



EVALUATE



ENHANCE



INTEGRATE



Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement- Mid - Project Evaluation Report

March 2023

Contents

Executive Summary	i
1. Overview and Context	1
1.1 Gaps and Challenges.....	1
1.2 The Newcomer GPS Project	1
1.3 Evaluation Context.....	2
2. Project Delivery.....	3
2.1 Ramp-Up	3
2.2 Implementation	4
3. Preliminary Project Outcomes.....	8
3.1 Service Provider Organizations (SPOs) and Coaches	8
3.2 Jobseekers	10
4. Next Steps	12
Appendix A: What is CareerAtlas?	14
Appendix B: Evaluation Tools	15
Appendix C: Core Partner Journey maps	28
Appendix D: CareerAtlas Client Data	31

Executive Summary

The onset of the COVID-19 pandemic saw many settlement sector Service Provider Organizations (SPOs) rapidly adapt to offer virtual services in order to meet the urgent needs of their newcomer clients. There is a growing recognition in the employment and settlement sector of the need to continue offering digital and/or hybrid services, but greater attention is required in order to identify and validate technologies that can enhance settlement service delivery.

[Ontario Tourism Education Corporation](#) (OTEC) received funding in 2021 from Immigration, Refugees and Citizenship Canada (IRCC) under the Service Delivery Improvements (SDI) funding stream to launch “Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement” (NCGPS). This research project explores the ability of an integrated technology solution called CareerAtlas to enhance newcomers' decision-making and settlement outcomes as well as examine how the tool complements SPO service offerings across various points in the newcomer settlement journey.

NCGPS brings together multiple stakeholders to guide and inform its delivery. OTEC has partnered with a coalition of settlement and immigration partners that include [World Education Services](#) (WES), [Société Économique de L'Ontario](#) (SÉO) and [ACCES Employment](#). OTEC has also partnered with technology partner, [FutureFit AI](#) (FFAI) to further develop CareerAtlas for the newcomer settlement journey, and with evaluation partner, [Blueprint](#), to conduct a comprehensive evaluation of the NCGPS project.

After a successful ramp-up period, the NCGPS project is now in its implementation stage, during which three of the core subject matter expert SPOs have integrated CareerAtlas into their service delivery. SPOs and newcomer jobseekers have shared promising signals as to the tool's relevance and effectiveness, as well as preliminary achievement of immediate outcomes.

Moving forward, the project aims to deploy CareerAtlas with up to 24 SPO partners and deliver the program to 2,000 newcomers during the funding period. The evidence produced through this research project will allow the settlement sector and IRCC to move towards proactive implementation of technology-supported service delivery – one that is centered on the newcomer experience.

This mid-project report provides an overview and description of project delivery activities to date – including ramp-up and implementation – and a series of preliminary insights related to immediate outcomes achieved for SPOs and newcomers to Canada. The report also outlines next steps planned for the project's delivery.

1. Overview and Context

1.1 The Canadian Settlement Landscape: Gaps and Challenges

COVID-19 had a significant impact on the newcomer settlement ecosystem in Canada. For many settlement Service Provider Organizations (SPOs), the pandemic was a pivotal moment that required them to rapidly adapt to virtual service offerings in order to meet the urgent needs of their newcomer clients. This unanticipated shift in delivery came with challenges related to accessibility and digital literacy for vulnerable groups, as well as issues around SPO digital capacity and security and privacy-related considerations. Despite these challenges, there is a widespread recognition of the need to continue offering digital and/or hybrid services. As a result, greater attention is needed to understand which technologies, under which circumstances, and for whom, can effectively deliver settlement services.

1.2 Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement Project

Recognizing the need for greater access to digital and/or hybrid settlement services and improved digital supports and programming in the settlement landscape, OTEC received funding in 2021 from Immigration, Refugees and Citizenship Canada (IRCC) under the Service Delivery Improvements (SDI) funding stream to launch a research project called “Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement” (NCGPS).

The objective of the three-year (2021-2024) project is to explore the ability of an integrated technology solution called CareerAtlas, developed by [FutureFit AI](#) (FFAI), to enhance newcomers' decision-making and settlement outcomes. Additionally, the project explores how CareerAtlas complements SPO service offerings across various points in the newcomer settlement journey (e.g., both pre-arrival and via hybrid settlement services), and whether CareerAtlas' dedicated coaching interface impacts newcomers' access, engagement, and eventual outcomes to employment opportunities when utilizing the tool. A more detailed description of CareerAtlas is available in Appendix A.

NCGPS brings together multiple stakeholders to guide and inform its delivery. OTEC has partnered with a coalition of settlement and immigration partners that include [World Education Services](#) (WES), [Société Économique de L'Ontario](#) (SÉO) and [ACCES Employment](#) (see Table 1 for a description of these organizations, referred to as “Core Partners”). The aim is to deploy CareerAtlas with up to **24 SPO partners** and provide access to up to **2,000 newcomers** during the funding period. The evidence produced through this research project will allow the settlement sector and IRCC to move towards proactive implementation of technology-supported service delivery – one that is centered on the newcomer experience.

This mid-project evaluation report provides an overview and description of project delivery activities to date, along with a series of preliminary insights related to immediate outcomes achieved.

Table 1 | NCGPS Core Partners

Organization	Description
ACCES Employment	ACCES Employment supports jobseekers from diverse backgrounds facing barriers to employment as they integrate into the Canadian job market. With seven locations throughout the Greater Toronto Area, ACCES Employment offers a range of online services for jobseekers locally, nationally, and internationally for approved pre-arrival immigrants.
World Education Services (WES)	WES is a non-profit social enterprise dedicated to helping international students, immigrants, and refugees achieve their educational and career goals in Canada. WES evaluates academic credentials from more than 48,000 institutions in 203 countries and territories worldwide. They also share resources with their clients to help guide their education and employment decision-making.
Société Économique De L'Ontario (SÉO)	SÉO is a provincial network that takes an innovative and dynamic approach to economic development, entrepreneurship, employability and immigration to consolidate Ontario's Francophone and bilingual economic space. SÉO engages the Francophone and bilingual community's stakeholders in fostering the prosperity of Ontario and Canada.

1.3 Evaluation Context

OTEC engaged [Blueprint](#), a non-profit research and evaluation firm, to support an assessment of the overall effectiveness of the NCGPS project's delivery. The evaluation aims to generate evidence on the efficiency of CareerAtlas for the purposes of enhancing the newcomer settlement journey using CareerAtlas. Both SPOs and newcomers achieved outcomes will inform a framework for the tool. Blueprint and OTEC developed the following research questions to guide the evaluation:

1. Is the digital technology solution appropriate to the intended stakeholders (SPOs and jobseekers)?
2. Does the digital technology solution effectively address gaps and needs in the employment and settlement services sector?
3. To what extent do the elements of the digital technology solution enable effective delivery?
4. To what extent has the digital technology solution been implemented as intended?
5. To what extent does the project achieve its immediate outcomes for SPOs/coaches?
6. To what extent does the project achieve its immediate outcomes for jobseekers?

Building off these research questions, Blueprint and OTEC developed a theory of change, logic model, and evaluation framework. As part of the evaluation framework, Blueprint identified a series of data collection methodologies through which to gather insights over the course of the project's delivery. Please see Appendix B for the NCGPS evaluation materials.

2. Project Delivery

2.1 Ramp-Up (December 2021 – March 2022)

During this stage, OTEC focused on establishing a strong operational and administrative foundation for the project. This included defining roles and responsibilities, bringing together a project team, developing project plans (including the evaluation plan), solidifying governance structures, and formalizing partnerships.¹ Detailed descriptions of these activities and outputs are outlined below.

Project Team Hiring

During project ramp-up, OTEC defined project roles and onboarded 5 staff members to support the implementation of NCGPS. This included OTEC's Director, Employment Solutions and Senior Manager, Settlement Projects and Relationships, and a project manager, project coordinator, and product manager.

Tool Development

After partnering with FFAI to deliver a comprehensive job search tool for members of the Tourism & Hospitality industry during COVID-19, OTEC identified their tool – CareerAtlas – as a promising digital solution for the NCGPS project. OTEC engaged FFAI as the technology partner for the project in order to configure the tool for newcomer jobseekers.

Establishing Partnerships

After sharing invitations and facilitating one-on-one briefings with prospective partners over the course of the ramp-up period, OTEC formalized partnerships in March 2022 with 3 SPOs – WES, ACCES, and SÉO – representing a cross section of settlement and immigration experts and direct client service delivery organizations. These organizations, referred to as “Core Partners,” and have formed an Advisory Committee responsible for referring newcomer clients to CareerAtlas, engaging with new SPOs partnerships, pilot testing the tool, assisting with research and analysis, disseminating the resources and scaling the framework.

Research and Evaluation

In March 2022, OTEC entered into a formal contract with Blueprint. As the evaluation partner for this project, Blueprint is responsible for evaluating NCGPS, including all corresponding evidence generation activities. Following the co-development of guiding research questions for the NCGPS project, Blueprint and OTEC collaborated to create of a robust evaluation plan, including a theory of change, logic model, and evaluation framework with key indicators for the NCGPS project (Appendix

¹ The project experienced some delays in the ramp-up period. Because the project started in December 2021, this left only 3 months in the contract year to complete the activities scheduled for Year 1. Furthermore, the Senior Project Lead was hired in February 2022, and most work during that period was focused on closing the first year of the project and aligning tasks and budget.

B). Blueprint also identified and defined a series of data collection methodologies to be implemented throughout the project's implementation.

Governance

As part of the development of governance structures, a Project Charter was established the partnership that is forming the Advisory Committee to guide implement, development and evaluate for the project. The purpose of this Committee is to share project updates, incorporate SPO insights, and ensure alignment and cross-collaboration within the settlement services sector. The charter delineates a project management plan and identifies the roles and responsibilities for each partner.

Supporting Documentation

Additional documentation developed and shared with partners during the project ramp-up includes a Partnership and Communication Matrix and Privacy and Security Protocols. OTEC also developed a series of bilingual onboarding and promotional collateral for project and product descriptions, including one-pagers for SPOs and newcomers outlining the research framework.

2.2 Implementation (April 2022 to March 2023)

Following a successful ramp-up, OTEC began implementation activities.² This stage was primarily focused on onboarding, training, and building engagement with Core Partners; finalizing the configuration of CareerAtlas; supporting Core Partners in their integration of CareerAtlas; recruitment of new partners; and ongoing evidence generation and research activities. Key implementation activities and outputs are further outlined below.

