



Innovative Solutions to Homelessness

# Final Report



Government  
of Canada

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du Canada

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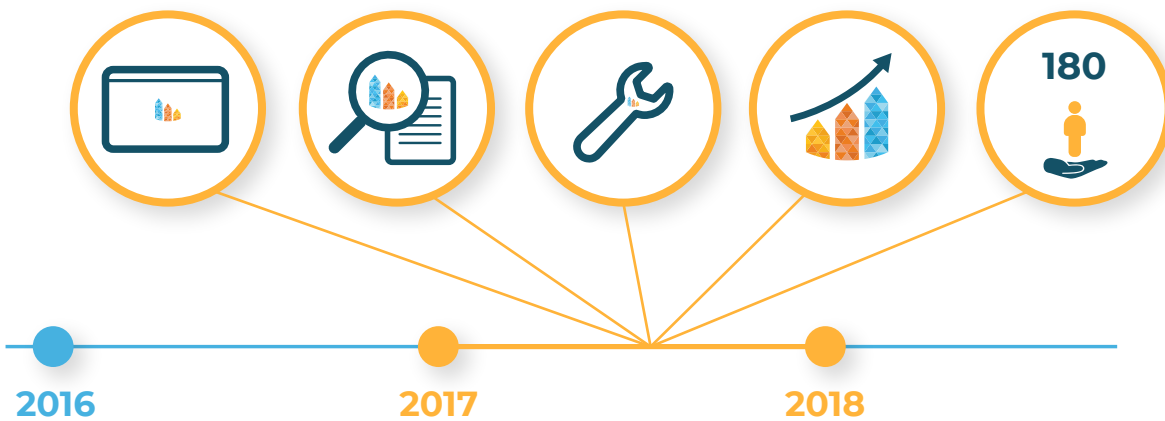
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# Executive Summary

HireUp ([www.gohireup.ca](http://www.gohireup.ca)) helps companies find, hire and retain untapped talent. Untapped talent refers to people who have the ability and talent to do a job, but struggle to find and keep work because of histories of homelessness, incarceration, mental health issues, substance abuse or limited education. HireUp was named an Innovative Solution to Homelessness Contribution Project with the goal of piloting and testing the model, scaling the platform and improving retention supports for youth who were at-risk of or had lived experience of homelessness.



Over the past year, HireUp has launched a new platform, conducted five research studies and developed new tools/supports for young people looking for employment at leading employers. HireUp has grown its community network to more than 100 partners, expanded its employer network to more than 60, and has increased the number of job seekers to more than 1,500. Most importantly, approximately 180 people were able to secure employment through the platform over the past 12 months.

None of this came easy – there were many bumps in the road along the way. First, large employers were typically unwilling to use a hiring platform that created any extra work in their hiring process. Recruiters are busy – so while the idea of having a special hiring tool focused on screening in individuals with barriers to employment seemed exciting, the reality was that our platform would need to integrate into existing tools to stand any chance of success. Our second challenge was that our initial focus on youth with lived experience of homelessness meant that we couldn't meet employer demand for talent. Employers were expecting thousands of applicants – and instead, were providing hundreds or sometimes even less. Due to this challenge, we broadened our scope to include at-risk youth who are vulnerable to the experience of homelessness. Our third and final

challenge was collecting data on successful hires – many employers were unwilling to share this data for privacy/confidentiality purposes. While we were able to track the number of applications, it wasn't always possible to track if the applicant was able to secure and maintain their job. Based on research from the COH and from the manual tracking / follow-up conducted, we were still able to ascertain that approximately 180 young people found employment using HireUp last year.

While it has been a great year of growth for HireUp, there are still so many amazing opportunities that HireUp is pursuing moving forward. One of the major moves is merging with Raising the Roof, a large national charity working to end homelessness in Canada. This will allow HireUp to not only sustain its operations, but also scale much quicker. HireUp is also working on developing an AI-enabled support platform for social service agencies, with the goal of enhancing post-employment supports. Another major development will be in HireUp positioning itself as a thought leader in demand and supply driven employment solutions. The focus here will be on collecting vital data from employers on the skills and behaviours that should be included in pre-employment programs, while also collecting data from service agencies on the types of meaningful supports employers should be providing to HireUp job seekers.

In October 2018, HireUp, Raising the Roof and the Canadian Observatory on Homelessness (COH) will be delivering a series of webinars and events to promote the platform and the findings from an impact evaluation conducted by the COH. Moving forward, HireUp will continue to scale and become the hiring platform employers turn to when looking to make an impact in their communities. HireUp is very grateful to the Government of Canada for their support in making this project a reality through the Innovative Solutions to Homelessness Partnering Strategy.



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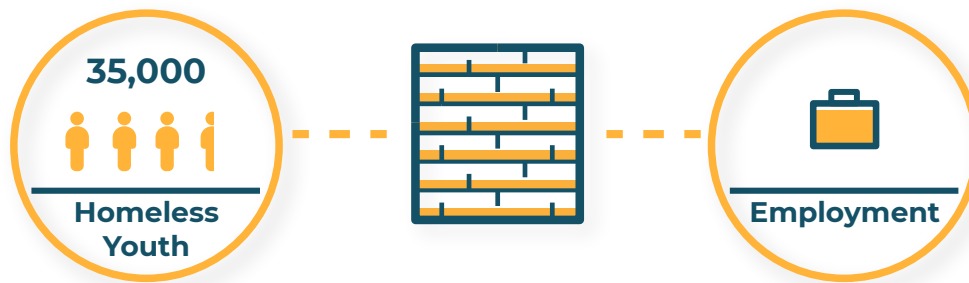


# Section 1: Problem

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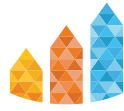
# Problem



It is estimated that around 35,000 youth experience homelessness each year in Canada, and thousands more who are at-risk of homelessness. Youth experiencing homelessness have historically been left out of traditional job markets and face several barriers that prevent them from accessing employment. But it's not just about getting a job – it's all about sustaining employment. Many youth employment programs focus on placements as the outcome – however, placement is merely the start to driving transformational change in a person's life. When interviewing more than 50 young people with lived experience of homelessness, we were surprised to learn that many have had a laundry list of job positions. However, many had held positions only for a matter of weeks, days or sometimes even just a shift. Some reported having gone through funded employment placement programs “six or seven times”. Their struggle was in small part obtaining the job, but in large part maintaining their job and dealing with whichever challenges they were currently facing in their lives.

Meanwhile, companies struggle to find and retain talent, especially in entry-level positions in sectors like retail, banking and construction. At a retail conference that HireUp attended in the United States, with 35 large retailers in attendance, there was a projected 2-million-person talent shortfall in the United States and Canada. Companies also reported staggering turnover figures, with some companies reporting turnover rates of higher than 100%. Corporations are also being held to a higher standard in terms of their role in building stronger and more resilient communities in which they operate. Hiring and supporting individuals facing barriers to employment, also known as impact hiring, represents a viable way for these companies to augment their existing recruitment practices to fill talent shortages, improve on diversity and inclusion objectives and make a difference in the communities in which they operate.

