



Targeted call for FSC Project Partners

Instructions to complete the application form

Please refer to the Future Skills Centre's (FSC) **Targeted Call for FSC Project Partners Guidelines** document when preparing your application.

This application form is structured to help you address the selection criteria for this call and give reviewers easy access to your project information. This form is divided into the following sections:

- Part 1 - General information
- Part 2 - Project summary
- Part 3 - Project details
- Part 4 - Project work plan and budget
- Part 5 - Declaration

If you would like to request accommodations or other types of support, please contact Maysa Mourad by email at targetedcall@fsc-ccf.ca or by phone at 437-331-0613.

If you have any questions while compiling your application, you may contact our team at targetedcall@fsc-ccf.ca. We would be happy to answer any questions.

PART 1 - GENERAL INFORMATION

1. Lead organization

Name of lead organization

Toronto Region Immigrant Employment Council (TRIEC)

Name of project lead

Tulan Ma

Project lead's preferred method of contact (email address and/or phone number)

tma@triec.ca

2. Proposed project

Project title

Career Advancement for Immigrant Professional (CAIP) 2.0: Embed and Sustain Success

Project start and end dates

September 1, 2022-September 30, 2023

Projects must end no later than September 30, 2023.

Amount requested from FSC (total)

\$568,828.58

Project partners and their location

CivicAction
110 Yonge St Suite 800, Toronto

PART 2 - PROJECT SUMMARY

1. Proposed project “one-liner”

How would you describe your new project in one sentence?

CAIP 2.0 will develop and pilot an expanded program framework enhancing systemic leadership and HR skills, so that immigrants build professional skills leading to advancement.

(30 words maximum)

2. Proposed project summary

How would you describe your new project and how it builds on the testing and learning of your current project to date?

We suggest that this summary covers the main information about how your new project addresses all selection criteria of this targeted call.

CAIP 2.0 will develop and test an expanded program framework enhancing systemic leadership and HR skills, so that immigrants build professional skills leading to advancement.

CAIP was designed to help both immigrant professionals and performance managers build their intercultural competence and inclusive leadership skills and apply them in the workplace. Feedback shows that CAIP has significant impact on employees and managers.

There is a strong appetite for inclusive leadership capacity building. The program was not advertised, yet more employers than could be accommodated expressed interest. We have wait lists for additional cohorts within current organizations as well as new organizations. We have learned that the program needs to become sustainable beyond TRIEC’s involvement.

For systemic, sustainable change, leadership, the program must be embedded into the ethos of organizations. We are building intercultural competency of line managers and immigrant professionals, now we need to embed that skill set within organization leadership and HR.

The project extension will build on learnings from the current project, fine-tuning the skills that managers and immigrant professionals need to advance and be supported, as well as developing the mechanism by which to embed and sustain the skills and practices of the program into employers’ organizational culture and talent management practices.

Participants of this extension, including senior leadership and HR, will leave the program with knowledge and resources to continue the work of creating and

sustaining an inclusive working environment that promotes advancement of an equity seeking group. The created framework would be scalable to other employers.

(250 words maximum)

3. Additional scope

How does your new project go beyond the scope of your current FSC-funded project?

The additional scope may include expanding or extending a project model, its principles and/or components. For example, it may include expanding the project to new regions or jurisdictions, including new or larger target populations, and testing different delivery formats to understand what works to address demands. This would assume the potential for bringing additional partners to deliver the project at a broader scale. The additional scope must be grounded in new concrete learning questions to contribute to your work and of others in the skills ecosystem.

This work will be grounded in the challenge to bring about more sustainable change within organizations. The additional scope will include:

- An expanded strategic engagement and program framework which will build the capacity of senior leadership and HR to support systemic change
- A replicable and sustainable learning program for performance managers and immigrant professionals that enables employers to roll-out the program independently within their organization. It will be a train the trainer model including all the necessary resources for employers.

