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NOVA SCOTIA
Career Development Association

2019

YEAR IN REVIEW



2019

YEAR IN REVIEW

In 2019, the Nova Scotia Career Development Association (NSCDA) experienced unprecedented growth and progression facilitated by a dynamic team of leaders and staff. The creativity, energy, commitment and skill sets of those working at the NSCDA was supported and enhanced by its Board of Directors and many organizations and stakeholders, including the Nova Scotia Department of Labour and Advanced Education, Centre of Employment Innovation at St. Francis Xavier University Extension Department, and Nova Scotia Works centres across the province.

This publication covers only a portion of the projects developed and produced in 2019.

Mission Statement

To provide leadership and support to members and the broader career development community in Nova Scotia.

Vision Statement

Career development is recognized as a career of choice in Nova Scotia; Certified Career Development Practitioners are recognized as professionals; and NSCDA is recognized as a leader in the career development sector.



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Certification

In 2018, three years into Certification, the NSCDA conducted a comprehensive evaluation of the CCDP Certification process. Recommendations from the evaluation led to establishment of the Office of the Registrar within the NSCDA, with a staff of three. We are now addressing other key recommendations including the development of policies and procedures to underpin the certification process and a review of assessment tools and processes including the structured interview and exam. This work will continue to build on the solid foundation already in place by refining and streamlining tools and processes.



From left, Certification Administrator Victoria Colley; Director, Office of the Registrar Teresa Francis; Registrar Phil Ward. Photo by Meaghan Downey / mneodesigns.com

Our Advisors

Scott Christian is the principle of Insight Consulting and Evaluation. Since 2018 he has conducted a comprehensive evaluation of the NSCDA's certification program and training offerings. His work includes policy development and quality assurance frameworks.

Dan McFaull, partner at North Pacific Training and Performance Inc. is a specialist in the design and development of competency-based training and assessment systems. Since 2019, Dan has been working with the NSCDA to review and update Certification assessment tools and processes based on the recommendations of Insight Consulting and Evaluation.

2019 brought big changes to the NSCDA Registrar's office. As a result of the recommendations from the 2018 Evaluation Report, the Office of the Registrar was established and the Certification team grew to include Director Teresa Francis, and Certification Administrator Victoria Colley.

As of December 31st, 2019, 214 individuals have completed the NSCDA's Certification Program and have earned the right to use the trademarked designation CCDP® (PCDC^{MD}).

CCDP Certification Continuous Improvement: Policies, Procedures, QA, Assessment Tools

Two projects were initiated in 2019 to follow up on specific recommendations from the 2018 Evaluation Report. Funded primarily by the Recognition of Prior Learning Unit of the Nova Scotia Department of Labour and Advanced Education, these projects will result in 1) formalized policies and procedures, and a quality assurance framework for the CCDP® program; and 2) updated assessment tools (structured interview and exam) and process. Both projects will be completed by the spring of 2020.

A Technical Working Group comprising a diverse cross-section of CCDPs is performing a critical role in the review and update of the exam and the structured interview tool and process. This group has worked hard on behalf of members, providing input on test questions and on the structured interview to ensure both meet members' needs.

Contribution to Development of National Competency Framework

The NSCDA and particularly the Certification team have played a key role in a national project to review and update the Canadian Standards and Guidelines for Career Development Practitioners (S&Gs). In 2019, this meant ensuring that the voices of Nova Scotia CCDPs were heard as consultations took place across the country. NS CCDPs were recruited to participate in a two-day focus group in Moncton in October. As well, the Office of the Registrar facilitated five Coffee Conversations across the province, with close to 30 CCDPs sharing their expertise and providing input into the development of the competencies for the new framework. The interest in these consultations shown by career practitioners in Nova Scotia was remarkable (plus we had fun)!

As we move into 2020, the Certification team looks forward to completing the projects currently underway and to implementing the changes. As part of this process, we will be reviewing other aspects of Certification including Career Pathways and the Recertification process, all with the goal of improving the services we provide to our members.

**In 2019, the NSCDA created
approximately 2,000 slides for
online training modules.**



Projects

**Labour Market
Information, Let's Talk
Careers, Older Workers,
Autism, Department of
Community Services,
Nova Scotia Works Digital,
Training Evaluation,
Employability Skills,
Transferable Skills,
Employer Engagement
Specialists**

**“Sometimes all you need to open the
door is just one more good idea.”
— Jim Rohn**

Labour Market Information Guides

The NSCDA partnered with Labour and Advanced Education, to revise the content of the current publications: The Guide to a Successful Job Search, Guide to Managing and Growing Your Career, Guide to Planning for Post-Secondary Study, Guide to Career Planning with Your Teenager, and Guide to Understanding Labour Market Information. Revisions to all publications included:

- Considering tone, plain language, modern imagery, less text, literacy level, engagement tools, and ensuring no one option presented is prioritized over another.
- Enhancing content around interpreting labour market information (LMI) within all publications, rather than having a separate LMI document; Including information to manage expectations around the currency of information.
- Material and presentation must respect different modalities of learning, inclusion and diversity, proper language and be targeted towards the audience.

Labour Market Information Training

The NSCDA partnered with Labour and Advanced Education to review Labour Market Information (LMI) publications, material, and online resources to produce a learning plan, curriculum content and LMI Guide for Career Practitioners.

This curriculum will be dictated by the newly updated LMI publications, results of the focus group and recommendations from the Labour Market Information Training for Practitioners report and the Assessment of Nova Scotia's Labour Market Information and Related Products. This training will be delivered online, via the NSCDA's learning management system, the "HUB". All members have access to the HUB learning programs. This allows training to be easily updated and available 24 hours a day to those who have a login.

Let's Talk Careers

The NSCDA partnered with the Department of Education and Early Childhood Development to review and update the "Parents As Career Coaches" program that has been offered across Nova Scotia for many years. This program material is being updated to ensure appropriate combination of printed and on-line based learning materials. These materials need to be accessible in a year-round format that can be delivered from a variety of locations, by a variety of career development professionals.

Material and presentation must respect different modalities of learning, inclusion and diversity, proper language and be targeted towards the audience.

Design of both marketing and communication plans will target youth, parents and community members to ensure increased uptake of the program in the future.

This program has been renamed “Let’s Talk Careers” to reflect the need for information that goes well beyond the child/parent relationship to include any community members who have an interest in helping youth succeed.

Design for Enhanced Services for Older Workers in Nova Scotia Works Centres

The NSCDA undertook a project to examine existing models for enhanced service delivery to older adult clients developed under the federally funded Targeted Initiative for Older Workers program. Using current data provided by Nova Scotia Works centres feedback and the Government of Nova Scotia SHIFT report (2017), a broader picture of the needs, challenges and realities of older workers in job search has materialized. The report presents 5 design options for enhanced services tailored to work within existing Nova Scotia Works centres resources, as well as strategies for marketing and implementing programs to an older worker demographic.

Autism

The NSCDA has partnered with Autism Nova Scotia to deliver an extensive training program to provide a richer understanding of autism and to better support the connection among clients, autism and employers. This training will clarify and define characteristics of the Autism Spectrum Disorder and its terminology; develop and enhance an understanding of the barriers faced; explain how to recognize, accommodate and provide support to clients with autism; increase an awareness of how to accommodate for diverse learners and the practical application of the training.

NS Department of Community Services

The NSCDA partnered with the Department of Community Services in the development of the Career Development Standards and Competencies Certificate. This certificate encompasses case management training for caseworkers together with casework supervisors’ training. Training is targeted to cover competencies outlined in the Nova Scotia Career Development Practitioners Core Competency Profile. The 140-hour learning plan is provided via the “HUB” with instructors providing feedback for all learners.

