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An evaluation of "job search workshops" program -- from Mandarin-speaking newcomers' perspective

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**AN EVALUATION OF "JOB SEARCH WORKSHOPS" PROGRAM
--FROM MANDARIN-SPEAKING NEWCOMERS' PERSPECTIVE**

by

**Xiaofeng Ma
BA, Liaoning Normal University, 1995**

**A Major Research Paper
presented to Ryerson University**

in partial fulfillment of the requirements for the degree of

**Master of Arts
in the Program of
Immigration and Settlement Studies**

Toronto, Ontario, Canada, 2006

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AN EVALUATION ON JOB SEARCH WORKSHOP PROGRAM

--FROM MANDARIN-SPEAKING NEWCOMERS' PERSPECTIVE

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Master of Arts
Immigration and Settlement Study
Ryerson University

Abstract

The Job Search Workshops (JSW) program is a component program within the Immigrant Settlement and Adaptation Program (ISAP), which is funded by Citizenship and Immigration Canada (CIC), and offered across Ontario. About half of the JSW participants in Ontario speak Mandarin as their first language. Their settlement needs share many similarities with other immigrant cohorts, yet some of the barriers identified among Mandarin speaking newcomers are culturally specific. Generally, Mandarin-speaking newcomers highly endorse Job Search Workshops; however, there is room for improvement. Improvement of the effectiveness of current settlement programs (such as the JSW program) to assist this group of newcomers, will greatly speed up their social, economic and cultural integration into Canadian society.

Key words:

Mandarin speaking newcomers; social capital and human capital; settlement; settlement services; Immigrant Settlement and Adaptation Program (ISAP); Job Search Workshop (JSW).

Acknowledgements

This evaluation was made possible by Alternative Youth Centre for Employment (A.Y.C.E.). The aim of this paper is to evaluate how well the Job Search Workshops program assists Mandarin-speaking newcomers with their integration into Canadian culture.

I would like to acknowledge Claudia Burk who was the general manager of A.Y.C.E. for her permission and guidance through my six-month research. I would also like to thank all those Mandarin-speaking clients who attended the Job Search Workshops at A.Y.C.E. from 2005 to 2006. Their anonymous responses to my questionnaires greatly enhanced this evaluation. I would specially like to thank those clients who continuously kept me informed about their job search experiences after having completed the five-day Job Search Workshops for Newcomers. Their stories and suggestions inspired the “Recommendation” section of this paper.

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Xiaofeng Ma

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Chapter 1: Introduction and Background

1.1 Research Objectives

The objectives of this essay are twofold. First is to evaluate the Job Search Workshops program, which is one of the components of the Immigrant Settlement and Adaptation Program (ISAP) funded by Citizenship Immigration of Canada (CIC). The study focuses on how well the program is working to achieve its objective with as it pertains to Mandarin-speaking newcomers. Second, and more importantly, the study explores new methods for improving the effectiveness of the current settlement programs (such as JSW Program) in assisting Mandarin-speaking newcomers to socially, economically and culturally integrate into Canadian society.

As noted on the JSW website:

The Job Search Workshops (JSW) program can help you find a job in Ontario. Our three or four day workshops will give you the job search tools that will help you succeed in the Canadian job market [(retrieved from <http://jswontario.org>, 2006)].

Consequently, this program is an employment-related program in the settlement sector. Since the stated goal of JSW is "to facilitate the employment of new immigrants to Ontario by familiarizing them with effective job-search practices and techniques in Canada", my research is to assess how well the program is working to achieve its goal with as it pertains to Mandarin-speaking newcomers. In order to do this thoroughly, this investigation addresses four main questions:

1. What are the services provided by the JSW program?

- 2. What brought Mandarin speaking newcomers to the JSW program?*
- 3. How do Mandarin speaking newcomers evaluate the JSW program?*
- 4. What services should be provided as substitutes for the current ones?*
- 5. How can the JSW program further support agencies to maximize the benefits to Mandarin speaking clients?*

1.2 Background

In the summer of 2002, I started my first job in Canada as a Job Search Workshop facilitator at Alternative Youth Centre for Employment. In this position, I have had wide exposure to Mandarin-speaking newcomers' lives on a daily basis from both the perspective of being a newcomer myself as well as being the facilitator of the JSW.

1.2.1 Why do I evaluate the JSW program?

Throughout my research on Job Search Workshops, I was inspired and motivated; as a result I came to the conclusion that there were two levels of reasons for my choosing this topic:

At the Macro Level, Canadian immigration policy is currently the focus of considerable debate and is in the process of being reviewed by the federal government, but not for newcomers' settlement. The current challenge is not only about how many people should be allowed to enter Canada, but more so about how to keep people here and how to best utilize the immigrant human capital. There is an urgent need to assess how well current settlement services can help highly-educated newcomers really settle in Canada.

At the Micro Level, Since JSW emerged in 1994, only one documented evaluation was conducted in 2001. It was a general review of the JSW program without looking into the ethnic issue. Moreover, JSW is in the evolving process, such as the program design, administration, staff training and clients' profile. The most important reason is that I have experienced this settlement program from a client, a volunteer, a facilitator and finally a researcher. I am very confident to evaluate this program from various aspects, especially from a Mandarin speaking newcomers' perspective.

1.2.2 Why do I evaluate the JSW program from a Mandarin-speaking newcomers' perspective?

There were five primary reasons for me to choose Mandarin-speaking newcomers as my research target group. First of all, during the 1990s, an unprecedented number of highly-educated and professionally trained immigrants arrived in Canada from Mainland China (Citizenship and Immigration, 2001). Although compared to other developing countries, China is enjoying the fastest economic growth now; there are many reasons for such a large amount of highly educated Chinese to leave their homeland. Economic reform, including the introduction of a market economy and the opening of China to the outside world, has stimulated individual initiatives in China. Competition for jobs has become intense. Massive layoffs and the dismantling of the social safety net make many highly educated workers think about an alternative way to have a better life— many have chosen to immigrate to another country. Canada, with its liberal immigration policies, nice living environment and

accessible health care system attracts many of these people as a popular destination. Between 1996 and 2005, the number of Mainland Chinese immigrants rocketed from 17,533 a year to 42,291, making Mainland China the largest single source of Chinese immigrants to Canada (Table 1: Part I and Part II). The percentage jumped from 14.1% to 30.6% (Table 1: Part III).

Secondly, although they share a similar culture of origin, Mandarin speaking immigrants are somewhat distinct from the well-established Cantonese-speaking Chinese people, as well as Chinese immigrants coming from countries and regions outside of China (George et al. 2000). Immigrants from Mainland China, Hong Kong, and Taiwan are all Chinese in ethnicity, but their political tendencies, social values, and economic behaviour are markedly different. These background variations have grouped them into different segments within the political, cultural, and economic realms in Canada. Although Mandarin is the official language and the most commonly used dialect among Chinese people worldwide, the Chinese communities in Canada are comprised of predominantly Cantonese speakers. This is due to the fact that Hong Kong, where Cantonese is the major dialect, was the main source of Chinese immigrants to Canada till 1997. After 1997, the number of Mandarin speaking immigrants from Mainland China surpassed those Cantonese speaking immigrants from Hong Kong. The constant influx of Mandarin speaking immigrants has created a community with a distinctive language, history, and cultural heritage, which is significantly different from those of the dominant Cantonese speaking community in Canada. These Mandarin speaking newcomers often find themselves as a marginalized minority within a minority group. Existing community structures and services are rarely designed according

to the needs of Mandarin speaking newcomers.

The third reason for my choosing Mandarin-speaking newcomers is that their inability to succeed through economic and social participation makes this group of immigrants feel disadvantaged and excluded, and may negatively affect their confidence about the merits of remaining in Canada to fulfill their immigration dream and commitment. An internet survey conducted in 2002 of recent Chinese immigrants by the Toronto-based North Chinese Community of Canada found that only 20 percent of the 1,345 participants indicated they would remain in Canada after obtaining Canadian citizenship (*World Journal*, 2003). At the same time, the Chinese authorities have launched a series of policies to encourage overseas intellectuals to return to China by providing successful employment opportunities and other incentives like luxurious housing and generous research budget. These policies create a strong tendency for intellectuals to return to China. Over the past 20 years, in China, the government and various institutions, such as China Institute of Science and Technology and Shanghai Institute of Sociology, have been encouraging overseas Chinese to return. During the mid to late 1990s, there was an average annual increase of 13% in the number of returnees, mainly in the sciences and engineering fields. Since 2000, the flow has risen further (Jain, 2003). On the other hand, the skilled worker applications from China dramatically dropped from 60,000 in 2000 to only 8,000 in 2004 (retrieved from <http://ctv.ca/servlet/articlenews>, 2006).

Another important reason is that the Canadian government has begun to officially acknowledge the unique issues of Mandarin speaking newcomers with regards to their

need for settlement services. In March 2004, the CIC-Ontario Region Settlement Directorate set up a Mandarin-speaking ISAP Workers' Committee and invited all agencies with Mandarin speaking staff to attend a meeting to evaluate existing service-delivery models. CIC has also been offering funding for various research projects, which would look into the settlement challenges faced by Mandarin speaking newcomers.

Last but not the least, about half of the JSW participants in Ontario speak Mandarin as their native language (retrieved from the data of 2002 JSW Annual Conference). Consistent with the recent flow of immigrants, Mandarin speaking newcomers have been the major participants of the JSW program and other settlement programs since 1998. At A.Y.C.E., there have been more than 2000 JSW clients who speak Mandarin as their native language since the program started in 1997. Therefore, the evaluation from these newcomers' perspective can be representative.

