



# NL Workforce Innovators Roundtable 2021 Report

## NLWIC-Funded Research Projects Updates

The slide decks found within this NL Workforce Innovators Roundtable 2021 Report are updates from research projects that are funded by the NL Workforce Innovation Centre (NLWIC).

Established in 2017 by the Government of Newfoundland and Labrador and administered by College of the North Atlantic, NLWIC has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development.

The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment and entrepreneurship within the province's labour force and particularly underrepresented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.

Nineteen of 20 research proponents presented their slide decks during the NL Workforce Innovators Roundtable 2021 on October 5, 2021 to provide updates on their NLWIC-funded research projects. One was presented at a Government Stakeholder Briefing on July 29, 2021.

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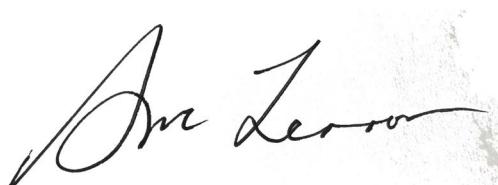
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# Acknowledgements

On behalf of NL Workforce Innovation Centre (NLWIC), I would like to acknowledge the innovation, expertise and passion of everyone who has contributed to the NL Workforce Innovators Roundtable 2021, with a special thank you to the following:

- NLWIC Team
- Department of Immigration, Population Growth and Skills Team
- NLWIC-Funded Research Proponents
- Marketing, Communications and Recruitment Team,  
College of the North Atlantic



Sharon McLennon  
Director, NL Workforce Innovation Centre  
College of the North Atlantic



## NL Workforce Innovators



WOMEN'S CENTRE VESTA PLACE



Newfoundland & Labrador Laubach Literacy Council

Stella's Circle  
Hope Lives Here



Canadian Centre for Women in Science, Engineering, Trades and Technology



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# Introduction

The NL Workforce Innovators Roundtable 2021 was a virtual event held on October 5, 2021 to give Research Proponents the opportunity to provide updates on their NLWIC-Funded Research Projects. There are 20 research projects funded to date by NLWIC following two Calls for Proposals in 2017 and 2018 and totaling \$7,663 million. Six projects have been completed to date. The remaining 14 are to be completed between now and October 2023.

During the event, each research proponent was given eight minutes to present an update on their Research Project. This included a project overview, early learnings if the project was still in progress or findings if the project was completed, as well as impacts on the project team, organization and participants. This Report contains a summary of each Research Project followed by the slide deck presented at the NL Workforce Innovators Roundtable 2021. Nineteen of 20 of the slide decks in this Report were presented during this event. One was presented at a Government Stakeholder Briefing on July 29, 2021. There have been no edits by NLWIC.

Research Funding/Collaborations and Innovation Dissemination are two of NLWIC's six mandated core activities. The NL Workforce Innovators Roundtables – past, present and future – are at the core of both activities. NLWIC looks forward to sharing the evidence of what works and what doesn't, both now and in the future, through the projects' Final Reports and Deliverables.

The overarching goals are: (1) to have this evidence inform workforce development policy, practice, programs and/or service delivery models by the provincial government and other labour market stakeholders; (2) to encourage adoption, replication where possible and scale-up by employers and other labour market stakeholders of the workforce development models and tools tested in the research projects; and (3) to develop an equitable, diverse, inclusive and innovative workforce in Newfoundland and Labrador with the right skills at the right time in the right place.

- **NLWIC-Funded Research Projects in Newfoundland and Labrador**

Avalon Region  
Bay St. George  
Corner Brook  
Nain  
St. Albans's / Bay d'Espoir  
St. John's

★ **CNA Campus Location**

Bow River  
Bay St. George (HQ)  
Bennetts  
Burin  
Carbonear  
Clarenville  
Corner Brook  
Gander  
Grand Falls/Windsor  
Happy Valley-Goose Bay  
Labrador West  
Placentia  
Port aux Basques  
St. John's-Puttney Drive  
Ridge Road  
Seal Cove  
St. Anthony

**10 research projects are regional in scope.**

**10 projects are provincial in scope.**

Labrador Region  
Western Region  
Central Region  
Eastern Region  
Avalon Region

## 20 NLWIC-Funded Research Projects

Sector Representation	Underrepresented Groups
Agriculture, Aquaculture, Community Organizations, Employment Services, Forestry, Health, Technology, Tourism, Training & Education, Mining, Social Enterprise	Immigrants, Indigenous Peoples, Refugees, Women, Youth, Persons with Disabilities, Older Workers, Persons in Rural & Remote NL

# SOCIAL ENTERPRISE



# NL WORKFORCE INNOVATOR



## ***Research Project: Applied Research on Supportive Training, Social Enterprise and Employment First Practices for the Future of NL***

Choices for Youth (CFY) is committed to building programs, systems, and opportunities that are focused on providing individualized support for young people, celebrating who they are, and working together to unlock their potential to build a brighter future.

According to the latest numbers from Statistics Canada, unemployment has risen to 15.5 per cent in Newfoundland and Labrador. Specifically, the unemployment rate for youth ages 15-24 is 17.1% (Statistics Canada, July 2018). Compared to the Canadian unemployment rate at 11.1%, this statistic presents many questions that require valid research and community engagement.

After more than 25 years on the ground, CFY recognizes there are many barriers to vulnerable young people entering and being successful in the workplace. Mental health challenges, substance use issues, criminal justice issues, literacy and learning disabilities and behavioral issues are all on that list. We further recognize that there is a large correlation between poverty, the social determinants of health, adverse childhood experiences, and unemployment.

By exploring the impact that social complexities and inequities have on educational and employment participation, we can validate policy and programmatic approaches to assisting youth and emerging adults to achieve success in the labour market. This work will also connect the changing realities of work and explore leveraging youth skills in a modern economy.

This project aims to analyze options for education, training and work to gain a stronger understanding of how it relates to changing economic and social conditions of the 21st century, particularly in the context of marginalized youth and emerging adults in our province. We want to understand how the future changing nature of work and the rapid social changes experienced by our most vulnerable youth are influencing educational and labour market engagement.

This applied research project will test the fidelity of the CFY Employment First approach in St. John's and three other rural locations through the modernization of traditional labour market development training options, built specifically for youth with the social determinants of health embedded in program design; providing supportive employment opportunities through social enterprise; and measuring the impact of individualized case management on youth labour market attachment in both supportive and competitive employment environments.



## Applied Research on Supportive Training, Social Enterprise and Employment First Practices for the Future of NL



### Primary Research Questions:

- What are the common principles/elements of successful labour market engagement efforts, and can these be adapted to different jurisdictions in Canada interacting with marginalized youth?
- What is the relationship between social inclusion and employability for marginalized youth in Newfoundland and Labrador?
- When given dedicated social supports based on a timeframe reflective of their needs, such as access to safe and appropriate housing, income, nutrition, social and health supports, does employment and training programming attain better outcomes for youth when compared to traditional employment programs?
- What outcomes can social enterprise models achieve when employing youth who face multiple barriers to employment? What impact does social supports have on their employment success?

### Who

Research led by Choices for Youth.

### Where

St. John's

### When

October 2019 – April 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



# EDUCATION EMPLOYMENT AND SOCIAL ENTERPRISE



CONSTRUCTING PATHWAYS TO  
EMPLOYMENT FOR MARGINALIZED YOUTH

## PURPOSE

---

To help youth aged 16-29 to achieve their personal goals of further education and competitive employment.



## HOW WE WORK

TRAUMA INFORMED AND RECOVERY  
ORIENTED PRACTICE

HARM REDUCTION

HOUSING FIRST FOR YOUTH

YOUTH EMPOWERMENT & POSITIVE  
YOUTH DEVELOPMENT



## PROGRAM DESIGN

WE BELIEVE EVERYONE HAS POTENTIAL



TRAINING  
PERSONAL DEVELOPMENT  
& CHOICE

YOUTH  
EMPLOYMENT  
CHOICE & OPPORTUNITY

SUPPORT  
INDIVIDUALIZED SUPPORT  
TO MEET BASIC NEEDS,  
BUILD CONFIDENCE, &  
ASSISTANCE TO DESIGN  
FUTURES

# TRAINING



Sector Specific



Exposure



Education



Power Skills

CORE  
CURRICULUM

Housing  
Person  
Career  
Finances  
Leadership

# SUPPORT FRAMEWORK

Focusing on the whole person and meeting them where they are.



# YOUTH EMPLOYMENT

**IMPACT**  
CONSTRUCTION

THE  
**shop**  
CFT SOCIAL ENTERPRISE  
PRODUCTION FACILITY



We believe that social enterprise is an effective mechanism for workforce development



*Big Question*

**HOW MIGHT WE  
CREATE  
WORKFORCE  
DEVELOPMENT  
INITIATIVES THAT  
WORK FOR  
VULNERABLE YOUTH?**





# NEWFOUNDLAND AND LABRADOR INNOVATION CENTRE

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**IDEAS**



**IMPACT**



**INNOVATION**

## COMMUNITY RESEARCH

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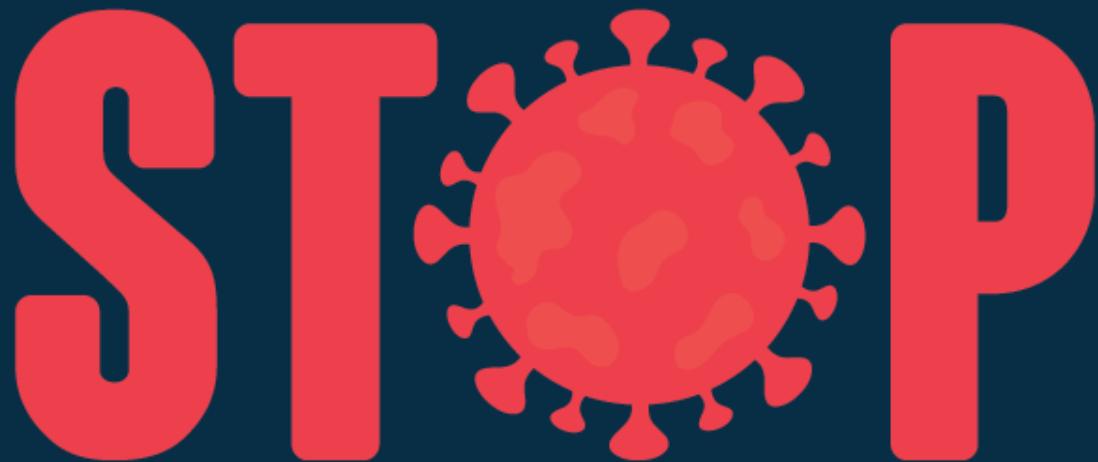
► DEVELOPMENTAL EVALUATION

► 15 CONSULTATIONS  
YOUTH SURVEY

► PILOT PROGRAMMING  
PROGRAM EVALUATION

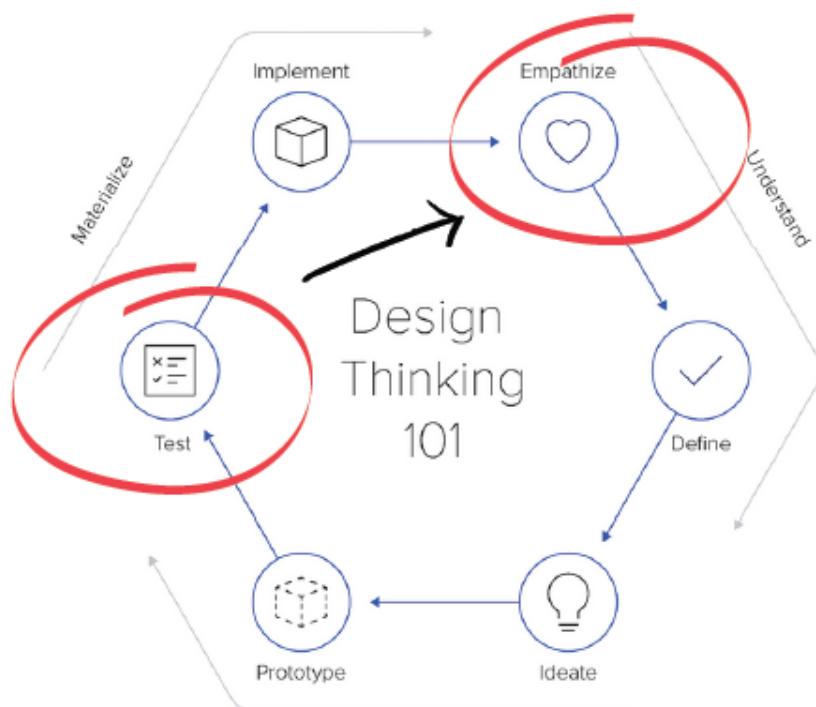


**BUT THEN..**



**COVID-19 CHANGED  
EVERYTHING.**

**A PIVOT IS A CHANGE IN STRATEGY,  
NOT A CHANGE IN VISION**



# → THINGS HAVE CHANGED FOR YOUTH IN NL

Between April 27 - June 7, 2020 we heard from 486 participants :  
364 completed online surveys    87 completed paper surveys    35 engaged in online Zoom consultations



Mental Health is a Top Concern and Accessing Support is a Challenge



Poverty is a Growing Concern



Youth are Experiencing Major Setbacks



Youth are Struggling to Access Education



Youth See Opportunities to Change Systems



17% have dependents



13.5% self-identified as a person with a disability



9.5% self-identified as Indigenous  
8% self-identified as a new Canadian  
6.5% self-identified as a minority other than Indigenous



61% of youth surveyed were unemployed at time of survey completion  
36% of youth surveyed were underemployed at time of survey

## NEXT STEPS

Launch Cross Provincial Survey

Launch Pilot Programs

- Labrador
- Bonavista, NL
- Carbonear, NL

Publish Research and Community Toolkit



# NL WORKFORCE INNOVATOR



## Research Project: *Workforce Innovation Through Social Enterprise*

Social Enterprise is a catalyst for social and economic empowerment and inclusion. It is defined as a non-profit initiative that produces and sells goods or services in a business-like model in the market economy, but they manage their operations and redirect their surpluses in pursuit of social, community, cultural or environmental goals.

The Goal of the Workforce Innovation Through Social Enterprise Project is to facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourages and supports Social Enterprise growth in Newfoundland and Labrador as an innovative tool for addressing workforce challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future.

This goal will be accomplished through collaborative partnerships and stakeholder engagement, applied research, piloting and evaluation, data analysis and documentation, as well as knowledge mobilization and dissemination of information and practical tools and resources.

The Community Education Network (CEN) for Southwestern Newfoundland is a non-profit community-based organization with 27 years experience working collaboratively with community and government partners to affect positive change for individuals, families and communities. CEN and its Associate Organizations, the Community Action Committee Family Resource Program and the Community Youth Network, facilitate an array of community-based services including: prenatal support; programs for young children and their parents/caregivers; licensed preschool/childcare programs; programs and activities for youth; mental health and addictions youth outreach services; adult basic education; career and employment programs; violence prevention initiatives; and housing support services.



## Primary Research Question:

- What practical and innovative Social Enterprise opportunities exist in Southwestern Newfoundland which can address workforce challenges, provide training and employment opportunities, support community sustainability and build a stronger economic foundation for the region, as demonstrated and evaluated in a pilot study?

## Who

Research led by Community Education Network.

## Where

Southwestern Newfoundland

## When

October 2019 – March 2022

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



**Bernice Hancock- Executive Director**

**Ian MacDonald- Project Coordinator**

Community Education Network and Associates

Workforce Innovation Through Social Enterprise

January 2020- March 2022

Currently Ongoing



**COMMUNITY EDUCATION NETWORK  
& ASSOCIATES**

A non-profit organization, established in 1991 as  
the Port au Port Community Education Initiative

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Mission to create a learning culture through a  
lifelong learning process which promotes personal  
enrichment and healthy, sustainable communities.

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CEN Collaborative: Community Action Committee  
and Community Youth Network

# Workforce Innovation Through Social Enterprise

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## Workforce Innovation Through Social Enterprise

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### **Primary Research Question:**

What practical and innovative Social Enterprise opportunities exist in Southwestern Newfoundland which can address workforce challenges, provide training and employment opportunities, support community sustainability and build a stronger economic foundation for the region, as demonstrated and evaluated in a pilot study?

# Research Learnings to Date

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## Workforce Innovation

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- Social enterprises should include an employee base with a diverse range of needs and employment barriers.
- Identifying and understanding specific barriers, and providing support to remove such barriers, should be a priority, before and during, workforce engagements.
- A bridging agency can provide employment guidance.

# Community Collaboration

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- It takes the parent organization, as a whole, to make the social enterprise work; building formal collaborations with other social enterprises, and continued assistance, are very important to the success of the subsidiary earned-income social enterprise.

## Financial Support

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- New and existing social enterprises need support from a diverse range of funding sources. Financial support from the government, as well as subsidy programs, are necessary to increase capacity and engage people in the community to work.

# Networking

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- A grassroots, collective decision-making approach to operating a social enterprise or developing a project, empowers participants and community members. Business opportunities and visibility can be expanded by regular conversations within the community, such as town halls and networking events. Surveys and development evaluations can be used to gauge Key Performance Indicators (KPI) for trained workforce as well as community impact.

## Gaps in Research

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- Hybridity exists in the field of social enterprise which can limit establishing clear classifications of social enterprise.
- One of the gaps identified in the research was the lack of discussion on barriers that exist Southwestern Newfoundland and Labrador.

# Pilot Learnings to Date

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## Employment Training

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- On-the-job technological tools are key to skills advancement, improved productivity, and increased sales/revenue which was particularly evident during the Covid-19 pandemic.
- Lack of necessary training and resources for employers to effectively tend to the needs of an individual experiencing barriers to employment. For example: mental health training, soft skills training etc...
- Partnerships are the key to success and finding the right partner(s) is essential.

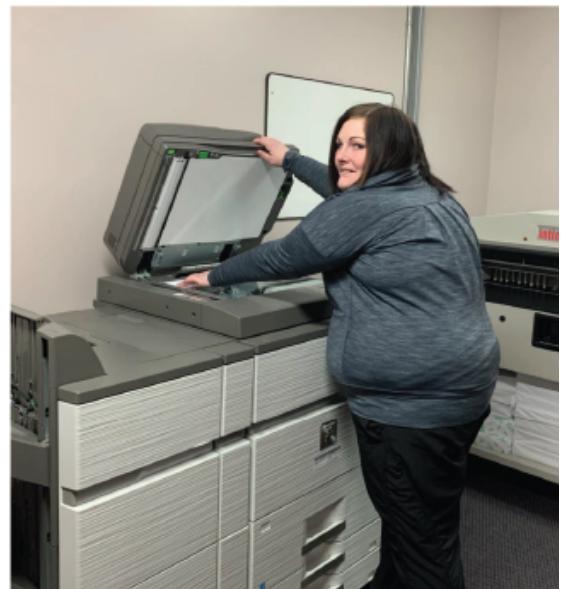
# Impacts

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## Impacts

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- Increased networking on a local, regional, national and international level for both team and organization
- New untapped business experience for the organization and other partner organizations
- Employment opportunities for people with employment barriers
- The ongoing pandemic had both a positive and negative impact on the piloting of social enterprise.



# Recommendations

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## Recommendations

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### **Government**

- Support social enterprise research and provide the funding to nurture social enterprise growth in the province.

### **Training providers**

- Provide training and accommodate individuals facing employment barriers.

### **Community**

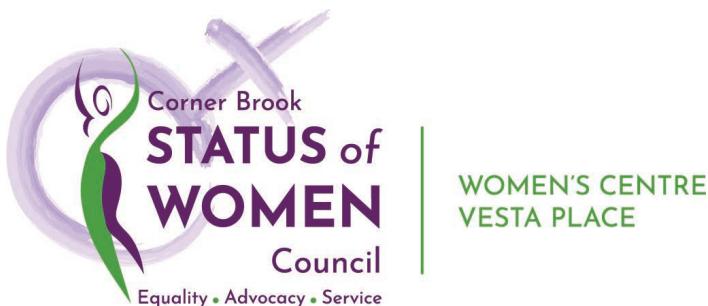
- Provide necessary training for staff and volunteers to build a supportive environment for employees with employment barriers.

# Potential Research Question

What are the specific employment barriers faced by individuals living in rural communities; how are they currently being addressed, and how can employment supports be improved through social enterprise?



# NL WORKFORCE INNOVATOR



## ***Research Project: A Community-Minded Social Enterprise: An Inquiry for Viability***

The Corner Brook Status of Women Council is a not-for-profit organization that has been established in Corner Brook, NL since 1974. It has a reputation for community development and leadership because it believes it is responsible to and must be responsive to the larger community. It operates the Corner Brook Women's Centre, Vesta Place Supportive Housing and supports other community initiatives such as Pride and Camp Ohana. We are governed by a volunteer Board of Directors. Its mandate is "to help improve the status of women". We do this work through providing direct services, information and referral, community leadership and advocacy for women and families.

This project will explore the conditions necessary for the success of a social enterprise in the Crestview area of Corner Brook. The Crestview area of Corner Brook is mainly comprised of individuals and families living in subsidized housing provided by Newfoundland and Labrador Housing Corporation (NLHC). The Corner Brook Status of Women Council has put forward a proposal to NLHC to repurpose one of the vacant buildings in the area. It will include supportive housing units, as well as space for a social enterprise. Social enterprises are innovative businesses that boost the well-being of communities through the sale of goods or services, while advancing social goals. It provides an opportunity to diversify economic production.

This project will help us engage the local community to determine the direction of the social enterprise. Social enterprises have been identified by the provincial government as an innovative means of increasing the well-being of the community through economic development that also furthers social, cultural or environmental goals. It is, in essence, a hybrid model that has both economic and social domains. Our social enterprise will be a business utilized and supported by those living in the area. We also hope to employ some local individuals who may have faced barriers to employment. This area has a higher than average unemployment rate and may face barriers that include low literacy levels, poverty, lack of transportation, episodic homelessness, childhood trauma, addiction, mental health concerns and more. We wish to create a supportive employment environment that will provide skills and training for individuals to be successful in the workforce while also contributing to sales and financial stability for our organization. This dual focus is central to our project which seeks to research the appropriate type of business for the community as well as the local barriers to employment. This we hope will lead us in the development of a successful business plan as well as employee skill building to help those employed remain employed and experience ongoing success and growth. If determined to be a viable option, the profits from the social enterprise may help to provide funding for events, programs and activities of the Corner Brook Status of Women Council and assist with long term sustainability of the organization. This would be seen as a possible long term outcome of this project.