Nova Scotia Works Digital Project

The NSCDA has partnered with Labour and Advanced Education to deliver training for the Nova Scotia Virtual project. A team of trainers, instructional designers, and content developers at the NSCDA will provide timely training, training documentation, online learning plans, and extensive in-person training delivery to locations around the province of Nova Scotia. This is an exciting and ground-breaking project and the NSCDA is proud to be working on such an important facet of career service delivery.

Training Evaluation

The NSCDA partnered with Insight Consulting to develop a comprehensive evaluation plan of the case management training being offered to Nova Scotia learners. An evaluation of the Case Management training program is required in order to determine if the training program is effective in increasing the competencies of case managers and subsequently improving services obtained by clients. The evaluation will also identify changes and improvements that are required as more learners complete the program and the evaluation data becomes richer and more robust.

Youth Employability Skills Project

This initiative was developed in response to feedback from employers involved in the Summer Student Employability Skills Program. Employers reported that students lacked important employability skills resulting in an unsatisfactory summer employment experience. Feedback from employers demonstrated that an increasing number of students required orientation to workplace expectations and as issues arose, required support during their employment. The NSCDA partnered with Futureworx, a recognized leader in developing employability skills through the use of ESAT (Employability Skills Assessment Tool), to develop and deliver two pilot projects, for the summers of 2018 and 2019. The goals were to promote learner self-awareness surrounding employability skills and to help participating students alter behaviours that were identified as problematic in the workplace. By orientating students and employers to this approach and by using ESAT to support both parties during the program, improved outcomes were anticipated. The project was funded by the NS Department of Labour and Advanced Education Youth Initiatives, and supported by Labour and Advanced Education Workplace Initiatives, as well as the Centre for Employment Innovation (CEI) who conducted two extensive evaluations of the pilot projects.

Digital Nova Scotia Works Services Support

The NSCDA is providing resource support in terms of subject matter expertise (Career Development Specialist) to the Digital Services Design Working Group. The NSCDA will also be partnering with Davis Pier and the NS Department of Labour and Advanced Education to develop training to support this initiative.

Transferable Skills Portfolio Pilot

The NSCDA is partnering with Labour and Advanced Education, Adult Education Division on the design and delivery of a Transferable Skills Portfolio. This project involves the development of a 5-session portfolio development program designed to help job seekers identify and provide evidence of transferable skills. The project includes the delivery of the new materials to clients of the Nova Scotia Works centres; revisions to materials and resources as required; and the development and delivery of facilitator training to NSW staff. Results are designed to provide the Nova Scotia Works system partners with an enhanced resource to work with adult learners on the identification and use of transferable skills in their employment and career journey.

Employer Engagement Specialists

The NSCDA is partnering with Employment Nova Scotia and Workplace Initiatives in the development of the Employer Engagement Specialist's role in the Nova Scotia Works system of services. The NSCDA has been providing resource support around the role description, training requirements, logic model, Employer Engagement Pathway and the coordination and delivery of an Employer Engagement Specialists Forum. Research, development and delivery of a comprehensive training model is underway to ensure that Employer Engagement Specialists are well prepared to market the business services and offer effective Human Resources solutions to the needs of the employer.

Level 1 Assessment Review

The NSCDA is partnering with Labour and Advanced Education to provide some context for the evaluation, revision and training of the Level 1 and Level 2 Assessment Tools. The NSCDA will maintain an active role as trainer for methodology for the tools and will participate in Phases 1 and 2 of the project as a key stakeholder.

Looking Ahead

NSCDA is on the Executive Board of the Canadian Council of Career Development (3CD), the organization in the first stages of developing a national certification program. The NSCDA has two members on the National Stakeholder Committee for the Supporting Canadians to Navigate Learning and Work project aimed at creating a new career development practitioner competency framework to replace the National Standards and Guidelines for Career Development Practitioners developed in 2002. Nova Scotia leadership and experience is valued at the national level due to many years of commitment, work and support from its members and funders. Nova Scotia's professional CCDP/PCDC program is the only certification program for career professionals in Canada.

External Case Management Training

The NSCDA will be taking on the delivery of in-person training and new documentation of the workings of the LaMPSS system to the Nova Scotia Works centres. The NSCDA staff will start with LaMPSS School and intense case management training to prepare them to update and refresh knowledge with career practitioners and management.

Nova Scotia Works Digital Project Training

As the digital delivery of employment services is gradually released online by the developers, the NSCDA will create training content and delivery of in-person and on-line training for staff of Nova Scotia Works centres. Change management training will also be included.

Staff Professional Development

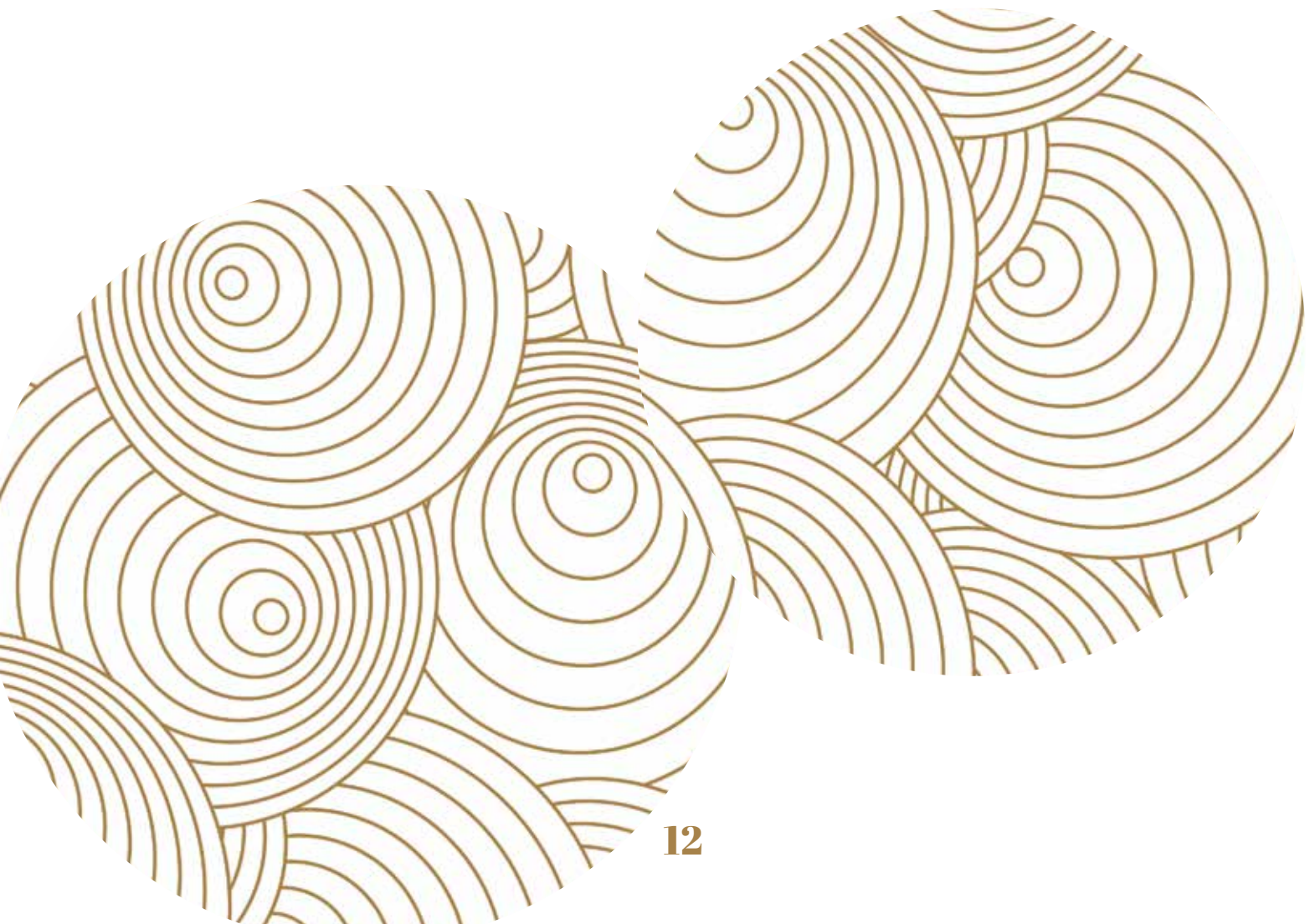
The continued delivery of high quality and niche training demands that staff of the NSCDA push the boundaries of their capabilities. Staff will be constantly asking *"what can we do next? What don't we yet know? What skills and knowledge do we need to acquire?"*

