



2022 Talent Management Outreach Plan

Date: February 10, 2022
To: TTC Board
From: Chief Diversity and Culture Officer

Summary

Critical Path 2 of the TTC's Corporate Plan is Enable our Employees to Succeed.

The contribution of the Diversity and Culture Group, home to the TTC's Talent Management Department, to the above is centered on 2 key focuses:

1. Attract and develop diverse qualified talent
2. Remove systemic barriers in policy, recruitment, hiring and promotions

To deliver on the above commitments, positively position the TTC for upcoming workforce needs and better reflect the great diversity of the city, the Talent Management Department is pleased to launch the 2022 Talent Management Outreach Plan and Outreach Calendar (Attachment 2), the first formal outreach plan for the TTC. The plan introduces specifics to attract and source diverse talent, as well as outlines tentatively planned events for 2022. The Outreach Plan aligns with the TTC's Corporate Plan and further supports the TTC's commitment to promoting greater diversity and inclusion in the workplace as well as in the delivery of services to customers. The Outreach Plan also supports the following two items in the TTC's 10 Point Action Plan:

Action #4 – Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021

Action #5 – Refocus outreach and recruitment strategies

In addition to the above, the TTC takes its duty as a public sector employer and a corporate citizen seriously and supports the City of Toronto's Poverty Reduction Strategy, the Federal Government's Community Employment Benefits Program, and the City of Toronto Newcomer Strategy by including a targeted approach to outreach in Neighbourhood Improvement Areas (NIAs).

The Four Key pillars of the 2022 Talent Management Outreach Plan include:

1. Targeted Hiring (including NIAs)
2. Graduates/Early Talent
3. Trades
4. Professionals

The TTC will work intentionally with community leaders, partners and Torontonians to increase awareness of the great career opportunities that exist at the TTC. The TTC will also aim to hire skilled, diverse talent from various Toronto neighbourhoods including NIAs where some residents may be highly skilled, underemployed, newcomers or from under-represented groups.

Recommendations

It is recommended that the TTC Board:

1. Receive the 2022 Outreach Plan for information.

Financial Summary

The 2022 Operating Budget, as approved by the TTC Board on December 20, 2021 and to be considered by City Council on February 17, 2022, includes \$0.210 million for Outreach activities and \$0.067 million for targeted promotional communications to implement the 2022 Outreach Plan.

The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity/Accessibility Matters

The TTC is committed to promoting and supporting diversity, equity and inclusion and removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of its employees, contractors and customers. This is supported through the continued work outlined in the 2022 Outreach Plan.

The objective of the 2022 Talent Management Outreach Plan is to attract and source skilled and diverse talent for TTC jobs. The Plan includes outreach initiatives to target under-represented, equity-deserving communities, newcomers and Neighbourhood Improvement Areas (NIAs) (Attachment 2). The plan will identify opportunities to create career pathways for Black, Indigenous, racialized, LGBTQ+, women, people with disabilities, veterans and new talent to TTC job opportunities.

In 2022, the TTC will continue to expand on our commitment to host and facilitate accessible events. TTC Connects sessions will have the following accessibility features: live video and audio, closed-captioning, sign language interpreters, and user-friendly platforms.

Decision History

At the September 15, 2021 Board meeting, the Board adopted a motion requesting TTC staff make special outreach efforts in NIAs impacted by the construction of the Eglinton Crosstown LRT (Line 5). These outreach efforts were to include advertising and job fairs

within NIAs, as well as the strategy on acquiring new Transit Operator hires from NIAs. Further, TTC staff were to report back to the Board with an outreach plan.

[Notice of Motion – Community Benefits Program for Eglinton Crosstown LRT](#)

Issue Background

In 2021, Talent Management identified the need to formalize an outreach plan to support the TTC Diversity and Culture priorities and the TTC 10-Point Action Plan where refocusing outreach and recruitment strategies are commitments.

[TTC 10- Point Action Plan on Diversity and Inclusion](#)

Comments

A key aspect of TTC's commitment to Toronto is attracting a qualified and talented workforce that reflects the diversity of the customers we serve.

