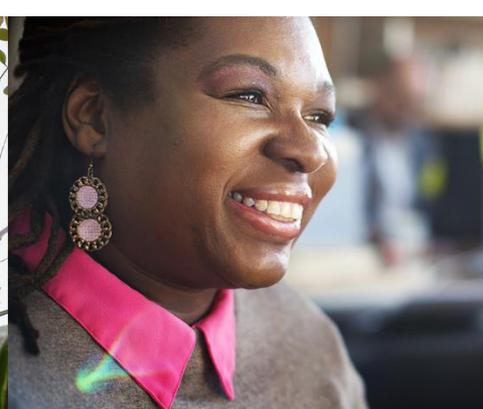




# INNOVATING FOR VISIBLE MINORITY NEWCOMER WOMEN'S EMPLOYMENT SUCCESS IN THE CANADIAN LABOUR MARKET

Pathways to Prosperity Conference, Toronto, November 1, 2019





## What does our session look like?

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- Policy context and project description.
- The Career Pathways for Visible Minority Newcomer Women Pilot Project: objectives, design, evaluation and timeline.
- Service delivery partners: examples of interventions implemented in the pilot.
- Your questions and insights.

### *CHECKLIST*



## POLICY CONTEXT AND PROJECT DESCRIPTION FROM IRCC

# Visible Minority Newcomer Women Pilot

## Pathways to Prosperity

Immigration, Refugees & Citizenship Canada  
Settlement and Integration Policy  
November 1, 2019



# Newcomers in Canada

- In the next decade, newcomers will account for the entire net increase in the labour force.
- Ensuring immigrants fully participate in Canada's economy and society is key to Canada's ongoing prosperity and nation building.
- While we have a rich history of welcoming newcomers to Canada, many still face barriers that delay or limit integration.



# The Settlement Program

- Canada's National **Settlement Program** is delivered through partnerships with over **500 third party organizations** across the country.
- Federal investments in the Settlement Program, which operates in all provinces and territories outside of Quebec, **total \$768M annually**.
- In 2018-19, nearly **520,000 clients** accessed at least one settlement service.

**Employment-related settlement services:** help immigrants and refugees overcome newcomer-specific barriers in accessing the labour market (e.g. low language skills, lack of professional networks), and typically include one, or a combination of, the following services: work placements, mentorship, preparation for licensure/certification, networking opportunities, job search skills, employment counselling services and job matching services.

# Visible Minority Newcomer Women in the Labour Market

**Visible minority newcomer women often face intersecting barriers:** gender- and race-based discrimination, precarious or low income employment, lack of affordable childcare and housing, lower language and literacy levels, weak social supports.

- Almost 83% of newcomer women are also members of a visible minority.\*
- Visible minority newcomer women have lower labour market outcomes:

| Census 2016              | Visible Minority Newcomer Women | Non Visible Minority Newcomer Women | Visible Minority Newcomer Men | Non Visible Minority Newcomer Men |
|--------------------------|---------------------------------|-------------------------------------|-------------------------------|-----------------------------------|
| Median Employment Income | \$26,624                        | \$30,074                            | \$35,574                      | \$42,591                          |

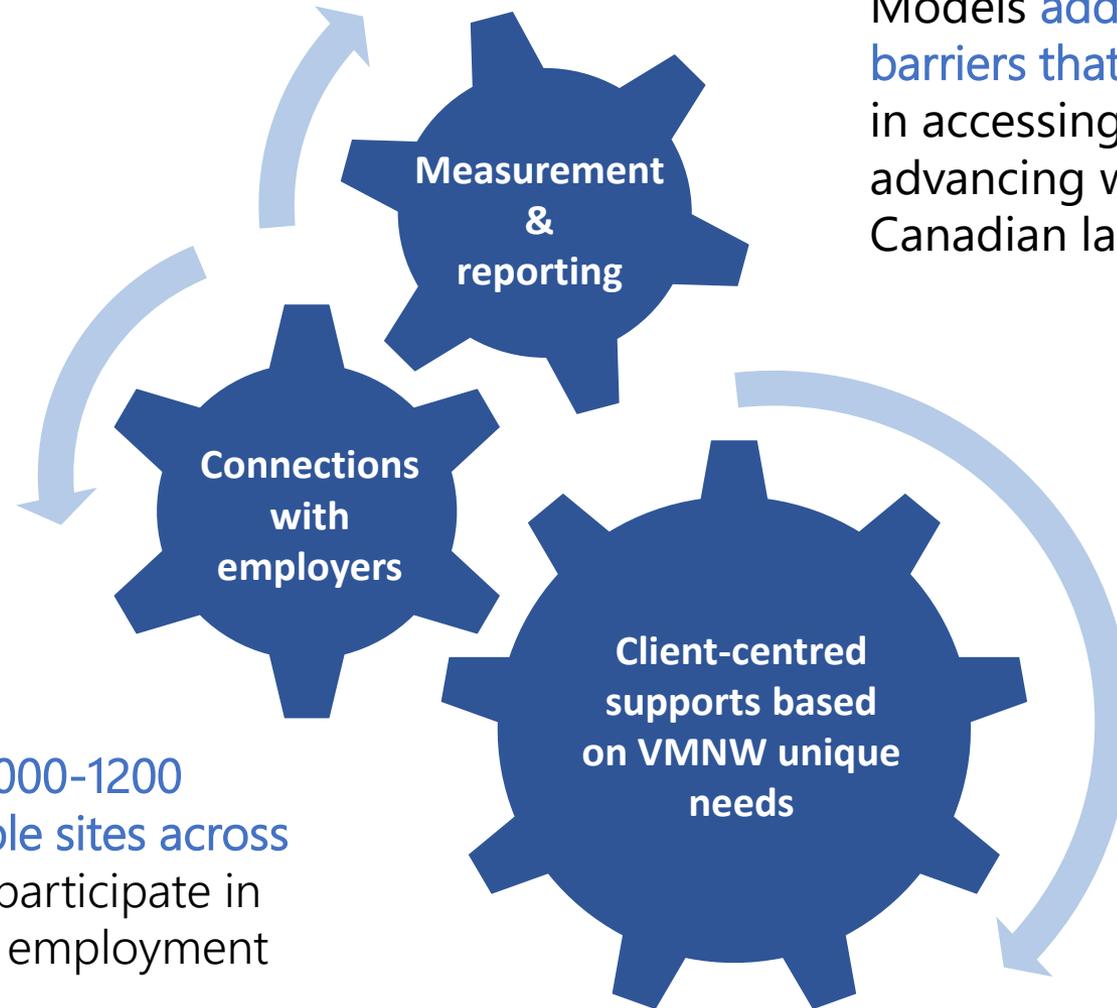
\*Source: Statistics Canada, 2016 Census, data table: 98-400-X2016191

