



Human Resources and Skills Development Canada    Ressources humaines et Développement des compétences Canada

Careers & Skills

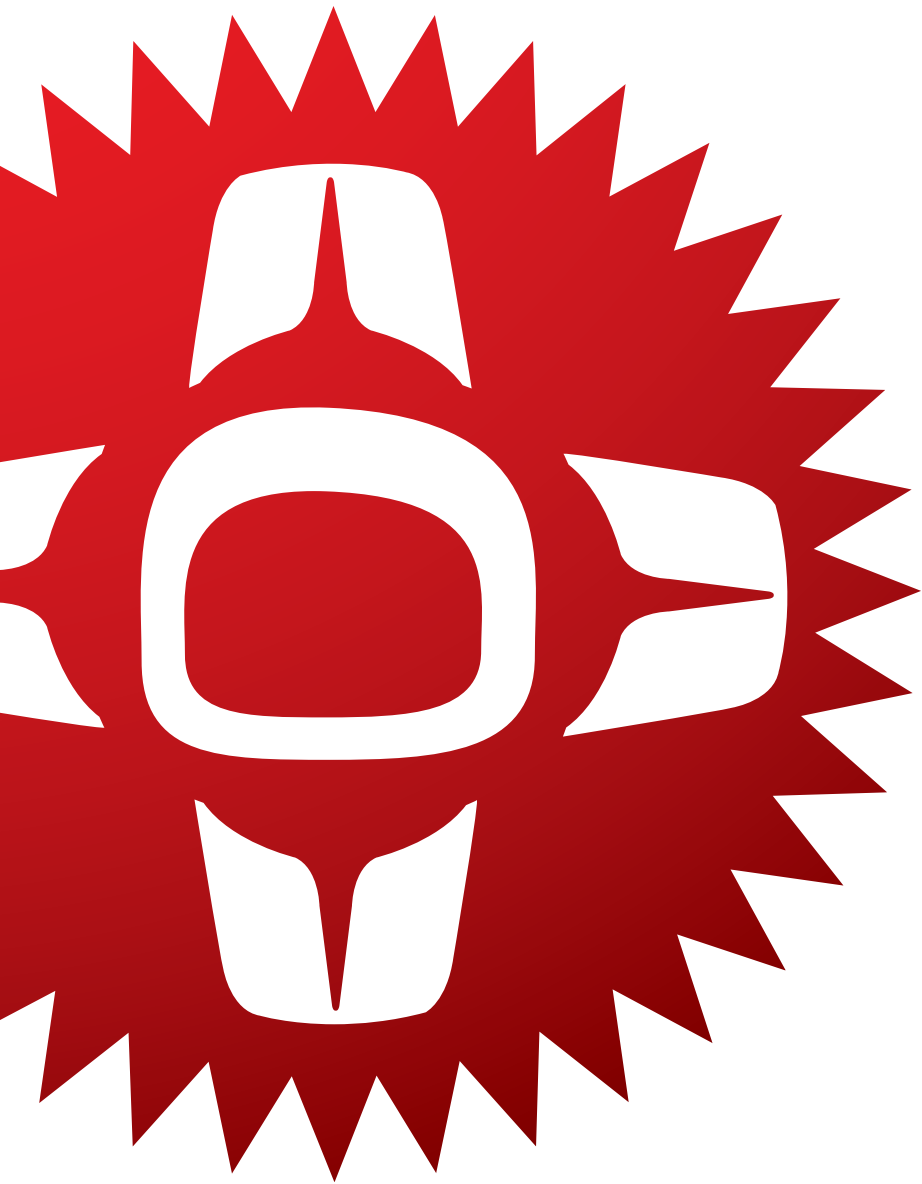


**VanAsep**  
TRAINING SOCIETY



# Aboriginal-Industry **JOB COACH** *a guide for the new economy*

Job Coach: *a guide for the new economy*



# Aboriginal-Industry JOB COACH

*a guide for the new economy*

Our definition of a Job Coach refers to support for both the worker and the employer to foster a fit into a skilled career.

This book was developed with the support of the HRSDC national Aboriginal Skills and Employment Partnership program (ASEP) and the Vancouver Aboriginal Skills and Employment Partnership project (VanAsep).

Incorporated in 2005, the VanAsep Training Society focuses on partnership strategies to support Aboriginal employment and careers. A leader in linking Aboriginal people and employers in the new economy, VanAsep has expanded its original focus on creating beneficial partnerships in Construction to include creating and maintaining successful training for careers in power plant operations and the supply chain sector in Western Canada.

[www.vanasep.ca](http://www.vanasep.ca)

Copies or further information on ASEP may also be obtained from:

Aboriginal Skills Employment Partnership (ASEP)  
[www.hrsdc.gc.ca/eng/employment/aboriginal\\_training](http://www.hrsdc.gc.ca/eng/employment/aboriginal_training)

Vancouver Aboriginal Skills Employment Partnership (VanAsep)  
[www.vanasep.ca](http://www.vanasep.ca)

Special thanks to the Job Coach team:

Jay Mearns, Joanne Allison, Bernie Phillips, Brandon Louie, Kyle Grant, Walter Paul, Steve Galligos, Jarrett Newman and Dominic Ieraci. A special thanks to all the Aboriginal clients, some of whom are acknowledged in this book.

Thanks also to the National HRSDC-ASEP team, VanAsep's board of directors and its executive director Linden Pinay, and to all staff for making this publication possible.

© 2010 VanAsep Training Employment Society, West Vancouver, British Columbia.  
With assistance from Human Resources and Skills Development Canada.

# Contents

Forward .....	1
Introduction .....	5
1. What is a Job Coach? .....	9
2. Why set up a job coach program? .....	23
3. How to set up a job coach program .....	29
4. Job Coach duties .....	35
5. Job coach program operations .....	43
Conclusion .....	47
Templates and resources .....	50

*The VanAsep job coach model was introduced in 2005, and we are pleased to know that the Aboriginal job coach model has been adopted in most provinces of Canada where Aboriginal communities are working with industry.*



## **Jay Mearns** *job coach*

Jay Mearns is a BC Certified Shipwright. He has been a job coach with VanAsep Training Society since fall 2005. Jay worked with over 50 clients working on the Richmond Airport and the Vancouver Canada Line. Jay is a member of the Musqueam Nation.

*“The job coach is responsible for establishing and continuing the relationship between the client, VanAsep, technical training institutions, unions, industry associations, First Nation communities and their representatives.*”

*“The job coach assists in the recruitment, assessment, delivery and monitoring of all VanAsep delivered training initiatives as well as those offered by industry training institutions.”*



# Forward

A ground-breaking project in Vancouver, British Columbia was developed in 2004 to address a growing demand for skilled workers in the construction industry. This project linked Aboriginal workers to opportunities in the construction and expansion of venues and infrastructure required for the 2010 Olympic Winter Games and other related projects. Funded under the National Aboriginal Skills and Employment Partnerships (ASEP) program of Human Resources Skills Development Canada and designed as a bridging partnership between the construction sector and the Aboriginal community, the project was a catalyst to form a new society: the Vancouver Aboriginal Skills and Employment Partnerships Society, incorporated simply as the VanAsep Training Society.

One element of the new National ASEP program was to support innovation in meeting the challenges of a new economy, where skills shortages and low unemployment rates were creating challenges for employers across Canada. The labour market challenges include an aging workforce and a lack of new talent in many of the trades required to build the needed infrastructure across Canada.

