MESSAGE FROM THE CENTRE’S MANAGING DIRECTOR

We are pleased to present the 2016–17 Annual Report for the BC Centre for Employment Excellence (the Centre). Over the last five years, the Centre has supported training and capacity building for service providers and career development practitioners in BC. We have provided a number of core services on our Web site, including the knowledge clearinghouse, our popular webinar series, the BC Employment Program Hub and various engagement activities. Through the Centre, we have also been able to support community partners, employers, and others in developing and launching research and innovation projects. Through this work, the Centre has facilitated the co-creation, implementation and testing of new ideas and approaches, and ultimately the production of valuable evidence about new approaches and new ways of working.

Over this short time period, we have witnessed the emergence of a community of practice of diverse partners who are now engaged in innovation with the common goal of achieving better employment outcomes for job seekers. We have developed partnerships with researchers, practitioners, community agencies, public agencies, businesses and associations, many of whom had traditionally not worked together. With our partners, we have established a promising institutional approach to foster and support knowledge and innovation — a model that has been adopted and adapted in three other provinces. This is something we can all be proud of.

The Ministry of Social Development and Social Innovation has advised us that the funding agreement which supported the Centre’s core activities will not be renewed. As such, the day-to-day operations of the Centre ended on May 31, 2017. However, the Centre’s Web site and its information and resources will continue to be available to support BC’s employment sector. Over the coming months, we will be looking for ways to keep the Centre’s Web site active and some of its core content up-to-date for its 2,500 monthly visitors.

In addition to providing core services and capacity building to service providers and career development practitioners, the Centre has been active in the Research and Innovation program. We intend to stay very engaged in this area and will continue to seek partnerships to find innovative solutions to real-world problems. This has been our passion at the Centre, and my personal passion for the last 30 years.

When we first launched the Centre, we were welcomed by the sector with open arms. We recognized right from the start that our effectiveness relies on the strength of our relationships with community agencies, employers and others. You and many others gave us your time, your generous support, your encouragement and your willingness to collaborate. We are honoured to have worked alongside so many dedicated, committed and passionate people. We have learned from you, and we hope you learned from us as well.

Looking ahead, we remain inspired by the same mission that has animated the Centre since its beginning. The narrative may have changed, but this is not goodbye. We look forward to continued collaboration with the remarkable individuals and organizations that keep research and innovation thriving in BC.

Susanna Gurr
Managing Director
BC Centre for Employment Excellence
MESSAGE FROM SRDC’S PRESIDENT AND CEO

The Social Research and Demonstration Corporation (SRDC) is pleased to have supported the BC Centre for Employment Excellence in its activities over the last five years. The Centre has been an inspiration to other provincial governments, leading several jurisdictions to create Centres of expertise of their own with the same objectives of supporting their employment services sectors and to engage labour market partners in the search for innovative solutions to labour market challenges.

I am proud of the work accomplished by the dedicated team at the Centre and their many partners. In the coming months, SRDC will work with the team to find ways to continue building knowledge, partnerships, collaboration and research excellence.

Jean-Pierre Voyer
President and CEO
Social Research and Demonstration Corporation

CONTACT INFORMATION

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The Centre is based in Vancouver and is a division of the Social Research and Demonstration Corporation (SRDC), an established national non-profit, non-partisan, social policy research organization. For more information about SRDC, contact:

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ABOUT THE CENTRE
The BC Centre for Employment Excellence is an independent research and knowledge-sharing organization created to support the employment services sector and the employer community in BC with the best available evidence on issues related to employment and labour market programs and policies. The Centre is based in Vancouver and was set up as a division of the Social Research and Demonstration Corporation (SRDC), an established national non-profit, non-partisan, social policy research organization.

MISSION
The Centre aims to act as a coordination point for research on employment in British Columbia (BC). It connects its key stakeholders with the best and emerging information about employment and training programs, practices, resources and tools. The Centre offers a Web site, training, research studies and other opportunities to enhance the knowledge and capacity of service providers, practitioners and employers, with the aim of improving employment outcomes for all job seekers.

The Centre has a particular focus on job seekers who may require specialized services, such as people with disabilities, immigrants, Aboriginal people and youth.

