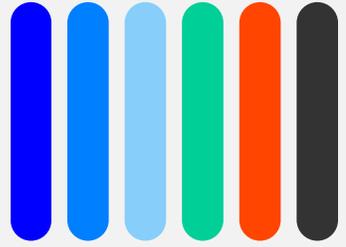


DIGITAL, Canada's Global Innovation Cluster for digital technologies: Canadian Tech Talent Accelerator

Phase 2 Report
Fall 2023



Report Outline

- 01 Executive Summary
- 02 Introduction
- 03 Overview of evaluation approach
- 04 Key findings
- 05 Moving forward

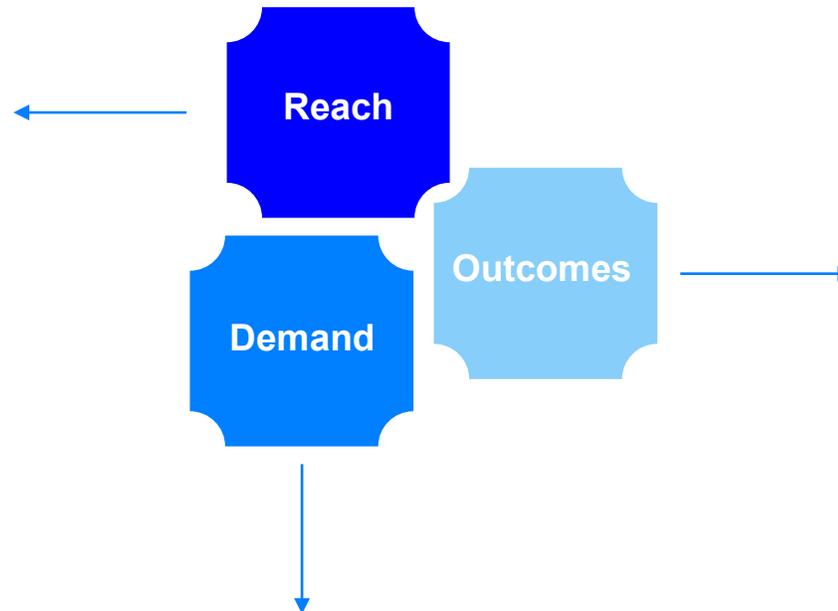




Executive Summary (1/2)

Blueprint took a multi-phased, mixed methods approach to the evaluation. The final report covers findings from all evaluation components, including quantitative analysis of NPower Canada's administrative data, and qualitative analysis of individual and group interviews with JDA participants, NPower Canada staff and CTTA project partners. The research was conducted between Spring 2021 and Winter 2023.

The JDA program has a **diverse and inclusive demographic profile among participants**: at least 83% of JDA participants identify as BIPOC, up to 12% belong to the 2SLGBTQI+ community, 5% have a disability, 27% are receiving public benefits, and 58% are newcomers to Canada.



There is a **consistent supply of participants in existing and potential regions based on Canadian population and socioeconomic projections.**

Overall, **NPower Canada reached their goal of designing a new program stream that served more advanced jobseekers and achieved strong employment outcomes for graduates.**

- **83%** of JDA graduates found an **employment or education** outcome post-program, compared to **82%** of graduates of the JITA program, meeting NPower Canada's target of 80%.
- JDA graduates saw significantly higher salaries at their first jobs post-graduation, with a mean of **\$48,139** compared to a mean of **\$41,016** for JITA graduates.



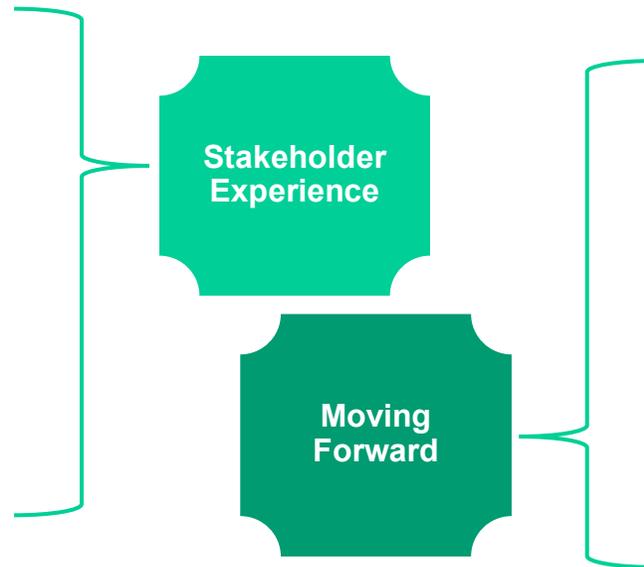


Executive Summary (2/2)

High satisfaction: Almost all JDA graduates, NPower Canada staff and employer partners were satisfied with the program.

Key bright-spots included:

- The program's blend of professional and technical skills
- Alignment with industry requirements
- The program's contribution to improving employers' talent pipeline and diversity efforts



Opportunities to strengthen the JDA program and CTTA partnership:

- Consider introducing more applied learning opportunities in the technical curriculum and dedicated training in specific technical areas.
- Support scaling of JDA in regions with projected demand through intentional engagement with employer partners, strategically sourcing new employment opportunities for program graduates.
- Drive the partnership's growth by creating convening opportunities for stakeholders involved in the workforce development ecosystem, including funders, practitioners, researchers, jobseekers and employers.



Introduction





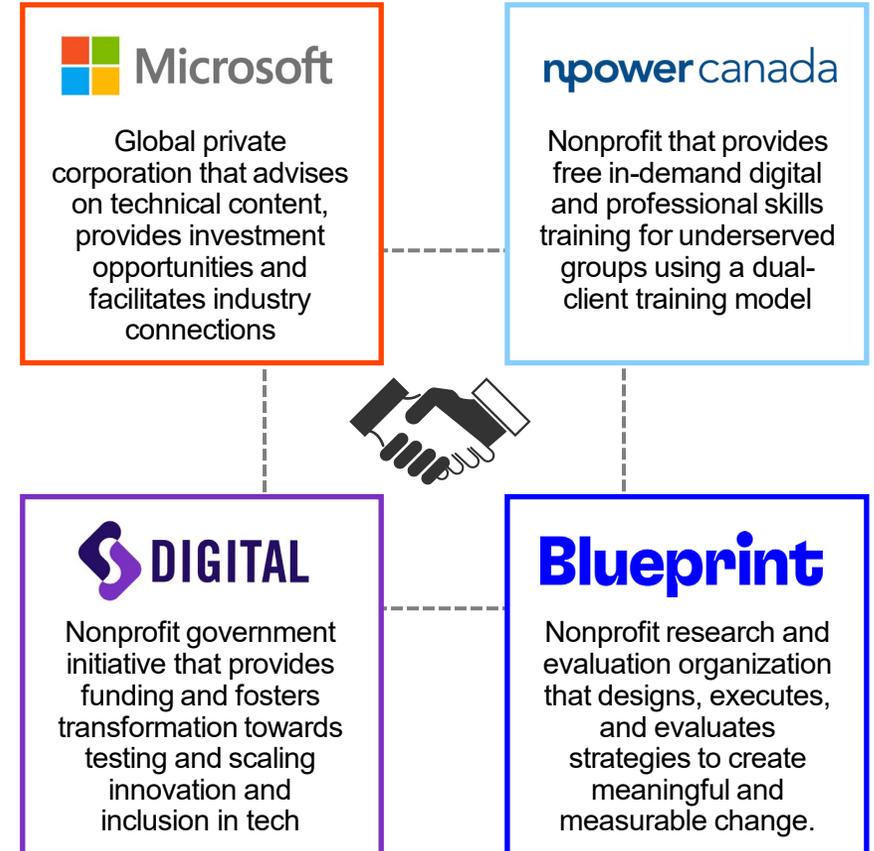
Project & partnership overview

In the spring of 2021, the **DIGITAL, Canada's Global Innovation Cluster for digital technologies, origination of the Canadian Tech Talent Accelerator (CTTA)** capacity building project brought together Microsoft Philanthropies, NPower Canada, and their external evidence partner Blueprint to deliver and evaluate NPower Canada's **Junior Data Analyst (JDA) program**.

The goal of the CTTA project to provide **sector-specific, demand-driven training for 4,300 participants** across Canada, focusing on unemployed and underemployed individuals from communities underrepresented in the digital economy.

The project allows **Microsoft and NPower Canada to work towards their individual and shared goals**, accelerating the expansion of NPower Canada's workforce development program, enriched by Microsoft's curriculum and digital skills offerings, and sourcing job opportunities for program alumni among Microsoft's industry partners.

The CTTA project also represents an opportunity to redefine what 'demand-driven' workforce development training and industry-practitioner partnerships can look like in Canada.



This report shares the collective findings from Spring 2021-Winter 2023 of evaluating the JDA program.





JDA program overview

The JDA program works to close the digital skills gap through **hands-on learning, industry mentoring, and professional development**. Applicants must have some degree prior knowledge in IT, tech and/or programming. The program **runs fully online for 14 weeks** and is comprised of **three main components**:

Assessment	Skills training	Job placement & alumni services
<ul style="list-style-type: none">• Online application• Technical assessments to determine technical experience/background (e.g., knowledge, motivation, fit with program)• Interview• Group information session• Digital information session	<ul style="list-style-type: none">• Technical training (work-simulated training in Excel, SQL and Python Fundamentals)• Personal and professional training (e.g., resume writing, interview skills, professional business communication, goal setting)• Certification in Microsoft Azure Fundamentals• Employer engagement opportunities (e.g., site tours, career fairs)• Wraparound supports (e.g., access to basic necessities, referrals to mental health resources, community partners & local supports)	<ul style="list-style-type: none">• Customized job matching supports• Referrals to employment opportunities (recruitment into paid internships, or full-time employment)• Job search assistance for open market searches (e.g., sourcing employment opportunities, updating resumes and cover letters, mock interview support)• 5 years of post-program career development services (e.g., job retention coaching, continuing education support, networking and industry mentors)

NPower Canada's target audience encompasses individuals 18+ who face barriers to employment and who are interested in pursuing tech-enabled roles and/or a career in the technology sector. This includes individuals who may be underemployed and unemployed in equity-deserving groups, such as women, newcomers, Indigenous peoples, and members of the 2SLGBTQI+ community. The organization's mission is to provide these individuals with the necessary skills, training, and job connections to **succeed in the tech industry** and to create a **more diverse and inclusive workforce**.





Overview of evaluation approach



Blueprint's guiding principles

Blueprint is working with NPower Canada to generate evidence about the JDA program in a way that is:

Rigorous:

Aligns with each stream's needs and stage of development as well as widely accepted evidence standards and best practices

Streamlined:

Leverages existing data collection tools whenever possible and simplifies new tools to minimize the data collection burden for program participants and the NPower Canada team

Collaborative:

Focuses on the experience, expertise, and needs of NPower Canada staff and alumni in the work, and provides opportunities for Blueprint to regularly share relevant evidence generation insights, knowledge, and practices back to staff and alumni

Actionable:

Ensures that evidence generated will support NPower Canada's progress towards long-term strategic goals, and that insights are relevant and useful to a range of stakeholders, including employers, partners, funders, and other practitioners

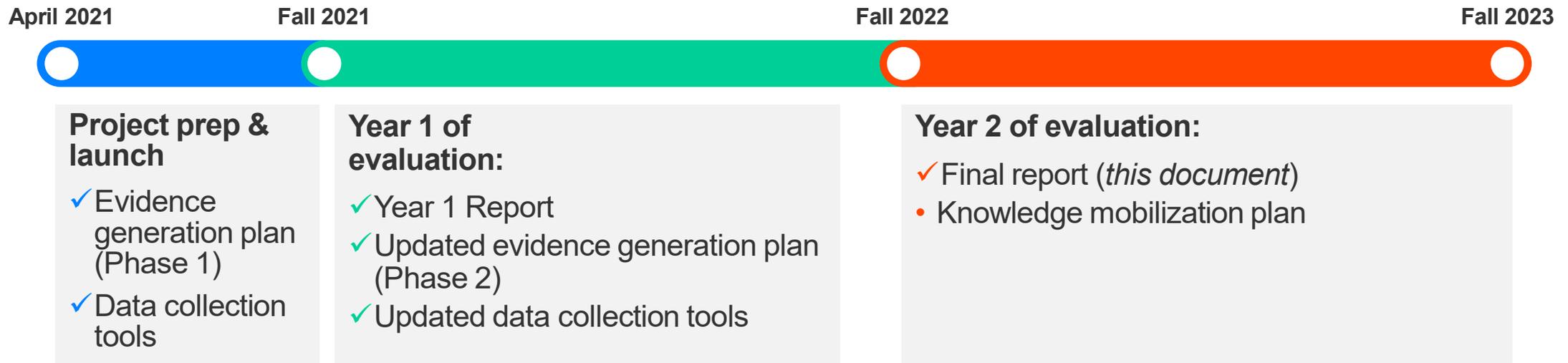




Project Timeline Overview

Blueprint took a multi-phased approach to the evaluation so that we could take stock of findings after the first year, to inform our evaluation plans and data collection approach for Year 2.

The **Year 1 report** focused mostly on understanding the outcomes of JDA graduates in comparison to other streams (JITA, UXD & JSQA)* as a baseline assessment of program effectiveness. This **Year 2 report** is the final report for the project, making it much more comprehensive to cover findings from all evaluation components.



*NPower Canada's core programs include JDA and the Junior IT Analyst (JITA) program. During the time the Year 1 analysis was conducted, NPower Canada was also offering the Junior Security and Quality Assurance (JSQA) and User Experience Design streams, however both have since been discontinued.





Evidence Generation Questions

Blueprint designed the evaluation across year 1 and 2 as guided by the following key questions:

- 1. Reach:** Is the JDA program reaching the intended target population of equity deserving groups?
- 2. Outcomes:** What market outcomes do NPower Canada participants achieve? How do these outcomes vary by program streams (JDA vs. Junior IT Analyst) and by participants' socio-demographic characteristics?
- 3. Stakeholders' experience with the JDA program and overall partnership:** Are JDA graduates, NPower Canada staff, employment partners and CTTA projects partners satisfied with their experience? What worked well, and where are there opportunities for improvement?
- 4. Demand Analysis:** What evidence and opportunities exist for strategic expansion of the JDA program?

Synthesis of findings:

- **Moving forward:** What are the key lessons learned for sector-specific models and recommendations for the JDA program and CTTA project moving forward?





Methodology

Blueprint used a mixed methods approach to triangulate our findings using the following data sources to answer our research questions:

Research Question	Methodology	Description	Data Source	Indicators
1. Reach 2. Outcomes 3. Demand 4. Scaling considerations	Quantitative analysis of administrative data	Blueprint researchers analyzed data collected by NPower Canada between Spring 2020 and December 2022 about participant demographics, post-graduation employment & education outcomes	NPower Canada admin data	<ul style="list-style-type: none">Participant socio-demographic characteristicsParticipant post-graduation employment & education outcomes
		Explored potential future demand for NPower Canada's programming by looking at Statistics Canada data about the target audience	Statistic Canada's "Social Policy Simulation Database (SPSD)"	<ul style="list-style-type: none">Analysis of individuals that meet the following criteria:They live in a Census Metropolitan Area;They are 18 or older;Their employment status is not "Employed all year" or "Not applicable";They immigrated to Canada within the last 5 years





Methodology (cont'd)

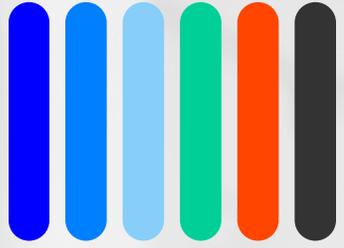
Research Question	Methodology	Description	Data Source	Indicators
5. Satisfaction 6. Scaling considerations	Qualitative analysis of individual & group interviews*	Blueprint researchers had key conversations with the following groups to explore several components of their experience with the program and/or project.	Group interview with employers	<ul style="list-style-type: none"> • Factors affecting willingness to hire JDA graduates • Satisfaction with employability of JDA graduates • Value of partnership with NPower Canada
			Individual Interviews with JDA graduates	<ul style="list-style-type: none"> • Satisfaction with JDA program and job search supports • Relevance of previous skills/experiences • Preparedness and employability • Job satisfaction, quality and alignment
			Individual Interviews with NPower Canada Staff	<ul style="list-style-type: none"> • Job matching supports: successes & challenges • Employability of JDA graduates • Alignment of participant skills with employers' needs and expectation • Best practices for fostering and assessing participants' employability
			Focus Group with core project team	<ul style="list-style-type: none"> • Understand the value of this partnership and investment model and how it might be improved

**For more information on the sample sizes for participant, staff and employer interviews, see slide 36 .*





Key Findings



Section 1

Reach





Reach Section Objective

The goal of this section is to summarize findings that help us to evaluate JDA's reach. To do this, we analyze JDA participants' socio-demographic data from NPower Canada's administrative data and compare this to NPower Canada's initial targets and eligibility criteria. This analysis helps determine whether the JDA program is reaching the intended target population of equity deserving groups that NPower Canada sought out to serve with the JDA program.