Table 1.1: Canada – Permanent Residents from Asia and Pacific by Top Source Countries

Part I Number

Source countries	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
China, P.R.	17,533	18,526	19,790	29,150	36,750	40,365	33,307	36,256	36,429	42,291
India	21,291	19,615	15,376	17,458	26,126	27,904	28,838	24,593	25,576	33,146
Philippines	13,158	10,872	8,185	9,204	10,119	12,928	11,011	11,989	13,303	17,525
Pakistan	7,761	11,239	8,091	9,303	14,202	15,354	14,172	12,351	12,795	13,576
Korea, Republic of	3,157	4,001	4,917	7,217	7,639	9,608	7,334	7,089	5,337	5,819
Sri Lanka	6,159	5,071	3,329	4,728	5,849	5,520	4,968	4,448	4,135	4,690
Bangladesh	2,448	2,929	1,946	1,825	2,715	3,393	2,616	1,896	2,374	3,940
Taiwan	13,225	13,324	7,193	5,483	3,535	3,114	2,910	2,126	1,992	3,092
Afghanistan	2,010	2,115	1,583	2,112	2,845	3,182	2,971	3,011	2,527	2,908
Vietnam, Socialist Republic of	2,487	1,787	1,628	1,397	1,800	2,097	2,282	1,686	1,802	1,821
Hong Kong	29,988	22,250	8,087	3,671	2,865	1,965	1,541	1,472	1,547	1,784
Top 10 source countries	117,207	109,942	78,542	90,151	112,645	123,465	110,409	105,445	106,270	128,808
Other countries	7,610	7,158	5,680	6,444	8,101	9,484	8,651	8,290	8,308	9,249
Total	124,817	117,100	84,222	96,595	120,746	132,949	119,060	113,735	114,578	138,057

Part II Percentage Distribution

Source countries	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
China, P.R.	14.1	15.8	23.5	30.2	30.4	30.4	28.0	31.9	31.8	30.6
India	17.1	16.8	18.3	18.1	21.6	21.0	24.2	21.6	22.3	24.0
Philippines	10.5	9.3	9.7	9.5	8.4	9.7	9.3	10.5	11.6	12.7
Pakistan	6.2	9.6	9.6	9.6	11.8	11.6	11.9	10.9	11.2	9.8
Korea, Republic of	2.5	3.4	5.8	7.5	6.3	7.2	6.2	6.2	4.7	4.2
Sri Lanka	4.9	4.3	4.0	4.9	4.8	4.2	4.2	3.9	3.6	3.4
Bangladesh	2.0	2.5	2.3	1.9	2.3	2.6	2.2	1.7	2.1	2.9
Taiwan	10.6	11.4	8.5	5.7	2.9	2.3	2.4	1.9	1.7	2.2
Afghanistan	1.6	1.8	1.9	2.2	2.4	2.4	2.5	2.7	2.2	2.1
Vietnam, Socialist Republic of	2.0	1.5	1.9	1.5	1.5	1.6	1.9	1.5	1.6	1.3
Hong Kong	24.0	19.0	9.6	3.8	2.4	1.5	1.3	1.3	1.4	1.3
Top 10 source countries	93.9	93.9	93.3	93.3	93.3	92.9	92.7	92.7	92.8	93.3
Other countries	6.1	6.1	6.7	6.7	6.7	7.1	7.3	7.3	7.3	6.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Part III Rank

Source countries	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
China, P.R.	3	3	1	1	1	1	1	1	1	1
India	2	2	2	2	2	2	2	2	2	2
Philippines	5	6	3	4	4	4	4	4	3	3
Pakistan	6	5	4	3	3	3	3	3	4	4
Korea, Republic of	8	8	7	5	5	5	5	5	5	5
Sri Lanka	7	7	8	7	6	6	6	6	6	6
Bangladesh	10	9	9	10	10	7	9	9	8	7
Taiwan	4	4	6	6	7	9	8	8	9	8
Afghanistan	11	10	11	9	9	8	7	7	7	9
Vietnam, Socialist Republic of	9	11	10	11	11	10	10	10	10	10
Hong Kong	1	1	5	8	8	11	11	11	11	11

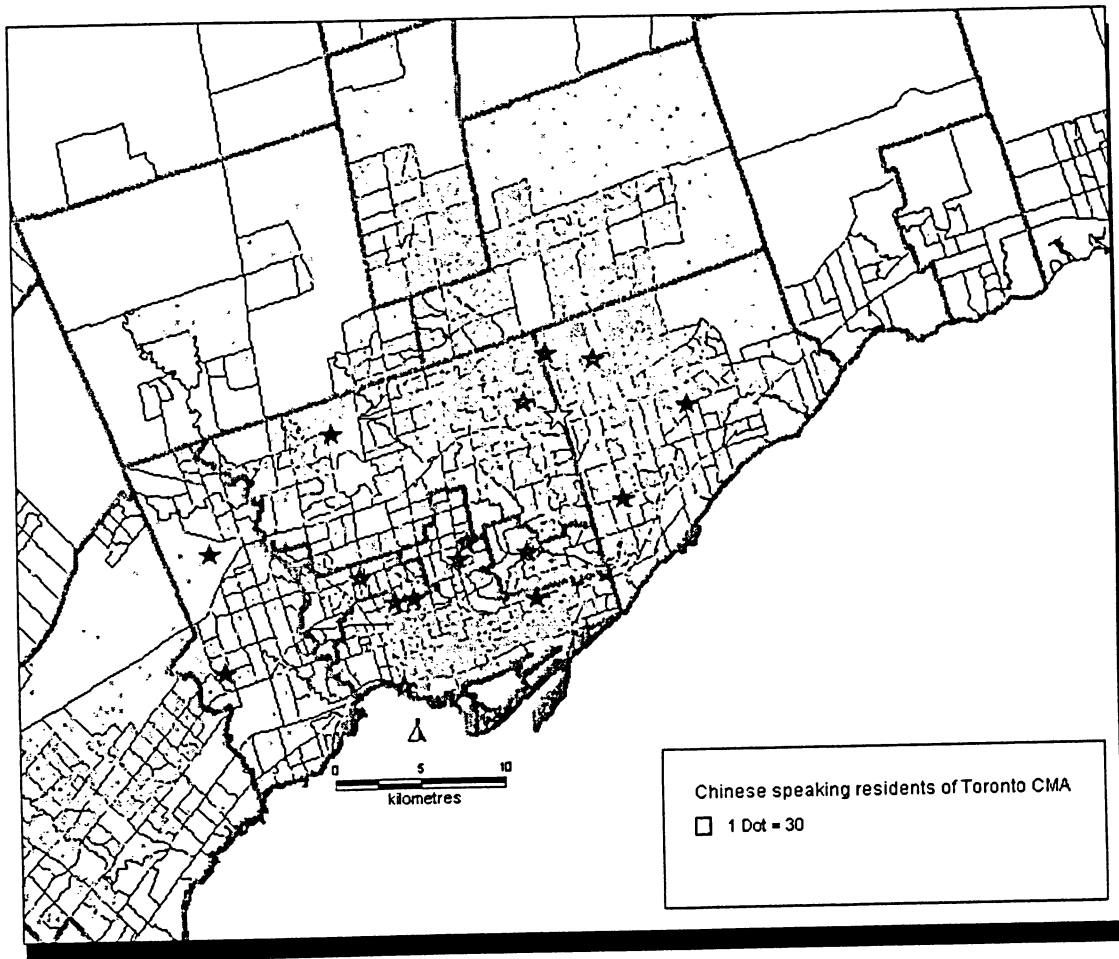
Source: Facts and Figures 2005: Immigration Overview – Permanent and Temporary Residents
<http://www.cic.gc.ca/english/research/menu-fact.html>

1.2.3 Why did I choose A.Y.C.E. as my research place?

There were three primary reasons to choose Alternative Youth Centre for Employment (A.Y.C.E.) as my research organization. First of all, A.Y.C.E. has been serving the east North York and west Scarborough community since 1988. It enjoys a very good reputation in the Toronto community services field. In 2003, A.Y.C.E. was the winner of Minister's Award for Excellence. A.Y.C.E. is located in an area that attracts a large flow of landed immigrants, especially people from Mainland China (Figure1.1). A.Y.C.E. has provided JSW service to over two thousand Mandarin-speaking newcomers since JSW program started at AYCE in 1997. The third reason, also the most important is that I started my JSW experience at AYCE in 2002. I have accumulated a great deal of first-hand experience in the JSW program. For this paper, I will utilize all JSW related forms

and reports from April 2005 to March 2006, 100 JSW evaluation forms and my field observation to fully evaluate the JSW program.

Figure 1.1 Distribution of Chinese speaking residents in the Toronto CMA (based on 2001 Census) and Job Search Workshops Sites



Created by Dahlia Phillips for Maggie Ma

1.3 The importance of my study

The stated goal of JSW is “to facilitate the employment of new immigrants to Ontario by familiarizing them with effective job-search practices and techniques in Canada”. At the

outset of this review of JSW Program, I believed that my job was solely to assess how well the program was working to achieve that objective, namely to help newcomers find employment. However, as I undertook research into the settlement and integration process for Mandarin-speaking newcomers and became more familiar with the program, I question whether I was asking the right question about the program. I decided to take a step back, and ask a couple of broader, more philosophical questions: Why does Canada bring people into the country? How many and what type of immigrants should Canada accept? Canada encourages immigration with the expectation that newcomers will contribute to Canada economically, socially and culturally. Settlement programs such as JSW therefore need to assist newcomers in maximizing their potential and in turn their contribution to life in Canada.