Finally, many service agencies who work directly with youth facing barriers to employment are being stretched thin. Many case managers and job coaches report up to 50% of their time can be spent just in sourcing local employment opportunities, which leaves less time available for them to provide the support their clients need to be successful. Some employment programs are also outdated which does little to prepare youth for employment – for example, one provider taught job skills by getting people to print and drop off resumes (*almost all employers have online applications now, complemented with psychometric testing and sometimes workplace/situation simulations*). Youth facing barriers to employment need robust and holistic supports in housing, health and well-being, etc., but they also need employment programs that are modernized for today's hiring environment.



## Section 2: The HireUp Solution

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# The HireUp Solution



HireUp is a platform that connects employers to untapped talent – that talent just happens to be individuals who have histories of homelessness, mental health and addiction challenges, or who face other barriers to work. HireUp enables companies to achieve the benefits of building a strong, diverse and inclusive workforce by connecting them to these underrepresented talent pools who come with pre-and post-employment support.

## How HireUp Makes Employment Happen

HireUp is a social enterprise that finds companies looking for entry-level talent – and charges these companies a recurring subscription fee for access to this unique talent pool. The talent pool, of course, are individuals who are at-risk of or experiencing homelessness. This talent pool has been sourced through partnerships with more than 100 community partners across the country who already work on the ground with these individuals. These partners help their clients make an account on the HireUp platform, and each user is then able to apply for jobs at reputable companies across Canada. Finally, if a user is successfully placed into a job through the platform, the agency agrees to provide post-employment and other wrap-around supports to ensure that the individual sustains their newfound employment. Over the past year, approximately 180 individuals facing significant employment barriers have secured employment through the platform.

## Benefits of HireUp

For companies, they are now able to fill roles with untapped talent while making a difference in their communities through impact hiring. By using HireUp, they know that a network of leading community agencies are there to support the candidates they are hiring, which ensures lower rates of turnover. Another benefit for large employers is that the process for finding untapped talent is simplified and frictionless. Instead of having to partner with 100's of agencies to launch their own impact hiring strategy, they are able to use one service (HireUp) who aggregates a nationwide pool of talent for them. Finally, by leveraging technology, HireUp can integrate into corporate applicant tracking systems so that candidates move seamlessly from HireUp into the corporate recruitment system. One of the major challenges we've heard with other employment programs is that there is a great deal of additional "lift" expected from recruiters – HireUp is different because it allows for an employer to flag candidates as a HireUp candidate, but to do so using their existing tools.



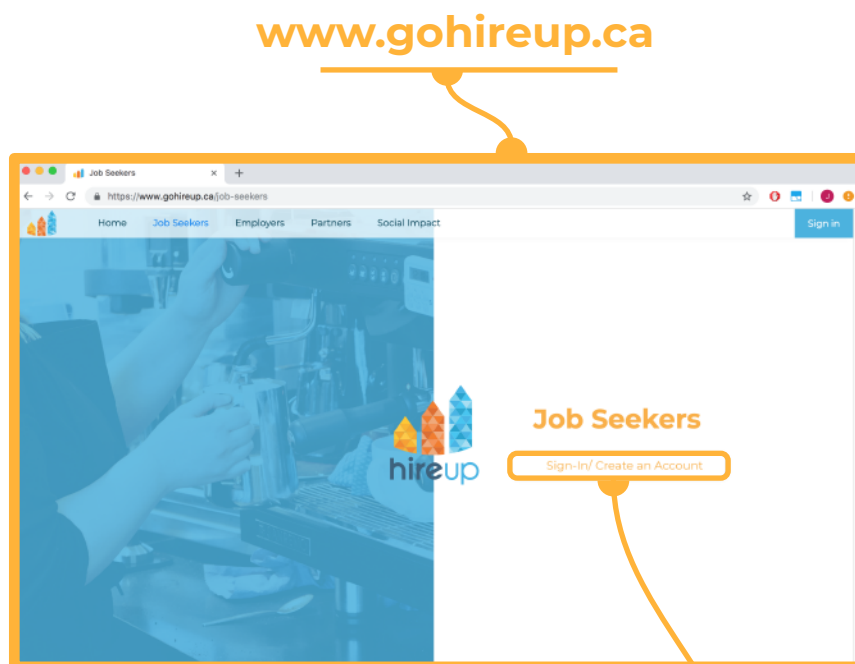
For social service agencies, they now have another tool in their toolbox to help their clients gain employment. They get access to reputable, large employers like Scotiabank, Home Depot, Walmart, etc. and can spend less time finding and sourcing job opportunities. They will also be receiving demand-driven information in terms of the skills and supports required for candidates to be successful at leading Canadian companies.