Indicators

Participant socio-demographic data:

- Age
- Race/ethnicity
- Membership in the 2SLGBTQI+community
- Disability status
- Receipt of public benefits
- Newcomer status

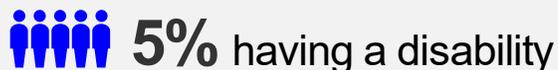


Summary



The JDA program is consistently reaching individuals in historically under-served populations

The JDA program has a diverse and inclusive demographic profile among participants.*



*These statistics are broadly consistent across NPower Canada's programs, see slide 67 in Appendix for demographic data by stream.

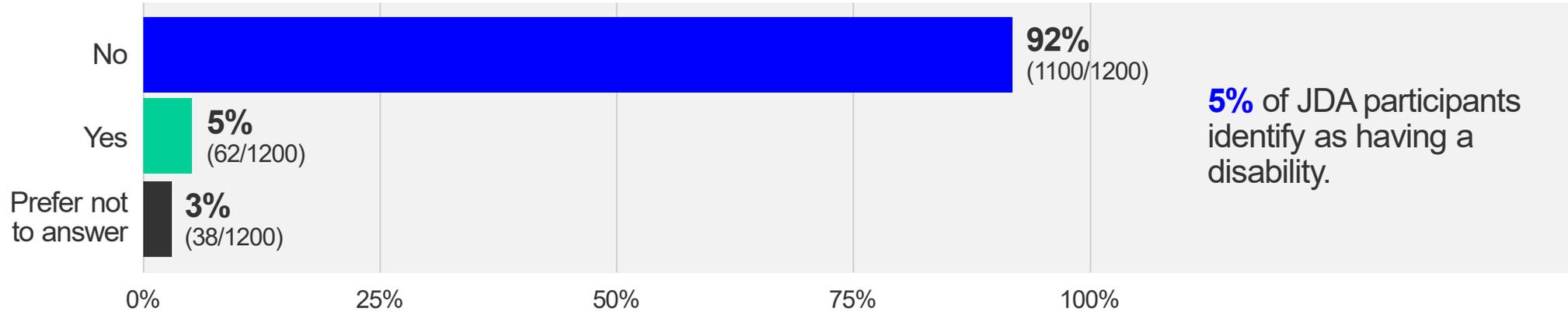
**Among newcomers, a majority (83%) arrived in Canada within the past 5 years.



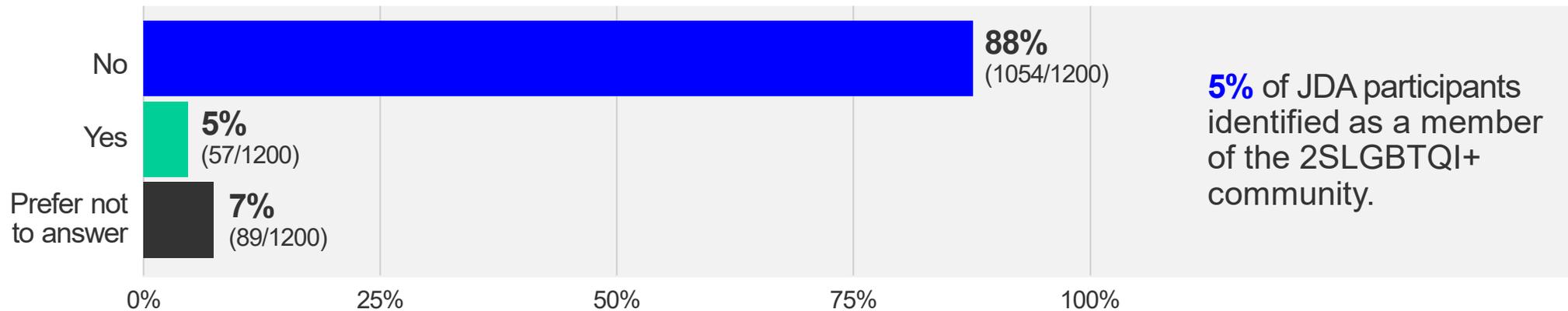


JDA Participant Demographics

Disability



2SLGBTQI+



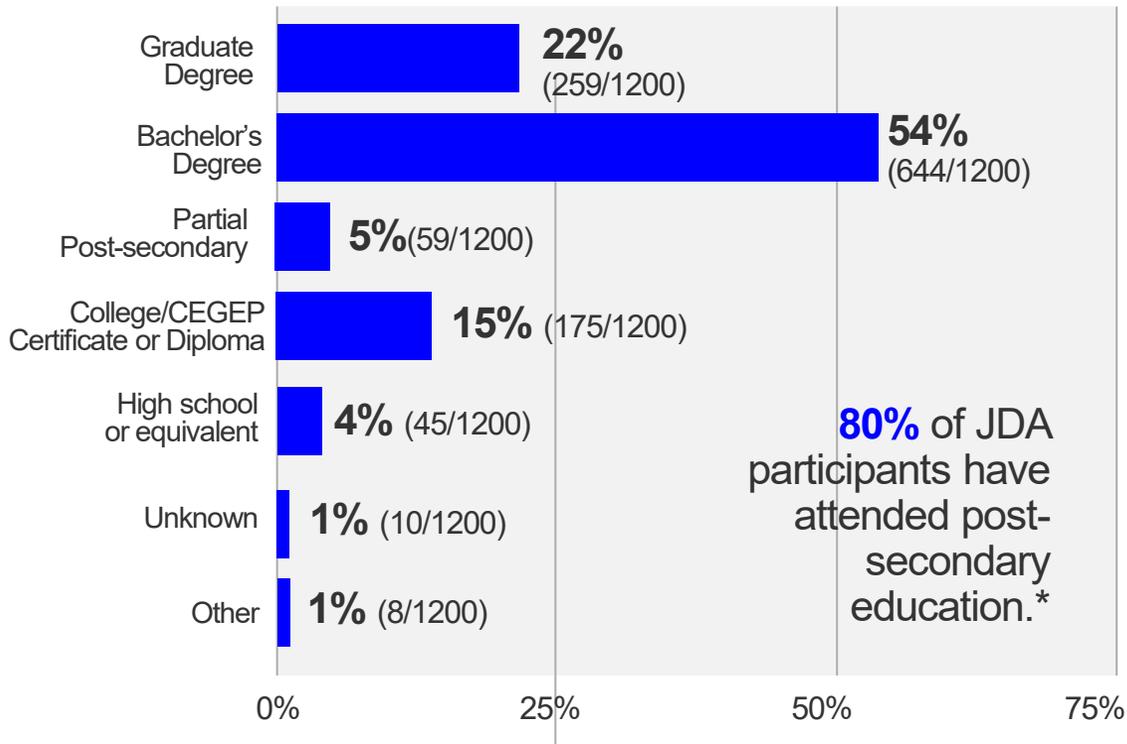
**Membership in these communities has likely been under-reported at intake, given that many participants feel safer to self-identify as persons with disabilities and 2SLGBTQI+ post-enrollment once trust has been built with program staff.*



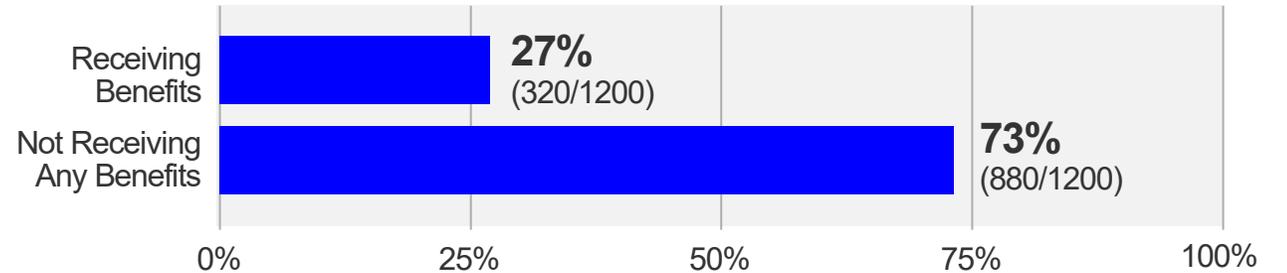


JDA Participant Demographics

Education Level



Public Benefits



27% of JDA participants are receiving public benefits.

*Education levels among JDA participants are generally high compared to other workforce development programs in Canada because JDA requires previous technical experience, which enrollees often derive through formal education.
 *Given that over half of JDA enrollees are newcomers to Canada, many participants with post-secondary educations are internationally educated.

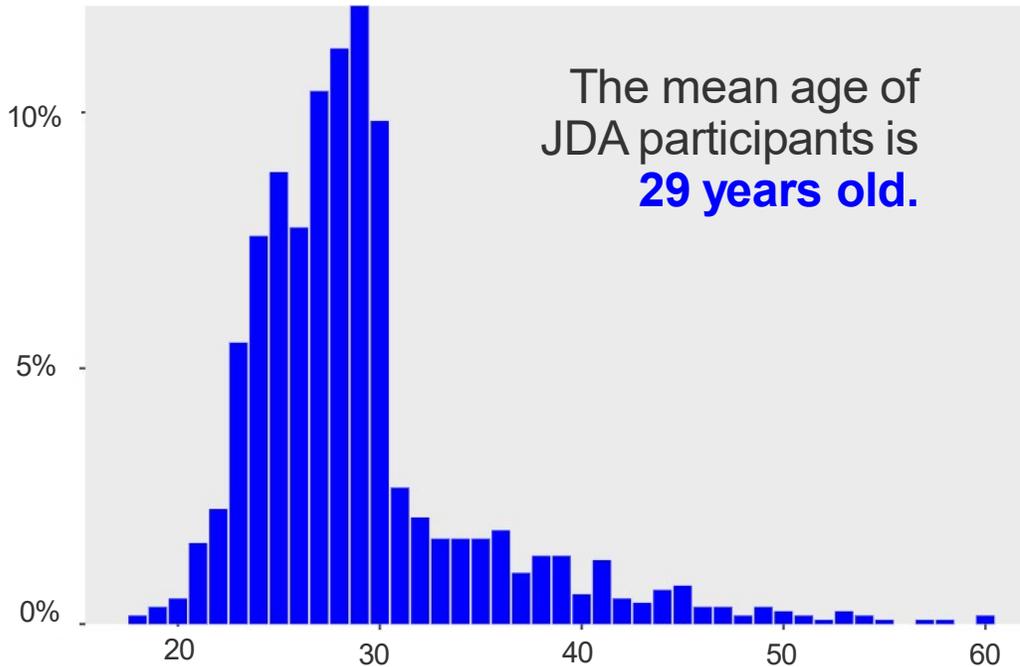


Reach

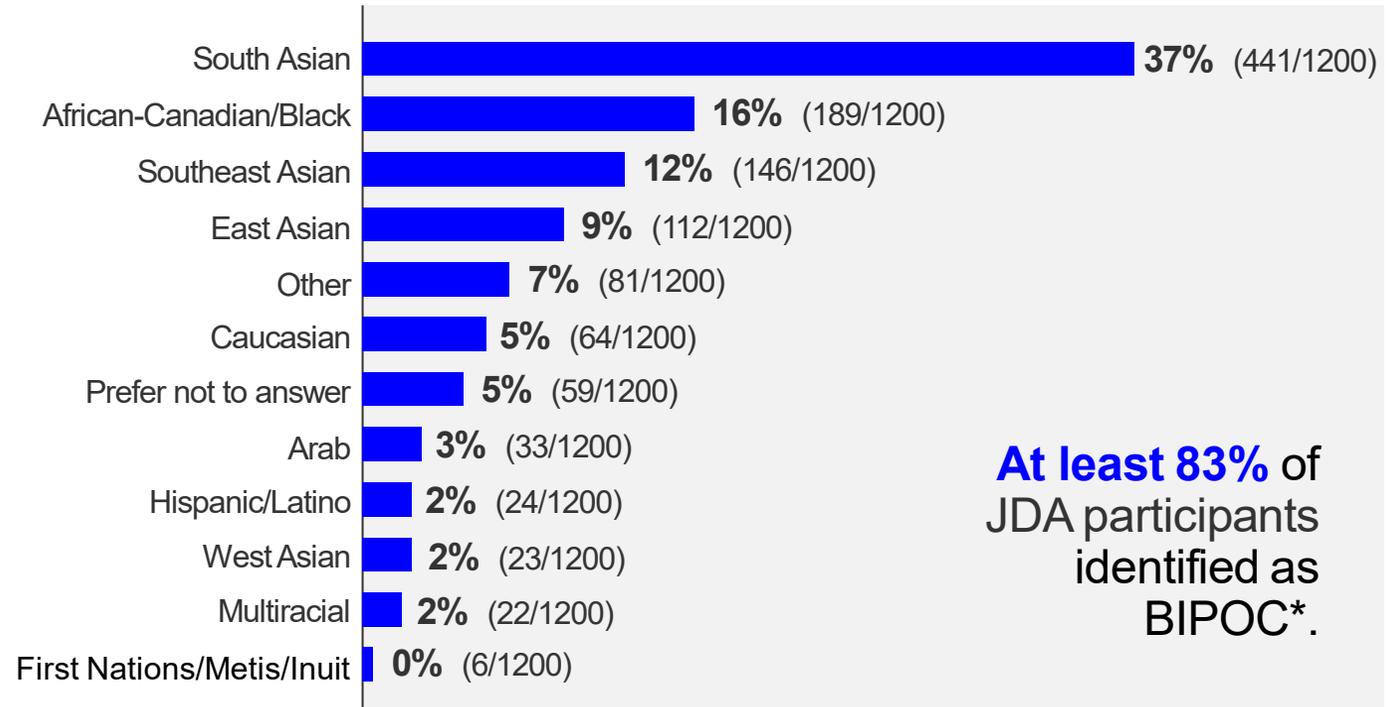


JDA Participant Demographics

Age at program start

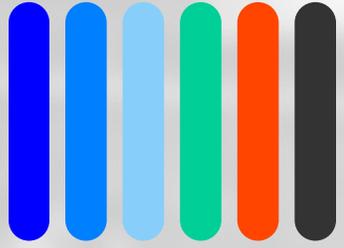


Race/ethnicity



*BIPOC includes all races/ethnicities on this list other than Other, Caucasian & Prefer not to answer.





Section 2

Outcomes





Outcomes Section Objective

The goal of this section is to summarize findings that help us to evaluate JDA's effectiveness. This includes an analysis of NPower Canada's data on labour market and education outcomes, compared across the JDA & JITA programs, as well as analyzed for trends with participants' socio-demographic characteristics.

Indicators

- Graduates' program completion status
- Graduates' employment-related indicators, including employment status, income, nature of employment, and enrollment in further education
- Differences in graduates' outcomes based on personal characteristics such as age, gender, and socio-economic indicators



Labour market outcomes for JDA Graduates

Overall, NPower Canada reached their goal of designing a new program stream that served more advanced jobseekers and achieved better employment outcomes for graduates when compared to their existing stream meant for jobseekers with more entry-level skillsets (JITA). While NPower Canada has already demonstrated positive outcomes for their JITA stream, this evaluation shows that participant outcomes across the board are higher for the JDA stream than the JITA stream, demonstrating their ability to support graduates towards achieving more advanced employment outcomes in the digital technology sector.

Program completion:

Overall, 85% of JDA candidates have completed the program, exceeding NPower Canada's target of 80%.