Vine Place Community Centre (VPCC) is situated in the Crestview area and has established relationships within the neighbourhood. They will help us to engage the community to voice their needs, concerns and opinions so that the best possible business options for success are solicited. This partnership seeks to ensure that time is taken to understand the local needs and how they might best be addressed as well. In addition, the project coordinator will work with VPCC's Community Employment Facilitator to develop skill-building workshops that will engage and maintain employability for those living in the area.



## Primary Research Question:

- What elements must be considered for the viability of a social enterprise in the Crestview area? This will consider the type of business that may be supported by local residents, the difficulty in establishing the business, and the longer term viability. In addition, it will consider the types of employment that may be generated and employability needs of the residents of the area so that this project can employ some local individuals. This will consider how these barriers may be addressed to provide the best opportunity for success for the present and the future.

## Who

Research led by the Corner Brook Status of Women Council.

## Where

Corner Brook, NL

## When

October 2019 – February 2021 \**This research project is completed.*

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# *A Community-Minded Social Enterprise: An Inquiry for Viability*

## *Corner Brook Status of Women Council*

Presenter: Paula Sheppard Thibeau

Project dates: October 2019-Feb 2021

Project status: Completed

- Project title: *A Community-Minded Social Enterprise: An Inquiry for Viability*
- Research question: "What elements must be considered for the viability of a social enterprise in the Crestview area?
- Please note that Crestview is an area of Corner Brook that is home primarily to residents of NL Housing corporation with few services within its neighbourhood.

# Focus

- The focus of the project has been on individuals from the Crestview neighbourhood who have traditionally been underemployed, experienced poverty, and/or homelessness. Central to this project is the idea that while any goods or services that arise from this venture may be utilized by the wider community, it must benefit those within the neighbourhood.
- Therefore a great deal of time was taken to engage community members and build trust

# Findings

- There were a wide range of wants and needs for a business that were put forth. Many of these centered on physical storefront locations including bakeries and cafes, arts and crafts stores, and thrift store concepts.
- Other research delved into the barriers people encountered in gaining employment, and what skills they thought were considered essential to being hired and being considered a “good employee”.
- It was realized that the types of storefront businesses being discussed were already in existence in some form within the city. The issues many residents had, and outlined as a barrier to many everyday activities, was access. Further exploration through surveys indicated respondents found transportation to be a barrier to employment, healthcare, education and everyday activities.
- Due to the recognition that transportation as a barrier to access to services, the project pivoted its focus to a Community Transit Enterprise concept, as a way to help minimize and alleviate those barriers; help improve the daily lives of residents by increasing access and engagement and creating sustainable positive change.

# Opportunities

- Ongoing dialogue with the city who provide current public transit
- Draft business plan developed for community transit model that will complement current offerings
- Working with a business consultant with experience in rural transit models
- Exploring funding opportunities for purchase of vehicles

# Thanks

- To the residents of Crestview area for sharing their insights and knowledge
- To our steering committee members for their guidance
- To NLWIC and its funding partners, for funding this project and allowing us to explore this topic and future social enterprise endeavour



# IMMIGRATION

# NL WORKFORCE INNOVATOR



## ***Research Project: Bridging the Divide - Connecting and Preparing Refugees for Work in the Province's Agriculture Industry***

There are a number of challenges in the agriculture sector in Newfoundland and Labrador. This project aims to resolve the following issues:

1. The shortage of skilled farm labour in the agriculture industry.
2. The low participation rate of refugees in the provincial labour force.
3. The need for a farm training program that places and integrates refugees with suitable farm labour skills into the province's agriculture industry.
4. The knowledge gap in the production of secondary products in the agriculture sector in Newfoundland and Labrador. Many refugees are knowledgeable in the production of secondary products which would help to fill this gap and diversify the agriculture sector in the province.

Bridging the Divide will connect skilled refugee farmers to agricultural employment in Newfoundland and Labrador, while ensuring that refugee families have the support they need to stay in the community, work, and support their families.



## Bridging the Divide – Connecting and Preparing Refugees for Work in the Province’s Agriculture Industry



### Primary Research Question:

- How do we resolve the four obviously linked issues (mentioned above) that face Newfoundland and Labrador’s labor market?

### Who

Research led by the Association for New Canadians, in partnership with Memorial University.

### Where

Research to be conducted within communities across Newfoundland and Labrador.

### When

January 2018 – July 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on Oct. 5



### **“Bridging the Divide”**

**Connecting and preparing refugees for work in the province’s agri-food industry: recent updates  
(Ongoing project- until July 2022)**

By:

**Amr Alagouza, Project Manager**

**Ibrahim Abu-Reidah, Postdoc fellow**

**October 2021**

## Overview & question

- This project is a partnership between, NLWIC, ANC, and Grenfell Campus of MUN researchers' Dr. Raymond Thomas and Dr. Mumtaz Cheema.
- It aims to connect and prepare refugees for opportunities in the Province's agro-food industry.
- The Newfoundland and Labrador agriculture industry is not well developed compared with other provinces in Canada. According to Statistics Canada in 2016 this Province had the fewest farms at 407 as compared with N.B.'s 2,255 and N.S.'s 3,478. Almost 50% of NL farms earn less than \$25,000/year.
- The current Provincial Government wants the industry to grow and in its Way Forward on Agriculture document sets a goal of doubling our Province's food self sufficiency in non-supply managed commodities by 2022. However, there are barriers that need to be addressed if we are to achieve this.
- This project's target participants are, refugees. The reason for this is two-fold; The proportion of farmers amongst this population is higher than other newcomers, and refugees have more difficulty with labour market attachment.

# Overview & question

*The Way Forward on Immigration* cites access to **employment as a key factor** in retaining newcomers in this province.

The **current Provincial and industry environment** as it exists for this project to be able to prepare and connect **skilled refugee farmers to primary and secondary production work throughout the province**, thereby **addressing identified labour market issues affecting this Province:**

**The shortage of skilled farm labour in the agriculture industry.**

**The low participation rate of refugees in the provincial labour force.**

**The need for a farm training program to place and integrate refugees with suitable farm labour skills into the Province's agriculture industry.**



## Objectives:

- This information is used to **develop a strategy for implementing the pilot *Bridging the Divide***, which aims to prepare and connect refugees with farming experience for the Province's agriculture and food industry, and provides a foundation on which a vision for the future can be achieved.



## Matching secondary production interest with refugee farmer skills

- Secondary processing continues to be recognized as important for food self sufficiency in the Province and to add value to farm operations and grow the industry.
- Many refugee farmers have experience with secondary processing, and their skills and experience could potentially help industry develop products from their primary products and explore new and diverse products for the NL market and beyond.

## Current updates

□ The current activities related to this project are to cultivate new crops and to produce new functional and secondary processed foods thereof. Some activities to date are listed below:

- Through the field visits to St Johns, samples from different new crops brought to Newfoundland, like eggplant, fava beans, Green beans, Lobby, and Syrian Zucchini have been planted and harvested for the first time in the province.
- Before that, a visit (June 2021) to the field was carried out to plan the planting season. New agricultural techniques have been planned for this season to compare the use of the Chicken manure as an organic fertilizer and compare it with the inorganic fertilizer in terms of the fruits' yield and nutritional quality.
- New samples have been picked up to undergo the different quali-quantitative analysis of the different crops (eggplant, Green beans, Lobby, and Syrian Zucchini).

# Current updates

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- New products like pumpkin jelly is introduced as a secondary product, in addition to different pickles such as cucumber, turnip, and eggplant. Now, all samples collected have been sent to Grenfell campus Corner Brook, in order to be classified, prepared for qualitative and quantitative analysis by using different and advanced analytical techniques.
- An appropriate experimental design is considered during the field plot experimentation so the agronomic performance of the new production techniques or crop can be accurately evaluated.
- Comparing between the inorganic and organic fertilizers in an attempt to investigate the difference in the yield and to explore the effect of these treatments on the nutritional quality of the crops produced.

## Risks And Issues History

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- The COVID-19 pandemic has greatly affected the coordination together with the workflow. Some delay has occurred since mid March 2020 until late July.
- This period was really very critical as it involves planning the new crops to be cultivated and for setting the study layout.
- Other obstacles faced as well due to the pandemic was freedom of movement and the physical presence in the field and at university labs.
- **Hurricane Larry** hit eastern Newfoundland on September 11<sup>th</sup> and caused some **damage** to the plants which has affected the crop timing, and the plant fruiting and development. Nevertheless, the farmers have taken into consideration all preventive measures needed to avoid a major hurt for the plants grown inside the green houses.

# Early Learnings To Date

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- New functional foods, raw and processed, have been introduced. The processed ones including **pumpkin jelly** and **jam** which their manufacturing manner and recipes was in line with the **traditional** Syrian recipe of preserves.
- At the Grenfell campus, advanced analytical tools are being used to analyze the different crops and co-products, which means that new experiences are being gained while analyzing the various plant food matrices.
- Two **publications** have been submitted for consideration in high impact factor international and **peer-reviewed journals** to disseminate the importance of the functional foods.

## Activities and deliverables

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- Samples from different new crops brought to Newfoundland, like **eggplant**, **Green beans**, **Lobby and zucchini** have been planted and harvested for the first time in Newfoundland. New techniques have been planned for the next year to include **inorganic and organic manure fertilizer use**.
- New products like pumpkin jelly are introduced and optimized as a secondary product. This besides the different pickles, **eggplant (Maqdous)**.
- 
- Now, all samples collected have been sent to Grenfell campus Corner Brook, to be classified, prepared for qualitative and quantitative analysis by using different and advanced analytical techniques.
- By the coming fall season, we will be comparing between the different beets cultivars in an attempt to find an added value to recommend the one with higher promising composition.



# Updates: Conclusion

- **New crops have been brought and grown in Newfoundland farms.** Out of which, **some new important produce important and potential functional and healthy vegetables have been selected.**
- Two secondary processed foods (Maqdous pickle and pumpkin jelly) have been manufactured by the Food truck chef and newcomer farmers.
- **Farming the same and new crops** to be grown in the next season and new functional secondary foods to be processed and analysed to uncover the best crops with better produce yield, quality and with minimal expenses and environment pollution.
- Other secondary products to be elaborated such as a new functional bread.
- **21 new refugee and newcomers** originated from different countries including Iran, Iraq, Eritrea, and Kurdistan, have been employed in the season (summer of 2021) to work in the Food truck together with a new recruited Chef.
- **Five farmers** working at the Murray's farm, have used their expertise to include new crops such as Eggplants, Cowpea, and Syrian Zucchini.
- Production amount has multiplied by the farmers to try to cover the farmers' market and the Murray's farm store and restaurant demands.
- The **quality** and the **quantity** of the new produce has been the **focus of the current season.**
- **Planting space and green houses** have been used **more than once** for cropping the different crops to try to make use of all the summer season.
- **Eggplant, Cowpeas, Zucchini and Green beans** grown using two fertilizers treatments (organic and inorganic) to try to find a relationship between nutritional quality, yield of the produce of Green beans and the various fertilizers.

## Next season perspectives

This extension has been very crucial for the **continuity of the project workflow**. It will give some advantages such as:

- **One more agricultural season,**
- **Growing novel and important harvest and produce to the Newfoundland farms** such as **molokhia and Okra.**
- To **enrich the Newfoundland gastronomy** with new produce with new colors and functionalities
- Manipulation of functional secondary processed foods that **promote local people health and well-being.**
- **Get benefit from this timeline to improve, develop, validate our field experiments with new parameters and techniques** in an attempt to **optimize the best agricultural practices and technologies** that fit with the **new produce and crops brought to Newfoundland.**
- On the other hand, the **functional foods elaborated from the newer crops** need to be **best manufactured in line with the local sensorial nutritional and functional added value.** As well as to **optimize the food safety and quality in function of the different quali- /quantitative analysis to be done for the original crops and secondary processed products thereof.**

# Next season perspectives

- The new season will enable the integration of those farmer with expertise and skills in functional food production and secondary product development in the Province Agriculture Sector, will provide proof of concept examples of how their integration into the Newfoundland workforce could solve issues with the Agriculture industry access to skill labor, employment opportunities for immigrant farmers, diversification of local farms into secondary production and functional foods development.
- As our field work is influenced by the seasonal factors, namely, we just have summer season for growing the different crops, so that will affect greatly our study results and outcome, in some cases, we may need to repeat some other experiments or assays, which may need us to have one-more season to get the best gist and results according the optimized parameters designed.



A picture of me with the chief farmers from my last field visit to Murray's farm



Beets with larger size, crops of 2021

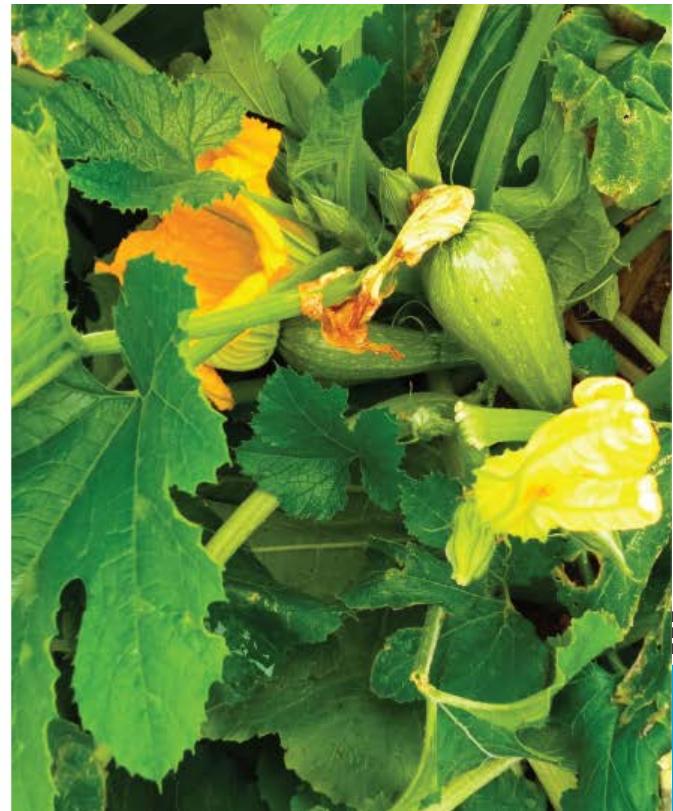


**Maqdous: Secondary processed eggplants**

## Egg plant

New crop grown for the first time in NL

Syrian Zucchini  
under two  
fertilization  
treatments





Pumpkin jelly and jam traditional way of production, the Syrian method

### *Crops planned to be grown in the next season*



**Mulukhiyah, molokheyya, molokhia or mulukhiyyah ☺  
Leaves of *Corchorus olitorius***

**Thank you for your attention**

**Crops planned to be grown in the next season**



**Okra, ladies' fingers or ochro**

# NL WORKFORCE INNOVATOR



**genesis**

## ***Research Project: Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives***

The topic of increasing the number of female-owned technology businesses is one that has been studied for decades. While many jurisdictions have struggled to overcome the barriers, Chile and Latin America are making great strides. The Newfoundland And Labrador Organization of Women Entrepreneurs (NLOWE) released a report which spoke of the barriers to self-employment and discussed ways in which women can grow the economy. Some of the barriers discovered included difficulty accessing financing, limited business skills training, family commitments, fear of taking risks, limited access to partners, and lack of mentors.

Genesis wants to explore ways in which the organization can attract human capital from all over the world to come to Newfoundland and Labrador to live, work, and innovate. Further, immigrants are seen as more entrepreneurial than the native-born population and will be more likely to be self-employed. Genesis vision of creating a vibrant and self-sustaining technology industry contributes to the economic diversification that is necessary for the economy of Newfoundland and Labrador to grow.



## Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives



### Primary Research Question:

- What impact will the creation and expansion of targeted, innovative programming based on lean methodology practices have on reducing barriers to entry for marginalized groups in the technology sector and therefore increasing the number of companies with female and/or immigrant founders in Newfoundland and Labrador over a three-year span?

### Who

Research led by Genesis Group Inc.

### Where

Research to be conducted within Newfoundland and Labrador.

### When

March 2018- March 2021 \**This research project is completed.*

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

## Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives



## About Genesis

- Genesis helps build amazing companies.
- As Newfoundland and Labrador's pre-eminent innovation hub, Genesis is known for its flagship incubator program, Enterprise, which began more than 20 years ago.
- Since its inception, Genesis has expanded its programming to support start-ups from the ideation stage all the way to scaling their business.
- Genesis' mission is to create economic wealth for the province by developing and supporting technology entrepreneurs.

genesis

# Idea

genesis



## Research Question

What impact will the creation and expansion of targeted and innovative programming have on reducing barriers to entry for marginalized groups in the technology sector and therefore increasing the number of companies with female and/or immigrant founders in Newfoundland and Labrador over a three-year span?



genesis



### Why is this important?

- Entrepreneurship is important to the economy and its diversification;
- Yet NL is significantly below the national average in terms of propensity to start a business;
- Immigration is important to the health of the entrepreneurial ecosystem;
- NL leads the Atlantic Provinces in growth in self-employment of women; Atlantic Canada leads the country.

### OPPORTUNITY:

- Tech is a \$1.6 billion industry – significant local growth.
- Attract people to start-up here. Why not?

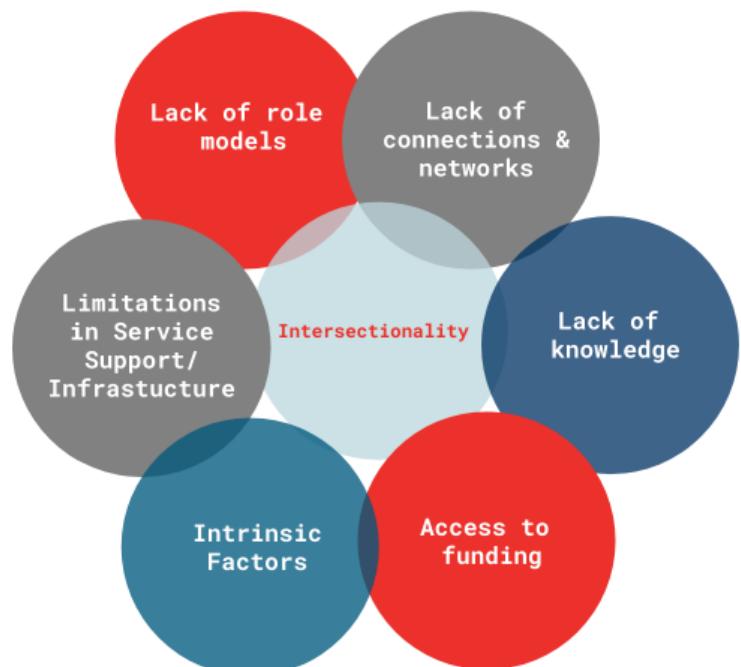


### The Barriers-Female Founders

- Lack of role models
- Lack of connections and networks
- Lack of knowledge
- Access to funding
- Intrinsic factors

### The Barriers-Immigrant Founders

- Limitations in service/support infrastructure
- Lack of connections and networks
- Lack of knowledge
- Access to funding
- Intrinsic factors



# Innovation



## Barrier 1: Role Models

- Introduce a Speaker Series – Stories of Inspiration & Advice
- Developed a Women in Tech Peer Group
- Held a 'You are Here' Virtual Event sharing stories of Immigrant Entrepreneurs

## Barrier 2: Connections

- Held a workshop on how to build a dream network
- Direct connections for portfolio companies
- Networking time built into programs and events
- Peer Group
- Mentor Mash event

## Barrier 3: Knowledge

- Curated presentations from industry partners;
- Direct intervention and solution development
- Connection and network development





#### Barrier 4: Funding

- Implemented a micro-fund
- Professional fees fund
- Travel fund
- VC presentations/connections
- Introductions & application assistance – federal and provincial government

#### Barrier 5: Intrinsic Factors

- Leadership Development Sessions
- Intercultural Communication Training
- A culture of 'belonging' at Genesis

#### Barrier 6: Service Support

- Dedicated Success Manager at Genesis
- Future Programming:
- Enhancement of support
  - DEI education/training for Genesis stakeholders
  - Enhanced collaboration amongst ecosystem

# Impact

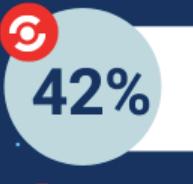


## The Impact



Women Founders

in Enterprise



Immigrant Founders

in Enterprise



Student Founders

in Enterprise



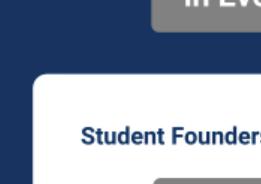
Women Founders

in Evolution



Immigrant Founders

in Evolution



Student Founders

in Evolution

## The Impact

\$2.5M

Annual Revenues



25+

Jobs Created



genesis



- Husband and wife immigrant founders –fastest company in Genesis history to reach the milestone \$1Mil in annual reoccurring revenue (year 1);

- Female immigrant founder successful pitched to CBC's Dragon's Den;

- Female founder quickly adapted to respond to pandemic gap by developing scalable and comfortable nasal swabs.

# Thank you!



<https://www.genesiscentre.ca/>



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genesis



# NL WORKFORCE INNOVATOR



## ***Research Project: Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador***

Canada's immigration system is highly labour-market focused. Premised on the human capital theory, immigrants are awarded points based upon their age, education work experience, and official language proficiency, with the expectation that this will lead to better labour market outcomes. This has resulted in an immigrant population in Newfoundland and Labrador that is well-educated and highly-skilled, which has translated into higher earnings and lower dependence on government transfers (Akbari 2008). Despite their qualifications, however, many immigrants leaving this province list a lack of job opportunities as their primary reason to do so (Gilroy 2005; Gien, Law 2009). While this may be due to a myriad of economic factors such as slow growth or skills mismatch, the literature on this topic suggests there may be other factors inhibiting newcomers' career prospects (Abu-Laban and Gabriel 2002; Gilroy 2005; Law, Gien 2009).

While studies have found that the main reason newcomers leave the province is lack of employment, few have examined employers' attitudes towards hiring newcomers and international students. Delving into the factors affecting newcomers' employment is a matter of crucial concern for policy makers, employers and newcomers themselves. From the employer's perspective, this project will analyze the data from a longitudinal survey of employers in the province in order to provide better understanding of the employment conditions of the newcomers and international students in Newfoundland and Labrador and better inform governments, settlement agencies, and employer councils on what can be done to improve the integration and retention of immigrants, refugees, and international students in the province.



## Primary Research Question:

- What are the attitudes of employers in Newfoundland and Labrador towards hiring newcomers (immigrants and refugees), temporary foreign workers, and international students?
- What are the determinants and outcomes of these hiring attitudes?
- How do these attitudes change over time?