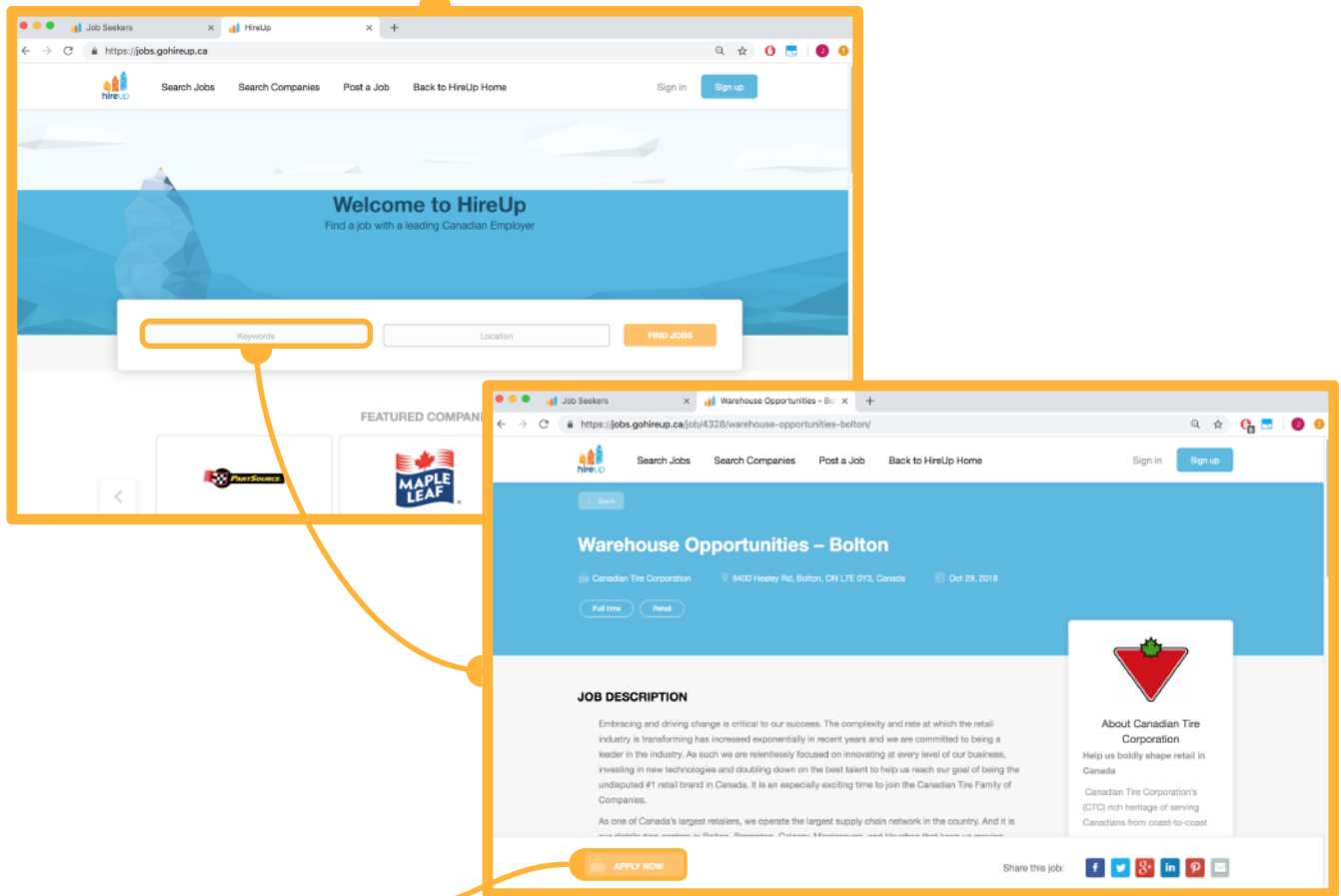
Finally, for job seekers, they get a foot-in-the-door with some of Canada's leading employers. In fact, 13% of applicants secured employment using HireUp, which is quite successful compared to other job platforms (most are less than 5%). Finally, job seekers can use HireUp as a means of sustaining their employment by receiving on-going supports, which will hopefully lead to a lifetime of career and personal success.

## The Job Seeker Experience

For a job seeker who identifies as having a barrier to employment, using HireUp couldn't be easier.

First, a job seeker using the services of one of our 100+ community partners hears about HireUp through a job coach. They can go to the website (*or download the HireUp app, which is soon to be released*), where they can sign up and create an account. This process takes almost no time at all. After creating an account, job seekers can upload a resume to their profile and fill out the information that they would like shared with employers. They are able to upload as many resumes as they'd like, allowing them to tailor their resumes for different types of roles (*retail, financial services, general labour, etc.*). Once this is all completed, job seekers can search for jobs like they would on any other job site. Job seekers can read job descriptions, can view company description pages and will be able to use the app to view jobs near them. Finally, a job seeker can select any job they are interested in, click apply and then follow the application process for that job.





Apply

Once a job seeker lands a job, HireUp works with their community partner to ensure the appropriate post-employment and wrap-around supports are put in place to ensure the candidate's sustained employment success.

## HireUp Partners

HireUp has had more than 60 employers who have posted jobs to the platform, with a robust community partnership network of over 100 community agencies from coast-to-coast.

### Examples





## Section 3: Result

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# Result



“I have experienced that (difficulties finding employment) and it has been difficult to obtain a job in the past. HireUp was the one to help me get experience and help with me with my resume. It was exactly what I needed at the time. I am now hired because of HireUp.”

– HireUp User

HireUp has made a meaningful impact over the past 12 months, helping approximately 180 young people like the individual highlighted above secure employment. And it’s not just about securing employment – HireUp’s model of partnering with social service agencies to provide wrap-around supports has led to youth maintaining their employment as well. For example, the Boys and Girls Clubs of Calgary conducted an evaluation to assess how HireUp candidates fared in their jobs across Alberta. The results from this assessment showed that 84% of all successful hires maintained their employment beyond six months (*or completed their contract for contract roles*). While these are the primary measures of success, other significant achievements include:



## Launching a New Platform:

HireUp rolled-out a SaaS job platform, onboarding over 1,500 users. A full overview of the demographic data for these users is included in *Appendix I: Self-Reported Data from HireUp Users*. The new platform significantly improved the experience for users and added the capacity for integrations into corporate applicant tracking systems.



## Scaling Available Jobs:

HireUp went from having less than 100 jobs shared last year to having 1,000’s of job opportunities shared, including averaging around 300 at any given point in time.



## Growing Number and Diversity of Employers:

HireUp has grown its employer network from 12 to more than 60+, representing 20 different employment sectors.



### Expanding Our Community Network:

HireUp has grown its network of community partners from 34 to more than 100, with partners in every single province.



### Developing an Employment Readiness Tool:

In partnership with the Boys and Girls Clubs of Calgary, our team has developed an employment tool to aid agencies in determining when youth are ready for jobs with HireUp. This scale is provided in full in *Appendix II – Employment Readiness Scale*.



### Leading Innovative Research:

Having a full understanding of the problem allows for HireUp to develop new and novel approaches to ending youth homelessness. These studies include: (1) Current Approaches to Assessment & Evaluation in the Homelessness Sector; (2) The Marketing Benefits for An Employer in Using HireUp; (3) How Social Service Agencies in the US Use Data & Technology; (4) HireUp Business Model Validation Project; and (5) Supporting Young People in Employment: An Evaluation of the HireUp Platform (*conducted by the Canadian Observatory on Homelessness*). The HireUp studies were conducted by our in-house expert team of PhD's. Finally, HireUp has become a private sector partner of a proposed Network Centre of Excellence on ending youth homelessness.



### Building a More Sustainable Social Enterprise:

HireUp earned \$76,382 in sales / \$512,319 in grant revenue in 2018, up from \$47,000 in sales / \$191,333 in grant revenue for 2017. This has led to a more sustainable social venture.



### Becoming a Thought Leader:

HireUp and our impact has been showcased at the 2018 Harvard Social Enterprise Conference, the 2018 Venture for Canada Training Camp and the 2018 B Corp Leadership Conference. Our work was also highlighted in the Stanford Social Innovation Review, the Globe & Mail and Business Insider.



### Communicating Success:

A communications plan has been drafted that will share the results of HireUp's new platform and the results of the COH impact evaluation. This plan includes sharing the results to over 13,000 newsletter subscribers representing 1,000's of external organizations, co-authoring a blog, sharing through Twitter/Facebook, a live webinar with representatives from the COH, HireUp and Raising the Roof, and posting the report to the Workspace on Homelessness.



### Expanding Nationally:

HireUp has conducted a nationwide roll-out campaign, with live events in Toronto, Calgary, Edmonton and Vancouver so far (*with in-person meetings also taking place in Halifax*). These have brought together representatives from service agencies, youth ,employers and in two cases also had government attendees. Our event in Toronto, for example, was attended by Nathalie Couture, Analyst of Program Design at the Homelessness Partnering Strategy, where she to attendees about the issue of youth homelessness and the important role HireUp is playing in linking youth to employment.

