

ADDRESSING THE “SPIN CYCLE” IN EMPLOYMENT SERVICES ACROSS CANADA

Understanding the Need for Pre-employability Programming

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January 2024



The Canadian Career Development Foundation

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- Prepare Canadians to enter the workforce, manage ongoing learning and become skillful architects of future career transitions;
- Address the barriers that impede under-represented groups from accessing and succeeding in learning and work opportunities;
- Increase access to career programs and services and ensure that those supports are inclusive and address consumers' intersectionality;
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January 2024

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To cite this report: Domene, J.F., Redekopp, D., & Warner, L. (2024), *Addressing the “Spin Cycle” in Employment Services Across Canada: Understanding the Need for Pre-Employability Programming* (Ottawa: Canadian Career Development Foundation).



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Executive Summary

In Canada, most employment services and programs assume a certain level of functioning and readiness to enter either the workforce or further education. However, some unemployed individuals have underlying needs and barriers that prevent them from being able to maintain employment in the long-term, thus leading them to repeatedly cycle through the employment service system. A potential solution to this “spin cycle” is to provide such individuals with *pre-employability* programming that focus on career development more broadly, including addressing the needs/barriers that prevent unemployed individuals from making effective use of standard services.

In this report, we describe research undertaken by the Canadian Career Development Foundation (CCDF) to understand the scope of this “spin cycle” problem in Canada, consisting of a national online survey of career development practitioners and analysis of existing data from the employment services tracking system in two provinces, to explore clients’ perceptions of their needs and resources. Both sources of information converge to reveal the existence of a variety of unmet pre-employability needs and gaps in services designed to address these needs, including:

- On average, practitioners reported that over a third of their caseload consisted of clients who had repeatedly returned for services.
- Nearly half the practitioners (46%) reported that their clients’ pre-employability needs were not being met by any services available in their community.
- Two-thirds of the clients in the employment services tracking system reported having at least one pre-employability need, and a quarter of them reported having needs related to four or more pre-employability issue.
- Specific pre-employability needs included (a) employment and personal development skills; (b) establishing a vision, goals and hope for the future; (c) daily living concerns impacting the ability to maintain employment (e.g., housing, transportation, childcare); and (d) concerns related to health and wellbeing, including mental health.

Overall, the evidence from this research strongly suggests that additional focus on addressing pre-employability needs and barriers is required for the employment services sector to more effectively serve the needs of all Canadians who are seeking employment.

The Context for Employment Services in Canada

Staff are pressured to put “bodies in spaces” to fill programs clients are not ready for; staff continuously tells management what type of pre-employment programs are



needed for clients (such as basic life skills); this type of program takes longer to design, particularly the measurement of success component, so are virtually ignored.

- Career development practitioner from Nova Scotia

The preceding quotation, provided by a participant in a survey we conducted for this report, encapsulates a long-standing issue within the broader landscape of career development in Canada – the provision of employment and pre-employability services. Although Federal and Provincial governments provide ongoing funding for a range of programs and services to support individuals who are seeking employment, existing services tend to assume a certain level of functioning and readiness to enter either the workforce or further education. However, some people have needs and experience barriers that prevent them from making effective use of typical employment services and programs. Even when such individuals complete employment programs and enter the workforce, they often have difficulty maintaining employment and, thus, become repeat users of the system. We use the metaphor of “spin cycle” to capture this phenomenon of repeatedly cycling through employment service programming. We propose that there is a need for services to shift away from focusing on employment to career development in a broader sense, including addressing “pre-employability” (i.e., the needs and barriers that prevent individuals from making effective use of standard programs for those seeking employment).

To understand the potential benefits of pre-employability programming, it is first necessary to understand the scope of the “spin cycle” problem. In this report, we describe the findings of research undertaken by the Canadian Career Development Foundation (CCDF) to uncover the nature of this issue within Canada. Specifically, in 2022, we conducted a national online survey of career development practitioners to explore their understanding of the current Canadian employment service landscape, clients’ areas of need, and the degree to which those needs are being met by career service providers. This was followed up with a secondary analysis of existing data from the PRIME client tracking system in two provinces in 2023 to explore clients’ own perceptions of their needs and resources. Results from these two components of our research are described in this report. They provide evidence for the existence of a substantive spin cycle problem within the landscape of employment services in Canada, as well as the need for more services that target pre-employability issues.

