



Connecting Arabic-speaking Refugees to Employers in Hospitality

Metropolis Conference
March 22nd, 2018





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S.U.C.C.E.S.S.

Non-profit organization

44 years of service history

20+ offices across Metro Vancouver, Northern BC,
Ontario, and Overseas

400+ staff

Three major service areas:

Social Service

Affordable Housing

Seniors Care



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VISION

A WORLD OF MULTICULTURAL HARMONY

MISSION

S.U.C.C.E.S.S. BUILDS BRIDGES, SUPPORTS
DIVERSITY AND FOSTERS INTEGRATION
THROUGH SERVICE AND ADVOCACY



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Aim of the CARE project was to engage employers and newcomers to facilitate the economic integration of refugees into the Canadian labour market in Surrey, British Columbia.



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PROJECT DESCRIPTION

The C.A.R.E. Project was a pilot research project funded by Immigration Refugees and Citizenship Canada (IRCC).

The project targeted employers and Arabic-speaking refugees seeking employment in the hospitality sector (food services, restaurants and hotel).

Project staff worked with participating employers and refugees to identify employers' motivations to hire refugees and the factors that influenced refugees to find and maintain employment.



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PROJECT'S CONCEPTUAL FRAMEWORK

THE PROJECT WAS GROUNDED IN AN ACTION RESEARCH MODEL, USING THE BEHAVIOURAL ECONOMICS CONCEPT OF “NUDGING” IN ORDER TO UNDERSTAND THE BEHAVIOURS AND CHOICES OF REFUGEES TO SEEK AND MAINTAIN EMPLOYMENT, AND OF THE EMPLOYERS IN THE HOSPITALITY SECTOR IN SURREY TO RECRUIT AND HIRE REFUGEES.



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WHAT IS A “NUDGE”? A NUDGE IS ANY ASPECT OF THE CHOICE ARCHITECTURE THAT ALTERS PEOPLE'S BEHAVIOUR IN A PREDICTABLE WAY WITHOUT FORBIDDING ANY OPTIONS OR SIGNIFICANTLY CHANGING THEIR ECONOMIC INCENTIVES. TO COUNT AS A MERE NUDGE, THE INTERVENTION MUST BE EASY AND CHEAP TO AVOID. NUDGES ARE NOT MANDATES.



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PROJECT ACTIVITIES

Refugee participants' activities included:

- Workplace Communication in Hospitality training
- Employment related workshops in Arabic on: resume writing, interview skills and Canadian work place culture.
- Short term certification training in Foodsafe, First Aid and WHMIS (in Arabic).
- Case-management, one on one counselling and development of individualized employment plans.
- Networking with employers through guest speakers, attending career/job fairs
- Tours to hospitality venues.
- Short term work placements



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PROJECT ACTIVITIES

Employers in hospitality sector activities included:

- Opportunities to identify staffing needs and define the employment criteria for workers.
- Employer engagement sessions and dialogues on topics that help employers to hire and maintain employment of refugee workers.
- Opportunities to influence the training needs of refugee workers.
- Case management and transitional support during placements



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PROJECT DURATION: SEPTEMBER, 2017 – FEBRUARY, 2018
CONSISTING OF:

16 WEEKS OF CLASSROOM TRAINING

ONE DAY DEDICATED TO TOURS OF HOSPITALITY VENUES

- **Mornings: Communication in Hospitality with weekly communication skills assessments.**
- **Afternoons: Employment related workshops on hard and soft skills also featuring guest speakers, motivational speakers and team building exercises.**

UP TO 3 WEEKS OF WORK PLACEMENT



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Refugee participants:

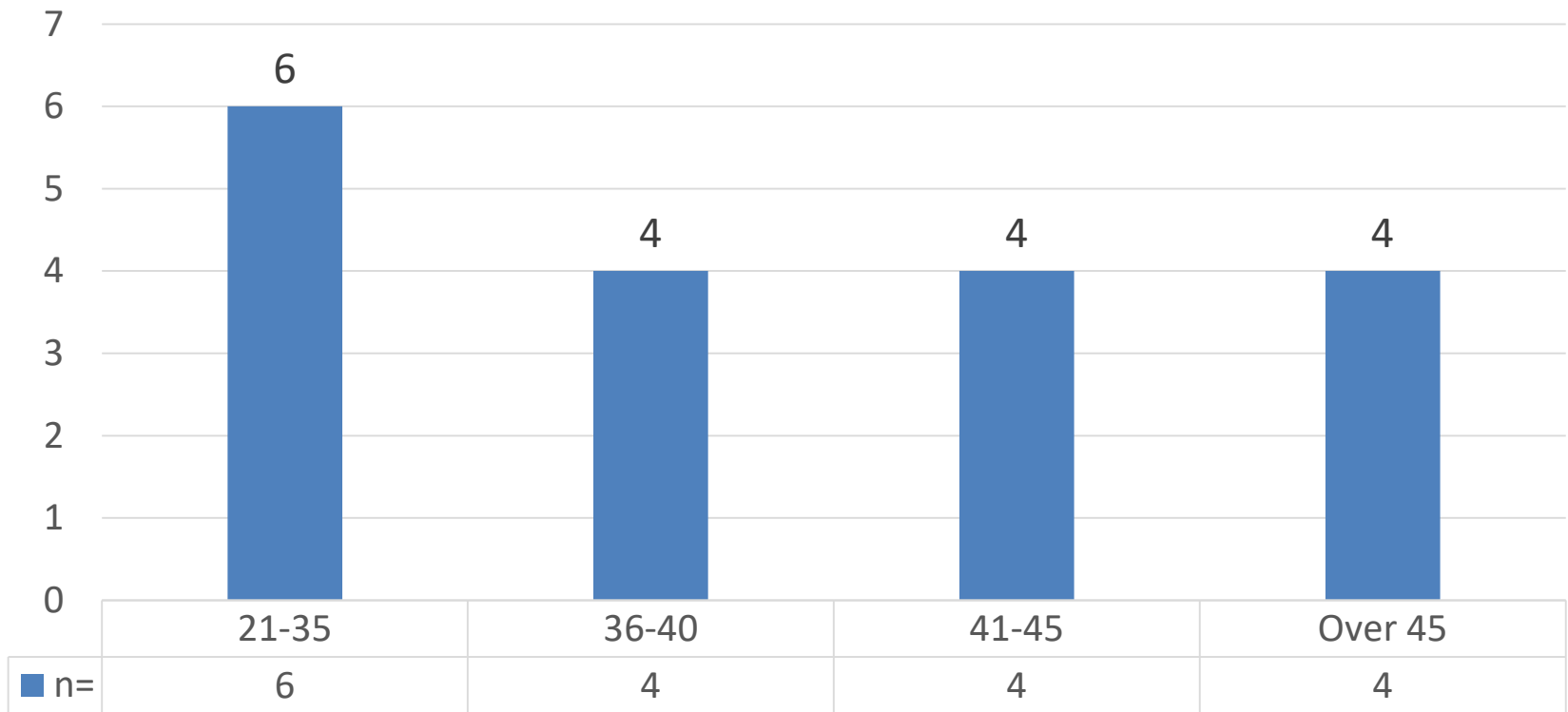
- 24 participants – with 18 completing the program
- 83% female
- 39% GARs – 61% PSRs
- Countries of Origin: Iraq, Syria, and Eritrea



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Refugee Participants' Ages

n=18





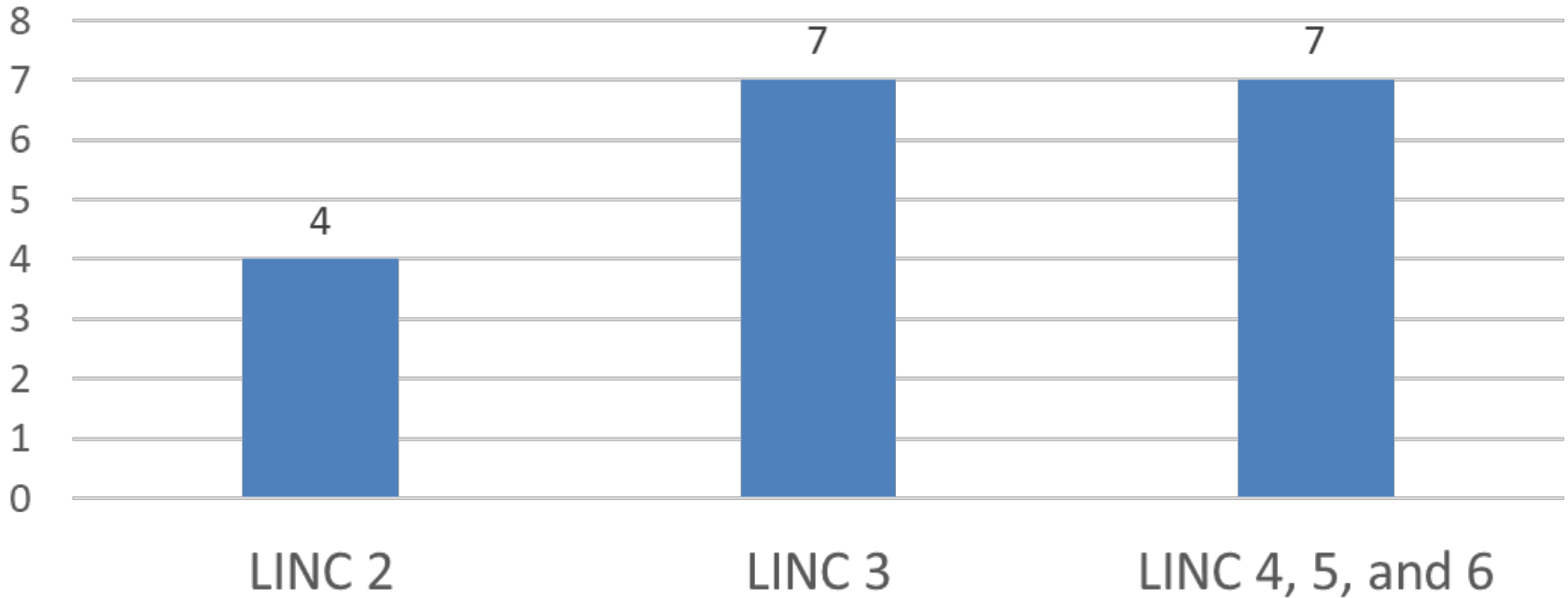
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Education Level	# Refugee Participants
Grade 3-8	6 participants
Grade 9-12	6 participants
Post-Secondary	6 participants