The TTC consulted with the City of Toronto's Social Development, Finance and Administration (TSDFA), who referred the TTC to engage the City of Toronto's Employment and Social Services (TESS), and Toronto Community Housing Corporation (TCHC). The TTC has partnered with TESS and TCHC to develop a work plan with achievable and measurable goals that aim to effectively attract skilled talent and promote employment opportunities across the NIAs and to newcomers.

The 2022 Talent Management Outreach Plan aligns with:

- The TTC's Diversity and Culture commitments of attracting and developing diverse and qualified talent and removing systemic barriers in policy, recruitment, hiring and promotions;
- The TTC's Corporate Plan;
- The TTC's 10-Point Action Plan:
 - Action item #4 – Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021
 - Action item #5 – Refocus outreach and recruitment strategies
- The City of Toronto's 2022-2026 Newcomer Strategy that recommends internships and fellowships for newcomers, ideally including career pathways to employment.

Outreach Plan priorities for 2022: Four goals

Targeted Hiring	Career Pathways for Graduates/ New Talent	Inclusive Hiring for Trades	Inclusive Hiring for Professionals
<ul style="list-style-type: none"> • Connect NIA community partners to job opportunities • Leverage partnerships with City of Toronto as well as community agencies for workforce development • Targeted outreach for career paths • Recruit four in ten women to Transit Operator position 	<ul style="list-style-type: none"> • Formalize graduate entry level pathways for post-secondary students • Engage students while in early career • Outreach and link students to career pathways 	<ul style="list-style-type: none"> • Targeted sourcing through schools and community agencies • Dedicated resources to work with external partners to align skilled candidates with jobs • Build talent pools for future vacancies • Inclusive language in job ads 	<ul style="list-style-type: none"> • Dedicated resources to work with community partners to align skilled candidates with jobs • Targeted sourcing through LinkedIn • Inclusive language in job ads • Build talent pools for future vacancies

The Plan will include a multi-faceted approach: an intersection of internal and external partnerships, identification of job opportunities, and communication to the public.

Measures of success for each pillar:

1. Targeted Hiring

Success will be measured based on the number of attendees that participated in outreach events and demographic data collected from participants, job applicants and new hires. New hire demographic data is benchmarked against Toronto's Census Metropolitan Area (CMA), the Canadian Survey on Disability in Ontario and transportation industry data. To assist in the measuring of success of outreach targeting talent in the NIAs, the TTC will collect postal code data of all outreach participants and new applicants. This will lead to a pipeline of diverse talent to fill job opportunities.

2. Career Pathways for Graduates/New Talent

Success will be gauged by the number of new career development programs created in collaboration with schools and community partners. We will work with internal senior leaders to create opportunities for new talent.

3. Inclusive Hiring for Trades

Success will be evident if we see an overall increase of new hires from under-represented groups in our workforce demographics.

4. Inclusive Hiring for Professionals

Success will be demonstrated through an overall increase of new hires from under-represented groups in our workforce demographics.

In addition to the four key goals, Talent Management will continue to employ a number of strategies to attract and source skilled and diverse talent. The TTC’s job opportunity advertisements include a diversity commitment statement encouraging people from diverse and equity-deserving backgrounds to apply for positions. The TTC’s digital communications will also support these Diversity and Culture and employer branding priorities. In addition, the TTC will continue to implement policies and practices that support the inclusive recruiting, hiring and promotion of talent.

Although the 2022 Talent Management Outreach Plan is the first formal plan for the TTC, in 2021 the TTC implemented a number of strategies and initiatives that formed the basis for this plan:

What we did	What we achieved
<p>Refocused Outreach – two TTC Connects virtual information sessions event</p>	<ul style="list-style-type: none"> • Attracted over 4,000 registrants to build applicant pools for women Transit Operators, Engineering, Construction and Technology recent grads as well as Trades and Apprentices • Exceeded 2021 goal for women to make up 40% of new hires to the Transit Operator role • Contributed to the hiring of NIAs Torontonians <ul style="list-style-type: none"> - 25% (101 of 404) of Transit Operator hires - 38% (39 of 102) of Seasonal Maintenance hires - 21% (204 of 960) of all full-time job hires
<p>Built strong partnerships with over 68 not-for-profit community agencies and schools</p>	<ul style="list-style-type: none"> • Continued expansion of schools and not-for-profit community partners • Participation in 29 information sessions • Posted 250 job opportunities to 2175 not-for-profit community organizations job boards and professional job sites to attract equity-seeking, under-represented talent • Contributed to the hiring of female Torontonians <ul style="list-style-type: none"> - 53% of the 123 College and University Coop Programs Students were women - 35% of the 137 Summer Student hires were women
<p>Employer branding</p>	<ul style="list-style-type: none"> • Began the development and implementation of a competitive recruitment brand, social media presence and “find and engage” strategy using LinkedIn Recruiter

The TTC will continue to collaborate and partner with community groups to connect with neighbourhoods to attract skilled diverse talent to TTC job opportunities and increase participation in recruiting events. Current partnerships include high schools, local colleges and universities and more than 68 community organizations, including:

- City of Toronto –Toronto Employment and Social Services
- City of Toronto – Toronto Community Housing Corporation
- City of Toronto – Indigenous Affairs Office
- City of Toronto – Confronting Anti-Black Racism Unit
- City of Toronto Youth Employment Program
- ACCES Employment
- VPI Working Solutions
- YWCA
- Newcomer Women's Services
- Times Change
- Women's Employment Services
- Tropicana Community Services
- Miziwe Biik
- Next Steps Employment Services
- Skills for Change

In 2022, the TTC will continue to strategically expand its partnerships with community agencies and educational institutions to outreach and connect equity-deserving groups, women, Black, Indigenous, veterans and racialized talent and students to career pathways.

Contact

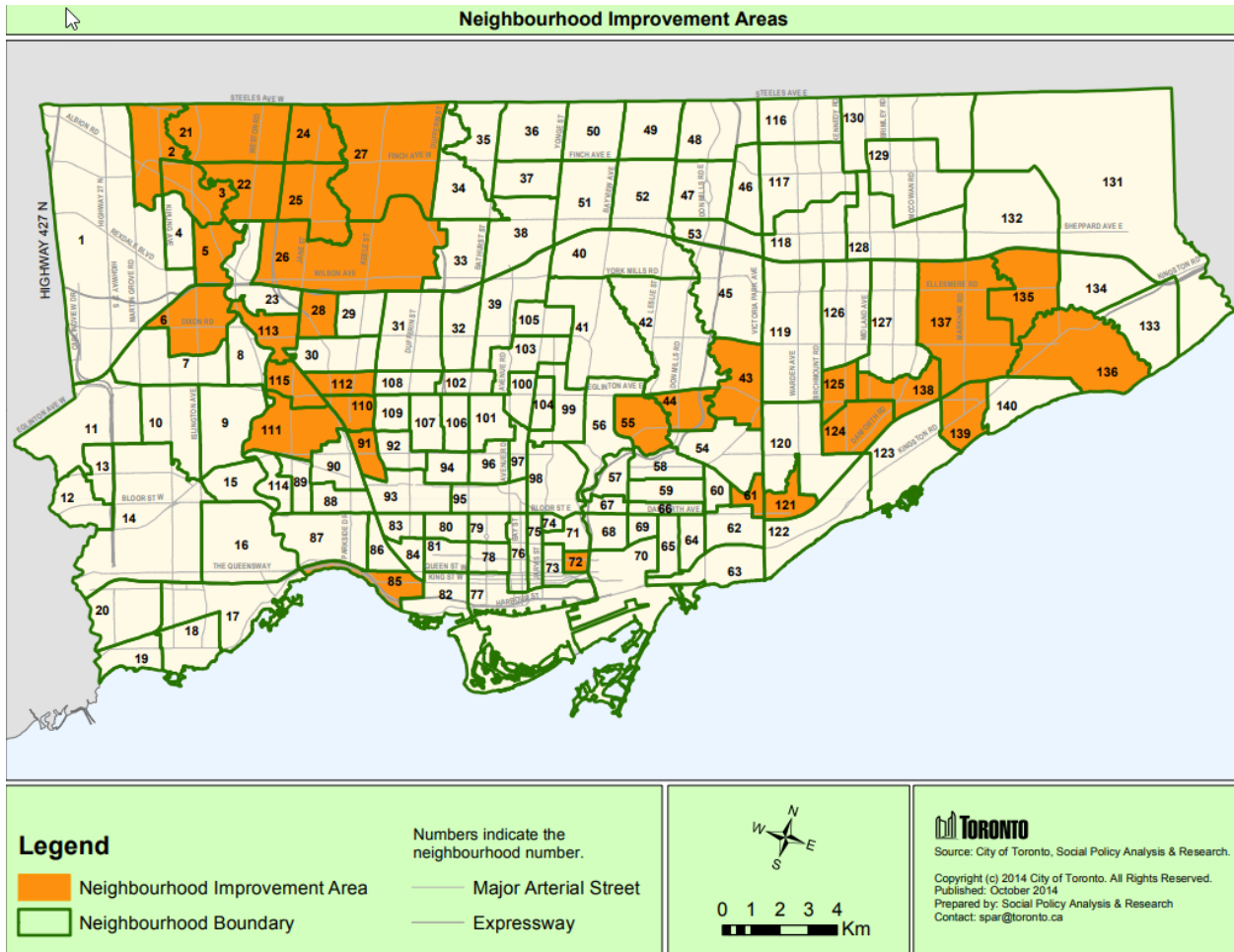
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Signature