Survey of Career Development Practitioners

To understand career development practitioners’ perceptions of employment and pre-employability services in Canada, an anonymous online survey containing a series of Likert-scale, open-ended, and demographic questions was constructed in English and translated into French (see Appendix A). This survey was distributed through electronic advertising to career and employment agencies and professional



associations in every province and territory. As an incentive for participation, survey respondents were given the opportunity to enter a prize draw to win one of four gift certificates to VOCO, the Canadian Career Development Foundation’s online training centre, valued at \$450 per certificate. Data collection occurred from June 16 to July 15, 2022.

After removing cases where respondents provided no usable data, the usable sample consisted of 434 career development practitioners. Within this sample, 406 (94%) completed the survey in English and 28 (7%) responded in French. In terms of respondents’ roles within their career service agency, 279 (64%) identified as front-line service delivery staff, 107 (25%) identified as administrative or management, 47 (11%) identified as having some other role or a combination of front-line and administrative/management, and 1 participant did not respond to this question. Participants worked in agencies that were geographically located across Canada, as revealed in Table 1.

Table 1 – Province/territory of Career Practitioner

	n	%
Alberta	39	9%
British Columbia	62	14%
Manitoba	22	5%
New Brunswick	73	17%
Newfoundland and Labrador	22	5%
Northwest Territories	1	0.2%
Nova Scotia	21	5%
Nunavut	2	0.5%
Ontario	66	15%
Prince Edward Island	15	4%
Saskatchewan	34	8%
Quebec	8	2%
Yukon	3	1%
No response provided	66	15%

Evidence for the Existence and Scope of the Spin Cycle

On average, career development practitioners reported that 37% of their clients are “return customers” (i.e., clients who complete their involvement with the practitioner’s agency but then subsequently return for services after a period of time). Respondents also reported that, on average, 45% of their “return customers” have unresolved pre-employability needs, suggesting that current career development services are not meeting the needs of these kinds of clients. Note,



however, that the very large standard deviations for both these items indicate that there is substantial variability in respondents' estimation of the proportion of "return customers" they serve and how many return customers have unresolved pre-employment needs. This variability is likely a reflection of the wide range of populations served by the agencies in which the respondents worked. To illustrate the varied populations served by respondents, the sample of 434 respondents included practitioners whose mandate was (a) the general public, (b) high school students, (c) post-secondary students, (c) adults with disabilities, (d) immigrants and refugees, (e) individuals involved with the justice system, (f) off-reserve indigenous people, (g) Francophone Yukoners, and (h) African Nova Scotians.

In response to the survey question, "Are clients with pre-employment needs being adequately served by your agency?" significantly more respondents answered "yes" than "no," $\chi^2(1) = 15.48, p < .001$. Nonetheless, 153 out of 383 respondents (40%) answered "no" to this question, indicating that a substantial minority of respondents perceive that their clients' needs are not being met by their agency. Similarly, in response to the survey question, "Are clients with pre-employment needs being adequately served through other services available in your community?" there was no significant difference between respondents who answered "yes" and "no," $\chi^2(1) = 2.04, p > .05$. Furthermore, 178 out of 384 respondents (46%) answered "no" to this question, indicating that a substantial minority of respondents perceive that their clients' needs are not being met by services in their community.

Overall, these findings reveal that, although career development practitioners perceive their services and programs to be effective for a majority of clients, there is evidence that the "spin cycle" is a substantial problem within the career service landscape in Canada: Approximately 40% of practitioners believed their clients' needs were not being met by their agency and 46% reported that their clients' needs were not being met by any services available in their community. Most importantly, on average, respondents reported that approximately 37% of their case-load were "return customers" who had cycled back to the agency after previously completing their involvement with the agency.

Types of Services Provided

A significantly greater number of respondents worked in agencies that included formal assessment of clients' pre-employment needs ($n = 335$) than do not ($n = 99$), $\chi^2(1) = 128.33, p < .001$. In addition, most respondents reported that their agencies provided at least a few services that focused on all four types of formal services included in the survey: (a) Employment Skills, (b) Personal Development Skills, (c) Addressing Day-to-Day Living Concerns, and (d) Stabilizing Client Health and Wellbeing. However, there were significant differences in the amount of programming that agencies provided across the four types of service, as indicated



by related-samples Friedman’s two-way analysis of variance by ranks, $\chi^2(3) = 482.20$, $p < .001$.

