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CivicAction

HireNext Roadmap

Navigating Your Way to Today's Talent

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www.civicaction.ca/hirenxt

Alternatively, download a QR code reader to access links directly on your mobile device.

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The Journey Starts with You



“ We invite you to join in to elevate businesses and youth together. ”

I feel fortunate to have had such a meaningful and rewarding career, with exciting opportunities ahead of me. I retired from Royal Bank of Canada (RBC) in 2017 after 40 years, including the last 10 years as Chief Human Resources Officer. But there's something about my career path that surprises many people: my first job.

My first job was at McDonald's. I was a new immigrant from Tanzania and in grade 10. It would be my first foray into customer service; I'd develop crucial skills like teamwork and communications as well as seeing how a business is run. What wasn't as obvious to me is that integrating into the work environment would build a sense of belonging and build confidence to apply for my next job.

First jobs are not only a reminder that everyone starts somewhere, but, more importantly, that every experience is an opportunity to learn, grow and build relationships. Unfortunately, today many youth across the country are missing out on these foundational opportunities.

There are over 779,000 young people across Canada aged 15-29 who are not employed, not in school and not in training (NEET), despite being

part of the most nimble and adaptable generation of workers ever.

At the same time, many employers say they have difficulty finding applicants for entry-level roles and over half are concerned about low retention rates.

Driven by external drivers of change, businesses are looking for ways to innovate, to better serve customers, and to grow. This requires tapping into our entire talent pool, a workforce that resembles Ontario's people and then leveraging that diversity through inclusive practices.

Progressive employers are finding young, smart and diverse candidates, by modernizing recruitment to connect with today's talent. We believe more employers would benefit from adopting these practices and this is where the **HireNext Roadmap** comes in. It is a unique navigation tool to help employers reach new talent. It not only provides employers with opportunities to grow their businesses and attract and retain young talent, it also helps Ontario's youth thrive.

No matter your organization's stage, taking the actions in this Roadmap will accelerate your path to innovation and growth. We invite you to join in to elevate businesses and youth together. I call this a win-win.

– Zabeen Hirji
Chair, CivicAction

Unlocking the Talent Pool



What if we told you there's a talent pool of young workers that is job-ready and eager to learn?

Young people aged 15-29 make up approximately 20% of Canada's population and are the next generation of the country's workforce. Yet, since 1990, the unemployment gap between youth and older workers has grown steadily.

Canada's Youth Employment Landscape



WHY DOES RECRUITING YOUTH MAKE SENSE?



The Numbers Game

There are currently 779,000 NEET youth in Canada. Of this group, 269,000 are actively looking for work, but unemployed, while 510,000 are completely absent from the job market.

On the flip side, a 2017 survey by the Human Resources Professionals Association (HRPA) and CivicAction found that 30% of employers have trouble filling entry-level roles, and a staggering 71% have a hard time finding applicants. For businesses to be successful, it is imperative that employers develop the practices and tools to hire and retain young people.

While Canada's youth unemployment numbers are high across the board, they are even higher for certain groups of young people, opportunity youth, who face additional difficulty entering the workforce, including those who have less education, are racialized, are Aboriginal, are LGBTQ, are newcomers or are youth with disabilities.

1. You gain access to an untapped talent pool.

Remember that community organizations largely service the NEET demographic and partnering with them can help reduce the costs and time associated with interviewing. U.S. food industry leader SK Food Group partnered with youth talent development accelerator LeadersUp to develop a prospect pipeline for the launch of their Columbus, Ohio facility and saw their interview-to-hire ratio reduce to 2:1 (significantly lower than the industry standard of 18:1)¹.

2. You improve your bottom line through diverse thinking.

Reaching out to opportunity youth from diverse communities can lead to a better exchange of ideas. The 2017 Diversity Dividend report published by RBC and the Institute for Canadian Citizenship², found that a 1% increase in workforce diversity yielded an average revenue growth of 2.4% across sectors. Companies that employ people who mirror their broad customer base are also 45% more likely to grow thanks to a better understanding of their clients.³

3. You leverage generational skillsets that will benefit all staff.

Today's opportunity youth belong to the Millennial and Generation Z cohort, and are more digitally connected and entrepreneurial than other generations. Furthermore, Millennials account for nearly 40% of Canada's workforce and will only continue to grow. These groups have skills that older demographics either may not have or will take longer to learn, so why not engage youth to your advantage?

Myth-nomers

Many employers may feel uneasy or have questions about hiring opportunity youth because common myths are overshadowing the opportunities this group can create.

Incandescent, Knack, and The Rockefeller Foundation used video game technology to debunk these myths. Their study evaluated various talent markers and job performance indicators for 600 American opportunity youth and compared them to people already in entry-level roles. Their findings revealed that opportunity youth had skills similar to the general population, and had high potential to do well in entry-level roles and beyond.



1



Myth #1

Opportunity youth can't perform better than more experienced or more educated entry-level employees.



Reality

They often perform at the same level as or better than those currently employed in entry-level jobs. Using a predicative model that measures various quantifiable job skills and attributes, the study showed a large number of opportunity youth to be high job performers.

2



Myth #2

The aptitudes of opportunity youth differ systematically and significantly from those of the broader population.



Reality

Opportunity youth have a distribution of traits, abilities and aptitudes no different from that of the general population.



3

**Myth #3**

Some young people are simply more employable than others and have greater aptitude across the spectrum of entry-level roles.

**Reality**

Different youth excel at different skills. The Rockefeller Foundation found that most study participants fit a success profile for at least one of four target roles. Often it comes down to helping match youth who have demonstrated the right skills into the right opportunities for them.

4

**Myth #4**

Education is the sole determinant for a job candidate's ability to perform.

**Reality**

Knowledge gained in the classroom can be directly relevant for certain jobs, but education shouldn't be treated as a proxy for cognitive abilities relevant to job performance. Research conducted by Innovate+Educate, a New Mexico non-profit, found that while only 1% of unemployed young adults matched for jobs that required a university degree, 33% were matched to those same jobs when they were measured by their skills.

5

**Myth #5**

Youth may be able to perform well in entry-level roles, but many do not have what it takes to progress in their careers.

**Reality**

Opportunity youth often exude potential. Many large organizations, such as McDonald's or Starbucks, successfully grow their entry-level talent into store and district-level managers through training and nurturing exercises. Investing in talent management programs not only bridges the leadership skills gap, but showcases a potential career path through professional development.



TIP SHEET

Building a Business Case: How do I have this Conversation?

If your organization is going to strategically target opportunity youth to build a talent pipeline, the way you approach the conversation will be integral to success.

1

Get to know the numbers.

- > Gather information on hard-to-fill positions in your organization. Why are these roles difficult to fill? Are there gaps between expectations of candidates who are 'ideal' for this position, and the reality of the opportunity provided? Prepare to discuss these. Some considerations are:
 - The number & type of hours for the position (E.g. overnight, casual work)
 - Physical abilities required
 - Are the required skills for this job teachable
- > Time-to-fill, cost-to-fill, and turnover statistics are essential to establish how vacancies affect your bottom line. These will help you build the case for strategically targeting opportunity youth as a talent pipeline.

2

Get to know the population of opportunity youth in your area.

- > While opportunity youth are not a homogenous group, there are common challenges that they may face. Take the time to get to know them. Information sharing and ensuring stakeholders feel informed about opportunity youth is an essential first step.

3

Leverage your employer brand.

- > How would this initiative fit within your employer brand and values?
- > Consider how this could also fit within strategic objectives for the fiscal year.

4

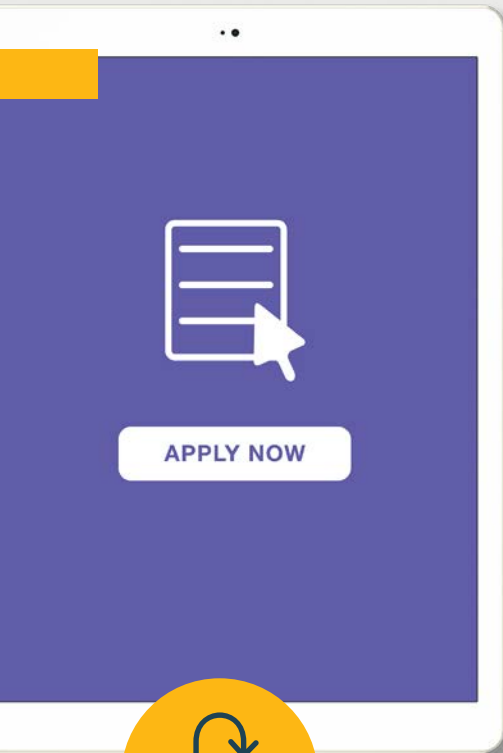
Know your audience and influence accordingly.

- > Tailor your message to the stakeholders you are meeting with, based on their position, area of the company, knowledge of local market.
- > Depending on the industry of your organization, and the seniority of the stakeholder(s), you may need to share different information.
- > Use stories from similar employers as examples of great business practices. Leverage these based on the industry of your organization or similarity of issues you face. Roadmap resources:
 - Case study examples
 - Employer spotlights
 - Youth videos

Sourcing & Recruiting



According to ManpowerGroup's 2015 Talent Shortage Survey, 30% of Canadian employers report a talent shortage, but a promising and diverse pipeline of opportunity youth is out there.



EMPLOYER IN ACTION

SHOPIFY

Shopify includes a statement in all job postings that invites applicants with non-traditional experiences and transferable skills to apply. They emphasize “close match” over exact one and encourage underrepresented candidates to apply.

“Experience comes in many forms, many skills are transferable, and passion goes a long way. If your background is this close to what we’re looking for, please consider applying, even if you aren’t able to check every box above. We are dedicated to diversity and providing an inclusive workplace for all.”⁴



What Can be Done?

By rethinking how you source talent, you will find a diverse and untapped talent pool that can help you fill entry-level roles and enrich your organization’s talent pipeline. Here are some easy steps you can take to get started.



Draft job descriptions with opportunity youth in mind.

> Keep the language and tone youth-friendly.

Use descriptors like “entry-level” or “junior,” and clearly define what they mean. If you don’t hold your candidates to any experience in the field, make sure this is clear in your posting so they feel encouraged to apply.

> De-emphasize years of experience and educational requirements.

Re-examine your entry-level role requirements. Avoid emphasizing that many years of experience or difficult-to-obtain educational degrees are necessary for suitable candidates, unless truly necessary. By eliminating these barriers you will encourage those with indirect experience and transferable skills to apply.

> Highlight close fit over exact fit.

End your search for the “purple squirrel”; chances are they don’t exist. This HR term is often used to describe the “trophy” of the talent pool: the perfect candidate with the exact background and skills the hiring manager seeks. Instead, evaluate the job requirements honestly and search for talent that can grow within your organization.



EMPLOYER IN ACTION

MCDONALD'S



McDonald's is using innovative social media strategies to attract youth candidates. Companies like McDonald's have begun using innovative social media approaches and mobile applications to reach prospective applicants. In 2017, McDonald's announced plans to introduce "Snaplications," using targeted ads through the mobile app Snapchat to encourage youth applicants to fill out an application on the McDonald's Career page.

2

Diversify sourcing methods to recruit youth.

There are many untapped resources for reaching young people. These vary from online communities, to local, physical locations frequented by opportunity youth who are seeking help with their search for employment.

> Build your company website to draw opportunity youth.

Many companies have a dedicated "careers" page featuring information on the company's culture, the types of roles within the organization and the positions that are currently open. Savvy employers target specific talent segments and find unique ways to make their companies stand out to prospective applicants. Highlight information, internal programs and opportunities that demonstrate your company's values and commitment to young talent.

> Leverage the power of social media.

Social media is a powerful tool that can demonstrate that your company is relevant and thriving. Keeping your updates interesting and lively will get young people on your side, so take advantage of free platforms like LinkedIn, Facebook, Twitter, Instagram and Snapchat as regularly as possible.

> Tap into the potential of job banks.

Job banks like Indeed are common resources for applicants, but how successful are they for employers? When used properly, they can be effective. Job postings should be interesting and inviting to potential applicants, and should showcase the company and its environment like an advertisement.

> Establish your presence in the physical spaces where youth congregate.

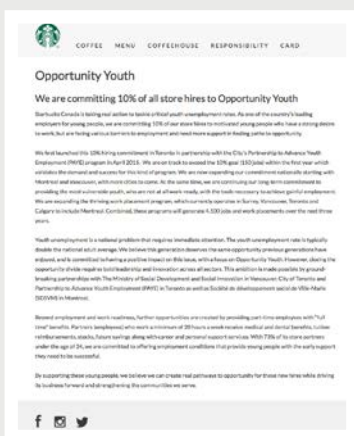
Remember, though many young people are tech savvy, not all have access to technology. Have your job posted locally in community centres and libraries. Also consider using employment services, such as YMCA locations, and municipal employment service agencies like the City of Toronto's PAYE program, since they are go-to resources for young applicants, who may apply or pass the postings along to their peers.



