

EXPLORING SOLUTIONS IN THE SOCIAL SECTOR

The Sector Partnership Planning Grant
FINAL REPORT

EAST SCARBOROUGH
STOREFRONT

a project of  **Tides Canada**
SHARED PLATFORM

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EXECUTIVE SUMMARY

The project *Exploring Solutions in the Social Sector (ESSS)* has been designed to research the barriers between people living in poverty in East Scarborough and the potential careers in the social sector.

Specifically, the study documents:

1. The strengths and areas of challenge of people living in poverty in East Scarborough who aspire to work in the social sector
2. The requirements of an entry-level workforce for social sector employers in East Scarborough
3. The relevant skills development and training opportunities in East Scarborough

ESSS is the first step to reaching a longer term objective of ensuring job-seekers have access to the relevant training and skills development, particularly around essential skills, to compete and grow successfully in the social sector, while also ensuring social sector employers have a talented and skilled pool of candidates with experience to draw from.

The purpose of the ESSS project itself has been to co-ordinate key players to identify relevant essential skills training and design employment pathways specific to the social sector so that people in marginalized communities can “upskill” from any stage of preparedness to compete in today’s labour market and achieve career aspirations in the social sector.

The collaborators on the project formed a Project Advisory Committee (PAC) to leverage expertise from a number of sources, including employers, sector associations, training organizations, employment organizations and the job seekers/employees themselves.

Together, the PAC members have the ability to support and carry out a set of recommendations, as outlined below:

1. Introduce a comprehensive, demand-led, social sector training program in a geographical area which factors local trends and labour market forecasting into their curriculum and post-program supports
2. Strengthen the efficacy of job placement programs by developing sector specific strategies on effective use of incentives and placements
3. Support residents to effectively participate in “strategic volunteering” and employers to formally recognize volunteers and their reasons for volunteering
4. Formulate and support strategies for sector retention
5. Work with the Ontario Nonprofit Network (ONN) to further promote inclusive workplaces among social sector employers based on a set of diversity standards and transparency guidelines in recruitment processes and practices

INTRODUCTION

The social sector is a growing segment of the Canadian economy, making significant contributions to the economic and social well being of Canadians. According to Statistics Canada, the gross domestic product of the nonprofit sector grew at a faster rate than the economy as whole from 1997-2003 (Stone, L., & Nouroz, H., 2007). In Toronto, there is an estimated 9000 nonprofit organizations employing close to 200,000 people (Social Planning Toronto, 2016), which is greater than the retail trade industry (Imagine Canada, 2015).

There are large number of nonprofit organizations throughout the Scarborough area providing diverse supports and services, in most cases as a response to socio-economic disadvantages increasingly experienced in inner suburban communities. Scarborough and North York have both been shown to produce the highest number of working poor within the entire city of Toronto - geographically defined under the former municipalities of Scarborough, North York, East York, Toronto, York and Etobicoke (J. Stapleton, 2015). A refined search by category on 211.ca for Scarborough "employment services – job search support and training" results in 30 sites listing programs and services. Other categories under "employment services" included internationally trained professionals, disabilities employment programs, apprenticeships, summer employment, youth, etc.

With high concentration of Toronto Community Housing dwellings, a significant number of residents relying on social assistance, poor access to transit, and other socio-economic challenges, East Scarborough is a good place to develop and test workforce development strategies for improving the capacity of low-income people.

Job seekers living in marginalized circumstances have the potential to flourish in the social sector however not having the essential skills to process information and interact effectively with the sector's complex systems make it difficult to enter and sustain employment in this dynamic, ever-changing labour market.

The East Scarborough Storefront is an Employment Ontario service delivery site. Through our employment supports and services we learned that a significant number of local residents aspire to work in the social sector. Approximately 16% are seeking entry-level positions with nonprofit organizations and following their interests, passions and concerns around social justice (Van Ymeren, J., & Lalande, L., 2015) yet many are considered "most distant from the labour market" with low literacy and essential skills to thrive in a social sector workplace.

Taking into account the rise of the sector, the high number of nonprofit organizations in Scarborough (the demand), along with the high number of people with lived experiences aspiring to work in the social sector (the supply), the project ESSS focuses on:

1. Understanding the barriers that exist for people living in marginalized circumstances when seeking to secure decent work in the social sector,

2. Developing a solution focused plan for multiple players to work together in a local context to ensure that local people have opportunities to develop the necessary skills to be viable candidates for social sector jobs, and
3. Bringing together the right players, committed to working collaboratively to ensure that local people living in poverty have access to the skills development training and resources they need to succeed in securing and keeping work in the social sector.

To meet the goals and objectives of the project, a partnership was formed. The 5 Project Advisory Committee (PAC) members include a lead organization, literacy and basic skills training provider, a sector association and 3 medium-large social sector employers:

1. East Scarborough Storefront - Lead on Project
2. Frontier College - Training Provider
3. Ontario Nonprofit Network - Sector Association
4. YWCA - Employer
5. Epilepsy Toronto - Employer
6. East Scarborough Boys and Girls Club - Employer

RESEARCH METHODOLOGY

Exploring Solutions in the Social Sector (ESSS) analyzes the disconnect between social sector employer demands, job-seeker skills and available training opportunities in East Scarborough by understanding the workforce development needs for entry-level positions and the gaps in existing programs and services to support people's career path into the social sector.

The project reached out to medium-to-large size non-profit organizations from across Scarborough to participate in a survey. It also leveraged connections of resident leaders to source local community members who are job searching and aspiring to work in the social sector to participate in a facilitated focus group. An analysis of the training and skills development landscape in Scarborough was also conducted to supplement the Social Sector Employment Pathway - See *Appendix I: Social Sector Employment Pathway Pg. 46*

Sets of definitions were outlined early in the study, to guide the selection of focus group participants. These definitions included:

- Social Sector: non-profit organizations
- Marginalized circumstances: possess multiple barriers that can / or are known to impact securing sustainable employment
- Entry level: seeking paid work that provides valuable experience and skills broadly applicable across the social sector and can possess limited related work experience (ideally under 6 months)

Methodological Approach to Supply Side: Job Seekers

The project sourced two community members known as resident leaders in their respective neighborhoods of Kingston-Galloway-Orton Park and Dorset Park. The resident leaders reached well into the community and found a total of 18 participants for 4-scheduled focus groups. All participants confirmed to have been living with marginalized conditions and actively seeking entry-level employment in the social sector.

All 4-focus groups lasted approximately two hours in length and were lead by two staff members from the East Scarborough Storefront; one staff member facilitated discussions while the other recorded the minutes. Using a conversational approach, participants were asked to answer 10 questions, which were similar and mirroring the questions provided to employers in a survey format.

The participants generally had a good understanding of the social sector. The groups each had a good mix of people - some were very expressive while others acted more reserved and needed prompting. This mix created a nice balance and room for good conversation. On several occasions, the groups did have difficulty understanding the

questions. This required the facilitator to often re-frame and break apart the questions into smaller parts.

Often times, the participants drew their answers to questions from lived experiences relevant to the social sector. They were sharing personal experiences in supporting themselves and loved ones through different, specific life challenges (caring for aging relatives and children with developmental disabilities, etc) and in accessing supports and services from nonprofit organizations, which did lead to expressions of frustration with the current support systems in place. Many also shared stories about their own, intimate support networks of friends and family and the volunteer experiences as a means to find employment.

Although most of the participants were able to verbally express themselves as part of the focus group, some lacked written competency, which hindered their ability to properly fill out the feedback forms that were provided to them post discussion.

Throughout the focus group sessions, the participants were very supportive of each other, sometimes acting as translators. They also maintained a respectful atmosphere, even when there were disagreements.

Shortly after the focus group sessions ended, 5 more job seekers were sought out; 2 post-secondary students on placement and 3 newly employed staff members in entry-level social sector jobs. These 5 participants were provided with the 10 questions in survey format through the Google Form platform. This resulted in a total of 23 local residents participating in the project.

See Appendix A: Focus Group Questions for Job Seekers, Pg. 24

Methodological Approach to Demand Side: Social Sector Employers

Efforts on understanding the demand side aimed to reach out to 30 local non-profit employers in the Scarborough area. Existing relationships were leveraged as means to connect and engage with 26 employers - no direct relationship was found with 4 non-profit organizations. Referencing the existing relationship and the value of the study as part of the outreach strategy elicited responses from 21 non-profit organizations, resulting in 15 employers completing the survey on the Google Form platform.

Employers selected for outreach were considered to be primarily medium-sized employers, with a few small and large sized organizations. The *HR Council for the Voluntary and Non-Profit Sector* defines small organizations to have 10 staff members or less, medium-size organizations to have 10-99 staff members and large social sector employers to have 100+ employees. Of the 15 employers surveyed, 80% were considered medium to large social sector organizations, where only one is considered a large employer for having multiple sites across Canada.

All non-profit organizations that participated in the survey provides community services, including: community development, housing supports, settlement services for newcomers, community art programs, youth programming, disability services,

employment supports, legal services, literacy and basic skills training, and community health services. Specific respondents were Program Managers, Site Managers, Executive Directors, Human Resources Administrators / Managers.

Through an online survey, employers were asked to answer 12 questions, which were similar and mirroring the questions provided to job seekers looking for entry-level work in the social sector. In the case of 5 employers, the questions were asked in a one-on-one meeting.

See Appendix B: Survey Questions for Social Sector Employers, Pg. 25

See Appendix C: Map Participating Scarborough Nonprofit Employers, Pg. 26

Training Landscape in Scarborough

The research on available social sector training opportunities in Scarborough supported the goal of understanding the challenges and gaps in accessing skills development opportunities for people living in marginalized circumstances when seeking to secure decent work in the social sector.

