



# Workforce Summit Report

SUMMARY OF THE DISCUSSIONS HELD AT THE WORKFORCE SUMMIT  
HOSTED BY THE LOCAL EMPLOYMENT PLANNING COUNCIL  
NOVEMBER 26, 2018



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## 1.0 Background

The Workforce Summit held on November 26, 2018 built upon the successful Summit held in May of 2018. Local members of workforce planning groups were invited to participate in a discussion to identify workforce initiatives that should be pursued at the regional level to increase collaboration of activity across the London Economic Region and to take collective action to address workforce issues. The agenda for the November Workforce Planning Summit is provided in Appendix 1. Several documents were reviewed to facilitate Summit discussions. These documents are listed in Appendix 3.

Attendees also identified some additional strategies which should be included in further discussions. These strategies are:

- Community connected experiential Learning (Ontario Ministry of Education)
- Regional Economic Development Strategies
- Immploy Strategic Plan
- ESC Strategic Plan
- Research reports from Higher Education Quality Council of Ontario skills acquisition and assessment (PSE) see Rob Downie

Key objectives for the Summit were:

- Increased connections related to workforce development in the communities across the London Economic Region
- Increased workforce development coordination across the London Economic Region and a more informed, consistent and unified direction among stakeholders

As a result of the May 2018 Summit, it was clearly identified that the majority of workforce planning activity and service coordination was occurring at Level 2 of the

Service Coordination Continuum. (Table 1 Page 3) The goal of the November Workforce Summit was to move the community to Level 3 “Close collaboration with some system integration”. This was achieved through the identification of two areas where the LEPC will work with organization leaders to support integration through mutual problem solving of some system barriers.

The facilitated activity at the Summit led to the identification of two key areas for activity in 2019, which will be undertaken by collaborative partnerships in the London Economic Region.

**TABLE 1**  
**SERVICE COORDINATION CONTINUUM**

Level 1 AWARENESS No collaboration	Level 2 COMMUNICATION Basic collaboration by sharing information	Level 3 COORDINATION Close collaboration with some system integration	Level 4 COLLABORATION Close collaboration approaching an integrated system	Level 5 INTEGRATION Full collaboration in a transformed, integrated system
KEY SERVICE PLANNING FEATURES				
Organizations plan and deliver programs and services according to their own mandate and goals.  No coordination of the management of collaborative efforts.	Organizations plan and deliver programs and services according to their own mandate and goals and may share their plans with each other.  Some providers buy into collaboration and place value on having needed information.	Organizations share information about programs and services and future plans with other groups and receive similar information from community partners for consideration in individual planning and decision-making processes.  Organization leaders support integration through mutual problem solving of some system barriers.	Organizations plan and organize programs and services together.  Organizations support integration, if funding allows, and put effort into solving some system issues without fundamentally changing how programs and services are offered.	Organizations plan and organize the system of programs and services for the community and identify providers with the strongest capacity to deliver different components of the system.  Organizations collaborate driven by a shared vision for the community.  Organizations strongly support integration with expected change in service delivery and resources provided to move forward.

Source: LEPC Service Coordination Continuum

## 2.0 Table Discussions

Attendees participated in table discussions with a focus on “Improving the skills of workers” to meet current demand, and “Increasing the number of workers in the London Economic Region.” The discussions were grouped into common topics and the top 3 topics in each category were identified.

### Improve the skills of workers

1. Experiential Learning (Top 3)
  - Increase opportunities for internships and co-ops
  - Mentorship (peer)
2. Employers investing in training (Top 3)
  - Focus on employer role in quality of employees
  - Shift perspective: hire people who don't have all the skills but are trainable, then train them
  - Make workers happy (i.e. pay a living wage)
  - Increase training
  - Flexible work arrangements – [jobtalks.org](http://jobtalks.org)
  - Employer awareness of how employees learn and train
3. Soft Skills (Top 3)
  - training – rural areas
  - Deepen relationships between OW and EO to encourage referrals – EI offices too
  - “Sell” EO to employers downsizing or letting people go
  - Figure out where those job seekers are and who they are influenced by, and tell them about EO and offers
  - Drive more jobseekers into the EO system so they can connect with the training they need
  - Connect EO and high schools
    - Tables at lunch
    - Help facilitate careers course – maybe with an employer
  - Increase soft skills training (i.e. customer service training)
  - Programming to address the skills it takes to go to work
4. Increase opportunities for internships and coops (experiential learning) so students and job seekers get experience (paid)
  - Review/revise apprenticeship process
5. Consistent language and rules between government levels and SPO's
  - Communication
6. Support Service Providers (funds)
  - co-location of services
  - regionally reflexive funding