# Visible Minority Newcomer Women Pilot

***Budget 2018:*** “The Government will launch a three-year pilot to support programming for newcomer women who are also members of visible minorities and provide \$31.9M over three years starting in 2018-2019.”

- The **Visible Minority Newcomer Women Pilot** has three main components:
  1. Increasing existing, effective services that already serve VMNW;
  2. Establishing new partnerships with non-traditional partners through an Expression of Interest process; and
  3. Evaluating the effectiveness of combinations of employment-related services for VMNW.

# Building the Evidence Base



Models address the key barriers that VMNW face in accessing, or advancing within, the Canadian labour market.

Approximately 1000-1200 VMNW in multiple sites across the country will participate in combinations of employment programming

## Moving Forward

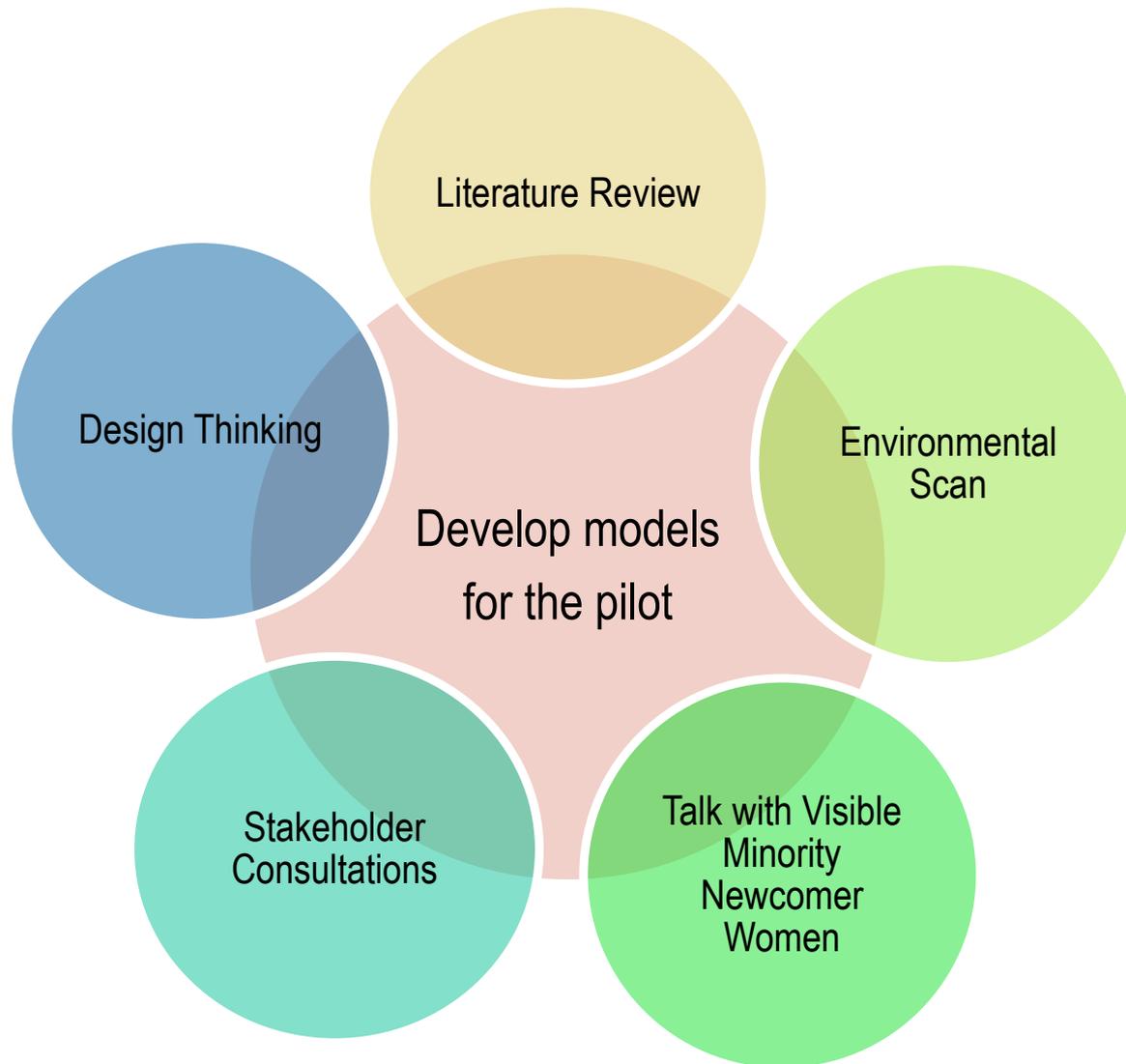


- **Settlement programming for vulnerable clients** will benefit from results of the Visible Minority Newcomer Women Pilot.
- **Continued information-sharing** with the settlement sector and broadly to report on early findings.

