

Social | CAPITAL
PARTNERS

Workforce Development Value Proposition



*An Opportunity to
Engage in Fresh Practice*

Monday April 27th 2009

**Opportunities 2009
Niagara Falls, Ontario**

Why are you here today?



- Learn your thoughts on SCP's experience and the workforce development value proposition we are putting forward
- Review summary findings from Monitor's research on the social hiring landscape in Canada
- Discuss SCP's criteria for cross-sectoral collaboration

An Introduction to SCP



About

- Founded as not-for-profit, private financing organization in 2001
- Mission: expand job opportunities for “job-ready” people experiencing long-term or structural unemployment

Strategy

- finance acquisitions or other business growth opportunities
- help businesses establish social hiring and retention strategy

Results

- businesses succeed financially while meeting a social need
- individuals from economically marginalized groups gain financial self-sufficiency

SCP and Social Enterprises



- Invests in businesses that balance profit with social goal of employment for a marginalized or at-risk population
- Traditionally (since 2001), SCP has played a “hands-on” role in “building” social enterprises nationally

“Double bottom line” businesses (combining financial returns with a social mission) are **social enterprises**

Social enterprises can **create employment** for disadvantaged groups in a supportive work environment

Employment-focused social enterprises help people develop **sustainable livelihoods**



❖ **Where we started: purpose built social enterprise**

- Resource-intensive: time, effort, money
- Tensions between business and social objectives
- Difficult to scale across different regions and sectors

❖ **Where we are today: strategically engage mainstream private sector**

- “Instead of trying to build social purpose businesses, why don’t we inject a social dimension to a proven business model... like a franchise?”
- Business side is successful – so focus on social side
- Don’t have to “make the case” for social mission if it does not come at the expense of business side

Why Franchises?



- Build a sustainable mechanism to work with private sector to “mainstream” social enterprise
- Franchise model reduces start-up risks
- Replication opportunities with ability to scale

Benefits to Franchisees	Benefits to Franchisors
✓ Access to attractive financing	✓ Opportunity to address HR needs:
✓ Access to additional HR channel with job-ready candidates	Co-ordinate recruiting efforts across system, eg. Career Days
✓ Free SCP recruiting assistance	Develop strategy to fill gaps in hiring entry-level employees
✓ Possible wage subsidies through government programs	✓ Marketing platform for brand’s social commitment

SCP's Franchise Strategy



SCP established partnerships with two franchisors: Active Green + Ross and Two Men and a Truck in 2006 to pilot our new investment strategy

Finance: Loan Structure

- Up to \$200,000; Interest rates of prime + 2-3%
- Can be subordinated debt, to finance “unencumbered” capital

Social Hiring Program: Recruitment and Retention

- Franchisee makes a commitment to implement a social hiring and retention program: through hiring people facing employment barriers
- Franchisee works with SCP to:
 - Establish recruiting relationships with local employment agencies
 - Set hiring targets and post job openings
 - Monitor progress



What is a social hiring program?

- A social hiring program is a conscious HR strategy that positions employment for ‘job ready,’ groups of people who have experienced difficulty getting (back) into the workforce.
- SCP works with the businesses we fund to develop and implement the social hiring program as a value added service.
- This involves a 4 step process:
- **Step One:** Understand company’s overall HR model
 - E.g. wages & compensation, opportunities for career laddering, training and benefit programs, employee incentives, HR culture
- **Step Two:** Define specific job(s) to target within overall HR model
- **Step Three:** Determine social hire profile(s) to recruit for those jobs
- **Step Four:** Determine community agencies to recruit job ready candidates



SCP acts as a “broker” between franchises and agencies

With Community Employment Agencies

- SCP establishes relationships with local employment agencies and programs – focus on those that deliver Job Connect, Ontario Works, and Targeted Wage Subsidy
- Target agencies that serve profiles that fit franchise employment opportunities and mission interests - people with disabilities, women, Aboriginals, new Canadians, at-risk youth
- Ensure that agencies understand employment pre-screening requirements, respond quickly, and can provide a pool of job-ready candidates

With Franchise Owners

- Assess employment requirements and prioritize local agencies for AG+R to establish recruitment relationships
- SCP organizes meetings for agency representatives to understand franchise social hiring commitments, program with SCP and specific employment opportunities
- SCP organizes recruiting events (e.g. Career Orientation Days)
- Follow up around social hire progress and communicate to agencies if required
- SCP services are provided at no cost to either corporate or franchised dealers.

Investment Criteria



- Borrower's values and compatibility with SCP mission
- Franchisor's support and track record
- Labour-intensity and scale (e.g. potential for >5-10 entry-level social hires)
- Quality of employment offering
- Advancement opportunities for employees
- Strong management team and financial systems

Taken together, we want to achieve the following:

- Individuals secure job in a 'real' business
- Revenue generated by the business funds the business and social mission
- Cross-sectoral solutions established through community partnerships
- Measurable outcomes encompass both financial and social returns

Active Green + Ross



- Relationship began in 2006 with new franchis purchase in Hamilton; has since grown to 21 locations across Ontario, and SCP Social Hiring Program across all corporate stores
- 80+ total hires across all locations since inception, and growing
- Why is AG+R a good fit?
 - Apprenticeship program
 - Job advancement opportunities
 - Corporate commitment to social mission
 - Opportunities to target groups (at-risk youth, new immigrants)



Some Key Learning



- Proven that businesses can implement a social hiring program and be profitable
- Learned how different social mission levers (e.g. skills gap on hire, size/nature of employment barriers, % of social hires of total employee group) can influence profitability
- The carrot of our financing is not always needed to engage Canadian employers in the practice of social hiring

The question for us was:

How should SCP think about interest from Canadian employers who don't need our financing but want to 'test' SCP's social hiring program?



❖ To create successful workforce development initiatives by **facilitating strategic connections** between companies' HR functions and community service agencies

- Engaged Monitor – an international strategy consulting firm and SCP partner – to help us understand and think through this opportunity
- Why?
- (Vast majority of) Canadian employers not aware of the employment programming and services community based non profit agencies provide to job seekers
- Even if they are aware, most companies do not have the internal resources and/or incentive to educate themselves and do the agency outreach
- Often agencies and employers do not speak the same 'language' or work off the same timelines, as a result it can be difficult for employers to effectively leverage this labour pool

