

In Motion and Momentum+

Interim Evidence Report

November 2023

Blueprint

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Acknowledgements

About the Future Skills Centre

The [Future Skills Centre](#) (FSC) is a forward-thinking centre for research and collaboration dedicated to driving innovation in skills development so that everyone in Canada can be prepared for the future of work. We partner with policymakers, researchers, practitioners, employers and labour, and post-secondary institutions to solve pressing labour market challenges and ensure that everyone can benefit from relevant lifelong learning opportunities. We are founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada, and are funded by the Government of Canada's Future Skills Program.

Le Centre des Compétences futures (CCF) est un centre de recherche et de collaboration avant-gardiste qui se consacre à l'innovation dans le domaine du développement des compétences afin que toutes les personnes au Canada soient prêtes pour l'avenir du travail. Nous travaillons en partenariat avec des personnes chargées de l'élaboration des politiques, des personnes chargées de la recherche, des spécialistes, des employeurs et des travailleuses et travailleurs, ainsi qu'avec des établissements d'enseignement postsecondaire, afin de résoudre les problèmes urgents du marché du travail et de veiller à ce que chacun puisse bénéficier de possibilités pertinentes d'apprentissage tout au long de la vie. Nous sommes fondés par un consortium dont les membres sont l'Université métropolitaine de Toronto, Blueprint et le Conference Board of Canada, et nous sommes financés par le Programme du Centre des compétences du gouvernement du Canada.

About Blueprint

[Blueprint](#) was founded on the simple idea that evidence is a powerful tool for change. We work with policymakers and practitioners to create and use evidence to solve complex policy and program challenges. Our vision is a social policy ecosystem where evidence is used to improve lives, build better systems and policies and drive social change.

Our team brings together a multidisciplinary group of professionals with diverse capabilities in policy research, data analysis, design, evaluation, implementation and knowledge mobilization.

As a consortium partner of the Future Skills Centre, Blueprint works with partners and stakeholders to collaboratively generate and use evidence to help solve pressing future skills challenges.



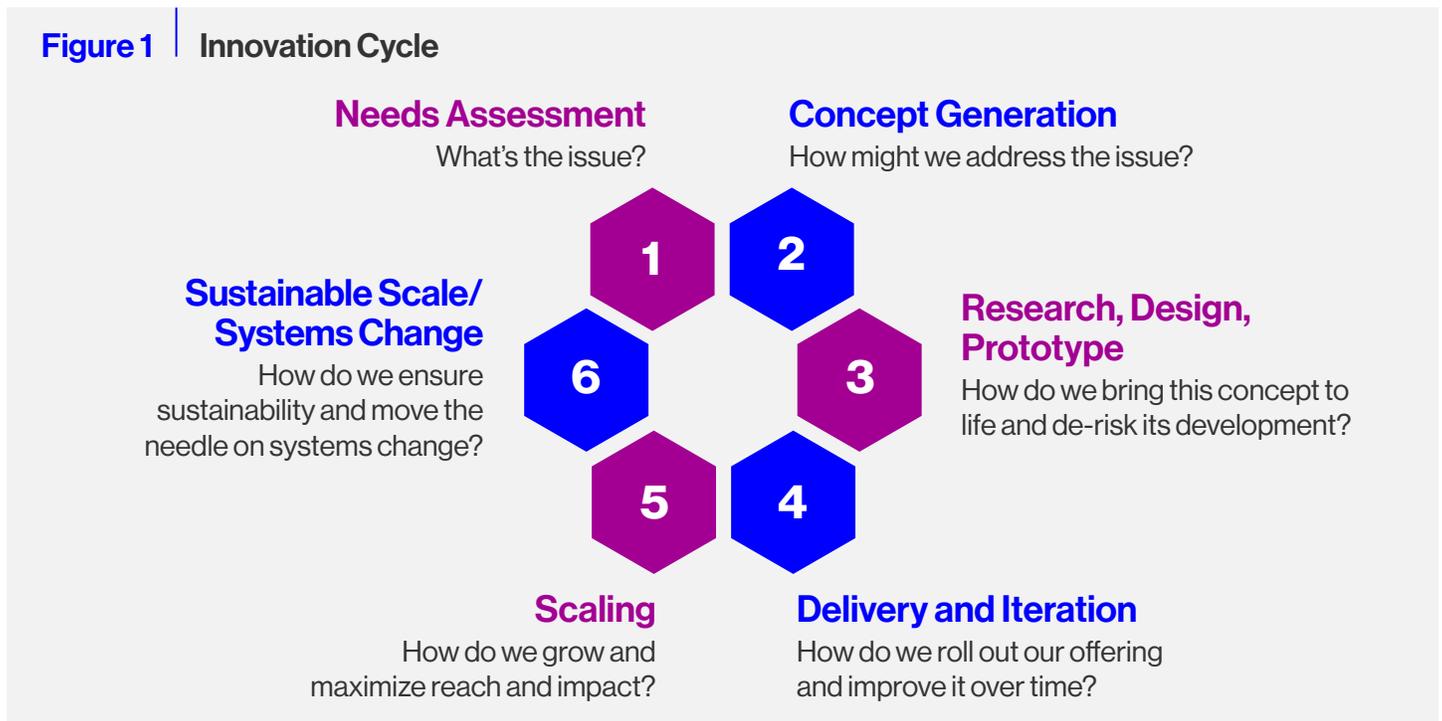
Preface

Canada’s labour market is rapidly changing. To keep pace with these changes, Canadians need skills development opportunities that respond to demands and apply evidence-informed practices. Many skills development innovations have emerged to meet these needs, but they often face barriers to scaling their interventions beyond a pilot stage.

To address this challenge, the Future Skills Centre (FSC) and Blueprint have launched the Scaling Up Skills Development Portfolio.

In the [Scaling Up Skills Development Portfolio](#), FSC is partnering with ten organizations with promising skills development interventions that have moved toward scaling up their impact. As part of the FSC consortium, Blueprint is working closely with each grantee organization to generate evidence to support their scaling journey. This is an opportunity to disrupt the current “one study at a time” approach to evidence building in favour of continuous evidence generation and program improvement. The hope is that this approach will better produce the quality and quantity of evidence needed to help promising interventions progress in their scaling journey. For more information about Blueprint’s approach to scaling, see our [Scaling Social Innovation](#) webpage.

Blueprint’s evidence generation approach is aligned with the innovation cycle (**Figure 1**). The focus of the Scaling Portfolio is to work alongside partner organizations to generate evidence that helps move their interventions through **Stage 4** to **Stage 5** with the ultimate goal of supporting sustainable scale and systems change (**Stage 6**).



About this report

Blueprint is working together with each partner organization in the [Scaling Up Skills Development Portfolio](#) to collect and monitor data about their intervention, capturing implementation and participant outcomes along the scaling journey.

This report shares interim findings from the randomized controlled trial of In Motion and Momentum+ (IM&M+). IM&M+ is a pre-employability program that supports individuals who are most distant from the labour market to build foundational skills, identify strengths and accomplishments, and leverage them as sources of motivation, hope, and pride for future entry into employment, education and/or training. This report covers the period between February 2022 and March 2023 and presents findings from our research on 297 participants.

While the purpose of this interim report is to share early insights, it is important to note that the impacts of skills development interventions take time to realize, and interim findings may not yet reflect the intervention's full potential.

This report is organized into seven sections:

- **Section 1: Introduction** (p. 9) provides background on IM&M+ and the present study.
- **Section 2: About IM&M+** (pp. 11-15) describes the social services context in which IM&M+ is implemented and an overview of the IM&M+ program model.
- **Section 3: Methodology** (pp. 16-24) shares Blueprint's evidence generation approach and learning agenda, the RCT research design and data sources used in this report.
- **Section 4: Program reach and impact** (pp. 25-32) presents interim findings on IM&M+'s impact by comparing outcomes of Program and Comparison Groups.
- **Section 5: Program implementation** (pp. 33-36) presents interim findings on IM&M+'s implementation and facilitator experiences
- **Section 6: Participant experience** (pp. 37-40) shares within-program experiences of Program Group participants.
- **Section 7: Conclusion and next steps** (pp. 41-42) offers reflections about what we are learning from delivering and scaling IM&M+ and future directions.



Executive summary

Many Canadians who are unemployed want to work but face complex social, economic and health challenges that make it difficult for them to re-enter the labour market. When these are left unaddressed, individuals often find themselves dependent on social assistance, experiencing psychological distress, incurring costs related to starting caught in a cycle of poverty and unable to sustain unsuitable employment. However, individuals with these complex “pre-employability” needs do not typically have access to the supports they need to reconnect to the labour market.

In response to these challenges, the Canadian Career Development Foundation (CCDF) developed In Motion & Momentum+ (IM&M+). IM&M+ is an intensive pre-employability program that supports people to address complex barriers to employment and make progress towards reaching their social and economic potential. The program helps individuals who are most distant from the labour market to build foundational skills and identify and leverage their strengths as a source of hope, motivation and pride.

IM&M+ was first delivered in New Brunswick in 2014 and then piloted at three sites in Ontario in 2018. In 2020, CCDF received a grant from the Future Skills Centre (FSC) to expand the delivery of IM&M+ to multiple locations across Canada and to test its effectiveness with additional equity-deserving populations. Evaluation of this expansion found that IM&M+ participants experienced increases in pre-employability skills, employment attainment, and enrollment in education and training.

In 2021, CCDF received a second grant from FSC to use a Randomized Controlled Trial (RCT) to systematically and rigorously measure IM&M+'s causal impact on participant outcomes. The RCT involves 13 organizations in five provinces and compares outcomes of IM&M+ participants to other individuals with similar characteristics who are offered “business-as-usual” employment services. Preliminary analysis of RCT results from February 2022 to March 2023 (with 297 participants) demonstrates that IM&M+ is having a positive impact on both pre-employability skills and employment.

Key Findings

IM&M+ has a positive impact on pre-employability skills, with a large positive effect on Employment Hope and a moderate positive effect on Emotional Intelligence.

Compared to individuals with similar characteristics who receive regular public employment services, IM&M+ participants had:

- **1.34 points** higher gains in Employment Hope (on a scale of 1-10)
- **1.68 points** higher gains in Emotional Intelligence (on a scale of 9-45)
- **1.19 points** higher gains in Self-Esteem (on a scale of 6-30)

IM&M+ has a large, positive impact on employment.

Three months after exiting the program, 38.5% of IM&M+ participants and 27.1% of comparison group participants reported being employed. In other words, IM&M+ participants are **41.7% more likely** than comparison group participants to be employed three months after program exit.

Facilitators are delivering the program as planned, with expected challenges related to life stabilization needs.

Facilitators implemented IM&M+ according to program manuals, with no major changes, and felt that delivering IM&M+ was a rewarding and well-supported experience. As anticipated when working with participants at the stage of pre-employability, facilitators were often faced with participants seeking support across a range of life stabilization needs (e.g., housing, food, finances, health). With this population, life stability can quickly change due to socio-economic or personal factors. These changes can influence participants' capacity to engage in the program and the level of personal support they need from facilitators.

Participants are highly satisfied with IM&M+.

Three-quarters of participants were very or somewhat satisfied with IM&M+ overall, while 85% of participants indicated that they have or are likely to recommend the program. Participants particularly valued the program's supportive facilitators, the structure and format of training modules, and the role of group-based learning and community engagement to build confidence and resilience.

Next Steps

These are highly encouraging results given the relatively small sample size for this interim report (60% of the target). As the project continues, Blueprint will collect participant experience and outcomes data from additional cohorts to reach a target sample size of 500 participants. A final report will share results from the full sample, including updated participant and outcomes data, longer-term results from follow-up surveys and Statistics Canada data linkage, and a cost-effectiveness analysis.

1. Introduction

The Canadian labour market is experiencing an unprecedented labour shortage. At the same time, many Canadians who have been out of work for a long time want to rejoin the workforce, but they do not have effective supports to do so. Many are at the stage of “pre-employability” where they face complex social, economic, health and skills challenges to re-entering the labour market, and need additional supports to strengthen their foundational skills and attributes.

When pre-employability needs are left unaddressed, social and economic barriers can compound. Individuals often find themselves dependent on social assistance, experiencing psychological distress, caught in a cycle of poverty, and unable to sustain employment.¹ This creates a negative feedback loop: individuals feel reduced motivation, hope and confidence in their ability to succeed in the labour market, which further traps them in the state of dependence on social services and long-term unemployment. This cycle results in significant costs to individuals, communities and local labour markets.

In response to these challenges, the Canadian Career Development Foundation (CCDF) (**Box 1**) developed In Motion & Momentum+ (IM&M+). IM&M+ is an intensive pre-employability program that supports people to address complex barriers to employment and make progress towards reaching their social and economic potential. The program helps individuals who are distant from the labour market to build foundational skills and identify and leverage their strengths as a source of hope, motivation, and pride.