To start, and prior to connecting with local job seekers and social sector employers, a couple of sources were reviewed to identify which organizations/institutions and private agencies in Scarborough provide training related to the social sector. These sources included local job postings and interview screening questions.

Resources shared through a mass distribution list of agencies throughout the city were analyzed for local training and skills development opportunities in Scarborough. Local agencies were contacted to find out more specific details of the various training opportunities available.

Following the focus groups, surveys and meetings with the supply and demand side of the social sector, the project also turned to the raw data in search of training needs among local residents and the training requirements of employers.

As new training and skills development opportunities were uncovered, their program/course details were divided into categories: training for job readiness, training for essential skills, training for language-specific requirements, training for sector specific requirements, unique training opportunities and training opportunities for further development once securing employment within the social sector.

See Appendix D: Map of Training & Skills Development in Scarborough, Pg. 27

See Appendix G: Training Opportunities Chart, Pg. 37

Data Reveal Luncheon

The Data Reveal Luncheon was held on November 1, 2017 as an event to showcase the collated data from the focus groups, surveys and one-on-one meetings. There were 24 guests who attended the event, including employers, resident leaders, training providers, employment and community services, consultants, along with a staff member from the Ontario Non-profit Network (ONN).

The purpose of the event and sharing the data was to further engage participants of the study by eliciting their thoughts and understanding of the pathways to entry level positions in the social sector and then obtain their feedback on the results. It was also an opportunity to introduce new or re-acquainting stakeholders by mixing tables between employers, training providers, residents and consultants.

Key areas of the study were showcased with facilitated discussions drawing upon the guest's observations. Areas of focus included job search strategies vs employers strategies for sourcing candidates, qualifications of job seekers vs requirements to work with prospective employers - particularly around training and skills development, challenges noted by job seekers vs employers, use of placement incentives and retention supports.

Project Advisory Committee

A Partnership Agreement amongst the Project Advisory Committee members was developed and included within the Appendix of the report. See *Appendix H: Partnership Agreement Pg. 42*. The agreement outlines the Project Advisory Committee members, the specific goals and objectives of the group and shared activities or action plans for further collaboration. The developed recommendations focus on training, existing job placement programs, strategies for sector retention and recruitment processes - particularly around volunteering experiences and diversity standards. While some recommendations can be implemented with existing resources, others require new funding and/or additional research.

RESEARCH ANALYSIS: SUMMARY OF CHALLENGES & CONTRIBUTING FACTORS

Supply Side

Struggling to make ends meet is widely known to detract a job seeker from focusing on long term career planning, including taking the time needed to understand the labour market and job search process and consideration of training and skills development opportunities. Across all 4-focus groups, job seekers living with marginalized circumstances continuously raised the topic of financial constraints. Challenges shared were often concerns and experiences in finding appropriate and affordable childcare, considering post-secondary education as the main and unaffordable option and securing a low-wage survival job to make ends meet. Of the respondents in the focus groups and survey, 39% have completed post-secondary, 39% completed high school and the remaining 22% have some high school or some elementary school completed.

When applying for jobs in nonprofit organizations, those considered furthest from the labour market are not making the required impressions to be selected for an interview or the job. Job seekers are not clearly communicating their interests and skill sets in a way that is understood by social sector employers when navigating themselves through the labour market. During the Data Reveal, one social sector organization commented that job seekers using the language of “love” to demonstrate caring (rather than sensitivity, empathy or respect) could easily cause concerns in a candidate's ability to maintain professional boundaries.

There is also some misalignment between where job seekers search for entry-level positions and where employers source new candidates for employment. For instance, none of the job seekers indicated looking for work on the organization's website and whereas employers noted posting job ads on their respective sites.

All quoted specific lived experiences they believed were useful to their candidacy for social sector employment opportunities. However, social sector employers are asking for a significant amount of experience for entry-level positions, sometimes 3-5 years worth, along with completed post-secondary education, making it difficult for those living in poverty to compete for these positions. Two participating employers in the study noted considering volunteer experience as credible work experience during the recruitment stage; one particular employer further indicated that candidates need to be make connections between experience, skills and accomplishments - including lived and/or volunteer experiences - throughout the various stages of recruitment (written communication in resumes, verbal communication with interviews).

All job seekers participating in the focus groups and surveys were asked “*What lived experiences do you think would be of value to the nonprofit sector?*” and in response, only 5 job seekers shared their stories and experiences as learning opportunities and focused on specific skills developed. If job seekers are to include lived experiences as part of their candidacy for employment opportunities, they need to be framed in ways that focus on skills and attest to their ability to perform well on the job. In this respect, an employer may potentially consider the experience as value.

In terms of skills set sought after by job seekers to make themselves more competitive, job seekers listed hands-on experiential training related to sub-sectors within the social sector and specific certifications, such as First Aid and Food Handler's Certificate, as the skills needed to make themselves more competitive and aligned with requirements of nonprofit opportunities. 22% of job seekers made reference to essential skills development, specifically digital literacy, communication and reading and writing skills.

Concerns with the social sector as a viable career path centred around sustainable earnings and the notion that the social sector does not compensate well, the work-life balance being negatively impacted with contract work and / or positions that are required to work evenings and weekends and that it is dependent on free labour through volunteers.

Demand side

The most notable challenges expressed by employers recruiting for entry-level employees centred on recruitment processes, applying their skills set, retention and the use of placement incentives.

Nonprofit organizations are inundated with applications from people "not qualified for the role" posing an administrative burden on the recruitment committee or personnel. However, as another employer pointed out in their response, they noticed that resumes are often poorly written. When resumes are well written, one employer came to the conclusion that some people appear great on paper but may still need to learn "interpersonal skills".

Organizations have also realized that particular requirements mandated by funder's contractual agreements and/or unions make it difficult to find new employees. In one particular meeting with an employment service provider, the union required employment case managers to possess a university degree to be considered running in the job competition. A degree in a completely unrelated program would be more suitable than someone graduating from the Career and Work Counsellor program, once offered as a full time diploma program at George Brown until September 2014. The same realization is true for part-time and evening work, resulting in fewer applications than for permanent, traditional 9-5 jobs.

To retain staff, employers of the study indicated they struggled to keep up with competitive salaries when recruiting candidates with a specific skills set. The employer's experience with Toronto Employment and Social Service job placement program *Investing in Neighbourhoods* (IIN) positions can be used to highlight the challenges of retention within the sector. All employers of the study, except one, have used the IIN program to fill jobs and although the experience has been "good for the most part", challenges that speak to retention concerns focused on the high level of on-the-job training required and not having enough time to supervise someone. With Employment Ontario's *Job Matching Placement Incentive* employer incentive program, only one participating employer noted using this incentive to hire an entry-level candidate. The experience was less than positive which led the organization to believe trainees on the program "don't really want to work". This may be the case of not matching or recruiting strategically when there is a misalignment of goals and work placements.

Local Training & Skills Development Challenges in Scarborough

The landscape analysis of the available training opportunities in Scarborough demonstrated there are few Essential Skills programs which offer all focus areas under one location. There are also no sector-or-occupation-specific skills development programs in operation focused on preparing a job seeker along a career path for entry into the social sector. Essentials Skills are significant, foundational skills to “enable people to perform tasks required by their occupation and other activities of daily life. These skills provide people with the foundation for learning other skills, such as technical skills, and enhance their ability to adapt to change” (Ministry of Education).

The sector-specific and occupation-specific skills development opportunities available through post-secondary formal education and/or practical experience tend to have costs associated - making it difficult for people living in poverty to access with their own personal financial constraints.

Throughout the ESSS project, a few PAC members revealed not being familiar with the Essential Skills but referred to other similar foundational skills, such as Activation Skills. PAC members also identified a need for more in depth coordination between literacy and basic skills provider and employment services as a means to understand each other's programs and services in place and work together to support a job seeker along their employment pathway.

RESEARCH ANALYSIS: SUMMARY OF OPPORTUNITIES & CONTRIBUTING FACTORS

Social sector agencies are well connected and regularly convene at tables to collaborate and coordinate joint efforts. These networks and professional groups provide the terrain to disseminate information for further collaboration and strategy building. Amongst some of the larger nonprofit networks in Scarborough are SEOPT, SCRO, Cross Community Organizing, E-Team and the service hub partners working out of and connected to the East Scarborough Storefront. These groups act as thriving, collaborative platforms to bring forth new and relevant information with respect to the recommendations.

The Ontario Employment Standards Act has undergone a review and new changes under Bill 148 are scheduled to begin January 1, 2018. These mandated changes to minimum wage, benefits and practices will have an impact on training incentive programs, such as *Investing in Neighborhoods* (IIN) and *Job Matching and Placement Incentive* (JMPI). Non-profit stakeholders are already meeting and talking about new processes to enable these programs to continue to be effective under the new legislation.

ONN recently hosted their annual conference, dedicating workshops to sharing a summary, key facts and a tool kit about Bill 148 and how it relates to the social sector. Bill 148 proposes key changes to the Employment Standards Act of 2000 under the name, "Fair Workplaces, Better Jobs Act". The focus is on increased minimum wages, equal pay for equal time or part-time, casual, temporary and seasonal, scheduling, vacation and public holidays, emergency leave and other leaves of absences and temporary help agency employees (Flynn, D., 2017). ONN's shared toolkit is a template for organizations to analyze proposed changes and other changes that can affect nonprofits moving forward.

According to ONN, their overall reaction to the changes was quite positive as these modifications are giving decent work and better working conditions for staff. Leveraging the momentum from these changes and existing partnerships provides an opportunity to raise and further discuss strategies on adopting ONN's Decent Work Charter across the sector.