Post-hoc pairwise comparisons revealed that Employment Skills scored significantly higher than all three other types of services, Personal Development Skills scored significantly lower than Employment Skills but significantly higher than Day-to-Day Living and Stabilizing Health and Wellbeing. Day-to-Day Living and Stabilizing Health and Wellbeing were not significantly different from each other but were significantly lower than Employment Skills and Personal Development Skills.

To summarize, the data revealed that, on average, agencies provide (a) the most programming related to employment skills, (b) less programming related to personal development, and (c) the least amount of programming related to addressing day-to-day living concerns and stabilizing client health and wellbeing. Therefore, it can be concluded that there are significantly fewer services targeting the three different kinds of pre-employability services than services focused on employment skills. This is likely to be a problem for clients whose needs go beyond an employment skills deficit.

Perceptions of Clients’ Pre-employability Needs

Table 2 summarizes career development practitioners’ perceptions about the proportion of clients requiring assistance with 16 different types of pre-employability issues. These 16 categories have previously been identified by CCDF as pre-employability concerns for clients receiving career services in Canada.

Table 2 – Proportion of Clients Needing Assistance with Specific Types of Pre-employability Issues (listed from highest to lowest proportion of need)

Type of pre-employability issue	% of caseload in need of this type of assistance
Identification of the client’s existing skills and strengths	74%
Establishing a specific vision and goals that the client wants to achieve	69%
Enhancing a sense of hope and motivation about the future	65%
Developing skills to function effectively in work and/or training environments	65%
Enhancing self-concept, self-confidence, self-esteem, and/or self-worth	63%
Developing skills to pursue and achieve goals	60%



Navigating the service delivery system	60%
Establishing a stronger support network	59%
Enhancing resiliency / the ability to bounce back from disappointment or failure	56%
Access to transportation	49%
Access to health services, including mental health and addictions	44%
Addressing challenges with day-to-day living	40%
Access to stable and safe housing	34%
Access to dependent care	33%
Immigration support services	29%
Indigenous cultural awareness/connection	28%

Consistent with the types of services being provided by career service agencies (see previous section), it appears that, on average, respondents perceived a majority of their clients as needing assistance with employment skills and personal development skills. For example, as a group, respondents reported that 74% of their clients required assistance with the identification of their existing skills and strengths, and 69% of their clients required assistance with establishing a vision and goals. A smaller proportion of clients were perceived to require assistance for daily living concerns and health and wellbeing, although a substantial minority of clients were still perceived to need assistance with these types of issues (e.g., 35% required assistance with stable and safe housing; 44% required assistance with accessing health services). Perhaps not surprisingly, the smallest proportion of respondents' clients needed assistance with issues for specialized client populations (i.e., indigenous cultural awareness/connection; immigration support services), but even for these two types of services, on average, respondents reported that approximately 28% of their clients were in need of assistance.

Career development practitioners were also asked, "Beyond the above list, please specify what other kinds of pre-employment needs your clients have." Content analysis of the 186 responses to this question yielded similar results to the types of needs outlined in Table 2, although sometimes with more specificity and complexity. For example, one respondent identified needs at the intersection of indigenous cultural awareness and mental health, "*while the above list is fantastic, the majority of our clients want connections to agency that are trauma informed. 99% of my clients are Indigenous and have been impacted by Colonialism and the Residential Schools System as direct survivors or descendants of survivors.*"

Over and above the 16 types of needs that respondents were specifically asked about, respondents identified the following as important issues for which their clients are in need of assistance:



1. Two related types of needs were (a) digital literacy skills (e.g., “Specific computer needs, job search on the internet and through smart devices (phone, tablet, etc.)” and (b) access to these digital technologies (e.g., “access to internet/computer as many services are now listed online, such as 211 but without a computer or internet, how would one know where else to obtain this? Same as they cannot call 211 with no phone”). Approximately 8% of the respondents identified digital literacy/access as a need for their clients.
2. Approximately 6% of respondents identified needs related to having a disability, including the need to inform and/or work with employers to support clients with disabilities. For example, *“Coming to terms with their disability themselves, and overcoming stigma or trauma related to marginalization from disability. Coming to terms with managing their hearing loss in the workplace and learning to advocate assertively (without resentment, without aggression). Many of the people we work with are tired of trying to (a) fit into others’ expectations, despite corporate policy and laws stating employers need to accommodate workers with disabilities and (b) constantly having to remind others about how to communicate accessibly with them.”*
3. Needs related to clients who had previous involvement with the justice system, such as *“Identifying how to search for employment with a criminal record”* (4% of respondents).
4. Needs related to improving their language and/or literacy skills, for example, *“English language skills development”* (4% of respondents). Note that respondents who identified this as a type of need tended to work in agencies serving newcomer or Francophone clients.

Aside from describing specific types of needs, several career development practitioners also commented more generally about the high amount of assistance their clients require relative to the low amount of resources, funding and/or trained personnel that are available to their agency. As one respondent explained, *“our clients need more 1:1 support than ever before. More clients are in the contemplative stage or quite removed from the workforce and completely unsure as to where to go. Counselors need more time for each client, and the system is not set up to support that - we do the best we can with what we have, yet we know we could be doing more.”*



These findings reveal that career development practitioners perceive their clients as needing assistance for a wide range of pre-employability issues. According to respondents, over 25% of their clients require assistance with each of the 16 issues that the survey assessed, and over 50% of clients need assistance with every type of issue that is related to personal development and pre-employability skills. Respondents also identified numerous additional pre-employability needs in their clients, including (a) digital literacy and access, (b) disability support, (c) needs related to prior involvement with the justice system, and (d) language/literacy skills. Finally, some respondents commented on the overall inadequacy of funding and resources to address clients' pre-employability needs.

Services to Address Pre-employability Issues

Respondents were asked to rate how well their specific agency was addressing their clients' pre-employability issues for each of the 16 types of pre-employability issues assessed in the survey. For each category, the percentage of respondents who indicated there was a gap in the services provided by their agency (i.e., they indicated that they offered that service to none or only some of the clients who needed it) is presented in Table 3.

Table 3 – Career Agencies' Provision of Services for Specific Types of Pre-employability Issues (listed from highest to lowest proportion of gaps in service)

Type of pre-employability issue	% of providers indicating this type of gap in service
Access to stable and safe housing	86%
Access to dependent care	86%
Indigenous cultural awareness / connection	83%
Access to health services (inc. mental health and addictions)	82%
Immigration support services	81%
Access to transportation	80%
Addressing challenges with day-to-day living	79%
Enhancing resiliency / the ability to bounce back from disappointment or failure	59%
Enhancing self-concept, self-confidence, self-esteem, and/or self-worth	51%
Establishing a stronger support network	53%



Type of pre-employability issue	% of providers indicating this type of gap in service
Establishing a stronger support network	53%
Enhancing a sense of hope and motivation about the future	47%
Developing skills to pursue and achieve goals	46%
Developing skills to function effectively in work and/or training environments	39%
Establishing a specific vision and goals that the client wants to achieve	35%
Identification of the client's existing skills and strengths	27%

These findings reveal that, collectively across Canada, career service agencies tend to have at least some gaps in the pre-employability services they provide, although there would naturally be some variation from agency to agency.

Respondents were also asked an open-ended question about what they perceived to be the biggest gaps in pre-employment services for their clients, considering all the services that are available in their community. At least a quarter of the 297 career development practitioners who responded to this question identified gaps in each type of pre-employability issue, with a majority of the sample a gap in services within their community for 11 out of 16 of these issues. Furthermore, most practitioners report the existence of multiple gaps in services within their community.

As with responses to the previous open-ended question, numerous career development practitioners took the opportunity to comment on more general problems with the career services system in Canada, including problems with the amount of and access to services, the timing of services, the lack of coordination of services across agencies, and the inappropriate provision of services. The quotation at the beginning of this report is one example of this type of comment. Two other examples are:

Pushing People Who Are Not Ready

Our current provincial structure for people receiving social assistance support does not acknowledge the barriers that people receiving assistance are facing, and rather, we are finding these participants are being pushed into employment when they are not ready. This leads to catastrophic challenges as it has dire effects on the participants themselves. Additionally, this mindset that our province currently holds has continued to create a level of fear and distrust between participants and support programs, which is further perpetuating Canada's devastating history of cultural genocide and colonialism.