# CAREER PATHWAYS FOR VISIBLE MINORITY NEWCOMER WOMEN PILOT PROJECT - SRDC

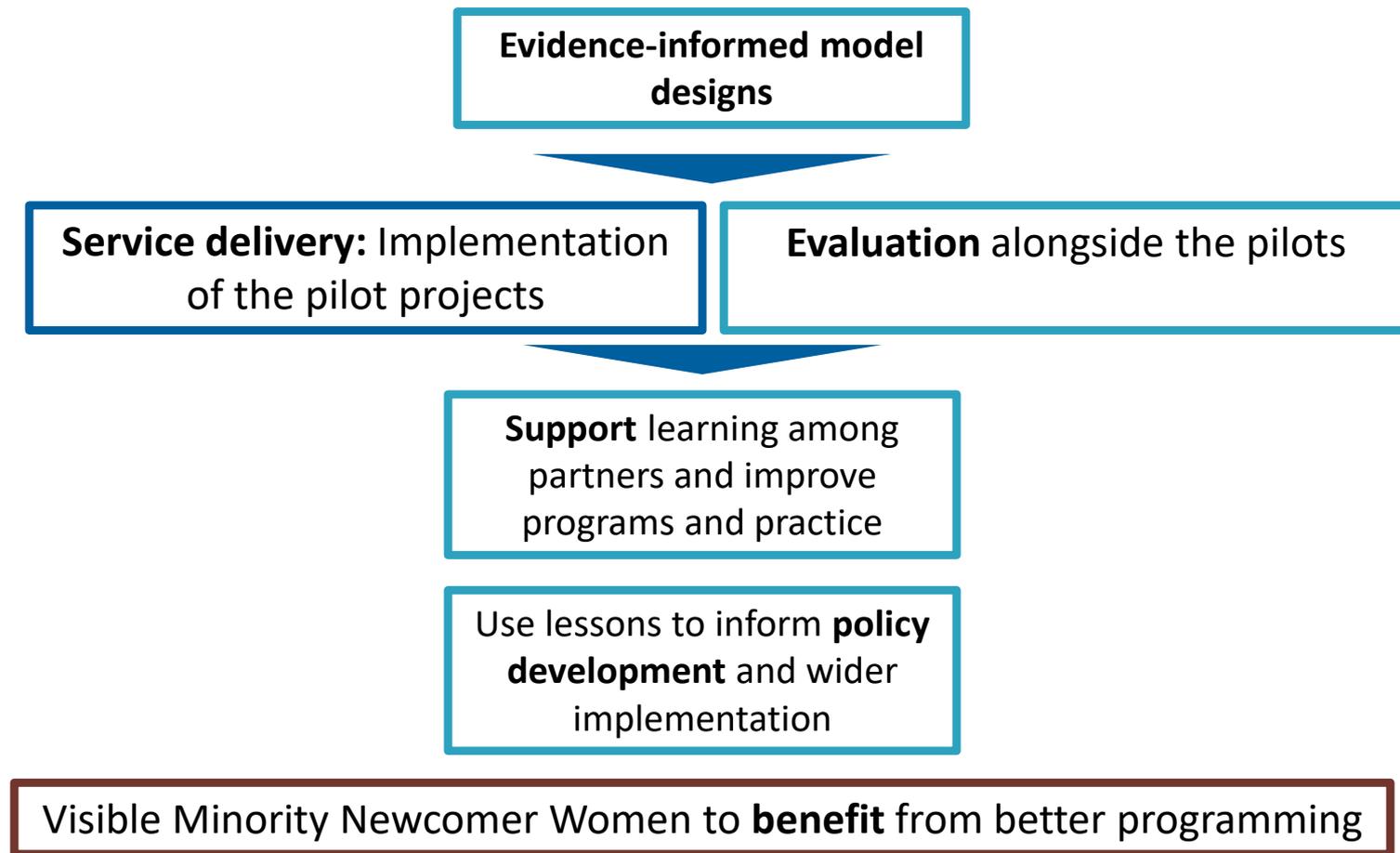
# Informing the model design

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# Pilot Project Framework

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## Key objectives of the evaluation

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- Gather evidence on the most effective ways to facilitate the transition of VMNW into the Canadian labour market
- Identify best practices for the labour market integration of VMNW
- Test and identify opportunities for scaling up promising intervention
- Share and disseminate findings, best practices and lessons learned

