



BETTER OUTCOMES FOR LAID OFF WORKERS (BOLD) EVALUATION REPORT

Prepared by Prism Economics and Analysis
for
Canadian Skills Training and Employment Coalition (CSTEC)

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Executive Summary

This evaluation report was prepared for the Future Skills Centre and evaluates the Better Outcomes in Layoffs and Downsizing (BOLD) pilot project - a labour adjustment program that sought to assist displaced workers quickly re-integrate into the labour market. The rationale for the programme is to minimise the negative economic and social consequences of lay-offs on displaced workers, their families and employers. This evaluation assessed the BOLD pilot project utilising two approaches: a *process evaluation* and *outcomes-based evaluation*. Data used in the evaluation included administrative data, interviews of a project team members and programme participants and a survey of programme participants.

Successes

- The project met its revised goal of providing support for displaced workers, giving them in demand skills and certifications by employers, and other supports that allowed rapid return to the workforce even as the pandemic was still in play in 2020 and 2021.
- The project served one hundred and seven (107) individuals.
- There was an 85% training completion rate (excluding 8 still in training), and a 94% retention rate in training.
- Other supports provided to clients included technology training and access to digital devices, individualised job search skills, and employment placement depending on client request or training end dates.

Challenges

The main challenge was external - the COVID-19 pandemic. The project started in 2019 before the pandemic and was shut down in April 2020 due to lock-down measures. However, the project team was able to pivot by adjusting the program design - focusing on short-term training ad certifications and switching the program from in-person intake meetings and workshops to an online platform. It is worth noting that this led to a delay in project activities and deliverables. The key impact was a reduction in the amount of employment placement support that could be provided to clients before the project ended.

Introduction

The Better Outcomes in Layoffs and Downsizing (BOLD) project was evaluated over the period of implementation. The evaluation supports broader knowledge development of labour adjustment programs. Central to the evaluation is sharing results with stakeholders who will benefit from the evaluation.

- The evaluation will assist employers and unions in developing creative initiatives to support potentially displaced workers while addressing workforce needs.
- CSTEC will benefit from this project as findings will inform future research, programming and practice. The evaluation will support continued program enhancements and evolution of the program in CSTEC.
- Governments will benefit from a greater understanding of labour adjustment initiatives to inform future funding of programs across Canada.
- The broader dissemination of knowledge derived from documenting evidence of challenges and successes throughout the program will assist employment services providers in designing their own programs to successfully support potentially displaced and displaced workers.

COVID-19 pandemic

Like most aspects of life and work, challenges related to the COVID-19 pandemic, during 2020 and most of 2021 and its impact on the project are impossible to ignore. The COVID 19 pandemic and social distancing caused many projects and services to be delayed or modified. This evaluation takes this difficult situation into account.

Evaluation Purpose

The purpose of the evaluation is to accurately measure the effectiveness of the BOLD project to determine if it met its proposed objectives in terms of activities, outputs and outcomes, as stated in its contractual obligations to the Future Skills Centre, as amended based on the COVID-19 impact. This report looked at project goals; implementation of project; deliverables; and feedback from clients about their experience and overall impact of the project. The evaluation addressed

challenges faced, especially as the as the project was impacted by the COVID-19 pandemic in 2020 and 2021, and a review of lessons learnt. Throughout the report, the impact of COVID-19 pandemic was addressed as it relates to implementation and success of the BOLD project.

Project Overview

Project Lead: Canadian Skills Training and Employment Coalition (CSTEC)

Partner: United Steel Workers Job Action Centre

Letters of support for the project was provided by the United Steelworkers of Canada (USW), PTP Learning and Employment Programs, and the Canadian Labour Congress (CLC).

Project Background

Labour adjustment, an approach of helping workers involved in mass layoffs to retrain or find new employment has long been a cornerstone of Canadian active labour market programming. It has been most often used as policy and programming tool to deal with closures and restructuring in Canada's manufacturing and resource extraction sectors during economic downturns. More recently, labour adjustment programming has been used to deal with job losses due to automation of jobs, globalization and climate change

Unfortunately, Canadian workers displaced due to technology, globalization, climate change or other economic factors are likely to face uncertain futures. Many will face a significant jobless spell. When re-employed, the majority of displaced workers are likely to take substantial earnings drop relative to their old job. Finally, displaced workers' earnings losses appear very persistent in the months and years that follow. For mid-career workers (aged 35 – 55), the negative earnings impact is particularly pronounced (Earnings Losses of Displaced Workers: Canadian Evidence from a Large Administrative Database on Firm Closures and Mass Layoffs, Statistics Canada, 2007).

Traditionally, labour adjustment programs in Canada have included a mix of career planning, long-term retraining at public community colleges, intensive job search support, and an extension of employment insurance so the worker has income support while in retraining. Initially designed in the early 1980's, the results from labour adjustment efforts from North America's last two recessions which attempted to assist displaced workers in finding and securing meaningful

employment are sobering. Both experimental and non-experimental research shows that results from a number of previous adjustment interventions had uneven results in assisting displaced workers to find suitable employment. Results from training schemes for displaced workers are even more discouraging. The body of evidence indicates traditional approaches to retraining displaced workers often has negative earning effects for participants (Thirty Month Impact Findings on the WIA Adult and Dislocated Worker Programs, Mathematica, SPR, MDRC. 2018). Recent studies also indicate that layoffs are not always the best option for business. Evidence from the ground-breaking study of the 2008 recession (Cure or Curse: Does Downsizing Increase the Likelihood of Bankruptcy? Harvard Business Review, 2017) indicates that companies, who prioritize layoffs to achieve better financial results, are far more likely to declare bankruptcy in the ensuing years. The study found that downsizing firms lose valuable knowledge when employees exit; remaining employees struggle to manage increased workloads, leaving little time to learn new skills; and remaining employees lose trust in management, resulting in less engagement and loyalty. The study found that many of these effects may have long-term consequences, like reduced innovation, that are not captured in short-term financial metrics.

Given the above, traditional active labour market interventions which treat layoffs, recruitment of new employees, and workplace retraining as separate delivery silos – appear to be rendered obsolete in the age of disruptive technology – an era in which jobs will be constantly changing and churning. The task of simultaneously supporting both employers and workers to avoid layoffs as they grapple with a constantly shifting economic landscape, would appear to be an onerous task. Yet, evidence from elsewhere indicates that such approaches have promise. Pennsylvania, California, South Carolina and Arizona have redesigned their traditional labour adjustment approach to evolve from a layoff response model to an economic transitional model; a model that is pro-active and uses layoff aversion as its central strategy. This new version of the “Rapid Response Program” focuses on early engagement with employers who have indicated they are at risk of having to downsize, relocate or close due to technology. In short, the new program takes a proactive approach to potential downsizings instead of reactive one. The new model is now being scaled in twelve additional U.S. States and has promising results. The BOLD project was fully intended to replicate the new U.S. labour adjustment model to determine the applicability of this model in the Canadian context.

The replication of the American layoff aversion model (due to its intensive pre-layoff activities) became impossible to deliver due to the onset of the pandemic. The project pivoted to a new approach in October 2020. The new labour adjustment approach was to marry traditional approaches (intensive job search and career planning) along with supports to help manufacturing workers obtain short term and industry recognized credentials. A growing body of evidence indicates finds that

workers and displaced workers earning short credentials in manufacturing, transportation, and construction experience economic returns when they re-enter the labor market (Brookings Institute, Preparing America's Labor Force). The impact on future earnings were particularly true for workers without post-secondary education or were racialized.

Project duration

The official duration for the project was initially 2 years from *July 1, 2019 to June 30, 2021*. However due to the COVID-19 pandemic, CSTECH negotiated an extension to Sept 30 2021 as a result of the delay caused by the lockdowns and safety measures. In September, the FSC allowed an extension to the end of December 2021 for further service delivery to clients. The revised timelines for the project implementation were *July 1, 2019 to December 31, 2021*. CSTECH provided regular progress reports to the FSC as stipulated in the contract and kept them abreast of changes as required.

Key evaluation questions

1. Did the BOLD project meet its planned objectives?
2. Were objectives met and deliverables produced within timelines outlined?
3. What were the challenges during implementation of the project and how were they addressed?
5. What were the inputs, outputs, outcomes?
6. What was the feedback from clients about the project?
7. What could be done better, the next time a project like this is implemented?
8. What were the lessons learnt during planning and implementation for future work in this area?
9. What specific lessons can be learned given the context of the COVID-19 pandemic within which the project has been implemented.

Funder expectations

The evaluation is constructed within the broader expectations of the Future skills Centre and the funder (the federal government of Canada) which include:

- Relevance and need – challenges faced by mid-career workers;
- Innovation –new approaches and ideas – short-term training *facilitating rapid return to the workforce* and *post-employment supports* which is done in the US but not traditionally in Canada;

- Impact and evidence – adding to the knowledge base and generating actionable evidence that contributes to a better understanding of how to strengthen Canada’s skills development ecosystem for displaced workers and workers at risk of being displaced due to economic conditions and/or emergent technology;
- Equity, diversity and inclusion – implementing projects that acknowledge Canada’s diverse workforce and challenges facing under-represented, marginalised and vulnerable groups and incorporate these views into programming.

Equity Lens

The evaluation involved application of an equity lens, understanding that clients from diverse or vulnerable populations face unique challenges in the labour market. CSTEC collected data to create a socio-demographic profile of participants in the program. The data assisted in assessing to what extent the program was able to identify and remove barriers and challenges facing individuals or groups in the program to allow for training and transition to new employment or other activities as requested (training, retirement, etc.). Some of the demographic data involved self-identification in the context of privacy and provincial human rights legislation.