This work will begin even as we wrap up the current project. In addition to fulfilling the current project deliverables we will invest additional resources to:

- Develop the strategic CAIP 2.0 framework
- Prepare for active senior leadership and HR engagement and training
- Engage a partner, CivicAction, to mobilize employers at senior leadership levels to ensure the program is embedded to make systemic culture change.

(150 words maximum)

4. Importance of the additional scope

Why is the additional scope of your project important to your organization, sector and target populations? Why is it timely?

Immigrant talent is one of the key drivers of economic growth and innovation. While, in recent years, the demand for the skills that immigrants bring has increased substantially, the resultant pandemic slow-down of immigration, finds employers struggling to find talent. We know that a systemic issue faced by immigrants is under-employment and lack of advancement once employed. CAIP is a one of a kind pilot that seeks to address the barriers to both underemployment and advancement. Many employers have the talent they need within their organizations – many immigrants have the competency to work at a higher or different roles than they currently have.

CAIP seeks create equitable advancement opportunities for immigrants, the majority of which are also racialized in the GTA.

The additional scope of CAIP 2.0 will help move the needle on immigrant employment and inclusion by engaging employers at an organization systems level to make sustained, scale-able change.

(150 words maximum)

PART 3 - PROJECT DETAILS

In this section, please provide information about how your new project supports each of the selection criteria of this targeted call.

We provide prompting questions to help you address all criteria in the application guidelines. You may prepare this section following the prompting questions in sequence or using your own sections and narrative.

Although you have flexibility regarding the format for this section, please make sure that you address all criteria according to the prompting questions. Reviewers will assess your application by scoring each criterion individually.

This section should not exceed **seven** pages. We anticipate that most proposals will present this section in **five** pages. (3,500 words maximum)

Selection criteria

The following criteria will apply to all proposals received through this targeted call and will be equally weighted.

- A. **Relevance:** project aligns with FSC's priorities, addresses recognized systemic challenges about future skills in Canada, and demonstrates demand for service.
- How does your new project align with FSC's Strategic Priorities?
 - How does your new project address recognized systemic challenges about future skills in Canada?
 - Explain how your proposed project fulfills the demand for your service. Who is demanding this and how do you know? Why is it timely?

'What Works' Replication: We have evaluation data from the current CAIP program that show not only did program participants enhance their intercultural competence and inclusive leadership skills, both immigrant employees and performance managers were able to take meaningful, impactful action with the aim of advancing their careers and support newcomer team members with advancing in their career goals. CAIP 2.0 will take the most effective aspects of the program and build them into a new strategic engagement and program framework that embeds active senior leadership and HR engagement.

Responsive Career Pathways: CAIP 2.0 has a strong learning component and offers skill building at all three levels – individual, managerial and senior leadership.

CAIP was developed on the premise that we need to think beyond immigrant professionals landing their first job – we need to consider the challenges of career advancement. We knew from our years of experience working with employers and immigrants that it's not enough to have a program that only addressed the immigrant professional; managers play a key role in supporting their team members, and if they (the managers) don't have the skills, knowledge and abilities to do this effectively, it makes it much harder for an immigrant professional to have the support they need to advance within the organization. Which is why we created separate cohorts for the managers and the newcomer professionals which come together for the final session. In our current program, we have been able to see the significant impact: participants are able to identify and discuss the “unwritten rules” of the organization related to career advancement (immigrant professionals having a better idea of what questions to ask and managers having a better sense of what information would be important to know and is not widely known or written down).

To build sustained, scale-able culture change and create inclusive career pathways for immigrant professionals, CAIP 2.0 will move the program from an individual learning program to a broader talent management change initiative, taking a top down and bottom up organizational approach. The expanded strategic framework will actively engage key stakeholders of the organization – senior leadership, HR/DEI teams, immigrant employees and performance managers, to become fully involved in this work and learn together. Members of the HR/DEI team will then be trained to deliver the entire roll-out of a cohort through a train-the-trainer model (experience, learn and teach/implement).

