



Innovation

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**EMPLOYMENT
ONTARIO**
Ontario's employment & training network

SOME THOUGHTS ABOUT INNOVATION

“When Apple came up with the Mac, IBM was spending at least 100 times more on R&D. It's not about money. It's about the people you have, how you're led, and how much you get it.” -Steve Jobs



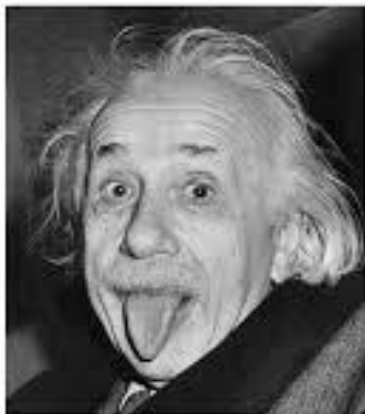
“Without tradition Art is a flock of sheep with no shepherd, without innovation it is a corpse.” - Winston Churchill.



FINDING THE RIGHT INNOVATION FOR YOU AND YOUR COMMUNITY

Ask Yourself

- What do we need to accomplish
- What do we have to offer
- Who do we have relationships with
- What are their needs
- Is a mutually beneficial collaboration possible



"In the middle of difficulty lies opportunity. The important thing is not to stop questioning."

Albert Einstein



WHAT DO WE WANT THE INNOVATION TO ACCOMPLISH

Look at your statistics- what are the current targets you are not meeting?

- Are you meeting your efficiency targets?
- Are you meeting your suitability targets?
- Are you meeting your progress and completion targets?
- Are you meeting your service coordination targets?

When it comes to change management one of the most critical determinants of success is creating a compelling case for change.



WHAT DO WE HAVE TO OFFER

What I see as Community based LBS providers biggest assets are:

- 1. our size**
- 2. our unique training perspective**



- Does your staff have a special skill set that you can capitalize on?
- Are you known for serving a particular population in your community?
- Have you noticed a trend in your intakes- is there a missing skill set- or an employer experiencing growth that needs a particular skill?



COMMUNITY RELATIONSHIPS

Is there a target population who could help you meet your efficiency, progress, or suitability goals?

- Who serves this population?
- Do you have a relationship with them?
- Can you build a relationship with them?
- What do they need and how can you help?
- Can you align your skills with their needs?



COMMUNITY RELATIONSHIPS – CONT.

If you can- meet with the front-line staff who serve the clients to get a realistic assessment of their client's needs

ES and OW have their own goals- If you can get your goals to align with theirs you have a win- win situation

Also consider:

Regular reporting- attendance and progress

Treating referring agents as another customer

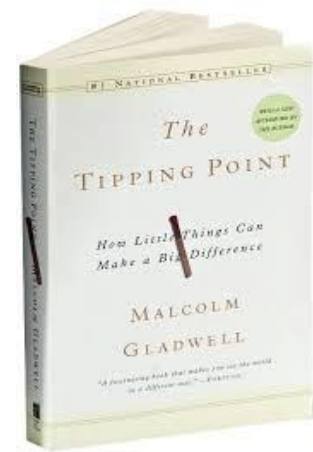
Making the referral process clean and simple

Going to them to do intakes or to disseminate information to their people



CHAMPIONS OF CHANGE

FROM MALCOM GLADWELL'S "THE TIPPING POINT"



Building your innovation team

○ Connectors

These are the people who link your organization to the rest of the community. They have a lot of friends from a lot of different networks- these are the people you will need to make introductions to community partners and to create the case for referrals

○ Mavens

These are the people who have a knack for information and details- these are the people who you will need to ask about trends and the people who can take a grand idea and make it function in the real world

○ Salesman

These are the charismatic persuaders- these are the people you will need to deliver the news about the changes to the staff and possibly to work with the connectors to solidify partnerships



CHAMPIONS OF CHANGE

- **If you have a small team you might have to become a Connector, a Maven, a Salesman, or you might have to seek outside help.**
- Often times a member of your Board of Directors can be a good **Connector**.
- If you have to be your own **Maven** but it doesn't come to you naturally: EOIS-CaMS offers a lot of data, but you might also want to look at census data, data from local boards, or trade specific publications. Often times instructors are Mavens naturally.
- If you aren't naturally inclined to **Sales** there are a few traits that most LBS practitioners have, even if they aren't naturally assertive.
 1. Belief in what we do
 2. Optimism
 3. Empathy
 4. Problem Solving



CREATING JOB SEARCHING IN THE DIGITAL WORLD



“That wasn’t
flying that was
falling with style.”
Woody the
Cowboy



THE NEED FOR INNOVATION

The Challenges we faced

- Efficiency targets that doubled from one fiscal to the next
- The clients we service generally need more time to make progress
- A constant intake model that creates additional difficulties tracking performance and progress
- A small team
- Few resources

The Opportunities we discovered

- The OALCF- a comprehensive and flexible tool to create programming from
- A unique training environment
- Willing leadership
- A small team



FEASIBILITY PHASE

1. We approached our partners from Employment Services with the OALCF
2. We asked if we could meet with front line staff members to learn about their needs so we could develop a plan to help them serve their clients
3. We met with ES staff members and asked a lot of questions about their clients and the frustrations they face trying to serve them
4. We proposed some options for training plans based on the OALCF that would help them meet their client needs
5. We gathered their feedback about our training plan ideas

Face to Face Meetings are best but
might not be practical.

Try short phone interviews, emails
or even surveys



PROGRAM DEVELOPMENT

Some Considerations

- We wanted an attractive name
- We wanted the LBS learning to be a “side effect” of the training, not the focus
- Imbedding the learning activities- the activities created were specific to the program and were task based and relevant
- Imbedding the Milestones and Culminating Task- they needed to seem like a natural extension of the training

Some clients might need more support to be able to pass their Culminating Task – additional LBS training is easier to sell once a connection has been made between the client and the instructor



PROGRAM IMPLEMENTATION

We didn't have any additional funds to hire new staff or to rent new space

- We looked at our attendance rates and traffic patterns to determine the best time to combine classes
- We were realistic both about what we needed to do to meet our targets, but also about what we are able to do with our resources

We had to develop an new intake and intake and assessment process

- We used a model that the college uses in which people complete paperwork and intake assessments on mass upon entering the program
- We developed different paperwork with limited data fields
- We developed a new intake assessment for seamless intake
- We developed new Learner Plans with limited data fields

Our regular clients did not adapt readily to the changes at first

- We repackaged the current programming to show the benefits of being with a rotating instructor for part of the programming delivery



GROWING PAINS

We learned that

- time needed to be carved out for data entry during the intake period, because 10-15 new clients have to be entered into EOIS at the beginning of the program each session
- after the program was well developed it was better to rotate through the staff rather than having one staff take on all of the additional responsibility
- additional supports are needed for instructors to be able to manage the additional requirements
- buy in from your referring community partner is not a one time thing



OUTCOMES

- Over 33% of our current efficiency targets are met through the JSDW program
- Contributed 36% of the overall suitability indicators
- Over 90% complete and pass at least 1 Milestone
- Over 90% complete all of their learning activities
- Over 70% complete and pass the Culminating Task
- 82% are referred in as part of our Service Coordination statistics



SOME IDEAS

JSDW is not a model for every program

Here are some ideas of mine:

- Work with local street youth networks or a local nursing home to create a Health or Financial Literacy Program
- Work with a local employer or ES provider to create a job specific training program
- Work with OW caseworkers to develop a Financial Literacy and Self Confidence program

What are your ideas?