Growing the Profession

The NSCDA is developing a strategy to raise awareness, standardize and grow the career development profession in Nova Scotia. Objectives are to identify ways to unite and standardize the profession; identify pathways for entry into and advancement within the profession; help diversify the sector and assist employers in retaining employees. A marketing and branding strategy will be developed to support the findings.

Recovery Oriented Practice for Career Service Workers

As a complement to the *Career Services Guide: Supporting People Affected by Mental Health Issues*, the NSCDA is developing a nine-module online training plan to introduce recovery-oriented practice to career practitioners. This is a concept that has been used primarily in the mental health realm, but is applicable to anyone who works with people in counselling, case management, or client service settings.



“The NSCDA Case Management Specialization Training has truly allowed me to hone my skills and implement new strategies within my practice to better support clients...

The online modules are user-friendly and self-directed allowing for learning at the rate of the individual...

As a Career Development Professional, the online training motivated me to offer clients the best service possible so that I may help people realize their true potential.”

— Marek Jablonski, Career Practitioner, NSW, Futureworx



Reports

**More than 72% of clients
said peer support was an
employability benefit.**

Peer Support

Overview from **A Case Study of Peer Support Within
Career Services at a Nova Scotia Works Centre**

By Jonathan Hall, TEAM Work Cooperative
Submitted to the NSCDA June 2019

A recent three-month study submitted to the Nova Scotia Career Development Association recommends a community navigator/peer support worker as a core service at Nova Scotia Works centres.

The project included the creation of part-time peer support/community navigation roles at Team Work Cooperative and Job Junction Nova Scotia Works centres, enabling researchers to examine gaps in services and understand the challenges faced by job seekers.

The emerging field of career development treats the job seeker as a “whole person” rather than just an individual seeking employment. Job seekers are often confronting a challenging time in their lives, encountering financial pressure, health issues, social alienation and psychological challenges, all of which can be barriers to success.

In particular, mental health is a significant barrier in Nova Scotia. This province has some of the highest prevalence of mental health disorders in Canada.

The research finds that a community navigator/peer support worker can identify and bridge gaps created by these barriers. Not only would this role help individual job seekers, it would also increase the efficiency of connecting organizations with appropriate candidates for jobs.

When asked whether the community navigator/peer support experience was a benefit to increasing their employability, 72.22 percent of clients agreed that it was. Clients indicated that it directly and indirectly helped them in their job search tasks by helping them to focus, providing confidence, and providing an opportunity to focus on health. For example, one client responded that the service provided “non-bias support to encourage me that I am valuable and employable and that this little nudge could keep me going in difficult times or times approaching possible crisis” Clients also identified the value of the community navigator / peer support worker service in helping them in their personal life and navigate the mental health system. For example, one client responded:

“... (it) helped me get through hard times as my previous employer considered people like me “mental cases” (I was undisclosed for this reason!) and helped me find resources closer to home for job search, etc. to save me personal time not having to travel and a lot of gas money.”

Consequently, 94.12 percent of clients involved in the study indicated they would refer others to the community navigator/peer support worker service.

All referrers agreed with the sentiment that the community navigator/peer support worker service was a benefit overall.

Based on the findings of this report, the study made the following recommendations:

1. A community navigator/peer support worker should be part of the core service at Nova Scotia Works.

2. Referrals for this support should come from clients themselves and staff. All should be informed that information tracking systems will be used to help case managers understand how and when their clients are using the service.
3. There should be a formal feedback loop between the community navigator/peer support worker and clients and staff who make referrals.
4. The community navigator/peer support worker should address issues of diversity and inclusion as potential barriers to clients' success.
5. There should be further research on the roles and potential benefits of a community navigator / peer support worker in a Nova Scotia Works Centre, particularly in the relationship between mental health and wellness and employment services.



“... (it) helped me get through hard times as my previous employer considered people like me “mental cases” (I was undisclosed for this reason!) and helped me find resources closer to home for job search, etc. to save me personal time not having to travel and a lot of gas money.”

— Peer Support Client

**“71% of NSW employees
ranked their job satisfaction
as 4/5 or 5/5.”**

State of the Profession

Overview from **State of the Profession Research Study**

By Chris Hornberger, Partner Halifax Global Inc.

Report Submitted to the NSCDA May 2019

The Nova Scotia Career Development Association is the leader and advocate of the career development profession in Nova Scotia, with 500 members working in Nova Scotia Works centres, Indigenous groups, the post-secondary education sector, non-for-profit organizations, and the private sector.

The NSCDA is the primary navigator, promoter, marketer, educator, thought leader and champion of professional career development in Nova Scotia; as such, this study identifies the NSCDA as the organization most suited to the role of developing the profession.

The profession has been evolving quickly over the past 19 years and there is neither a universally accepted definition nor a common understanding of the current state of the profession in this province. There appears to be little awareness of the NSCDA and career development as a profession, even by those who work within it, representing significant opportunity for membership growth.

The NSCDA commissioned this study to establish a baseline status of career development and to map out a pathway for developing the sector over the next five to 10 years.

An online survey sent to members and a small number of other practitioners in the field garnered:

- 139 responses.
- 60% of responses were Nova Scotia Works (NSW) employees and 30 percent were from those who identified as working in the not-for-profit sector, with some overlap between the two.
- 3 focus groups were held with 23 participants in total, 14 of whom were NSW executive directors.
- 5 one-on-one interviews were conducted with recruiters, Nova Scotia Community College (NSCC), and universities
- 2 written submissions were received from NSW executive directors, one of whom also participated in a focus group.

Findings:

- There is very little diversity in the sector.
- Career development professionals tend to be highly educated, predominantly female, middle-aged and white.
- Overwhelmingly, survey respondents indicated they were not either an Indigenous Canadian or a member of a visible minority. Seven respondents identified as Indigenous and 13 identified as visible minorities.
- When asked about languages, three respondents indicated they speak American Sign Language, nine indicated they speak French, and eight

indicated that they speak other languages including: Afrikaans, Braille, German, Gujrati, Malayalam and Spanish. No respondents indicated that they spoke Mi'kmaq.

- Salaries and benefits in the NSW system and in other NGOs are lower by some margin than in government, post-secondary institutions or the private sector. Overwhelmingly, survey respondents identified better salary and benefits as the primary reason they moved to another job.
- Career development practitioners are highly satisfied with and tend to stay in their profession, however, that is to some extent dependent on their geographic location, background and the nature of their employment relationship.

Nova Scotia Trends:

- The workforce is becoming more diverse both from an ethno-cultural and an age perspective.
- Millennials are interested in early career advancement and more than just a job. They have a desire for purposeful work and are discerning about the type of organization they sign on to.
- While there are an increasing number of available job opportunities and international students have a desire to stay in Nova Scotia, employers appear to be somewhat reluctant to embrace this talent pool.