Data Collection and Analysis

The evaluator worked with CSTEC throughout the lifecycle of the project to discuss data collection methods and data gathering based on the evaluation questions identified. The evaluation used a mixed methods approach for quantitative (survey) and qualitative (interviews/administrative data review) for the analysis.

Data Collection and Management

The following outlines data collection responsibilities.

- Design data collection instruments – the evaluator developed the interview questions and helped designed the online survey instrument, and developed a process evaluation guide with CSTEC.
- Data collection instruments contained plain language.

- The evaluator interviewed the project team members (consultant, manager and coordinator) and had ongoing informal discussions with team members as the project unfolded.
- CSTEC facilitated access to workers for data collection.
- The evaluator received a list of programme participants to select a sample to interview to understand their experience with the programme.
- CSTEC provided administrative baseline data collected on the clients and program completion data.
- An online survey was designed by the evaluator and reviewed by the project consultant program coordinator which was sent out in October to collect information on participant satisfaction with the BOLD program and training quality, progress in training, support from CSTECC, and employment outcomes. CSTECC and the USW Action Centre staff followed up in October and November and early December up with calls to participants to support increased survey response and to find out their employment status. The survey data results are presented later in the report.

Literature review

The program design was informed by the literature review on labour adjustment for displaced workers and best practices in Canada and other jurisdictions that was completed for this project.

Data Analysis

Method(s) to analyze data and interpreting the results of the data collected included:

- qualitative analysis – analysis of interviews of participant experiences and project staff;
- quantitative and qualitative analysis of administrative data (records) collected on the program and its participants;
- quantitative analysis of survey data.

Description of BOLD Program

Population and Need

There is a need for a better mechanism for matching job seekers with vacancies, especially for potentially displaced or already displaced workers which CSTECC, as an intermediary in the labour market, hoped to address with the Better Outcomes in Layoffs and Downsizing (BOLD) pilot project. The BOLD pilot targeted manufacturing workers who were recently displaced for *short-term training* in demand by employers and re-employment. Re-skilling through long-term training was a secondary goal of the project, as the literature review found that withdrawal from the labour market to re-train were not always the best solution to displaced workers finding new employment. Canadian workers, particularly those in the manufacturing sector, are particularly vulnerable to labour market disruption through technological changes, automation, and capital flight to cheaper manufacturing countries. Based on 2018 Labour Force Survey data, many are mid-career, without tertiary education and may struggle with finding work.

Project Objective

To minimise the negative economic and social consequences of lay-offs on displaced workers, their families and employers by providing rapid return to the workforce through short term training for jobs with good income trajectories.

Economic and Social Context

The program was rolled out in July 2019 when the labour market in Canada was already facing shortages. However, at the same time, closures and layoffs of workers were still happening. Unemployment was at historic lows, but workers were still being displaced. At the same time, there is need for workers in other companies and sectors. By March 2020, the country and world was in a pandemic which affected the finances, production and operations of companies and led to lay-off of workers. The pandemic has exacerbated labour shortages, with early retirements, high turnover, and delays in immigrant arrivals.

Project Goals

Project Goals (Initial)

The project goals and objectives were impacted by the lockdowns caused by the COVID-19 pandemic. The program originally had 3 phases and activities related to all three – pre-layoff, layoff, post-employment.

1. Design a labour adjustment model that replicates features from U.S. Rapid Response Program with a focus on short-term training employment placement, and other wrap around supports).
2. Select, launch, and implement the new model at four sites with 200 workers with a pre-layoff, layoff and post-layoff component.
3. Measure the effectiveness of the model for both employers and workers.
4. Strategically communicate results of the project to key stakeholders.

Project Goals (Revised due to COVID-19 pandemic)

1. Design a labour adjustment model that replicates features from U.S. Rapid Response Program with a focus on short-term training.
2. Select, launch, and implement the revised model for as many workers as possible who have been laid off by the end of the project. (pre lay off services were cut).
3. Measure the Effectiveness of the Model for workers (pre-lay off was no longer applicable and focus was training for return to the labour market).
4. Strategically communicate results of the project to key stakeholders.

Resources (Inputs)

The evaluation reviewed the resources available to support the program implementation (e.g., staff, money, space, time, partnerships, technology, etc.).

Project team

The project team comprised of staff from CSTECC and the (USW) Job Action Centre including:

- a project consultant,
- a project manager from CSTECC,
- a project coordinator hired by CSTECC and based at the Job Action Centre,
- a support from staff at the JAC implemented the project.

The team members changed at different points which is discussed later in the report.

Stakeholders

Employers

The project manager was involved in locating employers who had little of workers or were planning to lay off workers. Two employers were identified to be part of the project at the beginning of the project.

- Barrymore Furniture company¹- the which had been in operation since 1919, closed its doors in December 2019 and its workers were laid off.
- Mirolin, a plant in Etobicoke was going to shut its ceramic manufacturing plant in 2019 and would be laying off the majority of its workers. Some elected to transfer to Mirolin's St. Thomas facility to work.

Post-pandemic, laid off workers were served by the programme through the JAC and a few people referred by CSTECC staff.

¹ Formerly Toronto Rattan Company

Programme participants (workers)

- The Barrymore workers were skilled in furniture making and were older. They had been laid off when the project started.
- The Mirolin manufacturing plant had mid-career workers of diverse backgrounds. The workers who relocated to St. Thomas were paid \$10,000 each. The project was going to include them but they were later excluded given the restrictions around travel and COVID-19.
- Other USW members and people in their social network who lost their jobs.

United Steelworkers Union (USW)

The USW runs Job Action Centres. One JAC in Toronto was an implementation partner for the project. The implementation of the programme took place from a job action centre in Toronto. The JAC serves laid off workers from the union as well as unemployed people within their social network.

Budget

The budget for the project was \$650,632. The budget was used for purchasing training and certifications, tablets for clients who had to do online workshops, additional supports, and administrative costs including a transfer to the Joint Action Centre for staff support and the project team.

Activities and project implementation (Process)

The process evaluation considered specific activities produced to achieve the program's outcomes, especially activities related to intake and recruitment, training and support workshops, and the impact of COVID-19 on activities.

Process evaluation goals

- documents the BOLD program implementation process, and challenges in planning and implementation to help stakeholders understand how the program outcomes were achieved.

- explains how the context of the COVID-19 pandemic influenced implementation, program re-design, and outcomes which can provide insights to aid implementation of similar projects.
- identifies intrinsic and extrinsic factors that supported or impeded participant success.

The evaluation of the process supports knowledge expansion on labour adjustment especially with regarding to BOLD's focus on short-term training and rapid return to the workforce. The lessons from the project will assist others in implementing similar labour market interventions and hopefully, improve on what has been accomplished by the BOLD pilot project.

Planning

The CSTEC project team developed materials, workshops, and needs assessment tools for clients. The project consultant developed a *work plan* and *intake form* for clients to develop a profile to better serve them. Some of these tools had been used previously by CSTEC. CSTEC had to change the project plan as the COVID-19 pandemic hit in March 2020.

Stakeholder Engagement

Employers

The project was successful in recruiting the USW, and two employers for program participants. One employer (Barrymore) had already closed on but the former workers were contacted to be part of the programme. The other employer (Mirolin) was still operational when the programme started in 2019 and the CSTEC staff were successful in building and maintaining trust with the Human resources staff which gave them access to the workers in the plant for early intake and assessment. The province ordered the closure of non-essential businesses in March 2020 due to the pandemic and the project team no longer had access to the plant and the workers. If the pandemic had not occurred, the programme would have been able to outreach to more companies and reach more people at risk of losing their jobs or already laid off.

Partners

The JAC was a partner on the project. CSTECH had to build and maintain trust with the USW staff who were facilitating access to their members who were laid off and helping with project implementation. Using the USW Job Action Centre to deliver the programme was helpful for the project as it provided access to laid off workers who were calling the JAC for support after the shut-down of the Mirolin plant, and workers who lost jobs during the COVID-19 pandemic.

BOLD Program Design and revisions due to COVID-19 Impact

The dawn of the COVID-19 pandemic had several impacts on the design of the whole project which required shifting from the original model. Changes and impacts included:

- the program design had to change with reduction in planned services offered and activities;
- pre-layoff work was no longer possible as companies were in COVID protocols or were shut down, preventing direct access to workers;
- the speed of implementation - temporary stoppage of the programme resulted in a delay in implementation;
- the participants involved - USW members were the target of the project but people in their network who were laid off and needed training were also included in the programme, with re-start of the programme;
- the number of participants served - minimum target of 200 remained an aspirational target.
- mode of service provision – in-person services switched to digital and online services.
- level of engagement with workers and employers – employers were no longer available for outreach and workers could only be engaged virtually through Zoom or electronically by email, text, or telephone for a period of the project; and,
- timelines - timelines were adjusted and extended based on changes in layoff timelines at the Mirolin pilot site, and the COVID-19 pandemic when lock-down measures shut off access to workers.

Program Features

The table shows the program features as first conceptualised, and changes made based on the challenges of the pandemic to implement the programme.

