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REPORT ON THE EVALUATION OF THE WOMEN IN SETT INITIATIVE (PHASE III)

Submitted to:
**Canadian Coalition of Women in Engineering, Science,
Trades and Technology**

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Evaluation of WinSETT Initiative Phase III

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INTRODUCTION

The Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) is a national coalition of 27 groups that promotes women in science, engineering, mathematics, technology and trades, celebrates their contributions and applies new vision to these fields.

CCWESTT has undertaken a long term project to develop effective strategies and actions to increase women's participation in SETT¹. Phase III was supported by a grant from the Women's Program, Status of Women Canada, generated revenue, and other in kind contributions.

Anticipated Outcomes & Results

The anticipated outcomes of WinSETT Phase III were:

1. By working in partnership with industry, women in SETT, professional associations and post-secondary institutions, CCWESTT will develop and test integration/retention models in support of all stakeholders to address skills shortages in Canada. [Four sectors were designated– Oil and Gas, Construction Trades, IT, Post-Secondary.]
2. CCWESTT and partners will effectively communicate and promote the models (objectives and results) in industry, education and training institutions and the professions so that they use them to increase women's participation and retention while overcoming skill shortages.

The expected results for the project were:

1. At least 150 women in SETT will have participated in workshops as part of the employers' programs in which the model is implemented.
2. Four tested models and outcomes for partners for increasing women in SETT.
3. Recruitment of women in SETT will increase by 5% in each of the four targeted sectors. Tracking retention and advancement rates will be part of the model.
4. Forty to 50 human resource specialists, managers and other partner personnel will participate in and benefit from the partnerships and models.
5. An increase of 10% of women faculty members and staff in science and engineering departments at post-secondary institutions. The longer term goal is to ensure that women comprise at least 30% of science and engineering faculty members at Canadian universities compared with the actual [current] 13%.
6. Eight companies across Canada and 10 post-secondary institutions will implement follow-up actions and develop partnerships with CCWESTT.
7. An estimated number of 75 stakeholders will request further information about skill shortages through a portal for a more efficient use of Canada's human resource pool.
8. In addition to the four partner employers, four companies will initiate the use of the model for their organization.

¹ SETT – Science, Engineering, Trades and Technology

Evaluation of WinSETT Initiative Phase III

At the onset of Phase III, Hollett and Sons Inc. was contracted as the evaluator. The primary role of the Evaluator was to provide ongoing peer review and objective critical analysis to enhance the success of the project as it unfolded.

This report outlines the evaluation process and outcomes from WinSETT, Phase III.

Evaluation Methods

The evaluation does not focus on a post-project audit of activities; rather it reflects the work undertaken with the WinSETT Working Committee and Co-ordinator as they implemented their pilot projects and further refined the WinSETT model.

To complete this evaluation Hollett & Sons Inc. undertook a number of activities:

- Reviewed & provided feedback on specified documents
- Provided feedback on specified subactivities of work as they were planned and executed
- Attended meetings of the working group Ottawa, November 2007, Guelph, May 2008, Edmonton, September 2008
- Participated in several teleconferences with the Working Committee
- Evaluated the four pilot projects and developed evaluation tools for them to utilize.

The evaluation process began in September 2007 and is complete with the writing of this report in November 2008.

Document Review

All relevant documents were reviewed at the beginning of the project. These included:

- Proposal to Status of Women Canada for Phase III
- Approval documents from Status of Women which include expected outcomes
- Recommendations and findings of the Phase I and II evaluation
- Plans for the four pilot projects and
- Other relevant information

Selected Subactivity Reviews

As each pertinent Subactivity was planned and implemented, and as required, the evaluator reviewed them and provided feedback on comprehensiveness, focus, inclusiveness, design and other parameters. This process enabled the Working Committee to make changes based upon the evaluation as they implemented the project.

This is in contrast to the auditing type of evaluation where all activities are complete and the project is then assessed, providing feedback for the future.

Evaluation of WinSETT Initiative Phase III

Evaluating the Work of the Working Committee

For each of the Working Committee meetings, the evaluator conducted either a written survey or an oral debrief of the participants on their thoughts on the meeting. These were collated and analysed and presented back to the co-chairs of the Working Committee and they made changes to future meetings based upon the findings.

Evaluating the Pilot Projects

There were four pilot projects in specific sectors: Construction/Trades [Checklist of Strategies]; Post-Secondary [Project Catalyst]; Oil and Gas [Career Success/Retention]; and Information Technology [Hypatia Retention Initiative].

- For the Checklist of Strategies initiatives, the evaluator developed the evaluation tools for the pilot project and implemented them at two Checklist workshops – one in Regina and one in St. John's - and implemented an online survey for participants; tools were also developed for and implemented at a Checklist of Strategies train-the-trainer workshop in St. John's.
- For Project Catalyst, the evaluator interviewed three participant stakeholders on the impact, barriers and enablers of the project and reviewed relevant statistics.
- For the Oil and Gas Initiative, the evaluator developed evaluation tools for delivery at the Workshop.
- For the IT Retention Initiative, the evaluator interviewed the organizer of the Hypatia project and developed evaluation tools for the Oil and Gas workshop.

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EVALUATION FINDINGS

Overall Conclusions

The intent of this evaluation was to provide feedback on the activities of the Working Committee as they were in progress. In the opinion of the evaluator, and from the feedback of the Working Committee, this process worked well. This portion of the work of the evaluator had three main components: first, providing feedback on planning of events and documents; second, providing feedback on events after they had happened; and third, assisting in the evaluation of the four pilot projects. Each is outlined below.

Interactive Event and Document Planning

The Evaluation undertook reviews of many documents of the WinSETT Phase III project.

These included:

- Agenda and structure of Working Committee Meetings
- WinSETT National Centre Business Plan
- WinSETT National Centre Implementation Plan
- WinSETT National Centre draft consultant and other contractual and policy documents.

In each case, the evaluator provided feedback of the documents and the process to the Working Committee in either a written or verbal format.

This enabled immediate feedback to the Working Committee from an objective third party. The group made several changes based upon the recommendations of the evaluator. It also gave the Working Committee the ability to progress based upon immediate feedback and to look at their processes from a different perspective. The Working Committee's willingness and indeed eagerness for this feedback and constantly seeking ways to improve speaks highly of their open-mind approach to the goals of the project and awareness that many perspectives enhance their position.

WinSETT Meeting Evaluations

The meeting evaluations are appended – note the Guelph meeting was not formally evaluated but oral feedback was given. All of the meetings were considered to be very successful. The group is appreciative of the opportunity to work face to face and it deepens their understanding of the challenges and opportunities. They are also able to focus strategically as well as on the details.

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Pilot Project Evaluations

There were four pilot projects for this phase of the WinSETT project. The evaluation results for each are below.

Post-Secondary Project Catalyst

Project Catalyst is a WinSETT initiative conducted in partnership with Margaret-Ann Armour, Associate Dean, Diversity, Faculty of Science, University of Alberta and Co-Chair of the WinSETT Working Committee.

The project goal was to increase the number of women faculty members in SETT fields at universities. Dr. Armour used several tools to achieve her goal. Within the University of Alberta, her activities included:

- Discussions with Department Chairs
- Identifying Potential Female Candidates for Faculty Positions through meetings, conferences and tracking outstanding undergraduate and graduate students from the University of Alberta
- Sitting on Selection Committees (including reading applications, participating in the short listing process, meeting interviewees and attending their seminars, attending round tables with candidates and being involved in the final selection)
- Mentorship of New Faculty
- Advocating for the development of required policies (NSERC University Faculty Awards, day care spaces, parental leave, extension of tenure of grants and time to tenure for those taking parental leave)
- Working on longer term strategies:
 - Work load issues – Task Force report
 - Transition point of PhD to post-doc and post-doc to faculty – why the large drop in representation of women at these transitions and what can we do about it?
 - Continuing to look for strategies to increase the pool of women eligible for faculty positions

In order to deliver the project more extensively in the academic sector, Dr. Armour devoted considerable time to disseminating the message, research, experiences and tools she had developed and acquired to other universities. This part of the project included conference presentations and discussions with strategic individuals (these are listed in the Appendix).

Several of the strategic individuals were interviewed by the evaluator at the end of Phase III for their opinions on Project Catalyst². Universally, they were positive in their feedback on the work of Dr. Armour and her as such a passionate and inspiring individual. They all expressed the need for the project to be expanded and taken to a national level.

They felt the only way the systemic bias against women faculty members would be addressed is through developing and disseminating tools and resources such as Project Catalyst through a

² These included Dr. Gregory Taylor (Dean of Science, University of Alberta), Dr. Anne Condon (Associate Dean of Diversity, University of British Columbia), Dr. David Wardlaw (Dean of Science, University of Western Ontario) and Dr. Barbara Keyfitz (Chair, Field Institute for Research in Mathematical Science, University of Toronto).

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national centre to give these important services enhanced reach and credibility (not being rooted in one institution).

In addition, all of the interviewees expressed a need for more tools and resources to be developed, so they are better able to implement change in their own institution. Several mentioned how daunting such institutional change is and referred to the US National Science Foundation's ADVANCE Program as a model to do that. They also cautioned that it requires commitment and resources to make such changes – that providing tools and information will not be enough; or at least it will slow it down dramatically without a coordinated approach.

The known outcomes of Project Catalyst include the following:

- Appointment of Associate Dean of Science at the University of British Columbia with similar responsibilities (Diversity)
- Appointment of part time Associate Dean at the University of Western Ontario also with similar responsibilities (Diversity)
- Heightened awareness of gender imbalance of faculty by members of selection committees
- Willingness by selection committees to act rapidly when there is an opportunity to hire an outstanding woman
- In 2007-08, women were 26% of the new hires into academic positions in Faculty of Science at U of A resulting in an increase in hiring rates and the overall percentage of women academic staff at 15% in the previous seven years

Oil and Gas Career Success Initiative

There were two pilots addressing retention of women in SETT workplaces that were developed and deployed in partnership with other organizations during Phase III. One was the WinSETT / Becoming Leaders Career Success Workshop for women in the oil and gas sector delivered in April 2008. Dr. Mary Williams, Director General of the NRC Institute for Ocean Technology³ designed and facilitated the event.

The workshop was a professional development opportunity for early to mid-career female engineers and scientists in the oil and gas industry. It was designed to provide information and assist participants to develop an action plan that is appropriate to their situation and interests. The workshop also provided an opportunity for participants to hear workplace tips and personal strategies from women with a variety of experiences in the sector. There were four co-facilitators, three of whom were WinSETT Working Committee members. The workshop was held in Calgary and hosted by ConocoPhillips with co-sponsor Shell Canada. The participants included 20 female engineers, scientists, and managers from the oil and gas industry with a range of experience.

The evaluation results of the workshop showed clearly the participants thought it was successful. They indicated they learned a lot about gender factors, the workplace and career planning;

³ Dr. Williams held the NSERC/Petro-Canada Chair for Women in Science and Engineering, Atlantic Region, one of five Chairs across Canada dedicated to increasing the participation of women at all levels in Science and Engineering from 1997-2002. She is also principal author of *Becoming Leaders: A Practical Handbook for Women in Engineering, Science, and Technology*.

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accomplished considerable networking and were encouraged to pursue advancement and leadership opportunities further. Their requests were for more workshops, including one specifically focused on leadership, and for opportunities to network and learn.

Information Technology Retention Project

The second project that focused on retention was delivered through a partnership with the Hypatia Association, a Nova Scotia based organization working to increase the participation of women and girls in SETT in the province.

Hypatia partnered with the WinSETT initiative by drawing upon their expertise and utilizing the tools (specifically the Checklist of Strategies and the Business Case) developed by the WinSETT Initiative in Hypatia's ongoing retention project.

Hypatia worked with the Checklist of Strategies to develop a full employers' toolkit (almost complete at the time of writing this evaluation). The toolkit builds upon the Checklist, but addresses some of the requests of the employers and their HR and managerial participants for more than just the Checklist – they wanted tools to implement the suggested practices.

Forty-seven representatives from three large companies and 20 small and medium sized companies (SMEs) have been involved in the development and testing of the toolkit and are awaiting its printing for application in their workplaces.

Hypatia also held retention workshops to determine the enablers and barriers to retention of women in trades and technology workplaces. They held seven workshops with women who are working in trades and technology workplaces. Six more were held specifically for employers addressing retention and recruitment in their workplaces. Two of these companies were in the Aerospace and Information Technology sectors. The total number of women involved in the 13 workshops was 70. The outcome of the workshops is a report identifying the common themes they were hearing in the focus groups. This report is currently being printed and will be distributed to all the women who participated, to numerous employers and to women's groups.

In addition, the Hypatia project used the Business Case developed by WinSETT in many of their meetings with employers to help convince them of the needs and benefits of investing time and resources into the retention and recruitment of women.

In an interview with the Project Manager of Hypatia, the benefits of partnering with the WinSETT group were articulated as:

- Previous research completed by WinSETT group forms a firm foundation for the local research and presentation of cases
- The Business Case research has been very important to their work with employers
- Availability of the Checklist of Strategies
- The Retention Module Binder from Women in Trades and Technology National Network, now owned and used by WinSETT

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- The support of WinSETT Working Committee and CCWESTT is invaluable to the Project Manager in providing a network of people who are dealing with the same issues and goals and then are trying different approaches.

Construction / Trades Checklist of Strategies

The *Checklist of Strategies – Welcoming Women into Science, Engineering, Trades and Technology Workplaces* (CS) is a tool for employers in SETT fields to assess their workplace, attitudes and policies to ensure they are supportive of the recruitment, retention and promotion of women.

An earlier Checklist had been developed by WITT NN and its intellectual property was acquired by WinSETT as a template for this Phase III pilot project.

The CS is a workbook utilized in a workshop run by a trained facilitator. In the case of the WinSETT pilot, the facilitator was Valerie Overend, a Red Seal journeyman carpenter and the Executive Director of Saskatchewan Women in Trades & Technology (SaskWITT). She is also the Women in Trades and Technology Facilitator at the Saskatchewan Institute of Applied Science and Technology, and had been a member of the WinSETT Working Committee.

The first task of this pilot project was to substantially revise the original CS to reflect the current realities of the SETT workplace and have it printed in a limited edition. Based on feedback from participants of the Checklist Workshops and other key stakeholder representatives, the Checklist has since been further revised and reproduced in a larger print run.

There were three CS Workshops offered over the course of Phase III and they were evaluated extensively.

The first Checklist Workshop was hosted by, and delivered in partnership with the Saskatchewan Construction Association⁴. The event consisted of a workshop on a selection of topics for two hours and then a one hour facilitated evaluation on how the event worked and how the workshop and Checklist could be improved. There was also an online survey for participants to complete when they returned to their workplaces. There was considerable feedback (see Appendix for results) on the CS. It highlighted the interest in a resource and workshop like this and the strength of the facilitator in working with the materials and making it relevant to the audience. There was also a desire to continue the work after a workshop – a general “now where do we go and what do we do”? The facilitator referred them to the local SaskWITT office, and discussed whether it would be useful to have access to further people and tools to assist them in implementing changes. Most participants thought it would be helpful, thus pointing to the value of a national Centre.

The second CS delivery was in St. John’s and the participants were administrative personnel or representatives from the Carpenters Millwrights College, Operating Engineers College, BAC Masonry College, College of the North Atlantic, and the International Brotherhood of Electrical Workers.

It was evident that the design of this particular workshop was not well matched to the needs of these attendees. It had been anticipated that the participants would include business agents of various

⁴ January, 2008 in Regina with participants from Saskatoon via teleconference

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unions so that a focus on the workplace was most relevant. The delivery was modified on the spot to match the audience, emphasizing recruitment strategies for women students, the culture of the classroom, the training of instructors to provide a welcoming learning environment, and the importance of mentoring and role models. Again, as with the Saskatchewan experience, there was a shift in attitudes from there being no need for particular measures to welcome women to an acknowledgement that there were specific gender barriers.

The third CS delivery was also in St. John's NL to the staff of Women in Resource Development Committee, a CCWESTT member organization. This pilot was a "Train the Trainer" session and was intended to build the capacity of people already working with employers and women interested in trades and technology to be able to facilitate further deliveries of the workshop. Feedback on the Checklist and facilitation workshop was highly positive.

Objectives Met

There were two primary objectives for Phase III. All have been met, in the opinion of the evaluator.

1. By working in partnership with industry, women in SETT, professional associations and post-secondary institutions, CCWESTT will develop and test integration/retention models in support of all stakeholders to address skills shortages in Canada in four sectors – Oil and Gas, Construction Trades, IT, Post-Secondary.

Evaluator's Observations: This objective has been met. WinSETT has offered pilot projects in all areas of recruitment, integration and retention models. It has developed clear and useful tools all of which have been positively evaluated with recommendations on further improvements. There is a demonstrated need for these projects in the four sectors to continue to be delivered.

2. CCWESTT and partners will effectively communicate and promote the models (objectives and results) in industry, education and training institutions and the professions so that they use them to increase women's participation and retention while overcoming skill shortages.

Evaluator's Observations: This objective has been met as well. There have been numerous presentations at conferences and meetings within organizations where the work of the WinSETT initiative has been communicated to external stakeholders. The updated website with new WinSETT pages has also provided information and generated interest in the project. Internally, presentations have been made at CCWESTT national and local meetings and each of the 27 CCWESTT members was consulted specifically on the WinSETT initiative.

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Results Obtained

The expected results that were the aim of Phase III are outlined below with a status report on each.

1. At least 150 women in SETT will have participated in workshops as part of the employers' programs in which the model is implemented.

This result was overwhelmingly achieved with 976 people participating. (In Project Catalyst, although some of the attendees were men, in total for all WinSETT workshops, there were at least 150 women there.):

Hypatia Focus Groups –	70 women
Oil & Gas Leadership -	21 women
Project Catalyst participants -	885 people (unable to determine # female)
Total	976

2. Four tested models and outcomes for partners for increasing women in SETT.
Yes.

3. Recruitment of women in SETT will increase by 5% in each of the four targeted sectors.
Tracking retention and advancement rates will be part of the model.

This result is unable to be rigorously assessed as there is a requirement for longitudinal data and the results would be specific to each organization rather than the entire sector. There are encouraging results for Project Catalyst, however (see section 5), and the Hypatia IT retention project which is working on a long-term basis with a number of employers will yield future data.

4. Forty to 50 human resource specialists, managers and other partner personnel will participate in and benefit from the partnerships and models.

Yes:

Checklist of Strategies Saskatchewan	12
Checklist of Strategies St. John's	7
Checklist of Strategies St. John's (WRDC)	9
Hypatia Project	57
Total	85

5. An increase of 10% of women faculty members and staff in science and engineering departments at post-secondary institutions. The longer term goal is to ensure that women comprise at least 30% of science and engineering faculty members at Canadian universities compared with the actual [current] 13%.

The only statistic available was an increase in female science faculty members hired in science at the University of Alberta – 26% of new hires were women compared with 15% women on staff for the previous seven years. Other statistics may be available at a later date.

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6. Eight companies across Canada and ten post-secondary institutions will implement follow-up actions and develop partnerships with CCWESTT.

Yes, this result has more than been achieved:

Companies:

Hypatia Project	3 large companies/organizations 20 SMEs (SETT, including IT)
Checklist of Strategies	7 Construction Companies (Regina/Saskatoon)
Oil & Gas Leadership	2 Oil & Gas Companies
Total	32 Companies

Post Secondary Institutions:

Project Catalyst	25 (in attendance at workshops, internal presentations, etc.)
Checklist of Strategies	5 post-secondary training institutions (St. John's)
Total	30 Institutions

7. An estimated number of 75 stakeholders will request further information about skill shortages through a portal for a more efficient use of Canada's human resource pool. *Funding for the full portal capability was not provided. However, there was considerable dissemination of WinSETT materials to stakeholders through the redesigned WinSETT website, mail, email, meetings, newspaper and magazine articles, and presentations. [See additional material in the WinSETT Final Report.] Precise numbers are not available but requests are anticipated to have exceeded 75.*
8. In addition to the four partner employers, four companies will initiate the use of the model for their organization. *This result is difficult to assess. It is known that the University of Western Ontario has started a new Diversity Chair program directly as a result of Project Catalyst and other universities have taken action.*
- In evaluations, a number of companies indicated they would take action in their workplaces using the tools and strategies. However there has not been enough feedback and follow-up (or enough time elapsed) to know the extent to which participants in the Oil and Gas workshop, the Checklist of Strategies workshops, the Hypatia IT retention project or Project Catalyst have implemented the tools in their respective organizations.*
9. An additional result is the participation of nine WRDC personnel in a facilitation orientation session for the Checklist workshop. As well, a list of other facilitators was assembled for future training, orientation and delivery of the Checklist workshops.

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Strong Basis for Proceeding with the National Centre

The evaluation results show there is a strong basis for going forward from Phase III to the creation of a national centre as an initiative of the WinSETT project. This is based upon the:

- research and information available;
- general agreement among participants at the Pilot projects in terms of their interest in continuing to have these services available;
- a broad and expanding spectrum of potential allies and supporters,
- concrete offers of assistance and expressions of interest in the Canadian WinSETT Centre based upon the first three phases of WinSETT work.

APPENDIX

Evaluation of Ottawa Meeting, November 2007

Introduction

The Women in Science, Engineering, Trades and Technology (Women in SETT/Femmes en SGMT) Phase III Working Committee met at an Ottawa hotel on November 17 & 18, 2007.

The goals of the meeting were to:

- Present a financial update for Phase III;
- Report on progress of WinSETT Centre discussions;
- Present updates on pilot products and services by sector;
- Discuss evaluation processes and tools;
- Discuss communications strategies and processes; and
- Discuss WinSETT with Advisory Panel Members George Gritziotis, and Barb Byers

All but one of the Working Committee, the Co-ordinator, and Evaluator were in attendance. The Co-ordinator and the Evaluator did not complete evaluations.

The purpose of the evaluation was to assess the opinions of the Working Committee members about the meeting as an effective process and a means of providing the best input to the project. This is particularly important as the group is spread out across the country and do not often have the opportunity to meet face to face.

Note there was only one guest at lunch, George Gritziotis. Barbara Byers was unable to attend.

Results

Overall the results of the evaluation were positive; seventy percent (70%) felt they had accomplished the goals of the day. The remaining 30% felt goals were partially accomplished. The comments provided indicated further clarity on the goals and the expectations of the meetings would have been useful.

In the next question, two (20%) attendees felt the meeting format could have been improved to accomplish more (70% said it couldn't have been improved and one did not answer this question.) The primary theme in the comments was that this could have been improved by having easy access to the background information of the project so people can refer to them easily – either the documents or as posters (or both).

9/10 of committee members felt the time was used well – comments included that there was some unproductive discussions as well, but it was mostly on track.

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100% of respondents felt they were able to provide their input satisfactorily, with comments indicating the good job of the co-chairs in drawing out people and maintaining a respectful atmosphere.

The next question asked whether people felt prepared for the meeting. 30% said 'Yes' 10% said 'No' and 60% said 'Partially'. Most comments indicated committee members either didn't know what to prepare for or else wanted the background documents in front of them to keep them in sync with the progress of the project.

Recommendations

The full results of the evaluations follow. Based upon these results and the evaluator's observations, the following recommendations are presented for consideration:

Recommendation 1. Prepare minutes so they build upon the discussions of the last meetings to keep track of the specific objectives.

Recommendation 2. Prepare a binder for all working committee members with the appropriate background documents and mail to them. This will be the Binder they can bring to all meetings (inserting the new agenda and minutes as they are emailed) so they will have the information at their fingertips

Recommendation 3. In addition, prepare the key objectives, work plan, vision, schedules, etc. in poster size and bring to each meeting to post.

Recommendation 4. Link the financial report to the objectives and include a variance report with them.

Recommendation 5. Ensure the goals of the meetings are specific – that they are outcome focused “at the end of this meeting we will have accomplished...”

Recommendation 6. Ensure there is a strategy before meeting with guests.

Recommendation 7. Include an update or progress report on each of the objectives as they are discussed.

Recommendation 8. Ensure discussions are focused on the agenda item.

Recommendation 9. Only have one guest speaker at a time to be able to focus on them and build a relationship with them.

Recommendation 10. Use group facilitation techniques to reach conclusions and make decisions.

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Evaluation Results of November 17-18, 2007 Working Committee Meeting

10/10 complete.

1. Do you feel we accomplished what you had hoped today?

Yes 7/10

No 0/10

Partially 3/10

Comments:

- Not totally clear what the Goals were
- Increased need for a brief overview of issues prior to discussion to re-familiarize the group
- Increased need for staged or componential approach to discussion ex: elements of communication plan; timeline for marketing; strategy, etc. to help us get “inside” the issue.
- All goals were discussed and updates presented
- The financial report needs some comparative info – the actual versus spent to date and projected budget shortfalls, etc.
- Overall the goals were pretty much accomplished.

2. Could the meeting format have been improved to accomplish more?

Yes 7/10

No 2/10

No Answer 1/10

If “yes”, how could it have been improved?

- To have all the necessary information before the meeting
- Perhaps if there had been more detail on the expectations of what we wanted to accomplish, discussion could have been more focused
- Breaks are helpful to clear heads – a lot was accomplished.
- Start with a big picture reminder of overall project and status to date. This came out in bits and pieces along the way
- Post large posters on the wall with our who, why what, etc. so we can refer to it as we go through agenda items
- Agenda could have been tightened to clarify discussion about scope of Business Plan, Communication and marketing
- The round table format works well...lots of opportunity for input and respect for each other.

3. Was there adequate time allotted for the agenda items?

Yes 9/10

No 1/10

No Answer 0/10

If no, how should it have been changed?

- It is difficult to follow a strict agenda

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- But at times I felt our time was not well used.
- We could have discussion of each item for longer periods of time, but we invariably would not have made further progress on the goals
- Generally yes, but it often took awhile for the group to get to the same page. More focus would be helpful.

4. Were you able to provide your input satisfactorily?

Yes 10/10

No 0/10

No Answer 0/10

If no, how could this have been done better?

- As always a very open dialogue that was largely trustworthy
- It works especially well when the chairs ask for input from people who have not spoken so much

5. Did you feel well prepared for the meeting?

Yes 3/10

No 1/10

Partially 6/10

Comments:

- Never clear what I should do before hand
- Somewhat frustrated by what felt like some unproductive discussion
- The suggestion that more materials be suggested as background reading for the meeting is an excellent one – then more people around the table would be informed re: the background to what we are discussing.
- As discussed, plan for Centre document 1 pager could be provided via email with the agenda
- I would have liked to have the work plan in front of me and a copy of the SOW proposal and a few other documents to keep a better focus.
- I could have been better prepared for the discussion of the goals, vision, etc. of the centre and our need for communications/marketing plan.

6. Please add any other comments you have about this meeting and about improving our future meetings.

- I get a little frustrated at slow progress. We have to identify industry partners
- Important to remember the years of expertise and consultation that have given rise to a clear vision of what is being asked of us by our communities in SETT
- Important to identify and honour the quality of work to date and to present clear, focused, solution-based comments that add to what has already been accomplished
- Feels like we are entering a time during which increased communication between and among us. Although the work is becoming compartmentalized; sharing it will continue to support informed dialogue.
- Having more communications of Activities and progress between face-to-face meetings would mean that people around the table felt more informed re the issues being discussed.

Evaluation of WinSETT Initiative Phase III

- Overall good discussions, although some could have been cut off. We have to be careful in doing that though to not upset people.
- The lunch with George provided many insights – it will be an excellent linkage (although it was difficult to have discussions with him while eating!)
- Hearing Suzelle Barrington was very good.
- Many areas were discussed. May need to have more focused meetings with fewer subjects for discussion at future meetings. It is difficult to keep the energy up with so many topics. A walk at lunch might be helpful!
- Suggestion of preparing meeting information packages for participants is a good one
- Ask participants for punctual start times
- The discussion, the format and the model for the organization are all useful. I am excited about the products being developed and look forward to being able to use them I think we as an organization are further ahead than we recognize. I felt a pressure to get the business plan and marketing plan developed with an expert to inform the process – the Centre has begun!
- It would be easier to be prepared if the agenda included a short list of documents to review or a synopsis of accomplishments to date. Also, I would like to see a bit more time spent on planning and scheduling, so we can see what has been accomplished and what remains to be done and how it will happen.

Evaluation of WinSETT Initiative Phase III

Evaluation of Edmonton Meeting, September 2008

The meeting was held at the Lister Conference Centre at the University of Alberta September 13 & 14, 2008.

The Project Evaluator used action research where the evaluator facilitated what the group thought of the meeting at the end of the 1.5 days.

The following comments reflect their thoughts as shared. Other comments were received by email after the meeting.

What we Liked/What Went Well
<ul style="list-style-type: none">• Passionate engagement
<ul style="list-style-type: none">• Two new members
<ul style="list-style-type: none">• Fabulous work of the Chair
<ul style="list-style-type: none">• All encouraged to participate
<ul style="list-style-type: none">• No wrong answer in the discussions
<ul style="list-style-type: none">• The focused discussion on the Implementation Plan
<ul style="list-style-type: none">• The food and service at the Lister Centre were excellent
<ul style="list-style-type: none">• We had documents to which to respond so we weren't talking in the abstract
<ul style="list-style-type: none">• A well organized agenda (especially the introductory pieces which really picked up the threads for people)
<ul style="list-style-type: none">• The Women Building Futures Tour
<ul style="list-style-type: none">• Being able to work face to face
What could be Improved for Future meetings...
<ul style="list-style-type: none">• We should have more tours and networking opportunities at our meetings
<ul style="list-style-type: none">• Have a facilitated de-brief after tours to take full advantage of the face to face and to figure out what we learned from the networking opportunity
<ul style="list-style-type: none">• Invite a special guest to join us for lunch to get to know them a bit (and vice versa)
<ul style="list-style-type: none">• Break up the day on Saturday – either have a longer lunch break or a lunch time activity (or both)
<ul style="list-style-type: none">• No Fire Alarms in the middle of the night and a safety plan in case Hiromi sleeps through it!
<ul style="list-style-type: none">• There was a lot jammed into 1.5 days – can we add more time to our meetings?
<ul style="list-style-type: none">• Must we work on weekends? At least one day of our meetings should be a weekday, not a

Evaluation of WinSETT Initiative Phase III

weekend.
<ul style="list-style-type: none">• More critical reading of the documents to be discussed by the group in advance of the meeting
<ul style="list-style-type: none">• Authors of documents need to encourage active reading by setting the context of a discussion document – why it is important and what key questions will we be looking to answer about it.
<ul style="list-style-type: none">• In future, we need to have third-party facilitation for those parts of the agenda that we anticipate will deal with the big issues.
<ul style="list-style-type: none">• We need to put the relationship between the Centre and CCWESTT and CCWESTT Member Organizations on the agenda <u>soon</u> and plan for adequate time, resources, and processes to get full and respectful engagement of all in the room. We need to take care to give attention to the speaker and then express our views in ways that honour divergent views and don't unintentionally get experienced as 'confrontational'.
<ul style="list-style-type: none">• More "active stretch" breaks

Evaluation of WinSETT Initiative Phase III

Project Catalyst

Presentations & Discussions

- Discussions
 - Dean of Science, University of British Columbia
 - Dean of Science, University of Western Ontario
 - NSERC Chair for Women in Science and Engineering for BC and the Yukon
 - NSERC Chair for Women in Science and Engineering for the Prairies
- Presentations
 - 2006 GASAT International Conference, Brighton England; 125 attendees; scientists and technologists from around the world
 - 2006 BIRS Women in Mathematics conference, Banff Alberta; 35 attendees; math faculty and mathematicians from across North America
 - 2006 Conference of Canadian Society of Zoologists, Edmonton; 140 attendees; women faculty in the biological sciences, women scientists, graduate students
 - 2007 Conference of the Canadian Society for Chemistry, Winnipeg; 75 attendees, chemistry faculty, Deans of Science, science graduate students
 - 2007 University of Western Ontario; 50 attendees, women faculty from science; university administrators
 - 2007 Faculty of Medicine, University of Ottawa; 70 attendees; medicine and science faculty from U Ottawa and Carleton University, and administrators
 - 2007 University of Ottawa round table: 15 attendees; faculty and administrators from science and medicine
 - 2008 University of British Columbia JADE meeting: 20 leaders of projects encouraging women into the sciences and engineering
 - 2008 CCWESTT conference, Guelph; 100 women and men; faculty, students, scientists and engineers.
 - 2008 Joint Mathematics Meeting, San Diego; 175 attendees; math faculty and students from across North America
 - 2008 Canada-France Mathematics conference, Montreal; 25 attendees; math faculty from Canadian and French Universities
 - 2008 Glenora Rotary Club, Edmonton; 55 attendees, business women, men

Participant Interviews

The following participants were interviewed by the evaluator telephone regarding their experiences with Project Catalyst:

- Dr. Gregory Taylor (Dean of Science, University of Alberta),
- Dr. Anne Condon (Associate Dean of Diversity, University of British Columbia),
- Dr. David Wardlaw (Dean of Science, University of Western Ontario) and
- Dr. Barbara Keyfitz (Chair, Field Institute for Research in Mathematical Science, University of Toronto).

Evaluation of WinSETT Initiative Phase III

WinSETT Checklist of Strategies Workshop Evaluations

Saskatchewan

January 22, 2008

Valerie Overend (Facilitator), Susan Hollett (Evaluator)

Host: Saskatchewan Construction Association (Regina and Saskatoon via teleconference)

Participants There were 12 participants: 10 in the room in Regina and 2 via teleconference in Saskatchewan.

All participants were associated with the construction industry in Saskatchewan. Several were HR managers of firms, others were owners of firms, some were from the apprenticeship board and two were from the Association itself. There were 5 women and 7 men (excluding Valerie and Susan)

Process The morning was divided into two sections – Valerie took them through certain sections of the Checklist for the first two hours and then Susan took them through and evaluation of the Checklist for the final hour. They have also been asked to complete an online survey for the session. So far 7/12 have completed it. When those results are complete, they will be compiled and sent along.

Checklist Session There was agreement at the beginning that they were all there to learn how to better recruit, integrate and retain women on their construction sites, that this was an issue and a challenge for them. However, as we got into some of the material, there was denial that there was a need for the specific and targeted items mentioned in the checklist and that the issues were the same for young men as well as women. At the end however, they came full circle to agreeing the information was useful and they looked forward to implementing some of the ideas!

Evaluation

1. What worked well?

- This workshop has helped me to look at some ideas that I hadn't thought about.
- The Checklist will be a good tool to help us to recruit.
- Content is specific enough with accompanying discussion. (In response to question re: rounding out workshop with advertising samples or other media – no need at all.)
- Good book and good to have a facilitator even if only to go through a few sections and get them started on working through the rest of the book.

2. What needs to be improved?

Feels like we shouldn't still be here? Feels like an old tool; why are we still here? Maybe women don't want to be in construction so why waste our time trying to accommodate women.

Evaluation of WinSETT Initiative Phase III

There must be something bigger. Maybe there are other systematic issues at play here – social issues that we can't change.

Good tool but take the gender out of it - lots of agreement on this. (This started a discussion/argument that research doesn't bear this out – women enter and want to enter but don't stay.) A few voiced their perception/belief that women leave to have families and don't come back (why do they go back to nursing after maternity leave?)

More emphasis on Retention

Good retention questions – Do you have a formal Retention program?

Some questions seem to be repeated

3. What else do we need in the workshop?

Tell me what I need to do to get applications from women in my company?

Raw data from surveys – why do women leave, what draws them in? Back up the workshop with supporting documents. Some worry about useless stats – let's have relevant info.

It will be important to have a list of local resources, ie SaskWITT

4. What is the best way to deliver the workshop?

Everyone is busy – getting face to face meetings is difficult – but people seem to like the idea of a facilitated workshop vs. handing them the book to do it themselves. That way time is scheduled to deal with this topic. – lots of head nods.

More than one person in a company should do this in order to validate info (i.e. 360-way where the boss, the HR person and the staff complete it to get a complete picture of what is really happening at the company level)

Send out book beforehand so participants can gather information – alone or in consultation with others in their company, bring it to the meeting and review it in a facilitated setting.

Nice to have a facilitator to answer questions as we go along. Don't need to spend a lot of time on each section so we could review the whole thing that way and possibly finish in ½ day.

Good idea to have a followup number to call after people complete the checklist – on their own or in their workshop – and have a knowledgeable person there to run ideas by.

Participants agreed that it was good to participate in the workshop with others in the Construction Association and being able to share their practices. They are not worried about hoarding effective strategies – although they compete for the same labour pool; their issue is about building a larger pool.

Saskatchewan is unique – SCA – in that they are open to talk about strategies – they like fair competition – Other provinces may like this workshop to be more company-specific and not be as willing to share their experiences.

5. Would online delivery be useful?

Online is not the answer – low return rate on survey results. People really did not want an on-line tool! No one said yes.

6. What marketing tools will work? What should be our marketing message?

Good to promote this through the Association.

Suggest using Construction Sector Council?

Concentrate on major locations and major companies and major sectors. (mining is a good option)

7. How can WinSETT get the tool out to more difficult to reach group - the small contractors? In the rural areas?

Small rural contractors are not necessarily connected to an association and wouldn't be attracted to this at all.

No ideas were presented

8. How do we get into the larger companies?

Interest might not be high enough for many companies to participate in the workshop BUT if it were tied to a COR – Certificate of Recognition Safety program – then everyone would do it. i.e. Make it mandatory. Of course, COR would have to approve it and it doesn't look like it would make the cut as a facet of COR.

9. Who are the people to go to in order to market this?

SCA and other associations

10. Is this specific to this sector enough to be relevant? Or is it too generic? What improvements could be made to make it more relevant to the sector?

Suggestion from those in associations that we have 2 checklists – one for employers and one for associations. They couldn't answer lots of these but do have opinions/policies on the topics that were raised = same topic but different angle.

Several comments about mentors/journeyperson being one and the same – inherent inflection that asking about mentors in the workplace is a give in construction.

11. What is the possible role of the Construction Association? Testimonials?

Agree that an endorsement from SCA would be helpful

12. What is the possible role of the Unions in our marketing?

Question not asked; inappropriate audience.

Evaluation of WinSETT Initiative Phase III

13. Would certifications from organizations be helpful?

Yes – such as the Construction Association for the Construction Sector.

14. What would be a reasonable charge for the workshop? How much of a factor is cost in the consideration of taking the workshop?

One person said that every participant is giving up a day for this workshop and that is a significant in-kind contribution. Therefore, HRSDC should fund. With endorsements from SCA and CCA, CCWESTT should approach them. HRSDC has an industry approach to all of their projects and this should fit their criteria very well.

Other comments

Although we didn't use it, we pointed out the summary sheets in the book and all the participants liked them.

There was lots of discussion at the meeting about why women don't apply; why do we have to treat them specially? Guidance counsellors/schools need to change their promotion policies; (defense of school counsellors from a study done last spring – they aren't at fault)

Why don't women return after having children? – because construction requires overtime and women can't work overtime if they are responsible for children .. kids first – susan suggests an industry change ..(the people in the room don't seem to know the demographics of women now – for example that 40% of parents are single parents. This could be an area of improvement of the Checklist – include a page of stats about the modern working woman.)

Parents need to counsel their children to enter trades, yet everybody is not suited to work in a trade.

Final

Could we have feedback on our on-line survey submissions. They want first-hand feedback – company by company. My response – we will use your request to apply for funding – if companies want us to establish a full service ie. Hotline?

LUNCH

After lunch Valerie updated on provincial SaskWITT/ SIAST programs and opportunities for them to get involved.

Doug talked about a pilot that SCA is launching Young Tradesperson at Work – this is for high school kids and so far, only boys have participated.

De-Brief

Some questions need to have the word “women“ in there. Too much wiggle room in some of the questions.

Valerie's comment: “people really don't want to evaluate this workshop – they are at square 1 – they need a forum to discuss a whole lot of other issues re; recruitment, school systems, etc.”

Other enhancements to the Checklist:

Incorporate a pocket at the back of the book where a list of local/provincial resources can be inserted. When we have our resource centre, the ideal would be for the company to call the Centre and then to hire a consultant to have them help with the implementation of the results of their checklist.

Strongly recommend using local folk from the sector for the facilitation.

Evaluation of WinSETT Initiative Phase III

Post Workshop Online Survey Results

The following are the post workshop Online Survey Results. The survey was responded to by 8/12 participants (67%) and one respondent only looked through, leaving 7 responses to be tallied.

<p>Please indicate if you agree (Yes) or disagree (No) with the following statements.</p> <p>I clearly understood the purpose of this workshop.</p> <p>100% - Yes</p>
<p>The workshop moderator was effective.</p> <p>100% - Yes</p>
<p>I had ample opportunities to participate.</p> <p>100% - Yes</p>
<p>The length of time for the workshop was sufficient.</p> <p>86% - yes 14% - No</p>
<p>The reading level of materials was appropriate.</p> <p>100% - Yes</p>
<p>It was easy to find information in the materials.</p> <p>100% - Yes</p>
<p>It was easy to understand how to complete the checklist.</p> <p>100% - Yes</p>
<p>The information provided was accurate.</p> <p>86% - yes 14% - No</p>
<p>All relevant issues were addressed.</p> <p>71% - yes 29% - No</p>
<p>I think this material will make a positive impact.</p> <p>86% - yes 14% - No</p>

Evaluation of WinSETT Initiative Phase III

The workshop location was comfortable.

100% - Yes

The presentations were clear.

100% - Yes

Adequate breaks were provided.

100% - Yes

The workshop location was accessible.

100% - Yes

Rank the relevance of the materials and workshop for each of the following groups using the following scale: 1 -

Highly relevant 2 - Somewhat relevant 3 - Unsure/ No Answer 4 - Irrelevant 5 - Highly irrelevant

Employers

71% - Highly Relevant

15% - unsure

15% - Somewhat Relevant

Women in SETT

57% - Highly Relevant

43% - Somewhat Relevant

Co-workers of women in SETT

43% - Highly Relevant

43% - Somewhat Relevant

14% - Unsure

Unions and Professional Associations

14% - Highly Relevant

57% - Somewhat Relevant

29% - Unsure

Organizations representing women

43% - Highly Relevant

29% - Somewhat Relevant

29% - Unsure

Evaluation of WinSETT Initiative Phase III

Are there any other groups you think would benefit from using the checklist? Please list below.

Human Resource Professionals

List the three strongest points of the workshop and checklist.

- Length of time for presentation, knowledge of the facilitator, conversation between individuals
- Getting information out. There are options if we can be flexible. Gender differences have to be addressed.
- checklist provided launch for discussions. the discussions (men and women perspectives) were valuable. Stories shared by facilitators.

List the three areas the workshop and checklist could be improved.

- The information in the workshop could easily be addressed to all employees in the work place.
- Go over more questions in the book,
- Emphasize increased sensitivity needed in many HR areas. Women in SETT in one of those areas.

What cost do you think participants would pay to participate in a facilitate Checklist workshop (1/2 day)?

4 @ \$100

2 @ \$200

Comment: It is difficult to get people to pay when they are giving their time already.

Please provide any other comments you may have.

I believe the workbook you came up with, should not be geared towards just women, but both men and women.

We have never sent out adds that are designed to recruit a specific group. We have always felt that we want all of our employees to be part of one big team. We hope that discrimination is not evident in the workplace. That may be wishful thinking but it is something that we are striving for.

Evaluation of WinSETT Initiative Phase III

St. John's

Report: Checklist of Strategies Workshop

For Union Training School Personnel

April 22, 2008, St. John's NL



The Canadian Coalition of Women in Engineering, Science, Trades and Technology through its Women in SETT Initiative delivered the second in a series of Checklist of Strategies workshops for stakeholders in the skilled trades.

Facilitator Valerie Overend, Consultant; SaskWITT

Evaluator Susan Hollett

Co-Facilitator Rebecca Newhook, Industry Outreach Coordinator, WRDC

Host / Co-Sponsor Women in Resource Development Committee

Participants

Administrative personnel or representatives, all women, from Carpenters Millwrights College (2), Operating Engineers College (2), BAC Masonry College (1), College of the North Atlantic (1), International Brotherhood of Electrical Workers (1)

As with the Saskatchewan workshop, the morning was divided into two sections – Valerie took them through selected sub-sections of the Checklist for the first two hours and then Susan took them through an evaluation of the Checklist for the final hour. They were also been asked to complete an online survey for the session. (See agenda)

From the organizers' perspective, it was evident that the design of this particular workshop was not well matched to the needs of the participants. It had been anticipated that the participants would include business agents of various unions so that a focus on the workplace was most relevant. The delivery was modified on the spot to match the audience, emphasizing recruitment strategies for women students, the culture of the classroom, the training of instructors to provide a welcoming learning environment, and the importance of mentoring and role models. Again, as with the Saskatchewan experience, there was a shift in attitudes from there being no need for particular measures to welcome women to an acknowledgement that there were specific gender barriers.

After lunch, WRDC staff provided information on the programs offered by the organization, and later Valerie had the opportunity to tour the Carpenters Millwrights College.



Evaluation of WinSETT Initiative Phase III

Evaluation

The following questions were the focus of a facilitated discussion with the group.

1. What worked well?

- Good discussion
- Bringing women together
- Common interests and goals
- Learning – advertising and recruiting
- Knowledge of other training centres and how they work
- Sharing ideas
- Meeting each other; personal connections
- Good time for women to get feet in the door – very timely because employers are ready to take women into their workforce
- Gets us thinking about issues. So questions are good but answers not there.

2. What needs to be improved?

- Session should be more related to training – customize to the audience
- Advertisement section seemed to focus more on posters and ads vs. marketing principles, ie. Marketing/media/networking. (The word Advertisement should be changed to marketing)
- What should/shouldn't be said to women when recruiting – be specific – what are the messages and language and topics
- 8:30 start is too early
- More time – full day would be good
- Have the ability to create an action plan when they leave
- Want to know what employers say
- Book should be tailored to education and training
- Give book in advance, maybe the answers are there, big mystery at this point

3. What else do we need in the workshop?

- Want to leave with more practical tips
- Wanted to be presented to instead of workshopping. Wanted more tips to take home. Wanted more new ideas

Evaluation of WinSETT Initiative Phase III

- Present facts and figures and programs and best practises and guidelines ... In morning and maybe do workshop in afternoon
- Break out sessions

4. Would online delivery be useful?

- No, keeps getting put off til tomorrow
- Not able together
- Answer Q & A in advance of workshop and bring answers to the session. Wastes time in the workshop to do it then.

5. What marketing tools will work? What should be our marketing message?

- Target market – training centres
- High school guidance counsellors
- Parents
- Union office
- IOC, Hydro, Voiseys, Abitibi, major employers
- Needs to be face-to-face not just send out a booklet or video
- Be realistic; women need to adapt to shifts – don't expect company to adapt shifts for women

6. Who are the people to go to in order to market this?

- Base it on partnerships with organizations

7. What is the possible role of the Unions in our marketing?

- Building trades
- CLC

8. Would certifications from organizations be helpful?

- Yes

9. What would be a reasonable charge for the workshop? How much of a factor is cost in the consideration of taking the workshop?

- \$100 for ½ day or \$250 for whole day

Evaluation of WinSETT Initiative Phase III

Other comments

- Would be good to have a tradeswoman do a presentation about struggles for part of the day.
- Have a companion checklist specific to trainers.
- Definitely too rushed; participants felt they were pulled out of relevant conversations to move on to the next topic;
- Arrange topics differently – fewer topics
- Know your audience – these were all trainers and the Checklist wasn't that relevant to them.
- Where to go from here? Want to leave with more answers. They wanted to be told in more of a presentation or lecture format, vs. a workshop format. (Didn't want to get information from the other participants.)

Post Workshop Online Survey Results

The following are the post workshop Online Survey Results. The survey was responded to by 5/7 participants (%). Only 2 people completed the survey however. The other 3 abandoned it after the agreement to do the survey and before the 1st question.

Please indicate if you agree (Yes) or disagree (No) with the following statements.
I clearly understood the purpose of this workshop. 100% - No
The workshop moderator was effective. 100% - Yes
I had ample opportunities to participate. 100% - Yes
The length of time for the workshop was sufficient. 50% - Yes 50% - No
The reading level of materials was appropriate. 100% - Yes
It was easy to find information in the materials. 100% - Yes
It was easy to understand how to complete the checklist. 100% - Yes
The information provided was accurate. 100% - yes

Evaluation of WinSETT Initiative Phase III

All relevant issues were addressed. 100% - No
I think this material will make a positive impact. 100% - yes
The workshop location was comfortable. 100% - Yes
The presentations were clear. 100% - Yes
Adequate breaks were provided. 100% - Yes
The workshop location was accessible. 50% - Yes 50% - No
Rank the relevance of the materials and workshop for each of the following groups using the following scale: 1 - Highly relevant 2 - Somewhat relevant 3 - Unsure/ No Answer 4 - Irrelevant 5 - Highly irrelevant Employers 100% - Somewhat Relevant Women in SETT 50% - Highly Relevant 50% - Somewhat Relevant Co-workers of women in SETT 50% - Highly Relevant 50% - Somewhat Relevant Unions and Professional Associations 100% - Somewhat Relevant Organizations representing women 100% - Somewhat Relevant
Are there any other groups you think would benefit from using the checklist? Please list below. Training Institutions

Evaluation of WinSETT Initiative Phase III

List the three strongest points of the workshop and checklist.

1. Discussion Location Network/learn from others
2. It got us thinking about what we're currently doing to recruit women. It provided us the opportunity to share our ideas with other schools.

List the three areas the workshop and checklist could be improved.

1. Focus more on examples of how we can change (language for example)
2. More talk of how it really is for women in the construction industry today
3. More information for participants. I felt as though I paid registration to give them information about what I was doing, but, I didn't get any information on how (tactics) I could attract more women to our school. Once SETT got the info they wanted, an afternoon session should be held on ways to improve or do things differently in our organization. The location should be somewhere with ample parking.

What cost do you think participants would pay to participate in a facilitate Checklist workshop (1/2 day)?

50% @ \$100

50% @ \$200

Please provide any other comments you may have.

None provided.

Evaluation of WinSETT Initiative Phase III

Train the Trainer Workshop for WRDC Personnel

April 23, 2008, St. John's NL

WinSETT delivered its first Checklist Train the Trainer Workshop with the entire staff of WRDC, nine individuals. The session was facilitated by Valerie Overend and Susan Hollett (not in attendance) compiled the written evaluations. After participant introductions which included mention of previous facilitation experience, Carolyn Emerson provided an introductory presentation on CCWESTT/WinSETT and the development of the Checklist and Workshops. Valerie took them through two sample sub-sections of the Checklist as one would in an employer workshop. The staff in groups then selected subsections that would be most relevant for a given audience. The planning, design, facilitation and evaluation of workshops was then discussed as was selling the organization's services. (See agenda)

Evaluation

The evaluation was conducted at the end of the session by all 9 participants completing a written questionnaire.

Overall, the highlights of the session for participants were learning about the Checklist itself and its potential as a tool and the high level of skilled facilitation and depth of knowledge of the facilitator. Participants felt they could explain concepts such as CCWESTT, WinSETT, the Checklist, and the purpose and desired outcomes of the Checklist workshop.

Most participants felt employers were the best audience, and then unions. Fewer thought professional associations would be a good audience for the Checklist.

5 out of 8 respondents felt either very well prepared or adequately prepared to deliver the workshop after the Train the Trainer session.

8 out of 9 respondents considered this session either Excellent or Very Good.

The most frequently mentioned area to improve was in the amount and the management of time for the session. Many participants felt there could have been more time, or it could have been better managed. (although only 1 person said the time allocated was not adequate).

Evaluation of WinSETT Initiative Phase III

The detailed results are presented below (there were 9 respondents and all answers are presented in raw numbers):

1. Was the time allocated to this session adequate?

5 Yes 1 No 3 Not Sure 0 No Answer

- If you answered no, what amount of time would be better? ____No responses__

Do you feel you can explain to others what is:

a. CCWESTT?	<u>8</u> Yes	<u>0</u> No	<u>0</u> Not Sure	<u>0</u> No Answer
b. WinSETT?	<u>8</u> Yes	<u>0</u> No	<u>0</u> Not Sure	<u>0</u> No Answer
c. Checklist of Strategies?	<u>7</u> Yes	<u>0</u> No	<u>1</u> Not Sure	<u>0</u> No Answer
d. Purpose of the Workshop	<u>8</u> Yes	<u>0</u> No	<u>0</u> Not Sure	<u>0</u> No Answer
e. Desired outcomes of the Workshop?	<u>8</u> Yes	<u>0</u> No	<u>0</u> Not Sure	<u>0</u> No Answer

2. What target audiences do you think would be best suited for this Workshop?

	Very well suited	→		←	Not at all well Suited	No Answer
a. Unions?	5	2	1			
b. Employers?	7	1				
c. Employers Association?	1	3	3			1

3. How prepared overall do you now feel to deliver this workshop?

<input type="checkbox"/> Very well prepared	<input type="checkbox"/> Adequately prepared	<input type="checkbox"/> Neither prepared nor unprepared	<input type="checkbox"/> Not that well prepared	<input type="checkbox"/> Not at all well prepared	No Answer
1	4	1	1	1	1

Evaluation of WinSETT Initiative Phase III

4. How adequately prepared do you feel to deliver the Checklist in the following specific areas?

	Very well prepared	→		←	Not at all well prepared	No Answer
a. Content of the Checklist	2	4	1		1	1
b. Facilitation Skills	2	4	1		1	1
c. Knowledge of Trades Industries	1	7				1

i. If you answered 3, 4, 5 to any of the above, what do you need to make you better prepared?

- | |
|---|
| <ul style="list-style-type: none"> • More time required • More training |
|---|

5. How effective was the Trainer in this session in her explanations of...

	Very well prepared	→		←	Not at all well prepared	No Answer
a. The Checklist Contents	9					
b. How the workshops typically run	7	1				1
c. Matching topics to the Audience	7	1				1
d. How to evaluate the workshops	6	1	1			1

6. How would you rate the overall style of the Trainer?

<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neither good nor bad	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	No Answer
7	1				1

7. Any suggestions for improvement for the Trainer?

- | |
|--|
| <ul style="list-style-type: none"> • None • Time was the overall issue |
|--|

Evaluation of WinSETT Initiative Phase III

Please tell me what you think are the strongest Points of the workshop.

- Information
- Cause to think
- Ways of approach
- Well explained and all topics covered
- Credible trainer
- Target audience participants
- Overview of WinSETT
- Group session (2)
- Introduction of workbook
- Flow of information
- Practical
- Encourages `self-awareness`(`self` meaning industry or employer)
- Sets values and tone for discussion
- The Manual
- The facilitators
- Facilitators knowledge of the content and processes
- Trades experience of facilitators
- Tool as a process
- Content
- Organization of the questions
- The book itself as a tool to take away

Please tell me what are the areas to Improve in the Workshop.

- More time but to be fair, this is on a wing.
- More time to go through each area in the book.
- flow of booklet, e.g., page 50-51, 52
- No suggestion – it was well received by me
- Better time planning
- Time – needs more room for discussion
- Maybe breakout sessions would have been helpful

8. What is your overall impression of the Checklist Booklet?

<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neither good nor bad	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	No Answer
6	2				1

Evaluation of WinSETT Initiative Phase III

- Comments on the Booklet
 - Looking forward to working with the booklet
 - Updates are great – pictures are excellent

9. How would you rate this Train the Trainer session overall?

<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neither good nor bad	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	No Answer
3	5				1

10. Any final comments?

- Thank you. If there were proper time allocation and finished product it would be absolutely excellent
- Thank you. Looking forward to the final version.
- Excellent as first exposure; I look forward to further training.
- Time!

From the organizers' perspective, there was enthusiastic engagement of all participants.

Evaluation of WinSETT Initiative Phase III

Oil & Gas Workshop Evaluation

Report: Becoming Leaders™ Career Success: Skills and Strategies Workshop for Women in the Oil and Gas Sector



April 25, 2008, Calgary AB

The Canadian Coalition of Women in Engineering, Science, Trades and Technology through its Women in SETT Initiative delivered the first in a series of professional development workshops for early to mid-career female engineers and scientists in the oil and gas industry.

Career Success: Skills and Strategies for Women Engineers and Scientists in the Oil and Gas Sector Workshop was designed to provide information and assist participants to develop an action plan that is appropriate to their situation and interests. The workshop also provided an opportunity for participants to hear workplace tips and personal strategies from women with a variety of experiences in the sector.

Facilitator:

Dr. F. Mary Williams, Director General, NRC's Institute for Ocean Technology; principal author of *Becoming Leaders: A Practical Handbook for Women in Engineering, Science, and Technology*

Co-Facilitators:

- Karen Muggeridge, M.Eng., P.Eng., Arctic Engineering Specialist, ConocoPhillips
- Sylvie Tran, P.Eng., MBA, Asset Manager, Shell Canada
- Dr. Margaret-Ann Armour, Assoc. Dean, Science, University of Alberta
- Carolyn J. Emerson, M.Sc., Project Coordinator, WinSETT Initiative

Host / Sponsor ConocoPhillips Canada

Co-Sponsor Shell Canada

Participants 20 additional engineers, scientists, and managers from the oil and gas industry with a range of experience.

The event consisted of a variety of components that encompassed interactive exercises and discussions as well as the direct delivery of information. The detailed *Evaluation Results* section documents the strong success of the workshop in meeting its objectives, its effective delivery, and the eliciting of important suggestions. There was a high level of engagement of the participants from all ranges of experience and area of work, and they gained valuable information on career success strategies. Informal feedback also emphasized the importance of the networking within and across the two companies represented and there is intention to strengthen those opportunities.

Evaluation of WinSETT Initiative Phase III

From the organizers' perspective, it was important to learn more of the special characteristics of the oil and gas sector and its female technical employees (dynamic industry, well compensated careers, talented and motivated workforce, emphasis on training and career planning, mobility). Feedback from the workshop will inform the further refinement of the event to include: building on the theory with more information on the challenges; reduced focus on short-term planning; additional emphasis on leadership development (perhaps through a case study of a woman in middle management seeking advancement); and added information on work/family balance.

Evaluation Results

21 respondents:

Please assess how this workshop measured up on the following workshop objectives:

1. Increase awareness of the career success factors for women in technical fields
Accomplished this goal 5 [6] 4 [14] 3 [1] 2 1 Did Not Accomplish this goal
2. Apply practical tips and tools to advance your chosen career
Accomplished this goal 5 [7] 4 [11] 3 [3] 2 1 Did Not Accomplish this goal
3. Develop a vision and plan for your own career success
Accomplished this goal 5 [5] 4 [12] 3 [3] 2 1 Did Not Accomplish this goal
4. Was this workshop useful for your current work situation or future career development?
Very useful 5 [9] 4 [11] 3 [1] 2 1 Not very useful
5. Were the facilitators effective in their delivery of the information?
Yes 21 No ___ Somewhat ___

Comments:

- I connected with many of the concepts
- I feel like the facilitators provided a lot of useful advice and shared their own learnings from their experiences over the years
- Even more strategies on how to conduct yourself
- The facilitators were interesting and pleasant to listen to
- Very good at facilitating discussion. Also did not come across as being feminists (a good thing).
- Better than I could have ever imagined considering I was the biggest skeptic
- Very knowledgeable, engaging
- Mary Williams was a pleasure to listen to

Evaluation of WinSETT Initiative Phase III

5. What were the **most** useful aspects of the workshop?

- Networking (3)
- The difference between men and women
- Thinking long term
- Hearing that I'm not alone in my fears
- Open conversation style and participation by all
- Theory on schema and stereotype stress
- Wisdom, insight and advice shared between the women at this workshop, very aspiring
- Learning from others' tips and recognizing the small changes you can make to help develop your career
- Openly discussing with people your aspirations and meeting similar minds
- I really enjoyed sitting down and thinking about, writing down and sharing goals and steps to reach those goals. It made them seem less scary and more realistic
- Getting new things to think about from other women in the group, networking
- Talking, the questions asked/answered
- Discussion. Hearing other peoples' perspectives; especially those that are in different stages of their careers.
- That women are different and that's alright. I believed we were "equal" before
- Sharing experiences with others, encouragement and positive attitude from the speakers
- Long range goals worksheet
- Hearing from participants/open discussion
- Making the list of steps to attain our goals and ranking them if they are attainable or not
- The tips and examples; the career success worksheet

6. What were the **least** useful aspects of the workshop?

- Nothing
- It was good to hear from others but I would have liked to have more tips from the presenters.
- NOTHING!! Well done
- N/A
- All very useful
- Breakfast! I already ate
- Reading the sentence and giving advice
- Tips from a basket ... but it did get people to discuss and share their experiences.

Evaluation of WinSETT Initiative Phase III

7. Were there topics you would like to have had emphasized more or included?

- How to be influential without being bossy
- More on leadership
- How to avoid/break through stumbling blocks or barriers
- Short-term plan - people seemed to have this pretty well defined
- I would have liked to discuss knowledge sharing and acquiring further education, such as MBA and still working in the industry
- More emphasis on leadership and some tools to change corporate culture in a subtle way
- More planning ideas
- I thought a little more leadership advice would have been helpful.
- Tips for dealing with difficult people/managers
- Salary discrepancies between genders --> does it still exist?
- How society has changed lately with respect to more women returning to work after children, paternal leaves, etc.
- Leadership would be good
- Leadership, effective management. Most people here had goals that included team lead or management.
- Leadership skills within my company (given my current position)
- Go over qualities in leaders and suggest tips on how to get there.
- I would have liked to have learned tools for leadership
- What to do about women's self confidence, go beyond identifying the problem

Any other comments?

- I suggest splitting up tables to diversify the group based on different job functions
- It's important not to worry so much how come stereotypes or schema came about but more so on how to overcome them
- Very useful workshop! It was perfectly interactive and informative.
- I really enjoyed listening to all the discussion and hearing about issues that women are running into throughout the variety of professions represented in this workshop.
- Very good. Course objectives or information were very vague so I wasn't sure what to expect
- Could recommend other workshops, build a concrete toolkit/resource base
- I thought it was a useful course and I think I got a lot out of it.
- Please consider opening a similar session for men in the industry on work/life balance/gender diversity
- More theory from Mary! Work-life balance; women in Canada stats

7. Describe your position in your organization (check all that apply):

Engineer 9 Scientist 10 Technician/technologist 1 Manager 2

8. Years in workplace:

1-5 10 6-10 6 11-15 5 >15 0