Through the various placement and incentive training programs, employers have the responsibility of including skills development opportunities as part of the work placement. With the upcoming, governmental changes to labour standards and the ongoing, round-table discussions, a focus on retention and advancing the skills set of those unemployed and employed is noteworthy as means to bring further value to the sector. There is a real opportunity to maximize the full inner workings of these incentives to support and mentor new employees as they enter and continue along their career path in the social sector.

With many known trends affecting the labour market and the change it will have on the social sector, there is an opportunity to start preparing the current workforce to transition and adapt with ease. Aging populations, advancements with technology and adapting to changing environments are external, environmental forces said to impact the way in which nonprofits navigate their organizations (Clutterbuck, P., &

Arundel, C. 2017). It will require nonprofit employers to rethink their operational structures to attract and retain emerging leaders, place emphasis on higher competencies with computer use for innovative ways of capturing data, communicating value through social media, etc (Clutterbuck, P., & Arundel, C. 2017).

Local employers in Scarborough do make efforts to raise the skills set of their workforce and support career advancement. The ESSS study showed that 73% of nonprofit employers prioritize professional development and provide internal opportunities to support their employees in continually developing their skills and growth potential into other positions. However, further research is needed to assess the impact long-term labour trends will have on the local nonprofit workforce as there is an opportunity for local employers to work together and strategically coordinate their efforts to build capacity for their future leaders. Employer-led incentives, like the Canada Ontario Job Grant (COJG), provide nonprofit employers with the opportunity to invest in their workforce by directing financial support to individual employers who wish to purchase training for their employees up to \$10,000 towards training costs (Canada Ontario Job Grant).

RECOMMENDATIONS & STRATEGIC PLAN

Following completion of the project *Exploring Solutions in the Social Sector (ESSS)*, the PAC members have co-developed a set of 5 recommendations towards a solution-focused plan to bring multiple players together in a local context and to ensure local people have opportunities to develop the skills necessary to be viable candidates for social sector jobs.

The recommendations are:

1. Introduce a comprehensive, demand-led, social sector training program in a geographical area which factors local trends and labour market forecasting into their curriculum and post-program supports
2. Strengthen the efficacy of job placement programs by developing sector specific strategies on effective use of incentives and placements
3. Support residents to effectively participate in "strategic volunteering" and employers to formally recognize volunteers and their reasons for volunteering
4. Formulate and support strategies for sector retention
5. Work with ONN to further promote inclusive workplaces among social sector employers based on a set of diversity standards and transparency guidelines in recruitment processes and practices

The Strategic Plan

1. Introduce a comprehensive, demand-led, social sector training program in a geographical area which factors local trends and labour market forecasting into their curriculum and post-program supports

The East Scarborough Storefront and its sector wide arm, the Centre for Connected Communities, will roll out a comprehensive, demand-led, social sector-training program early in 2018. The program *Working with People in the Social Sector* includes 550 hours of instruction to selected candidates who aspire to work in the social sector and are receiving Ontario Works. The purpose of the program is to provide essential and foundational skills development opportunities to people considered furthest away from the labour market on how to work with people in a social sector context. The goals are to support job seekers to secure and retain entry-level position within the social sector and/or bridge into an academic stream appropriate to their aspirations.

Short Term Action Plan

- a) The project recommends that a holistic training model start with inclusive screening and assessment processes and consider individuals with lived experiences as qualified candidates for the training program. It ensures particular requirements for training are met, such as accessibility, vulnerable sector clearance and coordinates and supports access to wrap around supports, particularly around educational and financial constraints. It also recommends that such comprehensive, demand-led training programs customize teaching and delivery methods to various learning styles, taking into account diverse competencies with the overall program goals and objectives.

- b) PAC members are committed to acting as a source of information to influence the program's curriculum around sector-specific skills development and new trends and advancements impacting the sector, including labour market forecasting such as recruitment opportunities. They also commit to widely sharing details of the training program, including the value and impact on job seekers and social sector employers.

Action Requiring Additional Research and Funding

- c) The ability to develop leadership and provide relevant training and skills development to an existing workforce within the social sector is considered a critical focus area in determining the future vibrancy and sustainability of the nonprofit sector (McIsaac, E., Park, S., & Toupin, L., 2013). Furthering ONN's human capital strategy, it is necessary to review existing studies and publications that support advancement of sector-specific skills and supplementing the reviews with local research of the economic landscape specifically around drivers that impact career advancement, as well as the challenges, opportunities and potential recommendations for a demand-led training program.
- d) *The Working with People in the Social Sector* program has tremendous potential but is thus far quite limited in scope. Additional resources to ensure that the program can meet the demand of people both on Ontario Works and reliant on other forms of income will be sought over the short and longer term.

2. Strengthen the efficacy of job placement and training programs by developing sector specific strategies on effective use of incentives.

Scarborough social sector networks are underutilizing resources that connect job seekers living in poverty to entry-level positions. Non-profit organizations are also well connected through various formed networks and professional groups aimed at sharing best practices and strategizing for collective learning and action.

Short Term Action Plan

- a) This project recommends leveraging the existing relationships and platforms across the sector to bring forward the challenges and opportunities outlined within the report as a means to start a large-scope conversation around job placements, training programs and the available incentives. PAC members are committed to bringing value to the social sector by introducing this subject matter within the next 6-months across the Scarborough professional groups and networks convening other nonprofit organizations around the table. Some of these groups include: Cross-Community Organizing, the E-Team, SEOPT and Scarborough Employment Collaborative Network - East.
- b) PAC members are also committed to adapting a local workforce development pathway diagram to reflect the Social Sector and continually updating it with

newfound information and tips that can support job seekers move along into their careers within the social sector.

Action Requiring Additional Research and Resources

- c) While bringing forth information to the tables is essential to lead the conversations, more time and effort is needed to review opportunities, align new, high-level stakeholders and develop tailored, specific strategies. As illustrated through the report, with new changes to the Employment Standards Act and efforts to engage nonprofit employers with ONN's Decent Work Charter, there is an opportunity to positively influence and strengthen the efficacy of placement and training incentive programs.

Focus areas of research and resources would include engaging nonprofit organizations in the recruitment processes to source well suited candidates through existing relationships and professional groups. It would also explore screening tools and assessments used and how lived experience or other non-paid experiences are measured towards qualifications of the job and skill set for the role. For instance, throughout the study, Epilepsy Toronto shared they ask candidates for employment opportunities to describe their connection to epilepsy. There is potential to work at a provincial level with ONN to include standards of lived experience as part of their overall Decent Work strategy.

3. Support residents to effectively participate in “strategic volunteering” and employers to formally recognize volunteers and their reasons for volunteering

Through the study we learned that people living in poverty rely on volunteering opportunities as a means to find work - also known as “strategic volunteering”. ONN has also demonstrated the social sector’s dependency on volunteers in Ontario considering just under 1,000,000 staff positions were employed on a full time and part time basis compared to 5,000,000 volunteers (Ontario Nonprofit Sector: Creating Vibrant Communities). This misalignment has translated into expressions of frustration among job seekers when strategically volunteering does not reach the intended results.

Short Term Action Plan

- a) The PAC members recommend “Strategic volunteering” but not as means to secure a position with host organization. Rather, the purpose of strategic volunteering can range from applying newly gained skills, learning to use social sector jargon in the right context and building new accomplishments. Strategic volunteering can be a good source to apply new skills for people ineligible to access current placement and training incentive programs.
- b) Within the next 6-months, the PAC members commit to sharing the Social Sector Employment Pathway and the notion of “strategic volunteering” for the purpose of applying skill sets in a nonprofit setting. For PAC members who provide employment services, they will adopt the Social Sector Employment Pathway as a tool to support job seekers with barriers into entry-level position within the social sector.

Action Requiring Additional Research & Resources

- c) Similar to the long term recommendation to strengthen the efficacy of job placement and training programs, leading the conversation around “strategic volunteering” aims to eventually develop long term sector strategies that brings value to each volunteer and their overall purpose for giving their time, while also ensuring the strategies do not advocate for unpaid labour. Players at the table would include volunteers, particularly those who are also job seekers, employers who use volunteers, ONN representation and volunteer associations, such as Volunteer Toronto, SAVVA, etc.

PAC members proposed and discussed the idea of a mentorship-type program to support specific learning objectives sought after by a volunteer. In particular, Frontier College shared how their organization formally recognizes volunteers with customized reference letters and celebratory events. Such programs would vary between nonprofit organizations and their capacity.

4. Formulate and support strategies for sector retention

A 2007-2008 study conducted by the *HR Council for the Voluntary and NonProfit Sector* showed that nonprofit employers experience significant difficulty with retention (Toward a Labour Force Strategy, 2014). While 13% of employers in the project ESSS for the Social Sector specifically quoted “retention” concerns in recruiting candidates, frequently quoting retention-type challenges; being unable to keep up with competitive salaries, little time to adequately training people, offering contract, evening and weekend positions which do not align with job seekers need to balance between work and personal life commitments.

Short Term Action Plan

- a) The PAC members commit to learning more about ONN's Decent Work Charter within the next 6-months and how their respective organization meets the charter's recommendations as it is well understood that reforms to improve outdated labour standards are essential for the wellbeing of a nonprofit organization and its employees. The PAC members will be provided with the Decent Work Checklist and explore the strength and limitations of their current policies and practices.
- b) The PAC members commit to bringing forth discussion around the Decent Work Charter at the different network tables, with the ultimate goal of the topic reaching Toronto Employment and Social Services offices in the Scarborough area and learning about upcoming expected changes to the framework of the program.