Original Programme Features	Revised Programme Features
<p><u>Early engagement with employers, unions, and workers at-risk of displacement and those already displaced</u> and implement a promising labour adjustment approach currently used in the USA that aims to minimize the negative impacts on workers and employers using <u>layoff aversion</u> through re-skilling or upskilling workers for the <u>same employer or other employers.</u></p>	<p><u>Engage with workers already displaced</u> and minimise the negative impacts on workers through re-skilling or upskilling workers for new employers.</p>
<p>Identifying workforce needs and workers' current skills;</p>	<p>Identifying workforce needs and workers' current skills;</p>
<p>Establishing and launching a suite of services that workers can access based on their individual needs delivered by CSTECH or other service providers;</p>	<p>Establishing and launching a <u>limited number of services</u> that workers can access based on their individual needs <u>and the labour market during a pandemic,</u> delivered by CSTECH or other service providers;</p>
<p>Working with workers <u>who were about to be laid off or those already laid off</u> to find short term training that suits them based on interest, skills and aptitudes.</p>	<p>Working with workers who were <u>already laid off</u> to find short term training that suits them based on interest, skills and aptitudes.</p>
<p>Connecting workers with short-term, training programs and certifications</p>	<p>Connecting workers with short-term, training programs and certifications.</p>
<p>Connect workers with potential employers</p>	<p>Connect workers with potential employers <u>where timelines of the project and funding allow.</u></p>
<p>The project aimed to test and evaluate this program for mid-career manufacturing and steel workers.</p>	<p>The project aimed to test and evaluate this program for mid-career manufacturing and steel workers.</p>

Changes in BOLD implementation in response to COVID-19

BOLD Phase 1 -pre pandemic activities

- A USW employer (Mirolin) planned to lay off 200 workers and close its Toronto plant and relocate some workers to another site -St. Thomas. The plan was to interview the laid off workers and convince more to relocate and assist the 37 people who opted to relocate. CSTEK and JAC staff had established a good relationship with the human resources staff. Another employer (Barrymore Furniture) who had already laid off 48 people agreed to be part of BOLD and the project manager was looking for other companies who might lay off workers locally.
- At the beginning of the project in 2019, someone was also hired to collect baseline data on workers targeted for layoff or already laid off. The JAC staff who were assisting on the BOLD project had entered the Mirolin plant and was doing assessments and intake interviews with the workers targeted for lay off. But this pre-layoff work in-plant had to stop as COVID shut down the plant which prevented access to the Mirolin plant prevented staff from providing in-person service.
- Each Mirolin worker who opted to relocate to St. Thomas received \$10 000 from the employer. The team had intended to visit St. Thomas and meet with workers in-person to support them and promote retention but the pandemic lock-down prevented them from serving the workers. The project team noted that they lost contact with these workers during the pandemic in 2020 as they did not have emails or phone numbers for them, which suggests that the union did not maintain up-to-date personal contact information on their members. The relocated workers became members of another union, so the JAC was no longer involved with them. The evaluator was informed that the union received information that the workers did not choose to relocate to St. Thomas but were commuting there and some opted not to stay in the job.
- The project consultant had discussions with the Future Skills Centre that the project had to be amended from what was conceived and instead shift to the old post-layoff model. The FSC agreed to the change.

BOLD phase 2 - during the pandemic

The BOLD program model was revised in October 2020.

- It shifted away from pre-layoff interventions used in U.S. Rapid Response Program and focused on post layoff support only.
- The target of 200 was not changed.
- In December 2020, a new coordinator was hired to recruit people, as the project manager was off work. He marketed the programs to people using the Job Action Centre and others in their network. A few referrals were made to the BOLD project coordinator, by other CSTECS coordinators who did not qualify for other CSTECS programs.
- An MOU was signed with the Job Action Centre in January 2021 sign in obligations of the project partner and CSTECS.
- JAC staff shifted from in-person support on site at the Job Action Centre to virtual workshops. Workers could no longer come in person, so intake and assessments were done online.
- A shift was made from longer training programs to shorter certifications that have value in the labour market such as forklift driver, drivers' licenses, first aid, WHMIS, drink server, food safety, etc.
- A list of short programmes and certifications was developed by the consultant and coordinator to use for the clients.
- Many of the certifications were done online given pandemic restrictions.
- Some candidates found employment after training on their own and some sought help from the JAC, but the focus shifted to re-certification and short-term training.
- The revised model was discussed with the JAC. The JAC staff were contacting workers through the pandemic.

Outputs

Intake and assessments

There were two cohorts in the programme who were assessed – pre-pandemic and post-pandemic.

- Before the pandemic, 120 out of 230 Mirolin workers were assessed in the plant before it was shut down due to lockdown measures. Some of these workers continued the programme post-pandemic.
- Seventeen (17) out of 48 Barrymore workers were assessed previous to the pandemic. Some of these workers continued the programme post-pandemic.
- Other workers from 28 other identified employer lay-offs were recruited and assessed when the programme was re-started.

Some of the pre-pandemic Mirolin and Barrymore workers may have opted not to continue the programme once it re-started but this number was unavailable from the JAC.

The remainder of this report is based on the participants in the post-pandemic implementation of the project.

Demographic Profile of participants

The data on demographics was not complete. Some individuals opted not to provide the information which participants were asked to provide on a voluntary basis based on human rights and privacy requirements. The information below provides a profile based on available data collected on participants in the programme.

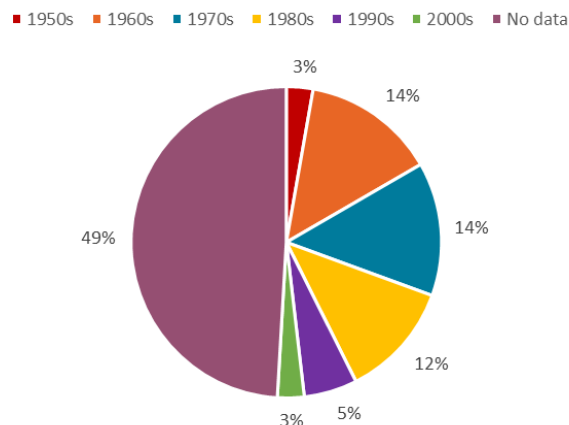
Participants by Gender

The majority of participants were male (72%).

Participants by Age

Where data was available for participants' age, they were mainly older workers, born in the 1960s, 1970s, or 1980s. Few were born in the 1950s, 1990s, or the 21st century. However, date of birth data was missing from the dataset for 48% of the participants.

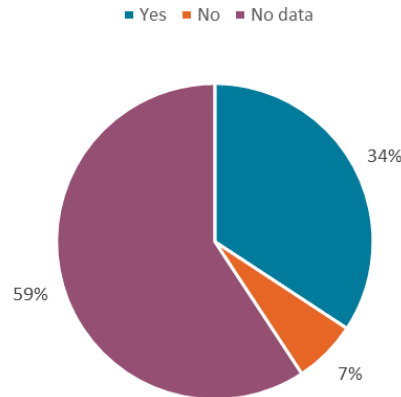
Figure 1: Participants by Birth Decade



Newcomer status

Based on the data available, 36% of participants were newcomers, that is, was living in Canada for five years or less. However, data was missing for 58% of the participants on immigrant status and time in Canada.

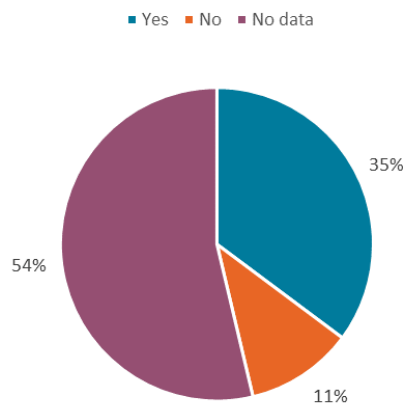
Figure 2: Newcomer status



Members of racialised groups

Based on the data available, 36% of participants were from racialised groups. However, data was missing for 53% of the participants on racialised identity.

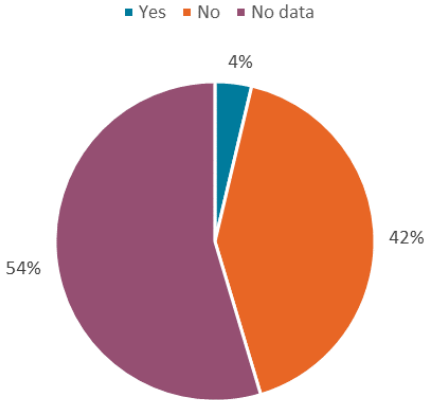
Figure 3: Racialised Persons



Participants with disabilities

Only 4% of participants (or 4 people) indicated that they had a disability, with two of these being hearing impaired. Forty-two percent (42%) indicated that they did not have a disability. However, 54% of participants had data missing on disability status.

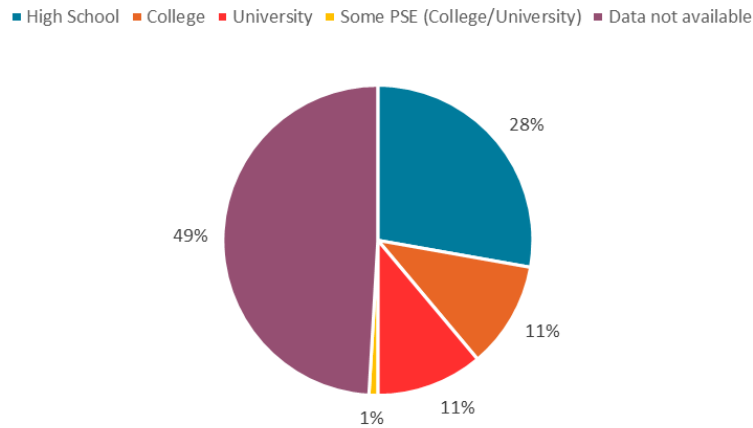
Figure 4: Persons with disabilities



Participants by Education

Where there was data available on the participants' education, the majority had attained high school education (28%). A few had college level education, and a few had university level. A few had PSE with foreign credentials. Almost half of the participants (49%) education data, however, was missing from the dataset used for the evaluation.

