

# TORONTO SECTOR SKILLS ACADEMY

INFO SESSION  
January 16, 2018



## Agenda

- Metcalf Foundation and Aspen Institute
- What are Sector Strategies?
- Toronto Sector Skills Academy
  - Goals
  - Opportunity & Investment
  - Curriculum
  - 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 was to improve the quantity, quality & sustainability of sector efforts on the ground.

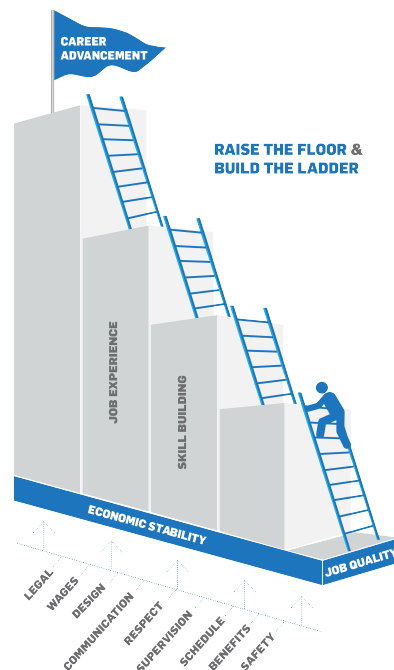
**Workforce development** is a critical strategy to reduce poverty and strengthen the economy.

**Workforce development** requires strong, committed, and capable leaders from a range of institutions: community and economic development, employer associations, community-based organizations, public agencies & government, community colleges, labour and industry intermediaries.

**Workforce development** needs leaders who are not only able to lead their own organizations but who also can work collaboratively to build effective workforce systems.

## Sector-focused workforce development

is a promising practice to improve employment opportunities for low-income workers while supporting business competitiveness.



### Sector strategies are focused on two outcomes:

- 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

## 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.



## What is the TSSA?

- 10-month fellowship for leaders in workforce development
- Builds capacity to develop and sustain effective workforce strategies
- Learn from experts in the workforce development field, engage in experiential learning, acquire new skills, and forge new networks and partnerships
- Apply learnings from readings, guest faculty, case studies, peer discussion, and group work to your organization's workforce strategies

## Goals of TSSA

- Build capacity among workforce practitioners and policy makers to develop and deliver sector strategies in Toronto
- Strengthen organizational capacity to achieve systems change
- Create and support learning community of workforce leaders
- Employ sector strategies as framework to improve workforce development and address poverty reduction

## Opportunity & Investment

### Opportunity: How Fellows Benefit

- Learn from industry and sector leaders from USA & Canada
- Cutting edge curriculum drawn from evidence-based practices
- Extensive peer collaboration and feedback
- Build new local and international professional networks
- Strengthened leadership skills and competencies, including a formalized 360 process
- Deepened understanding of workforce ecosystem
- Opportunity to be a catalyst for systems change
- Targeted workforce strategies for local economic and social context
- Graduates become an Aspen Economic Opportunity Fellows and join the Aspen alumni network with leading workforce practitioners and policy makers

## Opportunity & Investment

### How Organizations Benefit

- Programming informed by an evidence base practices
- Individual feedback from leaders working across the workforce development system.
- Increased understanding of demand-side strategies
- Improved industry and employer engagement
- Accelerated partnership development and community collaboration
- Access to readings and tools to strengthen organizational capacity, strategic direction
- Opportunity to be at the forefront of leading systems

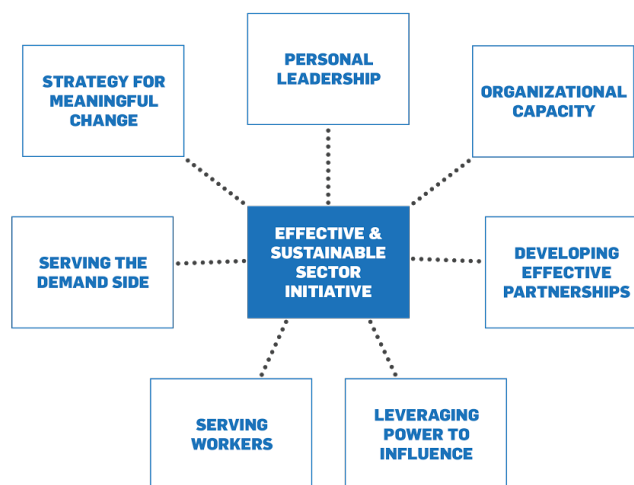
### Investment

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

## Sector Skills Academy



## TSSA Curriculum



## 2016 - 2017 Curriculum

NOVEMBER RETREAT

- Sector Strategies
- Case Studies
- Labour Market Intelligence
- Industry Analysis
- Leadership

