

**Final Report on Quebec Results
under the Future Skills Partnership Agreement between the Commission des
partenaires du marché du travail and Toronto Metropolitan University¹**

Information as of March 31, 2024

¹ The agreement was signed on November 10, 2021, and the document was written on behalf of Ryerson University. On April 26, 2022, the Ryerson University Board of Governors announced that the institution's name would be changed to Toronto Metropolitan University.

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FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint and The Conference Board of Canada.

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.



1. BACKGROUND

The Future Skills Partnership Agreement was signed by Toronto Metropolitan University (TMU) and the Commission des partenaires du marché du travail (CPMT); it came into effect on November 10, 2021. This agreement is implemented in Quebec by the CPMT in collaboration with the ministère de l'Emploi et de la Solidarité sociale (MESS) and by the Future Skills Centre for TMU. It should be noted that the CPMT-TMU Agreement (the “Agreement”) provides for the transfer of \$20 million between TMU and the MESS with the goal of supporting the development of the Quebec workforce. The FSC is funded by the Federal Government’s Future Skills Program.²

It was therefore agreed that the Agreement would be operationalized through the Innovation and Knowledge stream of the skills development program known as Évolution-Compétences. This stream is mandated to increase knowledge related to workforce skills development and to meet labour market needs. Training culture and knowledge of training needs are promoted through consultation activities and through developing and testing innovative training programs.

To this end, three calls for projects to fund initiatives related to developing, recognizing and enhancing workforce skills were launched on March 10, 2022:

- 1) **Quebec future skills reference framework**, which supports the framework’s rollout by enabling labour market actors to adopt it, tailor it to their needs and promote it.
- 2) **Employment retention and integration of underrepresented groups (URGs) in the labour market**, which focuses on employment integration and retention of underrepresented groups in the workforce and which opens the door to exploring new ways of doing things, improving knowledge in this area and facilitating cooperation between the various labour market actors.
- 3) **Enhancing the workplace presence of women and supporting organizations’ inclusion efforts in the science, technology, engineering and mathematics (STEM) sectors**, which seeks to increase the workplace presence of women in STEM sectors, including women from underrepresented subgroups, and to promote their employment participation, retention and advancement by supporting the creation of inclusive workplaces in these sectors.

The CPMT set up a joint selection committee to ensure that the projects selected flowed from the Agreement’s three calls for projects. This committee was made up of an external subcommittee of experts, primarily from academia, and an internal assessment subcommittee made up of CPMT secretariat representatives and MESS professionals. This joint selection committee was charged with ensuring that the projects submitted met the objectives laid out in the Agreement. Each project was therefore analyzed by both an external expert and the internal project assessment committee. In addition, the internal assessment subcommittee discussed all projects and notes provided by the various stakeholders in order to comprehensively and fairly evaluate the selected projects. Following the selection process, each project was then approved by the CPMT’s steering committee.

² This pan-Canadian initiative connects ideas and innovations generated across Canada to help employees and employers succeed in the labour market and ensure the prosperity of local, regional and national economies.

A governance committee was set up to ensure that the Agreement would be properly implemented. This committee met 12 times between 2021 and 2023.

The Agreement ended on March 31, 2024, and provided for distributing the grant funding over a three-year period (2021-2022 to 2023-2024), as follows:

- 2021-2022: \$5 million (November 10, 2021, to March 31, 2022);
- 2022-2023: \$10 million (April 1, 2022, to March 31, 2023);
- 2023-2024: \$5 million (April 1 to September 30, 2023).

The Agreement further stipulated that at least half (50%) of the funding was to be used to address the needs of underrepresented or disadvantaged labour market clients and that up to 20% would be earmarked for the needs of individuals aged 35 and under.³ It also stipulated that the CPMT could use up to 10% of the amount provided by TMU each fiscal year to cover administrative costs.

This report is presented pursuant to clause 1.1 of Appendix C of the Agreement, which states that, following the fiscal year concerned, the CPMT is required to send TMU an annual report detailing the outputs and results of the Project activities. This is the final report that the CPMT is required to send TMU under the Agreement.

2. ANNUAL FINANCIAL REPORT

In addition to this report and pursuant to clause 2.1 of Appendix C of the Agreement, the CPMT provides a comprehensive and accurate annual financial report on TMU's contribution to the Project under the Agreement during a fiscal year. In accordance with Quebec's current financial validation practices, the annual financial report specifies eligible expenses during the fiscal year in question. The annual financial report can be found in Appendix 1.

3. RESULTS

Three calls for projects were launched on March 10, 2022, with a closing date of February 24, 2023. A total of 104 projects were submitted and assessed. This process resulted in the acceptance of 69⁴ projects that fulfilled the eligibility criteria and were relevant to the Agreement's objectives. All of these projects were due to be completed by August 31, 2023.

Table 1 — Overall results of accepted projects

Total number of projects accepted as a result of the call-for-projects process	69
Number of projects submitted under the Impulse-Skills Program that received FSC funding	1
Total number of participants	8,358
Total number of URG participants	3,634
Total number of participants under age 35	710

³ It should be noted that it was possible for a project to target none of the categories, both categories or only one category.

⁴ Four projects were withdrawn by their sponsors. In two cases, the sponsors withdrew accepted projects before an agreement had been signed. In another case, the sponsor received funding, later withdrew and then repaid the entire amount. In this instance, the sponsor withdrew the project after using a portion of the funding but repaid the remainder. Another organization then took over the project. A list of all initially accepted projects can be found in the Appendices.

Total amount paid to projects	\$18.2 million
Amount paid for projects addressing the needs of URGs	\$13.8 million
Amount paid for projects addressing the needs of individuals under age 35	\$4.7 million

4. RESULTS BY CALL-FOR-PROJECTS AND BY PROGRAM

The results by call-for-projects are provided below. A brief description of accepted projects can be found in Appendix 2.

Call for projects: “Quebec future skills reference framework.”

The various projects accepted under this call for projects are indicated in the table below.

Table 2 — Call-for-project results: “Quebec future skills reference framework”

Total number of projects funded	29
Total amount paid	\$6.4 million
Total number of participants	2,366
Number of URG participants	785
Number of participants under age 35	368

Call for projects: “Employment retention and integration of underrepresented groups in the labour market.”

The various projects accepted under this call for projects are indicated in the table below.

Table 3 — Call-for-project results: “Employment retention and integration of underrepresented groups in the labour market”

Total number of projects funded	33
Total amount paid	\$9.51 million
Total number of participants	4,793
Number of URG participants	1,722
Number of participants under age 35	197

Call for projects: “Enhancing the employment presence of women and supporting organizations’ inclusion efforts in the science, technology, engineering and mathematics (STEM) sectors.”

The various projects accepted under this call for projects are indicated in the table below.

Table 4 — Call-for-project results: “Enhancing the employment presence of women and supporting organizations’ inclusion efforts in the science, technology, engineering and mathematics (STEM) sectors”

Total number of projects funded	8
Total amount paid	\$1.13 million
Total number of participants	1,199
Number of URG participants	827
Number of participants under age 35	145

Impulse-Skills Program, “Employment retention and integration of people remote from the labour market” stream

As agreed with TMU, the surpluses recovered as the result of project withdrawals and other overpayments were redirected to a project submitted under the Employment Integration and Retention stream of the Impulse-Skills Program. This is the last project listed in Appendix 2.