Employment and education status:

83% of JDA graduates found an **employment or education outcome**, compared to **82%** of graduates of the JITA program, **meeting NPower Canada's target of 80%.***

Employment income:

JDA graduates saw significantly higher salaries at their first jobs post-graduation, with a mean of **\$48,139** compared to a mean of **\$41,016** for **JITA** graduates.

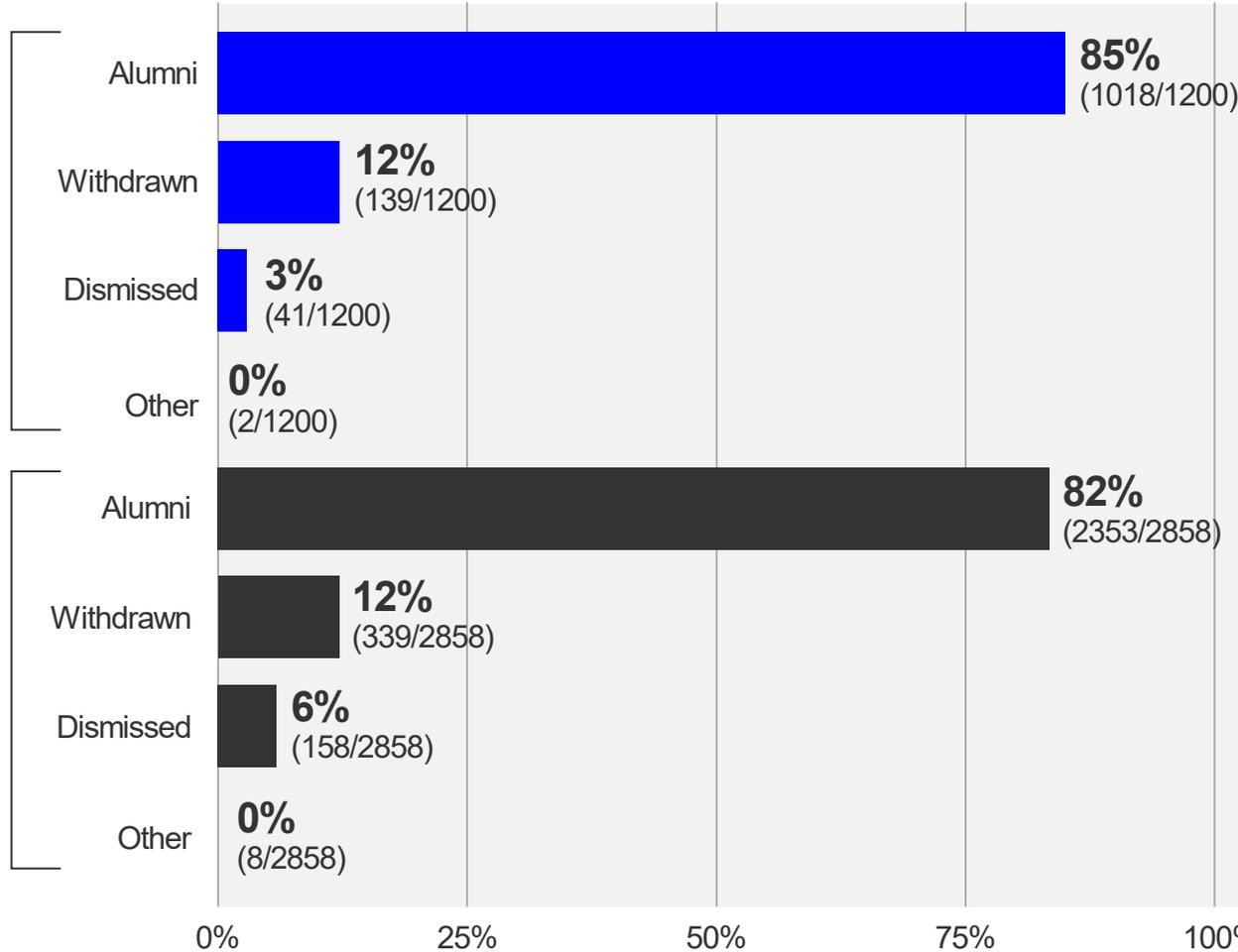
**For more information on how this analysis was conducted see slide 66 in the Appendix.*

***For the sake of clarity and consistency, we focus on the total employment and education numbers for all program graduates, rather than a longitudinal analysis of employment and education outcomes.*



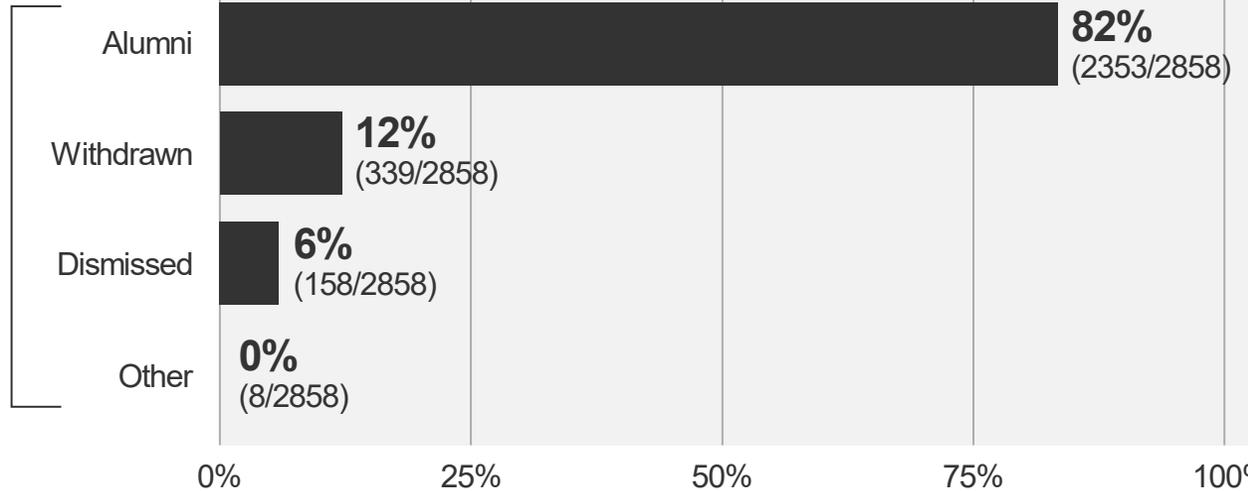
Do participants complete the program?

JDA Program Completion



85% of JDA candidates have completed the program, compared to **82%** of JITA candidates.

JITA Program Completion

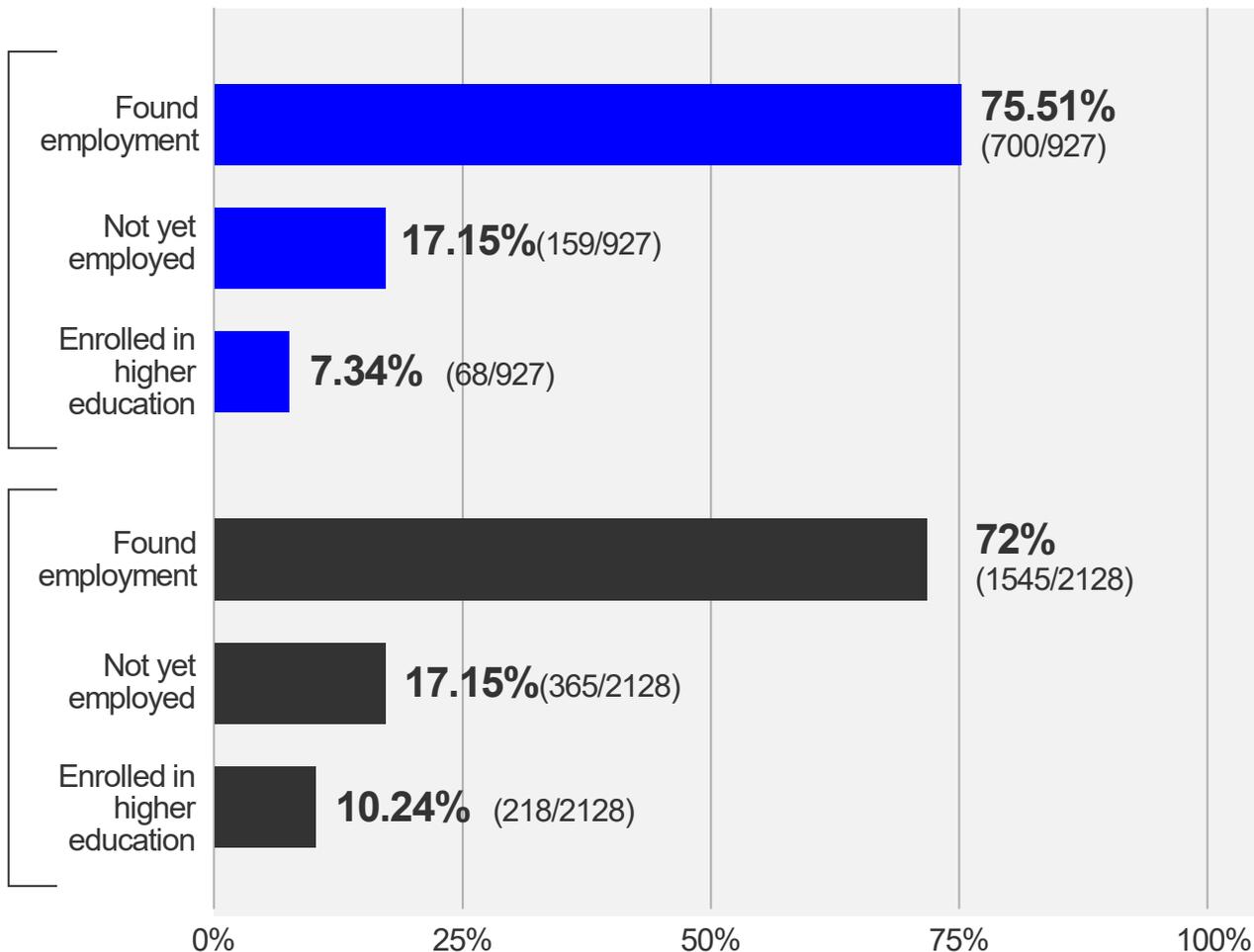


There have been **1200** JDA candidates to date, and **2858** JITA candidates in the same time frame (February 2021 – December 2022).

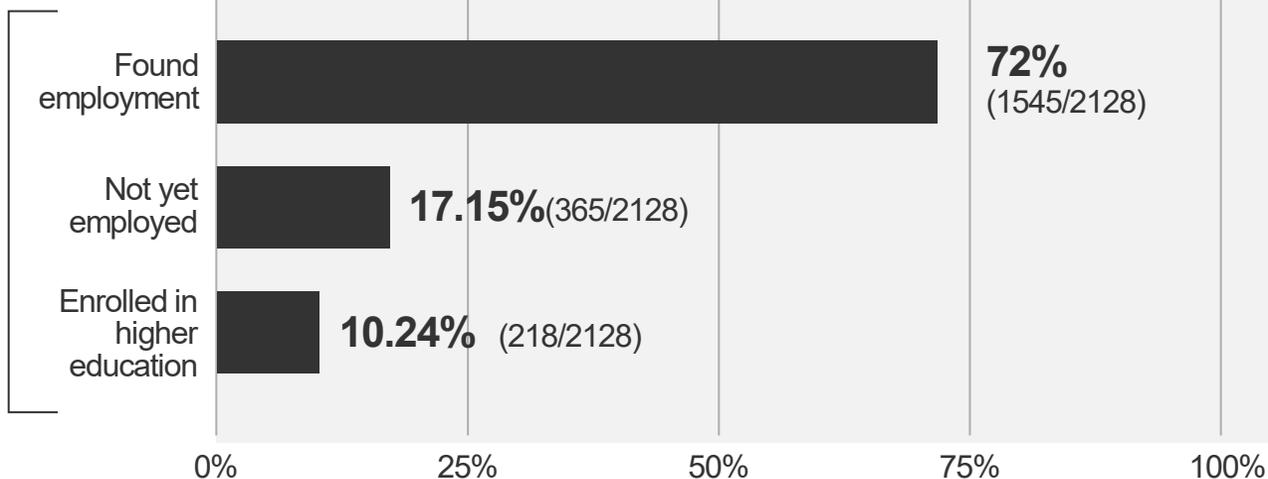


Do JDA graduates find jobs after graduating?

JDA Employment /Education Status



JITA Employment/ Education Status



Among the graduates who have remained in contact* with NPower Canada, **76%** of JDA graduates have found a digitally-related job** since graduating, and **7%** have enrolled in higher education.

These numbers are similar among JITA graduates, with **72%** having found a job since graduating, and **10%** enrolled in higher education.

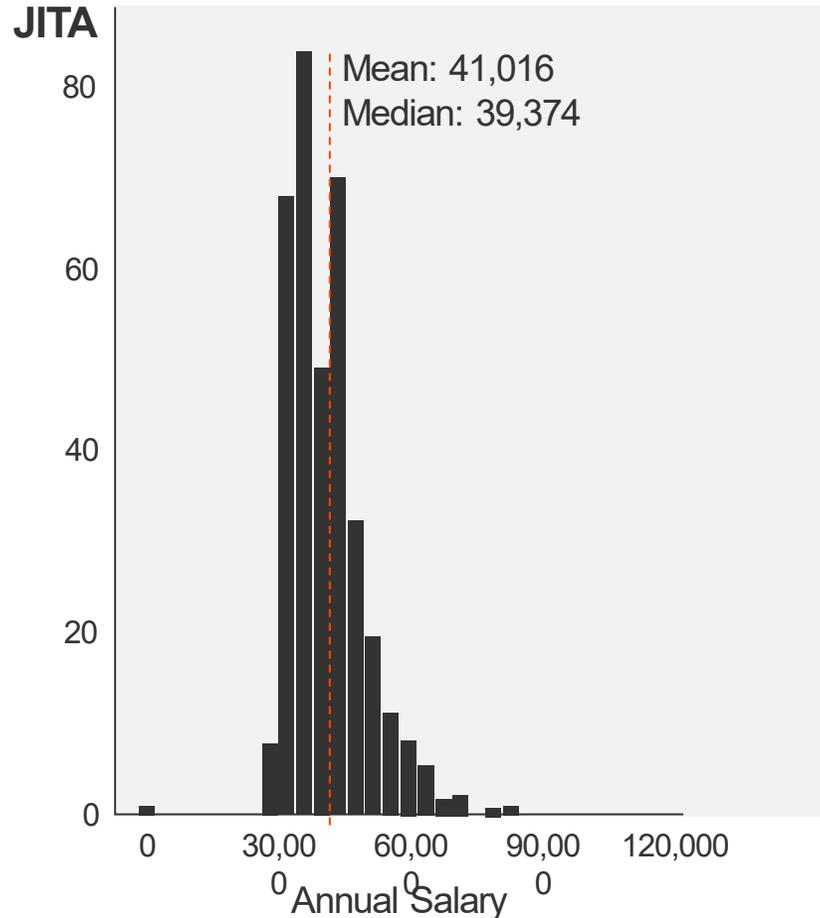
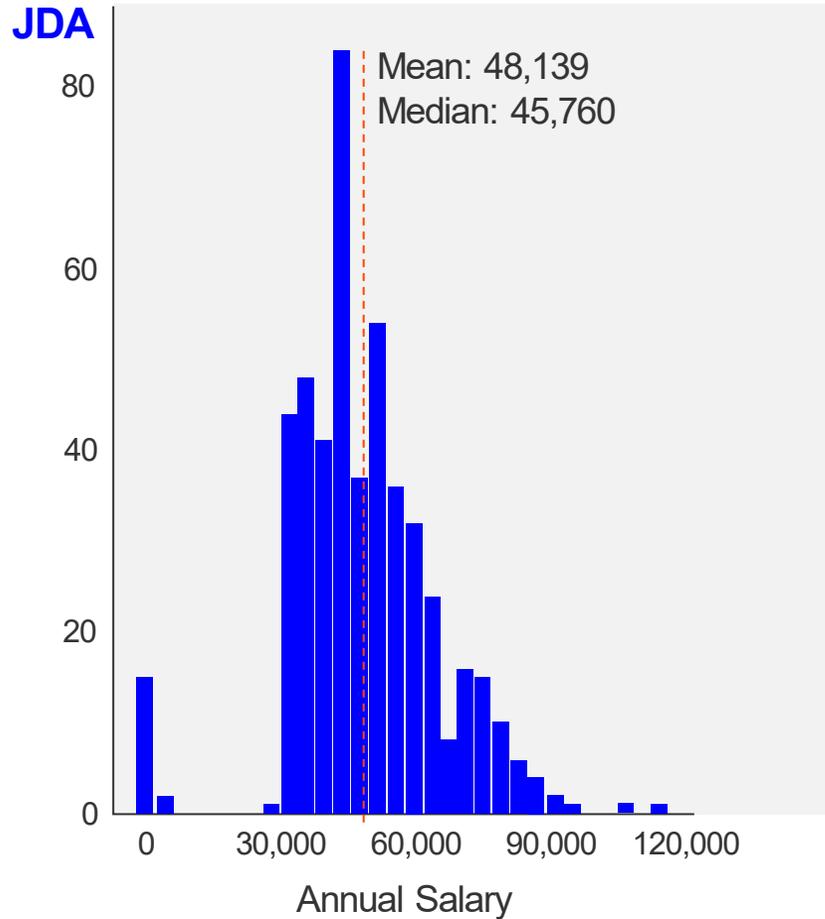
*This analysis does not include participants with whom NPower Canada has lost contact (i.e. NPower Canada has been unable to reach the graduate, nor their secondary contact listed, for a minimum of 3 months post-graduation). Among all graduates, there has been loss of contact with 9.22% of JDA grads, and 9.48% of JITA grads.

