

# TORONTO SECTOR SKILLS ACADEMY

WEBINAR  
AUGUST 8, 2016



**METCALF**  
**FOUNDATION**



## FACILITATORS

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# Agenda

- Metcalf Foundation and Aspen Institute
- What are Sector Strategies?
- Toronto Sector Skills Academy
  - Goals
  - Opportunity & Investment
  - Eligibility
  - Application Overview and Checklist
  - Selection Review
  - Key Dates

# METCALF FOUNDATION

Three Focus Areas:

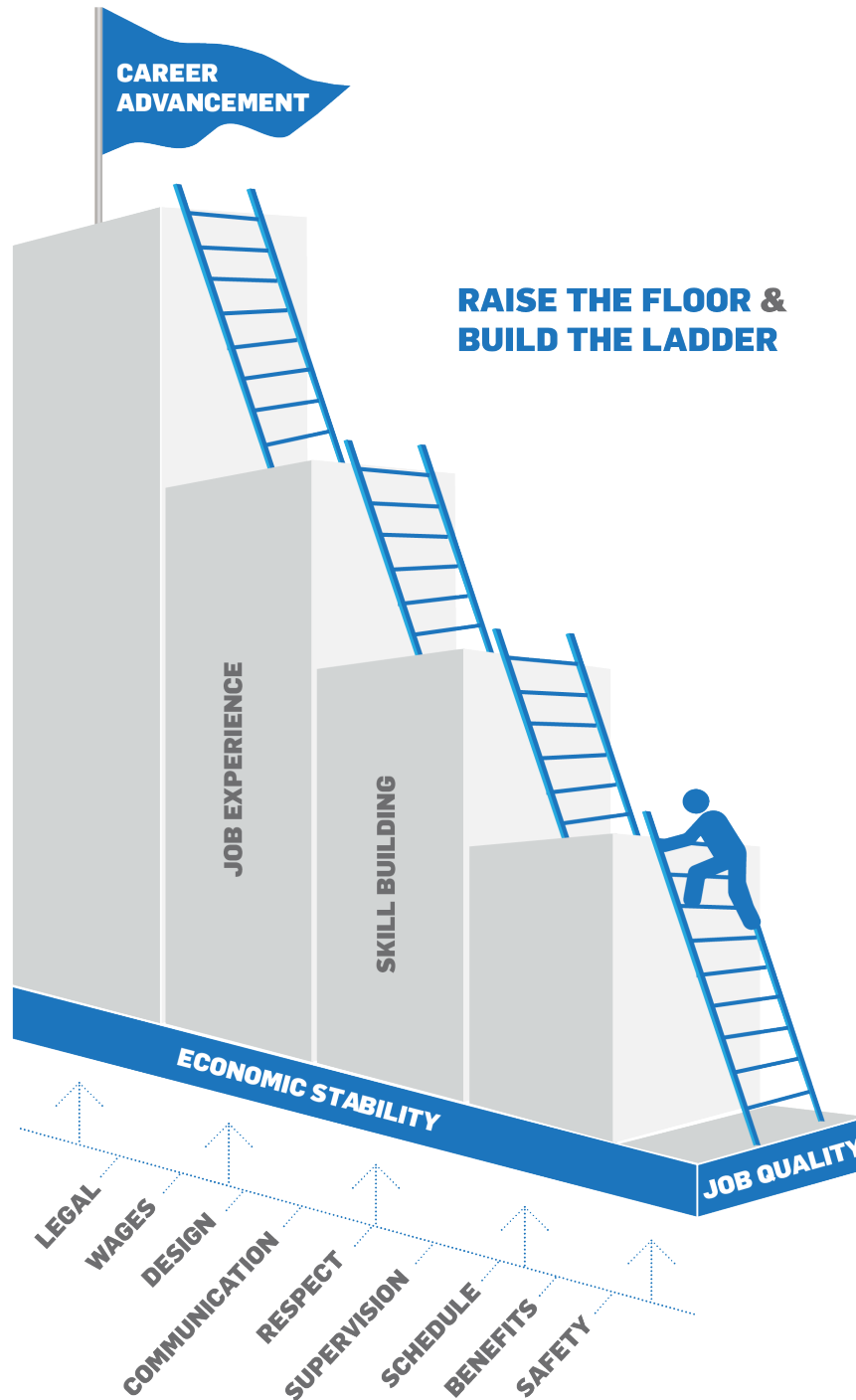


The Aspen Institute created the Sector Skills Academy model in 2005. The goal is to improve the quantity, quality & sustainability of sector efforts on the ground.

**Sector-focused workforce development** is a promising practice to improve employment opportunities for low-income workers while supporting business competitiveness.

# Components of Sector Strategies:

1. Target a **specific industry** or cluster of occupations;
2. Intervene through a credible organization, or set of organizations, **crafting workforce solutions** tailored to that industry and its region;
3. Support workers in improving their range of employment-related **skills and ability** to compete for work opportunities of higher quality;
4. Meet the **needs of employers**; and
5. Create **lasting change** in the labour market system.



## Sector strategies focus on:

1. **Raising the Floor:**  
improving the quality of low-wage jobs
2. **Building Ladders:**  
helping workers move into better jobs by removing barriers and skills gaps.





# Goals

The goal is to improve the **quantity, quality & sustainability** of sector efforts on the ground.

- Employ sector-focused strategies as a **framework** to:
  - Improve lower income individuals' access to good jobs, and
  - Improve the quality of low-wage jobs;
- Create and support a **learning community** of workforce leaders; and
- Champion **sector-focused strategies** in the broader workforce development and poverty reduction field.

