



BC Centre for Women in the Trades: Final Evaluation Report

MARCH 31, 2020

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SUBMITTED TO THE B.C. FEDERATION OF LABOUR

*Funding provided through the Canada-British Columbia
Labour Market Development Agreement*



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Published in 2020 by the Social Research and
Demonstration Corporation

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EXECUTIVE SUMMARY

The BC Centre for Women in the Trades (BCCWITT) project is a Sector Labour Market Partnership project funded through the Canada-BC Labour Market Development Agreement. Its purpose is to address the barriers to the recruitment, retention, and career advancement of women in the trades. Three program components were designed to meet the project objectives: (1) Outreach and mentorship for tradeswomen; (2) Shifting the culture through leadership development and training; and (3) Building workforce diversity through organizational capacity. In collaboration with the project partners, the BC Federation of Labour is funded to implement the BCCWITT from May 2, 2018 to May 1, 2020. The Social Research and Demonstration Corporation designed and carried out the evaluation to capture the effects of BCCWITT's activities and to assess the program outcomes. The evaluation period in this report is from May 2018 to December 2019 – 18 months.

The evaluation was grounded in a mixed-methods approach. The data sources consisted of administrative data; surveys with tradeswomen; surveys with participants in the Be More than a Bystander training; surveys with participants in the Diversity and Inclusion train-the-trainer training; focus groups with women in trades; and interviews with employers, program staff and stakeholders. A detailed description of the methods and data sources is included in the report.

KEY FINDINGS

Participants and activities

Participating women in skilled trades came from around the province, from a wide range of trades and levels. The women represented a broad range of experiences and characteristics. Women reported several barriers and constraints they face when working in the trades and when looking for work, with key barriers being getting a job in the first place, lack of female role models, lack of recognition of skills and qualifications, and bullying and harassment on the job. Over an 18-month period, a total of 405 tradeswomen completed the BCCWITT intake form and were entered into the registry database. During this same period, the Centre organized, facilitated, and/or participated in 119 events, the majority of which were focused on mentoring, networking, and support. The Facebook page was BCCWITT's primary online venue for engaging with members and allies to connect with BCCWITT's content and events, and with each other.

Outreach, networking opportunities, and mentorship

The top barriers identified by participants as challenging were not significantly different at baseline and follow-up. However, reductions were observed in proportions of women reporting all other barriers at follow-up, with the biggest difference in gender-biased recruitment and hiring. Women who had higher levels of engagement with BCCWITT reported several other barriers that were less challenging: reductions in experiences of discrimination when looking for work were reported at follow-up, specifically in being discriminated against because of gender and work experience not being valued). Networking and mentorship emerged as key solutions to alleviate the barriers women face day-to-day. Connecting with the BCCWITT and other tradeswomen at events has helped them find their voice. While the size of career networks grew only slightly over time, the quality of tradeswomen's career networks differed at follow-up compared to baseline.

Be More than a Bystander training program

The participants in the program were male leaders from the trades sector. Satisfaction with the training was very high, and nearly all would recommend the training to colleagues. The training was commonly described as “life changing” and “shifting mindsets.” Participants' awareness of several gender-based issues in the workplace increased substantially before and after training, as did their perceived confidence in ability to carry out certain actions (e.g., intervening in negative gender-based events at work). Results from 3-month follow-up surveys showed participants continued to apply what they learned, including through: speaking up, changing personal behaviour, incorporating learnings from the training into their work, and delivering training to others in the workplace. Survey results from workplace cohorts to whom the training was delivered had similarly high satisfaction with the workshops. The biggest reported impact of the workplace training was on participants' self-rated knowledge of how to intervene when witnessing an inappropriate statement or action of gender-based violence or harassment.

Diversity and Inclusion training

The BCCWITT delivered two types of Diversity and Inclusion training: a four-hour facilitated workshop for instructors, employers, and others; and a two-day training-the-trainer workshop delivered to tradeswomen. Both types of training were positively rated by the participants. When asked about the most important thing they have learned, the participants in the facilitated workshop most often cited increased knowledge and awareness. For participants in the train-the-trainer workshop, the most important thing learned centred around learning how to speak with colleagues about issues facing tradeswomen, including gaining facilitating skills and how to speak to groups. The ability to network and build a sense of community was another strong

theme that emerged from women who took part in the training. The long-term impacts of the Diversity and Inclusion training are not possible to assess based on the data available.

Experiences with BCCWITT

Satisfaction with BCCWITT's services and supports was high, and a large majority said they are likely to recommend the BCCWITT to others. The Centre is felt by many to be playing a role in gradually improving the situation for BC tradeswomen, and is widely seen as one precursor supporting cultural change in the trades. The most significant changes identified in the evaluation as resulting from the BCCWITT were: expanded networks; increased confidence and empowerment; increased access to information; increased skills in dealing with day-to-day situations; increased awareness and visibility of tradeswomen; and a sense of place and community.

RECOMMENDATIONS

1. **Continue to build on the momentum from the last two years.** Build on the early success to increase the number of participating women in trades and allies, and expand reach to a greater diversity of trades and regions.
2. **Promote and expand awareness of the BCCWITT.** Expand awareness of activities, provide a breakdown of supports offered, and make them easy for tradeswomen to access.
3. **Communicate with clarity what the BCCWITT does and offers.** Consider branding and clarify the scope of supports for tradeswomen and others.
4. **Serve as a hub for BC tradeswomen, including by considering improvements to and expansion of the website.**
5. **Formalize and expand mentorship opportunities.** Consider using the website and the ARMS database to support mentorship.
6. **Offer smaller, shorter, tailored training options.** Consider what role the BCCWITT can play in addressing training needs and/or gaps for tradeswomen across the province.
7. **Continue to provide support for volunteers in different regions.** Assess how the tradeswomen who are active and engage local communities, can best be supported.
8. **Provide ongoing opportunities for engagement, informed by tradeswomen's skills, needs and preferences. Harness the support and ideas of members and allies.**

9. Utilize the ARMS database to inform program development and delivery, and to support and supplement all program activities.
10. Review the current supports being provided to employers and how the BCCWITT is best placed to support their needs.
11. Consider how to use online communications and in-person strategies to reach and engage in productive ways.
12. Consider options for the wider implementation of the BMTB program.

Since July 2018, the BC Centre for Women in the Trades has played a role in improving the situation for women in trades across BC: it provided networking, mentorship, information and resources that have begun to address some of the primary barriers women from the trades experience; it created a “*go-to-place*” for the community of tradeswomen in BC; and it supported the start of a culture shift in the industry through the implementation of the BMTB program. The Centre is recognized and valued by many tradeswomen and other key stakeholders for its activities and support. There is still much to do to reduce and eliminate the barriers tradeswomen face in the province. BCCWITT is still in its formative years, but has met its contractual requirements and has made good progress since its launch. The Centre is meeting real needs and it can do more with stabilized funding. The Centre can build on the lessons learned and the momentum of the established network to continue to enhance the recruitment, retention, and career advancement of women in the trades.

INTRODUCTION

The BC Centre for Women in the Trades (BCCWITT) project is a Sector Labour Market Partnership (SLMP) project funded through the Canada-BC Labour Market Development Agreement. It focuses on two key priorities related to the career advancement and retention of women in the skilled trades: (a) building leadership and capacity to address systemic issues at the macro and organizational levels and (b) developing mentorship supports, both formal and informal. BCCWITT is a multi-partnered pilot project funded from May 2, 2018 to May 1, 2020. The BC Federation of Labour (BC Fed) was the agreement holder. The Social Research and Demonstration Corporation (SRDC) joined the project on June 1, 2018 to design and conduct the evaluation.

The BCCWITT project was established in response to three studies funded by the SLMP program since 2016, which aimed to identify the barriers and challenges to career retention and advancement for women employed in the skilled trades in BC. Each study incorporated insights from across the construction industry, including trade unions, the Industry Training Authority (ITA), employers, women employed in the trades, and women who have left the trades. Although the absolute number of women employed in skilled trades occupations has increased over time, there has been little to no growth in the percentage of women in the skilled trades, which ranges from zero to seven per cent depending on the data source, methodology and trade. The three studies articulated the primary barriers and enabling factors to career retention and advancement for women in the building trades, provided a scan of services currently available, and outlined priorities for action.

The purpose of the BCCWITT is to address the barriers to the recruitment, retention, and career advancement of women in the trades. The following three program components were designed in collaboration with the project partners to meet the project objectives.

1) Outreach and Mentorship for Tradeswomen

Outreach and engage with women from the trades across the province to build and maintain an infrastructure to support informal and formal mentorship opportunities, as well as in-person and online networking experiences.

2) Shifting the Culture through Leadership Development and Training

Develop and deliver a train-the-trainer program to male industry leaders, both union/non-union, to facilitate a culture where inappropriate behaviours such as gender-based bullying, harassment and violence are no longer tolerated.

3) Building Workforce Diversity through Organizational Capacity

Reach out to and support employers and union/non-union partners to facilitate the recruitment, hiring, retention, and advancement of women in the trades.

This final report describes the activities of the BCCWITT during this project as well as the effects of those activities on participating tradespersons, employers, and other stakeholders. The next section describes SRDC's evaluation activities. Next, a summary of the findings is presented in six separate subsections. The first three cover the main program objectives listed above, that is: Outreach, networking opportunities and mentorship for tradeswomen including findings related to communication and engagement;¹ *Be More than a Bystander* training program; and *Diversity and Inclusion* training. Next, the report summarizes the ways in which the Centre supported the career advancement and retention of women in the trades. The concluding section of the report includes lessons learned and recommendations from the evidence for continued operations.

¹ These four sections reporting the evaluation findings are consistent with section 3.01 (a) through (e) in the Shared Cost Arrangement ("the Agreement") between the Province of British Columbia and BC Federation of Labour.

EVALUATION ACTIVITIES

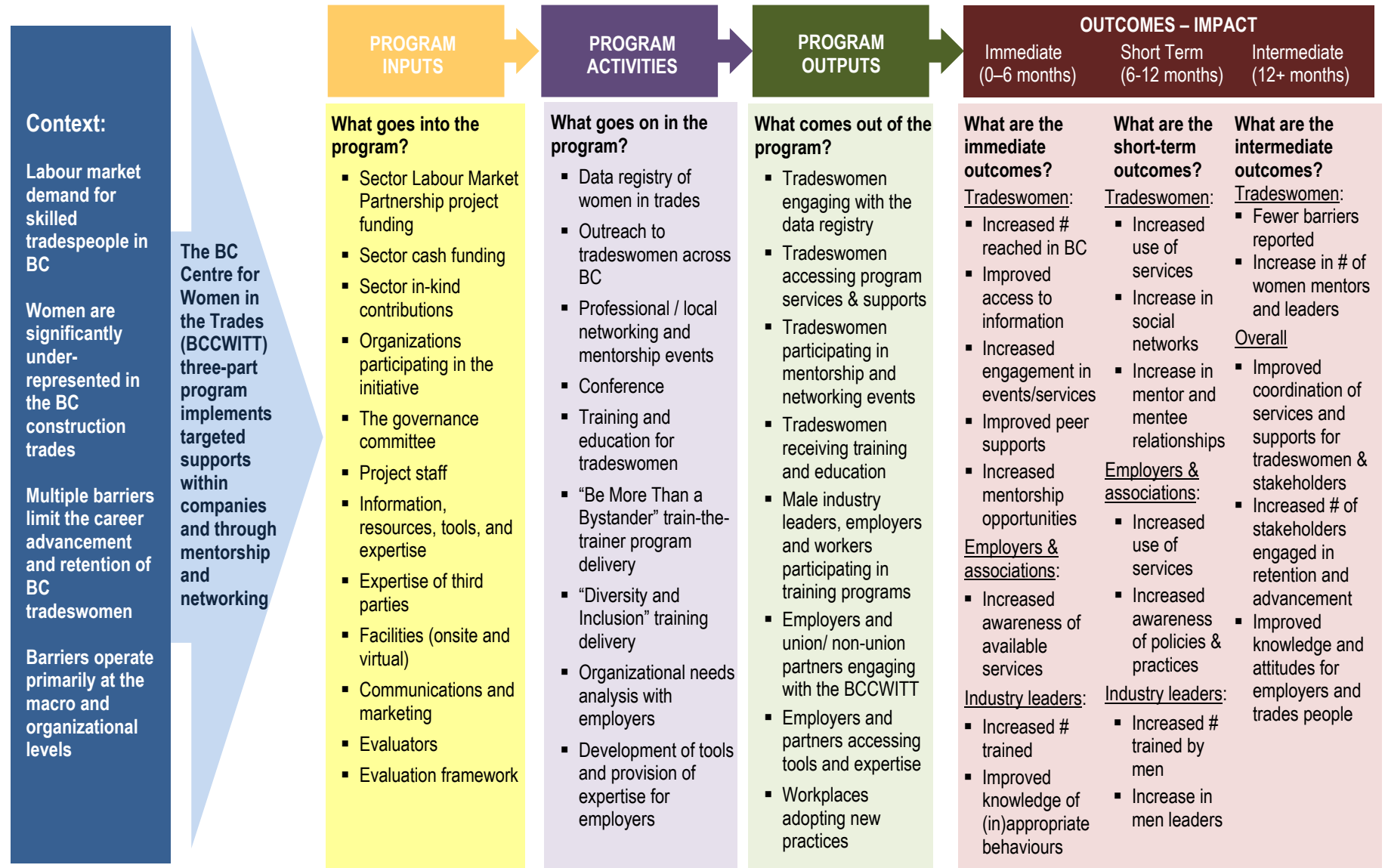
SRDC developed an evaluation strategy to outline its approach to the evaluation – including the research methodology, data collection matrix, and data analysis. The document guides the evaluation over the course of the project. The goal of the evaluation is to capture the effects of BCCWITT’s activities and, specifically, to assess the outcomes of the three program components.

The evaluation seeks to answer the following questions, each covered in the separate subsections of the report:

- 1) What are the observed changes resulting from outreach, networking opportunities and mentorship for women in the trades?
- 2) What are the observed changes resulting from the delivery of the *Be More Than a Bystander* (BMTB) training program?
- 3) What are the observed changes resulting from the delivery of diversity training, tools, and expertise to employers?
- 4) What are the main effects from the key activities of the communication strategy?
- 5) Overall, how does the BC Centre for Women in the Trades support the career advancement and retention of women in the trades?

A logic model is a depiction of the relationship between resources, activities, and outcomes, reflecting how and why a program is expected to work. Figure 1 shows the logic model for the BCCWITT.

Figure 1 BCCWITT Logic Model



DATA COLLECTION

The evaluation used several sources of data — both quantitative and qualitative — to answer the evaluation questions. SRDC worked with the Centre to prepare and refine the evaluation tools related to each of the data collection methods. Data collection comprised the data sources presented in Figure 2, in detail below.

Figure 2 Data Collection Methods



Administrative data

- Data from the database through the Accountability and Resource Management System (ARMS).² These data were used to identify and contact participants for the baseline survey.

² ARMS is a web-based system designed to meet the tracking and reporting requirements of government funded service providers relating to employment, training, labour market development, apprenticeship, and social/community development. ARMS has been customized to meet specific needs of the Centre to establish a registry of tradeswomen in BC.

- Data about key events including details on themes, goals, date of the event, location, and number and types of attendees. The BCCWITT program staff entered the data into an Excel event database developed by SRDC,³ with a total of **119 events entered in the database over the course of the project**.
- Data from Facebook Insights to track actions such as likes, shares, page views, and reach. The Facebook page analytics were collected using Facebook Insights, a tool to track user interaction on a Facebook page.
- The BCCWITT Website Analytics tool was not properly set up by the project. Consequently, no website analytics data was available to describe the users and how they are using the site.
- Field notes from monthly evaluation check-ins with staff about program operations.