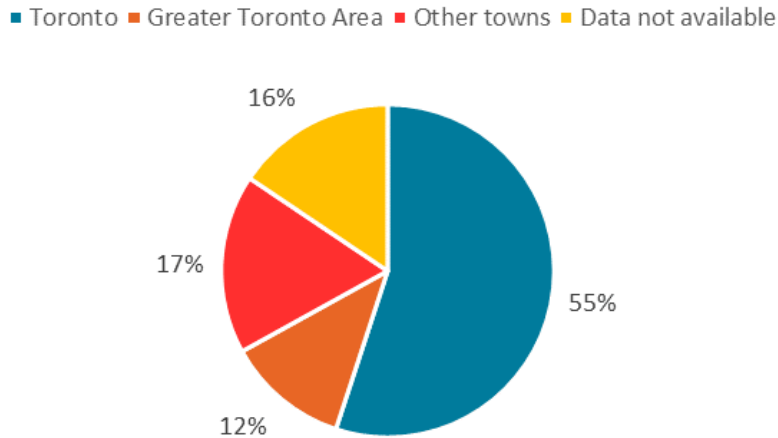
Figure 5: Educational Attainment



Participants by Place of Residence

The majority of the participants came from Toronto (55% or 60) as two of the major employers who closed their operations and laid off workers were based in Toronto – Barrymore and Mirolin. Seventeen percent (17%) came from the greater Toronto area including Vaughan, Brampton, Richmond Hill, Hamilton, Thornhill, and Newmarket periods. Other towns included Angus, Beamsville, Niagara Falls, Milton, and Sault St. Marie.

Figure 6: Place of residence of participants



Outcomes

Training and certifications

The project met its revised goal of providing short-term training for displaced workers, giving them skills and certifications in demand by employers, that allows them to quickly re-enter the workforce even as the pandemic was still in play in 2020 and 2021. Post-pandemic when the BOLD programme re-started, the project helped 107 individuals by mid-December 2021. The table below outlines details on completions and status of other participants who did not start training.

Table 1: Training outcomes

Status of Trainees	Count
In-progress	8
Completions	76
Dropped out	5
Did not start/Lost interest	6
Lost contact with clients	4
Referred to another CSTECH program	1
Returned to work with former employer	1
No data	2
Did not meet training entry requirements	4
Total	107

- 89 people registered for training.
- Retention rate of trainees – 94%; completion rate –85% (excluding 8 still in training in December).
- The majority of participants did a single training, but some individuals participated in more than one training, mostly related to the online bulk certifications, such as Food Handling and WHMIS.
- Only one person did health-related training – personal support workers (PSW).

- Client profile and outcomes - There were some intrinsic and extrinsic factors related to success in program completion - training and/or certifications. For example, one older client could not pass his certification test and eventually dropped out due to cancer. Another individual completed her training but had to postpone continuing another program to go abroad as a relative was ill. One individual dropped out because his previous employer re-called him to work. A few others could not be trained within the period given entry requirements, such as no driver's license to do a truck driver course, etc.
- Workers will continue to be assisted by the JAC after the project ends, with job support services, where possible.

Type of skills gained

The majority of participants were involved in work-related training and certifications. However, some skills related to job searches and computer skills were also offered to clients. Training and support duties were divided between the JAC and third parties:

- Third party providers selected by CSTECH provided technical skills training and certifications.
- Job interviewing skills training was provided by the JAC.
- Job searching skills workshops were provided by the JAC.
- Computer literacy and use of a tablet training were provided by JAC.

Other supports services provided to clients

- One third (1/3) of participants attended workshops to assist with job interviews and job search. This includes people from the pre-pandemic cohort.
- Forty (40) people received a tablet to do the online training. Six of the 40, did not proceed further than just receiving the tablet and training on how to use it. CSTECH purchased the tablets for participants to help them with the shift to virtual workshops.

Employment

Given the prolonged shutdown due to the pandemic, the ability to meet the target of 200 workers was difficult to meet. Given the number that was served with the restart of the programme in early 2021 (107), the project would most likely have been able to meet and surpass the original target of training and assist 200 workers to find employment, if the pandemic had not happened.

- Information on employment outcomes for all programme participants was not complete. The employment status of some participants was not known at the time of writing of this report as they were in different stages of completion - some of the trainees had completed training/certification and were already working; others had completed training and were doing certifications; others were looking for work; and a few was still in training.
- Although there were severe labour shortages that presented itself in 2021, it cannot be assumed that the programme participants did not need help finding jobs. Some trainees were able to find work, but there were a couple of programme participants who indicated that they could have used some help with job search. Every client has different needs and an individual action plan would have identified the need for job placement support for specific clients. For future iterations of the programme, staff must assist trainees directly with finding a job placement, unless they already have a job opportunity.
- The third element of the program was to follow up with participants, and provide post-employment support but this was not fully implemented given the challenges and truncation of the project implementation timeline due to the pandemic. JAC staff were available to people who called in for job assistance.
- Employers of programme participants who had returned to the workforce, were also not contacted for feedback on their success and retention given the short timeline between programme delivery and evaluation.
- Barrymore workers - another employer bought the name and intellectual property of Barrymore furniture company and re-opened under the name of Barrymore furniture in 2021. The new incarnation of Barrymore furniture indicated that they had recruited a few of the laid off the

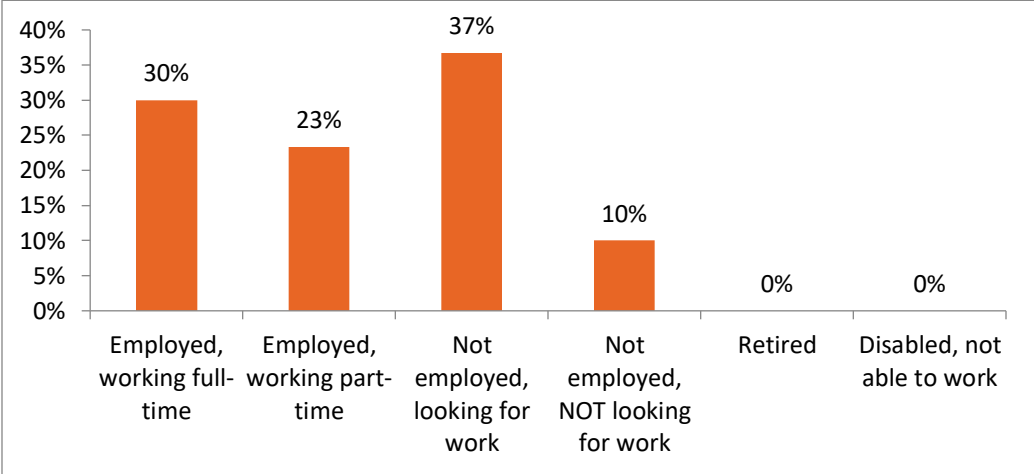
workers - a showroom manager, three upholsterers, and one sewer who started work in March/April 2021. They found the workers through word of mouth. The showroom manager left, and one upholsterer left because he found a job closer to home.

Results of Participants Satisfaction Survey

Twenty-nine (29) participants completed the online survey (See Appendix 2) which was sent out to participants. Staff from the JAC contacted participants to encourage them to complete the survey. All the respondents were from Toronto except for six who were from the greater Toronto area - Brampton, Markham, Hamilton and Maple. The responses to the questions are presented below.

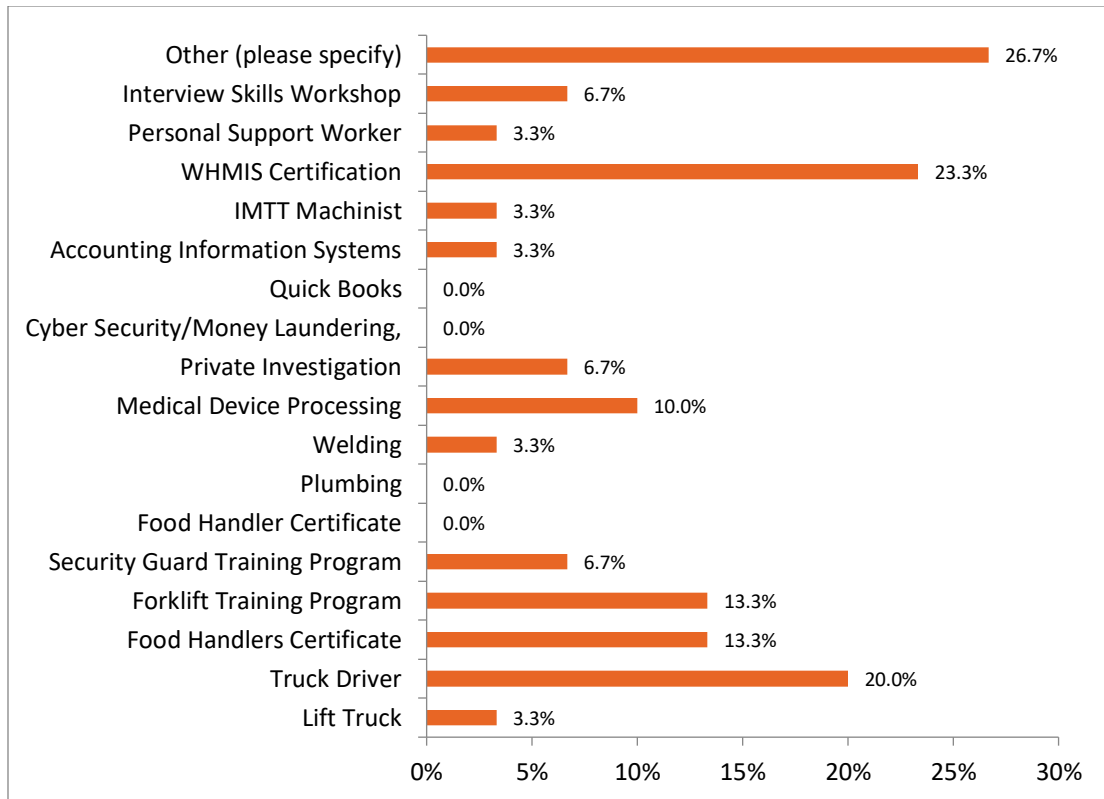
1. Which of the following categories best describes your employment status?

