



Canadian
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Le porte-parole des entreprises canadiennes^{MD}

Talent Pipeline Management: A Canadian Economic Resilience Program

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Background: The Talent Pipeline Management (TPM) Initiative

The Talent Pipeline Management initiative is a demand-driven, employer-led approach to close the skills gap that builds talent supply chains aligned to dynamic business needs. Developed by colleagues at the United States Chamber of Commerce Foundation, it is designed by business for business, by sectors for sectors and by communities for communities.

The TPM initiative:

- Used an iterative process that collects and analyzes labour market data, determines priorities, develops solutions in partnership with community stakeholders and has a built in continuous improvement mechanisms.
- Prioritizes alignment between education, training, support and workforce systems.
- Equips business with the practical tools necessary to build an effective talent supply chain.

To date, the program has:

- Been implemented in 33 states in the United States
- Worked at the state-level, as well as for regions, for large cities and smaller rural towns. It has even been also by individual companies in their internal business practices.
- Involved the creation of employer collaboratives in a wide-range of sectors, including hospitals, healthcare, construction, manufacturing, utilities, education, cybersecurity, fintech and IT. It has also been used to form collaboratives organized along supply chains.
- Been proven self-sustaining after initial seed funding.

During the current crisis, the US Chamber of Commerce Foundation has been infusing its academy curriculum with a recovery focus, moving training online and leveraging its National Learning Network to share challenges, solutions and best practices. There has been success in retaining workers in sectors, as well as identifying workers crosswalks, identifying upskilling, reskilling and career pathways.

The overarching benefit of the TPM initiative is that it allows for managing and mitigating both major expansions and contractions in the economy and workforce. It builds resiliency, and futureproofs workforce planning.

The Canadian Context: The COVID-19 Crisis

This crisis has had a detrimental affect on Canada's workforce.

Through the recent Canadian Chamber / Stats Canada Canadian Survey on Business Conditions (CSBC) we know how the Canadian businesses have undertaken many efforts to support their employees through the crisis to keep them connected to the labour force. Nonetheless, we also learned that 40.5% of businesses have laid off staff and 38.1% of them reduced staff hours or shifts

March and April 2020 Labour Force survey data indicates that since the start of the crisis three million Canadians have temporarily lost their jobs, and more than 8 million have applied for the Canadian Emergency Wage Benefit and Canadian Emergency Student Benefit.

Not surprisingly, in the initial phases, the most significant job losses were in in accommodation and food services industry. Populations most affected in this first phase include youth, women and those working in less secure, lower-quality jobs. Goods-producing sectors were most affected in April, particularly manufacturing and construction. Sectors including tourism, wholesale and retail trade, education and recreation have also experience employed declines between 10 and 35 percent.

The crisis has compounded preceding downturns in sectors such as oil and gas and forestry, and pivots in sectors such as manufacturing and mining. It has also highlighted the needs in transport and warehousing, health human resources and food retail, underscoring the importance of the country's essential workers.

TPM: A Canadian Economic Resiliency Program

These are unprecedented times and there is no playbook to turn to. Policy and programming recommendations to recovery at this point are conjecture at best. There needs to be a thoughtful, inclusive, innovative and measured approach to the response. This is exactly what the Talent Pipeline Management: A Canadian Economic Resiliency Program is designed to do.

Key implementation details and targets

With all jurisdictions as part of this project, the Canadian Chamber will work with provincial/territorial systems leads to support implementation of TPM is 125 local chambers and board of trade across the country. 25 additional partner organizations will invited to participate, which could including representatives from superclusters, sector employment tables, corporate members and think tanks.

With this, it is estimated that 375 employer collaboratives across the country will be established, involving more than 11,000 businesses.

These collaboratives will, in the first instance collect real, in-time local and sectoral labour market data that can be collated at the community, regional, provincial/territorial and national levels. Data will be analyzed to identify key pain points and develop workforce solutions in collaboration with local partners and stakeholders using a continuous improvement methodology. The resulting talent pipelines will improve: career guidance and awareness; recruitment, onboarding and retainment; inclusive growth outcomes; identification and implication of training, upskilling and reskilling; labour market data and planning; and workforce resiliency.

This pan-Canadian initiative is valued at \$50million over 3 years.