APPENDIX 1 – ANNUAL FINANCIAL REPORT

Future Skills Partnership Agreement between the Commission des partenaires du marché du travail and Toronto Metropolitan University

Under this Agreement, TMU provided a maximum financial contribution of \$20 million for the three-year period 2021-2022.

This contribution was intended solely for the funding of eligible expenses incurred for projects submitted as part of the three calls for projects under the CPMT's Évolution-Compétences Program (Innovation and Knowledge stream) launched in March 2022. It also covered eligible expenses incurred for a project submitted under the Impulse-Skills Program (Employment Retention and Integration stream) for people remote from the labour market. This financial contribution ended on March 31, 2024.

The income recorded for the 2023-2024 Fiscal Year was \$698,000 (\$19,302,000 in 2022-2023).

Expenses related to TMU's contribution for eligible expenses incurred in implementing the Agreement are broken down as follows:

Financial report as of March 31, 2024 (in thousands of dollars)

	2024	2023
Eligible expenses	3,464	17,547
Administrative costs	63	1,755
Total expenses	3,527	19,302
Adjustment for overpayments in previous years	(2,829)	-
Total expenses eligible for TMU contribution	698	19,302

Total expenses are recorded as expense items under "Implementation of the Future Skills Agreement"; they amounted to \$2,330,000 in 2023-2024 (\$19,302,000 in 2022-2023). They are recorded as "Employer Grants" in the amount of \$1,197,000 (\$0,000 in 2022-2023), as authorized by TMU.

An overpayment of \$2,829,000 (\$0,000 in 2022-2023) was claimed from recipients for amounts not used in connection with approved eligible projects.

Thus, in accordance with clause 6.3 of Appendix B of the Agreement, no amount received from TMU's contributions was retained.

Adjustments for overpayments in previous years are noted under "Recovery of grants awarded in previous fiscal years".

Appendix 2 – Projects accepted under the call for projects

Call-for-project results: “Quebec future skills reference framework”

Project name	Sponsor	Amount paid
1. Skills development program for the SCF Conseils network	Union des producteurs agricoles	-
Withdrawn.		
2. Skills accelerator	Factry, School of Creativity	\$291,051.08
This project stemmed from the mismatch observed by the organization between the training available to young people in the traditional education system and real-world labour market needs. The project offered a solution to this challenge, i.e., equip young people with basic skills as they enter the job market. Thanks to this pilot project, it was possible, using a test group and control group, to develop, test and measure the impact of future skills training on young people at École de technologie supérieure (ÉTS) as they were about to enter the labour market. The analysis of future skills development in the ÉTS test group of learners was carried out as part of their final-year project and was compared to a test group of Factry learners.		
3. Sustainable employability, the role of future skills and external mentoring	Fédération des centres de services scolaires du Québec	\$322,621.87
Focusing on the 12 future skills, this project made it possible to train 16 mentors and support 26 mentees. It also enabled the development of diagnostic, assessment and monitoring tools for each of the targeted future skills, as well as teaching materials and a framework for action for external mentors.		
4. Future skills	Centre de services scolaire des Bois-Francis	\$99,233.46
The goal of this project was to set up a training program to develop certain future skills; it targeted subgroups of students enrolled in the Diploma of Vocational Studies (DVS) electromechanics program. The organization used workshops, group discussions, case studies and practical examples to enable students and targeted workers to grasp the importance of these skills – skills which are not actually part of the electromechanics training program but which are essential to workplace success. In total, six three-hour video clips were developed to facilitate acquisition of future skills in the field of electromechanics, and training guides for trainers and students were developed for each of the future skills targeted by this project.		
5. Winning soft skills, attractive employees	Centre d’intervention des Basses-Laurentides pour l’emploi	\$132,389.64
The primary goal of this project was to develop a diagnostic tool capable of assessing job seekers’ mastery of future skills. The organization suggested creating training programs centred on nine selected skills related to professional development, thereby offering job seekers the opportunity to optimize their professional skills by developing future skills to promote their employment integration, adaptation and retention in the labour market. A total of 158 people took part in the project; this made it possible to hold nine training courses in connection with the Quebec future skills reference framework and the future skills targeted: collaboration and communication; adaptability; information; problem-solving; autonomy; inclusion; professional development; ethics; digital technology.		
6. Designing a graduated future skills reference framework	Centre de recherche et d’expertise en multilittératie des adultes	\$296,713.12
The goal of this project was to design a graduated future skills reference framework in the form of a matrix with four levels of complexity adapted to generic work situations. The four graduated levels were designed to describe the complexity level of each of the 12 future skills and to ensure alignment with the OECD’s skills level scale. The issue of consistency between the skills listed in a reference framework and the use of these skills in the real world was thus identified. This project then sought to address this issue and to facilitate the implementation of the Quebec future skills reference framework developed by the CPMT. Initially, the project enabled us to diagnose the issue and develop a matrix with graduated degrees of complexity; this in turn allowed us to design assessment grids, make them available to workers and employers and to analyze the level of mastery of these skills. This same project subsequently provided a consultation opportunity geared towards ensuring successful implementation and use of the graduated future skills matrix in various contexts.		
7. Future skills sets for reshaping the homelessness sector	Accueil Bonneau Inc.	\$124,384
The goal of this project was to increase knowledge related to developing and recognizing the skills listed in the reference framework for the homelessness sector, vulnerable clients and a number of job profiles. To this end, it sought to test and assess new approaches related to a number of skills listed in the Quebec future skills reference framework and to create diagnostic tools to identify the training required for each internal position. As a result of this project, it was possible to develop the following tools for each of the targeted skills: <ul style="list-style-type: none">a web-based self-diagnostic tool to identify training programs together with a skills toolbox: https://boiteaoutilscompetence.ca/ [in French only]a web-based training directory: https://boiteaoutilscompetence.ca/wp-content/uploads/2023/10/Repertoire-des-formations.pdf [in French only]a web-based questionnaire to identify career interests: https://boiteaoutilscompetence.ca/quiz/ [in French only]		
8. Environmental skills reference framework	Comité sectoriel de main-d’œuvre de l’environnement	\$335,141.21
The goal of this project was to develop a graduated environmental skills reference framework tailored to environmental work and based on the CPMT’s future skills, together with a guide to using the framework in various contexts. The resulting reference framework describes the main skills required in each of the 10 environmental subsectors, while the accompanying guide facilitates integration of the framework into various contexts such as the workplace, learning situations or job seeking. In addition, a design for graduated future skill descriptors provides adults, employers, educators and employability organizations with practical references for integrating these skills into job descriptions and tasks; it also enables educators to appropriately align these skills with the goals and standards of credit and non-credit training programs as well as the future skill levels expected of job seekers in the labour market. Thanks to this project, it was possible for each targeted future skill to identify not only best practices in key professional situations by degree of complexity but also the associated knowledge and soft skills in 10 environmental sectors: air, climate change, janitorial services, water, renewable energy and energy efficiency, laboratories, waste management, disaster restoration, consulting services and soil.		

