



## REQUEST FOR PROPOSALS –

### TORONTO REGION IMMIGRANT EMPLOYMENT COUNCIL

#### Canadian Work Experience Initiative Evaluation: Mentoring

### **The Toronto Region Immigrant Employment Council (TRIEC)**

TRIEC champions the talent and experience that immigrants bring to the Greater Toronto Area. We support organizations to become more culturally inclusive, and help newcomers expand their professional networks and understand the local labour market. We collaborate with leaders and organizations to build a GTA where immigrant professionals can contribute to their fullest potential.

TRIEC's mantra is "when immigrants prosper, we all do". Around 50% of Toronto's population was born outside Canada. Research shows that a diverse workforce can lead to can generate better ideas and increase financial return.<sup>1</sup> But to leverage the diverse talent that exists in this region, organizations need make sure they are inclusive.

For over 10 years, we have been creating and implementing solutions to make the GTA labour market more inclusive, and make sure immigrant professionals can find the employment that matches their skills and experience.

To find out more about TRIEC's story, visit our website: <http://triec.ca/about-us/triecs-history/>

### **Solutions**

While TRIEC is engaged in a number of initiatives with a variety of different partners, there are several activities that are core to TRIEC's work. These are:

- TRIEC Mentoring Partnership is TRIEC's flagship program. It pairs recent immigrants to Toronto with a mentor in their professional field. The person being mentored builds their professional network and gains insights into the Canadian job market, while the mentor builds their coaching skills and learns how to be a leader in today's diverse workplace.

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<sup>1</sup> McKinsey & Co Diversity Matters Report, 2018: <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

The program is coordinated by TRIEC, and delivered by two types of partner. Community Partners are colleges and employment service providing agencies based around Toronto, who recruit, screen, match, orient and coach participants through their mentoring relationships. Employer partners are medium-large organizations who recruit much-needed mentors from among their employees.

The program has a proven success rate: 75% of people who receive mentoring from the program find a job in their field within one year.

In 2015, TRIEC Mentoring Partnership embarked on an ambitious strategy that will enable the program to grow exponentially. By 2021, we need to be matching 6,000 skilled immigrants per year with mentors in the GTA alone. It will also need to match 2,000 newcomers per year with mentors across Canada.

Twelve service delivery partners deliver the program across the Greater Toronto Area: ACCES Employment, COSTI, Dixie Bloor Neighbourhood Centre, Durham Region Unemployed Help Centre, George Brown College, Humber College, JobStart, JVS Toronto, Seneca College, Sheridan College, Skills for Change, and Thorncliffe Neighbourhood Office. [www.mentoringpartnership.ca](http://www.mentoringpartnership.ca)

- The Professional Immigrant Networks (PINs) Initiative – works collaboratively with immigrant networks to increase their capacity, so they can achieve more success in connecting their immigrant professional members to meaningful employment. [www.networkforimmigrants.ca](http://www.networkforimmigrants.ca)
- TRIEC Learning – online learning and in-person workshops, presentations, webinars, and resources, designed to help organizations make the most of their diverse workforce. Includes TRIEC Campus, a free online learning hub offering self-paced learning resources; the Inclusive Workplace Competencies, a resource to help organizations define the knowledge, skills, and behaviour needed to build an inclusive work culture; and Leading the Conversation, diversity and inclusion training for leaders. [www.trieccampus.ca](http://www.trieccampus.ca)



- The CanPrep program – offers employers the opportunity to connect to immigrant professionals before they arrive in Canada. A national program lead by JVS Toronto in partnership with TRIEC and others, CanPrep helps newcomers gain understanding of and exposure to the Canadian workplace culture and job market pre-arrival.

## **The Opportunity**

### **Objective**

The overall objective of the project is to conduct a primary and secondary research study to determine the value mentoring provides in achieving Canadian professional work experience and test the hypothesis that mentoring provides additional value to other active employment measures such as job search workshops, bridging programs and occupation specific language training. Additionally, the project aims to demonstrate how mentorship produces a higher rate of skills-commensurate employment at three, six and 12 months post-program than a control group.

World Education Services (WES) will be TRIEC’s main partner in this project and will be responsible for forming the control group from their client base and collecting and collating comparable data for this group.

### **Context**

This project is part of a national strategy funded by the government of Canada through Employment and Social Development Canada (ESDC) to evaluate and gather evidence on the most effective ways to help highly skilled newcomers gain their first Canadian work experience in their profession. A research and evaluation firm is conducting the overarching Canadian Work Experience Pilots evaluation based on data and findings from multiple pilot projects. As a result, there will be a need to coordinate the research and data collection across all projects. While the research and evaluation activities highlighted in this RFP are specific to the mentoring initiative, the successful consultants will be required to work collaboratively with the evaluation firm to provide the data needed to support the overarching evaluation.

The specific objectives of this project are to:

- Determine the level of demand for mentoring as an intervention;
- Determine the success of TRIEC Mentoring Partnership versus a control group;
- Analyse the employment outcomes and salaries of those participating in the project;
- Analyse the attitudinal and behavioral shifts of mentors participating in the mentoring program towards newcomers and resulting impact on their employers; and
- Recommend an approach and practices to support the development of a plan for scaling mentoring on a national level.