Tool Development and Research

Over the course of Spring and Summer 2022, FFAI released a reconfiguration of CareerAtlas, with a focus on an improved end-user experience and a new interface. Additionally, OTEC worked closely with FFAI to customize the tool to offer comprehensive career-matching across all industries, guiding 'next steps' for newcomer jobseekers, and additional resources targeted to the newcomer audience. The reconfigured version of CareerAtlas was officially launched in late Summer 2022.

To further inform the configuration of CareerAtlas and its position in the ecosystem, an environmental scan of the Canadian newcomer settlement and employment landscape was conducted, including trends impacting the newcomer experience and SPO service delivery. Drawing on insights from academic and grey literature, the environmental scan report points to organizational and systemic characteristics that inhibit or enhance adoption and innovation in the settlement services sector. The

² The project experienced some delays in the implementation stage, which were in part caused by the delays in the ramp-up stage. Another factor was the configuration process for CareerAtlas, which pushed launch timelines as well as Core Partner onboarding and training.

scan also identifies a series of key themes emerging from the research process as impactful in the newcomer settlement journey, including: access to Labour Market Information (LMI), personalized pathways, digital supports, and planning and coordination. The report explores how the NCGPS project and CareerAtlas could be best positioned to address each key theme.

Onboarding and Training

OTEC commenced training and onboarding Core Partners in August 2022, beginning with discovery sessions to provide the project team with more information about each Core Partner's processes, programs, and supports. Core Partners were then provided with an onboarding package (including the onboarding and promotional collateral and a participation overview) before participating in a training session, which consisted of an in-depth walk-through of CareerAtlas along with an overview of accompanying processes for implementation and feedback. Following training, OTEC shared with Core Partners a training manual and their personalized access web access URL for CareerAtlas.

As part of the onboarding process, development of client service delivery journey maps (Appendix C) was created to assist with the first glance at the client journey with integrated CareerAtlas utilization. Informed by collaborative sessions with Core Partners and OTEC (n=3), the journey maps provide a visual depiction of a potential client's pathway using CareerAtlas with each Core Partner. The maps highlight specific client and coaching staff engagement points, as well as overall organizational activities throughout the journey. The journey maps also contextualize how CareerAtlas could be integrated in various SPO contexts and delivery models (see Table 2 for delivery models). These delivery models will be validated at the end of the project in order to provide a comprehensive picture of how the digital technology solution "CareerAtlas" could be best utilized in the future.

Table 2 | Core Partner CareerAtlas Delivery Models

Organization	Delivery Model
ACCES Employment	Centralized, Self-Directed with Support Sessions: ACCES provides direct services to newcomers. For CareerAtlas, ACCES takes a centralized approach, connecting clients to CareerAtlas via the ACCES Coordinator of Programs and Services. CareerAtlas is offered as a resource to pre- and post-arrival clients that are eligible for ACCES bridging programs. Clients are invited by the Coordinator to self-direct their navigation through the tool, with bi-weekly CareerAtlas support sessions from ACCES.
World Education Services (WES)	Fully Self-Directed: As a credential evaluation provider, WES does not provide direct settlement services to newcomers through a coaching model. As such, WES invites eligible clients to use CareerAtlas once they receive a credential evaluation. Clients then proceed to use the tool on a self-directed basis.
Société Économique De L'Ontario (SÉO)	Coaching Support, Francophone Clientèle: SÉO is a direct service organization. Eligible clients are connected with SÉO coaches, who invite clients to participate in programs corresponding to their unique needs. Coaches share CareerAtlas with their eligible clients as a resource and continuously monitor client progress in the tool via the coaching interface.

Tool Integration

Following onboarding and training, OTEC worked with Core Partners to facilitate their integration of CareerAtlas. WES and ACCES began integrating the tool in September 2022 by sharing the link to targeted newcomer clients. SÉO will begin integrating CareerAtlas in the coming months.³

As of March 2023, there were **380 newcomers utilizing CareerAtlas** (see Appendix D for a detailed breakdown of client demographic and profile data).

While the current number of CareerAtlas clients is lower than initially projected due to delayed project timelines, the monthly increase in new clients is promising. The average monthly new client growth rate from September 2022 to March 2023 was around 25%. This exceeds the monthly growth rate required to reach the target of 2,000 clients by March 2024, which is approximately 22%. As additional SPOs partner with the project in 2023-2024 and integrate CareerAtlas into their service offerings we are confident the target of 2,000 clients is achievable.

Research and Evaluation

In an effort to continuously gather stakeholder insights throughout the integration process, Blueprint conducted a series of interviews with OTEC staff (n=2), Core Partner leadership (n=3) and staff (n=3). Additionally, Blueprint developed and implemented a process by which to collect specific feedback on a regular basis via a series of Monthly Coach Reflections (n=7) that will be continued throughout the project. Blueprint also continuously monitored and analyzed platform data from CareerAtlas and developed and launched a CareerAtlas client survey to gather user feedback on experiences and outcomes they experienced using the tool. As of March 2023, 38 CareerAtlas clients have responded to the survey.⁴ In order to track longer-term outcomes of the tool, Blueprint conducted a series of 15-minute follow-up micro-interviews on a rolling basis for CareerAtlas clients 3 months after their completion of the post-survey (n=5). Blueprint will continue the above data collection activities at regular intervals throughout the remainder of the project with the aim of providing in-the-moment feedback and ultimately informing a Project-Level Learning Report (May 2023), and a Final Evaluation Report (March 2024).

Outreach and Communication

To date, OTEC has engaged in outreach and communication activities to promote the project and attract newcomers and SPO partners. These activities include personalized email outreach to establish contacts, social media posts announcing the NCGPS launch, the development of social

³ SÉO is currently working with OTEC to ensure that the overall integration process reflects the needs and context of their Francophone clients and staff. While CareerAtlas is currently available in French, SÉO has flagged the importance of contextualizing and validating the language and process related to CareerAtlas, including the tool's French version and accompanying training, onboarding, and promotional materials to ensure responsiveness to the Francophone experience.

⁴ A limitation related to data collection was a low response rate to the CareerAtlas client survey in the first few months of integration. Blueprint and OTEC implemented a series of mitigation strategies, including positioning the survey more prominently in the CareerAtlas interface, offering an increased incentive for survey respondents, and facilitating a series of micro-interviews with CareerAtlas clients to supplement and offer further nuance to the survey data. Since the implementation of these strategies, the survey response rate has seen a steady increase.

media toolkits,⁵ e-blasts with promotional messaging for prospective new partners, and presentations (n=9) at regional community meetings to share information about the NCGPS project (attendees ranged from frontline staff to Executive Directors). A video for CareerAtlas is launching in March 2023 that demonstrates the features and benefits of the application. The video will be shared amongst SPO partners and viewed by newcomers before and after onboarding. Outreach and Engagement will be our focus in 2023-2024 with the addition of a full-time Outreach and Engagement Coordinator team member. This position will allow us to conduct webinars, conference and/or additional regional meetings introducing the community to the project.

Partnership Development and Recruitment

Since Core Partners onboarding in Fall 2022, the project team has turned its attention toward developing partnerships with additional SPOs. This includes leveraging existing relationships with SPOs and encouraging Core Partners to do the same. OTEC has also generated partnership leads through introductory presentations at community meetings. These engagement methods have led to more in-depth discussions with prospective partners about the project, what becoming an SPO partner entails, and a live demo of CareerAtlas. In addition to the Core Partners, OTEC has partnered with 11 additional SPOs, as of March 2023.⁶ We are confident that we can establish partnerships with 12 more SPOs as many organizations are interested in a partnership YR3.

Reporting

In addition to informing this mid-project report, the data collected by Blueprint throughout this period informed the development of an Early Learnings Report in December 2022. The report draws on the environmental scan referenced earlier, as well as stakeholder interviews and the Monthly Coach Reflections, to track preliminary learnings from the project and propose recommendations to guide project delivery moving forward.

The report also illuminates possibilities for the integration of CareerAtlas into existing SPO service offerings and for the envisioned newcomer journey using CareerAtlas. Findings from the Early Learnings Report were shared with the project's Advisory Committee in January 2023. OTEC plans to disseminate the findings across the sector with social media posts, discussion opportunities via webinars and highlight findings through presentations and panel session opportunities in 2023-2024.

⁵ OTEC developed separate social media toolkits directed at SPOs and jobseekers. To attract new SPO partners, OTEC developed a suite of 5 social media posts for monthly deployment. To increase reach, these posts were shared with Core Partners to post to their respective channels. To promote CareerAtlas among jobseekers, OTEC developed a suite of 6 social media posts calling on jobseekers to register and seek support at one of the Core Partners.

⁶ While OTEC conducted outreach to a wide array of prospective SPOs, partnership formalization was delayed due to SPO closures over the 2022 holiday season. Furthermore, due to high workload and service demands, many prospective partners indicated that they will not be able to begin integrating CareerAtlas until post-March 2023.

3. Preliminary Project Outcomes

3.1 Service Provider Organizations (SPOs) and Coaches

The three CORE Partners – ACCES, WES, and SÉO – have shared via interviews and Monthly Coach Reflections promising preliminary signals of the tool’s relevance and effectiveness for newcomers to Canada.

SPO managers and staff indicated that the research project NCGPS offers a welcome opportunity to test a new and innovative digital technology tool to enhance their service delivery model. They also affirmed the strong potential of CareerAtlas to support newcomer jobseekers, as well as address gaps and needs in the employment and settlement services sector. The platform was seen to be an especially important resource for their increasingly digitally literate clientele who are looking for more innovative ways to engage. SPOs also signaled that CareerAtlas goes beyond a workforce focus thanks to its emphasis on enhancing the overall decision-making experience for newcomers throughout their settlement journey.

“A client [...] shared that in starting their job search in Canada the one thing that was confusing and missing for them was trying to find information and how to approach her job search. They shared that **CareerAtlas was a great place for them to start exploring their options, it provided them with some direction of where to begin.**”

- Core Partner

Furthermore, SPOs pointed to the tool’s user-friendliness and comprehensive features as offering a helpful starting point for clients to navigate key information related to career exploration. Several managers and staff shared the view that CareerAtlas provides clients with the “big picture,” and has the potential to offer them the information they need to make decisions to help them progress in their career in Canada.

3.1.1 Immediate Outcomes

Schedule 1 for this project identified the following specific and expected outcomes for SPOs (which are further broken down in the NCGPS logic model in Appendix B):

- **Specific:** SPOs’ service delivery capacity to support integration of newcomers into the labour market is improved.
- **Expected:** Partners deliver responsive and coordinated settlement and community services.