Surveys

Surveys with tradeswomen

- SRDC invited tradeswomen who completed their intake and registered on the ARMS database to complete the baseline survey. Most respondents completed the online survey; however, some surveys were completed by pen and paper during BCCWITT's events. Between October 12, 2018 and November 22, 2019, tradeswomen completed a total of **212 baseline surveys** (178 completed online out of 389 invitations and 34 completed on paper).
- SRDC implemented the follow-up survey in two stages. First, SRDC emailed survey invitations on December 16, 2019 to tradeswomen who had completed the intake. Two weeks later, on December 30, 2019, a public link to the survey was shared on the BCCWITT Facebook member pages. The two-prong approach was taken to reach tradeswomen who engaged with the BCCWITT over the course of the project but may not have completed the intake form. A total of **181 follow-up surveys were collected** (152 from tradeswomen who have completed the intake form out of 416 invitations, and 29 from tradeswomen without an intake form).

³ This data component was added to the original evaluation plan to assist the program in the collection of key information about its activities that were not being captured in ARMS.

Survey with Be More Than a Bystander participants

SRDC conducted three sets of surveys with BMTB participants.

- Baseline survey conducted during the January 2019 and June 2019 train-the trainer training session, consisting of two parts. The first part was administered at the start of the session and the second completed at the end. Out of the 27 participants in the January 2019 training, 25 completed both parts of the survey. Of the 17 participants in the June 2019 session, 15 completed both parts of the survey.
- Invitations to the **three-month follow-up survey** were emailed to all 44 BMTB training participants, with **28 completing the survey** (64 per cent response rate).
- **Workplace cohort surveys** were conducted with those who attended the training delivered by the men who received the BMTB training. In total, SRDC collected **86 workplace cohort surveys**. The response rate is unknown as it was not possible to determine the total number of workplace participants to whom the BMTB training was delivered. The number of individuals who attended the workplace training was not tracked.

Surveys with Diversity and Inclusion workshop participants

SRDC designed paper evaluations which were administered at the *Diversity and Inclusion* (D&I) workshops. The BCCWITT delivered two types of D&I training: a two-day facilitator train-the-trainer workshop for tradeswomen, and a four-hour workshop for trades employers, labour organizations, and trades training institutes. In total, 35 surveys were collected from the three train-the-trainer workshops and 15 surveys were collected from the one D&I workshop.

Focus groups with tradeswomen

SRDC conducted **three online focus groups with 15 tradeswomen** in November and December 2019 to explore tradeswomen's experiences and their suggestions in-depth. Participants represented a diverse group of women, experiences, regions of BC, and trades.

Interviews

Employers

SRDC conducted two sets of in-depth interviews with employers: in year one and year two of the project. In total, six in-depth interviews with three male employers were conducted in

March 2019 and the follow-up interviews were conducted in January 2020. The selected employers were leaders in their field and were all participants in the *Be More Than a Bystander* program. The three men who were interviewed represent three different employers: a union with several thousand members; a large construction company employing more than 300 staff; and a large trades training centre. The purpose was to gain an in-depth understanding of the participants' perceptions of the training and its impacts.

Program staff and other stakeholders

SRDC conducted two sets of interviews with program staff and other stakeholders: baseline and follow-up. In the first set, **three baseline in-depth interviews with two program staff and two stakeholders** were conducted during February and March 2019. Two phone interviews were conducted with members of the governance committee and were about 35 minutes in length. The purpose of the baseline interviews was to gain an in-depth understanding of the planning and implementation of the Centre's activities, and to gauge perceptions of its early impacts. In the second set, **five follow-up interviews with four staff and one stakeholder were conducted**. Two in-person 90-minute interviews were conducted in October 2019 with program staff who had transitioned to other job opportunities. In addition, three phone interviews were conducted with staff and stakeholders in January 2020 and ranged from 30 to 90 minutes in length. The purpose of the final interviews was to gain an understanding of the program activities, perceptions of outcomes resulting from the initiative, as well as recommendations and lessons learned.

A more detailed description of the above data sources is included in Appendix A.

DATA ANALYSIS

Quantitative data consisting of percentages and frequencies of participant characteristics and other responses were analyzed using Excel and Voxco's built-in analysis tools to provide descriptive statistics. For the tradeswomen surveys, analyses of impact estimation were conducted using Stata after creating an analytical file consisting of baseline and final data. First, bivariate analyses were conducted to determine differences between responses collected from tradeswomen who did and did not complete the BCCWITT intake. Next, chi-square and logistic regression analyses were used to estimate and test the before-after (baseline and follow-up) averages across the variables of interest. Finally, a dichotomous variable, "level of engagement with the BCCWITT in the past 12 months"⁴ was created (very and somewhat engaged coded as

⁴ Respondents were asked to self-rate their level of engagement on a five-point Likert scale from very engaged to very disengaged. No definitions of the levels were provided.

“engaged” and very and somewhat disengaged, and those who responded neither coded as “not engaged”) to test differences in select outcomes reported in the follow-up survey by the level of engagement with the Centre (i.e., the intervention). Qualitative data from the interviews and focus groups were analysed using thematic analysis. The evaluation team met together to discuss the emerging findings and to triangulate the results of the analysis across all data sources to increase their confidence that the emerging themes are meaningful and accurate when they recur and are consistent across multiple lines of inquiries.

LIMITATIONS

While SRDC had developed a robust evaluation plan, there are several limitations to the findings reported in this report. First, the views of the respondents who took part in the evaluation likely do not represent the entirety of views about the Centre. For example, there is potential for attrition bias as those tradeswomen who completed the baseline, but not the follow-up survey, may have had lower levels of program satisfaction or other characteristics. The evaluation also did not speak to employers and other stakeholders who did not participate in D&I and BMTB training, and as such their views and experiences are not represented. Second, the data on participating tradeswomen was not longitudinal in nature, precluding any inferences of causal effects. Thus, changes in outcomes observed at the end of the project may be the result of other factors that were not measured in the evaluation. Third, as there was a two-year time limit for implementation/ operations (and an evaluation period of about 18 months), longer-term outcomes may not be observed in this period and some may be “truncated” (e.g., BMTB training in the workplaces is ongoing). We can only observe progress towards specific longer-term outcomes. Finally, the evaluation is limited by the quality of data available (e.g., low response rates in surveys and small numbers in some of the qualitative work), and no data available in some cases (e.g., website). We urge readers to keep these limitations in mind when interpreting the evaluation’s findings.

FINDINGS

OUTREACH, NETWORKING OPPORTUNITIES, AND MENTORSHIP FOR WOMEN IN THE TRADES

Participating women from the trades

This section describes the key characteristics of the participating women from the trades, including any differences in those characteristics at baseline and follow-up, in order to help position and contextualize the findings of the evaluation.

Those who completed the baseline and follow-up surveys came from around the province, representing all BC regions. Most of the respondents were from the Lower Mainland, with substantial proportions from the Coastal/ Vancouver Island and Thompson/ Okanagan regions (see Figure 3). They also represented a wide range of trades, most commonly electrical trades, carpenters and cabinetmakers, machining, metal forming, shaping and erecting trades (see Figure 4). There were no statistically significant differences in these characteristics between the two surveys.

Figure 3 Regional Distribution of Survey Respondents by Wave of Survey

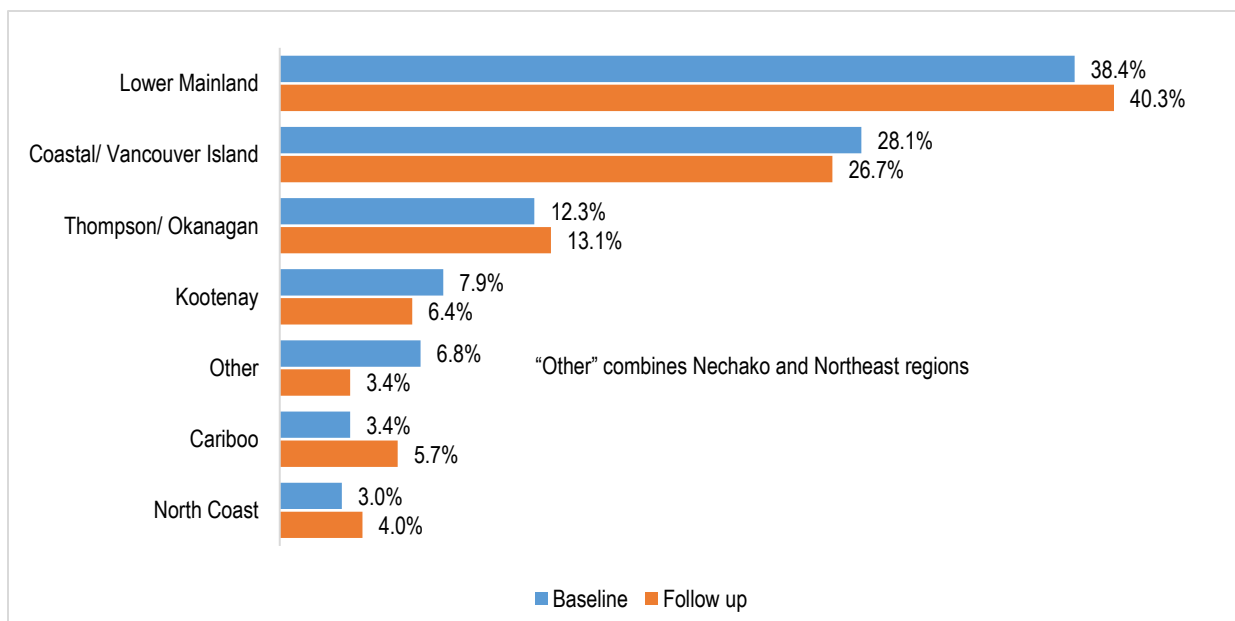
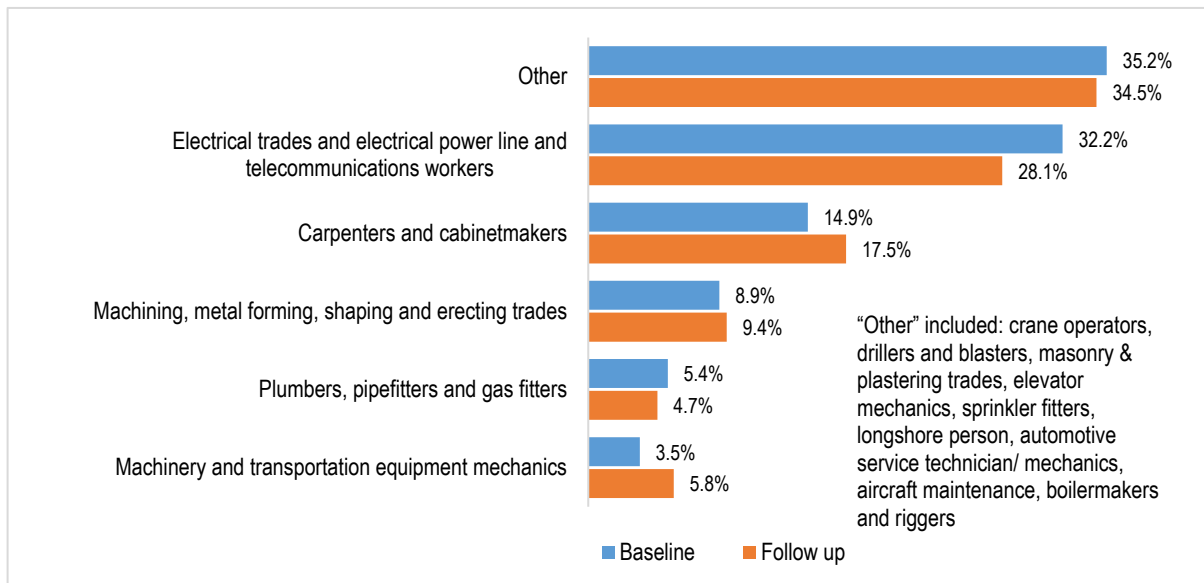


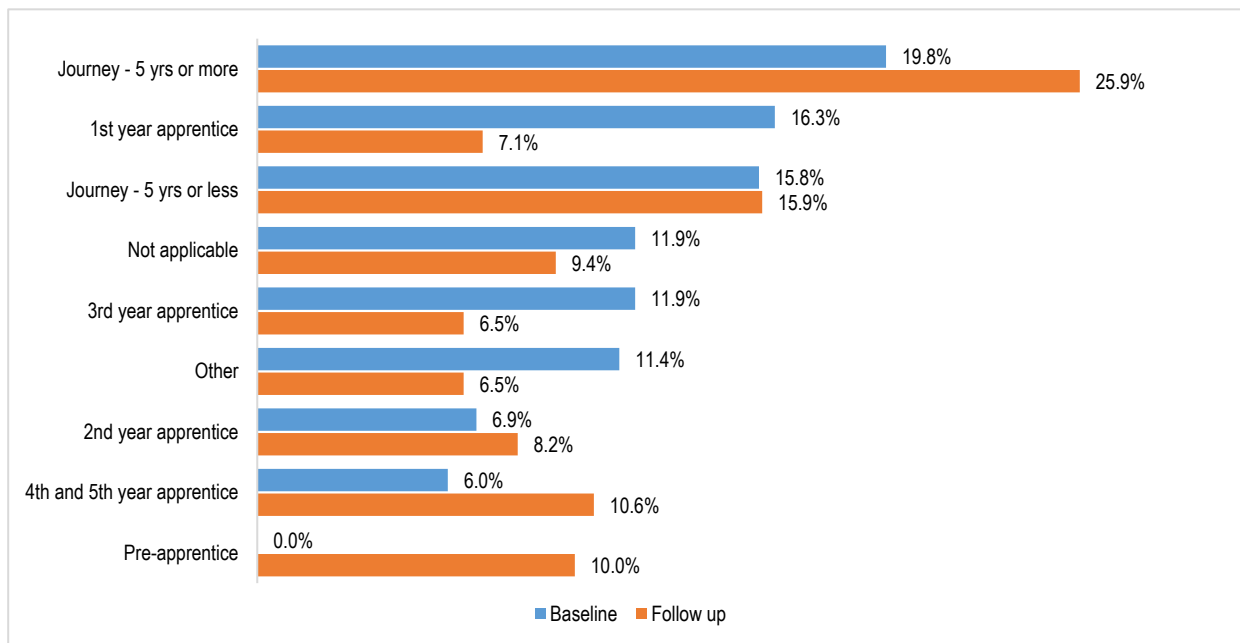
Figure 4 Current Trade of Survey Respondents by Wave of Survey



Tradeswomen reported various trade levels, with differences at baseline and follow-up.⁵ Greater proportions of journeys of five years or more, fourth and fifth year apprentices, and a smaller proportion of first year apprentices, completed the follow-up than the baseline survey. The higher proportions of more experienced women may be due to the survey reaching a different cross-section of women at follow-up, or they may point to women advancing in their careers over the course of the project. While the baseline survey did not ask about pre-apprenticeship status, 10 per cent of follow-up survey respondents stated they were pre-apprentices (Figure 5).

⁵ P-value of p=0.000.