Keisha Campbell
Chief Diversity and Culture Officer

Attachments

Attachment 1 – Map of Neighbourhood Improvement Areas
Attachment 2 – 2022 Outreach Events Calendar



2022 Outreach Events Calendar

Outreach has been expanded to align with the TTC's longer-term objective of building a more diverse and inclusive organization. Below is a calendar of activities that have been tentatively planned to date. This calendar will be regularly updated as Talent Management receives confirmed dates and more events are added. The TTC will continue to ensure the all efforts are made to protect the health and safety of our customers and staff; and will adhere and align to the safety protocols and expert advice of our Toronto Public Health and medical experts for all in-person events that are included in this calendar. During the COVID-19 pandemic, the TTC has been very successful in adopting virtual events to outreach to thousands of people. The TTC will work closely with community partners to support initiatives in place to reach Torontonians for virtual events.

TTC hosted outreach events (e.g. TTC Connects information sessions) will be advertised to the public through our community partners, social media, professional job boards and on the TTC's website.



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2022 Outreach Events Calendar with Under-Represented and Equity Seeking Groups

Legend	Q1 2022 Events	Date	Demographic Details	Featured job(s)	Partners	Web page
	TTC Connects: TBD	TBD	Equity Seeking Groups	TBD	TESS, TCHC, AABO, TDSB	TTC Career Centre
	Toronto Employment Social Services (TESS) & Toronto Community Housing Corp. (TCHC)	Jan/Feb/March	Central NIAs	Track Worker/Structural Maintainer/Trades/Transit Operator	City of Toronto - Thorncliff Park; Flemington Park; Golden Mile	TESS Locations
	Social Services Info Sessions	January	All NIAs	All careers	Social Services Sector	Youth Services
Trades & Social Services Sector						
	Service Provider Network Meeting	January	All NIAs	Trades	City of Toronto	Employment & Social Services
	Aboriginal Apprenticeship Board of Ontario (AABO)	Jan/Feb/March	Indigenous	Trades	Indigenous Skills Training and Employment (ISET) Centres	Aboriginal Apprenticeship Board
	Ontario Newcomer Trades Action Program (ONTAP)	February	Newcomers	Trades	YMCA-YWCA	ONTAP program
	Social Services Info Sessions	TBD	Veterans	All careers	Social Services Sector	
	Miziwe Biik Spring Info Session	March	Indigenous	All careers	Miziwe Biik	https://miziwebiik.com/
High School Career Fairs & Professional Development						
	Professional Development for Educators	February 2022	Central NIAs	Transit Op & Trades	Toronto District School Board (TDSB)	High School Skilled Trades
	Weston Collegiate Institute High School Career Fair	TBD	Central NIAs	All careers	Weston CI	
College & University Career Fairs						
	York Marketing Association - Schulich School of Business	Jan. 14	Equity Seeking Groups	Prof Admin & Tech	York Marketing Association - Schulich School of Business	York Marketing Association @Schulich
	Student clubs/groups at colleges and universities	Jan/March	Black/African/Caribbean	All careers	Black/African/Caribbean Student associations	
	Georgian College	Feb. 2	Equity Seeking Groups	Trades	Engineering Students	Engineering Networking Fair
	Durham College and Ontario Tech University Career Fair	Feb. 3	Equity Seeking Groups	All careers	Durham College & Ontario Institute of Tech University	Durham College & Ontario Tech University
	Centennial College Career Fairs	Jan/Feb/March	Equity Seeking Groups	General Body Repairperson	Centennial College; Tropicana	Centennial Job Fairs & Networking Events
	University of Toronto (U of T) Scarborough Campus – Coop Networking Breakfast	TBD	Equity Seeking Groups	All careers	U of T	Coop and Networking
	U of T Indigenous Career Fair	TBD	Indigenous	All careers	U of T	Indigenous Events
	Mohawk College	February 2022	Equity Seeking Groups	All careers	Mohawk College	Skilled Trades
	George Brown Career Expo	February 2022 March 2022	Equity Seeking Groups	All careers	George Brown	George Brown Career Fairs
	Sheridan College – Mock interviews	TBD	Equity Seeking Groups	All careers	Sheridan College	Sheridan College