Fifty-three of the respondents were either working full-time or part-time. There were still 37% looking for work.



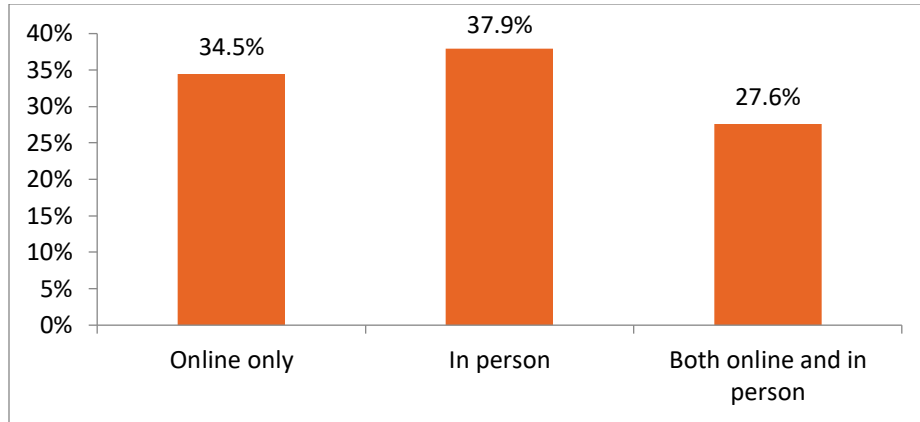
2. What Training Did You Receive?

WHMIS certification and truck driver training were the most popular, followed by forklift training and food handler certification.



3. How was the training delivered?

Online training was a key component of training for success during a pandemic. It allowed participation in a safe manner.



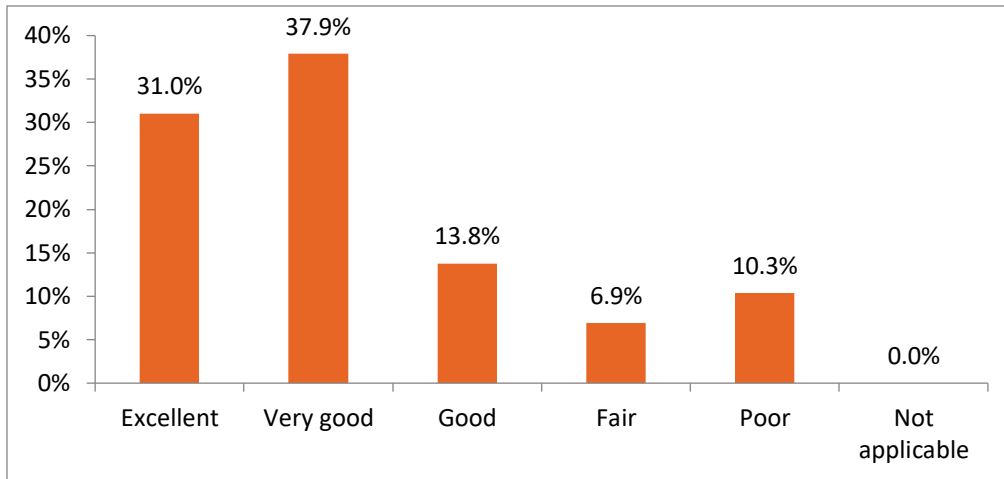
4. Overall and thinking about your own learning, how would you rate the content of the program?

Twenty-one respondents or 72% found the content of the programmes either excellent or very good.



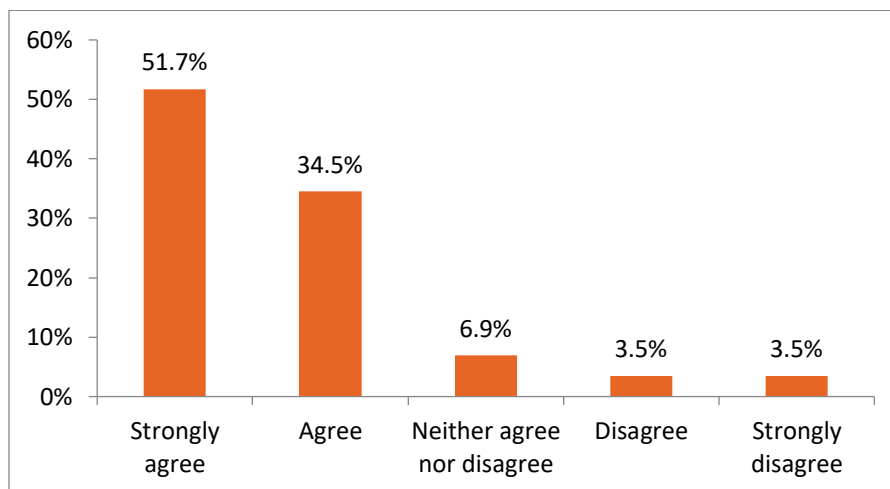
5. Overall and thinking about your own learning, how would you rate the instruction?

Twenty respondents or 69% found the instructors of the programmes either excellent or very good.



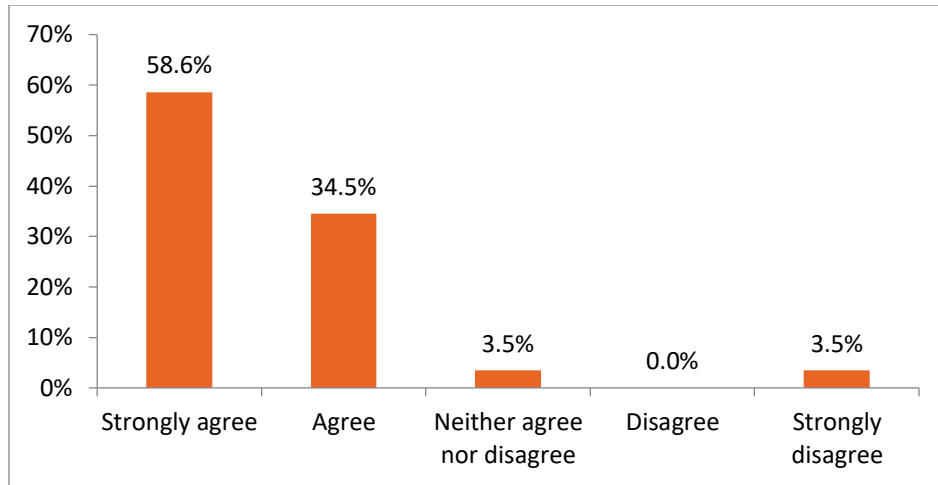
6. The skills I learned will help me get another job:

Twenty-five respondents or 86% agreed or strongly agreed that the skills that they obtained from BOLD would help them get another job.



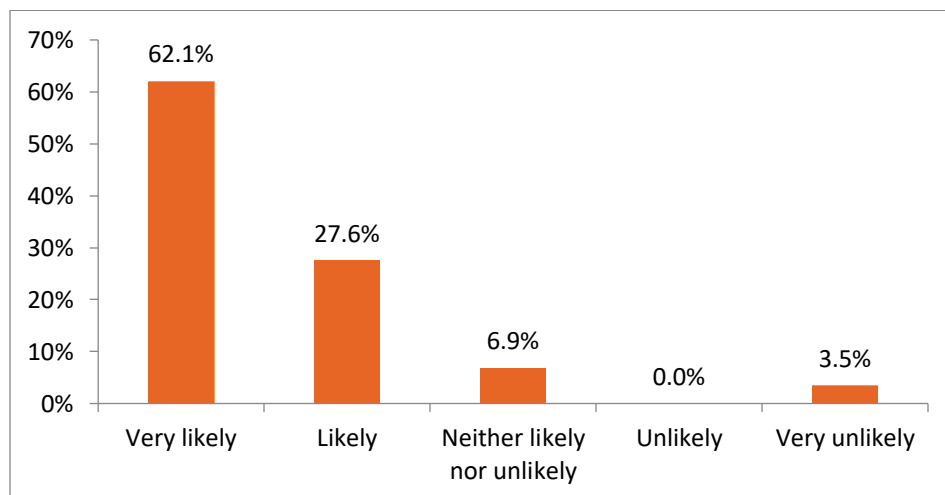
7. I will use the skills I learned on the job.

Twenty-seven respondents or 93% agreed or strongly agreed that the skills that they will use the skills on the job.



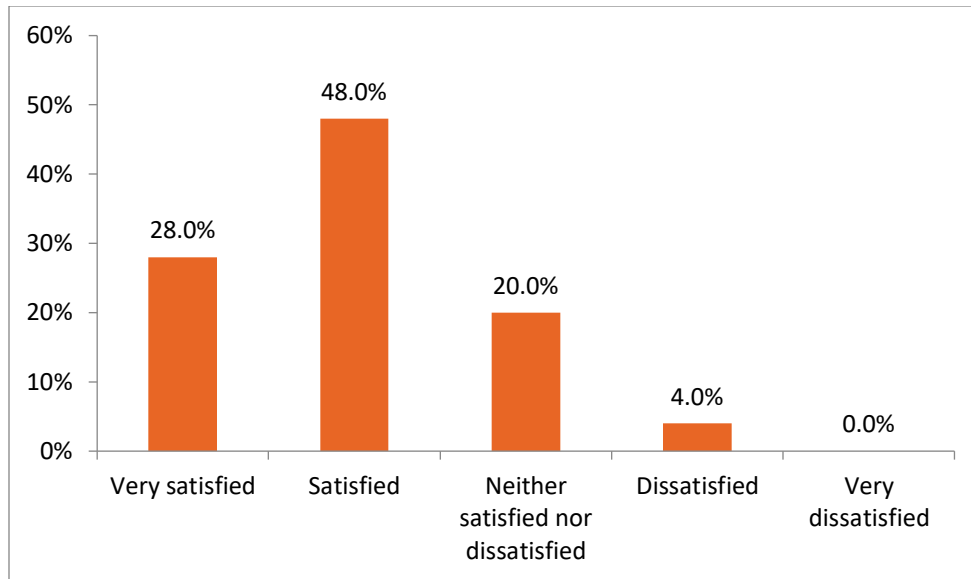
8. Based on your experience in the program, how likely are you to recommend the program to someone looking for employment or employment support services?