Recruiting Value Chain



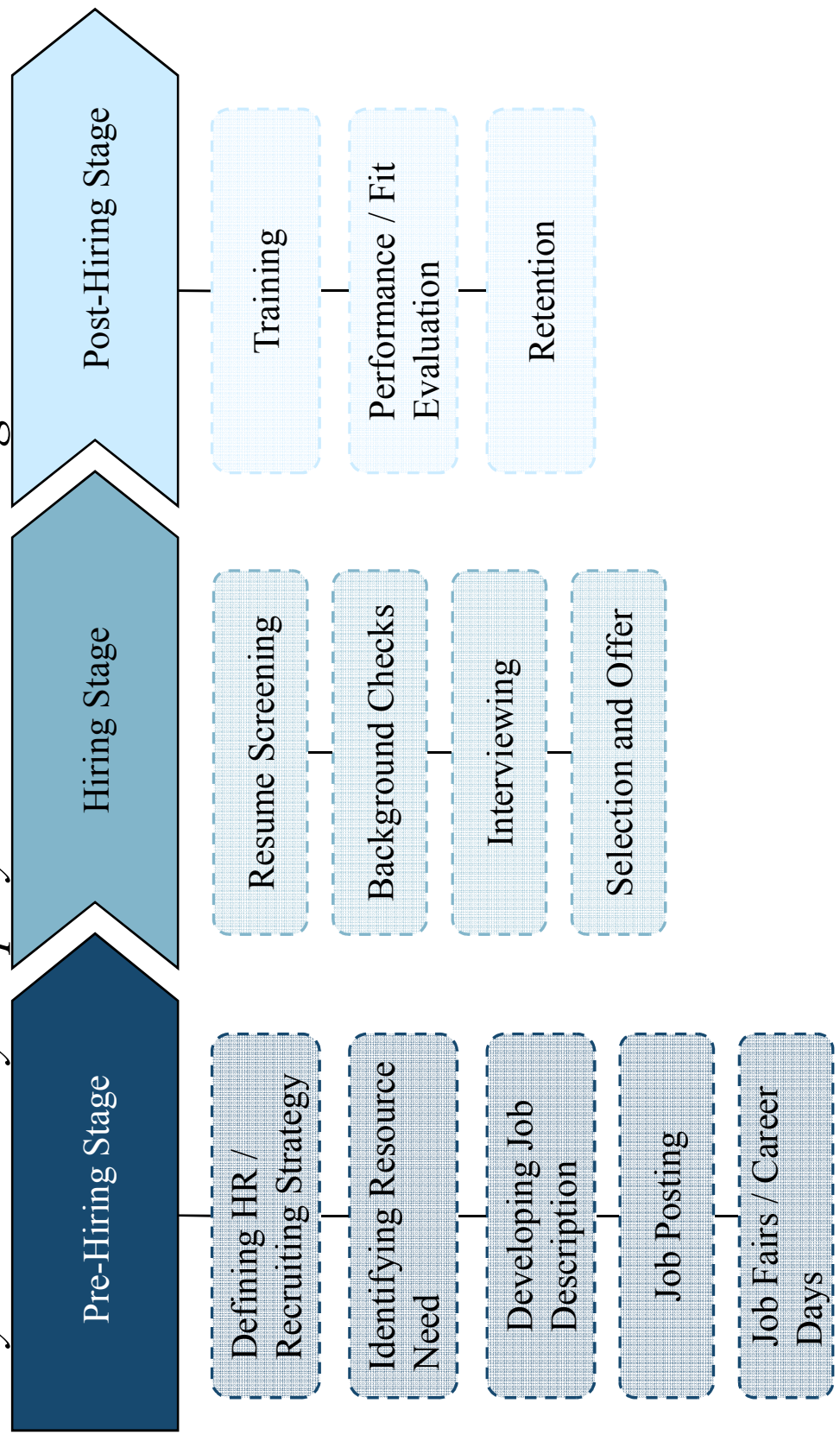
- Typical stages (pre-hiring, hiring, post-hiring)
- Agency and Government presence (strong, limited, weak)
- Assessment of current marketplace (supply / demand dynamics)
- Policy framework (Employment Ontario)

I. Diagnostics: Employer Recruiting Value Chain

Recruiting Value Chain

There are a number of typical stages to the recruiting process, each of which provides a possible point of connection / influence:

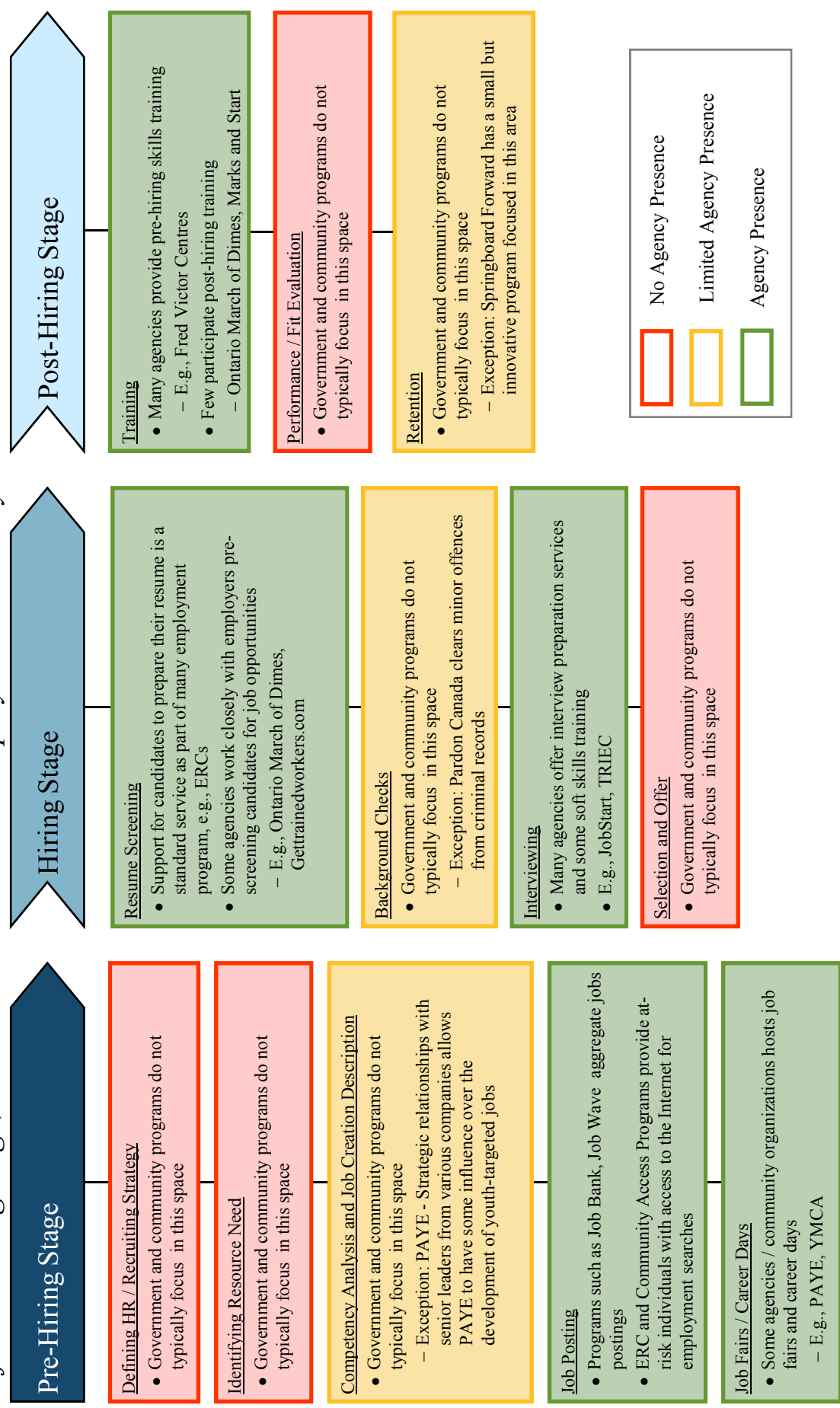
Key Activities by Employers in Social Hiring