As of March 2023, two CORE Partners have integrated CareerAtlas into their service delivery models. These SPOs have different implementation models for integration of CareerAtlas but continue to actively explore ways to continue to leverage the tool to best complement their workflow. Both organizations also identified certain aspects of CareerAtlas that could be further developed or enhanced to position the tool to offer more concrete benefits for their teams and future SPO partners.

Specifically, both organizations identified potential enhancements to the Coaches’ Portal that would facilitate the tracking of client engagement with the tool, and expressed an interest in interactive

features that would allow for direct communication with clients.⁷ The SPOs are each exploring additional interventions to support CareerAtlas clients registered. Both organizations emphasized that enhancements to the tool's tracking and interactivity would provide the necessary information to best align these additional interventions with the employment and skill development needs of their clients, and ultimately offer a personalized approach to newcomers.

While our ability to report on immediate outcomes for SPOs and coaches is limited due to the above considerations, we offer in the following section some preliminary insights shared by SPOs.

Knowledge of Jobseekers' Employment Needs

The CareerAtlas Coaches' Portal aims to allow SPOs and their coaches to monitor their clients' progress, which can inform a more personalized and targeted approach to meet each unique client's employment needs. With respect to knowledge of jobseekers' employment needs, ACCES shared that CareerAtlas appears most useful for those who are in the early stages of their career exploration and are unsure of where and how to identify resources that will support them in achieving their career goals. Clients in this group are generally those who have not yet received support from a pre-employment program and feel overwhelmed by the task of mapping out their career plan, and CareerAtlas offers a helpful place to start. ACCES also learned that clients nearing the end of a training program are generally closer to being ready for the job search have found the "Find Jobs" feature of CareerAtlas most relevant to their needs. This feature was seen as less applicable for clients who have a clear pathway in mind (i.e., internationally trained jobseekers with a target industry), as they are seen to require more robust, industry-specific information that CareerAtlas does not provide.

For those who are interested in a career transition and want to understand how their previous skills apply, ACCES shared that clients appreciate the Skills Profile builder in particular as it helps to translate their existing skills to words and terminology that Canadian employers are seeking. WES also observed that the platform has the potential to meet the employment needs of their clientele at different stages of their career journey. They noted that clients at earlier stages of their settlement journey, especially those who are pre-arrival, have found the exploratory process of mapping out a potential career path and browsing the resources compiled by CareerAtlas helpful.

Knowledge of Appropriate Linkages to Further Skill Development

SPOs shared that CareerAtlas appears well-suited for newcomers who are looking to translate transferable skills into new career pathways, and to explore what additional skills they might need to develop in the process. Given the early stage of SPOs' integration of CareerAtlas and the

⁷ As of March 2023, ACCES and WES have integrated CareerAtlas via a centralized approach as opposed to through individual coaches, so clients navigate CareerAtlas on a self-directed basis (with some coaching support provided by ACCES on a case-by-case basis). A challenge posed by the self-directed model is that SPOs do not have a clear way to gauge clients' usage progression, or to identify at which points individualized follow-up from coaches and/or staff might be required. Currently, SPOs can manually access individual newcomers' accounts to check their progress via the Coaches' Portal, but they expressed an interest in a more robust tracking function that would allow them to monitor the overall progress and engagement of *all* clients they have referred to CareerAtlas. Similarly, SPOs express an interest in interactive features that would allow them to communicate with their clients to check in on progress and provide more personalized support as required.

aforementioned considerations related to the tool's tracking and interactivity functions, our ability to report on progress toward increased SPO knowledge of linkages to further skill development is limited at this time.

3.2 Jobseekers

3.2.1 CareerAtlas Client Demographics

As of March 2023, 380 newcomers provided demographic data within CareerAtlas. An analysis of the demographic data reveals the following trends:

- **Education:** Almost all (94%) clients have completed some form of higher education, with most having completed either a Master's (61%) or a Bachelor's degree (33%).
- **Immigration Status:** The majority (73%) of clients are permanent residents of Canada.
- **Time in Canada:** Half (50%) of clients have been living in Canada for 0-6 months, with a relatively even distribution of clients across the following categories of 7-12, 13-36, and over 36 months.
- **Age:** Over half (62%) of the clients are between the ages of 30-39.
- **Gender:** There is a relatively equal distribution of women (55%) and men (43%)

A more detailed breakdown of the demographic data can be found in Appendix D.

3.2.2 CareerAtlas Client Profiles

As of March 2023, 380 provided profile data within CareerAtlas. An analysis of the profile data reveals the following trends:

- **Target Career:** The largest proportion (34%) of respondents identified a target career in the Administration, Business, and Management field.
- **Employment Status:** Over one-third (39%) of respondents are currently working, of which 78% are employed full-time.
- **Certificates:** Over half (54%) of respondents already possess a certificate of some form.

A more detailed breakdown of profile data can be found in Appendix D.

3.2.3 The CareerAtlas Client Experience

As of March 2023, 38 CareerAtlas clients provided feedback on their experience using the tool via an online client survey (see detailed breakdown of response data in Appendix D). Highlights from the data include:

- **Motivation:** Most respondents (79%) listed finding a job as a reason for signing up for CareerAtlas, followed by an interest in discovering a career path/receiving help with career planning (50%), and developing new skills (39%).
- **Ease of use:** Overall, respondents found it easy to use the CareerAtlas. Almost all (89%) indicated that it was easy or very easy to log in and sign out of the CareerAtlas, and the majority found it was easy to create an account on CareerAtlas (87%) and to use and navigate the website (82%).
- **Coaching support:** The majority (74%) of respondents navigated CareerAtlas alone, with the remaining individuals being supported by a SPO Coach. All of those supported by a SPO Coach found the support to be helpful while navigating CareerAtlas.
- **Comparison with other job search methods:** Just under half (47%) of respondents found using CareerAtlas to be better than using other online platforms and 24% found it better than doing job searches with family members or friends. When compared to newcomer settlement services, 24% found the experience better.
- **Likelihood to recommend:** Almost all (89%) of the respondents indicated that they are highly likely to recommend CareerAtlas to other newcomers who are searching for a career in Canada.

"The ease of using the platform and the career passport are brilliant tools and give so much perspective on skills earned in past jobs as well as skills that need to be developed further."

- Client Survey Respondent

Survey respondents also highlighted specific aspects that distinguished CareerAtlas from other platforms, including the guided experience offered by the tool, access to a variety of jobs at once, and the opportunity to understand one's existing skills.

3.2.4 Immediate Outcomes

Schedule 1 for this project identified the following specific and expected outcomes for jobseekers (further broken down in the NCGPS logic model in Appendix A):

- **Specific:** Decision-making on settlement destinations is improved for newcomers, as clients have access to increased employment opportunities, due to an increase in their awareness of their individual skills, due to the intervention.
- **Expected:** Clients acquire knowledge, skills, and connections to prepare for the Canadian labour market.

The subsequent pages offer preliminary insights related to immediate outcomes for jobseekers, which were gathered from the CareerAtlas client survey and follow-up micro-interviews.

Skills and Knowledge to Prepare for Employment

Importantly, most (82%) of the respondents to the client survey indicated that CareerAtlas led to an increase in confidence in their ability to make career decisions, and the majority (79%) indicated that CareerAtlas has helped them feel ready to pursue a career in Canada.

The vast majority of respondents found the tool's features (90%) and information (95%) to be helpful in navigating their employment journey. The majority (66%) of respondents indicated that CareerAtlas helped a lot in understanding their employment needs or goals.

With respect to information about skills:

- Almost all (95%) respondents found the information regarding the skills they already possessed helped them either somewhat or a lot.
- Almost all (97%) found the information about new skills to develop based on their chosen career path helped them either somewhat or a lot.
- The majority (82%) found the information about available education and training programs helped them either somewhat or a lot.

Just under half (42%) of respondents decided to or have enrolled in further education or training, and of those, the majority (82%) indicated that CareerAtlas influenced this decision.

Awareness of Potential Career Options

The majority (66%) of respondents indicated that CareerAtlas has made them a little or somewhat more aware of career options in Canada, while about a third (32%) indicated that CareerAtlas has made them a lot more aware of career options in Canada. The vast majority (95%) found the information provided by CareerAtlas about career path options to be useful.

One micro-interview participant shared how CareerAtlas pointed them to different job titles in Canada that aligned with the work they had conducted in their home country that had a different title. The individual is now exploring opportunities to apply for these newfound positions as a result of CareerAtlas.

Access to Labour Market Information

CareerAtlas aims to provide clients with access to relevant data from across Canada. With the cost of living an important determinant of newcomer settlement decision-making, CareerAtlas offers the Explore Cities dashboard, which illustrates labour market needs across Canada.

The survey responses provided limited information pertaining to increased access to LMI, but two respondents shared that CareerAtlas provided them with a clear picture of the market demand for different careers as well as salary information.

Connections to Employment

The vast majority (89%) of respondents indicated that CareerAtlas helped them understand the next steps to take to secure employment. Since signing up for CareerAtlas, over half (61%) of respondents have applied for a job, and around half (53%) have chosen a career path to pursue. Of those respondents that applied for a job, 43% indicated that CareerAtlas helped them find the job that they applied for. While only 17% of respondents have secured full-time, part-time, or seasonal employment, all of them indicated that CareerAtlas was either somewhat or a little helpful for them in securing these roles.

One micro-interview participant noted that the information they gathered on CareerAtlas helped them to make connections to roles they might not have otherwise considered, which ultimately led to them securing a job. This participant also indicated that they would come back to CareerAtlas in future to help inform their next career move due to the value it provided them. A third micro-interview participant shared they found the platform very user friendly and helpful in the job search, however, they would be interested in more opportunities to connect or network directly with employers.

Knowledge of Employment Conditions in Canada

The vast majority (97%) of the respondents indicated that CareerAtlas increased their understanding a little, somewhat, or a lot of how their existing skills and experience could help them secure a job in Canada. Furthermore, over half (55%) of respondents indicated that the tool helped a lot in understanding what life is like in Canada.

4. Next Steps

Priorities for the project's continued delivery include an ongoing focus on providing support for Core Partners' integration of CareerAtlas, along with onboarding and training newly engaged SPO partners. The OTEC team will also be expanding to include an Outreach Coordinator, who will be responsible for expanded efforts to recruit and build engagement with new SPO partners.