Figure 5 Trade Level of Survey Respondents by Wave of Survey



In terms of employment status and union membership, there were no significant differences at baseline and follow-up. About 60 per cent of tradeswomen reported being currently employed in their trade, about a tenth reported currently being in school, and seven per cent said they were employed outside of their trade. A large proportion (29.5 per cent at baseline and 25.8 per cent at follow-up) reported being in their current organization for less than one year. Just over half of tradeswomen (55 per cent) reported being members of a labour union, and substantial proportions said they consider themselves to be a leader in their union (31.3 per cent at baseline and 40.8 per cent at follow-up). Finally, the women who participated in the focus groups and in the Diversity and Inclusion training had similar backgrounds and characteristics to those of the survey respondents.

Barriers and Constraints

Tradeswomen who participated in the surveys and focus groups described the constraints they face when working in the trades and when looking for work. In fact, **getting a job in the first place** was a key barrier discussed during the focus groups. Similarly, substantial proportions of women who completed the surveys reported experiencing

"It's easier when you have a ticket, but for a girl who just had pre-app to get the first job – no one wants to hire her."

"Companies don't support women or retain them. They don't want to change. They don't want to get another bathroom, don't want to think about HR policies or WorkSafe."

discrimination when looking for work in the past 12 months, with only five and a half per cent stating at follow-up that they did not experience any of the listed constraints (see Figure 7).

"There are companies that still won't hire women."

Several questions focused on the types of barriers women in the trades encounter at work, and their ability to draw on networks and mentors for support. The top barriers identified in the surveys as challenging for them were as follows (see Figure 7 for the rankings):

- lack of female role models;
- fewer opportunities for promotion and advancement compared to male counterparts;
- lack of mentors in the workplace;
- supervisors underutilizing skills;
- lack of trained personnel to address concerns of female workers;
- gender-specific health and safety concerns;
- gender-biased treatment from customers and clients; and
- lack of opportunities to network with other tradeswomen.

Themes from the focus groups echoed the same top barriers and provided further insights to tradeswomen's experiences. **Lack of recognition of skills and qualifications**, both when applying for a job and when working, emerged as a strong theme. Participants described common perceptions that employers tend to hire low-skilled women and that women tend to be the first ones to be laid off.

"It doesn't matter how much experience you have, how many tickets or accreditations. People don't feel you can do it, don't give you recognition."

"Each time you get on a new site, you need to prove yourself all over again and face the same barriers."

"They may hire women, but those women won't be there in 2 years."

Another prominent barrier discussed in the focus groups was **bullying and harassment on the job**. Women shared examples of experiences when they were harassed or bullied, with no action on the part of the employer, and continued to go to work without receiving supports, or feeling unable to seek them. Women also talked about the challenges of facing day-to-day situations that make their work difficult, such as small insults and comments that are ever present, but seem not significant enough to make a formal complaint to HR. As one woman expressed: *"It's the accumulation of all of those little things that makes it insufferable."*

"If I was to complain, I would get blackballed, but if I don't do anything, it doesn't get better."

Proportions of women reporting either being a mentor or having a mentor were relatively low. Just over half reported having a mentor, and just over a tenth agreed that they consider themselves to be a mentor to other women in the trades. Indeed, more than 60 per cent of tradeswomen identified a lack of female role models as the top challenging barrier they face. Many said they have never worked with another woman; they are often the only woman in school, on a worksite, or in their organization, and have described feeling alone with limited networks to draw on for advice and support.

BCCWITT Activities and Implementation

The evaluation was able to gather descriptions of the Centre's outreach, mentoring, and networking activities, and how they were implemented, thanks to the use of multiple data sources, including the in-depth interviews and the project event database. This section provides details on the main activities and events that were carried out in the area of outreach, networking, and mentorship, including more context related to the approach undertaken to implementation.

Events

Here we report on the events logged by the staff in the Excel database developed by SRDC to capture the implementation and activities in this area. The staff recorded **119 events in the event database between July 1, 2018 and December 9, 2019**. Over this period, the Centre organized, facilitated and/or participated in an average of six events per month.⁶ In the second year of operations, the Centre substantially increased the number of events per month, with a high of 18 events logged in February 2019. Based on the administrative data available, it is not possible to ascertain and report on the total number of participants and events organized and delivered by the BCCWITT. The data capacity to distinguish between events that the Centre led independently or participated in through an invitation or collaboration was added April 2019, with the BCCWITT organizing half of the 60 events logged since.

Aligning with the BCCWITT's mandate, more than a third of the events' goals focused on mentoring, networking, and support, and more than a third on outreach and building awareness of the Centre and its activities. Empowerment and education were listed as the goals of about a tenth of all events. Data on participants showed a mix of group sizes, ranging from 1-19 participants (50 per cent), 20-60 participants (30 per cent), and 80+ participants (20 per cent). Most events were held in the Lower Mainland (69 per cent), followed by Vancouver Island

⁶ Note that the database provides information on BCCWITT's key events while smaller activities and events are not likely to be recorded and are therefore not reported here.

(13 per cent), Cariboo (7 per cent), and other regions (11 per cent). The majority of events were delivered in-person, with the most common delivery format being informal social (e.g., barbeques).

Staff were also asked to record in the database the feedback they received from events led by the BCCWITT. The feedback was predominantly positive, with women saying they felt “*enthusiastic*” and “*supported*.” In particular, social events such as barbecues, pub nights and other meetups were singled out as popular, “*providing great mentorship and networking opportunities for tradeswomen*.” Staff remarked that social events offered a more informal and engaging way to connect with tradeswomen about the Centre, its activities, and any future opportunities.

It is important to note that in addition to in-person events, the Centre reached out and engaged with women across the province through a range of supports online and by phone. Staff daily assisted women with individual questions, provided resources and information, and connected them with other tradeswomen and mentors. Data on online engagement is described in the Communications and Engagement section of this report.

Approach

While the initial approach to this program component was to pursue as many opportunities as possible, data from the final staff and stakeholder interviews showed an increased shift in focus over the second year of the project to prioritizing events based on the core mandate of the Centre. In particular, staff discussed placing an emphasis on building capacity within communities, describing their primary goal as “*building a self-sustaining community of tradeswomen*.” This included seeking out tradeswomen leaders in the regions, providing skills and resources, and helping local groups establish regular meetups. The supports and resources offered to individuals and groups ranged from delivering leadership and other skills-building workshops in regional communities, offering resources and answering questions about how to set up and facilitate meetups, and providing funding for groups to organize themselves (e.g., sponsoring food for local events).

At the same time, staff and stakeholder interviews revealed the ongoing challenge of navigating how to best support tradeswomen within the context of limited resources and while also fulfilling the contracted deliverables. For example, the staff received a high volume of calls and messages throughout the day, particularly over the phone and Facebook. Women were seeking support for difficult situations at work, posting questions, and seeking resources ranging from legal advice to clothing and equipment. Staff said they became quickly aware that outreach visits, events and meet-ups were insufficient in meeting both the volume and the diversity of the tradeswomen’s needs. Many women across BC approached the BCCWITT about accessing smaller training opportunities, such as conflict resolution, communication, mental health, first aid, and self-employment.

In summary, the BCCWITT's approach to services and supports in this program area reflected the need to balance providing direct supports to individual tradeswomen with building capacity within local communities of women from the trades. The outreach and networking were essential in raising awareness of the Centre, brought groups of women together, and helped identify other unmet needs raised by tradeswomen.

Intake form and ARMS database

Staff described three main strategies for recruiting and outreaching tradeswomen. First, during and after the events the BCCWITT organized or participated in, staff encouraged women to complete the intake form on paper or through the online website form. Second, staff intermittently included posts on the BCCWITT public and private Facebook groups, advertising that the Centre is building a database of women in trades across BC and offering a gift card draw incentive for joining. Third, women were invited to join the BCCWITT community by completing the intake in the "Join" section of the BCCWITT website. In total, **405 tradeswomen completed the intake over the course of the project.**

One of the stated objectives of the outreach and mentorship component was to "*compile a data registry of women in trades to facilitate mentorship and networking and the project evaluation.*" At the mid-point of the project, as reported in the interim report, ARMS was largely being used for its email function, and to notify the evaluators of the women to contact to complete the baseline survey. At the end of the project, staff reported they felt that ARMS capacity was limited until it reached a critical mass of about 250 women. At that point, they started using the database for other functions, such as to search for women in a particular region when advertising a local event or opportunity.

However, staff shared that the ARMS database was not utilized in the way it was originally planned. For example, it was not used to facilitate mentorship or networking connections. Staff tended to rely on social media instead, and on their own personal knowledge of local volunteers who could serve as gatekeepers. Staff and stakeholder interviews pointed to two major shortcomings resulting from the underutilization of ARMS: (1) limited ability to know the characteristics of tradeswomen attending BCCWITT events, which would have assisted in planning and delivering events and facilitated mentorship connections; and (2) inability to track outcomes for the participants and to foster continuity in times of staff changes. The primary reason identified in all staff and stakeholder interviews for the limited use of ARMS database was lack of time, and the decision to prioritize other activities (e.g., direct supports for tradeswomen) given the limited resources.

Communication and engagement

BCCWITT used several online spaces to communicate and connect with tradeswomen and other users in addition to the in-person activities and events described earlier in this report. The online communications included the website, Facebook, Twitter, Instagram and LinkedIn, with most of the effort focused on Facebook. The evaluation reports on findings related to Facebook and the website because of the considerably lower engagement with the other platforms.

The public Facebook page URL is <https://www.facebook.com/BCCWITT>. The Facebook group is open, meaning its content can be accessed without a Facebook account; however, to engage with the content – for example to like or comment on a post – the user must be logged onto Facebook.⁷

Website Analytics

The BCCWITT website⁸ is categorized into the following menu items: About the BCCWITT, Who we are, which provides an overview of the BCCWITT Coordinators and Governance Committee, and What we do, which describes BCCWITT's activities. The sections titled "Inspiration" is a story of mentoring and friendship between two carpenters, and "Resources" includes information about Women's Work Wear, Health & Safety, Apprenticeship Supports & Grants and Research. Finally, "In the News" contains news about women in the trades, "Join" includes the BCCWITT intake form, and "Contact Us" provides an email address and phone numbers to reach the BCCWITT staff. The website address has changed in the second year of the project; however, no substantial changes were made to the content of the website over time.

The BCCWITT website analytics were not available for the interim evaluation report, and continue to be unavailable for this final evaluation report, because the analytics function was not set up properly. In order to assess how the website is being used (e.g., volume, use and flow through the pages; traffic generated from social media; email sign-ups) and to identify ways to improve it, obtaining key website metric would be important. Participants in the surveys and focus groups expressed the desire to improve and expand the BCCWITT website as a hub for

⁷ The evaluation does not include the private or regional Facebook pages. Only members in the private group can see the postings and who is in the group. This BC Women in the Trades private Facebook group is described "a private group for BC women in the trades. A place to share, a place to rant, a place for support, a place to network, a place for laughter, a place for advice, a place for... Please invite any and all women of BC in the trades. PLEASE remember – anything shared here should be considered private and do not share things from this group outside of this group." There are close to 1,400 Facebook user likes on this private page, as well as smaller, but growing numbers in the seven regional Facebook groups. The evaluation does not have access to data from the private groups, and some groups existed before the BCCWITT.

⁸ BCCWITT website has a temporary URL at <https://bccwitt-wevotebc.nationbuilder.com/>.

centralizing resources and information, and potentially facilitating mentorship matches. BCCWITT is currently enhancing the website to increase functionality and to track basic website analytics.

Facebook Page

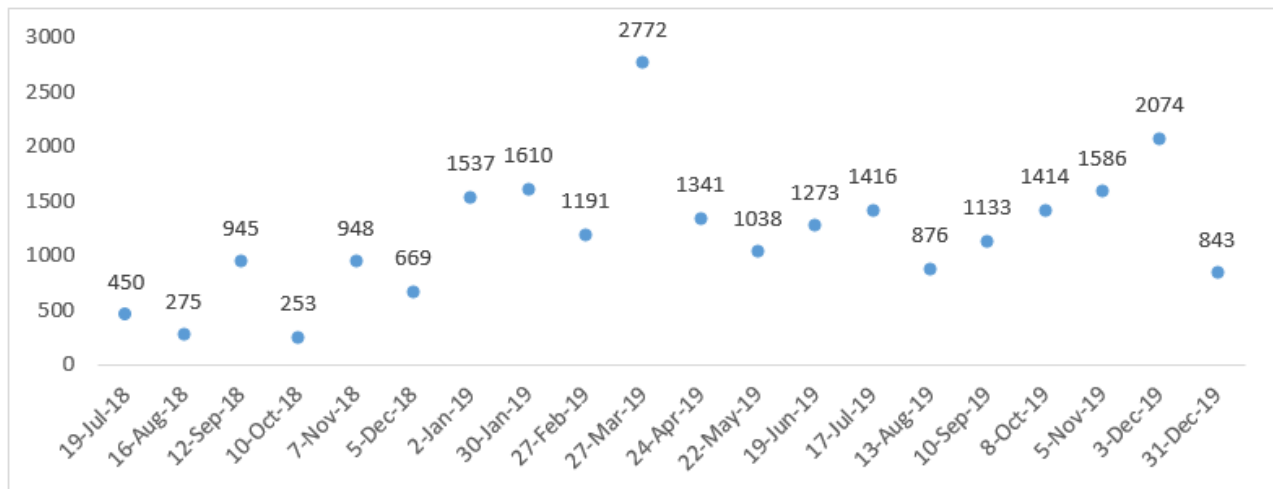
The BCCWITT Facebook page is set up as an open group page with opportunities to engage with its content by liking, following, commenting on and sharing the page and various posts (“clicks”). During the evaluation period, the page was BCCWITT’s primary online venue for engaging with members and allies to connect with its content and events, and with each other. In December 2019, BCCWITT was beginning to use other social media platforms to enhance their reach and engagement.

To examine the level of engagement that women in the trades and other target audiences have with the BCCWITT Facebook page, the evaluation used Facebook Insights to examine the page’s number of engaged users. Figure 6 shows the number of people who engaged with the page and its content, as measured by any click or story created over the course of 28-day periods during the evaluation period. The level of engagement has steadily increased since the Facebook page was created: it was 2,074 between November 26, 2019 and December 3, 2019. In contrast, the number of clicks and stories was less than 1,000 in each of the reporting periods in 2018. Moreover, there were close to 2,000 individual Facebook users who liked the BCCWITT Facebook page or its content as at December 31, 2019.⁹

Many women who responded to the follow-up survey indicated that while they have not accessed the Centre’s services and supports, a large majority were part of the Facebook group(s). A common sentiment expressed was that they *“love the group but don’t love Facebook.”*

⁹ The level of engagement tended to be lower during holiday and vacation periods (e.g., December 4-31, 2019).

Figure 6 BCCWITT Facebook engagement, as measured by clicks and stories measured every 28 days – May 2018 to December 2019



In addition to tracking user engagement, Facebook Insights also reports demographic and geographical data of users who like, comment, share, mention, RSVP to events and review the Facebook page and/or its content.¹⁰ The data showed that about eight out of ten people who engaged with the BCCWITT Facebook page were women, a proportion relatively consistent over the 18 month period. The data on location of the users showed the BCCWITT page connecting with users from across the province, including women from rural communities.

Benefits of the BCCWITT Facebook page

- Awareness and engagement. With many people using social media, the Facebook page has provided the BCCWITT an efficient way to reach, engage and connect with tradeswomen and allies. The Facebook metrics showed the connections steadily increasing and expanding its reach across the province.
- Sense of belonging and collective identity. The Facebook page is one venue that has supported the BCCWITT in creating this sense of belonging to the broader community of tradeswomen. In focus groups, women emphasized the role of Facebook in helping them feel a sense of connection and collective identity. Based on some of the insights from the focus groups, it is possible this sense of community helps build resilience and mitigate stressful workplace events.