Project name	Sponsor	Amount paid
9. Inclusion and affirmation of diversity	Université du Québec à Chicoutimi	\$76,108.16
This goal of this project was to strengthen two aspects which foster inclusion, autonomy and interpersonal relationships and which have been identified as future skills needed in Quebec, i.e., 1) offering safe environments for diversity expression and 2) facilitating the autonomy and emancipation of the people concerned. To this end, the organization set up a pilot training project focused on affirmation and using creative and experiential techniques (photolanguage, role-playing, fluid sculptures, etc.) to foster awareness, decentring and the encounter of differences. This project made it possible to develop and deliver a two-day training course focused on affirmation; it addressed such topics as mental health in the workplace, ethnocultural diversity, sexual and gender diversity, neurodiversity, self-care and caring for others in the workplace, etc. A training guide addressing issues related to various diversity groups was developed, together with video clips of testimonials from people belonging to diverse groups – resources that can be used later in worker training. Finally, a website [in French only] was developed together with a video on the site’s content, training excerpts, testimonials from people of diversity as well as contact information for resources.		
10. Designing a management guide, a trainer’s manual and 19 job descriptions for administrative support roles	Canadian Practice Enterprise Network	\$289,969.83
The goal of this project was to roll out the future skills reference framework to job seekers in administrative support roles, primarily targeting women, immigrants and racialized individuals. To this end, the organization developed a 30-hour training program to enhance five future skills for people seeking employment in the administrative support sector: adaptability, autonomy, professional development, ethics and information. This training was delivered to 539 participants. A coach’s management guide, a trainer’s manual and a participant’s manual were developed along with 11 administrative support role jobs, broken down into tasks and subtasks based on the expected skills.		
11. Developing a digital diagnostic tool to assess enhancement needs for literacy and numeracy skills based on job positions	Tables des responsables de l’éducation des adultes du Québec (TREAQ)	\$125,761.19
The goal of this project was to develop a platform targeting literacy and numeracy training requirements by job position. This tool was developed in a dual context characterized by (1) a lack of tools to assess the mobilization of basic (i.e., fundamental) skills in various in-company positions and (2) the existence of few literacy and numeracy level assessment tools in Canada. To address this lack, the organization developed a digital platform tool [in French only] enabling businesses to create various position-specific questionnaires and assess the literacy and numeracy training needs of all targeted employees. This tool includes 136 questions to assess numeracy and literacy skills using the concepts of calculation and measurement, reading and writing. A post-assessment summary report is generated automatically identifying the actual tasks that need to be identified for each position, with the aim of targeting specific training needs.		
12. Future skills and vocational training	Centre de services scolaires Marguerite-Bourgeoys	\$732,256.03
This project produced a turnkey training course for three future skills to help teachers instil these skills in their vocational training students. These future skills are intended to be applied in everyday life, and the course features fun video clips and practical activities aimed at adequately preparing future workers for the job market. The tools developed under this project can be consulted at the following link: Un parcours pensé pour vous [in French only] on future training skills paths These tools include: two introductory video clips; one organizational guide; 10 observation grids; one website for partners, teachers and students; and one diagnostic questionnaire. Each targeted future skill includes one Vox-pop video clip; one student notebook with activities and observation grids; one teacher’s guide, video clip transcriptions; and one certificate of participation.		
13. Supporting your team during the digital transformation	Collège d’enseignement général et professionnel de Drummondville	\$73,740.26
This project led to the development of a 35-hour training program designed to equip managers with tools to help their teams successfully navigate future skills changes brought about by the digital transformation. This training program consists of five modules related to the targeted skills and is based on a college certification model. It includes theoretical training, practical exercises, guided exchanges and assessments and is supplemented with 10 hours of individualized support.		
14. Towards a guide for implementing the Quebec future skills reference framework (QFSRF) in college-level technical training programs	Collège d’enseignement général et professionnel André-Laurendeau	\$206,033.07
This project produced a future skills implementation reference guide and then tested it in connection with the activities of a technical training integrated laboratory (LIFT – Winter 2023 project). Three tools were developed for each targeted future skill. The guide is available at the following link: guide de référence [in French only] This project also led to the development of the following tools: a consolidated list of the steps, content and knowledge required to support the development of each targeted skill; suggested assessment strategies to certify skills development; a test of a digital badge issuing system certifying the development of future skills; and a prototype website offering training opportunities for the development of future skills.		
15. Évolution-Compétences: A human-centred solution 2.0	Collège d’enseignement général et professionnel régional de Lanaudière	\$193,136
This project produced 11 training modules offering two tracks, i.e., one for employees and one for managers. The employee track promotes successful integration, while the manager track not only supports managers in retaining and developing talent but also provides guidance on implementing winning strategies. The management track contains the following five modules: Corporate Culture; Mindful Leadership; Effective Communication; Managerial Courage; Mobilization and Commitment. The employee track contains the following six modules: Ethics; Interpersonal Relations; Stress and Emotion Management; Autonomy; Collaboration; Mobilization and Commitment. The following deliverables were produced for each future skill targeted: an instructional training scenario; video clips; practice exercises; checklists; tutoring; and personalized support.		