Report after report spoke of the need for new workers to meet the changing economic challenges across the country. Skills shortages were being identified in the construction trades. The Aboriginal population is a relatively young and growing population and a potential resource to assist in meeting these skills gaps across the country. ASEP was intended to link industries and employers to the Aboriginal population and provide for new approaches to labour market programming.

Early in 2004, a meeting was held at the First Nations House of Learning at the University of British Columbia with over 75 construction industry representatives and Aboriginal human resource partners to review opportunities and challenges in the construction leading up to the 2010 Winter Olympics. A joint federal/provincial report was commissioned by the 2010 Legacies fund project to identify barriers to employment for Aboriginal people and mechanisms to increase Aboriginal participation in the Construction sector from 2005–2008.

The resulting *Construction Opportunities: 2010 Aboriginal Training Adjustment* committee report provided some suggestions and recommendation from both construction employers and Aboriginal community representatives.

Employers were concerned with the increased competition for workers across Canada and the need to have a dependable local labour supply. Employers needed to recruit new workers, train these workers and most importantly retain these workers over the long term. Construction companies shared experiences with the Aboriginal representatives and expressed the need for some cross-cultural training, for industry to learn about the Aboriginal community and to share the culture of industry with the Aboriginal employees. Employers asked many questions. *How do we recruit Aboriginal people? Can we expect a high turnover rate? Are there any programs that prepare individuals for careers in construction? Do workers know that these jobs must be mobile and may include movement from one project to another? Can workers receive safety certifications prior to entering a construction job site? Who will mentor the new worker once they are on the job site?*

Working with employers and employer groups, both union and non-union, the Vancouver 2010 ASEP project evolved and the original board of directors included six industry representatives and six representatives from the Aboriginal community. The Government of Canada announced a funding commitment in January 2005 to support a comprehensive training to employment plan that focused on careers in construction.

This extensive training plan would provide for screening, assessment and pre-employment training as well as employment and post-employment support to new workers. The VanAsep Training Society launched a new job coach program in late 2005 to assist workers in obtaining and, significantly, retaining employment. The experiences of those initial Job Coaches, all certified trades people, led to another innovative report in 2007 and soon inquiries began to reach VanAsep from other industry-Aboriginal partnership projects across Canada: *how does your job coach program work?* VanAsep Job Coaches travelled to several provinces to share experiences. In 2008, HRSDC asked VanAsep to provide a guide to job coaching for Aboriginal workers. This guide is based on the experiences of the VanAsep Training Society job coach model is intended to provide partnership projects with an insight to job coaching for the new economy.



## **Rebecca Blaney-Palmer** *Carpenter apprentice*

Rebecca Blaney Palmer is from Homalco Nation from Cambell River. She has been working as a labourer in construction. She participated in the VanAsep partner Kwantlen Polytechnic University level 1 Carpentry in November 2008 at the Squamish Trades Center. Rebecca returned to work and is scheduled to participate in upgrading to Level 2 in 2010.



# Introduction

Canada will continue to face new labour force and labour market challenges in 2010 and beyond. As our economies change, employers will need increasing access to more skilled workers and to be able to retain and mentor those workers where they are needed. Our experience shows that Aboriginal people can be a vital and enriching part of the solution.

## Characteristics of the new economy and impact on Canada's workforce

- Skilled labour is in high demand
- It is no longer a supply-driven labour market—if we build this project, we can employ this many workers
- It is a demand-driven labour market—if we have this many workers, we can build this project

- There is a global approach to skills—recognized and transferable skills are important
- The job requirements are evolving—tasks within an occupation change, workers must be adaptable, open to learning
- Computers play a role or will soon play a role in almost every job
- Essential skills are the basic requirements for a career
- Lifelong learning is required for any job or career
- Retention is a large issue—even retention within an industry, not necessarily an employer
- There are options for flexible learning and flexible working conditions
- Employers want personal responsibility and a strong work ethic from their workers
- Barriers to employment are coming down, and opportunities are rising
- There is a need for short-term interventions in the labour market at several points along the career continuum
- There is a need for multiple points coordinated intervention—a long-term strategy.
- The new economy will create new jobs and require workers with specific skills. Job coaching is an innovation that provides a mentoring model to new workers.
- Future work will require more training. Job coaching can include the role of training advisor to existing workers to meet the changes job demands.

## How to Use this Guide

This is a practical guide to establishing and operating a successful job coach program. It also identifies criteria and conditions to consider when deciding to set-up the program in the first place. This guide describes the roles and responsibilities of the job coach agency and the Job Coaches themselves. It also distinguishes between types of Job Coaches, and between Job Coaches and similar resources like employment counselors.

Please refer to the accompanying CD for the required forms. These forms are also available on line at [www.vanasep.ca](http://www.vanasep.ca)



## **Brandon Louie** *job coach*

Brandon Louie is a Red Seal Carpenter and a member of the Sliammon First Nation near Powell River. He started as an apprentice in VanAsep's training program, became a job coach in 2008 and is now also an assistant instructor in the Carpentry Foundation program. As a VanAsep job coach he has worked with employees and employers throughout the Lower Mainland of Vancouver.

*"A job coach is the support mechanism in which an individual can construct their career around. We bridge the gap between industry, employers, and the apprentices themselves. As a job coach I can draw from personal experiences and provide appropriate career advice for my clients."*



# What is a Job Coach?

Job Coaches are the link to find and retain workers through the assessment and development of skills. Job Coaches provide workers with the inside track to employment. They mentor new workers and provide support and connections to both employee and employer.

There are many models for job coaching within the continuum of labour market challenges and these models can be placed in categories and can overlap with each other; there is even the potential for one Job Coach to support a single client in finding and retaining work, as well as maintaining the client through required apprentices and any additional further training over many years.

This book will examine these models and provide a framework for developing an effective job coach program that works with your local economy to link clients to jobs, to help them stay at work and to provide them support to gain the skills required for long-term labour force attachment.

Employers need long-term skilled workers and innovative training models are being developed to encourage training and upskilling of existing workers to match these needs. This is evident in the massive increase of apprentices in British Columbia from less than 10,000 apprentices in 2004 to over 30,000 apprentices in 2009, which is a 200% increase in less than five years.

But even this is not enough; today we are also helping with job retention, going beyond supply-side programming to assist with job retention efforts as a pre-cursor to employment and where attempts were made to forecast matters that would reduce job loss. The job coach model has also demonstrated a mechanism to retain skilled workers already on the job site.

With a high demand for skilled workers and with many sectors facing challenges finding enough workers with the right skills at the right time, we are suggesting a move from current employment assistance services to a more involved and proactive job coach-based model that not only assists in matching clients to labour market needs but also prepares and trains them for that work, giving them both the required skills and the general training of what it takes to succeed in the workplace. Our job coach model has proven highly successful in both helping Aboriginals find gainful, meaningful employment and aiding industries in finding and keeping the right workers.

The Job Coach provides direct intervention in the employment cycle for the worker and the employer. The Coach may also specialize at a particular stage in the employment continuum, focussing on pushing both employee and employer getting past certain specific setbacks.



## What is a Job Coach?

- A Job Coach is the link between employers and workers new to an industry.
- A Job Coach supports both employers and new workers to develop long-term careers.
- Job Coaches bring real-life practical experience to bridge new workers into entry-level and skilled jobs.
- Job Coaches support workers and employers to retain the skilled workers.
- Job Coaches understand the culture of the industry and help the workers in the new environment.
- Job Coaches help employers understand the specific needs of the new workers
- Job Coaches are people with industry experience to support workers and employers with established resources.