¹⁰ The evaluation used the age, gender and location information as reported by Facebook users. It did and cannot verify the completeness or accuracy of the information reported on the Facebook user profile.

Preliminary lessons on communications and engagement

- The Facebook group(s) have supported the BCCWITT in fulfilling its objectives of providing outreach, networking, and mentorship to women from the trades in BC. The network created by the BCCWITT Facebook group is diverse – engaging with women from across the province and connecting individuals who did not know each other previously.
- The website and Facebook group(s) helped open new spaces and processes for professional and social networking. This ability to connect with other women from the trades may be particularly relevant for those who feel more isolated, as it presents an opportunity for supportive connections.
- Project staff reported initially putting a lot of time into moderating and answering posts, however, members have increasingly taken on the role of monitoring posts and connecting women to each other. The group has become increasingly self-sustaining and staff have been able to reduce the effort required to maintain the group(s).
- In order to fully participate in the digital media environment, participants may need a level of media literacy, such as technical and social network literacy (e.g., understanding of digital spaces, level of privacy, and formal and informal guidelines on appropriate behaviour for communications). In addition, internet connections especially in rural and remote communities may be a barrier to engaging online.
- In implementing the communications strategy, BCCWITT balanced its priorities given the available resources. The Centre had limited capacity to systematically monitor and evaluate the social media strategy's performance to drive better results. Hiring staff with digital media design and management experience, or outsourcing the implementation of social media components (e.g., content management) to external parties, may be helpful to ongoing operations.

Outcomes for program component #1

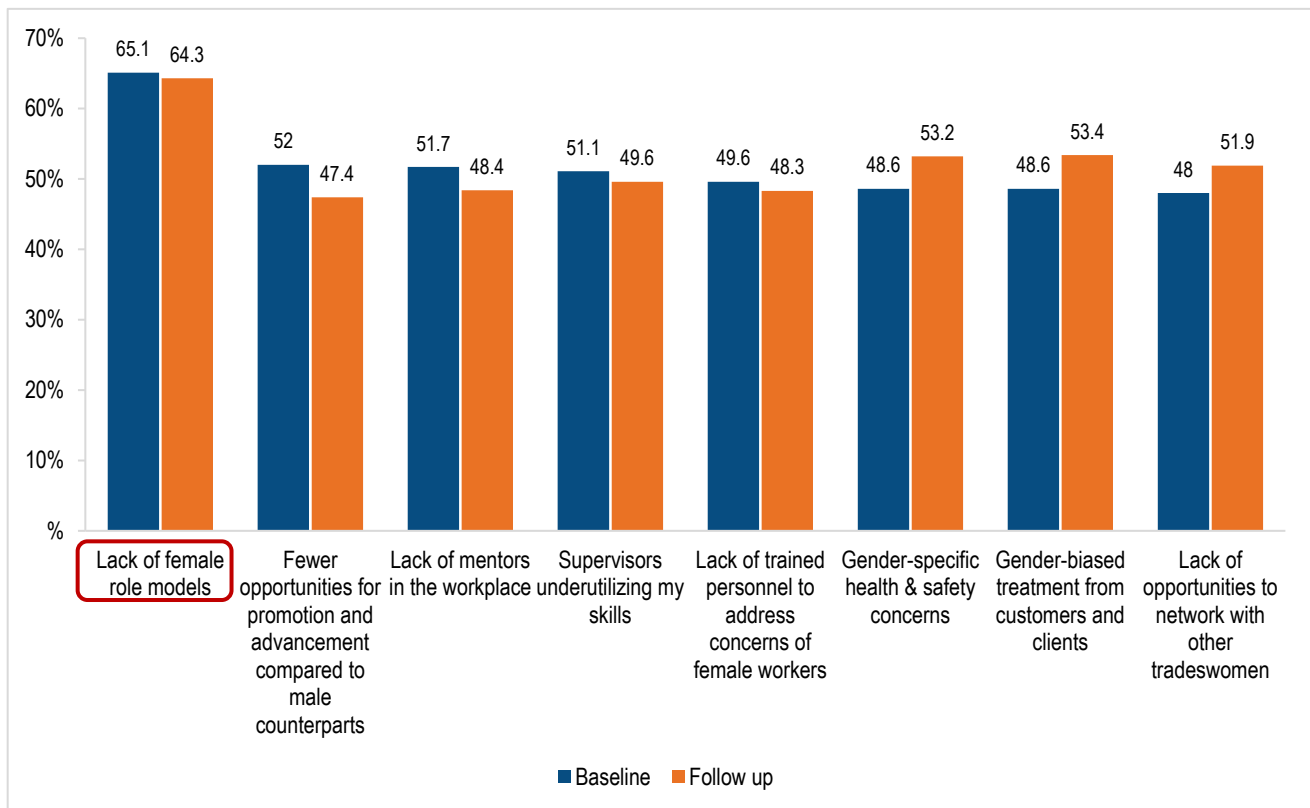
This section reports on the key outcomes observed for this program component, including barriers and constraints, mentorship, and networks.

Barriers and constraints

Analyses of data on the barriers tradeswomen reported showed that the **top barriers**, identified by about half of participants as challenging, **were not significantly different at baseline and follow-up** (see Figure 7 below). The topmost persistent barrier, lack of female role models, was

identified as challenging by about 65 per cent of tradeswomen – a proportion unchanged from the 2017 report.¹¹

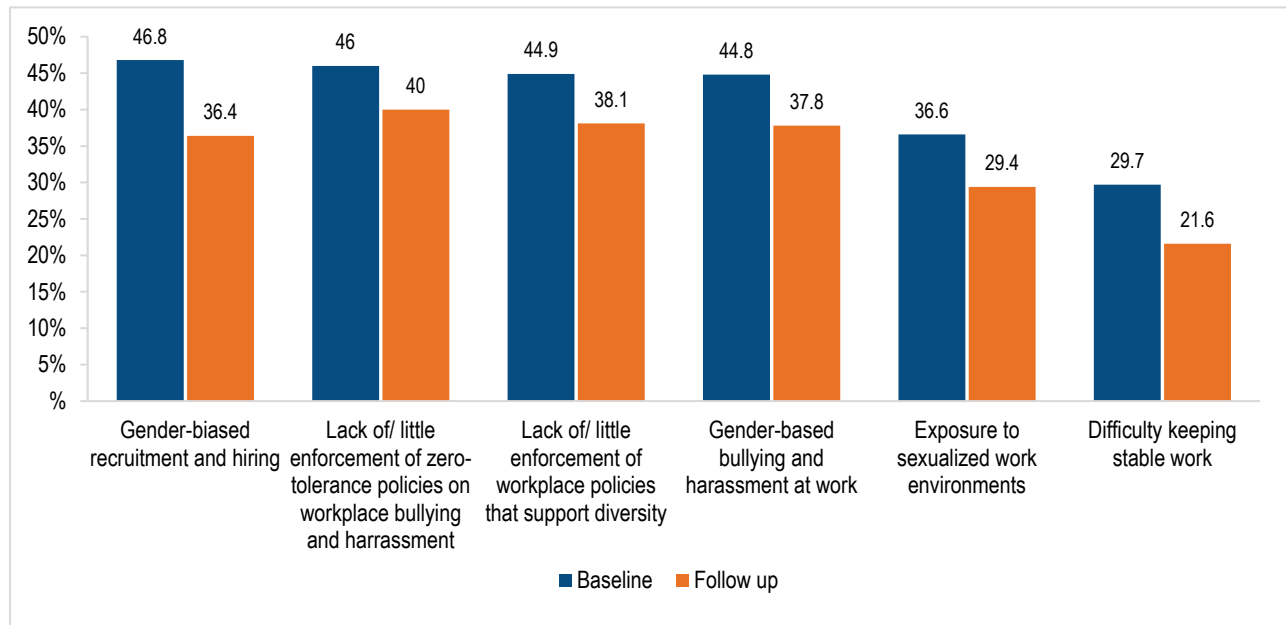
Figure 7 Top barriers experienced when working in the trades in the past 12 months



However, we observed **reductions in proportions of women reporting all other barriers** at follow-up (see Figure 8). The biggest difference was in gender-biased recruitment and hiring – a decrease of 10.4 percentage points at follow-up. Although these reductions were not statistically significant, they do point to inroads being made into barriers that are less prevalent.

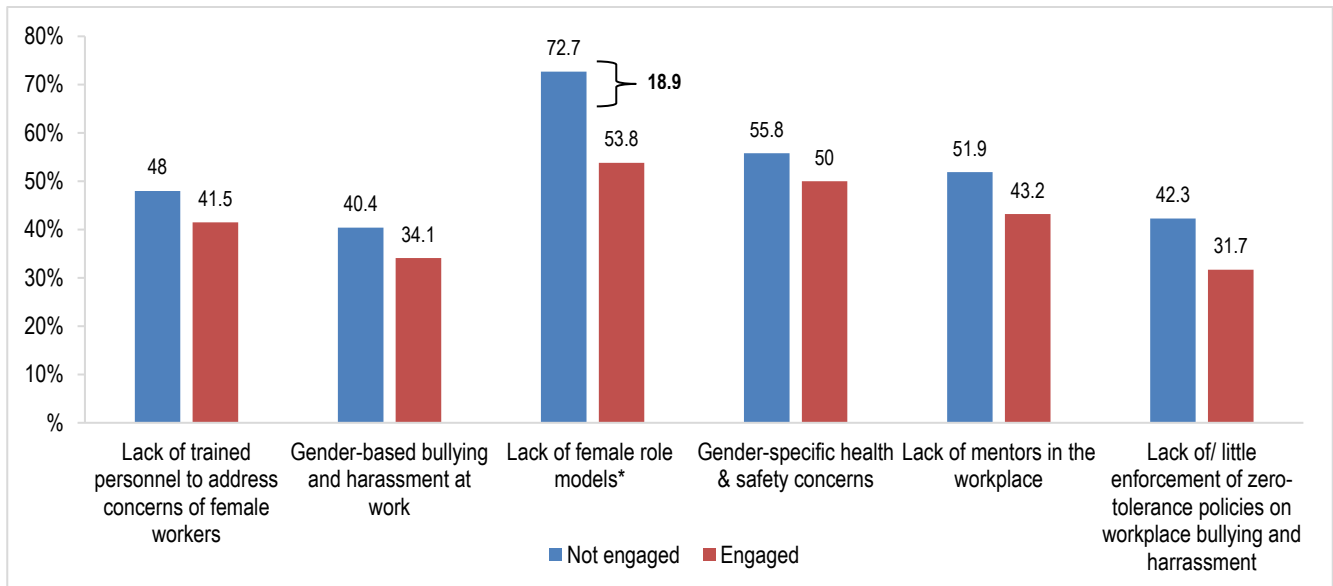
¹¹ Gyarmati, D., Pakula, B., Nguyen, C., & Leonard, D. (2017). *Enhancing the Retention and Advancement of Women in Trades in British Columbia: Final Report*. Social Research and Demonstration Corporation.

Figure 8 Other barriers experienced when working in the trades in the past 12 months



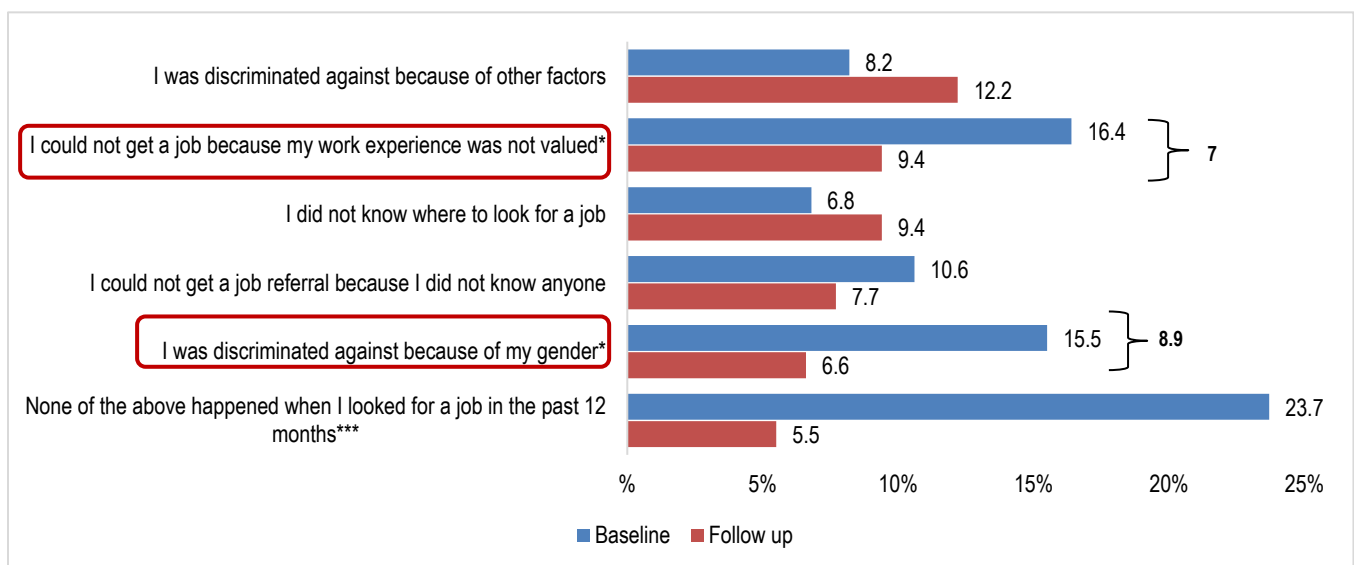
We conducted analyses by level of engagement with the BCCWITT, hypothesizing that outcomes might be different for those more versus less engaged with the Centre’s supports and activities. Indeed, data showed that **several barriers were less challenging when reported by women with higher levels of engagement** (Figure 9). In particular, lack of female role models – the top challenging barrier – was significantly lower amongst those engaged with the BCCWITT (18.9 percentage points difference; $p=0.0043$).

Figure 9 Select barriers by level of engagement in the BCCWITT



Furthermore, **some reductions in experiences of discrimination when looking for work were reported at follow-up**. Specifically, significantly fewer women reported being discriminated against because of their gender (8.9 percentage points reduction, $p=0.006$), and not being able to get a job because their work experience was not valued (seven percentage points reduction, $p=0.041$) at follow-up compared to baseline.

Figure 10 Proportion reporting constraints when looking for a job in the past 12 months



In short, barriers and constraints eased for some over time, but many continued to be challenging for tradeswomen in BC. Themes from the qualitative data echoed the sentiments that working in isolation and being faced with barriers has “chipped away confidence and self-esteem” and that connection to the BCCWITT has been helpful in building women up. Indeed, evaluation data showed evidence of some reductions in proportions of tradeswomen reporting barriers as challenging, and some reductions in constraints when looking for work.¹² At the same time, staff acknowledged that they have been able to reach women who are “most proactive and want supports,” but have not yet been able to reach other groups of women. Last but not least, many pointed out that while thanks in part the BCCWITT inroads into barriers have been made over the past 18 or so months, many barriers are systemic and require a longer term for changes to be observed, and others are out of BCCWITT’s scope of activities. As one staff remarked:

“There are companies that still won’t hire women.”

“All of the training, financial support, and female online support have been valuable to deal with everyday situations.”

“We didn’t solve the societal problem, but we did address a few [of the barriers] with the resources we had.”

Mentorship and networks

The stated goal of the first component of the program was to outreach and engage with tradeswomen across the province in order to build and maintain an infrastructure to support networking and mentorship opportunities. Indeed, **networking and mentorship emerged in the data as key solutions to alleviate the barriers women face day-to-day**. Women can feel isolated when faced with barriers. Connecting with the BCCWITT and other tradeswomen at events has helped them find their voice.

