



Citizenship and  
Immigration Canada

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Immigration Canada



# Settlement Program

Implementation of the Modernized Approach  
October 2009

Citizenship and Immigration Canada  
**BUILDING A STRONGER CANADA**



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Canada

# Outline

- The Modernized Approach
- Settlement Service Delivery
- Discussion



# The Modernized Approach

- **Outcomes** - The modernized approach is an outcome based approach, which aims at supporting newcomers by providing:
  - language training so they have the language/skills to function in Canada;
  - the information they need to better understand life in Canada and make informed decisions about their settlement experience;
  - the required assistance to find employment commensurate with their skills and education; and
  - help to establish networks and contacts so they are engaged and feel welcomed in their communities
- **Needs Assessment** – Newcomers will be assessed to determine services required to meet their needs. Needs assessment is to begin as early as possible, optimally overseas.
- **Planning** - All activities will be harmonized through improved coordination and collaboration among the range of partners.
  - Communities develop and implement strategic settlement plans, offering services that respond to identified needs and regional issues. All stakeholders are involved in planning and carrying out settlement programming. Best practices shared.
- **Performance measurement** - Results in terms of outcomes, outputs, and financial resources will be gathered and monitored to ensure activities continue to achieved expected results and link services to specific settlement outcomes.

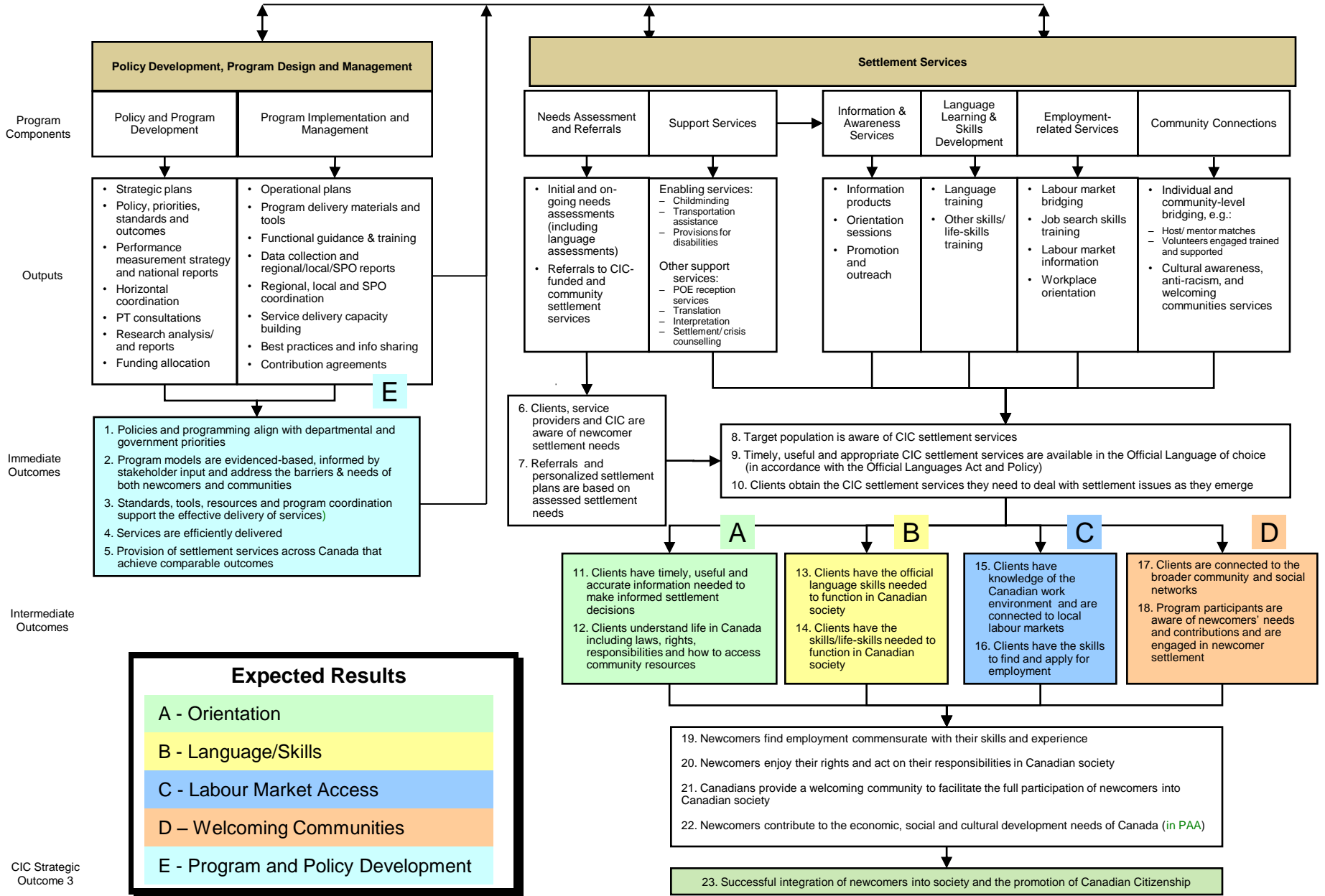


# From a Suite of Programs to a Single Program with a Suite of Activities to Achieve Outcomes

From a suite of programs...	... to a single program...	...using a suite of <u>services</u> that can be combined to achieve results
Language Instruction for Newcomers to Canada (LINC)	<p style="text-align: center;"><b>The Settlement Program</b> An outcome-based program</p> <p><b>A. Orientation</b> – Newcomers make informed decisions about their settlement and understand life in Canada</p> <p><b>B. Language/Skills</b> – Newcomers have language/skills needed to function in Canada</p> <p><b>C. Labour Market Access</b> – Newcomers obtain the required assistance to find employment commensurate with their skills and education</p> <p><b>D. Welcoming Communities</b> – Newcomers receive help to establish social and professional networks so they are engaged and feel welcomed in their communities</p> <p><b>E. Policy and Program Development</b> - To ensure effective delivery and achieve comparable settlement outcomes across Canada</p>	<p>Needs Assessment and Referrals</p> <p>Information &amp; Awareness Services</p> <p>Language Learning &amp; Skills Development</p> <p>Employment-Related Services</p> <p>Community Connections</p> <p>Support Services</p>
