



Targeted call for FSC Project Partners

Instructions to complete the application form

Please refer to the Future Skills Centre's (FSC) **Targeted Call for FSC Project Partners Guidelines** document when preparing your application.

This application form is structured to help you address the selection criteria for this call and give reviewers easy access to your project information. This form is divided into the following sections:

- Part 1 - General information
- Part 2 - Project summary
- Part 3 - Project details
- Part 4 - Project work plan and budget
- Part 5 - Declaration

If you would like to request accommodations or other types of support, please contact Maysa Mourad by email at targetedcall@fsc-ccf.ca or by phone at 437-331-0613.

If you have any questions while compiling your application, you may contact our team at targetedcall@fsc-ccf.ca. We would be happy to answer any questions.

PART 1 - GENERAL INFORMATION

1. Lead organization

Name of lead organization

Canadian Skills Training and Employment Coalition

Name of project lead

John MacLaughlin

Project lead's preferred method of contact (email address and/or phone number)

jmaclaughlin@cstec.ca

2. Proposed project

Project title

Better Outcomes in Layoffs and Downsizings II

Project start and end dates

January 1, 2022 to September 30, 2023

Projects must end no later than September 30, 2023.

Amount requested from FSC (total)

\$1,263,841.15

Project partners and their location

USW Action Centres. Toronto, Hamilton, Mississauga and Halton Regions
Employment Ontario Network. South Western Ontario and Sault St.
Marie/Algoma Region.

PART 2 - PROJECT SUMMARY

1. Proposed project “one-liner”

How would you describe your new project in one sentence?

BOLD II seeks to build on the successes and learnings from the original project while replicating the approach in three additional Ontario communities.

(30 words maximum)

2. Proposed project summary

How would you describe your new project and how it builds on the testing and learning of your current project to date?

We suggest that this summary covers the main information about how your new project addresses all selection criteria of this targeted call.

The BOLD program model as originally designed was made difficult because of COVID 19 and subsequent social distancing measures. However, the model, as originally designed was no longer feasible to implement given that we were no longer able to work directly with workers or management from the two plants. To address the challenge, the project was modified to provide funding for laid off workers short-term training and employer valued credentials.

We have now provided over 80 recently laid off workers with short term training and micro credentials ranging from First Aid Certification to AZ or DZ truck driving. Short-term and credentialed training proved to be appealing for laid-off workers who would prefer not to be out of work for an extended period of time. There is building evidence from our work that workers who took short-term training related to vehicles and equipment in manufacturing, warehousing and transportation obtained employment and/or job offers than other laid-off workers. This was particularly true for AZ and DZ truck driving graduates and forklift training. Optimizing the learning, BOLD II will:

- Build an assessment instrument that gauges a laid-off worker’s dispositions, attitudes and aptitudes against the occupational requirements and the working conditions faced by transport truck drivers and forklift operators.
- Replicate the BOLD work in three additional regions of Ontario.
- Screen and provide training for 100 recently laid-off workers in four Ontario Regions for transport truck drivers, forklift operators and manufacturing equipment operators.

- Provide wage incentives for those from priority groups including women, LGBTQ+, disabled, those with mental health issues, and youth under 30.

(250 words maximum)

3. Additional scope

How does your new project go beyond the scope of your current FSC-funded project?

The additional scope may include expanding or extending a project model, its principles and/or components. For example, it may include expanding the project to new regions or jurisdictions, including new or larger target populations, and testing different delivery formats to understand what works to address demands. This would assume the potential for bringing additional partners to deliver the project at a broader scale. The additional scope must be grounded in new concrete learning questions to contribute to your work and of others in the skills ecosystem.

The BOLD II model will expand our work across Ontario while narrowing the focus of the short-term training options.