Project name	Sponsor	Amount paid
16. Digital sentinel	Fédération des centres de services scolaires du Québec	\$221,460.99
This project made it possible to develop and deliver union-based digital sentinel training in partnership with CDS; the goal was to remobilize and equip workers with low education levels and thus enable them to thrive in companies undergoing a digital shift and to meet the new job market expectations. This project also produced several deliverables, including the website Formation Sentinelle numérique [in French only]. A number of tools are available online on this website. These include printable grids and tools that can be used to validate the digital profiles of workers and sentinels.		
17. Certifying employability: implementing the Quebec future skills reference framework	Concordia University	\$193,624.82
This project led to a communication/promotion campaign and the establishment of contacts with community organizations in the employability organizations network; its goal was to make known the existence of the Quebec future skills reference framework. With nearly 1,500 visitors registered on its web page and a high newsletter open rate, this proved to be a successful initiative. This project also made it possible to offer the Employability Certification service at no charge to a number of participants. The orientation meeting was attended by 148 people, with 130 of them committing to the certification process and 109 participants successfully obtaining at least one certificate.		
18. Diversity and inclusion certification	Fondation Émergence	\$50,730
This project enabled the development and delivery of a six-week training program for business leaders and managers to help them become more knowledgeable about inclusive leadership. Ten tools related to the Quebec future skills reference framework were created to allow participating managers to develop as leaders in this area. These tools included: a commitment measurement tool; observation grids; a test on unconscious biases; a paradigm questionnaire; a standard process for change; a practical exercise to address objections expressed during change; a test to discover one's style in times of change; a checklist of the right questions to ask to prepare for change; the slides presented during certification and a certificate of certification. Eighteen companies/organizations took part in this project.		
19. AMBITION 4.0: Learning path for team leaders and supervisors	Comité sectoriel de main-d'œuvre en aérospatiale au Québec	\$191,881.02
This project enabled the realignment and delivery of training to SME team leaders and supervisors in the aerospace (CAMAQ), metallurgy and industrial metal manufacturing sectors, i.e., 32 in-person hours + three hours of support per participant and two hours of in-company co-development in human skills. More specifically, this project helped develop the future skills of supervisors who need to support and navigate their companies' 4.0 shift towards an innovative industry.		
20. Report on the skills of 21 st century interior designers	Association professionnelle des designers d'intérieur du Québec	\$239,300.73
This project provided training to familiarize participating members of the Association professionnelle des designers d'intérieur du Québec with future skills. More specifically, the project produced the following tools: - mapping of interior designers both by learning profile and training programs; - migration of the Association's digital environment to a user-friendly platform within the communication and collaboration stream, with the aim of facilitating access to information and member registration. Phase two of the integration of an e-learning platform (2024-2025); - launch of the pooling of continuing education for members within the professional development stream, with the aim of providing them access to all activities offered by the Association for a single annual fee (2023); - development of a training program on REVIT (thanks to a grant from the CPMT) within the digital and adaptability stream that will continue until 2025, as well as a lecture on artificial intelligence as part of the 2023 annual symposium in November; - provision of a series of training programs and workshops within the adaptability, information and ethics component at the 2022 Annual Symposium.		
21. Training in measuring and managing harvested wood	Comité sectoriel de main-d'œuvre en aménagement forestier	\$216,337.98
The project led to the development of a technological training program in harvested wood measurement and management in collaboration with the Duchesnay Forestry School. The focus was on six of the reference framework's future skills, i.e., digital technology; collaboration and communication; adaptability; problem-solving; autonomy; and professional development. Sustainable forest management requires that wood measurers acquire these new skills; however, the digital tools used (laptops and handheld computers with measurement and data transmission software) are not taught as part of the basic training for this occupation.		
22. Diversity and inclusion in the workplace symposium: workplace cultural diversity is everyone's business!	Collège d'enseignement général et professionnel de Drummondville	\$52,939.84
The goal of this project was to host the first-ever Diversity and Inclusion Symposium, which it did on April 21, 2023. The event included various lectures on the selected skills. Three lectures/training sessions, one round table and one closing lecture were held. Participants were equipped with practical tools and models enabling them to push for greater use of EDI inside their workplaces. These training programs are also available via inc. Formation or the Quebec Production Centre (CPQ)-CNESST for purposes of OHS training and for use by foreign workers. Participants can also share them with their work teams if they wish.		
23. Continuing education viewed through the lens of the future skills reference framework	Federation of Quebec School Service Centres	\$558,913.70]
This project was charged with developing tools to ensure a common network vision so that all school service centres would be able to integrate future skills into tailor-made training. Six separate tools have been developed for the network, including one implementation guide to steer the work of these schools: 1. an Excel-based search tool listing practical examples for applying each of the future skills; 2. explanatory videos for each skill (in English and French); 3. a diagnostic test to assess future skills proficiency levels; 4. a Power BI to process data collected from the questionnaire and provide a statistical portrait; 5. a website listing learning activities designed for future skills development during training sessions; 6. an implementation guide.		

Project name	Sponsor	Amount paid
24. Environmental and ethical sensitivity as a strategy for attracting workers to Quebec’s fashion, garment and textile sector	Metropolitan Fashion Cluster	\$221,674.81
The goal of this project was to attract millennials with a heightened awareness of climate and ethical issues to the fashion industry. Two practical tools were also developed to help companies implement environmentally responsible measures and policies: <ul style="list-style-type: none">Ethical and environmental skills: a comprehensive document providing an exhaustive overview of the fashion industry from the perspective of environmental responsibility.Ethical and environmental skills: a practical guide grouping the main tools used to support the ecological transition of businesses		
25. Future skills	Intégration Jeunesse du Québec inc.	\$121,428.86
This project enabled the development and delivery of training tools and content focusing on three skills listed in the Quebec future skills reference framework: collaboration and communication; adaptability; and autonomy. Eighteen tools were created in total and distributed to a cohort of 76 external participants (in addition to 16 members of the sponsor’s team). A number of distributions were made between April and August 2023.		
26. “Enrichir” Project	La fondation québécoise pour l’alphabétisation	\$161,235.07
The goal of the “Enrichir” project was to raise awareness among employers, decision-makers and managers about the importance of training and skills enhancement and to promote Info-Alpha and Info Apprendre services with organizations and users. Meetings were organized throughout Quebec, particularly via various chambers of commerce. The following deliverables were completed: Enrichir page: https://fondationalphabetisation.org/enrichir/ (content, three promotional kit options, FAQs, etc.) <ul style="list-style-type: none">Content development: https://fondationalphabetisation.org/actualites/?category=actualitePartner content pages: https://tournee-pratiquesrh.fccq.ca/, https://www1.fccq.ca/pratiques-rh-un-espace-interactif-de-partage-des-services-daccompagnement-et-des-solutions-en-gestion-des-ressources-humaines/, https://pratiquesrh.com/zone-de-partage/developpement-des-competences [in French only]		
27. “FINEX” project – digital simulation learning environment (DSLE) in finance for non-financials (FNF).	Télé-université	\$777,077.69
The goal of this project was to create two financial literacy training programs with a simulated digital learning environment for Quebec business managers. These training programs targeted the fashion and metallurgy sectors and were subsequently to be delivered to two cohorts of 20 people each. The training programs were created; the sponsor did not have time to deliver them but did commit to doing so during the months following the project (2024 Winter/Spring session).		
28. Developing cross-disciplinary skills for college-level continuing education seniors	Collège d’enseignement général et professionnel Montmorency	-
Withdrew after payment and subsequently fully repaid grant.		
29. Using the Quebec future skills reference framework to create a new career in tourism	Conseil québécois des ressources humaines en tourisme	\$41,610.52
The goal of this innovative project was to support employers in seasonal organizations in optimizing employee retention capacity by promoting annual jobs created through seasonal job networking. Thanks to the Quebec future skills reference framework, three annual positions were thus created, together with eight different tools to integrate these positions into organizations. These tools include guides, an employment contract template, an assessment questionnaire and a development plan template.		
Total		\$6,346,754.95

Call for projects: “Workplace retention and integration of underrepresented groups in the labour market”

