

Terms of Reference: Mayor’s Blue Ribbon Task Force on Workforce Development

1. Mission

The Mayor’s Blue Ribbon Task Force will provide the leadership and direction required to establish a multi-organizational, industry led team that will specifically address Hamilton’s existing and impending skilled trades and talent deficiencies. It will work directly with the Mayor, the City Council and senior staff members on the formulation of an aggressive, action driven plan to increase the availability of skilled workers and knowledge workers for Hamilton’s Advanced Manufacturing, Life Sciences, Food Processing and the ICT (Innovation Communication Technology) sectors.

2. Mandate

The Blue Ribbon Task Force will:

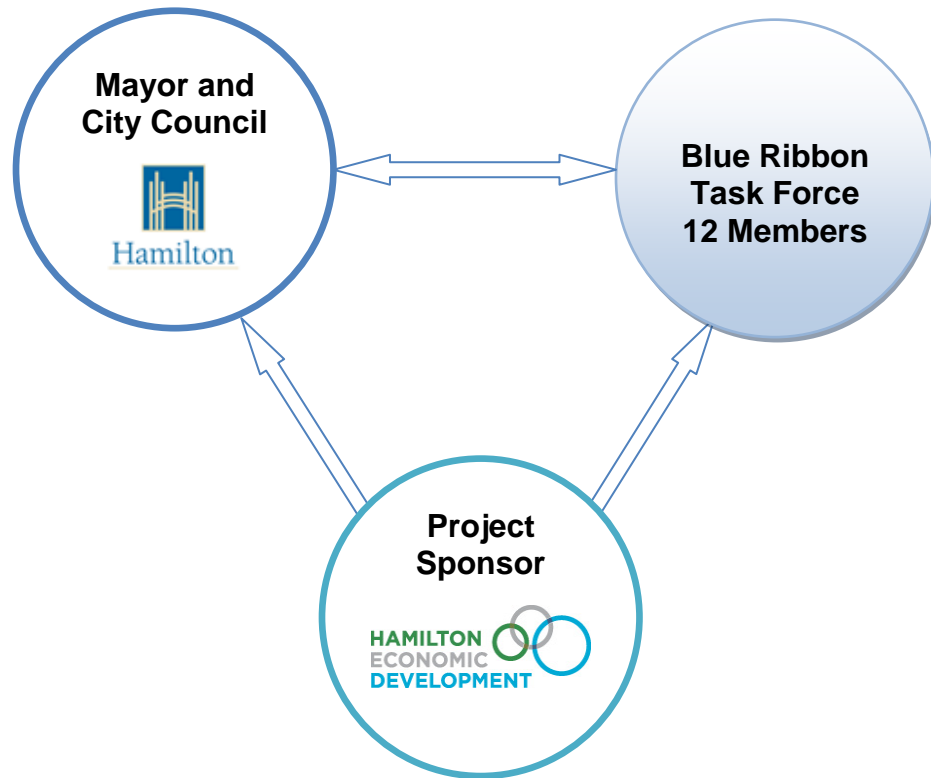
- Establish defined outcomes with specific deliverables related to addressing the priority workforce development problems presently confronting Hamilton based industry/businesses. Additionally, it is expected that the task force members representing specific industry sectors will assume a leadership role in formulating the action plan.
- Ensure that the Task Force is “industry driven” and that Education is constantly informed of the “in-demand” skills and projected shortfalls in trades in Hamilton.
- Provide advice and assistance in the implementation of the Task Force’s mandate on workforce development.
- Provide advice and suggestions to the Mayor, Council and Senior Managers where and when required.
- Monitor and track progress and make recommendations where new or improved performance is required

3. Governance

3.1 Governance Defined

Governance is the process of decision-making and the process by which decisions are implemented (or not implemented). Good governance has been defined as having eight major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.

3.2 Governance Model



3.3 Governance Model Explained

3.3.1 Project Sponsor

The Mayor’s Blue Ribbon Task Force initiative is sponsored by the City of Hamilton. The Economic Development Division provides resources for project management, research, budgeting and administrative activities, and assumes financial accountability for the project. The Economic Development Division will be the direct link to the Mayor, Hamilton City Council, City Departments, and Task Force members.

3.3.2 The Blue Ribbon Task Force

This Task Force will not only function as an advisory group but its member organizations will be expected to work as part of a partnership to establish and deliver upon the Task Force’s mandate. This may include, but will not be limited to, discussions with upper levels of government, implementation of specific objectives identified in the action plan, assist City staff in marketing Hamilton as a location for advanced manufacturing and Life Sciences.

