

Using Outcome Measurement for Employer Engagement

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Presentation Outline



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- » About Hire Immigrants Ottawa (HIO)
- » Why Outcome Measurement?
- » Getting Started: What to do
- » Engaging Employers and Stakeholders
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About Hire Immigrants Ottawa (HIO)



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- » HIO is an initiative that brings together employers, immigrant agencies and stakeholders to enhance employers' ability to access the talents of skilled immigrants.
 - **Convene and Collaborate** - bring together employers and multiple stakeholders to share ideas, foster and champion solutions and best practices for effective immigrants' integration into the workforce.
 - **Build Employer Capacity** - enhance employers knowledge and skills to overcome workplace barriers to more effectively attract, hire and integrate immigrants into their workplaces.
 - **Raise Public Awareness** – increase employers understanding of the economic benefits of immigrants' participation in the labour force and available resources to support their efforts.
- » HIO is funded by the Government of Ontario

Why Outcome Measurement?



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- » Measure project effectiveness
 - Track trends, critical success factors (what works, what doesn't and why?),
 - Identify effective practices and document lessons learned.
- » A nimble iterative process to identify emerging issues.
- » Clarity and consensus about project purpose and programs.
- » Baseline to assess the performance of programs.
- » Prove value of initiative/reporting to funders and stakeholders.
- » Information to recruit new partners, employers, etc.
- » Public awareness (success stories, presentations, etc).