More specifically we will:

- Expand the work to include the following regions: Peel and Halton, Hamilton, and Sault St. Marie. Expand the recruitment and partnership footprint to include the Employment Ontario Network in each community.
- Narrow training offerings to AZ/DZ truck driver training, logistics technician (or dispatcher), forklift training, and other equipment operation related to warehousing, transportation and manufacturing.
- Design, create and test a diagnostic tool to screen prospective laid-off workers to determine whether they have the dispositions, attitude and aptitude for truck driving and forklift training.
- Focus on training and job placement for priority groups who are under-represented in industries above.
- Conduct a robust analysis of project participant outcome data (including job retention) to determine the effectiveness of the screening mechanism(s), the training, and for hiring incentives provided for designated groups.

In particular, the BOLD II model will extend our research questions to include the effectiveness of screening, training, and licensing of laid off workers for the in-demand occupations of transport truck driver, logistics technician, forklift operator and machine operator. We will also determine whether hiring incentives for priority groups has the potential to increase the number of women, LGBTQ, disabled, those with mental health issues, and youth under 30

(150 words maximum)

4. Importance of the additional scope

Why is the additional scope of your project important to your organization, sector and target populations? Why is it timely?

In Ontario, there is a crisis when it comes to transport truck drivers, logistics technicians, and equipment and forklift operators. A recent Trucking HR Canada note a current shortage of 18,000 truck drivers in Ontario. Although the far-reaching effects of the COVID-19 pandemic have resulted in a worker shortage, age and retirement is the biggest concern for the trucking sector, and finding new, younger drivers to replace them is proving to be a difficult task. A 2020 Statistics Canada report showed that 31-percent of all transport truck drivers were 55-years-old or older. Finally, only 3% of transport truck drivers, 11% of logistics workers, and 14% of forklift operators are female. This project will seek to find approaches to address the significant gender imbalance in the transportation and warehousing industry.

(150 words maximum)

PART 3 - PROJECT DETAILS

In this section, please provide information about how your new project supports each of the selection criteria of this targeted call.

We provide prompting questions to help you address all criteria in the application guidelines. You may prepare this section following the prompting questions in sequence or using your own sections and narrative.

Although you have flexibility regarding the format for this section, please make sure that you address all criteria according to the prompting questions. Reviewers will assess your application by scoring each criterion individually. This should be no more than 5 pages in length.

- A. Relevance: The project aligns with FSC's priorities of addressing and recognizing systemic challenges about future skills in Canada, and demonstrating demand for service.**

The BOLD project has demonstrated the appeal of short-term training and related credentials to laid off workers. A majority of laid-off workers wanted to find a job with family sustaining wages as quickly as possible. Furthermore, training for AZ and DZ

transport truck driving and a range of forklift operation certificates had immense appeal to both workers and employers. Indeed, the shortage of workers in these occupations are well documented. Although the far-reaching effects of the COVID-19 pandemic have resulted in a worker shortage, age and retirement is the biggest concern for the trucking, warehousing and logistic sector, and finding new, younger workers to replace them is proving to be a difficult task. A 2020 Statistics Canada report showed that 31-percent of all transport truck drivers and other warehousing occupations were 55-years-old or older. They are also male dominated occupations with females making up less than 12% of the workforce in transport truck driving and warehousing. Statistics Canada's Job Vacancy and Wage Survey, also indicated that the transportation, warehousing and logistics industries have experienced a very high job vacancy rate. The industry is unable to fill roughly one out of every 15 positions. In fact, the total number of truck driver, logistics and warehousing related vacancies in Canada more than doubled over the past five years. The industry also has significant retention problems with workers who were not aware of the realities and conditions of the work.

Through the last phase of the BOLD project, we did recognize a number of key themes related to the short-term training of these occupations including:

- The need to increase women's interest and participation in these occupations
- A focus on approaches that can support lower turn-over in the industry including the need to do an individual needs assessment to determine if the laid-off worker is the right fit for these types of jobs
- The identification of and identification of best practices that specifically support better integration of younger workers into these jobs.

