



HOW-TO GUIDE

INCLUSIVE HIRING THROUGH ILEO GOOD JOBS PILOT

The [Inclusive Local Economic Opportunity Initiative \(ILEO\)](#) brings together the private, public, and community sectors to find innovative ways to reduce gaps in economic prosperity at the neighbourhood level. ILEO is convened by United Way Greater Toronto and BMO.

Does your company want to take action on inclusive hiring to fill available in-demand jobs?

This 5-step guide will help you get started on implementing an inclusive hiring stream.



This guide for taking action on inclusive hiring practices is based on key learnings from the first iteration of the ILEO Good Jobs pilot that saw seven Greater Golden Mile residents initially hired as disability adjudicators at Sun Life in March 2021 (see the [Case Study](#) for more details). Based on the ILEO Good Jobs model (see Box.1) and other successful UWGT workforce development interventions, this guide outlines five steps to jump-start targeted inclusive hiring in Toronto's Greater Golden Mile (GGM) neighbourhood and beyond.

Step 1: Identify Role and Profile

Identify an in-demand role where there is a desire to hire several candidates at the same time and where your company has struggled with recruitment and retention.

To maximize success, look for the following characteristics when identifying and selecting a role:

1. **Roles with low barriers and credential requirements:** This allows more candidates living in vulnerable communities such as the Greater Golden Mile to be eligible for the role.
2. **Roles with opportunities to leverage existing strengths:** This allows candidates to leverage existing transferrable skills or expertise in a particular area despite lacking formal or Canadian experience. For instance, a role could allow Newcomers to leverage existing knowledge of a specific area (such as health care or accounting) despite their lack of Canadian experience or certification.
3. **Growth Potential with living wage:** An ideal role presents a clear pathway for professional growth and meets minimum ILEO Good Jobs criteria such as offering stable and predictable full-time hours, benefits and a living wage of at least \$22/per hour or a clear pathway to \$22/hour within 12 months.

At the same time, your company will work with United Way Greater Toronto and a community partner to identify an ideal candidate profile and suitability criteria for the role that you are considering. This should take into account both the company's needs as well as the skill set that may be well represented in the community from which you are hiring. For instance, if knowledge of healthcare terminology is one of the assets for the role, an ideal candidate profile may be a Newcomer with existing healthcare experience looking for a new career opportunity rather than to obtain Canadian certification.



Box 1. The ILEO Good Jobs Model

The ILEO Good Jobs model for stream 1 model takes an innovative approach by involving employers in designing and delivering bespoke training for specific roles alongside a community partner, all while leveraging the networks and expertise of local community agencies for recruitment.

The main objectives of the model are the following:

- a) Link training as closely as possible to in-demand jobs at specific employers, not just promising industries
- b) Work closely with employers to identify roles with recruitment and retention challenges to ensure they benefit from their participation as much as jobseekers
- c) Involve employers as much as possible in training delivery specific to the role
- d) Make sure post-hire supports were available to both employers and employees

Step 2: Co-design the Training Program

Once you have identified a role and candidate profile, your company can now work with a local employment agency to co-design a bespoke training program.

When co-designing the program, ensure the training curriculum takes a strength-based approach specific to the role and matches skills that the community's potential workforce can offer. To get candidates ready for employment, the training curriculum can also include content on general employability supports such as interview preparation, workplace culture, work ethics and best workplace practices.

The length of the training curriculum can vary depending on the role but will likely include content from both your company and the community partner. You may find that there are existing training modules that can be adapted to fit the needs and nature of the role and the candidate profile. For instance, an existing healthcare bridging program for internationally trained healthcare professionals could be adapted to your training module if newcomers with a healthcare background are your ideal candidate profile. As your company co-designs the training program, you may find that some components are best co-delivered with the community partner while others may require you to work separately. In addition, consider defining any additional requirements for the role such as minimum language proficiency or technical knowledge and integrate that into the training. You may also wish to include content on business culture and etiquette into the pre-employment training part of the curriculum that is taught before candidates are hired.