There is a major and urgent research task in the area of immigration and settlement which involves the identification of barriers to successful settlement. Do existing institutions and day-to-day practices help or hinder the settlement process? This research task is directly policy and program relevant. The more we know about potential barriers the better we are able to prevent such problems. Another probable research task takes this knowledge about barriers and potential responses in one province (country) and examines the experience of other provinces (countries). Inter-provincial and international comparative research about immigrant settlement can help improve our knowledge about processes and dynamics in Canada, and in turn, help improve immigration policies and related settlement programs.

The result of this research is policy relevant and academically important in that it provides a concrete basis for assessing the necessity and importance of settlement programs. I refer to the Chinese immigrant community, but these issues may apply to other immigrant communities as well.

Chapter 2 Literature Review

The objective of a literature review is to provide a state-of-the-art review of Canadian research on the settlement issue of Mandarin-speaking Chinese newcomers and Ontario-funded Immigration Settlement Adaptation Program, specifically JSW (Job Search Workshop). It includes twenty-six CIC funded studies on Mandarin-speaking immigrant groups. In addition, other literature pertaining to the purpose of my paper is also reviewed.

2.1 Mandarin-speaking Newcomers

There are 1.2 billion people in Mainland China who are known as Chinese, and another 30 million ethnic Chinese distributed in 134 countries outside of Mainland China, Hong Kong, and Taiwan (Li, 1998). Culturally, the Chinese Diasporas act as one entity, since historical conditions and social realities have produced many cultural differences and linguistic variations among the Chinese around the world. Thus a semantic distinction must be maintained when referring to the Chinese in Canada. The Mandarin speaking newcomers in my essay, as Usha George defined in *Recommendations for the Delivery of ISAP Services to Mandarin Speaking Newcomers from Mainland China* (George et al. 2004), refer to Mandarin speaking Chinese immigrants who immigrate to Canada from the People's Republic China, excluding Hong Kong and Taiwan, and have been living in Canada for less than five years.

2.2 Human Capital and Social Capital

Human capital is a way of defining and categorizing peoples' skills and abilities as used in employment and as they otherwise contribute to the economy (retrieved from <http://>

wikipedia.org). Human Capital is Becker's classic study of how investment in an individual's education and training is similar to business investments in equipment (Becker, 1975) If human capital is mainly responsible for a good job based on a good education and experience, highly educated Mandarin speaking newcomers should be warranted good jobs. This is not the case. Social capital seems to be getting more popular among Canadian employers. It includes the networks of social relationships that facilitate access to resources such as information, psychological support, and community participation. Social capital provides trust, and links to others and mirrors one's position in a network, giving status and credibility (Lai, et al., 1998). When introduced by somebody with whom the employer is familiar and trusts, the candidate is more hopeful to get the job. Research suggests that social capital networks may play a significant role in development and particularly in the settlement of new immigrants (Lamba, 2003).

Although human capital and social capital theories do not directly relate to settlement services program, it does provide a framework for assessing the significance and necessity of the JSW program which functions as the only employment related program under ISAP. We also need to draw on the notions of both human capital and social constriction to explain new immigrants' paths into the Canadian labour market.

Many Mandarin speaking newcomers view a move abroad as a means to upgrade their professions and believe they can transfer their knowledge abroad, imagining they can mesh their credentials and experiences with overseas structures. As China's elite, these

professionals expect a warm welcome. However, this international human capital and social capital transfer seems to get stuck even from the very beginning. Settlement service programs, such as JSW, can possibly set up the bridge between international trained professionals and local labour market by introducing Canadian business culture and job search skills.

2.3 Settlement

It is very difficult to define what settlement is, because first of all it is a very abstract term, and settlement experience varies from individual to individual. Under what situation is one considered settled, and within what timeframe does it take to settle remains unclear. An immigrant could have settled in some domains but not others. Settlement is generally viewed by members of the immigrant-serving sector, as a process or continuum involving at least 3 stages:

Adjustment: during which a newcomer acclimatizes to the new country

Adaptation: during which a newcomer engages in learning and managing their new situation with little assistance

Integration: during which a newcomer develops the ability to actively participate as a citizen in all aspects of life in the new country, including economic, social, cultural and political life (Mwarrigha, 1998; Omidvar, 2001).

Since the JSW program is under ISAP (settlement program) which is funded and administrated by CIC, I situate the delivery of JSW program within the federal department level concept of settlement. The process is described instead in terms of the

settlement, adaptation and integration of newcomers, where:

“Settlement refers to meeting the initial needs of newcomers for the basic needs of life, including housing, food, registration children in school, signing up for language training, generally access mainstream services, with the assistance of the service provider, and understanding basic rights and responsibilities;

Adaptation refers to the next step in the process, characterized by an immigrant’s ability to realize some benefits of settlement-that is, being able to access mainstream services independently, and building friendships in the community, and reassessing personal goals; and

Integration refers to the ultimate goal of the process, at which point immigrants are able to fully engage in Canadian life. They, among other things, have found and maintained appropriate employment, participate in mainstream organizations, volunteer their time in the community, associate with Canadian values, and participate in the political process (voting, running for office etc.)”.

(adapted from Goss Gillroy Consultants. 2000, p.6)

2.4 Settlement Services

Settlement services, both formal and informal, have a long history in Canada. According to Canadian National Settlement Service Standards Framework (2000), settlement programs exist to facilitate the successful settlement and integration of immigrants and refugees into the social, economic, cultural and political life of Canada. Canada’s settlement service sector believes that all immigrants and refugees, including refugee claimants, coming to Canada are entitled to at least minimum levels of settlement service.

The capacity to implement these standards is dependent upon a shared responsibility between federal, provincial and local government in partnership with community-based settlement agencies. As part of its enduring role, the federal government has a primary responsibility to ensure that these services are available to all immigrants and refugees.

Since I situate JSW within CIC's concept of settlement, which means the research will focus on the first few years after newcomers' arrival in Canada, the definition of settlement services refer to the services provided to immigrants and refugees upon their arrival to facilitate their reception and settlement in a new country. These are directed mainly at smoothing the initial settlement process, and include counseling and language instruction (Holder, 1998). CIC does not provide services to newcomers. Rather, the Department contracts with, and provides funding to immigrant-serving organizations and other community-based agencies. There are three main funding programs: Language Instruction for newcomers, the Immigrant Settlement and Adaptation Program (ISAP) and HOST Program.

2.5 Immigrant Settlement and Adaptation Program (ISAP)

The Immigrant Settlement and Adaptation Program (ISAP), as its name would suggest, aims to help immigrants in settling and integrating into the Canadian society. Agencies that receive funds from ISAP are generally multi-service organizations that are funded by several resources. All agencies, regardless of funding sources, respond to settlement patterns and emerging client needs. It has two funding sources: Stream A and Stream B.

Stream A: Organizations can receive funds to deliver direct services to immigrants. Examples include: reception, orientation, translation, interpretation, referral to community resources, counselling, general information and employment-related services.

Stream B: Funds are provided for indirect services that aim to improve the delivery of settlement services. Examples include: workshops, research projects or staff training programs (see the website: <http://www.cic.gc.ca/english/newcomer/isap-2e.html>).

ISAP A or 'traditional ISAP services' involves the direct delivery of services to clients through non-governmental organizations and ISAP B includes services and research that support and contribute to the delivery of Stream A services. JSW is under Stream B category.

2.6 Job Search Workshops (JSW)

The Job Search Workshops is a program offered across Ontario by Citizenship and Immigration Canada. The program is coordinated by COSTI Immigrant Services and the Ontario Council of Agencies Serving Immigrants (OCASI). These workshops are provided by qualified agencies and are open to recent immigrants. The Job Search Workshops are three-to-four days in length, free of charge, and can be taken during the day, in the evening, or on Saturdays. To be eligible for the JSW program a person must be a permanent resident of Canada: landed immigrant, live-in caregiver or convention refugee, be able to communicate in the English language, have been in Canada for less than 3 years and be able to attend a 3 or 4 day, full-time, training program. Canadian citizens, visitors or refugee claimants are not eligible for the JSW Program. The program was put into practice in 1998 when the big influx of independent immigrants came to Canada. Therefore, from the very beginning of the JSW program until today, Mandarin-

speaking newcomers have been the biggest cohort of participants.

2.7 Mandarin-speaking Newcomers' Settlement Barriers and Needs

The needs and barriers faced by Mandarin-speaking newcomers in the process of settlement in Toronto are not greatly distinct from that of other recent immigrant groups. Some of the needs are basic and applied to all immigrants. Yet some of the barriers identified among Mandarin speaking newcomers are culturally specific, and have an association with social system, policy, and cultural values. All of these hinder their access to information and services, as well as to the Canadian labour market. The results of the literature view on needs and barriers among Mandarin speaking newcomers are summarized in the following:

1. Language skills

Language inefficiency is identified as one of the major barriers experienced by Mandarin speaking newcomers in Canada (George et al., 2000; Powers & Kerr, 2004). Prior to arriving in Canada, most Mandarin speaking newcomers passed English examinations; however, this does not guarantee fluency in spoken language. Ability to speak fluent English is of utmost importance for access to labour market. English skills are also of great importance in the everyday activities of this immigrant group, and serve to hinder those who possess weak skills (Leung 2000; Yuan et al.1998). Another research finding shows that when compared with other ethnic groups, Mandarin-speaking newcomers were much slower on improving oral English and listening comprehension (Leung, 2000).