Furthermore, OTEC will be leveraging the insights shared by SPOs and jobseekers on CareerAtlas to inform the continued development of the tool. The goal of this development process is to ensure that CareerAtlas continuously evolves in keeping with feedback and to best position the tool to complement and enhance SPOs service delivery and meet the diverse needs of newcomer jobseekers.

Alongside project delivery, evaluation will continue to gather evidence generation activities in order to provide in-the-moment insights to OTEC and to SPOs and, ultimately to inform a Project-Level Learning Report (May 2023) and the Final Evaluation Report (March 2024).

Appendix A: What is CareerAtlas?

CareerAtlas is a unique digital tool that uses AI to help jobseekers unlock their career potential. The tool supports newcomers in assessing their skills against real-time, local labour market information and opportunities. Designed to complement and enhance SPO service employment offerings, CareerAtlas provides a dedicated coaching interface that leverages data and intelligence at a system level, which enables different levels of coaching staff across agencies to engage directly with the clients they are supporting.

Specifically, CareerAtlas:

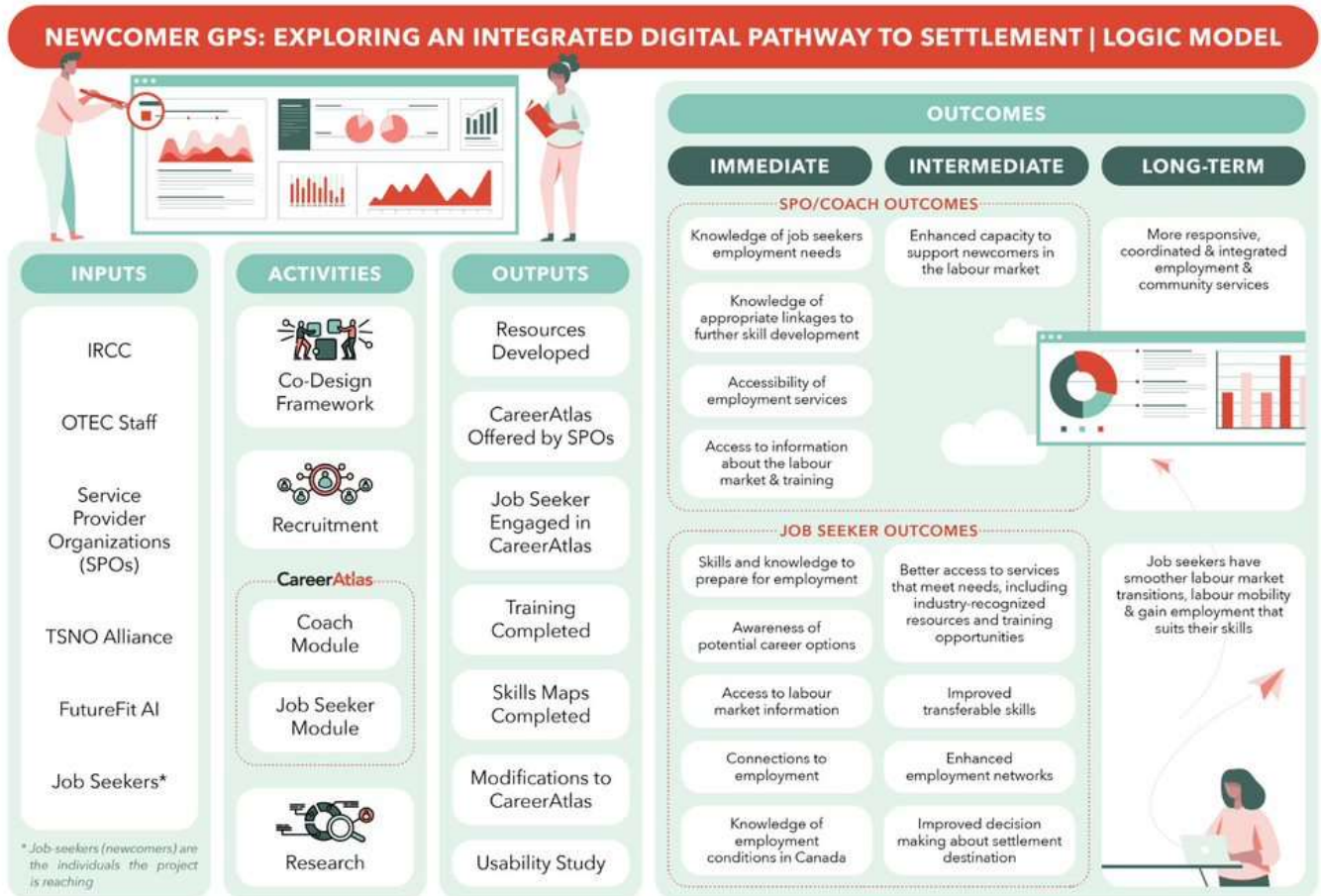
CareerAtlas Features:

- 24/7 access through an intelligent, online platform.
- User-friendly interface that can be accessed remotely by clients.
- A range of tools that complement job search assistance and career counseling.
- A portal to manage client profiles and career pathways.
- Insights into labour market data, job vacancies and skill requirements.

- **Meets the jobseeker where they are in their career journey:** CareerAtlas analyzes each jobseeker's unique data profile, including skills, interests, and career preferences, to provide customized job advice and career guidance.
- **Recommends potential jobs:** CareerAtlas provides jobseekers with personalized recommendations. This allows jobseekers to quickly identify careers that are a good fit for their skills and experience.
- **Maps potential career pathways:** CareerAtlas supports jobseekers in creating a learning plan to help them achieve their career goals. This includes identifying skill gaps and learning opportunities to address those gaps.
- **Provides active prompts to keep jobseekers engaged:** With suggested 'next steps,' insights on the job market, and helpful tips and tools, CareerAtlas guides a jobseeker through their journey to meaningful employment.
- **Supports the vital work of Career Coaches:** CareerAtlas builds organizational capacity by complementing the work of career coaches, with tools to track client information and assign tasks or training. CareerAtlas' enhanced labour market data also highlights regional employment opportunities.

Appendix B: Evaluation Tools

Newcomer GPS Logic Model



Newcomer GPS Theory of Change



NCGPS Data Collection Methodologies

Methodology	Description
Environmental Scan	Analysis of academic and grey literature identifying trends, best practices, and needs in the newcomer settlement ecosystem to best position the delivery of NCGPS and CareerAtlas.
Document Review	Continuous review of documents developed by OTEC for NCGPS, as well as relevant material from SPOs.
Journey Mapping	Collaborative 1-hour exercises with OTEC and SPOs to visually map out the integration of CareerAtlas into the newcomer journey.
Platform Data	User data (including profile data and demographic data) captured by CareerAtlas.
Administrative Data	Data captured by SPOs and/or OTEC regarding project delivery.
Monthly Coach Reflection	Online survey for SPO coaches to share real-time feedback on their experience using CareerAtlas.
Stakeholder Interviews	Virtual interviews with OTEC and SPO staff to gather insights related to overall trends in the newcomer settlement landscape and perceptions of the relevance and applicability of NCGPS in the landscape.
CareerAtlas Client Survey	Online survey built into CareerAtlas to gather user feedback on experiences and outcomes of using the tool.
CareerAtlas Micro-Interviews	15-minute follow-up micro-interviews conducted on a rolling basis for CareerAtlas users 3 months after their completion of the post-survey to gather feedback and ascertain outcomes of using the tool.

NCGPS Evaluation Framework

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
1.0 Relevance Is the intervention doing the right things?										
1.1 Is OTEC's Newcomer GPS project relevant to the intended stakeholders (SPOs, jobseekers)?	Perceived relevance of program to SPOs			X				X		
	Perceived relevance of program to jobseekers			X					X	X
	Alignment of Newcomer GPS with IRCC priorities			X		X				
	Alignment of Newcomer GPS with OTEC's priorities					X		X		
2.0 Coherence How well does the intervention fit?										
2.1 Does OTEC's Newcomer GPS project effectively address the gaps and needs in the employment and settlement	Perceived effectiveness of OTEC's Newcomer GPS project to better support jobseekers' needs	X								
	Stakeholders' perceived effectiveness of OTEC's Newcomer GPS project to better							X		

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
services sector?	support jobseekers' needs									
	Perceived effectiveness of OTEC's Newcomer GPS to increase access to LMI data for SPOs							X	X	
	Perceived effectiveness of OTEC's Newcomer GPS project across various points in a jobseekers' settlement and employment journey	X					X	X	X	X
	Perception of OTEC's Newcomer GPS project complementing other services offered by SPOs					X		X	X	
	Perception of OTEC's Newcomer GPS project duplicating other services presently available					X		X		
3.0 Effectiveness <i>Is the intervention achieving its objectives?</i>										

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
3.1 To what extent do the elements of OTEC's Newcomer GPS project enable effective delivery?	Perceived effectiveness of steering committee (WES, SEO, ACCES, OTEC)							X		
	Perceived effectiveness of Jobseeker Module on Career Atlas								X	X
	Perceived effectiveness of Coach Module on Career Atlas								X	X
	Perceived effectiveness of the Explore Cities feature								X	X
	Perceived effectiveness of the resources developed on the site								X	X
	Perceived effectiveness of skills mapping exercise								X	X
	Perceived effectiveness of the jobseeker coaching								X	X
	Perceived effectiveness of Career Atlas to							X	X	

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	provide personalized pathways to jobseekers									
	Perceived enablers of program's design to facilitate effective delivery	X						X	X	X
	Perceived barriers of program's design to facilitate effective delivery	X						X	X	X
3.2 To what extent has the OTEC's Newcomer GPS program been implemented as intended?	Partnership									
	# of meetings with steering committee				X					
	# of resources developed				X					
	Recruitment									
	# of jobseekers engaged				X					
	# of SPO engaged				X					
	# of coaches engaged				X					
	Career Atlas									
	# of immigrant professionals engaged		X							

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	% of immigrant professionals of each gender engaged		X							
	% of immigrant professionals of each age group engaged		X							
	# of immigrant professionals who applied for a job via Career Atlas		X							
	# of immigrant professionals who were hired for a job via Career Atlas		X							
	# of immigrant professionals who were hired for a job in their target career via Career Atlas		X							
	# of immigrant professionals who enrolled in an education program via Career Atlas		X							
	# of immigrant professionals referred to another service provider via Career Atlas		X							