I. Diagnostics: Employer Recruiting Value Chain

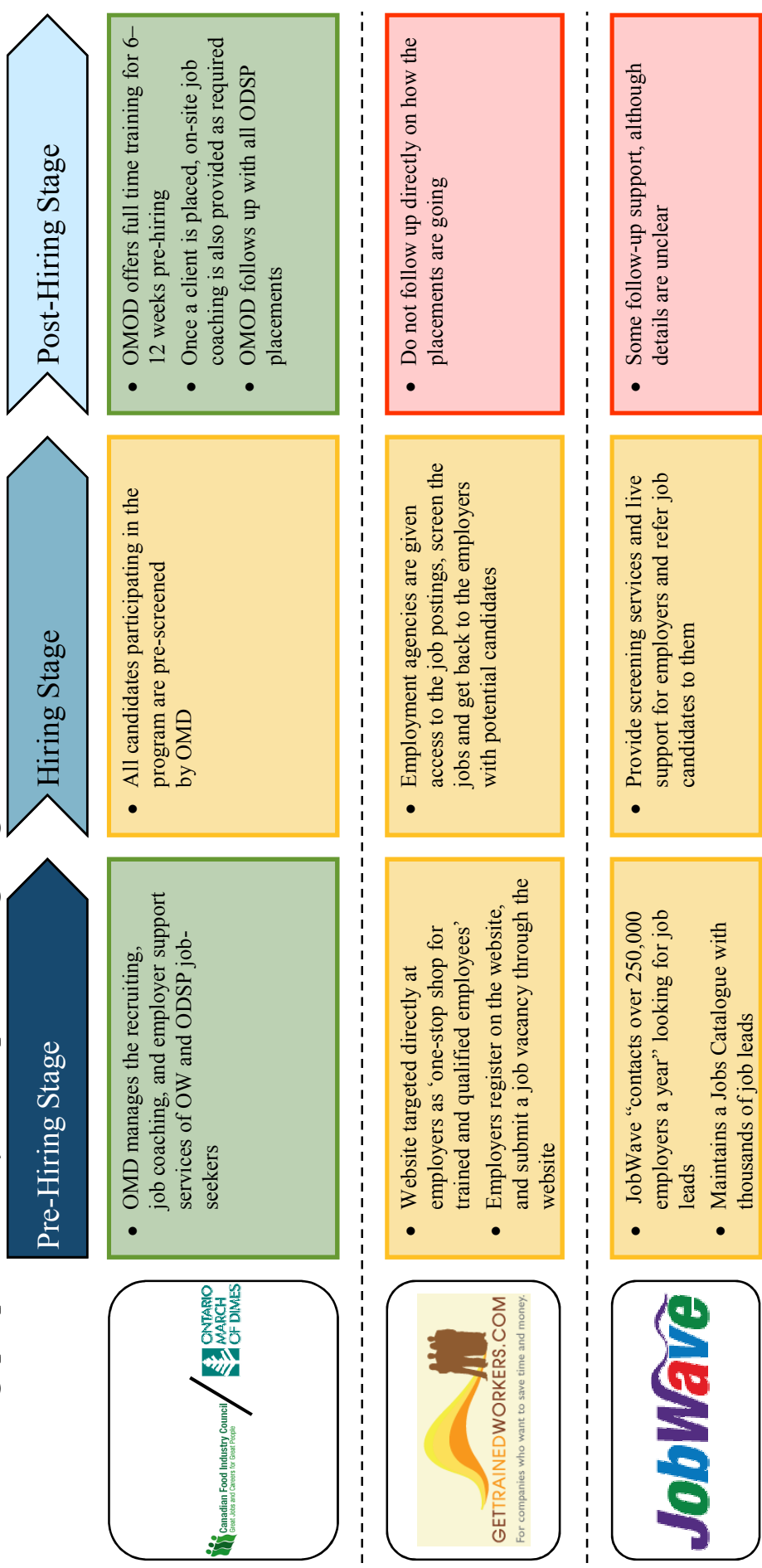
How Government and Community Agencies Play in Recruiting Value Chain

Government and community agencies primarily focus their efforts on preparing their at-risk clients for the hiring stage; their collaboration with employers is relatively limited.



I. Diagnostics: Employer Recruiting Value Chain SCP Case Studies (1 of 3)

There are many examples of agencies providing services along the value chain, although there are notable gaps, particularly in the post-hiring stage

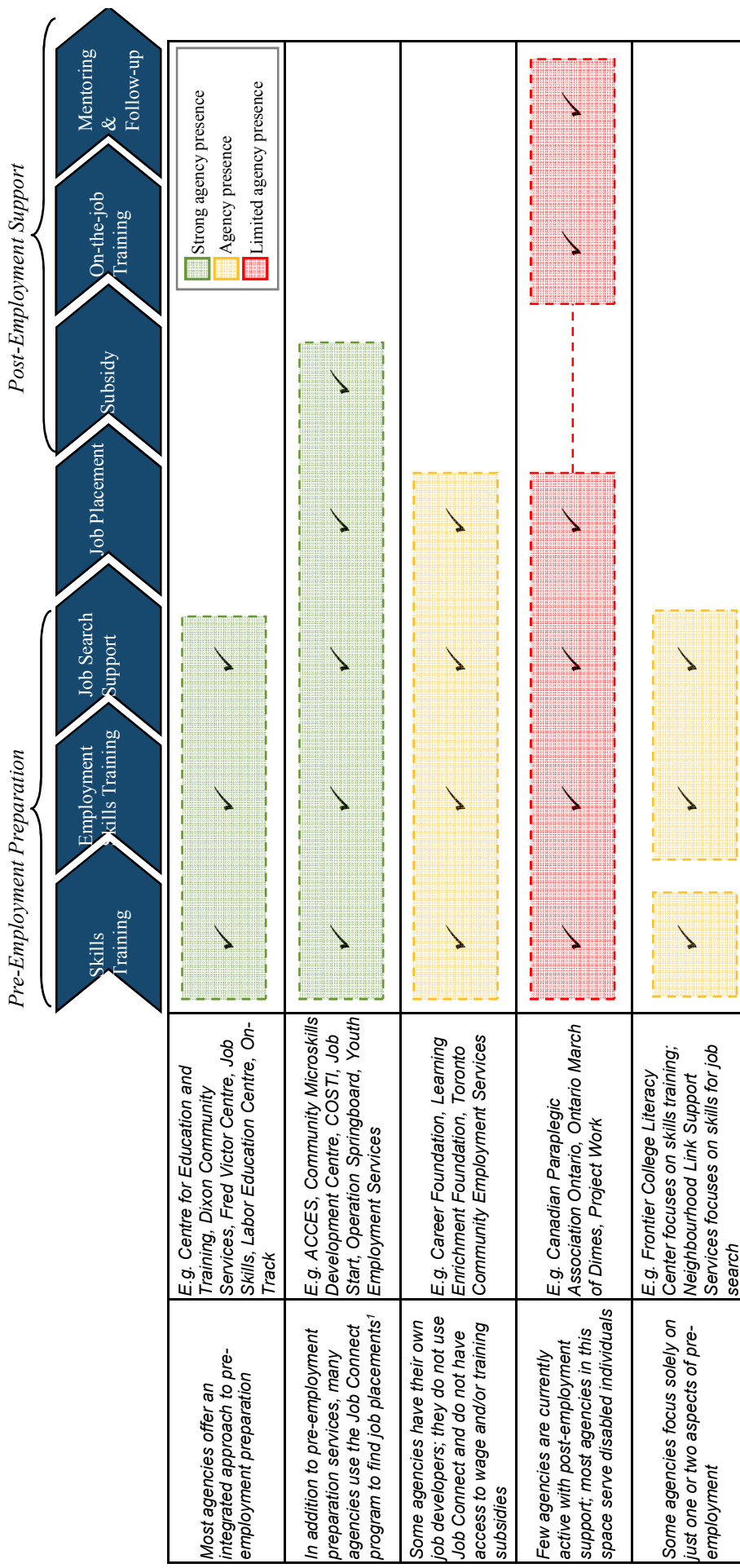


No Agency Presence
 Limited Agency Presence
 Agency Presence

I. Diagnostics: Social Employment Services Value Chain

Current Delivery Model

There are over 1,200 employment service agencies affiliated with Employment Ontario; their activities are primarily focused on pre-employment preparation:

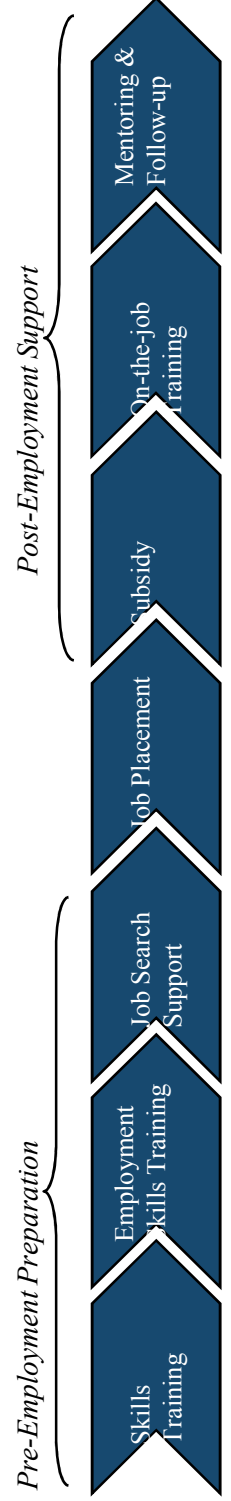


Note: ¹Job Connect is an Employment Ontario program that creates a link to employers and job placements; agencies that run the Job Connect program may offer wage and training subsidies to employers that hire clients with severe barriers to employment
 Source: Monitor analysis based on Toronto 211 website, Employment Ontario website, and various agency websites

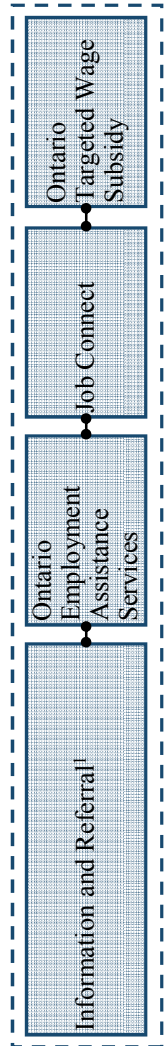
1. Diagnostics: Social Employment Services Value Chain

Change in Delivery Model for Employment Ontario

Changes to the Employment Ontario service delivery model in Ontario will reduce service fragmentation for clients, however it will lead to greater fragmentation at the employer interface:

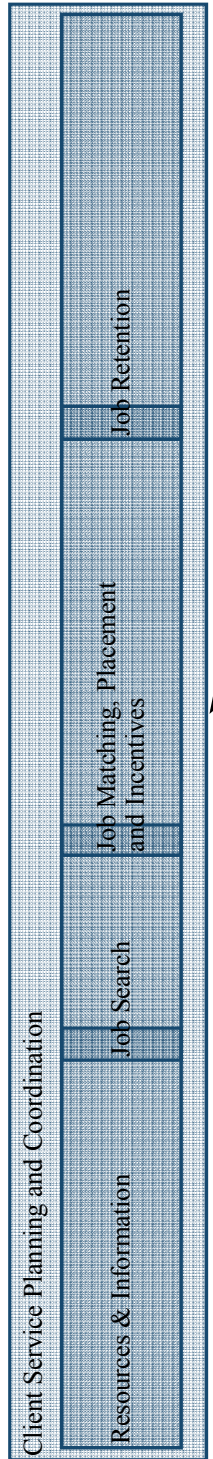


Current Employment Ontario Service Delivery Model:



The current Employment Ontario model funds agencies based on the number and type of services provided across the segments of the value chain

Changes in Employment Ontario Service Delivery:



The new model, however, will fund agencies based on their ability to provide the full-suite of services across the entire value chain

This enhances fragmentation at the employer interface, as a greater number of agencies will engage in job development and placement

Note: Included in this category are programs such as Literacy and Basic Skills Training, Ontario Employment Resource Centres, Ontario Skills Development Source: Employment Ontario report, "EO Transformation: Employment Service Implementation", October 2008

I. Diagnostics: Employer Recruiting Value Chain

Summary Overview

- The **recruiting value chain** for the low skill job market, consists of various stages, each of which provides a possible point of connection / influence between employers, agencies and job seekers/social hires
- The **government and community programs are typically focused on select stages** of the recruiting value chain, specifically, job posting, job fairs, resume screening, interviews and training
 - These community programs are primarily designed to support at-risk individuals in their transition to employment and often provide a poor employer interface
- A **number of innovative initiatives do exist** to close the gap between employers and at-risk populations
 - These initiatives are typically focused on one or multiple stages of the value chain; none play across the entire chain
- **Opportunities exist to improve both agency and employer capabilities**
 - E.g., Teaching employers to adjust and manage social hiring expectations and to design effective retention supports
 - E.g., Helping agencies to improve interface with employers, enable more effective relationship building and establish better job matching and placement for social hires
- **Opportunities exist to develop more sophisticated around performance measurement and retention tracking of social hires** (highlight SCP's monitoring/reporting with AG+R portfolio)

Challenges



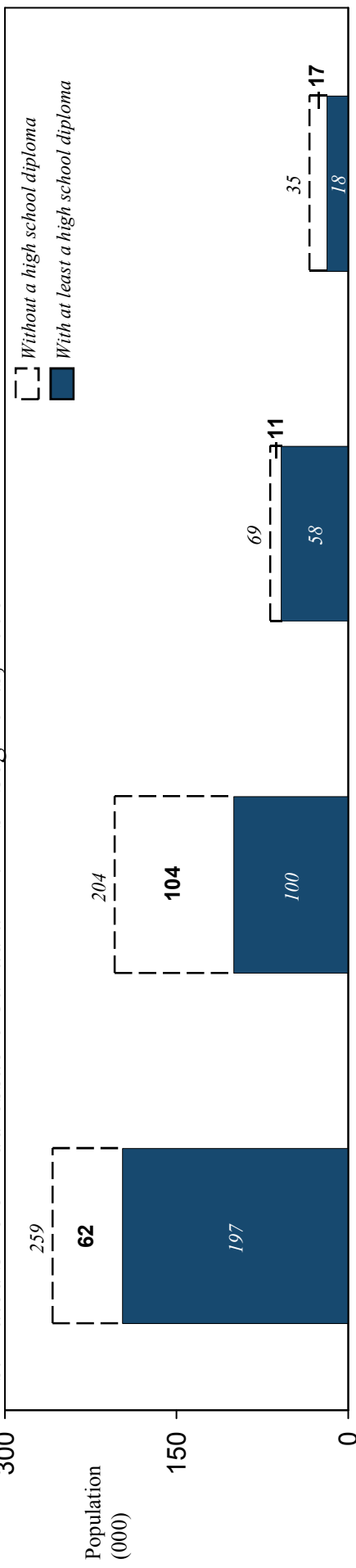
- Supply: at-risk profiles
- Demand: employers
- Interface: connecting demand and supply

I. Diagnostics: Labour Supply Dynamics

Sizing Canadian At-Risk Populations

Single mothers and at-risk youth are the two largest addressable segments:

Estimated Size of Addressable Canadian At-Risk Segments, 2006



Market	Size (000)
Total Single Mother Labor Force	3,226
Total Unemployed Single Mothers	280
AND without child care concerns	259
AND with at least a high school diploma	197

Market	Size (000)
Total Youth Labor Force	2,758
Total Unemployed Youth	353
Total Unemployed with less than university or college	296
AND without a chemical dependency	273
AND without a criminal record	204
AND with at least a high school diploma	100

Market	Size (000)
Total New Canadian Labor Force	2,116
Total Unemployed New Canadians	174
AND with English proficiency	69
AND with at least a high school diploma	58