# Opportunity & Investment

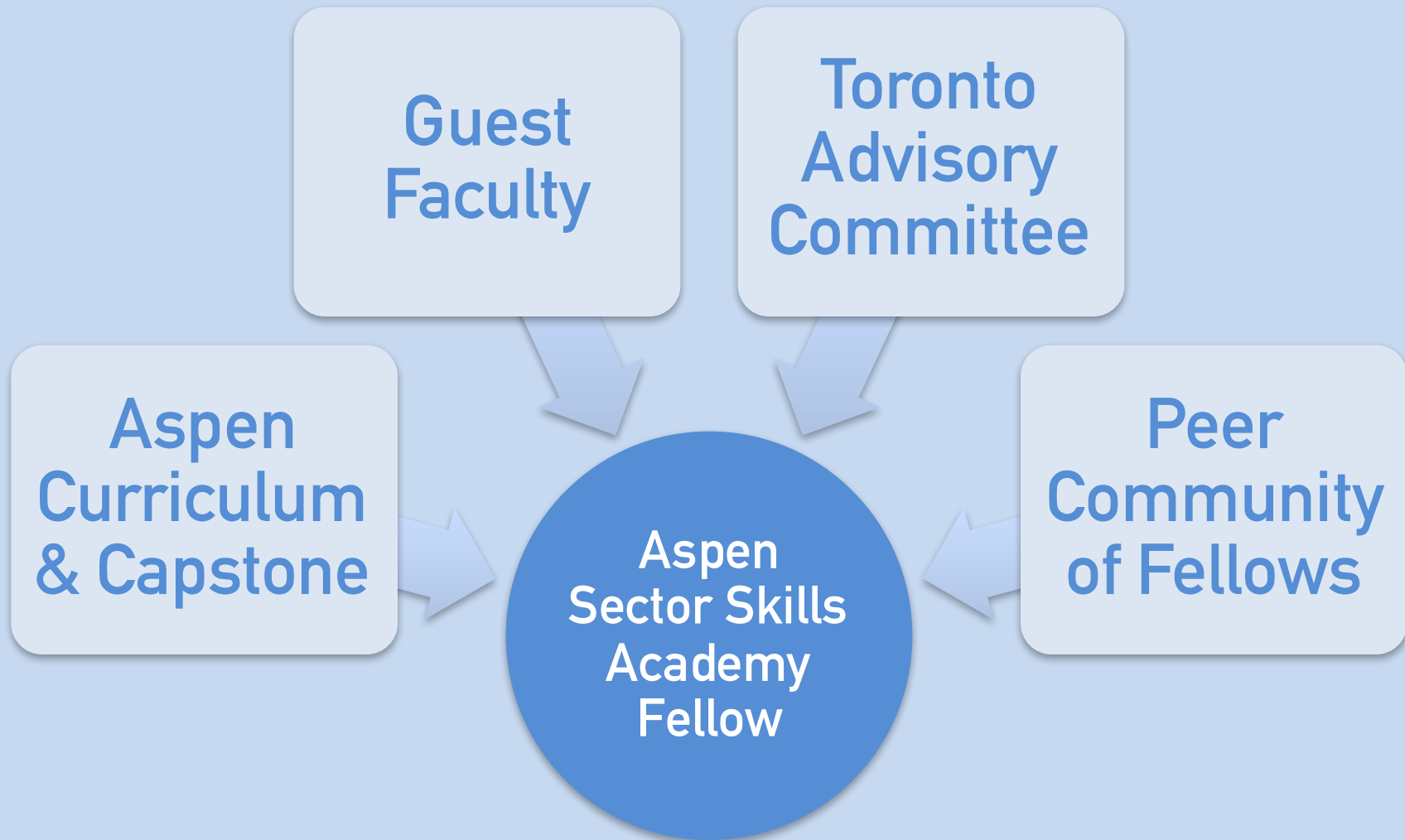
## Opportunity

- Personal and professional leadership
- Individual and organizational capacity building
- Leadership role in building the Sector Strategy field
- Community of peers and practice
- Aspen Sector Skills Academy Fellow

## Investment

- 3 Retreats; 3 Workshops; Readings; Capstone; Peer Work
- Personal motivation and desire to implement learning
- Work collaboratively with individuals spanning workforce development spectrum

