

**FINAL ACTIVITY REPORT**

**Targeted Training Initiatives Program**

*February 1, 2016 – March 31, 2017*

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Submitted by Alex Rowlson, Project Manager

**Hiring of Personnel**

Nicole Diakite started March 6th, 2017, as Executive Director to fill the vacancy since Emily Breen’s departure. 1 PTE job coach was hired in Baker Lake to support a client working for Kivalliq Property Development. 1 FTE Kitchen Assistant was hired to meet growing demands of the Inclusion Café, and his salary is paid for through catering revenues.

**Activity 1 – Delivery of Inclusion Café as a case study and possible model for replication within the food service sector for replication in communities in Nunavut**

*Activity 1.1* As noted in the last report, the Inclusion Café continues to serve the daily soup kitchen meal to approximately 150 clients a day. Turning the soup kitchen into an inclusive eating space open to both soup kitchen clients and the general public continues to be a challenge, with the overwhelming majority of meals being served to non-paying customers. NDMS is exploring ways to sell products to the wider public, such as by developing an online ordering platform for small batches of baked goods or holding regular bake sales in the community. Doing so would both allow NDMS to provide new training opportunities for clients in terms of customer service and cash handling, and would also provide NDMS with an increased stream of revenue.

Another challenge facing the Inclusion Café is that we have become a victim of our own success. With the increased quality of food being served at the soup kitchen, we are attracting more and more clients each month. While we continue to serve 150 clients a day, each day we distribute over 250 portions, which clients bring back to other family members or use for themselves for additional meals. In addition, we struggle to serve all clients in one sitting as we don’t have the space to seat everyone. While a bigger building would be an ideal solution, we are discussing other options, such as holding two lunch sittings.

Catering continues to be the main source of revenue for the Inclusion Café. In February and March, our schedule has been full of catering contracts, with multiple events in one day a regular occurrence. We have also started to hold regular lunches at the Francophone Centre again, an arrangement both of our organizations are happy to see re-established. The increase in catering has been a great assistance to NDMS financially, and allowed us to cover additional hours for job coaches to assist our clients. Further, the increased exposure of our clients abilities at catering jobs has resulted in more employment opportunities. Café Coordinator Michael Lockley is beginning to find jobs for Inclusion Café participants at food service businesses in the community, with two clients to start work shortly as dishwashers.

Another result of increased catering contracts is need for a vehicle to service catering jobs. When the Inclusion Café first started catering events, NDMS used staff cars and taxis to deliver food. But with more and more events each week, this has been unsustainable. To address this situation, NDMS has been renting a truck from Driving Force, which has been a big assistance in terms of meeting catering demands. NDMS is currently exploring a long-term lease of a vehicle, which we will continue to need for the Inclusion Café and other future programing ideas.

*Activity 1.2* Executive Director Nicole Diakite and Project Manager Alex Rowlson developed customer and employee experience surveys to gauge the awareness of inclusive employment among Food Centre clients. These surveys were delivered by job coach Cristian Bernal. The results of these surveys have been included as an appendix to this report.

*Activity 1.3* At the end of June 2016, former Office Manager Carolyn Curtis and current Project Manager Alex Rowlson visited Pangnirtung to consult with the Inuit Ilagiit Society about launching a soup kitchen and café in the community to both help address food insecurity and employ people with disabilities, as detailed in the previous progress report. Michael Lockley, the current Inclusion Café co-ordinator, visited Pangnirtung from March 27th to April 1st, 2017, to follow up with the Inuit Ilagiit Society and provide training in kitchen skills and food safety to soup kitchen staff and volunteers.

*Activity 1.4* Carolyn Curtis and Robyn Campbell have completed work on the NDMS Guide to Social Enterprises in the North. An executive summary has been translated into Inuktitut and French and will be included along with the guide on our website and social media promotion. This guide has been included with this project update for review.