Agile labour Market Responses: More than ever, employers are struggling to find and retain skilled talent. There are two critical components to addressing this: help employers better recognize and leverage the skills, talents and experiences of immigrant professionals; help employees at all levels (entry, management, leadership) to develop intercultural competence and inclusive leadership skills for the career advancement and inclusion of immigrant professionals.

All of our current employer partners have expressed an interest in offering this program more widely within their organizations – this includes the organization with which we just piloted the program as well as those we will be working with later in the project. Social movements such as Black Lives Matter have encouraged employers to question their systems, many employers have made pledges and commitment to do better. Since the majority of immigrants who have come to Canada in the last 5 – 10 years are racialized, CAIP 2.0 will help employers take action and create the condition for systems and organizational culture change.

B. Innovation and evidence project pursues a new way of doing things that can advance knowledge and/or is an evidence-informed model.

- In what way is your project innovative by pursuing a new way of doing things? If applicable, how is your project model informed by evidence?
- How do you plan to generate evidence and insights during your project? What new knowledge will it generate and what are the potential implications of your approach for the broader skills ecosystem?

A report published by TRIEC, Building a Corporate Ladder for All, 2019 (<https://triec.ca/wp-content/uploads/2019/11/Building-a-Corporate-Ladder-for-All-final.pdf>) showed that, unfortunately, the vast majority of efforts are focused on the

immediate outcome for immigrants, that of finding the first job in Canada with little attention to the quality of jobs and the extent to which they advance in their careers. A more recent report, Make or Break, 2021 (<https://triec.ca/wp-content/uploads/2021/03/TRIEC-MakeOrBreak-Report-final.pdf>) posited that Canada still has a long way to go before it is fully maximizing the potential of its immigrant talent.

CAIP 2.0 approaches the issue of career advancement of skilled immigrants by adding a systems lens to bring about sustainable change in the inclusion of immigrant talent in organizations. The project will achieve this by pursuing active engagement and capacity building with three stakeholder groups (senior leadership, HR, immigrant employees and performance managers) to bring about change that is embedded and sustainable.

Currently, CAIP reflects Kirkpatrick's Level 2 where we can evaluate what individual professionals and performance managers have learned by participating in the program. CAIP 2.0 will develop and test a model to make the program sustainable and scalable reaching Kirkpatrick's level 3 of creating behavioural change and, potentially, level 4 of performance results. However, these levels are only attainable if the behavioural change is supported by supportive environment. CAIP 2.0 will achieve this by:

- Developing a strategic engagement and program framework; identifying the mechanisms and conditions needed to foster and facilitate active senior leadership and HR engagement and involvement in the learning process
- Engaging a partner, CivicAction, to broaden our employer outreach to organization committed to making systemic and culture change
- Developing a playbook with a 'train-the-trainer' model that organizations continue to use after a TRIEC intervention, including templates, learning content that can be delivered through variable delivery vehicles

The impact on the broader eco-system is the development of a framework/playbook that can be replicated in organizations across Canada.

C. Learning project has already generated learning that informed the additional scope and identifies concrete problem statements and learning questions to address in the next phase.

- What learning has your current project with FSC generated and how has this learning informed the scope of your new project?
- What are additional learning questions that your new project will address?

We have confirmed the importance of helping employers to create space in which participants can reflect and discuss the application and impact of inclusive actions, particularly around intercultural competence. The participants in the performance manager cohort told us, unprompted, how much they valued having the space to discuss the topics in our program because it forced them to be more intentional and thoughtful around applying what they had learned and that they had a safe space in which to reflect and learn afterwards.

Newcomer participants told us, also unprompted, that they valued having a space in which they could ask lots of questions about advancing in their careers (some questions they didn't feel comfortable asking their managers) and to also know that

they were not alone in struggling to figure out how to move their careers forward (a feeling that has been exacerbated by working from home during the pandemic).