Fare Inspectors & Special Constables Recruitment						
	Yonge Street Mission (YSM) Info Session	Jan/Feb/March	Ppl affected by homelessness	Fare Inspector & Special Constable	Yonge Street Mission	https://www.ysm.ca/
	Arts HUB Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Arts Hub	https://www.artscape.ca/communities/





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Targeted hiring
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Career pathways for graduates/new hires
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Inclusive hiring for trades
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Inclusive hiring for professionals

Fare Inspectors & Special Constables Recruitment (continued from previous page)							
			Toronto Strong Neighbourhood Strategy Action Group Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	City of Toronto Toronto Strong Communities
			Frankland Community Centre Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Frankland Community Centre Frankland Community Centre
			Jane & Finch Education Action Group Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Jane & Finch Education Action Group Jane & Finch Education Action Group
			Trust 15 Youth Community Support Organization Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Trust 15 Trust 15
			Malvern Community Centre Info Session	Jan/Feb/March	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Malvern Community Ctr. Malvern Community Centre





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Targeted hiring



Career pathways for graduates/new hires



Inclusive hiring for trades



Inclusive hiring for professionals

Legend	Q2 2022 Events	Date	Demographic Details	Featured job(s)	Partners	Web page
	TTC Connects Information Session	TBD	Equity Seeking Groups	TBD	City of Toronto	TTC Career Centre
	Toronto Employment Social Services (TESS) & Toronto Community Housing Corp. (TCHC)	April/May/June	West NIAs	All careers	City of Toronto - Kingsview Village, Rockcliff-Smythe, Mount Dennis	TESS Locations
	Social Services Info Sessions	May	Women	All careers	Social Services Sector	
	Epilepsy Toronto Speed Mentoring	TBD	Ppl with varied abilities	All careers	Epilepsy Toronto	https://epilepsytoronto.org/
	U of T Scarborough Campus – Coop Networking Breakfast	TBD	Equity Seeking Groups	All careers	U of T	Coop and Networking
	Student clubs/groups at colleges and universities	April	Equity Seeking Groups	All careers	College/University Student associations	
Trades & Social Services Sector						
	We Build a Dream Career Discovery Expo	TBD	Women	Trades	We Build a Dream	We Build A Dream Events
	Tropicana Pre-Apprentice Discovery Day Field Trip	TBD	Black/African/Caribbean	General Body Repairperson	Tropicana, Centennial College	Autobody & Collision Damage Repair
	Aboriginal Apprenticeship Board of Ontario (AABO)	April/May/June	Indigenous	Trades	Indigenous Skills Training and Employment (ISET) Centres	Aboriginal Apprenticeship Board
	Service Provider Network Meeting	April/May/June	All NIAs	Trades	City of Toronto	Employment & Social Services
Fare Inspectors & Special Constables Recruitment						
	Korean Canadian Women's Association (KCWA)	TBD	Women	Fare Inspector & Special Constable	KCWA	KCWA
	Toronto Community & Culture Centre (TCCC) Info Session	TBD	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Toronto Community & Culture Centre	TCCC
	Japanese Canadian Cultural Centre (JCCC) Info Session	TBD	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Japanese Canadian Cultural Centre	JCCC
	First Portuguese Canadian Cultural Centre Info Session	TBD	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	First Portuguese Canadian Cultural Centre	Portuguese Cultural Centre
	Yonge Street Mission Info Session	April/May/June	Ppl affected by Homelessness	Fare Inspector & Special Constable	Yonge Street Mission	https://www.ysm.ca/
	Arts HUB Info Session	April/May/June	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Arts Hub	https://www.artscape.ca/communities/
	Strong Neighbourhood Strategy Action Group Info Session	April/May/June	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	City of Toronto	Toronto Strong Communities