## Who

Research led by Memorial University of Newfoundland,  
Faculty of Humanities and Social Sciences

## Where

Memorial University in St. John's, NL

## When

March 2019 – December 2022

## Research Project

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador

**Tony Fang, Ph.D.**

Professor and Stephen Jarislowsky Chair  
Memorial University of Newfoundland

NL Workforce Innovators Roundtable  
October 5th, 2021



**Canada**



The ***Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador*** Research Project led by Memorial University of Newfoundland is one of fourteen research projects funded to date by the NL Workforce Innovation Centre (NLWIC). NLWIC was established by the provincial government at CNA in 2017 to promote and support the research, testing and sharing of **ideas** and models of **innovation** for workforce development that will positively **impact** employability and employment in the province. Funding is provided by the Department of Advanced Education, Skills and Labour under the Canada-Newfoundland and Labrador Labour Market Development Agreement and NLWIC is administered by College of the North Atlantic. Visit [nlwic.ca](http://nlwic.ca) and follow us @NLWIC.



Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador

**cna**

College of the North Atlantic



**cna**

College of the North Atlantic

# Research Project Overview

## Idea

- Locke and Lynch (2005) did similar study more than 10 years ago. Since then, demographic factors, technology, immigration policies have shifted significantly since then.
- The newly implemented Atlantic Immigration Pilot program (AIPP) has placed strong emphasis on the role of employers to hire newcomers and international students to fill labour and skill shortages in the local labour market. (2017, 20; 2018, 200; 2019, 400; 2020, 170)

# Innovation

## Quantitative and qualitative research

- The study used a mixed-method based on longitudinal employer survey data to be collected by Narrative Research. The survey data will then be analyzed using descriptive statistics as well as the logit regression model and the OLS regression model, as well as panel data models.
- Narrative Research surveyed employers by phone and returned the data files to the research team for data analysis.
- A 10-15 qualitative semi-structured interviews with employers were surveyed in Year 1, who will be then follow up in Year 3 (2021) to gather comparative data using qualitative semi-structured interviews.
- An employer consultation

# Impact

- Identify and offer solutions to mitigate any barriers to employment that the under-represented groups including immigrants, refugees, and international students, may be experiencing.
- Identify innovative methods including providing reliable labour market information and diversity training and other policy interventions to both employers and newcomers to help immigrants, refugees, and international students in NL to find suitable employment in the province.
- Help immigrants, refugees, and international students in NL become more productive participants in the labour force and will improve their well-being and long-term retention and integration in the province.

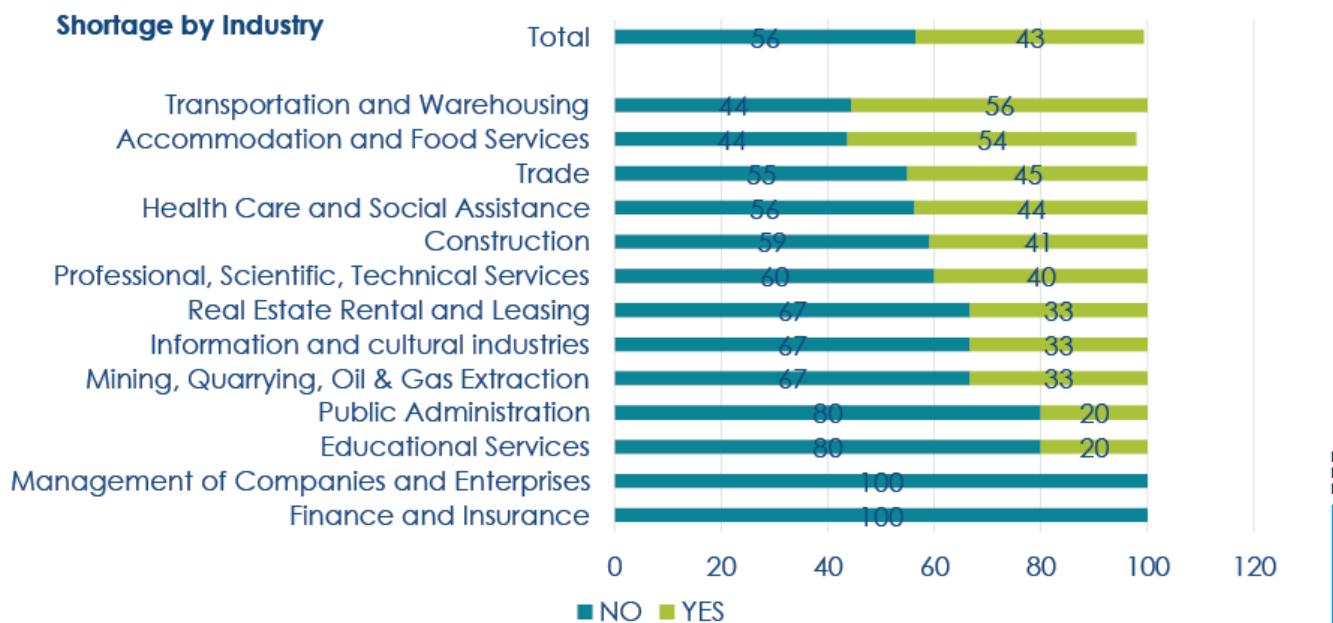
# Research Project Update

- The research project is on track. The 2021 survey questionnaire has been finalized. Survey company has reported survey businesses have gone back to normal. As such, we have decided to conduct the 2021 survey in mid or late October by phone to ensure high response rate and data quality.
- There were numerous knowledge dissemination activities for this reporting period.
- 2021 Fang, T. "Employer Perceptions to Hiring Newcomers & International Students in Newfoundland and Labrador." Invited Presentation at the NL Workforce Innovation Centre (NLWIC) #tipoftheiceberg series: Immigration and Workforce Development in Newfoundland and Labrador, February 24, 2021.
- 2021 Fang, T. "Attracting and Retaining Immigrants beyond the Gateways", Invited Panel Discussion at the National Immigration Centre (NIC) Spring 2021 Members Meeting, The Conference Board of Canada, April 21, 2021.
- We have also made various media interviews with CBC (Cross Talk, Feb. 4; St. John's Morning Show, June 29), Toronto Star, Jan. 28; Feb. 8; Apr 22; NTV, Apr 25; Rogers TV, May 11; VOCM, June 7, to discuss various immigration issues related to the survey findings.

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## • Labour and skill shortage (in the last 3 years)

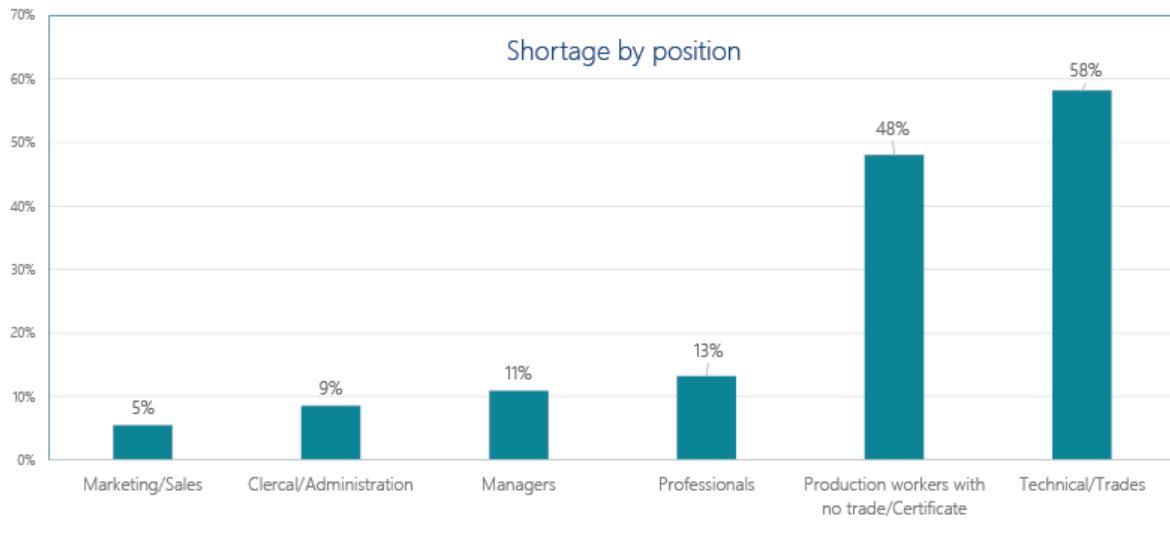
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## • Labour and skill shortage (in the last 3 years)

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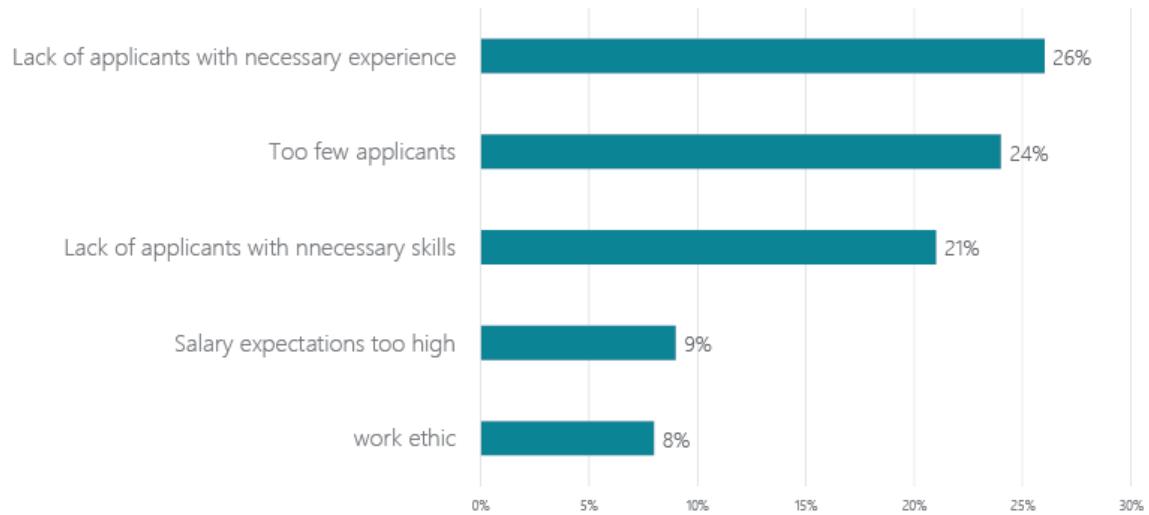


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## Labour and skill shortage (Main Reasons)

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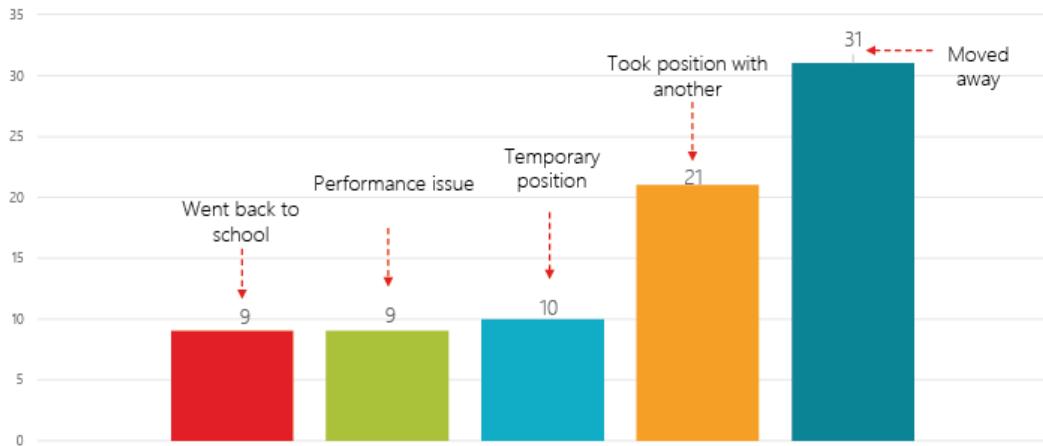
## Main Reasons for Positive Experience in the last 3 years



## Attitudes towards hiring newcomers

Attitude	Organizations <u>have not hired</u> immigrants		Organizations <u>have</u> hired immigrants	
	Disagree & Strongly disagree	Agree & Strongly agree	Disagree & Strongly disagree	Agree & Strongly agree
A multicultural workforce enhances creativity in the workplace	6	61	2	<u>82</u>
Immigrants are harder working than local workers	19	24	20	<u>34</u>
Immigrants are more productive than local workers	20	24	23	<u>33</u>
Having employees from other countries can improve export opportunities	24	32	12	<u>30</u>
Immigrants take jobs away from locals	69	8	<u>87</u>	6
Immigrants will work for less pay than local workers	30	<u>22</u>	55	17

## • Reasons for immigrant employees leaving



## Recent Media Coverage

- "Help Wanted," St. John's Morning Show (CBC, September 16, 2021)
- <https://twitter.com/sjmorningshow/status/1438889760806817798>
- "Newcomer working in N.L.? This prof wants to hear from you,"
- [Newcomer working in N.L.? This prof wants to hear from you | CBC News](https://www.cbc.ca/news/canada/nova-scotia/newcomer-working-in-nl-this-prof-wants-to-hear-from-you-1.5900111) (CBC news, July 6, 2021).
- "Out of the Fog (Jason) Dr. Tony Fang",
- [https://www.youtube.com/watch?v=4O-QCp\\_8fy0](https://www.youtube.com/watch?v=4O-QCp_8fy0) (Rogers TV, May 18, 2021).
- "Vast depth: Moe then \$3 million in federal funding to propel research in science and research. MUN Gazette," <https://gazette.mun.ca/research/vast-depth/> (June 17, 2021)
- "For immigrants in N.L., 'friendly' doesn't always mean 'welcoming,' economist", <https://www.thestar.com/news/canada/2021/02/05/for-immigrants-in-nl-friendly-doesnt-always-mean-welcoming-economist.html> (Toronto Star, February 5, 2021)
- "NL Population Crisis", CBC Cross Talk, February 4, 2021. <https://podcasts.apple.com/ca/podcast/nl-population-crisis/id967011927?i=1000507736529>
- "Trying to achieve inclusion and diversity? Focus on small and medium-sized businesses,"
- <https://www.thestar.com/news/canada/2021/02/08/trying-to-achieve-inclusion-and-diversity-focus-on-small-and-medium-sized-businesses.html> (Toronto Star, February 8, 2021).
- "Socioeconomic Benefits of Immigration to NL and Employer Perceptions of Hiring Newcomers and International Students," Rogers TV Program "Sharing Our Cultures Program", October 15, 2020.
- <https://www.facebook.com/RogerstvStJohns/videos/sharing-our-cultures-dr-tony-fang/1275706002788107/>

# Invited Presentations

- 2021 Fang, T. "Attracting and Retaining Immigrants beyond the Gateways", Invited Panel Discussion at the National Immigration Centre (NIC) Spring 2021 Members Meeting, The Conference Board of Canada, April 21, 2021.
- 2021 Fang, T. "Employer Perceptions to Hiring Newcomers & International Students in Newfoundland and Labrador." Invited Presentation at the NL Workforce Innovation Centre (NLWIC) #tipoftheiceberg series: Immigration and Workforce Development in Newfoundland and Labrador, February 24, 2021.
- 2020 Fang, T. "Understanding Newfoundland & Labrador Economy and Where the Opportunities for International Graduate Students Are." November 30, 2020 (Online).
- 2020 Fang, T. "Recruitment and Retention of Newcomers: The Role of Employers," TESL NL Inaugural Virtual Conference, November 13-14, 2020.
- 2020 Fang, T. Invited Panelist. "SPOTLIGHT ON IMMIGRATION AND SETTLEMENT", PUBLIC POLICY & THE DATA REVOLUTION, Building on 20 years of CRDCN research impact, October 7, 2020.
- 2020 Fang, T. "Employer Perceptions on Hiring, Retention, Immigration and Growth in Atlantic Canada", Invited Keynote Speaker, Sea to Sky: PEI Aerospace, Defence and Marine Virtual Conference 2020. PEI, August 12, 2020.
- 2020 Fang, T. "Employer Perceptions towards Labour and Skill Shortages, Hiring Newcomers and International Students in Atlantic Canada," Invited Presentation at the Atlantic Summit, June 9, 2020.
- 2020 Fang, T. "Multiculturalism in Businesses and Communities," Invited Panel discussion at Diversity Summit, June 25, 2020.

# Future Opportunities



Ideas. Innovation. Impact.



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique



PUBLIC POLICY FORUM  
FORUM DES POLITIQUES PUBLIQUES



## Take-Home Points

- Demonstrate social and economic benefits of immigration
- Dispel the myths (taking jobs away, depress the wages) and increase acceptance
- Increase locals exposures to immigrants (rural and remote residents and employers)
- Provide cross cultural training
- Provide timely information and help build local social networks
- Enhance access to cultural activities and culturally diverse food
- Consider project-based and community-based immigration (Syrian refugees and international entrepreneurs)

*Thank  
you*





# TECHNOLOGY



# NL WORKFORCE INNOVATOR



## **Research Project: *Evidence for Community Employment Services: A Collaborative Regional Approach***

In the face of complex and unpredictable labour markets, clients with multiple barriers and limited resources, there has perhaps never been a time when an efficient, innovative and impactful employment service was more needed. Funders want to know that they are getting a strong return on investment and frontline employment services want the best possible outcomes for their clients, but current data management systems and professional support tools are limited and a culture of evaluation is not firmly established. From the perspective of frontline services, their data “goes into the ether” with no analysis coming back to them to inform their practice.

Governments across Canada are increasingly recognizing that more data is needed, both for the benefit of funders and employment services. Such data could capture indicators of client progress toward employment/training, uncover trends in client needs, highlight those interventions linked to the most positive outcomes and help create evidence-based refinements to the areas of service that are not resulting in desired outcomes. Such data could serve to inform policy and practice and, in the end, create stronger journeys to employment for citizens of Newfoundland and Labrador.

This project will enable employment services to provide tailored and timely interventions that result in the best employment outcomes for clients, communities and government.



## **Evidence for Community Employment Services: A Collaborative Regional Approach**



### **Primary Research Question:**

- What interventions, in what contexts, with what client profiles produce what result?
- How can this data be used to create system efficiencies and ensure services meet priority client needs and result in the outcomes clients and funders want?

### **Who**

Research led by Collective Interchange  
Co-operative, in partnership with Canadian  
Career Development Foundation.

### **Where**

Research to be conducted across agencies  
within the Avalon region of NL.

### **When**

June – March 2021 \**This research project is completed.*

### **Research Project Updates**

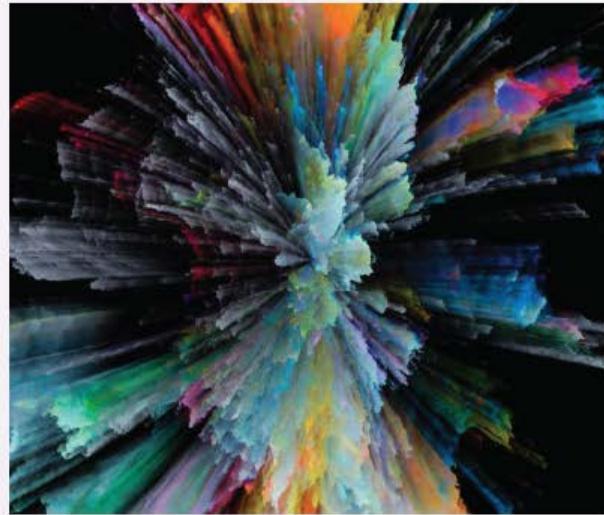
The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# Evidence for Community Employment Services A Collaborative Regional Approach

## A Tale of Transformation

Sareena Hopkins, Executive Director,  
Canadian Career Development  
Foundation

October 2021



*“Never before in human history have quality career service been more needed.”*

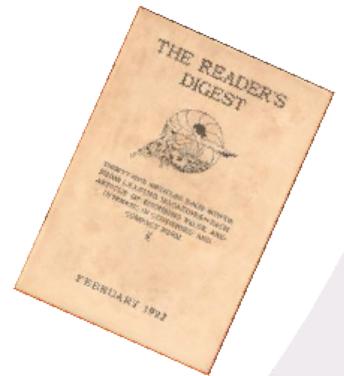
Build the confidence and capacity of the career development sector to be innovative in its development of services, strategic in its delivery and impactful with respect to priority outcomes.



# The Reader's Digest Summary of this Project

## Phase 1 | 10 Years of ARMS Data

- Analyze reporting data (2008-2018)



## Phase 2 | Implement PRIME

- Train CDPs to use PRIME to assess needs and evaluate progress/impact



## Phase 3 | New Evidence & Adapting Practice

- Apply learning to policy and practice

## Research Findings



# The Tale of Client Transformation



- Clinically and statistically significant positive changes in clients across 6 employability dimensions and 36 indicators
- A separate analysis of client progress across 16 indicators of mental health and wellbeing likewise showed statistically significant positive changes



# The Tale of Practitioner Transformation



**PROFESSIONALISM**

"THIS HAS BEEN THE MOST SUCCESSFUL AND INSIGHTFUL WORK-LEARNING EXPERIENCE I HAVE EVER HAD."

- 100% ARE CONNECTED TO AND SUPPORTED BY THE NATIONAL AND INTERNATIONAL PROFESSIONAL CAREER DEVELOPMENT COMMUNITY, UP FROM 66%.
- I AM CLEAR ABOUT THE SCOPE OF MY PRACTICE AS A CAREER DEVELOPMENT PRACTITIONER.

**ETHICAL PRACTICE**

"PRIME ENSURES ALL CAREER PRACTITIONERS ARE USING SIMILAR PRACTICES, AND IT STREAMLINES THE WORK OVERALL."

- DEEPER UNDERSTANDING AND APPRECIATION FOR THE CAREER PRACTITIONER ETHICAL GUIDELINES THAT UNDERPIN QUALITY CAREER SERVICES
- I KNOW HOW TO APPLY THE ETHICAL GUIDELINES FOR CAREER PRACTITIONERS IN MY DAY-TO-DAY PRACTICE

**CLIENT ENGAGEMENT**

"MORE CLIENT ENGAGEMENT, MORE DISCUSSION, BETTER FOLLOW THROUGH. A VISION FOR THE FUTURE."

- 70% OF CLIENTS ARE ENGAGING IN THEIR ACTION PLANS, UP FROM 68%
- 100% OF CLIENTS SEE THEIR PROGRESS, UP FROM 83.3%
- 100% OF CLIENTS SEE WHERE AND HOW THEIR ACTION PLANS FITTED, ADJUSTING, UP FROM 83.3%

**QUALITY SERVICE**

"PRIME INSTILLS HOPE FOR BUILDING A FUTURE STORY. IT MEETS CLIENTS WHERE THEY ARE."