GUIDING PRINCIPLES AND VALUES
The Centre is well-regarded for its ability to engage with key stakeholders and build collaborative and trusting partnerships. The key principles and values that guide the Centre’s work include:

- Ensuring relevant information is provided and presented in a useful and accessible manner;
- Delivering research and information that is independent and rigorous;
- Dealing with issues of significance to key stakeholders which address gaps in the existing knowledge base;
- Actively working in partnership with key stakeholders by fostering and building trust and collaboration to strengthen the Centre’s relevance and impact;
- Co-creating and collaborating on new approaches in the spirit of continuous learning and improvement;
- Leveraging and building on existing resources to avoid duplicating available services and support;
- Encouraging sharing and learning among its key stakeholders; and
- Celebrating innovations of other stakeholders in the sector.

RESEARCH AND INNOVATION
It is part of the Centre’s mandate to strengthen the bridge between knowledge to action in order to inform policy and cultivate evidence-based practice or, put simply, “to do what works.”

In its fifth year, the Centre managed a suite of projects under its Research and Innovation (R&I) program. The projects vary in scope, research objectives, target populations, collaborations and methodologies, but together they combine to foster a culture of innovation that encourages creativity and knowledge building in the employment services sector. The projects were funded through the Ministry of Social Development and Social Innovation’s Community and Employer Partnerships Research and Innovation Program. This funding is separate from the Agreement that supported the core activities at the Centre, and thus several projects are continuing passed May 31, 2017.
PARTNERS
The Centre is managing and evaluating the project with its partners Lookout Emergency Aid Society and Open Door Group (ODG)—a cross-sector partnership between housing, employment and research.

GOAL
The Employment Navigator Project (ENP) incorporates best practice and aims to bring together Housing First and Customized Employment approaches to deliver employment supports to tenants in supportive housing. The objectives of the Employment Navigators are to encourage individuals to consider the possibility of employment and to help them connect with the existing services and supports needed to make employment a reality.

DURATION
October 2015 to October 2018

DESCRIPTION
The ENP model is client-centred with Employment Navigators located in supportive housing providing one-to-one support to clients. Employment Navigators work closely with tenants to identify and access supports to move them along their path to employment using implicit career search techniques and Customized Employment. The Employment Navigators work with individuals to identify employment and related goals and to improve employment readiness by accessing a range of existing community supports. When appropriate, the Navigators refer participants to the WorkBC Centre operated by ODG where they are able to access the range of supports and services through the Employment Program of BC. The Employment Navigators provide ongoing support to help participants sustain employment and continue progress towards their goals.

METHODOLOGY
To ensure the evaluation captures the processes generated by the project, CEE has adopted a comprehensive approach that is grounded in developmental evaluation. This approach is participatory and will provide a format for key partners to be actively engaged with all aspects of the evaluation. The evaluation design consists of three main components—implementation research, case studies and comparison site—and each component will use a range of qualitative and quantitative methods.

PROGRESS TO DATE
A considerable amount of time during the initial months of this project was spent on outreach and engagement activities with residents of the three participating Lookout buildings. These activities have received a positive response and have been an important part of raising the profile of the ENP within the community, highlighting the supports available as well as building trusted relationships between the Employment Navigators and residents. The Employment Navigators’ efforts are now focused on working with clients to support them in their employment and related goals.

The Employment Navigators have worked closely with 30 clients to support them in exploring employment and training options. A key feature of this support has involved attending initial appointments with clients and helping them problem solve when something unexpected happens. Those clients in work and training emphasize the support of the project as key in the progress they have made.

WHAT’S NEXT?
Over the next year ENP will continue to support existing and new clients. The evaluation team will track and interview case study participants to monitor their progress and to understand the role of ENP in supporting them to achieve their goals. Digital storytelling training will be provided to clients to help them produce a first-person narrative about their experience with ENP.
**PARTNERS**
Community Social Planning Council of Greater Victoria

**GOAL**
This pilot project is examining the effectiveness of Employment Social Enterprise (ESE) paid placement opportunities in providing valuable employment experience, as well as on-the-job hard and soft skills training. Its purpose is to increase the employability and potential long-term employment outcomes of youth clients referred through WorkBC Centres and other employment service partners.

**DURATION**
February 2016 to January 2019

**DESCRIPTION**
ESEs have the potential to offer disadvantaged job seekers the opportunity to jumpstart their careers by establishing meaningful contact with a workplace and employer in a relatively safe environment and increasing individuals’ resilience to setbacks they may encounter en route to success. The project aims to rigorously assess the effectiveness of this approach within an employment service delivery context.