3.3.3 Composition of the Blue Ribbon Task Force

The Blue Ribbon Task Force will consist of twelve members (12) namely; the Mayor, a City Councillor, a local representative from Labour and the Chamber of Commerce respectively (2) , four representatives of Hamilton based industries (4), two post-secondary education reps (2), two workforce specialists (the Executive Directors of the Industry Education Council and Workforce Planning Hamilton). There will be a Chair and Vice-Chair of this Task Force that will be responsible for the provision of strategic leadership in both the development and the implementation of the Action Plan.

The characteristics required of a Blue Ribbon Task Force member include:

- Brings a “Hamilton” focus and has an established network that can be “tapped” to assist in accomplishing the Task Force objectives
- Understands why the availability of “skilled labour” is essential for Hamilton’s economy and local companies
- Recognizes that successful collaboration produces results, not just structures and activities
- Is open, reflective and can help the Task Force find their way to the answers
- Engages others with diplomacy and political astuteness
- Is willing to put tough or delicate issues on the table and work them through

- Is willing to pioneer, break through and identify innovative solutions to complex issues related to workforce development
- Has experience being a change agent

3.3.4 Accountability

The Blue Ribbon Task Force is accountable to the following:

1. *Their Respective Members’ Organizations*

Many Blue Ribbon Task Force members represent an organization and in such instances are accountable for ensuring that their decisions, advice and guidance are in keeping with the policies and priorities of their organizations.

2. *The Community*

The Blue Ribbon Task Force is accountable for considering the impact of their decisions and recommendations on the broader community.

3. *The City of Hamilton*

The Blue Ribbon Task Force (as a whole) is accountable to the City of Hamilton.

4.1 Chair and Vice-Chair

The Blue Ribbon Task Force will be led by a Chair and Vice-Chair. The Chair and Vice-Chair play three key roles:

- I. Leaders, facilitators, and team builders for the Task Force including presiding over the Blue ribbon Task Force meetings;
- II. Principal overseers of the Task Force’s reports to stakeholders; and,
- III. Chief spokespersons (along with the Mayor) in representing the Blue Ribbon Task Force to reviewers; the City of Hamilton; sponsors; media and the public.

The Chair and Vice-Chair will be individuals who are able to inspire colleagues and keep them focused on the necessary efforts required to complete the initiative.

4.2 Working Groups

Working groups will be established on an as needed basis and the Blue Ribbon Task Force members may be asked to volunteer in various aspects of these working groups. Working groups will report directly to the Steering Committee.

4.3 Staff Support

The Project Sponsor will ensure a staff complement is in place that is necessary to meet the deliverables of the project. The staff will provide support to the Task Force and its sub-committees and be accountable to City Council.

4.4 Decision-Making Authority

For a Blue Ribbon Task Force meeting quorum to be achieved, the majority of members must be present. A majority consists of 50% of the membership plus one.

All Task Force members are equal voting partners for decision-making that will be done on a consensus basis seeking 80% agreement.

The entire Task Force will meet a minimum of four times a year.

5.0 Term

Blue Ribbon Task Force members will serve a two year term. Task Force members can opt to renew their membership for a second two year term with the approval of the Blue Ribbon Task Force Chair and Vice Chair. New appointments for membership will be staggered to ensure continuity and integrity of the Task Force.

If a member resigns before the end of their term, they can recommend a replacement to complete their term that would represent the same sector. The Blue Ribbon Task Force Chair, Vice Chair and senior staff members will make the final determination for the replacement.

If a membership is not renewed, the Blue Ribbon Task Force Chair, Vice-Chair and senior staff will determine if a replacement is required immediately then identify and assist with the recruitment of individuals. These will be individuals who understand the importance of workforce development in Hamilton and are committed to moving this initiative forward.

5.1 Recruiting and Selecting Members

The process for recruiting and selecting new members will be as follows:

- Recruitment – Candidates will be recruited using one or all of the following methods: candidates are recruited through an open call and posting; candidates are approached by the Blue Ribbon Task Force Chair, Vice Chair, and senior staff and encouraged to become a member.