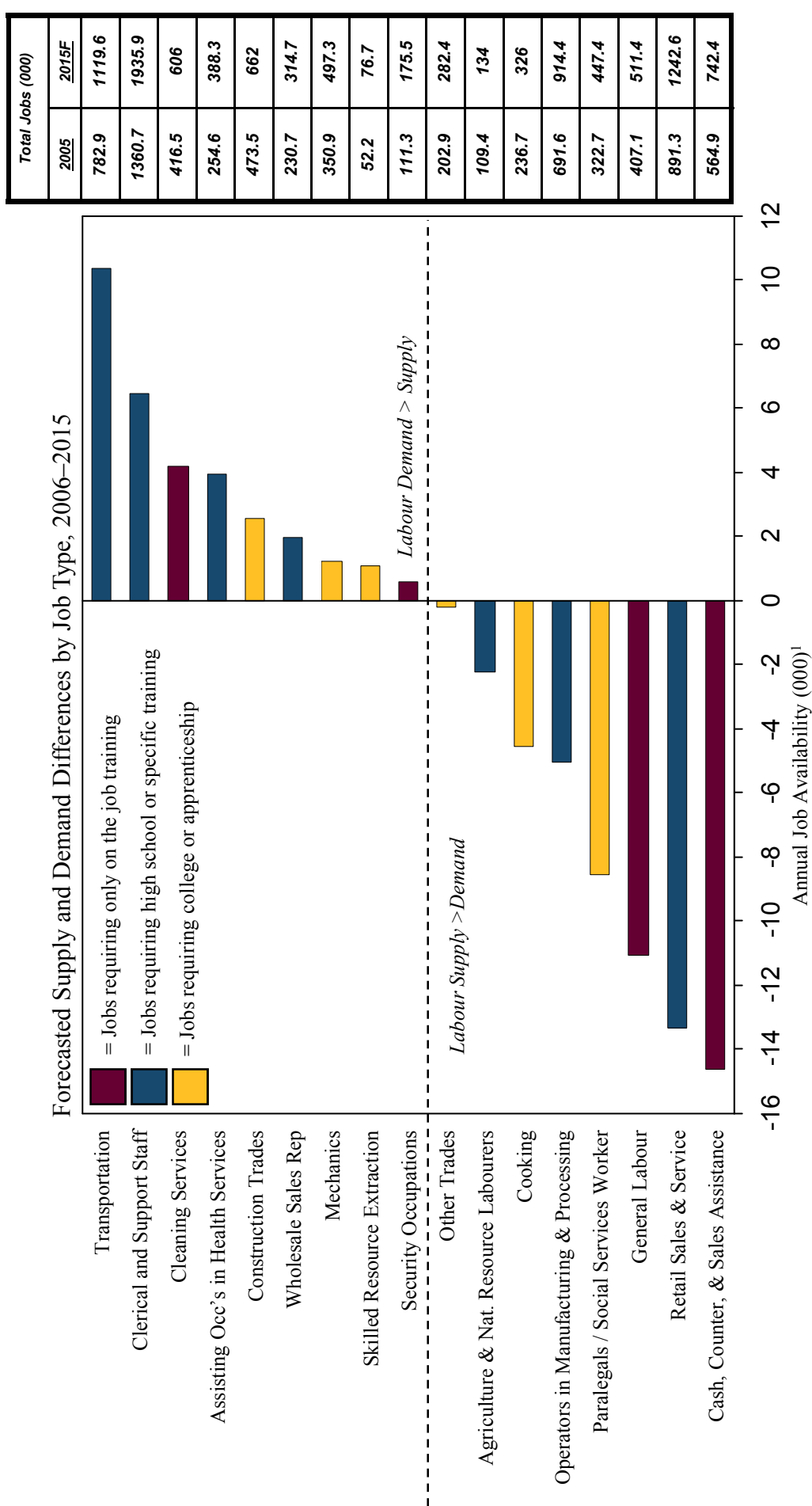
Market	Size (000)
Total Aboriginal Labor Force	519
Total Unemployed Aboriginals	77
AND living in an urban area	41
AND without a chemical dependency	35
AND with at least a high school diploma	18

Note: See Appendix pages 55-58 for sources and descriptions

1. Diagnostics: Labour Demand Dynamics

Forecasted Supply and Demand Balance in Low-Skill Job Market

Despite these market conditions, there appears to be some clear opportunities created by labour market imbalances in some specific lower skill jobs:



Note: 1: Annual Job Availability = (Expansion Demand + Retirements + Deaths + Emigrating Workers) – (School Leavers + Demand from Immigration)
 Source: HRDSC, 10-Year Outlook for the Canadian Labour Market, 2006