Box 1 | Canadian Career Development Foundation (CCDF)

CCDF is a non-profit organization that works to strengthen the reach and impact of career/workforce development supports in an ever-changing labour market. It is a nationally and internationally recognized leader in the field of career development that has a legacy of industry-leading work, focusing on applied research, policy consultation, training, resource development and service capacity building.

IM&M+ was created in New Brunswick as a response to the provincial government’s goal to reduce client recidivism in social assistance. It was first launched and delivered in New Brunswick in 2014 and then piloted across three sites in Ontario in 2018. In Spring of 2020, CCDF received a grant from the Future Skills Centre (FSC) to expand the delivery of IM&M+ to multiple locations across Canada and to test its effectiveness with additional equity-deserving populations (See **Section 2.3** for more details). Evaluation of this expansion found that IM&M+ participants experienced increases in pre-employability skills, employment attainment, and enrollment in education and training.

¹ McQuaid, Ronald W., and Colin Lindsay. “The ‘employability gap’: long-term unemployment and barriers to work in buoyant labour markets.” *Environment and Planning C: Government and Policy* 20, no. 4 (2002): 613-628.

Given the existing evidence for IM&M+, the model has reached a level of maturity where it is ready to demonstrate impact. In other words, it is an appropriate time to rigorously measure the extent to which participants' improvements in pre-employability skills and longer-term labour market outcomes (e.g., employment, education enrollment) are caused by, or can be attributed to, participation in IM&M+.

In 2021, CCDF received a second grant from FSC to use a Randomized Controlled Trial (RCT) to systematically and rigorously measure IM&M+'s causal impact on participant outcomes. As program delivery continues across Canada, the impact evaluation also explores IM&M+'s applicability and scalability to different contexts. To undergo an RCT while a program is being implemented by multiple delivery partners and scaled to various regions and contexts is a rare and significant undertaking for a community-based social program in the Canadian social services landscape.

2. About IM&M+

2.1 Theory of change

Based on a review of the evidence and a scan of nearly 300 programs, CCDF found that while strengths-based, action-oriented approaches have a strong evidence base, most existing programs were didactic, implying intra- and inter-personal deficits were caused by a lack of conceptual understanding. Given this gap, CCDF designed IM&M+ to align more closely with the evidence base and to address gaps in existing services:

- 1. Services often assume clients have pre-employability skills.** IM&M+ targets individuals who need to develop these skills – and bridges them into existing service offerings.
- 2. Many service models focus on fixing deficits.** IM&M+ uses a strengths-based approach that supports people to rediscover their assets and build social connections with other peers and their communities.
- 3. Services are often siloed.** IM&M+ takes a holistic approach with touchpoints that address multiple needs over time.

IM&M+ aims to change a person's trajectory through person-centred and strengths-based approaches combined with active learning and real-world practice. This theory of change is consistent with research from hope-based approaches to career counselling,² cognitively oriented theories of career development³ and positive psychology. These approaches emphasize the value of experiential learning and addressing patterns of thinking, rather than simply being taught about concepts like self-esteem in the abstract. **Box 2** outlines the program's guiding principles.

2 See: Amundson, Norman, Spencer G. Niles, and Hyung Joon Yoon. "Hope-action theory and practice." *Educational Psychology* 60, no. 18 (2020): 91-102.

3 See: Lent, Robert W., and Steven D. Brown. "Social cognitive model of career self-management: toward a unifying view of adaptive career behavior across the life span." *Journal of counseling psychology* 60, no. 4 (2013): 557.; Sampson Jr, James P., Janet G. Lenz, Robert C. Reardon, and Gary W. Peterson. "A cognitive information processing approach to employment problem solving and decision making." *The Career Development Quarterly* 48, no. 1 (1999): 3-18.

Box 2 | IM&M+'s guiding principles

- 1. Nobody chooses poverty:** Poverty is degrading, humiliating and not a choice by those experiencing it; IM&M+ modules explicitly address the blame and judgment often associated with it.
- 2. Participants are able:** Participants are already resilient, adaptable, creative, flexible, courageous, innovative and skilled; facilitators are guides and co-learners to participants.
- 3. Building positively on strengths and challenges:** Participants are already in motion, living lives and making decisions daily; the modules help redirect their motion and momentum to a positive direction.
- 4. Trust, control and risk are shared:** Participants and facilitators can co-create and co-own a space that feels safe and accepting.
- 5. A holistic approach to health:** Participants can build healthy habits in various aspects, including food, physical movement and mind exercises.
- 6. Change is a process:** Based on Prochaska's Change Theory,⁴ IM&M+ acknowledges that change can be a non-linear process.
- 7. It takes a community:** Active collaboration and contributions of the facilitators, delivery organizations, community partners and participants all come together to foster transformation.

⁴ Prochaska, James O., and Carlo C. DiClemente. "Stages and processes of self-change of smoking: toward an integrative model of change." *Journal of consulting and clinical psychology* 51, no. 3 (1983): 390.

2.2 IM&M+ model

Figure 2 below describes the IM&M+ model, including the roles of CCDF and service delivery partners, participant eligibility criteria, the content of training modules and the intended program outcomes. As detailed in Figure 2, IM&M+ uses a **Leave-When-Ready** approach, where participants can exit the program when they are ready to successfully achieve their next steps towards sustainable labour market attachment.

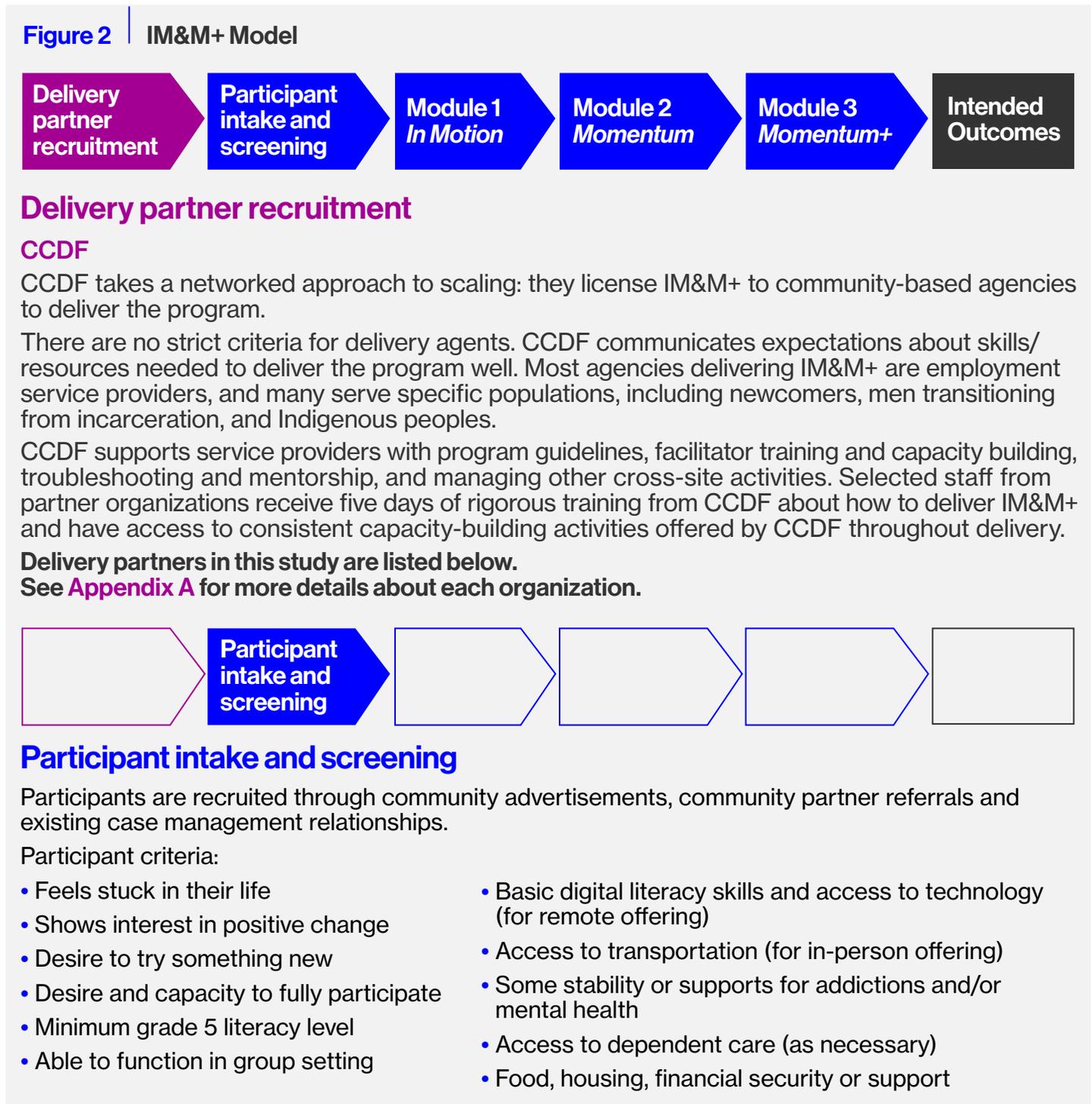
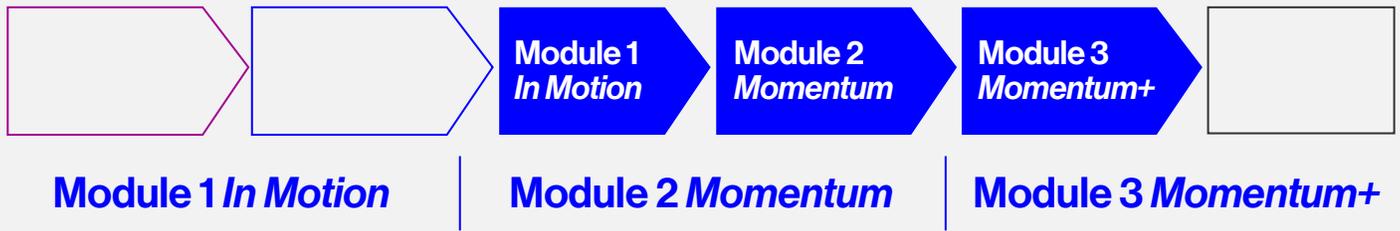


Figure 2 | **IM&M+ Model** *continued*



13 weeks (in-person, virtual, and hybrid delivery)

3 days per week for 3 weeks

- Explore personal skills, strengths, and interests
- Identify “preferred futures” aligned with skills, values and interests
- Practice foundational pre-employability skills
- Set goals and create an action plan that accounts for personally defined needs and resources

4 days per week for 4 weeks (3 days per week in Week 4)

- Continue making progress on personal goals and action plan
- Plan and implement a group-based community project that identifies and addresses a need in the community

1 day per week for 6 weeks or 2 days per week for 3 weeks

- Continue to implement personal action plan with support of facilitator(s) while transitioning out of the program
- Attend workshops relevant to participant needs and interests

Wrap-around supports

(e.g., grocery gift cards, bus passes, other organizational supports)

- **IM&M+ uses a Leave-When-Ready approach:** completion of all three modules is not an indicator of success; rather, the program is more focused on providing the content and support that participants need to achieve pre-employability outcomes and the next step beyond IM&M+.
- Participants can off-ramp from the program whenever they are ready to take on the next step (e.g., feel that they have acquired sufficient pre-employability skills) or a side-step (e.g., if they need to focus on other life stability issues) in their journeys towards employability.
- Participants who off-ramp have the flexibility to re-enter the program at a later module as well.



Intended Outcomes

Intermediate outcomes

- Identification and building of pre-employability skills Enhanced motivation, resilience and optimism
- Increased confidence

Long-term outcomes

- Increased rates of sustained employment and/or enrolment in education /training programs
- Increased employment rates
- Decreased need for social assistance

2.3 IM&M+ scaling journey

When IM&M+ launched in 2014, it consisted of two modules: In Motion and Momentum. Based on feedback from participants and facilitators, a third module, Momentum+, was added in 2021 to support transitions. Program delivery was also expanded to new locations across Canada and additional equity-deserving populations. See Table 1 for more information about IM&M+'s continuous improvement and scaling journey so far.