EMPLOYER SPOTLIGHT

STARBUCKS CANADA

The Starbucks Canada website features a statement that declares the company's intent to commit 10% of all store hires to opportunity youth. The statement details their efforts to partner with various community organizations to tackle the issue of youth unemployment in Canada.⁵



3

Consider application questions and short essays, in lieu of traditional resumes and cover letters.

Since many youth have limited work experience, if any at all, traditional cover letters and resumes are difficult to write and are often a barrier to applying to jobs. Consider asking applicants to answer skills assessments, short questions, or ask to narrate a personal achievement or ways they have handled challenges. RBC's Career Launch Program focuses on making applications less overwhelming for young people by eliminating resumes and cover letters and instead asking candidates to fill out an online application with questions that focus on their experience and learning.



EMPLOYER IN ACTION

CIBC

“Making inclusion the way we do business is integral to our global success and competitive edge. We recognize that diverse teams working in an inclusive environment are more innovative, make better decisions, reduce risk, and deliver a superior client experience.

In 2018 we hired more than 500 persons with disabilities, exceeding our goal and bringing the workforce representation rate to 6.4%. We recognize persons with disabilities are a largely untapped resource pool and our partnerships with organizations such as Specialisterne, Magnet and Lime Connect continue to help us match candidates with the right opportunities at CIBC.”

Working with Community Partners

Collaborating with local community organizations/employment service providers is a great way to find opportunity youth talent, but, like other strong relationships this requires commitment and investment. We asked H&M and Prince's Charities Canada about their best practices for working together.

> Get to know each other.

- Prepare to share important information with the community partner in order for them to gain an understanding of your company. This will also be useful for them to share with their youth clients.
- Both parties should understand how they can help one another.

> Ensure there is buy-in at multiple levels internally.

- Make sure that your leadership team and/or department heads are all on the same page and value the initiative.
- Invest the time in helping direct supervisors also understand what to expect and support them in preparing to take on opportunity youth onto their teams.

> Set expectations.

- Outline mutual goals.
- Be transparent.
- Determine the terms of employment (part-time, full-time, contract, etc.).
- Identify key contact; frequency of communication; feedback flow.
- Track and measure the resulting impact through:
 - Number of placements
 - Placement to hire conversion rate
 - Retention rate

> On-site tour of workplace.

- The best way to help youth workers and job counselors understand job expectations and company culture, is to give them a tour. At the start of every community partnership, H&M offers a tour of the expected workplace and job responsibilities. This is a great way of giving youth workers real life exposure to the environment and role expectations, ultimately allowing them to find the right candidate.

> Determine a pilot department or job where youth can be placed.

- Strategically leverage strong leaders in your organization, understanding where youth would best be supported.
- Establish best practices and define what success looks like.
- Identify skills needed in the role(s).

On the next page is a sample worksheet to help you get started!





WORKSHEET

Working with Community Partners: The First Meeting

Here are some examples of what to share in the initial conversation with an agency, and some questions to ask them.

Things to Share

- 1 Describe your employer brand and values:
- 2 Number of employees and size of department:
- 3 Hiring needs:
- 4 Internal programs and development opportunities:
- 5 Benefits:
- 6 Information about union, if applicable:

Questions to Ask

- 1 How do you approach building a talent pipeline for employers?
- 2 Have you worked with organizations in this sector before? Which roles have you placed?
- 3 How can we work together to ensure you maintain relevant industry knowledge to understand our hiring needs?



TIPS FROM LINKEDIN

What to Consider When Creating Job Postings



Writing a Job Description: A Checklist

Writing an accurate, descriptive, and compelling job description is a key element to finding your perfect opportunity youth candidate. This checklist will help you get started in writing a great job description. You can pick and choose between which information you want to include.

Depending on your organization's culture and standards, you may want to consider adding in a little humour and fun language throughout to make your job description stand out to opportunity youth.

How to Write a Killer Opportunity Youth Job Description

> Job title

Having a job title that is searchable and straightforward for opportunity youth is important. When you write out your job title, make sure that it is:

- Without words that imply seniority (e.g. "senior", "manager", or "lead"), as these terms will deter opportunity youth who don't have much experience from applying.
- Honest and doesn't exaggerate the role's importance.
- Search friendly—don't try to be too creative with the title. Candidates won't look beyond the title if they don't understand what you're looking for, so stick with common keywords that are self-explanatory.
- Descriptive of how the role ranks with other positions in the company.
- Comparable to similar jobs in the industry.

> Why join us?

This is the company overview section. Use it to describe why the candidate should join your company and try to keep it concise. Think about including:

- Your company's mission, vision, and values.
- Your company's interest in hiring young talent.
- A description of the culture and the team the candidate would join and contribute to.
- Potential to move into higher roles if high performance is demonstrated.
- Your company's past successes and industry impact.
- Any benefits the employee can expect.
- The company growth metrics.

TIPS FROM LINKEDIN

> What we're looking for

This is your opportunity to describe your ideal candidate, and hopefully grab the attention of prospects that fit the description. Consider including:

- The traits the candidate you're looking for should have and key job requirements.
- The skills that are essential for the role. It is important to focus on skills rather than experience, given that many qualified and capable opportunity youth have not yet had the opportunity to get experience in the workforce.
- The attributes of top performers at your company.
- If the position is full-time, part-time or an internship. Internships are especially a great opportunity to bring opportunity youth into your organization and gauge their potential before presenting them a full-time offer. They can also introduce youth to your industry.
- The location and whether or not travel is required (and how much).

> The impact you'll have

Illustrate what the candidate's day-to-day will look like and the opportunity they will have for career advancement.

- Express the value the position has within the company.
- Describe the role and responsibilities. Try to include 5-10 responsibilities.
- Begin each responsibility with an action verb in present tense. For example, "drive more website visits" or "elevate the customer experience."

> Sound like you? Apply now!

Make the application process easy and fun.

- Optimize your careers page for mobile. Many opportunity youth use their phones to search for jobs.

- Save candidates some time by allowing them to apply with their LinkedIn profile.
- If materials like a cover letter, resume, or references are needed, state how the applicant should submit those items.

> Learn more about [your company]

Use this section to include any further relevant information about your company. Try embedding a company culture video to mix things up!

> Contact information

Don't make the mistake of leaving out contact information. Include the recruiter's email and phone number so that applicants can apply and ask questions.



Example Opportunity Youth Job/Internship Posting

Denver Metro Chamber of Commerce Executive Assistant Intern (3 months, 10-20 hours a week)

> Background

The fast paced role of executive assistant is different for each assistant and requires a wide variety of skills and a great attention to detail. At the Chamber you will gain firsthand experience and learn from a great team of professional assistants. The knowledge and experience you will gain is transferable into a broad range of job opportunities.

- Learn by observation as you shadow members of the team
- Learn organizational skills as you help with daily tasks
- Learn customer service skills as you work with Denver business leaders

> Sample things that you will learn and be a part of your day, week or whole experience

- Microsoft Outlook (emailing, scheduling, contact maintenance)
- Database management
- Meeting planning, prep and follow up
- Travel arrangements
- Event planning
- Basic accounting functions (e.g. purchase orders)

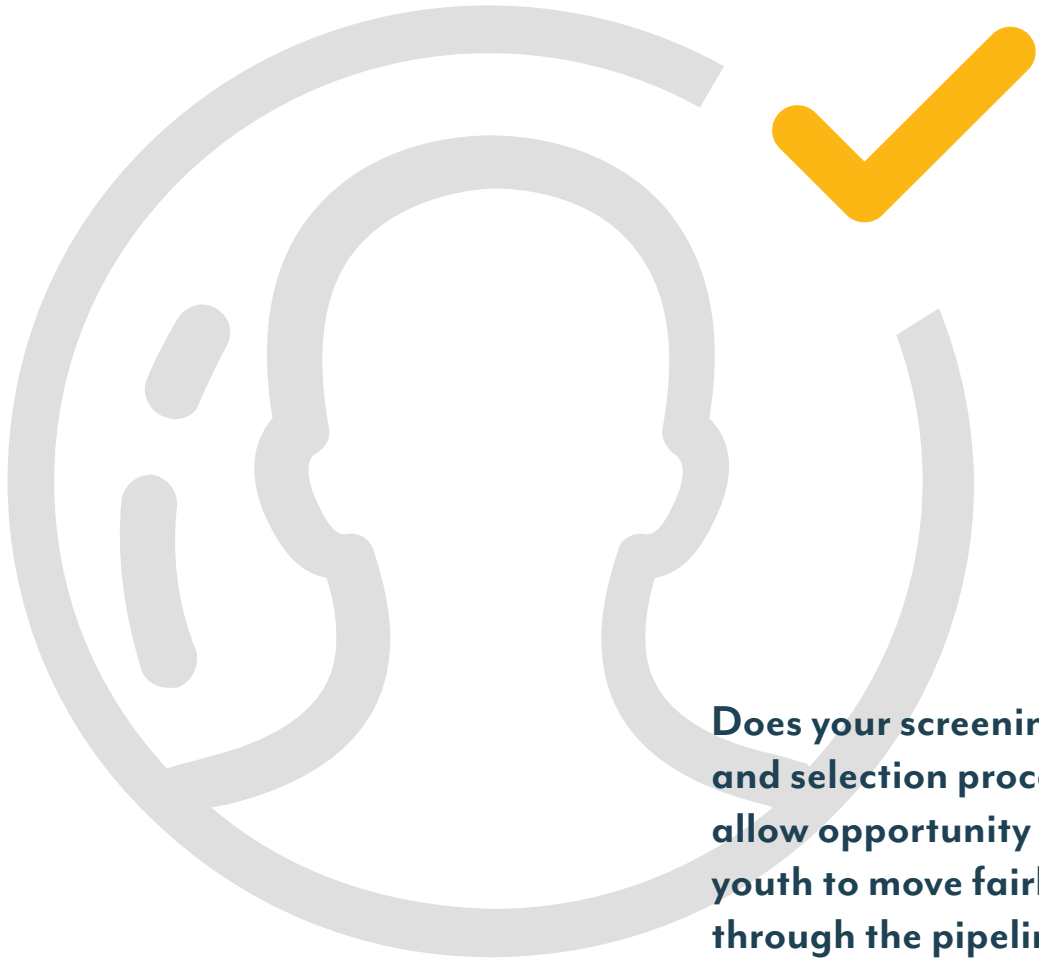
> Basic skills

- Microsoft Office—Outlook, Word, Excel, and some PowerPoint are desirable—to manage emails, schedule, input data, develop signage and nametags
- Comfortable with interacting with people as they come through the office
- Google research
- Equipment to be used: computer, phone, basic room audio visual
- Other important characteristics or requirements of the event team
- Will have limited access to social media and text during the day
- Detail oriented and organized
- Events and meetings outside of work hours with prior notice



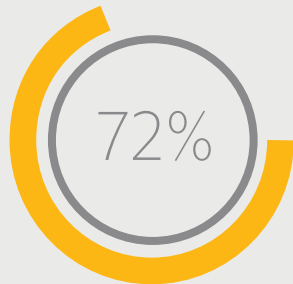
Check out the full report: LinkedIn's
"The Ultimate Opportunity Youth
Hiring Toolbox"

Screening & Selection



Does your screening and selection process allow opportunity youth to move fairly through the pipeline? Are your current processes screening opportunity youth out unnecessarily?

72% of recruiters reported that they weed out otherwise qualified candidates because of unnecessarily high standards for technical experience.



In a study done in the U.S. technology sector, 72% of recruiters reported that they weed out otherwise qualified candidates because of unnecessarily high standards for technical experience.⁶

Closer to home, our survey of employers in Ontario revealed that the most important factors employers consider when making hiring decisions are:

- > Interview performance (56%)
- > Academic credentials (55%)
- > Work experience (55%)
- > Cultural fit (54%)

Reliance on traditional practices can inadvertently weed out opportunity youth who may not shine in the conventional hiring process. In addition, these methods do not necessarily predict high performance in a candidate.



The Standard Screening and Selection Process: Does this Seem Familiar?

The standard screening and selection process contains some common elements: the initial review of applications (some employers review applications manually, while others use specialized technology that screens for key words and qualifications); a pre-interview phone call; an on-site behavioural interview; and reference and background checks.

At each stage of this process, employers may make decisions that eliminate promising opportunity youth candidates before they have the chance to showcase their best selves:

> Unconscious bias

Generally, most of us have unintentional and implicit biases that influence decision making. Bias arises in various parts of the process, in non-diverse interview panels, ethnic name bias in screening of applications, and a focus on “cultural fit” (hiring a person similar to you) over “cultural add” when interviewing candidates. The report “Outsmarting Our Brains: Overcoming Hidden Biases to Harness Diversity’s True Potential” by RBC and EY deconstructs the impacts of unconscious bias and how to overcome them in the workplace.