- marketing of available funding
  - COJG amounts for employers (available funding)
  - More support businesses
7. Coordination of database
    - Provide information/education to help job seekers understand realistic expectations for employment (i.e. you aren't going to be a manager first)
  8. Exposure to different careers at an earlier age (Grade 6)
    - Deepen the connection between education and businesses, so real-life LMI is included in schools (at all levels) – include guidance counsellors
    - System looking at individuals more holistically – more wraparound throughout employment pathway
  9. Better retention strategy
    - Employee engagement
    - Productivity measures (tech industry)
    - Employee feedback and employee action
    - Increase skills in workplace by skill laddering – will help retain workforce
  10. Develop strategies to retain older workers (Part Time, Mentor)
    - More upgrading opportunities with low fees
    - Encourage volunteerism and clearly outline the connection between volunteering and resume building in addition to skill-building
  11. Mental Health resources
  12. Collaboration and creativity among system coordination's across many sectors (housing/childcare for example)
  13. Elementary/Secondary schools
    - Life skills
    - Prepare students for the workforce
    - Job-ready skills in schools
      - build in employment-ready skills in academia
      - professional skills, job-ready/soft skills
    - Awareness by job seekers of what job readiness is
    - More emphasis in developing global competencies (i.e. critical thinking and problem solving, communication, global citizenship, innovation, learning to learn.)
  14. Concurrent training opportunity (i.e. work and gain skills, language)
    - Not delay employment for training
    - Encourage employers to offer a range of training options
    - COJG
    - Understanding of employment relationship between job seekers and employers (e.g. Bridges out of poverty)
  15. Awareness of front-line staff that support individuals to focus on individuals and not just mandates

- Number of employer- based supports for specific individual employee needs (e.g. ESL)

### **Increase the number of workers in the LER (supply)**

1. Employer flexibility and knowledge of workforce groups (Top 3)
  - Increase flexibility
    - Different schedules
    - Remote work
    - Job sharing
  - Extend work life of older workers (part time, mentorship/train of new workers)
  - Examine perceptions of employers by employees – understanding relationship
  - Sharing of information between employers or strategies that work with employees
2. Improve the promotion to decrease the gaps (Top 3)
  - Variety is important (doesn't always work to put square peg in round hole)
  - Review existing research for gaps and identify groups
  - Increase cross generational training
  - Increase “teasers” of different jobs – more hands on, not just tech
  - Training employers in recognition of transferable skills of employees
  - Reduce qualifications for some jobs (more realistic hiring practices) and then train
  - Awareness by job seekers of what job readiness is
  - Create more community connected experiential learning
  - Programming to address the skills it takes to go to work
3. Accessing unemployed labour force including “not in labour force” (Top 3)
  - Existing: converting people into workers (18,000+)
  - Increase employers' rate of retention of workers by sharing best practices re: employee retention and increasing dedicated support (company itself or employment services)
  - Cost of churn
  - The proportion of underrepresented groups (individuals) not in the workforce
  - Figure out how to connect to the “hidden labour market” – those not engaged in the labour market but who could be working
4. Career paths clearly defined
  - Normalize discussion about careers and jobs across fields, including elementary (ads in Europe) so people think about jobs naturally
5. Transportation (public, private, carpool vans, bus runs)



6. Increase incentives for both sides to share information – labour market and job seekers
  - Help people understand the realities of jobs that they have misperceptions of (e.g. manufacturing, the trades, etc.)
7. Increase marketing efforts for smaller communities so people know where jobs are
  - Inward migration
  - Connection between employers/job seekers and training to enhance successful connections
  - Improve/increase marketing to all (i.e. newcomers, youth, women)
  - Communication strategy re: change in employment for employers and job seekers
  - Increase allowances for paid employment when on benefits
8. Increase/encourage unions to help facilitate apprenticeships
  - Continue to increase ads on apprenticeship and sharing the information on the apprenticeship network
  - Easier trade equivalencies too
  - Review/revise apprenticeship process – OYAP for adults
  - More apprenticeship opportunities
  - Improve process
  - Increase the number of employers willing to take apprenticeships
9. Retaining youth – people raised here, people in local post-secondary institutions
  - Visiting: e.g. students (50-60,000)
  - Increase student awareness of local coop opportunities and employers
  - Increase presence on local post-secondary institutions
  - Give employment/education “tools”
  - “Knowledge” to all teachers, not just guidance, so all can share the information with students
  - More field trips for all teachers/students
  - Increase parental involvement in employment/educational pursuits for youth
  - Increase knowledge about realities of work
    - No longer one job for life
    - May have multiple careers over a lifetime
10. Increase recruitment of foreign trained (within Canada, express entry)
  - New to region – increase coordination of attraction efforts through targeted recruitment to the LER (engage people from different cultures who are here)
  - Improve attraction activities (results) through bringing regional reps together to create coordinated effort on attraction
  - Encourage employers to hire from diverse populations