I. Diagnostics: Labour Demand Dynamics

Opportunities and Challenges for Social Hires

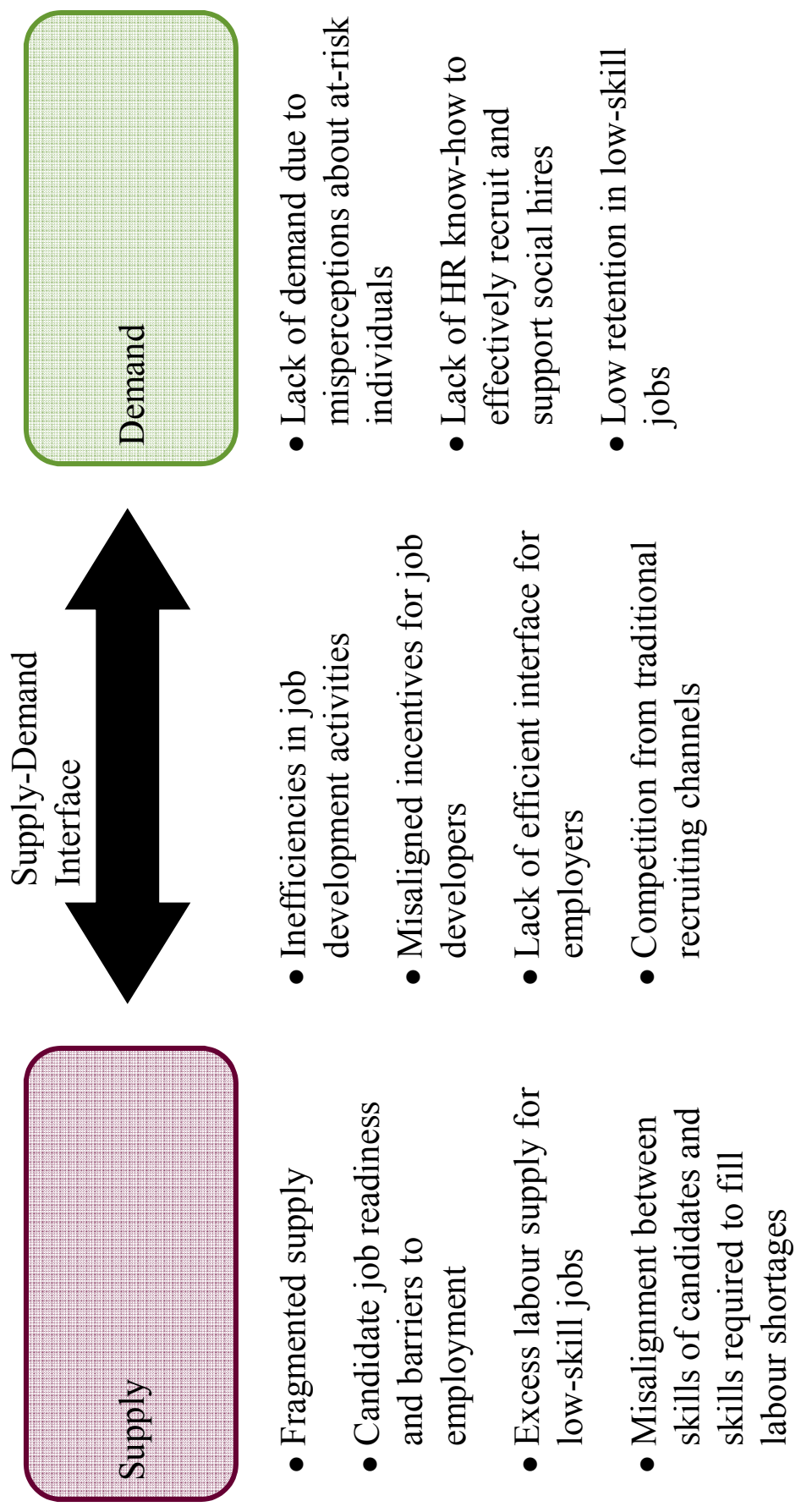
	Opportunities & Benefits for Social Hires	Barriers & Challenges for Social Hires
Transportation	<ul style="list-style-type: none"> Higher paying than general labour Work is meaningful and not monotonous Responsibility increases pride and retention 	<ul style="list-style-type: none"> Certification often required, such as trucking or heavy equipment operator license Erratic hours rules out those with children
Clerical and Support Staff	<ul style="list-style-type: none"> Stable daytime hours attractive for parents 	<ul style="list-style-type: none"> Some candidates may lack required business etiquette
Cleaning Services	<ul style="list-style-type: none"> Few barriers – no experience or education requirements Stable hours (though often at night) 	<ul style="list-style-type: none"> Low level of pay and job satisfaction <ul style="list-style-type: none"> Makes early exits common
Assisting Health Services	<ul style="list-style-type: none"> Stable daytime hours good for single parents 	<ul style="list-style-type: none"> Requires high level of professionalism Certification often required
Construction Trades	<ul style="list-style-type: none"> High paying, fulfilling work Required investment in future reduces turnover Opportunity for youth to learn a lifelong skill Education prevents return to social assistance 	<ul style="list-style-type: none"> Apprenticeship education required Physical, math and cognitive skills required Unforeseen overtime common <ul style="list-style-type: none"> Difficult for single parents
Wholesale Sales Rep	<ul style="list-style-type: none"> Commissions reward hard work, increasing productivity and retention Advancement opportunities 	<ul style="list-style-type: none"> Some candidates may lack required business etiquette Experience and / or training required Personal and language skills required Pay and hours may not always stable
Mechanics	<ul style="list-style-type: none"> Higher paying, fulfilling work Required tool investment increases retention Opportunity to learn a lifelong skill 	<ul style="list-style-type: none"> Apprenticeship usually required Unforeseen overtime common <ul style="list-style-type: none"> Difficult for single parents
Skilled Resource Extraction	<ul style="list-style-type: none"> High paying, exciting work instills pride Language less important <ul style="list-style-type: none"> Opportunity for semi-skilled new Canadians 	<ul style="list-style-type: none"> Requires dexterity, training and / or college Requires relocation and / or transportation Often dangerous
Security Occupations	<ul style="list-style-type: none"> Stable hours (though often at night) Responsibility increases pride and retention 	<ul style="list-style-type: none"> Clean criminal record a must Employers hesitant to give youth responsibility Monotonous work

= Jobs requiring only on the job training
 = Jobs requiring high school or specific training
 = Jobs requiring college or apprenticeship

I. Diagnostics: Key Challenges in the Social Hiring Landscape

Challenges in Social Hiring Landscape

Interviews with agencies and employers identified the following challenges in the social hiring landscape:



1. Diagnostics: Key Challenges in the Social Hiring Landscape

Key Challenges in Social Hiring: Supply

Fragmented Supply

- The highly fragmented employment services landscape causes confusion for employers
 - There are currently 1,200 third-party service delivery partners within Employment Ontario alone
- Agencies can serve anywhere between 20 and 800 individuals, with only a fraction of those being job-ready at any given point in time
- With the introduction of the Ontario Works Act in 1998, many of the job-ready individuals found employment while more disadvantaged individuals with significant barriers to employment were left behind¹

Candidate Job Readiness and Barriers to Employment

- This creates a challenge for agencies trying to meet strict placement quotas, as the clientele continues to be more and more challenging to serve

Excess Supply for Many Low-Skill Jobs

- There is an excess supply of candidates for jobs that do not require a high school diploma
 - Unemployment rate is high (11% relative to 6%) among those in labour force with less than a high school education²
- This will be aggravated as individuals that lose their jobs as a result of the economic downturn enter the unemployed labour pool and compete for low-skilled jobs
- There is a looming skills gap in jobs that require more than a high school education but less than a four-year degree

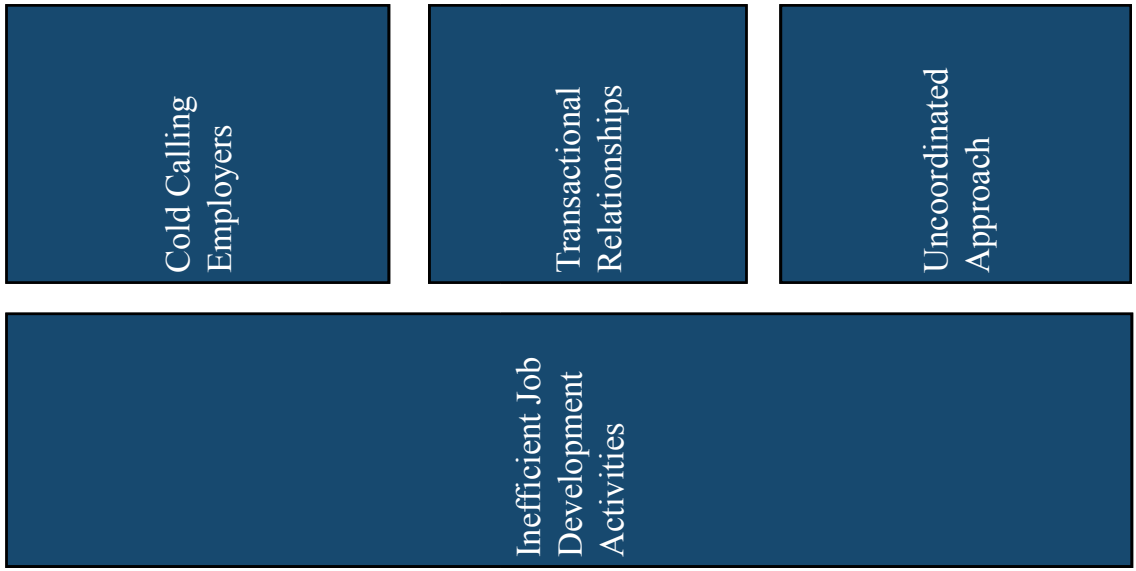
Misalignment Between Skills of Candidates and Skills Required to Fill Labour Shortages

- Current trends show a decline in resources for middle-skill training combined with an accelerating retirement of middle-skill workers, which leaves a pool of workers with inadequate skills to fill these jobs
- There is a misalignment in education received by young people and business demand
 - With an aging workforce and less people choosing trades as a career, it is expected that Canada's skilled labour shortage will reach 1.2 million people by 2025³
- Shortage of skilled trade workers spans many sectors, including mining, oil & gas, & construction³