Action Requiring Additional Research & Resources

- c) The PAC members recommend that the role of coach address needs for wrap around supports with well-supported, “warm” referrals. Providing the student/job seeker with specific details of the referral process, documents or identification which may be required to access supports and other pertinent details would lay the

groundwork for a seamless experience to minimize frustrations and increase retention when connecting to programs and services - as it was heard during the focus group sessions with local job seekers.

- d) The sector association share specific information for social sector training providers, employment service sites and social sector employers related to employee retention strategies that can be supported at the training level, through the job search stage, when connecting to available resources, upon hire and while on the job and then when trying to advance their career.

Given the mandate of the IIN program to connect job seekers using social assistance to employment opportunities within nonprofit organizations over the course of a year, it aligns well to start discussing embedding the Decent Work Charter within their policies. In the ESSS study, all participating nonprofit organizations, except for one, have used the IIN program to hire entry level staff within their organization.

- e) It is recommended that the sector association, nonprofit organizations in Scarborough - particularly employment service related employers, Toronto Employment and Social Services, local residents and other stakeholders discuss and consider strategies to have the IIN program adopt Decent Work Charter within their framework. Strategies can include discussions specifically around decent work practices and fair income for people making career choices to find sustainable work and close their file with social assistance. With an opportunity to analyze the value of adopting the Decent Work Charter with ONN, social sector employers can document the impact on challenges with retention and build a value proposition to promote the sector as a viable, long-term career choice.
- f) Further research on the challenges and gaps of nonprofit leadership in relation to future competencies within the Scarborough area is needed given the high number of nonprofit concentrated in the area. To support career advancement within the sector by building and maintaining a strong and vital workforce, ONN's "Leadership Competencies in Ontario's Nonprofit Sector" report establishes key strategies and approaches for leadership development over the next 2 decades. It also identifies 7 key roles the sector needs in their leaders; builder, thinker, mentor, storyteller, innovator, connector and steward. The ESSS study showed that 73% of participating nonprofit employers prioritize professional development and provide internal opportunities to support their employees in continually developing their skills and growth potential into other positions. Future research could connect and further relationships between the East Scarborough Storefront and the Working with People in the Social Sector program, post-secondary institutions, a sector association, representation from small-to-medium-to-large nonprofit employers and employees.

5. Work with ONN to further promote inclusive workplaces among social sector employers based on a set of diversity standards and transparency guidelines in recruitment processes and practices

A report by the Mowat Centre showed nonprofit organizations are not intentionally recruiting within diverse groups and are actually behind other sectors in recruitment (McIsaac & Moody, 2014). However the ESSS report showed that 67% of

survey-participating nonprofit organizations have adopted proactive policies for hiring around diversity and inclusion. There are quite a few nonprofit organizations prioritizing diversity policies that could speak to its return on investment, share practices on implementation, delivery, guidelines, etc. towards the development of a baseline foundation for the sector as a whole.

Short Term Action Plan

- a) PAC members commit to raising awareness to the subject of diversity policies among professional groups and networks in Scarborough as a means to start the conversation; Cross-Community Organization, the E-Team, SEOPT and Scarborough Employment Collaborative Network - East. The members agree to share adopted best practices and any reference materials or templates that would highlight effective diversity policies.

Action Requiring Additional Research

- b) It is recommended that the sector association lead a committee, to review and analyze the documented data on the return of investment in making diversity a priority, showcasing the value and case for a sector-wide change.
- c) It is also recommended the sector association and the designated committee take a wide lens approach and consider other innovative guidelines to recruitment processes and practices that aim to improve economic conditions of people currently living in poverty. The business case developed for the East Scarborough Works project by The Storefront, outlining the benefits of local hiring strategies can be reviewed and modified to a nonprofit approach, with the East Scarborough Storefront, a place-based, community backbone organization as a focus of the study.

CONCLUSION

The project has shown that with the high number of non-profit organizations responding to and supporting the impoverished socio-economic conditions of Scarborough, especially East Scarborough, there is an opportunity to approach social sector employers as economic drivers. Local residents living in poverty possess a wealth of lived experiences that could be of significant value to the social sector, providing the market with a pool of passion-driven, personally invested candidates who want to contribute to the wellbeing of their community. This economic landscape of demand and supply give credence to introducing a comprehensive, demand-led training program.

Current incentive programs targeted for employers and volunteer opportunities for potential employment candidates are made and used to support entry-level candidates along their career path into employment. However, these resources and strategies are being underutilized, if at all, towards the intended impact - to secure a career in the social sector. This challenge faced by supply and demand paves the way to using existing relationships and platforms to lead the conversation and then to coordinate and formulate effective strategies for Scarborough and the sector.

Concerns with retention of the social sector workforce are prevalent across Ontario. Non-profit employers in Scarborough have noted the same concerns with retention, particularly when being unable to keep up with competitive salaries, contract, evening and weekend positions, etc. ONN is making strides across the province to encourage non-profit employers to adopt the Decent Work Charter. It is time for social sector professional groups and networks to carry the conversation forward – for the integrity of each respective organization and to influence existing incentive programs.

ONN has also shown that non-profit organizations across the province are not intentionally recruiting within a diverse group. Contrary to the sector as a whole, Scarborough employers have stated they do prioritize diversity and adopt inclusive practices and processes when recruiting. At best, Scarborough employers have the potential to lead the way for the entire sector! This is an opportunity for local nonprofits to share what is working for their respective organizations, particularly with the return on investment if it supports overall impact. It may also prove necessary to consider other innovative recruitment processes and practices that suit the composition of each non-profit organization, particularly local recruitment and local hiring strategies.

With additional time and funding opportunities, the PAC members are dedicated to supporting the long-term goals of the project. However, in the short term, and as employers and training providers on the project, the PAC members are committed to acting as sources of information for trends on recruitment, retention and skills development opportunities. As players of the economic eco-system who are well connected, the PAC members are motivated to share the information uncovered through the project across local networks within the next 6-months and spark momentum for change. Where it makes sense and would positively further the respective mandates and impact goals, the PAC members will consider adopting specific sections of the recommendations as individual professionals, in their positions as leaders and mentors, for the health of their organization and to bring value to the sector as a whole.

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EXPLORING SOLUTIONS IN THE SOCIAL SECTOR

APPENDIXES

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EAST SCARBOROUGH
STOREFRONT

a project of



Tides Canada
SHARED PLATFORM

Appendix A: FOCUS GROUP QUESTIONS FOR JOB SEEKERS

Facilitated to local residents with marginalized circumstances seeking entry-level positions within the social sector.

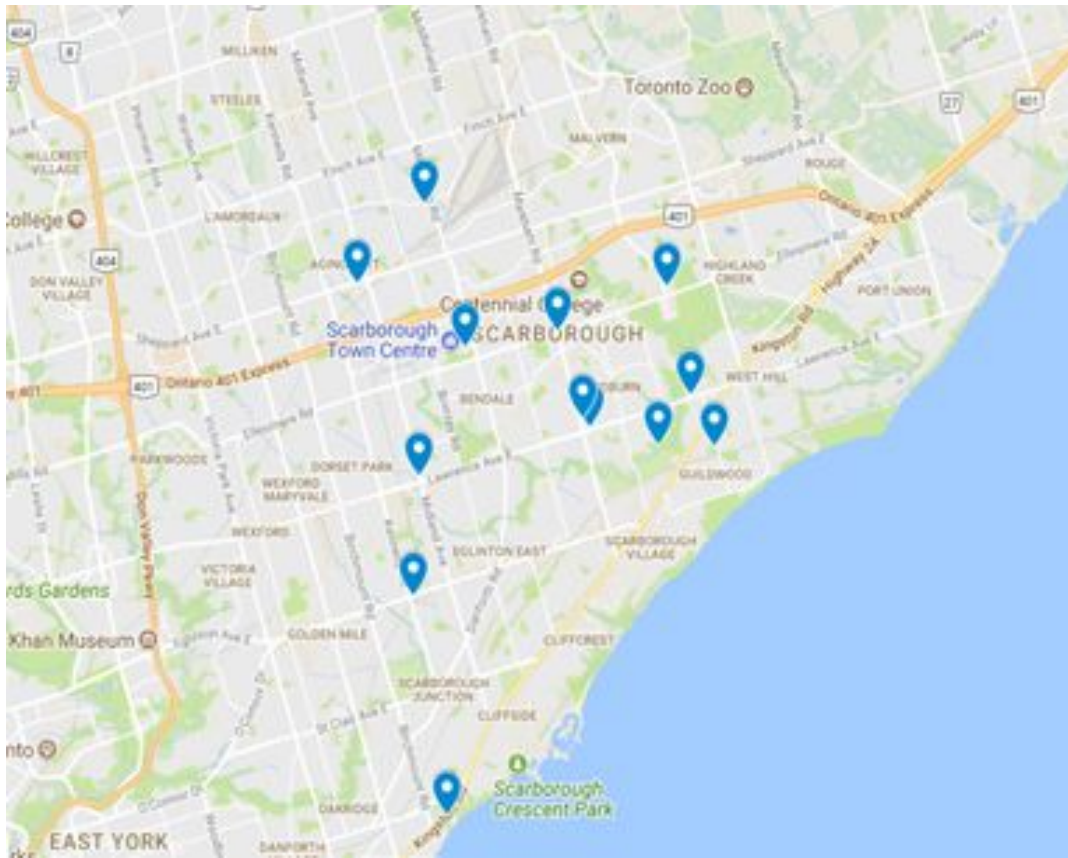
1. What does the social sector mean to you?
2. What interests you to look for jobs in the non-profit social sector?
3. What specific positions appeal to you in the social sector?
4. What resources do you use to job search for this particular position? Do you use online websites through the internet? Do you look for physical job postings?
5. Have you participated in an employment incentive program in the past? Are you currently in an employment incentive program? What was the experience like? Do you believe this was a good start for your career? What did you learn? What challenges did you face?
6. If you could highlight your most valuable lived experience what would it be? What particular experience or event do you believe has helped you build a skill(s) that is a valuable contribution to the social sector? This may include a time at school, home, or work.
7. What challenges do you face when finding work in the non-profit social sector?
8. What do you think is an important quality/ characteristic to have when working with people in the non-profit setting?
9. In the past, have you ever received constructive feedback following an interview other than acknowledgements? For example, did you receive reasoning/ an explanation of what qualification(s) were not presented? Do you think it would be useful to you?
10. What would you like to learn in order to enhance your skills and better prepare yourself for employment in the non-profit social sector?