- Have a one on one (information sessions) meeting with newcomers to find out about choices for themselves/their children/families (i.e. education/employment)
11. Housing stock (affordable, available)
- More housing (at a reasonable cost too)
  - Collaboration and creativity among system coordinators across many sectors (housing/childcare for example)
12. Increase a variety of learning platforms for people (i.e. webinars)
- Simplify the information of the choices available to all

Further written notes from the table discussions have been provided in Appendix 5.

### 3.0 November Workforce Summit Results

The total attendance at the Workforce Summit was fifty-seven (57). The attendees participated in the activities representing a total of 29 different workforce planning tables or groups.

Five themes emerged from the review of local workforce Strategic Plans (See Appendix 2). Two of these themes formed the focus of discussion at the Summit.

These two themes were:

#### Increase the number of workers in the LER (supply)

##### **Employer flexibility and knowledge of workforce groups:**

- Share information/strategies that work with employees between employers [Increase flexibility, schedules different, remote work, job sharing, extend work life of older workers (part time, mentorship/train of new workers)]
- Examine perceptions of employers by employees – understanding relationship

##### **Improve the promotion to decrease the gaps:**

- Review existing research for gaps and identify groups
  - ✓ **For employers:**
    - Increase cross generational training
    - Make training available to employers for recognition of transferable skills of employees
    - Encourage employers to reduce qualifications for hiring some jobs (more realistic hiring practices) and then train to company requirements
  - ✓ **For job seekers:**
    - Improve awareness by job seekers of what job readiness is
    - Create more community connected experiential learning
    - Increase “teasers” of different jobs – more hands on, not just tech

Programming to address the skills it takes to go to work

### **Accessing unemployed labour force including “not in labour force”**

- Existing: converting people into workers (18,000+)
  - ✓ The proportion of underrepresented groups (individuals) not in the workforce
  - ✓ Figure out how to connect to the “hidden labour market” – those not engaged in the labour market but who could be working
- Increase employers’ rate of retention of workers by sharing best practices re: employee retention, cost of churn and increasing dedicated support (company itself or employment services)

## **Improve the skills of workers**

### **Experiential Learning**

- Increase opportunities for internships and coops
- Mentorship (peer)
- Connect EO and high schools
  - Tables at lunch
  - Help facilitate careers course – maybe with an employer

### **Employers investing in training**

- Focus on employer role in quality of employees
- Shift perspective: hire people who don’t have all the skills but are trainable, then train them
- Make workers happy (i.e. pay a living wage)
- Increase training
- Flexible work arrangements – [jobtalks.org](http://jobtalks.org)
- Employer awareness of how employees learn and train

### **Soft Skills**

- training – rural areas
- Increase soft skills training (i.e. customer service training)

#### Sub-set related to Employment Ontario:

- Deepen relationships between OW and EO to encourage referrals – EI offices too
- “Sell” EO to employers downsizing or letting people go
- Figure out where those job seekers are and who they are influenced by, and tell them about EO and offers
- Drive more jobseekers into the EO system so they can connect with the training they need
- Programming to address the skills it takes to go to work

## 4.0 Selected Priorities

As a result of the table discussions, there were many issues that were identified related to the themes of increasing the number of workers in the London Economic Region and improving the skills of workers (to match the needs of the labour market). Through voting, there were key areas of action identified for the next year. The recommended action for each theme area is presented below.