### **Project Description and Activities**

The selected consultant(s) will be required to conduct independent research and evaluation for the project. Research work will consist of 3 distinct but related components:

1. Literature review and research (estimated 20 days: June-August 2018)
2. Assessment of demand for mentoring in urban centres across Canada (estimated 40 days: January-March 2019) and recommendations for an approach and practices to support the development of a plan for scaling mentoring on a national level
3. Evaluation design (estimated 20 days: March-April 2018) and analysis of mentoring outcomes (estimated 50 days: October-November 2019) generated through TRIEC Mentoring Partnership and the control group. This will include conducting focus groups to validate research findings (April-July 2019).

It is estimated that another 10 days will be spent monitoring data collected and compiled by the TRIEC Research and Partnerships Specialist.

The RFP process will determine whether this work will be conducted by one researcher / research organization or if it will be split between more than one independent researcher / research organization. Research will be conducted at various stages throughout the project. An evaluation framework/design will

be created at project outset to ensure all indicators and necessary data points are collected with literature review taking place in fiscal year 2 and the assessment of demand taking place in the last fiscal to ensure timeliness of data.

Specifically, the selected consultant(s) will:

### **Literature Review and Research**

- Conduct research on impact of mentoring using available data from other mentoring programs across Canada.
- Review previous work and other mentoring programs to collect relevant information on measures of implementation and recommendations for scaling up.
- Review research conducted by Boston Consulting Group and update data with new research taking into account new immigration trends to ascertain level of demand for mentoring.
- Conduct review of literature on the impact of mentoring on skilled immigrant employment outcomes. Anticipated themes include contrasting mentoring impact with other interventions (e.g. Employment Ontario data where available).
- Conduct focus groups to validate research findings. These will include 2 sets of separate focus groups of employers, TRIEC Mentoring Partnership service delivery partners, mentors, mentees and control group participants.

### **Analysis and Reporting**

- Establish measurement framework for project
- In consultation with project team, finalize data sets to be used in evaluation
- Conduct comparative analysis of outcomes of TRIEC Mentoring Partnership participants against control group.
- Analyze learning from TRIEC Mentoring Partnership, and results of literature review to identify measures of implementation and recommendations for improvements to scale up.

- Analyze mentor/employer survey results to determine impact of their involvement in mentoring.
- Prepare a final report drawing on research data, literature review and other mentoring program data as appropriate including recommendation for demand and scaling.

### **Deliverables**

1. Final project report, including quantitative and qualitative results, analysis and recommendations;
2. National employer model - how employers' needs can be met to meet mentor demand in the seven cities. This will build on work previously undertaken for TRIEC;
3. National co-ordination model – recommended practices to ensure collaboration in the short and long term to facilitate ongoing national shared learnings, co-ordination and optimization for scale. This will build on work previously undertaken for TRIEC;
4. Relevant and accurate project data to inform future federally coordinated and supported labour market integration initiatives for highly skilled newcomers and professionals.

The selected consultant(s) will present their findings to TRIEC in the form of a report and a PowerPoint presentation with key findings.

### **Candidate requirements**

- Based in Downtown Toronto, or able to travel to TRIEC offices at 250 Dundas Street West
- Demonstrable expertise in research and program evaluation
- The capacity to complete the assignment in the required timeframe
- The ability to handle complex projects with multiple stakeholders



- The selected party or parties will be able to apply a tried and tested, structured approach that supports TRIEC and its stakeholders through each process and phase of the project.

### **Evaluation criteria**

Our decision will be based on:

- Description of your approach and how you work with clients and stakeholders
- Examples of similar projects you have delivered
- The extent to which you meet the other requirements listed above

### **Process and timeline**

Summary of key dates

- March 5: RFP deadline
- March 7: Selected bidders invited to present
- March 12 and 13: Presentations
- March 15: Chosen consultant(s) notified
- March 19-23: Contract signed and work started

### **Submission details**

Please submit your written proposal to Debroy Chan, Director, Immigrant Inclusion Strategies, by 5:00 pm on Monday, March 5, 2018.

[dchan@triec.ca](mailto:dchan@triec.ca)

416.944.1946 ext. 279

Please register your intent to submit and direct any questions to the above contact by noon on Friday, February 23. Answers will be shared with all registered applicants on Monday, February 26.



### **Content of submission:**

1. A proposal describing your relevant background to include skills and qualifications
2. A work plan outlining how the above-mentioned tasks would be carried out within the required timeframes.
3. An estimate of fees to be charged.
4. A current resume.
5. References: Names of three recent clients and their contact information (contact person, title, company, address, telephone number, and email).

### **Our Commitment to Supplier Diversity**

At TRIEC we are committed to Diversity and Inclusion in all areas of our organization.

As an organization that supports and promotes the prosperity of skilled immigrant talent we strive to cultivate a pool of diverse suppliers\* who embody our values. We are committed to an inclusive procurement and supply chain process which creates long-term sustainable value in the community.

Organizations that are able to clearly demonstrate their commitment to and alignment with these values will be looked upon favorably.

*\*A diverse supplier is a business owned by an equity-seeking community or social purpose enterprise. These communities include, but are not limited to, women, Aboriginal people, racial minorities, persons with disabilities, newcomers and LGBTQ+ persons.*