“You’re always walking the line of being assertive enough but not too much. Constantly thinking about all of that, each move you make, how it’s going to pan out. It’s exhausting. You need support to find your voice especially because women are along. You can’t ride this solo, you need a group and backing.”

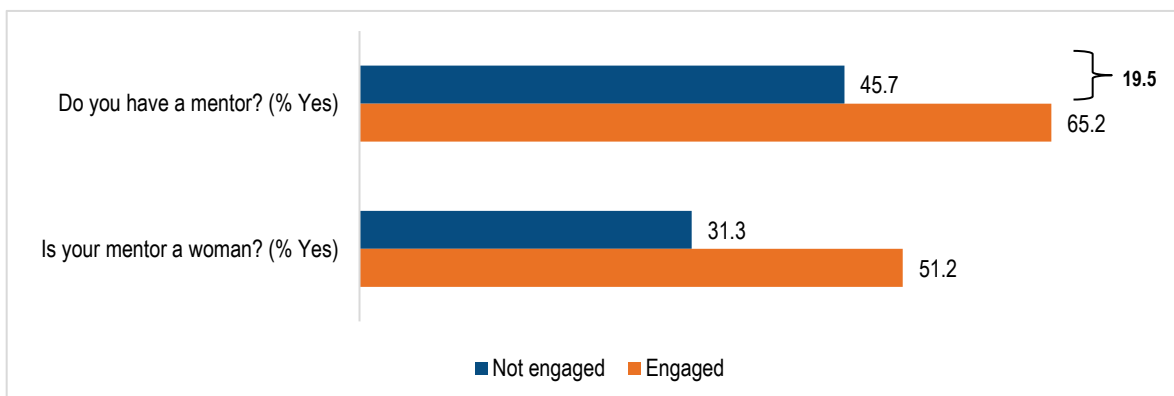
Tradeswomen described drawing strength from women they have connected with through the BCCWITT who had similar experiences and offered insights. They have made contacts at meetups and received supports through one-on-one connections.

¹² It is possible that some of the reductions may have occurred because of other factors or initiatives.

“There is somebody that has your back. This group of women, you have support no matter what you are going through, somebody’s been there, somebody’s done that. And then you just feel that empowerment coz you know that somebody else is going through that exact same thing that has happened to you.”

Women described the pivotal role having mentors played in their careers. As one woman stated: *“Any contact with other women in the trades (is) critically important. Having role models and mentors is inspiring and incredibly supportive.”* While proportions of tradeswomen reporting either being a mentor or having a mentor remained unchanged at follow-up, those engaged with BCCWITT significantly more often reported having a mentor compared to those not engaged (19.5 percentage points difference, $p=0.023$). Furthermore, although not statistically significant, those engaged also more often reported that their mentor is a woman compared to those not engaged (see Figure 11).

Figure 11 Women reporting having a mentor by level of engagement with the BCCWITT



The survey asked about the size and type of tradeswomen’s career networks. Data showed that, on average, **the size of career networks grew only slightly over time**. Slightly fewer women reported having no one in their career network at follow-up. This and other changes were not statistically significant.

Speaking broadly about networks, however, many women described feeling that the networks of tradeswomen have grown

“My network has expanded exponentially from [diversity and inclusion training] and from everybody I met through Facebook. Every time someone shares and comments, lots of conversations are happening, and it keeps growing.”

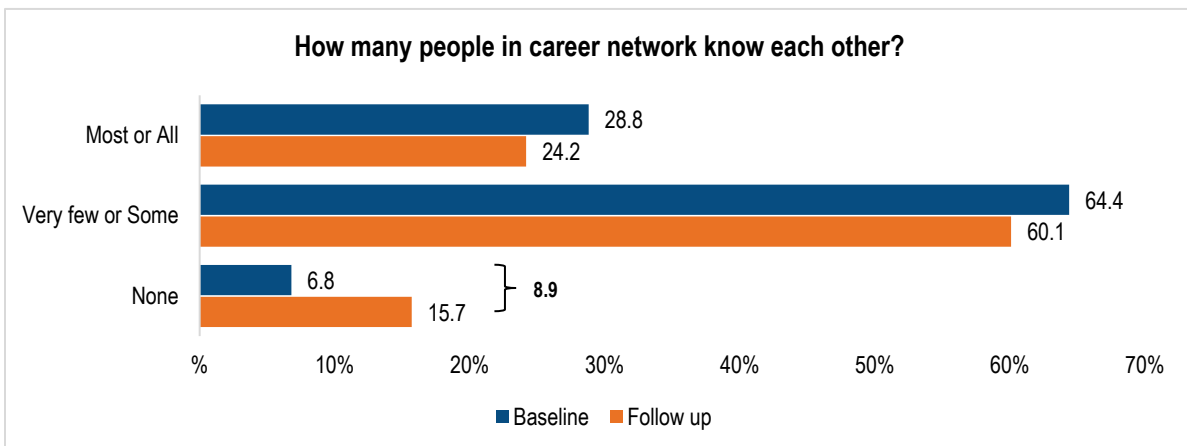
in BC, particularly due to the BCCWITT’s social media presence and engagement. Women in the focus groups remarked that they made new connections through the BCCWITT and gave examples about how meeting just one person had been important to being supported or

“Being able to network has helped keep me motivated with completing my training since I can actively see others succeed in their own trades and everyone is more than happy to share their knowledge and support each other.”

accessing resources down the road. Others provided examples of local groups growing in their area or region following an initial BCCWITT meet-up. One person, who volunteered to help organize a group in her area where there were previously no meetups, said the group has now grown to over 50 members who meet on a regular basis.

Furthermore, **the quality of tradeswomen’s career networks differed at follow-up compared to baseline**. Specifically, at follow-up significantly more women reported that none of the people in their networks know each other (8.9 percentage points increase, $p=0.032$), pointing to networks being slightly more diverse than at baseline (see Figure 12).

Figure 12 **Type of career networks**



In summary, tradeswomen felt mentorship and networks have helped them alleviate the barriers they experienced in their trades careers, describing the role the BCCWITT has played for them in this process.

“I think the follow up and contact [BCCWITT] offers is huge for us. Some of my fellow students became discouraged at times, but our own networking and encouragement got them back on track. And when feeling self doubt, to get an email or letter reminding me not only what field I am in, but that there are so many other women pushing forward doing the same – it makes it feel less daunting and attainable.”

Leadership workshops

As mentioned earlier, the BCCWITT developed a leadership workshop and delivered it in Prince George, Prince Rupert, Kelowna, and Trail, with about a dozen of participants in each workshop. The goal was to support capacity building among tradeswomen, enhancing skills and personal mastery. The objectives for the workshop, as described in the facilitator's guide were:

- To bring women together to create opportunities for networking and mentorship relationships
- To inspire women in the trades to take on leadership roles
- To explore ideas around leadership: the myths, the barriers for women, strategies to overcome barriers and styles of leadership
- To help women in trades gain leadership skills: public speaking, developing personal plans, building confidence and self-esteem, as well as creating a supportive network in their own region.

BCCWITT developed and implemented an evaluation form for the workshops. SRDC received 12 completed evaluations from the workshop in Trail, with themes echoing the feedback heard in the focus groups and surveys. Participants identified learning new skills and building new relationships as two key outcomes of the workshop.

"A great way to learn concrete skills to support and build up ourselves and others."

"It allows women to come together, support each other, achieve and share goals."

"It is an excellent way to give women and men ways to learn and share ideas about how to make changes to better include women in trades."

Participants also shared some recommendations for the workshop. Most common suggestions were: expand the content of the workshop, offer more sessions, and deliver more workshops in the north. All of the workshop participants who completed the evaluation said that they would recommend the workshop to others.

"This workshop has legit changed my life. I will use this to step up and get involved!"

Lessons and opportunities for program component #1

Several lessons emerged from the implementation of activities in component #1. Below we highlight selected lessons and opportunities identified through staff and stakeholder interviews:

- Every community is different. There are different levels of maturity, different levels of resources, and community members want and need something different. A cookie cutter approach to delivering supports and services in the area of outreach, networking and mentorship will not be successful. BCCWITT would have to be adaptable to different needs and contexts.
 - There is a high demand for different types of training in BC's communities. Tradeswomen commonly voice the need and preference for a range of training options and tools, both in-person and online, and of varied lengths and formats. There is an opportunity to develop and align supports to tradeswomen's needs (e.g., utilizing the database registry, client surveys, etc.).
 - There is a high desire among BC's tradeswomen to be involved, with many offering their time and resources as volunteers, but not always knowing how they can be involved. BCCWITT has built up networks of leaders across BC's communities, and there is a need to continue supporting their efforts, as well as an opportunity to draw on and support others.
 - Efforts to outreach women need to combine a variety of methods. While Facebook and social media are effective ways to reach large groups, other strategies are needed to reach those less engaged and/or facing greater barriers. Some suggested strategies include: personalized reach-outs, having women leave an event with something (e.g., resource, invitation for next event), ensuring a new/ first-time participant is matched with a mentor before leaving an event.
 - There is an opportunity to review the use of online strategies to deliver supports and services.
 - ✓ BCCWITT Facebook pages have been a powerful tool for BCCWITT, allowing for broad reach and engagement. At the same time, monitoring and moderating the sites has required substantial resources. Second, it is unclear whether the newly established regional groups are an effective approach to reaching and delivering supports to local communities according to feedback from some women in the focus groups; however, other options (including through the website) could be considered. Finally, there is an opportunity to strengthen and improve branding.
- "I think women are more likely to stand up for themselves when they are supported by organizations like BCCWITT and have a strong network of people that understand what they are going through, backing them."*
- ✓ Because of limited resources, the BCCWITT website was developed internally and focused on static content. However, there is an opportunity to expand services and supports through increased website capacity. There is high demand among tradeswomen for services and supports to be offered through the website, including to

facilitate mentorship matches, advertise events, offer regional supports, and serve as a resource and information hub.

BE MORE THAN A BYSTANDER TRAINING PROGRAM

Activities and implementation

The *Be More than a Bystander* train-the-trainer program was developed for male industry leaders to facilitate a culture where inappropriate behaviours such as gender-based bullying, harassment and violence are no longer tolerated. It builds on a long history of bystander education programs that address gender-based violence and abuse. The first BMTB program was developed in 2011 as a partnership between Ending Violence Association of BC (EVA BC) and the BC Lions football team. BCCWITT partnered with EVA BC and the BC Lions to customize the EVA BC BMTB program for male trades leaders. The first cohort of participants received the training over three days from January 23 to 25, 2019. The second cohort was held from June 19 to 21, 2019. There were additional cohorts scheduled for the first quarter in 2020, which fell outside the evaluation period. Therefore, the evaluation was not able to include these sessions.

Recruitment of participants for the training was time intensive. The initial approach was to start small, relying on personal contacts, reaching allies and others known to be supportive of women in the trades. The approach then shifted to strategizing how to get a foot in the door with companies and training institutes. Staff described making “a lot of cold calls,” and attending presentations and meetings to advertise the program and spur interest. They also attended conventions and events, leaving cards and posters, networking and trying to set up meetings. In the second year of the project, staff were able to draw more on the success and reputation of the first two cohorts to advertise the program and recruit participants. However, recruitment continues to be very time-consuming, with last-minute drop-outs difficult to replace.

Participants

Data come from training evaluation surveys completed by 43 out of 45 participants. The participants in the BMTB program were male leaders from the trades sector, including supervisors (37.2 per cent), trainer/ educators (16.3 per cent), union reps (15.9 per cent), employers (14 per cent), and business managers (13.6 per cent). Indeed high proportions saw themselves as mentors and leaders in their workplace or organization, with the majority agreeing or strongly agreeing that they see themselves as: a mentor to tradeswomen (76 per cent), a mentor to other tradesmen (93 per cent), and a leader in their trade or workplace (98 per cent). Participants were predominantly from the electrical trades (40.5 per cent); however, a diverse range of trades was represented including carpenters and cabinetmakers;

mechanics of machinery and transportation equipment; plumbers, pipefitters and gas fitters; crane operators, drillers and blasters; and those from machining, metal forming, shaping and erecting trades; and masonry and plastering trades. A large majority (77 per cent) were members of a labour union.

The survey asked how the men had heard about the BMTB program: 43.5 per cent were encouraged by their employer to attend, 41.3 per cent had been contacted by someone from BCCWITT, and 15.2 per cent had seen advertising and wanted to attend. The quotes appearing here showcase some of the participants' reasons for attending the training. Participants' main reasons for attending were to help be part of a change in the trades and a desire to create more inclusive workplaces.

"To help be a part of the shift, eliminating violence and harassment in trades and promoting trades to all genders."

"Bullying and harassment in the workplace is not acceptable and I want to do everything in my power to stop it."

The survey also asked the men about their perceptions of the issues related to tradeswomen's career retention. Interestingly, two of the top barriers identified by tradeswomen – lack of female mentors and role models – were identified as "extremely an issue" by over half of the participants (Figure 13).

Figure 13 Top issues to tradeswomen's career retention



Participants' experiences and satisfaction with the training

The survey asked several questions about participants' experiences and satisfaction with the training. When asked, *"Thinking about what you hoped to gain from the training, to what extent did it meet your expectations?"* as many as 72.5 per cent said *"I got everything I wanted"* and another 22.5 per cent said *"I got a lot of what I wanted."* **Satisfaction with the training was very high:** 87.2 per cent said they were very satisfied, with a handful of others suggesting the course could be longer. **Nearly all** (97.5 per cent) **said they would recommend the training to colleagues**, and 95.0 per cent said they would be very likely to apply what they have learned. The survey questions probed more about why participants would (or would not) recommend the training to others. Common responses were that the training was **"life changing"** and helps *"open eyes."*

"Very powerful and extremely relevant to our industry."

We conducted two sets of interviews with three employers who participated in the training – approximately three months and a year after training. All three men highly praised the BMTB, and commended the material, presenters, and the tone of the training. They expressed that their participation was a transformative experience. All of them cited an increased awareness of harassment in the workplace as a key highlight of the training as well as the use of real life scenarios to demonstrate how to be more comfortable having conversations with colleagues about these issues. Two of the men

"The more people who have this training, the sooner we will see change."

"A wonderful program. It should be implemented in all workplaces."

"This is something everyone needs to learn in order to create the culture shift that's needed."

commented on the versatility of the training, appreciative that the tools could not only be used in different workplaces, but also in different situations, such as on

public transport. All three men thought that the training should be rolled out provincially. One of the men went further, saying that it should be rolled out nationally and globally.

When asked about **the most important thing they learned from the training**, two strong themes emerged:

- *"The magnitude of barriers women face in pursuing a career in the trades":*

multiple participants

highlighted the use of statistics and stories in training as particularly powerful to understanding the scope of the issue.

"I may be the only copy of the 'Be more than a bystander' manual someone might ever see, and I have to be the best version of this program I can be."

- “Learning the overall skills that are required to be more than a bystander”: multiple participants identified having “tools in my toolbox” as the most significant thing they have learned. Some pointed to specific skills to “speak up.”

Changes in awareness and confidence at the end of training

The feeling that the training “*shifted mindsets*” was commonly expressed during the interviews. The results of the survey supported these sentiments. Participants were asked about their level of awareness of several gender-based issues in their workplace immediately prior to the start of training, and then again at the end. As seen in Figures 14-16, the shift in awareness of gender-based issues after completing the training is striking. While the level of extreme awareness of the various issues ranged between 10–35 per cent prior to training, after the training more than 90 per cent of participants indicated that they now were “extremely aware” of: gender-based harassment and bullying in the workplace; interventions to address gender-based harassment and bullying in the workplace; and issues facing women in the trades.