To ameliorate these challenges, the project will:

Design and test a diagnostic instrument to determine if a laid-off worker/job seeker is the right "fit" for these types of occupations. Through employer and in-depth interviews with individuals in these occupations, the instrument will measure the dispositions, life circumstances, attitudes and aptitudes of candidates/potential participants to increase the chances of success of trainees and to reduce job turnover (some industry analysis indicates that 30% of individuals starting in the transportation sector leave within their first 3 months of work (HR Trucking Council, Survey 2019).

To work extensively with the Employment Ontario network (approximately 80 providers in the aforementioned regions) and the USW Action Centres in each of the four regions to attract and screen laid-off and unemployed persons from designated groups (e.g., women, youth and newcomers) who may be suitable for these jobs and occupations.

Provide hiring incentives to employers in the transportation, warehousing and logistics sector for the costs associated with onboarding and insurance costs (insurance for

trucks and forklift operation are much higher for individuals with less than 3 years' experience in the industry).

B. Innovation and evidence: project pursues a new way of doing things that can advance knowledge and/or is an evidence-informed model.

Most government sponsored training programs focus on longer term training interventions lasting between 1 and 2 years of length (e.g., Ontario Second Career Program). Our work with laid-off workers strongly suggests that the vast majority do not want to or can afford to leave the labour force for that length of time. Our recent work in the first BOLD project indicated a much stronger interest in short-term and intensive interventions/training that can support them in quickly returning to work. There was also substantive interest in truck driving, forklift operations and logistics occupations. The training time for these occupations is normally less than one-month in duration.

We did however note – that while many BOLD participants who received training for these occupations did encounter success and had decent wages – other workers left during training and/or during their first few weeks on the job because they were not aware of the working conditions in advance (e.g. time of work, length away from home, etc.)

With this in mind, the project will intensively screen and select suitable laid-off workers in the following types of training:

- Logistics Essentials (dispatcher).
- Logistics and Supply Chain Specialist.
- Three types of forklift training (i.e. range and reach, aisles, and counter balance)
- AZ and DZ Transport Truck Training (an AZ driver's license is the license class that allows someone to drive the biggest vehicles in the truck driving industry. The standard license that many truck drivers get is the DZ license. A DZ license allows someone to haul and tow 4,600 kg or less).

The proposed project will collect all data related to the effectiveness of pre-screening clients for occupational suitability, the type and efficacy of the training, and employment outcomes (including job retention) to determine if the project has the potential to be replicated across Canada and if the approach has the potential to address the significant labour shortages being faced in the transportation, logistics and warehousing industry.

C. Learning: project has already generated learning that informed the additional scope and identifies concrete problem statements and learning questions to

address in the next phase.

The BOLD II project directly builds on the learning (both success and challenges) identified in final stages of first project, namely:

There was very strong desire among laid off workers to take short term training related transport truck driving, forklift training, and logistics technician. This was true of workers from both manufacturing and service-related industries.

While there was strong desire to enter into these occupations, it was clear from our work that we needed to do a better job in determining the occupational suitability of the prospective participant for these occupations in advance of taking the training. In order to achieve better results for both employers and laid off workers, we will build a screening assessment that measures an individual's dispositions, life circumstances, attitudes and aptitudes before they are provided with training and/or get hired by an employer. This approach should increase training ROI for government, higher effectiveness of training, and increase job retention.

While there was significant interest in truck driving, forklift training, and logistics technician training among laid-off workers, few of those interested were women or youth. Given the seriousness of the labour shortages in these industries, there is a strong imperative for the project to expand and work to recruit from local Employment Ontario Agencies and USW Action centres (outside Toronto) to make these occupations more accessible to women, newcomers and youth. The use of hiring incentives for individuals who self-identify as a member from an underrepresented group and who have successfully completed training should off-set the onboarding and insurance costs associated with a new job placement.

In short, the proposed work of BOLD II will build on what we learned during the first two years of the BOLD project.

D. Equity, diversity and inclusion (EDI): project incorporates the perspectives of end-users and other stakeholders, particularly groups facing barriers, in the design and execution of the project, presents practices grounded in EDI principles, and shows potential to further EDI.