Awareness of the Profession

We learned through the focus groups and interviews that many in the profession do not identify with it. For example, the two recruiters we spoke with acknowledged that their work is indeed in career development, but they were not aware that there was such a profession and that there is certification. Similarly, an educator and leadership coach who participated in one of the focus groups did not identify with the profession, but acknowledged that the discussion among the group helped them understand the relationship. However, they too were attracted to their professions and remain in them for many of the same reasons identified above.

Respondents to the survey, when asked about how to create greater awareness of the profession overwhelming pointed to promotion and marketing, educational campaigns, and social media. Other opportunities, particularly to create awareness and attract young people into the profession included:

- Meetings and presentations to schools and community groups.
- Presence at schools and job fairs.

- Job shadowing opportunities in high school.
- Linkages to universities, private career colleges and the NSCC Human Services program.
- Mentorships and internships during summers or upon graduation.

Moving the Sector Forward:

Technology and Artificial Intelligence: It is essential for the profession to understand the impact of the coming technology and to position itself to embrace it proactively.

Professionalization of the Profession: The CCDP designation has gone a long way to professionalize the profession in Nova Scotia. This certification program is considered a best practice across the country and is being considered for national adoption.

Defining and Promoting the Profession: The profession would benefit from a clear, catchy brand identity and should mount an education, awareness and marketing campaign.

Moving the NSCDA Forward:

- Developing a clear, identifiable brand and a sustained marketing campaign to generate awareness and recognition to grow its membership base.
- Establishing a more diversified revenue base, which would allow the Association greater leverage in speaking on behalf of the profession, growing its membership and in the work it chooses to embrace in the future.
- There are opportunities to enhance the exam preparation offerings, and specializations such as working with clients who face barriers; and increased awareness and promotion of the value of certification, particularly if procurement and hiring policies establish it as a requirement for engaging a recruitment firm or hiring a career practitioner.

Chris Hornberger is a partner with Halifax Global Inc. and a management consultant with a wealth of experience in the career development industry. Chris is helping the NSCDA understand the state of the profession of career development in Nova Scotia. The ongoing research is providing valuable insight into the development of strategic goals and objectives.

**“Older adults are unaware
of the depth and breadth
of their skills, experience
and assets.”**

Older Workers Design for Enhanced Services

Overview from **Design for Enhanced Services for Older
Workers in Nova Scotia Works Centres**

By Betsy Payne

Submitted to the NSCDA October 2019

Consultant Betsy Payne prepared this report for the Nova Scotia Career Development Association to offer workshop design options aimed at helping older workers into the workforce.

According to recent research the “older job seeker” is defined as anyone above the age of 40.

In the past, federally funded programs such as the Targeted Initiative for Older Workers (TIOOW) which offered funding from 2007 to 2017 was used to develop and deliver programs such as OWL (The Older Wiser Labour Force) Age Advantage training program provided by Acadia Centre for Small Business and Entrepreneurship. In smaller communities such as Windsor and Antigonish, Nova Scotia Works centres delivered one session per year. In larger centres, programs like the OWL course at Job Junction in Halifax offered seven or eight sessions per year because demand was higher.

These programs did not necessarily produce job outcomes, however they did help clients find renewed motivation, self-direction and confidence in their job search. This enabled them to integrate into communities through self-employment, volunteering or part-time employment.

This report identifies on-going challenges and barriers faced by older workers. Age bias remains a problem for many employees and job seekers at NSW centres. The report also identifies the need to provide more training to staff working with older workers.

In the SHIFT Report of 2017 the Nova Scotia government committed to providing more complete job search services for older workers to assist them in maintaining or increasing their position in the labour market.

This report identifies a number of updates and improvements for supporting older job seekers with updated programming, career counselling and peer support. There is a need for updated programming on age bias, technology training and updating certification.

It is proposed that an updated program of workshops and counselling should achieve the following goals:

1. Help older job seekers process the emotions of anger and resentment after job loss.
2. Job seekers should be counselled to set career goals and self-marketing to employers.
3. Workshop design should focus on newly developed programs such as the Transferable Skills Portfolio. Workshops should build in extra time to counsel, mentor and provide group support to older job seekers.
4. Regular sessions should include new formats such as “Lunch and Learn” and Career Cafes.
5. Specific workshops should be designed to address issues such as age

bias and the challenges and benefits of multi-generational workforces.

6. Workshops should focus on technology such as new software applications, mobile apps, social media and podcasts.
7. Workshops should prepare older job seekers to seek certification which is now required for jobs such as food preparation, First Aid and Occupational Health and Safety.



“Employers who include diversity and inclusion in their mission see improved recruitment and retention of employees.”

Building Inclusion

Overview from **Building Inclusion: Creating a Path Forward**

By Neasa Martin

Submitted to the NSCDA November 2018

Diversity and inclusion in the workplace are both a human right and an economic imperative for organizations and economies. Nova Scotia has always had a diverse population, however this diversity has not been reflected in the workforce.

There is plenty of evidence that workforce and economic diversity improves decision-making, fosters innovation and creativity, and generates improved customer insights. Employers who include diversity and inclusion in their mission see improved recruitment and retention of employees.

There is also evidence that diversity and inclusion in the workforce can actually boost the bottom line of organizations.

Given the human rights and economic benefits, diversity and inclusion should be important core values embedded career development organizations and their employees.

The Nova Scotia Career Development Association retained a consultant to examine diversity and inclusion experiences, policies and best practices. This report was prepared to guide the NSCDA in developing a Diversity and Inclusion Advisory Committee.

Consultant Neasa Martin identified the NSCDA as the organization best suited to lead diversity and inclusion in the career development profession and in the wider workplace. By working with the Government of Nova Scotia and community and cultural organizations, the NSCDA can become a champion of diversity and inclusion in Nova Scotia.

The report makes 11 recommendations to move forward with developing inclusion and diversity in the NSCDA.

- 1. Understand and promote the business case for building diversity.** Employers who include diversity and inclusion in their core values also see improved recruitment and retention of employees and better bottom lines.
- 2. Build knowledge of diversity and inclusion practices across the organization.** This can be achieved through educating career services workers through conferences and workshops to build a common understanding and language for diversity and inclusion.
- 3. Build leadership.** Diversity and inclusion require leadership in senior management and at the board level. This means hiring senior managers and board members from diverse backgrounds.
- 4. Identify diversity champions.** It is necessary to identify individuals who understand intrinsically the mission of diversity and the economic benefits of inclusion.
- 5. Conduct a situational assessment.** The starting point is a training session that includes all staff who are tasked with reviewing existing policies and identifying gaps in programs. This will be a roadmap for

setting goals and establishing programs that will embed inclusion and cultural competencies to develop a diverse workplace.

6. **Commit to action.** Draw upon the talent, experience, and resources existing within the NSCDA to examine inclusion policy and compare workforce composition to composition in the broader community in terms of race, culture, sexual orientation, disability, gender and age.
7. **Develop an implementation plan.** The plan must be formed by integrating core business values with principals and practices for diversity and inclusion. People from diverse groups must be included in this process.
8. **Build management support.** It is imperative have a point person who is accountable for each component of the plan.
9. **Develop an evaluation plan.** It is critical to create key performance indicators to compare goals with the impact of the plan. Goals must be specific and measurable and measurement will help the organization see and celebrate the changes.
10. **Use research and build evidence on diversity and inclusion.** Draw upon best practices in change management and evaluation tools across disciplines.
11. **Engage in multi-stakeholder planning.** Diversity and inclusion programs cannot happen without involvement, support, and engagement of people from diverse backgrounds. This can be achieved but forming partnerships with community groups and by hosting meetings in the community.