- The nomination of a Vice-Chair will be at the sole discretion of the Chair and subject to approval by a majority of members of the Blue Ribbon Task Force.
- Selection – For the initial term, Senior staff (in consultation with the Mayor and Chair) will select the candidates with the skills, attitudes and experiences described in these Terms of Reference, while ensuring major sectors of the workforce development community are represented on the Task Force. After the initial term, the selection process will be led by the Chair and Vice Chair. Candidates selected will be invited to become members of the Blue Ribbon Task Force.

6.0 Code of Conduct

Members of the Blue Ribbon Task Force have a duty to make decisions solely in terms of the best interest of the community. It is expected that the members will not engage in any behaviour or conduct that may be seen to be an attempt to gain, through their position as a member or through their knowledge or contacts gained as Blue Ribbon Task Force member, any personal advantage, advancement, favour, influence, benefit, discount or other interest, for themselves, their spouses, their relatives, or their friends.

Blue Ribbon Task Force members must therefore declare any actual, potential or perceived conflict of interest.

There may be times when members will be required to treat discussions, documents or other information relating to the work of the committee in a confidential manner.

Members of the Blue ribbon Task Force will commit themselves to the following:

- Shall work for the well-being of all citizens of Hamilton.
- Shall work with other members in a spirit of respect, openness, co-operation and proper decorum in spite of differences that may arise during discussions.
- Will not divulge confidential information that they may obtain in their capacity as a Blue Ribbon Task Force member.

Members are expected to attend all meetings of the Blue Ribbon Task Force. Should a member miss more than three meetings during their two year term (without reasonable explanation) on the Task Force, they will be contacted by the Chair and/or Vice-Chair to discuss their ongoing participation.

In the event that there is a failure to comply with Code of Conduct guidelines the Chair and Vice-Chair will be responsible for addressing the issue with the member, and recommending a suitable course of action.

7.0 Conflict of Interest

A conflict of interest is defined as a situation in which the personal, professional or business interests of a Blue Ribbon Task Force member or a close relative/associate of the member are in conflict with the member’s ability to contribute to achieving the overall goals of the Task Force. A conflict of interest arises when a person or close associate may benefit or appear to benefit from that position financially or in some other inappropriate way.

7.1 Policy

- a) Members shall not place themselves in a position where they are under obligation to any person or organization that might benefit from improper consideration or favour from members while performing their duties and responsibilities as a Task Force member.
- b) Members shall not divulge confidential information or restricted information to any unauthorized person(s) or release such information in advance of authorization or authority.
- c) Members shall not engage in any activity, work or business undertaking that may interfere with the achievement of the overall goals of the Blue Ribbon Task Force and Steering Committee. However, members are encouraged to:
 - conduct any business that facilitates the achievement of the overall goals of the Task Force
 - share any business they may be involved in that pertains to or has an impact on the overall goals of the Task Force.
 - establish mutually beneficial partnerships that facilitate the achievement of the overall goals of the Task Force
- d) Members shall declare if they have direct or indirect personal business or financial activities that conflict with their Blue Ribbon Task Force duties and responsibilities.
- e) Members will declare any conflict of interest at all Task Force meetings which shall be recorded in the minutes.
- f) After declaring a conflict of interest, the member shall not be present (nor vote) during the discussions, or otherwise attempt to influence the decision, nor shall the member in conflict of interest be counted in any required quorum with respect to a vote.

7.2 Procedure and Resolution

- a) Members must disclose to the Chair any situation or matter where they have a conflict of interest or the potential for conflict of interest, prior to the meeting based on the agenda.
- b) Members must disclose to all other members any situation or matter where they have a conflict of interest or the potential for conflict of interest immediately within the Blue Ribbon Task Force meeting when recognition of a conflict of interest or potential conflict of interest arises.
- c) Once a conflict is declared, the member declaring the conflict will leave the meeting.
- d) The Task Force Chair, Vice-Chair and senior staff will then decide whether or not the member in conflict of interest should be invited back to the meeting for information gathering purposes; and/or whether the Task Force agrees the member is in a conflict of interest.
- e) The member in conflict of interest may be asked to return to the meeting for information gathering and then asked to leave again, before a decision is made. The member in a conflict may accept or decline the invitation.
- f) The member in conflict of interest shall not be present for the decision/vote.
- g) Once the decision/vote is made, the Blue Ribbon Task Force will decide how to communicate the outcome to the member.
- h) The Chair will communicate the outcome to the member following the agreed approach.
- i) Before a person becomes a member, s/he must be made aware of this policy and be required to disclose any potential conflict of interest.