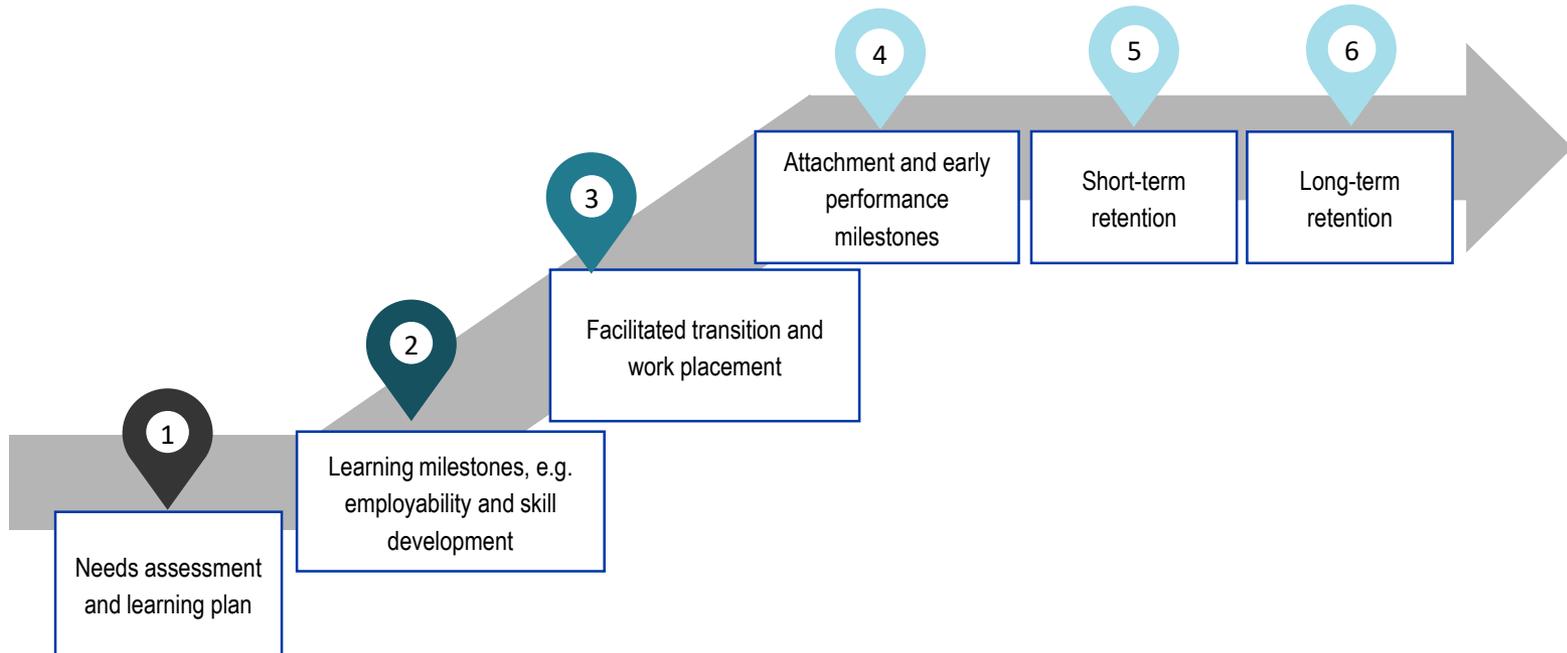


## THE FOUR BASE MODELS

# Model 1 - Milestones to Employment

Demand-led approach to prepare VMNW for jobs in high-growth industries/sectors

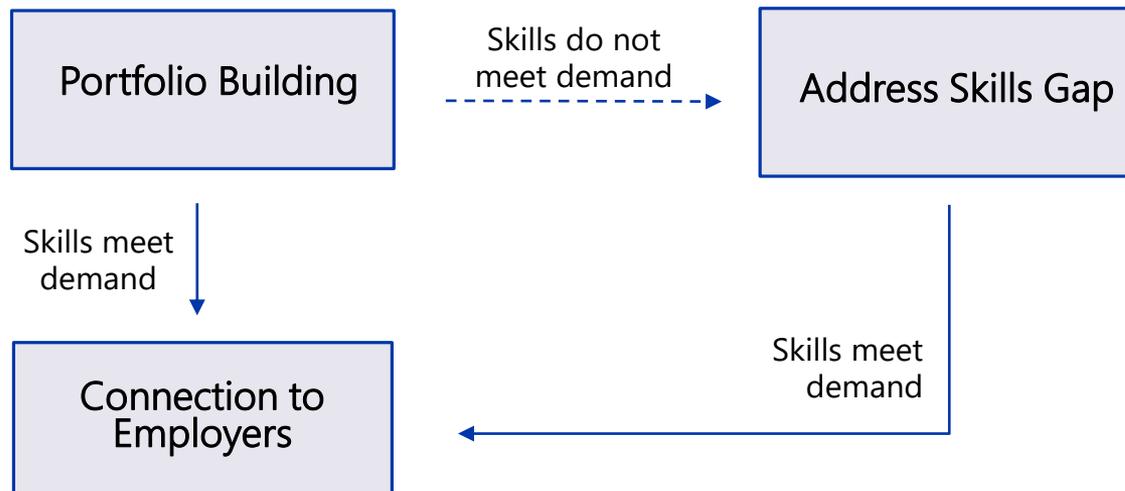
- Combination of in-class and workplace training, work placement, and sustained on-the-job support for VMNW distant from the labour market.



## Model 2 – Navigating the Canadian Labour Market

Career mapping and employer connections to enhance career adaptability for VMNW

- Creation of a skills portfolio and professional networking with employers for VMNW closer to the labour market.
- Develop VMNW's understanding of how their assets match labour market needs and provide opportunities to connect with potential employers.



## Model 3 – Partnering in Workforce Innovation

Recruitment specialist to serve as a connector between VMNW and employers/sectors

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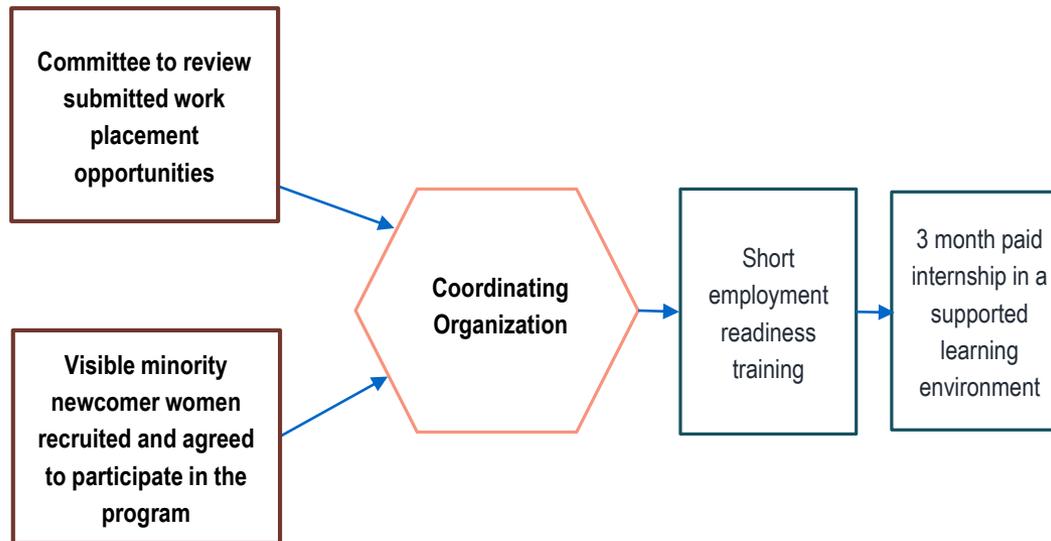
- Match employers/sectors in need of skilled workforce with VMNW who have necessary skills and career interest.
- Centralized Recruitment Specialist to conduct extensive employer engagement and connect with qualified **VMNW candidates closer to the labour market**, by:
  - Assessing workplace environment to develop recruitment process with employers;
  - Referring candidates from network of partnering employment/community agencies; and
  - Following up to ensure necessary supports are in place (e.g. workplace training).