**To determine if a job is digitally-related, NPower Canada staff focus on the type of technology used in the role, and how aligned it is with that of NPower Canada's programming.



What were JDA Graduates' salaries at their first jobs?

Annual Salary by Cohort

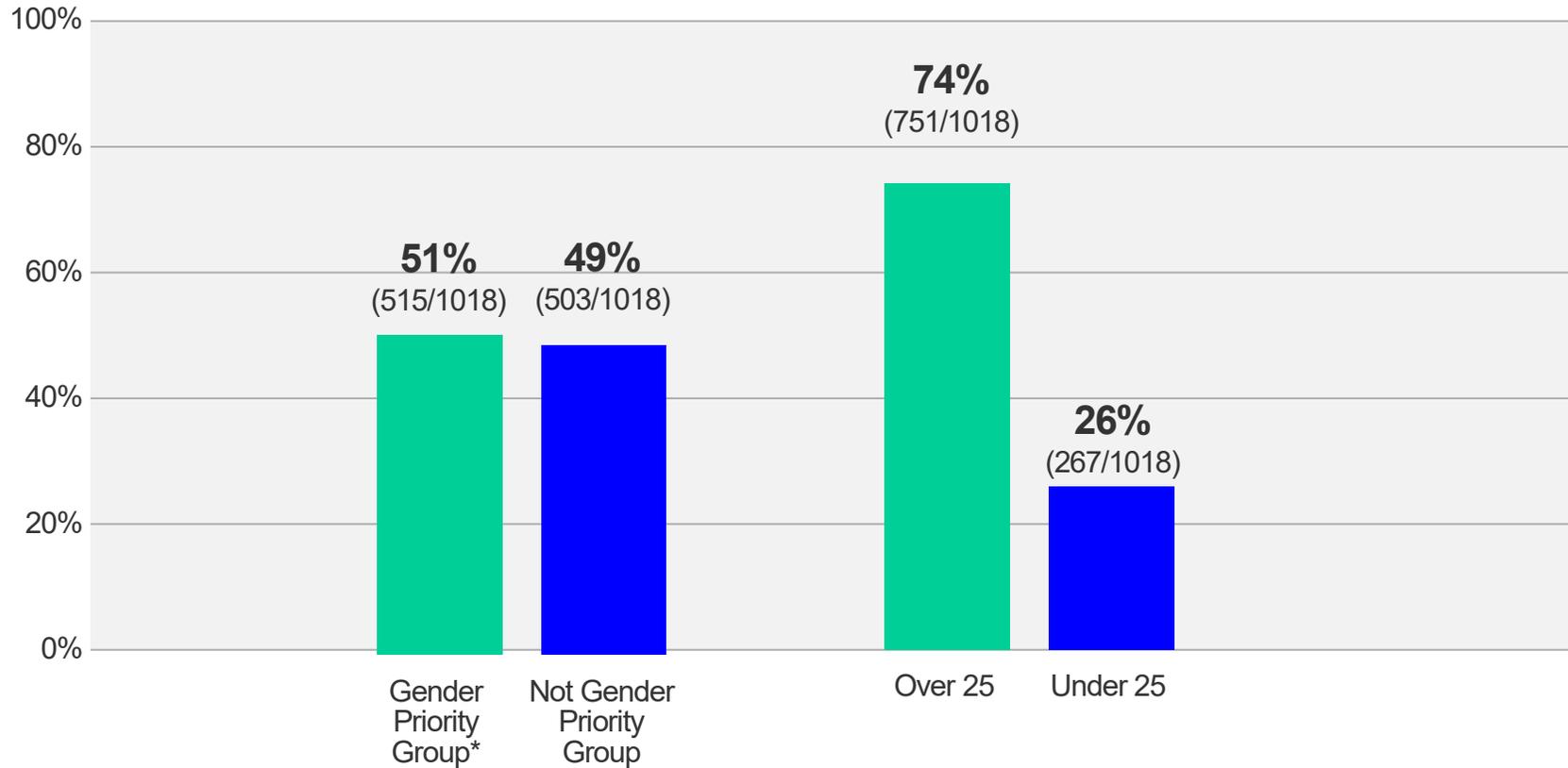


JDA graduates saw higher salaries at their first jobs post-graduation, with a mean of **\$48,139** compared to a mean of **\$41,016** for JITA graduates

JDA salaries are higher than non-JDA salaries across the distribution of salaries, with **90%** of JDA salaries at first jobs falling between **\$32,656 and \$70,720** compared to 90% of JITA salaries at first jobs falling between **\$31,366 and \$52,000.**

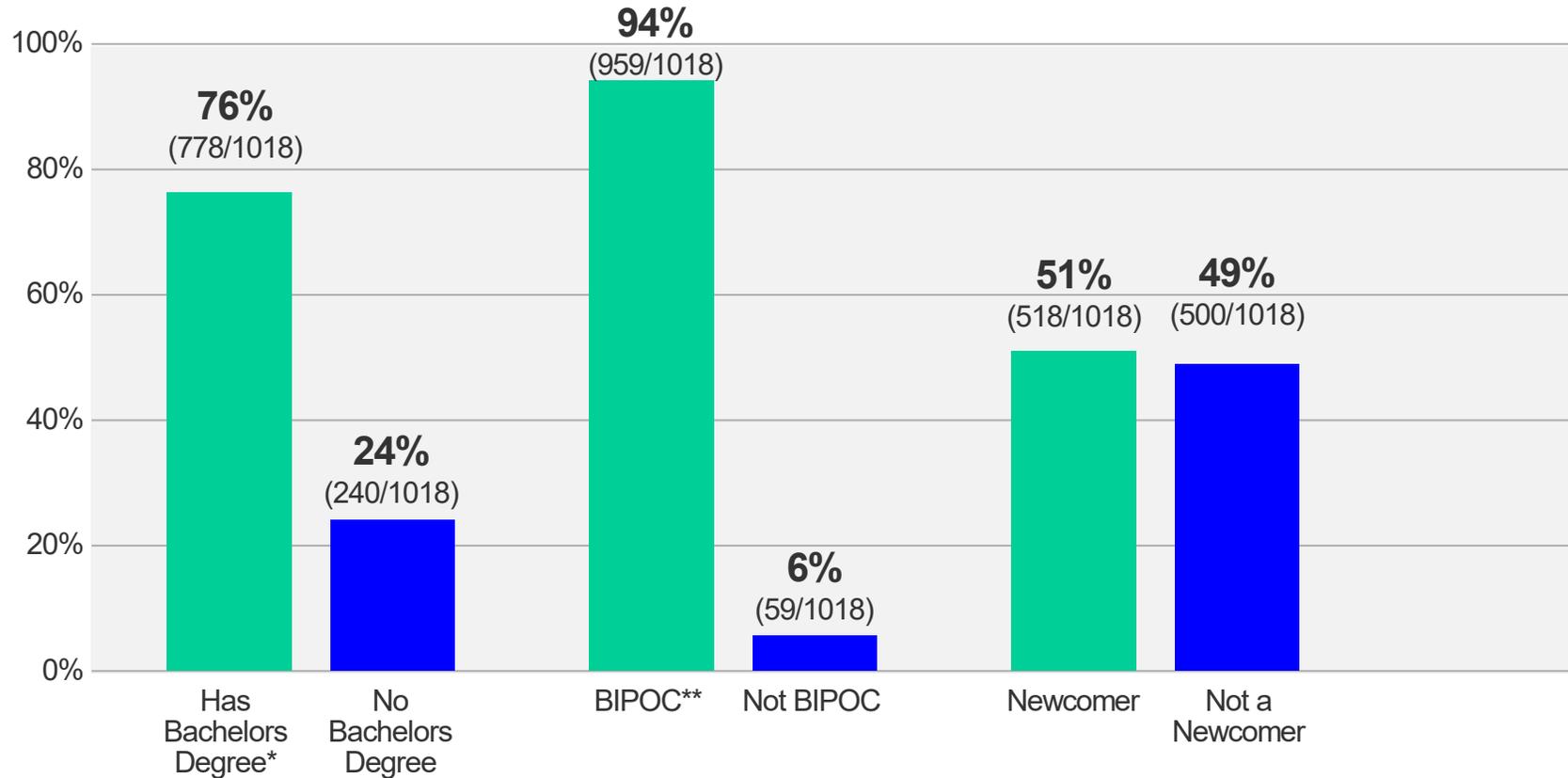


Breakdown of JDA Graduate Characteristics



*'Gender Priority Group' refers to participants who did not identify as 'Man' or 'Cis Male'.

Breakdown of JDA Graduate Characteristics

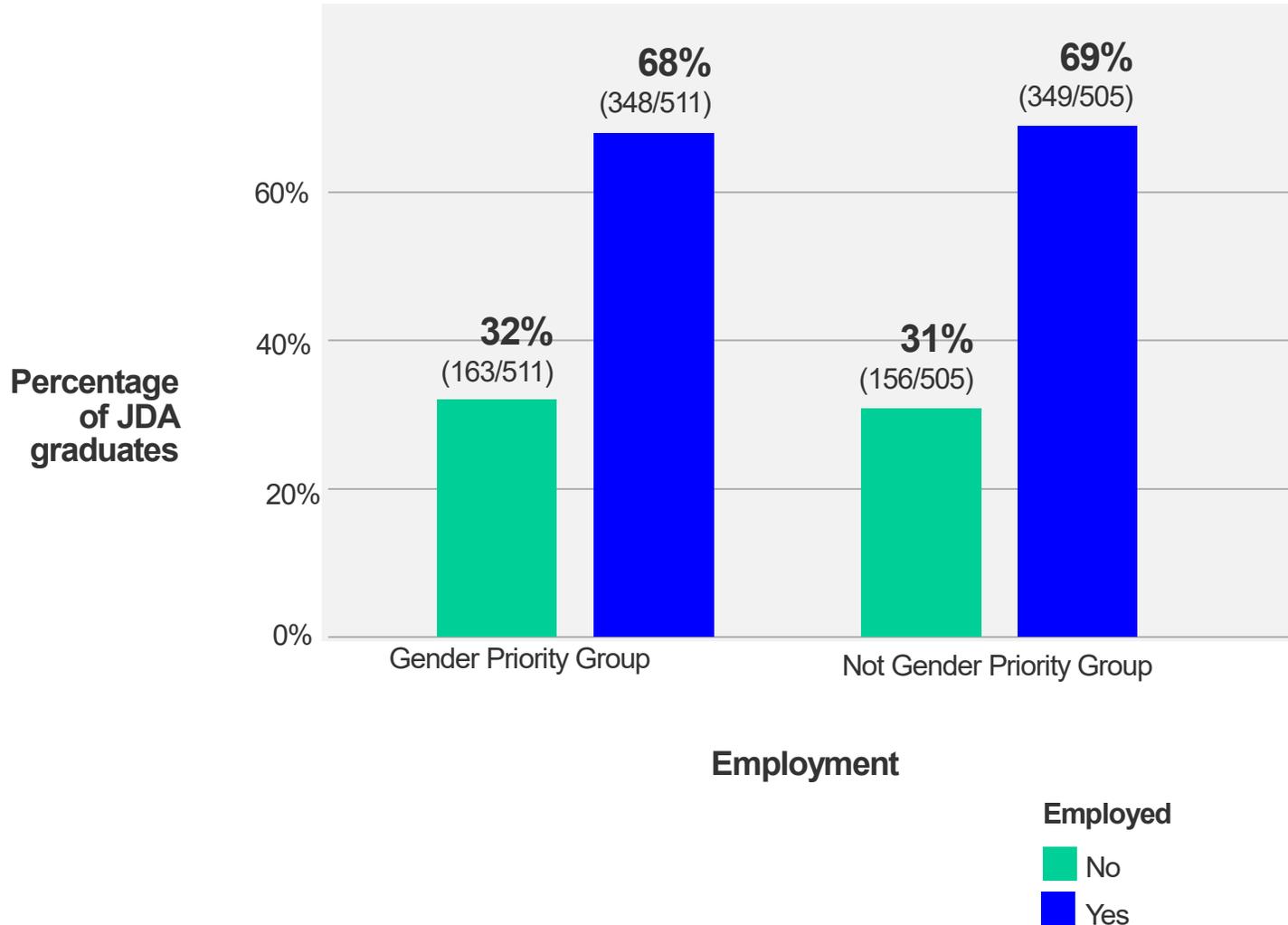


*Many JDA participants are internationally educated, and many educated in Canada receive degrees in fields of study unrelated to digital technology.

**The 'BIPOC' label used in this analysis was manually constructed by Blueprint based on the diverse identities presented in the data. For example, it excludes participants who identified as 'White' or 'Caucasian'. Newcomers were identified by NPower Canada in the course of data collection.



Do JDA outcomes vary by gender priority status?