Many people are forced into programming before they are ready, and when they are not able to complete programming, they are cut off of assistance, rather than having supports around them coming from all levels. This attitude towards people requiring short-term assistance has led to people exiting into homelessness, which then continues the cycle of addictions and mental health diagnoses not being addressed, and further sets back participants.

To summarize, there is a high degree of variability in the types of services and programs offered by the agencies and in the communities where respondents worked. Nonetheless, a majority of career development practitioners identified a gap in service for 11 out of the 16 pre employability issues that were assessed in the survey, and most of them indicated the existence of gaps in multiple kinds of services in their community. This suggests that communities across Canada are in need of programs that specifically targets pre-employability issues. Respondents also commented on problems with access to/amount of services, the timing of services, the lack of coordination of services across agencies, as well as the inappropriate provision of services.

Lack of Individualized Approaches

Clients are not allowed to go at a pace that works for them. Success or failure is marked by if you meet the targets that funders have established. No one program has wrap-around supports based on need. Oftentimes, we create wrap-around supports by “piece-mealing” community services together.



Analysis of PRIME Data from Clients of Career Services

The perspectives of Canadians who make use of employment services were obtained by conducting a secondary analysis of Performance Recording Instrument for Meaningful Evaluation (PRIME) data from two provinces. PRIME is an employability mapping approach that provides a comprehensive assessment of clients' strengths and needs. It is designed to be completed by clients and service providers collaborating together to report on many aspects of the client's life and functioning. Items within the instrument are scores on a 5-point Likert scale, ranging from 1 = "Not at all" and 5 = "A lot."

Within the PRIME instrument are four items assessing indicators related to day-to-day living (i.e., adequate transportation, adequate child care, safe and stable housing, supportive relationships), three items assessing indicators related to health and wellbeing support for physical health challenges, support for mental health challenges, support for the use of addictive substances) and seven items assessing indicators of clients' personal development skills (i.e., taking responsibility for choices and behaviours, having strategies to stay motivated, seeing one's self as competent and worthwhile, feeling hopeful about one's ability to achieve goals, being open to new ideas, being able to bounce back from disappointments, and follow through on one's commitments). Note that although there is some overlap between the pre-employability indicators assessed by PRIME and the types of pre-employability issues assessed in the career development practitioner survey, the two were developed independently. Therefore, there are differences in the phrasing and number of items in Table 4 than in Tables 2 and 3.

The PRIME data set was provided to the researchers in May 2023. It included data from 179 clients located in Newfoundland and Labrador and 5811 clients in Saskatchewan. PRIME data was anonymized prior to being released to the researchers, and no client demographic information was provided to preserve client confidentiality.

The proportion of clients who indicated having at least some level of need (i.e., respondents who rated themselves as 3 or lower on the indicator) was calculated for each of the 14 pre-employability indicators available in the PRIME data and is presented in Table 4. In addition, an examination of the number of needs that these clients experienced indicated that 67% of the sample were experiencing at least one type of pre-employability need, and 24% of the sample had needs in four or more of the pre-employability indicators.

Table 4 – Proportion of Clients Who Reported Needs, by Pre-employability Indicator (listed from highest to lowest proportion of need)



Type of pre-employability issue	% of clients indicating a need on this indicator
Adequate transportation	42%
Adequate childcare	29%
Support for mental health	25%
Support for physical health	24%
Supportive relationships	23%
Having strategies to stay motivated	20%
Able to bounce back from disappointments/setbacks	19%
Feeling hopeful about ability to achieve goals	18%
Seeing self as competent and worthwhile	16%
Open to new ideas and change	13%
Support for addictive substances	12%
Stable and safe housing	11%
Follow through on commitments	10%
Taking responsibility for own choices and behaviours	7%



Conclusion

The research conducted for this report provides strong evidence for the existence of a spin cycle problem within Canadian employment services. Data from career development practitioners and employment service clients converge to reveal the existence of a variety of unmet pre-employability needs and gaps in services designed to address these needs. Of particular concern, in a sample of over 400 career development practitioners from across Canada, on average, respondents reported that 37% of their caseload consisted of clients who had previously completed their involvement with the agency but subsequently returned for services, approximately half of whom were perceived by practitioners to be returning with unresolved employability needs.

