

*The following case study shows how information systems have enabled the Toronto Region Immigrant Employment Council (TRIEC) to better help newcomers to Canada find jobs that are in line with their expertise. Read the story and answer the questions in a group of 2 or 3.*

## **TRIEC Helps Canada Newcomers Find a Job**

The main objective of the Toronto Region Immigrant Employment Council (TRIEC) is to ensure that immigrants in the Greater Toronto Area (GTA) can enter the labor market and find work in their field. TRIEC was founded in 2003. As its first steps, TRIEC held an immigrant success award ceremony. It also launched an advertising campaign using outdoor advertising media as well as television to raise awareness of immigrant talent being wasted in the GTA. For example, to show the problem that the experience and credentials of many immigrants were not being recognized, the campaign used an eponymous tale of a doctor who drove a cab.

In order to better help newcomers to find jobs that are in line with their expertise, TRIEC has designed a flagship program called TRIEC Mentoring Partnership that matches newcomers with a mentor who is established in Canada and shares their professional background. To do that TRIEC makes use of a Customer Relationship Management (CRM) application developed by Salesforce but customized to meet the specific requirements of the mentoring program. The CRM application helps TRIEC perform and manage the clients of the program (i.e., mentees) and volunteers (i.e., mentors) throughout the mentorship process from registration to outcome surveys. It enables TRIEC to create and access participants' records, add case management notes, and send email reminders or run campaigns to recruit mentors.

More specifically, both mentors and mentees are required to register and speak with a mentoring coach. Then based on the information they provide, TRIEC matches a mentor and a mentee who share professional backgrounds. Mentoring coaches (who guide the mentor–mentee journey) can check at any time the phase (e.g., registration, waiting for intervention, in partnership, or post-partnership) in which participants are in and what their next tasks should be. Also, since the Salesforce CRM application is in the cloud, the coaches do not have to necessarily be onsite and can check how the mentoring partnerships are progressing anytime and from anywhere.

At specific points of time during the partnership journey, the CRM application sends auto-generated emails with check-in surveys to participants and asks whether they need support from their coach. Then, if the answer is yes, the coach is notified to check in and offer their help to participants. Also, the software sends automated survey emails to participants at partnership completion, and 3, 6, and 12 months after partnership completion to collect both feedback and information about the employment outcomes.

According to TRIEC, investing in a powerful CRM software has enabled them to reduce matching time, making more matches at a greatly reduced cost, scale their mentoring partnership, centralize their data, and have a 360-view of all the engagement points for all the parties involved. They are also empowered with timely and easily accessible data and therefore can review outcomes and other program-related reports to evaluate their performance.

By using the Salesforce CRM software, TRIEC completed 1,802 mentoring matches in the partnership program in 2017–2018. Out of this number, 77 percent of the mentees managed to find meaningful employment in their field or a related field within six months of completing the program.

## **Questions**

1. *Provide two examples of how TRIEC uses information technology to support its clients.*
2. *How might TRIEC further use information systems to help newcomers to Canada find a job that is in line with their professional background? Support your answer.*