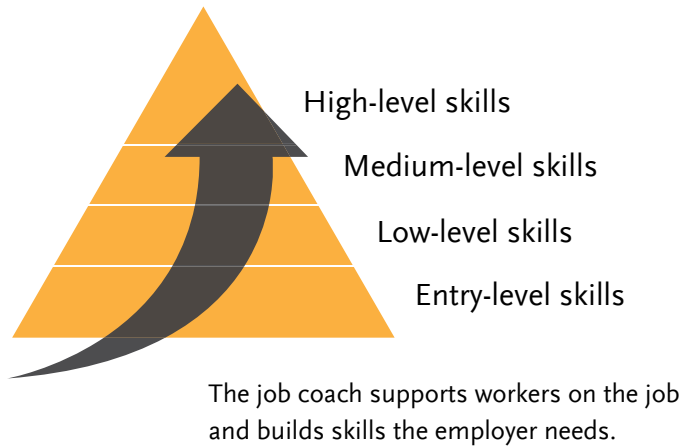
## Job Coaches are:

- Credible: industry experience, industry credentials
- Personable: can relate to employers and workers
- Problem solving: identify and address issues as they arise
- Independent: self-starting
- Discretion: communication skills

The term job coach is sometimes used to refer to slightly different roles in the career advising continuum. A Job Coach can describe a career counselor or career coach who is commissioned by an employment agency or a worker for advice on how to get a job or a career. The term can also be used to describe counselors within a recruiting agency or a human resource department who are trying to fit already skilled people into positions.

Our definition of a job coach refers to support for both the worker and the employer to foster and enable a fit into a skilled position. Our Job Coaches

can work with career counselors and career coaches to bridge the gap for the worker. The priorities of our Job Coaches are finding work, retaining work, and upskilling the workers to fit the needs of industry.



## The job coach agency

The job coach agency refers to the organizations that will establish and manage the job coach program and the Job Coaches themselves. The agency is responsible for identifying the conditions to set-up a job coach program, and is responsible for seeking the partners and funds required to manage the program.

The job coach agency provides:

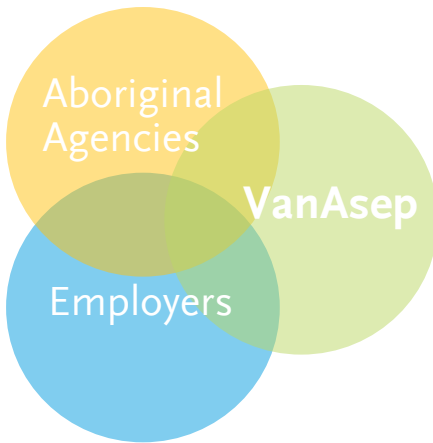
- Direction, leadership, support for the program and the Job Coaches
- The development of models and work plans to implement the program
- Training for all staff, including the Job Coaches, as well as the board of directors and other partners
- Administrative support to the management and operations of the program

- Evaluation of the program results, including the analysis required to identify problems and opportunities, and the ability to modify the program accordingly
- Communications—both internal to the Job Coaches, staff and executive, and external to funders, partners, stakeholders, clients and potential clients

The job coach agency provides support for:

- Networking—to establish contacts with industry, employers, employment service agencies, trainers, government bodies, communities, and clients
- Recruiting clients directly, and through partners agencies, communities, industry, trainers, and other employment service agencies
- Industry access through industry associations, influential employers, networking events, effective communications
- Employer access through networking, regular contact
- Screening methods and processes of suitability for the industry workforce, from both the front-line service agencies and the methods to be added on to meet employer expectations
- Assessment methods and processes of client skills and certificates for the industry workforce, from both the front-line service agencies and the methods to be added on to meet employer expectations
- Skill assessments—essential skills and other industry specific requirements
- The identification of certificates and training required and preferred by industry employers for entry-level work, and for higher level work
- Tracking clients, employers, training and other key factors through an up to date data management system
- Identify barriers and opportunities
- Address barriers and opportunities
- Labour market information—current and relevant information about the industry

- Research of other current issues, trends, opportunities and challenges, including successes of similar programs in other jurisdictions
- Resources for workers and employers —where to send people with other issues such as life skills, addictions, disorders, disabilities, etc.
- Information on training options, locations, times, application procedures, etc.



*Building Partnerships between First Nations, Métis, Aboriginal employment service agencies and Industry Employers*

## the role of VanAsep

The role of the job coach is where the three organizations meet

Job Coaches are the link between several stakeholders in the employment process, and function best when they can act in the best interest of the job, rather than one of the stakeholders.

However, Job Coaches must be accountable to some type of body. Five models are identified here, based on the main relationship of the job coach agency.

1. Employment agency—the Job Coach is hired by and reports to an employment service agency, such as an AHRDA. eg: the Job Coaches within the Prince George Native Employment and Training Agency.

# Job coach functions within your agency

Liaison between employers and clients

Client relations

Employer Relations

Training / apprenticeship and skills development

Communications / tracking / client file management

2. Industry association—the Job Coach is hired by and reports to an industry association, such as a Construction Association or a Union. eg: the Job Coaches within the BC Construction Association of their ISTEP program.
3. Employer—the Job Coach is hired by and reports to a large employer, such as a construction contractor or a power company.
4. Training agency—the Job Coach is hired by and reports to a trainer, such as a College.
5. Partnership—the Job Coach is hired by and reports to an independent agency governed by a partnership of related stakeholders, such as ASEPs. eg: the Job Coaches within the VanAsep Training Society.

## VanAsep Training Society Model

The VanAsep job coach model is built on the idea of bridging the new employees with the employers. The job coach model ideally should see most of the activities of the Job Coaches take place with the employers to identify job opportunities, and with new employees to help adjust into the workplace, and to enter and succeed in the apprenticeship.

VanAsep supports both employers and employees with on-the-job support, while working with the employers to retain Aboriginal employees. A VanAsep Job Coach has four functions, listed below in order of importance:

- Client relations
- Employer relations
- Training / apprenticeship and skills development
- Communications / tracking / client file management

The role of the Job Coach is essential to the overall VanAsep Strategy. This includes working with Aboriginal communities and employers to support participants moving through the VanAsep programs:

- Pre-employment CORE: Job Coach must participate in each program
- Entry level employment and placement assistance of all CORE participants
- Assisting Aboriginal people while on the job with apprenticeship certification, skills training and certification for construction training.
- Assisting Aboriginal people on the job move to advanced level employment

The Job Coaches provide support to employers and employees on the construction jobsite. The job coach program provides:

Employees: with assistance on the job, including access to apprenticeship training, tools and equipment

Employers: with job retention of employees and workplace skills development

## Overview of Job Coach tasks

- Liaise with industry to identify employment needs—jobs, basic skills, hiring procedures, etc.
- Liaise with communities and employment service agencies to recruit interested workers

# Networking

Job coaches use their personal and professional networks in two ways – to find clients and employers.

A job coach must be able to find suitable clients for the projects. They network through partner agencies, communities and events to find clients that are ready now, and clients that could be ready with a little work.

The job coach must also use their networking skills to find employers. The job coach agency helps by looking at recent tenders and approved projects, and by participating in networking events like conferences and golf tournaments.

The job coaches also build upon their successes with both clients and employers to expand their reach and influence.