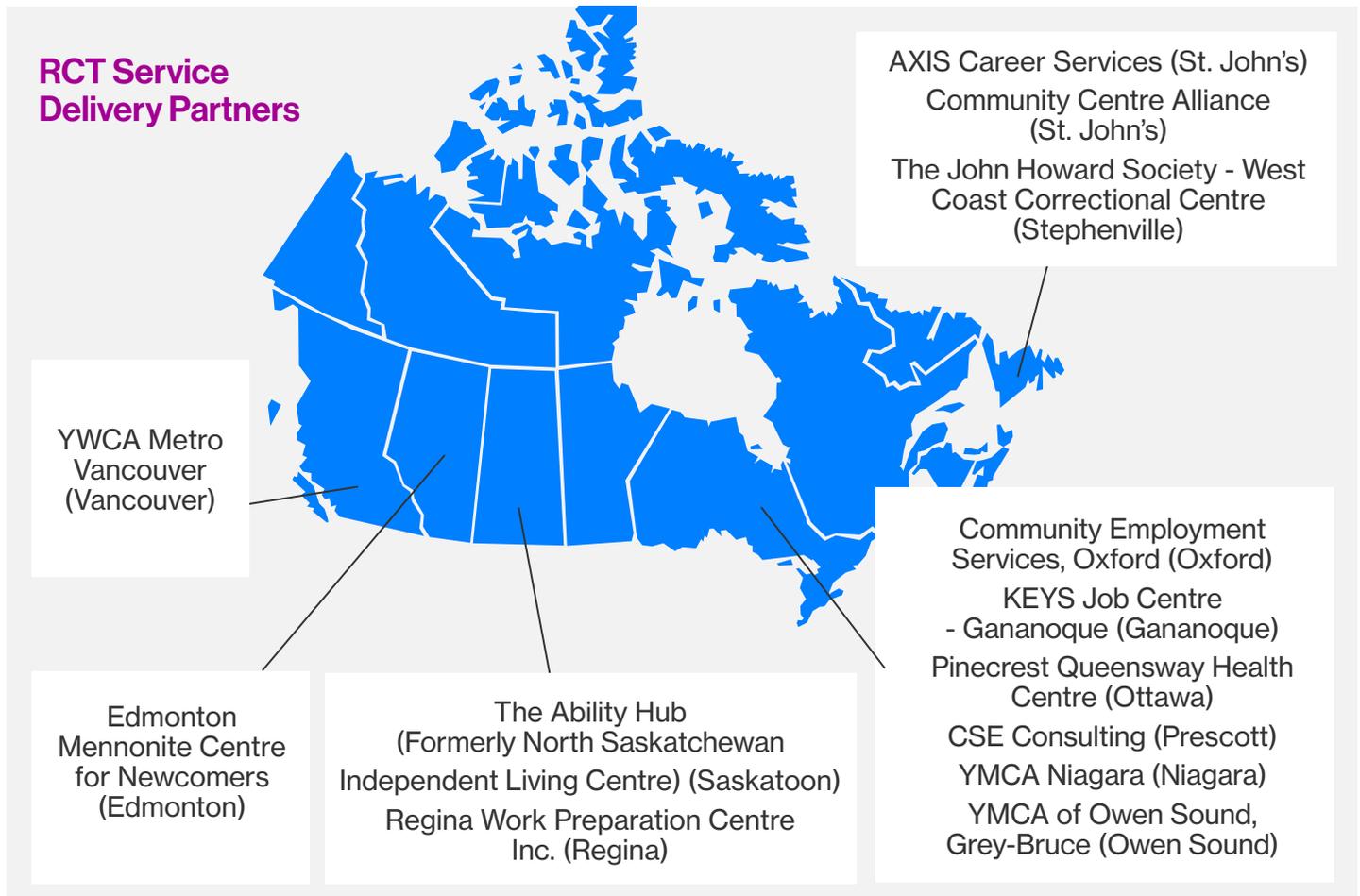
Table 1 | IM&M+ Scaling Journey

Year	Funder (Evaluator)	Geographies	Target participants	# of delivery sites	# of participants	Significant iterations
2017-2018	Government of New Brunswick	NB	People trapped in long-term cycles of social assistance (high social assistance recidivism)	8	668	Not applicable
2018	Ontario Centre for Workforce Innovation (Blueprint)	ON	Employment service clients	3	27	None
2021	Future Skills Centre (Blueprint)	AB, BC, NS, NL, ON, SK	Jobseekers, newcomers, Indigenous peoples, women, people with disabilities, men suffering from addiction, men transitioning from incarceration	24	355	<ul style="list-style-type: none"> • Added a 3rd module: Momentum+ • Developed a recruitment toolkit and screening tool • Developed a Community of Practice for facilitators • Delivered IM&M+ fully remotely and in hybrid format for the first time due to COVID-19 pandemic • Increased per-cohort funding for sites to support costs related to research and wraparound supports
2022-2025	Future Skills Centre, (Blueprint) <i>Present study</i>	AB, BC, NL, ON, SK	Unemployed or underemployed jobseekers, newcomers, Indigenous peoples, women, people with disabilities and/or complex physical illness, men who are incarcerated	14	Target of 500	<ul style="list-style-type: none"> • No significant iterations; present study is evaluating for program impact while being scaled to different geographies and contexts

CCDF is taking a networked approach to scaling, meaning that they license IM&M+ to community-based agencies to deliver the program. Scaling IM&M+ by adding new community partners builds the capacity of the employment service sector to work with individuals with pre-employability needs.

This networked approach entails partnerships with delivery organizations across jurisdictions and different regional labour markets. An upside to this approach is that it helps us understand the extent to which the model can be adapted to different delivery contexts and regional employment/social service systems. This makes findings more generalizable to a range of real-world conditions.

On the other hand, having community agencies across the country delivering any pre-employability program can pose challenges. Delivery sites are often operating in different social service ecosystems that vary in their capacity to support clients with complex needs. Regional labour market and skills development landscapes can also moderate long-term employment and education outcomes of participants. This means that the levers to ensure model fidelity and service provider capacity in IM&M+ are different from models delivered by a single organization.



Note: See *Appendix A* for more information about delivery partners that are participating in the RCT.

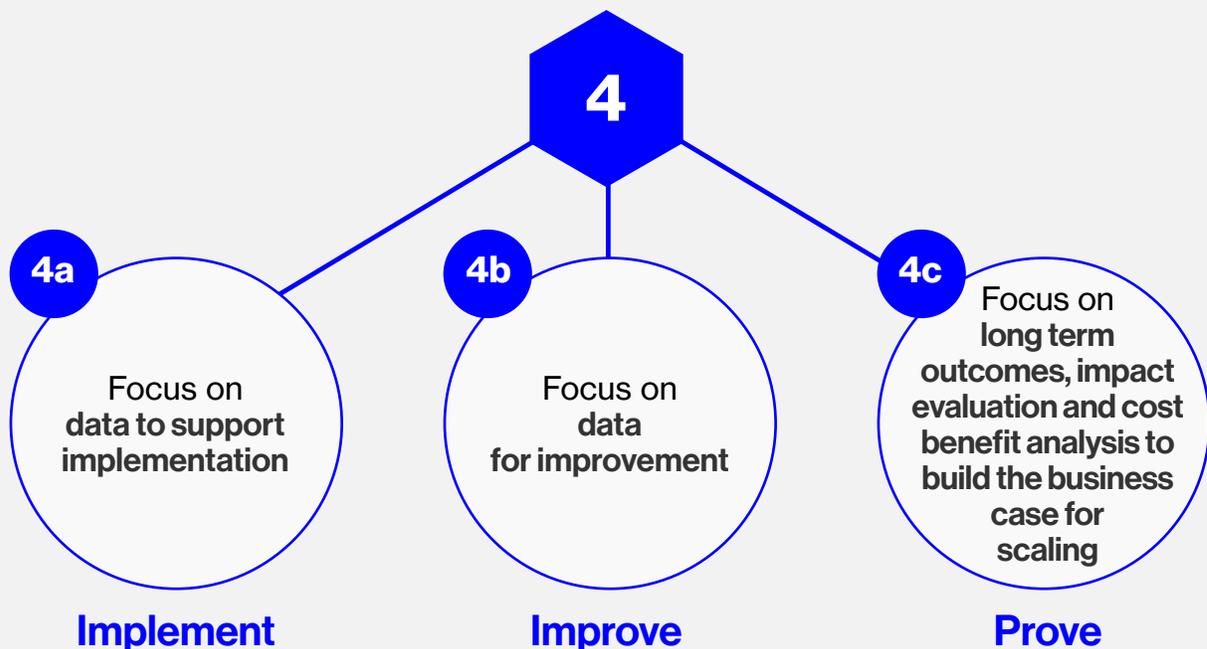
3. Methodology

3.1 Blueprint’s evidence generation approach

To support the scaling up of promising interventions, Blueprint developed a novel approach to evidence generation that fits within the stages of the innovation cycle (see above, p. 4). By understanding an intervention’s stage of development, we can determine the most appropriate tools to advance it to the next stage. More details on our evidence generation approach can be found in **Box 3** and the [Scaling Design Report](#).

Like all other interventions in the Portfolio, IM&M+ is in Stage 4 of the innovation cycle, **Delivery and Iteration**. Stage 4 is further broken down into 3 levels of delivery maturity: Implement, Improve and Prove (**Figure 4**). As IM&M+ has implemented various iterations to the model already, we categorized it as at Stage 4c of the innovation cycle, where it is ready to **prove its impact**. Through many years of implementation, continuous improvement and expansion, IM&M+ has reached a level of maturity where CCDF is ready to demonstrate its impact on participants and their communities. Other models in the Portfolio are at different stages of maturity and will provide complementary evidence on program implementation and improvements.

Figure 4 | Phases of Delivery Maturity



Box 3 | Common Outcomes Framework

Our measurement approach includes indicators that are specific to an intervention as well as a set of common indicators that are measured for every intervention in the Portfolio.

These common indicators are drawn from Blueprint's Common Outcomes Framework, which was developed in consultation with our partners and was informed by review of employment-related outcomes frameworks and measurement approaches both within Canada and internationally. They include:

- **Intermediate outcomes** that reflect 'in-program' participant experiences and gains (e.g., program satisfaction and skills development).
- **Long-term outcomes** such as employment and educational attainment.

Using a consistent approach to measuring outcomes is part of our commitment to understanding how each intervention in the Portfolio is reaching people across Canada and allows us to measure long term outcomes using Statistics Canada's Social Data Linking Environment. For more information on Blueprint's Common Outcomes Framework, see **Appendix B**.

3.2 Learning agenda

This report covers two cohorts of IM&M+, delivered between February 2022 and March 2023. A total of 297 participants consented to participate in the research. We anticipate by the end of the study that we will reach a target sample size of 500 participants.

This report focuses on three main lines of inquiry:

1. Program reach and impact:

- a) Is IM&M+ reaching its target population?
- b) What are the effects of IM&M+ on pre-employability skills, employment and education enrollment?

2. Program implementation:

- a) Is the program delivered with fidelity and what contextual adaptations are needed?
- b) What are successes and challenges with delivering the program?

3. Participant experience:

- a) How satisfied are participants with IM&M+?
- b) For those who exit the program early, what are the reasons why?

As we continue to collect data from more cohorts in the remainder of the study, the final report will include more nuanced insights on specific demographic groups, an assessment of whether and how module completion impacts outcomes and a cost-effectiveness analysis.

3.3 Evaluating impact with an RCT

RCTs are a powerful tool to assess a program's impact. It is difficult to understand a program's effectiveness only by looking at its outcomes, since these outcomes can be driven by non-program factors, including individual disposition, population-specific factors and broader societal trends.

In an RCT, individuals with similar characteristics are randomly assigned to one of two groups: a **program group** where individuals receive the new intervention and a **comparison group** where participants proceed with business-as-usual services. This allows us to compare the outcomes of individuals who participate in the program with the outcomes of similar individuals who do not participate. Comparing the difference between those who participate in the program versus those who do not is the most credible way to assess a program's causal impact.

3.4 RCT design and participant sample

In these two cohorts, 340 individuals signed up to participate in IM&M+ and 297 of them consented to participate in the RCT. Of the 297, there are 157 participants in the Program Group (91% consent rate) and 140 participants in the Comparison Group (83% consent rate). We are aiming for a sample size of 500 participants in the RCT by the end of the study.

The study uses a simple random assignment approach, where 50% of all eligible applicants of IM&M+ are assigned into the Program Group and the other 50% are assigned to the Comparison Group where they receive "business-as-usual" employment services.⁵ As **Figure 5** shows, the random assignment process is achieving balance across key socio-demographic characteristics of participants.

In this report, we are estimating program effect using "**intend-to-treat**" analysis. This means that effect calculations include responses from all participants assigned to the Program Group regardless of whether they stayed or withdrew from the program. This approach respects IM&M+'s Leave-When-Ready program design. For the final report, with a larger sample size, we plan to assess whether participation in some or all modules impacts outcomes.

⁵ Random assignment is done through multiple rounds whereby once between 12 to 20 applications have been received, each site submits the names to Blueprint for randomization.