... and one year later ...

an inclusion progress report prepared December 2019

The NSCDA has built diversity and inclusion into its business strategic plan. It recognizes that change is a journey of partnership involving everyone from its board, service users, supporters, service providers, staff, team managers, key leaders, and volunteers. Internal discussions with board and staff have built a shared understanding of the need for change and agreement on the value of adopting a diversity lens across its work, in its hiring, promotion, policy development, and as central to its programming and planning. The NSCDA has adopted an iterative and continuous learning approach to meeting its commitment. It is actively seeking out partnerships working with government and community organizations to promote collaborative planning and by forging trust-based partnerships.

Promoting the case for employment diversity as a business imperative

The NSCDA is building greater awareness of the economic imperative and positive impact of strengthening employment diversity on business profitability, staff recruitment, retention and employee satisfaction, community cohesion, health, and wellness. This step is identified as critical in overcoming resistance and creating motivation for change.

Actions taken:

Review of provincial economic growth, employment and planning documents to identify current and future employment gaps. Research into the impact of economic exclusion on marginalized communities including African Nova Scotians and immigrant populations.

- Research of best practices in leadership in organizational change; employment recruitment and hiring; review of how to build an inclusive, welcoming workplaces and the importance of belonging. Research on bullying, harassment and discrimination in the workplace and ways to mitigate including through cultural competency practices.
- Stakeholder consultations were undertaken to identify key messaging on what supports recruitment, inclusion and retention of employees

from within marginalized communities including African Nova Scotian, Immigrant, visible and invisible disabilities community, LGBTQ2 and Indigenous communities (pending).

Building knowledge of diversity and inclusion practices

The NSCDA is playing an important role in educating career services workers across the province through its conference, learning tools, and workshops. A diversity lens was applied to the planning of NSCDA's provincial conference and community workshops. The Big Picture Conference delivered a broad range of workshops focused on equity and inclusion, was widely attended, and received positive feedback on its relevance to community learning needs.

Building knowledge of the business case for inclusion and best practice principles was also promoted by requests for Neasa Martin to participate in the planning and the delivery of the following presentations:

- *Embracing Diversity and Inclusion: EES Forum*, Oak Island, NS, March 27th, 2019.
- *Imagine if Belonging Was the Key to Economic Prosperity?* NSCDA Big Picture Conference, Dartmouth, NS. June 2019.
- *Imperfect Leaders Leading the Way: Employer Roundtable*. Pier One, Halifax, NS. September 2019. *
- *Building On Best Practices In Recruitment and Creating Inclusive Welcoming Workplaces: Bridging the Gap: The Road to Employment Equity Conference*. Halifax, NS. November 2019. *

The support and presentations have helped create a sense of momentum, build a common understanding and language of workplace diversity and inclusion practices, enablers and barriers across the career resource sector.

Reflecting Diversity in Hiring

The NSCDA recognized that its staffing and Board composition were not fully representative of the communities it is committed to engage. When the opportunity to expand its staffing emerged a proactive approach to recruitment, selection and onboarding was undertaken. Using a “traditional” approach to recruitment the NSCDA failed to achieve the desired effect of attracting any candidates from diverse communities.

* The NSCDA provided financial sponsorship to support conferences, build goodwill, and enhance visibility within the community.

A summary of best practice principles for hiring for diversity was prepared

Staff recognized the need to engage a specialized employment company (P4G <https://www.p4g.ca/>) with extensive knowledge on diversity hiring and reach into desired communities. Rather than relying on a formal job description an “opportunity briefing” document was created with NSCDA staff reflecting the culture, values, and objectives for the positions.

The impact:

The NSCDA has broadened its diversity in race, gender, sexual orientation, age, and abilities. It now has considerable diversity expertise within the organization to support policy development, training, accreditation review and planning activities.

Sharing resources on diversity and inclusion within the NSCDA membership and its network

The NSCDA staff is finding ways to link its membership to tools and resources on inclusion, and enhancing cultural competency by:

- developing a media and communication plan that embeds diversity and inclusion as an overarching principle. It is committed to using first-person accounts and storytelling as a way to engage hearts and minds;
- planning for the development of unique diversity and inclusion content through online webinars and training tools;
- opening its workshops to community members to encourage cross-discipline and network-wide “lunch and learn” sessions to share experiences and strengthen knowledge of community resources. It is exploring opportunities to invite diversity content experts and people with lived expertise to share their experiences and advice on organizational change. This includes drawing on the growing internal expertise of staff;
- providing support for VANSDA’s Overcoming History: The Impact of Race on Building Cultural Competence and a Welcoming Workplace;
- providing opportunities to deepen knowledge of the historic impact of colonization, residential schools, the ‘60’s scoop, and their link to current challenges facing Indigenous people as well as knowledge of treaty rights and responsibilities. It is looking at ways to implement the Truth and Reconciliation Commission of Canada: Calls to Action, including sharing links and resources with members;
- providing opportunities to learn about the historical and current experiences of institutionalized and systemic racism and its effect on African Nova Scotian communities and the resulting distrust rooted in the experiences of broken promises and failed opportunities. This has included offering staff and community partners an opportunity to visit the Black Loyalist Heritage Centre in Birchtown.

Identify diversity champions, change allies and partnership opportunities


The NSCDA is deepening its understanding of diversity and inclusion through partnerships and collaborations with local community groups and agencies holding specialized knowledge and expertise. It is leveraging its influence and networks to support coordinated planning including government, policy planners, non-governmental agencies, community agencies, advocacy groups and people with “experiential expertise”.

The NSCDA is building trust, finding common areas of interest and identifying ways to work together based on mutual benefit and focused on employment counselling, education, training, and economic development groups focused on disabilities, First Nations, African Nova Scotia, Immigrant, Refugee and Settlement Services, Acadian, LGBTQ2 and cultural groups. Staff are identifying and recruiting community partners who can support diversity planning including:


- The NSCDA is participating in an Advisory Group to expand staff diversity within Nova Scotia Works Employment Centres through a targeted hiring program of 15 staff from within the African Nova Scotian and persons of African Descent communities. The NSCDA will support a ‘community of practice’ offered through CEI to enhance the share of strategies and learning and create a province-wide network of support. These staff will be supported in completing the CCDP Program.
- The NSCDA is finding ways to leverage its buying power to support communities and demonstrate its commitment to diversity. It will host the 2020 provincial conference at the Membertou Trade and Convention Centre and has committed to including the Mi’kmaq language and focused workshops.

The Impact:

Through its community outreach and partnerships with government and community partners the NSCDA is being recognized as a valued and trusted partner deepening its impact in planning and decision-making.



Neasa Martin is the principle of Neasa Martin & Associates. A subject matter expert of note, Neasa has worked for over 35 years to bring issues in mental health and inclusion to the fore. She has worked with the NSCDA as a mental health and diversity and inclusion consultant since 2010.



Andy Cutten is an executive financial manager and a partner with Halifax Global Inc. He has worked with the NSCDA since 2016, helping develop strategic plans, foundational board and organization processes as well as human resource attraction, retention and succession plans.

2020 Strategic Plan

Summary of **Strategic Plan 2020**,
Submitted by Andy Cutten, Halifax Global Inc
Reviewed with NSCDA Board of Directors, Dec. 5, 2019

NSCDA currently has a 2017-2022 Strategic Plan, dated March 31, 2017. The rapid growth and expansion of activities and achievement of goals and strategies contained in that plan has created the need for a new strategic plan. This Strategic Plan 2020 will remain operative until conditions and the environment factors require a new strategic direction.