“They take a sensitive, empathetic, but impactful approach to a difficult topic.”

Figure 14 Awareness of gender-based harassment and bullying in the workplace

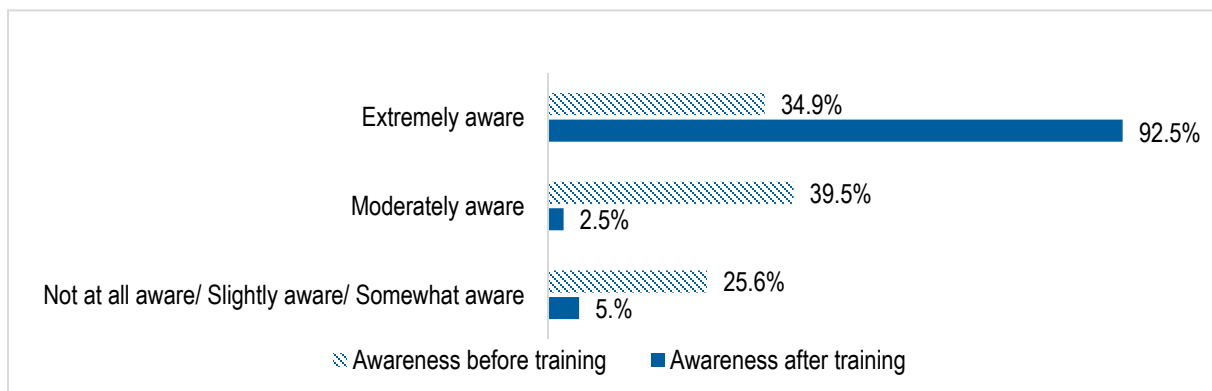


Figure 15 Awareness of interventions to address gender-based harassment and bullying in the workplace

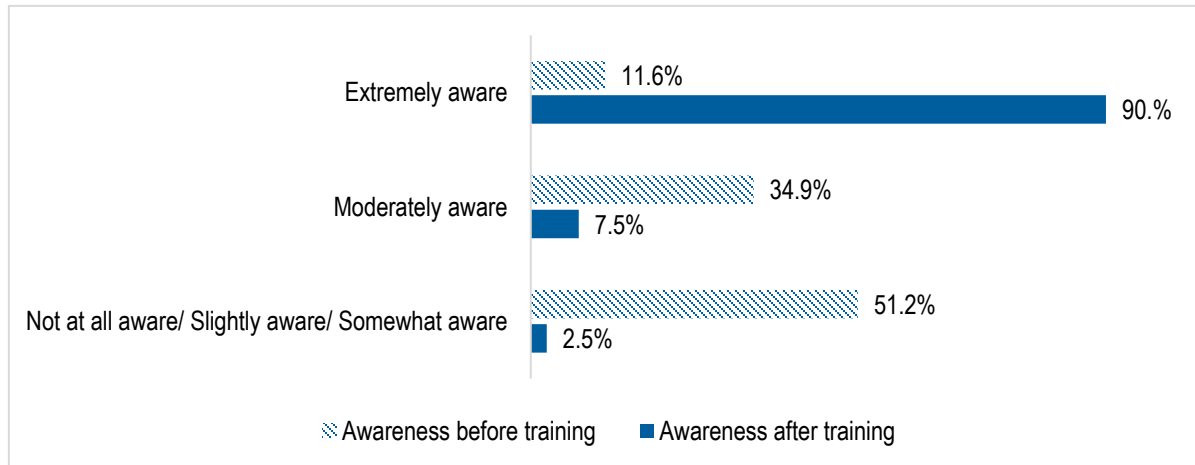
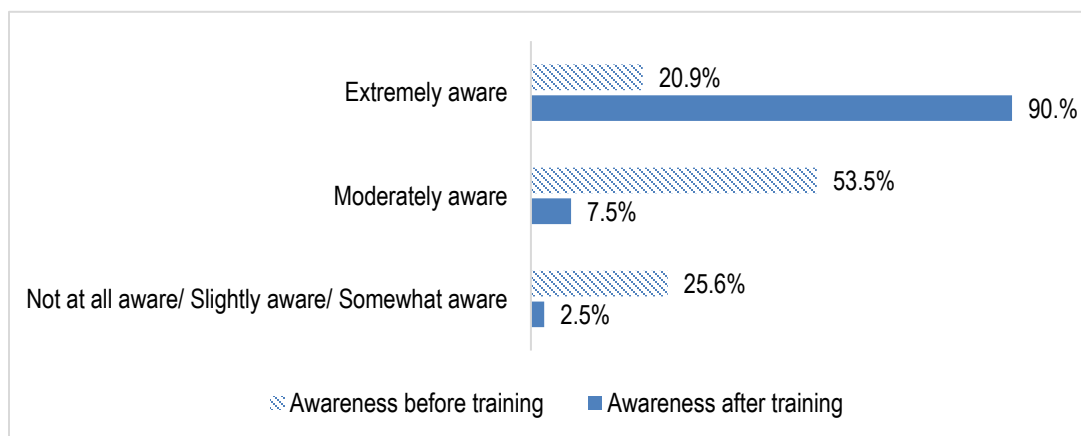


Figure 16 Awareness of issues facing women working in the skilled trades



The survey also tried to gauge changes in the participants' perceived level of confidence in their ability to carry out certain actions following the training. As seen in Figures 17-19, participants reported significantly more confidence after attending the training. The proportion of participants who said they were very confident following the training doubled in terms of knowing how to act when they witness gender-based harassment and bullying. Furthermore, all of participants indicated they felt confident or very confident to intervene in negative gender-based events at work and to be a positive role model to their colleagues.

Figure 17 Confidence in ability to intervene in negative gender-based events at work

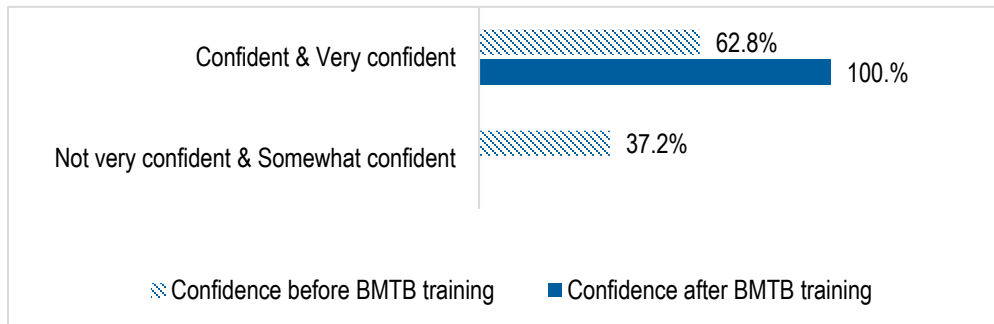


Figure 18 Confidence in ability to be a positive role model to your colleagues

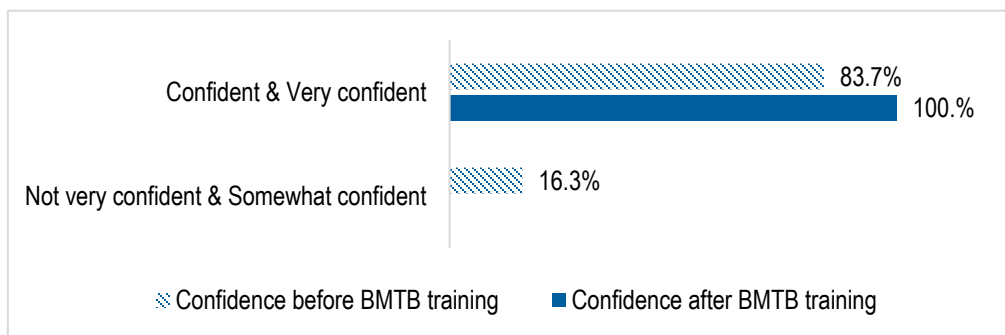
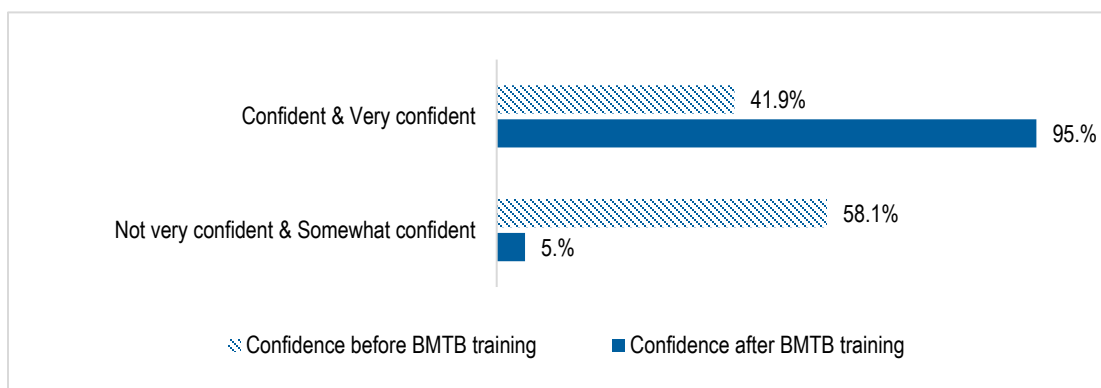


Figure 19 Confidence in knowing how to act when witnessing gender-based harassment and bullying



Changes and perceptions of impacts at follow-up

SRDC conducted two types of follow-up with BMTB participants to better understand the impact of the training over time. First, SRDC sent invitations to an online survey three months after each training cohort. In total, 28 out of 37 participants completed the follow-up survey in the period between January 5 and November 28, 2019.

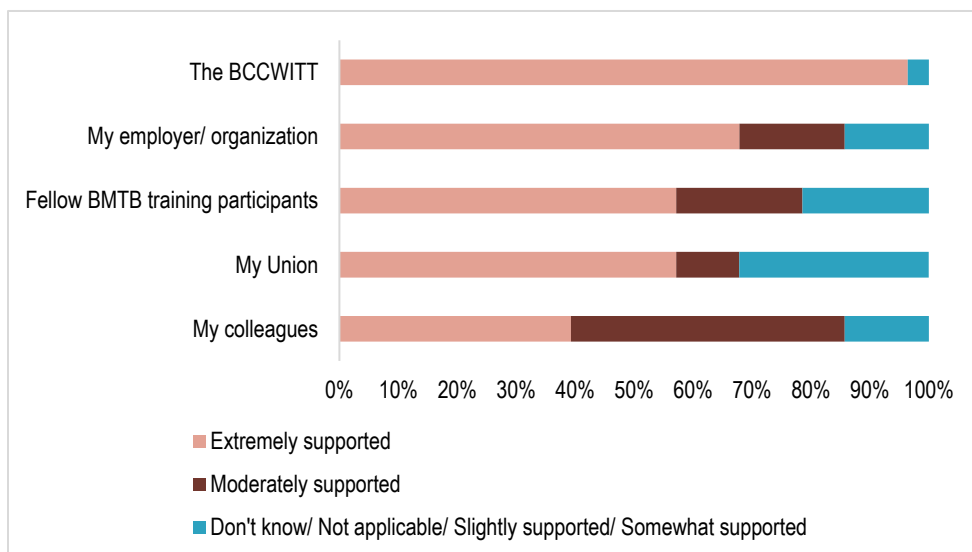
Second, phone interviews were conducted at the end of the project with the three employers who were originally interviewed for the interim evaluation report, all of whom completed the training. They were asked about the impact of the training on their work and at their workplaces, feedback on the program and their experience interacting with BCCWITT since the training. Perspectives on the training at follow-up continued to be highly positive, with most respondents encouraging the BCCWITT to “keep going”:

“The BMTB training was phenomenal – I would describe it as life-changing great.”

- *“Keep up the good work. The culture will shift.”*
- *“Training was top-notch, nothing was missing, very effective.”*

The BMTB survey respondents overwhelmingly stated they felt supported by the BCCWITT to deliver the program to others, with over 96 per cent saying they felt extremely supported.

Figure 20 Support from various groups to deliver the BMTB program to others



“The training staff was very friendly and very knowledgeable, very encouraging!”

At the point of the follow-up survey, **nearly all** (89.3 per cent) said they **have personally applied what they learned**. The survey asked *how* participants personally applied what they learned in the training, including what specific skills or knowledge they applied. They were also asked to comment on how their colleagues or organizations responded. Three key themes emerged from their responses, as highlighted in select quotes below:

- ✓ Speaking up
- ✓ Changing personal behaviour
- ✓ Incorporating learnings from BMTB into one's work
- ✓ Delivering training to others in the workplace

Speaking up

Participants provided multiple examples of how the tools they had learned in the BMTB have helped them speak up when witnessing situations of bullying and harassment:

- *"I have 'been more than a bystander' by speaking up in several situations where I would not have previously. The workshop gave me the tools and confidence to speak up in uncomfortable situations."*
- *"A male employee on a job site [tried] to show revealing pictures of his girlfriend to me. I had to explain to him that I did not want to see them and that it was illegal to show them to others without her consent."*
- *"I have presented the program to three electrical foundation classes at the EJTC. At a recent meeting in Winnipeg, a male employee made an inappropriate comment in front of his female colleagues, I told him I was not ok with it, and he apologized to everyone."*

Changing personal behaviour

Respondents shared detailed and thoughtful examples of how they changed their personal behaviour as a result of the training:

- *"I have been more acutely aware of the feelings women may have about being afraid of harassment at work at home or out in public. I have been more conscious of how my physical presence may have an effect on women in the workplace or in public and have tried to maintain a greater physical space between myself and women. After hearing the statistics on how many women take steps to protect themselves from unwanted attention when they are out or at work and the fact that they will not likely say anything, it has made me realize that*

my exuberance and gregarious behaviour could feel threatening. My tendency now is to be much more subdued and aware of whether or not I am crowding the space of others.”

- *“While I never used to put up with sexist comments made at work, after taking this course, I am extremely intolerant to such things and am more vocal about how unacceptable it is.”*
- *“The program changed the way I think and act in my personal life.”*

Incorporating learning from BMTB into one’s work

Respondents provided examples of how they have implemented their learning from BMTB or improved internal training as a result of the training:

- *“I have incorporated much of the principles and lessons within the training into remarks and speeches I regularly provide to Labour Affiliates during their conventions and Board Meetings, as well as during meetings with business and NGO groups.”*
- *“I’ve completed two lectures with the Viking crews, and apply what I’ve learned from the training on a daily basis on and off the worksite.”*
- *“Using the training material and knowledge, I have incorporated much of the information to the “Harassment” portion of IBEW 213’s new member orientation.”*

Delivery of training to others in the workplace

At the time of the three-month follow-up survey, half of the participants said they have not implemented the training yet, but had plans to do so internally within their organizations, and provided specific examples of their plans:

- *“I have made arrangements to deliver the program within the next 5 weeks to the level#3 apprenticeship class.”*
- *“I will deliver the training to a small group of senior managers for evaluation and possible implementation into our regular training regimen.”*

At the time of the 3-month follow-up survey, another **40 per cent of the survey respondents said they have already delivered the training to others in their workplace**. It is important to note, however, that since the time of the three-month survey, the men have delivered additional sessions to colleagues and others in their organizations (see the subsequent section on implementation of the training in the workplace).