Immigrant Settlement and Adaptation Program (ISAP)		
Host Program (Host)		



# Settlement Program Logic Model



# Results (Outcomes) versus Settlement Streams

- The Settlement Program is an outcome-based program
- Logic model identifies both: outcomes to achieve, and settlement activities (streams) to achieve outcomes

<b>Expected Results</b> From the Logic Model	<b>Streams - Activities / Services</b> From the Logic Model
<p><b>A. Orientation</b> – Newcomers make informed decisions about their settlement and understand life in Canada</p> <p><b>B. Language/Skills</b> – Newcomers have language/skills needed to function in Canada</p> <p><b>C. Labour Market Access</b> – Newcomers obtain the required assistance to find employment commensurate with their skills and education</p> <p><b>D. Welcoming Communities</b> – Newcomers receive help to establish social and professional networks so they are engaged and feel welcomed in their communities</p> <p><b>E. Policy and Program Development</b> - To ensure effective delivery and achieve comparable settlement outcomes across Canada</p>	<ol style="list-style-type: none"> <li>1. Needs Assessment and Referrals</li> <li>2. Information &amp; Awareness Services</li> <li>3. Language Learning &amp; Skills Development</li> <li>4. Employment-Related Services</li> <li>5. Community Connections</li> <li>6. Support Services</li> </ol>
<p>SPOs can use any all or some of the activities and services to achieve an outcome.</p>	



# Description of Streams

1. **Needs Assessment & Referrals:** Determines eligibility for services, and assesses newcomers' needs, resources, strengths and barriers.
2. **Information & Awareness Services :** Provides newcomers and prospective immigrants with access to accurate, timely information about life in Canada.
3. **Language Learning & Skills Development :** Provides access to language training and soft skills in different contexts to enable newcomers to function.
4. **Employment-Related Services:** Supports employment related programming for newcomers
5. **Community Connections:** Supports newcomers in their social engagement efforts, and engages communities in supporting the full participation of newcomers.
6. **Support Services:** Increases newcomers' access to settlement services by providing child minding, and/ or transportation assistance.