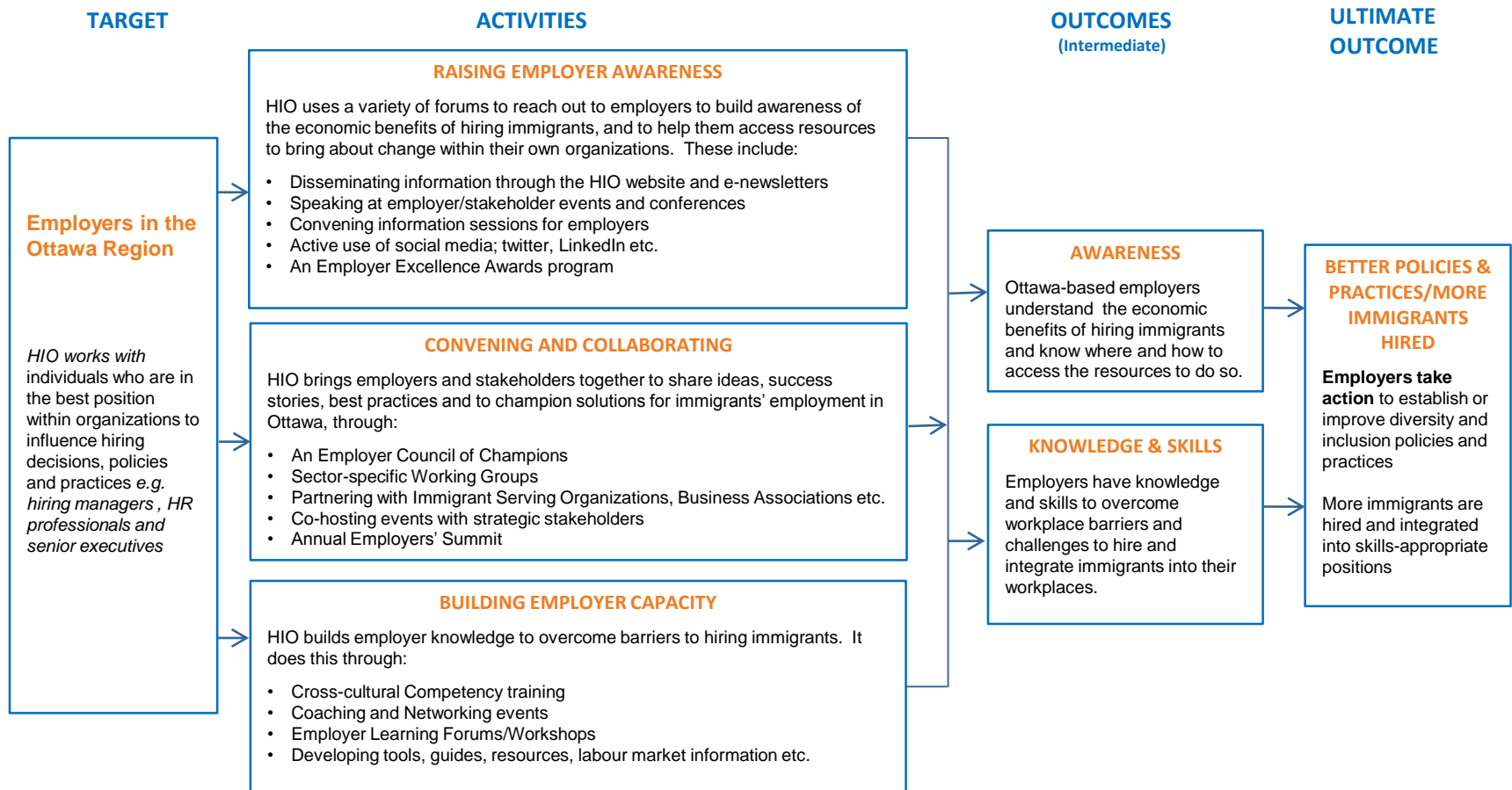
Getting Started: What to do



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- » What outcomes do we want to achieve?
- » What is the scale and pace of change (e.g. how far do we want to “move the needle” and how quickly)?
- » What are the “best” leverage points (e.g. the business case of hiring skilled immigrants) to achieve change?
- » If so, what are the “best” strategies for moving these leverage points?
- » What are the “simple rules” that define “how” we do our work)?
- » How will we know if we are making progress?
- » What feedback do we need? When?
- » What kind of capacity (e.g. partners, resources, skills, etc.) do we need to be successful?

HIO's Theory of Change



Employer Engagement Continuum



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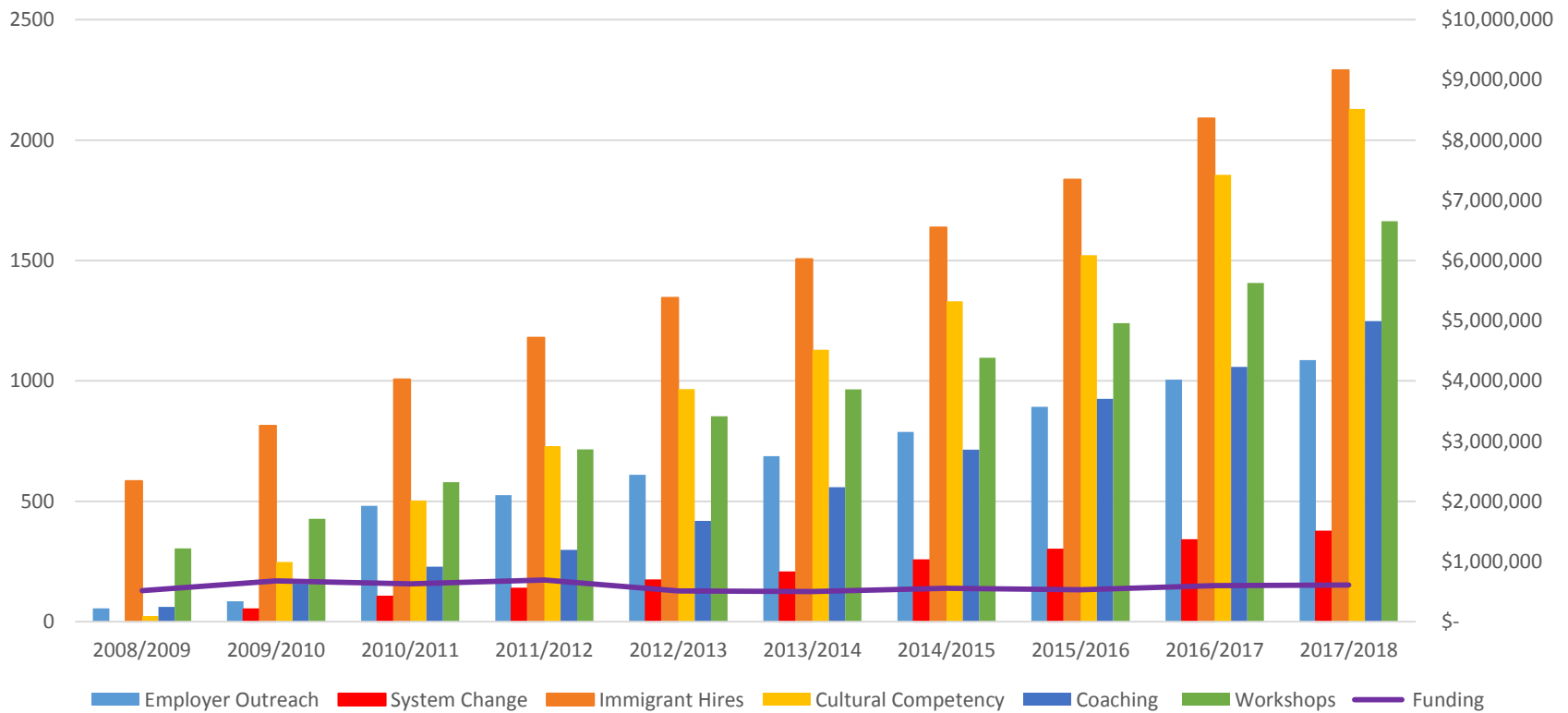
HIO engages with employers in a variety of ways, depending on the employer's stated needs and HIO's own assessment of the organization's existing policies and practices.