# Sector Skills Academy



# Sector Skills Academy



# Eligibility

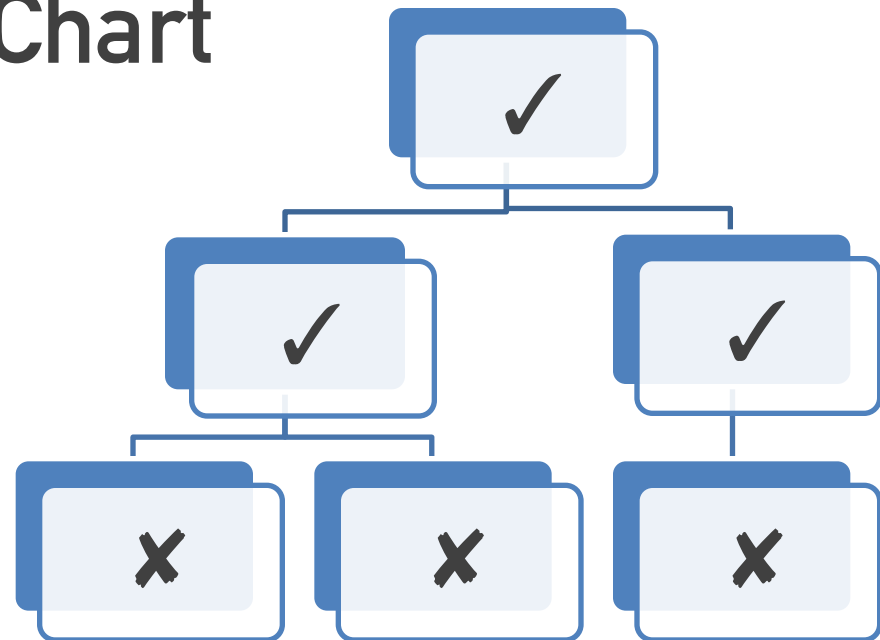
- Leading **existing sector initiatives** or leading industry programs that are **seeking to develop** sector strategies;
- Hold positions of **leadership and decision-making authority** regarding sector-focused strategies;
- Be based and active within the **Toronto region**;
- Submit a **letter of support** from their manager approving their participation in the Academy.