Appendix B: SURVEY QUESTIONS FOR SOCIAL SECTOR EMPLOYERS

Google form link to survey sent to employers via email

1. What are the entry-level positions within your organization? Please list as many as you can
2. How do you source candidates for these positions?
3. Have you ever used an employment incentive program, such as "Investing in Neighborhoods" through Toronto Employment and Social services OR "Job Matching, Placement incentive" through Employment Ontario? If so, please describe the experience.
4. On a scale of 1-10, how successful would you say you are in filling the entry-level roles?
5. What challenges, if any, have you faced in sourcing candidates for these entry level-positions?
6. What requirements are mandatory for entry-level candidates to compete for the role (with respect to education, training, certifications, experience, skills)?
7. Do you offer constructive feedback following interviews? If so, please share some of the feedback offered to candidates who have not been selected for entry-level positions.
8. If people in East Scarborough are trained to work in the social sector, what essential components should the training focus on?
9. What training would your organization value and recognize through your recruitment process? Does your organization have internal opportunities to support people in continually developing their skills/ growing into other positions? Please briefly describe.
10. Does your organization have any existing policies or general practices that focus on local hiring?
11. Does your organization have proactive policies for hiring around diversity and inclusion? Please briefly describe.
12. Are there any other medium-to-large social sector organizations that you think will want to participate in this research?

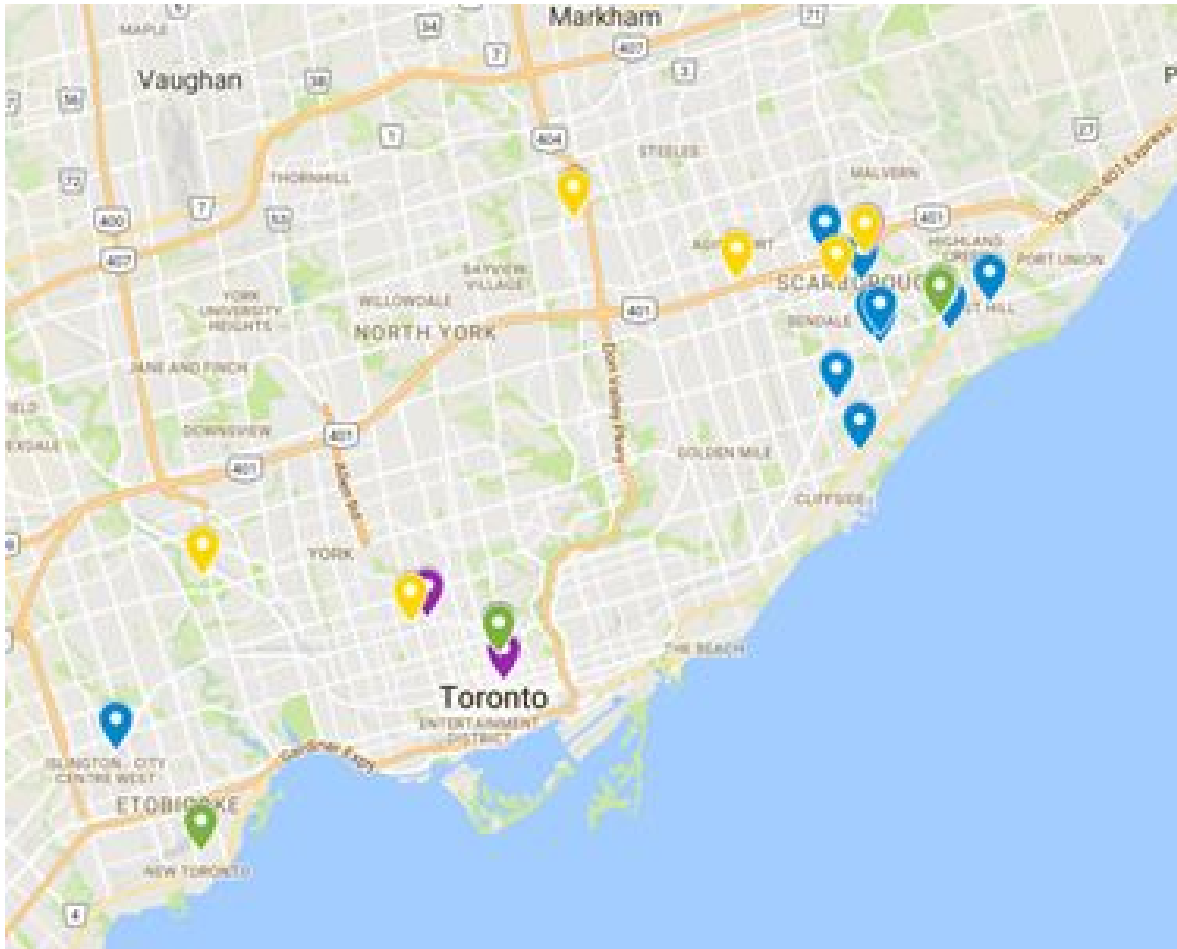
Appendix C: MAP PARTICIPATING SCARBOROUGH NONPROFIT EMPLOYERS



MAP LEGEND

Blue: Nonprofit organizations who participated in the study. Some employers provide satellite supports and services to the Kingston-Galloway-Orton Park community through the East Scarborough Storefront's Service Hub.

Appendix D: MAP OF TRAINING & SKILLS DEVELOPMENT IN SCARBOROUGH



MAP LEGEND

- *Blue: Essential Skills Training/ No sector focus
- Pink: Sector-Specific Training
- Yellow: Occupation-Specific Training
- Green: Certifications

**Two of the Essential Skills Training sites provide a wider scope of training across all the Ontario Passport Essential Skills. Most sites provide single or a small number of Essential Skills training – i.e. a focus on computer skills, etc.*

Appendix E: WORKFORCE REQUIREMENTS ACCORDING

Social Sector Employers: Demand Side

Entry level positions available within the 15 Scarborough nonprofit organizations	
<ul style="list-style-type: none"> • Administrative Assistant • Client Service Worker • Community Animator • Hub Receptionist • Peer Worker 	<ul style="list-style-type: none"> • After-School Program Support • Employment counsellors • Job Developers • Outreach workers

Summary of qualifications required for the entry level positions noted above		
Formal Education	Skills Set	Other
<ul style="list-style-type: none"> • University degree for some union environments • Some experience + no degree = lower pay grid 	<ul style="list-style-type: none"> • Problem solving; staying calm in a stressful environment • Client / customer service; providing quality service to low income residents • Administrative skill set • Build and maintain relationships with different groups of people • Communication skills; to support relationship building and maintenance with different groups of people - constituents, colleagues, supervisors, etc • Ability to engage different groups of people • Ability to understand the organization's mandate • Good decision making capabilities • Work ethics; punctual, reliable, etc 	<ul style="list-style-type: none"> • Vulnerable sectors screening • Sub-sector focus; counselling and case management expertise, labour market trends

Employers source candidates:	
<ul style="list-style-type: none"> • Sites; Charity Village, Indeed • Social Media • Networks/partners • Own website • University / College sites • Volunteers 	<ul style="list-style-type: none"> • Within community • TESS / IIN • <i>Settlement Organizations, Referrals, Previous contract employees, Job Fairs, Job Bank*</i>

Challenges noted by employers in sourcing candidates:	
<ul style="list-style-type: none"> • Finding the right fit • Qualifications; under or over qualified • Random resumes/applications • Not enough time to train during contract period 	<ul style="list-style-type: none"> • Low pay • Retention • Highly competitive • Availability; part time / evening hours limits applications

*** When asked how successful nonprofit organizations are with finding the right candidate, the average response from the 15 employers was 75% successful.*

Employers believe essential components of training should include:	
<ul style="list-style-type: none"> • Sensitivity training • Communication/language • Writing skills • Anti-oppression • How to provide quality service • Community programs and resources • Inclusion and diversity • Conflict resolutions • Professional conduct • Efficiency with admin tasks 	<ul style="list-style-type: none"> • Computer • Workplace ethics • Collaboration • Crisis prevention • Mental health • First Aid and CPR • AODA • Service delivery model • Case management • File management • Database usage

Internal training opportunities as stated by employers	
<ul style="list-style-type: none"> • Multiple training opportunities but depend on funding, the position and the employee (initiative level) • Paid training opportunities: Common Assessment, Conflict Resolution, Program • Professional and skills development for current and future role within the organization • In-house training comes free with job 	<ul style="list-style-type: none"> • Professional development opportunities are short workshops/events or day-long / week-long • Sub-sector focused; training by Association of Community Legal Clinics of Ontario, Legal Aid, Behaviour Management, Working with Children with Special Needs