# Expected Result A - Orientation

<b>Description: Orientation</b> <ul style="list-style-type: none"> <li>Newcomers make informed decisions about their settlement and understand life in Canada.</li> </ul>		<b>Intermediate Outcomes from the Settlement Program logic model:-</b> <ul style="list-style-type: none"> <li>Clients have timely, useful and accurate information needed to make informed settlement decisions</li> <li>Clients understand life in Canada including laws, rights, responsibilities and how to access community resources</li> </ul>	
Streams		Examples of possible activities support <u>Orientation</u> results	
<b>Needs Assessment and Referrals</b>	<ul style="list-style-type: none"> <li>Generic settlement needs assessment</li> <li>Informational needs assessment (overseas and domestic)</li> <li>Language Assessments (e.g. LINC assessment, online self-assessment, exit assessments)</li> </ul>	<ul style="list-style-type: none"> <li>Other Skills Assessments – Literacy, computer literacy</li> <li>Referral to CIC services and other supporting services and information sources (e.g. housing, education, healthcare, media)</li> </ul>	
<b>Information and Awareness</b>  <b>(Primary Result)</b>	<ul style="list-style-type: none"> <li>Provision of information regarding: settlement services, general employment information, housing, education, health, credential assessment, and acquisition of citizenship</li> <li>User-directed or -initiated learning activities</li> <li>Information provided via the web (e.g. Portal, CIC main site);</li> <li>Marketing of local services;</li> </ul>	<ul style="list-style-type: none"> <li>Marketing initiatives aimed at an identified audience (e.g. immigration class, population segment, etc.);</li> <li>Online or telephone orientation services (e.g. 211)</li> <li>Pre-arrival orientation sessions (e.g. COA, AEIP)</li> </ul>	
<b>Language Learning and Skills Development</b>	<ul style="list-style-type: none"> <li>Provision of settlement information through language classes and curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Citizenship promotion through language classes and curriculum</li> </ul>	
<b>Employment-Related Services</b>	<ul style="list-style-type: none"> <li>Information/orientation sessions or classes post-arrival on labour market in Canada</li> </ul>	<ul style="list-style-type: none"> <li>Provision of labour market and employment-related information (Newcomer Information Centres (NIC) and settlement agencies)</li> </ul>	
<b>Community Connections</b>	<ul style="list-style-type: none"> <li>Settlement information from individual mentor/match/host</li> <li>Provision of information through group activities and special speakers/events</li> <li>Provision of information and networking online and social media</li> </ul>	<ul style="list-style-type: none"> <li>Provision of settlement and local community information through in-school supports</li> <li>Provision of settlement and local community information through libraries</li> <li>Engagement/education/marketing campaigns</li> </ul>	
<b>Support Services</b>	<ul style="list-style-type: none"> <li>Childminding (where available)</li> <li>Transportation assistance</li> </ul>	<ul style="list-style-type: none"> <li>Counseling</li> </ul>	
<b>Examples of Activities:</b> <ul style="list-style-type: none"> <li>Canadian Orientation Abroad</li> <li>Ontario Orientation Program (pilot project in development)</li> <li>Active Engagement and Integration Project (AEIP)</li> <li>Newcomer Information Centres (NIC)</li> </ul>		<b>Examples of Possible Indicators:</b> <ul style="list-style-type: none"> <li>% of clients who report that they received information which helped them learn more about Canadian laws, community resources, life and culture.</li> </ul>	