### Increase the number of workers in the LER (supply)

- Target specific groups – immigrants, youth, etc.
- Assist employers in understanding the benefits of hiring apprentices
- Inform job seekers in understanding apprenticeship
- Assist job seekers in finding apprenticeship opportunities

### Improve the skills of workers

- Increase workplace readiness
- Improve skills, including soft skills and digital skills

## 5.0 Conclusion

The Workforce Summit was intended to bring local workforce planning initiatives together to explore common connections and develop increased synergy across the LEPC area. Thirty-three (33) feedback surveys were completed by summit participants. (See Appendix 4 for the evaluation results)

### **Evaluation Highlights:**

- The participants at the Summit identified that they sit on/represent 29 different workforce planning tables or groups.
- The two issues discussed at the Summit were relevant for 100% of attendees, with 90.9% of attendees saying the issue related to increasing the supply of workers was very relevant (the remaining 9.1% said it was somewhat relevant) and 84.8% of attendees indicating the issue of improving the quality of workers was very relevant (the remaining 15.2% said it was somewhat relevant).
- All attendees said they would be able to use the information provided via the Summit – 72.7% said to some extent and the remaining 27.3% said to a great extent.

- All attendees felt the Summit will help increase coordination between workforce planning bodies – again, 72.7% said to some extent and 27.3% said to a great extent.
- 90.9% of attendees said they identified at least one workforce development issue they plan to work on. Two attendees (6.1%) responded N/A and 1 participant said they did not identify a workforce development issue they plan to work on.
- When asked to provide an example of the issue they plan to work on, answers varied and interestingly, included issues other than those that were identified by the greatest number of attendees (and so became the focus of discussion in the latter part of the Summit).
- Recommendations for next steps on coordinating workforce planning across the region included continuing community meetings focused on workforce issues, sharing information in a variety of formats to keep stakeholders updated, and supporting initiatives and approaches that have demonstrated they work.



## Appendix 1 – Agenda



# WORKFORCE PLANNING SUMMIT AGENDA November 26, 2018

**11:30 am - 12:00 pm**      **Registration and Light Lunch**

**12:00 pm - 12:15 pm**      **Welcome and Introductions**

**12:15 pm - 12:30 pm**      **Key Themes from Planning Review**

**12:30 pm - 3:00 pm**      **Facilitated Discussions**

Our goal is to discuss workforce issues of concern across the London Economic Region and encourage planning groups to consider:

- addressing the regional concerns
- developing regional solutions together
- developing regional community evaluation markers

**2:00 pm - 2:15 pm**      **Networking Break**

**2:15 pm - 3:00 pm**      **Facilitated Discussions Con't**

**3:00 pm - 3:15 pm**      **Review of Progress**

**3:15 pm - 3:30 pm**      **Next Steps & Wrap Up**

This project is funded in part by the Government of Canada and the Government of Ontario.

## **Appendix 2 – Regional Themes**

### **Theme One: Increase the number of workers in the LER (supply)**

- Target specific groups – immigrants, youth, etc.
- Assist employers in understanding the benefits of hiring apprentices
- Inform job seekers in understanding apprenticeship
- Assist job seekers in finding apprenticeship opportunities

### **Theme Two: Improve the skills of workers**

- Increase workplace readiness
- Improve skills, including soft skills and digital skills

### **Theme Three: Plan services to reflect changes in the local and regional labour markets and the needs of job seekers and employers**

- Focus on wraparound supports
- Raise awareness among service providers of the range of services available in the community and how they can be integrated to more effectively serve client needs
- Simplify access to services

### **Theme Four: Increase the quality, frequency and use of local labour market information**

### **Theme Five: Communicate what employment service and support organizations can do for employers and for job seekers**

### **Appendix 3 – Documents Reviewed**

Middlesex Workforce Development Partnership: 2017 to 2020 Strategic Plan

Elgin Workforce Development Partnership 2015-2018 Labour Force Strategy

Moving Forward 2018 (St. Thomas Elgin Local Immigration Partnership)

LMLIP Strategic Plan 2016-2019

Labour Market Refresh and Strategic Plan Review (Oxford Workforce Development Partnership)

EmployerOne Survey 2018

20/20: Bringing Clarity to the Local Labour Market (LEPC)

Business Development Bank of Canada – Labour Shortage: Here to Stay

London’s Vital Signs: What London Can Be

London’s Community Diversity and Inclusion Strategy

Age Friendly Action Plan 2017-2020 (London)

