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Talent MATCH & Talent 4 Non-Profits: Summary Report

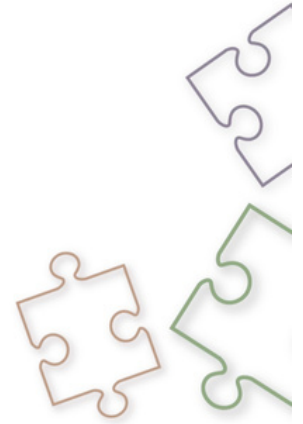
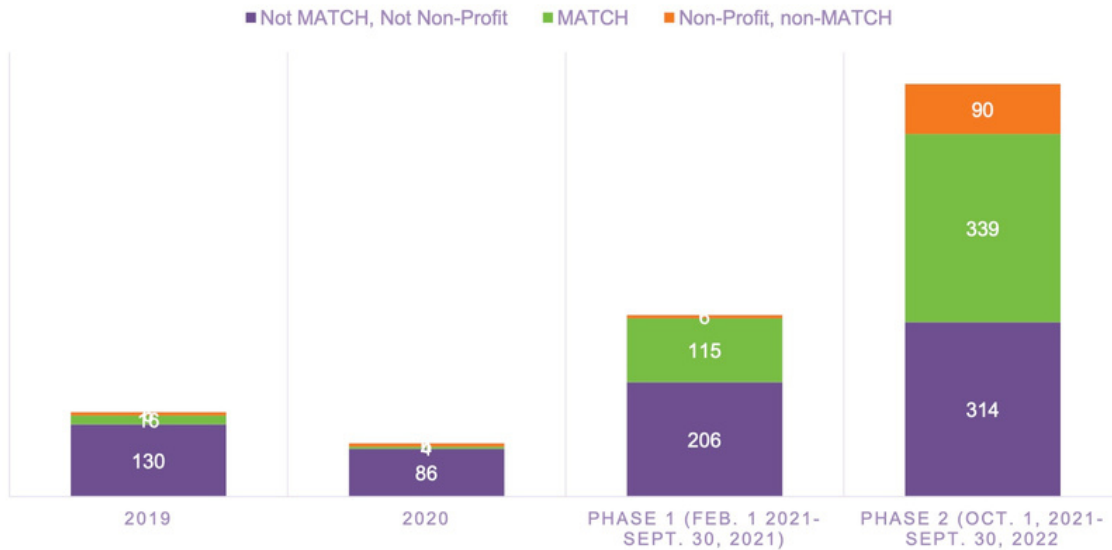
Funded by the Ministry of Advanced Education and Skills Training, Talent MATCH kicked off early in 2021 as a collaboration between the BC Museums Association, the BC Alliance for Arts + Culture, go2HR, and ACE-WIL. Its primary purpose was to generate awareness amongst employers from museums, arts, tourism, culture, and hospitality (MATCH) organizations across BC regarding the availability of student talent through co-ops and other work-integrated learning (WIL) placements. In phase two of the funding, which started in late 2021, Talent MATCH expanded to include Talent MATCH for Students, which focused on supporting students looking to work in MATCH, as well as Talent 4 Non-Profits, which supported non-profit employers and students interested in the non-profit sector.

The three areas of the Program offered resources and information sessions, as well as one-on-one consultations, which were promoted using outreach efforts through the partner organizations, other umbrella organizations for targeted sectors, and advertising campaigns.

As an indication of the Program's success, we can point to the number of positions that were posted from these sectors to ACE-WIL's Post an Opportunity portal. During Phase 2 of the Program (between October 1, 2021 and September 30, 2022), a total of 429 positions from the MATCH and non-profit sectors were posted to the portal; 339 of these positions were from the MATCH sector and 90 positions were from non-profits outside of MATCH. Combined, these positions made up 58% of all the positions posted during this period.



Number of Positions: Highlighting Phase One & Two of Talent MATCH/4 Non-Profits



Comparing the number of MATCH and non-profit jobs posted during Phase 2 to the number posted in 2019 (prior to this Program) we see an increase of 1850%. Over this same time period, the number of portal postings outside the MATCH and non-profit sectors increased by only 141.5%, clearly illustrating the impact of the specific focus on MATCH and non-profit sectors that was made possible through the Talent MATCH and Talent 4 Non-Profits Program. In evaluating the impact of the Program, we did not use 2020 numbers because of the dramatic drop in postings at the height of the Covid pandemic.

In addition to the positions posted through the Post an Opportunity portal, we conducted a

survey with marketing data strategist Majid Khoury and his team. The survey results indicated that approximately 66% of respondents saw content from Talent MATCH or Talent 4 Non-Profits; 45% used the resources produced; and 329 students were hired in 2021 and 2022 in WIL-eligible positions.

Overall, Talent MATCH and Talent 4 Non-Profits achieved more than the original goal of helping to create 225 WIL placements. It built awareness of student talent, how to hire students, and how to access resources to support student hiring—and we hope it will positively affect WIL programs across BC in the future.



The Talent MATCH, Talent MATCH for Students, and Talent 4 Non-Profits' Team, from left to right: Project Manager, Debby Reis; Career Coach, Alana Hibbert; Nonprofit Career Coordinator, Miranda Maslany.

Research Project with Marketing Data Strategy Specialist, Majid Khory

An outside marketing data specialist, Majid Khoury and his team oversaw a qualitative research project using one-on-one interviews to determine what resources students and employers in MATCH and non-profits were looking for, and to identify other issues we could focus on to support these sectors. Interview participants were recruited primarily through Talent MATCH and Talent 4 Non-Profits partners that represented organizations from across MATCH (museums, arts, tourism, culture, and hospitality) sectors as well as non-profits more generally (social issues, environmental focus etc). We put out calls for participants through the partner organizations' newsletters and, for the student interviews, through WIL coordinators.

The key findings from this research were:

- Both employers and students have a limited understanding and awareness of WIL programs;
- Employers who are aware of WIL programs are open to implementing them;
- Employers who were aware of WIL were highly likely to have participated in these programs when they were students; hence, activating alumni of WIL programs as advocates is a key strategy to promote student hiring;
- For employers, challenges including staffing constraints, economic and funding limits, and labour market conditions limit their ability to use WIL;
- Exposure to Talent MATCH/Talent 4 Non-Profits content helped employers recognize the benefits of WIL and addressed many related concerns;
- Employers would generally benefit from tools that show the ROI and benefits of these programs, as well as opportunities that streamline their access to funding;
- Smaller organizations would benefit from resources for onboarding and engaging, which larger organizations typically already have; and
- Employers outside major urban centres, where housing is a significant barrier, will benefit from creative approaches to hiring, such as local collaborations on job sharing and remote work.



Among students, a lack of familiarity with the concept of WIL programs, but in particular a (mis)perception that WIL is mostly relevant and available to those in business and science programs is a key barrier to participation.

Further:

- Students would benefit from the resources Talent MATCH/Talent 4 Non-Profits offer, specifically a repository for job searching, tips on the job application journey, and resources to be successful in finding and sustaining roles; and
- WIL could generally be an opportunity for arts, humanities, and social science students to become more familiar with the broader opportunities available to them through their degree programs.

In addition to the findings mentioned above, the following quotes were collected through the one-on-one interviews:

“This has been a difficult period for non-profits to attract and hire summer staff. Having a point of contact to help us navigate advertising and access funding opportunities has been very helpful. Talent 4 Non-profits links our unique job and training opportunities to the young people seeking these learning experiences.”

“Talent MATCH is a great resource for employers to not only find student employers and volunteers, but effectively manage them once they get here and make sure they get the most out of their work experience. As an early-career supervisor with not much experience, Talent Match has helped me provide a positive and productive environment for my student employees.”

“We are a fully volunteer organization. The Talent MATCH Program gives us assistance hiring museum specific support beyond our volunteer skill set. We get the right fit for the tasks.”

“The webinars, job posting portal, as well as the personalized assistance provided to find funding programs to fit our needs helped save time and made hiring a student possible. Thank you, Talent MATCH.”

“The Talent MATCH Program was a blessing. It put me in contact with a very qualified student to help me with a short deadline, she was efficient, knowledgeable and extremely adaptable. We keep in touch, as it was a lovely experience. Grateful to be part of this Program, and thankful for the help!”

“Talent MATCH is such an amazing resource and the advice I got was invaluable.”



These comments suggest that the Talent MATCH and Talent 4 Non-Profits Program made an impact within the MATCH and non-profit sectors and that employers will continue to consider hiring students for future opportunities.

Resources Developed:

Throughout the run of the Program, resources were developed prior to the above mentioned research, as well as ones that were developed in response to the findings. Links to all resources can be found on the Talent MATCH, Talent MATCH for Students, and Talent 4 Non-Profits webpages and in ACE-WIL's Resource Hub. They are:

For Employers:

- Wage Subsidies & Funding Aimed at MATCH Employers
- Wage Subsidies & Funding Aimed at Non-Profit Organizations
- General Student Recruitment Guide
- Job Posting Tips & Template
- Simplified Recruitment Guides (Lists of Schools and Programs for MATCH Sectors and Position Types):
 - For GLAM (Galleries, Libraries, Archives, and Museums)
 - For the Fine & Performing Arts
 - For Hospitality, Tourism & Culinary Arts Organizations
 - Marketing, Graphic, and Digital Design Roles
 - Business Administration Roles (HR, Accounting, Sales, etc.)
- How to Hire For Initiative & Cultivate Initiative
- Onboarding Check-List
- How to Be a Good Mentor
- Offboarding: The What, Why, and How of Ending a Student Work Placement

For Students:

- Finding Housing: The Student Housing Search (with Tips for Employers)
- How to Find Your Own Work Placement
- Arts and Culture Networking Guide
- Tourism and Hospitality Networking Guide
- Resume Basics for MATCH
- Free and Low-Cost Training Resources for MATCH Students
- Free and Low-Cost Training Resources for Students Building a Career in the Non-Profit Sector
- Tips for Managing Digital Communication at Your Next Student Placement
- How to Be a Good Mentee



Webinars & Information Sessions:

In addition to resources, Talent MATCH, Talent MATCH for Students, and Talent 4 Non-Profits hosted a series of webinars, or participated in webinars where information about the programs was presented. Many of the webinars were focused on funding programs available to employers. Where possible, these were recorded and are available on the Program webpages and the ACE-WIL Resource Hub.

- Talent MATCH's Introductory Webinar (featuring TECHNATION's SWPP)
- BC Arts Council's Early Career Development Program & Other Programs
- The Student Work Placement Program (featuring ICTC's WIL Digital and Ontario Chamber of Commerce's TOP)
- Mitacs Business Strategy Internship & Accelerate Programs
- Lightning Talk at BC Museums Association's Fall 2021 conference
- Propel: A New Wage Subsidy for Tourism & Hospitality Organizations
- Cultural Human Resources Council's Student Work Placement Program Wage Subsidy
- Canadian Museums Association's Young Canada Works Programs
- Canada Summer Jobs Info Session
- Hiring with EDI in Mind: A Webinar & Resources
- Talent 4 Non-Profits Info Session hosted by ASPECT BC
- Talent 4 Non-Profits Info Session hosted by Vantage Point
- ECO Canada Employment Funding Info Session
- Arts and Culture Industry Chat (for students)
- Cultivating Student Leadership and Entrepreneurship in Museums, Arts, and Culture
- Young Women of WORTH: Advocating for Your Professional Development (for students)
- Symposium for ACE-WIL
- Talent 4 Non-Profits 11:11 Info Session hosted by Vancouver Island University
- Talent MATCH 11:11 Info Session hosted by Vancouver Island University
- ACE-WIL Town Hall, hosted by BC Campus

Conferences:

Talent MATCH also attended the following conferences in 2022, where we were able to network, host information tables, and/or present information on the Program.

- BC Tourism and Hospitality Conference
- Pacific Contact: Performing Arts Conference
- ECO Impact 2022
- Royal Roads Career Day
- Arts BC Conference
- Volunteer BC Conference
- Joint BC Museums Association & Heritage BC Conference
- Vantage Point's BOSS Conference



Video Content:

In addition to the content and events mentioned above, Talent MATCH developed a series of videos. The first video, “What WIL Can Do for You,” was developed with Talent Forward, a program similar to Talent MATCH that was partnered with the BC Chamber of Commerce. This video describes what work-integrated learning is and how it can help businesses and organizations. This video is currently pinned on ACE-WIL’s Facebook page and YouTube channel, as well as the front page of the website as an introduction to WIL.

Two other videos were produced under the moniker: “Spark: Students on Staff!” which were interviews with students highlighting their work experience. The first, “Archiving 300 Boxes” focused on Henry John, who worked at the Kaatza Station Museum and Archives. The second, “Raising \$257,000” focused on Darpan Malhi, who filled a fundraising role with the Delta Hospital Foundation.

Promotions & Advertising Campaigns:

As an awareness building campaign, Talent MATCH and Talent 4 Non-Profits relied on the partners, the BC Alliance for Arts + Culture, go2HR, and the BC Museums Association to promote the Program. The partners shared content that was developed by the Program team to their social media channels and newsletters. This content was also shared through ACE-WIL’s social media.

In addition to the partners, outreach was conducted to umbrella organizations, asking them to share content and invitations to webinars. These organizations included tourism associations across the province, multiple arts sector newsletters, as well as Vantage Point and other non-profit service organizations. The Program also created its own newsletter that targeted people who had interacted with the Program since its inception. This targeted newsletter list consisted of 746 email addresses and averaged a 35% open rate.

To further raise awareness, Talent 4 Non-Profits managed ad campaigns on LinkedIn and Charity Village, which directed people to ACE-WIL’s Post an Opportunity portal. The Charity Village ad delivered over 10,000 views while the LinkedIn ads were viewed over 53,000 times.



Above: LinkedIn ad. Below: An image used for social media posts shared by partners.



Talent MATCH for Students ran a media campaign in student newspapers that included both print and digital ads directing students to the resources created for them. These were published in *The Ubyyssey* (UBC), *The Peak* (SFU), *Over the Edge* (UNBC), *The Martlet* (UVic), *The Nexus* (Camosun College), and *The Phoenix* (UBC Okanagan). These outlets were chosen in part because of their larger readerships, as well as the potential distribution across different regions in the province.

Before the completion of the Program, the partner organizations were each provided with a communications resource package, which included a suggested annual timeline of newsletter content as well as “evergreen” content that can be shared on social media. The intent is that the partners will continue to promote hiring students to their members on an ongoing basis.

Above: Advertisement that appeared in student newspapers.

Meanwhile, the Talent MATCH, Talent MATCH for Students, and Talent 4 Non-Profits webpages, and the resources on them, will remain on the ACE-WIL site as a reference for employers and students. The partner organizations will also link to the Talent MATCH page on their resources pages.

Conclusion & Suggestions:

The Talent MATCH, Talent MATCH for Students, and Talent 4 Non-Profits Program was successful. It grew awareness of the prospect of hiring students and the process to do so within the MATCH and non-profit sectors.

Through the aforementioned research project with Majid Khoury, as well as through observations from managing the Program, the team has highlighted learnings and suggestions for ACE-WIL and post-secondary institutions to review and institute change. These were presented at the October 2022 ACE-WIL Town Hall, which was presented by BC Campus. The recording of the Town Hall can be found in the ACE-WIL Resource Hub as well as on the YouTube channel. In brief, these suggestions and suggested solutions are:



Opportunities to Increase Employers:

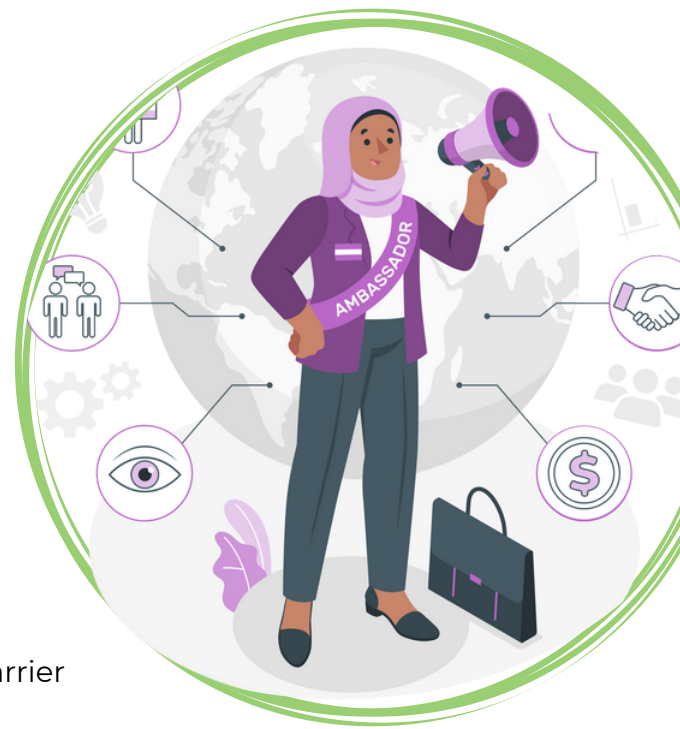
- Many employers have been co-op students themselves, which motivated them to hire a student. They saw this as a way to give back to the community, rather than a means of succession planning at their own organization.
 - WIL and co-op coordinators should expand their reach to alumni to explore opportunities to grow student work placements.

Funding & Flexibility:

- Funding sources and the flexibility of funding is a major barrier for non-profits and small organizations.
 - Advocacy to remove the “net new” requirement from SWPP funding.
 - International students need more opportunities to work with organizations that may require funding to hire them. What creative solutions can be devised?
 - UBC Okanagan has a program that provides a wage subsidy to employers to hire international students. This is funded through international student fees.
 - Advocacy to relax requirements from Canada Summer Jobs and SWPP to hire students as employees as many non-profits and small businesses are not set up for payroll, but can offer mentorship and experiences to a student on a contract basis.
 - Further to this, because gig-work is so common, especially for artists, co-op programs should offer training on how to be self-employed with training around taxes, managing contract work, etc.
- Schools should also offer flexibility for contract work, work-shares, and other flexible ways for employers to hire students and have students collect credit for their work.

Student Roles & Responsibilities:

- Employers expressed confusion regarding what is suitable for a student work placement. They're not sure what tasks to assign or what level of responsibility is reasonable to expect.
 - Provide examples of job titles or projects that are suitable for students in your programs.
- Employers shared that many students lack soft skills. They are often missing customer service experience, experience of working with a team in an office (including interoffice communication such as managing email and work calendars), problem solving skills, or that students are too academically focused.
 - Encourage students to get work experience outside of co-ops including retail, food service, and getting involved in student organizations and, most importantly, including that in their resumes and using those experiences as a source of answers for interview questions.



Finding Information on Hiring Students:

- Employers experience a serious challenge when they are looking for information on hiring a student.
- It is difficult to find co-op and WIL information on many post-secondary institutions' websites. And often, when you do find it, the information targets students rather than employers.
- Often, when employers email schools, especially to departments that seem to be a fit for the job they are hoping to fill, no one responds.
 - Update your websites to include information for employers on how to hire students and make this page easy to find.
 - Educate people across your institution about WIL and encourage them to practice good customer service and re-direct inquiries to the correct departments.
 - Update your program pages on the ACE-WIL site to help employers with information on WIL and co-op programs, what student roles are appropriate, the timing and duration of the work experiences, and who to contact.
 - Remember to get out of the academic bubble. Employers rarely work on the academic calendar and do not know what the requirements for a co-op placement are.
 - Contribute your WIL and co-op program information to CEWIL's National WIL Directory.

Student Housing:

- Finding housing for students being asked to move for co-op or WIL experiences is a challenge for both employers and students. Many students have to revoke their acceptance of a job offer because they could not find housing. Meanwhile, employers disregard the option of hiring a student because they cannot find a student who is able to move to their community.
- Remote work is not always an option. Jobs such as wildlife rehabilitation, environmental restoration, staffing visitor centres, tour guides, and many other roles must be done in-person. Further, many non-profits lack the time and infrastructure to create viable remote opportunities for students.
 - Advocacy for affordable housing across the province is needed to help alleviate this issue.
 - Further discussion to brainstorm ideas on how to support students who have to move for roles and the employers who hire them should be held.



Students in MATCH:

- Students are more familiar with WIL as an option in science and business and are less familiar with the benefits of WIL for degrees outside these areas.
 - Students entering programs with a prior interest in working in MATCH are drawn to programs that have a WIL component.
 - If your program is MATCH related and does not currently have a WIL component, consider developing one.
- For students enrolled in academic programs not specifically geared towards MATCH, they exhibit less interest and understanding about working in these areas.
- Students express concerns about wages and the sustainability of careers in MATCH, particularly when wages were equivalent to other entry-level positions.
- Students framed concerns about wages and career sustainability as being at odds with other factors in decision-making about employment, such as their desires to pursue work that make an impact and to work for organizations that are in alignment with their personal values.
 - Need for conversations with students about how MATCH jobs fit into long term career goals as well as the need to continue connecting how WIL experiences in the MATCH sector can be used to leapfrog into other areas of employment.
 - Consider supporting advocacy work to increase funding to MATCH sector organizations.

Visit the Program Webpages at:

acewilbc.ca/talent-match

acewilbc.ca/talent-match-for-students

acewilbc.ca/talent-4-non-profits



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