> Ineffective technology systems

They may use key words to screen applicants and eliminate potential youth candidates with non-traditional experiences, but with transferable skillsets.

> Constraints of behavioural interviews

Behavioural interviews can be challenging for youth with little to no previous experience, even though they may possess the skills needed for the job.

> Accessibility challenges

Accessibility challenges, such as the location of an interview and adequate transportation, may pose an additional challenge to opportunity youth candidates.

> Reference and background checks

Employers should consider being open to testimonials from teachers, community leaders or other authority figures in a young candidate’s life. Police record checks, for example, may screen out prospective opportunity youth candidates who have had minor infractions with the law. Also, often youth without formal work experience have a hard time finding professional references.

Outsmarting Our Brains:
Overcoming Hidden Biases to
Harness Diversity’s True Potential





What Can be Done?

By rethinking how you screen and select candidates, you can build a better talent brand and provide high-quality youth candidates with an opportunity to showcase their best selves.



Hire for skillsets over experience and credentials.

Research shows that looking for demonstrated skills over experience will more likely result in a good hire. Using tests to evaluate these skills during interviews will prove more valuable than looking at a list of past experience on a resume, and will ensure that quality candidates are not overlooked. Testing for demonstrated skill over experience will ensure you more precisely determine whether a candidate is a good fit or not.

Whether you're interested in examining alignment with the organizational culture; technical, soft or social skills; or how candidates handle pressure, you will need to apply various interview techniques to make an accurate assessment.

Hiring for personality and attitude is also a step in the right direction. A coachable candidate is a valuable candidate because they are more likely to adapt to and grow with the organization.

H&M Canada brings young candidates into assessment centres and teaches them regular tasks that are a part of the job, then evaluates them on their abilities. These alternatives provide youth more confidence in demonstrating their skills and competencies rather than relying on their experiences and education.



EMPLOYER SPOTLIGHT

ONE TORONTO GAMING

Casino Woodbine is undergoing re-development and One Toronto Gaming is committed to making it a force for positive change for their neighbours, employees, and applicants who face additional social or economic barriers in the region.

One Toronto operates a paid, 5-week Table Game Dealer training program to ensure highly specialized game-specific roles are accessible to all candidates, and not just restricted to applicants with previous experience or related credentials. This allows One Toronto to hire for potential and skillset over related experience.



Job Interviewing
Techniques



References are a
Waste of Time

2

If you **MUST** rely on interviews, then tailor them to opportunity youth.

Focus on skills and techniques rather than references. References, when available, tend to be glowing. You will need to assess a candidate's strengths and weaknesses yourself to really get a sense of how they'll perform in a role.

> Job simulations

By creating an environment that reflects the duties of the job, employers can better understand whether or not the candidate will be able to succeed in the role. Equally important, candidates will also be able to decide whether or not they feel well suited to do the work and appreciate the culture.

> Technical and situational assessments

In technical jobs, these assessments ask candidates to show their technical abilities and/or to react to the scenarios they are likely to face in the working environment. Try doing simulations or role play possible situations, such as a difficult customer on a service call, or troubleshooting questions, to test their competency and thinking logic.

> Case interviews

Candidates are given a problem-solving exercise or are presented with challenges they are likely to encounter in the role. Case interviews create opportunities to evaluate a candidate's hypothetical actions in a context that reflects their work environment and responsibilities.

> Presentation

If your position requires speaking, have your candidates prepare a statement or short speech to assess their oral presentation skills.

3

Train hiring teams on diversity and inclusion practices including disability, as well as on how to overcome unintentional biases.

When you strive to hire with diversity in mind, your employees must be on the same level. Consider the Accessibility for Ontarians with Disabilities Act (AODA) Interviewing Checklist as you target opportunity youth.



By creating an environment that reflects the duties of the job, employers can better understand whether or not the candidate will be able to succeed in the role.

AODA Interviewing Checklist

From AODA Employer's Toolkit

22



- ☐ Location of the interview

Can an applicant with a disability access your facilities?
- ☐ Format of skills assessment tests

Are they accessible to an applicant with a disability? Does it allow them to demonstrate their knowledge and skills? E.g. Computerized tests might be a barrier to someone with vision loss who uses a screen reader. Consider switching to vendors who use accessible technology.
- ☐ Room set up for in-person interviews

E.g. A candidate with hearing loss may require a brightly lit room in order to lip-read, or one with minimal distractions.
- ☐ Interviewing timelines

If your interviews are short-timed, this could be considerably stressful. Consider stretching out timelines, extending time between interview rounds or additional time on skills tests
- ☐ Support

Consider allowing a support worker to attend the interview in case they can provide additional information about the candidate's abilities. They might also ask questions that the applicant has not yet considered.
- ☐ Paperwork

Consider having a staff member available to assist, if necessary.



Understand if you're doing the right kind of background checks.

Criminal and police record checks are commonly used as interchangeable terms, but there's a big difference, often resulting in screening out good candidates.

While a criminal record check flags criminal activity, a police record check will reveal any contact with a police officer, regardless of the reason. Even if a candidate witnesses an incident, it will go in their file and they will receive a positive police record check. Employers may see this flag and end the screening process.

Take look at what checks you're doing and understand what type of screening makes the most sense for you. Here are some places to start:



EMPLOYER TIP | RBC & EY: IDENTIFYING AND OVERCOMING UNINTENTIONAL BIASES⁷

So What Can I Do?

- Explore the Implicit Association Test on p. 9 of RBC and EY's report "Outsmarting Our Brains: Overcoming Hidden Biases to Harness Diversity's True Potential." (See page 19 of HireNext Roadmap for link)
- Ask trusted colleagues for candid feedback; take a 360° approach to seeking input.
- Discuss frames of reference and their impact with a coach or trusted colleague.
- Be conscious of the words and physical reactions that surface in interactions with others; consider whether these respect and accommodate different styles.
- Be mindful, respectful, curious and supportive of colleagues' differences.
- Listen to all voices equally; speak out if you suspect a colleague's contribution may be ignored or misappropriated unfairly.

Questions to Ask Yourself

- Do I typically hire the same type of person, or personality type?
- When I say a candidate is not the right fit, what do I mean?
- What does my slate of candidates look like? Do I speak up if it is not sufficiently diverse?
- Which of my past hires were successful, and what can I learn from those choices that didn't work out as well?
- Who do I like to assign to work on project teams? Who do I tap for the lead role? Do I have the same go-to people all or most of the time?
- Who do I take to important client or cross-team meetings?
- Who do I encourage to lead or speak out at meetings? Am I creating opportunities for those less extroverted to demonstrate their capabilities equally to clients or other colleagues?
- How do I identify candidates for promotion and succession?



EMPLOYER SPOTLIGHT

TIFF

TIFF is proud to be an inclusive community, both on a local and global scale. We're aiming to further grow our community by making our hiring practices even more inclusive, and are committed to removing physical, social and economic barriers for all of our employees, interns, volunteers, and prospective talent.



What types of screening make sense for you?

How ATS Reliance Technical Group adopted an open door hiring policy.



Helping offenders find meaningful work.



CASE STUDY: H&M CANADA

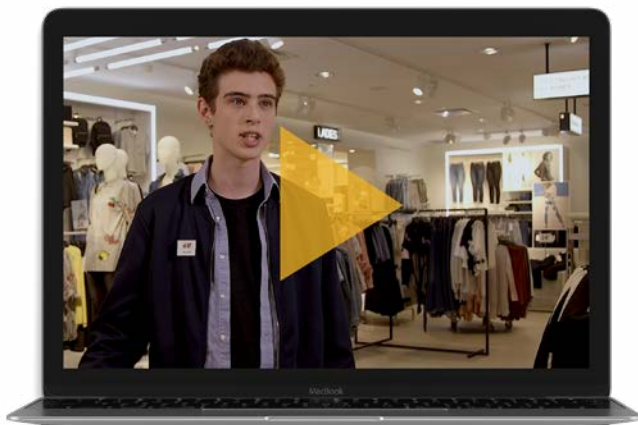
Shopping for Skills Over Experience

The following case study is H&M Canada's (H&M) journey towards more youth-inclusive hiring practices and can act as a roadmap for your company to take the next step.

Spanning 62 countries, 4,000 stores and over 130,000 employees globally, H&M (Hennes & Mauritz AB) is the second largest clothing retailer in the world. In Canada, they operate almost 100 stores with over 3,400 employees—most under the age of 29.



Watch the H&M case study video!



H&M's Challenge: Finding the "Quality" Candidate

To say H&M is a popular choice for young people to work at is an understatement. In some markets, recruiters often have to sift through over 1000 applications per week to find candidates, meaning H&M's recruitment team narrows down applicants based on experience. But experience, is not always an indicator of a great candidate, particularly for entry-level roles. There are many soft skills that make up a quality candidate such as attitude, friendliness, and a set of core values that align with the ideal customer service representative, which cannot be assessed solely based off of experience. This process therefore can make it hard for opportunity youth to make it through the traditional screening processes and unintentionally be screened out before they're given the chance to meet for an interview.

Why Do Youth Matter to H&M?

H&M strives to have its stores representative of its key customer demographic. With the largest segment of customers between the ages of 15 and 29, this is the most important population for H&M to stay focused on.

The company also has a strong commitment to hiring true fans of the H&M brand as a way to increase customer and employee engagement. Just as important, the company also looks for candidates who want to start a career in retail. Opportunity youth are open to long-term employment and career growth, something H&M has a history of providing. In fact, 57% of H&M's corporate staff started their careers working in an H&M retail store.

DID YOU KNOW...



The retail sector has more jobs than any other in Canada, making up 11.5% of the nation's total employment? That's over 1.9 million jobs, many of which are filled by young people, giving retailers a significant opportunity to change the landscape of youth unemployment.

For those opportunity youth who make it through to the interview round, H&M found traditional behavioural interviews were challenging for them to succeed in due to lack of formal experience. Diverse candidates were not making it through the pipeline nor were younger candidates, both of whom are integral to H&M. Therefore they looked to create a new way of interviewing opportunity youth.

What H&M Did

H&M took on a significant effort to move away from traditional behavioural interviewing to job simulations with cohorts of youth. This allowed for clearer expectations of the role to be tested and a different way for youth to prove their skills.

Cohort Skills Assessment Hiring

H&M partnered with different community agencies as sourcing and onboarding partners and created a customized cohort assessment process and program. This new methodology tested soft skills as well as job specific requirements such as working cash and greeting customers for fitting room changes. Most recently, H&M partnered with Prince's Charities Canada (PCC) to launch its fourth cohort of this unique hiring process in Hamilton, Ont. The program rolled out over the course of five weeks with PCC sourcing and organizing a group of youth to participate in the following schedule:

- > Information session: Hosted by PCC to source and identify potential candidates for H&M recruitment.
- > Taster day: H&M hiring managers and store managers address the group and do a round of assessments to select a small cohort of youth who will go through the process.
- > In-class training: Youth are taught soft skills and communications strategies followed by a self-reflection assignment.
- > In-store training: Youth are matched with an in-store mentor and given one on one training of store tasks. Youth go through a full rotation of store responsibilities.
- > Work placement: Youth are tasked to demonstrate the skills they've learned in-store.
- > Final celebration: A final hiring decision is made for each youth.

H&M created unique job simulations to carry out candidate evaluations, which feature up to 16 youth at a time with 3 observers and 1 facilitator. H&M found this selection method gave each youth in the room a level playing field to demonstrate their skills and the speed by which they're able to learn and adapt.

FACT



According to a recent survey done by the Retail Council of Canada, almost half of respondents' said that only 10-24% of candidates interviewed were suitable for the position available. When asked what would disqualify an applicant from being a suitable candidate, the biggest reason among survey respondents was poor performance during an interview. We know opportunity youth often lack the soft skills needed to perform in interviews and so these numbers show how often this demographic gets screened out.

Hiring Days

In addition to the targeted cohort hiring, H&M also hosts several large-scale Hiring Days, where all candidates who applied online are invited to a location to meet with recruiters.

Hiring days bring together hundreds of candidates to meet with recruiters on location. Upon arrival, candidates are requested to fill out availability cards and are sent to meet with a recruiter. Recruiters then decide on the spot who will go forward to a round of speed interviews. This process was created to help meet more candidates face to face in order to assess them based off of their availability and soft skills. What recruiters are finding though is that experience is still the first qualification that is being used to assess the individual—even though it's often not enough to find the ideal quality candidate.

H&M also looks for those who demonstrate the company's seven core values—something difficult for youth to show on paper. They are looking for candidates who are friendly, have the right attitude, and even a sense of fashion, qualities difficult to capture or explain on paper.



WHY ARE SKILLS ASSESSMENTS BETTER FOR OPPORTUNITY YOUTH?