There is a real desire by employers to offer this program more widely within their organization; this has been communicated to us multiple times by our current employer partner and by those that we will be partnering with later in the project. Creating a version of the program that is more sustainable and which helps to develop internal capacity to deliver would certainly help those employers to continue the skill building program.

We have learned that working with more than just the target recipients within an organization is critical to bring about sustained, organizational change. Many existing learning programs exist for immigrant professionals, and they are offered in isolation (only for immigrants). CAIP is a framework that builds capacity of all key stakeholders.

- Immigrant professionals learn how to navigate their careers within an organization
- Immigrant professionals and their managers are able to have practical and meaningful conversations about career goals and how to progress
- Performance managers are better able to support their newcomer team members
- Human resources builds on performance management processes to make the organization's processes more transparent, inclusive and equitable.
- Senior leadership learns how to become an equity and inclusion champion by demonstrating behaviours that benefit not only employees but also the productivity of the organization

To conclude on the issue of additional learning questions that will be addressed during this extension, it would essentially be how can training be extended to senior leadership and HR/DEI employees to help them engage in this process in a more deliberate way in order to make systemic and culture change. Apart from that, it would be how to prepare the organization to be able to sustain and replicate the learnings throughout the organization once TRIEC leaves.

D. Equity, diversity and inclusion: project incorporates the perspectives of end-users and other stakeholders, particularly groups facing barriers, in the design and execution of the project, presents practices grounded in EDI principles, and shows potential to further EDI.

- Does your project incorporate in its design and execution the perspectives of end-users and other stakeholders, particularly groups facing barriers? If so, how? If not, why not?
- What are the practices and activities of your project that directly support and are grounded in principles of equity, diversity and inclusion?
- Will your project further equity, diversity and inclusion in the field or sector of your project? If so, how? If not, why not?

TRIEC has developed a strong track record in collaborative partnerships for program delivery that is linked to the lived experience of skilled immigrants through immigrant networks. TRIEC manages a network of immigrant associations representing 150,000+ skilled immigrants. We harness the lived experience of the professionals within the organization to determine the challenges to advancement. They are involved in every element of the design, development, delivery and evaluation stage of the project. The design of the project is rooted in the principles of diversity, equity

and inclusion because immigrants are an equity-seeking group and, moreover, the vast majority of newcomers and immigrants of the last decade are racialized.

The very goal of this project is to increase diversity and inclusion of (racialized) immigrants within the organization. We know that as a professional moves through their career it becomes increasingly more challenging to move up the organizational ladder when you are from an equity-seeking group. The goal of this project is to create a framework that is transferable and scalable between organizations so that barriers to advancement are identified, mitigated and a culture of inclusion is created.

The methodological approach and content of training delivered as part of this program are based on previous work done with a range of employers in scaling inclusive workplaces, a body of work previously funded by the government of Ontario.

E. Capacity

- What are the skills, experience and resources available within the lead organization (and partners, if applicable)? How will these elements support the successful execution of the project?
- Does your current project with FSC hold a good track record? Have you faced any challenges? If yes, how have you addressed them?

We have extensive experience engaging employers and a strong track record in developing and delivering many innovative and impactful diversity and inclusion leadership programs; including a community of practice focused on inclusive leadership, a certificate of inclusive leadership that help leaders increase diversity and inclusion in their organizations; and two frameworks (Inclusion Measurement Blueprint and Inclusive Workplace Competencies Framework) which measure inclusion and define the knowledge, skills, and behaviours that help create an inclusive workplace.

We have the expertise and capacity to develop and deliver the project scope and activities. The project team will include the current CAIP team members, providing continuity of expertise and experience to ensure successful execution. In addition, the project team will be supported and overseen by three senior TRIEC members (in-kind) from our employer engagement, communications, and senior leadership teams.