- One-on-one and group contact with interested workers for assessment and screening, and for employment support
- Networking with employers and communities
- Recruiting workers
- Recruiting employers and jobs
- Assessing workers and jobs
- Matching workers with appropriate jobs
- Screening mechanism for workers
- Preparation for employers and worksite —cultural awareness
- Preparation for workers —resumes interviews, expectations
- Arranging entry-level training —required and preferred certificates
- Monitor career progression
- Arranging training to build career
- Records management
- Identify issues, trends, problems and outcomes

While the match between the employer and the client is the key point in the relationship, follow-up is required at several other points to ensure a long term match that is beneficial to each. Like many responsibilities of a Job Coach, the methods and intensity of follow-up activities is relevant to the needs of the employers and clients. Follow-ups can be done in-person, by phone, or by email, depending on the situation.

Clients with multiple barriers to employment, or new employers with unclear expectations may require a stronger presence, while clients and employers with experience might require less.

Interview: Once the match is made between the client and the employer at the application and interview stage, the Job Coach can follow-up with each to clarify expectations and requirements, and to identify potential issues:

- Is the client hired? Does the client accept the job?
- Does the employer want someone else? If so, what are they looking for?
- Does the client want a different job? If so, what?

## Key relationships in job coaching

The Job Coach operates by maintaining relationships with two key groups: the clients and employers:

- The Job Coach offers clients safety training, an understanding of the job site, advice on how to apply for the job, leads for the job, related training, and a career path.
- The Job Coach offers employers certified workers that can operate safely and are adequately trained and provide advice on how to retain workers.

The Job Coach also maintains relationships with community service agencies, industry associations, labour organizations and training providers, as these groups often refer clients, jobs and training opportunities.

## Job coaching process:

- Day 1:** Follow-up with the client and the employer after the first day of work to confirm expectations and results, and to give both parties an understanding that the job coach is there as a resource.
- Week 1:** Follow-up with the client and the employer after the first week of work to review expectations and requirements.
- Month 1:** Follow-up with the client and the employer after the first month of work to review expectations and requirements.
- Each Month:** Follow-up with the client and the employer after the each month of work. This can be through email.
- Issues:** Follow-up with the employer and client if issues are identified, until both parties feel the issue is resolved.
- Training:** Follow-up with the client to identify related training opportunities.
- Apprenticeship:** Follow-up with the client to confirm apprenticeship registration, and technical training.
- Assessment:** Follow-up for further training including scheduling a TOWES prior to training to identify and address learning issues.
- Changing jobs:** Follow-up with both the client and employer if the client is to change employers or occupations for any reason.
- Changing requirements:** Some clients may also require additional training should they and the employer identify an occupation within the company that would suit the client.

## Lessons learned & success factors

1. The Job Coach, acting as liaison, is integral to establishing and continuing the relationship between the client, industry, technical training institutions, employment service providers, partner agencies, the first Nations community, and occasionally unions and associations to help contribute to the client's long term job retention and success. Any ASEP initiative should have enough Job Coaches to adequately serve the needs of the project and requirements of industry.
2. Essential skills assessments are vital to determining some of the relative strengths and weaknesses of the client. Having essential skills for the work place is vital for a career.
3. Regular monitoring of the client's progress, from both the client and their employer, while on the job is important to their long term retention.
4. Continual improvement in client skill sets greatly enhances the likely hood of long term employment retention. This includes obtaining a driver's licence.
5. Job Coach mentoring and individual support increases the client's opportunity for success. This often includes offering career counselling, and direction.

6. The Job Coach must have conflict resolution skills to help resolve any workplace issues. This may involve personality, cultural, racial, or systemic differences in the work place.
7. Occasionally, additional training and upgrading is required before a client has a realistic chance at succeeding in the work place.
8. Cross training greatly enhances the client's ability for long term employment retention.
9. The Job Coach should have an in- depth knowledge of the industry and workplace dynamics.  
Knowing the "rules of the game" lends credibility of the job coach in the eyes of the client, industry, training institutions, and Native community.
10. An ability to display a flexible approach to their position, multitask, and an ability to change directions are important qualities for the job coach. Most projects, partnerships, client needs, and training deliveries are varied and multifaceted.

A portrait of Joanne Allison, a woman with long dark hair and bangs, smiling. She is wearing a black zip-up jacket and blue jeans. The background is a light blue gradient.

## **Joanne Allison** *job coach*

Joanne Allison is a Red Seal Journey Person Electrician. She is a member of the Cree Nation and Métis from Northern Alberta. She became a job coach with Vanasep in June 2009 and has since assisted over 75 clients.

*“My job coaching position is to assist and provide applications to apprenticeship training by supporting apprentices, trainees, and employers with expert trade knowledge, liaising with stakeholders and assisting with the development of training and employment strategies for Aboriginal people to match training delivery with areas of economic growth and to work with employers to increase demand for and investment in skills.”*



# Why set up a job coach program?

*“Job Coaches offer support to our clients in a number of different ways. We act as liaison between our client, industry and First Nations to achieve education, preparation, training and ultimately employment for our clients.”* Dominic Ieraci

## The need

The need for Job Coaches exists with an industry looking to increase its workforce and a potential workforce with interest in the industry, but with limited connections and experience.

A job coach program is needed to bridge an underemployed target group with an industry or group of employers in need of workers.

# Impact Benefit Agreements

The foundation of many of VanAsep's projects are the Impact Benefit Agreements between partnering First Nations and local companies. The IBAs often outline employment and training considerations and targets, which can form the basis of a partnership to identify employment opportunities, build skills, and create training plans.

## What conditions should exist to determine a Job Coach is needed?

- An identifiable group of unemployed and/or underemployed people.
- Agencies and programs already exist and serve this group, and high levels of unemployment and underemployed still exist.
- A local industry, groups of employers, or a large single employer, wants new workers.
- This industry has entry-level opportunities that can lead to career opportunities.

## Need

- Demand from industry and employers —industry associations, groups of employers, one large employer
- Supply of underemployed workers
- Ideally the demand for workers is greater than the supply.

## Purpose

- The goal for the target groups is to have complete access to employment, promotion and retention opportunities in the industry.
- The first goal for the industry is to have sufficient numbers of skilled workers now and in the projected future.

- The second goal for industry is to meet and exceed obligations under IBAs or similar agreements.
- The goal of the organization is to exhaust the barriers that need addressing, and to put itself out of business, to identify and address barriers to employment, then pass on the method to other support agencies.

## The Benefits

Benefits for industry include a strategic, coordinated and supported approach to recruiting, screening and training new workers, leading to higher levels of productivity and safety in the short-term and longer retention in the long-term.

The benefits for workers are directed entry-level access to gainful, rewarding employment with supports to develop a career.

The benefits to communities and employment service agencies are higher employment, and a more productive and more satisfied community.

## Finding Work

The Job Coach serves both the client and the employer through:

- Targeted recruiting through established community-based agencies
- Identifying job openings within the industry
- Screening the client for industry suitability and providing direct, honest and supportive feedback to both the client and the employer
- Assessing the clients skills, including both entry-level essential skills and industry-specific skills and certificates
- Preparing the worker for the application and interview process
- Preparing the employer for any specific needs, attributes or shortcomings of the worker

## Retaining work

The Job Coach serves both the client and the employer through:

- Acting as a resource for both the client and the employer
- Acting as a resource to help guide the worker during the difficult early stages of the employment
- Acting as a resource for the employers to help identify and resolve work place issues such as racism

## Upskilling

The Job Coach serves both the client and the employer through:

- Providing expertise and information to foster career development through additional and outside training and certification such as apprenticeships

## Partner agencies

If the job coach agency is not tied directly to an employment service organization it can form strategic partnerships with those agencies.