Employers recognize the following training and skills development:	
<ul style="list-style-type: none"> • Customer Service • Community outreach • Facilitation • Career / Employment Counsellor Diploma • Professional resume writing • Social Services Diploma • Marketing / sales background (Job Developers) • Life skills training 	<ul style="list-style-type: none"> • Conflict resolution • First Aid / CPR • Crisis prevention • Program planning • Behaviour management • Literacy • Working with special needs children • Working with seniors

Other learned information from the survey to employers:

- 86% of employers confirmed using Investing in Neighborhoods (IIN) or Employment Ontario's Job Matching Placement Incentive program; 66% made specific reference to using IIN. Challenges noted with IIN included leaving before end of contract for a permanent position or health/personal reasons, requires significant training, flexibility and accommodation.
- When asked if employers provided residents with constructive feedback post interviews, 27% said yes, 20% said no and 40% said "only if asked".
- When asked if an employer has any existing policies or general practices that focus on local hiring, 80% said no, 13% said yes. Of those employers who said no, 6 made specific comments about the value of hiring a candidate who has a local lens towards the community

- 73% of organizations confirmed having proactive policies for hiring around diversity and inclusion; 20% said they do not and 1% provided no response.
- 73% of nonprofit employers confirmed providing opportunities for professional and skills development

Residents Seeking Entry-Level Positions in the Social Sector: Supply Side

Entry level positions sought after by the 23 job seekers of the study	
<ul style="list-style-type: none"> ● Developmental Social Worker ● Resource Support ● Program Support ● Youth Counsellor ● Interpretation Worker 	<ul style="list-style-type: none"> ● Childcare ● Work children with special needs ● Work with food, cooking ● Work with elderly people ● <i>ESL Teacher</i>

*** All expressed a degree of flexibility to positions that get them “in the door”*

Summary of qualifications by the job seeker		
Formal Education	Experiences in the Sector	Other
<ul style="list-style-type: none"> ● 39% Postsecondary ● 39% High School ● 17% Some High School ● 1% Elementary School 	<ul style="list-style-type: none"> ● Outreach and relationship building ● Supporting community markets ● Working with children / teaching ● Program support ● Working with seniors ● Working with children with developmental disabilities ● Budgeting a household ● Translator for newcomers ● Mission work experience ● Learned resiliency through hardships ● Passion 	<ul style="list-style-type: none"> ● First Aid & CPR ● Food Handling ● Mothercraft ● WHIMIS ● Conflict Resolution ● TESL / TESOL ● Community Leader in KGO ● Women Change and Power ● Safety Awareness

Job seekers look for employment opportunities within the social sector

<ul style="list-style-type: none"> • Sites; Charity Village, Indeed • Social networks; family/friends • In-person • EO Sites 	<ul style="list-style-type: none"> • Community boards • Job Fairs • <i>Magazines/newspapers, LinkedIn, Job Agencies, Organization websites*</i>
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Challenges noted by residents in sourcing employment opportunities:	
<ul style="list-style-type: none"> • Hours of work; work-life balance • Personal matters to manage; childcare • Lack of relevant experience; volunteer work not considered • Computer proficiency • Language barriers • Education / qualification • Lack of transparency in hiring • Low pay 	<ul style="list-style-type: none"> • Finding opportunities / difficult labour market • Sustainability of jobs; too many contracts, not enough \$ so not enough jobs • Overqualified • Age / physical appearance • Not enough networking in the sector

Residents believe essential skills to work in the social sector include:	
<ul style="list-style-type: none"> • Patience • Empathy • Respect • Open-mindedness • Be nice and caring • Loyalty • Fair • Trustworthy • Meeting people's needs 	<ul style="list-style-type: none"> • Excellent Communication • Love • Non-judgmental • Problem solving abilities • Computer skills • Passion for the sector • Active listening • Analytical skills

Residents would like to learn the following to support their goals:	
<ul style="list-style-type: none"> • Communication skills • Language 	<ul style="list-style-type: none"> • Experience with special needs kids • Leadership

<ul style="list-style-type: none"> ● Computer training; Excel and other software programs ● Food handlers / dietary aid cert. ● ECE certification ● Hands-on-training ● Crisis prevention and intervention 	<ul style="list-style-type: none"> ● First impressions; dress, nonverbal body language ● How to network / get noticed by employers ● Which positions have more opportunities for advancement
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Other learned information from residents in the focus groups:

- All participating residents have a decent understanding of the social sector, as a nonprofit organization that works with people, provides community services, develops relationships, provides “help” to others and provides awareness about resources and services, etc.
- When asked why the resident is drawn to the social sector, “helping others”, “passion for the community” and specific sub-sectors within the nonprofit realm were quoted - seniors, women, newcomers, children.
- 9% of residents noted participating in a placement program or using IIN to gain valuable work experience.
- Residents were asked how often they received feedback following an interview; 13% said they were given feedback but not useful. The remaining residents indicated they do not receive feedback

Stakeholders Investment: Data Reveal Luncheon

The project lead staff members facilitated thoughtful considerations and discussions around the summary of findings, giving stakeholders invited to the luncheon the opportunity to influence the direction of the recommendations under particular themes.

The group collectively came to the following 10 recommendations:

1. Training in/orientation in thinking outside the box (voted 17)
2. Outreach to marginalized community about resources that help individuals gain (skills/employment skills/employment) (voted 17)
3. Employers to understand people development is business development (voted 17)
4. Listen to the stories and speak with the neighbourhood living in poverty - experience come with a solution project (voted 18)
5. Paid hands-on training for specific jobs before they apply for positions (voted 18)
6. Recognize lived experience on an equal footing with professional/formal/training/experience (voted 19)
7. Open a “class” to help job seekers re-frame their skills as employer-ready (ex. Mother of five can “work well under pressure” OR “work creatively with diverse clients” (voted 20)
8. Getting the job posting to (residents) a place where they will see it (voted 21)
9. Hiring locally (voted 22)

10. If you are in a position of power, make yourself accessible to listen/connect/mentor (voted 23)

These 10 recommendations assisted the PAC members into developing themes for consideration and as a means to refine the solution-focus plan from a large systems level approach. The themes noted were:

1. Available training and scope
2. Job placement and incentives programs
3. Volunteering
4. Sector retention
5. Diversity + other guidelines for recruitment

All instances, when discussing themes, a focus on how the recommendations would impact and bring value to the sector was discussed and considered.

Training Opportunities in east Scarborough

Categories	Focus Area(s)	# of sites in Scarborough
Essential Skills	Reading text, writing, document use, computer use, oral communication, money math, scheduling or budgeting and accounting, measurement and calculation, data analysis and numerical estimation	10
Occupation-specific skills	Typically gained through practical experience and/or formal education	5
Sector-specific skills	Typically gained through formal education and/or practical experience	8
Other certifications	First Aid, CPR,	8

Appendix F: TRAINING PROGRAM - WORKING WITH PEOPLE IN THE SOCIAL SECTOR

Curriculum learning objectives include:

- Increased access to community supports
- Increased understanding of the social sector
- Increased relevant essential and foundational skills
- Increased technical skills related to professionalism
- Improved ability to set and act on career goals

Curriculum focuses on specific essential skills and learning their application through sector focused approaches.

Specific Essential Skills	Essential Skills Applied to Social Sector
<ul style="list-style-type: none">● Oral and written communication● Numeracy● Reading comprehension● Digital Technology● Working with others● Critical thinking / problem solving● Continuous thinking	<ul style="list-style-type: none">● Intro to community development● Group facilitation● Asset-based approaches● Complexities● Fundraising and philanthropy● Practical skills in working with people

Curriculum delivery methods include experiential learning, lectures, interactive learning, hands-on-projects, role play, visit from guest speakers, site visits, job shadowing and volunteer activity.

As part of the program, opportunities and financial supports for obtaining additional certifications relevant to the social sector are provided. Examples of extra certifications considered relevant by social sector employers include Non-Violent Crisis Intervention and Standard First Aid.

Appendix G: TRAINING OPPORTUNITIES CHART

Priorities for skills development:

1. Essential Skills: Reading, Writing, Numeracy, Document Use, Oral Communication, Working with Others, Critical Thinking/Problem Solving, Digital Technology, Continuous Learning
2. Occupation-specific skills: typically gained through practical experience and/or formal education
3. Sector-specific skills: typically gained through formal education and/or practical experience
4. Other certifications

Training Opportunity	Key Focus Area (s)	Considerations/Notes
Toronto Public Library - workshops	Essential Skills: Digital Technology	Typically short-term, one off workshops and based on availability at specific locations
TDSB - various adult programs	Essential Skills: Reading, Writing, Numeracy, Oral Communication, Digital Technology	Not geared toward any specific sector but training around essential skills in general.
Frontier College - programs and individualized learning plans	Essential Skills: Reading, Writing, Numeracy, Document Use, Oral Communication, Digital Technology *can incorporate Working with Others, Critical Thinking, Continuous Learning	*might be opportunity to customize one a one:one basis
Tisha Reid (Private trainer)	Essential Skills: Working with Others, Critical Thinking/Problem Solving, Continuous Learning	Costs included, vary
Scarborough Centre for Healthy Communities & Clearly Speaking	Essential Skills: Oral Communication, Critical Thinking/Problem Solving	*Cost - \$30

KGO Adult Literacy Program	Essential Skills: Reading, Writing, Numeracy	
Heritage Skills Development Centre	Essential Skills: Digital Technology	*Cost - \$100
YWCA: various programs	Essential Skills: Digital Technology	*Some programs require participants to register with their Employment Ontario site *Programs/workshops can range from \$50-\$700
Pathways to Possibilities: programs and individualized learning plans	Essential Skills training	
Centre for Connected Communities, East Scarborough Storefront	Essential Skills: Working with others, Critical Thinking/Problem Solving, Oral Communication (specific to social sector) Sector-specific: Intro to community development, group facilitation, asset-based approaches, complexity, fundraising and philanthropy in the community sector, practical skills in working with people	Currently offered through workshops and programs available to people who are already involved in the sector *Training modules can be customized