# Application Overview

(I) Applicant Information

(II) Organizational Information

–Organizational Chart



# Application Overview

## (III) Sector Initiative

While organizations and practitioners may participate in several distinct sector initiatives, we ask you to focus your answers on the **one primary industry** you expect to focus on as part of your fellowship experience.

# Application Overview

## (III) Sector Initiative

1. What is your industry of focus?
2. Is your initiative designed to provide services to unemployed / underemployed workers, incumbent workers, or both?



# Application Overview

## (III) Sector Initiative

3. What are the characteristics of the target population you seek to place or serve in this industry sector initiative?
4. What types of organizations do you partner with as part of your sector initiative?

# Application Overview

## (III) Sector Initiative

5. Which types of training do you offer as part of your sector initiative?
6. Which supports does your organization or partnership currently provide as part of your sector initiative?

# Application Overview

## (III) Sector Initiative

7. Who are some of the key employers in this industry that you partner with or envision partnering with?
8. How do employer partners currently support your sector initiative?

# Application Overview

## (III) Sector Initiative

9. Do you provide any non-training business services?
10. Please provide us with some narrative context for the information outlined in this section.

# Application Overview

## (III) Sector Initiative

11. Is there any additional information you think we should have about your work in other sectors, to properly evaluate your candidacy?

# Application Overview

## (IV) Leadership, Motivation, and Goals

Effective sector leaders exercise a variety of leadership practices to lead people, programs, partnerships, and change. They engage in **self-reflection** for their continual growth and development as leaders.

# Application Overview

## (IV) Leadership, Motivation, and Goals

1. How would you describe yourself as a leader?
2. What ways do you think you need to further develop as a leader?
3. What motivates you to work in the workforce development field?

# Application Overview

## (IV) Leadership, Motivation, and Goals

4. List three personal and/or professional objectives.
5. Describe your interest in learning more about sector-focused strategies.



# Application Overview

## (V) Partnerships

A key goal for the Toronto Sector Skills Academy is to help create or improve **cross-institutional collaboration** in workforce development.

# Application Overview

## (V) Partnerships

1. An example of a partnership with another organization you are currently working with.
2. Opportunities your organization sees or is exploring for additional collaboration across the workforce development system.

# Application Checklist

- Application Form
  - I. Applicant Information
  - II. Organizational Information
  - III. Sector Initiative
  - IV. Leadership, Motivation, and Goals
  - V. Partnerships
- Resume, Photograph, and Biography
- Organizational Chart
- Two Reference Letters
- Two Commitment Forms

# Selection Review

## 1. Core Leadership Competencies

- Creativity and Innovation; Flexibility; Resilience

## 2. Ability / Authority to Implement

## 3. Applicability of Sector Skills Learning

- Organizational Capacity to Implement

## 4. Partnering Skills / Vision

- Persuasive; Convener; Demand-side

## 5. Discernable Commitment to Social Justice

## 6. References

# Key Dates

- **Application Webinar:** August 8, 2016
- **Application Deadline:** September 15, 2016
- **Three 3-day retreats:**
  - Retreat 1: November 1-3, 2016
  - Retreat 2: January 31-February 2, 2017
  - Retreat 3: May 15-17, 2017
- **Three events in Toronto** (dates to be confirmed):
  - Welcome Reception: October 2016
  - Spring Workshop: 2017
  - Capstone Presentation and Closing Reception: June 2017

# Additional Support

Schedule one-on-one support through  
[sectorskills@metcalffoundation.com](mailto:sectorskills@metcalffoundation.com)



# Questions?