*Participant Progress Evaluations*

All in all, the Inclusion Café served 16 clients this fiscal year. Of the 16 clients, 10 additionally participated in the Sivuariit Employability Skills Training Program. For those 10 clients, progress evaluations are located in the Sivuariit section of this report. Progress evaluations for the remaining 6 are below:

**A**  - A was working at the Inclusion Café from October 2016 to January 2017. Before coming to the Inclusion Café, A struggled to hold down a job. A lives with a variety of medical and mental health conditions, which present challenges for her in the workplace. Some were easier for staff to deal with and accommodate than others. A struggled with interactions with both staff and soup kitchen patrons, and would often be overcome with anger. Staff tried to teach A coping techniques, and minimized her interactions with the public to help reduce her stress levels. However, after a violent altercation with a soup kitchen client which required the assistance of the RCMP, A was asked to leave the Inclusion Café as we do not have the resources needed to properly support her.

**B** – B worked at the Inclusion Café up to May 2016. During her time at the café, Eva excelled at dishwashing and general cleaning duties. She has a happy and open personality, and has meaningful interactions with Café staff and catering clients despite limited verbal skills. Since ending her time at the Inclusion Café, B has started working part-time at a local grocery store, where she is a valuable member of the team. Conversations with her manager have been positive. B has been praised for her quick ability to understand tasks and routines, and her manager has stated that little additional training was needed for B to succeed at her job. In addition to working at the grocery store, B also takes on casual housekeeping jobs in the community with the support of a job coach.

**C** – C started working at the Inclusion Café at the beginning of March, 2017. Before that, C was unemployed, but had worked previously as a janitor. Since starting at the Inclusion Café, C has been a dependable staff member. After focusing on cleaning tasks for his first shifts, he has been open to learning new skills to take on different duties in the kitchen. C would be well-suited to work outside the Inclusion Café with minimal support needed; however, C will be leaving the territory shortly for an indefinite period to receive treatment in Ottawa.

**D** – D worked occasional shifts at the Inclusion Café in spring and early summer 2016. During her time at the Inclusion Café, she focused on cleaning and dishwashing, and was able to move on from our supported work environment to find part-time employment as a housekeeper at a local hotel.

**E** – E started off as an Inclusion Café employee in October. E had a lot of employment experience before starting at the Inclusion Café, but mental health issues had made it difficult for her to sustain continuous employment. E demonstrated herself to be adept at many kitchen duties, a quick learner, a good mentor, and a dependable employee. In particular, her ability to explain tasks and responsibilities to co-workers in Inuktitut has been an asset to the team. Due to her success at the Inclusion Café, she was hired by NDMS to be a job coach for our clients beginning in December 2016

**F** – F has worked for the Inclusion Café on a recurring basis for the past 18 months. He is social and enjoys being occupied with tasks, but can sometimes get overwhelmed in fast-paced environments. Over the past year, F made significant improvements in learning how to manage workplace stress, and was working up to 24 hours a week. However, despite his best efforts, Sandy had some unfortunate employment experiences this year. After working for two weeks this spring as a housekeeper for a local organization, he was let go for discriminatory reasons. After telling F it just simply wasn’t working out, the manager informed Sandy’s job coach (myself at the time) that there had been complaints that it was inappropriate for a person with mental health issues and intellectual disabilities to be around the organization’s clients. Despite my best efforts, F’s manager was unwilling to discuss a solution to this problem. NDMS offered to assist F in filing a human rights complaint, but Sandy did not want to pursue the matter. Then, in the fall, F was hired as a dishwasher at a local restaurant. Things were going quite well, and his job coach was reporting that F was making significant progress in a number of areas and that F was as productive as his co-workers. However, just shy of his probationary period, F was fired with little explanation. After speaking with F’s manager, F’s job coach got the impression that the position had been intended for someone else all along. Again, F declined to pursue the matter further. Since then, we have tried to get F to work shifts at the Inclusion Café, but his eagerness to work has been diminished.