Awareness	Participation	Collaboration	System Change	Championing
Employers are aware of the business case, HIO programs and other local resources to support their human resources work.	<p>Provide opportunities for employer to participate in HIO and partner events, training workshops and learning opportunities.</p> <p>Engage employers as resource persons, to coach or mentor immigrant job seekers.</p>	Facilitate networks of collaboration between employers, settlement agencies and other stakeholders to develop solutions to barriers that hinder effective hiring of immigrants.	<p>Support employers to take specific actions to establish or improve diversity and inclusion policies and practices.</p> <p>Document and share best practices.</p>	Identify and support employer champions who lead change in their workplaces, promote and champion hiring immigrants within their networks.

Telling our story with one Graph



Cumulative Project Results and Funding - 2007 to 2018



A Basket of Tools and Techniques



Most Significant Change



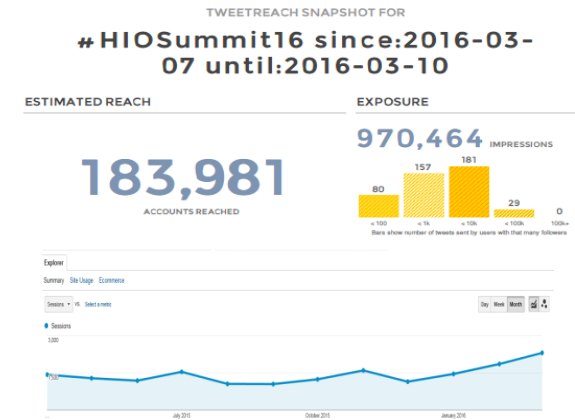
A panel of designated stakeholders discuss "significant change" stories emanating from the field and define what the "most significant change" is. (©Rick Davis and Jess Dart)

Social Network Analysis

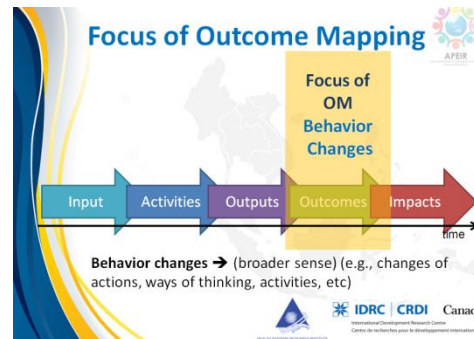


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Media and Web Analytics



Contribution Analysis



1	2	3	4	5
None	Notable	Substantial	Significant	Critical
We would have made these HR changes without HIO's contribution.		We would have made these HR changes, but HIO's contribution prompted us to make them at a different scale and pace.		We would not have made these HR changes without HIO's contribution.