Project name	Sponsor	Amount paid
1. Literacy studies and AlphaRéussite	La fondation québécoise pour l’alphabétisation	\$113,937.81
This project had two goals. The first was to use new census data to update and improve data derived from studies conducted in 2019 on the state of literacy in Quebec. The second goal was to sensitize and raise awareness with the general public, decision-makers, employers and workers about literacy-related economic and social impacts. Given the urgent need for action on employability, the Fondation québécoise pour l’alphabétisation organized three mainstream events called “AlphaRéussite” to disseminate the studies it has conducted and make them easily accessible. As part of these events, updates were presented [in French only] on the projected Quebec Literacy Index for 2022 , the Quebec literacy index by region and high vulnerability index and the impact of school and college structure on regional literacy .		
2. Increasing labour pools through sustainable integration of diversity	Conseil du patronat du Québec inc.	\$621,601.68
The goal of this project was to help establish a culture of corporate inclusion of diversities by creating a centre of expertise in this field. Four categories of deliverables resulted from this initiative: (1) partnerships; (2) training programs; (3) centres of excellence; and (4) promotions and mobilizations. (1) Partnerships with universities and a partnership with the Human Resources Development Commission of the Assembly of First Nations of Quebec (AFNQ) and Labrador (AFNL) were established; (2) Five training programs approved by the Ordre des conseillers en ressources humaines agréés (CRHA) were offered to 189 individuals in the targeted groups; (3) Six campaign promotional items; four mobilization and knowledge transfer activities; a project impact assessment protocol designed to measure the effectiveness of implemented initiatives; a literature review on the principles of equity, diversity and inclusion (EDI). (4) Creation of the EDI Advisory Committee of the Quebec Employers Council (CPQ) and EDI Day at the Agence dada’s offices as well as a social media mobilization and knowledge transfer campaign.		
3. Ergonomics: a tool for retaining women in manufacturing industries	Services intégrés pour l’emploi	\$58,425.53
The goal of this project was to promote the retention of women in manufacturing jobs in the Centre-du-Québec region by developing an employer’s guide on ergonomics for women working in manufacturing environments. Under the terms of the project, 12 video clips on various aspects of workplace ergonomics and gender differences were produced, and a document summarizing the information in the video clips and providing more in-depth information was created and distributed to manufacturing industries in the organization’s regional area. Two presentations will be made to chambers of commerce to raise manufacturing sector employer awareness about the challenges of adapting the workforce to attract and retain women in non-traditional positions.		
4. Supporting companies in the international recruitment process	Camo-Route Inc.	\$77,740.53
Camo-Route wants to make information about the international recruitment process more accessible provincially in order to address the labour needs of ground-transportation companies throughout Quebec. In collaboration with its partners, the sponsor developed an international recruitment support guide [in French only] to help employers navigate the various stages of this process at the international level. Four fact sheets summarizing the legal stages of international recruitment were created [in French only] for truck driver, bus driver, dispatcher and mechanic positions, and a workshop to help employers manage cultural diversity was developed and delivered to 40 companies (and also made accessible online). In addition to the training programs, the publications available on the sponsor’s social media were consulted several hundred times in total.		
5. Ankle Boots and Screwdrivers	Coopérative Maître d’Œuvre	\$104,225.06
The goal of the Ankle Boots and Screwdrivers project was to design and deliver a 12-week vocational training program promoting the integration and retention of 16 women (including immigrants) in the construction industry. Under this project, training programs were developed as planned, together with a training schedule, course outlines and assessment methods.		
6. Keys to skills development: the heart of a successful adapted work company	Centre de transfert pour la réussite éducative du Québec	\$107,476.05
The goal of this project was to develop the skills of workers in a manufacturing company that had been adapted to accommodate people with limitations or disabilities. Five future skills were targeted: collaboration; problem-solving; autonomy; professional development; and digital technology. Carried out as a community of practice (CoP) project in a factory, this initiative enabled participating employees (team leaders and workers) to play an active part in developing their skills, with the goal of enhancing their employability and better equipping themselves for changing job markets, whether adapted or not. In total, 13 team leaders, including seven women, took part in 40 hours of training and in the company’s CoP implementation. A video clip was created [in French only] to promote CoPs as a training tool, along with a publication on the Conseil québécois des entreprises adaptées website [in French only] and an instructional guide for inclusive design [in French only] to produce informational clips such as video tutorials.		
7. Effective communication in the workplace	Centre de services scolaires des Découvreurs	\$209,775.54
This project sought to train immigrant participants who speak languages other than English or French to communicate effectively with French-speaking clients, thereby facilitating their employment integration and retention. The targeted workers were employed as programmers and IT support staff in consulting firms specializing in information technology, business solutions and IT support. In total, eight tools were developed, including: <ul style="list-style-type: none">• an interactive video clip on effective communication in intercultural workplaces;• workshops on oral and written communication in the workplace;• a presentation for business managers who employ immigrant workers;• various training tools to support francization in the workplace. Due to tight deadlines, it was not possible to roll out the training program that had been developed; however, the equipment developed under this project made it possible to meet the set goals.		
8. Development of self-training video clips for basic skills	Centre de services scolaires des Découvreurs	\$147,968.41
The goal of this project was to facilitate the employment integration and retention of participants and to help companies integrate foreign workers or workers with slight disabilities into tourism and food processing jobs. In total, 15 tools were developed in connection with the Quebec future skills reference framework, including 11 for numeracy and three for literacy. Most of these tools were in the form of short training video clips.		