Furthermore, across the data that were analyzed for this report, one clear conclusion that can be made is that there are substantial gaps in services targeting people's pre-employability needs: Overall, 67% of the clients of provincial employment services in the PRIME database reported having a need on at least one pre-employability indicator and 24% of them reported having needs related to four or more of the pre-employability indicators. Similarly, 40% of the practitioners who were surveyed reported their clients' pre-employability needs were not being met by their agency, and 46% reported that their clients' needs were not being met by any services available in their community. According to the data provided by these practitioners, employment services agencies provide significantly more services focused on employment skills than on any of the three categories of pre-employability issues that were assessed in the survey (i.e., personal development, day-to-day living concerns, and stabilizing health and wellbeing). Therefore, it appears to be important for employment service agencies to prioritize the expansion of services and programs that are designed to address their clients' pre-employability concerns.

Although this research provides clear evidence for the existence of a “spin-cycle” within employment services and the need to expand pre-employability services and programming for clients, there are also several limitations that must be considered when interpreting the results: First, despite offering the practitioner survey in both English and French, there was an under-representation of respondents from Quebec (8 out of 434 respondents), so caution needs to be taken in generalizing the results to Quebec. This is particularly important in light of the distinct systems for supporting employment and career development that exist in Quebec. Similarly, 97% of the clients in the PRIME data set were from Saskatchewan. In light of inter-provincial differences in employment and some of the pre-employability indicators being measured, caution must be taken in generalizing the client results to other provinces. For example, the relatively low need for safe and secure housing reported by clients may primarily represent the situation in Saskatchewan rather than the availability of housing across Canada as a whole.



Despite the existence of some minor limitations to the generalizability of part of this research, overall, the evidence from both career development practitioners and users of employment services strongly supports a need for the employment services sector in Canada to expand services and programming that is focused on addressing clients' pre-employability needs rather than on the employment skills that are more commonly the focus of existing services.



Appendix A: Career Service Provider Pre-Employability Demand Survey

Note: This survey was administered through the Qualtrics online survey platform, with formatting that differs from this document. Nonetheless, this is an accurate representation of the survey content.

The Canadian Career Development Foundation has designed this survey to assess the landscape of pre-employment needs and services across Canada. Clients with pre-employment needs come with many strengths, but also face challenges that make it difficult for them to succeed in employment and employment-related training. They often face challenges with respect to personal development (for example, confidence, pride, hope, motivation, self-esteem) and general management skills (such as goal setting, present/future vision) that interfere with their capacity to effectively find and/or sustain employment or complete training programs.

We are interested in understanding pre-employment services from the perspectives of both agency managers/administrators and front-line staff. We are also interested in the services that are normally available to your clients. When you respond to the survey questions, please do not include any services or programs that are being offered as part of a time-limited research project.

Participation in this survey is entirely voluntary and respondents may choose to skip any questions that they do not want to answer. The survey should take approximately 15 - 20 minutes to complete. Participants will be given the option of submitting their name and email address for a chance to win one of four \$450.00 gift certificates to VOCO, CCDF's online training centre.

Sincerely,

Sareena Hopkins
Executive Director
Canadian Career Development Foundation
<https://ccdf.ca/>

Click on the arrow button below to indicate that you understand and consent to proceed >>

- What is your role in your agency:
 1. Front-line service delivery staff
 2. Administration/management



3. Other: _____

- Categories of clients served by your agency (check all that apply):
 - Members of the general public
 - Members of First Nations/Inuit/Metis communities
 - Members of LGBTQIA2S+ communities
 - Members of newcomer/immigrant/refugee communities
 - Persons with disabilities
 - Persons with mental health concerns
 - Persons in recovery from addictions
 - Persons involved with the justice system
 - Seniors
 - Youth
 - Other: _____

- Does your agency formally assess clients' pre-employment needs?