Beyond these results, a full impact evaluation report has been conducted by the Canadian Observatory on Homelessness (COH). This report can be accessed online on the Community Workspace on Homelessness and an abridged version of the findings can be found in *Appendix III - Summary of Findings from Canadian Observatory on Homelessness Study*.



## Section 4: Learnings from the Project

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# Learnings from the Project



## Lesson #1:

**Large employers seek tools that require little to no extra work for hiring managers**

At first, HireUp planned to have their platform as the assessment and matching tool that large companies could use when hiring vulnerable youth. However, large companies were mostly unwilling to use hiring tools that weren't embedded into their existing HRIS (*Human Resources Information Systems*) tools/processes and most companies already had their own assessment methodologies in place. Therefore, we transitioned the focus on developing integrations into existing applicant tracking systems (ATS) and on how HireUp could better aid in improving retention outcomes through support post-employment.



## Lesson #2:

**The social enterprise business model being used did not match the market size**

One of the goals through the project was to achieve self-sustainability through generating employer revenues. The current business model is a SaaS monthly subscription fee that ranges from \$5,000 - \$25,000 depending on the package chosen. However, the volume of job applicants expected at this price didn't match the availability of candidates that were coming from such a niche market (youth with lived experience of homelessness). Because of this employer demand, we expanded our impact to become a social impact hiring platform focused on connecting other populations facing barriers to employment. A summary of research done on the business model is included in *Appendix VI - HireUp Business Model Validation Project*. We also focused our selling efforts on the added branding / marketing value of being a HireUp employer. The branding / marketing benefits of being a HireUp employer are covered in *Appendix VII: Marketing Benefits for Employers in Using HireUp*.



## Lesson #3:

**Data monitoring is extremely difficult for a job platform**

Due to privacy concerns, many employers did not always disclose when they made hires using the HireUp platform. Therefore, many of the actual hiring figures have gone unreported. Having said that, HireUp tracked over 100 hires through the project manually (through follow-ups with service agencies and some willing employers) and the COH estimates that around 180 youth secured employment through the project.





## Lesson #4:

### Expand pre-employment supports on the HireUp platform

Based on the study conducted from the Canadian Observatory on Homelessness, much of the feedback from users centered around increasing supports for job seekers in helping to obtain employment. While having 13% of applicants securing employment is quite successful compared to other job platforms (many others are less than 5%), there is still room for improvement on this front.



## Lesson #5:

### Increase employer buy-in

One of the trade-offs with HireUp in working with large companies was trying to embed what we do into existing systems/practices. However, this trade-off often meant youth wouldn't hear back about their job application status and wouldn't receive additional support. Working with employers on developing mentorship programs, reducing unneeded job requirements and enhancing training would go a long way in ensuring successful employment among our job seekers. Increasing employer buy-in to work more closely with our network of community partners would also improve our results.

## Additional Lessons from COH Study

The recommendations focus on tangible actions HireUp can take to sustain and improve its platform, as well as recommendations for employers. They are focused on five main areas: (1) Data monitoring and feedback; (2) Platform content and functioning; (3) Breadth of employers and employment opportunities; (4) Partnership development; and (5) Employer opportunities.

### Data Monitoring and Feedback



- Enhance the process of tracking employment outcomes of young people.
- Acquire regular feedback from young people, service agencies, and employers.
- Continue research and evaluation activities to monitor the effectiveness and operations of the HireUp platform.

## Platform Content and Functioning



- Enhance the number of employment resources on HireUp's website, particularly focused on pre- and post-employment supports.
- Provide assistance to young people while they use the platform.
- Increase the capacity of HireUp to include accounts for service agencies.

## Breadth of Employers and Employment Opportunities



- Continue expanding the number of employers and types of employment opportunities.

## Partnership Development



- Continue building partnerships with service agencies who work with young people who experience homelessness. Efforts should be made to enhance relationships with agencies that work with populations such as Indigenous Peoples, LGBTQ+, visible minorities, persons with disabilities, veterans, and young people with mental health and substance use challenges.

## Employer Opportunities



- Employers should develop mentorship programs to support young people in their employment.
- Employers should engage in open communication with service agencies in identifying and meeting the young person's employment support needs.
- Employers should expand training opportunities to include anti-oppression and inclusion workshops to all staff to eliminate barriers (i.e. discrimination) that prevent young people from seeking and maintaining employment.



## Section 5: Future Plans

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# Future Plans

## Opportunity #1: Merger with Raising the Roof



Throughout the course of the project, many employers and foundations approached HireUp with a willingness to support our cause in a charitable manner. However, we were limited by our legal and operating structure.

In response to this demand, HireUp is merging with Raising the Roof, a national charity dedicated to long-term solutions to homelessness. Raising the Roof is the oldest and most widely recognized national charity focused on homelessness prevention. HireUp will operate as their national employment social enterprise, while continuing to be funded through employer revenues but enhanced through philanthropic contributions. By becoming a hybrid social enterprise (both for-profit / charitable status), HireUp has the opportunity to scale its impact much quicker than it could have otherwise. This merger is currently taking place and will be completed by October 2018.

## Opportunity #2: Bringing Together the Demand and Supply Side

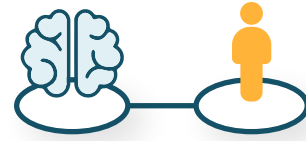


As HireUp grows and evolves, HireUp sees itself as a major player in bringing the demand and supply sides of the employment equation together. Right now, there is a disconnect between the skills/behaviours employers are seeking and the training/support being provided by providers to make the clients more competitive.

It was not uncommon during the project to hear from agencies who expected more support and buy-in from employers. It was also quite common to hear that employers “*need to accept that their candidates would be less competitive*” and to view it more from an altruistic perspective than purely a business case. On the other side, we’d hear from employers that they expected HireUp candidates to “*compete with everyone else*” and “*we’ll hire HireUp candidates, if they are the best candidates*”. This disconnect couldn’t have been more pronounced, and HireUp needs to do a better job of helping service agencies make their candidates more competitive, while appealing to improving supports and buy-in from employers who may need to make a more significant effort in how they approach hiring for impact.

Ultimately, HireUp should become a thought leader in how to bridge the demand and supply side gap. HireUp can't just be a demand-driven solution or a supply-driven solution – it must be both. With over 100 community partners and 60+ employers nationwide, HireUp is uniquely positioned to do just this.

### **Opportunity #3: Develop Predictive Care Platform for Human Service Agencies**



Helping vulnerable youth secure employment is only half the battle – ensuring that youth are supported in obtaining affordable housing and in maintaining their mental health & well-being are vital in sustaining their employment. However, organizations aren't leveraging their data and technology nearly enough, as outlined in our research in *Appendix V: Usage of Data & Technology in Delivering Social Services*.