- CP's ABILITY TO ACCURATELY ASSESS THEIR CLIENT'S EMPLOYABILITY STRENGTHS AND NEEDS AT INTAKE INCREASED FROM 71% TO 83.3%
- CP'S ABILITY TO DELIVER CAREER SERVICES THAT MEET THEIR CLIENTS' NEEDS INCREASED FROM 83.3% TO 91%

**EVIDENCE-BASED PRACTICE**

"PRIME GIVES RELEVANT, REAL-TIME INFORMATION THAT REFLECTS THE CLIENT'S JOURNEY."

- 100% OF CP'S AGREE THEIR DATA IS MEANINGFUL AND ACCURATELY REFLECTS THE REAL PROGRESS AND OUTCOMES THEY SEE IN THEIR CLIENTS, UP FROM 72.2%
- 91% OF CP'S AGREE THAT USING PRIME FOR COLLECTING AND REPORTING DATA PROVIDED THEM WITH RELEVANT AND USEFUL FEEDBACK

**PRIME: MEASURING THE IMPACTS ON THE JOURNEY TO EMPLOYMENT**

# The Tale of Systemic Transformation: The Art of the Possible



## Opportunities

- Significant impact of quality career services on socio-economic and health outcomes
- Return on investment in training for career service providers
- Unintended benefits of community-based research
- Widespread implementation of PRIME





Sareena Hopkins, Canadian Career Development Foundation  
E: [s.hopkins@ccdf.ca](mailto:s.hopkins@ccdf.ca)



# NL WORKFORCE INNOVATOR



**Eastern  
Health**

## ***Research Project: Improving Psychological Health and Safety in Health Care Workers through Technology-Based Support***

Eastern Health is engaging in an exciting research project to determine if technology based support increases employee knowledge and uptake of psychological support services, in turn improving employee wellness factors and organizational healthy workplace indicators. This three year project will involve the development, implementation and evaluation of application based technology (from personal technology devices) which will incorporate internal and external supports to the organization as well as a built in peer “chat” function, allowing employees to gain timely and appropriate support and information about what is available for them.

Eastern Health is the largest employer in Newfoundland and Labrador, employing almost 13,000 employees, 82% of them are women, about 10% come from rural parts of the eastern region. The organization currently has below average engagement scores and significant rates of sick leave and absenteeism. This project aims to target all employees within the organization.



**Improving Psychological Health and Safety in Health Care Workers through Technology-Based Support**



## Primary Research Question:

- Will the use of technology to provide more accessible and timely employee mental health supports (including peer support) increase the organizations healthy workplace indicators?

## Who

Research led by Eastern Health.

## Where

Districts covered by Eastern Health  
(all employees)

## When

March 2019-June 2022

## Research

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



# Improving Psychological Health & Safety in Health Care Workers Through Technology Based Support

**Troy Mitchell, Eastern Health**

Evaluation services provided by Charlene Record and Scott Taylor of Eastern Health's Health Innovation Team



## Background and Project Overview



- Eastern Health employs a significant number of people in NL – 13,000 employees
- Below average engagement scores, significant sick leave and absenteeism
- A three-year project to develop, implement and evaluate a chatbot application to increase employee knowledge and uptake of psychological support services.
- Develop, implement and evaluate application and peer support function
  - Assess change in employee perceptions of organizational support and psychological health and safety indicators.



## Research Question

Will the use of technology to provide more accessible and timely employee mental health supports (including peer support) increase the organizations healthy workplace indicators?



## Project Update

### DEVELOPMENT

- Employee Virtual Assistant (EVA) developed and iterated based on EH staff feedback
- Session held to develop application content and chat bot persona
- An initial group of 100 users tested the application and provided feedback.
  - 85% liked the application and found it easy to use
  - 62.5% indicated they would use it frequently
  - 72.5% found the functions were well integrated
  - 87.5% thought other people would easily learn to use the application
  - 77.5% felt confident using the application

*(NOTE: Still in process of analyzing data; therefore, the results presented herein should be considered preliminary).*



# Project Update

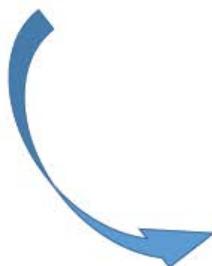


## RELEASE

- App launched April 20, 2020, with built-in Peer-to-Peer (P2P) peer support program

## EVALUATION

- An evaluation occurred between April 2020-April 2021.
- Evaluation methods include:
  - survey administration [Organizational perceptions and psychological health and safety survey items and a built-in survey within EVA system] and
  - analysis of administrative utilization data.



The screenshot shows a chat interface for the Employee Virtual Assistant (EVA). At the top, there are logos for NL Workforce Innovation Centre, Eastern Health, and EVA.ca. The main area is a conversation window:

- User:** Hi, I'm EVA. I'm here to connect Eastern Health employees and their families with available mental health supports. I'm not a counsellor and not trained on diagnosis, treatment or medical advice.
- EVA:** Talking with me is anonymous, please don't give me any personal identifiers for you or anyone else (like names)
- EVA:** If this is an emergency, call [911](#) or the Mental Health Crisis Line at [1-888-737-4668](#)
- User:** (Text input field)
- EVA:** Keep chatting

## Perceptions of Organizational Support and Psychological Health and Safety



### SURVEY ADMINISTRATION (PRE)

- A total of 1019 employees from areas across the organization including acute care, long term care and support areas completed all or parts of the survey prior to release of EVA.
- 658 (65%) of respondents agreed or strongly agreed they would use an employee support program if available.
- 540 (53%) agreed or strongly agreed employee mental health is supported in the organization.



## Perceptions of Organizational Support and Psychological Health and Safety (PRE)



- 648 (63.6%) agreed or strongly agreed people in organization have good understanding of employee mental health
- 607(59.6%) agreed or strongly agreed they feel supported when dealing with personal or family issues
- 464 (45.5%) agreed or strongly agreed that the organization provides support when critical incidents occur
- 483 (47.4%) agreed or strongly agreed the organization provides tools to support psychological well-being

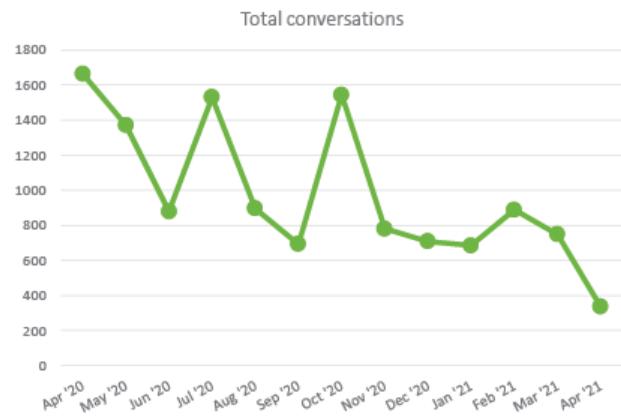
### STILL AWAITING POST VALUES



# Utilization Data (administrative data)

Data captured between April 20, 2020-April 20, 2021

- **12713** total conversations
- 3509 (**27.6%**) were active users – made it past the first few questions
- 2463 (**70.2%** of active users) were first time users
- **Top 3 reasons users use EVA** (most common intents):
  - Looking for someone to talk to (informal and/or counseling) (n=1720, **49.0%** of active users)
  - Feeling stressed (n=724, **20.6%** of active users)
  - General health concerns/questions (n=665, **19.0%** of active users)
- 511 (14.6% of active users) requested peer support



## Embedded EVA Survey Data

- 736 surveys completed (all); however, 63 only completed part.
- Most were first time users (n=612, 83.2%) but most that used it more than once (n=112, 16.8%) indicated they used it between one and four times
- Most respondents
  - found it was helpful, n= 588(79.9%)
  - found it easy to use, n= 613(83.3%)
  - found it easy to navigate, n=565(76.8%)
  - would use it again, n=593(80.6%)
  - felt it was a valuable resource, n=604(82.1%) and
  - would recommend it, n=611(83.0%)
- But,
  - many were already aware of the resources/supports suggested, n=299(40.6%) and
  - fewer found the resources identified to be helpful, n=168(22.8%)



# Opportunities

- EVA became a go-to portal to access a suite of psychological safety resources and supports COVID-19 brought significant change.
- Organization was able to offer confidential peer support in a user-friendly manner and to pivot on peer support to expand to other programming
- We were able to find out the kinds of information/resources people needed information on, and what are they asking and not finding answers to?



NL WORKFORCE  
INNOVATION  
CENTRE

**HEALTHY** Workplace

Eastern Health

The logo for Eastern Health, featuring three stylized human figures in white and green.

# NL WORKFORCE INNOVATOR



Newfoundland & Labrador  
Laubach Literacy Council

## ***Research Project: Going the Distance: Equipping Rural Newfoundlanders and Labradorians with the Abilities and Skills to Succeed in Online Learning***

Newfoundland and Labrador has the highest number of working aged people without a high school diploma at 15.7% compared to the national average of 11.5% (Literacy and Institutional Services Division, Advanced Education, Skills and Labour, 2018). Sixty percent of the population of our province live in a rural area. These people have more difficulty accessing education than their urban counterparts (Simms & Greenwood, 2017).

The purpose of this project is to help learners improve their technology and writing skills so that they may be successful using an online learning environment to help further their education and increase their employability skills.

To bring education to those living in rural areas we need to provide them with an effective online learning tool. Online education is a growing trend but without computer and writing skills, individuals are disadvantaged.

A national survey of 73 found that 93 percent of Canadian institutions offer online and distance courses (Bates, 2016).



## Going The Distance: Equipping Rural Newfoundlanders and Labradorians with the Abilities & Skills to Succeed in Online Learning



### Primary Research Question:

- What are the barriers to online learning that exist for rural Newfoundlanders and Labradorians who have limited writing and computer skills and how might these be overcome?

### Who

Research led by Newfoundland and Labrador Laubach Literacy Council Inc.

### Where

Research to be conducted at locations in rural Newfoundland and Labrador.

### When

February 2019 – February 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

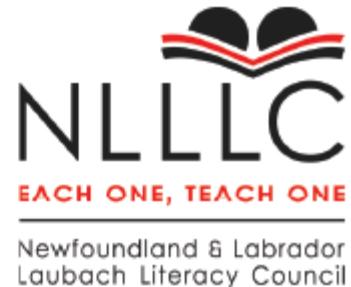
## Introduction

**Kelly Taylor-Hulan**, B.A.A., B.Ed., M.A. *Lead Researcher*

**Todie Winter**, B.A.A., M.L.I.S, *Research Assistant*

**Margie Lewis**, B.A. *Project Manager*

Newfoundland and Labrador Laubach Literacy Council



## Overview of the *Going the Distance* Research Project

### Research Question:

What are the barriers to online learning that exist for rural Newfoundlanders and Labradorians who have limited writing and computer skills how might these be overcome?

**Date:** March 2019 – February 2022



## The gist of it..

**Idea** – find a way to reach more people with low literacy skills through online learning.

**Innovation** – deliver NLLC's book format 1:1 training via online and maintain 1:1, tutor: student delivery mode

**Impact** – to help increase the skills of participants so they are equipped to study online – to have access to literacy training as a starting point



## Early Learnings – participant interviews

- Rapport
- Skills identification-- *We want to welcome them with the skills they have so they can leave with the skills they need.*
- *Barriers include....*



## Barriers:

- *money, access to computers (desktop, laptop), level of education attained, and family commitments.*
- *former learning experiences, especially during high school, are a barrier to continuing education.*
- *Mental illness, especially social anxieties, are also barrier to classroom learning and online learning is perceived a potential way to overcome this.*
- *English as second language*



## Quotes

*"When it comes to learning it's hard for me to understand stuff, especially English. That's my downfall. I was grade 10 when I quit. I got grade 10 math done but I don't have English done."*

*"I would like not having to leave my house because of my anxiety. If I'm sick then I don't have to leave my house. I could just do my work online."*



## Limited Access to ABE:

ABE was not available online in our province at the time of interviews.

*"What I want is not being offered. I have level 1 ABE but they don't have level 2 and 3 available online. I've been wanting to do another course for years. I want to get my grade 12 online but it isn't offered. I can't afford to move."*



## Early Learnings –usability test

- **Rapport**
- **Uploaded, Downloaded, and Overloaded** – pandemic has made people more knowledgeable about web-conferencing but also tired of web-conferencing.
- **Access** to teacher/instructor/professor/tutor
- **Engagement** – the King Kong theory (by Kelly) – applies to meetings and events, too





## Impacts

- Weather
- Pandemic
- Finding participants(cold-calls, Steering Committee)
- Good rapport = participation
- Confidence



## Opportunities *(even though we are still in progress)*

- Sharing/dissemination
- Online learning is commonplace since pandemic
- Online learning may have been forced or hurried due to pandemic
- Let's share what we've found—applicable to new Canadians





Ideas. Innovation. Impact.

*Going the Distance: Equipping Rural Newfoundlanders and Labradorians with the Abilities and Skills to Succeed in Online Learning* is a research project led by Newfoundland & Labrador Laubach Literacy Council and funded by the NL Workforce Innovation Centre (NLWIC).



Canada



The NLWIC, administered by the College of the North Atlantic (CNA), has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment, and entrepreneurship within the province's labour force and particularly under-represented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills under the Canada-Newfoundland and Labrador Labour Market Development Agreement.



cna

College of the North Atlantic



cna  
College of the North Atlantic



# NL WORKFORCE INNOVATOR

## Stella's Circle

Hope Lives Here

### **Research Project: *Exploring the Use of and Impact on Mobile Technology in a Work-Based Employment Program for Adults Who Face Barriers to Employment***

Employment is a key factor in helping people recover and improve their lives. In addition to earning money, employment helps reduce incidences of hospitalization and incarceration<sup>1</sup>, which has significant financial implications for governments. People with psychiatric disabilities can gain both economically and socially from increased participation in the labour market. The longer someone spends away from work, the less likely they will ever return. Low levels of digital literacy continue to overlap with other aspects of socio-economic marginalization, including low incomes. Employers want people to have the skills to be productive in a new role and believe digital skills improve employee employability and increase business productivity.

This project seeks to ensure the education and skills of cohorts who have been traditionally difficult to employ by encouraging and increasing their digital literacy. Providing participants with the technology, assisting them in using the technology and designing the technology to be user-friendly and appropriate for this population is an innovative way to develop this work-based program.

In addition, using mobile learning will help to strengthen the pre-employment training elements by focusing on relevant essential skills and employer validated workplace skills. The Ontario Literacy Coalition recommends that digital skills are incorporated into basic literacy and essential skills programs set in the workplace. Digital literacy, encompasses a wide range of skills, all of which are necessary to succeed in an increasingly digital world. Comfort and proficiency using digital technology, such as tablets, smartphones, and computers is a focus with links to employment. Awareness of how to navigate the web, share images on social media, and do a Google search to find information.



**Exploring the Use of and Impact on Mobile Technology in a Work-Based Employment Program for Adults Who Face Barriers to Employment**



## Primary Research Questions:

- Can adding mobile learning and technology to a work-based employment program enhance digital literacy, increase job satisfaction and increase long-term attachment to the labour market for adults who face many barriers to employment?

## Who

Research led by Stella's Circle

## Where

- Stella's Circle Employment Training Centre, 114 Cabot Street, St. John's, NL, A1C 1Z8
- Various commercial cleaning sites and locations served by Clean Start.
- Bluedrop Learning Network 18 Prescott Street, St. John's, NL, A1C 3S4

## When

March 2019 – March 2022.

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# *Stella's Circle*

Hope Lives Here

**Exploring the use and impact of mobile technology in a work-based employment program for adults who face barriers to employment**

Presented by: Kelly Guitard, Research Project Coordinator

Dates and status: March 2019 – March 2022, On-going



*Stella's Circle*

Hope Lives Here

**Stella's Circle Vision:**  
A Home. A Job. A Community.

**Stella's Circle Mission:**  
To transform lives by offering  
Real Homes, Real Help and  
Real Work





Brian Martin Housing  
Resource Centre

Housing Help

Housing Support  
Services

Jess's Place

Naomi Centre



Community Support Program

Just Us Women's Centre

Emmanuel House

Work Experience

Employment Counselling &  
Transition Groups

Adult Basic Education (ABE)

Social Enterprise



## Research Project Title

“Exploring the use and impact of mobile technology in a work-based employment program for adults who face barriers to employment”



## Research Question

Can adding mobile learning and technology to a work-based employment program enhance **digital literacy**, increase **job satisfaction** and increase long-term **attachment to the labour market** for adults who face many barriers to employment?



## Project Purpose

- 3 year research and evaluation project
- Provide 30 Clean Start participants with mobile based technology that includes online training, skills tracking & validation, just in time job aids and real time reporting, specifically designed for this cohort
- Develop, disseminate and evaluate technology as a tool of engagement



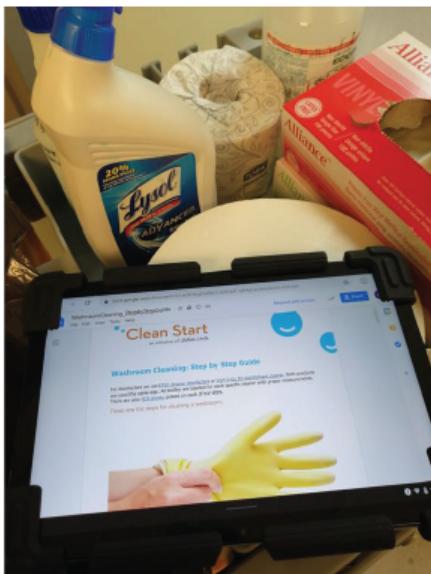
- Paid employment, often used to gain experience, a reference or transition to other employment
- 53% of our workers are over 45
- 4 to 30 hours/week in small teams or independently
- Range of employment barriers, work capacity and experience using mobile technology
- Challenges - remembering scope of work, attention to detail time management and ability to cope with on the job stress



## Google Site, Job Aids & Digital Tools

- 3 videos on how to use the site and the tools
- 7 Safe Working Guides
- 11 Cleaning Instructional Guides (text and picture based)
- 6 Cleaning Instructional Videos
- Job Site Guide – work locations and task lists
- Self Assessments - skill and work satisfaction
- Supervisors - skill and performance feedback
- Google Calendar & Gmail
- Access to other Google apps
- SkillsPass NL account and access to on-line training

## ● ● ● Research Project Status



20 participants engaged to date:

- Issued Chromebooks
- Provided access to Gmail, Calendar and private Google site
- Provided on-going training and support
- 90% retention rate for research participants

## ● ● ● Early Evidence of Impact to Participants

**Digital Literacy** – participants who initially rated themselves lowest in comfort with technology showed the largest gains in comfort and knowledge

**Job Satisfaction** – to date, 81% of participants describe working with Clean Start as “good” or “very good”

**Labour Market Attachment** – most participants indicated an increase in their ability to work independently, most are working more hours and 2 participants have been promoted to positions with more responsibility during their participation



## Impact - Participant Comments

"Gave helpful steps to do things in a certain order."

"How-to instructional videos have been helpful to make things easier."

"More confident and better worker; taking pride in my work."

"If I get a new job, this experience will be very helpful to a new job."



## THANK YOU



**Kelly Guitard (She/Her)**  
Research Project Coordinator  
Employment Services  
Stella's Circle  
P: 738-0571  
C:697-1689  
E: [k.guitard@StellasCircle.ca](mailto:k.guitard@StellasCircle.ca)



# NL WORKFORCE INNOVATOR



## Research Project: *Enhancing the Women in SETT Leadership Program in NL*

The Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre) is an action-oriented organization that aspires to recruit, retain and advance women in SETT fields. It takes a national focus on advocating for women's full inclusion in SETT workplaces and fosters links between academia, industry, governments, professional associations, unions and non-government organizations. The Centre was incorporated in 2009 as a Canadian not-for-profit corporation. WinSETT's vision is a world where women participate fully in science, engineering, trades and technology.

The WinSETT Centre's Women in SETT Leadership Program has been delivered for eight years in Newfoundland and Labrador (2010-2018), through a partnership with WISE NL and company and university sponsorship. It has delivered 30 interactive leadership workshops during this time, and about 400 women from many different workplaces throughout the province have participated in the program.

This project will focus on the low number of women being retained, supported and promoted in Science, Engineering, Trades and Technology fields and to increase women in underrepresented areas of the labour force.



## Primary Research Question:

- What impact has the WinSETT Leadership Program had on the women in Newfoundland and Labrador (NL) who have taken the program and their organizations?
- Can the Leadership Program be made more effective and more available to women in isolated and remote workplaces in NL through the delivery of a series of webinars?

## Who

Research led by Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre)

## Where

Newfoundland and Labrador (St. John's, Labrador City)

## When

March 2019 - October 2021

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



## Research Project Update NL Workforce Innovators Roundtable 2021

October 5, 2021

*Presenter: Susan Hollett*

WinSETT Centre

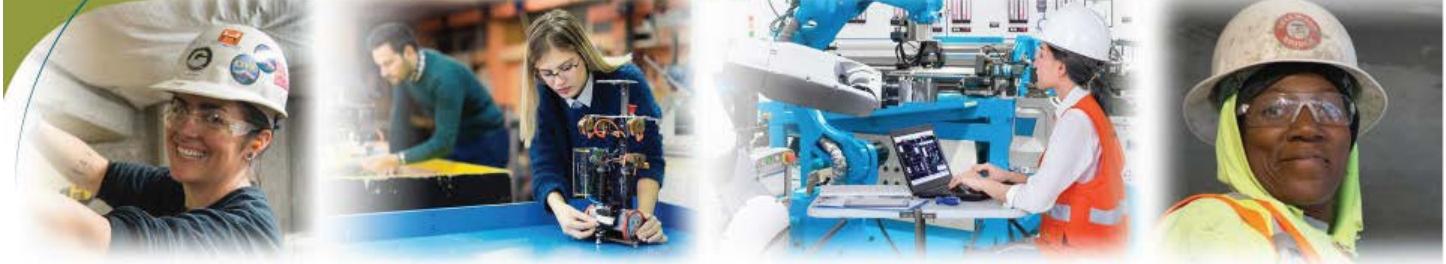
[www.winsett.ca](http://www.winsett.ca)

### Land Acknowledgement

As a national organization, WinSETT respectfully recognizes we live and work on the traditional and unceded territories of the many Indigenous Nations and First Peoples that have thrived throughout Canada since time immemorial

At WinSETT, we strive for respectful partnerships with all the peoples of this country as we search for collective healing and true reconciliation and honour this beautiful land together





## About WinSETT

**VISION:** A world where women participate fully in science, engineering, trades and technology.

A Federally incorporated not for profit in 2010

WInSETT Centre

[www.winsett.ca](http://www.winsett.ca)

### Enhancing the Women in SETT Leadership Program in NL *Research Project Overview*



1. What impact has the WinSETT Leadership Program had on the women in Newfoundland and Labrador who have taken the program and their organizations?
2. Can the Leadership Program be made more effective and available to more Newfoundland and Labrador women in isolated and remote SETT workplaces through the delivery of a series of webinars?