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	Overall									
	Perceived effectiveness of the delivery approach							X	X	X
	Perceived sufficiency of resourcing and staffing to deliver the program							X		
	Enablers of effective SPO delivery						X	X	X	X
	Barriers of effective SPO delivery						X	X	X	X
4.0 Impact		What difference is the program making?								
4.1 To what extent does the program achieve its immediate outcomes for SPO/coaches?	Immediate									
	% of SPOs/coaches who report that Career Atlas facilitates a better understanding of clients' settlement needs								X	X
	% of SPOs/coaches who report an increase in knowledge of other skill development								X	X

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	opportunities for jobseekers									
	% of SPOs/coaches who report improved access to LMI data								X	X
	% of SPOs/coaches who report improved access to training opportunities								X	X
	% of SPOs/coaches who report being better able to offer employment services to jobseekers								X	X
	Overall									
	SPOs/coaches perceived unintended outcomes of OTEC's Newcomer GPS project							X	X	X
	SPOs/coaches perceived unique contributions of OTEC's Newcomer GPS project compared to alternatives							X	X	X
	Immediate									

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
5.2 To what extent does the program achieve its immediate outcomes for jobseekers ?	% of jobseekers who are more aware of what is needed to secure employment in Canada								X	X
	% of jobseekers who feel better equipped to secure employment in Canada								X	X
	% of jobseekers who are more aware of career options in Canada								X	X
	% of jobseekers who report improved access to LMI								X	X
	% of jobseekers who report being better connected to employment opportunities								X	X
	% of jobseekers who report greater knowledge of employment conditions in Canada								X	X
Intermediate										

Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	# of jobseekers who secure employment				X ⁸					X
	# of jobseekers who enroll in training programs				X ⁹					X
	% of jobseekers who feel more confident in their employment/career selection									X
	% of jobseekers who feel more confident in their settlement location in Canada									X
	Overall									
	Jobseekers' perceived unintended outcomes of OTEC's Newcomer GPS program								X	X
	Jobseekers' perceived unique contributions of OTEC's Newcomer GPS program								X	X

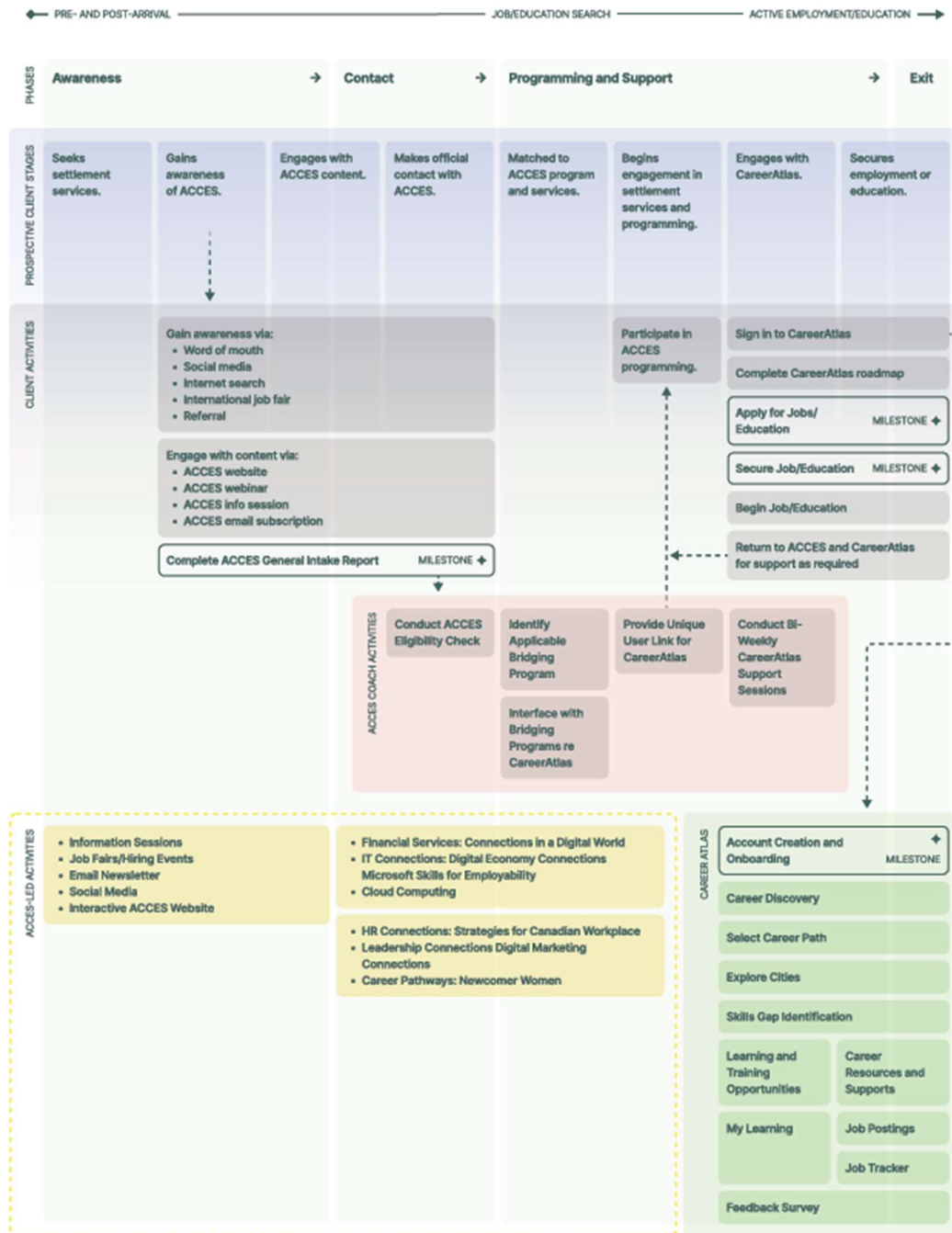
⁸ To be determined with SPOs if this data point can be captured and shared with OTEC/Blueprint

⁹ To be determined with SPOs if this data point can be captured and shared with OTEC/Blueprint

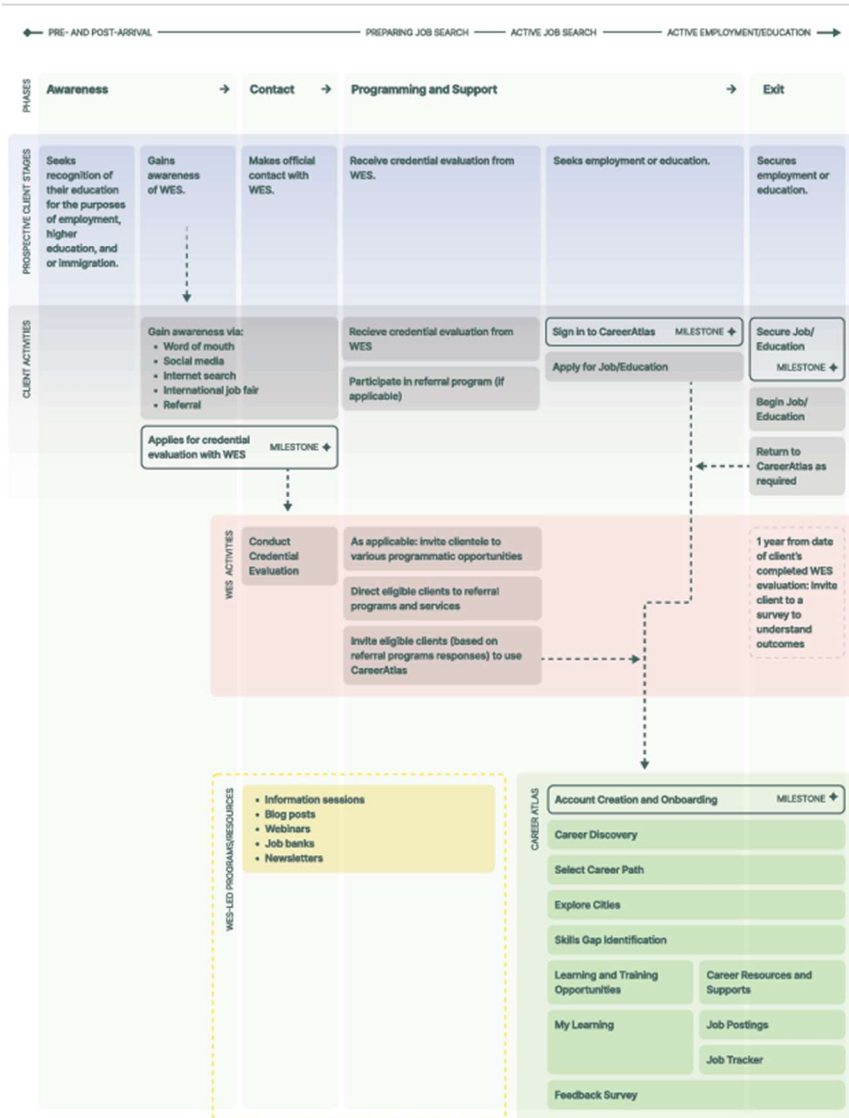
Evaluation Question	Indicator	Methodology								
		Journey Map	Platform Data	Env. Scan	Admin. Data	Doc. Review	Reflect	Interviews	Focus Group	Surveys
	compared to alternatives									