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Legend	Q3 2022 Events	Date	Demographic Details	Featured job(s)	Partners	Web page
	TTC Connects Information Session	TBD	Equity Seeking Groups	TBD	City of Toronto	TTC Career Centre
	Toronto Employment Social Services (TESS) & Toronto Community Housing Corp. (TCHC)	July/Aug/Sept	East NIAs	All careers	City of Toronto - Morningside, West Hill, Eglinton East, Malvern	TESS Locations
	Student clubs/groups at colleges and universities	September	Equity Seeking Groups	All careers	College/University Student associations	
Trades & Social Services Sector						
	Aboriginal Apprenticeship Board of Ontario (AABO)	July/Aug/Sept	Indigenous	Trades	Indigenous Skills Training and Employment (ISET) Centres	Aboriginal Apprenticeship Board
	Service Provider Network Meeting	July/Aug/Sept	All NIAs	Trades	City of Toronto	Employment & Social Services
	Social Services Info Sessions	TBD	Youth	All careers	Social Services Sector	Youth Services
Fare Inspectors & Special Constables Recruitment						
	Yonge Street Mission Info Session	July/Aug/Sept	Ppl affected by Homelessness	Fare Inspector & Special Constable	Yonge Street Mission	https://www.ysm.ca/
	Arts HUB Info Session	July/Aug/Sept	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Arts Hub	https://www.artscape.ca/communities/
	Strong Neighbourhood Strategy Action Group Info Session	July/Aug/Sept	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	City of Toronto	Toronto Strong Communities
Legend	Q4 2022 Events	Date	Demographic Details	Featured job(s)	Partners	Web page
	TTC Connects Information Session	TBD	Equity Seeking Groups	TBD	City of Toronto	TTC Career Centre
	Toronto Employment Social Services (TESS) & Toronto Community Housing Corp. (TCHC)	Oct/Nov/Dec	NNW NIAs	All careers	City of Toronto - Rexdale, North Albion, NW Toronto	TESS Locations
	Student clubs/groups at colleges and universities	November	Equity Seeking Groups	All careers	College/University Student associations	
Trades & Social Services Sector						
	Aboriginal Apprenticeship Board of Ontario (AABO)	Oct/Nov/Dec	Indigenous	Track Worker/Structural Maintainer/Trades/Transit Operator	Indigenous Skills Training and Employment (ISET) Centres	Aboriginal Apprenticeship Board
	Service Provider Network Meeting	Oct/Nov/Dec	All NIAs	Trades	City of Toronto	Employment & Social Services
Fare Inspectors & Special Constables Recruitment						
	Yonge Street Mission Info Session	Oct/Nov/Dec	Ppl affected by Homelessness	Fare Inspector & Special Constable	Yonge Street Mission	https://www.ysm.ca/
	Arts HUB Info Session	Oct/Nov/Dec	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	Arts Hub	https://www.artscape.ca/communities/
	Strong Neighbourhood Strategy Action Group Info Session	Oct/Nov/Dec	NIA/Youth/BIPOC/Customers/Women	Fare Inspector & Special Constable	City of Toronto	Toronto Strong Communities