In response to this, we are now working on a predictive care platform that enables organizations that are interested in supporting people's mental health to take a proactive, rather than reactive approach to support. We will do this by giving people who are tasked with supporting others the ability to predict their mental health and life circumstances using AI. Whether they be social service agencies serving clients in their communities, educational institutions interested in the mental health needs of their students, or organizations with work forces that are particularly vulnerable to challenges in mental health (e.g., military/police), our new platform will allow people who face adversity get help delivered to them, rather than being expected to reach out for help during the period in which it is the most difficult to do so.

To date, we have already developed a chatbot-based assessment tool that assesses an individuals' mental health (e.g., depression, anxiety), well-being and personality characteristics to inform triage, client intake and ongoing service delivery. Our expert team looked at leading assessment tools in the space, as highlighted in *Appendix IV: Current Approaches to Assessment & Evaluation in the Homelessness Sector*. We are currently using AI (genetic algorithms) to build robust and efficient assessment tools that are scientifically validated. We are working towards creating a risk notification system, where those who provide care and support are automatically notified when individuals they are tasked with supporting are at risk of harm, relapse or major adversity. This will be accomplished by AI algorithms that learn to predict mental health challenges from a wide variety of users' digital footprints (movement, social media, ambient sound).

This work will greatly support and augment HireUp's work around support and maintaining employment, which is the ultimate goal. Providing training and job opportunities is one thing, but enhancing the existing support system will greatly improve our long-term livelihood outcomes for users.



# Section 6: Appendices

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# Appendices

## Appendix I: Self-Reported Data from HireUp Users

When signing up for the HireUp platform, users were asked a few questions to provide unique insights as to who was using the service and the types of barriers they felt they were experiencing to obtaining and maintaining employment.

**Figure 1: Gender**

Gender	Percent
Female	50%
Male	47%
Transgender	1%
Prefer Not to Say	1%
Other	1%

**Figure 2: Employment Equity**

Participants Identifying In Employment Equity Groups	Percent
Women	50%
Black	27%
Asian	24%
Newcomer to Canada	17%
LGBTQ+	12%
Other Visible Minority	10%
Person with Disability	10%
Indigenous	7%
Hispanic	6%
Arab	3%

**Figure 3: Top Barriers as Identified by Youth Participants**

Barriers	Percent
Bored with entry-level jobs	36%
No high school diploma	18%
Discriminated based on my social identity	12%
Lack of workplace accommodations	9%
Struggle with mental health	7%
Don't speak English (well)	6%
Lack of stable housing	5%

## Appendix II: Employment Readiness Tool



*This scale was developed based on antidotal evidence and firsthand experience working with youth transitioning out of homelessness and youth employment programs.*

### Stage 1

This young person (16 years to 29 years) is supported by an agency for basic needs including housing. They have experienced the trauma of homelessness and in addition may have other complex contributing factors that create barriers to employment. These may include childhood trauma or abuse, family breakdown, or involvement with Child and Family Services; mental health concerns such as clinical anxiety or depression; developmental complications such as FASD, ADHD, or Autism; substance use or abuse of alcohol or drugs including marijuana; criminal record. They have no work experience and may or may not have finished high school. They may be referred to employment support because they have communicated to their housing or key worker that employment is a personal goal; they may be motivated by an immediate income need; or employment/education may be a condition of their housing.

### Exhibited Behaviours:

- Inconsistent moods- sometimes appears motivated, other times disinterested and negative
- Repeated cancelations or not showing up to appointments with employment coach
- Often late for appointments
- Sporadic communication, barrage of texts one day, and ignoring messages the next
- May not exhibit hygiene required for working with the public
- Negative self-talk juxtapositioned against grand plans or feelings of entitlement





## Service Suggestions:

This young person is equipped with the potential to be a success story for any employment program, however, service must be crafted to meet the youth where they are and expectations managed appropriately. Goals are broken down into small, attainable tasks such as using public transit to meet with their employment coach, practicing dressing for work by practicing good hygiene in preparation for an appointment with their coach, or completing interest-based activities to discover possible motivators for employment.

Based on the communicated needs, interests, and wants of the youth, possible employment connections could be:

- Enrollment in a pre-employment program designed to ease youth into the routine of attending work daily, and to teach skills. YCAP (youth culinary program), Motive Action (automotive program), Growth 4 You (social skills for work) are examples. Some of these programs have work placement components and may be paid.
- Volunteering at a place of interest. If youth is unable to keep up with a regular program, a good first step, especially if they are receiving income assistance, may be volunteering for 3 hours a week where they can practice employment skills, build their resume, and boost self-esteem
- Employment through a social enterprise initiative or a learn to work program. Programs that are supportive and accommodating can teach important skills, build confidence, and prepare youth for independent work. Short term commitments that are manageable for youth may be an attainable win for the youth and the coach.

Not all youth at Stage 1 are successful in their first attempt with an employment experience, even when supported. If youth does not successfully complete the program, youth and coach can go back to their goal planning tools and try a different strategy. If youth successfully complete the program, they may be ready to consider independent work, or may need additional supportive programs over the course of up to 3 years before they are prepared for independent work.

## Stage 2

This young person (16 years to 29 years) may be supported by an agency for basic needs including housing or through an outreach program. This young person may be a newcomer to Canada and may face language barriers. They may have experienced one or more ACE (adverse childhood experience), or experience a learning disability or social skill deficit. They may be referred to employment support because of a practical need, at the demand of parents/guardians, or to prepare for independence.

### Defining Factors:

- Lack of knowledge around Canadian labor market
- May have limited language skills
- No employment experience
- May or may not have Grade 12 diploma
- May have unreasonable expectations for work
- Keeps most appointments, sometimes late
- Will respond to communication from coach, on most occasions

### Service Suggestions:

This young person has untapped potential. By taking the time to build a relationship, youth can learn about various employment options available for them in different industries. Ignorance around employment may lead to challenges sticking with employment after the novelty wears off, and navigating work place conflict.

Based on the communicated needs, interests, and wants of the youth, possible employment connections could be:

- Employment through a social enterprise initiative or a learn to work program. Through a supportive program youth can learn how to resolve workplace conflict and practice commitment, time management, and social skills for work.
- Part time entry level work in an area of interest. Part time work can introduce work without being overwhelming or over demanding. Youth may require support getting to and from work as well as resolving any issues within the work place.

Not all youth at Stage 2 are successful in their first attempt with an employment experience, but even unsuccessful experiences can be rich learning opportunities. In order to be successful youth may require support throughout their first year of work.

## Stage 3

This young person (16 years to 29 years) may have been supported by an agency for housing in the past, and now has secure housing. They may have experienced the trauma of homelessness or complex contributing factors that create barriers to employment, but have been working towards reducing these barriers with their support team. They have successfully completed more than one employment experience through a learn to work program, pre-employment program, or position in the community. They may be referred to employment support because of long term unemployment, they are looking to change positions, secure a more advantageous position, or to begin career planning.

