

# Toronto Sector Skills Academy 2018 Application

While organizations and practitioners may participate in several industry-specific initiatives, for purposes of this application we ask you *to focus your answers on one primary sector* only. Please choose the one that you plan to concentrate on during the Toronto Sector Skills Academy.

**The Toronto Sector Skills Academy application deadline is 2:00pm on February 16, 2018. Please note extended deadline above!  
A completed application with all of the required attachments must be sent electronically to:** [**SectorSkills@MetcalfFoundation.com**](mailto:SectorSkills@MetcalfFoundation.com)

**The materials for submission include:**

* A completed application form
* Your resume
* Your photograph and bio (this will be used for the Toronto Sector Skills Academy cohort announcement)
* Organizational chart
* Two references (your direct supervisor and a professional partner external to your organization)
* Signed *Commitment to Participate* Form
* Signed *Authorization to Participate* Form

If you have any questions about the Toronto Sector Skills Academy,   
your eligibility to apply, or the application process,   
please e-mail your questions to Adriana Beemans at [ABeemans@MetcalfFoundation.com](mailto:ABeemans@MetcalfFoundation.com)

If you have technical difficulties with the application process,   
please contact Ali Houston at [SectorSkills@MetcalfFoundation.com](mailto:SectorSkills@MetcalfFoundation.com)

We will hold an information session on **December 1, 2017** and a webinar on **January 16, 2018** focusing on the application process. If you want to register, go to: https://tssa-2018-info-session.eventbrite.ca for the information session, and to: <https://tssa-2018-webinar.eventbrite.ca> for the webinar.

**This application form is available in a Word document at** [**http://metcalffoundation.com/downloads**](http://metcalffoundation.com/downloads)

#### Applicant Information

1. Please complete the following personal information.

Name of Applicant:

Job Title:

Organization:

Email:

Telephone:

Full Mailing Address (including City & Postal Code):

1. How did you hear about the Toronto Sector Skills Academy?
2. Please insert your professional biography (*no more than 150 words*).
3. Tell us about your current work and include your responsibilities. How is it focused on improving employment opportunities for low-income people and/or advancing equitable economic development? Why are you well positioned and motivated to be part of the Toronto Sector Skills Academy?
4. Please attach your resume and photograph to your application.

#### Organizational Information

1. What type of organization do you work for? *List all those that apply.*

Community organization

Workforce development organization

Business/Trade Association/Chamber of Commerce

Community College

Labour-management partnership

Foundation

Governmental agency

Worker Centre

Other (*please specify*):

1. How many staff does your organization (or division of a very large organization) employ?
2. Do you supervise any staff? Yes No

*If yes, how many?*

1. What is the approximate annual operating budget of your organization or division of your organization? *For example, a division of a community college that deals with workforce development.*
2. Please provide a brief summary about your organization’s (or department’s) history of advancing workforce development? Describe an example of a project, program, partnership, or policy that your organization/department has been involved in that has improved the economic outcomes for low-income workers. What role did your organization play and what outcomes were achieved?
3. Please provide your supervisor’s information.

Name of Supervisor:

Job Title:

Email:

Telephone:

1. Please attach an ORGANIZATIONAL CHART of your organization or division to your application. The chart should show your supervisors and as well as staff reporting to you.

#### Sector Initiative

Sector-focused workforce strategies embody a diverse mix of industry-linked specific approaches. Sector strategies include: providing training and skills development, conducting research about the industry or working conditions, convening businesses to discuss their challenges, advocating for public policy changes, helping workers organize, or providing other services designed to meet the needs of both workers and businesses.

Sector strategies strengthen social enterprises, social procurement of anchor institutions, local hiring commitments, and community benefit agreements.

Regardless of the approach, sector strategies are focused on two outcomes. One is helping workers move into better jobs by removing barriers and skills gaps, or *building ladders*. The second is improving the quality of low-wage jobs, or *raising the floor*.

For policy leaders, we ask you to focus on the industry or employers your strategies seek to engage. For organizations that primarily focus on “raise the floor” strategies, we recognize that your answers to these questions will likely be in relation to your targeted advocacy and system change efforts.

For the purpose of this application, the term “sector initiative” refers to both existing sector/industry-targeted employment programs and employment or economic development strategies that are not yet sector strategies as we have defined them.