2. Unemployment and underemployment problem

Employment is critical, and determines the whole process of settlement. Unemployment is a major source of family conflicts, marital crisis, and mental health problems (George et al., 2000). Quite often Mandarin speaking newcomers are forced to take on jobs which are far below their level of expertise. Highly trained professionals become tied down in low level jobs due to a lack of better opportunities (Irving et al., 2000; Leung 2000; Power and Kerr 2004; Li, et al., and Tian 1994).

3 .Lack of knowledge about Canadian culture, social system and settlement services

Most Mandarin speaking newcomers lack information about Canadian culture, customs, social system and settlement services prior to and after arrival. They prefer to obtain information from friends and relatives than from social service agencies (Liu 1997; George et al., 2000; Power and Kerr 2004; Teo 2003; Leung 2000). Many newcomers are unaware of community settlement services available to them, which may explain an under usage of services. Some may know about services but never use them due to the negative information they get from other immigrants.

There are also other needs and barriers faced by Mandarin speaking immigrants, such as childcare, family conflicts, seniors' issues, children/adolescents' problems and so on. However, the process of job search is the most challenging issue for this group of immigrants. They are unfamiliar with Canadian business culture, job search techniques, or where to look for employment.

2.8 Research Gaps in Literature

The literature had been largely silent on Mandarin-speaking newcomer's settlement barriers and needs. Only in recent years, a number of studies have addressed the settlement problems of Mandarin speaking newcomers, but more research is needed to examine how settlement services can help them overcome the systematic barriers and stay on this "land of opportunities". Settlement programs within communities can be enormously successful when the needs of newcomers are the focus for the development of the programs.

There is an urgent need for Canada to better prepare itself not only in terms of its selection policy, but also in terms of settlement and integration. A review of the JSW program was completed in 2001. However, the research continues to lack an assessment of JSW program from the perspective of Mandarin speaking newcomers and CIC has acknowledged the importance of this missing information (George et al., 2004). There is currently a survey of Mandarin speaking immigrants from China which examines factors contributing to their decision making to " stay" or "leave" Canada (see website: http://metropolis.net/frameset_e.html). Another finding of my study is that even a few researchers have recognized the serious settlement problems faced by Mandarin speaking newcomers, yet they just described what happened to them instead of looking for the answer to the question—what made this happen?

The last missing point from my literature review is that few researchers realized settlement should be regarded as a two-way adaptation process. Both sides, the people

arriving, and the people receiving, need to make adjustments. There is a great deal of learning to be achieved by both parties. It seems as though there is a great deal of attention on the Canadian government for all the settlement problems faced by immigrants. However, newcomers also have the responsibility for their settlement in Canada. Newcomers' attitude, readiness towards change and English level greatly affect their settlement time frame. Although the settlement sector plays an important role in promoting and facilitating the wider society's adjustment, it can only stimulate but not itself effect change.

Chapter 3 Data Sources

My evaluation is primarily based on secondary research. Specific data gathered has been grouped into three categories: quantitative research including demographic data and 12 JSW monthly statistic reports to CIC; qualitative analysis covering website resources ranging from information about Mandarin speaking newcomers and JSW program to forms which include 227 JSW client pre-employment assessments, 12 monthly narrative reports, and 100 client exit evaluation questionnaires at A.Y.C.E. and two editions of JSW manuals; my personal experience and on-site observation are also used to enhance my in-depth research job.

3.1 Demographic Data

Data for the population and demographic profile of Mainland Chinese arriving in Canada was obtained through Citizenship and Immigration Canada website (see Table 1.1: Part I; Part II; Part III). The map which shows that the distribution of Mandarin-speaking newcomers in Census Metropolitan Area and the JSW worksites was created from the 2001 census and the JSW official website (See Figure 1.1).

3.2 Website Resources

Resources found on line were used in this study mainly for the purposes of obtaining information regarding settlement services that could be accessed by Mandarin speaking newcomers during their pre-migration and settlement stage, such as <http://www.cic.gc.ca> and <http://www.settlement.org>. In particular, four major Chinese websites in Canada provided much input for my study. They are <http://www.is4u.net>, <http://www.torcn.ca>,

<http://www.51.ca> and <http://www.rolia.com>. The Immigrant Forum and Community News of these four websites greatly promoted the JSW program in Chinese immigrant community. The official website of JSW (<http://jswontario.org>) was also used to check the JSW curriculum and successful stories.

3.3 The JSW Forms and Evaluation Questionnaires

Since I started my research project at A.Y.C.E. Employment Centre, I utilized all the on-site forms that are related to the JSW program. They included monthly reports to CIC (both statistic and narrative) and evaluation questionnaires. My review is primarily based on secondary research; consequently, I did not apply for ethics review. I was permitted access to various forms (Figure 3.1: Assessment Form; Figure 3.2: JSW monthly statistic and narrative reports), and questionnaires (Figure 3.3). I also conducted my on-site research from Tropicana Community Services (the head office of Alternative Youth Centre for Employment). An official permission letter was provided in Appendix II.

3.4 On-site Observations and Personal Experience

As the most widely used type of applied research; the evaluation research has its limitations. The raw data are rarely publicly known. The process of research is somewhat supervised and monitored by the organization. Therefore, I will greatly use my four-year workshops' observation, one-to-one consultations and personal experiences to enhance the clarity and reliability of my research.

Figure 3. 1: JSW PRE-EMPLOYMENT NEEDS ASSESSMENT FORM

A. AGENCY INFORMATION			
Name of Agency _____			
Date: _____ Facilitator: _____ Telephone _____			
B. CLIENT'S INFORMATION			
Last Name:	Middle Name:	First Name:	Gender:
Address: _____		Email: _____	
City: _____ Postal Code: _____		Telephone: _____	
		Home: _____	
		Cell: _____	
Country of Origin _____		Mother Tongue _____	
Highest Level of Education _____		Immigration Status _____	
		Date of Birth _____	
C. PERSONAL/ENVIRONMENTAL ISSUES (Tick all that applies)			
Child Care		Housing	
Health		Transportation	
Other issues identified:			
D. PRE-EMPLOYMENT GOAL(S)			
Short Term:			
Long Term:			
Career Exploration:			
Past Experience			
E. JOB SEARCH NEEDS IDENTIFIED:			
Resume Cover Letter Interview Skills Internet Networking Accreditation			
Labour Market Trends Language Training Volunteering			
Other _____			

Client Signature: _____ **Date:** _____ **Facilitator:** _____

Figure 3.2 : JSW Monthly Reports (statistic and narrative)

PART 1 - Job Search Workshops Program - WORKSHOP REPORT														
Month / Year: _____														
Agency Name: _____														
SECTION A:														
LANGUAGE	New Clients (completed workshop)	Immigration Status					Gender		Length of Time in Canada			Level of Education		
		Convention Refugee	Family Class	Live-in Caregiver	Independent	Intent to Land	Male	Female	0-12 Months	12 + Months	Over 3 Yrs	Less than Secondary	Secondary	Post- Secondary
Amharic														
Arabic														
Bengali														
Cantonese														
Dari/Pushtu														
English														
French														
German														
Gujarati														
Hindi														
Italian														
Korean														
Kurdish														
Macedonian														
Mandarin														
Persian/Farsi														
Polish														

SECTION A

- AGENCY NAME:
 - SUBMISSION DATE:
 - PREPARED BY:
 - REPORT PERIOD:
-

SECTION B

- 1.0 Number of clients requesting childcare in order to access JSW:
 - 1.1 Number of clients requesting transportation assistance:
 - 1.2 Staff change:
-

SECTION C

- 2.0 Major source of client referrals:
- 2.1 Number of clients referred by JSW Central Phone Referral (include number of clients referred by JSW subway / bus ads):
- 2.2 Major issues reported by clients:
- 2.3 Length of client waiting list:
- 2.4 Average client waiting time for workshop:
- 2.5 Summary of client feedback:
Number of clients that did not complete JSW (i.e. dropouts):
- 2.6 Effectiveness of client follow-up (support) services:
- 3.0 Major job search issues:
- 3.1 Most effective means of securing employment (referral, networking, etc.):
- 3.2 Major job maintenance issues:
- 3.3 Other employment and related issues:
- 4.0 Other issues - Outcomes or objectives that are specific to your agency, and that are not covered above or in the Statistical Reports:
- 4.1 Please comment on the effectiveness of the models, the JSW manual & recommendations for change.
- 5.0 Success stories (please attach additional sheets if necessary)

Figure 3.3: JSW Questionnaire

JOB SEARCH SKILLS TRAINING FOR IMMIGRANTS PROGRAM

WORKSHOP EVALUATION FORM

1. Did you find the workshop useful? In what way?

2. What did you find most useful about the workshop?

3. Were the facilities (room, supplies, sources, etc) satisfactory? If not, please make some suggestions on how they might be improved.

4. Was the facilitator helpful? How could she have assisted you more?

5. Were you satisfied with the handouts that were given to you?

6. Do you feel that the workshop should be longer or shorter?

7. Do you need further help in order to proceed with your job search and how?

8. Do you feel different about your job prospects now that you have participated in a Job search Skills Training for Immigrants workshop?