WInSETT Centre

[www.winsett.ca](http://www.winsett.ca)

## Major Findings



### Microaggressions

March 11, 2021

WinSETT Centre

[www.winsett.ca](http://www.winsett.ca)

1. Leadership Program was found to be very relevant to both employers and employees by addressing the well documented inequity for women in the SETT field.
2. Providing online segments of the LP enabled more men and women to learn and grow.
3. Online offering was critical to efficiency and effectiveness during the pandemic (and probably after)
4. Having a Learner-focused website with current and easily navigable info was critical to marketing (<https://winsettcentre.org/leadership-program/overview/>)
5. Updating the in person workshops with current data, and making them more accessible and inclusive will enable the programming to stay relevant, even though we can't offer them in person yet.



*"Within two years, I became a supervisor and later a manager. I was ready but I didn't have the courage to promote myself. This program provided with the tools to do that."*

# Impact (on Program and Participants)

## WinSETT Impacts

- Environment and Jurisdictional Scans provided insight into our operating environment
- Thorough Program Evaluation gave us lots of recommendations for the future and data on our impact
- 12 online Skill builders created and piloted, including process; Content for 6 in person workshops updated
- Facilitators trained to develop and deliver online Content.

WinSETT Centre

## Participant Impact

- 237 Participants in the 12 Online Pilots
- All Pilots were favourably evaluated
- Invited and engaged women from NL organizations such as IOCC, NARL, NF Power, NL Hydro, Mun Engineering and PEGNL.
- Participants committed to acting on each of the Skill Builders topics

[www.winsett.ca](http://www.winsett.ca)



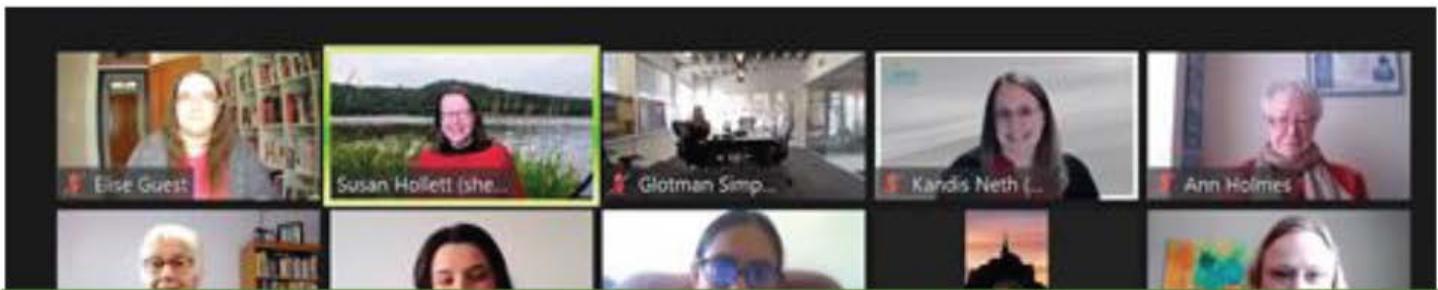
## Participants in Online Pilots

Topic	Date	Registered
Microaggressions	19-Aug-20	15
Unconscious Bias	27-Aug-20	23
Communications Styles	19-Sep-20	16
Negotiation	07-Oct-20	25
Leading Change	10-Nov-20	15
Difficult Conversations	12-Nov-20	22
Mentors and Sponsors	13-Jan-21	24
Navigating Politics	28-Jan-21	16
Working with Challenging People	12-Feb-21	21
Allyship	23-Feb-21	13
Self Promotion	01-Mar-21	24
Respectful and Inclusive Workplaces	15-Apr-21	23
	12	237

WinSETT Centre

[www.winsett.ca](http://www.winsett.ca)





## What will you do Different after this UB Session?

- *Be mindful before I speak to ensure what I'm going to say is not offensive to my audience.*
- *Continue to help others navigate Unconscious Bias*
- *Be an ally.*
- *Try to incorporate some of things we learned into our hiring practices at work*

## Opportunities & Recommendations

- Online programming needs to be as close to in person experience as possible – *interactive, professionally facilitated interpersonal, and based on lived experience*
- Wrap around supports would deepen impact – *peer mentoring, coaching, networking*
- Marketing of the LP needs more resources

WinSETT Centre

- We need more support & training for people who hire, manage and employ women in SETT
- Training programs like the WinSETT Leadership Program needs to be continually evolving.



[www.winsett.ca](http://www.winsett.ca)



Ideas. Innovation. Impact.

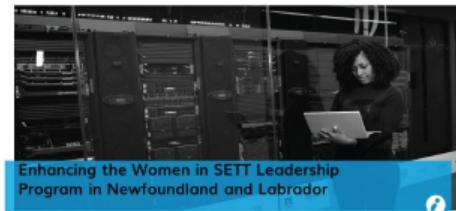
**Enhancing the Women in SETT Leadership Program in Newfoundland and Labrador** is a research project led by Canadian Centre for Women in Science, Engineering, Trades and Technology and funded by the NL Workforce Innovation Centre (NLWIC).



Canadian Centre for Women in  
Sciences, Engineering, Trades and Technology



The NLWIC, administered by the College of the North Atlantic (CNA), has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment, and entrepreneurship within the province's labour force and particularly under-represented groups. Funding for NLWIC is provided by the Department of Advanced Education, Skills and Labour (AESL) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.



College of the North Atlantic



**Continue the conversation – join us  
on Social Media**



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WinSETT Centre

[www.winsett.ca](http://www.winsett.ca)



College of the North Atlantic





# SECTORS

# NL WORKFORCE INNOVATOR



## Research Project: *Tourism Reskilling for Non-Tourism Sector Workers*

Tourism is one of the largest employers in the province and is expected to grow significantly in the coming years, creating demand for jobs. However, the current pool of available labour is not expected to keep up, creating a gap between the number of jobs that would be supported by potential spending, and the number of jobs that will be filled.

This project will identify training required in rural tourism destinations that have a high potential to expand their tourism industry but face unemployment or low workforce participation. The project will then deliver that training to employees and to individuals that are unemployed and require retraining to work in the tourism sector, or who have dropped out of the labour force but desire to work in tourism. It will adapt existing training opportunities to meet the needs of the destination and allow learners to acquire the tourism skills needed to work competently, safely, and productively.



## Tourism Reskilling for Non-Tourism Sector Workers



### Primary Research Question:

- Will reskilling for tourism allow unemployed workers from non-tourism industries to enter the tourism labour force and support the development and expansion of a destination's tourism product offering?

### Who

Research led by Hospitality Newfoundland and Labrador (HNL), in partnership with Tourism HR Canada.

### Where

Research to be conducted within communities across Newfoundland and Labrador.

### When

January 2018 – November 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



Tourism **HR**  
Canada



2018-2022



NL WORKFORCE  
**INNOVATION**  
CENTRE

Linda Hickey  
Reskill  
Project  
Coordinator





### Research Question

Will reskilling for tourism allow unemployed workers from non-tourism industries to enter the tourism labour force and support the development and expansion of a destination's tourism product offering?

## Reskill Going Forward

Due to the impact of Covid-19 on our research project we have requested and received approval from NLWIC to extend the Reskill project to November 2022.

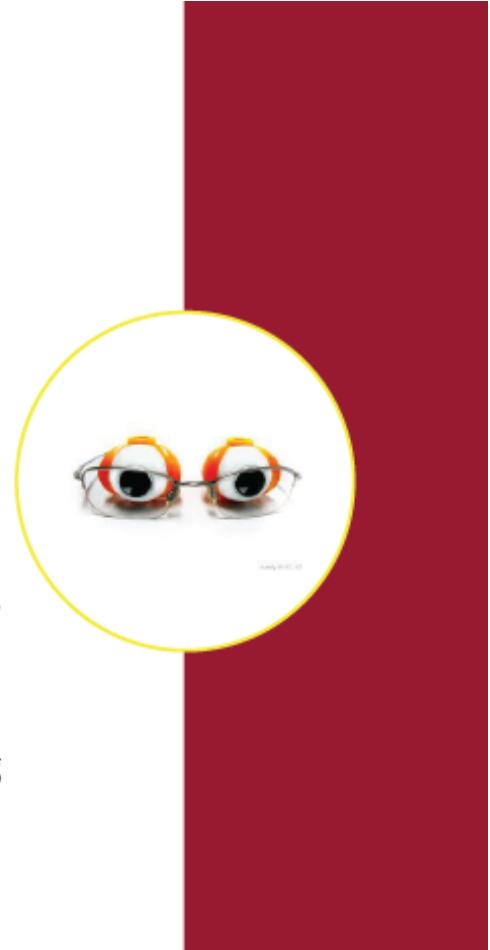
## Reskill Project Changes going forward

Perception/Sentiment Surveys to capture

- Perceptions of Work in Tourism
- Effect of Covid-19
- Perceived Impact of Training vs Other Incentives
- Track Labour Market & Tourism Demand Trends

# Project Overview to Date

- Established skills needs, with a focus on new and emergent transferable skills which are currently lacking
- Determined the exact skill upgrading participants require to work in the tourism sector
- Delivered training to tourism business operations and employees in Western and Central Regions
- Covid 19 impacted potential workers from joining or rejoining the labour force



## EARLY LEARNINGS

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Four regions assessed to date – early learnings indicate that providing training to leverage workplace skills in all forms in the tourism industry is providing excellent results

Learners are inspired to participate in the training identified through Needs Assessments and feel it enhances their job skills and employment opportunities

Tourism Operators are recognizing that specific skills are required for staff and skilled employees impacts their business bottom line

# EARLY LEARNINGS

Tourism Operators are more open to having their employees engaged in learning to obtain new skills

The Needs Assessments indicate that workers are unprepared when it comes to skills for work in the tourism industry and making a personal investment in Reskill, citing it needs to be a requirement of employment

Results indicate that Reskilling doesn't have to be a daunting process and learners are more than willing to participate **with support**

## Project Phases Remaining Post Covid

- Project Initiation and Community/Employer Recruitment Bonavista / Avalon Regions
- Skills Need Assessments
  - Recruitment of Learners
  - Learner Needs Assessme
- Training Delivery



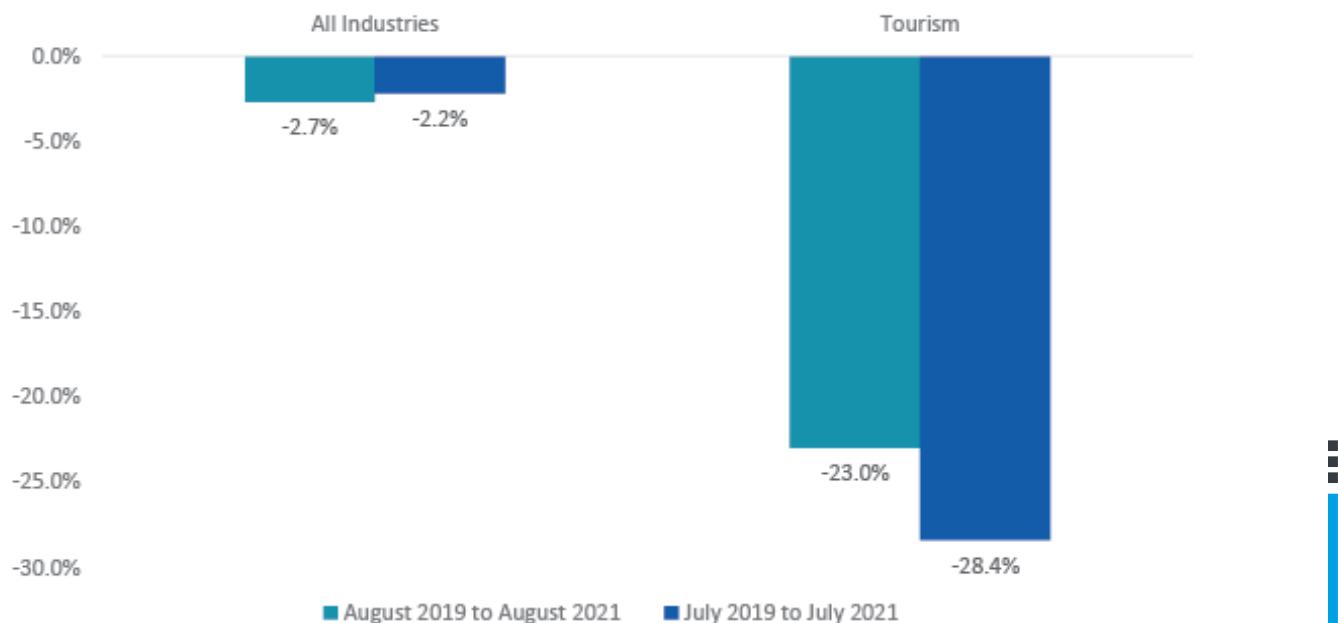
# Opportunities

Newfoundland and Labrador Tourism Employment in 2019, 2020 and 2021  
(seasonally unadjusted)



# Opportunities

Newfoundland and Labrador Summer Employment Change, All Industries & Tourism (seasonally unadjusted)



# Final Project Report

Information gathered throughout the project will be compiled and a report on the impact and success of the training initiative will be completed for submission to NLWIC and Key stakeholders



## Reach Out to Us

### Hospitality NL

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# NL WORKFORCE INNOVATOR



## ***Research Project: Forest-based Bioeconomy Development in Newfoundland***

As a new and innovative paradigm in the forest sector, bioeconomy development offers an opportunity to attract, and therefore increase, the participation of underrepresented groups in the forest sector. Currently, women represent only six per cent of employment in the forest sector in NL, and other groups such as Indigenous Peoples and youth represent even lower percentages (Data source: NLFIA Survey, 2018).

The new bioeconomy will require new skills to reach its full economic potential with increased demand for employment among those underrepresented groups, particularly in rural areas of the province. Training will be required to ensure the right skill sets are available for industrial partners and one output from this project will be new programs to enhance bioeconomy skills.



## Forest-based Bioeconomy Development in Newfoundland



### Primary Research Question:

- What opportunities exist for forest-based bioeconomy in NL?
- How can we prepare the forest sector in NL for opportunities in bioeconomy development?

### Who

Research led by NL Forest Industry Association (NLFIA)

### Where

Research to be conducted at locations in  
Corner Brook, Hampden, Summerford, Bloomfield

### When

February 2019 – March 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# Forest-based Bio-economy Development in Newfoundland: Update and Opportunities to Date

**Presenter:** Dr. Stephen Decker, Grenfell Campus of Memorial University

**Proponent Organization:** NL Forest Industry Association

**Project Start Date:** March 2019 **Project End Date:** March 2022

**Project Status:** Ongoing



## Forest-based Bio-economy Development in Newfoundland

### Research Overview and Questions

- What opportunities exist in the area of employment diversification for forest-based bioeconomy in NL?
- What opportunities exist in the area of product development, network, and procurement processes for forest-based bioeconomy in NL?
- How can we prepare the forest sector in NL for opportunities in bioeconomy development?

### Research Process

- Case studies of five key forestry dependent communities in Newfoundland
- Engage stakeholders in each region to identify forest industry-based assets and actionable opportunities for new products and partnerships
- Identify opportunities for currently under-represented groups to participate in new opportunities
- Determine the supports needed to realize the opportunities identified (investments, technologies, skills training, etc.)
- Facilitate the realization of emergent programs and opportunities



## Research Project Update

- Consultations with mill owners completed in four case study regions
- Stakeholder consultations completed and partner project identified in one case study region
- Stakeholder consultations set to begin in case study regions 3 and 4
- Videos produced at three case study regions to highlight mill assets and partnership opportunities
- Consultation with mill administration in final case study region set to begin next month

### Early Learnings and Impacts

- Public engagement process impacts of public health restrictions
- Pandemic impacts on the forest industry and resulting partnership opportunities
- The need for workforce diversity is a common theme
- Role of photo-roman, documentary films in highlighting forest industry innovation and desire for diversification and partnerships
- Strong support for tangible partner projects with one project already moving toward realization



NLFIA, 2021

## Opportunities to Date

- Many forest-based diversification opportunities identified:
  - Recover mill heat discharge for co-located greenhouse
  - Use excess mill energy to produce hydrogen or electricity
  - Engage under-represented groups in apprenticeship training at mill
- PhD research project on gender perspectives on forest industry product and workforce diversification
- Proposed book chapter of the role of interactive documentary forms in public engagement process between community, forestry industry, and academic research partners
- Invitations to share experiences and findings with York University, forest industry association in BC, Natural Resources Canada, and provincial partners



A screenshot of the NLFIA website showing a forum interface. The top navigation bar includes 'Home', 'Health Check Module', 'All Projects', 'Search', 'Sign In / Register'. The main content area features a large image of logs, a section titled 'Round 1: Session Listener - Identifying mill assets', and a 'Post a Question' button. Below this are sections for 'Previously Asked Questions', 'Videos', and 'Who's Listening'. A sidebar on the right lists user profiles: Steve Parker, Heather Kellie, and Chris Parkinson.

# NL WORKFORCE INNOVATOR



## *Research Project: Development and Pilot Testing of an Innovative Demand-led Training Model to Support Entry and Retention in the Aquaculture Sector*

Labour and skills shortages have been documented in all regions of Newfoundland and Labrador, within all sectors of the economy including Aquaculture. In order to meet the increasing labour demand, the Aquaculture sector is needing to draw on a labour pool that is either more distant from the aquaculture labour market with gaps in essential skills, or who have been displaced from other sectors and lack core transferable skills. These gaps not only compromise success with technical training, but also result in many workers lacking the confidence and adaptability to even pursue further education and employment in aquaculture. As a result, in spite of the growing labour demand and availability of options for technical training, the sector increasingly faces low entry, high attrition, and ongoing labour shortages.



## Development and Pilot Testing of an Innovative Demand-led Training Model to Support Entry and Retention in the Aquaculture Sector



### Primary Research Question:

- Is it feasible to develop and implement a sector-specific model of essential skills training for the unemployed that is aligned and integrated with technical training and occupational requirements of the aquaculture sector?
- Does the model lead to positive training and employment outcomes including success with technical training, employment, and longer-term job retention with the aquaculture sector?"

### Who

Research led by Social Research and Demonstration Corporation, in partnership with the College of the North Atlantic, and the Marine Institute.

### Where

Research to be conducted within communities across Newfoundland and Labrador.

### When

January 2018- June 2020 \**This research project is completed.*

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

## Development and pilot testing of an innovative demand-led training model to support entry and retention in the Aquaculture sector

*Boris Palameta*

*Social Research and Demonstration Corporation*



## Development and pilot testing of an innovative demand-led training model to support entry and retention in the Aquaculture sector

**Duration of Project:** January 2018 to June 2020

**Project lead:** Social Research and Demonstration Corporation (SRDC)

**Partners:** College of the North Atlantic (CNA) and the Marine Institute (MI)

**Location:** Coast of Bays region, Newfoundland

**Target population:** Distant from labour market and/or displaced; older workers; youth; Indigenous; newcomers

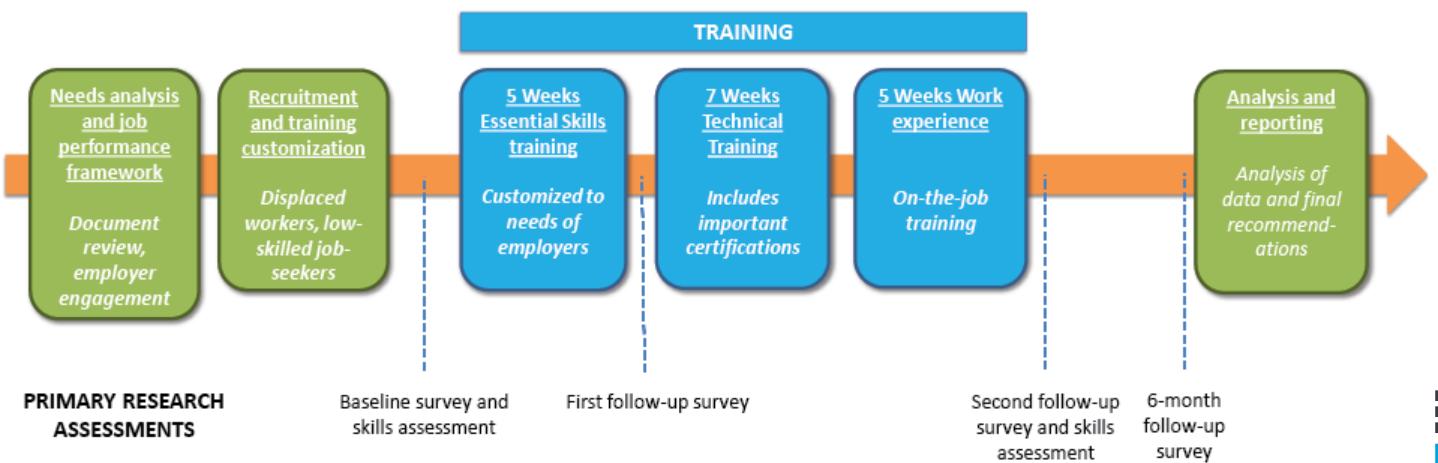


## Research Questions

1. Is it feasible to develop and implement an aquaculture sector-specific training model for the unemployed?
2. Does the model lead to positive training and employment outcomes?