Step 3: Recruit and Deliver the Program

Work together with local community agencies during the recruitment process and co-deliver the training program with your community partner in a way that allows for multiple interactions between candidates and hiring managers.

To ensure that your company recruits the right candidates, work with community organizations with local knowledge of the community to identify and recruit local qualified candidates to join your training program. The number of candidates your company recruits into the training program may vary depending on the intervention but should take into account factors such as the nature of the role, the number of vacancies, potential candidate attrition and the local job market. Being involved in the recruitment stage may also help both your company and your partner agency to learn more about the unique needs and strengths of participants which your company can continue to observe once the training program begins.

Training can take place virtually or in person depending on the nature of the role and the needs of your candidates. While the number of hours of training may vary depending on the role, work with your community partner to ensure that the frequency and time work for all candidates who may have additional home or employment responsibilities. If needed, provide supports to ensure that candidates can engage in training in a quiet space with the right technology and materials. Some of the training curricula will likely be co-delivered with your community partner which can also allow your hiring managers to observe and interact with candidates in multiple ways. In addition to bespoke training for the role, your community partner may also include training on effective communication and business etiquette as part of general employability training.

Step 4: Hire Candidates

Conduct a final interview of all candidates in the program to assess their suitability for the role and make job offers as appropriate.

Once training has concluded, conduct a final interview process to select the candidates that your company plans to hire for the roles you have identified. For those who are not selected to continue as full-time employees, provide constructive feedback, and keep their file to invite them to apply to relevant future positions.

Step 5: Offer Post-hire Supports

Offer comprehensive formal and informal post-hire supports up to 12 months after the hire date.

To ensure retention and employee engagement, build formal and informal post-hire supports for your company's new employees up to 12 months after their hire date. As part of your equitable workplace policies, consider providing flexible schedules and professional wrap-around supports such as mentoring, daily or weekly peer review and other assistance as needed. You may also liaise with your community partner to provide additional wrap-around supports to your new hires such as home office furniture, technology, or childcare. In addition to formal check-ins with your new employees, work with your community partner so that you are both checking in with employees on a consistent basis (e.g., weekly for the first month, and bi-monthly later) to better understand the challenges your new employees may be experiencing and what further supports can be provided. Consider signing an agreement to share personal information in advance to allow conversations with community partners to be as transparent as possible as to ensure maximum employee retention.

ILEO PARTNERS AND CONTACT

Sun Life's purpose is to help Canadians achieve lifetime financial security and live healthier lives. To do this, they offer a broad range of protection and wealth products and services to individuals, businesses and institutions including insurance, investments, financial advice and asset management. Please contact Diane Lacopo at diane.lacopo@sunlife.com to learn more about Sun Life's role in the pilot program.

ACCES Employment is a leading employment services provider with a vision of a fully inclusive labour force that reflects the diversity, skills and experience of Canada's population. ACCES connects job seekers from diverse backgrounds with leading employers serving more than 40,000 job seekers annually through seven locations across the Greater Toronto Area and online services that reach job seekers across Canada and around the world. Please contact Cameron Moser at cmoser@accesemployment.ca to learn more about ACCES Employment's role in the pilot program.

As the largest non-government funder of community services in the GTA, United Way Greater Toronto reinforces a crucial community safety net to support people living in poverty. United Way's network of agencies and initiatives in neighbourhoods across Peel, Toronto and York Region works to ensure that everyone has access to the programs and services they need to thrive. Mobilizing community support, United Way's work is rooted in ground-breaking research, strategic leadership, local advocacy and cross-sectoral partnerships committed to building a more equitable region and lasting solutions to the GTA's greatest challenges. To learn more about the ILEO Good Jobs pilot, please contact Fabio Crespin at fcrespin@uwgt.org. For any questions regarding this "how-to" guide, please contact Federico Vargas at fvargas@uwgt.org

ABOUT ILEO

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To read case studies from ILEO Corporate Charter signatories, please visit the [ILEO Resource Hub](#).

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