# Expected Result B – Language/Skills

<b>Description: Language/Skills</b> <ul style="list-style-type: none"> <li>Newcomers have the language and skills needed to function in Canada.</li> </ul>		<b>Intermediate Outcomes from the Settlement Program logic model:</b> Clients have the official language skills needed to function in Canadian society Clients have the skills/life-skills needed to function in Canadian society	
Streams		Examples of possible activities support: <u>Language/Skills</u> results	
<b>Needs Assessment and Referrals</b>	<ul style="list-style-type: none"> <li>Generic settlement needs assessment</li> <li>Assessment for placement in language training</li> <li>Other Skills Assessment – Literacy, computer literacy</li> </ul>	<ul style="list-style-type: none"> <li>Formal language learning exit assessment</li> <li>Referral to language training and other settlement services</li> </ul>	
<b>Information and Awareness</b>	<ul style="list-style-type: none"> <li>Awareness raising around importance of language skills, gaps between skill levels and Canadian requirements, and challenges related to acquiring required skill levels</li> </ul>	<ul style="list-style-type: none"> <li>Orientation to Canadian culture and norms and cross-cultural communication</li> <li>Orientation to organizational culture and cultural awareness tools for employers</li> </ul>	
<b>Language Learning and Skills Development (Primary Result)</b>	<ul style="list-style-type: none"> <li>Language, literacy, and/or numeric instruction;</li> <li>Classroom (e.g. LINC)</li> <li>Online and distance learning (e.g. LINC home study)</li> <li>Mixed model (classroom and distance)</li> <li>Informal language learning opportunities (e.g. conversation circles);</li> <li>Training to transition from classroom to online training</li> </ul>	<ul style="list-style-type: none"> <li>Instruction in other skills identified as relevant to the settlement process such as: finding information, computer literacy, banking and financial literacy;</li> <li>Life skills development;</li> <li>Non-verbal communication; and</li> <li>Soft Skills</li> </ul>	
<b>Employment-Related Services</b>	<ul style="list-style-type: none"> <li>Employment-directed language training (e.g. OSLT, ELT)</li> </ul>	<ul style="list-style-type: none"> <li>Online mentoring</li> </ul>	
<b>Community Connections</b>	<ul style="list-style-type: none"> <li>Language practice and skills development with mentor/match/host or in a group activity</li> <li>Development of skills and improved communication through youth leadership projects</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of volunteer opportunities to gain skills and practice language</li> <li>Practice of written communication via use of social media</li> </ul>	
<b>Support Services</b>	<ul style="list-style-type: none"> <li>Childminding (where available)</li> <li>Transportation assistance</li> </ul>	<ul style="list-style-type: none"> <li>Counseling</li> </ul>	
<b>Examples of Activities:</b> <ul style="list-style-type: none"> <li>Language Instruction for Newcomers to Canada (LINC)</li> <li>Occupation-Specific Language Training (OSLT)</li> <li>Life Skills Program for Refugees and High Needs Newcomers</li> </ul>		<b>Examples of Possible Indicators:</b> <ul style="list-style-type: none"> <li>% of clients who report that they have the language ability and skills needed to participate socially, culturally and economically in Canada.</li> </ul>	



# Expected Result C – Labour Market Access

<b>Description: Labour Market Access</b> <ul style="list-style-type: none"> <li>Newcomers obtain the required assistance to find employment commensurate with their skills and experience</li> </ul>		<b>Intermediate Outcomes from the Settlement Program logic model:-</b> <ul style="list-style-type: none"> <li>Clients have knowledge of the Canadian work environment and are connected to local labour markets</li> <li>Clients have the skills to find and apply for employment</li> </ul>
Streams	Examples of possible activities support: <u>Labour Market Access</u> results	
<b>Needs Assessment and Referrals</b>	<ul style="list-style-type: none"> <li>Referral to other labour market supporting services</li> <li>Assessment for placement in language training</li> <li>Other Skills Assessment – Computer literacy</li> </ul>	<ul style="list-style-type: none"> <li>Formal language learning exit assessment</li> <li>Referrals to regulatory bodies for credential recognition</li> </ul>
<b>Information and Awareness</b>	<ul style="list-style-type: none"> <li>Labour market and employment-related information through overseas orientation sessions, print publications and online content</li> <li>Workplace orientation;</li> <li>Workplace health and safety standards;</li> </ul>	<ul style="list-style-type: none"> <li>Orienting employers to newcomers' experiences in the workplace;</li> <li>HR staff newcomer awareness;</li> <li>Assistance finding newcomer employees;</li> <li>Foreign credential recognition and referrals</li> </ul>
<b>Language Learning and Skills Development</b>	<ul style="list-style-type: none"> <li>Occupational skills development</li> <li>On-the-job workplace orientation and language training</li> <li>Occupation-specific language training (e.g. ELT, OSLT)</li> </ul>	<ul style="list-style-type: none"> <li>Employment-related language tasks provided through LINC (e.g. CV writing, job search)</li> <li>Provision of labour market information</li> <li>Workplace soft skills</li> </ul>
<b>Employment-Related Services</b> <b>(Primary activity)</b>	<ul style="list-style-type: none"> <li>Employment case management;</li> <li>Self-employment help;</li> <li>CV preparation clinics;</li> <li>Networking programs;</li> <li>Internships;</li> </ul>	<ul style="list-style-type: none"> <li>Mentorships;</li> <li>Work placements;</li> <li>Interview preparation;</li> <li>Job search workshops;</li> <li>Job retention initiatives</li> </ul>
<b>Community Connections</b>	<ul style="list-style-type: none"> <li>Mentorships and matches between established Canadian professionals and newcomers</li> <li>Group activities and networking events</li> <li>Employer learning networks</li> </ul>	<ul style="list-style-type: none"> <li>Online matching</li> <li>Provision of employment-related information and job searching through settlement programming in libraries</li> <li>Discussion forums/speaker series on employment-related topics</li> <li>Leaders summits</li> </ul>
<b>Support Services</b>	<ul style="list-style-type: none"> <li>Childminding (where available)</li> <li>Transportation assistance</li> </ul>	<ul style="list-style-type: none"> <li>Counseling</li> </ul>
<b>Examples of Activities:</b> <ul style="list-style-type: none"> <li>Enhanced Language Training projects (ELT)</li> <li>Employer bridging initiatives (TRIEC, Hire Immigrants Ottawa)</li> <li>Job Search Workshops (JSWs)</li> </ul>		<b>Examples of Possible Indicators:</b> <ul style="list-style-type: none"> <li>% of clients should report that they are connected to local labour markets, have knowledge of the Canadian workplace, and have the skills to find and apply for employment</li> </ul>