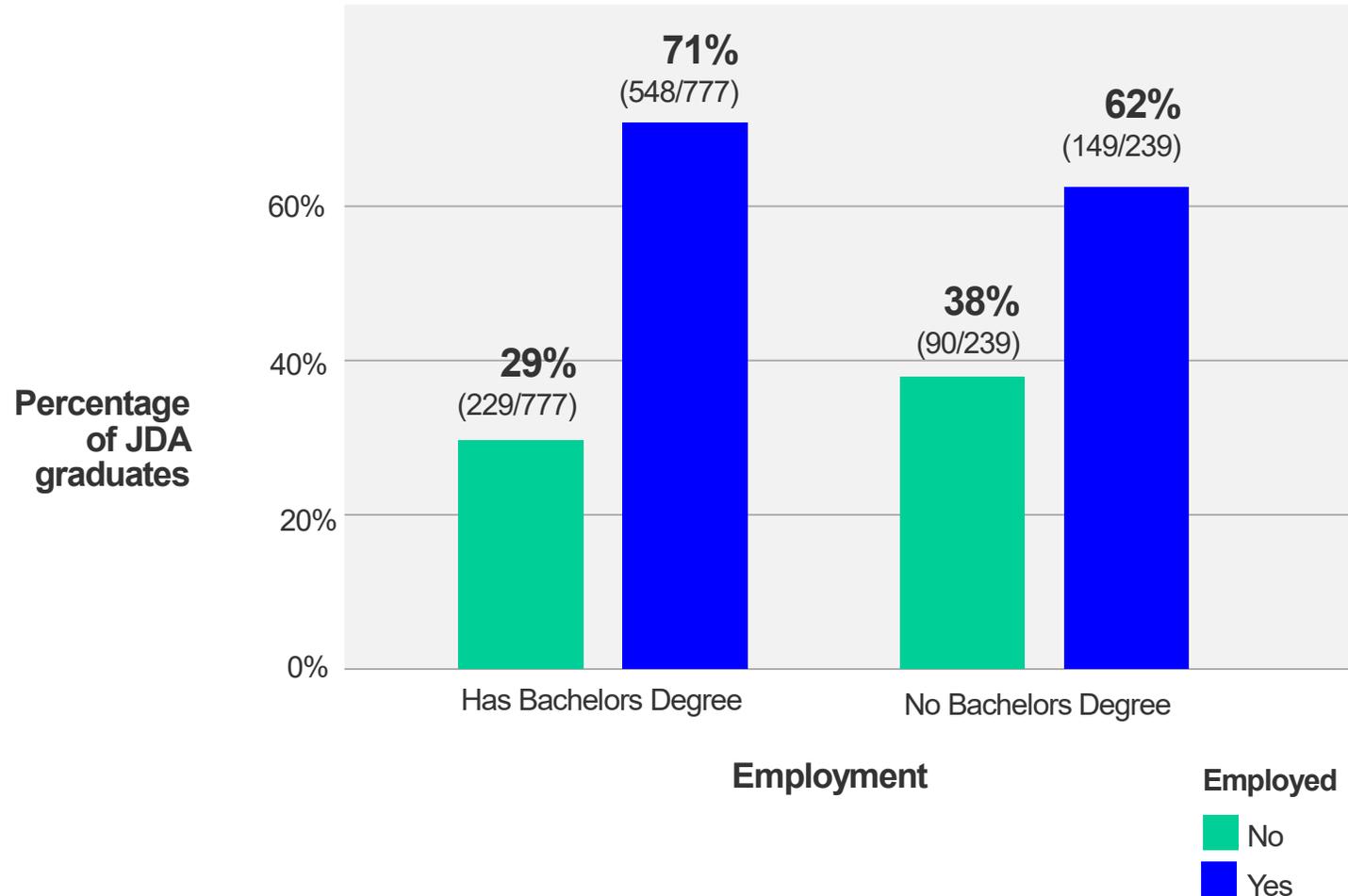


Rates of job attainment are slightly higher among JDA graduates who are not part of a gender priority group.

However, this gap is not statistically significant, so in statistical terms there is no clear difference in outcomes between those who identify as a member of a gender priority group and those who do not.



Do JDA outcomes vary by education level?

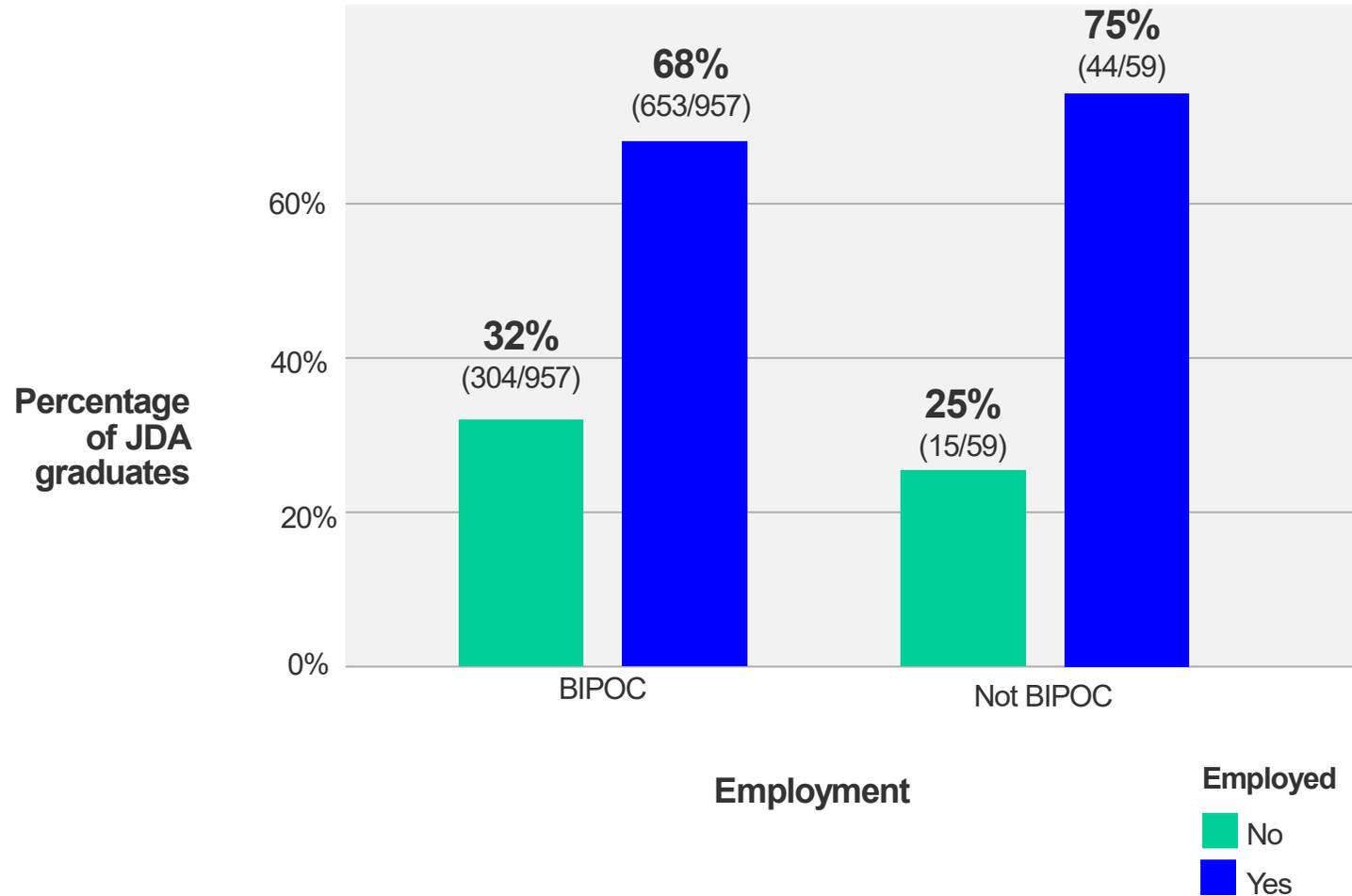


Rates of job attainment have been higher among JDA graduates who hold a Bachelors degree, compared to those without a Bachelors degree.

While the JDA program is a recognized credential among NPower Canada's employment partners, many employers may still prefer candidates to have completed PSE. Additionally, graduates with a post-secondary degree may have more of a foundation upon entering the program which can be leveraged during the job search process.



Do JDA outcomes vary by race/ethnicity?

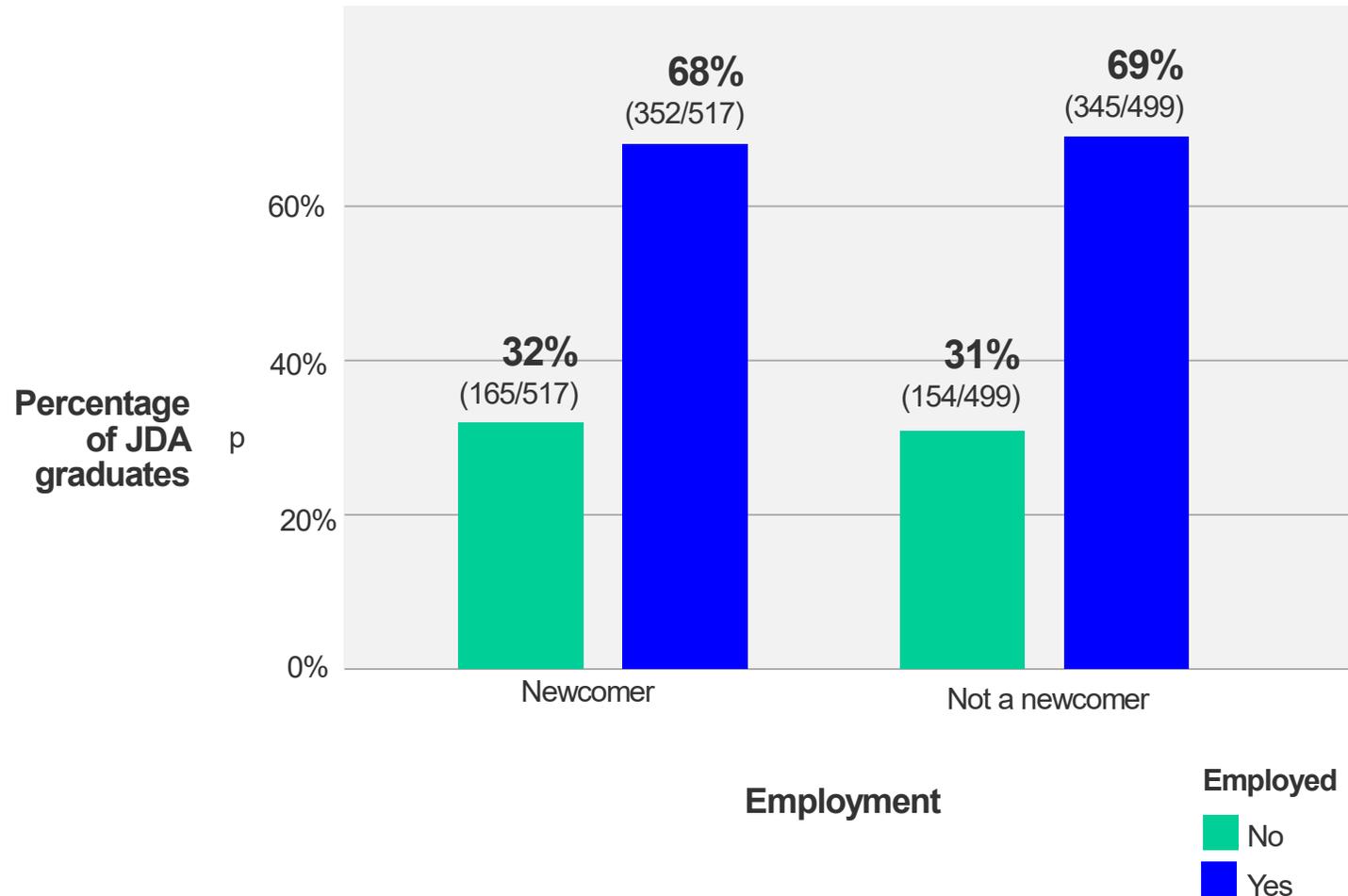


Rates of job attainment have been higher among JDA graduates who identify as BIPOC, compared to those who don't.

94% of graduates from the JDA program identified as BIPOC.



Do JDA outcomes vary by newcomer status?



Rates of job attainment have been similar among JDA graduates who are not newcomers to Canada, compared to those who are newcomers.

51% of graduates from the JDA program are newcomers.

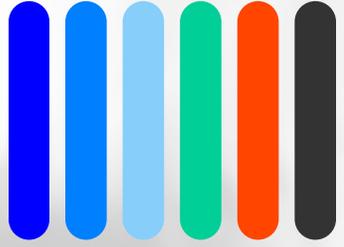


About our analytical approach

Overall, we have worked closely with NPower Canada's data team to align our analysis approach with NPower Canada's internal knowledge, data system and best practices. A key challenge worth noting with the analytical approach is that NPower Canada's data and reporting system underwent some changes between the Phase 1 (Summer 2022) and Phase 2 (Summer 2023) reports for this project. This has had the following implications:

- **New best practices:** The data system has become more refined over the course of the program, leading to updated guidance from NPower Canada's data team on best practices for analysis between the interim and final reports.
- **Inability to differentiate which factors affected changes in employment outcomes:** Changes in employment outcomes between the interim and final reports may be due to a combination of real changes in employment outcomes, as well as the above-mentioned changes in NPower Canada's data system and recommended analysis approach. However, it is difficult to know which of these factors contributed most to observed changes in employment outcomes.





Section 3

Stakeholders' experience with the JDA program and overall partnership





Program/Partnership Experience Section Objective

The goal of this section is to summarize findings about program experience and satisfaction among JDA graduates, NPower Canada staff, employment partners and CTTA project partners. Experience and satisfaction have been analyzed across four areas: program content and structure, employability of grads, job-matching, and the overall partnership.

Indicators*			
JDA graduates	NPower Canada staff	Employment partners	CTTA project partners
Overall satisfaction with the JDA program/ partnership, including what worked well, and where there are opportunities for improvement			
Perceptions of: <ul style="list-style-type: none">Perceived utility of programmingPerception of job alignment and quality	Perceptions of: <ul style="list-style-type: none">Participant readiness at program outsetAlignment of job matching supports with participant skills	Perceptions of: <ul style="list-style-type: none">Alignment of program/participant profile with employers' needs and expectations	Perceptions of: <ul style="list-style-type: none">Unique differentiators of the partnership and investment modelAbility of the partnership and investment model to support the project's ability to meet its goals

Scope and organization of this section

While many of our interview findings are broadly consistent across both phases of this research project, we also built on key insights from Phase 1 to inform new evidence goals for this phase of the research. The lessons learned in this section have been structured thematically to highlight program areas of key relevance to the CTTA project partners and align with the well-established understanding that job matching is a critical component of any dual-client sector-based model, therefore warranting consistent feedback from both program participants and employers.

*See Appendix slides 68 – 70 for a full breakdown of research questions for each set of stakeholder interviews, and their associated indicators.





Our approach to interview sampling

Target group	Employers	JDA Graduates	NPower Canada staff
Target sample size	3-5	20	3-5
Phase 1 sample size	3 orgs, 3 staff	14	5
Phase 2 sample size	4 orgs, 10 staff	7	4
Total sample size	7 orgs, 13 staff	21 JDA graduates	9 NPower Canada staff
Information about the sample	Includes a representative sample from the NPower Canada network (e.g., large corporations, SMEs) who have hired more than one JDA graduate, including new employers in the network and repeat-hire employers	For Phase 2 of this research, we sampled JDA graduates who have found employment since finishing the program. A total of 7 grads, 4 females, 3 males, all with some level of previous technical experience were interviewed.	Includes staff involved in the launch and delivery of the JDA Program (Phase 1), and Employment Engagement Team staff (Phase 2)





Program & Partnership Experience Highlights

Based on interviews with JDA graduates, NPower Canada staff, and employers, we identified four key themes with which to structure the analysis. Within each theme, we identified the following highlights regarding satisfaction with the JDA program experience.

Theme 1: Program content and structure	Theme 2: Employability of JDA Graduates	Theme 3: Job Matching		Theme 4: Reflections on the partnership
<ul style="list-style-type: none"> • Almost all JDA graduates and staff we interviewed were satisfied with the program content, structure, and flexibility. • Interviewees appreciated the balance of professional & technical skills and the sense of community. 	<ul style="list-style-type: none"> • Staff and employers in our interview sample are mostly satisfied with the employability of JDA graduates. • Staff and employer respondents indicate alignment between the technical and soft-skills needed for the job market with the skills possessed by JDA graduates. 	Employment Outcomes <ul style="list-style-type: none"> • JDA graduate respondents are mostly satisfied with their employment opportunities and job quality. • Many interviewees found roles aligned with their training, in which they are able to leverage their acquired skills. 	Job-Matching Experience <ul style="list-style-type: none"> • Almost all participants, staff, and employers we interviewed were satisfied with the job-matching process. • Employer and participant respondents particularly appreciated NPower Canada staff's ongoing responsiveness and care in the job-matching process. 	<ul style="list-style-type: none"> • Employer respondents and project partners rated their satisfaction with the NPower Canada partnership very highly. • This collaboration supports organizational diversity efforts and attracts talented candidates.





Opportunities for Improvement

Within each theme, we identified the following key opportunities for improvement in the JDA program experience & CTTA project partnership. Recommendations related to each area of improvement can be found in Section 4: Moving Forward.