Yes/No

- To what extent do the formal services and programs offered by your agency focus on:
 - Providing clients with the skills they will need to find, obtain, and maintain employment
 - None of our services focus on this
 - A few of our services focus on this
 - About half of our services focus on this
 - Many of our services focus on this
 - All our services focus on this

 - Providing clients with the personal development skills they need to be considered work-ready
 - None of our services focus on this
 - A few of our services focus on this
 - About half of our services focus on this
 - Many of our services focus on this
 - All our services focus on this

 - Addressing clients' day-to-day living concerns
 - None of our services focus on this
 - A few of our services focus on this
 - About half of our services focus on this
 - Many of our services focus on this
 - All our services focus on this

 - Stabilizing client health and wellbeing
 - None of our services focus on this
 - A few of our services focus on this
 - About half of our services focus on this



- Many of our services focus on this
 - All our services focus on this
- Approximately what proportion of your clients require assistance with each of the following pre-employment needs?

	%
Access to stable and safe housing	
Access to dependent care (e.g., child-care, elder care)	
Access to health services (including mental health and addictions services)	
Access to transportation	
Addressing challenges with day-to-day living	
Developing skills to pursue and achieve goals (e.g., social skills, time management skills)	
Developing skills to function effectively in work and/or training environments(e.g., workplace essential skills, skills for success)	
Enhancing resiliency / the ability to bounce back from disappointment or failure	
Enhancing self-concept, self-confidence, self-esteem, and/or self-worth	
Enhancing a sense of hope and motivation about the future	
Establishing a specific vision and goals that the client wants to achieve	
Establishing a stronger support network	
Identification of the client’s existing skills and strengths	
Immigration support services	
Indigenous cultural awareness / connection	
Navigating the service delivery system	

- Beyond the above list, please specify what other kinds of pre-employment needs your clients have: [text box]
- How much does your agency offer services for the following pre-employment needs?

	We do not offer any services addressing this issue	We offer services addressing this issue to some of our clients who need it, but not all of them	We offer services addressing this issue to virtually all our clients who need it
Access to stable and safe housing			



	We do not offer any services addressing this issue	We offer services addressing this issue to some of our clients who need it, but not all of them	We offer services addressing this issue to virtually all our clients who need it
Access to dependent care (e.g., child-care, elder care)			
Access to health services (including mental health and addictions services)			
Access to transportation			
Addressing challenges with day-to-day living			
Developing skills to pursue and achieve goals (e.g., social skills, time management skills)			
Developing skills to function effectively in work and/or training environments (e.g., workplace essential skills / skills for success)			
Enhancing resiliency / the ability to bounce back from disappointment or failure			
Enhancing self-concept, self-confidence, self-esteem, and/or self-worth			
Enhancing a sense of hope and motivation about the future			
Establishing a specific vision and goals that the client wants to achieve			
Establishing a stronger support network			
Identification of the client's existing skills and strengths			
Immigration support services			
Indigenous cultural awareness / connection			



	We do not offer any services addressing this issue	We offer services addressing this issue to some of our clients who need it, but not all of them	We offer services addressing this issue to virtually all our clients who need it
Navigating the service delivery system			

- Are clients with pre-employment needs being adequately served by your agency?
Yes/No
- Are clients with pre-employment needs being adequately served through other services available in your community?
Yes/No
- Taking into account all the services that are available in your community (not just the services provided by your agency), what are the biggest gaps in pre-employment services for your clients: [text box]
- On average, for how long do clients usually receive services from your agency:
 - Less than 1 month
 - 1 to 6 months
 - 6 months to 1 year
 - Longer than 1 year
- Approximately how many clients received services from your agency in the past 12 months: _____
- Of these, approximately what proportion of your clients are “return customers” (i.e., clients who complete their involvement with your agency, but then subsequently return for services after a period of time): _____%
- Approximately what proportion of these “return customers” have unresolved pre-employment needs: _____%
- What is the region/area/geographic community served by your agency?:

- In what province is your agency is located?: [drop-down list]: _____



To thank you for your time in answering this survey, we are offering a chance to win one of four \$450.00 gift certificates to VOCO, CCDF's online training centre. If you want to be part of this optional draw, please provide your name and email address.

Your name: _____

Email address: _____