The core functions of the job coach program is not to duplicate or replace the services of employment agencies and counsellors, but rather to bridge the gap for the client from those agencies to the employers.

The Job Coach builds upon the advice and expertise provided by employment and career counsellors with a focus towards the specific expectations of the industry and employers. Job Coaches can also be valuable resources to employment counsellors to provide them with information on the expectations of the industry, particularly the expectations for resumé's, interviews, certificates, and approaching the employers.

## Fit with existing organizations

How does it fit within the organization and industry, and the community?

The job coach model is meant to build on existing resources, not replace them—and to act as the missing catalyst. The Job Coaches work with the existing services to encourage targeted and improved programs and supports to make the employment match.

Job Coaches are intended to be short or medium-term operations, not permanent fixtures.

Successful job coach models thrive on passing on information to all stakeholders to leave a legacy of a stronger support system, not dependence upon the Job Coaches.

## Innovation and Education – Essential Skills

Early on the VanAsep job coaches noticed weaknesses in the essential skills of many clients, hindering their progress on the job and in training. VanAsep researched options and identified the Test of Workplace Essential Skills (TOWES) as a suitable model for the assessment and upgrading of essential skills.

The job coaches were already trained for delivering assessments, and essential skills work was incorporated throughout the process. Once established, VanAsep then worked with its community partners to conduct the TOWES assessments, freeing up the job coaches for other work, and passing on an important tool to the communities

A portrait of Jarrett Newman, a man with short, dark hair, wearing a white polo shirt with thin blue horizontal stripes. He is looking slightly to the right of the camera with a neutral expression. The background is a plain, light blue color.

## Jarrett Newman *job coach*

Jarrett Newman has a Bachelor Degree in Tourism Management. He is a member of the Squamish Nation in North Vancouver. He started as a job coach for VanAsep in January 2009 working at the Squamish Nation Trades Center. At the SNTC Jarrett has assisted over 70 clients into their Carpentry apprenticeships and also Pile Driving.

*“My responsibility as a job coach is to determine whether or not my clients require essential skills training before entering into an apprenticeship and then, after the apprenticeship, getting the client connected with an employer. Once employed, we track the client’s work-based training hours. Three things I noticed that most employers are looking for in an apprentice is their attendance, attitude and safety training.”*



# How to set up a job coach program

## The steps

A job coach program is best set up when there is a specific and identified need for workers. In some cases this is a single large employer like a mine or a dam, or it can be multiple employers in a growing industry like the construction or oil and gas industries.

The job coach program also requires an established relationship with the local community and the employers, often in the form of Impact Benefit Agreements. In the absence of IBAs other protocol agreements can be arranged to set the parameters of the relationship.

## The partners

A variety of players or stakeholders are needed to establish and maintain a successful job coach program:

- Community partners—First Nations and other communities that provide the clients, need for opportunities, and in many cases the Impact Benefit Agreements.
- Community agencies—AHRDAs and employment service agencies often provide access to clients, employment counseling, expertise and training options
- Employers—through Impact Benefit Agreements or the need for skilled workers, employers are needed for the job opportunities
- Industry associations—the organizations representing employers provide value through their advice and expertise, contacts to employers, credibility within the industry, and access to training
- Labour organizations—unions and related organizations often provide access to clients, employment opportunities, and training options
- Training providers—public and private training agencies provide the in-class training for clients
- Government agencies—provide funds for the projects and the designation and certifications for the clients

## Staffing

### Management

If the job coach agency is a separate entity, a committee comprised of equal representation from industry and the target communities will ensure a balanced and informed approach to the model. Representation can be from:

- Industry and trade associations

- Employers from different aspects of the industry
- Labour
- Target communities
- Employment service agencies

If the Job Coaches are to be managed by an existing agency, then an advisory committee of similar composition can provide similar direction, oversight and connections.

## Executive and support

The executive director of the job coach agency reports to the board of directors.

Support includes administration, bookkeeping, communications, website development and maintenance, scheduling, and research.

## Job Coaches: how do you hire qualified persons?

The ideal candidate brings familiarity with both the industry and the target group.

The Job Coaches are required to be a resource for employers and employees. They must bring knowledge and credibility about the job and the industry. They must be good communicators, and be able to work independently. The following criteria have been identified as necessary for a Job Coach:

- Current credentials for the industry —training, certification & experience, such as Journey Person
- Extensive experience within the industry
- Good knowledge of industry activity in the specified geographic area
- Contacts in the workforce

- Excellent interpersonal, communication, conflict resolution, and motivational skills
- Life skills training or background would be an asset
- Good working knowledge of the target communities
- The ability to work independently within a team environment
- Valid driver's license and access to a vehicle
- Knowledge of the clients' language and culture

Job Coaches are expected to be accessible to the employers and to the clients by phone and email.

They can be hired directly through networking, job postings, etc, and through potential partners such as industry associations, employers labour, trainers, and more.

They are typically intermediate and senior people looking for a change.

To be most successful Job Coaches need to be highly self-motivated.

## Tools and equipment

The Job Coaches need three key pieces of equipment:

- A car
- A cell phone or PDA
- Computer/laptop

## VanAsep – multiple employers

Unlike other ASEP programs that were tied to a single large employer, VanAsep was tied to the construction industry as a whole. Initially the project focused on the large construction projects for the 2010 Winter Olympic Games, but soon became focused on the booming construction industry in general.

The focus expanded further through growing relationships with the construction of small-scale independent power projects in remote areas, most often through Impact Benefit Agreements with the local First Nations, and into the growing demand for skilled workers in Vancouver's expanding port and supply chain infrastructure by signing industry-government-aboriginal memorandums of understanding to train and employ Aboriginal people.



## **Steven Galligos** *job coach*

Steven Galligos is a human resource specialist with over 12 years experience. He is a member of Sliammon First Nation just outside of Powell River. Steven has started as job coach for VanAsep Training Society in April 2008 and since has assisted numerous clients from Powell River.

*“Job coaches help bridge the gap between Industry and the First Nations as well as provide support in a number of areas to allow the Apprentice to concentrate on their studies/job for a higher success rate.”*



# Job coach duties

## Roles and responsibilities

The job description for the position forms the basis of the roles and responsibilities of the Job Coach. The job description must clearly describe the hiring requirements and the performance standards and expectations.

As the position requires a large amount of autonomy and long-term success depends upon the ability to deliver and meet specified targets, the Job Coach must possess a high degree of personal responsibility. They must be dependable and able to identify and solve problems on their own. They must have the communications skills to report problems and to deal with clients and employers. They must be able to organize their own time.

The Job Coach should be provided with a clear work plan and procedures for recruiting and assessing clients, and for addressing employment needs.

They can be provided with numerical targets, such as so many client per month or quarter, for recruiting job placement, employment opportunities, training, etc.

Evolving responsibilities as the project progresses—recruiting at the beginning to retention later on.

## Key factors for success

Communication, documentation and reporting.

## Reporting

The Job Coach must have a clear understanding of the reporting procedures, requirements, and timing. They must report on activities, employers, clients, and matches. The reports must also identify possible issues.

These reports are used for four purposes

- To monitor the evolution of the program
- To identify and address issues for clients and employers
- To manage program records of clients and employment
- To monitor the activities and performance of the Job Coach

## Support

The duties and activities of the Job Coaches can be described through four main functions: administration and reporting, client services, employer services, and bridging.