Twenty-six respondents or 90% were likely or very likely to recommend the BOLD programme to someone looking for employment or support services to find a job.



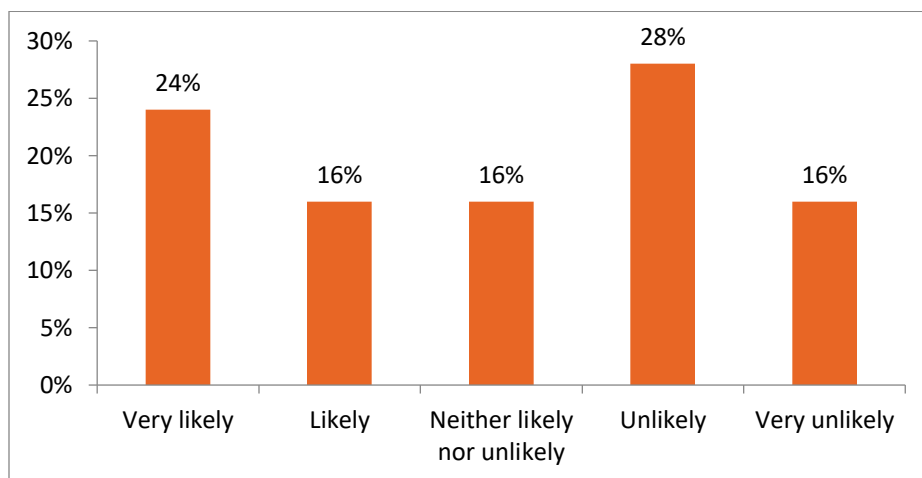
9. If you are now employed, what is your level of job satisfaction?

Twenty-five (25) of the 29 respondents or 86% were working. Of these 19 or 76% were very satisfied or satisfied with their job.



10. Please rate the following statement: I worry about losing my job.

Forty (%) or 10 people who responded had some worry about losing their job while 60% or 15 people were not worried.



11. Is there anything that the Job Action Centre or CSETC could have done to improve our services or help you find work?

Twenty-one (21) people responded to this question or 20% of 107 clients served. The majority were happy with the support provided including training advice and funding. A few programme participants were interested in being contacted for further training to add to their skill set. People had different needs, for instance, needed help finding a job or did not feel they needed a help finding a job. There was one comment about the quality of training, where the trainee did not believe the welding instructor was qualified to deliver the type of welding that he needed. One person also felt that the JAC staff could be more proactive in providing job search support. See sample of comments below:

- *Thank you very much for getting help during my most difficult time.*
- *Just keep me update with any other training, this will give me more opportunities.*
- *I will be happy to attend more training to build up my skills if you have to offer, thanks.*
- *Very happy with all the services I received.*
- *I will call the Job Action Centre if I need any assistance in finding another job.*

Participant satisfaction - Interviews

A sample of four participants were selected to get feedback on their experience with the program. They were interviewed confidentially by telephone by Prism Economics. They stated that they were happy with the program and the opportunity to get certifications/training to re-enter the labour market.

They rated the training that they received as excellent. They had positive feedback about the coordinator who helped them on BOLD, finding him “good: and “helpful” and “supportive”. They got calls from the coordinator to check on their progress. He said they could contact him any time. They appreciated the help with tuition costs.

Case 1: One participant interviewed mentioned that he saw the ad. on Facebook for YESS and contacted a YESS coordinator, who referred him to the BOLD coordinator. He chose welding as a short certificate program. It was one-to-one training. He had been working in manufacturing and was laid off because of the pandemic. He already has a test scheduled for a job at a company while in his last week of training. The trainer helped him secure an interview. The BOLD coordinator also told him to send him a copy of his ticket when he was done to help him find work.

While there was one coordinator assigned to BOLD, coordinators from other CSTECS programs would send clients to BOLD who met the program criteria.

Case 2: One individual did forklift certification (2 weeks duration) and was able to get a job at a factory paying \$24 per hour. His employment contract is for 1 year but with the option later for permanent employment with benefits. He also is taking a private investigator course with a length of 3 months online with asynchronous and synchronous classes. A former police officer does the training. He received a tablet for training. Virtual training did not matter because he is an independent learner. Depending on what works out better financially, he plans to do the current job and private investigation once he becomes qualified. He would like to get into law enforcement in the future, but for now, is happy with the opportunity to increase his earnings from previous jobs with the certification that he obtained from BOLD. He appreciated BOLD and the CTSEC staff.

The BOLD programme, in future iterations, could provide a pre-training career map and post-training advice for progress in their career or at least referral to other resources and programs. Find out about their aspirations and goals and help them map a pathway with BOLD. For example, the college provided information to one participant about World Education Services and getting their degree credential evaluated, which is something that a BOLD adviser could do. A few participants seemed to want further training and were ambitious but were afraid to tell the coordinator all their plans because they wanted to fit the program requirements. They chose programs based on interest, past experience and/or funding availability. They noted that they would be calling the coordinator after they complete training. They would also recommend the program to others.

Long-term participant outcomes and impact

Labour market outcomes beyond the end of the project was not assessed given the delay of the project and shortened implementation timelines when the project restarted in 2020.

Blueprint, contracted by the Future Skills Centre, had indicated that it would be using tax filer data from Statistics Canada to follow the trajectory of all the clients served by the *Future Skills Centre* projects.

Successes

- The program was able to demonstrate that the shift to short-term training and certifications for laid off and unemployed people results in good completion rates and facilitates rapid return to work. This approach is different from the labour adjustment models of the 1990s, which provided longer training for laid-off workers, which did not suit older workers who are closer to retirement and those who have other challenges (ESL, learning disabilities, family obligations, etc.).
- An individualised approach and evidence-based decisions – Support and training were matched to candidates based on their profile which increased the likelihood of completion which the results shows worked.
- CSTEC was able to successfully pivot and complete the project despite the pandemic.
- More people are hearing of BOLD at the JACs and are coming and asking for training, which suggests that there is a demand for this type of programme.

Challenges

External challenges

Partnership

CSTEC partnered with the USW Job Action Centre to implement the project as they had access to laid off workers. According to the former project manager who was interviewed about BOLD, the JAC staff were invested in helping their members get re-employed. The JAC staff conducted outreach to their members; assisted with recruitment, meetings, and follow up.

The project consultant drafted a Memorandum of Understanding (MOU) which was signed by the partner in January 2021, outlining the terms of the partnership. This MOU created clarity around roles which allowed for the partnership to work better. The MOU outlines changes in the model from the initial version.

Recruiting participants

The rapid response model of worker transition in the labour market requires a process of early identification of layoffs among labour market stakeholders. Ontario does not have a layoff alert system set up for identifying potential layoffs early for smaller groups of workers. The project team had to do outreach with networks and environmental scans to determine if workers would be laid off. Given that when the project started in 2019 there were labour shortages, this was more difficult.

The JACs were used as the mechanism to find workers needing help for phase 2 BOLD (post-pandemic) as they had a pre-existing hotlist of laid-off workers, and JAC staff members vouched for the BOLD programme. There were also walk-ins into the JAC with laid off workers requesting assistance with their return to the labour market.

Recruiting participants also required building trust with the employer(s) and human resources staff; building trust with the union representatives, and with workers to better serve them and obtain feedback on their labour market needs which the project has been able to demonstrate, despite the environmental challenges of a pandemic.

N.B. The initial idea of operating in Alberta was shelved for logistical purposes and with the dawn of the pandemic, proved to be a good decision.

Summary of Impact of COVID-19

The impact of the pandemic has been highlighted throughout the report. This section provides a summary of the challenges and how the team pivoted to keep the project afloat.

- The project started in 2019 and stopped in 2020 and re-started later in 2020 which delayed implementation and resulted in truncation of the time available to implement the project.
- Before the pandemic, CSTECH with the support of the Job Action centre, was able to start interviews to do intake assessments on site at Mirolin, but the plant was shut to outside people due to lock-downs, and the project stalled in April 2020.
- Program model re-design - the pandemic severely affected the program which required a re-design, as discussed above (pages 17-28). CSTECH was able to successfully pivot, once the pandemic started but pre-layoff support was no longer feasible.
- Clients could not visit the Job Action Center for a period, as it were closed due to lockdowns.

- Workshops shifted to virtual.
- In-person meetings in workplaces were not possible so outreach to employers was impacted.
- During and post-pandemic - more workers were laid off who came looking for work from the Job Action Centre.
- The focus shifted to training and job matching for clients was limited as the project came to an end in December 2021.

The team noted that they did not know that the pandemic would last so long², otherwise they would have trained everyone on the team what to do differently and how to do it.

Note: December 2021 saw another surge in infections.

Internal challenges

Virtual shift

The shift to an online format took time. The JAC staff were not equipped to do online offerings. There was some doubt as to whether the online approach would work if workers did not have computer literacy skills to do virtual training, but this did not prove to be a major barrier. Challenges included families not having connectivity or equipment. Participants were able to do the tablet training and 40 received tablets.

Client outreach

The project team lost contact with relocated workers and some of the pre-pandemic clients. Better record-keeping on clients will allow for continuing outreach to clients by the JAC and CSTECC.