<p>Centennial College: diploma and certification programs</p>	<p>Sector-specific: Addiction/Mental Health Worker, Child and Youth Worker, Community and Justice Services, Community Development Work, Social Service Worker</p> <p>Occupation-specific: Community and Child Studies foundation, Child and Youth Care, Developmental Service Worker, Early Childhood Education</p>	<p>*Eligibility requirements include completion of GED (or equivalent); academic upgrading opportunities available through Centennial College, Humber College, Frontier College, Pathways to Possibilities, TDSB</p> <p>*Costs include approximately \$4000 per year</p> <p>*Programs typically are one to two years in duration</p> <p>*Most programs include short placement opportunities to help gain practical experience</p>
<p>George Brown College: diploma and certification programs</p>	<p>Sector-specific: Community Worker, Social Service Worker, Pre-community services program</p> <p>Occupation-specific: American Sign Language and Deaf Studies, Early Childhood Assistant, Early Childhood Education, Child and Youth Care</p> <p>Certifications: Crisis Intervention and Prevention (\$355)</p>	
<p>Seneca College: diploma and certification programs</p>	<p>Sector-specific: Social Service Worker</p> <p>Occupation-specific: Early Childhood Education, Child and Youth Care, Personal Support Worker</p>	

Learning Enrichment Foundation (partnership with City of Toronto)	Occupation-specific: Early Childhood Education	Open to people receiving Ontario Works
Institute for Change Leaders, Project Organize	Sector-specific: Community-based facilitation, effective communication for social change	Prices vary depending on workshops, subsidies available
Red Cross	Certifications: Standard First Aid, Emergency First Aid, CPR/AED, CPR HCP	*Often completed on an individual basis, unless an organization/agency organizes to offer to community members and/or existing volunteers and staff *Prices range from \$75-\$120 (first aid)
St. John's Ambulance	Certifications: First Aid, CPR, Mental Health First Aid, Specialized Medical First Aid Sector-specific: Family Children and Youth Health and Safety Workshops	
Heart2Heart	Certifications: First Aid/CPR	
First Aid 4u	Certifications: First Aid/CPR	
The Daily Bread	Certifications: Non-Violent Crisis Intervention	
Crisis Prevention Institute	Certifications: Non-Violent Crisis Intervention	One-Day Seminar \$1259.00 CAD Two-Day Foundation Course \$1919.00 CAD Four-Day Instructor Certification Program \$3699.00 CAD

Toronto Hostels Training	<p>Certifications: Standard First Aid, Emergency First Aid/CPR</p> <p>Sector-specific: anti-racism, anti-oppression, customer service</p> <p>Occupation-specific: Understanding and Managing Aggressive Behaviour</p>	<p>Open to people already involved in the sector (volunteer, work, education)</p> <p>Prices range from \$70-\$100 (membership options available)</p>
Access Ontario	Sector-specific: AODA	\$50-\$250

General Considerations:

- These opportunities will typically be appropriate after developing “job-readiness” (overcoming barriers, managing personal circumstances, prioritizing job-search), some training opportunities may have this component weaved in, but is not the key focus and at times a prerequisite for enrolment.
- Most organizations offer additional opportunities for professional development upon securing volunteer/work opportunity - important for “continuous learning” and growth
- Consider opportunities to gain practical experience with these skills

Appendix H: PARTNERSHIP AGREEMENT

Background & Purpose

The Partnership Agreement outlines a set of recommendations for building pathways and creating strategic connections between the local workforce and local job opportunities within non-profit organizations in East Scarborough.

The recommendations have been jointly crafted amongst the Project Advisory Committee members following the completion of the research project *ESSS*, under the Ministry of Advanced Education Skills Development *Sector Partnership Planning Grant*. The first set of partners started meeting in early September 2017. By November 1, 2017, all partners were gathering to discuss the purpose, goals and objectives of the project.

More specifically, the agreement outlines the Project Advisory Committee members, the specific goals and objectives of the group and shared activities or action plans for further collaboration - short term and long term given further funding and research opportunities.

The Project Advisory Committee

The Project Advisory Committee (PAC) formed under the project *ESSS* consist of the following partners:

Lead on Project: East Scarborough Storefront

The East Scarborough Storefront (The Storefront) facilitates collaboration, builds community and supports people to learn and create together, to live healthy lives, to find meaningful work, to play and thrive. As a community backbone organization, The Storefront fosters a culture of support between stakeholders to promote local economic well-being in the Kingston-Galloway-Orton Park (KGO) community.

Training Provider: Frontier College

Frontier College is Canada's original literacy organization, with a rich and storied history dating back to 1899. They work with volunteers and community partners to give people the skills and confidence they need to reach their potential and contribute to society. They are committed to finding and using innovative ways to reach the people who need literacy skills development the most. Their activities, programs, and services are inclusive of any individual for whom assistance is welcomed and needed.

Sector Association: Ontario Nonprofit Network

ONN engages, advocates, and leads with - and for - nonprofit and charitable organizations that work for the public benefit in Ontario. ONN's efforts will drive stronger recognition of the Ontario nonprofit sector as a key pillar of society and economy, contributing to thriving Ontarian communities and a resilient and dynamic province. ONN's growing network will be far reaching, diverse and deeply engaged in generative dialogues and solutions.

Employer: YWCA

YWCA Toronto will be a leader in transforming the lives of marginalized and disadvantaged women and girls in Toronto. YWCA Toronto accomplishes this vision by being a strong advocate for women and girls, providing transformative services in the areas of employment support and training, housing options and shelters, leadership development programs for girls and key supports for women and children who have experienced violence. All programs help women and girls build skills, confidence, leadership, and resiliency.

Employer: Epilepsy Toronto

Epilepsy Toronto envisions a world in which epilepsy is widely understood, and where those who live with it feel fully supported. They build a caring community for people affected by epilepsy, through support, education and awareness. They are dedicated to supporting people living with epilepsy to live well. See the person. Epilepsy Toronto prioritizes individual needs, the importance of living as independently as possible and the benefits of community engagement.

Employer: East Scarborough Boys and Girls Club (ESBGC)

The ESBGC builds successful families in the community by providing a safe, supportive place where children and youth and families experience new opportunities, overcome barriers, develop positive relationships and build confidence and skills of life.

Goals & Objectives

Under the research stage of the project *ESSS*, the PAC members committed to 3 main goals:

1. Understand what barriers exist for people living in marginalized circumstances when seeking to secure decent work in the social sector
2. Develop a solution focused plan that will allow multiple players to work together in a local context to ensure that local people have opportunities to develop the necessary skills to be viable candidates for social sector jobs
3. Ensure that the right players are (assuming appropriate resourcing) committed to working collaboratively to ensure that local people living in poverty have access to the skills development training and resources they need to succeed in securing and keeping work in the social sector

To meet the 3 goals, the PAC members committed to the following 8 objectives:

1. To learn from 15 of the larger social sector employers operating in Scarborough what they look for/what criteria they use to screen for viable candidates
2. To learn from 23 job seekers what skills they lack relative to what social sector partners are looking for
3. To identify what organizations/institutions or private agencies in Scarborough provide training in the identified skills
4. To analyse data and develop a solution focused approach to next steps

5. To develop an alignment plan of current resources/organizations to form a continuous pathway from outreach through skill development, employment supports, wrap around services and successful employment outcomes
6. To develop a plan to advocate for services and skills training necessary for success in the social sector to be made available locally
7. To document, using info-graphics and text, what the pathway will look like and who the should be at the table
8. Ensure that the right players are (assuming appropriate resourcing) committed to working collaboratively to ensure that local people living in poverty have access to the skills development training and resources they need to succeed in securing and keeping work in the social sector

Summary of PAC member's commitments:

1. As players of the economic eco-system who are a part of other professional groups and networks, PAC members commit to sharing the information uncovered through the project within the next 6-months.
2. As employers and training providers on the project, the commitment involves acting as a source of information for trends on recruitment, retention, skills development opportunities.
3. Where it makes sense and would positively further respective mandates and impact goals, considerations for adopting specific sections of the recommendations as individual professionals, in their relationships as leaders recruiting new employees and for the overall organization's impact and reputation

Recommendations for Further Collaboration

Together, the PAC members have the ability to support and carry out a set of recommendations, as outlined below.

1. Introduce a comprehensive, demand-led, social sector training program in a geographical area which factors local trends and labour market forecasting into their curriculum and post-program supports
2. Strengthen the efficacy of job placement programs by developing sector specific strategies on effective use of incentives and placements
3. Support residents to effectively participate in "strategic volunteering" and employers to formally recognize volunteers and their reasons for volunteering
4. Formulate and support strategies for sector retention
5. Work with ONN to further promote inclusive workplaces among social sector employers based on a set of diversity standards and transparency guidelines in recruitment processes and practices

The commitment and efforts of each member, along with the short term and long term plans, are thoroughly described under the subheading "Strategic Plan - Recommendations" of the ESSS report.