### Defining Factors:

- Some employment experience
- Can travel to appointments independently
- Keeps most appointments with coach
- Can communicate interests and expresses basic knowledge of labor market
- May require support developing soft skills and/or appropriate workplace language/behavior
- May have a criminal record but is not currently involved in any illegal behavior

### Service Suggestions:

This young person is primed for success! Appropriate support would include exploring options for long term meaningful work that match youth's interests and goals, and then identifying entry level positions that would provide beneficial experience for goal attainment.

Based on the communicated needs, interests, and wants of the youth, possible employment connections could be:

- Entry level position with an employer partner in a positive and healthy work environment
- Enrollment in an upgrading or trades program to earn required accreditation

Youth at Stage 3 should experience success from an employment intervention, providing the support was delivered appropriately, and that the youth's autonomy was respected. Youth may require start up support with clothes and/or equipment for work and ongoing check-ins for three to six months.

## Stage 4

This is an “opportunity youth” (16 years to 29 years) who is neither employed or attending school. They have secure and stable housing. They may have experienced trauma of homelessness or otherwise, but through support, have successfully established a healthy and productive routine. Youth may have barriers to employment that range from lack of experience, lack of education, lack of driver’s license, or lack of natural supports to encourage career exploration. They may have been referred to an employment support program due to prolonged unemployment, or inability to secure a job in their desired field.

### Defining Factors:

- Some employment experience
- Can travel to appointments independently
- Keeps all appointments with coach and is punctual
- Communicates clearly and in a timely manner
- May require support developing soft skills
- Has a desire to be independent and has basic belief in self
- May have a criminal record but is not currently involved in any illegal behavior

### Service Suggestions:

This young person will exceed expectations when provided with the right opportunity! Appropriate support would include exploring options for long term meaningful work that match youth’s interests and goals, and then identifying entry level positions that would provide beneficial experience for goal attainment.

Based on the communicated needs, interests, and wants of the youth, possible employment connections could be:

- Entry level position with an employer partner in a positive and healthy work environment
- Enrollment in an upgrading or trades program to earn required accreditation

Youth at Stage 4 will experience success through an employment intervention. Youth are able to work independently in the community in a positive work environment with an employer partner. Youth require minimal support after employment is secured but may continue to meet with coach to career plan for the future.

## Appendix III: Summary of Findings from Canadian Observatory on Homelessness Study

*The following are high-level findings of a study commissioned by HireUp to evaluate the effectiveness of the platform. Feedback is being incorporated into future development.*



### How has HireUp grown since its launch?

- In its first year, 76 job applications were submitted via HireUp, with an average of 6.3 applications per month. Over the past three months alone (May 2018 to August 2018), there have been 305 submitted job applications.
- Currently, there are 1372 active users on HireUp.
- The number of jobs posted on HireUp has increased, as there are over 300 active job posts that reflect 20 different employment sectors (e.g. retail, restaurant, banks, general labour, etc.).

### What barriers are young people experiencing in seeking and/or maintaining employment?

- Young people commonly listed a lack of education and experience as major barriers to employment. Other barriers centered on not having Canadian job experience, language challenges, mental health challenges, and housing insecurity. YSO participants noted that stigma related to transgender and non-conforming gender identities also served as a barrier.

### What types of jobs are young people looking for?

- Young people shared that they were often looking for retail and customer service positions, with jobs in the technology sector also popular. The participants were looking for a mix of part-time and full-time employment options.

## Is HireUp offering employment opportunities that are meeting young people's needs?

- Young people had generally positive opinions on the number and breadth of employment opportunities listed on HireUp. When asked how satisfied they were with the jobs available on HireUp, 55.2 percent of survey respondents stated they were extremely or somewhat satisfied, 27.6 percent of respondents were neither satisfied nor dissatisfied, and 17.2 percent were somewhat or extremely dissatisfied.

## Were participants able to attain employment through the HireUp platform?

- All of the interviewees and close to 88 percent of survey respondents reported applying to at least one job through the HireUp platform. Of the four interview participants who were currently employed, one was hired through HireUp and two were unsure. Of the 15 survey participants who were currently employed, two young people (13.3%) reported that they received their current job by applying through HireUp.
- To apply these employment numbers to the current number of active users on HireUp (n=1372), this means that potentially close to 180 young people may have obtained employment via HireUp (i.e., 13% of all active HireUp users). This number is a projection based on the data collected through the research.

## What are the strengths of HireUp?

- The participants generally had very positive feedback on the features and usability of the platform. The majority of participants found the website easy to use and were relatively happy with the job opportunities available. Two themes stood out when participants spoke of the strengths of HireUp: (1) Job opportunities were tailored to young people; and (2) HireUp is a reputable website.

## What are opportunities for improvement?

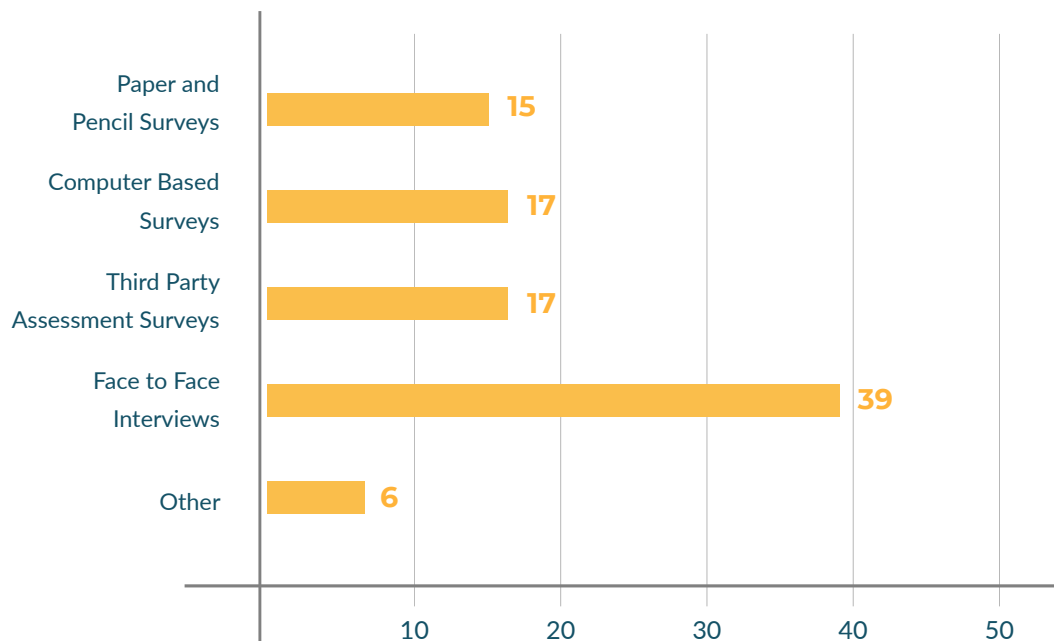
- Along with the positive feedback about HireUp, interviewees shared several suggestions for improvements. These included: (1) Real-time supports on the website; (2) Focused keyword searches; (3) Receiving a confirmation from employers once an application has been reviewed; (4) Greater details on the specifics of employment opportunities; (5) Increased outreach; and (6) Pre- and post-employment supports.
- YSO respondents shared similar improvement opportunities, particularly around supports to attain and maintain employment. Other areas for improvement included the development of a mobile app and including feedback from young people.