Appendix C: Core Partner Journey Maps

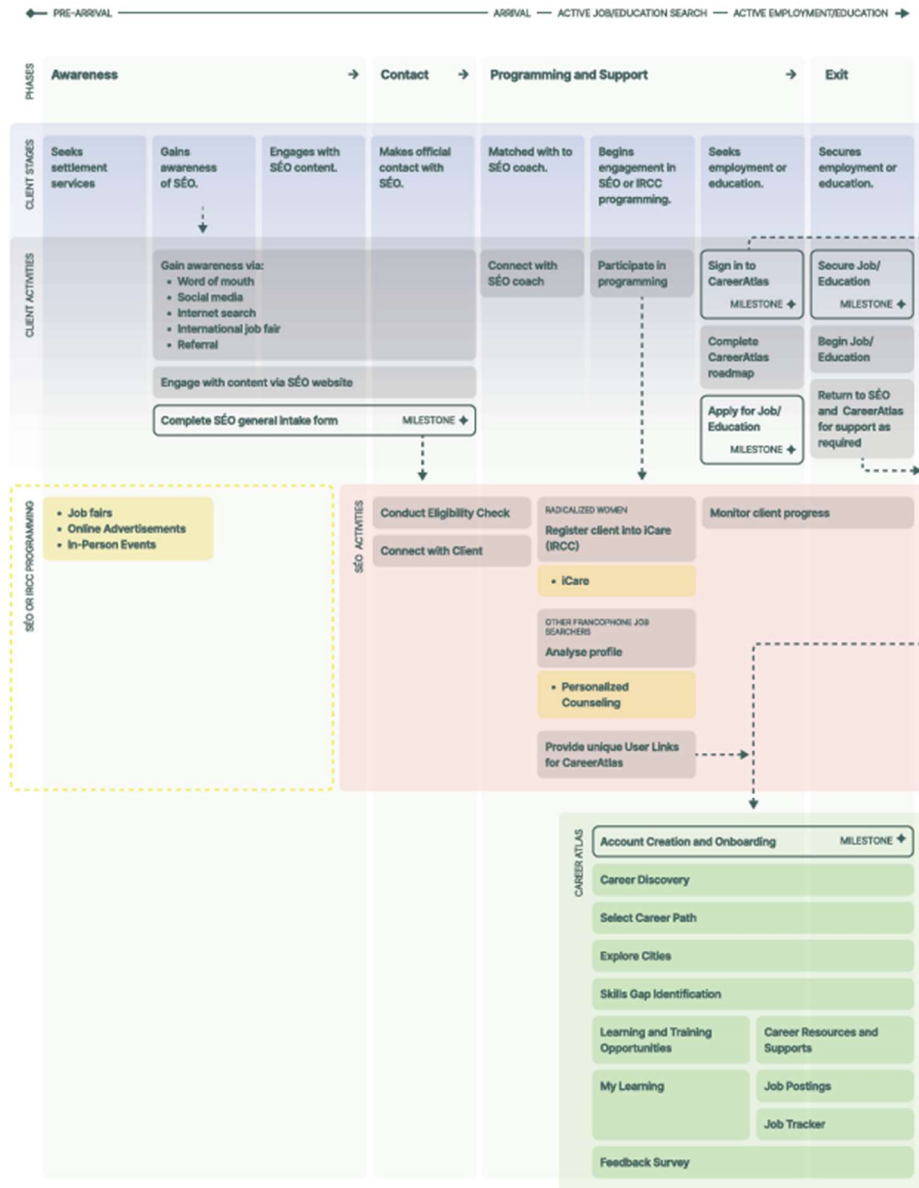
ACCES Employment



World Education Services (WES)



Société Économique De L'Ontario (SÉO)

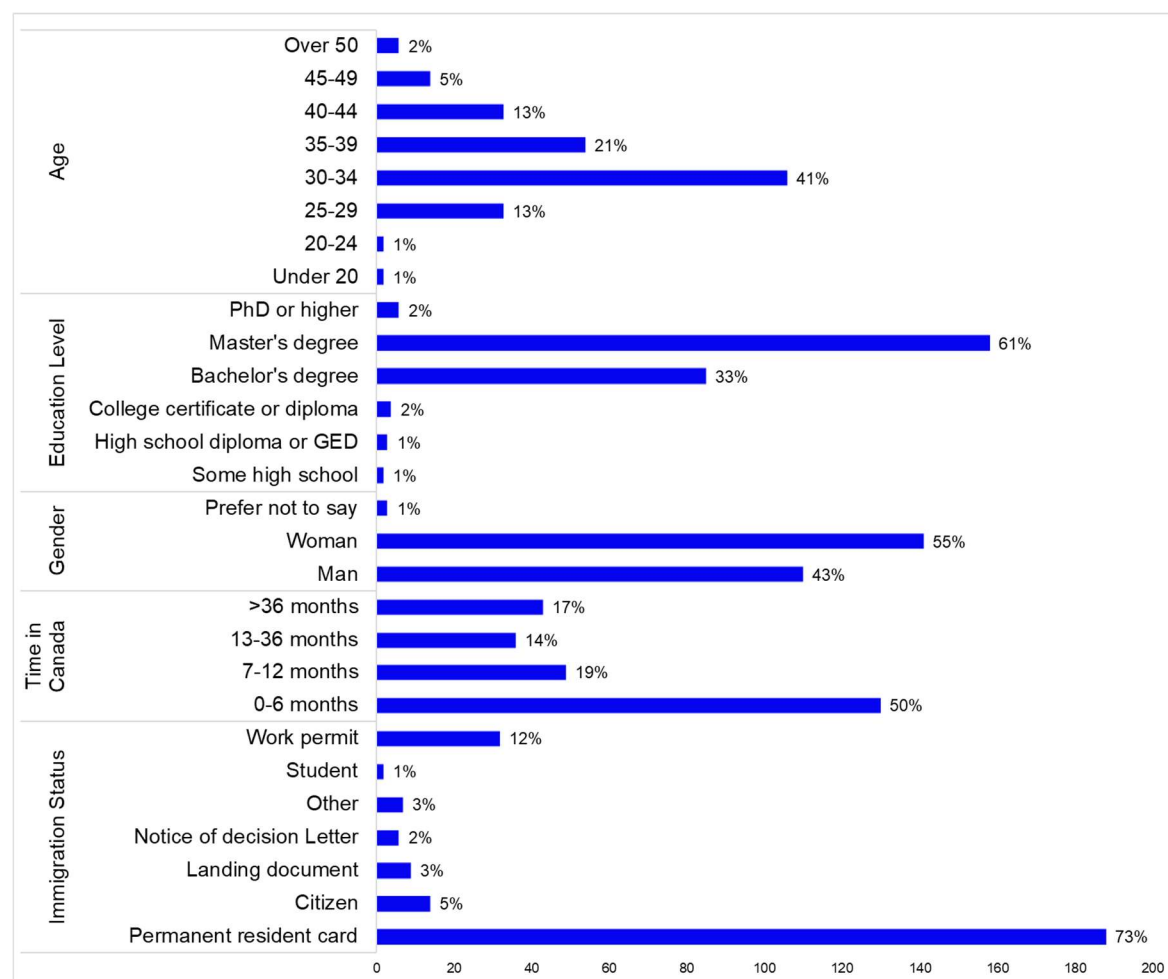


Appendix D: CareerAtlas Client Data

Demographic Data

From a total of 380 CareerAtlas clients (as of March 14, 2023):

FIGURE 1. CLIENT DEMOGRAPHICS



Profile Data

From a total of 380 CareerAtlas clients (as of March 14, 2023):

FIGURE 2. CLIENT TARGET CAREER

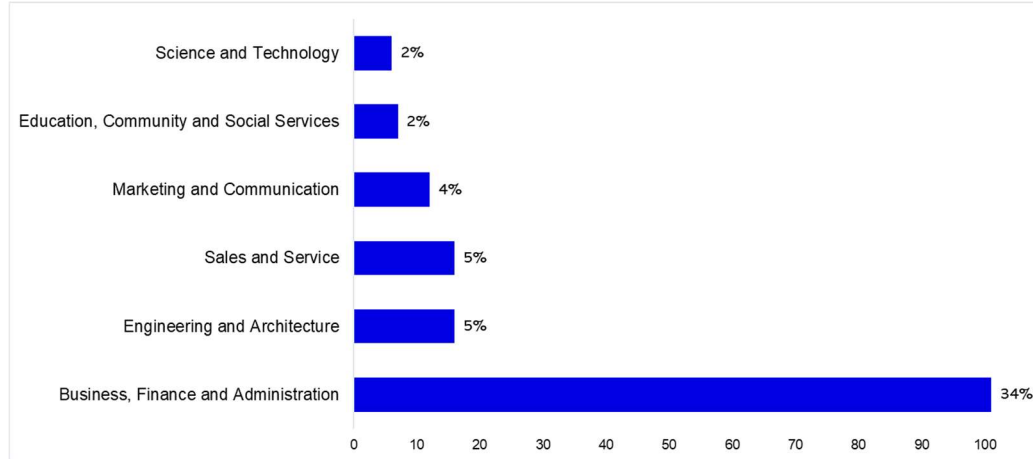


FIGURE 3. CLIENT EDUCATION MAJOR

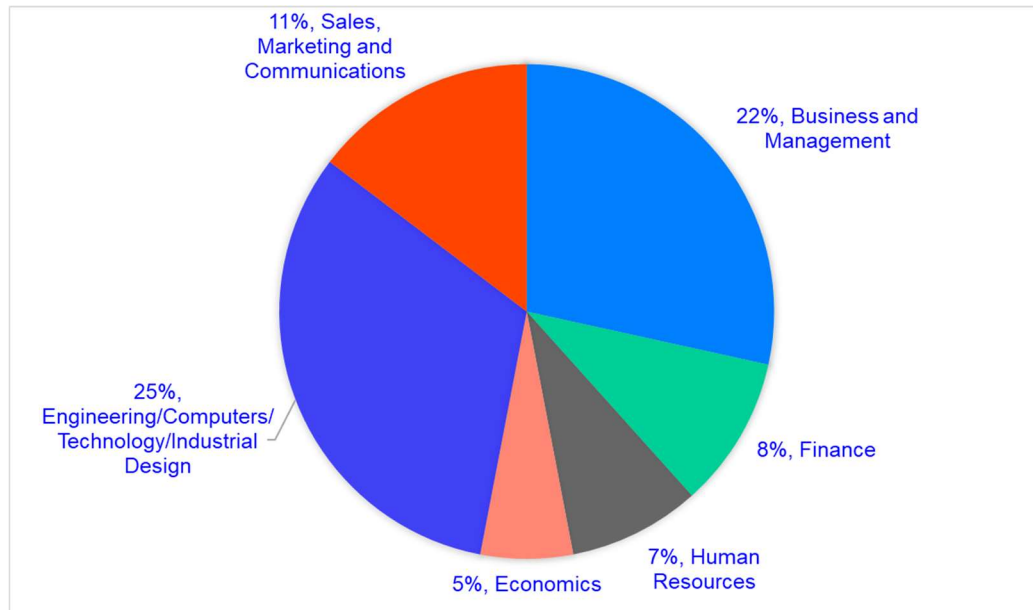
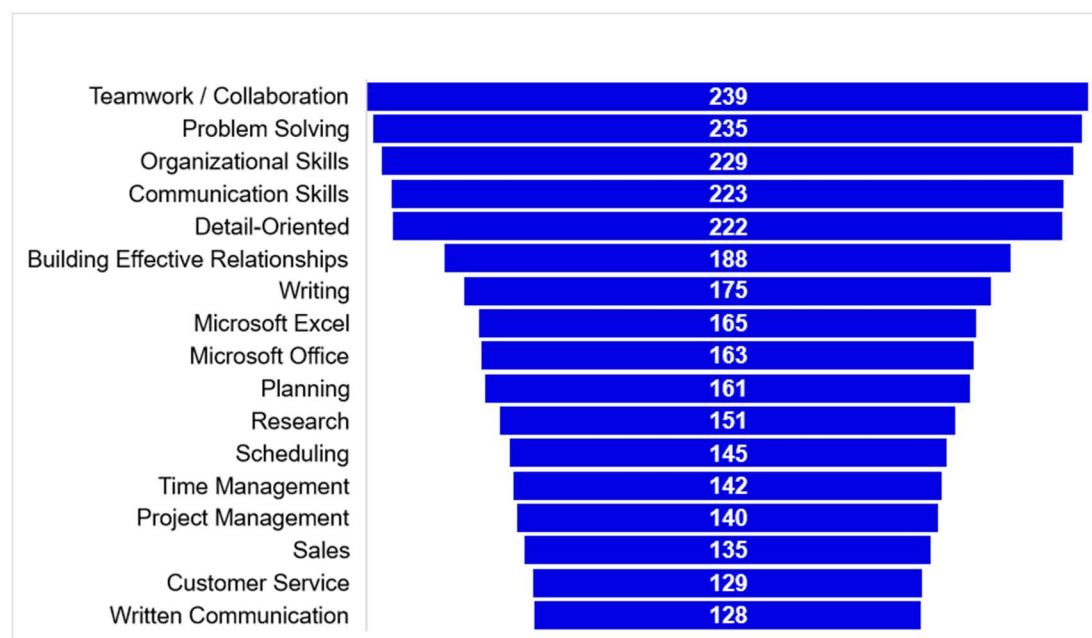