**Activity 2 – Design and deliver a facilitated round table in Iqaluit on economic inclusion**

All proposed activities have been completed and discussed in the previous progress report.

**Activity 3 – Provide direct training and employment for people with disabilities.**

*Activity 3.1* Between Oct. 17th and March 31st, NDMS ran the Sivuariit Employability Skills Training Program in Iqaluit. 10 participants with a range of intellectual and mental health disabilities took part in this initial pilot run of the program. The Sivuariit Program consisted of classroom-based training sessions in employability skills such as communication, teamwork, organization, and professionalism. Participants also received concurrent on-the-job training through the Inclusion Café. NDMS paid for participants’ wages during the on-the-job training through a Kakivak wage subsidy.

Classroom instruction took place one or two nights a week from Oct. 17th to Feb 1st, for a total of 20 training sessions. Of the 10 participants, 7 successfully completed training and 3 partially completed training. Of the three who partially completed training, one had to be asked to leave the program. In all, 9 of the participants successfully increased their employability. Since completion of the program, 9 participants remain employees at the Inclusion Café, while 3 participants have secured additional jobs in the community. NDMS continues to provide job-search assistance to Sivuariit graduates to help place more of them in permanent jobs.

The Sivuariit Training Program was a success, and participants were able to put the skills they learned into practice in a real-world employment environment. Participants responded well to lessons on stress-management, and have been using breathing exercises and mindfulness techniques during high-pressure times at the Inclusion Café. Participants also benefitted from lessons on building self-esteem and positive work attitudes. As these lessons came towards the end of the program, participants were able to reflect on the skills they developed from the course and took pride in the accomplishments they made.

Participants also responded well to the inclusion of IQ values and Inuit culture into the program. NDMS Programming Assistant Susan Samurtok acted as co-facilitator, and was able to provide Inuktitut translation as needed for program participants. In addition, Pitseola Ineak was hired as a job coach at the Inclusion Café, and her ability to speak in Inuktitut to participants has been an invaluable asset for on-the-job training. In the Sivuariit program, IQ values were used to start conversations on perseverance, community service, innovation, and inclusion, among other topics. NFB films on Inuit culture were used during units on communication to great effect.

One of the greatest assets to the program was Occupational Therapist Johanna Paquin, who was hired on contract by NDMS to provide services to our clients. In particular, Johanna worked closely with two clients whose disabilities resulted in challenging behaviours that were difficult for NDMS staff to manage. Starting in October 2016, Johanna carried out employability and behavioral assessments and counselling with one client who has a traumatic brain injury on a weekly and biweekly basis. These sessions were a great assistance in helping NDMS understand how best to support this client, and helped the client be more aware of how his disability informed his behaviour, and understand what triggers led to certain behaviours. Johanna also worked with another client starting in December for a few sessions, and was able to provide NDMS with suggested modifications to the workspace and a list of accessible equipment that would improve the work environment for our clients. Johanna was beginning to make some good progress with both clients before having to leave the territory for a permanent job in January. Without regular occupational therapy sessions, the two clients she served have continued to struggle, and NDMS has continued to struggle with how best to serve them. We are currently trying to secure funding to hire an occupational therapist to be on staff to better serve our clients.

Further, as this was a pilot project, it allowed us to identify areas in the program to improve for the next time we offer this training. One of these areas was intake and assessment. At the outset of the program, NDMS decided not to use clinical assessment tools with our clients, as we wanted to avoid applying labels to our clients or ranking them on impersonal scales. As the majority of our clients come from institutional settings, we felt that subjecting them to another round of clinical assessments could be stigmatizing or retraumatizing. Instead of clinical assessments, NDMS used the PATH & MAPS visual planning tool developed by the Inclusion Network. PATH & MAPS is a person-centered planning tool that involves members of the client’s family and support circles. Through illustrated facilitation, the planning team charts the skills, talents, and abilities of the client, discusses how the client can best be supported to allow these skills, talents, and abilities to shine, and charts a course for clients to reach their goals. Being a highly visual tool, PATH & MAPS is particularly suited to clients with low levels of literacy.