Source: ¹After Ontario Works: A survey of people who left Ontario Works in Toronto in 2001¹, May 2002; ²Statistics Canada, Census of Population, 2006; ³Epoch Times, "Earn While You Learn: Apprenticeships Help Curb Labour Shortage", June 2008

I. Diagnostics: Key Challenges in the Social Hiring Landscape

Key Challenges in Social Hiring: Interface



- Job development is primarily done through a push model where job developers approach employers and sell their clients, rather than employers approaching them to fulfill a specific labour need
 - This method, of cold calling employers, is not a scalable business model
 - There is a disconnect between how job developers reach out to businesses and how companies recruit (e.g., by the time the job ‘reaches’ HR, the company has already begun to engage in a structured recruiting process)
- Relationships between job developers and employers appear to be primarily transactional, focused on individual placements as opposed to the establishment of long-term relationships
 - Most job placements take a one-off, localized approach, with no scaled or corporate-level efforts to develop multiple jobs across various locations
- Job development activities are uncoordinated between agencies, with job developers individually approaching local employers
 - Much duplication exists as job developers from different agencies will reach out to the same employers
 - Duplication reduces scale and signifies a waste of resources; synergies could be achieved by combining resources across agencies

1. Diagnostics: Key Challenges in the Social Hiring Landscape

Key Challenges in Social Hiring: Interface

Misaligned Incentives for Job Developers

- Agency funding-based targets create incentives to place people in a job, not necessarily the ‘right’ job
- Job placement quotas required for funding also create competition between agencies that hinder coordination

Lack of Efficient Interface for Employers

- There are too many agencies in the social employment services landscape that it is unclear to employers who to reach out to
- Current system is not designed to meet employer needs either
 - E.g. Turn-around time is often not quick enough, candidates are often not as readily available as required

Competition from Traditional Recruiting Channels

- Recruiting is a \$4 billion industry in Canada
- There are many channels available to employers, notably job posting services, agencies, and in-house recruiting functions
 - Most companies also leverage their company websites as a passive way to recruit
- Temp. agencies, such as Adecco and Manpower, are particularly popular means to staff low-skill positions
 - Private staffing agencies offer businesses labour flexibility by making labour costs entirely variable and filling needs for indefinite periods of time
 - Over 90% of the Fortune 500 employ temporary help through agencies to avoid paying for recruitment, payroll, benefits, and HR overhead of employees

1. Diagnostics: Key Challenges in the Social Hiring Landscape

Key Challenges in Social Hiring: Demand

Lack of Demand Due to Employer Misperceptions about At-Risk Individuals

- Employers are concerned with the performance potential of social hires
 - Stereotypes exist that social hires are unreliable on day-to-day basis, bad at their jobs, will quit after two months, etc.
- Agencies find this to be an important barrier in engaging employer participation in social hiring
 - “Overcoming employers stereotypes is one of the greatest challenges we face in our day-to-day operations” – Agency Employment Services Manager

Lack of HR Know-How

- Employers currently do not have adequate HR functions to deal with the unique needs of social hires
 - “Employers need to be on board, however, they have their own corporate interests and usually can not be bothered to learn about social hiring until they have a need to fill” – Agency Employment Services Program Manager
 - “What’s missing is that employers do not understand the barriers that social hires face or the fact that there are multiple” – Agency Executive Director
 - “Employers need to invest and take ownership; it would really help if they provided a point person as a liaison for at-risk workers” – Agency Employment Services Program Manager

Low Retention in Low-Skill Job

- High turnover is an important concern for employers
 - In Canada, food services, retail, security guarding, call centres, and oil services are beset with particularly high turnover rates
 - E.g., Staff turnover in the cleaning industry is estimated at 50%, and these entry-level employees typically do not provide notice before leaving
 - “In this industry, they will leave you without notice for \$0.10 on the hour” – HR Manager, Private Employer

I. Diagnostics: Key Challenges in the Social Hiring Landscape

Social Hiring Case Study: Cara Operations – Harvey’s

Harvey’s uses a wide variety of recruiting channels in order to maintain a consistent pipeline of job candidates:

Context

- Harvey’s has 290 restaurants across Canada, of which ~40% are corporate-owned
 - Budget for employment services is corporate-mandated, but front-line hiring decisions fall on general managers
- Harvey’s must deal with quick-serve restaurant industry turnover rates of ~80%
- Currently recruits through social agencies, private online job boards, in-store banners, job fairs, and the corporate website
 - Harvey’s recruits social hires, primarily the disabled and at-risk youth

Finding people in fragmented hiring landscape is the biggest challenge

- Fragmented hiring landscape has led to a multi-channel recruiting strategy to maximize touch points
 - “We look for people everywhere: through Monster.ca, social agencies, job fairs, the corporate website, and in-store banners; basically everywhere but the newspaper, which doesn’t reach our target audiences”
- Consistent candidate pipeline needed to meet staffing needs, as high employee turnover is taken as an industry given
 - “We have great incentives to keep the right people, the real trouble is finding people that are actually willing to work in quick-serve restaurants, because it’s not glamorous”

Agencies fail to follow up

- Agencies that promise post-placement coaching during the recruiting process usually fail to follow up, straining the manager-employee relationship
 - “Social workers say they will do bi-weekly feedback and coaching, but they rarely show up and the manager is left to deal with problems and barriers on their own”

Willing to pay for service

- Recruiting is a big enough issue for Harvey’s that it would be willing to pay fee for automated brokerage or other services that connect Harvey’s to a large number of candidates

Key Job Development and Case Insights



- Many agencies have found innovative ways to enhance job development activities through **close collaboration with employers**
- Most agencies **incorporate pre and post-placement support and services** as part of total offering
- Few organizations focus exclusively on playing an **intermediary role** between employers and agencies that deliver employment related services
- Agencies with strong record with employers found that consistently **providing high quality and job ready candidates** to employers is an important success driver
- **Work-focused training programs** are often a key component
- Agencies successful at engaging employers are **business-oriented**
- **Many models are scalable** because, after proving successful, the program components or technology platforms are easily deployed to other agencies across the country

What does this mean for SCP?



- Based on our own experience talking with employers and with Monitor’s research on the social hiring landscape, SCP believes there is significant opportunity for a new positioning that will provide value to employers and agencies with the end goal of helping job ready, at risk profiles get back into the workforce and establish pathways for advancement

Outlining the Opportunity



- SCP's positioning is at the **supply-demand interface** of the recruiting value chain
- SCP would function as a **workforce development intermediary organization**

The core agency activity areas SCP's value proposition focuses on are:

- Job Development
- Job Placement
- Post-Placement Retention Services

SCP's Core Value to Agencies



- **Demand Generation:** SCP has access to employer networks and job opportunities that that would otherwise be unavailable to agencies (pull not push)
- **Aligned Objectives:** SCP's brokerage/intermediary service supports agencies job development/placement objectives and activities
- **Facilitates Broader Program Improvements:** share feedback and learning from employers to improve and tailor pre-employment training programs

SCP's Core Value to Employers



- **Simplicity and Efficiency** – provide a single access point for employers to recruit job-ready candidates across numerous agencies
- **Employer-focused Service Delivery** – focus on addressing employer hiring requirements
- **Transfer of HR expertise** – coach and advise employers on how to effectively support and retain social hires
- **Employee Loyalty** – Successful matches lead to more productive and loyal employees
- **CSR as Competitive Positioning** – Employment of disadvantaged individuals contributes to competitive advantage when competing for labour, customers or license to operate

SCP core value to employers and agencies

- Provide integrated brokerage service to agencies and employers
- Coordinate, monitor and evaluate different workforce development initiatives
- Lead in developing and structuring appropriate post employment support service packages delivered by agencies and employers
- Capacity to generate significant PR for agencies and employers

