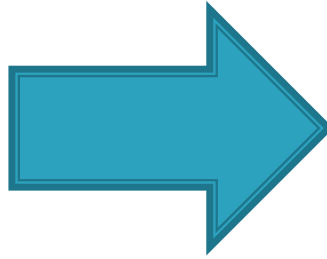


A COMMUNITY DISCUSSION ON RECENT IMMIGRATION POLICY CHANGES OCTOBER 24, 2014

PRESENTED BY FATIMA FILIPPI
EXECUTIVE DIRECTOR
REXDALE WOMEN'S CENTRE

CHANGES TO SERVICE DELIVERY



CLIENT DEMOGRAPHIC CHANGES

WHERE NEW IMMIGRANTS WILL COME FROM AND **HOW** THEY ENTER CANADA WILL CHANGE THE SETTLEMENT SERVICES LANDSCAPE AND WHAT SERVICES ARE OFFERED.

MORE IMPORTANTLY **WHO** DELIVERS SETTLEMENT SERVICES IS THE AGENCY EQUIPPED / CAPABLE OF SERVICING NEW CLIENTS?

ORGANIZATIONAL LIFECYCLE...

UNDERSTANDING ORGANIZATIONAL LIFECYCLE IS IMPORTANT TO PLANNING.

ACCORDING TO JUDITH SHARKEN SIMON, OF FIELDSTONE ALLIANCE.ORG, ASSOCIATIONS

EVOLVE THROUGH **FIVE** LIFECYCLE STAGES.



ORGANIZATIONAL LIFECYCLE...

- ▶ **STAGE ONE: IMAGINE AND INSPIRE:** INDIVIDUALS WHO SHARE A COMMON VISION OR IDEA COME TOGETHER TO DETERMINE IF THIS VISION CAN BE FORMALIZED. THE INTERESTED STAKEHOLDERS SHARE ENTHUSIASM, ENERGY AND ENGAGE IN CREATIVE THINKING IN ORDER TO DETERMINE IF THEY CAN MOVE THEIR VISION FORWARD. THE KEY QUESTION AT THIS STAGE IS “CAN THIS DREAM BE REALIZED?”

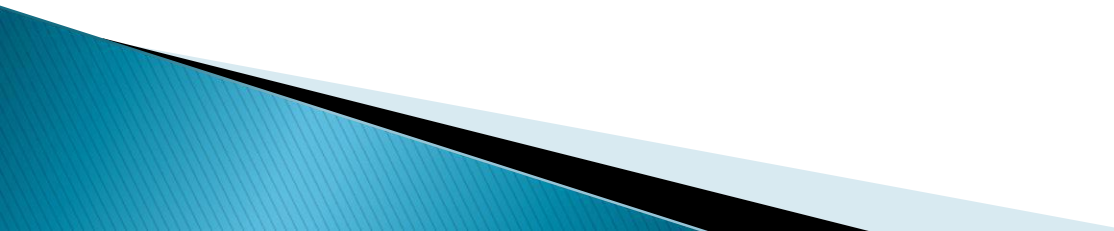
ORGANIZATIONAL LIFECYCLE...

- ▶ **STAGE TWO: FOUND AND FRAME:** THIS IS THE START UP PHASE WHERE PRACTICAL PLANS ARE PUT IN PLACE TO PUT INTO EFFECT THE VISION. INDIVIDUALS SEEK AND RECEIVE NON-PROFIT STATUS AND FOUNDING AND FRAMING ACTIVITIES BEGIN. THERE IS MUCH EXCITEMENT AND HIGH LEVELS OF INTEREST AS WELL AS A FEAR OF LOSING SITE OF THE VISION AND VALUES OF STAGE ONE. THE KEY QUESTION AT THIS STAGE IS “HOW ARE WE GOING TO PULL THIS OFF?”

ORGANIZATIONAL LIFECYCLE...

▶ **STAGE THREE: GROUND AND GROW:**

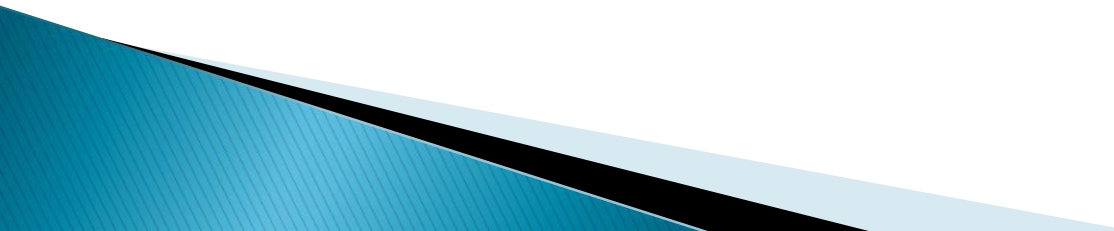
AT THE STAGE THE ASSOCIATION FOCUSES ON GROUNDING IT BUSINESS AND ACTIVITIES AND GROWING ITS PRODUCTS. THERE IS CONCERN FOR HOW TO MAINTAIN THE VIABILITY OF THE ASSOCIATION AND TO DEVELOP SYSTEMS OF ACCOUNTABILITY. THESE MULTIPLE PRESSURES CAN PRODUCE ANXIETY AND MAY OVERWHELM THE ASSOCIATION IF INDIVIDUALS ARE NOT COMMITTED AND DO NOT SHARE THE SAME VISION. AT THIS STAGE OF ITS LIFECYCLE, THE ASSOCIATION FACES MANY CHOICES AND CHALLENGES IN MOVING FORWARD. AT THIS STAGE, THE KEY QUESTION IS “HOW CAN WE BUILD THIS TO BE VIABLE?”



ORGANIZATIONAL LIFECYCLE

- ▶ **STAGE FOUR: PRODUCE AND SUSTAIN:**
AT THIS STAGE, THE ASSOCIATION HAS MATURED AND IS AT ITS PEAK AND SUSTAINABILITY IS A HIGH PRIORITY. THE ORGANIZATION HAS ACHIEVED STABILITY. HOWEVER THIS STABILITY CAN ALSO LEAD TO INDIVIDUALS DEVELOPING A SENSE OF COMFORT AND NOT TAKING RISKS OR OPERATING STRATEGICALLY. AT THIS STAGE, THE KEY QUESTION IS “HOW CAN THE MOMENTUM BE SUSTAINED?”