## Design and methodology



## Stakeholder engagement to align training with sectoral needs

The skills required are impacted by industry change: 1) increasing use of technology, 2) general expansion and innovation, and 3) new workforce recruitment strategies

### Main skill needs:

- Digital skills, and using other skills (e.g., reading, numeracy) within digital environments
- Greater understanding of how specific technical tasks fit into larger production cycle
- Continuous learning and skill upgrading
- Soft skills (e.g., working with others, communication), especially as workforce increases in diversity



## Implementation was a success

- **Recruitment:** 24 applications received, 16 individuals registered, all men from NL
- **Employers:** High engagement and interest, participated in needs analysis and provided work placements
- **Student engagement:** 12 completed all three training components, good attendance and grades, highly engaged in training
- **Student satisfaction:** High satisfaction with training, gratitude for opportunity to learn and improve skills, especially communication and computer skills, excited to start new career
- **Program staff/Partners:** Delivery program went smoothly, good model for the sector, interest in further implementation of model

*"You're never too old to learn new things as long as you put enough effort into it."*

*"It was a great life experience for myself. Finished off work term with full time job offer. Looking forward to doing fishing master 4 course within next 3 yrs. Recommend this to anyone."*



## Outcomes depend on distance from labour market

### Displaced workers (6 participants):

- All in 30s and 40s, 83% married
- 67% completed PSE
- 83% worked at least 2 of the last 3 years
  - With 10+ yrs experience in last sector (e.g. construction)
- 100% receiving EI
- Gains in essential and soft skills
  - Transition to high performance in technical training and work experience
- Five hired after the work experience
- One left for a job during technical training

### Disconnected workers (10 participants):

- Most in 20s or 50+, 40% married
- 40% completed PSE
- 0% worked at least 2 of the last 3 years
  - 50% with experience in aquaculture, but short duration
- 30% receiving EI; 40% receiving IA
- Gains in essential and soft skills
  - Mixed performance in technical training and work experience
- Four hired after the work experience
- One left for a job after technical training
- Three completed training but not hired
- Two dropped out in the first week



## RECOMMENDATIONS/OPPORTUNITIES

- Multi-component training to bridge participants into work
  - Transferable skills to boost chances of success in technical training and transition to work experience
- Training informed by employer engagement and needs analysis
  - Priorities for skills development, timed to business cycle
- Tailor training to participant needs
  - Targeted/shorter duration skills training for some; one-on-one supports/job coaching for others
- Measure what matters
  - Measures aligned with training goals and content, and job performance requirements
- Centralized online portal to facilitate recruitment, remote learning and employer connection
  - Build better branding with social media campaigns, targeting high-priority populations (e.g. recent HS grads, NEET youth)





# SPECIFIC UNDERREPRESENTED GROUP FOCUS



# NL WORKFORCE INNOVATOR



ACADEMYCANADA

## Research Project: *Enhancing Employability Through Soft Skills Development*

Strong soft or essential skills are the key to workplace success. They are used in different combinations within all jobs. Workers who can communicate well, act professionally, are able to handle disputes, and understand workplace expectations are typically much better employees. They can learn new technical skills more quickly; can teach others more effectively; are able to contribute more deliberately; and can adapt to change.

The aim of this project is address the soft skill deficiencies that some struggle with. We will work to increase the work-ready labour supply by providing individuals with the training needed to become valuable and productive members of the province's workforce.

At Academy Canada we are excited to apply our 35 years of training experience to this new partnership with the Newfoundland and Labrador Workforce Innovation Centre. We believe this is an important extension of the work we've already been doing with our 30,000 alumni since 1985.

Our research project and pilot program proposes to identify the soft skills gaps among Newfoundland and Labrador's labour supply and to evaluate the impact of a specially designed soft skills development workshop series on the employability of its participants.



## Enhancing Employability Through Soft Skills Development



### Primary Research Question:

- Will focused soft skills training enhance the employability of Newfoundlanders and Labradorians?

### Who

Research led by Academy Canada.

### Where

Research data will be collected from all across the Province.  
Workshops will be held in St. John's and Corner Brook.

### When

October 2019 - October 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

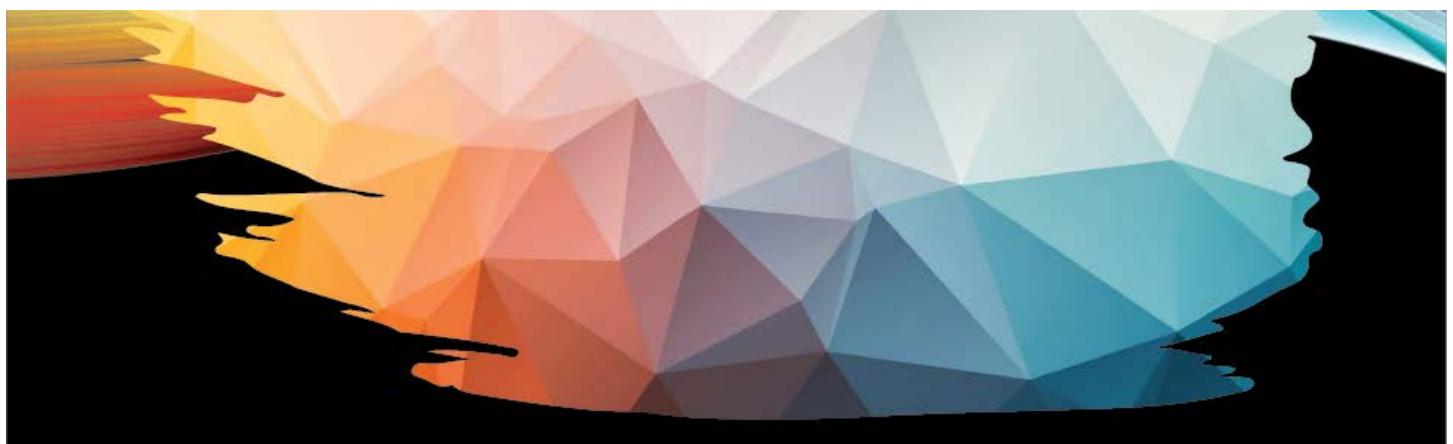
ENHANCING EMPLOYABILITY THROUGH SOFT SKILLS  
DEVELOPMENT

ACADEMY CANADA

PRESENTED BY JENNIFER BOLT

PROJECT START DATE: OCTOBER 21ST, 2019- PRESENT

CURRENT STATUS: ONGOING



ENHANCING EMPLOYABILITY THROUGH SOFT  
SKILL DEVELOPMENT

Academy Canada

# PROJECT OVERVIEW:

## *ENHANCING EMPLOYABILITY THROUGH SOFT SKILLS DEVELOPMENT*



Our **Research Question** is:



Will focused soft skills training enhance the employability of Newfoundlanders and Labradorians?

The project consists of 4 phases:

- Phase I
  - conducted in-depth labour market analysis
  - performed a literature and inter-jurisdictional review
  - evaluated these approaches to determine their suitability for addressing our needs.
  
- Phase II
  - expanded the labour market analysis through needs assessment interviews and surveys.
  - engaged employers, members of local community and service groups, graduates/current students and instructors from Academy Canada, as well as other provincial colleges.

## PROJECT UPDATE



# PROJECT UPDATE



- Based on the results of our research, we identified and chose the following set of skills as the focus of the skill development workshops:

- Working with others
- Oral Communication
- Personal management, adaptability, and self-awareness
- Critical thinking and problem solving
- Time management, planning and goal setting

# PROJECT UPDATE

- **Phase III (current phase)**
  - involves the preparation, delivery, and impact assessment of the workshops.
  - workshops have been prepared and are in the process of being delivered to current students and graduates from Newfoundland and Labrador post-secondary institutions, clients of various community and service organizations, and other members of the public.
  - will be collecting feedback from participants on the value of the workshops and assessing the preliminary impact on employability.

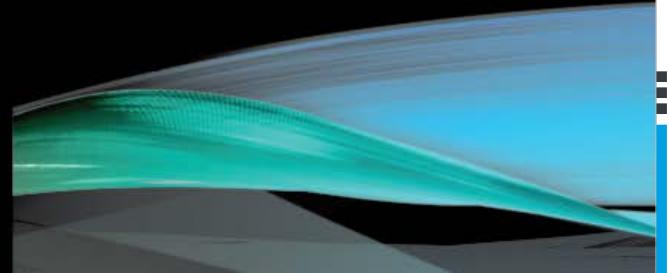


# PROJECT UPDATE

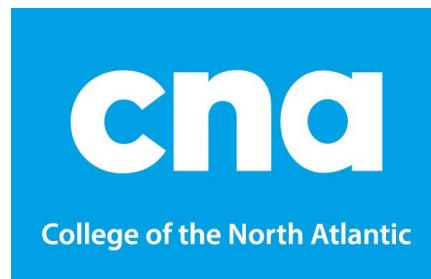
- Phase IV
  - all findings will be summarized in a report and all workshop materials will be made available to NLWIC.
  - public access to this information will allow other post-secondary institutions and community organizations to modify or replicate aspects of the soft skills training program for their own delivery.



THANK YOU!



# NL WORKFORCE INNOVATOR



## ***Research Project: Alternate Admissions Academic Readiness Assessment Processes and Tools for Indigenous Peoples***

This project will research alternative admissions academic readiness assessment processes, pathways and tools for indigenous students that are reliable, valid, culturally sensitive and appropriate. This project aligns with The Government of Newfoundland and Labrador's The Way Forward document by helping build a stronger economy by improving access to employment training, improving admissions services and outcomes, and engaging indigenous communities. By improving accessibility to college programs for indigenous groups, supply of labour should more closely match employer and market requirements, and the college will be able to enhance delivery of academic training programs that result in employment.



**Alternate Admissions Academic Readiness Assessment  
Processes and Tools for Indigenous Peoples**



## Primary Research Question:

- What are the current best practices in alternative admissions academic readiness assessment processes, pathways and tools for indigenous students that are reliable, valid, culturally sensitive and appropriate to inform the development of an assessment model and tools for use in Admissions at College of the North Atlantic, Newfoundland and Labrador?

## Who

Research led by College of the North Atlantic.

## Where

Research to be conducted within the College of the North Atlantic campuses of Newfoundland and Labrador

## When

February 2019 – March 2023

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# The Readiness Project

## *Alternate Admissions Academic Readiness Assessment Processes and Tools for Indigenous Peoples*

*Ongoing Research Project, 04.01.2019-03.31-2023*



Project Update, September 28, 2021  
Janine Murphy and Malin Enström  
College of the North Atlantic



### Research Question

What are the current best practices in alternative admissions academic readiness assessment processes, pathways and tools for indigenous students that are reliable, valid, culturally sensitive and appropriate to inform the development of an assessment model and tools for use in Admissions at College of the North Atlantic, Newfoundland and Labrador?



## Project Goals

- Collaborate with Indigenous partners
- Identify or develop appropriate process for Indigenous mature student admission
- Pilot new process
- Make recommendations to CNA

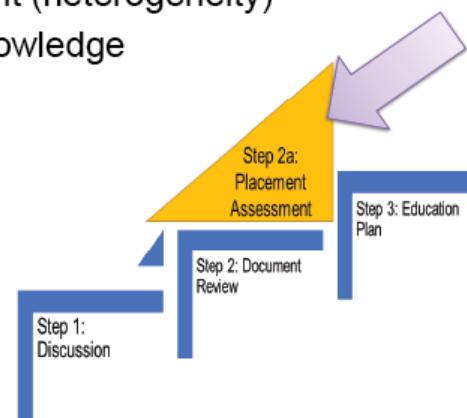


## Activities to Date: Holistic Mature Student Placement Model



# From Assessment to Placement

- Draws on recent scholarship on College Readiness
  - Holistic and multi-faceted approach to understanding readiness
    - Readiness is different for every applicant (heterogeneity)
    - Readiness is more than just content knowledge
- Four key indicators
  1. Numeracy competences
  2. Reading competences
  3. Writing competences
  4. Study and applied-learning competences



Academic Behaviours	Successes/ challenges, likes/dislikes, strengths/ weaknesses	Cultural Safety Respect Responsibility Relevance Reciprocity
	Describe barriers (past and present) and future aspirations	
	Explore motivations for completing post-secondary education	
Contextual Skills	Identify role models and supports	
	Establish next steps for document review and application processes	
Key cognitive strategies	Curriculum sample	
Content knowledge	Numeracy skills	
	Reading skills	
	Writing skills	

## The Holistic Placement Model for Admissions



# Thank you!



# NL WORKFORCE INNOVATOR



## ***Research Project: Pathways to Work: Co-designing Improved Employment Pathways for Inuit Youth in Nunatsiavut, Labrador***

Research shows that Indigenous youth often face multiple barriers to employment and typically have lower employment rates than non-Indigenous youth in Canada. As in other parts of Canada, many services exist to connect youth with employment. However, unemployment rates in northern Labrador – particularly in the coastal communities of Nunatsiavut – remain high. There are also few, if any, studies that examine how to strengthen Inuit youth pathways to employment in this rural and remote context. This project is designed to tackle two existing challenges to Inuit youth employment in Labrador:

1. A lack of awareness among employers, community stakeholders, and youth about effective practices to enhance youth employment and how these could be adapted locally.
2. A lack of alignment between youth's skills and assets and the available services, resources, and opportunities in the community.

This project is intended to better understand assets and gaps in youth employment in Nunatsiavut, Labrador. Throughout the project the Social Research Development Corporation (SRDC) will work with partners and local stakeholders to create a replicable prototype for aligning the skills of local youth with available funding and job opportunities.



## Pathways to Work: Co-designing Improved Employment Pathways for Inuit Youth in Nunatsiavut, Labrador



### Primary Research Question:

- How can the perspectives of youth, employers, and community stakeholders be integrated to co-design a contextually responsive and strengthened pathway to work for Inuit youth in rural and remote communities in Labrador?
- How can a co-design process be used to improve efficiencies in aligning the emerging labour force with labour market demand and economic development opportunities?
- What can we learn from employers, community stakeholders, and Inuit youth about barriers to uptake of services currently offered to strengthen Inuit youths' connection to employment, and the community assets and resources available to address these barriers?

### Who

Research led by Social Research Development Corporation in Consultation with Nunatsiavut Government.

### Where

Research to be conducted within the rural and remote communities of Labrador.

### When

April 2018 - December 2019

*\*This research project is completed.*

### Research Project Updates

The following slides were presented at a stakeholder briefing on July 29, 2021.



**Pathways to Work: Co-designing Improved Employment Pathways for Inuit Youth in Nunatsiavut, Labrador** is a research project led by Social Research and Demonstration Corporation and funded by NL Workforce Innovation Centre (NLWIC).



**Canada**



The NLWIC, administered by the College of the North Atlantic (CNA), has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of ideas and models of innovation in workforce development that will positively impact employability, employment, and entrepreneurship within the province's labour force and particularly under-represented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.



Pathways to Work: Co-designing Improved Employment Pathways for Inuit Youth in Nunatsiavut, Labrador

**Stakeholder Briefing #2**  
**July 29, 2021**



## Pathways to Work: Co-designing improved employment pathways for Inuit youth in Nunatsiavut, Labrador

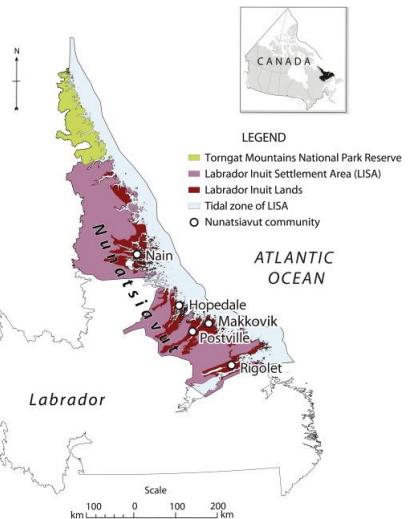


SRDC and community members in Nunatsiavut representing various stakeholders in the area of youth supports and employment, such as employment support providers, and youth supports, partnered together to do this work.

In addition to working with community partners, engagement and partnership development took place at the outset with members from Nunatsiavut Government departments.



## Nunatsiavut, Labrador



- The project took place in Nain, Nunatsiavut, and aimed to explore youth experiences and opportunities across the five coastal communities in Nunatsiavut.
- The project focused on pathways to work for Inuit youth (aged 16-30).



## Research questions



- How can the perspectives of youth, employers, and community stakeholders be integrated to co-design a contextually responsive and strengthened pathway to work for Inuit youth in rural and remote communities in Labrador?
- How can a co-design process be used to improve efficiencies in aligning the emerging labour force with labour market demand and economic development opportunities?
- What can we learn from employers, community stakeholders, and Inuit youth about barriers to uptake of services currently offered to strengthen Inuit youths' connection to employment, and the community assets and resources available to address these barriers?



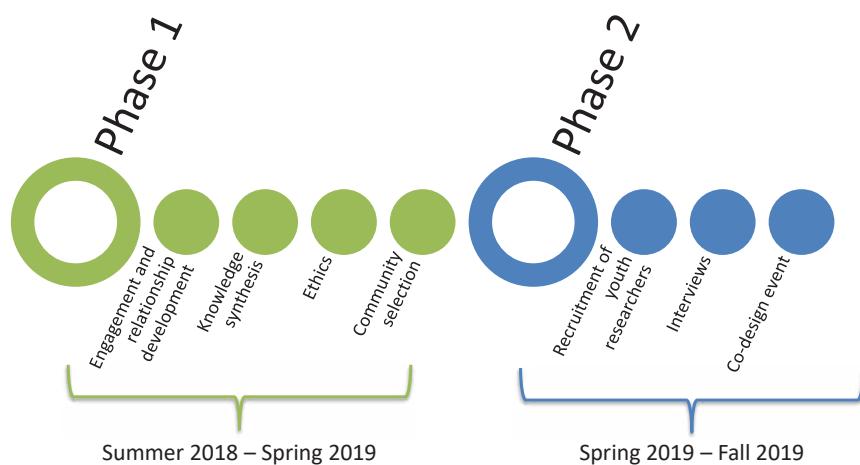
## Co-designing improved pathways to employment

**Phase 1:** In the first, inquiry phase, we completed a jurisdictional scan and knowledge synthesis, identifying effective practice in youth employment in rural and remote communities.

**Phase 2:** The second, co-design phase brought youth, employers, and community stakeholders in the region together to develop creative ideas, priorities, and prototypes of ways to improve the alignment of local employers' needs and opportunities with the abilities and skills of local youth.



### Project timeline



# Phase 1 – Exploring promising practices for supporting Indigenous youth along their journey to employment

## METHODS

- Identify search criteria
  - Inuit
  - Youth
  - Inuit Nunangat, Nunaat, and remote areas
  - Employment supports
  - Published between 2009-2019\*
- Searched multiple databases and program reports
- Facilitated conversations with youth, DEED and DHSD employees (June 2018)



Structural, market-related, demand-side, and education/training barriers exist for youth in remote contexts

Source of the barrier	Findings from literature scan	Findings from stakeholder engagements
Basic structural barriers	Lack of access to internet; water insecurity; health inequity; housing inadequacy; lack of transportation (Goldhar et al., 2013; Li & Smith, 2016; Mignone & Henley, 2009; Statistics Canada, 2018; Young, Chatwood, & Marchildon, 2016).	Difficulty obtaining Government-issued identification; difficulty opening a bank account; overrepresentation in criminal justice system involvement.
Market-related barriers	Volatility of natural resource-based economies; reliance on sole source economies; job-specific training and skills may not be transferable; sudden influx of jobs and money can cause social disruption in communities; industry impact benefit agreements may provide little relevant benefit if only low-paying, low-skill positions are hired locally (Abele & Delic, 2014; Gunton, 2003; Komarnicki et al., 2012; Stedman, Parkins & Beckley, 2004; Strategic Policy and Research Branch, 2015a).	
Demand-side barriers	Employers have low levels of business engagement with Indigenous communities; employers and non-Indigenous employees lack cultural awareness; racism and discrimination; lack of inclusive workplace policies; fly in-fly out work shifts are common; reluctance to hire locally (Macrae et al., 2019; Howard, Edge, & Wyatt, 2012; Strategic Policy and Research Branch, 2015a; Wannell et al., 2016).	Lack of youth-friendly opportunities; lack of flexibility (e.g., fewer weekly hours, seasonal work); jobs require background checks/codes of conduct; workplaces reluctant to dedicate time and resources to developing work plans/professional development plans for young people.
Education and training barriers	Poor educational infrastructure; underfunded learning supports; culturally inappropriate and irrelevant educational approaches leading to disconnect and lack of engagement; higher education requires travel away from home; lack of role models in education/workplaces (Abele & Delic, 2014; Gordon & White, 2014; Komarnicki et al., 2012; NCCAH, 2017; Restoule et al., 2013).	Program funding is short-term and inconsistent; fewer training opportunities are available; lack of school guidance counsellors.

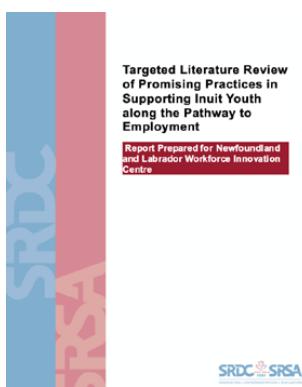


## Overarching promising practices in supporting youth on their pathways to employment, education, and training

- **Develop supports to address the difficult social and economic circumstances** facing youth who are not in employment or education, including barriers related to health and housing (Henderson, Hawke, & Chaim, 2017).
- **Adopt strengths-based approaches** (build on the strengths of young people, rather than focusing on weaknesses) and emphasize social bonds and community connections across all program activities. A strengths-based approach is consistent with Positive Youth Development principles which have been shown to strengthen relationships between adults and young people, develop leadership skills, and increase sense of belonging (University of Wisconsin-Madison, 2010).
- **Recognize the role of trauma** in the lives of youth. Hire qualified staff and provide training to ensure that staff are adequately prepared to recognize symptoms of trauma, connect youth to appropriate resources, and support youth in adopting healthy coping mechanisms.
- **Assist youth in applying for and obtaining government-issued identification** (MNP, 2014; Wannell et al., 2016). In our conversations with stakeholders, both youth and government staff explained that Service Canada Centres are not located in remote communities, which can pose challenges to obtaining identification like a social insurance number (SIN). Youth may not have the necessary documents (e.g., birth certificate) needed to apply for a SIN. Similarly, young people may not have a bank account and may require assistance opening one.