1. Please answer the following points below, to describe the sector-focused project, program, partnership, or policy initiative that you are engaged in. While you may participate in several workforce strategies, we ask that you use one example that you expect to focus on as part of your fellowship experience. *Please address each point below in one to three sentences.*
2. What are the goals and objectives of the initiative?
3. When was the project launched or when will it be launched?
4. What is the key industry sector or key employers your initiative targets?
5. Please identify partner organizations (colleges, unions, community-based organizations) with which you engage, or hope to engage. What roles will they play in your strategy?
6. How do you engage employers in this industry sector? Who are some of the key employers in this industry that you partner with or envision partnering with? How do employer-partners support your industry initiative?
7. What is the target population (jobseeker, underemployed worker, and/or incumbent worker) and their characteristics that your initiative is focused on (i.e age, geography, barriers etc)?
8. What steps and planning have you taken towards the project and how long have you have been working on it?
9. What are the initiative’s major accomplishments to date or major lessons/identified opportunities? (Please describe these both qualitatively and quantitatively, to the extent possible.)
10. What is the problem your initiative currently addresses or would like to address with respect to both businesses in your target industry and low-income participants seeking to obtain employment or advance in the industry?
11. Have you identified or articulated system changes or goals your initiative is trying to achieve?
12. What are the primary goals and activities you see for the sector initiative and your work within that initiative over the next year?
13. What are your current responsibilities in relationship to this initiative?
14. Most sector focused employment development programs provide training to individuals, including incumbent workers and the unemployed, either directly or through partnerships (i.e. adult basic education, English as a Second Language (ESL), life skills/behavioural training, employment/job readiness, internships apprenticeships, or on-the-job training etc).   
    Which types of training are offered or enabled as part of your sector initiative? Which types of training are you considering offering as part of your sector initiative?
15. Some sector programs also deliver a range of non-training services to their business customers/employers or to their industry generally. These are services that are ultimately geared toward helping businesses in the region compete more effectively and continue to provide jobs locally. Services may include industry research, technical assistance, human resources services, convening and networking, and other services. Do you provide any non-training business services?

Yes No Considering

*If “Yes” or “Considering” please describe briefly below in 250 words or less.*

1. Is there any additional information you think we should have about your work in other industry sectors or policy development, to properly evaluate your candidacy? *Provide any additional information in 250 words or less.*

#### Sector Initiative Challenges & Opportunities

1. What do you think are the key issues challenging your sector initiative? If you are currently operating an industry-focused program, what are the key issues challenging the evolution of the program into a full sector strategy that engages partners to achieve systems change? (For example: challenges with industry analysis, partnerships, financing, engaging business, meeting worker/job seeker needs, identifying systems change goals, etc.) *Please describe in 150 words or less.*
2. What do you perceive to be the key opportunities to advance your sector initiative? *Please describe in 150 words or less.*

#### Partnerships

1. The Toronto Sector Skills Academy aims to help create or improve cross-institutional collaboration in workforce development.

Please provide us with the following *in 500 words or less*:

* **An example of a partnership with another organization you are currently working with.** What are the nature and the goals of your partnership? What are the roles and responsibilities of your organization? What has been rewarding and challenging about the collaboration?
* **What are the opportunities your organization sees, or is exploring, for additional collaboration across the workforce development system?**

#### Systems Change

1. Sector strategies often catalyze broad support within industries or communities to create systemic change. This change can come in many forms, affecting institutional processes and rules, public policies and regulations, or business relationships that influence low-income workers’ access to opportunity. (For an explanation and examples of systems change please see pages 20-35 in Sectoral Strategies for Low Income Workers at https://assets.aspeninstitute.org/content/uploads/2007/10/Sectoral-Strategies.pdf)

Please give a specific example of how you have already worked to effect systems change. If you have not yet addressed systems change in an existing program, please outline an idea you have for transforming the industry, workforce development system, education and training infrastructure, support services system, and/or other entities to support economic opportunities for low-income workers while at the same time supporting healthy and sustainable business practices. In your answer, please describe the specific changes you are seeking to bring about, or are considering working toward. Please include mention of the type of organizations (CBOs, business, government, educational institutions, etc.) that you and/or your organization hope to engage in the process, what has been or what you anticipate to be most challenging, and what there is to learn from these partnerships. *Please describe in 500 words or less.*