Project name	Sponsor	Amount paid
9. Employment retention for people with mental disabilities receiving employability services in Quebec	Université du Québec à Montréal	\$76,243.00
The goal of this project was to improve retention rates of people with mental disabilities by following up on an initiative previously developed by the sponsor, i.e., “Cerveaux@Travail”. The project made it possible to conduct a feasibility and acceptability study in community and health settings that offer employability services to these people, with the aim of identifying, developing, testing and assessing new approaches to employment integration and retention. An action handbook for employability practitioners was developed together with a training program for employability practitioners and instructional materials for workplace stakeholders. In total, 59 participants from nine companies took part in training activities on how to use the “Cerveaux@Travail” Program.		
10. Integration mentoring	Chamber of Commerce of Metropolitan Montreal	\$608,258.30
The goal of this project was to support representatives of small and medium-sized enterprises (SMEs) in Montreal in implementing and rolling out a structured integration process for employees from groups that are underrepresented in the labour market. The sponsor offered companies support over a six-month period to enable them to acquire mentoring skills. Thanks to this project, it was possible to deliver a training program on how to implement a structured program of inclusive and reverse corporate mentoring to representatives of 67 SMEs. A total of 145 people participated in the project activities.		
11. Consultation with labour market partners – joint development of an initiative to mobilize unemployed and economically inactive people	AXTRA – Alliance des centres-conseils en emploi	\$105,523.25
This project involved creating and facilitating a forum for consultation between labour market partners who are represented at the CPMT. The purpose was to develop a joint strategy to mobilize and integrate unemployed and economically inactive people into the labour market. This strategy was intended to better address the needs of various sectors of activity; produce a clearer understanding of the profiles of unemployed and economically inactive people, including their skills development needs; and identify and promote a mobilization strategy through a cooperative approach between labour market partners. This project made it possible to fund a consultation process involving 16 organizations represented at the CPMT and to identify the basic elements of a pilot project designed to foster job mobilization and integration of unemployed and economically inactive people.		
12. Diagnosis of female equity, diversity and inclusion (EDI) in the Quebec metallurgy industry: contributing to social dialogue	Université du Québec en Outaouais	\$13,208.48
Thanks to this project, it was possible to draw up a recent diagnosis of women’s equity, diversity and inclusion (EDI) in Quebec’s metallurgy industry; this was an essential preliminary step to choosing and implementing effective and sustainable solutions for integrating and retaining women in this non-traditional sector. This diagnosis produced the following deliverables: <ul style="list-style-type: none"> • a quantitative portrait of the sector’s female workforce; • a portrait of the causes of women’s underrepresentation (shortage) in the sector and the barriers to their presence in this sector; • a directory of solutions and actions to promote the integration and retention of women in the sector; • a directory of women’s EDI organizational practices in industry organizations and their success stories; • documentation of roles and responsibilities, resources and involvement in women’s EDI issues by the main social dialogue actors: companies; local unions; and the Comité sectoriel de main-d’œuvre de la métallurgie du Québec (CSMO-M). 		
13. Francization at your fingertips	Centre de transfert pour la réussite éducative du Québec	\$407,748.90
This project made it possible to develop a personalized/interactive digital platform for francization training and tested it with Level 4 francization learners. The purpose of this platform is to create an innovative training environment supporting learners’ skills development by offering them greater autonomy and flexibility in managing their training. In addition, the project developed a Level 4 course module of the francization program that is offered at other adult education centres; it also included a teacher’s guide.		
14. Employment and skills needs of English-speaking Quebecers	Table ronde provinciale sur l’emploi	\$191,608.00
This project was designed to create a comprehensive dataset – which did not exist at the time – on the socioeconomic profile and skills of English-speaking Quebecers (ESQs). The purpose of the exercise was to collect qualitative data that could be used to create programs adapted for the integration and retention of ESQs. To this end, the sponsor consulted a large number of stakeholders (180 people); developed 18 job profiles for ESQs; aggregated large amounts of data; and developed proposals for evidence-based actions.		
15. Training for businesses promoting the employment integration and retention of Quebec First Nations people	First Nations Human Resources Development Commission of Quebec	\$188,580.40
This project led to the development of a training program promoting employment integration and retention of First Nations people and made it available to potential employers, particularly in the tourism and forestry sectors. This training program differentiates itself from existing programs by taking into account specific work environment factors; cultural security in the workplace and in various work contexts; preferred HR practices; and the various stages involved in hiring, integrating and retaining First Nations workers. Twenty-two participants in 14 companies have been trained under this project. It is anticipated that this collaboration will continue as part of a Mitacs project over the next few years.		
16. Supplementary employment support guide for graduates from underrepresented groups	Centre de services scolaires de la Capitale	\$46,701.44
This project involved offering a personalized support service to 30 students remote from the labour market who had just completed their training in socioprofessional integration and had recently entered the job market. Using continuous training tailored to the workplace needs or difficulties encountered by these individuals, the project was designed to enhance their skills and develop their personal and professional capabilities (e.g., self-confidence; thoroughness; a sense of responsibility; and initiative at work, etc.). At the end of the project, personalized support helped participants stay motivated in their jobs and work on their soft skills, thereby compensating for the company’s lack of resources.		
17. Mobilizing labour market partners and raising workplace awareness of employment integration, retention and return-to-work issues with respect to underrepresented groups in the tourism industry labour market	Conseil québécois des ressources humaines en tourisme	\$397,182.44
The goal of this project was to mobilize labour market actors and raise awareness in professional environments about the challenges faced by underrepresented groups in the tourism industry vis-à-vis employment integration, retention and return-to-work issues. The ultimate goal of this project was to help alleviate the labour shortage that is significantly impacting the tourism sector. To achieve this goal, the promoter implemented various measures, such as documenting data on URG workers; conducting a pilot employability project in consultation with local stakeholders; and undertaking a promotional campaign to raise the profile of these clients in the tourism industry. Numerous tools (guides, brochures, videos, self-assessments, etc.) were created to supplement these activities.		

Project name	Sponsor	Amount paid
18. Training program to promote reintegration of neurodiverse adults	PROMO 21	\$426,467.80
The goal of this project was to offer a training program to neurodiverse adults who had lost their jobs in recent years, thereby helping them reestablish a work routine, feel confident about returning to work and retain their jobs. Under this project, 30 participants were trained in various warehouse order-picking tasks with a view to securing permanent employment in a distribution company. The project also provided participants with tools to help them manage and control their anxiety and stress levels in the face of new challenges and to understand how to follow detailed procedures.		
19. Assisted networking for better integration of underrepresented groups in the labour market	La Fédération des chambres de commerce de la province de Québec	\$925,954.83
This project used a competency-based approach to implement an innovative networking process between employers and people who are underrepresented in the labour market. This approach allowed the online launch of the Vision Inclusion networking platform [in French only], designed to facilitate access and match job supply and demand based on applicants’ skills, abilities and aptitudes. A series of co-development workshops offered under this project resulted in the creation of a community of practice on the theme of workplace inclusion for people who are underrepresented in the labour market (including EDI, attracting, recruiting, onboarding and retaining employees, etc.). Ultimately, the Vision Inclusion platform acts as a feeding belt between best practices and new trends in recruiting, integrating and retaining people who are underrepresented in the labour market. Moreover, the project team was invited to actively participate in events organized by labour market stakeholders (companies, sectoral workforce committees, regional activities) to raise employer awareness about integration and retention of underrepresented individuals in the labour market.		
20. Track 10/10: Working together on inclusion	Collège d’enseignement général et professionnel du Vieux-Montréal	\$92,202.00
The goal of this project was to promote employment integration and retention of people with disabilities (PWDs) by mobilizing and supporting potential employers in their own inclusion efforts, i.e., through the stages of reflecting, generating ideas and deciding on practical actions to implement, while also taking into consideration the realities of each employer’s specific environment. To this end, the organization suggested implementing a pilot project to support employers in recruiting and retaining PWDs. This pilot project enabled the development and implementation of a 10-week training program in two retail and food service companies. Outcomes included knowledge acquisition about various types of disabilities and inclusive employment practices; a better understanding of what can be done on a daily basis to include PWDs; fewer prejudices towards these people; and changes in how employers talk about them. Project participants also mentioned the positive effects that the training had beyond the professional sphere and how it had changed their ways of thinking about the world and disabilities.		
21. Truck drivers: 10% Goal (Stream 2)	Camo-Route Inc.	\$191,502.32
The goal of this project [in French only] was to increase the proportion of women in the majority of road transport industry occupations, particularly in truck driver jobs. To this end, it offered a workshop on workplace diversity management to trucking company managers; a workshop on the same topic to teaching staff at the St-Jérôme Road Transport Training Centre; and two co-development activities to employers aimed at giving them tools to manage diversity in the workplace. These activities provided training to employers and teachers on job onboarding; integration and retention of women; and preventing harassment in workplaces that have been traditionally dominated by men. In addition, an online lecture [in French only] was offered to road transport companies (regardless of whether they were project participants) to help them explore new ways of attracting, integrating and retaining truck drivers. Three video interviews were also conducted with truck drivers to promote their occupation on the organization's YouTube page .		
22. TechPath Programs	Npower Canada	\$987,276.41
Under this project, a workforce development program was launched to enable underrepresented job seekers to acquire the IT technical and professional skills they needed. Through a program called “Entry-Level Information Technology Analyst”, the project sought to equip job seekers for careers in IT fields where employers are struggling to fill positions for business analysts, workplace technology specialists and systems analysts. In total, this project provided 300 hours of training to more than 260 people from underrepresented groups.		
23. MRM: Mentoring, Retention, Mobilization	Intégration Jeunesse du Québec inc.	\$108,233.40
This project aimed to develop and test a new professional mentoring model that included an employment retention stream to enable unemployed people from underrepresented groups in the labour market to take advantage of mentors working in their desired fields. The originality of this project and of the practices implemented under it was to focus professional mentoring on the transmission and acquisition of non-technical skills as described in the CPMT’s Quebec future skills reference framework. At the end of the training, participants (both mentors and mentees) appreciated the fact that they were now more capable of taking initiatives and actions to improve their daily workplace experience by fostering better interpersonal relationships.		
24. Spotlight on employment inclusion	Centre Génération Emploi	\$425,688.67
This project was based on a LivingLab approach that enabled the joint creation of training by taking learners’ challenges into account. It has provided training for people who are responsible for hiring in companies (managers and employees) to enable them to address the needs and realities of immigrants and racialized communities. The goal of this project was to design training modules for employers that took best adapted practices into account and promoted the employment integration and retention of targeted underrepresented groups. Under this project, eight training sessions were held, leading to the co-creation of six training modules. Once the project is completed, it is anticipated that the training materials developed will be shared and refined over time, as training sessions are delivered and company feedback is collected using the same training approach.		
25. Supporting unions in employment integration, reintegration and retention of people with disabilities	Regroupement des organismes spécialisés pour l’emploi des personnes handicapées	\$163,136.43
To foster the employment integration and retention of people with disabilities (PWDs), this project sought to take stock not only of the unions’ practices vis-à-vis employment integration, reintegration and retention of PWDs but also of the union support available in the form or specialized labour services for PWDs offered by Services spécialisés de main-d’œuvre – Personnes handicapées (SSMO-PH). At the end of this project, these practices were documented and identified as part of a report . [in French only] This report, in turn, led to an SSMO-PH investigation into union support.		
26. Training for the retention and integration of underrepresented groups in technical audiovisual occupations	Bureau du cinéma et de la télévision du Québec (BCTQ)	\$1,348,028.00
The goal of this project was to address the failure of the film and television industry to attract underrepresented groups in the labour market, as well as the challenges of retaining these workers. Once completed, this project made it possible to develop intensive 10-week training programs that enabled each occupation to incorporate film and television set work. A total of 11 training program plans were created to address the challenges identified by the BCTQ audiovisual cluster’s workforce project. The occupations targeted by these plans include the following: camera assistants; logistics production assistants; assistant location managers; transport drivers; hairstylists; production coordinators; costume designers; set designers; lighting technicians; stagehands; and makeup artists.		

