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

Pathways to Prosperity Conference, Toronto, November 1, 2019
Welcome and Introductions
What does our session look like?

- 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.
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:

<table>
<thead>
<tr>
<th>Census 2016</th>
<th>Visible Minority Newcomer Women</th>
<th>Non Visible Minority Newcomer Women</th>
<th>Visible Minority Newcomer Men</th>
<th>Non Visible Minority Newcomer Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Employment Income</td>
<td>$26,624</td>
<td>$30,074</td>
<td>$35,574</td>
<td>$42,591</td>
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*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.

Client-centred supports based on VMNW unique needs

Connections with employers

Measurement & reporting
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.
Informing the model design

Develop models for the pilot

- Literature Review
- Environmental Scan
- Design Thinking
- Stakeholder Consultations
- Talk with Visible Minority, Newcomer Women
Pilot Project Framework

Evidence-informed model designs

Service delivery: Implementation of the pilot projects

Evaluation alongside the pilots

Support learning among partners and improve programs and practice

Use lessons to inform policy development and wider implementation

Visible Minority Newcomer Women to benefit from better programming
Key objectives of the evaluation

- 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.

1. Needs assessment and learning plan
2. Facilitated transition and work placement
3. Learning milestones, e.g. employability and skill development
4. Attachment and early performance milestones
5. Short-term retention
6. Long-term retention
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

- 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).
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

Not in the labour force / not participating in the services

Building Canadian Work Experience

Milestones to Employment

Navigating the Canadian Labour Market

Partnering in Workforce Innovation

Employed
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
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
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
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 (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

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

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

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

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

**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 “silico” format.
<table>
<thead>
<tr>
<th>COMPARISON GROUPS</th>
<th>DESIGN</th>
<th>SOURCE OF PARTICIPANTS</th>
<th>SAMPLE SIZE</th>
<th>PROS &amp; CONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPARISON GROUP 1</td>
<td>Randomized Controlled</td>
<td>Current cohorts</td>
<td>Start with 9 (programed) :1 (controlled)</td>
<td>Eliminate the time effect; Small sample size</td>
</tr>
<tr>
<td>COMPARISON GROUP 2</td>
<td>Quasi-experimental</td>
<td>Historical cohorts</td>
<td>Large quantity; Past participants with matched criteria</td>
<td>Large sample; Time effect, other unobservable variables</td>
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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 turnover 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
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
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

CAREER PATHWAYS FOR VISIBLE MINORITY NEWCOMER WOMEN
CLIENT PATHWAYS - MODELS 2 AND 3

Recruitment
(Various channels)

NEEDS ASSESSMENT AND REFERRAL
(In-person/ Online and referral to internal and external programs)

Determine eligibility
(Woman, visible minority, CLB >=5)

INFORMATION & ORIENTATION
For VM Newcomer women volunteers

Referral to Career Pathway for VM newcomer women

Volunteers complete the project application and consent for participation

MODEL 2:
NAVIGATING THE CANADIAN LABOUR MARKET
ELIGIBILITY: CLB 5-6
(Highly skilled - all sectors)

Random assignment of participants for Model 2

Control Group (2) will not be eligible to Model 2 activities. They remain eligible for WS activities

Referral to World Skills Programs and Services
- Job Search Workshops
- Career Counseling
- Workplace Language Training
- Entrepreneurship
- Resume Clinic
- Interview Roulette

MODEL 3:
PARTNERING IN WORKFORCE INNOVATION
ELIGIBILITY: 7+
Highly skilled (all sectors)

Control Group (3) will not be eligible to Model 3 activities. They remain eligible for WS activities

Random assignment of participants for Model 3
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 skill 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 woman 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

JOIN THE CIRCLE OF CHAMPIONS!
EACH One EMPOWER One
THIS IS THE SPIRIT OF CHAMPIONS!
CONNECT WITH US.

Champions
- One-on-One Support
- Advisory Committee
- Self-Leadership Workshops
- Coaching Events
- Targeted Recruitment Events
HIRE
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.
Employability Skills Assessment

Career Mapping & Labour Market Insights

Guarantee Resume Critique from an Employer’s Perspective
Guaranteed Mock Interviews with Employers

Guaranteed Employer Connections through Networking and Coaching Events

Matched to a Champion

Confidence, greater self-awareness and a career map

One-on-One Support Job Applications and Job Matching

Enhanced Understanding of Workplace Culture and Communication

Retention Support

BENEFITS FROM THE PROGRAM
CLIENT EXPERIENCES AFTER THE FIRST COHORT

How did the program meet your expectations?

<table>
<thead>
<tr>
<th>Exceeded my expectations</th>
<th>To a great extent</th>
<th>To a moderate extent</th>
<th>To a small extent</th>
<th>Not at all</th>
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</table>
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 takes 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.
Thank You!

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

“ALL GREAT ACHIEVEMENTS REQUIRE TIME.”

— Maya Angelou
OPEN SPACE – YOUR QUESTIONS AND INSIGHTS