Many opportunity youth lack relevant work experience, or have difficulty demonstrating their ability to pick up skills quickly and communicating their soft skills, especially in unfamiliar interview settings.

- Skills assessments allow youth to:
- Demonstrate competence
- Prove their work ethic
- Display their emotional intelligence

The KPMG Spotlight: Mapping the Road Ahead

To help H&M better sort through the thousands of applicants in ways that will allow for a higher number of quality candidates, KPMG's Digital and People and Change Practices offered the following advice:

- > Ask key questions up front: While current applications require candidates to include their experience in their submission, KPMG recommends creating a set of key questions which align with availability for work and value based qualities which the retailer would consider integral for a successful candidate.

- > Identify your “showstopper” question: To make it easier for recruiters to sift through applications, H&M should consider what the big “must have” characteristic, or the showstopper, quality in a candidate will be. This will open up the possibility of bringing in a diverse group of candidates who are given the opportunity to show they have what it takes to be a true fan and loyal employee of H&M.

- > Link data to HR software: incorporating these questions into the online application means an algorithm then needs to be created that will filter applications within an internal talent management platform. This allows recruiters to identify candidates with the desired soft skills for open positions and who will move onto interviews or hiring days.

- > Create a real-time data collection method: since hiring days see hundreds of candidates, recruiters on location require quicker but more effective ways of screening applicants. Creating a digital app to capture key qualities and record assessment results will allow capturing granular data from face-to-face interactions into a larger data system, accessible by hiring managers and recruiters. This solution would enable interviewers to quickly and effectively make decisions based off the candidates performance rather than just experience.



H&M’s Lessons for Success

The company has seen four cohorts go through the job simulation process with two key lessons and improvements emerging in the process.

The biggest, and ultimately the one that will drive the program’s success, is to ensure store managers are involved from the beginning. Making store managers a part of the process of recruiting and training of opportunity youth and liaising with employment agencies, created strong buy-in and heightened personal investment. Managers were able to witness candidate growth and

success over time. H&M concluded that identifying high-performing store managers to take on roles related to leadership and people development was essential and beneficial to the youth’s success.

Finding creative methods to assess candidates is integral to giving opportunity youth the chance to put their best foot forward. Many candidates lack formal work experience, or simply interviewing experience, and so it can be overwhelming and anxiety riddled for these youth. Providing them outlets to perform and show their capabilities in different ways, gives them confidence in their abilities and a fair platform to show their skills.

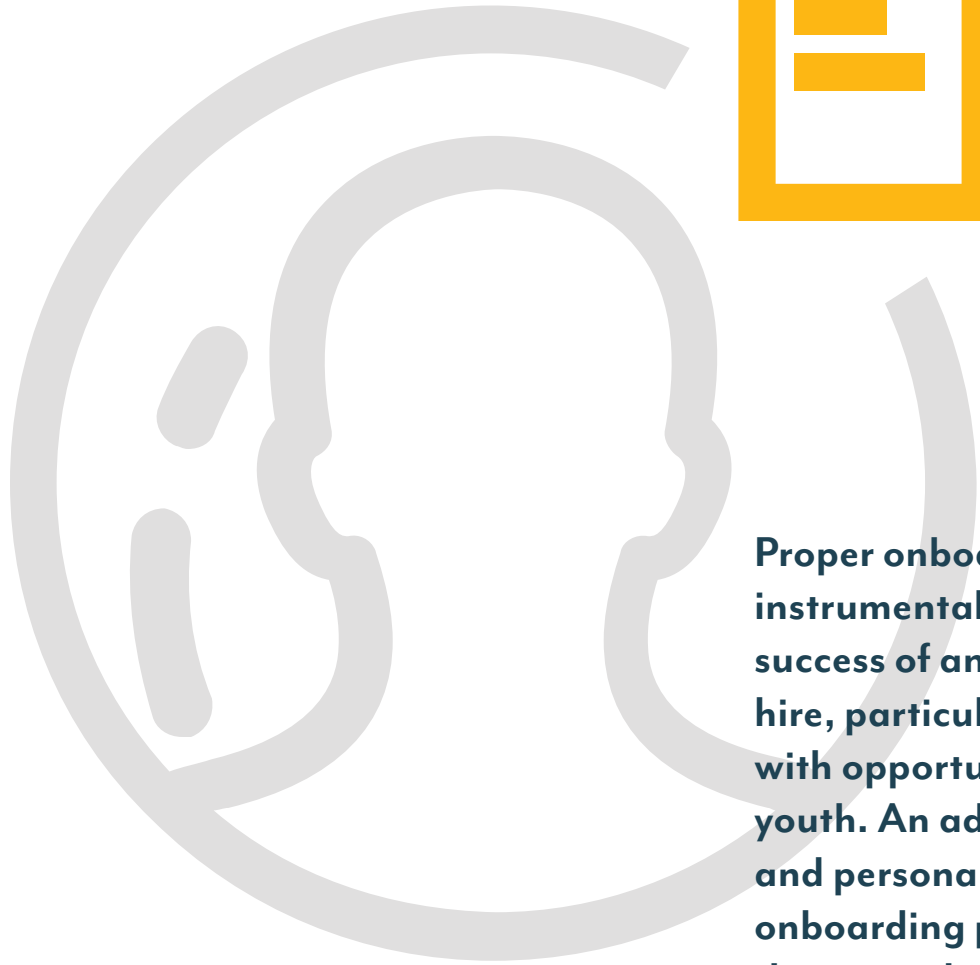
H&M’s Advice



“Select competencies that you are looking for and utilize skills-based tests or job simulations to assess candidates. We found interactive group interviews put candidates at ease and immersing them into an H&M setting allowed us to observe how they likely behave in our stores. Giving youth practical experience in completing tasks versus theoretical training or interviewing gave them more confidence in performing and putting their best foot forward.”

– Miles Lucas, Country Human Resources Manager, H&M Canada

Onboarding



Proper onboarding is instrumental to the success of any new hire, particularly with opportunity youth. An adjusted and personalized onboarding process that considers unique needs will have a positive influence on their commitment, performance and retention.

The Standard Onboarding Journey: Does this seem familiar to you?

The standard onboarding journey contains some common elements: introductions to colleagues, a workspace tour, an overview of the organization, and a review of key responsibilities and expectations. While this is a good template to follow, making minor, low-cost adjustments for opportunity youth can make a big difference in their being set up for success.



What Can be Done?



1 Create a safe and inviting environment to have important conversations upfront.

Creating a safe environment for youth to disclose their specific accommodation and access needs can go a long way in helping them to adjust and to positioning them for success. Examples of accommodating needs and solutions:

> Transportation

Getting around can prove difficult, time consuming and costly for some youth, especially those living outside city cores or in underserved transit areas. Consider asking how opportunity youth get to and from work, use phone and video conferencing when possible, and offer flexible work hours to help manage travel challenges.

> Mental Health Support

From everyday frustrations to more serious afflictions, a person's mental health will influence their performance

at work. Creating a warm and welcoming environment, and offering tools to help manage stress, will make adjusting to a new environment easier and improve productivity.



The Mental Health Commission has a suite of recommendations for how to prepare for youth with mental health needs.

> Family Issues

Opportunity youth might struggle with problems at home, and whether the challenges are big or small, they will impact every aspect of their lives. Youth facing family issues may need space to deal with these problems, so being as understanding and accommodating as possible in these instances will not only benefit them, but you too.



Effective onboarding is a continuous process designed to welcome the new hire into the organization, to nurture their development and to support them through their individual circumstances.

2

Enhance your onboarding process to support the success of newly hired youth.

Traditional onboarding processes may not provide the tools to integrate opportunity youth into their new role successfully. For example, youth may need some initial guidance in negotiating workloads, asking the right questions and building relationships across a hierarchy. Because this may be their first work experience, they may not be familiar with appropriate workplace etiquette.

Effective onboarding is a continuous process designed to welcome the new hire into the organization, to nurture their development and to support them through their individual circumstances.

Employers can set up regular touch points with opportunity youth to ensure that their first months on the job are progressing smoothly. If your

onboarding process meets the needs of youth, it can go a long way to support their growth within your organization. This, in turn, will help to increase retention, which will support your bottom line and contribute to morale across your organization.



EMPLOYER TIP

RBC: GETTING MANAGERS READY FOR ONBOARDING YOUTH HIRES

Share your (managers') strategic objectives and outline the desired experience you want to deliver to your opportunity youth. You may talk about your early career experiences, to help them anticipate the needs of interns.

You may even start a discussion by asking about their own experience:

- What was a valuable mentoring experience you had when you began your career?
- Share an example of a manager really supported your development, how did they show it?
- What were you most nervous or confused about, on the job?

Once you've built an understanding of their experiences and background, people managers are ready to consider their own role in delivering a great experience such as:

- Connecting with the new hire well before they start the role to build rapport and answer questions.
- Letting the team know that a new hire will be joining them and setting aside time on day one to introduce them.



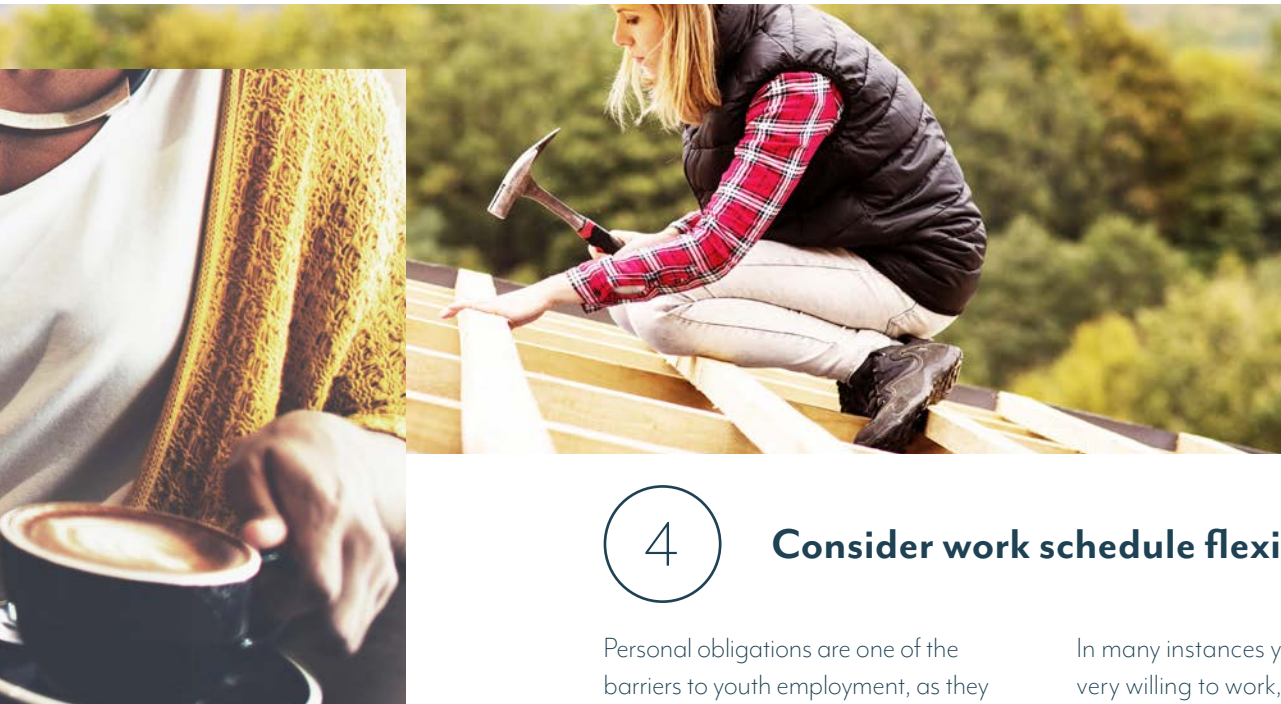
3

Provide new youth hires with opportunities for mentorship.

The mentoring relationship is an opportunity to engage in an open, honest and continuous dialogue; to contribute to the youth's understanding of the job, themselves and how they can succeed at work; and to help the manager gain leadership experience with a new perspective. Generally, mentoring works on three levels: day-to-day work, personal and professional development, and career management.

Mentorship programs also have significant business value. They help organizations increase retention, reduce absenteeism and save money. A 2002 research survey on workplace mentorship programs⁸ by Jobs for the Future revealed the following:

- > 65% of firms with mentorship programs have higher job retention.
- > 53% of firms with mentorship programs have reduced absenteeism.
- > 45% of firms with mentorship programs report monetary savings as a result of the program.



4

Consider work schedule flexibility.

Personal obligations are one of the barriers to youth employment, as they can put good, hard workers in the wrong light. However, the need for flexibility is increasing across the workforce.

“According to a recent survey conducted by Employment and Social Development Canada, many Canadians want flexible hours, schedules and the ability to work from home in order to improve work-life balance.”⁹

In many instances young people are very willing to work, but are unable to commit to eight consecutive hours each day. In these cases, the ability to work from home can make all the difference by easing stress and allowing them to be more productive.