Figure 5 | RCT Cohort Demographics

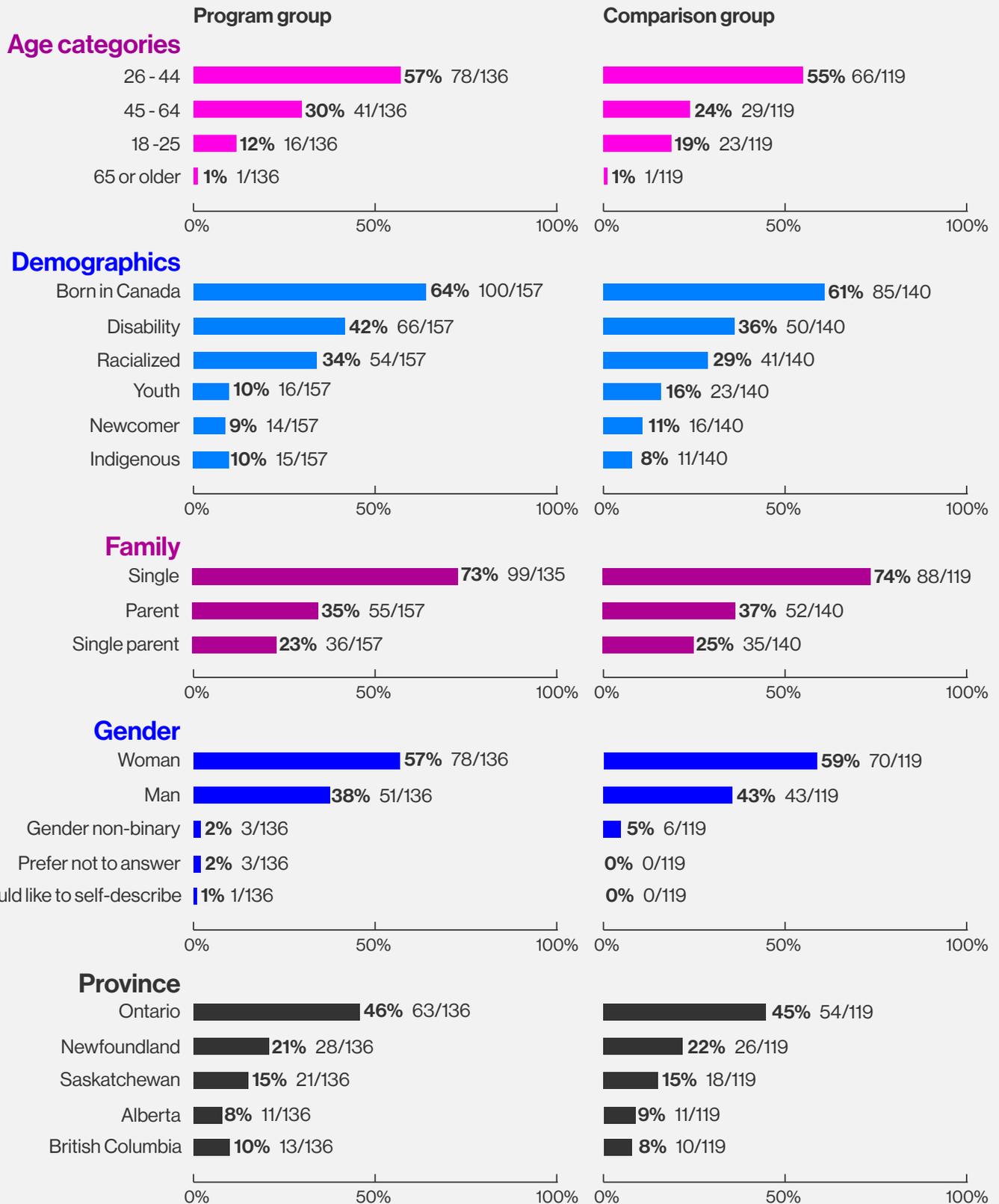
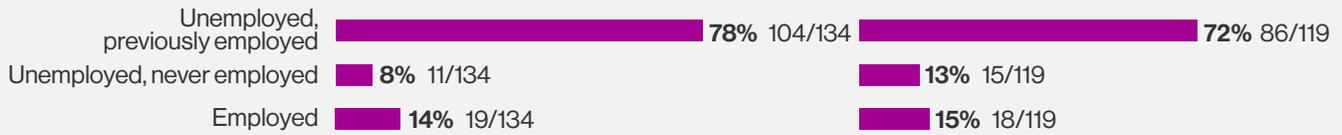


Figure 5 | RCT Cohort Demographics *continued*

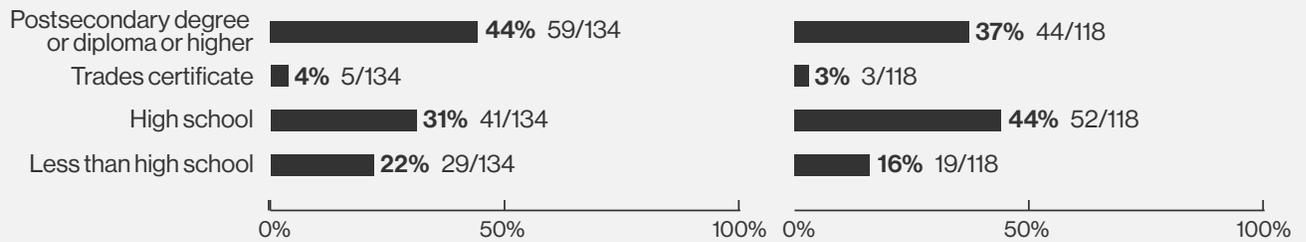
Baseline employment



Benefits received



Highest level of education



3.5 Data sources and key indicators

The research study collects both quantitative and qualitative data across several outcome indicators (Table 2) and at various points throughout the research journey (Table 3 and Figure 6).

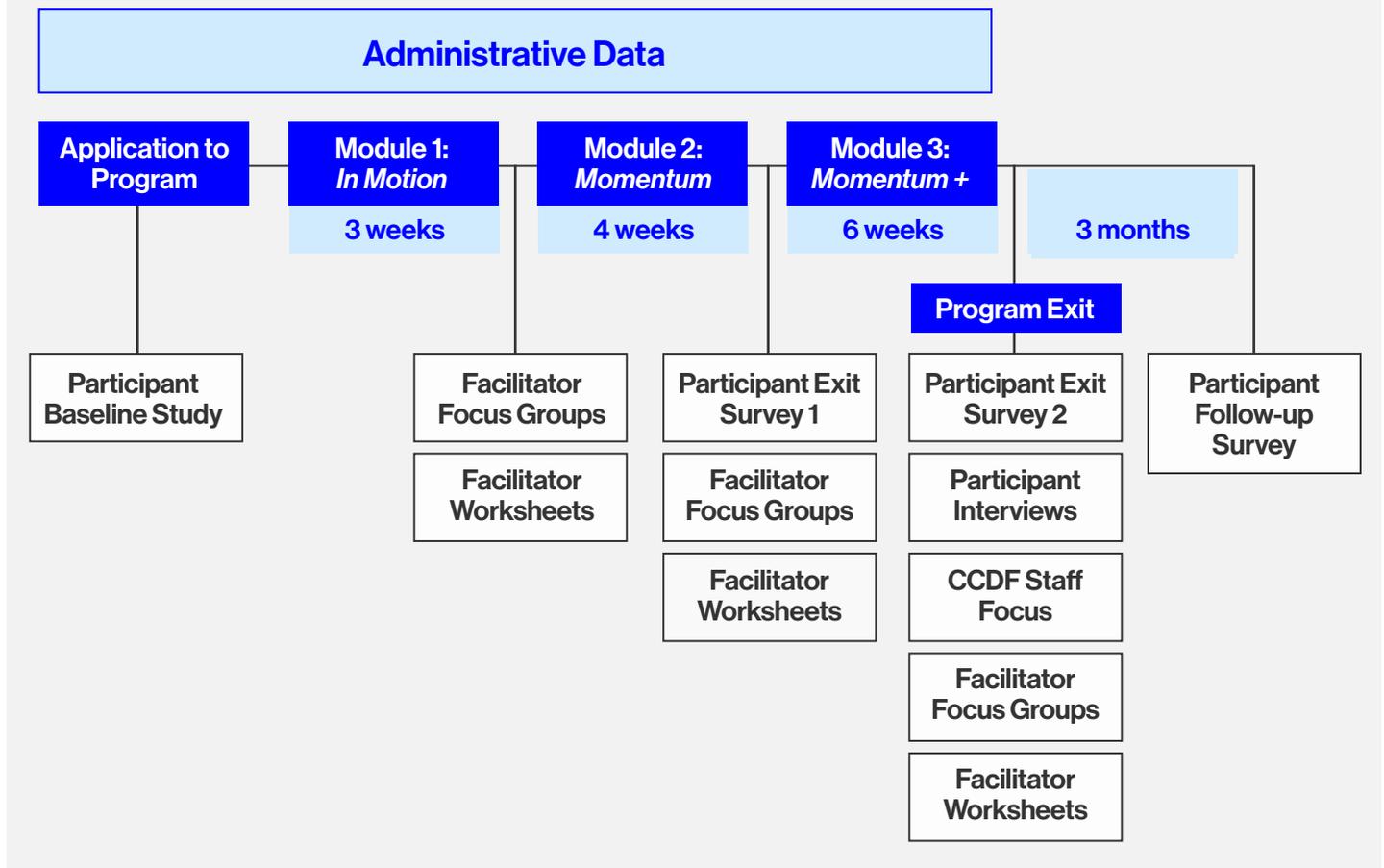
Table 2 | Key Participant Indicators

Indicator	Scale	Description
Pre-employability skills		
Employment Hope Scale (EHS)	1-10 (Employment Hope Scale)	A composite scale that includes subscales of motivation, empowerment, utilization and goal orientation; average of 10-point scale answers on 14 items
Resilience	1-5 (Brief Resilience Scale)	Average of 5-Likert scale answers on 6 items; score ranges from 1 (low resilience) to 5 (high resilience)
Self-Esteem	6-30 (Rosenberg Scale)	Typically sum of 4-Likert scale answers on 10 items; adapted to 6 items with 5-Likert scale for the study
Emotional Intelligence	9-45 (Mixed from SREIT & TEIQ scales & adapted from WHO Disability assessment)	Sum of 5-Likert scale answers on 9 items
Habits and attitudes		
Locus of control	9-45 (Levenson scale)	Typically sum of 6-likert scale on 24 items; adapted to 5-Likert scale on 9 items for the study
Healthy behaviour	3-15 (World Health Organization Disability Assessment)	Typically 5-Likert scale on 36 items; adapted to 3 items for the study
Mental health	0-12 (Mix of PHQ-2 and GAD-2)	Sum of 4-point scale on 4 items. Questions are negatively worded, meaning that Higher score indicates higher chances of experiencing poor mental health A score of 6 and above is an indication of possible generalized anxiety disorder and depression
Select indicators from the Common Outcomes Framework (See Appendix B)		
Employment attainment	Yes or No	Whether participant indicates earning an income from a job or self-employment in the past week
Enrollment in education or training	Yes or No	Whether participant indicates enrollment in any training or education program other than IM&M+
Social assistance (incl. EI) receiving status	Yes or No	Whether participant indicates receiving income from social assistance in the past month

Table 3 | Data Sources

Data source	Data collection lead	Response rate and sample size	Description
Administrative data	IM&M+ facilitators	Program: 157 Comparison: 140	Collected throughout delivery on the number of sessions attended, modules completed and reasons for leaving
Baseline Survey	Blueprint	Program: 87% (136/157) Comparison: 85% (110/140)	Administered at the time of application to capture socio-demographic characteristics, employment and education enrollment status and pre-employability skills
Exit Survey 1	Blueprint	Program: 70% (110/157) Comparison: 64% (90/140)	Administered seven weeks post-enrollment (after Momentum) to capture module satisfaction, employment and education enrollment status, and pre-employability skills
Exit Survey 2 (Program Exit)	Blueprint	Program: 67% (105/157) Comparison: 64% (89/140)	Administered three months post-enrollment (after Momentum+) to capture program satisfaction, employment and education enrollment status, and pre-employability skills
3-Month Follow-Up Survey	Blueprint	Program: 67% (105/157) Comparison: 64% (89/140)	Administered three months after program exit to capture employment, education enrollment and social assistance receiving status ⁶
Semi-structured interviews with participants	Blueprint	22 participants	Conducted after program exit to gather participant experiences and satisfaction and how perceptions vary by participant backgrounds and experiences
Focus groups with IM&M+ facilitators and CCDF's central team	Blueprint	7 focus groups	Conducted focus groups with IM&M+ facilitators following each module : In Motion (Cohorts 1 and 2), Momentum (Cohort 1 only) and Momentum+ (Cohorts 1 and 2) Conducted focus groups with the CCDF central team at the end of the program (Cohorts 1 and 2)
Facilitator worksheets (in the form of a survey)	Blueprint	13 respondents (68 responses)	Administered to facilitators at the end of each module to understand their delivery experiences

⁶ While we collect social assistance receiving status at three months after program exit, it is unlikely to observe any reduction in social assistance receipt during this time period. Most provinces allow clients to continue receiving income for a transition period after obtaining employment. Therefore, we have opted to not report on social assistance receiving status in this interim report and will examine IM&M's impact on it with longer-term data.