Budget

One hundred thousand (\$100 000) was allocated for training but the team found it difficult to allocate among clients without knowing the intake and client needs. More money was spent per client than initially budgeted but this was adjusted as time went on. It was decided to allocate \$1000 per person for a target of 80 people but

² At time of writing of this report, the pandemic is at an all time high of infections in January 2022 with the Omicron variant surge.

they realised that they could raise the dollar amount for some if the costs for others were lower (e.g., plumbing at \$4000 vs \$500 for forklift training). There was some re-allocation done to support as many people as possible with the funds in getting training.

Some guidelines could have been established on how to spend the funds and what was not eligible. Funds could not be easily reallocated and required permission and negotiation with the funder.

Data collection and record-keeping

The project consultant developed a baseline assessment form for participants to establish client needs and allow for reporting. Pre-pandemic, in 2019, CSTECH hired a project coordinator to work with the JAC and collect baseline data on union members targeted for layoff, but there was limited membership information in the JAC database. That project coordinator left the project before the project was shut down. A new coordinator was hired in 2020 to support the BOLD project, after it resumed, and he was successful in working with the JACs and building relationships to work with participants and collect client data required for assessing the project's success and reporting to the funder.

The JAC did not keep robust data on workers which made follow up with clients difficult. The JAC needs to improve the data collection on their members and other people being served in the community to improve evaluation of programming and outcomes.

CSTECH established a new SharePoint system which was used by the BOLD coordinator to store client data in Excel. The new coordinator for the project worked to collect more robust data from all participants in BOLD, once the project started back up which was utilised in this evaluation. He spent 1 month putting together a data collection process. An online survey was designed by the project consultant, the evaluator and coordinator and was sent out to participants. The coordinator followed up with participants to find out their status with regards to completion, program satisfaction, and employment status, and this data was used for the report. This process was time consuming. There is opportunity for further improvement in data collection and management through a CRM to store and manage programme and client information, and conduct surveys and outreach. CSTECH will need the support of funders to establish and maintain a CRM.

Employment support

The USW Job Action Centre could have been more proactive around supporting programme participants with job search supporting and finding employment through their individual action plans. Moving forward any such initiative ought to establish client follow up to provide job search and placement support and update records on their employment status to get a better idea of the status of all the participants in the labour force.

Project Team

There were changes in the team that delayed implementation. The project coordinator changed during the course of the project from pre-pandemic to post-pandemic. The new coordinator had to be trained on how to put together a resource list, recruit someone and move them to training. The project manager became very ill and had to take time off and eventually retire which resulted in the project consultant taking on project manager duties to supervise the project. The new coordinator that was hired to help on BOLD was key to the current success of the partnership with the JAC and the success of the project through his relationship building skills and recognition of the value of data for the project's success.

Lessons learnt from BOLD

The BOLD project provided a unique opportunity to learn how to do labour market adjustment or labour transitions better. There were several lessons learned which employment service providers can use to implement versions of the BOLD project themselves, including the original model.

- The COVID-19 pandemic may have interrupted execution of the program, but it allowed the opportunity to explore new ways to serve clients such as virtual delivery of assessments and workshops, and use of short-term certifications to quickly get people back into the labour market once the economy reopened from lockdowns. Conducting labour market transitions work in BOLD was different from the 1990s, labour adjustment models which involved providing longer-term training and did not provide the same return on investment. In previous versions of labour adjustment, older workers would drop out of training. The completion rate (85%) and retention rate (94%) for BOLD was very good. One or two credentials obtained in the programme will not facilitate a change in career, but it built on their previous knowledge and skills.
- The project underscores the need to do a more robust, individualised assessment related to clients before registering them for training, so that they are matched with what will work for them in adding to their skills set and marketability. Detailed information on clients collected during intake will help employment programs to serve clients better. The project demonstrates the need to collect information that allows for a comprehensive assessment of the client's disposition, attitudes and aptitudes to assist with training decisions and employment placement that will lead to retention and success.
- Doing pre-layoff intervention and transitions is a new idea in Canada that requires further exploration outside of a pandemic situation. It was a key part of an innovative rapid response model, that was midway in implementation when the pandemic set in. This part of the rapid response labour market intervention model needs the collaboration of government, the employers involved, unions (where applicable) and the local communities (where the layoff is taking place and if relocation to another community with the same or another employer is part of the intervention. This approach requires a system for early identification of layoffs among labour market stakeholders locally or regionally.

- It is difficult to do a labour market intervention for unionised workers without having union support and cooperation of management and union representatives. Building trust with the employer and staff involved with the workers, and building trust with the union representatives and workers, is important. If this model is implemented again, getting early buy in from the employer and the union as to project goals and requirements is key to success.
- Conducting labour market transition programs with a project partner requires trust and clear communications upfront. The establishment of a Memorandum of Understanding early in the process is a best practice that should be used in future partnerships.
- Having broader range of partners (5-6 agencies) to provide different services to clients would have enhanced the programme. For instance, having a partner to do academic assessments of clients qualifications would have served clients better in job searches and employment placement. The BOLD project would have benefitted from tapping into the broader EO network. Any implementation of BOLD, in the future, can seek to collaborate with EO providers.
- A more systematic approach to identifying laid off workers could be developed with support from the Ministry of Labour and other partners.

A consideration of these lessons can help with replication of the original BOLD model not just in Ontario but across provinces

Conclusion

The following conclusions are drawn based on an assessment of the policy context, the current labour market context of labour shortages, CSTECH team feedback, and participants' feedback.

The BOLD pilot project was successful given the challenging circumstances under which the project was implemented. The programme met its stated objectives to provide new skills for quick return to the workforce and provides insights into effectiveness of the approach. The programme design and implementation was iterative in response to the changing policy environment during the pandemic, the demographics and needs of the workers involved, and the labour market conditions - pre-pandemic in 2019/2020 and during the pandemic in 2020 and 2021. Once the pandemic lockdowns were lifted, BOLD was able to pivot and achieve success in helping laid off workers - assisting 107 people with job search support, training, certifications, and employment support. If the pandemic had not occurred, BOLD would have been able to meet its client targets. While there were challenges in planning and implementation, some of the issues were beyond the control of CSTECH (pandemic; partnership challenges) and delays due to staff changes.

The traditional model of labour adjustment was to train people to stay in the same industry or same type of jobs. Now, workers must be trained for advanced manufacturing which requires more technical skills. Training should also allow worker transition to another sector, which is a new model of labour adjustment. However, the BOLD model of labour adjustment is resource-intensive, especially if wraparound supports or post-employment supports are included and needs to be properly funded. The pilot of BOLD included some pre-layoff support which was derailed by the pandemic, skills training, and some post-employment support. Future BOLD projects should revert to the original design, planned around rapid response and promoting a culture of layoff aversion through upskilling. The post-pandemic version of the BOLD project ultimately serves to inform labour market stakeholders about how to implement a labour adjustment program that adopts a rapid response approach to reduce unemployment spells for those already displaced in the labour market.

Appendix 1: Original Program elements and changes

The tables below outline the original conceptualisation of the BOLD program intervention to help workers.

BOLD: Worker Service Delivery: Service Delivered in advance of Layoff Date. Located at firm, union space, and/or other location. (Started and stopped after pandemic started)			
	Component	Activities/Service³	Tools/Instruments/ Methodology
Pre-Layoff	Workplace Needs Assessment and Layoff Aversion <i>Some work done before pandemic in 2019 at Mirolin</i>	<ul style="list-style-type: none"> ● Snapshot of workplace demographics. ● Capture/Develop understanding of context for layoff. ● Document severance package (if applicable). ● Develop strategies for working with employer/union. ● Examine if COJG applicable 	<ul style="list-style-type: none"> ● Firm Layoff Plan (document)
	Resources and Information	<ul style="list-style-type: none"> ● Information on BOLD program. Types of services available. ● Information on MOL etc. ● information on local, provincial and national labour markets, including such things as job postings, occupational, regulatory and training requirements, ● emerging and declining sectors 	<ul style="list-style-type: none"> ● Info sheet. Distributed ● Group and/or individual information sessions
	Financial Planning	<ul style="list-style-type: none"> ● Determine options based on worker's personal finances 	<ul style="list-style-type: none"> ● CSTEC Financial Planning Approach
	Assessment of Skills	<ul style="list-style-type: none"> ● Documentation of formal and informal education/training. ● Identification of language or essential skill level. ● Identification of possible skill development options. 	<ul style="list-style-type: none"> ● One on one interview ● <i>CAMERA- not used</i> ● <i>CLB Assessment</i> ● <i>CAAT</i>
	Assist with E.I. Application/Eligibility	<ul style="list-style-type: none"> ● Assist in determining individual's eligibility for collecting E.I. or other form of income support. 	<ul style="list-style-type: none"> ● One on one interview ● Applicable forms

³ The components, tools and methodology are intended to be highly flexible and customized to the workers' needs. Not all individuals required the same level of service, nor the activities and tools associated with the component.

BOLD: Worker Service Delivery: Service Delivered in advance of Layoff Date. Located at firm, union space, and/or other location. (Started and stopped after pandemic started)

		<ul style="list-style-type: none"> ● Assist in completing and submitting all forms. 	
	Counselling and identification of stability issues/necessary supports	<ul style="list-style-type: none"> ● Identification of individual stability issues; material and social/emotional. ● Provision of (or referral to) services and supports age to increase individual resiliency. 	<ul style="list-style-type: none"> ● Questionnaire ● Tracking sheet (database). ● Referral (track) to community agency, health centre etc.
	Individual Action Plan	<ul style="list-style-type: none"> ● Develop/document a job search strategy, identifying and matching career interests, skills and aptitudes, barriers to employment etc. ● Help worker with career clarification/options/expectations and planning, and with informed decisions on education, training, and employment. ● Explore additional options (e.g., early retirement, entrepreneurship, relocation etc.) 	<ul style="list-style-type: none"> ● Limited given continuous intake and shifted timelines due to project stoppage during lockdown
	Job Relocation (Removed due to pandemic)	<ul style="list-style-type: none"> ● Assist workers to methodically examine pro's/con's to relocation. ● Assisting employees (and spouses) to overcome barriers to geographically relocate. 	<ul style="list-style-type: none"> ● One to one info. and planning ● Examine and determine strategies to help individuals relocate.
	Job Search	Helping workers to look for employment.	<ul style="list-style-type: none"> ● One-to-one meeting ● Workshops
Post Lay-off (No pre-layoff training given pandemic)	Short Term Target Training/Certification	Identify/fund short term targeted training or certifications to support employment retention	<ul style="list-style-type: none"> ● Forklift training etc. ● Logistics ● Inventory Control ● Other employer/union identified training

BOLD: Worker Service Delivery: Activities commence upon start of unemployment. Location: TBD (action centre, union space, etc.)