9. What are your plans for your work search now?

10. Any other suggestions on how we can help you better.

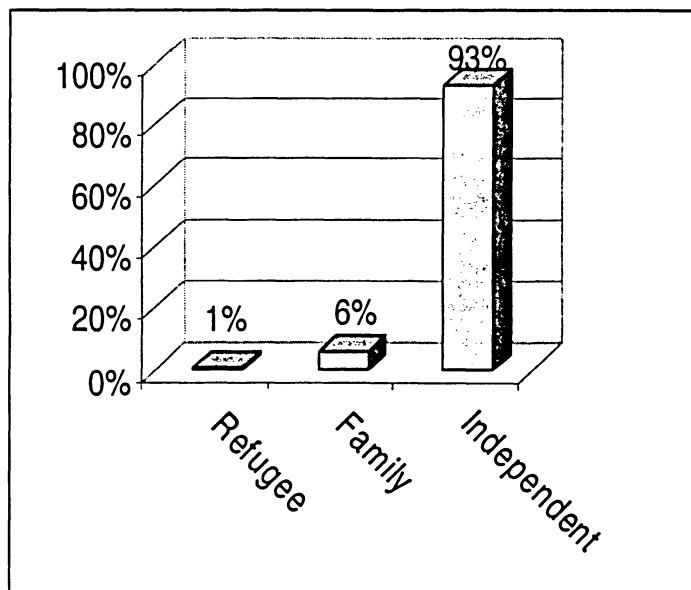
Chapter 4: Data Analysis and On-site Observation Findings

4.1 JSW Clients' Profile for 2005-2006

There were 277 Mandarin speaking newcomers who participated in the JSW program at A.Y.C.E. for the year 2005-2006. Research findings are presented in this chapter. The findings are quite consistent with the Mandarin-speaking immigrant statistics, except for gender part (see Table 4.1 and Figure 4.4)

4.1.1 The majority of clients are independent immigrants.

Figure 4.1: Mandarin-speaking Clients by Immigration Status (N=277)

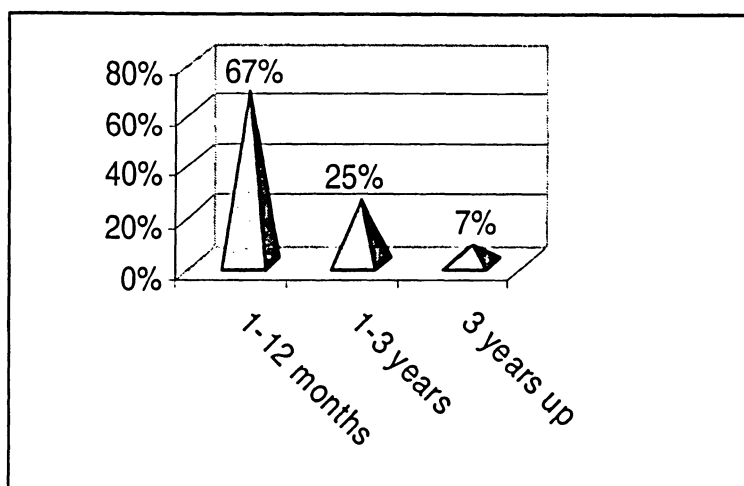


Among the 277 clients, 258 (or 93%) came to Canada as Independent Immigrants. Sixteen fell in Family Class and only 3 were refugees. This profile reflects the current point system which is based on education and skills. Compared with other ethnic

immigrants who finished JSW training at A.Y.C.E., Mandarin speaking clients should be more 'job ready'.

4.1.2 The majority of the clients have been in Canada for less than 12 months.

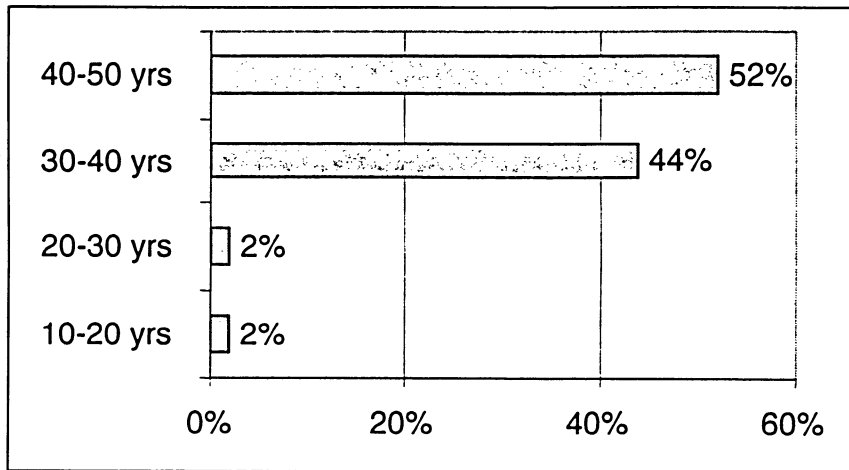
Figure 4.2: Mandarin-speaking Clients by Length of Time in Canada (N=277)



The majority (67%) of my clients had been in Canada for less than 12 months before coming to the JSW Program. 25% had been in the country between one to three years. Only a small amount came to Canada more than three years ago. Therefore, on average, the agency is working with more recent newcomers (Figure 4.1).

4.1.3 Most clients are in their prime working years (20 - 45).

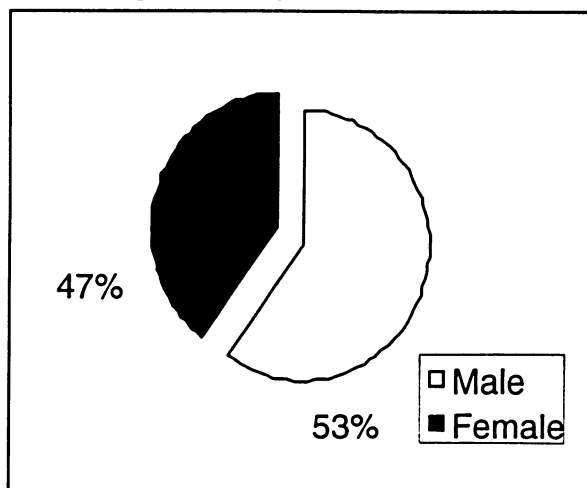
Figure 4.3: Mandarin-speaking Clients by Age (N=277)



Age confers enriched job experiences and long-term potential professional development. Ninety eight percent of the clients were in the prime working years from age 20-50. Very few were youth under 20 and no one was over 50 years of age.

4.1.4 More men attended JSW than women.

Figure 4.4: Mandarin-speaking Clients by Gender (N=277)



The gender mix of the clients showed a slightly higher percentage of males than females. This finding is not consistent with the immigrant statistics (see table 4.1). Child care and gender biased Chinese tradition may explain this. Although China's economic reform and opening up to the outside world freed Chinese women's minds, their major role is still somewhat confined to the household. Moreover, the expensive childcare and shorter school day in Canada makes women with young children take LINC or short-term ESL class instead the JSW program which does not provide childcare services.

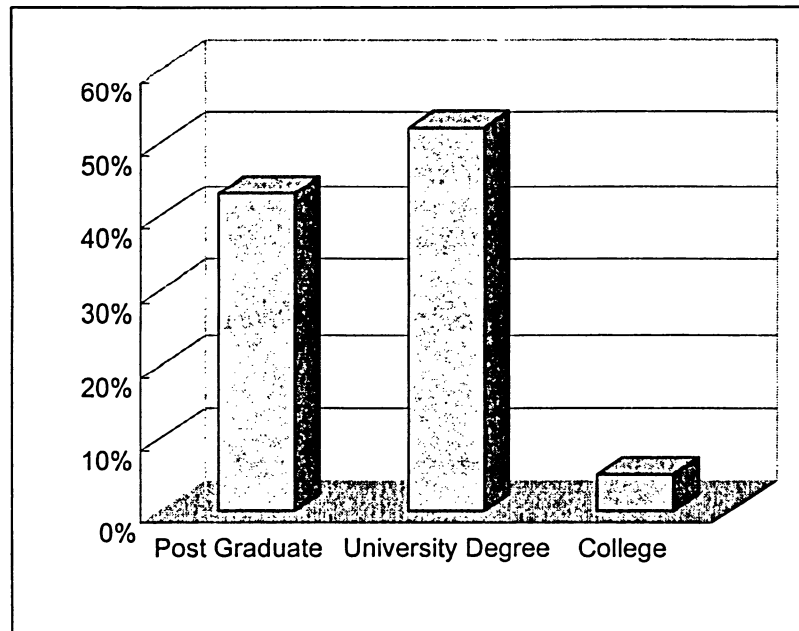
Table 4.1: Mandarin-speaking Immigrants by Gender and Age Grouping in Five Major Cities (in percentage)

	City	Canada	Toronto	Vancouver	Montreal	Calgary	Edmonton
Gender	Male	47.9	48.2	48	47.8	47.8	47.5
	Female	52.1	51.8	52	52.2	52.2	52.5
	Total	100	100	100	100	100	100
Age	0-19	25.6	22.8	27.8	34.5	23.0	22.5
	20-39	45.3	49	41.5	37.2	45.4	45.4
	40-59	20.1	18.5	22.4	23.8	20.4	20.2
	60+	9	9.6	8.4	4.6	11.3	11.9
	Total	100	100	100	100	100	100

Source: Facts and Figures 2003: Immigration Overview – Permanent and Temporary Residents
<http://www.cic.gc.ca/english/research/menu-fact.html>