PATH & MAPS were useful tools, and the planning sessions were quite enjoyable to clients. However, it was difficult at times to gather the needed family members and community members who know the client well to participate in the planning sessions. In particular, for clients staying at the Isaccie Adult Group Home, many had family that lived outside of Iqaluit, or, more sadly, had no interest in participating. Without the support of people with more personal knowledge of our clients, PATH & MAPS was not the most effective planning tool. Further, based on the behaviour issues of certain clients that arose during the course, and Johanna’s work in addressing those issues, it became apparent that some clinical assessments and intake processes for clients would be beneficial for all involved. As NDMS prepares to offer Sivuariit again, we will work to develop a more robust intake and assessment process.

A more developed intake and assessment process will also help us to group clients with similar cognition levels together. For the pilot project, the group of participants had a range of disabilities, with some being able to work mostly independently and others needing a greater degree of support. This approach was chosen to best embody the ideal of inclusion, and to allow higher-functioning participants to be mentors for those needing more assistance. Some of the higher-functioning participants took well to this role, and were eager to support their course-mates. Others did not take to the blended approach well, and limited their participation in the program as they thought it was not suited to them. From an instructional point of view, it was difficult to make lesson plans that were relevant and accessible to all participants in a blended classroom. In future iterations of the program, NDMS will try to group participants with similar abilities together. At the same time, to continue with the spirit of inclusion, groups will be combined when feasible for activities such as field trips or guest speakers.

Another area that will run more smoothly for the next iteration of the program is how participants are paid. When the Inclusion Café first started as an NDMS program, clients were paid in cash at the end of each shift. These payments were honoraria for participation in the program. With the Inclusion Café expanding its operations, we moved all staff and clients over to a payroll system starting at the end of November 2016. For clients, this transition was made gradually to help minimize the impact on them. At first, all clients were paid weekly. While we thought this would strike a good balance, it was hard to please everyone. Some clients wanted to be switched to a biweekly pay schedule so they would get larger cheques on payday and be able to pay for big expenses like groceries and bills, while others wished to remain on a daily pay schedule as it was difficult for them to budget their money. Ultimately, it was decided that all clients would be paid on a biweekly schedule. As Sivuariit and the Inclusion Café are intended to prepare our clients for employment in the community, our clients need to be used to receiving biweekly pay as this is common practice. In future iterations of the Sivuariit program, more time will be spent on budgeting and money management to pre-emptively address any possible problems.

Additionally, an unforeseen problem to arise from the switch to biweekly pay was increased absences. When clients were getting paid at the end of every shift, they had an incentive to show up each day. With the switch to weekly then bi-weekly pay, more staff began missing shifts, particularly following payday. As we prepare to offer the Sivuariit program again to a new cohort, we will put more of a focus on preventing absenteeism. At the same time, the Inclusion Café will review its policies to try and address this increased absenteeism. Of course, as an accommodating and supported work environment, it is important to strike the right balance between allowing clients flexibility in their schedules, and meeting the demands of a busy catering and food service establishment.

*Participant Employability Evaluations*

**G** – Before the Sivuariit program, G had been working at the Inclusion Café for about a year. She had also previously worked as a babysitter, and at a daycare. G did well in the training program, and was inquisitive and eager to participate. G often had anxiety attacks, which made it difficult for her to stick to a regular schedule. During the training program, G put significant effort into learning techniques to manage her anxiety, and recognize signs of stress. As a result, she has been able to work more often and stick to her schedule better, and had the best attendance record of all participants. G served as a good mentor to other program participants, and was a great team member. G has started working as a dishwasher and food prepper for a local catering company.