ORGANIZATIONAL LIFECYCLE

- ▶ **STAGE FIVE: REVIEW AND RENEW:** AT THIS STAGE THE ASSOCIATION NEEDS TO REINVENT ITSELF AND GO THROUGH A PROCESS OF REVIEW AND RENEWAL. THE ASSOCIATION HAS MATURED AND MUST REVISIT ELEMENTS SUCH AS MISSION, VISION, PRODUCTS, SERVICES, STRUCTURE IN ORDER TO REDISCOVER ITSELF AND HOW IT FITS INTO THE CHANGING WORLD. AT THIS STAGE, THE KEY QUESTION IS “WHAT DO WE NEED TO REDESIGN?”
- 

WHERE ARE WE? WHERE AM I?

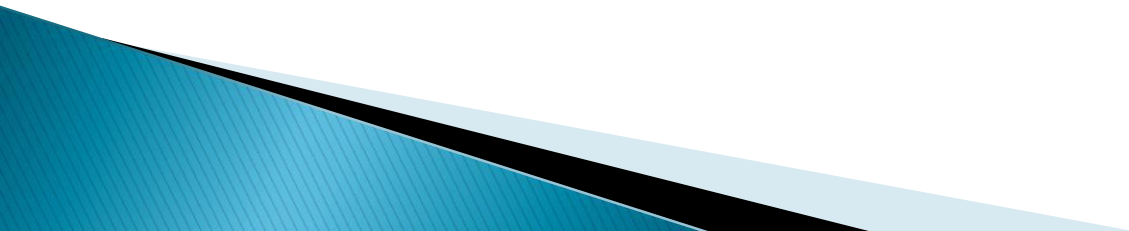
UNDERSTAND AND KNOW WHERE YOUR ORGANIZATION IS SITUATED IN ITS LIFECYCLE AS IT WILL INFLUENCE **HOW** SERVICES ARE PROVIDED AND **WHO** DELIVERS THE SERVICES

UNDERSTAND YOUR ROLE (AS A COUNSELLOR) IN RELATION TO THE ORGANIZATION'S LIFECYCLE

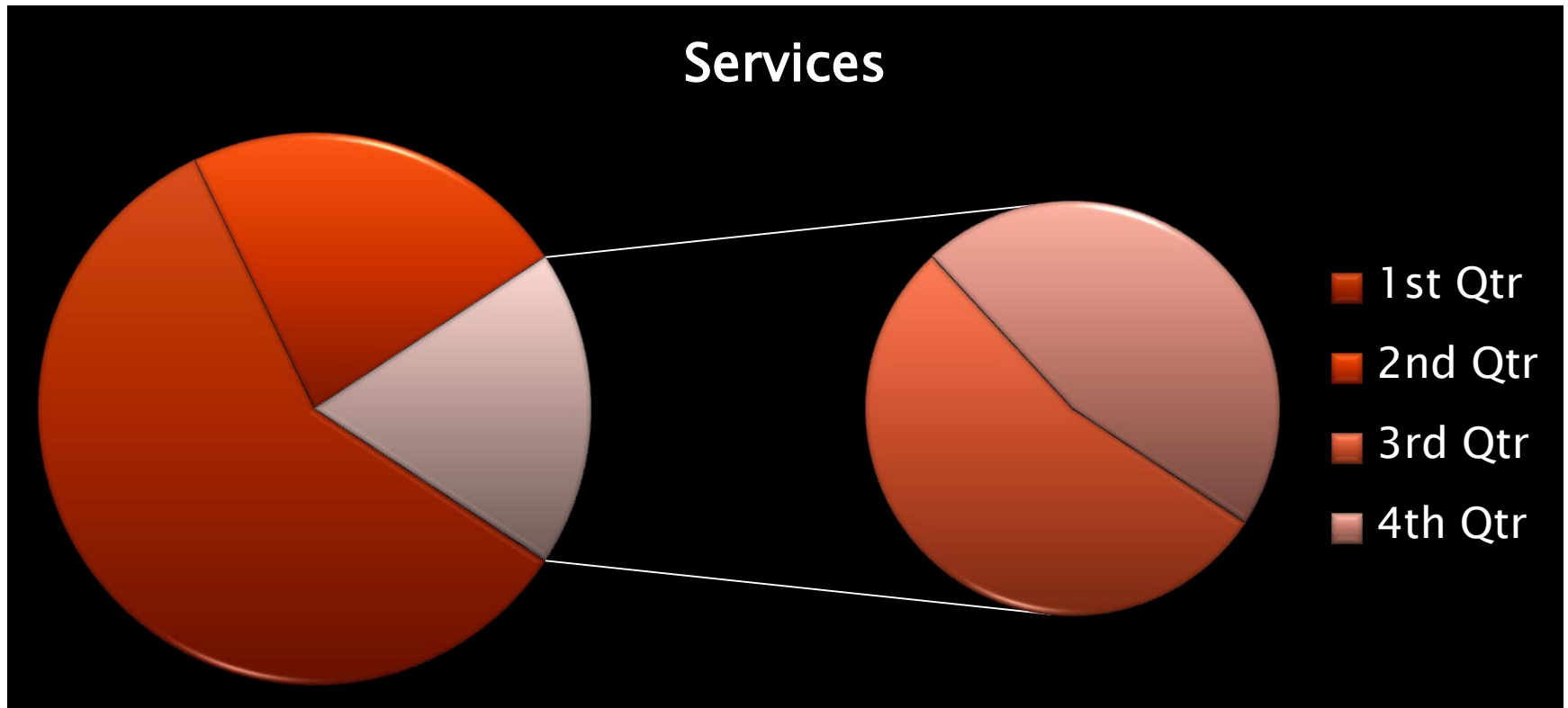


THE FUTURE.....