## Administration and reporting

- Reports to the executive director
- Client records
- Job opening records
- Employer contact records
- Available through cell phone, email, and vehicle

## Client services

- Participate in the initial client intake interviews and assessment
- Develop understanding of the clients strengths, weaknesses, interests, and aptitudes during initial contact
- Guide the client to develop employability skills
- Counsels and gives career advice
- Mentors with the experience as someone who has done it
- Identifies real and potential barriers, and guides clients on how to overcome those barriers
- Respond to clients' needs
- Liaise with employment service agencies
- Provide resources for clients
- Retention is the goal for clients
- Screening the clients is key—interest, aptitude, motivation, capabilities, and even transportation and potential locations
- Help the client understand the employers' expectations

## Employer services

- Identify job openings
- Identify skills needed and job requirements

- Identify and address barriers inherent in the workplace
- Reduce risk for the employer
- A resource for the employer
- Retention is the goal for the employer
- Identify what the foreman really wants in an employee
- Help the foreman understand the actual capabilities of the employee

## Bridging

- Match the right client with the right job
- Check on clients at the job site, Day 1, Week 1, Months 1–12, for apprenticeship registration, for technical training
- Networking with the target community
- Networking with employers
- A cross-cultural bridge between Aboriginal people and the construction industry
- Help the transition to employment
- Retention is the goal of the Job Coach

Job Coaches report to the executive director through regular telephone and email contact, and through weekly meetings. The executive director then brings issues forward to the board of directors. The executive director is responsible for the day-to-day support of the Job Coaches, as directed by the board.

## Evolving role of job coaching

### Program set-up activities

The Job Coach develops informal or formal (contractual) relationships with the employment service agencies, which generally recruit the clients through

drop-in, referrals or outreach. These agencies then conduct the first intake assessments, upgrading and/or training where applicable, and resumé building.

The employment agencies tend to be the main source for clients, although more and more clients find their way to the Job Coaches directly or through client referrals, as the program reputation grows.

The agencies refer clients to the Job Coaches if the client declares a preference for the related work, or if they have experience in that industry or related work. They usually assess the client for basic employment skills, and have sometimes provided the client with a job lead or training, prior to their experience with the program.

As well, the Job Coach must establish relationships with local employers through program partners, industry associations, networking events, personal contacts, and then the direct relationships with the supervisors.

The purpose of this relationship is to identify job opportunities, as well as to determine exactly what the employer wants with a new worker in terms of certificates, experience and attitude.

At the beginning, the Job Coaches often makes numerous presentations and has formal and informal meetings with employers to gain an understanding and build trust.

The information about employer expectations is communicated back to the job coach organizations to fine-tune the assessment and screening process, and to develop any entry-level training for required and preferred certificates.

Entry-level training not only provide workers with transferable certificates in basic workplace issues such as WHMIS and first aid, but it also serves as an effective screening tool, to judge attitude, punctuality and work ethic.

## Supply side activities

The supply side functions of the Job Coaches refer to the supply of labour—the training and advising and recruiting of potential new workers. In the first year of operations, the Job Coaches spend most of their activities on the supply side as they recruit, screen and enter the first groups of workers into the system.

While most of the referring employment service agencies provide some level of initial assessment and screening, it is generally not industry specific, and biased towards the worker. As the Job Coach is biased towards the job, they can be more critical of what the worker needs to have to meet employer expectations, thus benefitting the employee and employer both.

Once the program is established, the Job Coaches can work with the employment service agencies to focus their assessment and screening processes to allow the Job Coach to focus on the clients themselves and the demand-side activities.

## Demand side activities

The demand side functions refer to the demand for labour—the employers and what they want in terms of skilled workers. For the most part, the Job Coaches do not engage in extensive demand side activities in the first year, as most of the concentration goes to getting the clients into the system in the first place.

A concentration on the demand side requires Job Coaches to spend more time understanding the particular needs of the employers, and to work with the clients to ease the transition into employment. The concentration on demand activities also allows the Job Coaches to build an understanding of the specific skill and training needs of employers, to then be able to direct interested clients towards the specific training.

## Progression of activities

As the job coach program progresses with workers, their activities move from the supply side of recruiting, assessing and matching workers to the job, to providing workplace advice to the workers and the employers, and arranging training activities to foster retention.



**Jackie Buffy Bear** *construction worker*

Jackie Buffy Bear is from the Siksika Nation in Alberta. She has been a VanAsep client since 2005, progressing from CORE to working on the RSL joint venture, Canada Line.

She progressed from labourer to excavations lead hand of her new crew. Jackie is currently participating in the VanAsep Heavy Equipment Operators training program at the Tsawwassen Gateway Skills Center.



# Job coach program operations

## Legal structure

A separate legal entity is preferred for a stand-alone job coach program or for a new agency. However, should the Job Coach function be incorporated into an existing program area, no new legal arrangement is required.

## Financial management

The financial management practices of a job coach and related programs can adhere to any existing set of practices and principles. The job coach activity reports will include phone, computer and car use as the main set of expenses. Records should also be maintained for the support function of the job coach agency.

## Communications

At the onset of the program, a communications plan is developed to guide the program manager and Job Coaches in the promotion and communications of the program. Promotional items such as business cards, brochures, CDs, websites, folders, pens, and flashlights are produced for distribution, in accordance with and beyond the communications plan.

The promotion of the program is generally conducted through the provincial, regional, and local industry associations through meetings, presentations, mail-outs, and other related communications of the associations. The program manager and the Job Coaches conduct outreach to employers and employment service agencies through local career networking groups and meetings, as well as cold calling relevant agencies and employers. The joint promotion with the industry associations is an important element in providing the legitimacy and familiarity to employers.

## Information Systems

In order to meet the needs of the clients, employees, and the future demands of the program, the information management system must be developed to include a fully functioning Learning Management System.

Learning Management Systems are utilized by industries such as manufacturing and construction, and companies such as Ledcor, PCL, Defasco, Toyota, Honda, Ford, Encana and Syncrude to record the learning needs and certificates of its employees. Learning Management Systems can also provide adherence to standards such as ISO/TS and in some cases help lower WCB costs.

The long term success for clients is the practice of life-long learning, starting with CORE and its certificates: First Aid Level 1, Fall Protection, WHIMIS, and Construction Safety Training System.

Clients can also learn and develop a variety of competencies and build up apprenticeable hours that can all be tracked and recorded. The learning continues through apprenticeship training, leading to a Red Seal designation, and continues through periodic upgrading, or pursuing other education or training goals.

A Learning Management System can track the information on each client, including their learning needs as assessed through TOWES and other tools, plus their learning achievements such as:

- Certificates
- Job coach notes
- Hours to be applied for apprenticeable trades
- Employment history—employers, duties, competencies
- Competencies learned
- Marks
- Training taken, its length, curriculum, trainer, etc.
- Technical training
- Identified training needs

## Staff reviews

As with many occupations that provide personal services to the public, the role of a Job Coach requires lots of personal energy, and the Job Coach can result in high rates of “burn-out.” Regular staff reviews are needed to monitor and support the performance of the Job Coach.

The Job Coaches themselves need career plans and training plans to move their careers forward. As a role model, they must also “walk the talk.”

Quarterly or biannual staff reviews can also identify problems, address issues, and provide regular check-points for these highly independent positions.



## **Bernie Phillips** *job coach*

Bernie Phillips is a journeyman Carpenter and member of the Lil'wat First Nation in Mount Currie. As a VanAsep job coach, he worked with employees and employers in the Whistler-Pemberton-Mount Currie corridor.

Since starting in early 2006, Bernie has registered and assisted over 150 clients in construction sector careers. Bernie is also an instructor for the Construction Pre-employment program and Carpentry levels 1 and 2.