**H** – H had been working for the Inclusion Café for a few months before the start of the Sivuariit program, but was taken off the schedule in the fall after an incident with management. H has a lot of potential, and is an intelligent and capable young man. However, H struggles to realize how his disability affects his behaviour, and has pronounced difficulties with social interactions. To help address these issues, H worked closely with an occupational therapist during the training program, and was beginning to make significant progress. While he tended not to participate in training sessions when he attended, he did well with similar material during his occupational therapy sessions. He was placed back on the Inclusion Café schedule in January, and was able to find part-time contract work with a federal department. However, after the OT contract ended, H began to withdraw from the program and refuse any further interventions by NDMS. Then, after a violent incident at the NDMS office in February, H was removed from the program.

**J** – J is a joy to be around, and has a bright personality and happy disposition. J has worked for the Inclusion Café since the project began, but has no other work experience. With close supervision, J is able to perform a number of tasks in the kitchen, and takes tremendous pride in her famous chocolate-banana macaroons. J is a helpful, thoughtful, and considerate teammate, and during training made significant progress on listening and communication skills. With the help of a job coach, J could do well in a casual position that lets her socialize with people, and will continue to work for the Inclusion Café.

**K** – K had previously worked for the city at the Iqaluit dump for a number of years, but has struggled to find long-term employment since leaving that job. K is an active member of the community, and volunteers for a number of causes. He is an eager learner, and during the training program he excelled as a mentor and team leader. K is committed to self-improvement, and since starting Sivuariit, K has started work on the PASS program while also taking FoodSafe courses. K is eager to find work in a kitchen environment, and would be able to work a part-time schedule, with some minimal support from a job coach. NDMS is actively seeking a food service job for Don, and in the meantime has found him work cleaning and filing with a local business.

**L** – At the beginning of the program, L had no work experience. She often required a lot of support to stay focused and participate in activities. Over the course of training, L made a lot of progress and was able to work more independently. After starting on-the-job training at the Inclusion Café, L has taken readily to working, and is able to manage shifts on a regular basis. With the support of a job coach, L could take on odd-jobs in the community such as cleaning or shredding paper in offices and can continue to work regular weekly shifts at the Inclusion Cafe

**M** – Before the Sivuariit training program, M had done casual work shoveling snow in the community, but otherwise had limited work experience. Since starting training, M has gone from working minimal shifts, to multiple shifts a week. With the support of a job coach, M could do casual shredding and light cleaning in an office or kitchen environment. However, M does not have a SIN card or birth certificate, which has resulted in him not being able to take jobs offered to him. Despite repeated efforts by NDMS and Isaccie staff, we have yet to be able to get the needed involvement of his family. M is also in need of a hearing aid, which would greatly improve his ability to work and communicate.

**N** – N lives with a number of mental health conditions and socio-economic factors which are significant barriers to employment. N had little work experience at the beginning of training, most recently working as a dishwasher. He had problems with staying focused on tasks, and would often disappear for long periods or leave shifts unannounced. Similar behaviour was seen during the training program, and N did not attend half of the sessions. He struggled with the switch away from biweekly pay, and often gets upset with management about his pay. Despite these challenges, N has been making progress. By working closely with a job coach and occupational therapist, N has been getting better at completing tasks and sticking to his schedule, and is gradually learning to manage his money better. N would benefit tremendously from regular medical attention and a secure living space. Until these basic needs are met, N will continue to struggle with employability

**O** – O worked for the Inclusion Café since the program first started. He has not had a job elsewhere. O is a happy and energetic individual with a great personality. He has limited verbal communication ability and limited use of his hands. Despite these challenges, O is an eager employee, and likes to try a variety of tasks in the kitchen. During training, O enjoyed literacy-building activities such as hang-man, and enjoyed showing off his passion for photography by helping document events. At the start of the training program, O often complained that tasks were too hard, but with encouragement would complete tasks to the best of his ability. Over time, O’s confidence has grown. With the support of a job coach, O could take on odd-jobs in the community such as cleaning or shredding paper in offices and can continue to work regular weekly shifts at the Inclusion Cafe

**P** – P worked for the Inclusion Café since the program began, but has not had other work experience. She enjoys working with others, and takes regular shifts at the Inclusion Café. P takes great pride in her work, and is able to complete many tasks with minimal assistance. Training has helped P to better communicate and understand appropriate workplace behaviour. Since completion of training, NDMS has arranged for P to start casual work with the GN shredding paper as needed.