Theme 1: Program content and structure	Theme 2: Employability of JDA Graduates	Theme 3: Job Matching	Theme 4: Reflections on the Partnership
<ul style="list-style-type: none"> • Participants' skillset variation is wider than anticipated, affecting satisfaction and implementation. • Perceptions about program pace and difficulty vary based on participants' technical background/experience. 	<ul style="list-style-type: none"> • Several JDA graduates we interviewed felt insufficiently prepared for data analyst roles. • Employers observed a gap between skills on resumes and practical application. 	<ul style="list-style-type: none"> • Matching graduates to data analyst roles proved challenging due to experience requirements. • Staff faced challenges keeping up with pace of growth in sourcing employment partners. 	<p>Project partners identified the following opportunities for enhancing the partnership:</p> <ul style="list-style-type: none"> • Increased collaboration within the workforce development ecosystem. • Skills training opportunities in emerging industries (i.e., AI, cybersecurity, green jobs) • Regional scaling with corporate partners. • Expansion of target population to include more working participants that are underemployed.



Program Content and Structure

Aligned with what we learned in Phase 1, most JDA graduates and staff interviewees had positive feedback on the program's content and structure. Program content and structure findings underscore the importance of a well-balanced curriculum, flexible program design and dedicated staff support. These insights can guide project partners in optimizing program elements to empower participants for success in diverse contexts.

Key highlights included:

- **The right balance of professional & technical skills:** Both graduates and employers gave several examples of balanced skillsets coming out of the program, including confidence, time management, and openness to learning alongside the technical skillsets (Excel, SQL, Python & Microsoft Azure).
- **Flexible programming:** Graduate respondents spoke about the value of the program's online format for providing flexibility and accessibility, with individualized accommodations available for diverse personal and professional commitments.
- **Fostering community:** Both graduates and staff spoke about the importance of team building and community that was created through the program, where there was a strong willingness for peers to support and mentor one another, enabling participants to benefit from the diverse expertise and experiences of their peers.
- **Supportive staff:** Many graduate respondents spoke about the passion and dedication of the NPower Canada staff who supported them throughout the program, including both instructors, who were touted for being generally responsive to their needs and providing additional one-on-one support when required; as well as the employer engagement staff, who were appreciated for the ongoing job search support during and after the program.

Spotlight quote:

“It was really educative, beneficial and boosted my confidence in getting a [good] job in Canada, because of the knowledge and the skills that I had acquired.”

JDA graduate

Theme 1

Opportunities for Improvement

An ongoing challenge concerning program content and structure revolves around the wider range of JDA participants' skillsets than anticipated. This variance in IT/technical skills levels has implications on participant satisfaction with technical training, as well as for staff's ability to tailor implementation.

Key opportunities for improvement included:

- **Diverse perception of program's pace and difficulty:** While most participants interviewed found the program's pace manageable, participant perceptions about the appropriateness of the program's pace and level of difficulty of content varied, often correlated with participants prior work experience and/or technical background.
- **Swift transition in curriculum for novices:** Participants with limited prior IT/technical training noted that the curriculum swiftly transitioned from basic to more complex concepts, necessitating them to supplement their learning through self-study.
- **Consideration for prior IT/Technical experience:** Participants with prior IT/technical training found the Excel content was too basic and could have been omitted to allow more time for training on complex technical concepts required for data analyst roles.
- **Challenge of tailoring instruction pace:** Participants' varying levels of technical skills and experience sometimes made it challenging for staff to tailor pace of instruction for each cohort.

Spotlight quotes:

"If they really want to improve the program, they've got to give less time to Excel, and more time to Python,"

JDA Graduate

"It accelerated fast... one day, we are studying the basics and the [next] day, wow, where did this come from? I need to look at YouTube videos to fill in the gaps,"

JDA Graduate



Employability of JDA Graduates

Aligned with Phase 1 research, the staff and employers interviewed were mostly satisfied with the employability of JDA graduates. As a national employment program, improving the employability of program participants is a cornerstone of NPower Canada's mission, and feedback from the Employment Engagement team and employment partners provides valuable insights into ways in which the program accomplishes this.

Key highlights about NPower Canada staff and employer satisfaction with the employability of JDA graduates:

- **Alignment of technical skills gained in the program:** Staff and employer respondents indicate strong alignment between the timely and relevant technical skills needed for data science jobs with the skills taught to JDA participants.
- **Importance of personal and professional skills:** Staff and employer respondents were impressed with graduates' collaboration, communication, and project leadership skills, which show up both during the hiring process (including on resumes and during interviews), as well as applied on the job. Staff pointed out that the training for these skills is particularly beneficial for improving employability among newcomers and those with limited work experience.
- **Performance of JDA graduates on the job:** All the employers interviewed expressed satisfaction with the performance of JDA graduates they have hired. JDA graduates are known for their motivation, willingness to learn, and openness to opportunities.

Spotlight quotes:

"I see how their résumé is very closely aligned with the job description ... when comes to the actual content that's being learnt in class I think they're covering it really well."

NPower Canada Staff

"One [manager] shared that they really appreciated how the candidates had all the skills they're looking for. When a candidate has the specific tools the manager is looking for, like Power BI, in their resume and can clearly explain how they've used these tools, is very important."

Employer





Opportunities for Improvement

Interviews with both JDA graduates and employers indicated that the JDA technical curriculum can be enhanced to better meet participants' job readiness needs.

More applied learning opportunities:

- Graduate respondents are interested in having additional applied learning opportunities built into the program to advance their technical skills and prepare for employment.
- Interviewees noted that the curriculum could be improved by building in more time to hone complex technical skills, dedicated training on certain topics (Python, SQL, and Cloud computing), and/or more hands-on experience such as through capstone projects or industry visits.

Confidence in technical skills application:

- Relatedly, employers have observed a discrepancy between the technical skills listed on the resumes of JDA graduates and their confidence in applying these skills in practice.
- Staff and employers noted that program could enhance applied learning opportunities in order to boost participants' confidence in applying technical concepts.
- This discrepancy was observed both during the job application process, and on-the-job.



Job Matching

Among the respondents interviewed, JDA graduates were generally satisfied with their employment opportunities and quality of employment.

Key highlights included:

- **Leveraging acquired skills and program learnings:**

Interviewees had found jobs where they could apply most, if not all, of the skills they acquired during the JDA program, including programming languages such as SQL and Python. Respondents with limited technical experience secured positions that allowed them to utilize their training to a certain degree. Although not all graduates interviewed found directly relevant roles, particularly those who were new to the field, their jobs still provided opportunities to apply some of the skills they acquired in the JDA program, in areas such as IT support, customer success, or data administration.

- **Quality of employment:** The JDA graduates interviewed are generally satisfied with the quality of their employment and have found professional growth opportunities within their organizations, enabling them to enhance their technical and professional capabilities through on-the-job experience. Most respondents perceive their jobs as offering room for personal development, career laddering, and opportunities to make meaningful contributions to the organization.

Spotlight quote:

“Currently I’m working in data modelling, I’m analyzing how the business is going. My previous experience is also related to database and data modelling, so my SQL and Python skills, which I learned from NPower Canada, helps me do this work successfully,”

JDA Graduate



Job Matching

Almost all JDA graduates, staff and employers interviewed expressed satisfaction overall with the job-matching process.

Key takeaways regarding the job-matching process include:

- **Importance of cultivating close partnerships:** staff described the value of having close partnerships with both employers and graduates to inform the job matches with full information from both sides (i.e., knowledge about employers' needs and expectations, as well as and participants' employment and education background, skills levels, motivations and aspirations).
- **Importance of feedback:** staff and employers spoke about the buy-in that comes when the program content and job matching process are responsive to industry demands, as employers are more willing to participate in hiring when they feel their evolving needs can be addressed.
- **Importance of persistence:** staff and participants spoke about the value of continued support after the program, including consistent provision of job postings, and the role this continued support plays in keeping graduates focused and energized in their search for employment.
- **Importance of efficiency:** employers spoke about the comparative advantage of NPower Canada's pipeline versus other recruitment channels, in that they valued receiving consistent batches of easily comparable resumes that are tailored to their job ads in a way that is both streamlined and reliable.
- **Importance of empowering participants:** staff and participants spoke about the value of having the confidence and tools necessary to effectively promote themselves and their transferrable skills during the job search process and an openness to apply to a wider range of data-related roles.





Opportunities for Improvement

In interviews, NPower Canada staff reported greater difficulty than anticipated with matching graduates to data analyst roles.

Work experience requirements:

- Staff from NPower Canada's employment engagement team have found that many employers require 3+ years of work experience, especially when they are looking to fill client-facing or consultancy-based roles, which puts JDA graduates at a disadvantage.
- While one solution is for staff to encourage participants to take more entry-level IT roles within a company and work their way up to data analyst roles, there is reluctance from both participants and employers on this front.
 - Employers expressed a general reluctance in hiring candidates for IT roles if their ultimate aspiration is to work in data analysis, as this can lead to higher turnover.
 - Compared to NPower Canada's more entry level program stream (JITA), JDA participants are seen as having more specific preferences and expectations regarding the types of roles they are willing to pursue.

Sourcing employer partnerships:

As the program expands to different regions, it is challenging for NPower Canada's small team of employment engagement staff to keep up with pace of growth in sourcing new employer partnerships.



Reflections on the Partnership

In our research with employers, we sought to understand additional perspectives about employer satisfaction with the new recruitment channel gained through partnership with NPower Canada and best practices for supporting equity-deserving groups to attain entry-level roles. Employer respondents are very satisfied with the NPower Canada partnership.

Key highlights regarding employer satisfaction with the partnership:

- **High employer satisfaction and willingness to recommend:** All the employers interviewed rated their satisfaction with the NPower Canada partnership very highly and said they would be happy to recommend using the JDA talent pool to other employers, either informally or formally.
- **Talent pipeline and junior talent sourcing:** Employers shared that partnership with NPower Canada has helped establish a talent pipeline for entry and junior-level roles and supports them in sourcing reliable junior talent.
- **Enhanced diversity, equity, and inclusion (DEI) efforts:** Collaborating with NPower Canada aids employers in attracting diverse candidates and supports their commitment to promoting DEI within their organizations.

Spotlight quote:

“It's a great program. Gives us great access to talent, especially more junior talent who want to take their career into another direction. It's easy to give a chance to those people given that they have the foundational knowledge in IT. And they have skills from other industries. So it's an amazing program.”

Employer

Reflections on the Partnership

For each of the CTTA project partners, the project has exceeded expectations for how it has enabled the three organizations to work toward their individual and shared goals. Partners are satisfied with project's advancement of their individual and shared goals.

Partners perceived the key success factors as:

- 1. The alignment of all partners' missions** to foster a diverse technology workforce, empowering underserved individuals from all cultural, ethnic, gender, and socio-economic backgrounds to thrive in Canada's digital economy. Partners are satisfied with the efforts NPower Canada is making to increase **the representation of equity deserving groups in the tech/IT sector** and foster **greater diversity and inclusivity** in the field.
- 2. Mutually beneficial collaboration** which leverages the combined resources and networks of a non-profit organization, a globally recognized corporation, and public stakeholders to generate interest and support.
- 3. The utility of the dual-client approach** which stands out as being unique in its ability to address both employer and participant needs with swift responses to in-demand skills, acting as an example for what other Supercluster partner organizations might adopt.
- 4. Importance of long-term evidence building** which supports continuous improvement and sets the groundwork for the success of the project to be measured beyond immediate outcomes.

Spotlight quote:

“One of the things that really stood out to us was how we put employers at the front end, providing input on the curriculum, or providing the curriculum in the case of Microsoft, and then having employers at the back end, hiring the participants and then providing feedback again. For us, that was a really innovative approach.”

DIGITAL

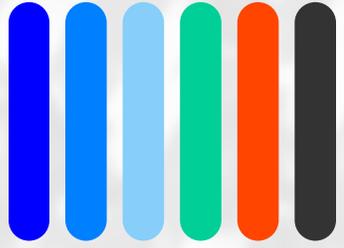
Opportunities for Improvement

In the spring of 2023, Blueprint conducted a focus group with the key representatives from DIGITAL, Microsoft & NPower Canada with the objective of understanding the value of this partnership and investment model and how it might be improved. During this conversation, project partners shared opportunities they see for enhancing the CTTA project during its next phase of growth.

Partners identified the following opportunities for improvement and expansion of the project:

- **Enhance convening opportunities:** consider increasing opportunities for collaboration among funders, practitioners and researchers within the workforce development ecosystem to contribute to strengthening skills development programs and ensure that both jobseekers' and employers' needs are met.
- **Explore new industries:** consider exploring opportunities for skills training in other emerging industries such as cybersecurity, AI productivity, and green jobs/sustainability.
- **Expand geographical reach:** consider new scaling opportunities that address specific needs within different regions, collaborating with local partners in those areas.
- **Broaden target population:** consider extending reach to include upskilling for a wider range of working participants that are underemployed, including current employees of potential partner organizations.
- **Strengthen trainer capacity:** consider investing in "train the trainer" programs to enhance the delivery capacity for digital skills training across Canada.





Section 4

Demand Analysis





Demand Analysis Section Objective

The goal of this section is to analyze government data sets aligned with NPower Canada’s eligibility criteria to make informed projections about where their programming might be expanded to in response to the supply.

Indicators	CMAs*
<ul style="list-style-type: none">• Analysis of individuals that meet the following criteria:<ul style="list-style-type: none">• They live in a Census Metropolitan Area;• They are 18 or older;• Their employment status is not “Employed all year” or “Not applicable”;• They immigrated to Canada within the last 5 years• Canadian demographic data provided by Statistics Canada.	Existing CMAs where the JDA program is offered: <ul style="list-style-type: none">• Calgary• Edmonton• Halifax• Hamilton & Burlington• Toronto• Vancouver
	New CMAs where the JDA program might be considered for expansion: <ul style="list-style-type: none">• Ottawa• Charlottetown• Montreal• Quebec City• Regina• Saskatoon• St John's• Winnipeg

What is demand analysis?

To make informed projections about the demand for a given service or program, demand analysis can look at current and projected populations of individuals who meet all aspects of the JDA program’s stated target demographic, to project how many people could potentially be served by the program in each Census Metropolitan Area* (CMA).

To understand the potential future demand for the JDA program, we examined the full population of Canada using government data sets to see who currently meets eligibility criteria for the program.

**This analysis includes all CMAs for which distinct data is available in Statistics Canada's Social Policy and Simulation Database.*



Demand Analysis Highlights

Overall, we found that there is a consistent supply of participants in existing and potential regions based on StatsCan population and socioeconomic projections.

- Absolute demand is highest in major cities, largely where the JDA program is already operational.
- In CMAs where the JDA program might be considered for expansion, Montreal has more potential demand than any existing site except for Toronto, while Saskatoon, Winnipeg and Ottawa have demand that is on par with non-Toronto/Vancouver/Calgary existing sites.
- Given JDA graduate levels to date, we can assume that the program is not yet close to exhausting the demand in those locations.
- Expanding the JDA program within these cities before reaching out to new locations that require additional employer/partner development is likely a strong path forward.





Assessing future demand for the JDA program

NPower Canada's target audience is individuals 18+ who are interested in pursuing a career in the technology sector and who face barriers to employment, including individuals who may be underemployed or unemployed, recent immigrants, and those who have experienced financial hardship. We used data from Statistics Canada to identify how many people in urban areas in Canada meet these criteria, to provide a sense of 'core demand' for programming in the coming years.

Using Statistics Canada's "Social Policy Simulation Database (SPSD)"* we pulled a representation of the full population of Canada, including projections for this population up until 2026. Each individual in this dataset was flagged as 'core demand' for NPower Canada's programming if all of the following were true:

- They live in a Census Metropolitan Area (CMA);
- They are 18-65 years old;
- Their employment status is not "Employed all year", "Not in the labour force all year", or "Not applicable";
- They immigrated to Canada within the last 5 years;
- They are below the official poverty line.