# Conclusion

*“Being a Job Coach was more than being a liaison between employee and employer. Yes, breaking down barriers of employment was part of the work but to me being a Job coach was being a mentor. Watching First Nations people succeed in a trade of their choice brought a great pride in myself. I didn’t really want to be seen as the guy who gave assistance but as the guy who was looked up to, the guy who helped show the way in the construction sector, a mentor.*

*“A good role model for young apprentices, a good liaison between employer and employee, great support and aid for First Nations is what job coaching is about. I believe we (VanAsep) are doing a great job. The proof is in our numbers of First Nations employed in construction. It gives me a good feeling knowing I am a part of it. It makes me proud to see our people succeed.” Bernie Phillips*

A job coach program is ideal for bridging skilled, interested and committed workers to employers with demand for labour. The Job Coach brings their personal and professional experience, skills and contacts to recruit and assess clients, and to direct them to pre- and post-employment training. The Job Coach also uses their experience and contacts to solicit employment opportunities and provide ready to work employees able to meet industry expectations. The program ensures sustainable jobs and sustainable employees.

A job coach program supports the Job Coaches through clear hiring practices and clear expectations. The program also provides support through access to clients, training, employers and networking opportunities. A Job Coach program can meet the employment needs of communities and employers, particularly when explicit needs and procedures are outlined through Impact Benefit Agreements and similar processes. The Job Coaches are also supported through communications and marketing activities, and a records management system that tracks clients, employers, and wages.

The program is best established as a partnership with the community and industry, and must be accountable to both, as well as any outside funding agencies. A job coach program can provide service to clients, communities and employers by focusing on the match of skills and need, and recognizing the value in each.



## **Walter Paul** *job coach*

Walter Paul is a Red Seal Carpenter. He is a member of the Slaimmon First Nation just outside of Powell River. He has been a job coach with VanAsep Training Society since November 2008 and has since assisted approximately 140 clients.

*“My role as a job coach is to assist clients in overcoming the many barriers to training and employment. I work with different employment service agencies to secure employment and training opportunities for our clients and to connect with local employers for opportunities to encourage them to hire.”*

*Through training and employment we will realize sustainable health and prosperity for our communities”*

# Resources

## Templates

See accompanying CD for the following forms and documents:

- Partnership MOU
- Job Coach Report Form
- Client Form
- Employment Contract
- Position posting
- Sample promotional materials
- Draft Budget
- Setup / establishing  
Operations
- Supporting/supplementary texts

# Job coach models

Accredited Coach Training

[www.erickson.edu](http://www.erickson.edu)

Be a Career Practitioner

[www.sfu.ca/mpprog](http://www.sfu.ca/mpprog)

brampton.ca

<http://www.brampton.ca/media-releases/06-198>

Business and Career Coaching

<http://www.rajula.ca>

Career Activist.

<http://www.careeractivist.com/index.php/coaching>

Career Coaching Centre Inc

<http://www.careercoachingcentre.com>

Career Coaching International

<http://www.ccinternational.ca/version2>

Career Discovery

<http://www.careerdiscovery.biz/muskoka-career-services>

CareerJoy, Canada's Career Coaching Company

<http://www.careerjoy.com/node/378>

Careers By Design coaching & counseling

<http://www.careersbydesign.ca>

careersnet.com

<http://www.careersnet.com>

Carswell Partners Inc

<http://www.carswellpartners.com>

Centre for Education and Training – Career Coach

<http://www.tcet.com/careercoach/services.aspx?sel=r3&cat=career>

CENTREPOINT Career Management

[http://www.centrepoincareer.com/services\\_careercoach](http://www.centrepoincareer.com/services_careercoach)

Coaching People: Expert Solutions to Everyday Challenges

[Harvard Business School Press 2007](#)

Directory of Career Counselling/Career Development Education Programs in Canada

[http://www.contactpoint.ca/resources/Directory\\_of\\_Education\\_Programs\\_2006.pdf](http://www.contactpoint.ca/resources/Directory_of_Education_Programs_2006.pdf)

Find Your Coach

<http://www.findyourcoach.com/oo-career-coach>

How to Be A Great Coach: 24 Lessons for Turning on the Productivity of Every Employee

[Marshall J Cook, McGraw-Hill 2003](#)

IT Job Coach

<http://www.itjobcoach.com>

Janice Calnan, RHB

<http://www.janicecalnan.com/organizational-development/associates/career-counselling/>

JobJoy Career Consulting

<http://www.jobjoy.net>

jobsearchonline Job Search & Support Services in Dawson Creek, BC.

<http://www.jobsearchonline.bc.ca/Interviews/counselor>

Journal Of Commerce (western Canada's construction newspaper)

<http://www.journalofcommerce.com/article/id25701>

My Vancouver Career and Job Coach

<http://www.mvcajc.ca>

Ontario Life and Business Coaching

<http://www.ontariolifebusinesscoach.com/businesscoach>

Ottawa Kiosk

<http://www.ottawakiosk.com/coaching-career>

Sigma Assessment Systems Inc

<http://www.rpp.on.ca/solutions/career>

The Career Key

<http://www.careerkey.org>

The Career People (Transitions, Career and Business Consultants)

<http://www.thecareerpeople.ca>

The Everything Coaching and Mentoring Book: How to Increase Productivity, Foster Talent, and Encourage Success

Nicholas Nigro, Adams Media Corporation 2002

The Training OASIS

<http://www.thetrainingoasis.com/coaching>

The Wright Career Solution

<http://www.thewrightcareer.com>

The YMCA of Greater Toronto/Career Planning

<http://www.ymcatoronto.org/en/get-a-job/help-you-find-job/career-planning>

University of Toronto Mississauga Career centre

<http://www.erin.utoronto.ca/careers/contact>

Vision Coach International

<http://www.visioncoachintl.com/en-contact>

WSI Corporate

[http://www.wsicorporate.com/article/career\\_coaching\\_franchise](http://www.wsicorporate.com/article/career_coaching_franchise)

## Additional Resources:

How to become a career coach for profit

<http://ezinearticles.com/?How-to-become-a-Career-Coach-for-Profit&id=51324>

*Start up costs, fees, financing, advertising & marketing, equipment, income potential, target market, success tips: basic framework for start-up, general advice.*

Career Maze: What you should know about the job

[http://www.careermaze.com/resources/the\\_job.asp?licensee=CareerMaze](http://www.careermaze.com/resources/the_job.asp?licensee=CareerMaze)

*How to have a successful interview and negotiation with a prospective employer: includes tips on observation, listening, asking questions, and focus.*

Career Owl: Your best job coach for an interview may be you

<http://www.careerowl.ca/Kathy/post/2007/12/Your-best-job-coach-for-an-interview-may-be-YOU!>

*Short, basic advice on preparing mentally for a job interview.*

Monster: Do career counsellors offer what you need?