# Model 4 – Building Canadian Work Experience

## Short-term (paid) work placement for refugee VMNW

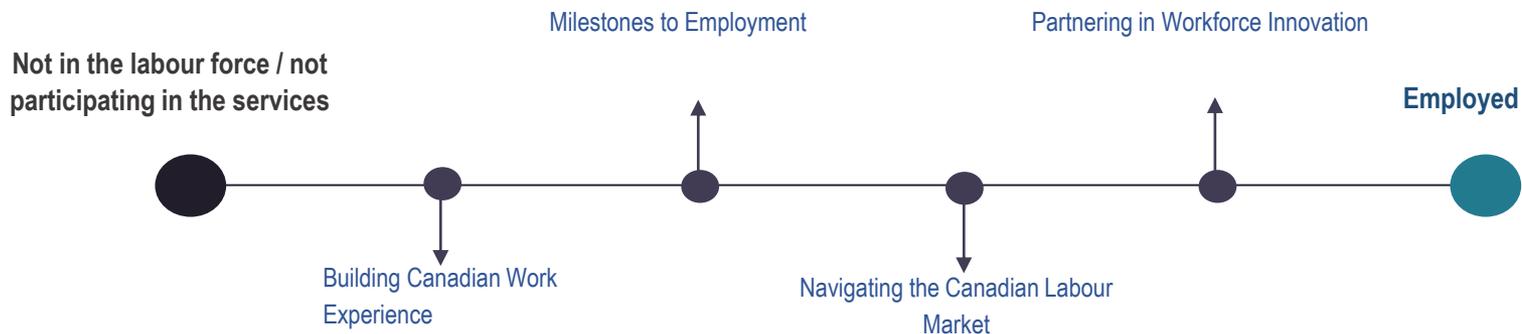
- Targeted employment readiness training to prepare **refugee VMNW** for the workplace, followed by a 3-6 month paid internship (part-time or full-time) to gain Canadian work experience.



- Enhance job-readiness, understanding of workplace culture and networking through a Canadian work experience for refugee VMNW distant from the labour market.
- Test the effectiveness of wage subsidies as a tool to support labour market attachment for multi-barriered clients.

# Models positioned on the distance from the labour market spectrum

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# Delivery Service Partners

## Model 1: Milestones to Employment



## Model 2 – Navigating the Canadian Labour Market



## Model 3 – Partnering in Workforce Innovation



## Model 4 – Building Canadian Work Experience



# YWCA METRO VANCOUVER



**YWCA**  
METRO VANCOUVER

# VISION

To achieve women's equality.

# MISSION

To touch lives & build better futures for women & their families through advocacy & integrated services that foster economic independence, wellness & equal opportunities.

# WHAT WE DO

- ADVOCACY
- CHILDCARE
- EMPLOYMENT
- HOUSING
- VIOLENCE PREVENTION AND AWARENESS
- SOCIAL ENTERPRISE (HEALTH AND WELLNESS, YWCA HOTEL)
- VIOLENCE PREVENTION AND AWARENESS
- YOUTH EDUCATION

# EMPLOYMENT SERVICES



- Contract holder for three WorkBC Employment Service Centres located in Metro Vancouver
- Multi-Partner Employment Service Delivery Model: YWCA in partnership with 12 Community Agencies throughout Metro Vancouver and Kelowna
- Programming for diverse populations and inclusion groups

# NEW OPPORTUNITIES

- Employment Programming specific to Visible Minority Newcomer Women
- New Partnership Development with IRCC



**YWCA**  
METRO VANCOUVER

# ELEVATE SKILLS

A free employment program that assists **visible minority newcomer women** in navigating the Canadian labour market and securing meaningful careers.



# ELEVATE SKILLS



Provides visible minority newcomer women support in the development of a clear career plan based on a thorough assessment of their **essential skills** and provides them opportunities to connect with potential **employers.**

# RESEARCH DESIGN



- Test the role of **career adaptability** and **professional networking** as key determinants of labour market integration
- **Proof of Concept**
- **Employer Engagement** activities built into second stream in program (cohorts 6-10)

# COMPONENTS



## Essential Skills Portfolio Building

- Essential Skills assessment
- Career action plan
- Training plan

## Skill Enhancement (if necessary)

- Customized training to address skills gaps
- Skills assessment follow-up

## Employer and Program Alumni Connections

- Career/job fairs
- Informational interviewing
- Mentorship

# OVERVIEW



## Duration

- 3 weeks part-time workshop
- Essential skills upgrading
- Longer term follow up of 13-weeks (1:1 career advising)

## Curriculum

- Essential Skills Portfolio building
- Career Action Plans
- Job Search Strategies  
*resumes, cover letters, interviews, personal branding, etc.*
- Cultural Intelligence  
*Canadian workplace culture, employment standards, financial empowerment, cross-cultural communication*

# INNOVATION



- **Holistic** program package: settlement services, career development and employer connection
- **Rigorous** facilitation of Essential Skills Portfolio building with trained staff
- **Direct** connections with employers and program alumni to build network



**YWCA**  
METRO VANCOUVER

# ASPIRE

A free employment program that assists **newcomer refugee women** in gaining valuable work experience with organizations in the non-profit sector.