FIGURE 4. TOP SKILLS SELF-REPORTED BY CLIENTS



User Survey Data:

From a total of 38 respondents as of March 14, 2023:

FIGURE 5. CLIENT MOTIVATIONS FOR USING CAREERATLAS

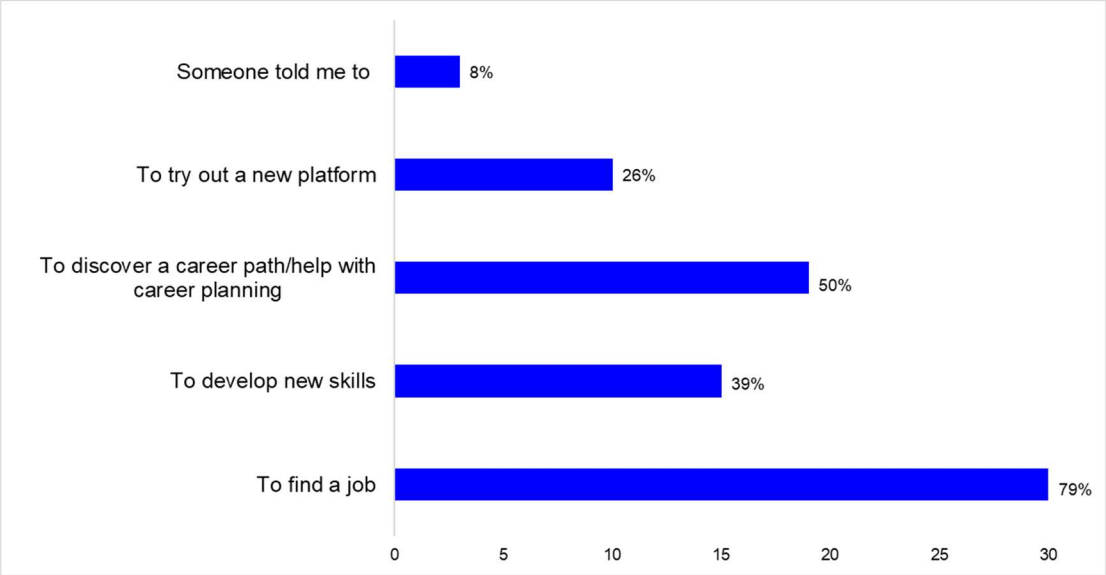


FIGURE 6. EASE OF NAVIGATING CAREERATLAS

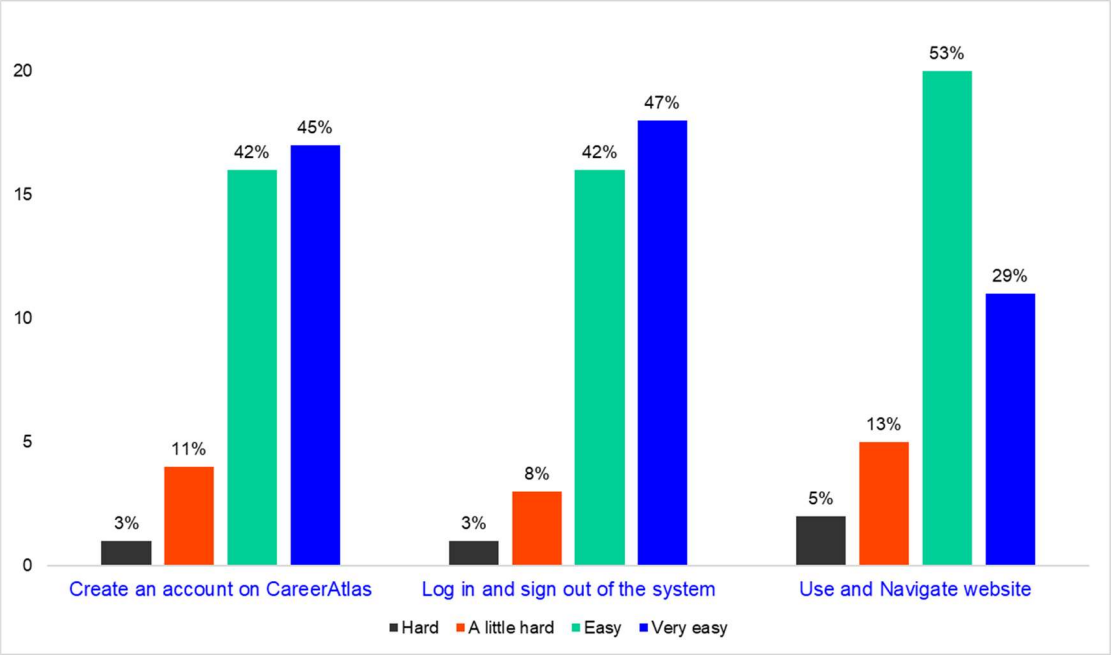


FIGURE 7. USEFULNESS OF INFORMATION PROVIDED BY CAREERATLAS

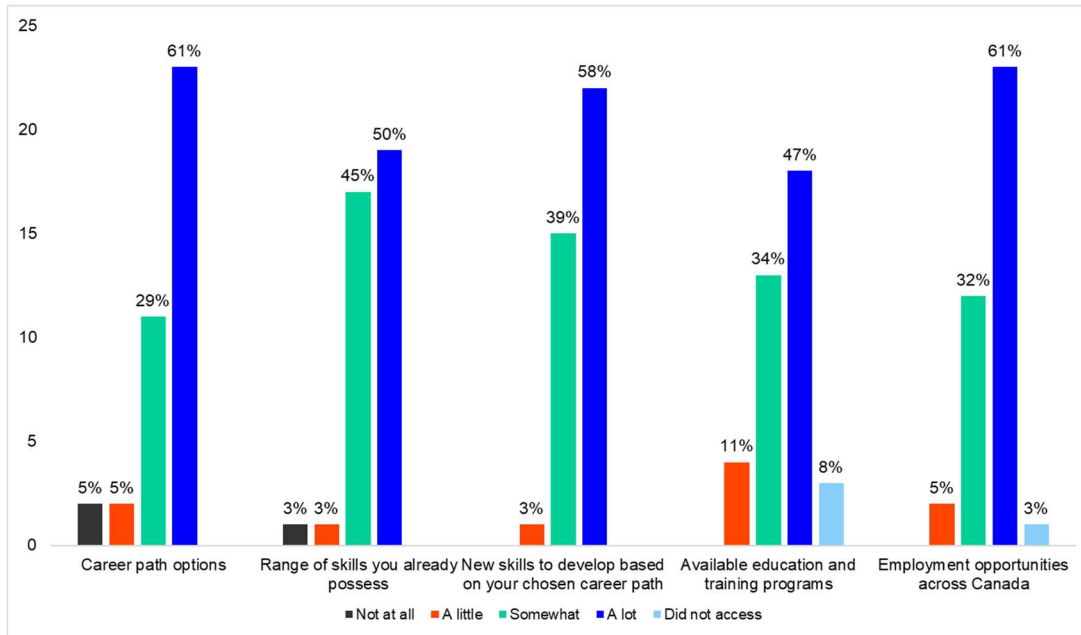


FIGURE 8. IMPACT OF CAREERATLAS ON CLIENT AWARENESS OF CAREER OPTIONS

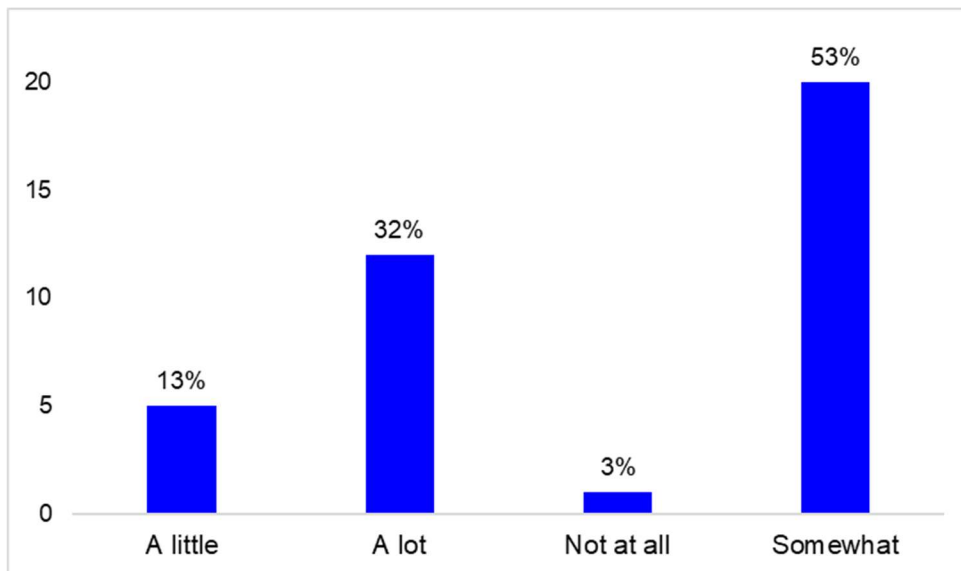


FIGURE 9. COMPARISON OF CAREERATLAS TO OTHER JOB SEARCH METHODS