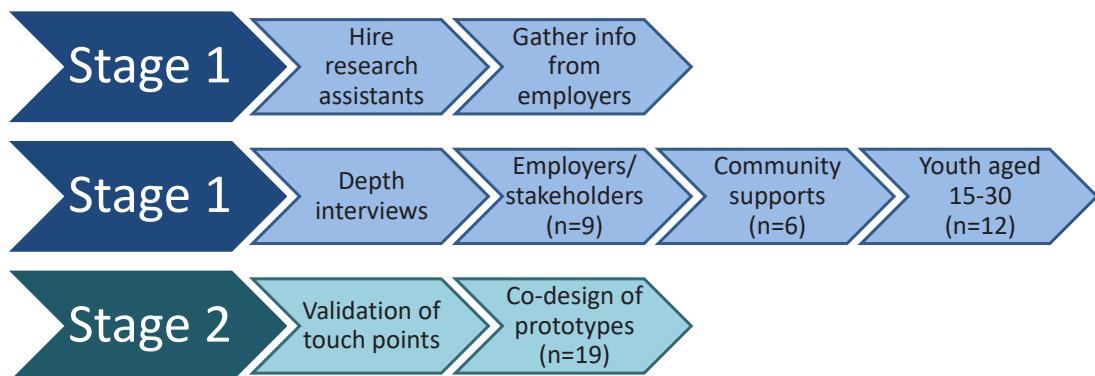
## Our report covers promising practices across various types of employment support programs



- Literacy and Essential Skills
- Work experience programs
- Employment services programs
- Job-specific training
- Financial support



## Phase 2 – Co-designing solutions with Nainimmuit youth, for Nainimmuit youth



### Stage 2 data collection

Data source	Participants	Timeline of data collection	Type of data	Mode of collection	Output generated
Interview data	Youth aged 15-30 (n=12) Employers and employment stakeholders (n=4) Employment and youth supports (n=6)	April to May 2019	Qualitative interview data	Semi-structured interviews conducted face to face lasting ~45 minutes (ranged from 15 to 80 minutes)	A journey map across two main points along the pathway to EET for youth
Short interview data	Employer and employment stakeholders (n=5)	July to October 2019	Descriptive data about EET opportunities	Structured interviews conducted face to face and by phone lasting ~15 minutes	Database of EET opportunities
Validation exercises	Employer and employment stakeholders (n=3) Employment and youth supports (n=3)	October to November 2019	Qualitative data Co-designed tool (power point) Co-designed labour market information prototype (video)	Small group discussions in person One-on-one discussions in person and by phone	Click-through tool Video and sharing platform for youth
Co-design drop-in	Youth (n=10)	October 2019		In-person discussions	



## Co-design in context: Creating prototypes with youth in Nain

- Adapting the process – pivoting the co-design
    - Process - from land-based to drop-in
    - Content – responding to youth use
  - Prioritizing co-design for action
    - Structural
    - Market-related
    - Community-level
  - Developing prototypes
- 
1. Shyness of youth who are disconnected from employment, education, and training opportunities in the community; and
  2. The lack of clear and concise information related to eligibility criteria, financial supports, and recruitment processes for the most readily available opportunities in Nain.



LEGEND  
Direct quote  
Finding

Finding & Applying to Programs or Jobs

Gaining & Maintaining Employment

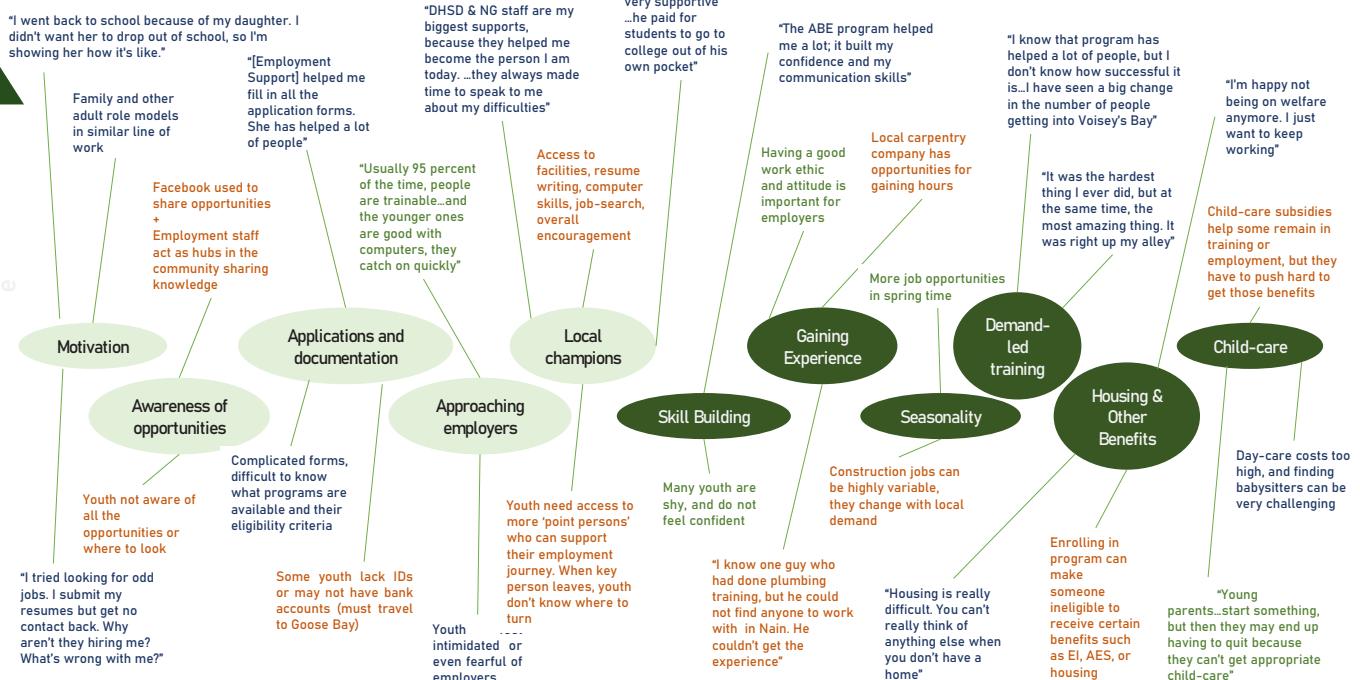


**LEGEND**  
Youth  
Employer  
Employment Support

## Finding & Applying to Programs or Jobs

## Gaining & Maintaining Employment

Positive Experience ↑

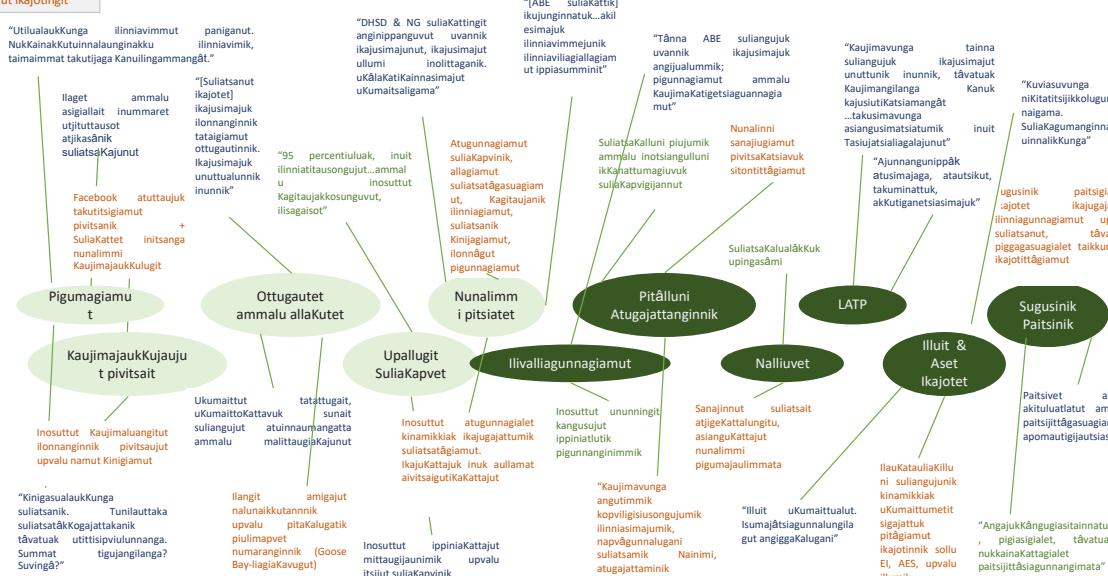


IllinganiKajuk  
Inosittuk  
Suliakapvik  
Suliatsanut ikajotgingit

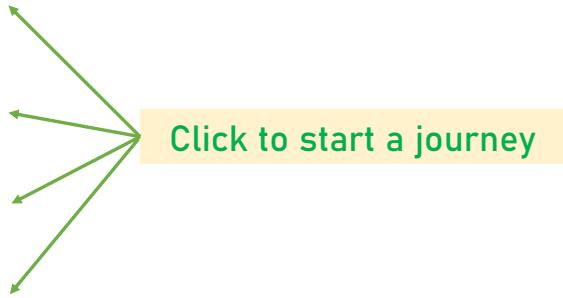
## Napvâk & Ottugajut Suliagijaujunik upvalu Suliatsamik

## Pitâlluni & Tigumialluni Suliatsamik

Plujiut Atutagiunganngut



- [Currently in high school \(HS\) or college](#)
- [Completed HS](#)
- [Completed some training](#)
- [Previous Job Experience](#)

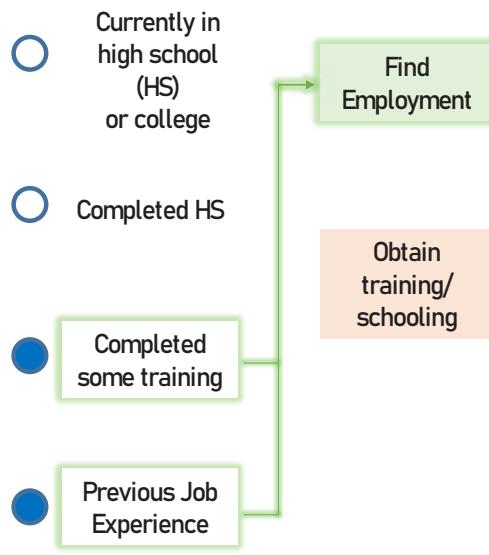


- [Currently in high school \(HS\) or college](#)
- [Completed HS](#)
- [Completed some training](#)
- [Previous Job Experience](#)

Find Employment

Obtain training/  
schooling

[BACK HOME](#)



### Inuit Pathways

#### Job Start

- Resources to accept job offer for those in pre-employment training or apprenticeship
- Tools or equipment
- Work clothing

#### Work Experience Program

- Support organizations to hire unemployed individuals
- Provide subsidies for wages
- Must show individuals have a 'need' for the additional support

#### Mobility Assistance

- Funds to support relocation for employment
- Can cover travel costs to outside of community

### LATP (Vale)

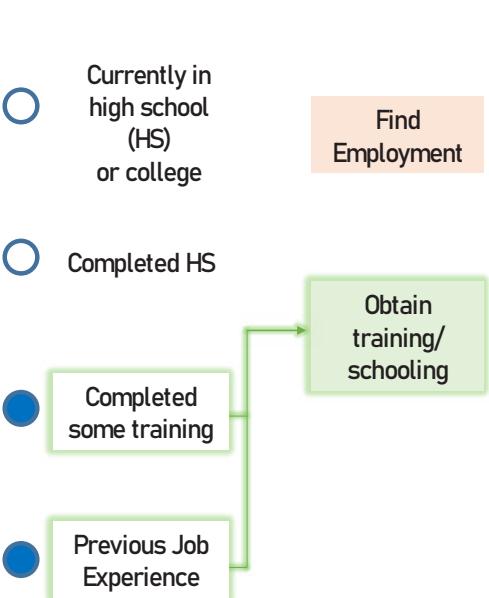
#### Wage Subsidy Program

- Support for earning hours towards apprenticeship program
- 60% wage for up to 20 weeks
- Does not exclude those who have committed an offense
- Focused towards trades

### Reaching Out in

- Visiting Nunatsiavut Govt. job board (Facebook/in-person)
- Canada's Job Bank
- Speaking to staff at ABE for job search support and interview practice

[BACK HOME](#)



### Inuit Pathways

#### Skill Development Fund

- Funds to help individuals get the training they need
- Financial support for books, supplies, travel, tutoring, or other certification fees

### PSSSP

#### Post-Secondary School Support Program

- Funds to pursue college, university, or other entrance program
- Financial assistance to cover full cost of attending school
- Includes mandatory counseling and providing updates about progress
- Ineligible for E if getting PSSSP

### LATP

#### Training Program

- Diverse opportunities in mining, underground trades, and other training programs
- Mainly with Vale, but some other companies may also be offering positions
- Program intakes occur at 3-4 month intervals
- High school required for many positions

### Adult Basic Education

- Allows for skills upgrading for entry into post-secondary or preparatory course

[BACK HOME](#)

- Currently in high school (HS) or college
  - Completed HS
  - Completed some training
  - Previous Job Experience
- [BACK HOME](#)

Gain  
experience  
or  
Learn about  
career  
options

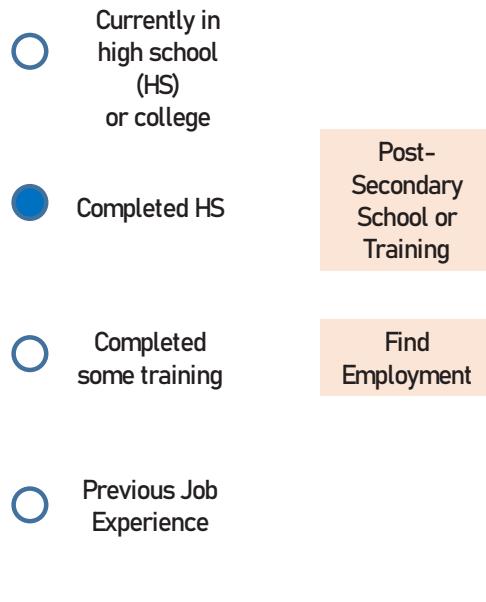
- Currently in high school (HS) or college
  - Completed HS
  - Completed some training
  - Previous Job Experience
- [BACK HOME](#)

### Inuit Pathways

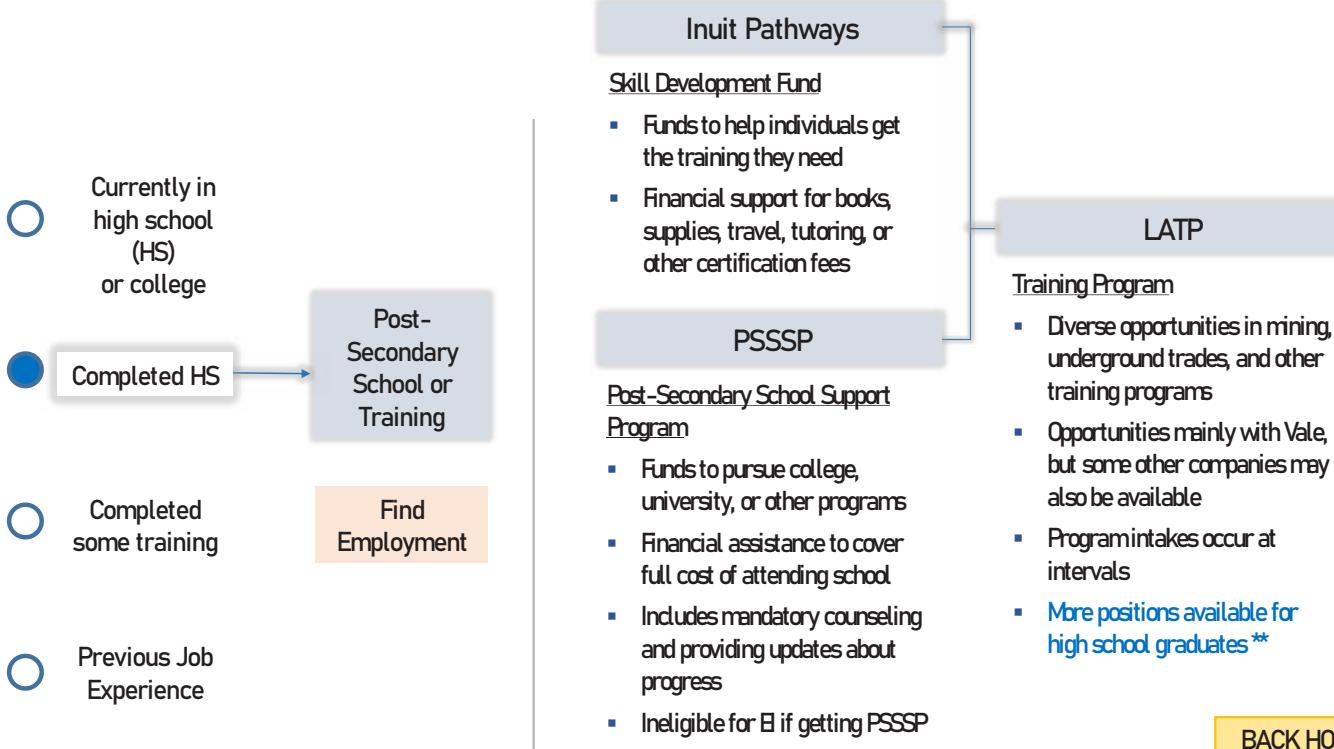
- Summer Work Program
- Short term job opportunities to develop career focus
  - Good for experiencing potential jobs after high school/ post-secondary
  - Age range is 15 to 30
  - Students must be returning to school after the summer

### Reaching Out in Community

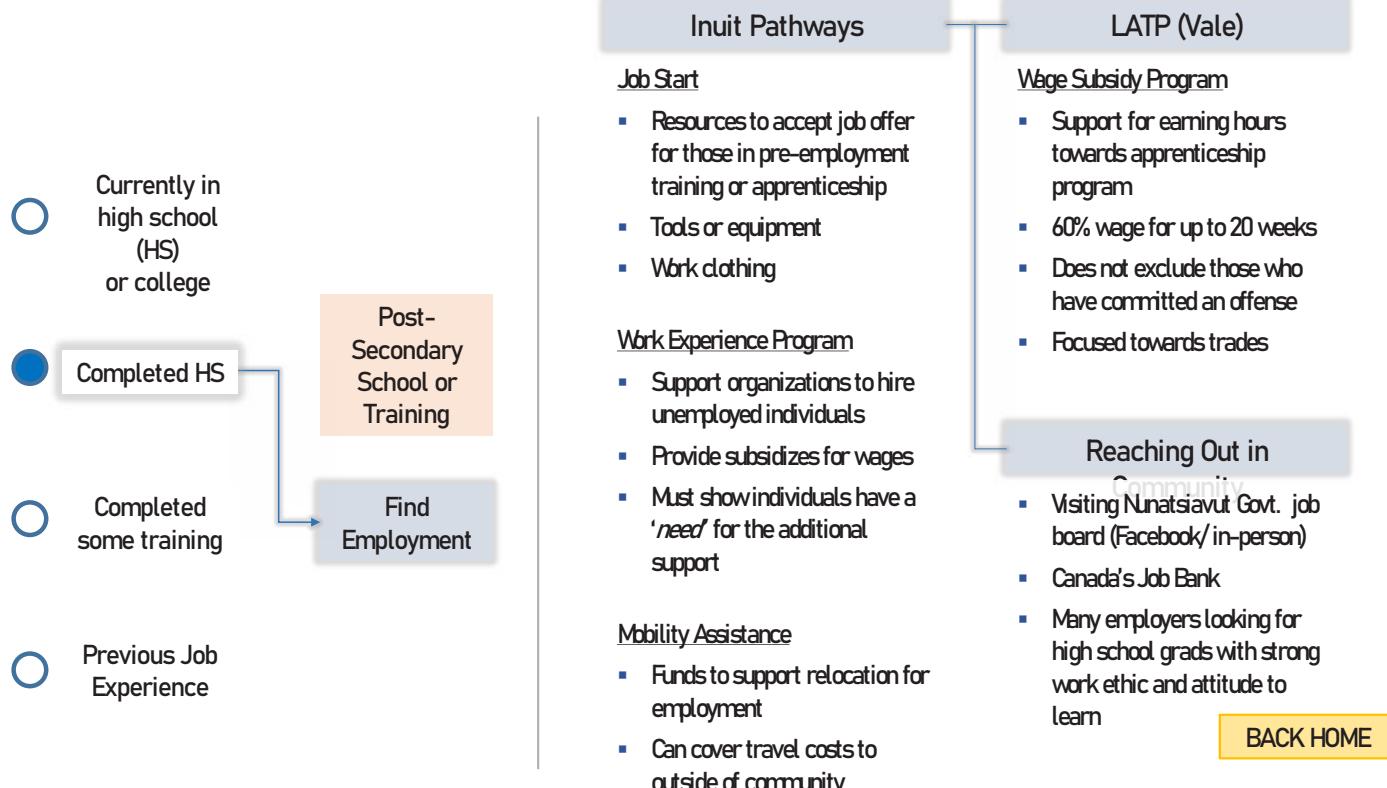
- Contacting NG office for job-shadowing opportunities
- Contacting family or friends for opportunity to learn skills (e.g., small engine repair or carpentry)
- Seasonal employment at local fish plant
- Part time employment at hotel or food shop



[BACK HOME](#)



[BACK HOME](#)



## Lessons learned and next steps



- Partnerships are vital to both the content and process of co-design
- Flexibility is key to ensuring co-design remains responsive and relevant
- Youth must be engaged at each stage of the process



## Recommendations

### Overall...

- Acknowledge youth in Nain face multiple obstacles with courage and perseverance
- Nunatsiavummiut youth want careers, and jobs that are meaningful to them, are a fit for them

### At the program and community levels...

- Make information about employment, education, and training RELATABLE and RELEVANT
- Reduce barriers to entry for programs aimed at youth
- Expose youth early and often to various types of career paths and options

### At the regional and systems levels...

- Align labour market supply (training) with demand at regional level
- Examine and address opportunities and threats related to financial supports while in education and training *and make these clear to youth*



## Contact

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# NL WORKFORCE INNOVATOR



## ***Research Project: Research on Barriers and Opportunities to Workforce Participation for Older Workers in Newfoundland and Labrador***

Newfoundland and Labrador's workforce is shrinking and aging fast, perhaps the fastest in the Country. We must consider a multipronged approach to growing our labour force and ensuring that those who want to remain active in the labour force can and are supported. Approaches include, Immigration, repatriation, creating a province of choice for youth, increased birth levels and ensuring older workers can remain in the workforce longer if they choose.

**Research on Barriers and Opportunities to Workforce Participation for Older (Experienced) Workers**

## Primary Research Question:

- Understand barriers that currently exist for older workers that want to remain in the workforce.
- Examine potential contribution of older workers to the labour market: Estimate number of workers over the age of 50 in Newfoundland and Labrador that would remain in the workforce if they could.
- Understand employer attitudes towards older workers.
- Develop recommendations to remove barriers and increase workforce participation of older workers.

## Who

Research led by St. John's Board of Trade.