Be considerate of their possible scheduling hurdles and encourage them to open up to you about their needs.



EMPLOYER IN ACTION

WOMEN'S APPAREL

An American research study about a national women's apparel retailer with multiple storefronts across the country revealed that stores where managers took employee scheduling preferences into account had a 23% lower turnover and 7% higher retention than stores where managers did not take scheduling preferences into account.¹⁰

5

Set up opportunity youth for success with the appropriate training.

Seeing a clear path for professional growth is both inspiring and conducive to retention. While you train your employees to master their current jobs, also give them insight into the work that will come with advancement. Be open to the responsibilities they would like to assume. Most employees can identify their strengths and weaknesses, which will help managers determine where they are best suited to work within the organization.

Someone with a path ahead of them will walk it, whereas someone left in an enclosed area will wander. Instead of boxing employees into a single role, open their eyes to the possibilities within your company and beyond.



TIP SHEET: ONBOARDING

5 Tips for Success

33

1

A lasting youth employee relationship starts before day one.

- Has there been any interaction with the youth between when they were formally hired and their first day? Early communication, such as a call before start date to check in and see if the youth have any questions can establish connections, manage expectations, and alleviate stress, and help the youth feel confident, inspired, and fully prepared to contribute from day one.

2

Align manager and youth expectations.

- Does the manager understand the youth's capabilities, potential areas for growth and accommodations that may be needed? Helpful accommodations can be minor and manageable for employers (i.e. adjusting the start time or pace of work), but asking questions about what's needed in a safe and trusted environment is key to surfacing any needs. If you've hired through a community agency, you can gather these insights in conversation with the agency.
- Does the youth have a clear idea of what to expect from their manager and know what their manager expects of them? You can help them gather these insights in one-on-one conversations prior to onboarding or during their first week. For example, clarify to the youth what specifically they need to do, and define one or two behaviours expected of them the first week. Tie the behaviour to recognition or a small reward that they can earn at the end of the week.

3

Customize training for managers and youth.

Managers:

- Does the manager know how to support the special needs of youth? Suggest weekly check-ins for the first 30 days to convey expectations and provide feedback. At the end of each week, review the expectations and, using positive examples, discuss what went well and what should be done differently. Encourage the manager to engage HR or a youth mentor to talk through any challenges.

Youth:

- Provide youth with training beyond their job skills to build know-how and confidence when interacting with co-workers. For example how to ask for help and feedback, and how to identify any challenges they may face as they adjust to their work environment.
- Set aside time to provide youth with on-the-job training or job shadowing so expectations and processes are clear.
- Offer an opportunity to ask questions, to learn more about team members and to understand specifics about their role.



4

Establish regular check-ins to stay on top of how youth is faring.

Youth may require greater monitoring to gauge how they are doing during onboarding, as they may lack the confidence to ask for help.

- Set up regular check-ins between the youth and manager where they can create a cycle of focus and accountability. These are opportunities to determine if the youth is adjusting to the job, has questions, or needs to be redirected.

5

Match youth with mentors.

A committed and compassionate mentor who invests in the new hire's career is critical for success.

- Assign a mentor (senior co-worker other than their direct manager) and/or a buddy (peer) for youth to voice any concerns/challenges freely in a safe space. This person can help troubleshoot issues while building confidence and should act as an ambassador with other staff.



TIP SHEET: MENTORSHIP

Building Mentorship Programs

Here are five questions to answer as you build your mentorship program. Remember, you want to provide youth with the “big picture,” guidance within the workplace, industry and career path, and then work your way down.

1

What is the role of a mentor?

A mentor:

- Supports youth in their introduction to the workplace and in their development, to help build confidence and position them for success.
- Provides context and builds excitement about the organization and its culture by connecting it to the youth's experience, aligning their day-to-day work with the success of the team, and outlining behavioral norms and expectations.
- Acts as a resource for youth to voice any concerns/challenges freely in a safe space, and then helps troubleshoot them.
- Makes introductions to other team members or external partners to help build the mentee's network and open the door to other opportunities.

2

What makes a great mentor?

Someone:

- To whom the youth does not report directly.
- Who is authentic and transparent.
- Who is accessible and who can commit to providing timely feedback.
- Who is comfortable asking questions rather than presenting all the answers.
- Who is motivated by wanting to support the success of their mentee, and who cares about making a contribution to that person's personal and professional growth.

3

Are your mentors ready?

Help your mentor by:

- Developing training for your mentors to give them an appreciation of the program's objectives, the desired experience you want to deliver to the mentees, your expectations of mentors, and considerations to keep in mind.
- Ensuring continual support for your mentors by providing resources that will keep them engaged in mentoring. See the sample worksheet on page 36.
- Building a sense of community among mentors by bringing them together periodically to share their experiences and tackle challenges together.



4

What should the mentor and mentee expect from each other?

Best practice calls for establishing an agreement that the mentor and mentee sign outlining the expectations, desired experiences and commitments they are making to each other. Details might include the time period, frequency of contact, duration of check-ins, roles and confidentiality.

- Time commitment: It's good to be open to a combined coaching approach. Consider informal and formal weekly/bi-weekly check-ins to share experiences, ideas, and feedback. Regular check-ins ensure that mentees are getting regular feedback on their day-to-day work, as well as receiving personal and professional development coaching. These can evolve to monthly after the youth's probation period concludes.
- Commitment to customization: Each mentorship relationship is unique and guided by the objectives and interests of the mentee and mentor. Mentors and mentees are encouraged to identify what topics they hope to discuss over the course of their time together, and the ways in which they interact (e.g. one-on-one, in person, digitally, etc.).
- Confidentiality: A successful mentor-mentee partnership is based on trust, honesty, and confidentiality. It requires both mentor and mentee to engage in open and honest communication while respecting each other's confidential information.

5

How long should the mentoring relationship last?

- Establish a commitment for at least the duration of the probationary period, and then consider regular, ongoing touchpoints (i.e. monthly) for the duration of the year. Keep the end date open, as some mentors and mentees are keen to continue indefinitely.



WORKSHEET: MENTORSHIP

Tips & Tricks for New Mentors

37

Depending on your mentees' interests, some of these suggestions may be helpful for new mentors to review and share. Remember, each relationship is unique!

Building Your Story

Think of an example that you can share with your mentee: a situation or person you learned from at some point in your career. Make sure you spend time crafting a clear takeaway from this story.

- 1 What are three critical events in your career that shaped your beliefs about leadership?
- 2 Identify three people in your life who shaped your beliefs about leading others?
- 3 What are the commonalities in these stories and people? What do you value when leading others?

Consider these tips as you craft your story:

- > Remember that you aren't telling the mentee what the lesson is—you are allowing the mentee to learn it.
- > Think about how the mentee will receive the message. What will the mentee hear in your story? Is it the same as you intended?
- > Practice it!



Getting to Know You

Sometimes you need a starting point for conversation. Have your mentee consider the questions below so you gain a better understanding of their self-perception. This can be useful in the long-term when providing feedback and when assessing what will help them in your mentoring relationship. Help your mentee identify a competency for behaviours they list. For example, if they are able to anticipate needs, they may have a strong customer focus.

What behaviours and skills are your strengths?

Competency

What behaviours and skills would you like to develop?

Competency

What skills would you like to develop?

Competency

Books & Media

If you need help to guide conversations with your mentee, you can reference the materials below.

For Your Mentee

Make sure you understand why you are suggesting these videos to your mentee and be prepared to discuss the key lessons.



Think intrapreneurship



10 TED Talks for Young People

For You



The Power of Mentoring



Mentorship Will Change the World

WORKSHEET: MENTORSHIP

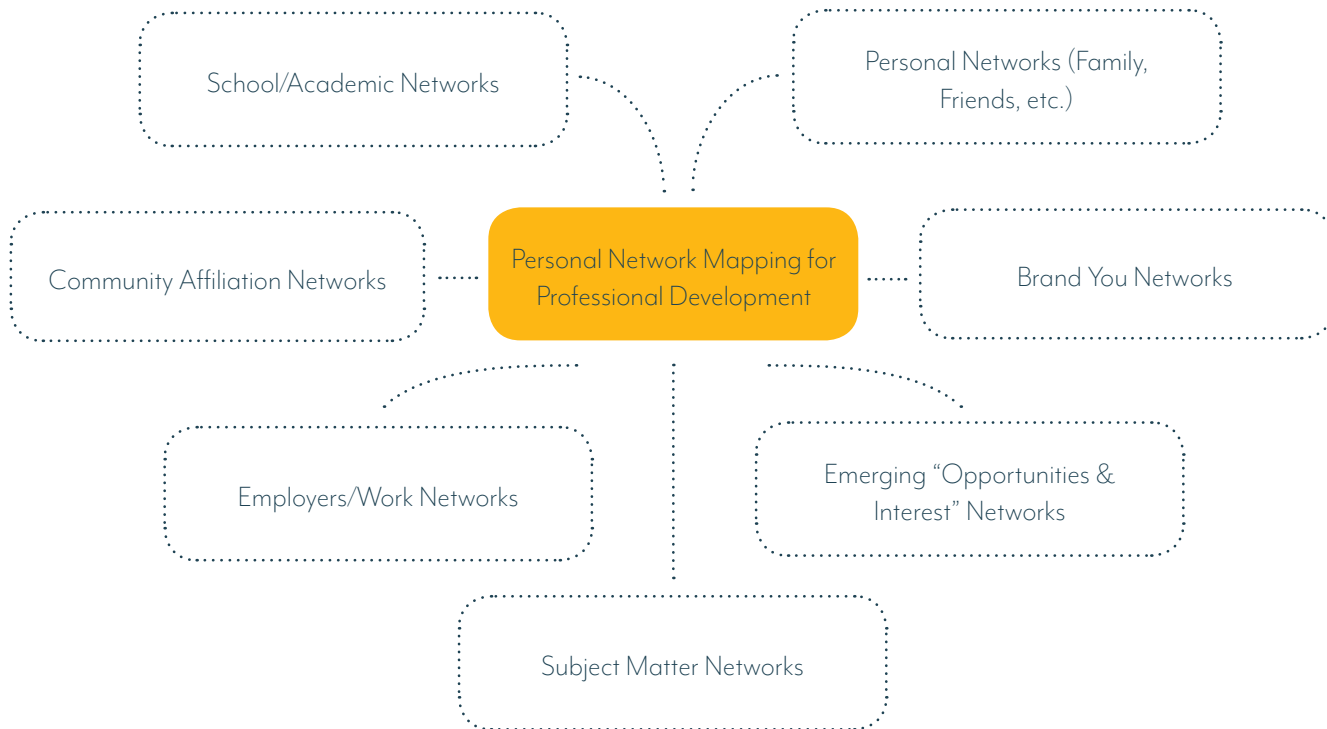
How to Deliver Feedback

Once you have established trust and built a relationship with your mentee, there will be times when you will be required to provide them with constructive feedback. Remember to do the following:

- > Make it descriptive and specific
- > Avoid making assumptions
- > Ensure the timing is right
- > Demonstrate curiosity and ask questions
- > Focus on the future and behaviour that can be changed

Build a Network Map

Part of your responsibility as a mentor is to help expand your mentee's network of professional contacts. To help organize your thoughts, use this template to build your network map; you can encourage your mentee to do the same. Below is an example of categorizations for your map.



For each contact, add their website and or LinkedIn contact.



CASE STUDY: RBC

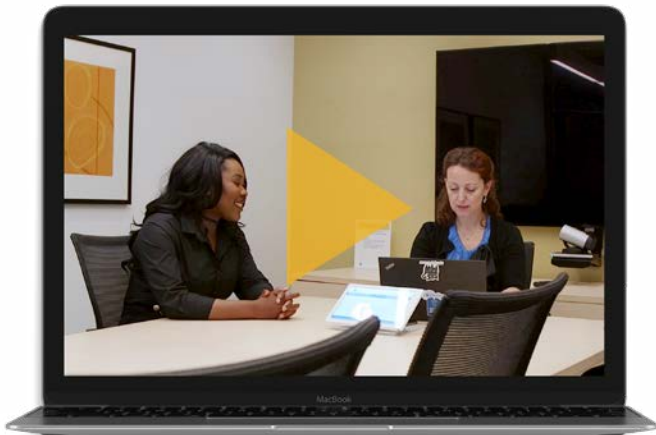
Banking on the Right Talent

The following case study is RBC's journey towards hiring more youth facing barriers and setting them up for long-term career success and to create a roadmap to help other companies take the next step.

Royal Bank of Canada (RBC) is one of the largest banks in Canada. The bank serves over 16 million clients and has 80,000 employees worldwide. RBC is a recognized industry leader with a commitment to proving youth career development through campus recruitment initiatives and programs for recent graduates like RBC Career Launch Program.