The 2020 Strategic Plan is consistent with and driven by the following two principles:

NSCDA Mission Statement

To provide leadership and support to members and the broader career development community in Nova Scotia.

NSCDA Vision Statement

Career development is recognized as a career of choice in Nova Scotia; Certified Career Development Practitioners are recognized as professionals; and NSCDA is recognized as a leader in the career development sector.

Goals

There are four goals that will define success of the 2020 Strategic Plan:

1. To be and seen to be a Leader in the Career Development Industry
2. Grow and Retain Members
3. Human Resource Sustainability
4. Employer Engagement

Strategies

The Goals will be achieved through the blended impact of the execution of the following five strategies

1. **Building Upon the Foundation:** A focus of the last strategic plan was on building a strong certification foundation and this has been achieved. Meanwhile, training and professional development has been an area of extreme growth and has surpassed certification in terms of activity and opportunity. The certification and training services are geared to the supply side of the marketplace. The foundation must be expanded to include the demand side of the equation and this will be achieved through employer engagement. It is critical that the certification and training content be linked to marketplace and employer needs in the future.
2. **Membership Values:** NSCDA is a membership organization and it is imperative that this base grows in the future. The first task will be to enhance current members' value proposition so that they will remain with NSCDA. Satisfied existing members are a requisite in order to

attract new members. NSCDA has been diversifying membership over the past several years and this trend will continue.

- 3. Building Awareness:** While some awareness of the role career development plays in the labour market, it is insufficient and much more needs to be done in this area. A highly visible career development profession will be extremely beneficial not only to NSCDA and its members, but also to the Nova Scotia Works Centres and to the Province, and to the employers and community at large in Nova Scotia. The formulation and implementation of an Awareness/Public Relations Plan is currently underway.
- 4. Human Resource Development:** The rapid growth in NSCDA over the past several years has been matched with a high growth in staff resources from 6 in 2017 to 17 today. It is now imperative that NSCDA develop a Human Resources Strategy that will address organizational structure; maintenance of the current creative, positive culture; change management; succession planning; access to HR professionals; diversity and life-long learning.
- 5. Revenue Diversification:** In this plan, a focus is on managing the increasing revenue streams and to ensure quality services are always being provided. A major thrust of this strategy is on revenue diversification. This diversified revenue growth will be sought from sector councils, the private sector and other segments of the Nova Scotia economy. In addition, revenue will be derived from clients outside of the Province.

Success of the 2020 Strategic Plan will be embodied in the KPIs associated with each of the five strategies; ensuring that NSCDA has the right processes and people in place and through the implementation of the 24 concrete action items associated with the strategies.

Sustainability is not a goal of the Strategic Plan but rather is an outcome of delivering on the strategies contained within the Plan.



NSCDA Strategic Plan 2020

NSCDA Goals & Objectives

To be recognized as a leader in the field of career development

Grow and retain membership

Human resource sustainability

Employer engagement

Strategies to Meet Goals & Objectives

Building upon the foundation

Membership values

Building awareness

Human resource development

Revenue diversification

Operations Processes to Ensure Strategic Capacity

Effective systems
& processes
ensuring timely
access to relevant
information &
reporting

Robust IT
infrastructure
including website
& databases

Comprehensive
set of
membership
benefits & value
proposition

Effective
communication &
broad awareness
of NSCDA &
CCDP®

People Capabilities Achieve Effective Implementation

A full compliment
of qualified,
trained &
motivated staff

A full slate of
competent
board members
reflecting diversity
& regional
representation

HR policies &
procedures
including annual
reviews

Proactive
engagement
with external
stakeholders &
community



NSCDA News & Updates



The NSCDA's 2019 conference featured the first Excellence in Career Development Awards in recognition of organizations and individuals who demonstrated quality service, a commitment to excellence, and innovation and creativity in meeting the needs of their clients and their communities. The NSCDA announced the program in May and candidates were chosen through nominations.

Three organizations: Career Connections, ISANS Employment & Bridging Team, and TEAM Work Cooperative were recognized for their contributions and achievements. Individual awards were presented to Helen Carter with Peopleworx, Jean Chisholm with Island Employment, Marie-Josée Crawford with TEAM Work Cooperative Ltd and Randy Fells with Southwest Employment Services

Photo from left is TEAM Work Cooperative Client Service Coordinator Marcus Jamieson; NSCDA Board Chair Jane Orrell presenting the award; TEAM Work Cooperative Executive Director Janice Ainsworth; and TEAM Work Cooperative Operations Manager Jude Turner.

Conference 2019

Approximately 260 delegates and 50 presenters took part in the NSCDA's 21st Annual Conference held in Dartmouth. The theme was The Big Picture and content was focused on helping career development professionals view things in broader, more general terms, enabling them to recognize where their contributions made an impact. Post-conference survey responses were overwhelmingly positive.

AGM 2019

For the second year in a row, the NSCDA AGM was held after the annual conference. Approximately 39 members were joined by NSCDA staff and board members on June 27, at Hampton Inn & Suites in Dartmouth.

The meeting included updates and progress reports on numerous NSCDA projects and the introduction of new staff members Teresa Francis, who filled the newly created position of Director, Office of the Registrar, and Junior Moaku, who was brought on as a training developer. New members of the NSCDA Board of Directors were also welcomed; these included, Amrita Hazra, Jennifer Baker, Dan Nordqvist, Marcus Jamieson and Ramandeep Singh.

A networking event was held following the meeting, where attendees enjoyed hor d'oeuvres. A draw for several prizes was also held.

Trademarks

In 2019 the NSCDA was granted the trademark for the PCDC^{MD} initialism, making it the second trademark granted to the organization since 2016. PCDC^{MD}, or praticiens certifiés en développement de carrière is the French counterpart of CCDP®, or Certified Career Development Practitioner. The trademark for CCDP® was registered in 2016.

The NSCDA was also granted the certification mark CCDP® in October 2018. The certification mark applies to the NSCDA's certification process. Those granted the CCDP® credential have met or exceeded the necessary training, experience and qualifications to work as a professional career development practitioner within Nova Scotia.

New Logo

In the spring of 2019, the NSCDA's Board of Directors approved a new logo to reflect our growth as an organization branding itself on a national platform.



Training Developer Junior Moaku (left) chats with Administrator / Event Coordinator Ashley Halverson at the coffee bar in the NSCDA's new office space.

In August of 2019, the NSCDA moved into spacious new offices in Bedford. The new space was designed and built from the walls in to suit the needs of an increased staff complement and a significantly larger workload. The area is double the size of our old offices, with a large dedicated training room named Mawi-elukwuti'k, a Mi'kmaq word meaning "a group of people working together" that can house up to 30 participants at a time. There is also a smaller meeting room called "Faileas", a Gaelic word for "reflection." The dedicated webinar room has been named "Beausoleil" to honour Acadian heritage, and the boardroom has been named "Birchtown" after the Black Loyalist settlement on Nova Scotia's South Shore.

The offices are in two areas: the Office of the Registrar, where regulatory work for the certification program takes place, and the other side houses our administration and training departments.

“While it is great to learn for learning’s sake, I personally judge the effectiveness of professional development upon two factors: motivation and actionable items. If the conference can meet one or both, that I consider my expectations to be met. I am always impressed that the NSCDA conference is able to provide me with both - a testament to the excellent topics and presenters.”

— Quote from Conference 2019 Survey



Staff Education & Events



On September 16th and 17th the NSCDA hosted a facilitation training session presented by Chris Graham, Founder of TellPeople, (right) a vehicle for teaching storytelling and communication to professionals.

The first three sessions focused on skill development such as: communication, group facilitation, and training skills. The final part focused on practical application of the skills learned.

Chris Graham is an Alumnus of The University of Oxford, University of Toronto and Acadia University and holds degrees in business, law, and history. He is a former lawyer and now a popular mentor, storyteller and comedian in the Toronto region.

Twelve NSCDA members and five NSCDA staff took part in the training sessions, which were well received. Some attendees said it was the best workshop they had ever attended.



In November 2019, NSCDA Executive Director Kathy McKee (not in photo), along with Financial Manager Chantelle Marshall (left) and Training Manager Connie Corse (right), joined training professionals from around the world at the International Council for Open and Distance Education World Conference on Online Learning in Dublin, Ireland. They were pleased to confirm that the NSCDA is on the right path with its development of online learning programs and are using desired and preferred methods of delivery, including instructor-driven courses. An introduction to an exhibitor resulted in a partnership with The Learning Room for customized training slides and the purchase of Articulate, an online course development tool which will increase the presentation, delivery, and interaction of online training being developed and delivered by the NSCDA.



Tareq Hadhad (right), CEO and Founder of Peace by Chocolate, spoke to Nova Scotia Works Employer Engagement Specialists at Oak Island Resort, March 26, 2019. Tareq spoke about inclusion at work and his personal experiences as an employer. He is standing with NSCDA Administrator / Event Coordinator Ashley Halverson (left) and NSCDA Executive Director Kathy McKee.





On Oct. 10, 2019 the NSCDA, along with a few friends and members visited the Black Loyalist Heritage Centre in Birchtown.



Prosci Change Management Training

In October, NSCDA training developers Michael Bohan and Junior Moaku attended Prosci Change Management training at Oceanstone Resort, Peggy's Cove.

Change management is an approach to implementing new systems and technologies into the workplace and in everyday life. Having a change manager can help close the gap between the developers and employees who will be using the new methods and tools in the workplace. The goal of a change manager is to lead a smooth transition from the old way of doing things to the new way of doing things.

Michael and Junior will be teaching change management processes as part of the Digital Project Training.

Social Enterprise for Inclusive Economies

In the summer of 2019, NSCDA Executive Director Kathy McKee enrolled as a student at the Coady Institute at StFX to study Social Enterprise for Inclusive Economies. Most participants were from developing countries, studying social enterprise as a vehicle to create social change and to delve into the sustainability of their organizations. Several Nova Scotian learners represented government and service delivery agencies. The course covered the emergence and history of the social entrepreneurship movement as well as sustainability of projects. It involved a combination of theory, case studies, first-hand experience, as well as field visits to help participants formulate strategies for their local interests. The perspective gained from the diverse group of participants was valuable in formulating next steps for the NSCDA in pursuing a social enterprise model.





In 2019, the NSCDA team went to CANNEXUS19 in Ottawa where the Case Management training program was introduced on a national level. Shown from left are: NSCDA Content Developer Caitlin Parkinson, (seated); NSCDA Financial Manager Chantelle Marshall; Consultant Rachel Hermiston; NSCDA Executive Director Kathy McKee; NSCDA Communications Coordinator Cathi Stevenson; NSCDA Administrator / Event Coordinator Ashley Halverson. Not shown are NSCDA Registrar Phil Ward; NSCDA Training Manager Connie Corse; Career Development Specialist Cathy Casey; and NSCDA Consultant / Director, Office of the Registrar Teresa Francis.







Talent

At the start of 2019, the NSCDA had eight staff members. With only one person dedicated to work with dozens of certification candidates and only two to work on the development and launching of several complex training plans, the organization was not going to be able to produce at the level it had anticipated. Coupled with new projects and partnerships, it became apparent that in order to grow effectively and provide the best possible membership association, it would be necessary to increase staffing resources. One of the NSCDA's top values is building an inclusive workforce. Over several months, the organization accessed expertise and hired seven new members.

Photo by Meaghan Downey / mneodesigns.com



Kathy McKee

Executive Director

Kathy has been Executive Director of the NSCDA since 2017 and was a board member for 10 years prior. She has been involved in career development and the delivery of employment services in Nova Scotia for more than two decades and has led multiple projects designed to improve the profession. She is particularly interested in inclusive practice and is the co-author of the *Career Services Guide: Supporting People Affected by Mental Health Issues*.

"The last year has been spent exploring and evaluating the impact of our work. I attended Social Enterprise for Inclusive Local Economies at the Coady Institute, where engagement with like-minded individuals from around the world has helped me delve into the social context of our work, to ask questions about impact and to broaden my world view. "

Her professional development goals include exploring the development of the NSCDA's training and how it meets (or exceeds!) world standards and to incorporate leading best practices into all NSCDA projects.

Connie Corse

Training Manager

Connie is a Certified Career Development Practitioner from Cheverie, Nova Scotia. She holds a Bachelor of Science degree with a major in Psychology and has 24 years' experience in the human resources industry, working in a variety of roles.

She is currently enrolled in a leadership certificate program at Saint Mary's University. This training will build on her support and management skills and provide her with the progressive tools necessary to manage a team.



Teresa Francis

Director, Office of the Registrar

Teresa joined the staff of the NSCDA in May of 2019. She has been involved provincially and nationally in the fields of career development, counselling and RPL (Recognition of Prior Learning) for more than 20 years and has been a contributor to the NSCDA since its early days.

Teresa's recent professional development activities have focused on expanding her understanding of diversity and inclusion and on exploring the areas of conflict resolution and negotiation. Some of her most valuable learning has resulted from her role as co-developer of the content for the NSCDA's case management training and through working with program participants.





Phil Ward

Registrar

In March 2016 Phil started his journey with the NSCDA. He has spent the past four years as Registrar improving communication, responsiveness, and efficiencies within the NSCDA's CCDP (Certified Career Development Practitioner) program. Phil has been directly involved in career development for over ten years, holding roles focused towards job development and employer engagement. His previous education and experience in business administration combined with his knowledge of the certification program provides many opportunities for members. The certification team will be finishing the post-pilot three year evaluation of the certification program mid-2020 and will be looking forward to program improvements and communication with our members.

Chantelle Marshall

Financial Manager

Chantelle joined the NSCDA team in 2016 to manage the organization's finances. She has since expanded her contribution to include managing the membership program.

Her expertise has resulted in continued growth of NSCDA assets, including the introduction of professional membership software and client record management software. She has also attended conferences and training sessions searching for new digital solutions to ensure the NSCDA's resources are relevant far into the future.

Prior to joining the NSCDA she had been working in career development for three years, and in the field of community economic development for many years before that.



Ashley Halverson

Administrator/Event Coordinator

Ashley joined the NSCDA team in April 2017 to assist with the annual conference. She was offered a permanent position in administration, where her duties expanded to include working for the NSCDA's certification department. Her current roles are that of administrator and event coordinator, managing the front office and coordinating the NSCDA's annual conference and other events.

Ashley studies office administration through the NSCC's distance education program.





Cathy Casey

Career Development Specialist

Cathy has been involved with the NSCDA almost since its inception, attending the very first conference in 1999. She worked in a volunteer capacity with the organization until 2017 when she became a staff member. Prior to that, Cathy was the Manager of Job Junction in Halifax for 12 years before joining the LaMPSS design team as a Subject Matter Expert for the case management release in 2012. Cathy continued to work with the Nova Scotia Department of Labour and Advanced Education as a member of the Transformation Team for Nova Scotia Works helping to create the new model for employment service delivery in Nova Scotia.

With more than 25 years' experience in the field of career development, Cathy remains passionate about how the work of career practitioners impacts people's lives, families and communities in Nova Scotia.

Shila Hamilton

Executive Assistant

Shila is one of the newest members of the NSCDA team. She provides administrative support for office staff, in particular the management team. She has a diploma in accounting and has been working in the accounting and administration fields for over six years.