4.1.5 Mandarin-speaking clients are highly educated.

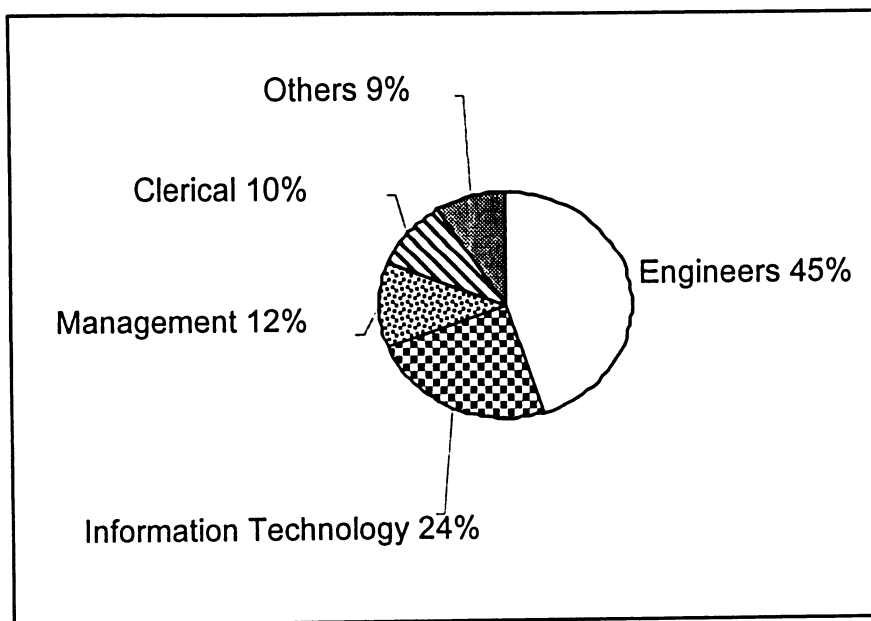
Figure 4.5: Mandarin-speaking Clients by Education Level (N=277)



Education level is the first step in a career path, signifying the points of school entry and leaving. Mandarin speaking clients were very highly educated with approximately 50% having completed a post-graduate degree and above 40% post-secondary degree before coming to Canada. They were the cream of the crop in China.) If human capital is mainly responsible for a good job based on a good education and experience, highly educated Mandarin speaking newcomers should be warranted good jobs. The fact, however, did not reflect this theory. Unrecognized educational qualifications and work experience is the major obstacle many Mandarin-speaking newcomers and immigrants from other countries face after arrival in Canada (George et al., 2000; Zong, 2004; Liu, 1997; Powers and Kerr, 2004; Tian, 1999).

4.1.6 Most clients held professional positions in China.

Figure 4.6: Mandarin-speaking Clients by Type of work Prior to Coming to Canada (N=277)

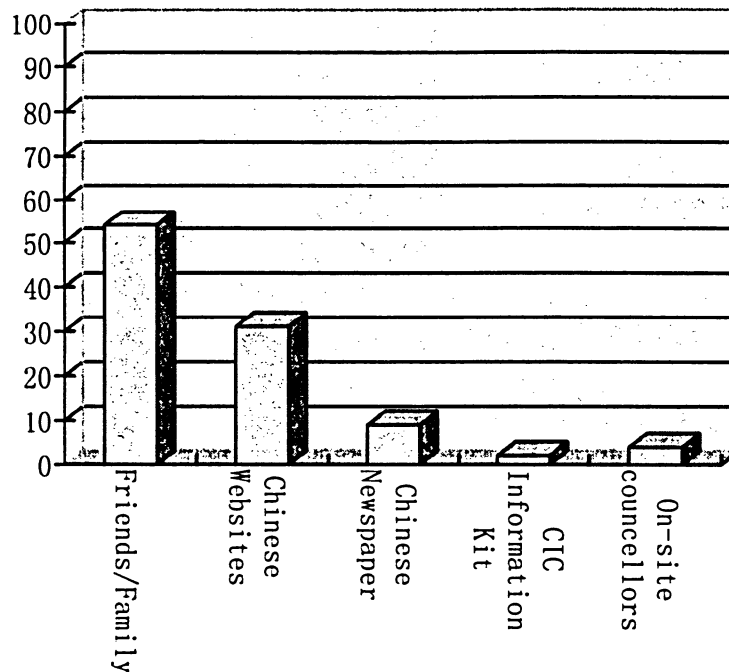


Consistent with the information on education levels, Figure 4.6 shows that a very high percentage of clients held jobs in what could be classified as professional occupations prior to coming to Canada. They were mostly in engineering, information technology, management, accounting and clerical categories.

4.2 What brought Mandarin speaking clients to the JSW Workshop?

Friends and family's referral brings most clients to the JSW program.

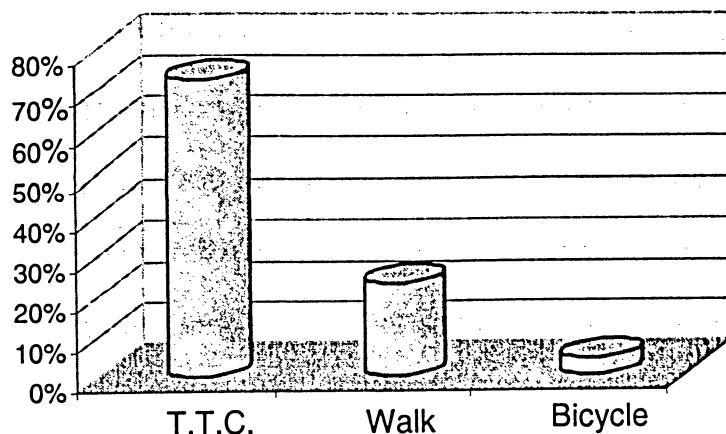
Figure 4.7: Methods of Finding out About JSW



It seems that word of mouth brings clients to JSW. The highest percentage of clients found out about JSW from friends and family (See Figure 4.7). The most interesting finding here is that Mandarin speaking clients heavily relied on their own community and media access to settlement services. Only one percent heard about JSW from Citizenship and Immigration Canada (upon airport arrival).

T.T.C. tops the list of transportation methods for getting to JSW.

Figure 4.8: Methods of Transportation



Nearly 70% Mandarin speaking clients came to JSW site by taking public transportation. Twenty percent walked and 3% chose riding bicycle as transportation method.

4.3 How did Mandarin-speaking clients evaluate JSW?

One hundred percent clients are satisfied with the workshop conduction, facilitator's performance and handouts.

"Did you find the workshop useful? In what way?". This is the first question from JSW exit evaluation questionnaire (see Figure 3.3). All the Mandarin speaking clients highly evaluate JSW conduction and they strongly believe that being with others from a similar education/ work background enhances the JSW experience. Many of them mentioned that "JSW changed my attitude on job hunting" or "the workshop trained me how to write proper resume and cover letter."

Facilitators may very well be the first point of contact that a client has with a community-based or immigrant serving organization. The clients may look upon the facilitator as a source of information, referral and support for almost issue that affects their lives. The clients have given a strong endorsement of the facilitators. Sixty clients said, "She is very helpful" or "she raised me up!" It was widely agreed that facilitators are the key to JSW success. Even the best designed workshop program will fail without skilled facilitators. There were two facilitators working on the JSW program at A.Y.C.E. Both of them were immigrant women who came to Canada years back. They were regarded as role models and caring friends to most of the clients. Their language skills and keen insight in both Eastern and Western cultures made them assets to most community services. As a Mandarin-speaking newcomer, my work in the social service sector was timely from the point of view of service organizations: I would and did attract more Chinese clients as well as Chinese volunteers. I was the only staff member who could speak Mandarin at A.Y.C.E during the past four years. The fact is that there are approximately 500 Mandarin-speaking clients who attend the JSW program or utilize facilities annually.

When asked "were you satisfied with the handouts that were given to you?", all clients answered YES. The clients gave a strong endorsement in the clarity, organization and completeness of the handouts. One JSW clients who was successfully employed by the federal government said this at a reunion party, "I never throw JSW handout away. It comes to be very handy whenever I am thinking of employment change". This positive comment is shared by all Mandarin-speaking clients.

Over 80% clients evaluated that the duration of the workshops was just right, workshop facilities were quite good and the workshop topics are useful, but there is room for improvement.

On the exit survey, the clients were asked about the duration of the workshop. Eighty-two clients felt the length of the workshop was "just right". A very small percentage felt there was "not enough time". The responses to this question varied slightly between people who could speak English well and those who did not possess the capacity of English fluency.

All the JSW sites were equipped with laptops, projectors, overheads and complete employment resource centres. Because the environment in which a workshop is provided can sometimes have a bearing on the effectiveness of the training, clients were asked about their satisfaction with the facilities. Ninety percent of the clients' answer was YES. Few of clients mentioned "a bigger room will be better".

Generally, the clients felt the topics presented in the workshop were useful to them. When asked in the exit survey, in an open question, to identify the most useful topics, 92% clients indicated resumes and interviews. They also felt that these were areas where more time was needed. They also asked for more professional training to meet their specific needs.

4.4 Mandarin-speaking Facilitator's Comments

The highlights of the JSW program meet the basic needs of Mandarin speaking newcomers.

The highlights of the JSW workshop include: orientation to the Canadian labour market, self-assessment of skills, effective resume and cover letter writing, application forms, networking and techniques for contacting employers, successful interview techniques, overview of the workplace and workers' rights and employment standards.

The orientation to the Canadian Labour Market introduces the concept of "labour market" and demonstrates the impact of technological change on the labour market.

Self-assessment is the process of gathering information on one's interests, skills and values for the purpose of preparing for a job search and/or career planning. The objectives of the self-assessment are to help clients understand the role of self-assessment in the job search process and introduce the concepts of skills, interests, values, accomplishments, and goal-planning. The resume and letter writing is a key part of the job search process. The job seekers can make use of their resume correspondence for various purposes and in a variety of situations. The interview preparations assist job seekers in determining if the workplace is suitable and how to 'sell' their marketable skills in a professional manner. After the workshop, they are still provided on-going follow-up and support, job leads, free access to computers, printers, telephones, fax machines, photocopiers, internet access and networking. At selected locations, childcare and English training are also available.