360 & COACHING  
FEBRUARY RETREAT

- Systems Thinking
- Employer Engagement
- Ontario Policy Landscape
- Workforce Development Ecosystem
- Leadership
- Capstone Planning

APRIL RETREAT

- Improving Job Quality
- Poverty Reduction & Workforce Development
- Partnerships
- Organizational Capacity
- Capstone Planning

MAY RETREAT

- Sector Strategy Case Study
- Organizational Sustainability
- Strategic Communications
- Capstone Planning
- Influence Mapping
- Leadership

## TSSA Eligibility

- Applicants must:
  - Be leading **initiatives or programs** that seek to apply sector strategies
  - Hold positions of **leadership** and **decision-making**
  - Have **support** from supervisor approving participation in the TSSA
  - Commit to **full participation** in all events and retreats



## Application Overview

### A. Applicant Information

- Who you are; brief overview of your work and responsibilities, how they relate to poverty reduction/employment opportunities
- Why would the work you do benefit from TSSA? How would other TSSA participants benefit from your input?

### B. Organizational Information

- Who your organization is; a brief summary of operations
- What does your organization do to advance workforce development? How have you approached its advancement in the past? Give examples, explaining both process and outcome

## Application Overview

### C. Sector Initiative

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.

## Application Overview

### C. Sector Initiative

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.

For policy leaders, we ask you to focus on the industry or employers your strategies seek to engage.

- Tell us about your industry/sector focused project, program, partnership or policy initiative

## Application Overview

### D. Sector Initiative Challenges & Opportunities

- What are the key opportunities and challenges your initiative faces?

### E. Partnerships

- Who are you partnering with right now and why?
- Where else can collaboration occur for your organization in the workforce development system?

## Application Overview

### F. Systems Change

- Please give a specific example of how you have worked to effect systems change.
- 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
- Where would you like to see the change occur? How must your industry transform long-term and in what ways can your organization facilitate these changes?

## Application Overview

### G. Leadership Development, Personal Motivation, Goals

- Tell us more about you as a leader
- Why are you in this work? What motivates you to continue in it?  
What interests you about sector strategies specifically?

### H. Instructions for References

- Instructions for the content of your reference letter

### I. Final Checklist

- Please ensure all items on the checklist are accounted for before submitting!

### J. Commitment to Participate Form

- This is an agreement to participate fully in TSSA if selected

## **Application Checklist**

→ **Application Form**

- A. Applicant Information
- B. Organizational Information
- C. & D. Sector Initiative
- E. Partnerships
- F. Systems Change
- G. Leadership, Motivation, and Goals

→ **Resume, Photograph, and Biography**

→ **Organizational Chart**

→ **Two Reference Letters**

→ **Two Commitment Forms**

## **Selection Review**

A selection committee will review each application

1. Core Leadership Competencies
2. Ability / Authority to Implement
3. Applicability of Sector Skills Learning
  - Organizational Capacity to Implement
4. Partnering Skills / Vision
5. Commitment to Social Justice
6. References

## Key Dates & Details

- Application deadline **EXTENDED: February 16, 2018 by 2:00pm**
- TSSA is composed of:
  - Three [3-day retreats](#)
    - Retreat 1: April 10 – 13, 2018
    - Retreat 2: June 4 – 6, 2018
    - Retreat 3: November 14 – 16, 2018
  - Three [events/workshops](#) in Toronto
    - Welcome Reception – March 2018
    - Fall Toronto workshop (2 days) – September 2018
    - Closing presentation/graduation – December 2018
- Up to 25 participants per year
- Program cost: \$1,500 (bursaries provided if cost is a barrier)

# Questions?

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