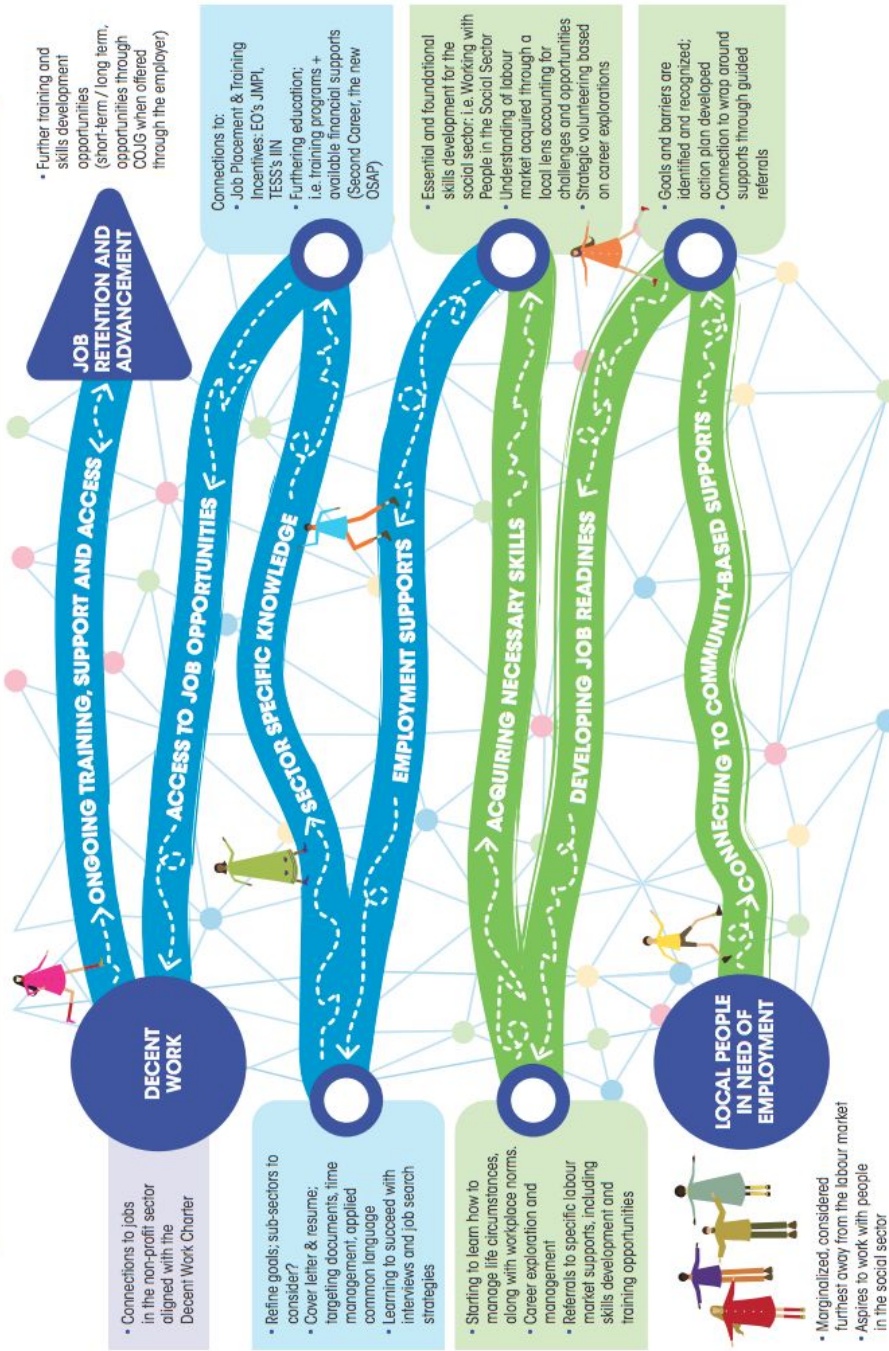
Guiding Principles & Values

The PAC members are excited to carry out the activities of their partnership and explore new and exciting ways in which we may work together to support workforce development strategies for the social sector. The PAC members commit to:

- Engaging in activities that align with the mandates of all participating members
- Respecting confidentiality and ensuring processes protect privacy
- Sharing of information and resources to allow the work of the project to proceed effectively and smoothly
- The values of collaboration in honouring relationships and respecting agreed upon processes.

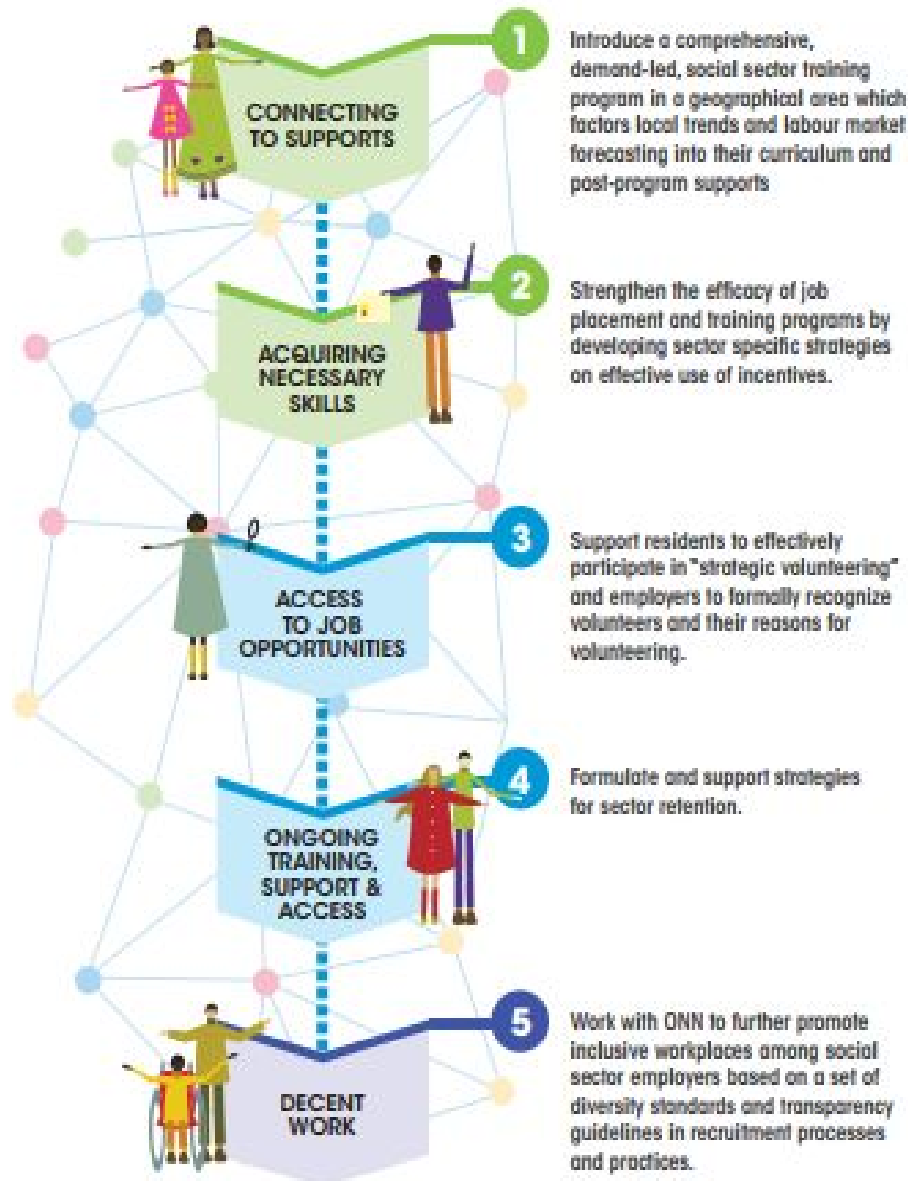
FINDING WORK IN THE SOCIAL SECTOR

An individual's employment pathway



FINDING WORK IN THE SOCIAL SECTOR

Recommendations to enhance the employment pathway



Appendix K: PLACEMENT AND TRAINING INCENTIVE PROGRAMS

Toronto Employment & Social Services - Investing in Neighbourhood (IIN)

IIN works to connect people accessing Ontario Works benefits (OW) to entry level positions in the nonprofit sector, offering a nonprofit employer 100% salary reimbursement for up to 1-year. The guide for participating employers notes employees are paid minimum wage of \$12 per hour to a maximum annual salary of \$22,464 which includes the employer portion of Employment Insurance, Canada Pension Plan, 4% Vacation Pay and Employer Health Tax where applicable. Hours of work are a minimum of 21 hours per week to max 30 hours per week. Toronto Employment & Social Services also provides job retention and career planning services alongside the placement.

Employment Ontario – Job Matching Placement Incentive

Employment Ontario's JMPI program has a set of eligibility criteria outlined within the Employment Ontario Guide. There are 4-main streams to deliver the placement program:

1. Training Placement; 4-6 months in duration with a focus on developing skills outlined in a training plan so that by the end of the placement, the participant is ready to continue working at a higher skill level. The reimbursement rate is dependent on a Wage Determination Tool that looks at a set of criteria of the business and trainee. The trainee is expected to be hired on upon completion of the placement
2. Work experience; 4-6 months in duration with a focus on providing an ideal candidate with an opportunity to showcase and apply newly developed skills, bridge gaps in resume, etc. The reimbursement rate is dependent on a Wage Determination Tool that looks at a set of criteria of the business and trainee. There is an understanding that the trainee will not be hired on upon completion of the placement however there is potential for longer-term employment.
3. Test & Hire; 2 weeks maximum in duration and offers an employer 100% reimbursement. The employer believes the candidate is ready and wants to "test" them out on-the-job.
4. Apprenticeship; 4-6 months in duration and similar framework as the Training Placement with additional financial supports for cost of training, equipment, tools, etc. Apprenticeships are not common among the social sector but select service-style apprenticeships include: Aboriginal Child Development Practitioner, Child and Youth Worker, Child Development Practitioner, Development Services Worker, Educational Assistant (About Trades).