Clients' English level and cooperation are also an important determinant on the JSW effectiveness.

Mandarin speaking newcomers' English level varies greatly, although the JSW requires that participants' English level reach LINC (Language Instructions for Newcomers) Level-four. According to my four-year on-site observation, clients' language efficiency greatly influenced their workshop participation and ability to seek further help. The role of Chinese culture also fundamentally differs from the general orientation of the Western culture. Cultural values of courtesy, humbleness and the devaluation of individual interests may very well be hindering the ways in which Mandarin speaking newcomers seek help and socialize with mainstream Canadians as well as other ethnic groups.

Program outreach and media promotion may help JSW reach a higher level.

According to 2005 JSW coordination meeting, lacking of intake numbers is a big problem faced by most of the JSW sites in Toronto, particularly the agencies which did not offer other settlement services. Due to the moderate funding, JSW was not fully able to advertise the program on the public media. Only by outreaching to different ethnic communities and schools did not help the program much. The ethnic media, such as newspapers, broadcasting and TV shows are extremely helpful to promote the JSW program. For example, there were more than 100 clients registered with JSW program at A.Y.C.E. as a result of reading an article which introduced A.Y.C.E. settlement services in one of the biggest Chinese ethnic newspaper.

JSW manuals were well-designed, but the content needs to be customized for catering Mandarin speaking clients.

Both two editions of the JSW manuals provide a good basis on which the facilitator can build. It provides consistent core content. But they are too long and are in some cases not culturally sensitive. The facilitators need often customize the workshop content with local information in the labour market information, employer contacts, and education and training providers. Besides, facilitators must rephrase or simplify certain professional terminologies in catering clients' English level and cultural background. For example, there were some Mandarin-speaking clients in the orientation workshop who could not understand the proper context of 'labour market'. They did not understand why they should conduct labour market research to find their 'professional job'. The Chinese version of 'labour market' refers to the place where people look for general labour jobs. The role of the facilitator is to guide clients through such learning process.

Program can be tremendously helpful to Mandarin speaking newcomers if other employment services on the same site.

Make JSW one stop job search facility so that clients don't have to keep going from one place to another. The JSW program is not a stand-alone program and requires that other services be available to meet the needs of clients. Among one hundred questionnaires, seventy-nine clients mentioned that the "job connect" should be provided at A.Y.C.E. Nineteen clients suggested that "English class" and "daycare" service were "much needed". Consequently, it is important to ensure that wherever the JSW is delivered,

there should be access to other services.

It is difficult to improve service effectiveness without a clear understanding of the objectives of the services.

In addition to the traditional core ISAP A program, the JSW was developed as one of several new initiatives in the past seven years to meet newcomers' needs. It provides basic orientation and preparation for employment in Canada. Some JSW staff said JSW "filled a gap in employment services". However, both clients and JSW staff member were somewhat confused by the objectives of this program. While the JSW program was originally set up to help immigrants with employment related problems, ironically, without the suitable placement, to find a professional job seems a relatively hard-to-reach goal. Many Canadian professions close entry to those with foreign education. The JSW program, in fact, can only give new immigrants "pre-employment" support. "You can cheer me up today, but who can give me a job tomorrow?" I never find a good answer to such question.

It is challenging to conduct the workshops to meet individuals' needs.

As we can see from Figure 4.5 and Figure 4.6, Mandarin speaking clients are very highly educated and come from different professional sectors. The goal of JSW program is to facilitate the employment of new immigrants to Ontario by familiarizing them with effective job-search practices and techniques in Canada. However, in the JSW coordination meetings, most of facilitators regard catering for newcomers' different individual need as a challenge job.

The problems of inadequate funding have a tremendous negative impact on the quality, availability, and continuity of the JSW program.

The major funding body for settlement services is the federal government, which has three key funding programs: Immigrant Settlement and Adaptation Program (ISAP), Language Instruction for Newcomers to Canada (LINC), and the Host Program. These programs help newcomers through a wide range of services. Since the concept of a Job Search Workshop (JSW) emerged in 1994, the major funder for the JSW program is ISAP. The JSW program has maintained its moderate funding level. However, it limits its funding to very narrowly defined services: workshop training, information referral and para-professional counseling. These services are bound to information giving and referral making that do not meet the vast needs of their clients and the specific needs of educated Mandarin-speaking newcomers. According to my four-year working experience with the JSW program, the inadequate funding for the program has a negative impact on the quality, availability, and continuity of the JSW program. For example, the funding requires agency to provide service to 375 new immigrants. The fact is that the money is not enough to provide real help to the assigned number, not to mention other services to be dealt with. Besides, the funding is not sufficient enough to pay the JSW staff in professional development training. However, the fact is that they need upgrading and training because they are dealing with people and changing labour market. This in turn will pull down the quality of service. The agency has to look for other sources of funding or rely more on volunteers. Sometimes the staff has to take up more work in the face of a

shortage of manpower. The equity is surely an issue here. In a word, the contributions of the JSW workers in the community are not recognized by the government funding bodies. Faced with continuous cutbacks and short-term funding, the workers have been stretched to their limits. They are burnt out.

Not only have the service providers found maintaining the JSW program difficult, the users (clients) directly felt and experienced the pressure from these financial constraints. The JSW program only counts "first-time" clients for funding purposes. However, clients often return to the same agency several times for the same services, especially for the resumes and interview help, which require longer time to resolve. However, additional visits by these clients are not counted as a fulfillment of the funding criteria. Furthermore, the JSW funding excludes clients who have obtained citizenship. However, many of these citizens, especially, immigrant women who cannot get sufficient help from other generic service agencies due to language barriers or long waiting periods for needed services, they come to the JSW program for help. As a facilitator, I could not turn these clients away, whether immigrants or citizens. The mission of the agency is to help clients. Such helping and good-hearted principles, in turn, stretch the limits of agencies' financial resources and already over-burdened workers.

Chapter 5: Conclusions and Recommendations

5.1 Conclusion

Chinese community is Canada's fastest growing ethnic group in recent years and Mandarin-speaking Chinese are essential parts of this group. Being a Chinese immigrant myself, I deeply understand why this group of newcomers choose Canada as their new residence country, what kind of expectations they had prior to coming to this "strange place", what employment barriers they experienced, and how community services can help them set up their confidence and meet their settlement needs. The JSW program makes a **significant positive contribution** to Mandarin speaking newcomers to Ontario. It offers newcomers a useful orientation to the Canadian labour market and it links them to the information and resources they need in their job seeking process. **JSW facilitators** are an important resource and a personal support for Mandarin speaking newcomers. For many, this personal contact is essential to making them feel connected and less isolated, and it extends beyond information and referral to emotional support through the difficult stages of adapting to a new country and culture.

The limitations of my evaluation come from two aspects. First, the evaluation questionnaire has not been changed for the past ten years. Evaluation of the session is very important, as it will provide an opportunity for participants to express themselves. It can also be an opportunity for them to mention what type of information they would like to hear at future sessions. A good evaluation form can include a combination of qualitative, open-ended questions to ratings of presenters, the overall session and topics chosen for presentation. It is also important to have a

space for suggestions and general comments. The exit questionnaire at A.Y.C.E. was designed in 1997 and had been used since then. There were ten questions in narrative form based on the evaluation on workshop topics, teaching facilities, facilitator's performance and follow-up services (see figure3.3). The content and focus of the questionnaire widely covered the job seeking information and clearly delivered the message of settlement services. However, the narrative form and some wordings of the questionnaire made clients sometimes feel reluctant to offer their answers or they can not fully understand the content due to their limited time and level of English.

Moreover, the evaluation questionnaire used at A.Y.C.E. was primarily designed for a short term effects on clients who successfully completed the 16-hour workshop study. This approach is consistent with the view that the JSW is an initial intervention designed to give the participant an overview of job search in Canada, however, most of clients still need additional help after JSW. Some clients gave very different or even very negative comments on the JSW program after a couple of years of 'struggling with job search' in the local labour market. Before attending JSW, their common needs were around resume writing and interview help. After the frustrating experience of being rejected by employers, they realized that 'lacking Canadian working experience' is the biggest barrier blocking them enter the market. On this point, the JSW program can not provide direct help. Therefore, the short-term objective of "satisfaction" with services delivered may contradict a long-term goal of permanent and significant personal change in clients.

Since providing concrete recommendations is a primary component of applied research,

based on my in-depth evaluation on the JSW program and relevant literature review, I'd like to put forward the following recommendations which may contribute to the improvement and future success of the JSW program and settlement services.

5.2 Recommendations

5.2.1 Pre-immigration

Settlement process should start before immigrants' arrival in Canada.

The challenge for skilled immigrants begins overseas. Citizenship and Immigration Canada selects skilled immigrants based on their education, training and work experience, but it is not always clearly communicated that the federal immigration selection process has no bearing on the immigrant's ability to get licenced or to work in his or her profession or trade in Canada. It is very important to provide pre-arrival and pre-departure information to new immigrants, in particular the information on what to expect in Canada, labour market information, language requirements, how to start, and where to start in their designated community.

Among 100 questionnaires, two of mandarin-speaking clients suggested that the JSW services "should start before their coming to Canada". Lack of information and disappointment regarding employment are themes that echo through the comments made by Mandarin speaking newcomers in my study and in the literature. In fact, it was the single most common complaint in my daily workshops and follow-up calls. They reported inaccurate or inadequate information about the realities of finding any job in Canada, let alone a job commensurate with their experience and qualifications; lack of information

about what they have been selected to work in their chosen field; and disappointment because they believe they have been selected to immigrate because of the skills they can offer yet, once in Canada, those skills are deemed insufficient.