CSTEC is committed to increasing equitable and inclusive participation in the training ecosystem and promoting the integration of considerations related to equity, diversity and inclusion (EDI) into research design and practices. Achieving a more equitable, diverse and inclusive approach with respect to the effects of our work. This project recognizes that more needs to be done in a manner that measures the impact of the project's design in relation to equity seeking groups. Such an approach will also help to counter the underrepresentation or disadvantaging of groups in these occupations and industry. For example, according to the 2016 Census, only 3% of all truck drivers are female. While there isn't publicly available data, there are also strong suggestions that those from LGBQ, disabled, those with mental health issues are also under-represented in these occupations

In order for transportation and logistics companies to survive and for our supply chains to remain intact, much needs to be done to address the gender imbalance.

By applying EDI approaches in the development of the BOLD II research design including research questions, methods, theoretical frameworks and knowledge mobilization activities—should reveal complexities about the lived experiences and histories of different groups and individuals, particularly as it relates to their experiences in these types of jobs and industry. In the design and development of the occupational screening tool/instrument, we will directly reach out to 20 workers from under-represented groups in these occupations to understand their lived experiences (e.g. we will interview female truck drivers) and the types of challenges (and opportunities) faced when entering into the industry. The results of the EDI will be shared with employers in the transportation, logistics and warehousing industry in order to increase the participation and retention of workers from the aforementioned groups.

Capacity: the lead organization (and partners if applicable) have the skills, experience and resources to execute the project successfully and hold a good track record with FSC.

CSTEC has considerable expertise in successfully administering and operating complex projects with multiple stakeholders, including the Employment Ontario Network, USW Action Centres and employers in manufacturing, transportation and logistics. We have a solid history in achieving project targets on-time and within an approved budget. In particular, over the past decade, CSTEC has established itself as a trusted entity of regional training consortia that improve cooperation between labour, employers, training colleges and individuals seeking skilled careers in the manufacturing sector. These consortia address the critical labour market issues facing the skilled trades in the manufacturing sector. In particular, over the past three years we have facilitated the transition of over 700 youth and other individuals into skilled occupations in the manufacturing and other sectors. We have accomplished this through CSTEC's:

- Extensive network of several hundred manufacturing firms who actively participate in CSTEC's work and regional consortiums.
- CSTEC's capacity to manage, distribute and verify wage incentive programs related to industrial skilled trades and apprenticeships,
- Our strong relationship with community and private colleges, their faculty and skill training programs offered.

PART 4 - PROJECT WORK PLAN AND BUDGET

1. Please submit a **one-page work plan** with key milestones and their timeline. **Do not** include detailed activities at this time. If your proposal is selected, we will work with you to develop a detailed work plan.
2. Please complete the project budget template provided to you as part of the application material.
 - a. Include only **new funding** associated with your new project and its additional scope. Please do not include the existing funding that is already part of your current funding agreement with FSC.
 - b. If applicable, identify new funding pending or confirmed for this project from other sources. **This funding should be included as in-kind contributions.** (Please note that funding from other federal sources cannot be counted towards in-kind contributions)
3. Please submit your work plan and budget by sending these files, along with this completed form, to targetedcall@fsc-ccf.ca.
4. You may use the space below to provide comments to accompany your work plan and/or budget.

See attached workplan and budget

(100 words maximum)

PART 5 - DECLARATION

By submitting an application, the lead organization and its partners agree to the requirements of the following sections, detailed in the guidelines outlined for this funding call, and they affirm that they comply with and/or commit to the following:

- Organization eligibility.
- Active support for co-creating and carrying out an evaluation with an FSC-approved evaluator, if FSC decides an evaluation is appropriate for this project.
- Active engagement in knowledge mobilization activities related to the project.

- Compliance with the Tri-Council Policy Statement on the Ethical Conduct of Research Involving Humans.
- Confidential due diligence inquiries from Future Skills Centre into the applicant.

Signature

A handwritten signature in black ink, appearing to read "Ken Delaney", is centered within a rectangular box.

Name of signing authority

Ken Delaney

Date

November 2, 2021