Project name	Sponsor	Amount paid
27. Working together for the sustainable employment integration of women	Options sans limite	\$135,006.14
This project sought to promote the retention of women in predominantly male jobs and to address the main employment integration and/or retention problems that women face. To this end, the project aimed to identify and test winning practices in collaboration with organizations specializing in developing female workforces (OSDFWs). This goal stemmed from a desire to support these organizations in sharing and developing their individual knowledge, with a view to developing tools and shared expertise that will enable them to better support companies in integrating and retaining women in future-oriented and non-traditional occupations. As part of this project, consultation and co-development activities with certain OSDFWs were set up to share and test strategies and retention tools for non-traditional jobs. In addition, communication tools to reach companies and job-seeking or recently-hired women were created, disseminated and presented. In this way, the targeted companies were made aware of and given training in the employment integration/retention strategies that had been developed; they also learned more about the advantages and benefits of work team diversity.		
28. Upgrading in the area of industrial mechanics and production equipment operation for immigrant workers in the Beauce and Lac-Saint-Jean wood-processing sector	Comité sectoriel de main-d’œuvre du bois	\$518,225.57
This project provided for the dissemination, within two wood-processing companies, of two cohorts of upgrade courses on industrial mechanics, production equipment operations and train-the-trainer in two regions of Quebec (Beauce and Saguenay-Lac-Saint-Jean) for groups underrepresented in the labour market (i.e., immigrants). A total of 53 people participated in the seven training activities included in this project.		
29. Towards a temporal, emergent, idiosyncratic and dyadic (TEID) approach to sustainable employability of underrepresented groups in the labour market: the role of future skills	Université du Québec à Trois-Rivières	\$0.00
Withdrawn before the agreement was signed.		
30. Skills reference framework for immigration integration counsellors and employment counsellors	Centre d’appui aux communautés immigrantes de Bordeaux-Cartierville	\$312,923.70
The goal of this project was to create a skills reference framework for integration counsellors and employment counsellors working with immigrants; both of these professions contribute considerably to the socioprofessional integration of newcomers. Under this project, the targeted professions were analyzed with a view to developing a management tool of this sort and to developing and implementing a plan and tools for promoting, disseminating and operationalizing the results. At the end of this project, a report analyzing the professions was produced, together with a skills reference framework for the targeted professions and a promotion plan to broadly disseminate the results. The reference framework was presented to representatives from other Canadian provinces in order to inform them about this joint initiative. The organization’s executive director was then invited to tour the provinces in order to promote the reference framework beyond the Québec community.		
31. First Nations and Inuit Forum – Gaspésie-et-Îles-de-la-Madeleine	First Nations Human Resources Development Commission of Quebec	\$84,274.72
This project led to a First Nations and Inuit Forum in the Gaspésie-et-Îles-de-la-Madeleine administrative region; its goal was to increase First Nations and Inuit (FNI) participation in the labour market. The various themes presented during the event showed that FNIs contribute to socioeconomic development and that a number of programs and tools are available to support employers who want to recruit FNI workers. The event ended with a consultation that provided an opportunity to identify obstacles and follow up on recommendations as to how to meet the needs of regional businesses and FNIs. According to the organization, such a forum is an effective way to promote the hiring of FNIs in a culturally appropriate workplace. A total of 370 people participated in the forum’s 10 training, consultation and/or promotion activities. These included legislation on equity and equality; cultural security; awareness of Indigenous realities in the workplace; reference guide for the integration and retention of FNIs; Workplace Apprenticeship Program (PAMT); and Employment Integration for First Nations and Inuit People Program (PAIPNI).		
32. Remotely developing the socioprofessional skills of people with disabilities and integrating these people into an inclusive company	Université Laval	\$251,770.00
The goal of this project was to develop a continuum of socioprofessional services enabling people with disabilities to develop their socioprofessional skills and employability in food-sector businesses. This project adapted the clinical tool “Workplace Adaptation and Rehabilitation Profile for People with Intellectual Disabilities (PRACT-PDI)” by adding the autism spectrum disorder (ASD) profile and validating the tool’s content with experts and its applicability in the community. Instructional videos were designed to familiarize people with ASD with a number of grocery store tasks and to familiarize grocery store mentors with the characteristics of ASD, which can impact their integration and the support needed by trainees. In addition, work began on validating and analyzing the internal consistency of another tool, the “Workplace Adaptation and Rehabilitation Profile for People with Autism Spectrum Disorder (PRACT-PTSA)” in clinical and community settings. Work is also under way on documentation for implementing the socioprofessional training continuum and social innovation milestones from the perspective of mentors (i.e., journey persons) of grocery store workers with ASD and ID. In total, 49 people and six companies participated in the project.		
33. Providing more in-depth support for regional employment initiatives	Réseau de développement socio-économique des communautés d’expression anglaise du Québec	\$60,830.00
The goal of this research project was to increase knowledge about employers with English-language needs and the labour market skills required by English-speaking Quebecers. The organization wanted to enable employability organizations to better match job seekers with employers and to develop appropriate training programs to promote employment retention of members of this community. To this end, data on regional employers’ language needs was collected and analyzed, along with data on the chief skills that job seekers in Quebec’s English-speaking communities need to acquire for employment retention purposes. This project improved the delivery of services to English-speaking communities in Quebec and ensured better integration of this target population into the labour market. Upon completion, the project will have produced a survey of employers’ language needs, a research report and interactive digital regional maps describing the socioeconomic status of English-speaking Quebecers with overlayable data from the employer survey.		
Total		\$9,507,724.81