Figure 6 | Data Collection Timeline

3.6 Data limitations

We identify two main data collection limitations in this study:

- 1. Reasons for withdrawal:** When a participant decides to leave IM&M+, facilitators select the reason for withdrawal from a set of pre-programmed reasons. Participants who leave the program can be hard to reach, making it difficult to identify the exact reason for withdrawal. Additionally, participants who leave for negative reasons (e.g., poor experience with the program, challenging personal circumstances) may be less likely to disclose their reasons for withdrawal than participants who leave for positive reasons (e.g., finding employment, enrolling in training).
- 2. Participation in facilitator focus groups:** Facilitator participation in focus groups was greater in Cohort 1 than in Cohort 2, and Cohort 2 focus groups had higher attendance from facilitators who did not participate in Cohort 1 focus groups. This suggests that some facilitators may have felt they had already shared their experiences in earlier focus groups. Between the two cohorts, most facilitators participated in at least one focus group.

Furthermore, we identify three main caveats for data interpretation:

- 1. Larger sample to enhance precision of effect size estimation:** These interim results are based on 60% of our target sample size. While we are confident in the direction of the effects we've observed, except for three pre-employability indicators, we are less confident in the effect sizes. We report confidence intervals to provide the range of possible effect sizes. A larger sample will enable us to have more precise effect size estimates.
- 2. Use of data in effect size calculation:** To achieve maximum precision of our effectiveness analysis at this interim stage, we included only participants that completed all data collection tools up to the three-month follow-up survey. Note that this is compatible with our intend-to-treat analysis approach, as all Program Group participants received all surveys, even if they withdrew from IM&M+.
- 3. Adjustments to measurement scales:** Scales used to measure some of the pre-employability skills have been shortened or adjusted from validated scales to ensure participants don't feel overwhelmed. This means we can't make direct comparisons with results in the literature.

4. Program reach and impact

Key Findings

- IM&M+ is reaching its target population of individuals who need pre-employability skills.
- IM&M+ has a positive impact on pre-employability skills, with a large positive effect on Employment Hope and a moderate positive effect on Emotional Intelligence.
- IM&M+ has a positive impact on employment outcomes.
- We are yet not observing an impact on education enrollment.

4.1 Program reach

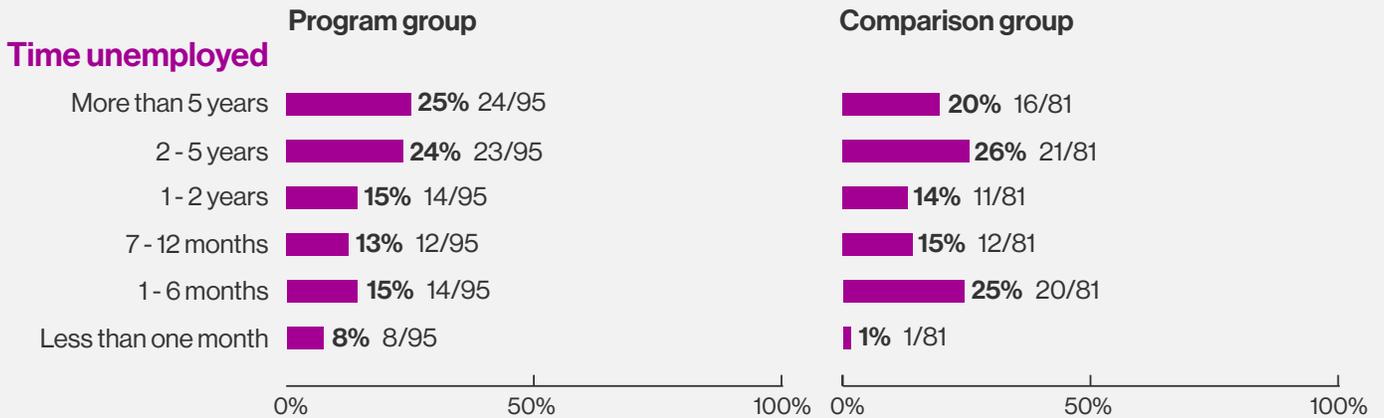
Overall, IM&M+ is reaching its target population of individuals who need pre-employability skills development to achieve sustainable employment. This includes individuals who are long-term unemployed and/or cycling in and out of precarious employment, individuals without marketable postsecondary education and individuals who are in receipt of government financial assistance.⁷

Long-term unemployment and/or precarious employment

Most participants reported being unemployed when applying to IM&M+ (Program=86%; Comparison=85%). Some participants had never held a job before (Program=13%; Comparison=8%) and many had been out of work for more than five years (Program =25%; Comparison = 20%) (Figure 7).

⁷ In the period covered by the report, IM&M+ was delivered to two cohorts who are incarcerated, including 18 participants in the Program Group (n=157) and 17 in the Comparison Group (n=140). These participants were not eligible for social assistance and unlikely to have employment or education outcomes in the short term. This will not affect results of the impact evaluation as both Program and Comparison Groups included a similar proportion of participants who are incarcerated.

Figure 7 | Time Unemployed



Those participants who were employed when applying to the program had precarious work arrangements. As shown in **Figure 8**, about half of participants in both the Program and Comparison groups have held their jobs for less than one year (Program=50%; Comparison=54%). Working under 10 hours per week and holding seasonal and temporary jobs were also common. Only slightly more than half of employed participants (Program=58%; Comparison=53%) believed that they would be able to advance in their current job.

Figure 8 | Employment Characteristics

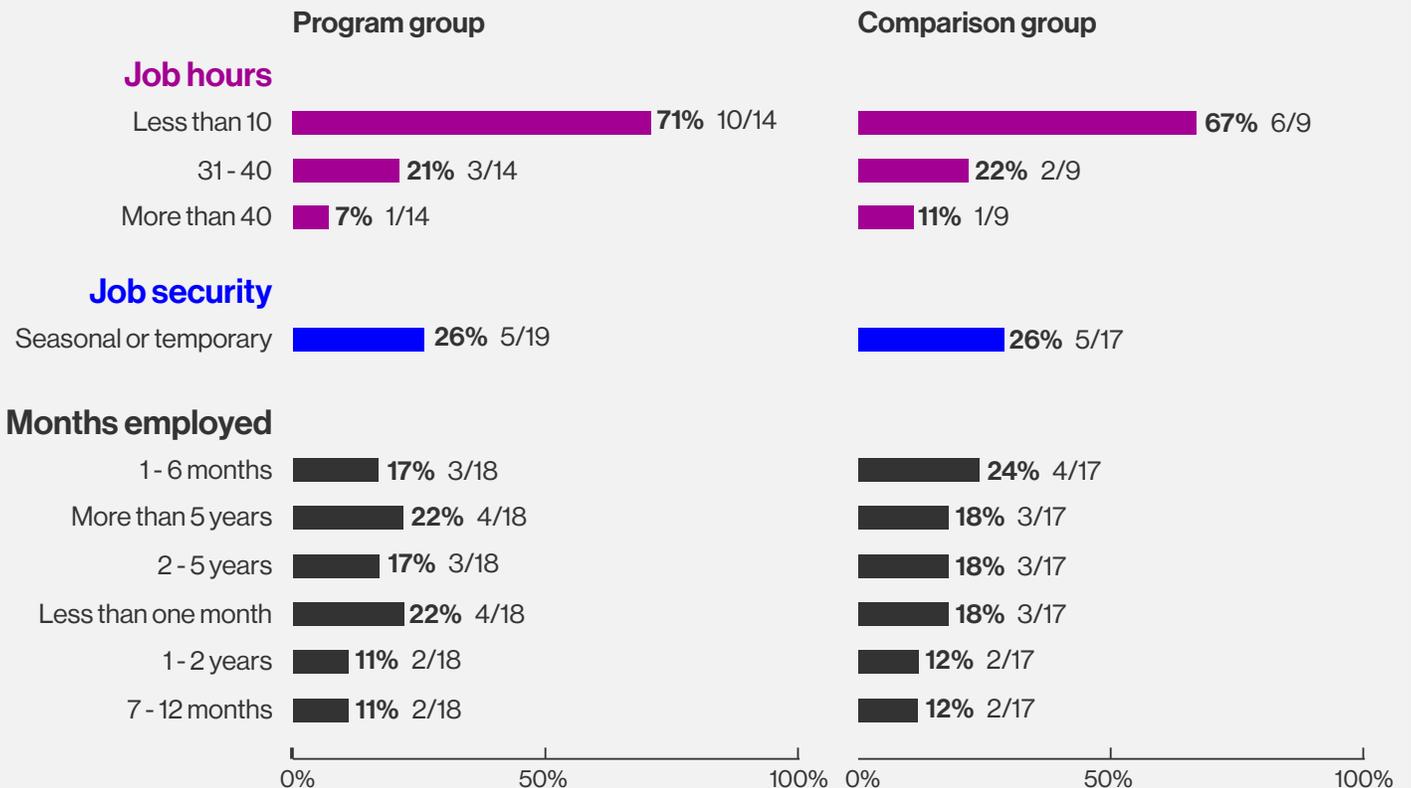
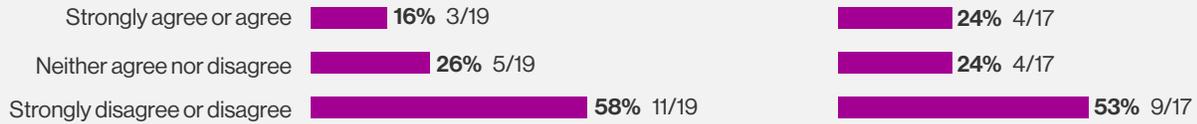
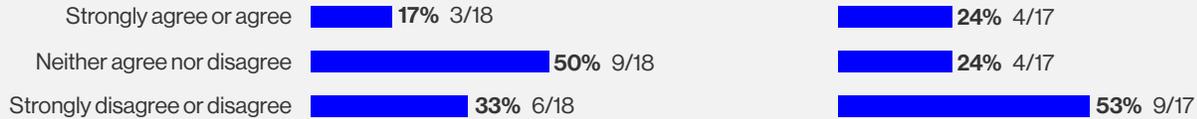


Figure 8 | Employment Characteristics *continued*

I think I will be able to advance in my current job



I worry about losing my job



Overall, I am satisfied with my job

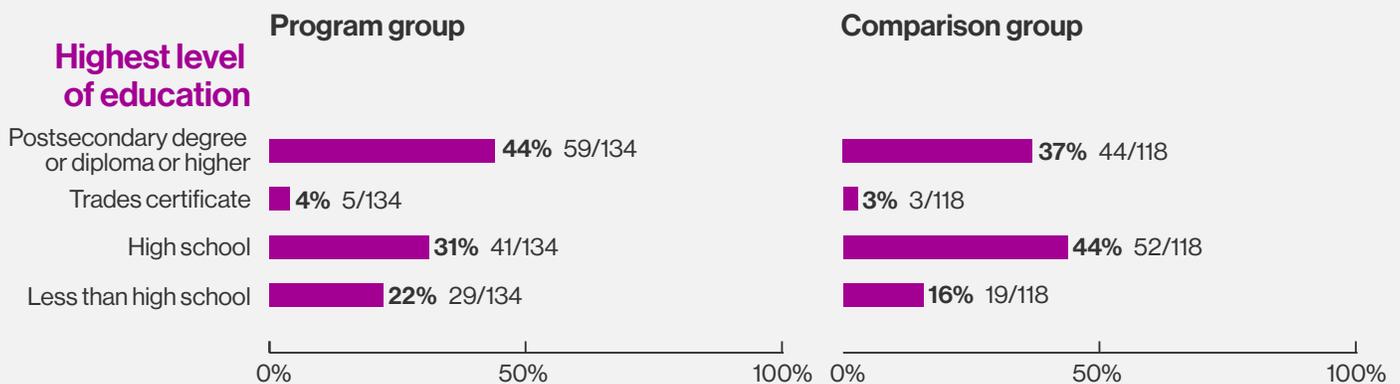


0% 50% 100% 0% 50% 100%

Lack of higher education

More than half of participants do not have post-secondary education. Fifty-three percent of Program Group participants and 60% of Comparison Group participants indicated their highest level of education as high school or less than high school (Figure 9).