# Expected Result D – Welcoming Communities

<b>Description: Welcoming Communities</b> <ul style="list-style-type: none"> <li>Newcomers receive help to establish social and professional networks so they are engaged and feel welcomed in their communities.</li> </ul>		<b>Intermediate Outcomes from the Settlement Program logic model:-</b> <ul style="list-style-type: none"> <li>Clients are connected to the broader community and social networks</li> <li>Program participants are aware of newcomers' needs and contributions and are engaged in newcomer settlement</li> <li>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</li> </ul>
Streams	Examples of possible activities support <u>Welcoming Communities</u> results	
<b>Needs Assessment and Referrals</b>	<ul style="list-style-type: none"> <li>Generic settlement needs assessment</li> <li>In-school needs assessment (individual and institutional) (e.g. SWIS)</li> </ul>	<ul style="list-style-type: none"> <li>Informal assessment of informational needs in library (e.g. LSP)</li> <li>Referral to supporting services in the neighbourhood (e.g. housing, education, healthcare)</li> </ul>
<b>Information and Awareness</b>	<ul style="list-style-type: none"> <li>Settlement, engagement and community-specific information through orientation sessions, print publication and CIC websites</li> </ul>	<ul style="list-style-type: none"> <li>Discussion forums/speakers series</li> <li>Engagement/education/marketing campaigns</li> </ul>
<b>Language Learning and Skills Development</b>	<ul style="list-style-type: none"> <li>Language practice with individual mentor/match/host</li> <li>Language practice through group matches and activities (e.g. conversation circles)</li> <li>Special speakers in language classes to convey information on rights and responsibilities in Canada</li> </ul>	<ul style="list-style-type: none"> <li>Networking through language classes</li> <li>Leadership projects, for youth or under-represented groups;</li> <li>Training (e.g. cultural competency) for settlement workers, neighbourhood settlement workers, community partners and volunteers</li> </ul>
<b>Employment-Related Services</b>	<ul style="list-style-type: none"> <li>Mentorships and matches</li> <li>Group networking events</li> </ul>	<ul style="list-style-type: none"> <li>Leadership development for under-represented groups</li> <li>Virtual mentoring</li> </ul>
<b>Community Connections</b> <b>(Primary Result)</b>	<ul style="list-style-type: none"> <li>Mentorships based on interest, demographics, place-based needs, etc (e.g. Host)</li> <li>Group matches and activities (e.g. conversation circles, sports and recreation events);</li> <li>Community partnerships on settlement (e.g. LIPs)</li> <li>Youth leadership projects</li> <li>Virtual matches</li> </ul>	<ul style="list-style-type: none"> <li>In school supports</li> <li>Library partnerships</li> <li>Place-based youth engagement events in public spaces</li> <li>Group activities in public institutions/historical or cultural community sites</li> <li>Leaders summits</li> <li>Fostering safe spaces</li> </ul>
<b>Support Services</b>	<ul style="list-style-type: none"> <li>Childminding (where available)</li> <li>Transportation assistance</li> </ul>	<ul style="list-style-type: none"> <li>Counseling</li> </ul>
<b>Examples of Activities:</b> <ul style="list-style-type: none"> <li>Host</li> <li>Welcoming Communities Initiatives</li> <li>Settlement Workers in Schools</li> <li>Library Settlement Partnerships</li> <li>Local Immigration Partnerships</li> </ul>		<b>Examples of Possible Indicators:</b> <ul style="list-style-type: none"> <li>% of clients who report that they feel connected to the broader community and social networks, % of program participants who are aware of the needs and contributions of newcomers, and, % of program participants who claim to create a welcoming community for newcomers</li> </ul>

