## What is this document?

This document lays out a preliminary strategy for designing and deploying surveys in support of the WCG Inclusion Group Research project. Its goal is to align the broader research team around a clear set of objectives for each survey. Experience demonstrates that projects like this---ones that develop data, information, and insights across multiple surfaces and then combine them into a cohesive end product---benefit especially from this type of exercise.

## What is my role as a reader of the document?

As a member of the WCG-IG team, your specific role (apart from offering a critical perspective on the internal coherence and legibility of the strategy) is to carefully consider and articulate the opportunities for these surveys to better enhance the findings of whichever aspect(s) of the project you’re working on. Surveys like these are great at rendering the big picture in low resolution. Their results are most powerfully used to confirm or nuance the small, high-resolution pictures rendered by interviews and focus groups. Your knowledge of the work in front of you qualifies you uniquely to imagine and express how best that might happen.

## Overall goal

At a high level, this battery of surveys should deliver useful information about how providers in the WCG network can serve each inclusion group:

* Francophones,
* Newcomers,
* Persons with Disabilities,
* Racialized Individuals,
* Indigenous people, and
* Youth with Higher Support Needs.

At each stage of WCG’s core service model:

* Engage---reach and enroll new clients;
* Explore---assess client barriers and design a plan for overcoming them;
* Progress---execute plan, overcome barriers;
* Start---support transition into work; and
* Succeed---mitigate risk of detachment and promote career success.

The local novelty of WCG’s service model means that we cannot expect respondents to be familiar with the language WCG uses to describe its structure, and therefore that we cannot reasonably ask them about these pillars directly. Instead, our surveys will ask about perspectives on the underlying experience of each stage, reconstructing the stages of the service model in the analysis.

## Survey program structure

The survey program comprises three independent cross-sectional surveys for three distinct target audiences: (1) unemployed or underemployed inclusion group members in the general population, (2) clients of WCG network providers, (3) staff at EO service provider organizations in the GTA, and (4) key stakeholders operating in the environs of the GTA. Each survey will represent perspectives from or about individuals from each inclusion group but will focus on illuminating a distinct segment of the service journey.

### Unemployed or underemployed IG members in the general population

This survey will be distributed to a panel of respondents selected from the Ontario population for their membership in one or more inclusion groups. It will support analysis that informs our insights and recommendations around the *Engage* pillar of WCG’s service model. To that end, it will include questions about general knowledge and perceptions of EO services, physical and digital outreach opportunities, and labour market goals.

* Focal service pillars: Engage
* Distribution mechanism: Third-party panel provider
* Proposed sections:
  + Supplementary socio-demographics
  + Labour market goals, tactics, and roadblocks
  + Knowledge, perceptions, and (if available) experiences of EO services
  + Barriers to accessing EO services  
    (e.g. time commitment, travel requirements, social stigma)
  + Physical outreach opportunities   
    (i.e. accessible locations regularly attended)
  + Digital outreach opportunities   
    (i.e. platform participation, service utilization)

### Clients of WCG network providers

This survey will be distributed as an anonymous link emailed by staff at WCG network providers to their current clients. It will focus on revealing the perspectives of IG clients on the assessment and mitigation of their labour market barriers in the *Explore* and *Progress* stages of the WCG service model. As a counterpoint to the findings from the panel, it will also include questions about how current clients became aware of EO and why they chose to use its services. For past clients, we will include survey modules about the *Start* and *Succeed* stages, though the depth and reliability of this analysis will depend on response rates among former clients, which we expect to be relatively low.

All current and past clients will be eligible to complete this survey, regardless of whether they belong to one or more inclusion groups. Universal eligibility allows our analysis to speak to the total client population. It also simplifies the intermediate role of service providers by creating uniform expectations about the survey’s structure for all respondents.

* Focal service pillars: Explore, Progress, Start, and Succeed
* Distribution mechanism: anonymous link shared by WCG network provider staff
* Proposed sections:
  + Inclusion group screener   
    (lightly adapted from the one used to screen panel survey respondents)
  + Supplementary socio-demographics
  + Labour force status
  + Pathway into employment services
  + User experience factors throughout ES journey
  + Reflections on *Explore* phase  
    (e.g. assessment accuracy, completeness, appropriateness)
  + Reflections on *Progress* phase  
    (e.g. EAP clarity, correctness)
  + Reflections on *Start* phase  
    (e.g. importance of employment supports, satisfaction with outcomes)
  + Reflections on *Succeed* phase (e.g. accessibility, importance of retention supports

### EO staff

Current staff at EO organizations within WCG’s GTA catchment area possess valuable first-hand knowledge of Ontario’s employment service network. This survey will aim to distill that knowledge into generalizable insights about how the network can better serve inclusion group clients. After discovering which inclusion groups each respondent’s employer organization serves, the survey will map the strengths and weaknesses of the network by asking each respondent to assess the degree to which they feel equipped to support members of each inclusion group they regularly serve through each stage in the client journey.

* Focal service pillars: Engage, Explore, Progress, Start, and Succeed
* Distribution mechanism: TBD
* Proposed sections:
  + Respondent role
  + Inclusion groups served
  + Service pillar goals shared by current service model
  + For each inclusion group served (GS),
    - For each WCG service pillar (SP)
      * Confidence in organizational ability to achieve the SP’s goal for GS
      * Challenges and barriers to achieving the SP’s goal for GS (e.g. unavailability of referrals, complexity of needs)
  + For each inclusion group not served (GN),
    - Reasons for not serving GN

### Key stakeholders in the GTA

This survey aims to represent the perspectives of a group of stakeholders highlighted by WCG. This group of stakeholders will include referral partners, auxiliary service providers, and other community organizations. It will focus on surfacing insights about needs, barriers, referral pathways, and service gaps for each inclusion group.

* Focal service pillars: Start, Succeed
* Distribution mechanism: anonymous link shared by WCG with identified stakeholders
* Proposed sections:
  + Organization information
    - Organization identity
    - Relationship to jobseekers
    - Relationship to EO (referrals to, from, or both)
    - Inclusion group focus
  + Perspectives on EO  
    (e.g. expected efficacy, what works, what doesn’t)
  + Common labour market barriers among IG clients
  + Key local organizations and supports
    - For connecting with members of the IG
    - For addressing the immediate needs of IG clients
    - For supporting IG clients on the way to the labour market