Figure 9 | Educational Attainment



Government financial assistance receipt

Whereas 85% of Comparison Group participants and 86% of Program Group participants reported being unemployed, only 55% and 54%, respectively, reported receiving government assistance. This gap is partly due to the two cohorts of participants who were incarcerated at the time of participation. These cohorts account for 17% of the non-social assistance receiving participants. See Footnote 7 (p. 25) for more information. 4.2 Participant outcomes.

4.2 Participant outcomes

Pre-employability skills

Overall, our findings show a positive impact on three key pre-employability skills. Our analysis compares changes in participants' pre-employability skills from program entry to program exit, which is roughly three months post-enrollment. **Table 4** outlines the statistical approaches we use and provides detailed statistics for each pre-employability indicator.

Large gains in employment hope

IM&M+ participants experienced gains in Employment Hope that were **1.34 points higher** (on a scale of 1-10) than individuals with similar characteristics who do not participate. (**Figure 10**). This is considered a large effect and we have a high degree of confidence in this finding.

Moderate gains in emotional intelligence

IM&M+ participants experienced gains in Emotional Intelligence that were **1.68 points higher** (on a scale of 9-45) than individuals with similar characteristics who do not participate (**Figure 10**). This is considered a moderate effect and we have a high degree of confidence in this finding.

Small gains in self-esteem

IM&M+ participants experienced gains in Self-Esteem that were 1.19 points higher (on a scale of 6-30) than individuals with similar characteristics who do not participate (Figure 10). While this is a relatively small effect, we have a high degree of confidence in this finding.

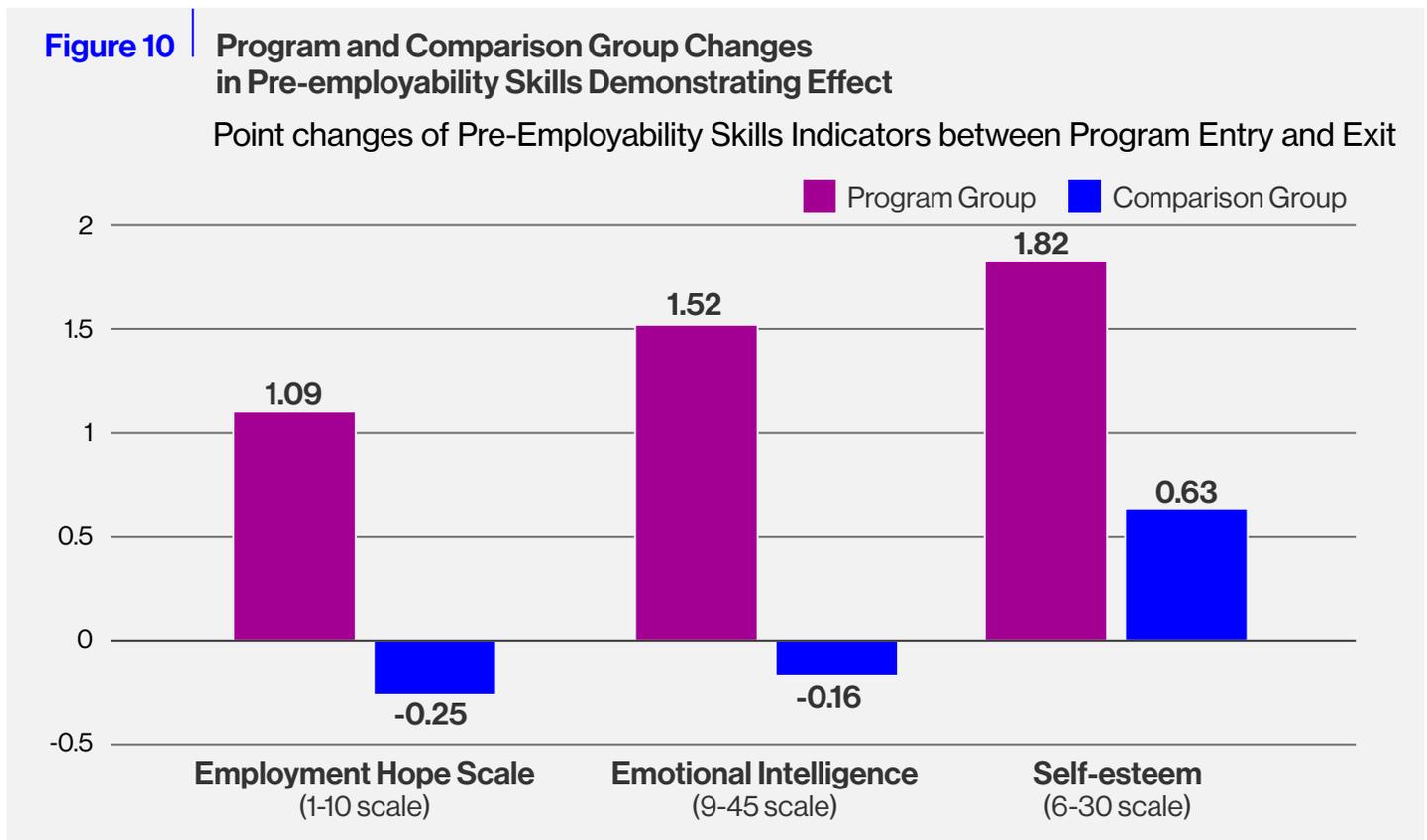


Table 4 | Statistical Methods

Statistical method	Purpose
Regression	We use a statistical technique called multiple regression to estimate the effect of IM&M+ on pre-employability outcomes.
Cohen's d	We use <i>Cohen's d</i> to determine the relative size of the estimated effect. Based on benchmarks suggested by Cohen (1988), ⁸ we refer to effect sizes as: <ul style="list-style-type: none"> • Very small =0.00-0.19 • Small = 0.20-0.49 • Medium = 0.50-0.79 • Large =0.80+
Confidence interval	We calculate confidence intervals to assess precision and reliability and express our level of confidence about the estimated effect size. We use a confidence level of 95%, which means we estimate the range of effect sizes that we expect would be true 95% of the time. Outcome estimates with wide confidence intervals should be interpreted cautiously. We expect that our estimates will be more precise and reliable as the sample size increases.

Between program entry and exit, IM&M+ has a positive impact on Employment Hope, Emotional Intelligence and Self-Esteem. At this point, we do not yet see any sizeable impact on Resilience, Mental Health, Healthy Behaviour and Locus of Control (**Table 5**).

⁸ Cohen, Jacob. *Statistical power analysis for the behavioral sciences*. Academic press, 2013.

Table 5 | Pre-employability indicators for program and comparison groups between baseline and second exit survey (three months post enrollment)

Outcome	Program group (point change)	Comparison group (point change)	Impact (difference in change b/w Program and Comparison)	Standard Error	Effect size (Cohen's d)	p-value	Confidence interval (95% CI)
Employment Hope (Scale: 1-10)	1.09 (n=79)	-0.25 (n=69)	+1.34***	0.29	0.76 (medium to large)	7.95E-06	[0.43-1.10]
Goal orientation	1.51	-0.20	+1.72***	0.39	0.72	2.37E-05	[0.38-1.06]
Motivation	0.85	-0.56	+1.41***	0.40	0.58	0.000615	[0.24-0.91]
Utilization	1.37	-0.11	+1.48***	0.38	0.65	0.000134	[0.31-0.98]
Empowerment	0.53	-0.25	+0.78***	0.29	0.45	0.00755	[0.12- 0.78]
Emotional Intelligence (Scale: 9-45)	1.52 (n=85)	-0.16 (n=68)	+1.68**	0.65	0.42 (medium)	0.01	[0.10-0.75]
Self-Esteem (Scale: 6-30)	1.82 (n=85)	0.63 (n=73)	+1.19*	0.61	0.31 (small)	0.05	[-0.01-0.63]
Resilience (Scale: 1-5)	0.17 (n=84)	0.02 (n=68)	+0.15	0.12	0.22 (small)	0.19	[-0.11-0.54]
Mental health (Scale: 0-12; lower score = lower chance of experiencing poor mental health)	-1.15 (n=84)	-0.37 (n=70)	-0.78	0.52	-0.24	0.14	[-0.56-0.08]
Healthy behaviour (Scale: 3-15)	0.34 (n=87)	0.06 (n=69)	+0.29	0.37	0.12	0.44	[-0.19-0.44]
Locus of control (Scale: 9-45)	0.63 (n=83)	0.15 (n=71)	+0.47	0.78	0.10	0.55	[-0.22-0.42]

NOTES: Statistically significant in a two-tailed test: * at the 90% level, ** at the 95% level, *** at the 99% level. Sample for each outcome includes respondents that completed baseline, Momentum exit, and program exit survey and answered the respective question.

Employment and education enrollment

We collected data on employment status and education enrolment at program entry and at three-months post-program. This set of analyses compares data from these two time points using Risk Difference (RD) (Box 4). We also calculate the confidence intervals associated with the effect size estimations.

Note that we do not report on social assistance exits because individuals retain their social assistance status for a period of time even after they find employment. We will report on this outcome when we have six-month follow-up data.

Box 4 | Risk difference

Risk difference (RD) measures the absolute difference in the chance of an outcome occurring for the Program Group and Comparison Group. It is often used in impact evaluations where the outcome is binary (e.g., employed or unemployed; enrolled in education or not; receiving social assistance or not).

In the context of this study, a positive RD (>0) indicates that program participation is associated with an increased likelihood of an outcome compared to those who do not participate. Accordingly, a negative RD (<0) indicates that program participation is associated with a reduced likelihood of the outcome, and a zero RD ($=0$) indicates that the program has no effect on the outcome.

Large impact on employment

Individuals who participate in IM&M+ are more likely to be employed after the program, compared to individuals with similar characteristics who receive regular public employment services (Table 6 and Figure 11). Three months after the program, IM&M+ participants are **41.7% more likely** to be employed than their Comparison Group counterparts. This is a large positive impact and a larger sample size will provide more precision on our effect size estimate.

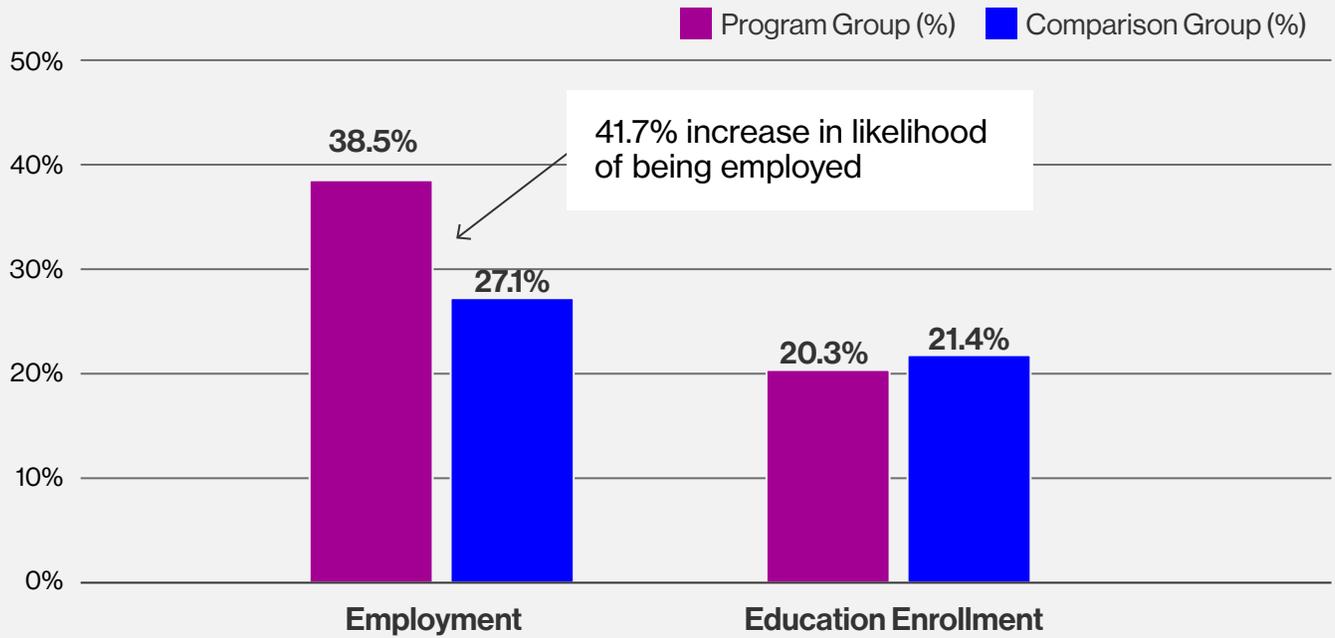
At this point, we do not yet see any impact (positive or negative) on education enrollment; however, this may change when we have the full sample (Table 6).