The project team is engaging WorkBC Centres, other employment service providers and social entrepreneurs on Vancouver Island and in the Lower Mainland to generate temporary paid work placements in ESEs for youth facing barriers to employment or “opportunity youth.” Employment service providers are involved in recruiting youth clients to participate in the study, referring them to the ESE placements and providing supports to clients before, during and after placement. The project’s ESE partners will provide participants with placements at least six months in length in a range of sectors and occupations. After the placements, participants will have the opportunity to interview for positions with mainstream employers.

**METHODOLOGY**
The project utilizes a random assignment design where a minimum of 75 youth in the study group are offered placements compared to a similar number of youth (or more) that are not offered an ESE placement but continue to receive WorkBC services and support for which they are eligible. Youth participants are also invited to engage in participatory research activities over the course of the project to provide deeper insights into their circumstances and motivations, as well as input into how to improve the program to more effectively meet their needs.

**PROGRESS TO DATE**
The project currently has five ESE partners, with an additional number of employers in the process of joining the project. To date, 25 youth clients in the Vancouver area have been referred to the project, several of whom have been placed with the ESEs. *Youth Employment Social Enterprises: Project Design and Development* presents the project’s background, design and early findings from its first year of operations.
PARTNERS
SRDC is leading this project and partnering with Disability Alliance of BC, Turn2Us and Back in Motion/Avia Employment Services.

GOAL
The project aims to develop a state-of-the-art income calculator Web site to provide information on a wide range of different income sources, estimate eligibility and allow participants to explore likely changes in income following transitions into and out of employment. The project evaluation seeks to better understand the information needs of people with disabilities and those who advise them, as well as assess the impacts of improved access to information.

DURATION
February 2016 to January 2019

DESCRIPTION
For people with disabilities and their families, a contributing factor to low rates of employment is the fear of losing benefits. A comprehensive income calculator site and application will provide better information to WorkBC case managers, people with disabilities and their families. The tool is being designed to provide options to make “better off in work” total income estimates for specific job opportunities, and a personal account function to help clients tally their earnings exemption totals.

METHODOLOGY
The research design involves evaluating the impacts of Calculator BC by comparing a program group cluster of offices receiving access to the full tool and training and the control group cluster of offices participating in data collection only.

PROGRESS TO DATE
The project team has developed the Web site content and specifications and hired a Web site developer to create the online calculator.

WHAT'S NEXT?
In the fall of 2017, SRDC will look for WorkBC Centres that are willing to test the tool to help practitioners learn more about the income information needs of their clients. By participating, these centres would potentially enhance the help they can offer their clients in understanding how benefits change over time and with employment. The trial period will run from January to December 2018. The team will produce the final report in January 2019.
PARTNERS
BC-based community organizations that deliver employment programs and services to job seekers from specialized populations.

GOAL
This project aims to improve operational efficiency in organizational processes with the long-term objective of improving services and achieving better employment outcomes for job seekers.

DURATION
February 2016 to January 2019

DESCRIPTION
For-profit and non-profit organizations alike are always looking to provide high-quality client services more efficiently. Over the years, various methodologies have emerged to support these efforts. But even when armed with new strategies and tools, making changes to complex day-to-day operations and processes is never easy.

Biz Hub supports business process improvements in the employment services sector with the ultimate aim of achieving improved outcomes for job seekers. It is an industry-developed and supported peer-to-peer model that was created by non-profit sector leaders from across BC.

Biz Hub is a pilot project that tests a new idea for learning and capacity-building, but it is also a vehicle to put innovative ideas into concrete action. Implementation and testing of Biz Hub will create and support a collaborative network of individuals keen to learn and implement business process management and identify and make changes that will improve operational efficiency in the employment services sector.

KEY COMPONENTS
Biz Hub is a hub-and-spoke model with two key components—a main hub and sub-hubs. The main hub serves as the “place” to engage, share and exchange information on important and relevant business processes. The sub-hubs are where the action happens: six to eight practitioners, led by a facilitator and subject matter expert, work together to solve a specific business process problem facing their organizations.

PROGRESS TO DATE
Two sub-hubs have been convened. The first began in October 2016 and focused on client engagement. The second began in May 2017 and is addressing issues relating to staff engagement.