## Appendix IV: Current Approaches to Assessment & Evaluation in the Homelessness Sector

*A research project to understand how clients looking for employment are currently assessed and supported in the Homelessness Sector.*

HireUp conducted an extensive review of what is currently used to triage and assess youth at community agencies who serve youth at risk of experiencing homelessness. The goal of this review was to understand what is currently used to assess youth in the sector, to understand the relative strengths of various tools, and perhaps most importantly, to gain a deeper understanding of where existing tools fall short. This information informed the development of our technology, and revealed several important insights regarding the shortcomings of existing assessment tools. The key findings of this study were that current assessment practices in the sector are highly time consuming (see Figure 4) while many do not display adequate levels of scientific validity.

**Figure 4: Approximately how many minutes do you spend doing surveys and interviews during intake?**



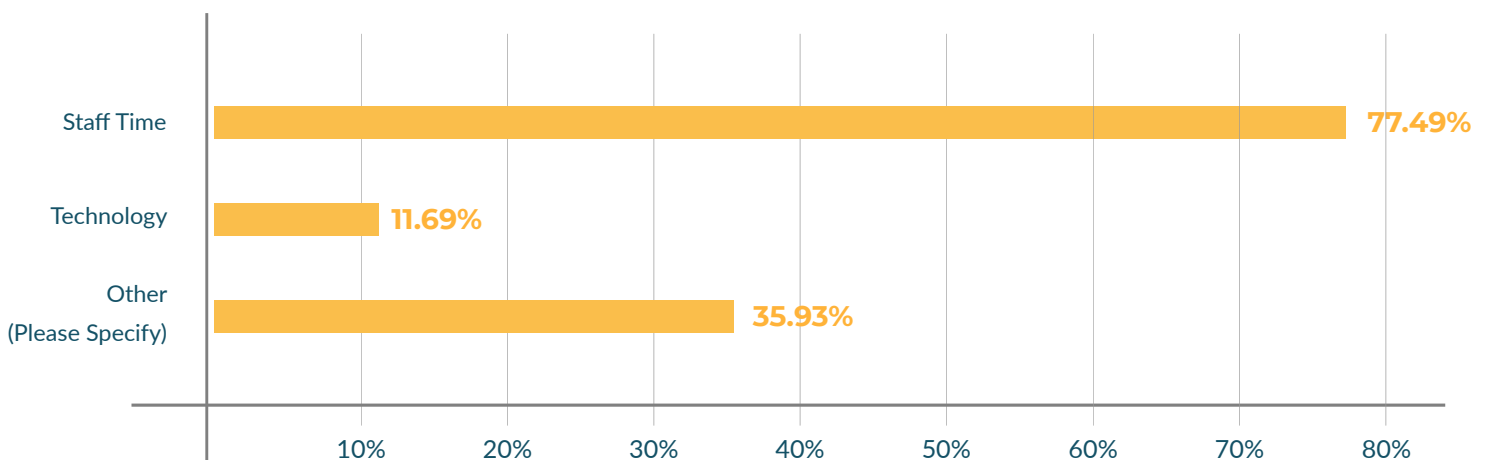
This is a current barrier to care because important decisions (e.g., who gets service and who does not) appear to be informed by tools that may not provide scientifically accurate or reliable information about a person's well-being, personality or life circumstances. The results of this study led HireUp to begin the process of developing a technological solution to these shortcomings with the goal of providing service agencies with the client information they seek.

## Appendix V: Usage of Data & Technology in Delivering Social Services

A study to understand how technology and data is currently being utilized to deliver wrap-around supports and care to clients.

To better understand the state of technology use in assessment and delivery of social services across North America, HireUp conducted a study of 296 individuals from across Canada and the United States who have a client facing or leadership role in the human services sector. These individuals represented a diverse set of agencies serving a wide range of people (e.g., homeless, persons with disabilities, people facing addiction etc.). The results of this study revealed that the large majority of agencies across North America rely primarily on paper and pencil triage tools administered in time consuming face to face interviews. Yet, 78% of respondents also indicated that lack of staff time was the main barrier to increasing an agency's caseload.

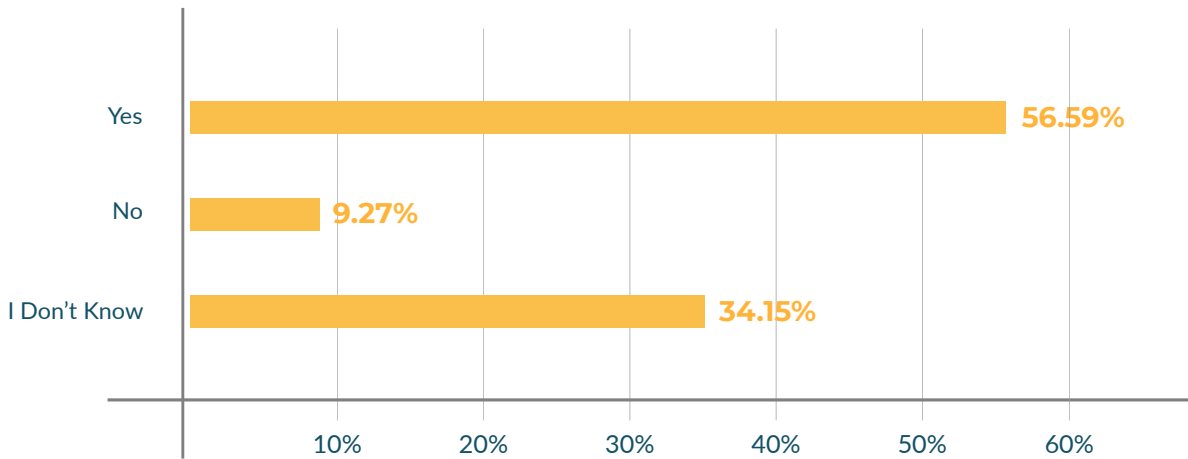
**Figure 5: What are the main barriers to increasing the caseload of your organization?**



Respondents also revealed that a substantial number of agencies use assessment tools that appear to be developed without adequate scientific validation and testing. A final key insight of this study is that the majority of respondents (57%) would be interested in using technology to augment the service delivery in their organizations and would be open to using AI enabled tools to aggregate data, provide real time insights into client well-being and alert support staff if support is required.