Table 6 | Impacts on employment and education enrollment

Outcome 3-months past exit	Program group (%)	Comparison group (%)	Effect size	Percentage increase/ decrease in likelihood of outcome	Standard error	p-value	Confidence interval (95% CI)
Employment	38.5% (n=78)	27.1% (n=70)	+11.3	41.7%	0.08	0.15	[-3.6%- +26.3%]
Education Enrollment	20.3% (n=79)	21.4% (n=70)	-1.2	-5.61%	0.07	0.86	[-14.2% to +11.9%]

Figure 11 | Employment and Education Enrollment Rates

% of participants who reported being employed and/or enrolled in education three months after program exit



5. Program implementation

Key Findings

- IM&M+ is being delivered with fidelity across different delivery contexts.
- Facilitators find it rewarding to deliver IM&M+ and felt well-supported by CCDF.
- Facilitators experienced delivery challenges around managing facilitator-participant boundaries and responding to individual support requests, to which CCDF has actively responded with resources and support.

This section presents findings related to program implementation based on data collected in facilitator worksheets and focus groups (more details about these data sources in **Table 3, p. 22**).

5.1 Program fidelity

High fidelity across delivery sites

All sites included in the RCT delivered IM&M+ with fidelity and all reported adaptations and modifications did not conflict with CCDF's definitions of program fidelity.⁹

Approximately 95% of facilitators implemented IM&M+ according to program manuals, with no major changes. In cases where delivery partners did report making changes, CCDF determined that these did not interfere with program fidelity. For example, facilitators reported omitting an activity judged to be inappropriate for the group, but all changes were discussed and vetted by CCDF.

Eighty-five percent of facilitators did not change the number of hours or days spent in the program. In cases where the amount of time was changed, facilitators reported that this was due to illness or because their group required more or less time than what is allotted. Some facilitators spent more time on conversations and/or supports to accommodate mental health and life challenges that surfaced, while others spent additional time to accommodate participants with lower levels of English literacy. In other instances, higher skilled groups could go through the materials faster.

⁹ To implement a program with high fidelity means that the program was delivered at many sites without major changes to how the program was intended. In the RCT, major changes are defined as follows:

- Not doing a significant program component like a personal action plan or community project
- Adapting an activity, or multiple activities, so they no longer align with their intended outcomes (e.g., changing the Stress Management activity to focus on resume development)
- Removing an activity, or multiple activities (e.g., removing all icebreaker games)
- Reducing the total number of days of a module or cutting several hours from a module

Exceptions: If a participant is ready to leave they should be allowed to do so at any point. It is also OK if you have a small group that happens to move through activities quickly.

5.2 Program delivery successes

Positive delivery experience

Facilitators find it rewarding and uplifting to deliver IM&M+. They noted that the participant-focused, experiential and strengths-based approach sets it apart from other programs they have been involved with. They also mentioned how the connections and sense of belonging that IM&M+ fosters, and its practical and diverse tools, have been pivotal in participant growth and skill development.

Facilitator support from CCDF

Facilitators found CCDF staff to be helpful resources throughout the delivery journey. They enjoyed CCDF's capacity-building opportunities, including the intensive five-day facilitator training and ongoing check-ins to troubleshoot issues. Facilitators also liked the online Community of Practice created by CCDF, which was used to store documents and promote conversations between facilitators. However, facilitators experienced some challenges navigating the contents of the Community of Practice and ultimately preferred to meet with and learn from each other in regular face-to-face check-ins.

Facilitator support from delivery agencies

Some facilitators felt well-supported by their delivery organizations. Delivery organizations provided necessary training for IM&M+ and ensured that facilitators had sufficient time away from other duties so they could focus on program delivery. However, some facilitators felt that their managers did not fully comprehend the demands of delivering IM&M+ and required facilitators to take on more extra duties than they could handle. In these cases, CCDF staff were able to engage in conversations with managers to help establish more realistic expectations. In some cases, these efforts successfully alleviated tensions and misunderstandings between facilitators and their respective delivery organizations.

5.3 Program delivery challenges

Life stabilization wraparound supports and system gaps

Although facilitators used screening tools to help ensure participants have basic life stability needs met, they noted that participants with more intensive barriers (e.g., insecure housing, addiction, caregiving responsibilities) often have a strong desire to get into a program and may not be fully transparent about their life stabilization needs. Participants may also encounter unexpected crises while they are in the program. Thus, facilitators are often faced with some participants who need support with a range of life stabilization needs including housing, food, finances, physical and mental health, language proficiency and abuse and violence.

Gaps in social service systems mean that there are no easy solutions when working with persons facing multiple and complex barriers. For example, whereas facilitators are encouraged to work closely with the broader ecosystem, in many communities waitlists are long and in some communities services do not exist. Furthermore, few participants have someone in their personal support networks who can provide immediate support. In these circumstances, facilitators often feel obligated to act on support requests even when they go beyond their professional responsibilities and expertise. These pressures can create stress for facilitators.

Many facilitators felt that they could benefit from more training in mental health and trauma-informed practices to better respond to participant needs and to help set boundaries in line with the scope of the program. Whereas these types of challenges are common in most employment programs, they may be especially prominent for IM&M+ given the target audience for the program. **Box 5** describes the steps CCDF is taking to support facilitators to work with participants with complex needs.

Box 5 | CCDF's continuous improvement to support complex participant needs

In response to focus group feedback from Cohort 1 facilitators, CCDF implemented additional resources for facilitators to clarify responsibilities and strategies for responding to individual requests beyond the scope of IM&M+:

- Refresher training session for facilitators focused on professional boundaries and scope of practice ahead of Cohort 2
- Individual conversations with all facilitators to check on well-being and identify sources of stress in program delivery
- Weekly check-ins with the facilitators to talk about participant challenges and solutions
- Facilitator wellness tool with the goal of reminding facilitators of boundaries in career development practice and the need for self-care
- Encouragement to all community partners to support professional development of facilitators in mental health first aid and ASIST training (if the facilitator does not have these courses already).
- Weekly tips for health and wellness on the facilitator Community of Practice to encourage further focus on self-care during program delivery

Each community organization is presented with a full competency framework for selecting facilitators among staff. CCDF provides intensive training and ongoing capacity-building for facilitators.

There is also a broader systems-level opportunity to explore different approaches to responding to participant life stabilization needs. The extent of support that facilitators can offer participants often depends on the capacity of the local service ecosystem. It could be helpful to assess further how pre-employability programming can integrate wraparound supports at a systems level.

6. Participant experience

Key Findings

- Participants are highly satisfied with IM&M+.
- About half of participants completed all three program modules, while the other half of participants withdrew due to employment, health or other personal reasons.

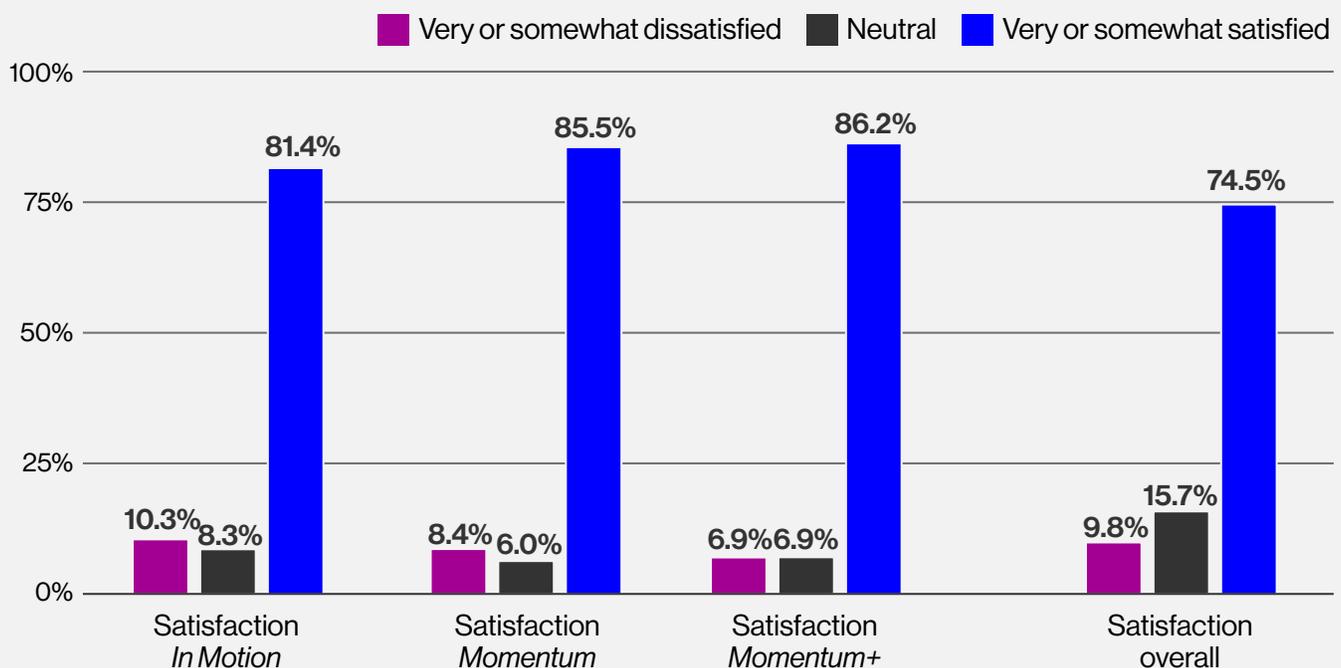
6.1 Participant satisfaction

High participant satisfaction

Participants are highly satisfied with the IM&M+ program. From both exit surveys, participants had very strong satisfaction (81-86%) with all three modules and found the program to be helpful (81-91%) (Figure 12). Eighty-five percent of participants indicated that they have or are likely to recommend the program. Satisfaction level is statistically similar across various socio-demographic groups, which signals that the program is well-received by diverse participant groups.

Figure 12 | Program Satisfaction

Program satisfaction by module and overall



Supportive facilitators

In interviews, participants commended facilitators for creating safe and supportive environments to build relationships with each other. Participants also valued the additional support that facilitators provided by connecting participants to specialized resources (e.g., employment-related assistance, housing or legal support referrals, information about skills development programs). Some participants valued facilitators' reliability and consistency, feeling comfortable reaching out to them in times of need. While this commitment positively impacted the participants' overall program experience, this was sometimes perceived as a challenge by facilitators.

Valuable activities and format

Participants liked the activities within each module, emphasizing that they provided valuable lessons and had a transformative impact on their attitudes, mindset and overall outlook on life. The modules' progressive flow allowed participants to be guided appropriately through self-discovery, practical application of knowledge, self-reflection and envisioning a new future. Participants appreciated the overall program design (e.g., session structure, format, group size, delivery style, pace), including when it transitioned to online delivery due to COVID-19.

Benefits from group and community engagement

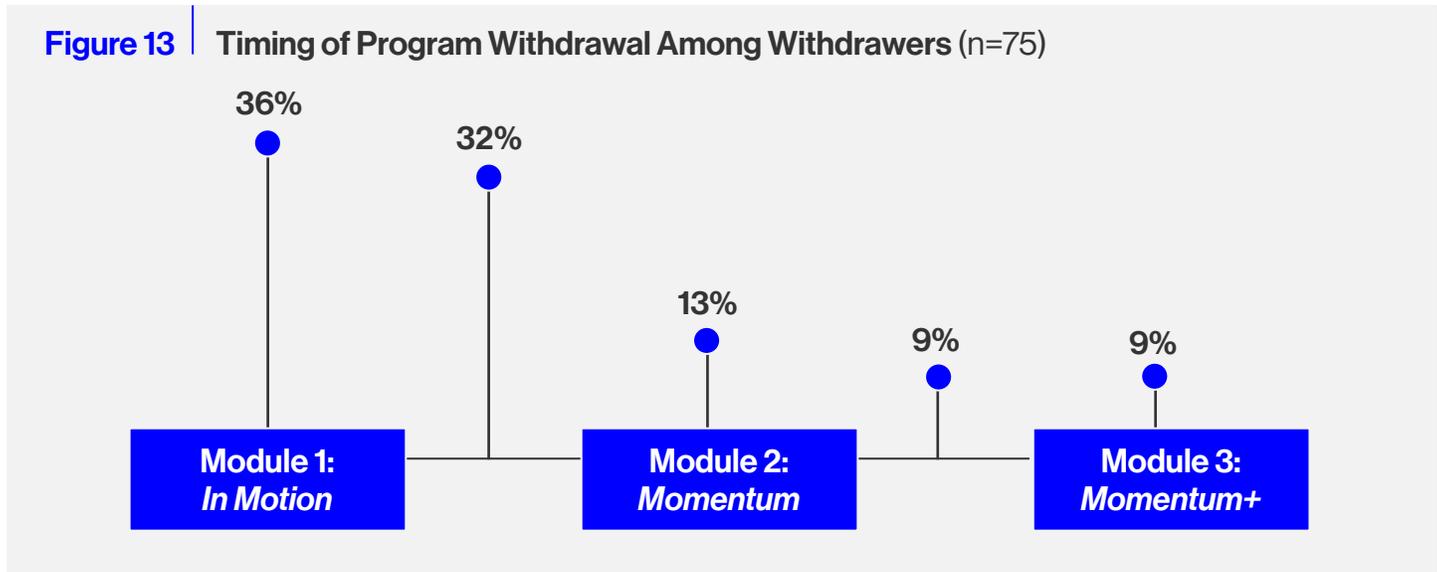
Participants felt they significantly improved their social skills and fostered a sense of community through IM&M+'s group-based approach. Many participants found the *Momentum* module to be the most impactful component of the program, where participants collaborated in small groups to plan and execute community projects addressing local needs. The community project pushed them out of their comfort zones, building confidence and resilience as they navigated unfamiliar situations. Participants reported that the *In Motion* module prepared them to do this project with confidence, and that it left them feeling more capable of handling new or unfamiliar situations when leaving the program.