HOW AND WHO



“THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS”



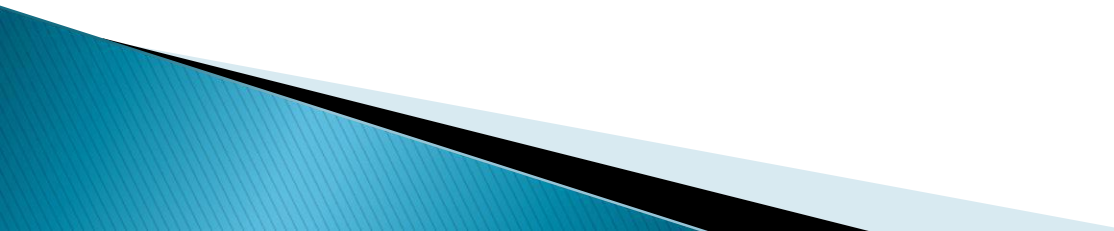
LAYERS OF COMPLEXITY....

SETTLEMENT / NEWCOMER SERVICE
DELIVERY INVOLVES THE ENTITY
(ORGANIZATION) AS WELL AS THE
MANY STAKEHOLDERS:

- ▶ EMPLOYEES, INTENDED USERS, MEMBERSHIP,
SUPPORTERS, FUNDERS, ETC

SYNERGY

SYNERGIES AND A COMMON UNDERSTANDING MUST EXIST BETWEEN EMPLOYEES, CLIENTS, COMMUNITY, MEMBERSHIP, SUPPORTERS IN WORKING TOGETHER TO ADDRESS NEEDS.



WHERE TO START....

THE ORGANIZATION



THE WORKER (EMPLOYEE)

HOW...

ARE THE CURRENT SERVICES RELEVANT AND BASED ON CLIENT NEEDS?

ARE THE WAYS IN WHICH SERVICES DELIVERED APPROPRIATE?

DO SERVICES NEED TO CHANGE OR BE ELIMINATED OR NEW ONES CREATED?

CAN WE DELIVER THESE NEW SERVICES? DO WE KNOW HOW? (CAPACITY)

DO WE DO THIS ALONE? IN PARTNERSHIP?



WHO.....

IS THE SETTLEMENT SECTOR WORKFORCE
PREPARED?

AM I, AS A SETTLEMENT COUNSELLOR,
CAPABLE OF ASSISTING THESE NEW CLIENTS?

AM I ABLE TO PROVIDE THESE NEW SERVICES, IF
CALLED UPON?



WHAT TO DO?

REMAIN INFORMED

REMAIN CONNECTED

REMAIN RELEVANT

REMAIN POSITIVE –RESILIENT



INFORMED

- ▶ ACCESS INFORMATION AND RESOURCES ON A DAILY AND AS NEEDED BASIS
- ▶ TAKE TIME TO BECOME KNOWLEDGEABLE ABOUT THE SECTOR, THE GOVERNMENT, YOUR SUPPORTERS, YOUR CLIENTS, YOUR ORGANIZATION

INFORMED

The screenshot shows a web browser window displaying the Settlement At Work website. The browser's address bar shows the URL <http://www.settlementatwork.org/>. The website's header features the logo and the tagline "THE KNOWLEDGE HUB FOR THE SETTLEMENT SECTOR IN ONTARIO". A navigation menu includes links for Home, Wiki, News, Events, RFPs, and Jobs, along with a search bar. The main content area is divided into two columns. The left column contains a welcome message, a "We hope you will enjoy our Settlement AtWork site!" announcement, a list of updates including a Request for Quotations and news about LAO and Career magazine, and a "Post your:" section with icons for News, Event, RFP, and Job. The right column features a "Share and Access Resources!" section, a list of topics like Language Training and Information & Referral, a newsletter sign-up form, and an RSS feed subscription section. The browser's taskbar at the bottom shows various application icons and the system clock indicating 9:05 AM on 10/24/2014.

Settlement At Work

THE KNOWLEDGE HUB FOR THE SETTLEMENT SECTOR IN ONTARIO

Home Wiki News Events RFPs Jobs

WELCOME TO SETTLEMENTATWORK!

We hope you will enjoy our Settlement AtWork site!

Here you will find news items, events, RFPs and Job listings for professionals in the settlement sector of Ontario. Can't find something? Visit our links page.

There's also a wiki where you can browse resource information and even create content of your own!

Post your: NEWS EVENT RFP JOB

UPDATES Events, RFPs & News

Request for Quotations: Francophone Immigration Network of Northern Ontario
CIC is now inviting applications through this Request for Quotations for funding under the Settlement Program for the Francophone Immigration Network of Northern Ontario.

As of Oct 23, LAO Offers Family Law & Immigration Services at the Community Legal Clinic of York Region
LAO partners with York Region legal clinic to offer family and immigration services

Fall 2014 Edition of Careering Magazine is Available
The Fall 2014 edition of Careering magazine is out and the theme is "Disruptive Ideas."

Creating Hope, Opportunity, and Results for Disadvantaged Youth: Part III

Share and Access Resources!

The Settlement At Work wiki is the place to find and share settlement-related resources and information.

Access information about:

- LANGUAGE TRAINING
- INFORMATION & REFERRAL
- SETTLEMENT & EMPLOYMENT
- REFUGEES
- ONLINE LEARNING and • MUCH MORE

Sign up for our newsletter

Email Address :

Subscribe to our RSS feed

- ABOUT RSS FEEDS
- SUBSCRIBE TO ALL FEEDS

INFORMED

http://wiki.settlementatwork.org/wiki/Main_Page

Main Page - SettlementAtWork... Take a screen shot

File Edit View Favorites Tools Help

Google Search Share More

Sign In

Log in

Page Discussion Read View source View history Google Custom Search

SettlementAtWork Wiki

Connect and collaborate with your colleagues in the Ontario Immigrant-serving Sector. Find great resources and share your own.