Most often, respondents who implemented the training did so in a modified or shortened format to a variety of audiences. Most remarked that the training was well received:

- *“I initiated a company-wide presentation of the training materials to all of our field employees. **So far we have presented to approximately 50 workers and it was received well.**”*
- *“I have not delivered the exact course material and framework that we were taught, but I have incorporated a lot of the material into the new member orientation. Every single new member [my union] that works in construction in the lower mainland must go through this orientation before they are dispatched to work. I do plan on expanding this to [those who in other regions].”*
- *“The program is well received and opens up meaningful dialogue consistently.”*
- *“**So far we have facilitated 3 sessions, total of 41 employees. Training was well received with the majority of engagement from the younger electricians.**”*

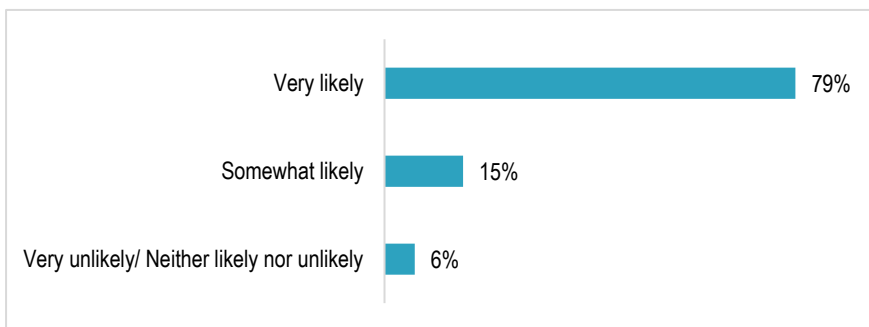
In summary, at the time of follow-up, reflections on the training continued to be positive, with respondents reporting they apply the knowledge and skills gained in their day-to-day work. The training seems to have ‘stayed’ with the men, and it gave them the confidence and resources to address specific situations, supporting the actions workplace actions. The men observed small changes through the incorporation of material into internal training and processes and through individual instances of “*speaking up*.” Most of the men had either already begun to implement the training or had plans to do so. The following section reports on the findings from the surveys conducted with those to whom the training was delivered by the BMTB participants. These surveys conducted immediately after the sessions were designed to capture the experiences of those to whom the BMTB training was delivered in the workplace and its impacts.

Implementation of the training in the workplace

Data in this section come from surveys with individuals to whom the BMTB training participants delivered the training (referred to also as a “workshop”) within their organizations. The BCCWITT worked with the men to help implement the surveys: they were asked to bring and distribute paper surveys at the end of the sessions they delivered, and forward these onto the BCCWITT staff, a process which helped facilitate a check-in about how things were going. The BCCWITT staff then forwarded the surveys to SRDC using a secure website. In total, SRDC received **86 completed surveys from 9 workshops** held between July 24 and December 18, 2019. It is important to note this number does *not* represent the actual numbers of individuals trained and workshops delivered because (a) some sessions were implemented without surveys and (b) some trainees chose not to complete them.

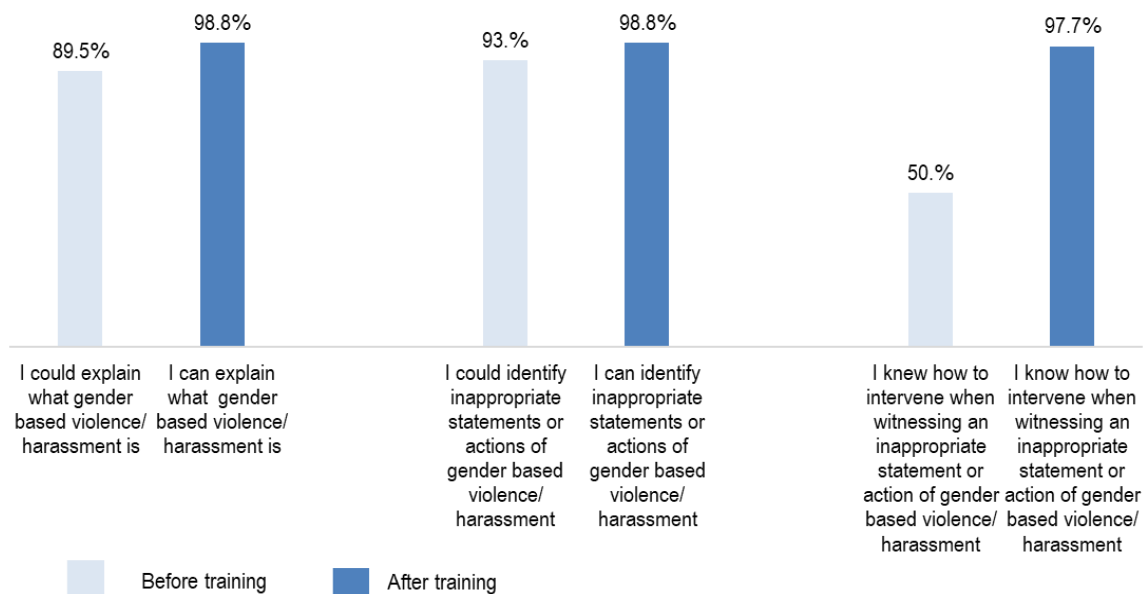
The survey asked participants to describe what category best describes them, with most selecting supervisor (37.2 per cent), ITA (15.1 per cent), and journey (11.6 per cent). Just under a fifth identified as “other” and the remaining participants consisted of directors/executives, and apprentices. When asked why they decided to participate in the workshop, 61 per cent said they attended because it was mandatory, and another 35 per cent chose to participate because they believed the training would benefit them and their organization. **Satisfaction with the workshop was high among participants:** a total of 80 per cent said they were very satisfied and 15 per cent were somewhat satisfied. A large majority (79 per cent) indicated they would be very likely to apply what they have learned after the workshop.

Figure 21 **After you leave here today, how likely are you to apply what you have learned?**



The survey asked participants to agree with several statements as applied to before and after the workshop. As seen in the figure below, high proportions of participants felt they could explain what gender-based violence/ harassment is and identify inappropriate statements or actions of gender-based violence/ harassment both before and after taking the workshop. **The biggest impact of the training was on participants’ self-rated knowledge of *how to intervene*** when witnessing an inappropriate statement or action of gender-based violence/ harassment, with 97.7 per cent agreeing or strongly agreeing with the statement after training (versus 50 per cent before training).

Figure 22 Proportion agreeing or strongly agreeing with statements before and after training



Asked about the most important thing learned from the workshop, three key themes emerged:

1. Increased awareness of the issue

- *“Some of the statistics were shocking to me because I knew of some of this happening on the jobsite, I just didn’t know it was that bad.”*

2. Concrete tools and strategies to use

- *“Many men feel the same helplessness and confusion on how to address and stop gender-based violence and harassment. I feel I have the narrative and tools to rely on.”*
- *“The tools you can use to address workplace harassment were very useful. It’s easy to identify problems, but speaking up is the hardest part.”*

3. A desire for continued action

- *“This is something we can and must do.”*
- *“Act now not later.”*
- *“There is a man movement and I see the passion.”*

“It is really difficult to get men into the room – these men are leaders and influencers. They are on top of their game, think they understand and know what’s going on. They finally get in the room and it’s a huge change. They’d go deliver it in the workplace and the guys (...) couldn’t believe the company gave them 90 minutes of time. They felt cared for, and like their opinions matter. It stoked a fire that they can make a difference. Other men don’t like this atmosphere [of bullying and harassment] either.”

Early impacts

Those who delivered the training were asked in the three-month follow-up survey what, if any, changes they observed in their workplace as a result of the training. The most common responses were:

- Observed small changes thus far (e.g., greater awareness, more discussions among men)
- It is too soon to tell, but the men’s feedback suggests the training has been impactful

In the final interviews with employers, the three men described changes in practices and/or supports in their organizations as a result of the training. Examples of this included prominent display of posters about respectful workplaces; zero tolerance policy for harassment; implementation of a female committee chair to support tradeswomen in the organization; and funding for supports for women in organization. All the men said their own awareness in recognizing harassment and knowing how to have conversations about it has increased. One of the men felt that his increased awareness has been beneficial to his organization and its employees, and that the training has allowed for conversations to occur without “*getting into a fight*.” The men also shared examples of the impact the training has had in their personal lives, for example, leading to discussions with their families.

The findings in the previous section on the delivery of the training in the workplace by the male leaders who were part in the BMTB train-the-trainer program suggest that the training is reaching men across worksites and organizations. As one person remarked in one of the first-year interviews: “*It’s like throwing stones in the water. We have 27 stones making ripples right now.*” Indeed, the number of men “*making ripples*” have not only increased – but as seen in the testimonials from the men who were part of the training on worksites – the training is having an impact on subsequent cohorts by increasing awareness, spurring a desire for change, and providing tools for action. Importantly, these early impacts of the BMTB are being felt by the tradeswomen as well. In the final survey, as many as 65.8 per cent of tradeswomen said that they have heard of the BMTB training, and 13.6 per cent said that someone in their workplace completed the training. In the focus groups, one woman who heard about the program said, “*it was very valuable, because it tackled underlying workplace issues,*” helping to support cultural

changes in the trades. Some women mentioned small examples of how they feel the program is having an impact on worksites, including that there is “*less inappropriate joking around.*” Finally, it is important to note that the BMTB training in the workplaces is ongoing and longer-term outcomes were not observed in the evaluation period, and therefore not reported here.

Suggestions from program participants

The evaluation gathered participants’ suggestions about the program, as summarized below.

Continue to implement and expand the delivery of program

- ✓ *“Deliver it frequently.”*
- ✓ *“I can't think of anything other than keep getting it out. Presenters were awesome.”*
- ✓ *“Increase the number of people delivering the training.”*

Tweak content and delivery

- ✓ Increase time allocated to deliver
- ✓ Provide opportunities for more practice / Offer more scripts and scenarios
- ✓ Discuss race and other issues as well as gender issues
- ✓ More testimonials, including by having tradeswomen share their experiences
- ✓ Offer resources such as binders with the slides
- ✓ Encourage participants to schedule sessions immediately after training
- ✓ Pair men up to deliver sessions as a team (e.g., partner new and experienced trainers)

Strengthen communications and offer ongoing supports to BMTB participants (train-the-trainer and workplace cohorts)

- ✓ *“Keep up with the social media and continue to follow up with past participants.”*
- ✓ *“It may be worthwhile creating some sort of social media group for participants to stay in touch and support each other.”*
- ✓ *“[Offer] support for men [in the workplace] addressing underlying issues.”*

Embed program into existing training initiatives/make it mandatory

- ✓ Make it a requirement, like a ticket
- ✓ Work the training into ITA curriculum

Change requires more involvement from management and HR

- ✓ The success of BMTB requires it being top down – setting the tone from managers to workers
- ✓ *“Continue to bring in the leaders of companies and unions for training. These are the people that are in a position to push this training down to all of their people.”*

Lessons and opportunities for program component #2

Below we highlight several lessons and opportunities that emerged from the implementation of activities in the second component.

- The BMTB program has received consistently positive feedback from its participants. The program is starting to be known and have a positive reputation amongst men on worksites and tradeswomen in BC. There is an opportunity to build on this momentum to continue implementing and expanding the program.
- Finding the time and resources was identified as a key barrier to implementing the program on worksites. There is a need to build “*top-down*” support for worksite implementation (e.g., among management).
- There is an opportunity to build on the interest from training institutes and large projects in the program in order to have it more systematically rolled out to larger groups of tradespeople across the province. Working to incorporate BMTB up-front into programs (e.g., apprenticeship training) would also help support a preventative approach.
- There is an opportunity to strengthen the impact of the training on worksites by providing ongoing support and resources to its participants over time.
- The program has shown some early impacts, such as increasing awareness of the issues, spurring a desire for action, and providing participants with concrete tools for intervention. Several interviewees felt that the BMTB “*has the most promise when it comes to shifting the culture,*” and some tradeswomen identified it as one of the most significant changes emerging from the BCCWITT initiative. In order to gauge the full impacts of the program, more time is needed along with continued tracking and evaluation of progress.

DIVERSITY AND INCLUSION TRAINING

Activities and implementation

The Diversity and Inclusion (D&I) program — “*What Works for Women’s Inclusion and Success in the Under-Represented Trades Sector*” — was designed to promote and support the recruitment, training and retention of women in the skilled trades. The goal of the program was to build the capacity of industry partners — employers, union and non-union organizations, and trades training providers to incorporate policies and practices for equity and diversity. The training content was adapted from the curriculum developed by Lauren Sugarman, National Policy Director for the Chicago Women in the Trades, to make it applicable to the BC context. The Centre first piloted a half-day of the training to about 20 mostly male staff of the United Association Piping Industry College of BC in December 2018 in order to test the curriculum and delivery method.

BCCWITT staff used a variety of approaches to recruit participants for the facilitated workshop, ranging from reaching out to their networks to cold calling target organizations. As described in the interim report, the staff reported some challenges with recruiting participants for the training. In interviews, the key informants suggested the recruitment challenges were related to what they described as a “*saturated market*” for diversity and inclusion training. The staff have worked to create a “*pitch*” to better convey the importance of taking the BCCWITT training to employers, including to develop a pamphlet with a snapshot of the training that can be shared with potential participants. The key informants suggested that the underlying resistance to change may have also contributed to the reluctance of some employers to sign up for the program.

Recognizing their limited capacity to both outreach to organizations and deliver the program across the province, BCCWITT developed a two-day train-the-trainer to teach women from across the province to facilitate the workshop. This approach extended the reach of BCCWITT, developing more “*boots on the ground*.” It also contributed to the first component of the program by building capacity of the tradeswomen in the regions.

Consequently, over the course of the project, the BCCWITT delivered two types of Diversity and Inclusion training:

1. A four-hour **facilitated workshop** delivered to instructors, employers, and others
 - The **BCCWITT delivered two facilitated workshops** in April and October 2019. SRDC analyzed a total of 22 exit surveys (seven from April and 15 from October) from the workshop participants.

2. A two-day **train-the-trainer workshop** delivered to tradeswomen on how to deliver the D&I training
 - The **BCCWITT delivered two train-the-trainer workshops** in February and September 2019. SRDC analyzed a total of 28 exit surveys (15 from February and 13 from September) from the workshop participants.

Participants

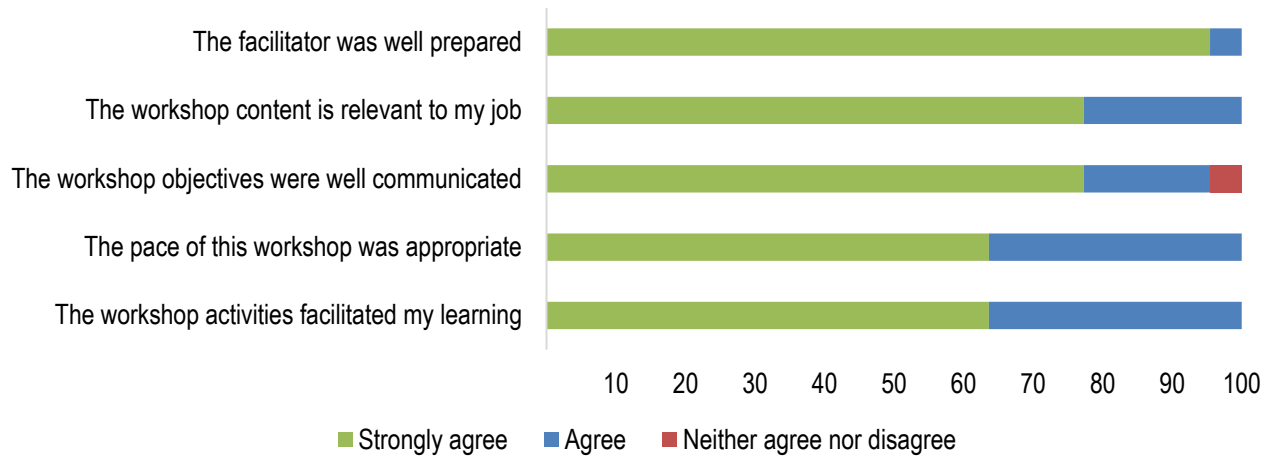
Participants in the facilitated workshops were predominantly instructors (67 per cent), with the remaining categories including journeys, supervisors, and coordinators. When asked why they decided to participate in the training, a large majority (82 per cent) said they believed the training would benefit them or their organization. The main way participants heard about the D&I facilitated workshop was through their own organizations, which encouraged them to attend (77 per cent).