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Refugee Participants' LINC Levels at Project Start (n=18)





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EMPLOYERS' PROFILES

C.A.R.E. Employers were all from the hospitality sector (restaurants, food services and hotels):

Recruitment: over 70 employers were contacted via walk-in, cold-calling, email campaigns and referrals mainly in Surrey, BC.

Correspondence: 52 employers were interested in receiving information via email and occasional phone-calls.

Engagement: 7 employers accepted to participate in employer briefing sessions with S.U.C.C.E.S.S. Staff and subject matter experts covering topics of hiring and retaining refugees.

Employers included: one fast food restaurant, five sit-down restaurants and one hotel.



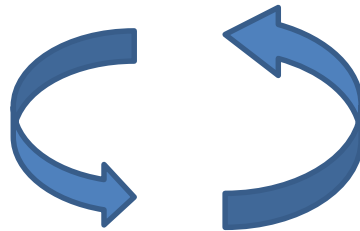
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Integrating behavioural economic nudges

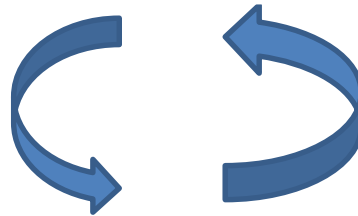
Action Research

Refugee Participant Feedback

(Focus Groups, surveys and Administrative Data)



**Integration of nudges
into project delivery**



Employers Perspectives about hiring refugees

(Focus Groups, Employer briefing sessions)



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Barriers for Employers to hire refugees

- Limited knowledge
- Limited access
- Lack of time
- Unequipped to support



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Nudges for Employers to Hire Refugees

- Workshops
- Access to refugee candidates
- Extensive matching process
- Placements
- Case Management – on-going support



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Nudging Outcomes for Employers

- Increased understanding
- Increased capacity
- Increased competencies

“These sessions have been very informative and helpful. I have learnt a lot that I did not know about refugees.” - C.A.R.E. Employer.



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Refugee barriers to finding work

Barriers to employment included:

- Lack of English language ability
- Lack of Canadian experience
- Transportation issues
- Lack of confidence and sense of belonging
- Racism/poor treatment
- Lack of work related skills and training



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Nudges for Refugee Participants

- Occupation-specific communication skills
- Access to employers
- Industry related certification
- Work placements
- Intensive program
- Case Management – on-going support



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Nudging Outcomes for Refugee Participants

- Increased confidence
- Increased motivation

“This program has given me confidence to work in Canada, I now know how to work on a team and work well with supervisors.”

- C.A.R.E. Participant

“Before the C.A.R.E in Hospitality program, I was completely blind. I did not know anything about finding employment, but now I can see.”

- C.A.R.E. Participant

“I really liked the tours (field trips) we had in class as they helped me know how the Canadian work place looks like.”

- C.A.R.E. Participant



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Conclusion

- 10 participants have secured employment
- 3 waiting on job offers

- On-going support desired
- Support for future projects in a variety of sectors



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