Topic Pages

- Language Training
- Mental Health
- Settlement & Employment
- Information & Referral
- Interpretation & Translation
- Immigration Status

Client Focus

- LGBTQ+ Seniors
- Women Accessibility
- Youth Refugees
- Francophones

Sector Overview

- Projects Research
- Agencies Organizational Development
- Community Engagement

Get involved!

#CDNIMM Events

A community has coalesced online to share and discuss timely and relevant topics and information about Canadian immigration.

Wiki Help | Create a Page

Featured Pages and Projects

Let's Talk

A directory of interpretation service providers and interpreter trainers; Sample policies; Promising practices and more.

Orientation to Ontario

The pilot initiative is designed to ease the transition of newcomers by providing access to standardized information about settling in Ontario.

LIP | Pathway Docs | OCAS | LearnAtWork
Sector Translations | Acronyms | Newsletters

Recently Added

- Oshawa Family Law Service Centre
- Link Between Housing & Sexual Violence: Infographic
- Canadian Muslim Women: A Decade of Change- 2001-2011
- Know Your Rights: Action Guide for Fair Employment
- Working While You Are On Social Assistance
- Promoting the Rights of Persons with Disabilities in Ontario
- New Directions for Foreign Credential Recognition: Final Report
- Tax Measures for Persons with Disabilities (Video Series)

100% 1:12 PM 10/22/2014

INFORMED

The screenshot shows a web browser window with the URL <http://www.problogger.net/what-is-rss/>. The browser's address bar also shows a search for "What is RSS? : @ProBlogger". The page features a navigation bar with links: HOME, BLOG, FORUM, WORKBOOKS, BOOK, JOBS, MAKE MONEY, and ARCHIVES. A search bar is located on the right side of the navigation bar. The main content area is titled "What is RSS?" and includes an RSS icon. The text explains that RSS is a technology used by millions of web users to keep track of their favorite websites. It also mentions that the main way readers subscribe is through the "RSS feed". A sidebar on the right contains a "Subscribe to the Newsletter:" section with a "Subscribe" button and a "20069 readers" count. Below this, there are two promotional banners: "first week of blogging" and "SCORECARD for BLOGGERS". The footer of the page shows the Windows taskbar with the time 10:45 PM and date 23/10/2014.


Stop reading about blogging and start taking your blog to the next level? [Join The ProBlogger Community](#)

PROBLOGGER

HOME BLOG FORUM WORKBOOKS BOOK JOBS MAKE MONEY ARCHIVES

Search ProBlogger... [GO](#)

What is RSS?

 **What is RSS?** I'm regularly asked this question and thought it might be worth putting together a page to define RSS and hopefully shed some light on the topic.

Do you want to keep up to date with the latest posts on ProBlogger?

We have a number of ways that you can subscribe to this site and receive updates. The main one that our readers use is our [RSS feed](#). But **what is RSS?**

What is RSS?

RSS is a technology that is being used by millions of web users around the world to keep track of their favorite websites.




In the 'old days' of the web to keep track of updates on a website you had to 'bookmark' websites in your browser and manually return to them on a regular basis to see what had been added.

The problems with bookmarking

♦ You as the web surfer had to do all the work

Subscribe to the Newsletter:

[Subscribe](#) 20069 readers

Join Over 321000 Readers

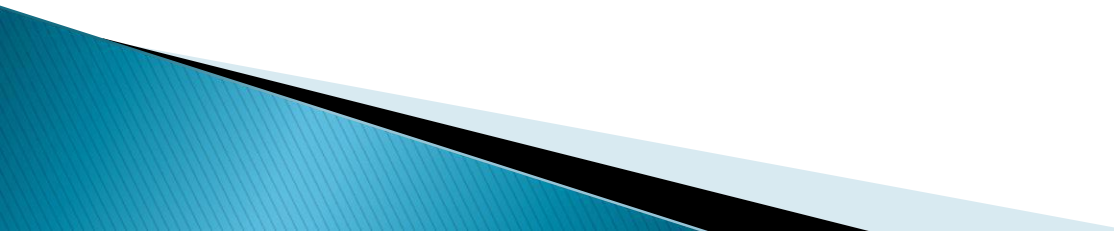
PROBLOGGER first week of blogging

PROBLOGGER SCORECARD for BLOGGERS

10:45 PM 23/10/2014

Presented By: Fatima Filippi,
Executive Director, Rexdale Women's
Centre

CONNECTED

- ▶ ASSOCIATIONS, NETWORKS, SUPPORT GROUPS
 - ▶ COLLEAGUES IN THE SECTOR
 - ▶ INDIVIDUALS OUTSIDE THE SECTOR
 - ▶ NEWSLETTERS FROM YOUR ORGANIZATION
- 

CONNECTED

The screenshot shows a web browser window displaying the Canadian Council for Refugees (CCR) website. The browser's address bar shows the URL <http://ccrweb.ca/>. The website's header features the CCR logo, which depicts two stylized figures behind barbed wire, and the text "Conseil canadien pour les réfugiés" and "Canadian Council for Refugees". A language selector for "Français" is in the top right. Below the header is a navigation menu with links: HOME, ABOUT US, MEDIA ROOM, THE ISSUES, TAKE ACTION, YOUTH NETWORK, DONATE, LINKS, and CONTACT. The main content area is divided into three columns. The first column, titled "Media Room", lists recent news items with dates and a "more" link. The second column, titled "New from the CCR", lists recent publications and reports with a "more" link. The third column, titled "Proud to protect refugees", features a photo of a group of people holding a sign that says "Proud to Protect Refugees" and text encouraging visitors to join the campaign. Below the main content area, there is a "Member Corner" section with a login prompt and a search bar. A large banner with the text "Why are you proud to protect refugees?" is partially visible. On the right side, a red box titled "Worth knowing!" contains text about the global distribution of refugees. The browser's taskbar at the bottom shows various application icons and the system clock indicating 10:49 PM on 23/10/2014.

http://ccrweb.ca/

msn Outlook.com - fatimafilippi@h... Canadian Council for Refug... x

Suggested Sites Web Slice Gallery + Flip it

Conseil canadien pour les réfugiés
Canadian Council for Refugees

Français

Username or e-mail Password LOG IN
Register Forgot Password?

HOME ABOUT US MEDIA ROOM THE ISSUES TAKE ACTION YOUTH NETWORK DONATE LINKS CONTACT

Media Room

- ▶ Coroner's Inquest: Answers needed to circumstances of death in CBSA detention, 30 Sep 2014
- ▶ Federal Court Ruling on Refugee Appeal Welcomed, 25 Aug 2014
- ▶ New restrictions mean families will be broken apart, 30 Jul 2014
- ▶ Syrian refugee crisis requires strong Canadian response, 9 Jul 2014


more

New from the CCR

- ▶ Keeping the door open: NGOs and the new refugee claim process
- ▶ Comments on Regulatory proposals to enhance the Temporary Foreign Worker Program and International Mobility Program compliance framework
- ▶ Trafficking in Persons for Forced Labour: Background
- ▶ Conference report, Spring 2014
- ▶ Respond to Bill C-585 re. social assistance for claimants

more

Proud to protect refugees



Change the conversation about refugees in Canada.
Join the Proud to Protect Refugees campaign.

Member Corner

Member log in for access to member only information.

Search this site

Why are you proud to protect refugees?

Worth knowing!

The vast majority of the world's refugees are in the Global South. Only a tiny minority of refugees are found in Canada and the rest of the...

10:49 PM 23/10/2014

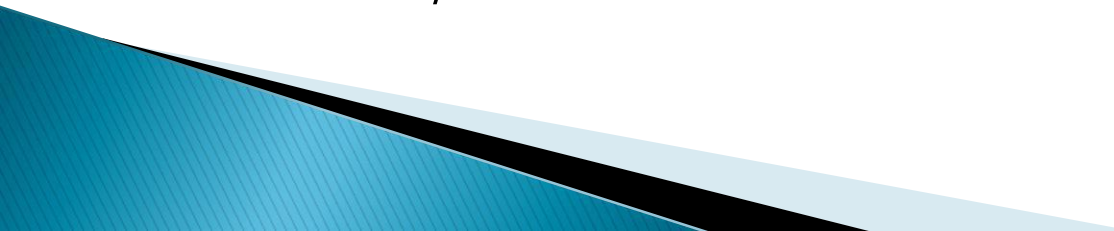
By: Fatima Filippi, Executive Director,
Rexdale Women's Centre

CONNECTED

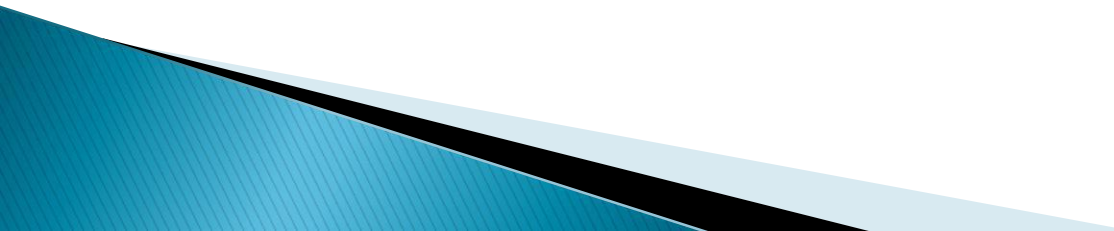


Presented By: Fatima Filippi,
Executive Director, Rexdale Women's
Centre

RELEVANT

- ▶ IS MY ORGANIZATION TAKING A LEADERSHIP ROLE IN ADDRESSING THE CHANGES?
 - ▶ IS MY ORGANIZATION ABLE TO DELIVER NEW SERVICES?
 - ▶ ARE MY SKILLS AND ABILITIES CURRENT AND EXCEEDING ORGANIZATIONAL AND CLIENT EXPECTATIONS?
 - ▶ AM I ABLE TO DELIVER NEW SERVICES IF REQUIRED TO DO SO?
 - ▶ DO WE/I NEED TO WORK IN PARTNERSHIP?
- 

RELEVANT

- ▶ WILL/CAN MY ORGANIZATION PROVIDE PROFESSIONAL DEVELOPMENT AND TRAINING OPPORTUNITIES FOR EMPLOYEES?
 - ▶ AS A WORKER, DO I HAVE THE RIGHT SKILLS SETS? IDENTIFY AREAS FOR GROWTH AND TAKE COURSES
 - ▶ PARTICIPATE IN FREE ONLINE TRAINING
 - ▶ PARTICIPATE IN TRAINING OUTSIDE OF WORK HOURS
 - ▶ PARTICIPATE IN ORGANIZATIONAL / SECTORAL TRAINING AND FORUMS
- 

RELEVANT

Home » Programs »

Professional Education and Training (PET)

OCASI's Professional Education and Training (PET) Project, supported by Citizenship and Immigration Canada (CIC), provides professional development and training for immigrant service workers to strengthen organizational capacity, and to enhance the professional development of individual immigrant service workers to deliver effective client services.

Through the PET Project, OCASI is able to offer support for individual and in-house group training to staff from immigrant service agencies. This training is available to staff whose positions are funded by CIC and the Ontario Ministry of Citizenship and Immigration (MCI).

The goal of the project is to improve services for immigrant communities by addressing gaps in skills and knowledge of service providers through provision of financial resources for individual, as well as, agencies to access existing courses from Ontario colleges, universities and/or tailor-made training by community-based training organizations, designed to enhance organizational capacity and knowledge sharing in an effort to enhancing the quality of services delivered to newcomers.

Eligible staff may apply for and, if approved, be reimbursed up to \$750 upon completion of the approved course. Agencies which are funded by CIC may apply for and, if approved, be reimbursed up to \$2000 for facilitator's fees for In-House Group Training.

Staff can track their individual activities on the PET website with 'My Portfolio' by adding courses to create a self-maintained directory that provides an accurate picture of their training activities, including the OCASI professional development conference, workshops, personal interest courses, etc.

[Email this page](#)

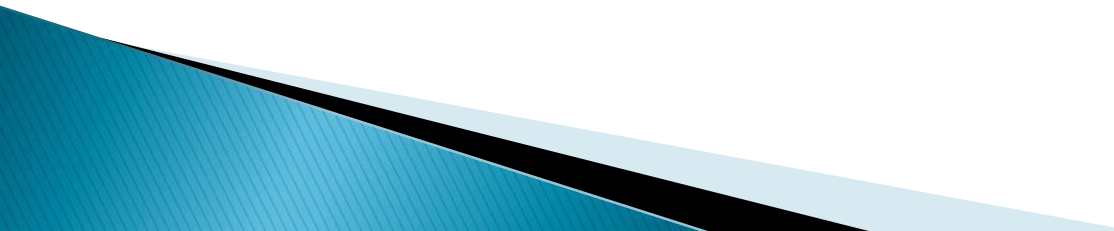
| Course Name | Outcome Measures |
|---------------------|--|
| Organization | Campus Logix |
| Start Date | 6/15/2010 |
| End Date | 6/16/2010 |
| Course Fee | \$2,000.00 |
| Approved Fee | \$2,000.00 |
| Course Description | As per the new modernization of set workers to understand the reporting newcomers. Campus Logix founded in 2006 special sector especially within settlement with various organisations and province studies, program quality enrichment management capacity building. |
| Trainer Description | |
| Other Agencies | N/A |

For More Information

- Email: pet@ocasi.org
- Phone: 416-322-4950 x238
- Website: www.ocasi.org/pet


10:55 PM
23/10/2014

POSITIVE – RESILIENT

- ▶ DO FIND AND PARTICIPATE IN INTERESTS AND HOBBIES OUTSIDE OF WORK
 - ▶ DO FIND MENTORS AND/OR COACHES
 - ▶ ACKNOWLEDGE WHAT YOU KNOW
 - ▶ ACKNOWLEDGE WHAT YOU DON'T KNOW AND FIND A WAY TO GET THE ANSWERS
 - ▶ CONSULT WITH COLLEAGUES AND CO-WORKERS
 - ▶ PREPARE TO PLAN
- 

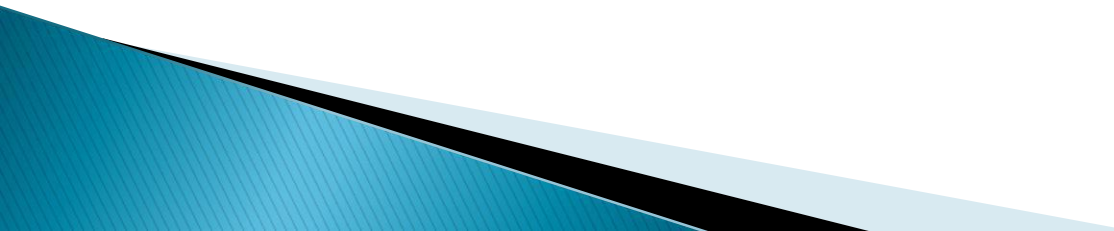
PREPARE, PREPARE, PREPARE

"BY FAILING TO
PREPARE YOU ARE
PREPARING TO
FAIL." Benjamin
Franklin



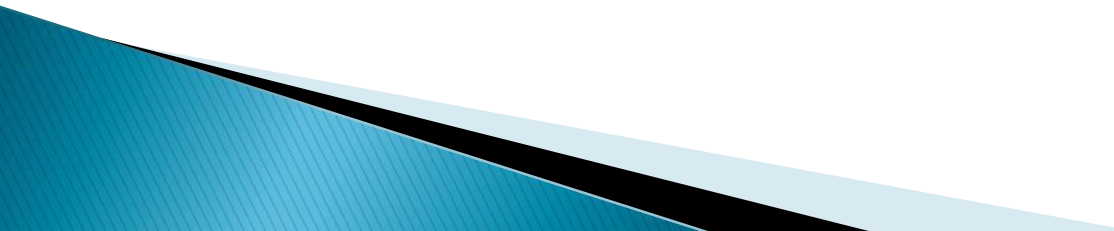
PLANNING PROCESS

Passive planning happens when leadership allows the raft to travel downstream at the mercy of the current rather than steering, rowing, and turning. This kind of **non-planning** eventually leaves you **unprepared** to face whitewater rapids. Worse yet, in the absence of a plan, the current may take the raft over the edge of a dreaded waterfall.




PLANNING PROCESS

Panic planning happens only after the raft is in trouble. At this point, all of the organization's resources are scrambled in a reactionary pattern in an attempt to solve the problem. With panic planning, you may or may not come out alive and well, but you are guaranteed some bumps and bruises.



PLANNING PROCESS

Scientific planning is viable, but can be laborious, mechanical, and often ends up abandoned in the process. Imagine if a raft guide constantly tried to measure the depth of the water, the distance between rocks, the wind speed, and the water current. Although the information might be helpful, oftentimes the water would be moving too swiftly to take the measurements. In a like manner, leaders often have to respond to change in an instant. There's no time to collect scientific data on all of the variables before deciding which course of action is best.



PLANNING PROCESS

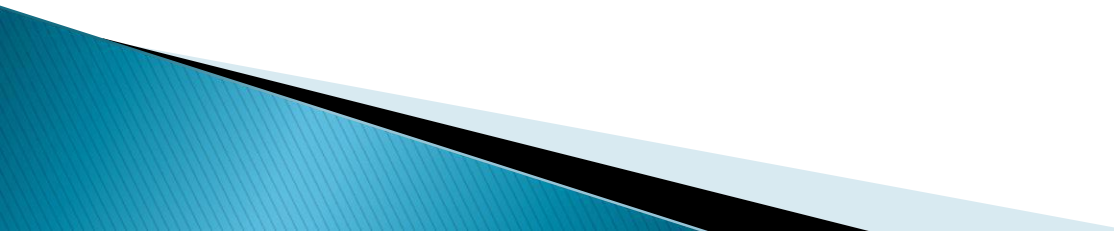
Principle-centered planning is the key to effectiveness. It is the artistic or leadership approach. Principle-centered planning recognizes that life in general (and people in particular) can't be graphed on a chart, but sees that planning still remains essential.