# ASPIRE



- 72 refugee women to gain **paid work placements** to gain on-the-job language and practical experience in Canadian workplace
- **Employment readiness training** in program and during supported work placements
- **One-to-one follow up** with participants to determine next steps to employment

# RESEARCH DESIGN

- **Proof of Concept Approach**
- Test best practice in **employment bridging** interventions that decrease the time for refugee women to move toward sustainable employment

# COMPONENTS

**Structured**, 22 week employment program

Employment readiness (6 weeks)

Paid Work Placements with non-profit organizations  
(12 weeks)

Follow Up Coaching Support (4 weeks)

**Workplace Conversation Circles** as a peer support network, workplace **coaching** from program staff

**Transportation and child care** support

# INNOVATION

- **Paid Work Placements**
- **Meaningful** contributions in Canadian workplaces
- **Confidence** building, preserving self-esteem
- **Supportive** employer and workplace connections
- **Impacts** to individual, organizational and community
- **Advocate** for refugee women and educate the employer community



**Changing lives since  
1897.**

## OPPORTUNITIES FOR EMPLOYMENT (OFE)



# MILESTONES TO EMPLOYMENT

Developing Sector-based Career Pathways using a Pay for Success Approach



OPPORTUNITIES FOR EMPLOYMENT

Opportunities for Employment (OFE) has a 23-year history of serving visible minority newcomer women.

In 2018-19, 623 of our 3000 job seekers self-identified as visible minority newcomer women. (20%)

OFE has a history of innovation.

Research studies including *Pay for Success* and *Manitoba Works*.



## CAREER PATHWAY: MILESTONES TO EMPLOYMENT

This project will provide programming for 270 visible minority newcomer women, in a 27 month period, and connect them with in-demand jobs in the local labour market.

### **Programming Elements:**

- Assessment and employment planning
- Employment development and Canadian workplace culture programming
- Occupational specific essential skills training
- Work experience
- Direct placement and follow-up support



## PROGRAM DESIGN

The proposed model uses a **demand-led approach**

### **Current in-demand sectors:**

- Health services support
- Manufacturing
- Customer Service in Contact Centre Industry/Financial Services
- Retail/Hospitality

A **milestone approach** will be employed to monitor and continuously improve performance at each measurement stage





# The Milestones

OF DEMAND-LED PROGRAMMING

**ASSESSMENT:**  
needs assessment  
and developing a  
learning plan



**SKILLS:**  
gains in language,  
essential skills and  
employability



**TRAINING:**  
work experience  
and/or technical  
training



**ATTACHMENT:**  
making a connection to  
the labour market by  
securing employment



**SHORT TERM:**  
maintaining a job for  
probation period



**LONG TERM:**  
maintaining a job  
long term and being  
successful at work



## INNOVATIVE ASPECTS OF THE PROJECT

- Trialing a milestone approach with **multiple employers** in sector clusters vs. working with a single large employer as we have done in the past. A multiple employer approach will require innovation, flexibility and short response times.
- Working with visible minority newcomer women, as a project specific **demographic** group, will require us to explore the **specific barriers** to employment they may be experiencing and target employers/sectors with jobs, which are a **good match** for the demographic.
- Adding a demand-led stream as an option, for a specific demographic group, as a complement to OFE foundational programming, would be innovative as these types of additions are typically added in a “silo” format.

## COMPARISON GROUPS

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|                           | DESIGN                   | SOURCE OF PARTICIPANTS | SAMPLE SIZE  | PROS & CONS   |
|---------------------------|--------------------------|------------------------|--|---|
| <b>COMPARISON GROUP 1</b> | Randomized<br>Controlled | Current cohorts        | Start with 9<br>(programed) :1<br>(controlled)                   | Eliminate the<br>time effect;<br>Small sample<br>size               |
| <b>COMPARISON GROUP 2</b> | Quasi-<br>experimental   | Historical<br>cohorts  | Large quantity;<br>Past participants<br>with matched<br>criteria | Large sample;<br>Time effect,<br>other<br>unobservable<br>variables |

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# DEMAND-LED BENEFITS

## JOB SEEKERS

- 1 Increase their job search self efficacy and knowledge of the labour market
- 2 Experience skills gains to prepare them to learn and perform new tasks
- 3 Receive off-site and on-site support to facilitate a positive outcome.
- 4 Retain long-term employment; integrate into community and workplaces

## EMPLOYERS

- 1 Save time and money on employee recruitment and training; filling positions quickly
- 2 Hire people who have the essential skills required for the job and advancement
- 3 Receive off-site and on-site support to facilitate a positive outcome
- 4 Retain employees long-term; reduce turn over and loss of productivity





# MILESTONES TO EMPLOYMENT

Developing Sector-based Career Pathways using a Pay for Success Approach



*Maria Polovinka, Manager, Research & Innovation*

**OPPORTUNITIES FOR EMPLOYMENT**

# WORLD SKILLS



**WORLD SKILLS**  
EMPLOYMENT CENTRE D'EMPLOI  
COMPÉTENCES MONDIALES

## **EMPOWERING VISIBLE MINORITY NEWCOMER WOMEN TO SUCCEED IN THE CANADIAN LABOUR MARKET**

Magdalene Cooman  
Acting Executive Director

Nov. 1, 2019



# INTRODUCTION TO WORLD SKILLS EMPLOYMENT CENTRE

## WHO WE ARE

- Founded in 1997, World Skills is a non-profit employment center dedicated exclusively to the employment needs of newcomers and to the needs of the local labour market.
- Our Vision: An inclusive Canada that values the skills and talents of new Canadians
- Our Mission: To support the integration of newcomers into the Canadian labour market through:
  - Partnership
  - Pre-employment
  - Employer Engagement