WHAT’S NEXT?
The evaluation team will report findings from the client engagement sub-hub activities this fall. The team will also work with the members of the second sub-hub to address key issues related to staff engagement. The results will be shared with the main hub and disseminated to WorkBC Centres and other employment service providers. Recruitment for the third and fourth sub-hubs will take place in fall 2017 and winter 2018, respectively.
PARTNERS:
- Employment Action Committee (Community Living BC, Open Door Group, Neil Squire Society, Burnaby Association for Community Inclusion, Flaherty and Associates and MacLeod Silver HR Business Partners)
- 20 employer/industry partners in the Lower Mainland of BC
- Approximately 25 service partners in the region that support a wide range of client groups

GOAL
This three-year collaborative and innovative initiative is designed to meet the dual objectives of supporting the workforce needs of BC businesses and improving employment outcomes for people with disabilities.

DURATION
March 2015 to March 2018

DESCRIPTION
This pilot project applies a business “demand-based” approach using a recruitment model to work directly with BC employers in specific industry sectors with high employment demand to match them with candidates with diverse abilities who have the qualifications, skill set, career interests and capabilities to meet the job requirements. The recruitment activities are performed by a Recruitment Specialist, who works on behalf of the project’s employer partners to interface with partnering employment agencies to recruit suitable candidates.

The Specialist monitors each employment relationship to ensure that it is successful for all parties, interfacing between the employer, employee and agency to determine if any further supports are required.

As a pilot, this project is designed to provide important insights into establishing innovative partnerships between employers and employment agencies to facilitate the employment of people with disabilities in BC. It is also stimulating collaboration among its partners and stakeholders to improve services and supports to both employers and job seekers to facilitate further inclusive employment opportunities.

WEB SITE
www.bcpartnerswin.org

METHODOLOGY
This project is utilizing a developmental evaluation approach to examine how the establishment of the Recruitment Specialist role can enable more effective partnerships with employers who are committed to meeting their hiring needs by recruiting from a talent pool of employment-ready candidates with diverse abilities. The evaluation also includes assessments of employer partners as well as a follow-up survey of job seekers to provide insights into the role that this approach can have on inclusive employment practices and improving career trajectories of job seekers with diverse abilities.

PROGRESS TO DATE
To date, BC WiN’s Recruitment Specialist team has recommended over 160 candidates for employment with employer partners; of these, 49 candidates have secured employment through the initiative with a retention rate of 75 per cent since the start of the project.

A video that summarizes the project and features employers and candidates can be viewed on the CfEE YouTube page.
PROJECT MAKINGCHANGE — INTEGRATING MOTIVATIONAL INTERVIEWING WITHIN EMPLOYMENT SERVICES FOR BC EMPLOYMENT AND INCOME ASSISTANCE RECIPIENTS

PARTNERS
• Back in Motion (Avia Employment Services)
• Empowering Change Inc.

GOAL
This pilot explored the feasibility of using a Motivational Interviewing (MI) model in WorkBC Employment Service Centres to determine how well training case managers to use MI can help clients on Income Assistance (IA) improve their access to the labour market, sustain employment and reduce IA recidivism.

DURATION
April 2015 to March 2017

DESCRIPTION
This project involved piloting MI as an approach to case management with the aim of improving outcomes for employment-obligated IA clients referred to WorkBC Employment Service Centres. MI is an intervention that goes beyond the delivery of services to focus on the prerequisites for career decision-making and the issues individuals experience that prevent them from securing and maintaining employment, such as low self-esteem, cultural differences, poverty, discrimination, self-efficacy and personal motivation. MI is intended to help clients to overcome the ambivalence that may be keeping them from making desired changes in their lives.

Seven WorkBC offices and over 150 employment-obligated IA clients participated in the project.

METHODOLOGY
The project included a rigorous evaluation of the proposed intervention, randomizing both participants/job seekers and case managers to the treatment, so that clear lessons for policy and practice could be learned and disseminated.

UPDATE
The project concluded in March 2017 with equivocal findings about the impact of MI as well as several recommendations drawn from the evidence with respect to improving its implementation. The project findings were published in a final report on the Centre’s Web site. The Centre also produced a video summarizing what has been learned to date from the efforts of this project and its predecessors to integrate MI in employment services for income assistance recipients. The Centre hosted a webinar to share results from the final report in June. The webinar can be accessed at the Centre’s Web site here.
PROJECT
MENTORING PARTNERSHIPS
FOR BC CAREER DEVELOPMENT
PRACTITIONERS

PARTNERS:
• BC Career Development Association (BCCDA)
• SkillPlan

GOAL
This pilot project examines the role that a structured mentorship program can play in supporting Career Development Practitioners (CDPs) in BC.