**Figure 6: Would your service agency use AI-enabled tools to augment service delivery?**



## Appendix VI: HireUp Business Model Validation Project

*A study to determine the value proposition of using HireUp for employers, with the goal of ensuring HireUp becomes a self-sustaining entity through employer revenues.*

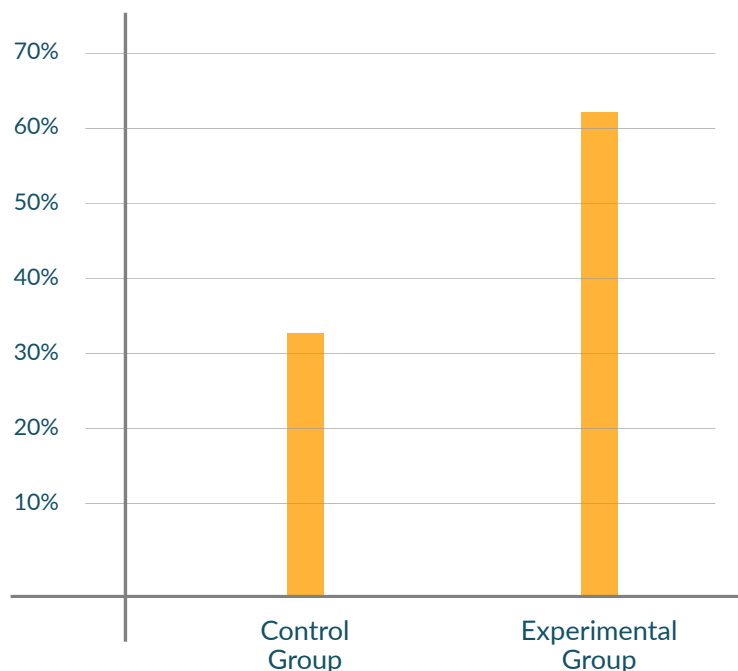
In collaboration with two Masters students from the University of Waterloo, we also conducted a study evaluating the needs of large Canadian employers and how a technological platform like HireUp's could add value to their organizations. This was a detailed study involving in-person interviews with senior managers at various large enterprises across a variety of sectors and industries. Overall, the results of these qualitative interviews surfaced two main insights. First, employee retention is an important unmet need for large corporations in Canada, and this is particularly the case for entry-level roles like those that are suitable for our candidate pool. Second, large companies are willing to pay for "non-traditional" hiring services such as HireUp if they are associated with positive social impact and help these organizations meet their diversity and inclusion goals. Indeed, these data suggest that HireUp could provide social impact and concurrently fulfill an unmet need of many large Canadian employers.

## Appendix VII: Marketing Benefits for Employers in Using HireUp

*A study of the marketing / brand lift benefits for employers in hiring for impact, which is another key part of the value proposition in using HireUp*

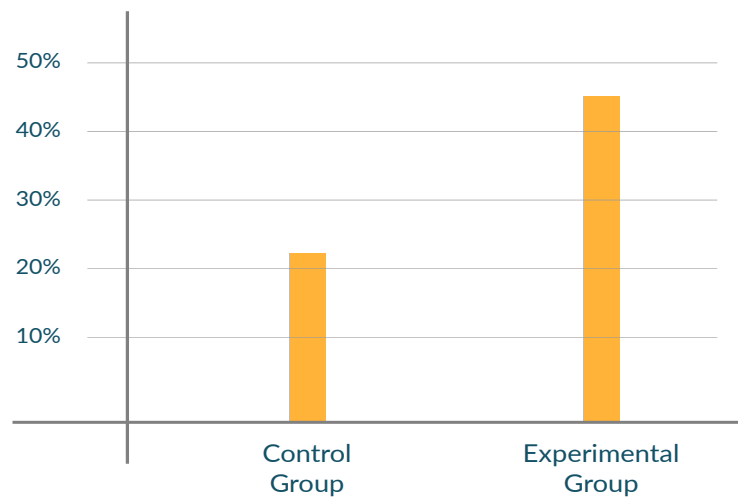
We conducted a relatively large national study of Canadian consumers (N=800) to evaluate how social impact hiring would affect consumer perceptions of a popular national retailer. Overall, the results of this study showed clear evidence that there are substantial benefits in customer sentiment and loyalty for a national retail brand if it committed to hiring youth experiencing homelessness. Nationwide, Canadian consumers reported that they would be more likely to purchase, and increase their purchasing over the next six months at the company (see Figure 7).

**Figure 7: Highlighting social impact hiring led substantial increases in numbers of respondents (34% vs.62%) to report increases in their intent to shop at the retailer.**



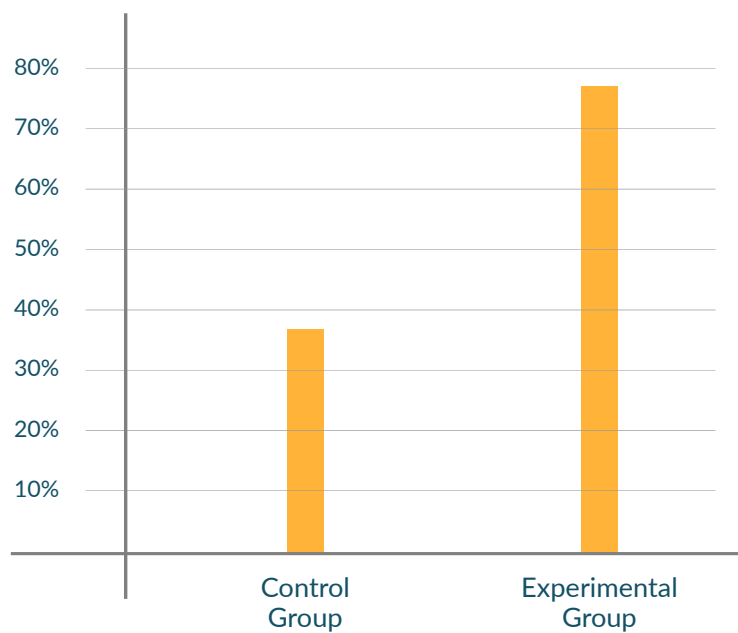
They also reported that they would be willing to pay more for a product and see a company's products and services as having a greater value for their money than compared to baseline (see Figure 8).

**Figure 8: When people are informed of a company's social impact, substantially more (45%vs 23%) people are willing to pay more for products at the company compared to controls.**



Customers would also be more satisfied with the company, and see the company as more positive, trustworthy and more socially responsible as outlined in Figure 9.

**Figure 9: When people are informed of a company's hiring youth with lived experience of homelessness, substantially more (77% vs 37%) people view the company as socially responsible**



Indeed, these results are informative because they show clear evidence that doing social good could have a positive impact for organizations that were willing to hire youth at risk of homelessness.

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