City of London Newcomer Strategy

London for All: A Roadmap to End Poverty

County of Elgin Economic Development Plan Update 2015-2018

London/Middlesex Literacy Service Plan

Oxford Literacy Service Plan

Elgin Literacy Service Plan

Teaching for tomorrow: Building the necessary skills today



## Appendix 4 – Summit Participants – Evaluation Feedback Results

### 1. Which workforce planning tables do you sit on/represent? Please list as many that apply. (29 in all)

- St. Thomas-Elgin Workforce Development (5)
- Intergovernmental Planning Table (LEPC) (5)
- Elgin Literacy Service Planning Group (3)
- Oxford Literacy Service Planning Group (2)
- London/Middlesex Literacy Service Planning Group (2)
- London Workforce Table (2)
- Central Planning Table (LEPC) (14)
- Middlesex Workforce Partnership (3)
- Apprenticeship Network (3)
- Job Developer Network (3)
- London/Middlesex Local Immigration Partnership (3)
- Employment Sector Council (3)
- Chamber of Commerce
- Southwestern Employment Round Table
- Elgin Council for Adult Education, Training and Employment
- St. Thomas Local Immigration Partnership
- Settlement Service Providers – Elgin
- London for All
- Business Education Network (2)
- LMIF
- Human Sex Trafficking
- Poverty Coalition
- Living Wage
- Oxford Workforce Development (3)
- Middlesex Youth Forum
- Portal
- Immploy
- Newcomer Strategy (London)
- WIL

**2. We focused on two workforce issues today. Please indicate how relevant these issues are for the work of your planning group(s).**

Issue	Not at all relevant	Somewhat relevant	Very relevant	N/A
Increase the number of workers in the London Economic Region (supply)	0	3 (9.1%)	30 (90.9%)	0
Improve the quality of workers	0	5 (15.2%)	28 (84.8%)	0

Comment: Match increase in workers with labour market demand

**3. Did the Summit provide information you are able to use?**

No – 0  
 To some extent – 24 (72.7%)  
 To a great extent – 9 (27.3%)

**4. Do you feel the Summit will help increase coordination between workforce planning bodies?**

No – 0  
 To some extent – 24 (72.7%)  
 To a great extent – 9 (27.3%)  
 Comment: Depending on next steps

**5. At today’s Workforce Planning Summit, did you identify at least one workforce development issue you plan to work on?**

No – 1 (3.0%)  
 Yes – 30 (90.9%)  
 N/A – 2 (6.1%)

**If so, can you provide an example?**

- Soft skills development (3)
- Getting IG group to look at flexibility in life skills and experiential learning
- Experiential learning (3)
- Looking at employment-specific training offered around our area
- Baseline data/metrics
- Depending on who is present, it sways the conversation. A lot of the discussion was focused on youth and high school. Indeed interesting, but not my main area of focus. Great discussion and facilitation.
- Mentorship for newcomers
- Inventory – what is out there
- Integrating LMI into school curricula
- Women in Welding project and Newcomers to Canada
- Confirmed what we are doing is on track
- Coordination with MTCU
- Connecting community to TVDSB (workforce specific)

- Identifying members of programs
- Improve quality of worker/employer training
- To be determined

**6. What would you recommend for the next steps on coordinating workforce planning across the region?**

- Keep focused; have another meeting (follow-up); have expectations
- Save meeting and group conversation
- Continued events such as these, with follow up and “next steps” for attendees
- Invite employers
- Review the “documents” list to make sure I’ve read them all
- Connect and organize next steps quickly – keep energy; create buy-in
- Actively support those existing initiatives making inroads. Identify those that should be celebrated and broadened, and find ways to scale up or out.
- Clearly define what is meant by experiential learning and what success looks like
- Connect with OYAP, SHSM, Co-op, and Experiential Learning Leads for TVDSB, LDCSB, La Providence
- Shared information in a variety of formats so all are always in the know
- Partnership agreement and support; exchange of ideas and shared information
- Implement; don’t just report