Watch the RBC case study video!



Why Do Youth Matter to RBC?

RBC knows that to continue to grow their business, they must attract, engage and develop diverse talent. Opportunity youth is a largely untapped talent pool that can help meet this objective. Furthermore, providing opportunity youth with meaningful work experiences can help them unlock their full potential, ensuring a more prosperous future for them, for RBC and for Canada.

RBC's Challenge: Onboarding and Developing Candidates

As a large institution, RBC has well-established HR practices and programs. In the case study, RBC set out to identify opportunities to customize current processes to set opportunity youth up for success and make them feel welcomed and supported through recruitment and onboarding.

What RBC Did

RBC Career Launch Program

RBC focused on customizing their existing RBC Career Launch Program, partnering with Children's Aid Foundation to source young people who were formerly in care to participate in the program. This allowed RBC to test the established program with a targeted audience of young people who often encounter greater challenges with transitioning from school to meaningful work and evaluate needed customizations.

The RBC Career Launch Program is a year-long, paid, first career experience designed to help youth successfully transition from postsecondary education to a workplace and prepare them for long-term career success. It consists of 3 unique work rotations complemented by time allocation for professional development, mentoring and networking.

CASE STUDY

41

RBC has also created the **RBC Launching Careers Playbook**, a toolkit is designed to help all stakeholders—young people, managers, and HR teams—make the most of their work experiences. From work integrated learning to summer jobs, the approaches and practices outlined will also support young people and employers in getting the most from these experiences.

The KPMG Spotlight: Mapping the Road Ahead

RBC wanted to focus on establishing stronger onboarding practices for opportunity youth. KPMG identified that opportunity youth with limited work experience may need customized support and traditional onboarding programs may not provide the tools they need to successfully integrate into their new role. The first 90 days were identified as an especially critical and vulnerable time.



RBC Launching Careers Playbook

DID YOU KNOW...



Only 30% of change programs* succeed according to McKinsey & Company. Leading causes of failure include:

- Employee resistance and unsupportive management
- Behaviours that inhibit desired changes

*Initiatives created to help a company change its processes, methods of work, etc.

Pillars of RBC Career Launch Program: A Year of experience

1

3 unique rotations

Through these 3 rotations, participants get hands-on work experience and exposure to RBC from a customer service, community, and corporate/head office perspective.

2

42 days of professional development

Builds 21st century skills. E.g.: critical thinking, collaboration and communications

3

30 hours of formal coaching and mentoring

Provides regular feedback to drive development and inform career direction. Builds confidence and soft skills.

4

Networking

With peers, professionals and communities to provide a sense of connectedness and an opportunity to grow and practice soft skills.

5

Next Great Social Innovator

A challenge to develop new social finance business ideas and build confidence.

To address the onboarding challenges of opportunity youth, the following areas of focus were proposed by KPMG:

> **Aligned expectations**

Managers and youths' expectations of one another can be misaligned which can create tension early on if not called out in a secure environment.

For example:

- The manager may expect the youth to 'hit the ground' running.
- Opportunity youth can have preconceptions of what to expect from an authority figure and what they expect of them.

To proactively manage this, RBC managers connected personally with each young person prior to their start date to have a more detailed discussion about expectations, build rapport, and surface any unanswered questions.

Through the RBC Career Launch Program, ongoing clarity of expectations through goals and deliverables for all youth is built in.

> **Customized training**

Often, managers don't understand the challenges that opportunity youth face, e.g. lack the soft skills and work experience compared to other hires.

To manage this, custom training can be provided to managers on how to assess if someone needs additional support.

> **Security enhancing mentoring**

Mentors can play a pivotal role to support breaking down complex challenges facing this group. Committed and compassionate mentors/coaches that invest in the new hires' success are critical.

More tailored and rigorous mentorship matching for the opportunity youth that considers the needs of the individual (e.g. would they respond better to an experienced leader or a peer mentor) is essential.

At RBC, the Career Launch Managers build a deep understanding of the individual experiences as they played a lead role working directly with Children's Aid Foundation during recruitment, all the way through to regular routines with the young people.

> **Progression mentoring**

Opportunity youth may require greater support and monitoring during onboarding. This cohort can 'slip under the radar' and get overwhelmed by work demands which can compromise performance and engagement early on.

The RBC Career Launch Program offers all associates regular personalized feedback on progress and performance at key points during the year. A shared ownership model between

YOU MAY NOT KNOW, BUT...



Opportunity youth often face challenges negotiating workloads, asking the right questions, and building relationships. Also, they are not always primed on appropriate office etiquette (like dress code or the importance of punctuality) which can have a lasting impression on colleagues and managers. Early onboarding and setting clear expectations can set them up for success.

the youth and manager on assessing performance helps align expectations, identify strengths, and collectively set goals and development opportunities.

> **Further Recommendation**

KMPG further suggested that while rejection is difficult for most applicants, it may be even harder for opportunity youth. In order to mitigate any loss in self-esteem, feedback to unsuccessful applicants can encourage them to continue to pursue career goals and will help ongoing development. KPMG recommended a debrief meeting with unsuccessful opportunity youth candidates to provide recommendations on how to leverage their strengths in future interviews.

RBC's Lessons for Success

Through spearheading the supportive onboarding and development process, RBC has been provided with a variety of lessons.

> Labels aren't always good

In order to enable the young people to own their experience in the RBC Career Launch Program, RBC made the decision not to identify the hires to anyone outside the program team. This approach empowered the young people and worked for RBC given the structured nature of the program and the support of the program management team. In a smaller organization or with a less structured program, a different approach might be more suitable.

> Building a strong foundation

A passionate and committed manager that will focus on the individual and their growth and success within the work experience and beyond is critical to unlocking the potential of the young people.

> It's a longer journey than you think

Onboarding should start well before day one especially with the youth demographic. A mix of online and personal interactions with each young person before their first day helps to build a rapport and trust. It also provides an initial opportunity to talk about possible challenges and these can be best managed together.

> Manage accommodations

Many opportunity youth face multiple barriers and may require workplace accommodations for both training and on the job. It's important that employers let all hires know that accommodations are possible as some may not feel empowered to ask, open the door for conversation so that these can be clarified and understood early and addressed well in advance.

> The right environment

Select a supportive environment with people managers that are authentically committed to helping the young person succeed. If there isn't a strong manager in place, this may impact the youth's ability to succeed.

> Senior leadership buy-in

To affect change in HR practice, buy-in from senior leadership is critical. Change management practices can help create buy-in from those implementing new approaches with youth across the organization by building a shared understanding of the social and economic value of the changes taking place. This process of change management can be difficult and takes time.

RBC's Advice

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"Diversity of thought and experience within your organization will determine your success. Ignoring the untapped potential of opportunity youth is a losing proposition for everyone. If onboarded in a supportive environment, this talent pipeline can bring valuable perspectives and contributions to your organization and be engaged and loyal employees."

– Jenny Poulos

Senior Vice President, Workforce Strategy & Employee Experience, RBC

TIP SHEET



Onboarding: What Happens Before Day 1?

Your relationship with a new youth hire should start before their first day, with touchpoints beginning after they are formally hired. Early communication can establish connections, manage expectations, and alleviate stress, as well as help them feel confident, inspired and fully prepared to contribute from day one. Below are a few points to consider.

- 1 > Include information about the dress code and what they need to bring on the first day (including documents for HR/payroll) in their welcome package/when you send the offer letter.
- 2 > Manager training:
 - Share any information with the manager about the youth's specific capabilities, potential areas for growth and necessary accommodations. If you've hired through a community agency, you can gather these insights from them.
 - Discuss with the manager their role in supporting the development of a new employee, how to support the youth's needs and the best ways to manage anticipated challenges (i.e. change the start time or pace of work, set up frequent check-in conversations, etc.).
 - Emphasize the need to focus on training youth for good work habits, including when to ask for help, how to solicit feedback and how to work efficiently.
- 3 > Prepare an agenda of orientation activities along with goals and expected accomplishments for the first week.
- 4 > Personalize their first day—before they arrive, ask them to complete a “Favourite Things” list. Pick up a couple of items to provide a special welcome when they arrive on their first day. You ought to also consider including questions like, “how do you like to be recognized?” and “how do you like to celebrate successes?”
- 5 > Make lunch plans for the employee's first day with their team and let them know it's your treat (optional). This will help to build important relationships from the get-go.
- 6 > If needed, ensure that building and systems access is set up before they arrive.
- 7 > Identify mentors:
 - Find an employee with similar responsibilities and/or someone more senior to act as the new employee's coach/mentor.
 - Ensure mentors understand their responsibilities ahead of time.



TIP SHEET

Onboarding Checklist for the First 90 Days

These tips were informed by our case studies.

On Day 1

- Send welcome e-mail to staff announcing the new employee's arrival, function and location. Include the new employee's picture and information about their interests.
- Introduce employee to co-workers. Set up 1:1 meetings with the people your new employee will be working with regularly.
- Schedule attendance at orientation programs.
- Check in at the end of day one to see how they are faring, to answer their questions, and to provide initial feedback.

Within First Two Weeks

- Review departmental policies and procedures, including: probationary period, HR policies, and work hours, rules of the job, the attendance policy, personal phone-/computer-use policy, and other office practices.
- Introduce the employee to the role by:
 - Reviewing the job description, then setting aside time to provide training or job shadowing so expectations and processes are clear.
 - Providing interpersonal communication training to build know-how and confidence in interacting with co-workers (i.e. how to ask for help and feedback, how to deal with issues, and guidance on "what to do if...").
 - Offering an opportunity for youth to ask questions, learn more about team members, and understand the specifics of their role.
 - Discussing the supervisor's working style and expectations.
 - Establishing processes for performance monitoring, including weekly meetings to review goals and expectations, ask/answer questions, and provide/invite feedback.
- Introduce the employee to mentors:
 - Connect with mentors and outline the role they will play.
 - Encourage mentors to determine with youth how they will check in (e.g. text, phone, or in person) and how frequently (e.g. bi-weekly).

During First Three Months on the Job

- ☐ Set up weekly meetings between the supervisor and youth to:
 - Review expectations and provide positive feedback while identifying areas that are not meeting expectations; give positive examples of how it could be done better next time.
 - Define what to focus on for performance improvement this week.
 - Define one or two behaviours/outcomes the managers will be expecting from them in the next week.
 - Invite youth to ask any clarifying questions, identify any challenges, and/or express what they need to finish the week successfully.

- ☐ Provide monthly coaching to the employee regarding his/her job performance, including a formal performance evaluation in the third month. Some things to consider:
 - The coaching should not only provide feedback to the employee, but also help the employee to understand what specific actions they can take to improve performance.
 - Make it clear that feedback goes both ways; invite the employee to speak up about any concerns.

After Three Months on the Job

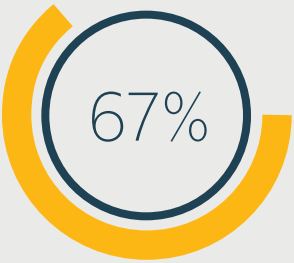
- ☐ Prepare a formal employee evaluation—consider their long-term career ambitions and the opportunities that will help them reach their goals.

- ☐ Celebrate the completion of the probationary period!

Retention



Strong employee engagement is at the heart of retaining new hires and the service-profit chain concept illustrates this very well. It shows that investing in your employees improves the customer experience or product, and ultimately results in a high return for the company. Engaged employees create loyal customers.



It costs, on average, \$3,328 to find, hire, and train a replacement for a \$10/hour retail employee. In retail, there is a turnover rate of 67% for part-time retail employees.¹¹

Employee disengagement is also expensive and contributes to greater absenteeism, poor customer service and lower profitability.

The relationship between profitability, customer loyalty and employee satisfaction is undeniable. Employees value compensation and benefits, financial rewards, recognition, advancement opportunities and a healthy workplace. However, there are unique priorities to consider when engaging and retaining opportunity youth talent because this group brings a unique set of perspectives and circumstances.



EMPLOYER IN ACTION

QUIKTRIP

American retailer QuikTrip achieves flexibility by cross-training employees in a variety of tasks. This allows for more flexible and predictable scheduling based on the needs of employees because all staff are trained perform whatever task is needed when it is required of them. Increased scheduling predictability and flexibility contributes to a reported turnover rate of just 15% at QuikTrip, contrasted with a retail industry average of 56%.¹²

What Does Young Talent Care About?

A Harvard Business Review study examined over 1,200 entry-level, hourly workers between the ages of 17 and 24, and highlighted that youth talent have the following job priorities:

1 Flexibility.

HRPA's research shows that 80% of youth would not want a promotion if it impacted their personal lives negatively.

Remember, this is a new generation of talent that places heavy importance on work-life balance and non-financial benefits. Being flexible in the way you treat and compensate employees is important.

2

Career trajectory and professional development opportunities.