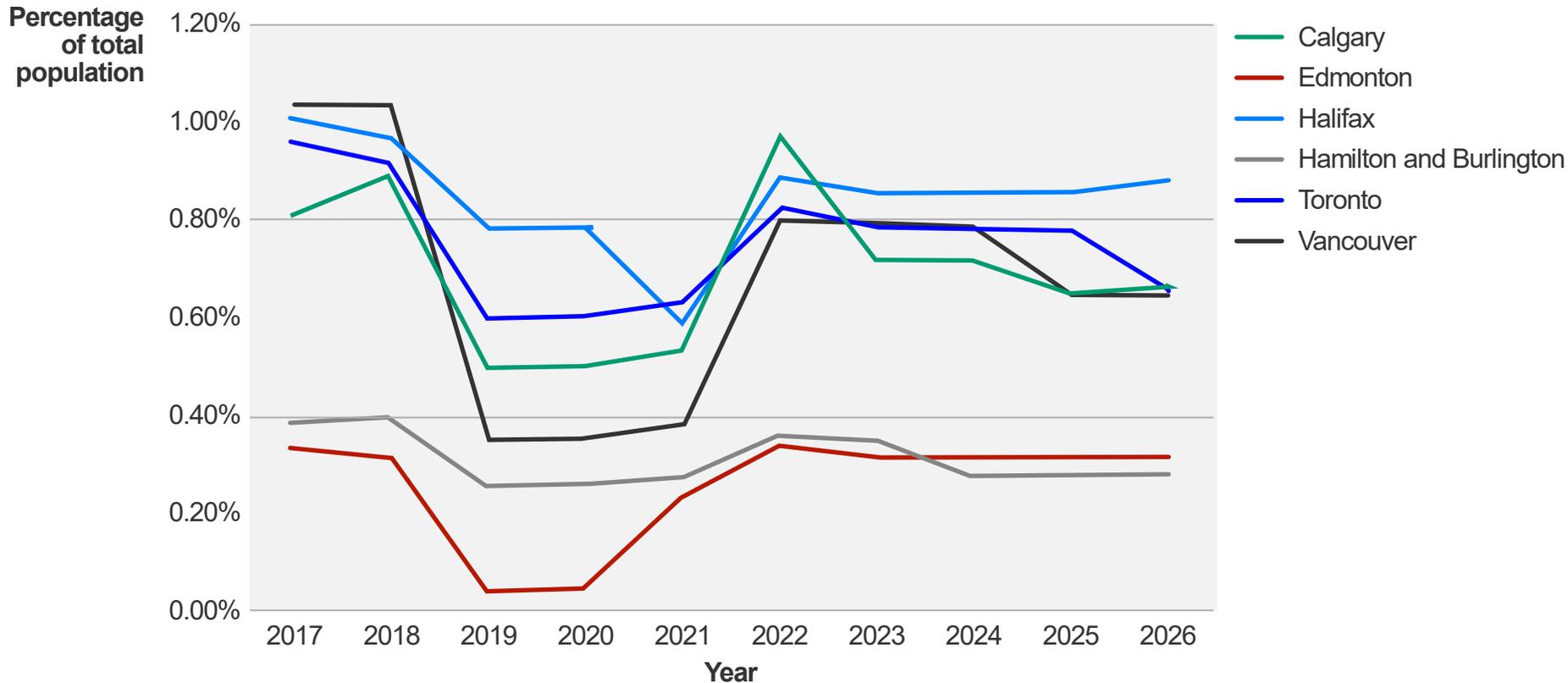
"Core-demand" comprises of individuals who meet all aspects of NPower Canada's stated eligibility criteria for its programs. True demand is likely higher than this since many suitable participant won't meet all of these criteria (e.g. NPower Canada serves many individual who are not newcomers).

**Statistics Canada's SPSPD/M is a statistical tool that offers comprehensive data on Canadian individuals and their families. This tool goes beyond individual and family demographics, also encompassing details about their income, received transfers, and tax obligations. By integrating parameters from federal and provincial tax and transfer programs, users can explore the potential effects of altering existing programs or introducing new proposals. Additionally, the SPSPD/M contains poverty metrics, including the Market Basket Measure (MBM).*



Supply of JDA participants projected as consistent in existing regions where NPower Canada operates

Figure 1. Percentage of city population flagged as JDA core-demand over time across metropolitan areas in which the program is currently offered



Statistics Canada data shows that demand has been stable over time, and is projected to remain stable in the coming years.

Fluctuations in demand over time have been consistent across regions, suggesting that they are attributable to macro-level shocks rather than region-specific trends. For example, the dip in demand during the pandemic is likely due to the effect of CERB on the proportion of people below the poverty line across Canada.

*For supply of JDA participants in existing regions, in absolute numbers, see Appendix, slide 71.



Supply of JDA participants in existing regions, in absolute numbers

Figure 2. Absolute numbers of core-demand JDA individuals over time across metropolitan areas in which the program is currently offered

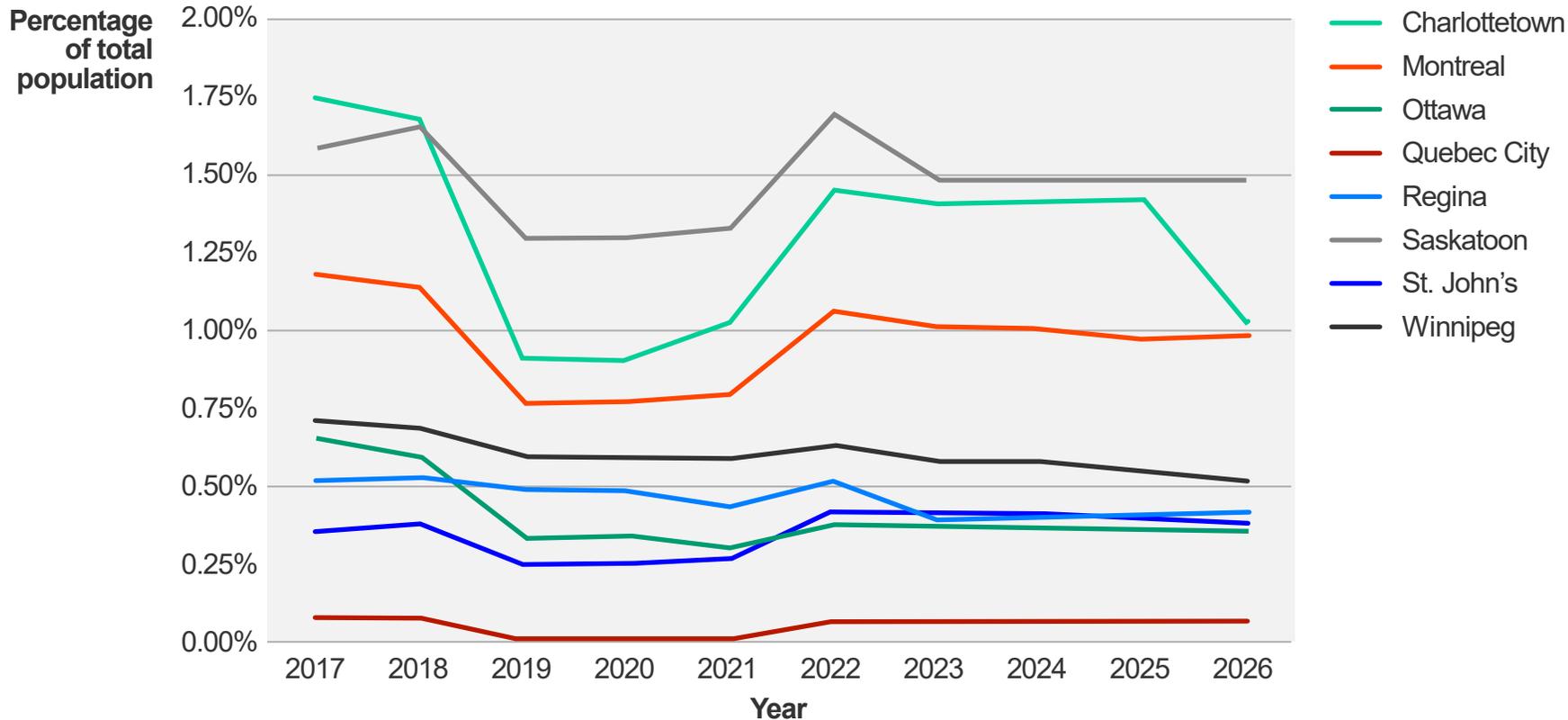
Year	Toronto	Vancouver	Calgary	Edmonton	Halifax	Hamilton and Burlington
2017	60,870	26,359	12,195	4,612	4,364	2,842
2018	58,688	26,745	13,482	4,431	4,214	2,996
2019	39,188	9,297	7,769	546	3,484	2,021
2020	39,188	9,297	7,769	546	3,484	2,021
2021	41,251	10,290	8,408	3,344	2,649	2,198
2022	54,673	21,556	15,514	4,928	4,013	2,820
2023	53,467	21,709	11,709	4,710	3,906	2,799
2024	53,696	21,773	11,930	4,789	3,930	2,262
2025	53,267	18,318	10,921	4,825	3,932	2,281
2026	45,937	18,172	11,448	5,027	3,939	2,296

In most cities where NPower Canada is already present, StatsCan data shows absolute core demand is projected to increase or remain stable over the next 3 years.

Core-demand closely tracks each city's total population. For example, Toronto has far more core-demand individuals than Halifax in absolute terms while also having lower per-capita demand than Halifax, as shown on the previous slide.

Supply of JDA participants projected as stable in potential regions where NPower Canada might expand

Figure 3. Percentage of core-demand JDA individuals over time across new metropolitan areas* in which the program may expand



As with the urban areas where NPower Canada is currently active, StatsCan projections suggest that demand varies across urban areas that might be considered for program expansion.

All cities show fluctuations in core-demand over time, with only Winnipeg showing a somewhat consistent trend over the course of the 10 years shown.

*One of the limitations of the SPSPD/M data base is that it has relatively limited geographical information about individuals because Statistics Canada cannot risk any one individual being uniquely identifiable in the dataset. As a result, we limited our analysis to all CMAs identified in the SPSPD, essentially the largest cities in each province.

*For supply of JDA participants in potential regions where NPC might expand, in absolute numbers, see Appendix, slide 72.



Supply of JDA participants in potential urban areas for expansion, absolute numbers

Figure 4. Absolute numbers of core-demand JDA individuals over time across new metropolitan areas in which the program could be considered for expansion.

Year	Montreal	Winnipeg	Saskatoon	Ottawa	Regina	Charlottetown	St John's	Quebec City
2017	48,250	5,694	5,048	7,101	1,412	1,243	799	570
2018	46,681	5,666	5,302	6,524	1,453	1,244	833	590
2019	32,065	4,970	4,235	3,882	1,385	713	552	0
2020	32,065	4,970	4,235	3,882	1,385	713	552	0
2021	33,325	4,912	4,362	3,499	1,248	825	584	0
2022	44,092	5,261	5,543	4,349	1,481	1,180	938	551
2023	42,794	4,979	4,907	4,321	1,125	1,171	928	534
2024	42,630	4,958	4,975	4,360	1,172	1,194	922	527
2025	41,515	4,732	5,022	4,373	1,204	1,205	867	526
2026	41,396	4,584	5,164	4,344	1,268	860	848	526

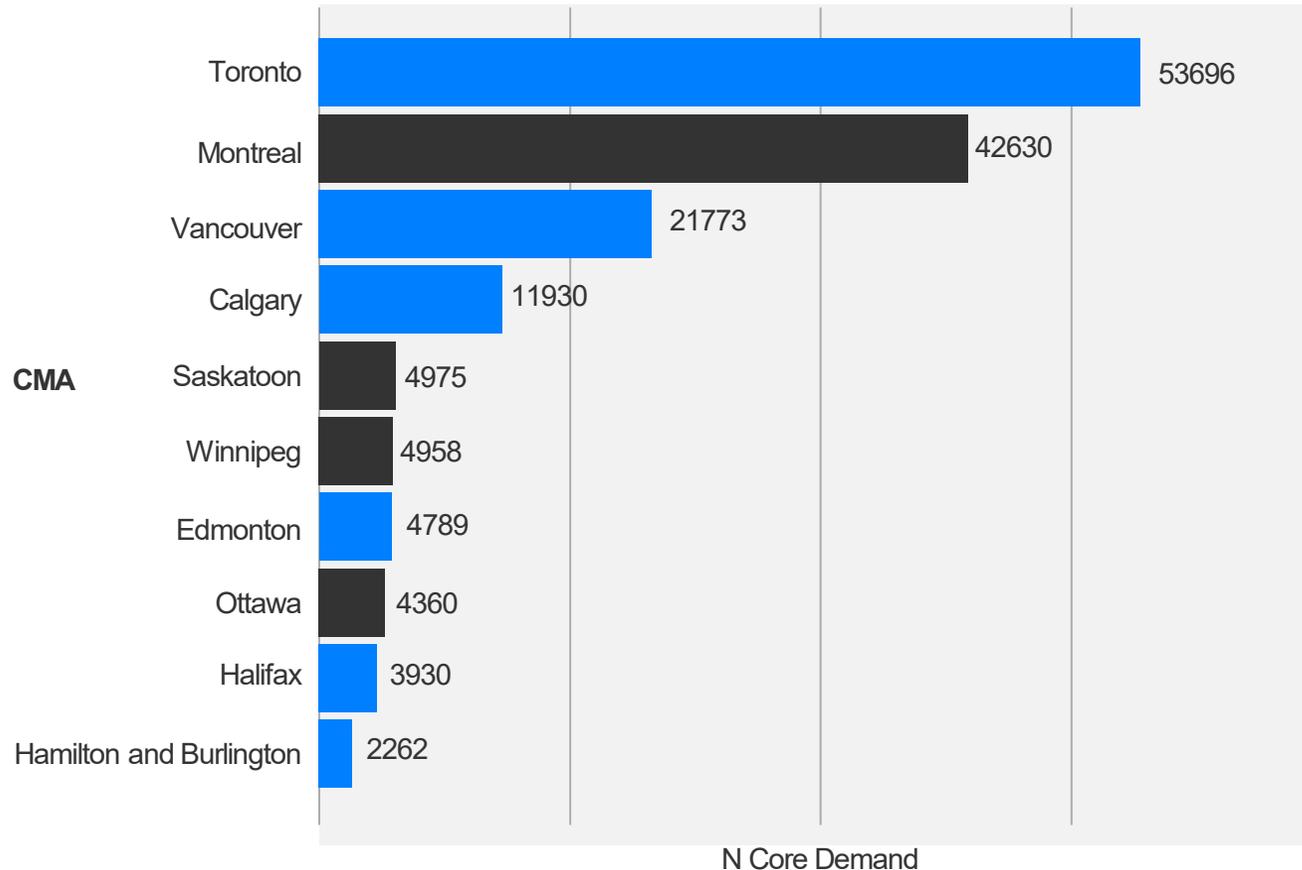
As with other urban areas, the absolute number of core-demand individuals in a particular city tends to closely track that city's total population: this is why Saskatoon has fewer core-demand individuals in absolute terms, despite having a higher per-capita rate of core-demand individuals on the previous slide.

Based on absolute numbers, the most **promising urban areas for expansion of JDA are Montreal, Winnipeg, Saskatoon, and Ottawa.**



Large cities have more core-demand participants

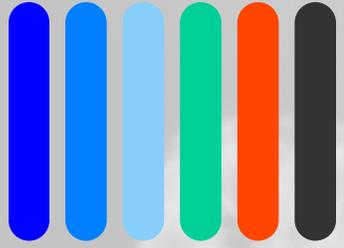
Figure 5. Number of projected core-demand participants in each city in 2024.



While the number of core-demand participants *per capita* varies among cities of similar sizes, the *absolute number* of core-demand participants closely tracks population size: bigger cities have more core-demand participants in absolute terms. When considering expanding programming, we recommend that NPower Canada prioritize cities with high absolute demand.

Montreal has more potential core-demand individuals than any existing site except for Toronto. Saskatoon, Winnipeg and Ottawa have demand that is on par with non-Toronto/Vancouver/Calgary existing sites.





Section 4

Moving Forward





Moving Forward Section Objective

The goal of this section is to distill findings from qualitative research that could help NPower Canada act on changes or improvements to strengthen the JDA program and CTTA project partnership moving forward.

The following recommendations were developed in alignment with three critical components of dual-client sector-based models & informed by the key opportunities for improvement identified in **Section 3: Program Experience**.

Key components of sector-specific, demand-driven models	Related recommendations
1. Flexible program design that balances inclusion and efficiency in eligibility criteria.	<ul style="list-style-type: none">• Revisit eligibility criteria, offer pre-program training, and adjust curriculum to remove beginner level content.
2. Alignment of program content with industry demands and participants' career aspirations.	<ul style="list-style-type: none">• Emphasize project-based learning, create portfolio opportunities, and increase industry exposure.
3. Robust job-matching strategies with strong employer networks.	<ul style="list-style-type: none">• Prioritize employer partnerships with training & growth opportunities, dedicate additional resources to finding employment partners.