PROJECT DURATION
December 2014 to May 2017

DESCRIPTION
Through the pilot project, CDPs had the opportunity to form mentoring partnerships around specific topic areas where they are looking for—or wish to offer—support and guidance. This could include serving clients with particular needs and barriers, skills upgrading or other professional development opportunities, or training in the latest software or information and communications technologies. Participating CDPs were offered orientation and training on effective mentoring skills and strategies based on SkillPlan’s established mentorship framework. They were also given the opportunity to fill the role of mentors or mentees on topics of their choosing.

METHODOLOGY
A random assignment design was used to determine the effectiveness of the mentorship model in supporting the professional development needs of CDPs as well as its role in equipping practitioners to provide services and supports to BC job seekers. In addition, case studies were conducted with four WorkBC Employment Service Centres to learn about the impact of the pilot within their organizations and on client service delivery.

UPDATE
The project concluded in May 2017 with over 200 practitioners across BC having enrolled in the practitioner study, in addition to the 39 practitioners that participated in the four WorkBC case study sites. The full description of the project’s implementation, results and findings will be published on the Centre’s Web site.
In addition to leading the aforementioned R&I projects, the Centre was also commissioned to conduct evaluation of the following three projects.

### PROJECT
**MICRO CREDENTIALS FOR ADULT LEARNERS: DIGITAL OPEN BADGES BY DECODA**

**DESCRIPTION**
Digital open micro-credentials, developed by the Mozilla and MacArthur Foundations, are a new and innovative way to capture and communicate what an individual knows and can demonstrate. Decoda Literacy Solutions has recently adopted the digital badge micro-credential system for use with adult literacy programs. Decoda supports the issuance of literacy and essential skills badges (micro-credentials) to adults who participate in community-based literacy and essential skills programs. These programs are outside of formal education systems and do not issue transcripts and certificates to identify learning. The Centre will conduct an evaluation of this innovative initiative using a developmental evaluation approach to document the initiative and to identify improvements for the model.

**PROJECT DURATION**
May 2017 to November 2017

### PROJECT
**FEASIBILITY STUDY OF THE ONTARIO COMMUNITY EMPLOYMENT LOAN PROGRAM**

**DESCRIPTION**
The Ontario Community Employment Loan Program (CELP) is a social finance tool implemented in mainstream business. CELP provides a financial incentive to small- and medium-sized businesses that employ individuals facing barriers to employment, including persons with disabilities, retaining them for a minimum defined period.

The Centre/SRDC received a grant from the Disability Supports for Employment Fund held at the Vancouver Foundation to conduct a feasibility study of the Ontario Community Employment Loan Program. Drawing on information about the CELP currently underway in Ontario, the study assessed the potential for implementation of a similar program in BC.

**PROJECT DURATION**
September 2016 to January 2017

### PROJECT
**THE YWCA MULTI-DIMENSIONAL MENTORING PILOT PROJECT**

**DESCRIPTION**
The YWCA Metro Vancouver has commissioned the Centre to carry out an evaluation of NextStep, a multidimensional mentoring intervention designed to help recently educated, unemployed individuals to better integrate into BC’s labour market.

The project is evaluating NextStep’s impacts on self-esteem, confidence, motivation, industry networks and labour market attachment using a random assignment design, with half of eligible individuals receiving group and peer mentorship and the other half receiving group, peer and one-to-one mentorship.

The final report with project findings, as well as a toolkit of best practices and program and evaluation models to support other BC employment services providers implement a similar program, will be available in fall 2017.

**PROJECT DURATION**
November 2014 to November 2017

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2  [https://openbadges.org/](https://openbadges.org/)
KNOWLEDGE AND CAPACITY-BUILDING

In 2016–17, the Centre continued to enhance knowledge in the employment sector with existing products and services as well as new initiatives. Highlights from the last year in this area include:

• **Partners in Innovation Symposium**
  On May 30, 2017 the Centre hosted the *Partners in Innovation Symposium*. The symposium was part of the Centre’s mandate to strengthen the bridge between knowledge and action to inform policy and cultivate evidence-based practice. The event brought together many of the Community and Employer Partnerships Research and Innovation project leaders for the first time to share their projects and exchange information beyond the perimeters of the project partners. There were over 100 engaged practitioners, researchers, government employees and others in attendance, each of whom contributed their own expertise to the event and various dialogues throughout the day.