The HRPA research also revealed that “young people are more than twice as likely to stay at their job for more than a year if they see their job as a career or a stepping stone to a career”. Yet only 35% of youth surveyed reported that their jobs fit that description. Youth talent want opportunities for growth, advancement, learning and professional development, but a recent HRPA survey shows that only 63% feel their leadership skills are being fully developed by their employers. Investing in the growth of your junior talent is important to their motivation and loyalty.

49

3

Compensation, benefits and more working hours.

According to the HRPA, 95% of youth surveyed consider salary rates to be important. While money isn't everything to young workers, employers should ensure salary rates are competitive.¹⁴ Consider this:

- > Higher wages: “In 2014, IKEA decided to raise its minimum wage and peg it to MIT’s living-wage calculator, which led to a 5% improvement in retention in less than six months.”
- > Health benefits: Employers like UPS and Starbucks are in high demand because they offer health insurance for part-time, hourly employees.
- > Access to more hours: 50% of youth surveyed wanted more work hours.

EMPLOYER IN ACTION

STARBUCKS

“Starbucks recently expanded its College Achievement Plan to offer free tuition for online classes at Arizona State University and individualized guidance to all employees who want to know more about college. These changes removed cost, knowledge, and schedule barriers for employees, and early results indicate the changes are paying off: employees enrolled in the plan are retained twice as long and promoted four times as often as similar employees not participating in the program.”¹³





DID YOU KNOW...

The Canadian Council on Rehabilitation and Work (CCRW) offers the Disability Confident Employer Program (DCEP) online training program. DCEP highlights best practices for employers and supports them in confidently recruiting and retaining a skilled workforce of persons with disabilities. This program informs supervisors, hiring managers and recruiters on six topics: inclusive interview processes, creating a healthy workplace and workforce, finding support, accommodations in the workplace, performance management, and retaining employees who develop disabilities. Each section includes interactive elements to provide hands-on learning opportunities, advice from service agencies and employer testimonials.

For more information about CCRW and DCEP check out their websites.
www.ccrw.org
www.dcep.ccrw.org

4

Diversity and inclusion in early career development opportunities.

The research demonstrated that there are gender and racial disparities in how youth experience employment. An example of great diversity and inclusion practices are seen in the way TO2015 PanAm Games¹⁵ introduced several initiatives to showcase the diverse perspectives of its decision makers. Some of these include:

- Speaker series, where a range of speakers engaged TO2015's staff on issues like accessibility, economic inclusion and diversity in leadership.
- A buddy program where each new employee was partnered with a more seasoned employee to help with integration. (Buddy partnerships are intentionally diverse pairings, where possible).

5

Supportive and effective direct managers.

The survey identified that youth job satisfaction is driven by their perceptions of how fairly and respectfully they are being treated by their managers even more important than their income. However, through a series of youth consultations, CivicAction found nearly half the youth reported that they struggled at work because they felt they were treated unfairly by their manager.



Why it Matters

Investing in retention and engagement strategies for entry-level employees helps companies reduce costs and develop a stronger and more diverse talent pipeline, offers superior customer experience, and strengthens a company's culture and employment brand¹⁶. When you invest in retaining and engaging opportunity youth, they will stay longer and they tend to show more loyalty. Fortune 500 companies that hired from non-traditional talent pools saw a 45% reduction in defect rates compared to traditional hiring models.¹⁷

For instance, GAP Inc. launched a store internship program in 2007 called This Way Ahead. The program provides youth from low-income communities with the opportunity to “find and succeed in their first job.” GAP Inc. also prioritizes diversity and inclusion in this program: 98% of participants are visible minorities 65% are women, and all are from low-income backgrounds. The result?: GAP Inc. found that graduates of This Way Ahead had 2x the retention rate and significantly higher engagement scores than peers

who did not participate in the program. As a result, GAP Inc. offers full-time jobs to 75% of This Way Ahead graduates.¹⁸



Harvard Business Review has some additional thoughts on how to improve the engagement and retention of young hourly workers.



What Can be Done?



Implement ongoing skills training beyond the onboarding period.

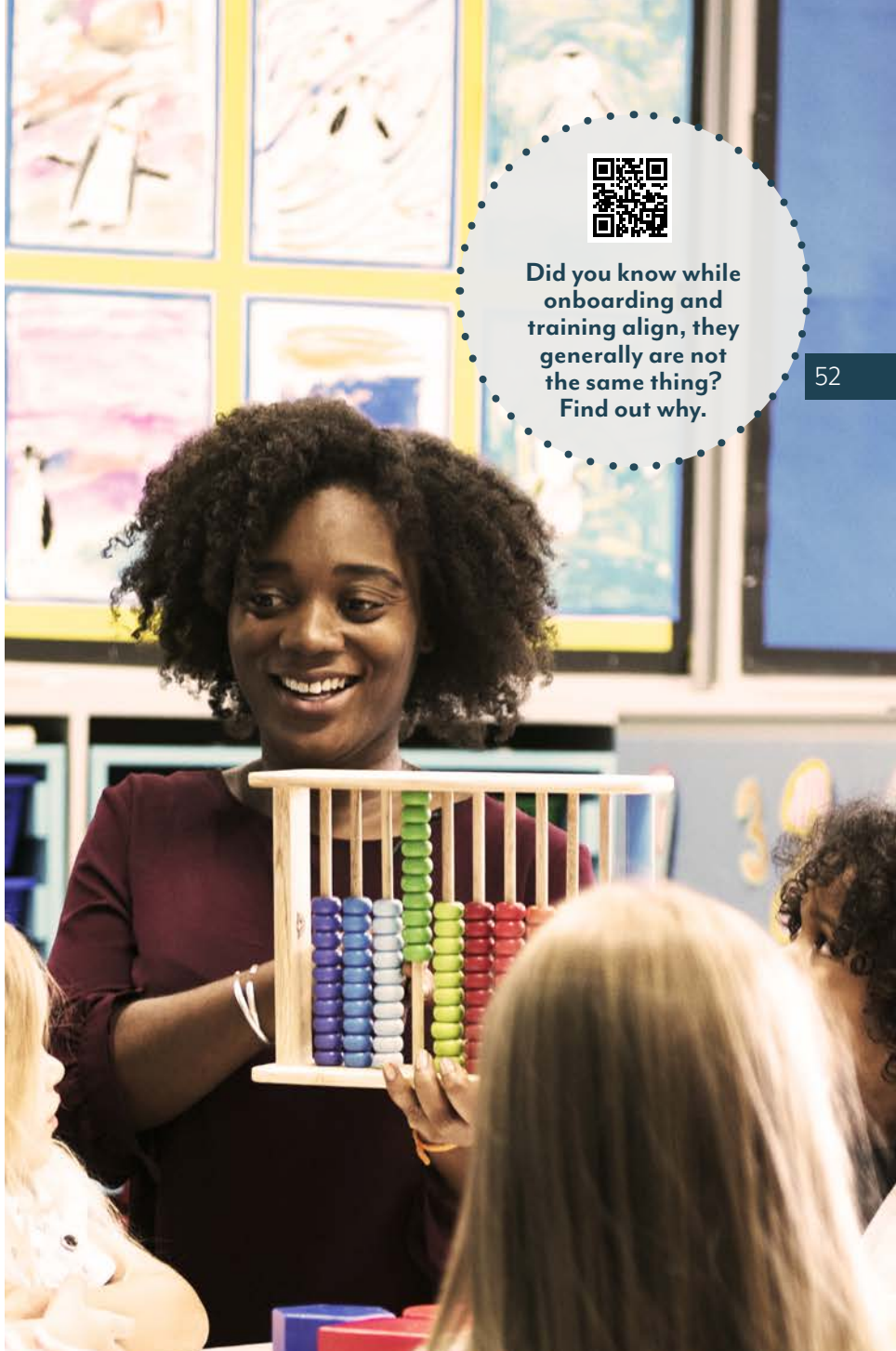
After a successful onboarding process, it's important that young employees are offered ongoing skills training to continue to develop, excel, and feel more confident in their work. For example, The Container Store provides 263 hours of formal training to their first-time, first-year staff, compared to an industry average of just 8 hours. This contributes to a turnover rate of just 10%, significantly lower than the retail industry average of 56%. Read more about what they did and how it impacted their numbers in the Harvard Business Review article:



The Container Store's CEO on Finding and Keeping Front-Line



Did you know while onboarding and training align, they generally are not the same thing? Find out why.



How do you keep skills training going after onboarding?

- > Create opportunities for refreshers: Offering refreshers on basic teachings gives the employee the chance to revisit important lessons.
- > Encourage meetings with co-workers: Onboarding is all about making your new employee feel involved and inspired. Encouraging regular meetings with co-workers will help them feel settled into your company.



A step-by-step guide to new-hire onboarding.



2

Map out the advancement opportunities for entry-level hires to demonstrate their potential career trajectory.

Youth may feel discouraged if they cannot see a clear path from entry-level positions to growth opportunities. By defining one or several pathways, an employer can help young employees to identify and develop career aspirations. This can help your organization to retain top talent from this segment. For example, “Chipotle highlights a clear career path for entry-level employees on its website and directs new hires to it on day one. The career path shows promotion possibilities and the wages and benefits attached to each stage of professional growth. Over 90% of Chipotle’s managers are promoted from within.”¹⁹

3

Provide managers with the proper training.

Train your managers specifically to help onboard opportunity youth. This will create a more fluid workplace transition for them and will better prepare managers for the responsibilities that lie ahead.

Small changes, like learning how to be more inclusive to this group, can have a big impact on long-term productivity. Ensure that your managers are trained to be inclusive.



Need somewhere to start? Try this advice from Grovo.

Measuring Impact



**So you've taken steps
towards inclusive youth
hiring...now what?**

Track Your Results

Remember that it's important to report the impact of your efforts. This can be done in a number of formats—many organizations release impact or corporate social responsibility reports.

Whether you're using an Excel spreadsheet or a more sophisticated program that syncs with HR software, data collection is a vital aspect of program delivery. It not only helps an organization to better understand its strengths, weaknesses and needs, it provides critical information to showcase your results. When working with community partners, two-way data collection also supports a better relationship between the employer and employment service provider.

Below are some basic measurements to consider when creating your own evaluation (see the Starbucks Case Study for more a more detailed list)

Measuring Youth Initiatives	Measuring Employee Engagement
<p>Create tracking metrics to show tangible program results. Possible metrics can include:</p> <ul style="list-style-type: none"> • Number of youth applicants • Number of successful candidates • Number of first-choice candidates to accept offers • Turnover rate of new youth hires • “Early/first 90 days” turnover rate • Turnover rate due to poor performance • Time (days) it takes employees to become “job proficient” • Number of days required for onboarding compared to other staff • Onboarding program participation and progression rates • Progress against career progression (pay raises, performance reviews) 	<p>Create an employee satisfaction survey for your managers. Possible metrics and feedback can include:</p> <ul style="list-style-type: none"> • Number of employees involved with recruiting, mentoring and onboarding youth specifically • Feedback from HR managers/supervisors • Employee grievances • Overall employee morale • The progression of the manager's/supervisor's team (are their youth employees growing, getting pay raises, being promoted, etc.?) • The manager's/supervisor's financial return on investment (is the team performing better, the same or worse?)





CASE STUDY: STARBUCKS CANADA

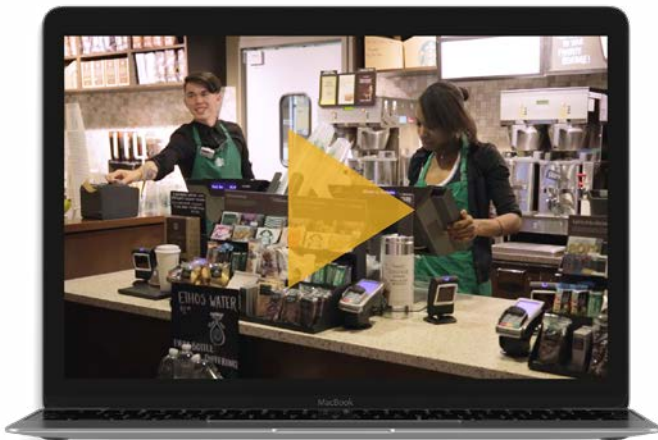
Brewing with Opportunities

The following case study draws on Starbucks Canada's (Starbucks) journey towards reaching its opportunity youth hiring goals and can act as a roadmap for your company to take the next step.

With an average of two new stores opening per day globally for the last 27 years, Starbucks Canada has become the largest coffee chain in the world. In Canada alone, Starbucks employs 14,000 store partners (full and part time employees).



Watch the Starbucks case study video!



recruitment, hiring, and onboarding processes on a continuous loop. With this constant stream of work opportunities, Starbucks recognized the potential to use this engine to provide employment opportunities to youth seeking work but who face social barriers to landing that first job.