Call for projects: “Enhancing the workplace presence of women and supporting organizations’ inclusion efforts in the science, technology, engineering and mathematics (STEM) sectors”

Project name	Sponsor	Amount paid
1. Women in STEM Day	Université du Québec à Trois-Rivières	\$77,204.41
This project enabled the organization of a day of professional development, networking and promotion of the role of women and female students in the manufacturing sector. Its goal was to increase the presence of women in STEM sectors and to promote their participation, retention and advancement in the workplace. As part of this day, seven training workshops were offered to 70 participants and 32 companies and/or organizations, with the goal of promoting the creation of inclusive and respectful workplaces.		
2. Integrating and retaining women in refining companies and other companies hiring women in STEM fields: developing a practical model	Université du Québec à Trois-Rivières	\$403,932.85
The goal of this research project was to analyze the strategies used by refining companies such as Suncor, Énergir and Valéro to recruit and retain women in STEM jobs, and also to develop helpful strategies for recruiting and retaining women in other companies engaged in STEM work. A total of 105 people were met as part of this project. A practical model for raising awareness, recruiting and supporting women in STEM jobs was developed for businesses and educational institutions; it contains 14 recommendations, with each recommendation suggesting relevant actions. This project also led to the development of two professional skills reference frameworks for managing/supporting workplace change as well as change resulting from the implementation of equity and non-discrimination measures in engineering fields.		
3. Digital toolkit for diversity and inclusion of women in STEM sectors	Université du Québec à Montréal	\$197,025.15
This project provided a digital training toolkit for Quebec leaders, team leaders and HR managers, with content addressing the issues of recruiting, integrating and retaining women in STEM sector jobs. Developed by ESG+, which is affiliated with the École des sciences de la gestion at the Université du Québec à Montréal, this toolkit can be accessed via an asynchronous educational platform; it consists of nine themes, 71 videos, guides and practical tools for professionals. The tool offers practical solutions, explores innovative perspectives and contributes to the positive advancement of women in STEM jobs in Quebec. In this way, it seeks to support participants in the workforce challenges they face in attracting and retaining female workers.		
4. ESTEM cards (your impact): a game to understand other people	Liaison et développement Humanovis	-
Withdrawn; this project was taken over by Liaison et développement Numana (see number 7 below).		
5. Techno’elles	Regroupement des jeunes chambres de commerce du Québec (RJCCQ)	\$100,170.59
The project on women working in technology sought to help women between the ages of 18 and 35 working in the business world become more aware of and take advantage of training, upskilling and reskilling opportunities. Project funding made it possible to organize three consultancy, testimonial and networking meetings with young chambers of commerce that are members of the RJCCQ. The purpose of these meetings was to increase participants’ knowledge about the world of STEM and how to access and advance in it. A total of 194 participants from 41 companies attended the meetings. A guide summarizing the ideas generated and a list of training opportunities by region visited was subsequently created, distributed to participants and published online.		
6. Numérique au Féminin	Mon avenir TI	\$76,617.00
The goal of this project on women in digital technology was to turn the “Numérique au Féminin” conference, which had been held annually for the past five years, into a sustainable solution offering learning and training support to women throughout their careers in digital technology and STEM. The project’s ambitions to create a movement and provide a community for self-employed and employed women led to the launch of the numeriqueaufeminin.com website, a women-in-digital-technology movement and a study on the place of women in digital technology [all in French only]. These initiatives were carried out in collaboration with the Caisse de dépôt et de placement du Québec (CDPQ). The launch of the Numérique au Féminin movement enabled the sponsor to forge strategic partnerships, expand the movement’s community, raise awareness among businesses and increase their commitment.		
7. ESTEM cards (your impact): a game to understand other people	Numana liaison and development	\$95,584.50
This project led to the creation of a card game focused on building inclusive workplaces and designed to raise awareness among employees and managers about the realities and accumulated barriers faced by women and non-binary individuals in the STEM sector. The overall goal was to promote the presence and retention of women and non-binary persons within organizations in this sector. This game comes with an explanatory kit and seeks to promote dialogue with teams, managers and workplaces in order to identify barriers and better understand how equity, diversity and inclusion (EDI) can contribute to a better quality of professional life. A total of 40 people participated in the project.		
8. Increasing the participation of women in applied artificial intelligence through better knowledge of the obstacles hindering such participation.	Concordia University	\$179,589.50
The goal of this project was to identify and help remove systemic barriers to gender parity in the areas of artificial intelligence (AI) by addressing female underrepresentation in these areas (25% of the workforce) and the algorithmic bias risks that can lead to unfair or wrong decisions. The project enabled the development of various actions and resources related to hiring and integration; research methodology and rollout of AI systems; and teaching and learning. In addition, a mentoring program for AI students at Concordia University was created in collaboration with partners that included Concordia University’s Applied AI Institute, AI laboratories, women’s organizations in AI, etc. A website was designed to share the resources and tools developed; articles were published in various journals; and the facilitated workshops and work carried out as part of the project will be ongoing.		
Total		\$1,130,124.00

Project submitted as part of the “Employment retention and integration of people remote from the labour market” stream of the Impulse-Skills Program.

Project name	Sponsor	Amount paid
1. FermEmploi et AgriEmploi 2023	Comité sectoriel de la main-d’œuvre de la production agricole	\$1,197,214.42
The goal of this project is to recruit, train and integrate workers remote from the labour market in 13 sectors of agricultural production. Various strategic partnerships, including with specialized employability organizations, seek to promote the recruitment and retention of participants. The training program lasts 875 hours and focuses on enhancing skills in specific occupations (pig farming, dairy farming, greenhouse farming, poultry farming, cattle farming, maple syrup production, etc.). It also seeks to develop the following future skills: collaboration and communication; adaptability to change; information management and critical thinking; problem-solving; autonomy; promotion of inclusion and diversity; continuous professional development; respect for the environment; and ethics. In-company traineeships are also planned as part of the project, which will conclude with two assessments of learning and employment integration and a technical training certificate for the occupation in question.		