End Goal

- Transform the way employers think about and organize their HR functions
- Positively impact disadvantaged populations by connecting them to meaningful employment
- Eliminate supply/demand interface inefficiencies and improve delivery of employment services
- Increase employer accountability and investment in social hiring

Where We're At Today

- **Test opportunity for this brokerage service**
- **Currently in 1 year pilot phase (geo focus: GTA)**
- What does success look like? (Defining transformational impact)
- Determine job readiness of best targeted social hire profiles in context of specific employment opportunities and completed pre-employment preparation inputs
- Determining specific retention supports:
 - What can agencies deliver?
 - What can employers deliver?
 - What can SCP deliver?
- Agency criteria
- Employer criteria

Defining 'Transformational' Impact

We sought to create a business model with transformational impact; we defined a 'transformational' business model as a model that generates impact across three interlinked dimensions:



*Positively Impacts Disadvantaged
Individuals Through
Meaningful Employment*

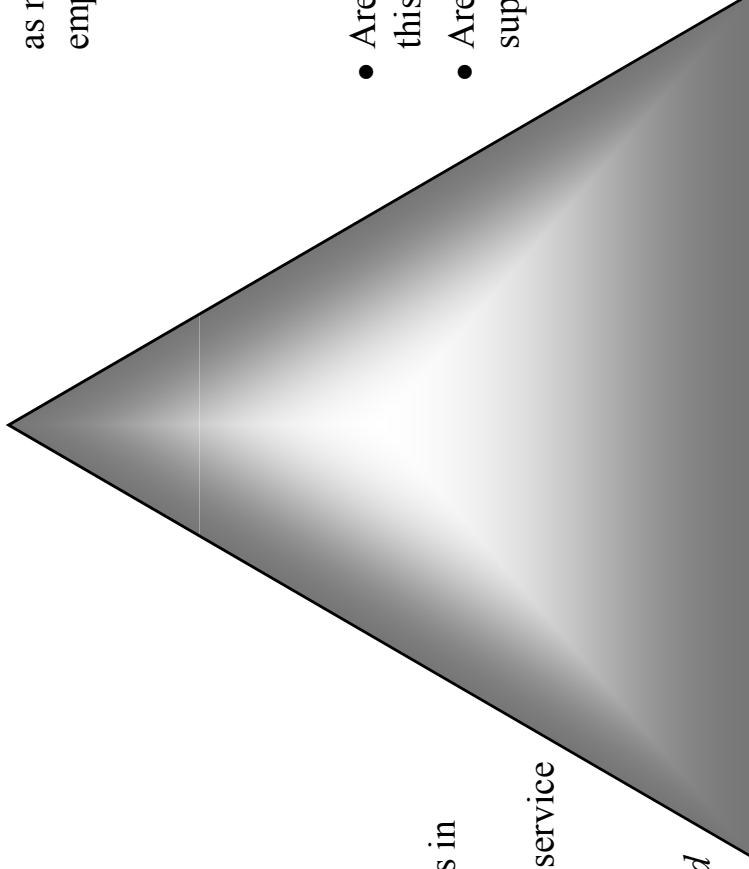
- How many individuals are employed?
- Do the job opportunities qualify as meaningful career-oriented employment?

- Does the model eliminate redundancies / inefficiencies in service delivery?
- Does it improve the overall service delivery model?

*Eliminates Inefficiencies and
Improves Delivery of
Employment Services*

- Are employers strategically leveraging this hidden talent pool?
- Are employers investing to recruit, support and retain social hires?

*Increases Employer
Accountability and
Investment in Social Hiring*



Understanding Job Readiness



- Focus on social hire segments who have completed relevant pre-employment preparation that fit with specific employment opportunities
- Employer requirements:
 - Nature of employment (what kind of employer are we – culture, work hours and compensation, training, benefits, opportunities to career ladder)
 - Social hire recruiting targets and timelines (how and when do we hire?)
 - Specific pre-screening requirements (e.g. driver’s license, language skills, education)
- Agency capacity:
 - Deliver relevant pre-employment preparation programs/services
 - Can effectively filter and screen candidates based on employer requirements
 - Serve sufficient number of job ready profiles interested in employment opportunity
- At risk profiles:
 - Have already addressed any significant issues preventing them from securing and retaining employment
 - Link to candidate capabilities and career interests

Defining Retention Supports



- Need to collaboratively identify what specific retention supports social hires may need once employment is secured (in planning stage)
- Key Considerations: **Agencies**
 - What **type of supports** (e.g. structured follow up site visits, peer support structured social networking) would help people retain employment?)
 - What retention supports work best **when?** (e.g. at 2 weeks, 1 month, 3 months)
- Key Considerations: **Employers**
 - (How) should we modify or customize our **new employee orientation?** (e.g. select a working peer for new social hires to ask questions , advice and provide clarification)
 - Assess opportunity to engage more senior employees with new social hires in **mentor** relationships
 - Clearly outline **advancement criteria**
 - Ensure social hires understand **performance review** processes and pathways to **career ladder**
- Key Considerations: **Social Capital Partners**
 - Structured follow up with employer to **monitor** placement progress and **troubleshoot** any issues
 - **Coach /advise** employer on how to adjust workplace processes to **support** and **retain** social hires
 - Function as **feedback loop** to agencies and employers

Agency Partnership Criteria



- Leadership sees value in SCP proposition
- Have deep understanding of the profiles they serve
- Transparent around required accommodations
- Core competency in developing and delivering pre-employment training, employment preparation programming, candidate screening and delivering retention supports
- Place at least 500 clients annually in jobs in the GTA
- Sufficient capacity to engage in innovative workforce development initiatives with SCP and employers
- Have flexibility in the delivery and packaging of services
- Buy in on our vision for scalable technology platform for social hiring (social hiring market exchange model)

Where We're At – Agencies



- Established relationships with selected agencies in major urban centres across Ontario
 - Job Connect and Targeted Wage Subsidy service providers e.g. Colleges, Municipal Government
 - Independent nonprofits e.g. YMCA, Goodwill
- Engaging in regional community employment service networks
 - Onestep
 - Durham Regional Employment Network
- Exploring implications for forthcoming Employment Ontario changes
 - Consolidation
 - Tracking

Employer Partnership Criteria



- Good corporate citizen
- Senior level buy in for implementing social hiring program from both executive and operational levels
- Committed engagement from key HR and operation management with decision making capabilities to drive workforce development initiative forward
- Employ at least 500 people with significant % of entry level jobs
- Good entry level wage – at least \$10.00 per hour
- Access to benefit program for entry level employees
- Formal training/skills development– including entry level
- Opportunities for career laddering and to advance entry level employees

Where We're At – Employers



- **Automotive service**
 - Established portfolio with **Active Green + Ross**: 21 locations across Ontario
- **Home healthcare**
 - Pilot investment with **We Care** in Montreal
- **Call centres**
 - Pilot investment with **Strategic Communications** in Toronto and Vancouver
- **Exploring related and other industry verticals**
 - Automotive service
 - Call centres
 - Home healthcare
 - Grocery retail
 - Distribution centres
 - Niche restaurants

Discussion Questions

SCP is interested to learn your thoughts on:

- SCP's experience as it relates to the workforce development **value proposition** we are putting forward
- What do you think about the **agency key criteria** we have identified? Are we missing something?
- Any thoughts on **employer key criteria**?
- Who else – **networks or organizations** – should we be talking to at this conference?

Contacts



Thank you

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- Presentation available online at www.socialcapitalpartners.ca in the **Ideas and Learning** section under the **Change HR Initiative** category