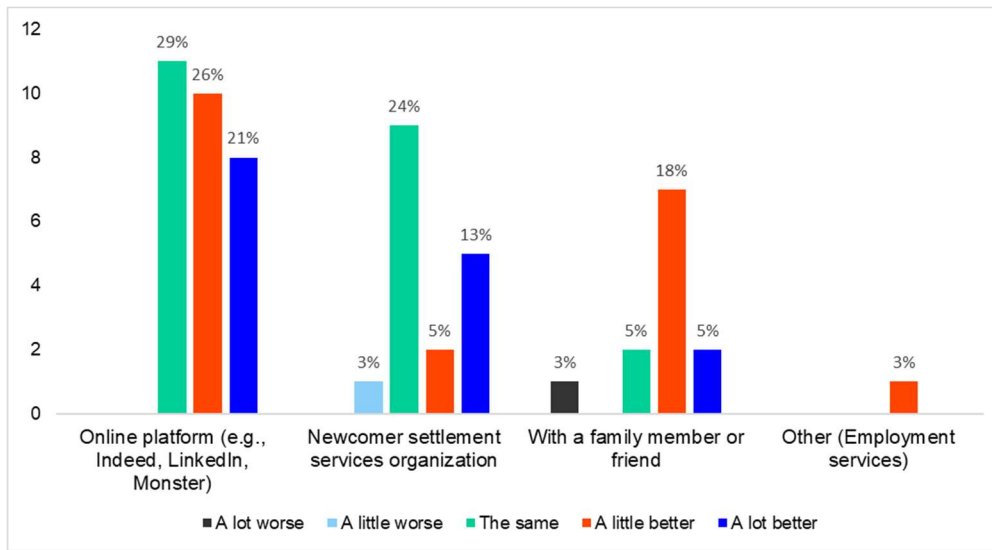


FIGURE 10. IMPACT OF CAREERATLAS ON CLIENT UNDERSTANDING OF SKILLS AND EMPLOYMENT

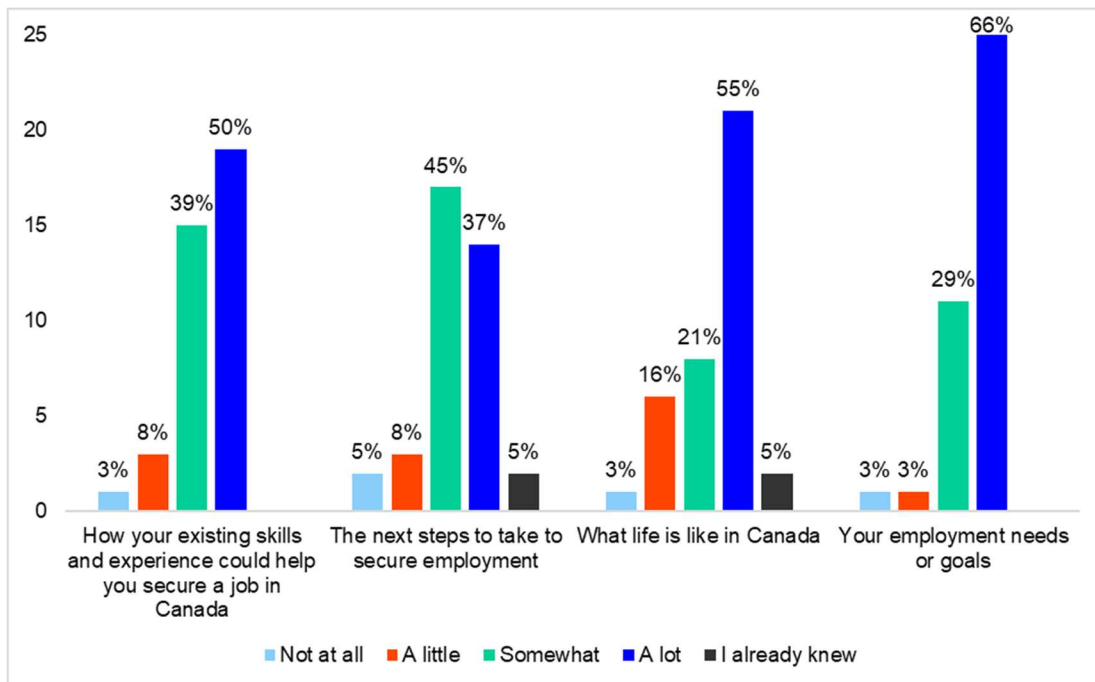


FIGURE 11. ACTIVITIES PERFORMED BY CLIENTS AFTER USING CAREERATLAS

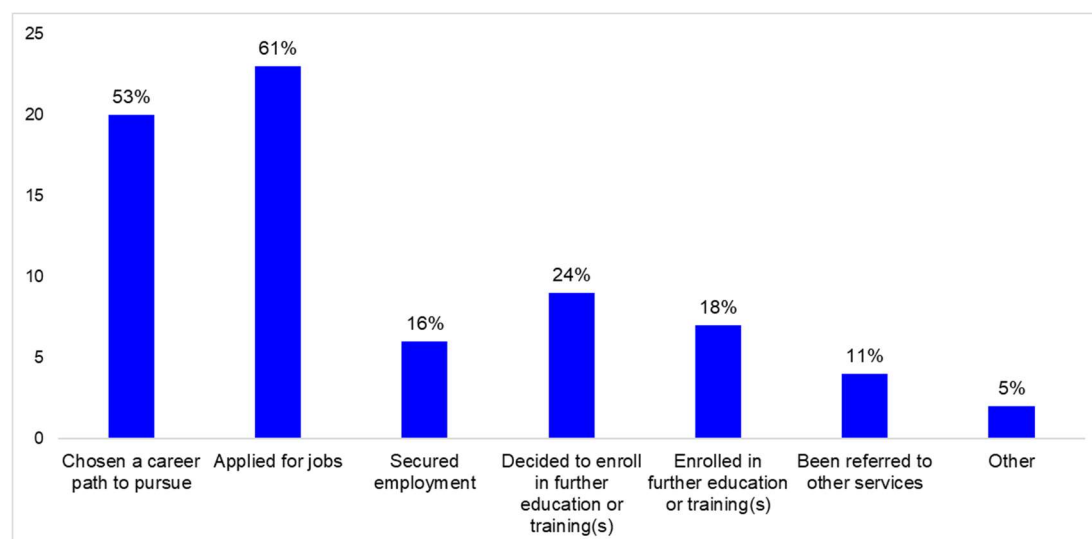


FIGURE 12. JOB POSTINGS FOUND THROUGH CAREERATLAS

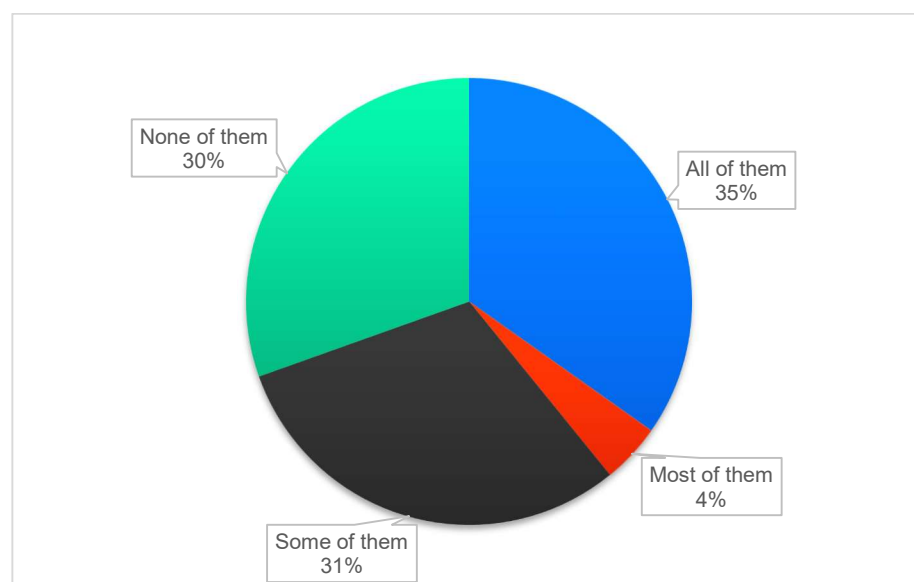


FIGURE 13. IMPACT OF CAREERATLAS ON LEVEL OF CONFIDENCE TO MAKE CAREER DECISIONS

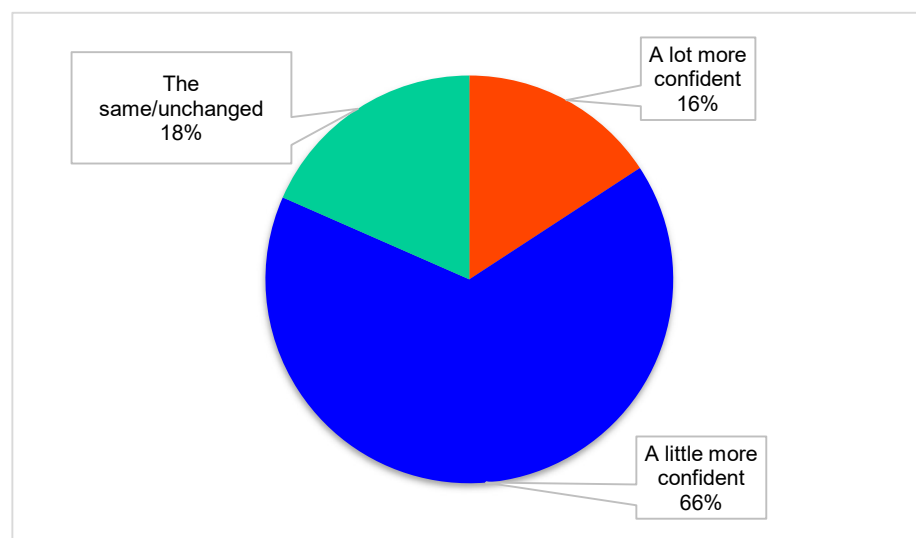


FIGURE 14. IMPACT OF CAREERATLAS ON SENSE OF READINESS TO PURSUE A CAREER IN CANADA