Mandarin speaking newcomers repeatedly emphasized that they wanted accurate or "true" information about the Canadian labour market, about equivalency processes, and difficulties in obtaining Canadian experience. Many said they wished they could have used their waiting time overseas to better prepare for the realities of immigration: learn more English, save more money, set realistic expectations for themselves and their families. Clients often asked why the Canadian government brought them here or allowed them to come, only to waste their knowledge and experience by not facilitating their integration into the workforce.

A new bilingual (English/Chinese) website should be set up to provide prospective immigrants with information about settlement services, community profiles, regulatory requirements and other matters that Chinese immigrants frequently ask about.

The CIC Website so far is a major source for potential immigrants to gain information about Canada and future settlement life. Possibly, new, friendly, accessible and comprehensive website information in both English and Chinese will help the potential immigrants to gain some basic knowledge about Canadian labour market and job search skills. The CIC website should include a direct link to this new website and other related ones, such as www.jswontario.org and www.settlement.org. On the website, emphasize

the importance of adequate language skills, job-seeking skills and possible settlement difficulties.

A basic information package (with a CD-Rom) in Chinese for those approved immigrants should be mailed to every individual by CIC office in the same envelope that Canadian visa is issued. The preparation period will be a perfect time to review such services.

5.2.2 Upon Arrival at the Airport

A clear, short and small-sized service guide (like JSW brochure) in Chinese for those who intend to settle in Ontario should be available in Pearson airport. The size of the original Welcome to Canada Kit is too big for new arrivals to carry and use. Among all Mandarin-speaking clients 2005-2006, less than 10 mentioned that they were informed of JSW program by airport information package. When I asked why this happened, the popular answer is "I never got the Kit" or "I even don't know where I am going to sleep on the first night in Canada, how can I have patience and interest to read that whole bunch of paper" or "I don't understand English well".

A Mandarin-speaking officer should be placed at airport if possible to help greet this ethnic group and distribute settlement service guide. Montreal airport has piloted this service and approved greatly successful.

5.2.3 New initiatives of JSW service

It is important to enhance JSW service quality and strengthen information referral

services and networking roles. To assist Mandarin speaking newcomers more efficiently, specific initiatives for the JSW program should be culturally, relevant and flexible.

JSW coordinator, facilitators and admin supports need to take into account cultural differences among different immigrant groups. They should be trained to be culturally and linguistically sensitive to the needs of Mandarin-speaking newcomers. It must be recognized that the ability to hire and retain highly competent workers depends to a significant degree on the conditions of employment that can be offered. They should understand the essential theories, concepts, and principles relating to settlement, including current theories of the effects and adjustments after migration; processes and stages of individual adjustment to migration; theories of personal and social change; the theories that influence settlement and the impacts of major life changes, the effects of migration on family and economic life. They should be familiar with the social, cultural, economic, political and spiritual background of the clients. They also need to be aware of global and Canadian events that impact migration and settlement and know about relevant systems (services, programs, laws in fields of immigration, health, education, etc.).

Among 100 questionnaires, ninety-one clients mentioned that they needed 'professional specific training'. Immigrants at different occupations have different needs in the job-searching process. The JSW program is not profession-specific to meet needs of highly educated Chinese immigrants. Community based agencies have limited connection with professional associations, and therefore face greater challenges in providing appropriate services and resources to the highly educated professional newcomers. Since 2005, a

couple of JSW service providers have piloted an Engineer and Engineering Technician Workshop program to help those immigrants who had engineering education and experience before coming to Canada. This specific training session was greatly welcomed by both service providers and program participants. Another good example came from A.Y.C.E. where I conducted my on-site research. An Accounting Terminology Workshop was piloted in April last year to help those who completed the JSW program and had international-trained accounting experience. One hundred and twenty-one participants so far have successfully completed the 3-Saturday full-time training. The positive feedback and long waiting list have clearly showed that such specific programs are very much needed.

The current JSW program mainly provides services to immigrants who have been living in Canada for less than three years. Yet findings from my research shows that many Mandarin speaking immigrants still face great difficulties in integrating socially and economically into the mainstream society after three years, in particular, immigrant women who came to Canada with their young children. The JSW program at this point needs to be flexible with the criteria according to the situation of immigrants. As far as immigrants can 'legally work in Canada', they should accordingly have the access to various 'employment-training programs'.

5.2.4 Competent JSW facilitators and effective service delivered organization

Many Mandarin speaking JSW clients mentioned that having a competent JSW facilitator made this program different from others, especially those who attended workshops at

different locations. The facilitators they like to choose are those professional frontline workers who have the ability to “think critically and analyze information effectively”, “communicate in a language suitable to the context”, “ability to speak to client in a way/in a language that can be understood”, “advocate”, “respond to issues and plan”, “listen actively” and “find information and keep information updated”. So to speak, the timely professional training and skill development for facilitators are recommended.

The effectiveness of the settlement services depends not only on the individual workers who deliver them, but also on the organization within which services are delivered. The organization is responsible for creating a welcoming environment and running programs that are responsive, effective and accountable. Program can be tremendously helpful to Mandarin speaking newcomers if other employment services are provided on the same site. Organizational standards relate to the basic infrastructure and systems that organizations should adhere to in order to be able to provide and sustain core immigrant and refugee services, although many settlement agencies in fact struggle with inadequate financial support. Every organization should be committed to such values as access, inclusion, client empowerment, user-defined services, respect for the individual, cultural sensitivity and community development.

5.2.5 Follow-up services

It is desirable to create a database for all JSW clients and a comprehensive tracking and monitoring process to ensure quality.

Current services are basically one-time in nature, and there is no system to keep track of

and follow-up on the Mandarin speaking newcomers who enter the JSW program. At least recording a follow-up phone call can ensure effective outcomes for Mandarin speaking newcomers.

JSW's primary I&R functions should be strengthened to identify key outcomes and activities related to the employment needs of newcomers.

The study of Information and Referrals is a relatively recent phenomenon. These may involve identifying local community-based employment organizations that work with newcomers, or advocate for spaces in HRSDC employment programs for them. It is recommended that facilitators work with clients subsequent to the workshop to assess the clients' additional needs, assist them in moving to the next service, and monitor success of the referral.

To prolong JSW services's and add refresher workshop can greatly help Mandarin speaking newcomers.

Typically, when people are asked about a course or workshop immediately after the session, their responses are quite positive. It is until sometime later when they began to see additional topics, content and support that might have been helpful. I see some signs of this in my follow-up interviews with the clients. Many of them said they would like more assistance, even though they had initially indicated the workshop was "just right" in its duration.

Due to the language barrier and culture difference, a good number of Mandarin speaking

clients could not fully understand and utilized the knowledge and information from their first time attending JSW workshops. The JSW program is an excellent first step for Mandarin-speaking newcomers settling in Canada. However, as indicated in the clients' evaluation questionnaires, many clients do requires further support to maximize their job search. For this reason, it is important to add refresh workshops for the required clients. Each refresher workshop could be run once a month or according to demand. Participants for the workshop would be recruited from among those who had not been successful, identified through follow-up phone calls.

To make clear outcomes for the JSW service overall that all stakeholders agree upon; that service quality would improve dramatically in the sector if agencies were held accountable for meeting settlement outcomes, rather than client quotas.

According to my four-year in-system observation and literature review, there is considerable support for this notion of measuring outcomes from the sector and its funders, from external evaluators, and from clients (Kerr and Simard, 2003). Proper measuring outcomes rather than simply counting numbers would provide funders with better information about what is achieved with resources, and agencies would have greater flexibility to deliver services as deemed appropriate to clients' needs. Clients would ultimately benefit most as meeting clients' needs would be central to the whole accountability structure, rather than simply counting their presence in the agency.

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Appendix 1: List of Websites

<http://settlement.org>

<http://wikipedia.org>

<http://metropolis.net>

<http://www.jswontario.org>

<http://www.cic.gc.ca>

<http://www.rolia.ca>

<http://www.torcn.com>

<http://www.is4u.net>

<http://www.51.ca>

<http://www.emergic.org>

<http://ctv.ca>

Appendix 2: Consent Letter from Tropicana Community Services



A LTERNATIVE
Y OUTH
C ENTRE FOR
E MPLOYMENT

March 9, 2006

Maggie,

Permission is granted for you to use Alternative Youth Centre for Employment's JSW Client Evaluation Forms collected during the 2005-2006 operating year for research purposes for your Immigration and Settlement Studies at Ryerson. Please note the following requirements:

- 1) You must ensure that no client's personal information will be included in your research.
- 2) You must conduct the review of the evaluation forms on-site at AYCE. If it is ever necessary to take the documents off-site, please give me fair notice of this so that your request can be considered. As Evaluation Forms may occasionally contain personal information about a client, we must ensure that the agency would be maintaining the terms of Client Confidentiality Agreement.
- 3) We request that you provide a copy of your research paper to AYCE for review before submitting it to Ryerson. This is again to ensure that client confidentiality has been maintained.

Thank you for considering our JSW program for your research needs at Ryerson. We hope that you will provide us with a final copy of your research paper so that we can incorporate your findings into our overall and ongoing evaluation of the JSW program at AYCE.

Sincerely,

Claudia Burke

*"Winner – Minister's
Award for Excellence –
Bronze Award"*

Funders:
Ontario Ministry of
Training, Colleges &
Universities

Citizenship and
Immigration Canada

"Working Together to Help Each Other"