1. Be flexible and iterative in program design, while balancing inclusion and efficiency in eligibility criteria

Related recommendations for improving the JDA Program Model:



Intake

- Consider **revisiting eligibility criteria and pre-program assessments to better differentiate readiness for JITA vs. JDA**; ensure this is clearly communicated with participants and staff to strike the right balance between accessibility for underserved populations with overall program utility and participant satisfaction.
- Consider offering **additional mandatory pre-program training and self-study options** for folks that are on the cusp between JITA and JDA but prefer JDA.

Training content

- Recommend **reliable and affordable self-study options to support those with less technical experience** in mastering more advanced content.
- Minimize beginner level content to **focus technical training curriculum more explicitly on programming skills required in data analysis roles**.



2. Ensure continuous skills alignment with the evolving job market and target participants' career aspirations.

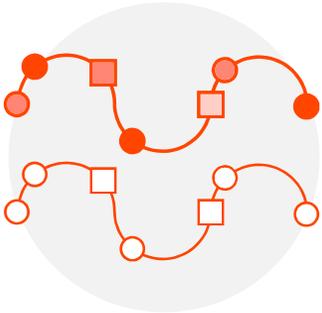
Related recommendations for improving the JDA Program Model:

Improving job readiness

- **Emphasize project-based learning** by integrating more project-based assignments and application-focused exercises into the technical training curriculum.
- **Foster an environment of continuous learning** that encourages active engagement and self-evaluation. Encourage participants to actively seek answers, provide feedback to peers, and reflect on their own work.
- **Create opportunities during the program for JDA participants to develop a portfolio** and showcase their technical skills, such as by building dashboards or creating a GitHub account.
- **Increase networking opportunities with industry partners** by inviting guest speakers from small and medium enterprises (SMEs), organizing hackathons, and conducting project simulation exercises. Leverage the participation of employers in co-creating these development opportunities.

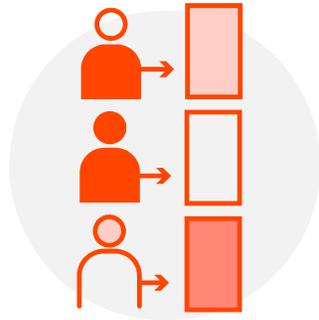
Ongoing program iteration

- Continue to treat the **JDA curriculum as dynamic, ready to be adjusted** in response to changes in the industry and according to feedback from all stakeholders
- Continue to **clarify expectations with participants** about what skills can be feasibly taught within a 14-week program.



3. Invest in building a strong network of employer partners & implement robust job-matching strategies

Related recommendations for improving the JDA Program Model:



Job-matching

- Prioritize employer partnerships with organizations that are **willing to train their junior level staff**, and who view career advancement within their organization as a positive result.
 - Consider opportunities to build employers' awareness to this effect
- Support participants' **selectiveness for data analyst roles** whenever possible, tailoring job matching approaches to meet the specific needs of both participants and employers.
- Consider **revisiting job-matching targets for JDA compared to JITA**, so graduates are not encouraged towards junior-level IT roles if that is not their goal.



Recommendations for the CTTA project's next phase of growth

Support scaling of JDA in new regions with projected demand through intentional engagement with employer partners



- Given the interest of project partners in scaling, alongside the projected stable supply of participants in both existing and potential new regions, the JDA program seems well placed to scale. In our view, this can happen at the same time as the program undergoes iterations towards continuous improvement, since the core model of the program design is relatively stable.
- A key challenge towards expanding their geographical reach that NPower Canada has recognized and will have to continue to overcome is the ability to maintain a sustainable pace of growth in sourcing new employer partnerships in different regions. To address this challenge, it is recommended that:
 1. Additional resources are allocated towards sourcing new employment partners in both existing and new regions being explored for expansion, ensuring there is on-the-ground representation of employment engagement staff in each region where the program is offered.
 2. Connect with local industry partners, employment service providers or others with expertise in the needs for digital skills within the local labour market to ensure that program content and job matching approach remains aligned.
 3. Connect with employer partners that would hire JDA grads to understand their specific needs within the roles they are hiring for, especially if there are any new or niche sectors in need of the data analyst skillset.

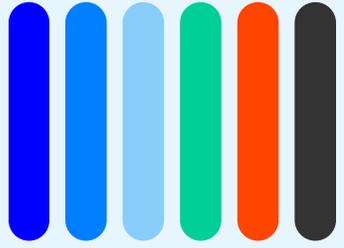
Recommendations for the CTTA project's next phase of growth

Facilitate convening opportunities for collaborative workforce development



- To drive the partnership's growth, create opportunities for stakeholders involved in the workforce development ecosystem, including funders, practitioners, researchers, jobseekers and employers, to come together
- Convening opportunities can serve as a platform for dynamic knowledge sharing, innovative idea generation and alignment with evolving industry requirements
- Importantly, convening opportunities should spotlight the project's success stories and facilitate knowledge mobilization and mutual learning among stakeholders





Appendix



Our approach to analyzing participant outcomes using NPower Canada's admin data

This analysis focuses on the following evaluation questions:

- 1 Do NPower Canada participants complete the program?
- 2 What labour market outcomes do NPower Canada participants achieve?
- 3 How do outcomes differ when comparing JDA participants to participants from other streams?
- 4 How do JDA participant outcomes vary based on personal characteristics such as age, gender, and socio-economic indicators?

To answer these questions, we analyze data collected by NPower Canada on participant demographics and post-graduation employment outcomes. The dataset we analyze includes participants who graduated from NPower Canada's programs offered between Spring 2020 and December 2022. Except where otherwise specified, we adopt an available case analysis approach in response to missing data around graduate demographics and outcomes.





Socio-demographics by NPower Canada stream

JITA Program	JDA Program
74% BIPOC	81% BIPOC
Up to 19% belonging to the 2SLGBTQI+ community	Up to 12% belonging to the 2SLGBTQI+ community
12% having a disability	5% having a disability
40% receiving public benefits	27% receiving public benefits
43% newcomers to Canada	58% newcomers to Canada
53% attended post-secondary education	82% attended post-secondary education
Mean age: 28	Mean age: 29
46% gender priority group	50% gender priority group





NPower Canada Staff Interviews

Objective: Understand NPower Canada staff's approach and lessons learned re: job matching JDA grads

Research Question	Indicators
<ol style="list-style-type: none">1. How are job matching supports aligned with the technical and employability skills JDA participants gain through the program?2. What are best practices for assessing participants' motivation and readiness for employment?3. What improvements may be needed to the admissions process, applicant assessment criteria and program curriculum to equip graduates for data analyst roles?	<p>NPower Canada staff perceptions of:</p> <ul style="list-style-type: none">• Employability of JDA graduates• Alignment of job matching supports with participant skills• Alignment of program/participant profile with employers needs and expectations• Best practices for assessing participants' readiness and motivation for employment• Opportunities for improvement for job matching supports





Employment Partner Interviews

Objective: Understand additional perspectives about employer satisfaction with the new recruitment channel gained through partnership with NPower Canada and best practices for supporting equity-deserving groups to attain entry-level roles.

Research Question	Indicators
<ol style="list-style-type: none">1. What factors affect employers willingness to hire from the JDA program?2. Do employers view NPower Canada's JDA stream as a viable recruitment pathway?3. Are employers that hire JDA graduates satisfied with their skills and job performance? Do the competencies gained during the program align with the competencies required for the role?4. Are employers satisfied with their interactions with the staff at NPower Canada?5. *If the same employers are involved in more than one stream, how does employers' satisfaction with the JDA stream compare to other streams?6. What are best practices for supporting NPower Canada graduates to attain and retain entry-level roles?	<p>Employers' perceptions of:</p> <ul style="list-style-type: none">• Employability of JDA graduates• Alignment of job matching supports with participant skills• Alignment of program/participant profile with employers needs and expectations• Best practices for assessing participants' readiness and motivation for employment• Opportunities for improvement for job matching supports





JDA Participant Interviews

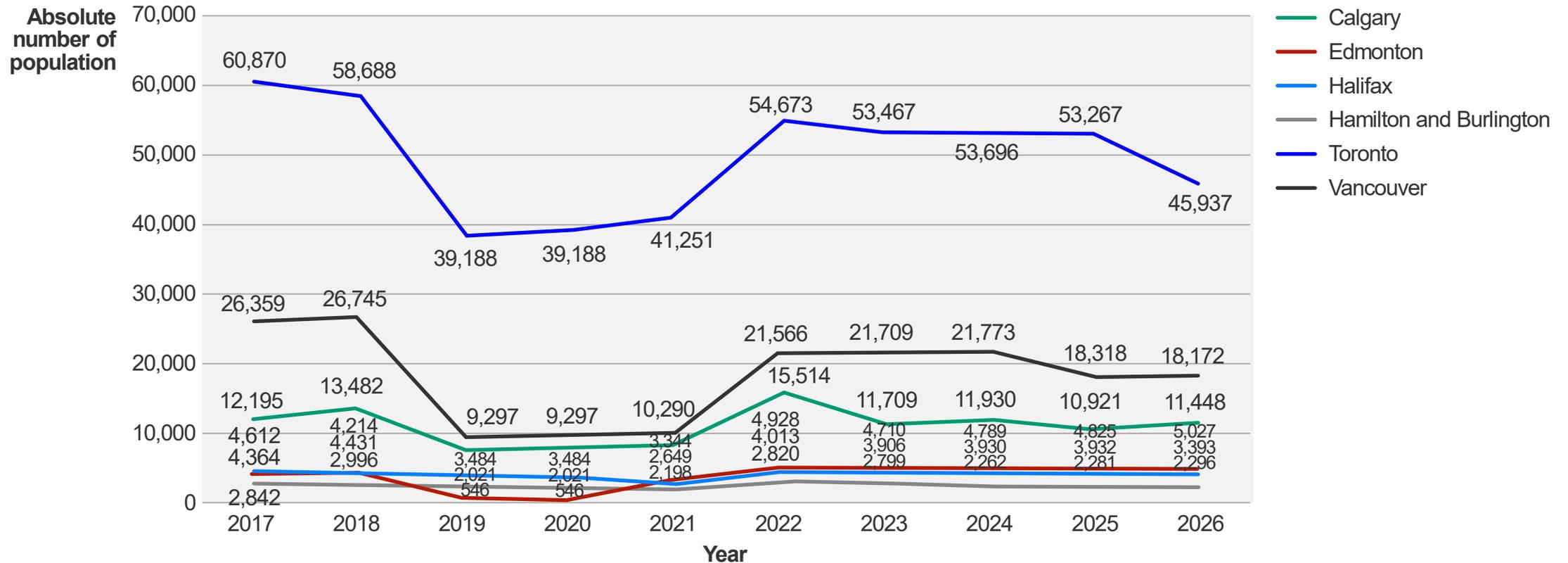
Objective: Explore participant satisfaction with the JDA program overall, and with particular program components (i.e. technical curriculum, employment outcomes, and job-matching experience).

Research Question	Indicators
<ol style="list-style-type: none">1. How satisfied are participants with the program?2. How do participants' experiences in the JDA program compare with their previous experiences in other education, training or employment programs, if applicable?3. Which previous skills or experience helped participants succeed in the program? Were there particular skills or experiences that would have been helpful to gain before entering the program?4. For graduates who have found employment since completing the program, does the job align with their expectations and qualifications? Were NPower Canada supports a factor in obtaining employment?	<ul style="list-style-type: none">• Participants' overall satisfaction with the JDA program• Participants' perceived utility of programming• Participants' likelihood to recommend the program to others• Participants' perceptions of program strengths and areas for improvement• Participants' perception of value of JDA program compared to other workforce development programs/post-secondary education.• Participants' perception of job alignment and quality



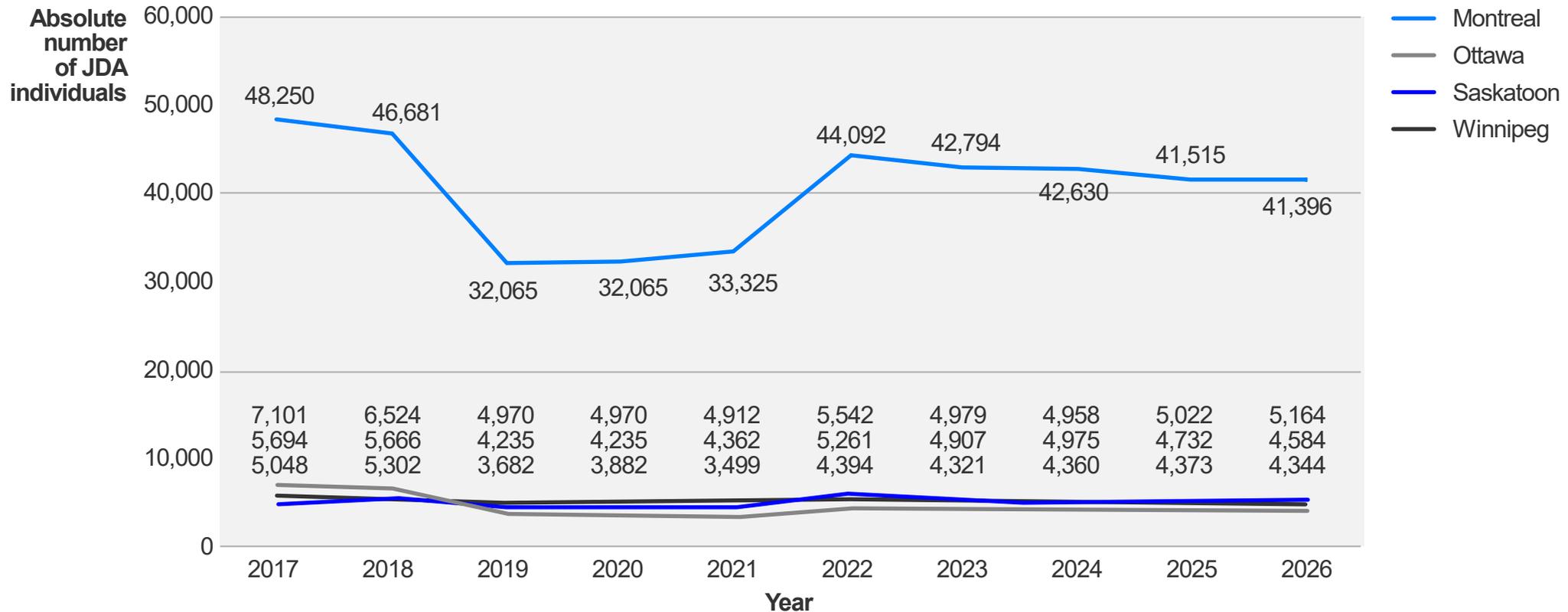
Supply of JDA participants in existing regions, in absolute numbers

Figure 6. Absolute numbers of in-demand JDA individuals over time across metropolitan areas in which the program is currently offered



Supply of JDA participants in promising urban areas for expansion, absolute numbers

Figure 6. Absolute numbers of in-demand JDA individuals over time across new metropolitan areas in which the program has the most promise for expansion





Core data pull from Statistics Canada's Social Policy Simulation Database (SPSD) for demand analysis

Table X: Projected population for core-demand JDA clients in 2024 across key urban areas

Currently offered (yes/no)	Year	CMA	Total Population	In-demand Clients	Percentage In-demand
Yes	2024	Vancouver	2789584	22,833	0.82%
	2024	Toronto	6884212	53,696	0.78%
	2024	Calgary	1648522	11,938	0.72%
	2024	Edmonton	1536325	5,294	0.34%
	2024	Halifax	460317	3,930	0.85%
	2024	Hamilton and Burlington	825635	2,262	0.27%
No	2024	Montreal	4245428	44,282	1.04%
	2024	Winnipeg	870851	5,260	0.60%
	2024	Saskatoon	337172	4,975	1.48%
	2024	Ottawa	1211364	4,360	0.36%
	2024	Charlottetown	84556	1,194	1.41%
	2024	St John's	228945	922	0.40%
	2024	Regina	297839	1,172	0.39%
	2024	Quebec City	922068	527	0.06%



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