labour forecast timelines, provides labour forecast documentation, receives completed labour forecast from employer/contractor, collaborates in reviewing labour forecast with employer/contractor/supplier

Employer/Contractor/Supplier

- Receives labour forecast orientation, documentation and completes labour forecast, collaborates in reviewing labour forecast with City of Toronto

Targeted Outreach, Planning and Program Development:

Community Benefits Initiative (City of Toronto):

- Summarizes forecasted opportunities, shared with employment service providers, organizes/collates opportunities

Employment Service Provider:

- Organization of data/aggregation, review candidate pools, forward/share candidates with employer

Employer/Contract Supplier

- Review candidates/training program candidates / targeted outreach (training)