In 2014, the company expanded the Starbucks Work Placement Program to Vancouver, Calgary, Toronto and Montreal providing over 100 opportunity youth each year with soft skills training, employability training and work placement experience. In 2015, Starbucks launched its opportunity youth hiring program with a public commitment that 10 per cent of its store hires in Toronto (150 store partners) would be given to opportunity youth, which was achieved within the first year. This was followed by an announcement to expand the 10 per cent commitment nationally, the first commitment of its kind among employers in Canada. Partnering with community employment agencies across the country, Starbucks is working to employ 3,500 opportunity youth in its stores over three years.

Why Do Youth Matter to Starbucks?

Starbucks has long acknowledged Canada's youth not only as an untapped source of talent primed to make a significant economic impact, but also as a current and future customer base. Youth make up 73% of store partners, so it's no surprise that Starbucks has made providing work opportunities to youth part of its core mission and values.

What Starbucks Did

The food service industry has always seen high turnover rates and Starbucks is not immune to this issue. Demand for new store partners is constant, meaning Starbucks is dealing with

Starbucks' Challenge: Tracking the Development of Opportunity Youth

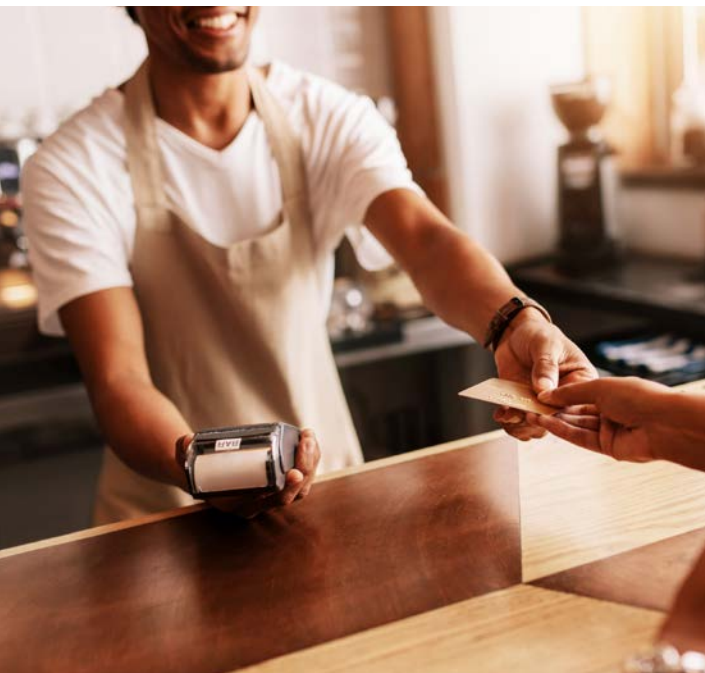
In 2017, Starbucks' recognized a new challenge: how do you track and measure the development and impact of opportunity youth in stores beyond anecdotal stories. Because it isn't just about giving youth a job, it's about whether they retain it and continue to grow within the company. In order to continue their longstanding commitment to Canada's youth, the company acknowledged the need for evidence and data

CASE STUDY

to be able to make improvements, share best practices, build a compelling businesses case and promote corporate success. Central to this was identifying the processes of community employment agencies in sourcing youth and the performance outcomes of youth and business pre- and post-hire.

The KPMG Spotlight: Mapping the Road Ahead

With the support of KPMG and its in-house data analytics project team, Lighthouse, Starbucks worked with Youth Employment Services (YES), one of its key community employment agencies, to determine common metrics, data collection methods and processes that would lead to a comprehensive tracking dashboard. The dashboard is designed to measure the success and impact of opportunity youth hires, while also allowing for two-way data sharing between the organizations. Ultimately the dashboard enables employers to obtain information to make informed, evidence-based business decisions regarding their current and future talent.



It was recommended that the dashboard would allow Starbucks and YES to access information such as:

Starbucks	YES
<ul style="list-style-type: none">• Macro at-a-glance view of candidate performance across community employment agencies• Information about which agencies provide the biggest ROI in terms of employee retention• Success rate of recruiting efforts by agency• Acquire insight on the diversity of new hires• Store performance pre/post hire• Onboarding hours/training of opportunity youth	<ul style="list-style-type: none">• Interview-to-hire ratio, measuring how many successfully placed youth• Length of youth's employment and progression tracking• Reason for turnover (voluntary vs. involuntary)• Acquire stats on income accessed through this placement

Two-way data collection and tracking also allows Starbucks and YES to gather essential information to better evaluate current success and pinpoint areas of improvement around recruitment, screening and selection, onboarding and retention.

The need for data collection goes beyond capturing hard data to simply prove and validate what's effective or working. Data empowers community employment agencies to better source talent for employers and present results for government funding. It also shapes stories of impact, communicating often intangible benefits on such areas as team morale, workplace culture, and the financial impact on a youth's life. These are the narratives that assist in creating leadership buy-in, but more importantly, they help prove the practical and social value of scaling similar programs that support opportunity youth.

Impact Management Process Map

Plan

- Define/refine outcomes and metrics and align this with how you will achieve results through your planning activities and operations. Define the targets, process timelines, roles and responsibilities for managing that process and align capacity to achieve them.

Manage

- Measure: Collect, manage and analyze data. Performance should be measured at regular frequencies throughout the timeline.
- Monitor: Regularly assess progress (actual performance against targets) to identify trends and make evidence-based decisions or corrections.
- Report: Develop reports and communicate results. Reports should be actual impact results against the plan and show how results have been achieved and lessons learned.

Evaluate

- Evaluate whether the right things are delivered in the right way to achieve positive results and continuous improvement. You should periodically evaluate the program’s effectiveness and evaluate the impact management process itself. *Idiame nobita velenda quate recto magnisq uatecta nobit omnim liaerspernam ad mo diti dunt.*



DID YOU KNOW...

50% of staff at any given fast food restaurant will turnover each year, costing the whole industry about \$3.4 billion in recruiting and training. Casual dining restaurants average a 44% turnover rate.



WHY SHARE DATA?

Improved data sharing and feedback can improve performance in:

- Selection of candidates
- Transition into role and productivity
- Improved retention
- Progression of youth in role
- It paves a path with valid proof points of what works and how, making scale a possibility for your work

Possible Data Set

Hypothesis	Possible Metrics
There is a robust pool of job-ready opportunity youth applicants	<ul style="list-style-type: none"> • #/%/ratio of applicants from each sourcing channel for entry-level positions • #/%/ratio shortlisted to interview from each sourcing channel for entry level positions
Changes have improved the success rate of opportunity youth	<ul style="list-style-type: none"> • #/% applicants • #/% telephone screening interviews • #/% departmental interviews • #/% job offers
Onboarding programs can successfully address specific opportunity youth challenges	<ul style="list-style-type: none"> • # of days for onboarding • # days, after an acceptance offer, before on-boarding begins • Onboarding program completion rates • % of new hire performance goals met
Retention is higher for opportunity youth employees	<ul style="list-style-type: none"> • Turnover rates of new youth hires compared to the organizational wide turnover rate • "Early/90 Day" turnover rate • % involuntary turnover related to poor performance

What to Consider When Collecting Data

Starbucks found the following helpful when collecting data to track and measure opportunity youth performance.

- > Make sure to ask the right questions. Who is the audience/stakeholder(s) for the data? What to track and why? What do you hope the data will tell you and what decisions do you hope the data will inform?
- > All stakeholders should be part of the design. This ensures aligned expectations and that everyone's data needs are being met.
- > Integration with data. Both parties must be measuring the same things so they can leverage each other's data to build on their relationships and to improve performance.
- > Encouraging placed opportunity youth to stay in touch with agency. Youth could be encouraged to maintain relationships with agencies to allow for a larger data set/tracking over time.



Starbucks' Lessons for Success

Starbucks' journey to hiring more opportunity youth has been a deliberate, and rewarding one—proving two key realizations in the process:

Community employment agencies are key but largely work independently of one another. Starbucks knew they needed to leverage the strengths of agencies to tap into this young talent pool. But navigating a network of fragmented and smaller-scale agencies was complex and ineffective for employers. However, building relationships with specific agencies and putting the time into communicating specific employers' needs is integral to success.

System change is needed and system change requires tracking across partners. Consistent tracking, data collection, information sharing and evidence of success are all needed in order to build effective hiring processes with community employment agencies, and to demonstrate success to other employers in the hopes they will follow suit.

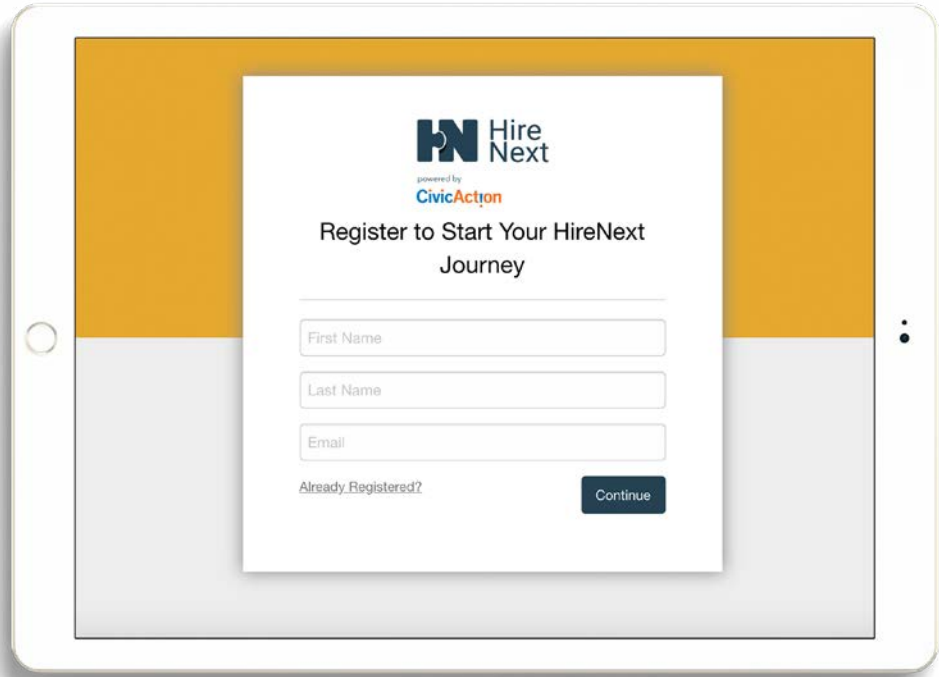
Starbucks' Advice



“The power of data and tying it back to business is the most effective way of influencing change, especially with senior leadership. For those companies who are looking to make opportunity youth an integral part of their workforce remember, nothing is more powerful than proof points. If you don't have them, look to other organizations who do to make your case.”

– Ross Anderson, Head, Global Social Impact & Public Policy at Starbucks Canada

HireNext GPS: An Employer Assessment Tool



The HireNext GPS is a free, quick and easy tool for employers who want to recruit, screen, onboard and retain youth in their organization. By adopting proven best practices, you can learn how to attract a new talent pool that has much to offer. With built-in recommendations, the HireNext GPS provides you with personalized steps to update your hiring process and unlock your potential for growth.

How to Use It?

The HireNext GPS is broken into three modules: Sourcing & Recruiting, Screening & Selection, and Onboarding & Retention. Each module asks a set of questions with the intent to provide prioritized recommendations for your organization.

After you have completed the HireNext GPS, you will be given three customized recommendations. They will be your guide for how to make vital changes within your organization that can meet both the company's needs and the needs of opportunity youth.



**Ready? Access the
HireNext GPS now!**

Conclusion



Canada's workforce is undergoing a significant shift. Leaders acknowledge that more inclusive hiring practices are essential to our economy's long-term success, and employers' abilities to attract and to foster young talent will be central to this movement.

An untapped resource for many, opportunity youth can bring refreshing new perspectives and skillsets to the teams that choose to invest in their recruitment and onboarding. However, we need to take strategic strides to both welcome and integrate this group into the workforce effectively.

With the right tools, unlocking their potential is possible. Poised to shake

up how we do business, this diverse and energized pool of candidates is relying on today's leaders to help them thrive in their future careers. However, we stunt our own growth, innovation and advancement if we stick to the status quo.

You now have everything you need to make a vital difference in how we prepare our next generation of workers. Let the HireNext Roadmap be your guide for championing this change.

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HireNext is part of CivicAction's Escalator initiative. CivicAction is a premier civic engagement organization that brings together senior executives and rising leaders from all sectors to tackle challenges facing the Greater Toronto and Hamilton Area. CivicAction builds partnerships and takes action through campaigns, programs and organizations that transform our region. Escalator brings together private, public and community sectors and uses innovative solutions to tackle unemployment for opportunity youth across Ontario. Escalator aims to unlock our full business and talent potential and create an environment where companies and youth moving up in the world together.

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