#### Leadership Development, Personal 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. In answering the following questions, feel free to illustrate with examples from your current work*.*

1. How would you describe yourself as a leader? Why?
2. What ways do you think you need to further develop as a leader? Why?
3. Please briefly state what motivates you to work in the workforce development field.
4. As noted earlier, the sector field comprises a diverse set of strategies and approaches. One set of strategies is aimed at improving the quality of bad or low-wage jobs in industries such as retail, restaurant, and home health care. These *raising-the-floor* strategies may include training and skills development components, but they are also likely to involve research, policy advocacy, promotion of “high-road” business practices, and worker organizing. Please describe *in 150 words or less* your experience and interest in learning more about, and using, strategies aimed at improving the quality of bad or low-wage jobs.
5. What three personal and/or professional objectives do you have for participating in the Toronto Sector Skills Academy? *Bullet form is acceptable.*

#### Instructions for References

Along with your application, please include a letter of reference from the individual who holds direct responsibility for overseeing your work, explaining why you would be an appropriate candidate for participation in the Toronto Sector Skills Academy. In addition, please provide a reference from a professional partner who is external to your organization, so from another organization or working with an employer you partner with or are considering partnering with on workforce development issues.

The letters of reference should provide the following:

* Professional relationship to applicant;
* Contact information including name, organization, title, address, email, and telephone number;
* Examples of the applicant’s leadership competencies, achievements, and commitment to his/her work;
* Areas in which the Toronto Sector Skills Academy might benefit the applicant and the organization that he/she represents; and
* Expression of commitment to support the applicant, if selected for the Toronto Sector Skills Academy, in his or her efforts for meaningful inquiry and practical application of concepts to his or her current work.

#### Final Checklist

**Please review the following checklist and ensure that you submit all of the following documents**:

* A completed application form
* Your resume
* Your photograph and bio (this will be used for the Toronto Sector Skills Academy cohort announcement)
* Organizational chart
* Two references (your direct supervisor and a professional partner external to your organization)
* Signed *Commitment to Participate Form* (Section J)
* Signed *Authorization to Participate Form* (Section K)

**COMPLETE APPLICATIONS MUST BE RECEIVED NO LATER THAN**

**FEBRUARY 16, 2018 at 2:00PM.**

**ALL MATERIALS MUST BE SEND ELECTRONICALLY TO:**[**SectorSkills@MetcalfFoundation.com**](mailto:SectorSkills@MetcalfFoundation.com)

#### Commitment to Participate Form

By checking the box below you agree that, if selected for this program, you will commit to full participation in all activities of the Toronto Sector Skills Academy including:

1. Three 3-day retreats:

* **Retreat 1** – April 10 – 13, 2018
* **Retreat 2** – June 4 – 6, 2018
* **Retreat 3** – November 14 – 16, 2018

1. Three events/workshops held in Toronto (dates to be confirmed):

* **The welcome reception – March 2018**
* **The September Toronto workshops 2018 (2 days)**
* **The closing presentation and graduation reception – December 2018**

1. Peer group discussion between retreat sessions
2. Program cost of $1,500

Yes or No I commit to full participation

Yes or No I require a bursary to enable my participation in the Toronto Sector Skills Academy

**Agreed by** (print applicant’s name):

**Signature**:

**Date Signed**:

#### Authorization to Participate Form

The Toronto Sector Skills Academy is designed for emerging leaders. In order to qualify for this program an applicant must hold a position of authority and be involved in, or responsible for, the development and implementation of a sectoral employment initiative or policy.

This form should be completed by the **Executive Director, Chair of the Board of Directors**, **President,** or other **senior executive** responsible for overseeing the work of the applicant*.*

**Applicant’s Name**:

**Organization**:

**Job Title**:

I fully support the applicant’s petition to participate in the 2018 Toronto Sector Skills Academy. I understand that he/she will be attending three retreats and three events from April 2018 to December 2018, as a part of his/her work responsibilities.

I also agree to attend and participate in the December 2018 session with the applicant.

**Agreed by** (printed name):

**Signature**:

**Title**:

**Organization**:

**Signature**:

**Date Signed**: