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CONNECTING IMMIGRANTS TO EMPLOYMENT

ANNUAL REPORT 2012-2013





VISION

An inclusive Canada that values the skills and talents of new Canadians.

MISSION

To support the integration of newcomers into the Canadian labour market through:

- **Partnership**
- **Pre Employment Services**
- **Employer Engagement**

PARTNERSHIP

Our history is based on partnership and continues to frame our work and identity.

World Skills' 5 Core Values

RESPECT FOR DIVERSITY

We value the unique backgrounds, viewpoints, skills and talents of our clients, volunteers, staff and stakeholders. We treat others with the highest degree of courtesy, dignity and equality.

This year, in addition to refreshing our Mission and Vision Statements, we chose to articulate the 5 Core values from which we work. In this Annual Report we profile five clients: Charlette, Shamsia, Mauricio, Gleb and Liam who embody each of these values.

EMPOWERMENT

We go beyond helping clients; we embrace capacity building and continuous learning.

ACCOUNTABILITY AND INTEGRITY

We believe everyone must take ownership of their own responsibilities and actions.

SERVICE EXCELLENCE

We are committed to providing a high standard of service for everyone- our clients, employers, funders, community partners and each other.

Message de la présidente du conseil d'administration et du directeur exécutif

« Ce n'est pas difficile de prendre des décisions quand vos valeurs sont claires pour vous. »
Roy Disney

La rédaction de ces messages de présentation des rapports annuels est toujours un plaisir à écrire car c'est l'occasion de nous arrêter un instant pour réfléchir à ce que nous avons accompli et à la façon dont nous avons triomphé des difficultés. Dans les rapports précédents, nous décrivions le changement substantiel que nous avons vu dans notre secteur ainsi que les réussites que nous avons partagées avec nos clients en les aidant à atteindre leurs objectifs en matière d'emploi au Canada. Nous avons parlé des résultats de nos divers programmes, de la création de notre modèle de prestation de service intégrée et de notre stratégie de participation des employeurs, d'un programme de recherche fondée sur les données probantes et des nombreuses façons dont nous avons renforcé notre capacité organisationnelle et assuré notre pertinence et notre viabilité afin de pouvoir continuer à soutenir les nouveaux arrivants.

Beaucoup de choses ont changé au cours des 16 dernières années mais deux éléments demeurent inchangés : notre engagement envers les nouveaux arrivants et notre détermination à « vivre selon nos valeurs » en tant qu'organisation.

Comme parler de valeur ne veut pas dire grand-chose si on ne se concentre pas sur ce que ces valeurs permettent d'accomplir, nous présentons l'expérience de cinq clients. Si Charlette, Shamsia, Mauricio, Gleb et Liam ne sont que cinq des milliers de clients que nous avons servis cette année, ils racontent chacun une histoire convaincante des façons dont ils personnifient nos cinq valeurs essentielles et en bénéficient : partenariat, respect de la diversité, renforcement de l'autonomie, responsabilisation et intégrité et excellence du service.

L'année qui vient, nous espérons vous présenter beaucoup plus de nos formidables clients sur notre site Web, dans des vidéos et dans les médias sociaux parce que, en fin de compte, c'est leur histoire qui vaut la peine d'être racontée.

Nous devons beaucoup, comme toujours, aux nombreuses personnes qui participent à notre travail : nos bailleurs de fonds, les membres de notre conseil d'administration, notre personnel, nos bénévoles, nos organisations partenaires et les employeurs qui nous permettent de faire le travail que nous faisons au nom de nos clients, année après année. Nous sommes profondément reconnaissants.

Lucya Spencer
Présidente du conseil d'administration

Mengistab Tsegaye
Directeur exécutif

Message from the President of the Board and Executive Director

"It's not hard to make decisions when you know what your values are."
Roy Disney

Annual Report messages are always a pleasure to write as they give us occasion to pause and reflect on our achievements and the ways we have overcome challenges. Previous reports have documented the substantial change we have seen in our sector as well as the success we have shared with our clients in helping them achieve their employment goals in Canada. We have spoken of our various program outcomes; the creation of both our integrated service delivery model and employer engagement strategy; an evidence-based research program; and the many ways we have developed our organizational capacity and ensured our relevance and sustainability in order to continue our work in support of newcomers.

Much has changed in the last 16 years, but two things have remained the same: our commitment to newcomers and our insistence on "living our values" as an organization.

Knowing that talk of values is meaningless without focussing on what those values achieve, we have profiled the experience of five clients. Charlette, Shamsia, Mauricio, Gleb and Liam are just five of the thousands of clients we have served this year, yet each tells a compelling story of how they embody and benefit from our 5 Core Values: Partnership; Respect for Diversity; Empowerment; Accountability and Integrity and Service Excellence.

In the coming year we hope to profile many more of our incredible clients through our website, videos and social media because in the end, their stories are the ones worth telling.

As always, we are indebted to our many stakeholders: our funders, Board Members, staff, volunteers, partner agencies and employers for allowing us to do the work we do on behalf of our clients year after year. We are truly grateful.

Lucya Spencer
President of the Board of Directors

Mengistab Tsegaye
Executive Director

PARTNERSHIP

“When the job matches what you like to do, you easily fit in.”

CHARLETTE

- 8 Job Search Workshop locations offered in collaboration with our LASI partner agencies
- 2 Bridge training programs delivered in collaboration with community partners
- 80 Employers engaged with World Skills through OJMN



Charlette Nono has the kind of quiet confidence that makes her exceptional as a Home Support Caregiver. “I love my job” she says. “It is a good way to start in Canada because I am respected for my knowledge and experience as a health professional.” She agrees with something she was told at World Skills: “When the job matches what you like to do, you easily fit in.”

A State Registered Nurse (SRN) in Cameroon, Charlette spent 6 years conducting clinical assessments and prescribing medications. When she arrived in Ottawa last February, however, she realized that getting a nursing job would not simply be a matter of having credentials. “In Cameroon, it’s all about the certification. The higher your degree, the better job you get. They don’t really need to hear about your skills or experience.”

“I was lost with this thing called a ‘cv’” she explains. She knew she needed one so put something together in response to ads on the internet. “But I never got any responses.” When her cousin said he thought she was “following the wrong pattern” a friend at the YMCA/YWCA suggested she go to World Skills where she was immediately assessed and referred to the services she needed.

Charlette credits the combined support she received from World Skills, the Catholic Centre for Immigrants (CCI) and Immigrant Women Services Ottawa (IWSO) with helping her understand how to search for and get a job in Canada.

The Job Search Workshop Facilitators at IWSO and CCI taught her the importance of framing her experience in a way that employers can understand and gave her the courage to “hit the job market”. The Career Transitions for International Health Professionals program at CCI encouraged her to stay within her field and not resort to short term, dead end survival jobs. They helped tailor her resume for the healthcare sector and immediately afterwards, she started getting calls for interviews.

At World Skills, the Workplace Language Training program gave her strategies to manage her perceptions and stay balanced in new environments. “That was a very good class and it wasn’t boring. It not only helps me in my work. I’m using what I learned in my daily life; my daily interactions.”

Her current employers were impressed with her background and appreciate her resolve to keep learning and applying her knowledge. Towards that end, she has held several volunteer positions in the community. She currently helps educate people with chronic diseases like Diabetes. “If I had one piece of advice for other newcomers it would be to volunteer”, Charlette says. While the concept of volunteering doesn’t really exist in Cameroon, she now sees it as the perfect way to help others while working towards her ultimate goal of getting licensed with the College of Nurses of Ontario (CNO).

Charlette is clearly happy with the decision she has made to come to Canada and especially to seek support from Local Agencies Serving Immigrants (LASI). “I would like to congratulate the dedicated workers who... understand not only the culture shock that we can go through as newcomers, but the reality that when a dream is not achieved, there is always something to look after.”

DIVERSITY



The Job Search Workshop reinforced my faith in myself

SHAMSIA



56%

of our clients are female

44%

of our clients are male

120

Native languages spoken by our clients

25

Countries of origin of our staff

1,179

hours of service donated by volunteers



When **Shamsia Quraishi** came to Ottawa in April 2012, her husband had already been in Canada for 18 years. “Ours was an arranged match,” she explains, “something that is still quite common in the sub-continental culture.” She now lives with her husband Ashraf and his family in their 8 person household.

She knows her in laws want the best for her, but balancing her own goals as a Communications professional with their expectations has been challenging. “When I arrived and started receiving advice from my family and their friends I was getting a lot of conflicting information” she says. “First of all, they tried to convince me it was very hard to find work because, they believed, there weren’t any services to help newcomers. They based this on their own experience in the 1990’s (before LASI agencies existed), but I had been researching online and knew about World Skills.” The other thing they were adamant about was their belief that newcomers had to have a Canadian degree if they wanted to get a job. They said her only choice was to get another graduate degree- preferably a PhD.

Shamsia wasn’t convinced. She had already earned a Master’s in English Literature as well as an MBA in Marketing and had worked for three years as an online writer and editor in India. “I thought ‘Why can’t I get a job? I communicate well in English. I have two Master’s degrees. I’m experienced. I’m confident. I can learn and I can think on my feet... is it really that bad that I have to invest so much more time and money to get another degree just to be employable?’

Not wanting to defy her family but knowing she wanted to register for the Job Search Workshop at World Skills, Shamsia admits she was conflicted and held back until she missed the deadline for the next workshop registration. “I thought ‘OK. I guess that’s an indication that I should go back to school’. But then World Skills called back saying they had another opening and was I interested?” That was the sign she was hoping for!

When she met with a World Skills Employment Counsellor for her Needs Assessment, there was no mention of needing more education, a fact that bolstered her belief that she was where she needed to be. Once in the JSW, she appreciated the emphasis that was placed on the process of looking for work. She learned the importance of nuance: small talk, handshakes, making a good impression and networking. “Immigrants are often in such a rush to get a job that they miss the fact that success comes with a series of steps,” she says. She noticed that those who dropped out, saying they were going to do things “their way” weren’t successful. Shamsia applied the knowledge and advice she was acquiring, got connected to a mentor through the OCISO Mentorship program and persisted.

“At first I didn’t understand the concept of networking”, she recalls. “But I learned it isn’t about meeting people in order to ask them for a job. I call that ‘missile networking’ and it doesn’t work! It’s about doing your best to get noticed in a positive way.” She also came to see how recommendations differ in each country. “In India there is a system of recommendation. But it’s based on familial ties and friendships. Here it’s a professional way of vouching for ‘what’ someone knows instead of ‘who’ they know. That’s a key distinction the workshop helped me understand.”

Shamsia’s skills and persistence did get her noticed by a partner agency. First hired as a part time Executive Assistant for a short term contract, IWSO later hired her for a full time position as Coordinator of Special Projects. She feels that things happened when she was ready for them. “I know now that hard work is never wasted. Be patient, do your best, network”, she advises. “And keep your eyes and ears open in the Job Search Workshop! Take their advice seriously- they really know how it works.”



EMPOWERMENT

“

At World Skills
you see us not as
how we are now,
but as how we are
meant to be.

MAURICIO

”

95%

Of all respondents report having more confidence following JSW and CAN

80%

Of all Workplace Language Training program participants demonstrate an increase in their language ability

580

clients secured employment

It was a Guest Speaker Event through the Career Access for Newcomer program that marked the turning point for **Mauricio Mendoza**. A Mechanical Engineer from El Salvador, he had been in Canada for 6 months and was beginning to sense the despair that comes with being alone and unemployed. Feeling “like the whole world was falling apart” he was thinking of not showing up to the session where former clients had been asked to share their stories. Then he thought about the effort World Skills staff had gone to for him and others. “You and your organization truly believe in us newcomers”, he wrote afterwards. “You see us not as we are now, but as how we are meant to be.” Feeling “hesitant, distant and sad”, he decided to put his negative feelings away. He showed up at the event and started listening to the panelists’ experiences. They left him feeling inspired; determined to be the one to share his own uplifting experience in a few months’ time.

“That day at the event I heard that being positive was the most important thing”, he remembers. “I felt the energy and knew I had to change my attitude.” He joined a local Toastmaster’s Club to develop the confidence and speaking skills he knew he needed to reach his goals. “The very first day I had my presentation ready and thought ‘You know what? Let’s go for it!’ Laughing, he admits his presentation was far from perfect. Undaunted and with plenty of praise and encouragement, he refused to give up, even offering to step up to the podium again the following week. “People were saying to me ‘What’s the rush?’ But I knew that it wasn’t just about the speech. As a newcomer, it was about forcing myself to stop resisting change.” A few speeches later, he wasn’t only gaining confidence and improving his speaking skills; he caught the attention of his assigned mentor who later connected him to his future employer.

“The facilitators and counselors at World Skills told us about the importance of networking as a way to connect with opportunities in the ‘Hidden Market’. Back in El Salvador there was no such thing as a Hidden Market. Everyone knew everyone and who to contact. If someone needed an engineer they would say “Hey Mauricio! I’ve got a job. Do you want to do it? And that was that. I had to learn it’s different in Canada.”

Now, three months after that CAN session, Mauricio is about to start his new job as Head of Production and Distribution for a growing paint company in Montreal. It’s a good job, with ample training and benefits. But the most important thing to Mauricio is the fact that the company, seeing what an asset he could be when they expand into the Latin American market, actually tailored the role to him. “They didn’t just want an Engineer”, he enthuses. “They want me. They want ‘Mauricio’. That’s what makes it so meaningful.”

Mauricio is now eager to make good on his promise to help motivate other newcomers with his story. “I want to let others know that what you hear at World Skills is right. When you change your mind set to something positive, everything will flow from there. I really appreciate all the work that World Skills team has done, so this is not just another thank you... I really mean it: THANK YOU!”

ACCOUNTABILITY & INTEGRITY

I feel so good
providing services
to all Canadians.

GLEB

100%

of all registered clients receive
a personalized Employment Action Plan.

3

months following
the JSW workshop...

99%

report they are
implementing
their plan and

56%

report having
developed at least
one new professional
contact.



Born and raised in Belarus, **Gleb Zukovsky** taught music for 8 years and completed 2 years of army service before moving to Israel. It was there that he began his career in IT, met his wife Veronica and had two children Adam and Noami, now 6 and 3 years old. "We liked everything about Israel, he says. "But we couldn't reconcile raising our family in a place with the daily threat of war." When he asked Veronica if she would consider emigrating to Canada she said yes. "We both felt that Canada could be our home."

Once in Ottawa, Veronica, a nurse by profession, lost no time registering for Career Transitions for Health Professionals, a bridge training program offered by Catholic Centre for Immigrants in partnership with World Skills. She encouraged Gleb to register with World Skills as well.

After having his needs assessed, Gleb was referred to the Ottawa Chinese Community Service Centre's bridge training program for IT professionals. The three month program offered many different classes all aimed at preparing him for the job market in his field. "I used my new knowledge and started looking for a job. But I wasn't successful. Then I received a job posting from the Ottawa Job Match Network at World Skills." The position- a Cobol Mainframe Developer with a Crown Corporation- was not an exact match for his area of expertise, so he wasn't sure whether he had much of a chance. But, as he said, "I know myself. I like learning. I like development and I knew I could be useful." With the encouragement and support of his Job Match Specialist, he decided to apply and was invited to an interview. Six weeks later, after having passed his reference check and security clearance, he was offered the contract, a one year replacement position with the possibility of becoming permanent.

Gleb is filled with optimism and so thankful that World Skills was there when he needed that extra backing. "Even if the person I am replacing comes back, I'm still in a good position because I can apply for another position as an Internal", he says. "And this is a fabulous place to work. As a new employee I received a lot of training. I have people mentoring and coaching me over a period of two months. They even bought a tutorial program just for me. Many of my colleagues have been here 30-35 years because they like it. I hope to be able to retire here as well. I feel so good providing services to all Canadians."

Asked what he feels might be his biggest challenge, Gleb admits that, thanks to the cross cultural training he received, he is aware of the differences in terms of workplace etiquette but is still afraid of doing or saying something inappropriate. "In Israel, the workplace is much more casual. No one cares what you wear to work and everyone talks like they are talking to their friend all the time. You can show up for meetings and interviews in ripped jeans and say anything. Here there is more business etiquette. Everyone is really nice and friendly but at the same time it is much more official and formal."

Gleb is certain that he would not have been successful without the support of the Ottawa Chinese Community Service Centre and World Skills. "At the beginning I was being invited to interviews and I thought I had done OK. But the answer was always 'No' and I couldn't understand why. The training helped me get inside the employer's head."

Now, Gleb sees this ability to understand other's perceptions as the key to his success. "I think as a newcomer, it's your job to like your job. You have to put the glasses of your Manager on yourself and try to conform to the requirements. Be prepared to listen; to integrate into any situation you encounter. "

SERVICE EXCELLENCE

“

This country is changing so much. There is so much white space . . . the only way to fill it is with immigrants

LIAM

”

The **Federal Internship for Newcomers Program (FINP)** provides work experience within the federal government.

543 clients applied online

178 clients were interviewed

110 advanced to the qualifying pool

53 clients were hired



Liam Laurent's goal is as focussed as his gaze. "I want to have a senior position in IT or Project Management within the next 5 years." He prefers Project Management over IT Management because, in his view, it would allow him to be more involved with strategic planning and directly influence how businesses are run.

Originally from the Commonwealth of Dominica, he earned his MBA in IT Management from the University of Leicester in the UK and has over 8 years of experience in the sector.

Prior to landing in Canada in December 2012, he worked in Information Systems onboard Carnival Cruise Lines. He attributes many of his soft skills to that experience. "The maritime environment is special" he explains. "You know the expression 'We're all in the same boat'? We used it literally on board. When you work on a ship you don't have the option of avoiding people. You're literally all in the same boat with nowhere else to go. It's in your best interest to do whatever you can to get along. Because if you have a problem with someone he'll be in the dining hall, on deck, anywhere you might be. You can't avoid it so you learn to resolve issues quickly."

Now ready to settle down and establish a career in Canada, Liam chose Ottawa because of its IT sector. He was very clear on his goal to understand the workplace culture and labour market here in order to be strategic with his job search. As a result he lost no time accessing different community services such as ITO 2.0, OCISO's Mentorship Program and World Skills. "ITO helped me with my resume and interview skills. My mentor from OCISO works with Citizenship and Immigration and told me about the Federal Internship for Newcomers Program and I immediately registered with the Ottawa Job Match Network at World Skills to look into that opportunity."

FINP may very well have been Liam's chance to gain experience in order to find more permanent employment down the line. Through OJMN he was also short listed for Professions North, a targeted recruitment activity aimed at identifying eligible candidates for employers in Northern Ontario. But he ended up getting an even better opportunity- a full time permanent job in Ottawa and within his field.

This would not have been the outcome if not for the astute observation and determination of his Job Match Specialist. Initially, he had been screened out by the recruitment firm working on behalf of the large National retailer. Sensing that this role was a perfect match for Liam and his qualifications, she went the extra mile. Picking up on clues as to what the employer really needed during a discussion with the recruiter, she was able to advise Liam on how best to tailor his resume. With that, the recruiter was able to see his potential and resubmitted his application. A few days later, he was called in for a series of interviews and subsequently offered the position.

Liam writes, "The OJMN bridged the gap between me and prospective employers by matching my skill set with current job openings and by facilitating the entire application process... the immediate result was improved resume effectiveness, which led to interviews and ultimately an offer of employment."

Now four months into his contract, he is enjoying the challenge of his new job and looks forward to whatever future opportunities may exist as a newcomer to Canada. "This country is changing so much, he observes. "There is so much white space... the only way to fill it is with immigrants."

The integration of newcomers into the Canadian labour market requires several interventions over varying lengths of time. During the course of this last year, over 3,000 clients were served at LASI World Skills, through the various programs and services. Of these, 400 clients gained employment. A brief description is provided on each intervention and the number of newcomers who have benefitted.

Intervention	Number of Participants	Outcome / Impact of Service
Intake, Assessment and Referral	1,379	100% of all registered clients received a personalized action plan and were referred to services both internally and externally to meet their needs.
Pre Employment Workshops and Advanced Job Readiness Sessions	967	107 workshops were held by Career Access for Newcomers, JSW Program and OJMN 98% of clients completing the workshop demonstrate an understanding of job search methods and requirements. Three months following the completion of workshops, 95% of all clients contacted reported having more confidence and 99% are implementing their Action Plan. 56% report having developed at least one new professional contact.
Workplace Language Training (WLT)	154	12 courses are offered: 4 in Office Administration; 2 for Entrepreneurs; 2 in Oral Communication Skills for Professionals and 3 in Writing for Professional Purposes. 80% of all clients who complete the language training program demonstrate an increase in their language ability and 30% of them gained employment after completing the program. Participants also have access to individual pronunciation coaching and guest speakers who bring various expertise to the classroom.
Language Assessment	281	Clients are referred to LARC for assessment of their Canadian Language Benchmark (CLB) levels as required by OJMN and the FIN program.
Individual Employment Counselling sessions, including Sector Specific Counselling	Over 2,100	Individual employment support is critical for clients to assist them in tailoring resumes, job interviews, accreditation, licensing support, career exploration and job matching opportunities. This is a considerable investment of resources but one which increases clients' confidence in their job search activities.
Employer Engagement activities held by the Ottawa Job Match Network	1,541	OJMN offers regular employer engagement activities to give newcomers a chance to interact directly with employers- a key intervention in networking and understanding the Canadian labour market. These include: employer information sessions, targeted recruitment exercises, corporate mentorship, mock interviews with specific employers, networking and coaching sessions in partnership with Hire Immigrants Ottawa, screening for the Federal Internship for Newcomers Program and employer-newcomer learning events.
Resume Clinic and Interview Roulette	202	The Resume Clinics and Interview Roulettes are another critical support to building clients skills and confidence. These two programs are facilitated by HR professionals who volunteer their time to work with clients in targeted resume and interview preparation for the Canadian workplace.

580 clients secured employment

Employment Resource Center	3,640 visits	The Employment Resource Centre (ERC) provides computer access for clients who are job searching. Staff are available to work with clients on resume writing and interview preparation.
Federal Internship For Newcomers Program	543	FINP provides an opportunity for Canadian work experience for newcomers who are in Canada for less than 10 years. This year 543 clients applied online for this opportunity. 178 clients were interviewed and 110 advanced to the qualifying pool. 53 clients were hired.
Bridge Training Programs Biotech (In partnership with Algonquin College) Career Transitions (in partnership with the Catholic Centre for Immigration)	124	Two bridge training programs are running this year. The Biotech program, in partnership with Algonquin College where 24 clients are registered and the Career Transition Program, in partnership with the Catholic Centre for Immigration where 100 clients are registered in 4 cohorts.
Cross Cultural Training including post-recruitment support to newly hired clients	50	Cross Cultural Training is an essential element in client workplace retention. 50 clients benefitted from those sessions and many have reported the importance of this intervention.
Employer Engagement Partnerships:	80	80 employers have continued to engage with World Skills in various capacities. Some work in partnership with the action research projects, others participate in recruitment efforts and still others work one on one with clients as coaches. All these activities increase networking opportunities for clients and provide new insights about the Canadian workforce.
Volunteers	1,179 hours	Volunteers play an important role at World Skills, contributing as Resume Coaches in our Resume clinics; Interview Coaches in our Interview Roulettes; Pronunciation Coaches in our WLT program and fulfilling a variety of administrative functions.
Office Administration Internships	2	At the end of this year, World Skills developed an Office Administration Internship program for graduates of the Office Administration WLT classes. Successful candidates are fully integrated as unpaid staff members. They are afforded meaningful work experience in a supportive environment, the opportunity to practise and develop administrative skills and 3 months of personalized guided job search support.

REVENUE	2012-2013	2011-2012	Percent change
Citizenship and Immigration Canada	1,123,681	1,154,015	-3%
Ontario Ministry of Citizenship	655,605	600,214	8%
United Way	242,261	232,631	4%
Catholic Immigration Centre	63,412	187,354	-195%
Trillium Foundation	60,266	159,076	-164%
City of Ottawa	7,242	-	100%
Fee for Service and Other Revenue	147,773	98,380	33%
Total Revenue	2,300,240	2,431,670	-6%

EXPENSES

Job Search Workshop & English Language Training	1,123,681	1,154,013	-3%
Job Match Network	655,605	601,694	8%
CAN Program	242,261	232,631	4%
Bridging Programs	63,412	187,354	-195%
Immigrant-Employer Learning Partnership	60,261	159,076	-164%
Crime Prevention	7,242		100%
Amortization and other	80,177	38,817	52%
Total Expenses	2,232,639	2,373,585	-6%
EXCESS OF REVENUE OVER EXPENSES	67,601	58,085	14%

ASSETS	2012-2013	2011-2012	Percent Change
Current Assets			
Cash and Equivalents	756,012	548,825	27%
Accounts Receivables	55,729	257,562	-362%
Prepayments	14,448	1,190	92%
Total Current Assets	826,189	807,577	2%
Property and Equipment (net)	15,962	43,424	-172%
TOTAL ASSETS	842,151	851,001	-1%

LIABILITIES AND NET ASSETS

Current Liabilities			
Accounts Payable and Accrued Liabilities	84,037	139,768	-66%
Deferred Revenue	223,125	243,845	-9%
Total Current Liabilities	307,162	383,613	-25%
Net Assets			
Internally Restricted for Program Development and Infrastructure	186,277	187,374	-1%
Unrestricted	348,712	280,014	20%
Total Net Assets	534,989	467,388	13%
TOTAL LIABILITIES AND NET ASSETS	842,151	851,001	-1%

World Skills Board of Directors

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Fred Awada, Vice President

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Services of Ottawa
Executive Director, Jewish Family Services

Executive Director, Lebanese & Arab Social
Service Agency

Executive Director, Ottawa Community
Immigrant Services Organization

Executive Director, Catholic Centre for
Immigrants

Executive Director, Ottawa Chinese
Community Service Centre

Executive Director, Somali Centre for
Family Services

World Skills Staff

Alison Collins	Manager, Client Services
Amer Khan	Technology Consultant
Andreea Glavan	Assistant, Client Services
Andy Rapoch	Employer Outreach
Annavic Tapar	Administrative Assistant, OJMN
Arjanit Balca	Employment Counselor, Career Transitions & Client Services
Atoosa Adnani	Volunteer Services Coordinator
Bibiana Nalwiindi Seaborn	Employment Counselor/Facilitator, JSW, CIC
Carmen Barbarasa	Sector Specialist, JSW
Charles Tshimanga	Employment Counselor/Facilitator, JSW (French)
Danielle McCann	Coordinator, Pre-Employment Services
David Northcott	Employment Counselor/Facilitator, CAN
Dragana Mrdjenovic	Coordinator, Workplace Language Training

World Skills Staff (cont.)

Dragana Mrdjenovic	Coordinator, Workplace Language Training
Erlinda Saculles	Accountant
Fouzia Regoug	Receptionist/Administrative Assistant
Gemma Follini	Job Match Specialist, OJMN
Ghebre Isaac	Bookkeeper
Jack De Jong	Employment Counselor/Facilitator, CAN
Jeanne d’Arc Mukangarambe	Employment Counselor/Facilitator, JSW (French), CIC
Kate Oostrom	Coordinator, Pre Employment Services (on leave)
Laili Yazdani	Project Manager, CLNF
Ledianis Rivero-Sosa	Employment Counselor/Facilitator
Magdalene Cooman-Maxwell	Director, Employer Engagement
Mengistab Tsegaye	Executive Director
Michele Wright	Director, Organizational Development & Human Resources
Nassiba Khelifi	Employment Counselor/Facilitator, JSW
Nneka Ikejiani	Job Match Specialist, OJMN
Nyamulola Kambanji	Assistant, Intake, Assessment & Referral
Soophia Ahmad	Job Match Specialist, OJMN
Vikki Broesamle	Coordinator, Special Projects
Glynis Saylor-Stokes	ELT Teacher
Peggy Kelly	ELT Teacher
Ahmed Nor	JSW Facilitator, SCFS
Allison Griffith Seniuk	JSW Facilitator, OCISO (on leave)
Brenda Bedford	JSW Facilitator, OCISO
Barbara Xiao	JSW Facilitator, OCCSC
Mercy Lawluvi	JSW Facilitator, IWSO
Nassiba Khelifi	JSW Facilitator, LASSA
Sheldon Taylor	JSW Facilitator, JFS
Nancy Mark	Cross-Cultural Specialist
Hala Sallam	Receptionist /Office Administrative Assistant Intern
Mitra Ghafari	Receptionist /Office Administrative Assistant Intern

WE VALUE OUR PARTNERSHIPS

- Catholic Centre for Immigrants
- Conseil Economique & Social d'Ottawa Carleton
- Immigrant Women Services Ottawa
- Jewish Family Services
- Lebanese and Arab Social Services Agency
- Ottawa Chinese Community Service Centre
- Ottawa Community Immigrant Services Organization
- Somali Centre for Family Services

- Algonquin College
- Carleton University
- City of Ottawa
- Hire Immigrants Ottawa
- La Cité Collégiale
- Ottawa Chamber of Commerce
- Ottawa Community Loan Fund
- Ottawa Local Immigration Partnership
- University of Ottawa
- YMCA-YWCA of the National Capital Region

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