**Q** – Q had previously worked as a housekeeper, and had been working at the Inclusion Café for about a year before the Sivuariit training program. Q is able to work mostly independently, and is a valuable member of the Inclusion Café team. In general, she has made great strides since coming to NDMS, going from living in an institutional environment to living independently in the community. However, she has recently been dealing with a number of health issues, which limited her ability to attend the training program and stick to a regular work schedule. While she would be well-suited to a number of jobs in the community, given her current health struggles it would be hard for her to maintain a regular schedule or work extended shifts.

*Activity 3.2* NDMS developed its own certification for completion of the Sivuariit program. Ilinniapaa campus worked with two program graduates to develop portfolios and resumes and provide job interview preparation as needed.

*Activity 3.3* NDMS launched a website ([www.sivuariit.com)](http://www.sivuariit.ca)) containing a digital toolkit of all lesson plans, lesson materials, additional resources, and best practices. NDMS will continue to update this website as we further develop Sivuariit through future iterations of the program. The digital toolkit will also be available on USB hard drives for communities or organizations with limited internet access.

*Activity 3.4* The digital toolkit will be linked on the NDMS website and promoted on NDMS social media accounts. Information on the digital toolkit will be distributed to interested organizations in communities, educational institutions such as Nunavut Arctic College and local DEAs.

**Activity 4 – Create a version of the PSAs to educate communities at large about labour market inclusion. Broadcast radio and video PSAs created in phase one of the project.**

*Activity 4.1* NDMS and videographer Mark Aspland currently producing a second PSA centered around the idea of inclusion and the IQ value of *tunnganarniq* (fostering good spirits by being open, welcoming, and inclusive). We are conducting interviews in Iqaluit and will be travelling to Pangnirtung April 27th-30th to gather footage there.

*Activity 4.2* NDMS began to distribute the first version of our PSA after its launch during the Nunavut Trade Show and Conference. NDMS distributed approximately 60 copies of the PSAs during the trade show to interested organizations, government agencies, and individuals. However, the reach of the PSAs is more extensive than this. For instance, an HR representative from the department of health pledged to make the PSAs available to all department employees. The PSAs will also be featured on the NDMS website and uploaded to YouTube, while also being promoted through NDMS social media accounts.

*Activity 4.3* NDMS has compiled information outlining the business case for inclusive hiring, and had this translated into Inuktitut and French. This information was distributed to round table participants along with the PSA. It will also be included with all PSAs that are distributed in the future.

*Activity 4.4* NDMS began airing the first PSA on APTN and CBC on Dec. 3rd in celebration of the International Day for People with Disabilities. The PSAs ran during December 2016 and January 2017 in primetime spots. The PSAs have already produced results, prompting a local employer in Iqaluit to reach out to us to hire a client.

**Activity 5 – Travel to 6 communities across Nunavut to engage with stakeholders on economic inclusion.**

NDMS staff were able to complete 3 initial community trips this year, which were detailed in previous reports. In addition, Inclusion Café Coordinator Michael Lockley took a follow up trip to Pangnirtung to continue consultations with the community and provide training to members and clients of the Inuit Ilagiit Society to assist them in establishing their soup kitchen. Due to staffing limitations, NDMS was unable to complete all 6 proposed community visits this year. In recognition that community visits are important to better provide services to all Nunavummiut with disabilities, NDMS hopes to continue making community trips, but in a more targeted fashion. Further, NDMS is exploring funding opportunities and community interest in running the Sivuariit program in another community. Due to our relationship with the Inuit Ilagiit Society,