Our partnership with CivicAction which has strong partnerships with employers at the highest levels will broaden TRIECs reach to committed employers as core partners ready to engage and make sustained change in their talent management practices. This collaboration with an organization known for 'city-building' and which has similarly strong corporate support to TRIEC will help to showcase the importance of the advancement of equity-seeking groups within industry.

With a clear strategic vision, strong board leadership, an experienced staff and a range of successful partnerships and initiatives, we have the expertise, energy, experience and connections to meet our current commitments and to develop and initiate new solutions.

We have been successfully implementing the current project, despite some early challenges during the pandemic when it was difficult to engage employers and employees. We were able to overcome those and have strengthened our recruitment

strategy for participants, including developing a toolkit to help HR recruit participants for the program.

F. Coherence: Project displays a logical connection between proposed activities and project objectives with a work plan and budget that are reasonable, appropriate and aligned.

Prompting questions:

- What are the main project activities that will enable you to meet the project objectives?
- Explain how your project presents good value for money. How is your budget reasonable, appropriate and aligned with your work plan?

To achieve our project objectives we will:

- Set-up project structure and team including a project manager and key team members with expertise and experience in talent management, HR, DEI and learning development, delivery and employer engagement.
- Collaborate with CivicAction who will engage and mobilize employer commitment and leadership
- Develop a detail project plan with key activities, milestones, and timelines, continuously monitor and track project progression and mitigate any gaps or risks.

A work plan outlining main activities is attached to this application and those are all aligned to achieving successful project implementation and achievement of the objective of a sustainable talent management system that is inclusive. The budget aligns with our work plan, provides appropriate resources and support to implement project activities and engage CivicAction to mobilize employers. The budget is developed based on our experience delivering CAIP and extensive experience managing projects and developing learning programs and engaging employers as core partners.

We have received past funding from federal government (IRCC/CIC, ESDC/HRSDC), the provincial government (MTCU, MCI), foundations (Maytree, Trillium, United Way, Greater Toronto Region) and corporations (Manulife Financial, TD Bank Financial Group, Scotiabank, RBC). In each case we have met the funder's accountability and management requirements.

PART 4 - PROJECT WORK PLAN AND BUDGET

1. Please submit a **one-page work plan** with key milestones and their timeline. **Do not** include detailed activities at this time. If your proposal is selected, we will work with you to develop a detailed work plan.
2. Please complete the project budget template provided to you as part of the application material.
 - a. Include only **new funding** associated with your new project and its additional scope. Please do not include the existing funding that is already part of your current funding agreement with FSC.
 - b. If applicable, identify new funding pending or confirmed for this project from other sources. **This funding should be included as in-kind contributions.** (Please note that funding from other federal sources cannot be counted towards in-kind contributions)
3. Please submit your work plan and budget by sending these files, along with this completed form, to targetedcall@fsc-ccf.ca.
4. You may use the space below to provide comments to accompany your work plan and/or budget.

It should be noted that in the case of the workplan for this extension, it is being proposed that there be 2 cohorts per employer. The current pilot project only allows for 1 cohort per employer.

In relation to the budget, the majority of in-kind contributions will come from existing team members funded by IRCC and as such, have not been included.

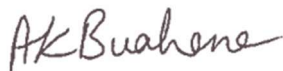
(100 words maximum)

PART 5 - DECLARATION

By submitting an application, the lead organization and its partners agree to the requirements of the following sections, detailed in the guidelines outlined for this funding call, and they affirm that they comply with and/or commit to the following:

- Organization eligibility.
- Active support for co-creating and carrying out an evaluation with an FSC-approved evaluator, if FSC decides an evaluation is appropriate for this project.
- Active engagement in knowledge mobilization activities related to the project.
- Compliance with the Tri-Council Policy Statement on the Ethical Conduct of Research Involving Humans.
- Confidential due diligence inquiries from Future Skills Centre into the applicant.

Signature



Name of signing authority

Adwoa K. Buahene

Date

October 28, 2021