• **Professional Development Map for Career Development Practitioners**
  This new tool was developed to support information sharing about training and professional development opportunities for career practitioners in BC. The tool displays training information from users in an interactive geo-map and was developed in partnership with experts from UBC Okanagan.

• **A first-of-its-kind course for Career Development Practitioners: Aboriginal Topics in Employment**
  This exciting new course was developed by content experts with vast experience in the field. It was delivered by Douglas College for the first time in June 2017 after being piloted with 24 Aboriginal learners. The course was designed to introduce the key aspects of Aboriginal employment in Canada in the 21st century. The Centre supported the coordination and promotion of the course, and provided bursaries to a small number of Career Development Practitioners.

• **Exploring Disability Confidence with Employers.**
  With support from the Vancouver Foundation and in partnership with Accessibility and Inclusion Consultant Karen Lai, six Lower Mainland businesses that demonstrate disability-confident characteristics were interviewed. While each business acknowledges that they still have a lot to do, they have clearly moved from intent to action. Business profiles, inclusive strategies and next steps were part of this article, which was posted in September 2016 in celebration of Disability Employment Month in British Columbia.

“Systems are culturally defined and as career practitioners we’re responsible to be aware of this and how it impacts our indigenous clients. Thank you for sharing your knowledge, experience and teachings.”

– Douglas College Aboriginal Employment Topics student

Monika Bertrand addresses delegates of the Partners in Innovation Symposium, SFU Segal Building, Vancouver, May 30th, 2017
MANAGEMENT AND ORGANIZATION STRUCTURE

Governance
The Centre was created as a division of the Social Research and Demonstration Corporation. Established in 1991, SRDC is a national non-profit social policy research organization dedicated to determining what works in social and economic policies and programs, to the highest standards of evidence. While the Centre operates quite independently, it relies on the governance structure already in place at SRDC; SRDC’s President and Board of Directors provide general oversight to ensure that the Centre is meeting its mandate and to monitor its financial viability.

Organizational Structure

Core Team

The Centre has a core team of committed and engaged individuals. Susanna Lui Gurr, the Centre’s Managing Director, provides overall management of its strategic vision and day-to-day operations. Shawn de Raaf, the Centre’s Research Coordinator, oversees its research program. Finally, Greg Lockwood, the Centre’s Stakeholder Coordinator, spearheads its stakeholder engagement activities.

Affiliated Researchers

Similar to other knowledge-based organizations, the Centre relies on the skills and expertise of an extended team of researchers in addition to its core staff. The Centre has access to a multidisciplinary pool of experienced and established SRDC researchers who have knowledge and expertise in a variety of areas related to employment and labour market programs. These areas of expertise include income security programs, literacy and essential skills, career development and employment supports. Moreover, the multiple research and innovation projects that are being conducted at SRDC contribute to the Centre’s research and development program.

Where and when appropriate, the Centre also partners with external academic and community researchers who are well-positioned to support relevant projects and/or contribute their research for dissemination through the Centre.

Steering Committee

A Steering Committee representing the Centre’s key stakeholders meets twice annually to offer advice on the Centre’s research content and services. This Steering Committee is made up of experts with extensive knowledge of BC’s labour market and institutions, representing many different areas, including the employment services sector, employer community, government and special populations. The current members of the Steering Committee are:

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<tr>
<th>Member</th>
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<tr>
<td>Monika Bertrand</td>
<td>Employment and Social Development Canada</td>
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<tr>
<td>William Borgen</td>
<td>Faculty of Education, UBC</td>
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<td>Gary Birch</td>
<td>Neil Squire Society</td>
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<td>Rob Bruce</td>
<td>Ministry of Social Development and Social Innovation</td>
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<td>Tannis Goddard</td>
<td>Training Innovations</td>
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<td>Val Lockyer</td>
<td>The Training Group at Douglas College</td>
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<td>Fiona MacPhail</td>
<td>University of Northern British Columbia</td>
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<td>Sharon Manson Singer</td>
<td>Director on SRDC Board</td>
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<td>Jean-Pierre Voyer</td>
<td>President and CEO at SRDC</td>
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<tr>
<td>Naomi Pope</td>
<td>Ministry of Jobs, Tourism and Skills Training</td>
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Go to www.cfeebsp.org to learn more. Connect with the Centre via Twitter @CfEEBC, our mailing list and RSS Feeds.