	Component	Activities/Service	Tools/Instruments/ Methodology
Upon Layoff	Individual Action Plan	<ul style="list-style-type: none"> ● Revise, modify or confirm as necessary 	<ul style="list-style-type: none"> ● Documentation of revisions when applicable
	Job Search	<ul style="list-style-type: none"> ● Provide support to participant in planning and conducting their job search based on a realistic and accurate assessment of their qualifications compared to job requirements ● Career clarification and goal setting, skills and interest assessment, and interview 	<ul style="list-style-type: none"> ● One-to-one meeting ● Workshops ● Texts⁴ <p>Limited given timelines due to project stoppage during lockdown</p>
	Job Development - Placement	<ul style="list-style-type: none"> ● Marketing of participant to employers, including informing employers about what the participant can do and soliciting a job interview. 	<ul style="list-style-type: none"> ● CSTEC database <p>Limited given timelines due to project stoppage during lockdown</p>
	Wage Subsidy	<ul style="list-style-type: none"> ● Work with other agencies who have access to wage subsidies 	<ul style="list-style-type: none"> ● EO
	Relocation Support (Not implemented given changed timelines and COVID restrictions)	<ul style="list-style-type: none"> ● Financial assistance ● Housing assistance ● Find cultural supports (education, places of worship, recreation etc.) 	<ul style="list-style-type: none"> ● CSTEC and cultural organizations etc. ● One-to-one tailored supports.
	Skills Development	<ul style="list-style-type: none"> ● ESL or LBS ● Second Career ● Short-term certification 	<ul style="list-style-type: none"> ● Applicable forms ● Advocacy

⁴ This has been an approach – with some evidence of success. Regular texts asking participants “How’s it going” --- - or something of that nature.

	<p>Mentoring</p> <p>Not possible given revised timelines due to pandemic</p>	<ul style="list-style-type: none"> ● Counselling on job loss stress and strategies thereof. ● Referral to other community service supports, 	<ul style="list-style-type: none"> ● One on one discussion. ● Documentation of referral
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BOLD: Worker Service Delivery - Limited given timeline change due to pandemic				
Post-Employment	Component	Activities/Service	Tools/Instruments/ Methodology	
		<p>Ongoing Retention Support</p> <p>Limited</p>	<ul style="list-style-type: none"> ● provision/coordination of the range of transferable soft and personal skills (beyond the technical skills) required of a participant to maintain employment (focus on resiliency) ● Assistance and tapering of wraparound service continuity as employment modifies life conditions. Including, but not limited to: housing, childcare, low-income dental care, clothing for work, vocational tools, etc. 	<ul style="list-style-type: none"> ● Counselling/Mentoring over phone, texts, or meetings. JAC staff are available to their members for ongoing advice and support. <p>Wraparound services were limited given the shift to short-term training post-covid</p>
		<p>Next steps career planning</p> <p>Limited</p>	<ul style="list-style-type: none"> ● Strategies and support to look for internal and/or external advancement opportunities. 	<ul style="list-style-type: none"> ● Counselling/Mentoring over phone, texts, or meetings.
		<p>Identifying learning opportunities</p>	<ul style="list-style-type: none"> ● Advice and guidance in identifying internal/external learning/training opportunities to support workplace retention and/or advancement. ● Short term training/and or certification 	<ul style="list-style-type: none"> ● Counselling/Mentoring over phone, texts, or meetings. ● Conversations with employers who are hiring
		<p>Financial Planning</p> <p>Limited</p>	<ul style="list-style-type: none"> ● Long-term financial planning and money management 	<ul style="list-style-type: none"> ● Counselling/Mentoring over phone, texts, or meetings

BOLD: Other Activities			
Other Activities	Component	Activities/Service	Tools/Instruments/ Methodology
	Date entry and case file management	<ul style="list-style-type: none"> ● Enter all participant data, activities, supports provided and outcomes at pre-identified intervals 	<ul style="list-style-type: none"> ● BOLD/CSTEC data base.
	Evaluation	<ul style="list-style-type: none"> ● Provide insights to PRISM Evaluator. 	<ul style="list-style-type: none"> ● Interviews, surveys and formal/informal discussion
	Participant Supports	<ul style="list-style-type: none"> ● Childcare costs/transportation 	<ul style="list-style-type: none"> ● One on one interviews and case management.*
	Provide guidance/insights around new tools developed. Work cooperatively around implementation and execution.	<ul style="list-style-type: none"> ● Ongoing correspondence and meetings. 	<ul style="list-style-type: none"> ● .project plan
	Finances	Manage Funds for Short term training/certification/relocations supports	<ul style="list-style-type: none"> ● Project Team

Appendix 2 – BOLD Client survey

This survey is being conducted on behalf of the Steelworkers Job Action Centre and CSTEC to gain a better understanding of your experience with their services. The survey should take no longer than 5 minutes to complete, is voluntary and is being conducted by an independent evaluator. Your responses will be kept strictly confidential.

If you need any help answering or need more information, please contact Sabita Ramlal at 416-484-6996 ext. 133 or email ramlal@prismeconomics.com.

1. What is your name and postal code?

Name

ZIP/Postal Code

2. Which of the following categories best describes your employment status?

- Employed, working full-time
- Employed, working part-time
- Not employed, looking for work
- Not employed, NOT looking for work
- Retired
- Disabled, not able to work

3. What Training Did You Receive?

- Lift Truck
- Truck Driver
- Food Handlers Certificate
- Forklift Training Program
- Security Guard Training Program
- Food Handler Certificate
- Plumbing

- Welding
- Medical Device Processing
- Private Investigation
- Cyber Security/Money Laundering,
- Quick Books
- Accounting Information Systems
- IMTT Machinist
- WHIMIS Certification
- Personal Support Worker
- Interview Skills Workshop
- Other (please specify) _____

4. How was the training delivered?

- Online only
- In person
- Both online and in person

5. Overall and thinking about your own learning, how would you rate the content of the program?

- Excellent
- Very good
- Good
- Fair
- Poor
- Not applicable

6. Overall and thinking about your own learning, how would you rate the instruction?

- Excellent
- Very good
- Good
- Fair
- Poor
- Not applicable

Thinking about the program and your experience in it; please respond to the following statements.

7. The skills I learned will help me get another job:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

8. I will use the skills I learned on the job:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

9. Based on your experience in the program, how likely are you to recommend the program to someone looking for employment or employment support services?

- Very likely
- Likely
- Neither likely nor unlikely

- Unlikely
- Very unlikely

10. If you are now employed, what is your level of job satisfaction?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

11. Please rate the following statement: I worry about losing my job.

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

12. Is there anything that the Job Action Centre or CSETC could have done to improve our services or help you find work?

Appendix 3: Interview Questions for participants

Hello and thank you for agreeing to interview. Prism Economics is interested in whether the BOLD program at the Job Action Centre helped you with employment support services after your layoff. The information will help to improve CSTEK services and help government understand the impact of layoffs on workers to better assist them.

I will ask you a few questions and you may answer freely based on your experience.

Please note, any identifying information collected from you and information you choose to share will be treated with confidentiality by Prism.

Name of interviewee:

1. When did you start the bold program?
2. Which CSTEK staff member (s) worked with you on BOLD?
3. Did you complete the program?
4. What services did you access in the BOLD program?

Example:

- a. Employment counselling
 - b. Skills training
 - c. Certification
 - d. Resume writing service
 - e. Job search
 - f. Job placement
 - g. Other _____
5. What type of training did you sign up for through the bold program, if any, and with whom? (if applicable)
 6. How would you rate the quality of training that you received?

Excellent; Very good; Good; Poor
 6. Did you complete the training?

7. Are you currently working? Where? In what sector/field? (Note if waged work or self-employed or wanting to be self-employed)
8. How helpful was CSTECH staff in helping you find training or other services for getting a job?
9. Are you happy with your current job? (if applicable)
- 11.[if employed], does your employer offer you any benefits? Like what?
12. Based on your experience in the program, would you recommend BOLD to someone looking for employment or employment support services?
13. What improvements would you recommend for the program, if any?

Appendix 4 – Last Employer of Laid off workers in the BOLD Programme

Some of the former employers of program participants identified are:

4 Life Natural Foods
AD Electrical Contractors
Barrymore
Bob Rumball Center for the Deaf
Chestwood/Novexco
Coinamatic Canada
Core Manufacturing INC
CSG Security
Employment agency
Global Upholstery
Grill Barristers
Hilton Garden Inn Toronto Downtown
Hub Health Unit
Intercontinental
John Sopkinka Courthouse
Kurves Robot
Loblaws
Mansha Restaurant
Marshall Mattress
Metro Tools and Die
MEX PRECISION WIRE CORP
Mirolin
National Steelcar
Ophardt Hygiene Technologies
Reynolds Aluminum
Polygon
Sofina Foods
Soho Hotel
Staff Plus
Securitas

Note: Not all participant data had 'last employer' information.