A mix bag of tools and data sources



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- » An evaluation framework
- » Focus group discussions
- » Participant Questionnaires/feedback forms
- » Surveys – (structured and semi structured)
- » Stakeholder consultations and feedback
- » Employer updates at meetings reports – anecdotes
- » Employer interviews - Case studies
- » Review of program implementation (including project records)
- » External Evaluators for project effectiveness

Measuring outputs and outcomes



Activities

Indicators of Success

RAISING EMPLOYER AWARENESS

Information Resources (Fact Sheets, Infographics...)
 Public Presentations
 Social Media (Twitter, LinkedIn, YouTube)
 Employer Excellence Awards Program
 Information Session
 Media Relations
 Advertising
 Newsletter (E-blast, Communiqué)
 HIO Website
 Leveraging Partner / Stakeholder outlets

RAISING EMPLOYER AWARENESS

Number of org's and people attending a HIO event
 Positive feedback in post-event evaluation
 Website hits and document downloads
 Number of Subscribers / followers (social media, newsletter)
 Number of people opening HIO e-communications
 Number of enquiries for information
 Media coverage

CONVENING AND COLLABORATING

Employer Council of Champions
 Sector-specific Working Groups
 Immigrant Serving Organizations
 Annual Employers' Summit
 Facilitating connections and referrals

CONVENING AND COLLABORATING

Participation and actions of members of Employer Council of Champions
 Participation and actions of Working Group members
 Number and level of stakeholder engagement and collaboration
 Number of submissions for employer excellence awards
 Number of employers receiving one-on-one support from HIO

BUILDING EMPLOYER CAPACITY

Cross-cultural Competency training
 Coaching and Networking events
 Employer Learning Forums/Workshops
 Capacity Building resources (guides, tip sheets, etc.)

BUILDING EMPLOYER CAPACITY

Number of org's and people attending cross-cultural training, Coaching/networking events, Learning Forums, Learning Exchange
 Number of org's making changes to policies and practices
 Number of immigrants hired by participating organizations

Template 1: Framework Guide



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Outcomes	Indicators	Data Collected	Data Sources	Evaluation Method/Tools
Increased numbers of skilled immigrants employed in their field	Skilled immigrants who have secured skills appropriate employment	# of Skilled immigrants hired by participating HIO employers	- Employers engaged with HIO	- Tracking hires form
Increased capacity of employers to hire skilled immigrants (systemic change in HR policies and practices)	Employers tracked to be proactively making systemic changes to HR policies & practices	# of employers who attend HIO programs, develop or adapt new tools, policies & practices	- Attendance and feedback, - Employer stories /Case studies - ISOs	- Evaluation questionnaires -Interviews *Contribution analysis, etc.
Increased public awareness and support for appropriate hiring of skilled immigrants	- HIO features in print & electronic media - Web & Social media activities; visitors & followers	- # of articles published about HIO activities - # of Web visits and level of Social media presence	-Media monitoring publications and broadcasts - Web and social media analytics	- Google Alerts and Analytics - Media reports *Contribution analysis, etc.

Template 2: Numeric Indicators Outcomes



What Gets Measured Gets Done. Or Does It?

Outcomes	Indicators	Target	Actual
Increased numbers of skilled immigrants employed in their field	Number of Skilled immigrants who have secured skills appropriate employment.		
Increased capacity of employers to hire skilled immigrants (System Change in HR policies and practices)	Number of organizations that develop or adapt new HR tools, policies and practices for newcomer integration.		
	Diversity and inclusion policies, practices and tools being adapted or used by employers		
Increased public awareness and support for appropriate hiring of skilled immigrants	HIO features in print, electronic industry and mainstream media		
	Web & Social media activities; unique & returning visitors, document downloads & social media followers		

Template 3: Narrative (Qualitative Results)



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“If you can’t measure it, it doesn’t exist” How about describing it?

Outcomes Narrative

Increased numbers of skilled immigrants employed in their field

Increased capacity of employers to hire skilled immigrants (systemic change)

Increased public awareness and support for appropriate hiring of skilled immigrants

Research HR resources and program development

Benefits – It's worth the pain



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- » New and enhanced programming
- » Timely identification of emerging trends and employer needs
- » Cost savings in awareness and program promotion campaigns
- » Strategic and targeted employer outreach
- » Engaged employers and stakeholders
- » Systematic data collection on outcomes and impact
- » Credible data to report project progress to funders and stakeholders
- » Effective annual work planning processes and activity scheduling
- » Coordinated community programs

Lessons Learned



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- » It pays to develop an outcome measurement framework from the onset
 - Identify outcomes
 - How outcomes will be measured
 - How data will be collected, analysed and reported/used
- » Embed evaluation in all program activities
- » Staff buy-in is crucial
- » Multiple techniques and data sources are essential
 - Involve stakeholders
 - Address low survey response rate
- » Changes in organizational contexts can affect tracking the progress of workplace (employer) culture /system change
- » Occasional external evaluator's perspective is important

Merci

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