JOHN C MAXWELL (SEVEN PRINCIPLES OF PLANNING)



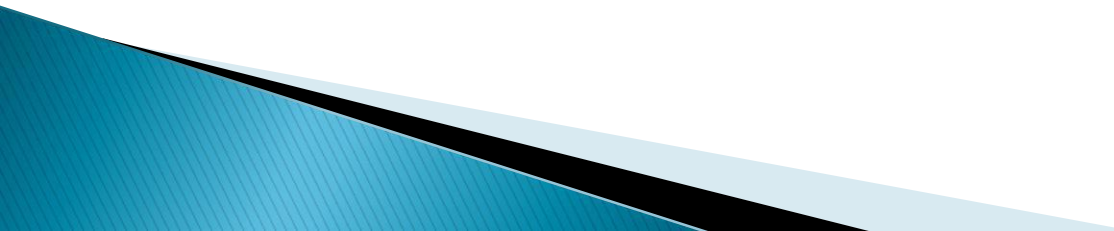
EXCUSES FOR NOT PLANNING

THEY DON'T POSSESS PLANNING SKILLS OR KNOWLEDGE

- ▶ SOME PEOPLE DON'T HAVE AN INNATE ABILITY TO PROJECT THEMSELVES INTO THE FUTURE.
 - ▶ THEY HAVE NEVER BEEN TAUGHT TO PRIORITIZE THEIR DAY OR TO PREPARE FOR TOMORROW.
- 

EXCUSES FOR NOT PLANNING

THEY'RE CAUGHT IN THE TYRANNY OF THE URGENT, AND THEY BELIEVE THAT THEY DON'T HAVE TIME

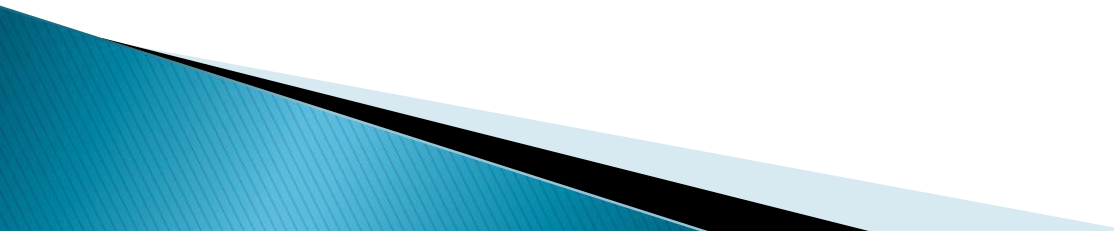
- ▶ **SOME PEOPLE ALLOW THEMSELVES TO BE PULLED INTO THE VORTEX OF MINUTIAE. AS A CONSEQUENCE, THEY END UP BURIED UNDER A SEA OF DETAILS, AND THEY CAN'T PULL THEIR**
 - ▶ **HEADS ABOVE WATER LONG ENOUGH TO PLAN.**
- 

EXCUSES FOR NOT PLANNING

THEY DON'T LIKE THE PERCEIVED HASSLE OF PLANNING

- ▶ INSTEAD OF PLANNING ONE EVENT AT A TIME, THEY BECOME OVERWHELMED BY THE MOUNTAIN OF THINGS TO PLAN.

MANY PEOPLE DON'T PLAN BECAUSE THE OUTCOME VARIES GREATLY

- ▶ "AFTER ALL," THEY SAY, "WHEN I DO MAKE A PLAN, IT NORMALLY DOESN'T END UP HAPPENING, SO WHY BOTHER?"
- 

HOW TO TAKE CONTROL

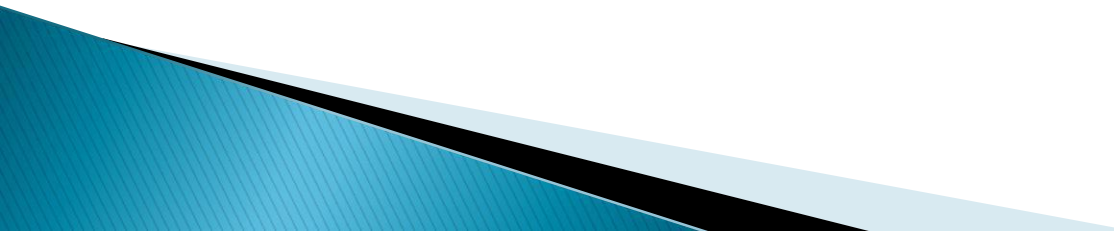


NAME THE
CHANGE (S)

ASSESS IMPACT
ON CLIENT /
SECTOR / WORKER
/ ORGANIZATION

HOW AND WHO
WILL ADDRESS
THE IMPACT

ENVIRONMENTAL SCAN

- ▶ **SWOT: STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS**
 - ▶ **PESTLE: POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL.**
- 

PESLTE → SWOT



<http://www.jiscinfonet.ac.uk/tools/pestle-swot/>

SWOT

SWOT Analysis

| | | | |
|----------|--|----------|---|
| S | Identify strengths of the association. | W | Identify weaknesses of the association. |
| | What are the association's advantages? What is done well? | | What could be improved? What is done badly? |
| O | Identify opportunities of the association. | T | Identify threats faced by the association. |
| | What trends and issues are favourable to your association? What are the association's advantages? Where are possible opportunities? | | What trends and issues will present obstacles for the association? What is preventing the association from achieving its strategic intent? Is changing technology threatening the association's position? |

Adapted from Microsoft Templates

PESTLE ANALYSIS

POLITICAL

WHAT ARE THE
KEY POLITICAL
DRIVERS OF
RELEVANCE?

ECONOMIC

WHAT ARE THE
IMPORTANT
ECONOMIC
FACTORS?

SOCIAL

WHAT ARE THE
MAIN SOCIETAL
AND CULTURAL
ASPECTS?

PESTLE ANALYSIS

TECHNOLOGICAL

WHAT ARE
CURRENT
TECHNOLOGY
IMPERATIVES,
CHANGES AND
INNOVATIONS?