Shila is working towards a degree in human resources, as well as taking courses in mental health and suicide prevention.



Junior Moaku

Training Developer

Junior graduated from Acadia University in the spring of 2019 with a degree in Business Administration. Prior to attending Acadia, Junior attended Iowa Central Community College where he played basketball and earned an Accounting Assistant diploma.

Junior has taken Train the Trainer, Prosci Change Management and facilitation training. He will be joining LaMPSS school, case management and digital training. Junior has a special interest in mental health awareness and is leading the Mental Health Champions initiative, assisting with the design of Diversity and Inclusion training and leading the development of a learning module on Recovery Oriented Practice. Junior would like to increase his communication competency to enhance the delivery of content on social matters with the goal to be a compelling worldwide trainer and presenter.





Cathi Stevenson

Communications Coordinator

Since 2015 Cathi has been quietly writing, editing and designing print and digital products for the NSCDA. Cathi holds a degree in behavioural psychology and several certificates, including a certificate from the Developmentally Delayed Children's Teaching Project. Her background includes eight years as a writer and page editor with a major newspaper, many years as a freelance writer, and contract positions with Dalhousie University, assisting in the redevelopment and branding of university-related websites to ensure best practices in content and technical presentation.



Michael Bohan

Training Developer

Michael began his education in Sackville, New Brunswick where he went to Mount Allison for a BSc in chemistry and mathematics. Wanting to pursue a teaching career, Michael then received his BEd from Mount Saint Vincent University. Michael is the newest member of the NSCDA team and is helping to shape our learning plans from a teacher/student perspective.

Michael has taken Prosci Change Management training, facilitator training and will be joining LaMPSS school, case management and digital training prior to taking up the mantle of training developer for Nova Scotia Works centres.

Caitlin Parkinson

Content Developer

Caitlin has been with the NSCDA since December 2017. In a previous life they worked for a project housed by the Nova Scotia Federation of Labour providing training and advocacy for injured workers and their families, kindling a passion for empowering others through accessible education.

"This fall I stepped into a new role with the NSCDA where I will be writing and developing content full-time. To support my work in this position, I have been attending training aimed at increasing my facilitation skills, and starting in 2020 I will begin working towards cultivating new competency in instructional design and digital learning."



Victoria Colley

Certification Administrator

Victoria joined the staff at the NSCDA in September 2019 as the Certification Administrator. Victoria brings with her five years of administrative experience and a bachelor's degree in Psychology. She volunteers with marginalized groups for various organizations around the city, which she says, "satisfies her craving for a deeper understanding of diversity and inclusion beyond the scope of formal education."





Kayla Borden

Training Administrator

Kayla has been with the NSCDA since September 2019. She has a background in business administration and promotions, as well as event coordinating and talent scouting.

Kayla looks forward to facilitating conversations on anti-racism and pursuing more professional development in contract negotiations, business methods, government and public relations. Kayla is working with Mental Health Champions and offering her expertise in the development of the Recovery Oriented Practice learning plan. She also anchors the administration and coordination of training.



Sehaj Kaur

Training Administrator

Sehaj recently moved to Canada from India and has a post graduate certificate in psychotherapy and management services. She has worked in the training and development field for nine years. Her expertise contributes greatly to the NSCDA's understanding of how to design for learners. Sehaj is managing the Department of Community Services project and contributing her skills to all other training products.

Sehaj is working towards her certification as a training development professional.



Board Accomplishments in 2019

The past year was a continuation of the foundation board pieces that have been slowly but surely changing the way the NSCDA is governed. This past year, the board completed the change to a full governance model (instead of operational) which has required the formation of three committees to provide board oversight in three functional areas. There is now a Governance Committee looking after the training needs of the board to ensure that the fiduciary duty of board members is well understood. The Internal Committee is comprised of board members who have expertise in overseeing the internal workings of the NSCDA such as human resources and finance. The External Committee is primarily involved with partnerships, sustainability of the organization and community connections. These committees help to guide the larger board in discussion by providing a knowledge base and pathway for decision making.

A risk management framework was developed by the Board with the help of Andy Cutten of Halifax Global to help with decision-making and to identify the risks the organization might face if there was a failure in an operational or administrative area. The framework will be reviewed every year to ensure it is kept current.

As with every growing organization, the issue of hiring and appointing a growing staff and board complement invariably turns to how to replace staff and board members when they leave. For senior and experienced leaders an unplanned departure can derail the goals of the organization. Succession plans, for staff and the attraction of people to the organization for board positions has been entrenched in policy. The succession of senior leaders is part of ongoing work with Halifax Global Inc.

Policy work has been completed although it is recognized that policy review and revision is an ongoing task. NSCDA Bylaws have been updated. Human resource, financial, and governance policies now reflect NSCDA organization in 2020.

With the addition of two accountants on the Board and the ongoing support of an executive financial management consultant, the NSCDA has reviewed and finalized the financial control procedures suitable for our operations. Revised board financial statements that provide the appropriate level of information for the Board to make informed decisions has been adopted. An accountant on the Internal Committee acts as mentor and advisor to the Financial Manager and Executive Director, ensuring that all controls are in place.

The NSCDA has made a commitment at the Board level to create an inclusive workplace for Board and staff. Efforts to diversify the Board have been successful in including under-represented groups and the NSCDA is very pleased with a hiring

plan that has greatly diversified the staff. These guiding principles are helping the NSCDA move forward with an agenda focused on diversity and inclusion:

- Support from the top is critical: commit to action.
- Build leadership — six leadership traits: commitment, courage, cognizance of bias, curiosity, cultural intelligence, and collaboration.
- See inclusion not an HR initiative but a cross cutting approach to change.
- Link inclusion to overall business strategy: make diversity your brand.
- Embed inclusion into organization's mission, vision, values, and culture.
- Pursue changes in processes and systems.
- Reduce bias in hiring, promotion, and remuneration.
- Engage everyone across the organization: everyone has a role to play.
- Engage stakeholders in shared planning and recruitment.
- Build collaborative partnerships: work together on shared concerns.
- Accountability and reporting: measure objective diversity and subjective inclusion.
- Tie compensation to goal attainment: managers held accountable for outcomes.
- Communicate regularly: within the NSCDA, amongst its member groups, and with community partnerships. Share intentions, progress, and learnings.



Bradley Daye & Matt Thomson are founding partners of Placemaking 4G, an Atlantic Canada-based company specializing in needs-based recruiting and community placements. The NSCDA has worked with P4G to help diversify its workforce and to build and maintain a strong, effective work team.

NSCDA Board of Directors 2019

Jane Orrell

Island Employment
Executive Director
CHAIR

Carley Gloade

Nova Scotia Native Women's
Association
HR Manager/Executive Assistant
VICE CHAIR

Amanda White

Career Connections
Executive Director
SECRETARY

Lynn McDonagh Hughes

Tians
Manager Operations
DIRECTOR

Amrita Hazra

Aqualitas Inc.
HR Manager
DIRECTOR

Marcus Jamieson

TEAM Work Cooperative
Client Service Coordinator
DIRECTOR

Jennifer Baker

J. L. Baker CPA Inc.
Accountant, Owner
DIRECTOR

Dan Nordqvist

Baker Tilley
Accountant
DIRECTOR

Ramandeep Singh

Workers' Compensation Board
of Nova Scotia
Business Analyst
DIRECTOR



“The staff of the NSCDA were amazing and very helpful. Ashley especially went out of her way to make sure all of my special needs were met and checked in regularly to make sure everything was okay. This made a huge difference for me and made this event less stressful.”

— Quote from Conference 2019 Survey