## PARTNERS AND FOUNDING MEMBERS



Ottawa Community  
Immigrant Services  
Organization



OCCSC



Lebanese and Arab Social Services Agency of Ottawa  
Agence Libanaise et Arabe des Services Sociaux d'Ottawa

# RELEVANCE OF THIS PROJECT TO OUR COMMUNITY

## WE UNDERSTAND THE CHALLENGES OF A NEWCOMER WOMAN



- Matching skills with labour market needs
- Meeting language requirements for various job types
- Childcare
- Disability
- Transportation
- Lack of Information about how to access and secure employment
- Lack of a career plan
- Communication and cultural challenges
- Lack of professional networks
- Underemployment
- Unemployment

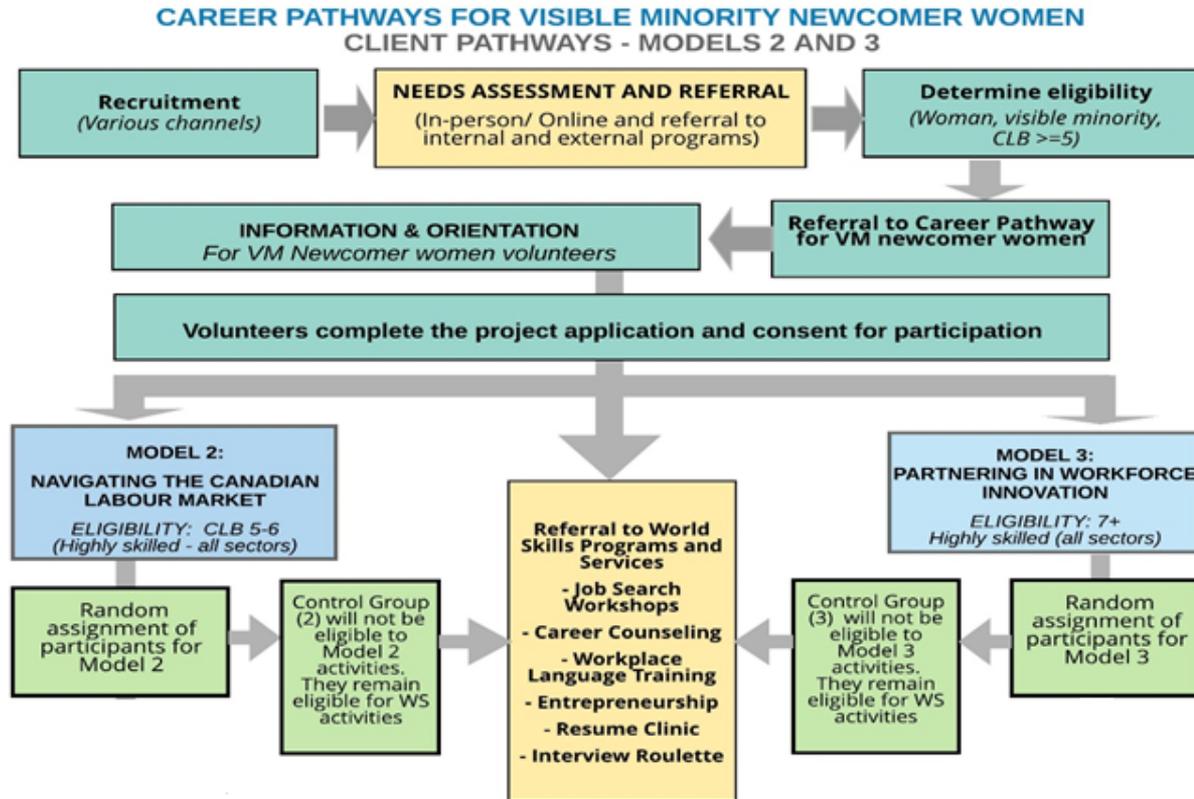
# BASIC ELIGIBILITY FOR PARTICIPATION



## Eligibility:

- CLB level 5+
- Must identify as a visible minority  
newcomer woman
- Permanent resident of Canada
- A protected person and/or convention  
refugee with valid work permit
- Willing to Volunteer
- Unemployed or underemployed

# OUR INNOVATIVE PROJECT MODEL



# INNOVATIVE PROGRAM MODELS

## PORTFOLIO DEVELOPMENT: [In-class and online training ]

- Eligibility: CLB level 5-6
- Portfolio Building Workshops
- Development of career plans through portfolio building and skl enhancement
- Portfolio presentation skills development centered on the Canadian workplace norms
- Interactive and based on feedback

## BRIDGING PARTICIPANTS AND EMPLOYERS

- Self –Leadership Series
- Job Matching Opportunities
- Networking and Coaching Events
- Targeted Recruitment Events
- Circle of Champions / Mentoring
- Retention Support for participants

## PARTNERING IN WORKFORCE DEVELOPMENT [5 day program]

- Eligibility: CLB level 7+
- Identification of skills and gaps
- Career Mapping and Labour Market Insights for short, medium and long term goals
- Resumes/ cover letters customization and critique
- Mastering Interview Skills
- Professional Branding and Leveraging the Power of Social Media
- Development of a Career Action Plan

# INNOVATION: THE CIRCLE OF CHAMPIONS



- ✓ We are a rich city of professionals and we know how to build community!
- ✓ We hold the secrets of Ottawa
- ✓ What greater gift can we give to a newcomer women than knowledge, being a friend, connecting her to resources and networks, and simply being there to support her in times of need.
- ✓ Employment and a feeling of connecting to our community can remove many barriers for newcomers in general
- ✓ Let us be the change we want to see