## Appendix 5 – Table Discussion Notes

Experiential Learning	Programming
<ul style="list-style-type: none"> <li>• ↑ Coop participation</li> <li>• Greater participation in experience Ontario and OYAP</li> <li>• More programs like women in welding – measure by hires, those continuing schooling</li> <li>• ↑ Job trials, job tasting</li> <li>• Higher reg in pre-app</li> <li>• Number of businesses’ participating in experiential learning</li> </ul>	<ul style="list-style-type: none"> <li>• ↑ Reg in skills upgrading</li> <li>• Change in pre and post self-assessments</li> <li>• ↑ retention rates</li> <li>• ↑ COJG applications</li> <li>• ↑ referrals</li> </ul>
<ul style="list-style-type: none"> <li>• Identify who we want to offer more experiential learning opportunities to: new Canadians, older workers, students (who already do have some access), job seekers, other. <input type="checkbox"/></li> <li>• What experiential learning opportunities exist? What else would we like to see? Who has/doesn’t have access now? <input type="checkbox"/></li> <li>• Relationships-building... both with organizations already doing exp. learning (ex. colleges/ universities and high schools) and employers. *</li> <li>• Look at successful models for target audience(s) we choose. Think outside the box re: combining employment/co-ops//experiential learning and training (e.g. soft skills, language) consider how mentorship could interface ... <input type="checkbox"/></li> <li>• Begin offering experiential learning opportunities to new/identified audience (# of people?? # of placements??)</li> <li>• Support for transitioning those doing experimental learning into employment, ex. ongoing support at lunches, etc. (develop a plan for that) <input type="checkbox"/></li> </ul> <p><input type="checkbox"/> = Markers            *= Practice – not a marker            (#???) = Measurables</p>	<ul style="list-style-type: none"> <li>• Look at gaps – what is missing? <input type="checkbox"/></li> <li>• Consider topical nature of what exists – updates needed? <input type="checkbox"/></li> <li>• Identify target audience(s) and key topics <input type="checkbox"/></li> <li>• Involve employers in content development – programming needs <input type="checkbox"/></li> <li>• Update out-of-date programs and develop new ones to fill the gap <input type="checkbox"/> (#???)</li> <li>• Keep social assistance review/politics in mind (things may change) *</li> </ul> <p><input type="checkbox"/> = Markers            *= Practice – not a marker            (#???) = Measurables</p>
<ul style="list-style-type: none"> <li>• ↑ inventory of programs</li> <li>• ▲ # of co-op positions/opportunities</li> <li>• Change in retention rate and employment</li> <li>• ▲ of participants year over year</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of programs</li> <li>• Usage of programs</li> <li>• Assessing the gaps and geographic</li> <li>• Number of workers that resulted from taking programs</li> <li>• Referrals to other programs</li> <li>• Decrease in unemployment</li> <li>• Increase in participation rate</li> </ul>

	<ul style="list-style-type: none"> <li>• Population increases in working age population</li> </ul>
<ul style="list-style-type: none"> <li>• Increased utilization of experiential learning programs offered by educational institutions in targeted industries. (Data from educational institutions)</li> <li>• Track data on ↑ graduate employment in their field (Fanshawe – Key Performance Indicator)</li> </ul>	<ul style="list-style-type: none"> <li>• Skills programming in the workplace (Hire &gt; train)</li> <li>• Employers validate skills and actively hiring from programs that have those data skills</li> <li>• Data supports this ^</li> <li>• Increasing labour market participation from targeted groups</li> </ul>
<ul style="list-style-type: none"> <li>• Mentorships</li> <li>• Promote (mandatory mentorships, internships, coops at all levels of education and types)</li> <li>• Employer mentorship</li> <li>• Research project</li> </ul>	<ul style="list-style-type: none"> <li>• Like skills training</li> <li>• Develop a program that addresses critical soft skills</li> <li>• Personal responsibility</li> </ul>
<ul style="list-style-type: none"> <li>• ↑ in individuals moving into employment from experiential learning</li> <li>• ↑ job retention</li> <li>• ↓ employer demand due to job filled</li> <li>• ↑ in opportunities for individuals to move into experiential learning</li> <li>• ↑ Employer awareness of the benefits of EL</li> <li>• Better outcomes – even if not successful – learn from what did not work from individual</li> </ul>	<ul style="list-style-type: none"> <li>• Improved retention</li> <li>• Employers quantify skills required for jobs</li> <li>• Employers satisfied</li> </ul>
<ul style="list-style-type: none"> <li>• # of OYAP students</li> <li>• # of SHSM Students</li> <li>• # of employers offering EL opportunities</li> <li>• # of jobs – matches made from EL opportunities</li> <li>• # of community events for students – employers</li> <li>• # of organizations currently working with TVDSB, LDCSB, La Prov... work to increase</li> <li>• ↑ # of educators exposed to local work trends</li> <li>• Create a platform/ place for teachers to connect with employment sector</li> <li>• Careers courses connected to community worktrends</li> </ul>	<ul style="list-style-type: none"> <li>• ↑ students in SHSM</li> <li>• ↑ # of workshops to get to work</li> <li>• Survey for employers and new employees to gauge soft skills and gaps</li> <li>• ↑ # of training and cert. at school level</li> <li>• ↑ # of participants in soft skill training</li> <li>• ↑ support/exposure to local organization training and connecting adults to new work (i.e. London Training Centre, Pathways, YOU, etc.)</li> </ul>



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*December 2018*

The LEPC is supported by:



In partnership with:



This project is funded in part by the Government of Canada and the Government of Ontario.

The views expressed in this document do not necessarily reflect those of the Government of Ontario.