[http://assessment.monster.ca/6574\\_EN-CA\\_p1](http://assessment.monster.ca/6574_EN-CA_p1)

*Short, basic information: career counselor duties, role, credentials, costs, low-cost options*

Coach Training Alliance: Career coaching

<http://www.coachtrainingalliance.com/opportunities/careercoaching>

*Excerpt from eBook Exploring Coaching by D. Brown-Volkman—how to become a career coach, what to expect with coaching, descriptions of the types of coaching / training opportunities / other specialized coaching careers*

Virginia Board for People with Disabilities

[http://www.worksupport.com/documents/va\\_board\\_factsheet.pdf](http://www.worksupport.com/documents/va_board_factsheet.pdf)

*Advancing the employment of people with significant disabilities: co-worker job coaching, community partners, typical job coach duties, benefits to business, who pays, questions businesses have regarding job coaches*

At Work Settlement: Culturally Responsive Career Counselling

[http://atwork.settlement.org/sys/atwork\\_library\\_detail.asp?passed\\_lang=EN&doc\\_id=1004670](http://atwork.settlement.org/sys/atwork_library_detail.asp?passed_lang=EN&doc_id=1004670)

*Culturally responsive career counselling, with focus on new Canadians and their specific needs.*

Monster: Career Counseling for Techies

[http://technology.monster.ca/9155\\_en-CA\\_p1](http://technology.monster.ca/9155_en-CA_p1)

*advice for technology professionals interested in seeking the services of a career counselor.*

World Association of Public Employment Services

<http://www.wapes.org>

*World Association of Public Employment Services (WAPES): notes, speeches, presentations from World Congress (Quebec 2006) and other global events, some with summaries*

The Public Employment Service: adapting to a future that has already happened

<http://www.wapes.org/infos/file/attachfiles/pdf/2006-0032-EN.pdf>

*7th WAPES World Congress, Quebec, CDA 2006. The Public Employment Service: Adapting to a Future that has Already Happened —keynote speaker E. Hansen, International Labour Organization*

BioSpace: Career Counsellors

[http://www.biospace.com/news\\_story.aspx?NewsEntityId=29345](http://www.biospace.com/news_story.aspx?NewsEntityId=29345)

*General information on testing —Type, Temperament, Ability (with links), profile of ACP (Association of Career Professionals), plus lower cost options with caveats.*

Journal of Commerce

<http://www.journalofcommerce.com/article/id25701>

*Immigrant Skilled Trades Employment Program (ISTEP): Vancouver job coach helps underemployed find better jobs*

Making use of profiling tools in career counselling & job coaching

[www.upm.ro/career\\_center/conferences/TirguMures3Profiling](http://www.upm.ro/career_center/conferences/TirguMures3Profiling)

*Career Center Conference Presentation: Germany - 30 Power Point slides - complete scenario of what happens to job-seekers in Germany / highlights possible problems with some "profile" career counselling tools.*

Career Coach Academy: What Is Career Coaching?

[http://www.careercoachacademy.com/about\\_coaching](http://www.careercoachacademy.com/about_coaching)

*Trains career coaches, explains what coaching is, lists their graduates under "find a career coach," "resources" are books by founder.*

Career Crossroads

<http://www.career-crossroads.com>

*The Barnard Group: professionals specializing in career issues of mid-career adults, older workers and restless retirees*

Virtual Job Coach: Tools for Determined Job Seekers

<http://virtualjobcoach.com/index>

*Searching Job-Boards, Resumes, Cover Letters, Track Your Applications, Target Best-Fit Companies, Better Networking*

The Job Coach

<http://www.thejobcoach.com>

*The PlayBookSM - online tutorial guide to self-promotion, résumés, interviews: free Career Quiz, advice, articles.*

Land That Job

<http://www.landjob.com>

*Company sells resume and cover letter templates: samples are free and downloadable / examples explain how templates work: both form fields and drop down boxes / complete resume & cover letter template package*

Career Planner

<http://www.careerplanner.com/Career-Articles/IndexToCareerArticle>

*Career planner - multiple short articles: interviews, getting ahead, job search advice, career planning: Business - career coachings.cfm*

The Riley Guide

<http://rileyguide.com>

*Employment Opportunities and Job Resources on the Internet: Providing free career and employment information since 1994, The Riley Guide introduces you to the online job search, listing many online sites and services. Free job search advice and articles. More Links.*

Get Career Advice From a Pro

[http://careerplanning.about.com/od/careerchoicechan/a/career\\_couns](http://careerplanning.about.com/od/careerchoicechan/a/career_couns)

*Various soft articles on choosing a career, career planning, choosing a career development professional (job coach, career counselor, career development facilitator), transferable skills, changing careers, resumes, interviews, and some common career profiles (each with links to follow-up sites)*

Service Canada: Contact Employment Programs

<http://www.servicecanada.gc.ca/eng/common/contactus/employment>

*Job Creation Partnerships, Skills Development, Employment Assistance, Self-Employment, Targeted Wage Subsidies, Youth Employment Strategy & more/ links to Provincial programs.*

### Vision Coach International

<http://www.visioncoachintl.com/en-coaching-resources>

*Specialising in unemployed individuals with mental health disorders or history of mental health issues that block employment: resources, links*

### Career Planning and Management Inc

<http://www.careerpmi.com/resources1>

*Career Planning and Management Inc., USA: Career development programs for individuals and organizations, career coaching and mid-career redirection/ "career resources": job search sites, journals, specialty employment sites, educational & training services/ full service site*

### Career Resources Toolkit for Job-Seekers

[http://www.quintcareers.com/career\\_resources](http://www.quintcareers.com/career_resources)

*Career Resources Toolkit for Job-Seekers - Quintessential Careers: free career development resources / every major job-search & career topic / articles, techniques, models, worksheets, tools, professional journals, & more links.*

### Bureau of Labour Statistics: Occupational Outlook Handbook

<http://www.bls.gov/oco>

*Links: US Dept of Labor / Occupational Outlook Handbook 2008-2009: training & education needed, earnings, expected job prospects, what workers do on the job, working conditions: job search tips, links to job market information by State, and more links for each occupation.*

### The Village: What a Job Coach May Do

[http://www.village-isa.org/Services/job\\_coach](http://www.village-isa.org/Services/job_coach)

*Model: The Village Integrated Service Agency, CA, online: What a job coach may do prior to a job start, on & off site: very comprehensive list for job coaching in the Trades*

### Coach Compass System

[http://www.coachcompass.com/xTras/Languages\\_in\\_london](http://www.coachcompass.com/xTras/Languages_in_london)

*Model: Coach Compass System, UK - coaching, career camps for children, Virtual Coach, Coping with Job Loss, Mentoring, Workplace Transitions, Interventions (one-time special need), School-to-Work, Retirement to Second Career: Educational/vocational assessments, pre-college profiling, and personal/career interests identification to allow for appropriate preparation and allocation of educational investments branch in MD, USA*

University of Toronto Mississauga Career Centre

<http://www.utm.utoronto.ca/careers>

*“Find Employment” worksearch strategies, networking, Job Search Tools: resume toolkit, interviews: career information*

The YMCA of Greater Toronto/Career Planning:

<http://www.ymcatoronto.org/en/get-a-job/help-you-find-job/job-search-tips>

*Job Search Tips - Resources & Guidelines: resumes, letters, interviews*

Career Storm Navigator

<http://www.careerstorm.com/material/csn/CSN%20brochure.pdf>

*Career Storm Navigator is a licensed product for sale: contains multiple tools for career development & coaching: focus is on what the individual wants for their career and life.*

CanLearn

<http://www.canlearn.ca/eng/preparing/explore>

*CanLearn, CDA: Career Planning—identify your strengths, explore career options, educational requirements, online counsellors*

*Copies of this Partnership Handbook are available  
in English and French from the:*

Aboriginal Skills Employment Partnership (ASEP)  
[www.hrsdc.gc.ca/eng/employment/aboriginal\\_training](http://www.hrsdc.gc.ca/eng/employment/aboriginal_training)

VanAsep Training Society  
[www.vanasep.ca](http://www.vanasep.ca)