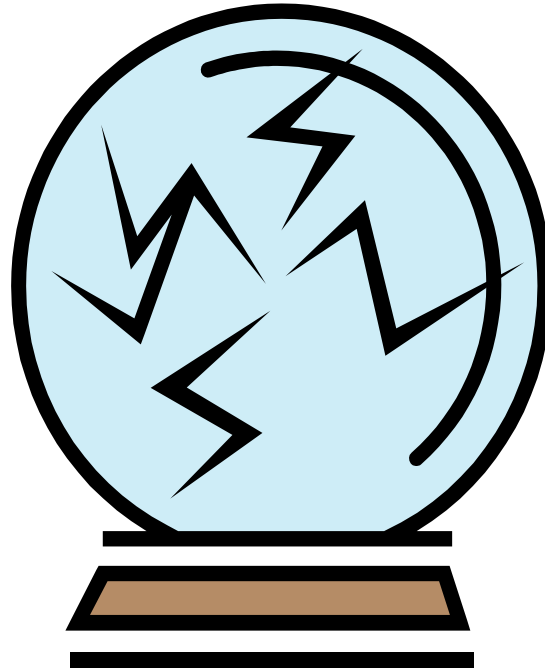
LEGAL

CURRENT AND
IMPENDING
LEGISLATION
AFFECTING THE
ROLE?

ENVIRONMENTAL

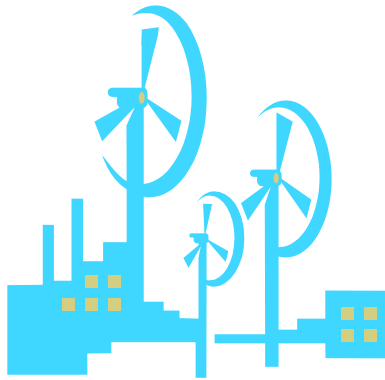
WHAT ARE THE
ENVIRONMENTAL
CONSIDERATIONS
LOCALLY AND
FURTHER AFIELD?

THE FUTURE...



TRENDS

- ▶ **CHANGE**, RAPID CHANGES AND FUNDAMENTAL CHANGES WILL BE CONSTANT



TRENDS

- ▶ CONTINUOUS LEARNING: WILL PLAY A LARGER ROLE IN SERVICE DELIVERY SPECTRUM AND LANDSCAPE



TRENDS

- ▶ **CLIENT EXPECTATIONS:** CLIENTS WILL WANT AND **DEMAND** MORE AND **EXPECT** MORE



TRENDS

▶ GOVERNMENTS– SUPPORTERS

INCREASED EXPECTATIONS:

- MORE ACCOUNTABILITY AND BETTER GOVERNANCE
- MORE CAPACITY, ADAPTABILITY, INNOVATION
- DEMONSTRATE VALUE FOR DOLLAR
- DEMONSTRATE IMPACT (EVALUATION)



TRENDS

- ▶ TECHNOLOGY: WILL PLAY A GREATER ROLE IN:
 - HOW WE DELIVER SERVICES
 - HOW CLIENTS ACCESS SERVICES
 - WHEN AND WHERE CLIENTS ACCESS SERVICES
 - HOW GOVERNMENTS DELIVER SERVICES



TRENDS

▶ COLLABORATIONS AND PARTNERSHIPS:

- MOVING FROM STAND ALONE TO COLLABORATIVE SERVICE DELIVERY
- LEANER SECTOR



TRENDS

▶ CULTURAL COMPETENCE:

- AS THE NEED FOR LANGUAGE SPECIFIC SERVICES DECREASES, CULTURAL COMPETENCY SKILLS SETS WILL INCREASE



RESOURCES

Sector:

<http://www.settlementatwork.org/events?frm-page-100085=3>

http://wiki.settlementatwork.org/wiki/Main_Page

<http://ccrweb.ca/>

<http://www.ocasi.org/>

<http://www.cissa-acsei.org/en/>

<http://maytree.com/>

<http://p2pcanada.ca/>

RESOURCES

Government

<http://www.cic.gc.ca/english/index.asp>

<http://www.cic.gc.ca/english/department/minister/alexander.asp>

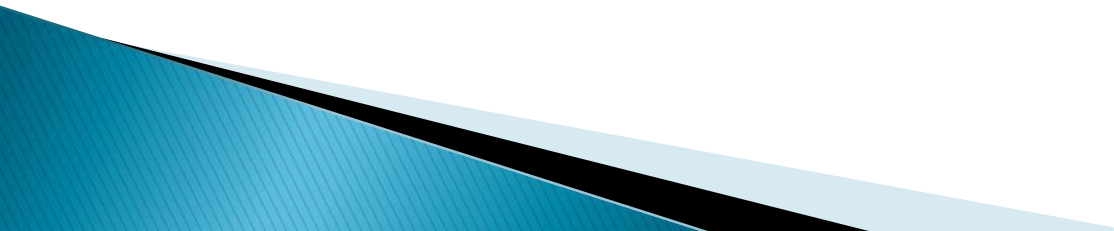
<http://www.cic.gc.ca/english/department/media/rss/rss-help.asp>

<https://tutela.ca/PublicHomePage>

<http://www.citizenship.gov.on.ca/english/>

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=6fa6ba2ae8b1e310VgnVCM10000071d60f89RCRD>

RESOURCES

- ▶ CONDUCTING AN ENVIROMENTAL SCAN AND SWOT ANALYSIS FOR THE STATE OF ALASKA AEGNCIES, 2008
 - ▶ CULTURAL COMPETENCE, A GUIDE TO ORGANIZATIONAL CHANGE, HIEU VAN NGO, 2008–2010 COPYRIGHT CITIZENSHIP AND IMMIGRATION CANADA
 - ▶ SHAPING THE FUTURE, CANADA'S RAPIDLY CHANGING IMMIGRATION POLICIES, NAOMI ALBIOM AND KAREN KOHL FOR MAYTREE, 2012
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THANK YOU

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre for the Toronto West LIP October 24, 2014