## Where

All areas of Newfoundland & Labrador

## When

October 2019 – February 2022

## Research Project

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

**St. John's BOARD of TRADE**

**St. John's Board of Trade – Working Better with Age**

*Barriers and Opportunities to Workforce Participation for Older Workers in Newfoundland and Labrador*

October 5<sup>th</sup>, 2021



Ideas. Innovation. Impact.

**Research on Barriers and Opportunities to Workforce Participation for Older Workers in Newfoundland and Labrador** is a research project led by St. John's Board of Trade and funded by the NL Workforce Innovation Centre (NLWIC).



**Canada**



The NLWIC, administered by the College of the North Atlantic (CNA), has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment, and entrepreneurship within the province's labour force and particularly under-represented groups. Funding for NLWIC is provided by the Department of Advanced Education, Skills and Labour (AESL) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.



**Research on Barriers and Opportunities to Workforce Participation for Older Workers**



### St. John's Board of Trade - Older Workers Project

- In **The Way Forward on Workforce Development** the Government of Newfoundland and Labrador identified Older Workers age 55+ as a key demographic to help offset expected labor shortages in the Province.
- In Fall of 2019 The St. John's Board of Trade undertook a Research and Opportunities initiative funded by NLWIC to identify what barriers Older Workers age 55+ faced in retaining or seeking new employment in the Province. And, to identify opportunities for moving the Agenda forward.



### St. John's Board of Trade – Older Workers Project

The First Phase of the Older Workers Project was to conduct research into the barriers and opportunities Older Workers 55+ faced in the search to maintain or attain employment. The St John's Board of Trade hired MQO to conduct the research.

**St. John's Board of Trade - Older Workers Project**  
**MQO Research**



MQO was tasked with looking at three questions:

1. What is the approximate size of the potential labor pool of NL residents over age 55+ ?
2. What are the barriers to employment facing Older Workers 55+?
  - Employment environment – barriers to remain or reattach.
  - Employers – hiring practices and perceptions.
3. What are the opportunities to overcome these barriers?

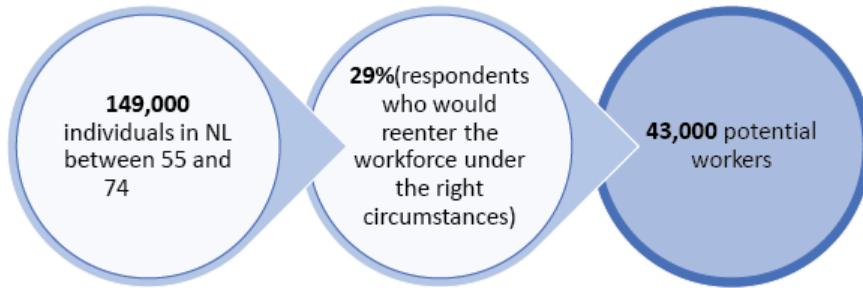
**St. John's Board of Trade - Older Workers Project**  
**MQO Research**



MQO answered the Labor Market Question – and delivered two Research Reports :

- Report on Barriers and Opportunities titled *Working Better with Age*.
- Report on Employer Survey – looking at hiring practices, attitudes and perceptions of hiring Older Workers 55+.

## **MQO Research Conclusion - Potential Labour Market Contribution**



## **MQO Research Report Working Better with Age - Barriers to Employment**



What are the key barriers to employment for Older Workers age 55+

- Age Discrimination: A major barrier for older adults who would like to remain in the workforce is the presence of age discrimination among employers. Ageism is a significant barrier, especially for older women.
- Skill Mismatch and Technological Advancement: Digital literacy and proficiency with information technology represents a significant challenge for older workers wishing to retain employment, or seek new employment.



## **MQO Research Report Working Better with Age - Barriers to Employment**

What are the key barriers to employment for older workers age 55+

- Workplace Inflexibility: Many older workers would prefer to work part-time, or gradually reduce their hours over time up until full retirement. Additionally, many retirees prefer a more flexible working schedule.
- Lack of Employment Services Tailored To Older Workers : Current existing employment services are geared more toward the needs of younger job seekers, creating unique challenges for older workers to remain in the workforce or reattach to it. If new strategies are not implemented to address this older workers may remain unemployed for longer periods or exit the labor force prematurely.



## **MQO Research Report Working Better with Age – Employer Survey**

MQO Employer Survey report – looked at HR practices, attitudes and perceptions – in hiring Older Workers 55+.

The three key objectives of the employer survey were to assess:

- Current employee make-up and hiring practices.
- Perceptions of Older Workers in the workplace.
- Workplace policies with regard to supporting Older Workers during recruitment, as well as on the job.



## **MQO Research Report**

### **Working Better with Age – Employer Survey**

Methodology - online survey of St. John's Board of Trade Business Members.

- Data collection took place between Feb 26 – March 28, 2020
- Total of 86 companies responded.
- 46.5% identified as business owners.
- 18.6% general managers/managers.
- 11.6% executive director/director .
- 8% identified as human resources manager.



## **MQO Research Report**

### **Working Better with Age – Employer Survey**

Of the 86 companies that responded:

- 18% of workplaces represented had 5 or less employees.
- 22% had a total of 6-10 employees.
- 20% had between 11-20 employees.
- 12% had 21-30 employees.
- 9% had 31-50 employees.
- 20% had more than 50 employees.



## **MQO Research Report Working Better with Age - Employer Survey Findings**

- 75.3% of workplaces had at least one older worker employed
- 36.0% had hired an older worker in the past 12 months
- Most respondents held the view that older workers are more experienced than their younger counterparts.
- When asked what would make their workplace a 'good fit' for older workers, most responses centered around the experience and knowledge that older workers have, as well as reliability.

82.6% agreed that experience was more important than education when hiring.



## **MQO Research report Working Better with Age - Employer Survey Findings**

- 60.5% of respondents stated they would be highly likely to hire an older worker if there were a new/vacant position, citing experience and reliability as the top two reasons they would do so.
- Challenges around hiring older workers largely centered around the physical demands of the job, or the perception that older workers may be unfamiliar (or unable to keep up) with new technologies being used in the workplace.



## **MQO Research Report Working Better with Age - Employer Survey Findings**

- Most respondents did not identify any specific efforts made by their workplace to support older workers while recruiting, during the hiring process, or on the job.
- General views about older workers were largely positive. Specifically, most respondents believe that older workers are dependable (90.0%), hard working (84.0%) and knowledgeable (81.5%).
- Finally, although the results show that little is currently being done by workplaces to actively recruit and support older workers, most respondents agree that it is worthwhile to invest in job training for older workers.



## **MQO Research Report Working Better with Age – Employer Survey Findings**

- Based on the survey results and employer feedback – there does appear to be an opportunity going forward for employers to become more adept at encouraging older workers to continue working past 55+ and for older workers to feel more confident about managing their career expectations.
- To help advance this theme, the St. John's Board of Trade is undertaking a “pilot project”, whereby businesses across the Province will participate in a “job search” exercise targeted at the 55+ demographic.

## **Next Steps ! Working Better with Age / Older Worker “ Pilot Project”**



The St. John’s Board of Trade will undertake a “Pilot Project” – enlisting the support of its Members, and Provincial Chamber partners in Corner Brook and Happy Valley Goose Bay.

Using the current St. John’s Board of Trade “ job site portal” which is open to the Public, select businesses from across the Province will post jobs which are “flagged” – as suited for mature workers.

## **Next Steps ! Working Better with Age/ Older Worker “ Pilot Project”**



Business will “self –identify” as (*mature worker friendly*) with a specific icon or symbol.

Pre- screened individuals in the 55+ demographic, seeking employment will be asked to search the job portal, review the job posting, read the job description and contact the Employer.

The groundwork for enabling and encouraging employers to support this initiative has already been “established” with the successful integration of **Diversity, Inclusion and Equity ( DEI)** Programs within most businesses.

## Next Steps ! Working Better with Age/ Older Worker “ Pilot Project”



By introducing “age” diversity to their existing Diversity, Inclusion and Equity (DEI) programs, business can help dismantle “age” discrimination. Thereby creating a new positive pathway for older workers 55+ to confidently retain or attain employment.

The groundwork for this “ age diversity” pathway has already been established with successfully managed DEI programs in many businesses across the Province.

The Board of Trade Older Worker “ Pilot Project’ intends to build on the success of those existing DEI programs.

## Working Better with Age



Cognitive diversity – or having an assortment of individuals from distinctive demographics, with different personalities, thinking and values – has proven to **optimize** team outputs. A key element of cognitive diversity includes having people of **difference ages** and experiences working together.

Tomas Chamorro-Premuzic, chief talent scientist for Manpower Group  
Harvard Business Review



## Next Steps ! Working Better with Age/ Older Worker “ Pilot Project”

### The Way Forward

Helping employers understand how to value, and make Older Workers feel valued will help create more **confidence** within an organization to hire an Older Worker.

Helping an Older Worker trust that “age discrimination” is not present in an organization will help Older Workers feel more **confident** about mapping out their employment path and prospects.



## Next Steps ! Working Better with Age/ Older Worker “ Pilot Project”

St. John’s Board of Trade Older Workers “Pilot Project” – will be a little like match making on a dating site...

Instead of matching for romance we will be matching for employment – instead of a dating site we will be using a job search site ....

But you get the idea!

## **Next Steps ! Working Better with Age/ Older Worker “ Pilot Project”**



The St. John’s Board of Trade Older Workers “ Pilot Project’ is currently in its very early design stages.

For further information or to participate please contact:

Heather Elliott

Project Lead

Older Workers Project ( *working title*)

St. John’s Board of Trade

[helliott@bot.nf.ca](mailto:helliott@bot.nf.ca)

# NL WORKFORCE INNOVATOR



## ***Research Project: Evaluating the Short and Long Term Impacts of WRDC's Employment Assistance Services and Career Development Programming***

Women in Research and Development Corporation (WRDC) has a longstanding relationship with College of the North Atlantic (CNA), through CNA's delivery of the Orientation to Trades and Technology for Women (OTT), a 16-week career development program for women, delivered since 1999 with over 850 women having participated. In 2013, an evaluation of WRDC's OTT program was conducted. The purpose of the evaluation was to assess whether WRDC has met the objectives of the OTT program. Through this evaluation, it was determined that the OTT program is very successful. However, due to time and resource constraints, limitations of this research include: low number of contact attempts and limited or missing contact information.

In 2015, an evaluation of WRDC's employment assistance services (EAS) was conducted. The evaluation focused on women who used WRDC's services between April 1st, 2014 and March 31st, 2015. Satisfaction levels were high for all services assessed. However, the primary limitation of this evaluation is that it was unable to assess the effectiveness of EAS in terms of employability outcomes over the long term. Also, the evaluation focused on clients who had used WRDC's employment assessment services over a 12 month period.

This project will allow more time for data collection and will use a variety of promotional activities and research methods to ensure survey response rates are maximized. The sample for the project will include clients from 1999 to 2017. Therefore, the research project will assess short and long term employment outcomes, allowing an assessment of the overall impact of WRDC's employment assistance services on employability.



## Evaluating the Short and Long Term Impacts of WRDC's Employment Assistance Services and Career Development Programming



### Primary Research Question:

- What are the short and long term impacts of WRDC's employment assistance services and career development programming? Specifically, does WRDC's employment assistance services and career development programming:
  - Enhance essential skills such as literacy and technological abilities
  - Increase employability in trades and technology
  - Decrease barriers for women who want to work in trades or technology

### Who

Research led by Women in Resource Development Corporation (WRDC) in partnership with the College of the North Atlantic.

### Where

Research to be conducted electronically through telephone surveys, online, focus groups, and interviews throughout Newfoundland and Labrador. College of the North Atlantic campuses will be used in collecting data.

### When

June 2018 – August 2020 \**This research project is completed.*

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



# WOMEN in Resource Development Corporation

## Evaluating the Short and Long Term Impacts of WRDC's Employment Assistance Services and Career Development Programming

Jennifer Cheeks

July 2018-August 2020

Project Status: Complete

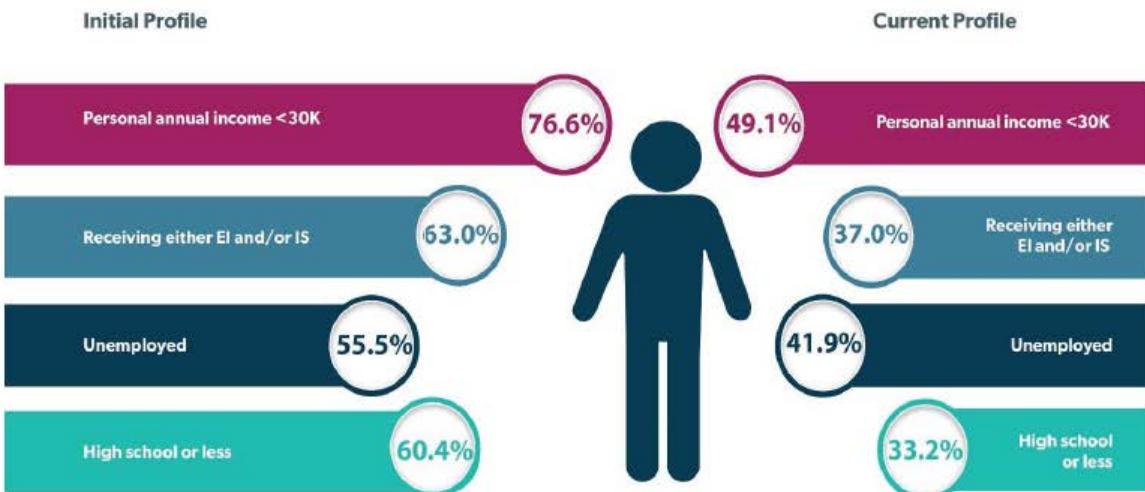
### Evaluating the Short and Long Term Impacts of WRDC's Employment Assistance Services and Career Development Programming

Respondents were asked to rate the extent to which WRDC's group sessions, one-on-one services and the OTT/TOTT program:

- (i) increased their AWARENESS of career possibilities, training programs, jobs available, and supports available;
- (ii) increased their INTEREST in trades, technology and another field;
- (iii) increased their ACCESS to (being able to participate in) training programs, jobs available, and supports available; and
- (iv) provided an ACCURATE PERCEPTION of working in trades and technology.



## WRDC Client Profile



3

## Findings and Impacts



### Awareness of Trades and Technology

- Informed decision making
- Access to networks
- Access to education and employment opportunities

### Personal Awareness

- Personal and family security
- Protective factor increase
- Job readiness

### Financial Security

- Increased economic independence
- Decreased involvement with financial assistance programs



## What does this mean? What did we learn?

Using Career Development best practices approach, means that WRDC's clients move further along on their career paths.

Individual characteristics

Societal influences

Gender, race, family variables, economic status

Labour market, economy, educational systems



## Recommendations

- 1 Equitable access to funding opportunities
- 2 Expanded views of what success looks like, beyond education and employment
- 3 Increase in wrap-around supports that enhance participation rates in programs





## Thank you

Jennifer Cheeks  
709-427-2901  
[jcheeks@wrdc.ca](mailto:jcheeks@wrdc.ca)



# NL WORKFORCE INNOVATOR

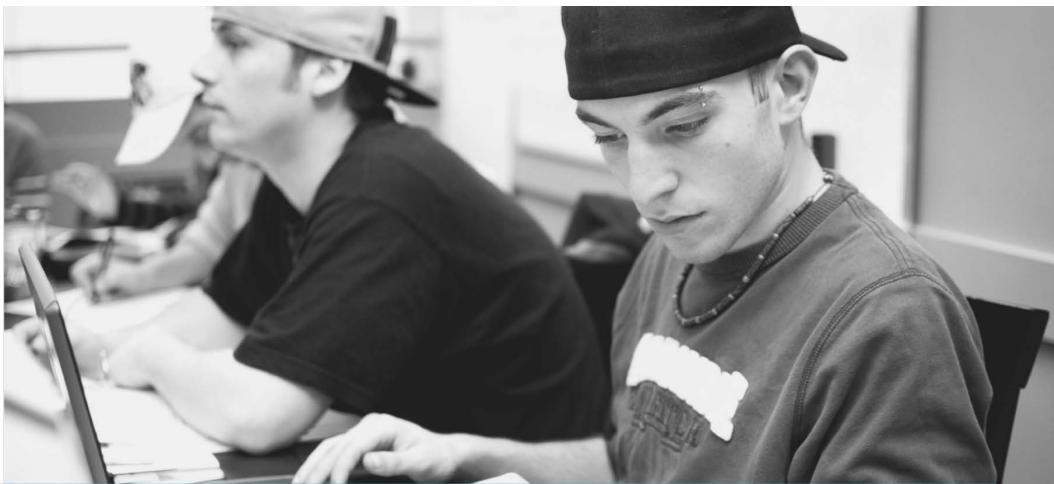


## Research Project: YMCA *Employment Services - YES! Pilot Project*

Founded in 1981, the YMCA of Western NL (YMCA) corporate office is currently located in the Millbrook Mall and delivers Health, Recreation and Wellness programs, Youth Employment Programs, and Community Outreach from this address. This location is also the site for the Community Youth Network Corner Brook- Bay of Islands, Inc. The YMCA serves approximately 40,000 people in the Bay of Islands area including City of Corner Brook, Towns on the North and South Shores of the Bay, Town of Massey Drive, Steady Brook, Pasadena, and Deer Lake. In 2014 The YMCA extended its reach by opening a branch in Stephenville to serve the communities in the Bay St. George region. The YMCA of Western NL is a partnership of volunteers and staff dedicated to promoting the success of individuals families and communities by offering YMCA programs that build strength in spirit, mind and body. The YMCA of Western NL values respect, honesty, responsibility, caring and inclusion.

Education and Employment initiatives have been a cornerstone of YMCA's activities since 1986 with a rich history of supporting individuals as they gain the knowledge and skills necessary to transition to employment. In 2009 the YMCA became the host organization for the Community Youth Network Corner Brook – Bay of Islands, YMCA Site Inc. (CYN). CYN is directed by a sub-committee of the YMCA Board of Directors. CYN is a youth-focused organization that supports the learning and development of youth between the ages of 12 and 18 and can extend programs to age 29 in special circumstances. The CYN mission is to engage, embrace, and empower youth and community in Corner Brook and Bay of Islands. The CYN Vision is to be the voice of youth. CYN Values are Trust, Acceptance, Respect, Leadership, Empowerment, and Collaboration.

The YMCA and CYN have successfully collaborated in the direct delivery of Employment related programs such as YMCA Alternative Suspension, The YMCA Federal Public Sector Youth Internship Program, Linkages and Amplify.



**YMCA Employment Services- YES!  
Pilot Project**



## Primary Research Question:

- What employment supports are needed to address the identified gaps and barriers for at-risk individuals aged 12-40 in the Corner Brook-Bay of Islands area?
- How can this research on employment supports and the evaluation of the pilot project be used to develop best practices for the delivery of employment services using the YES! Drop-in Employment Services, Job Connect and Brighter Futures Employment Programs?

## Who

Research led by the YMCA of Western Newfoundland.

## Where

Newfoundland and Labrador

## When

October 2019 – October 2023

## Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# **YES!-YMCA Employment Services**

ASHLEY CHRISTOPHER

OCTOBER 2019-OCTOBER 2022  
PROJECT STATUS: ON-GOING



NL WORKFORCE  
INNOVATION  
CENTRE



cna  
Canada



## **THE YMCA OF WESTERN NL YES! - EMPLOYMENT SERVICES PILOT PROJECT**



Ashley Christopher, Presentor  
Career Coach, YMCA of Western NL

Joined By:

Christine Young, CEO, YMCA of Western NL  
Leah Callfas, Career Coach, YMCA of Western NL

# FRAMING THE YES! PILOT PROJECT



## RESEARCH QUESTIONS

- 1) What employment supports are needed to address the identified gaps and barriers for at-risk individuals aged 12-40 in corner brook-bay of islands area?
- 2) How can the research on employment supports and the evaluation of the pilot project be used to develop best practices for the delivery of employment services using the YES! Drop-In employment services?

## UPDATE

### Early Learnings Through Research

**FOCUS OF THE STAKEHOLDER'S SERVICES:**

- Youth
- Mental health & addictions
- Education
- Housing
- Government assistance
- Indigenous
- Disabilities
- Women
- Newcomers
- Business

**REPRESENTATION:**

- Non-profit community organizations
- Government
- Education (high school, post-secondary)
- Health care
- Youth
- Business

**RESEARCH HIGHLIGHTS:**

- 1) The total number of identified employment barriers: 84.
- 2) The average number of employment barriers identified per stakeholder meeting: 9.64.
- 3) Top 3 most frequently identified employment barriers: Transportation (16), Mental Health (14), Childcare (9).
- 4) The range of employment barriers identified from the meetings:  $21 - 2 = 19$ .

## **UPDATE CONT.**

### **Early Learning & Impacts Post Covid**

#### **NEW OPPORTUNITIES:**

- The world of work has changed
- The definition of an essential worker has changed
- The value proposition of work has changed
- Individuals have become more reflective and have a new awareness of what poverty means
- Individuals are more aware of Social Justice

**THE POST-COVID REALITY HAS AMPLIFIED THE NEED TO MOVE FROM A GROUP-BASED PROGRAM FOCUS TO AN INDIVIDUALIZED CLIENT-CENTRED SERVICE FOCUS. RESEARCH INDICATES IT IS MORE IMPACTFUL AND EFFECTIVE TO MEET THE CLIENT WHERE THEY ARE ON THEIR EMPLOYMENT JOURNEY AND PROVIDE AN INDIVIDUALIZED PLAN FOR SUCCESS:**

- Defined services for individualized interventions
- A "job" to meaningful and decent employment
- Recognizing that meaningful and decent employment opportunities look different for each individual
- Highlighted the need for new tools and delivery models to meet client needs

## **WHAT WE ARE WORKING ON**

- Employment supports drop-in center
- Suite of resources for clients and colleagues
- Development of Small focus group of dedicated career professionals across the country focusing on the changes necessary to community employment services in our new reality. (includes CDP's in the province and Atlantic region/CEC/CCDF)
  - From this focus group, the following will be provided: an opportunity to discuss CD practices in our communities and country, how NL compares to the rest in CD practices, how to help the community understand CD in 2021, career development education needs, a report outlining the determinants of the focus group, and a template for activities moving forward; a Career Development affects model.
- Employer Focus groups to ensure employers' needs are reflected in the services to clients.
- Client-centred career services reflecting best practices
- Stronger, more comprehensive assessments with individuals to better meet their needs (PRIME)
- Stronger community partnerships increasing client access to wrap around supports
- Stronger referral system from agencies (such as Government) for client services



YMCA Employment Supports



@ymcaemploymentsupports



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