# Expected Result E – Program / Policy Development

<p><b>Description: Program / Policy Development</b> Ensure effective program delivery and achieve comparable settlement outcomes across Canada.</p>	<p><b>Intermediate Outcomes from the Settlement Program logic model:</b></p> <ul style="list-style-type: none"> <li>• Program models are evidenced-based, informed by stakeholder input and address the barriers &amp; needs of both newcomers and communities</li> <li>• Standards, tools, resources and program coordination support the effective delivery of services</li> <li>• Services are efficiently delivered</li> <li>• Provision of settlement services across Canada that achieve comparable outcomes</li> </ul>
<p><b>Streams</b></p>	<p><b>Examples of possible activities support Policy and Program Development results</b></p>
<p>Examples of Possible Activities:</p>	<ul style="list-style-type: none"> <li>• Conferences and consultations</li> <li>• Research on settlement issues and policy and programming interventions</li> <li>• Development of curriculum and assessment tools (e.g. language, orientation)</li> <li>• Development of online resources and capacity for training</li> <li>• Development of means to share best practices and tools and resources nationally (e.g. national repository for language training tools and resources)</li> <li>• Professional development for service providers (e.g. trainers, teachers and assessors)</li> <li>• Training and capacity building</li> <li>• Competency recognition framework for professions</li> <li>• Partnership development for planning and program/service development and implementation</li> <li>• Partnership development for planning and program/service development and implementation</li> </ul>
<p><b>Examples of Initiatives:</b></p> <ul style="list-style-type: none"> <li>• LINC Curriculum Guidelines</li> <li>• Summative Assessment Manual (SAM)</li> <li>• National Conferences</li> <li>• Regional Conferences</li> </ul>	



# Stream : Needs Assessment and Referrals

<p><b>Description: Needs Assessment and Referrals</b></p> <ul style="list-style-type: none"> <li>• To support and further activities conducted in other streams.</li> </ul>	<p><b>Intermediate Outcomes from the Settlement Program logic model:</b></p> <ul style="list-style-type: none"> <li>• Clients, service providers and CIC are aware of newcomer settlement needs</li> <li>• Referrals and personalized settlement plans are based on assessed settlement needs</li> </ul>
<p><b>Streams</b></p>	<p><b>Examples of possible activities support <u>Needs Assessment and Referral</u></b></p>
<p><b>Examples of Possible Activities:</b></p>	<p><b>Primary or referral assessments:</b></p> <ul style="list-style-type: none"> <li>• Intake and immediate assessment of newcomers and their needs;</li> <li>• Referral to services identified through the intake and/or needs assessment processes;</li> <li>• Identify newcomers with complex needs who require monitoring and follow-up; and</li> <li>• Monitor and follow-up with newcomers with complex needs to ensure that they receive the required services and to determine if they require additional services due to changing needs</li> </ul> <p><b>Secondary or program-specific assessments:</b></p> <ul style="list-style-type: none"> <li>• Language assessments to determine entry level;</li> <li>• Types of services required for CIC-funded programs; and</li> <li>• Self assessment</li> </ul>
<p><b>Examples of Activities:</b></p> <ul style="list-style-type: none"> <li>• Intake assessment and referral</li> <li>• Detailed assessment and monitories, as in case management of refugee clients</li> <li>• Language assessments (including LINC assessment and ELT assessment)</li> </ul>	<p><b>Examples of Possible Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of clients who felt that the needs assessment helped them to understand their settlement need and available services, % of clients who said that they received referrals that helped them to obtain the settlement services they need</li> </ul>



# Discussion





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