# INNOVATION: THE CIRCLE OF CHAMPIONS



# EMPOWERING VISIBLE MINORITY NEWCOMER WOMEN TO SUCCEED IN THE CANADIAN LABOUR MARKET

## CIRCLE OF CHAMPIONS

LAUNCH EVENT  
OCTOBER 2019



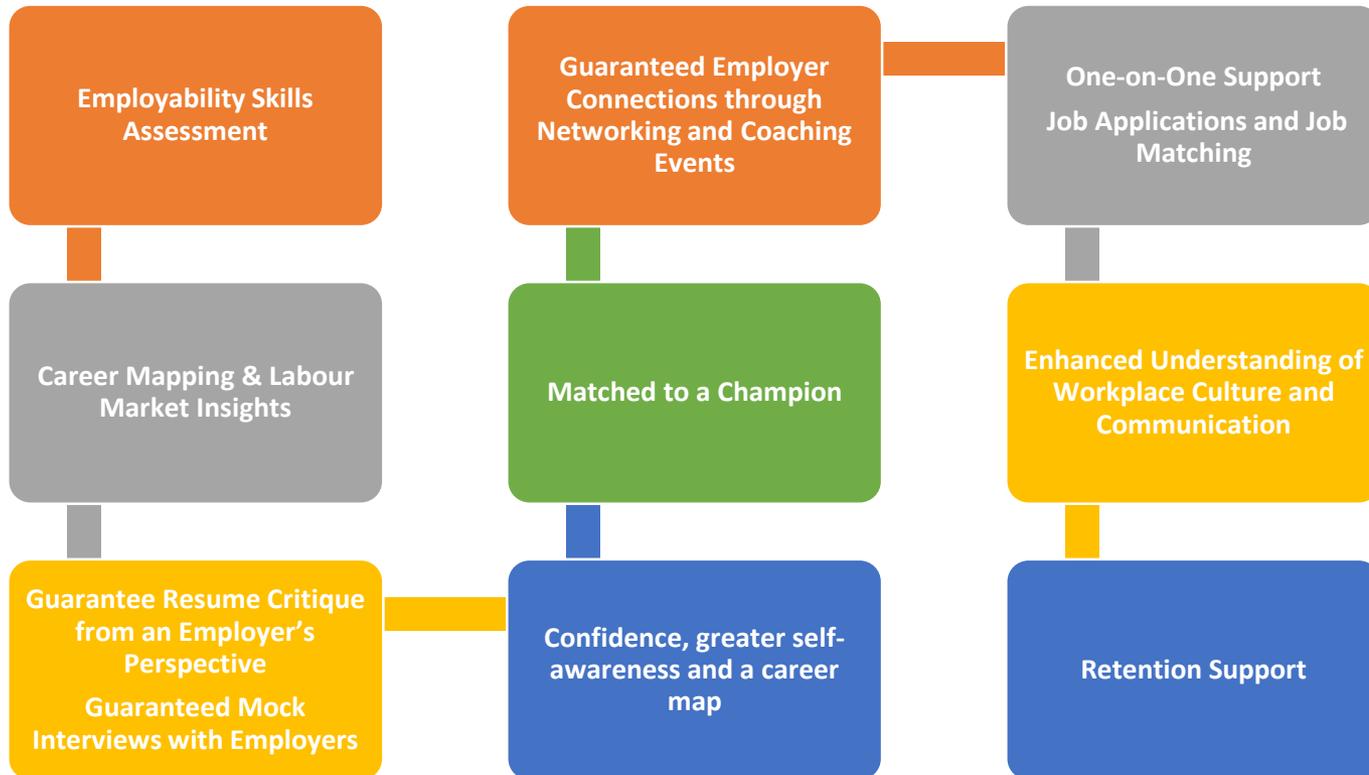
## OUTCOMES:

- ✓ Over 100 individuals have already signed up or indicated that they want to be champions for program participants
- ✓ 53 Champions showed up at the event to be matched to participants
- ✓ Participants left the launch with interviews lined up for them
- ✓ One person already has a job offer
- ✓ Several have interview appointments

An amazing event. A great way to practice networking, so happy to meet so many wonderful women. I really feel that there are people that care and support me. And I realized there are more women who faced similar situations as me and they are successful, so I am sure I am too.



# BENEFITS FROM THE PROGRAM



# CLIENT EXPERIENCES AFTER THE FIRST COHORT

## How did the program meet your expectations?

| Exceeded my expectations | To a great extent | To a moderate extent | To a small extent | Not at all |
|--------------------------|-------------------|----------------------|-------------------|------------|
| ★                        |                   |                      |                   |            |
| ★                        |                   |                      |                   |            |
| ★                        |                   |                      |                   |            |
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| ★                        |                   |                      |                   |            |
| ★                        |                   |                      |                   |            |

## CLIENT TESTIMONIALS

I attended the first class with no connections, now I know more than twenty persons. I was confused about what to do, now I know what I have to do. I considered myself as invisible because I didn't know what kind of treasure I am. Now I realize that I'm like a diamond crown that sparkles in a showcase waiting for the adequate employer head to fit.

It may take time, but I'll find who deserves my skills.

Thanks World Skills for all your efforts. You make us believe again in our abilities.

I am empowered with information and tools to help me in my job search. This is not only about job search; but has given me real emotional uplift. I am able to pass this on to my family and the environment is all positive around us. This is the beginning of success and I WILL soon write to the team that I am hired and I LOVE MY JOB. Thanks a ton to the highly skilled facilitators and the amazing Champions for their extended support.

No words to express my gratitude to Magdalene and her awesome team.

“ No country can ever truly flourish if it stifles the potential of its women and deprives itself of the contributions of half of its citizens. ”

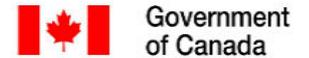
- MICHELLE OBAMA

sheknows

“ALL GREAT ACHIEVEMENTS REQUIRE TIME.”

-MAYA ANGELOU

Thank You!





## OPEN SPACE – YOUR QUESTIONS AND INSIGHTS



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