Overall, participant feedback suggests that IM&M+'s content and facilitator support can have a positive impact on participants' pre-employability skills, such as resilience and emotional intelligence. This prepares and enables participants to succeed in collaboration, overcoming challenges and setting and achieving goals.

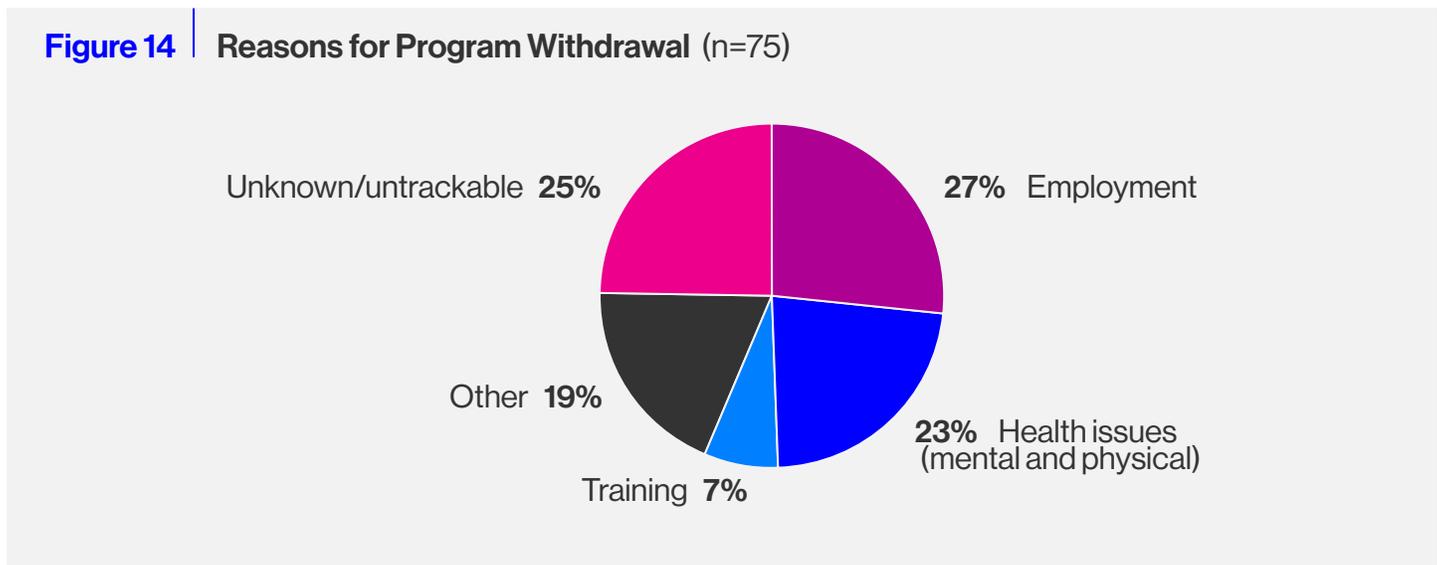
6.2 Program withdrawal

Leave-when-ready-model

IM&M+ is a Leave-When-Ready model. Based on administrative data, 52% of participants completed all three modules of IM&M+. Among those who withdrew from the program, 68% left before starting *Momentum* (Figure 13).



In IM&M+'s design, program completion is not necessarily an indicator of success. Rather, reasons for withdrawal help to explain participants' choice to leave (Figure 14).



Withdrawal for employment and training

Over one third of participants withdrew from IM&M+ to participate in employment (27%) or training (7%) opportunities. This could indicate that they left feeling adequately prepared for the next step in their career journeys or that they were incentivized by very tight labour markets to engage in work before they were ready. Longer-term analysis on employment and education outcomes (e.g., employment retention among participants who left the program early) could provide more clarity on this and will be explored in future analysis.

Other reasons for withdrawal

Some participants withdrew from IM&M+ due to physical and/or mental health issues (23%). Driving factors for this could include the addition of a cohort of participants with complex physical illnesses and the re-opening of many major healthcare services and surgery waitlists as COVID-19 restrictions lifted.¹⁰ Other reasons for withdrawal included participants feeling like the program was not the right fit for them, having caregiving responsibilities and relocating to a different province. Notably, there is no indication that people withdrew due to dissatisfaction, in line with the high satisfaction rates reported in the previous section.

¹⁰ The COVID-19 pandemic resulted in a large backlog of major surgeries being postponed. To illustrate, according to the Canadian Institute for Health Information ([CIHI, 2022](#)), “almost 600,000 fewer surgeries were performed in the 22 months of the pandemic compared with 2019”. Hospitals have been tackling backlogs, often operating at above 100% capacity to provide care to patients in need (Pelley from [CBC, 2023](#)). The federal government has also issued \$25 billion in funding to Ontario and the Atlantic provinces earmarked for several priority areas, including addressing surgery backlogs (Mundie from [CBC, 2023](#)).

7. Conclusion and next steps

IM&M+ participants are more likely to experience pre-employability skills gains and better employment outcomes than individuals who receive business-as-usual employment and social services. These are highly encouraging results given the relatively small sample size for this interim report (60% of the target).

IM&M+ was delivered with high fidelity and quality at all sites in the RCT. As with any program on a scaling journey, there are challenges and these can be magnified given the complexity of barriers faced by the target population. However, the implementation challenges presented above did not prevent IM&M+ from generating positive outcomes for participants.

7.1 What we are learning

IM&M+ provides a unique opportunity to support individuals at the pre-employability stage, which is a gap in most existing employment services. Our preliminary results show that IM&M+'s person-centred strengths-based approach is effective in supporting participants to avoid and/or transition out of the trap of long-term unemployment.

Individuals who participated in IM&M+ had large gains in Employment Hope, moderate gains in Emotional Intelligence and small gains in Self-Esteem, compared to similar individuals who received regular public employment services. Notably, IM&M+ participants were 41.7% more likely than their counterparts to be employed three months after the program. These impacts are coupled with high implementation fidelity and participant satisfaction. Facilitators across Canada delivered the program as planned, and participant feedback was overwhelming positive.

As to be expected with any program, IM&M+ experienced some minor implementation challenges. Working with diverse delivery partners across different geographic, economic and population contexts is a highly ambitious approach that reflects CCDF's position as a capacity-builder in the career development sector. This approach requires adaptation to the local context and clear communications around anticipated risks and expectations for service providers, along with responsive capacity-building supports.

Some implementation challenges are related to societal conditions beyond any single program's scope of influence. With participants at the stage of pre-employability, life stability can quickly change due to socio-economic or personal factors. These changes can influence participants' capacity to engage in the program and the level of personal support they need from facilitators. CCDF has been highly responsive to emergent challenges with tailored resources and supports. Challenges like the limited availability of wraparound services requires more attention and investments to the social service sector as a whole.

7.2 Future research activities

As the project continues, Blueprint will collect participant experience and outcomes data from additional cohorts to reach a target sample size of 500 participants. We will also collect longer-term outcomes data for all participants through follow-up surveys and Statistics Canada data linkage.

With a larger sample size and long-term data, we will be able to make more confident claims about program effectiveness. We will also explore how IM&M+ impacts groups such as newcomers and whether there are correlations between number of modules completed and outcomes.

Finally, there will also be additional implementation research to better understand appropriate adaptations for scaling IM&M+, as well as a cost-effectiveness analysis to estimate the cost of delivering IM&M+ relative to comparable programs.

Appendix A

Community-based service providers participating in the RCT

Delivery agent	City, Province	Description
Community Employment Services, Oxford	Oxford, ON	Not for profit corporation delivers federal, provincial and municipal employment and training. Invests heavily in skilled worker recruitment, labour force development and addressing challenges identified within our business community.
KEYS Job Centre - Gananoque	Gananoque, ON	Provides a variety of dynamic employment programs and services, helping individuals to attain their employment goals. Extends supports to a diverse population; including: mature workers, persons with disabilities, youth, students and newcomers to Canada
Pinecrest Queensway Health Centre	Ottawa, ON	An innovative community based, multi-service center working in partnership with individuals, families and communities to achieve their full potential, paying particular attention to those facing barriers to access.
CSE Consulting	Prescott, ON	Provides individuals who are unemployed, underemployed, in search of a new job or in need of assistance for a career transition with the required support to ensure a successful job search.
YMCA Niagara	Niagara, ON	Offers employment programs that helping individuals build skills, find work, and connect with community, on the principle that when everyone has access to meaningful job opportunities, the whole community wins, and a strong local economy is essential for building a healthy community.
YMCA of Owen Sound, Grey-Bruce	Owen Sound, ON	
YWCA Metro Vancouver	Vancouver, BC	
AXIS Career Services	St. John's, NL	Employment agency focused on New Canadians
Community Centre Alliance	St. John's, NL.	Not-for-profit organization and registered charity that supports employment, learning and wellness programs and services in five Community Centre neighbourhoods.
The John Howard Society - West Coast Correctional Centre (WCCC)	Stephenville, NL	A non-profit organization composed of, and governed by, individuals whose goal is to understand and respond to crime and its consequences. Provides counselling, residential, employment and related services to adult and youth ex-offenders.
Edmonton Mennonite Centre for Newcomers	Edmonton, AB	A place for Newcomers to find work, learn English, get settled and join a community.
The Ability Hub (Formerly North Saskatchewan Independent Living Centre)	Saskatoon, SK	Promotes the independence and integration of individuals with disabilities or health conditions through education and services in the areas of entrepreneurship, employment, peer support, life skills, a community garden, and more.
Regina Work Preparation Centre Inc.	Regina, SK	A non-profit, charitable, community-based organization specializing in helping people look for, find and maintain work.

Appendix B

Common Outcomes Framework

	Outcome	Indicators
Socio-demographics	Sex & Gender	Sex at birth
		Self-identified gender
	Age	Age
	Location	Province
		Region & Municipality
	Marital status	Marital status
	Children & Dependents	Children
		Dependents
		Household size
	Household Income	Household income
	Education	Highest credential obtained
		Location of highest credential attainment
	Indigenous Identity	Self-identified Indigenous identity
	Francophone status & languages spoken	First language spoken
Official languages		
Language spoken at home		
Other languages spoken (At home)		
Citizenship Status	Place of birth	
	Year of arrival	
	Citizenship status	
Racial identity	Self-identification as member of racialized group	
Disability	Self-identified disability	
Employment status and history	Employment	Employment status
		Nature of employment (permanent, temporary, full/part-time)
	Earnings	Hours worked / week
		Wages
		Annual earnings
	Industry and occupation of employment	NAICS code of job
		NOC code of job
	Work history	Time since last employed
		NOC code of job
NAICS code of job		
Income source	Income sources	

	Outcome	Indicators
Intermediate outcomes	Program completion	Successful completion of planned activities
	Participant satisfaction	Satisfaction with program
		Perceived Utility of Program
	Likelihood to recommend	
Customized intermediate outcomes	Skills gains	Measured gains in specific skills
	Program-specific credential attainment	Attainment of program-specific credentials
Long-term outcomes	Employment and retention	Employment status
		Nature of employment (permanent, temporary, full/part-time)
		Retention
	Earnings	Hours worked / week
		Wages
		Annual earnings
	Benefits	Presence of benefits including: Paid leave, Health and dental coverage, Pension plan
	Industry and occupation of employment	NAICS code of job
		NOC code of job
	Job Satisfaction	Satisfaction with job
		Perceived opportunity for career advancement
		Perceived job security
	Enrolment in further education	Enrolment in further education
		Type of training
		Field of study
Credential attainment	Attainment of high school or PSE credentials	
	Field of study credentials	