Participants in the train-the-trainer workshops were largely journeys (41 per cent), with the remaining categories including supervisors, employers, apprentices, instructors, and others. The main ways participants heard about the D&I train the trainer workshop was through BCCWITT advertising (e.g., on social media) (38 per cent) and through a mutual contact with the BCCWITT (38 per cent).

Participants' experiences and satisfaction with the training

The facilitated workshop was positively rated by the participants (see Figure 23). All participants stated they were “very satisfied” with the workshop and that they would recommend it to their colleagues. Nearly all (91 per cent) said they were “very likely” to apply what they learned. Nearly half (46 per cent) said they got “a lot of what they wanted” out of the workshop.

Figure 23 Participants' assessment of the facilitated workshop



When asked why they would recommend this workshop to others, two common themes were:

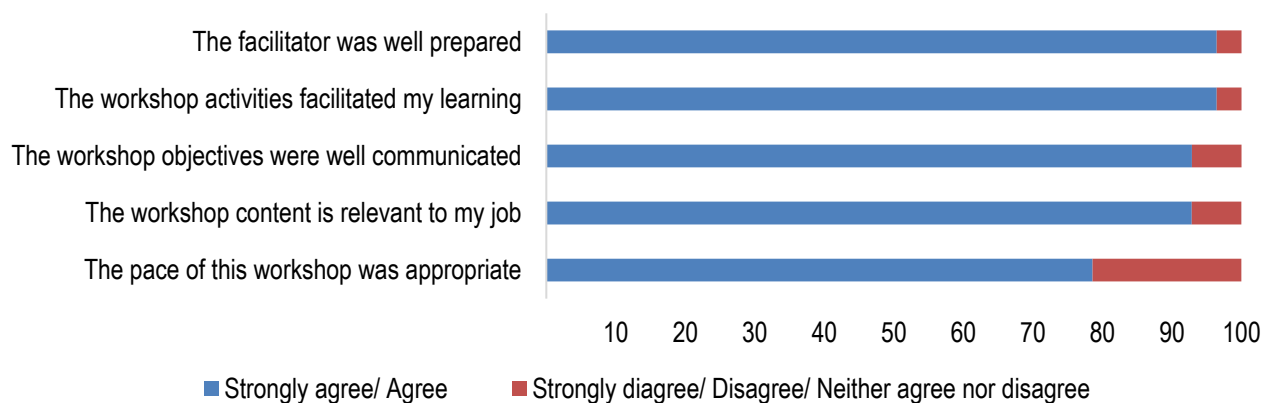
- Because it provides important information
 - ✓ “I think it brings awareness to an issue that is often ignored.”
 - ✓ “Very informative and eye-opening.”
 - ✓ “It brings to the forefront (...) awareness of how women are segregated in the trades.”
- Because it can help create change
 - ✓ “It makes people think and reflect on what they can do to help.”
 - ✓ “Great applicable information.”
 - ✓ “Motivating change.”

In the interviews with employers, more nuanced perspectives emerged. For example, men who have taken part in both the D&I and BMTB training and had the chance to compare the two described D&I as “not being as good.” One person remarked: “I think the *Be More than a Bystander* may be better, but I will still utilize [what] I learned from this workshop.” When reflecting on the training, another man recommended that the content and delivery of D&I draw from the BMTB training, which he described as “outstanding.”

The train-the-trainer workshop was positively rated by the participants (see Figure 24). Nearly all participants (93 per cent) said they were “very satisfied” with the workshop and that

they would recommend the workshop to their colleagues (96 per cent). In total, 79 per cent said they were “very likely” and another 18 per cent said they were “somewhat likely” to apply what they learned. About a third (32 per cent) said they got “a lot of what they wanted” out of the workshop; however, just over half (54 per cent) indicated they were “not sure” or preferred not to answer. However, a small number did not agree that the workshop objectives were well communicated, or that the pace of the workshop was appropriate.

Figure 24 Participants’ assessment of the train-the-trainer workshop



When asked why they would recommend this workshop to others, two common themes were:

- Because it provides important information
 - ✓ “Eye-opening and shines light on important topics.”
 - ✓ “It was extremely empowering and incredibly pertinent information.”
 - ✓ “Very educational, informative and helpful.”
- Because it is a well-designed course
 - ✓ “You get to learn in an amazing and supportive environment.”
 - ✓ “Very well-rounded but not too overwhelming.”
 - ✓ “Well prepped messages that needed to be shared.”

- Because it can help create change
 - ✓ *“Changes view on women in the trades and cultural competency.”*
 - ✓ *“It will help people open up to change and perspective on women in trades.”*
 - ✓ *“This course is a major first step and will really be a great step in changing thought patterns.”*

Early impacts

The impacts of the D&I training are difficult to assess at this time. However, the feedback received about the two types of workshops has been predominantly positive. When asked about **the most important thing they have learned**, the participants in the **facilitated workshop** most often cited their **increased knowledge and awareness** as the most useful part of the training, pointing to specific examples such as learning gender-neutral language to use and key statistics about women in the trades. A handful of participants mentioned the importance of taking action and advocating for women in trades to improve retention. One person remarked: *“This workshop really shed the light on the boundaries faced in our classrooms and worksites.”*

“Some of the stats were different than my perception was. Great to see true data and realign.”

For participants in the **train-the-trainer workshop**, the themes regarding the **most important thing they have learned** centred around learning **how to speak with colleagues about issues facing tradeswomen**, including gaining facilitation skills and how to speak to groups. However, **networking and a sense of community** also emerged as a strong theme and was echoed by women who participated in the focus groups and heard about or have taken the training. In fact, similar to what we heard from the women who took part in the leadership workshops, tradeswomen often feel alone and isolated, and yearn for opportunities to connect with other tradeswomen and to build networks of supports. Taking part in the train-the-trainer program provided an opportunity to *“know I am not alone”* and to build *“friendship and support.”* Finally, the train-the-trainer program further highlighted the high demand for training amongst tradeswomen across the province.

“Tools, statistics, speaking methods, etc. to educate people about challenges with diversity and inclusion.”

“The great thing that came from it is the sense of community. It is a huge thing to feel you are not alone.”

“I ran into a non-union woman in northern BC and she loved it [D&I train-the-trainer] and said it changed her life.”

A total of 40 per cent of tradeswomen who took part in the final survey said that they have heard of the D&I training, and 38.5 per cent said that someone in their organization completed the training. Although the D&I and BMTB training have different goals, content and types of delivery, many of those the evaluators spoke with over the course of the project tended to compare the D&I facilitated workshop with the BMTB program, the latter of which was perceived to have both greater reach and influence. At the same time, the D&I train-the-trainer workshop appeared to have a greater impact on its participants compared to the facilitated workshop. From the limited data available, it is not possible to report on the continued impact of the D&I training (either facilitated or train-the-trainer) in workplaces and organizations.

Suggestions from program participants

Several suggestions were put forward by the participants for improving future D&I workshops:

Facilitated workshop

- Provide an overview and clarify objectives of the workshop at the beginning
- Provide more participatory learning activities
- Ensure everyone in the workshop feels welcome

Train-the-trainer workshop

- Provide an overview and clarify objectives of the workshop at the beginning
- Increase the length of the workshop
- Provide more opportunities to practise
- Polish the content of the slides and the facilitator's guide, including more stories and examples

Lessons and opportunities for program component #3

Staff reported challenges recruiting participants, potentially related to a saturated market for D&I training. There are opportunities for BCCWITT to consider more deeply specific to the training:

- ✓ How the training differs from other training currently available: what is unique about and what is its “value add”

- ✓ How to best market and advertise the training
- ✓ How the training is delivered and to whom

More broadly, there is a fundamental need for BCCWITT to consider its role in supporting employers within the existing system in the province. There are opportunities to consider:

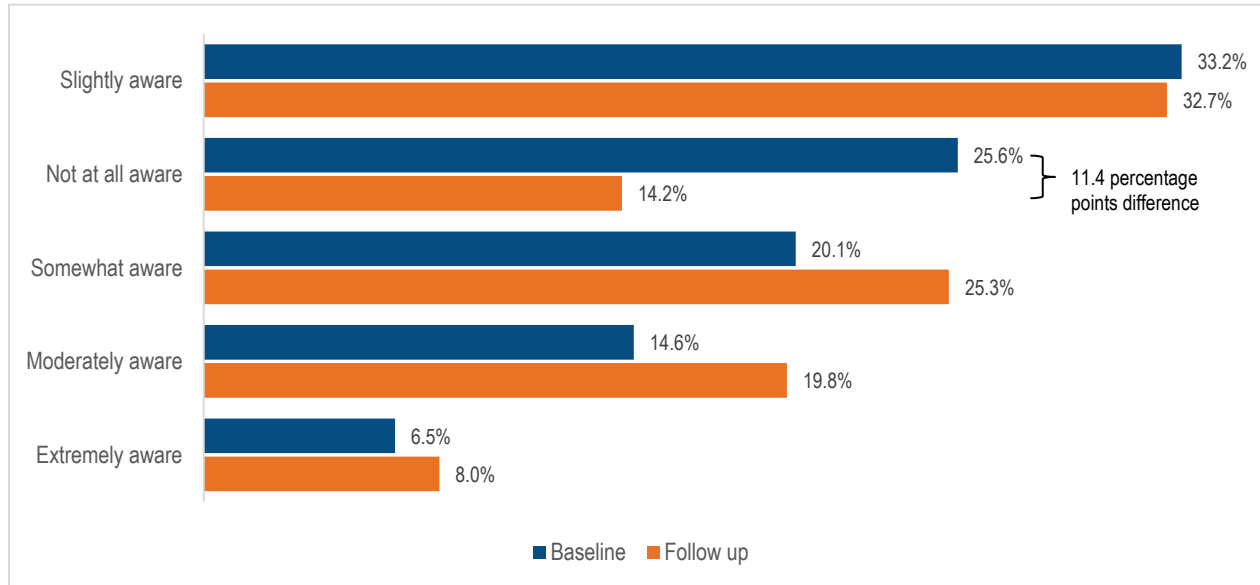
- ✓ What is BCCWITT's role in supporting employers in the implementation of workplace policies and practices that strengthen organizational capacity for hiring, retaining, and advancing tradeswomen, and how it can best be achieved
- ✓ What organizational supports (e.g., tools, expertise) could be provided to employers (in concert with or in addition to) to support the objectives of this program component

EXPERIENCES WITH BCCWITT

Knowledge of BCCWITT and services

Many tradeswomen became aware of BCCWITT through social media (e.g., a friend sharing a Facebook post); some learned about the Centre at events they participated in (e.g., career fair, conference) and some learned about it through their union. Self-rated level of awareness of BCCWITT's services and supports was low, with small but not statistically significant differences at follow-up (see Figure 25). This theme was echoed in the focus groups: knowledge of BCCWITT, its supports and services was largely limited among participants, and several women were brand new to the initiative.

Figure 25 Survey respondents' level of awareness of BCCWITT's services and supports



While the majority of the focus group participants could not describe specific services or supports offered by BCCWITT, everyone said BCCWITT had an important role and described it as necessary in the province. Most spoke about BCCWITT as an initiative that is just getting started and expanding its activities, ranging from outreach, organizing events, facilitating workshops, and providing advocacy and resources. Most participants articulated the goal of BCCWITT to be supporting women to enter and stay in the trades, and all felt achieving its objectives was a long-term endeavour.

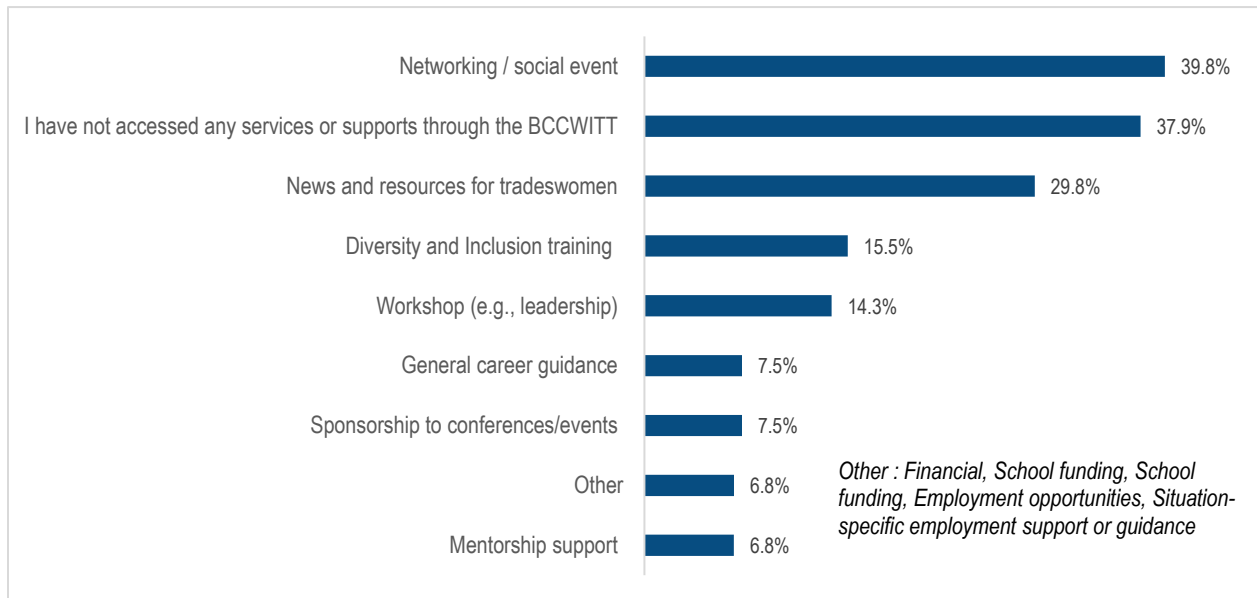
When it came to employers, experiences with the Centre varied across the interviewees, with one person describing himself as not familiar at all, another as “fairly familiar” and the third being in contact with the Centre on a monthly basis. In all cases, the interactions with the Centre related to BMTB and D&I training, with little to no familiarity being reported of other resources and supports offered by the Centre.

Use of BCCWITT's services and supports

A relatively high proportion of survey respondents (37.9 per cent) said that they have not accessed any services or supports through BCCWITT. Levels of engagement were similar: when asked to rate their level of engagement with BCCWITT in the past 12 months, over 43 per cent said they were engaged (somewhat or very engaged), and 56.7 per cent said they were not engaged (very or somewhat disengaged or neither engaged or disengaged). Among those who did say they accessed supports, the most accessed services were networking and social events, as

well as news and resources. Just under half of survey participants said they access BCCWITT's services and supports once per year, and a large proportion (36.3 per cent) said they access them once every few months.

Figure 26 Proportion of survey respondents reporting BCCWITT services and supports



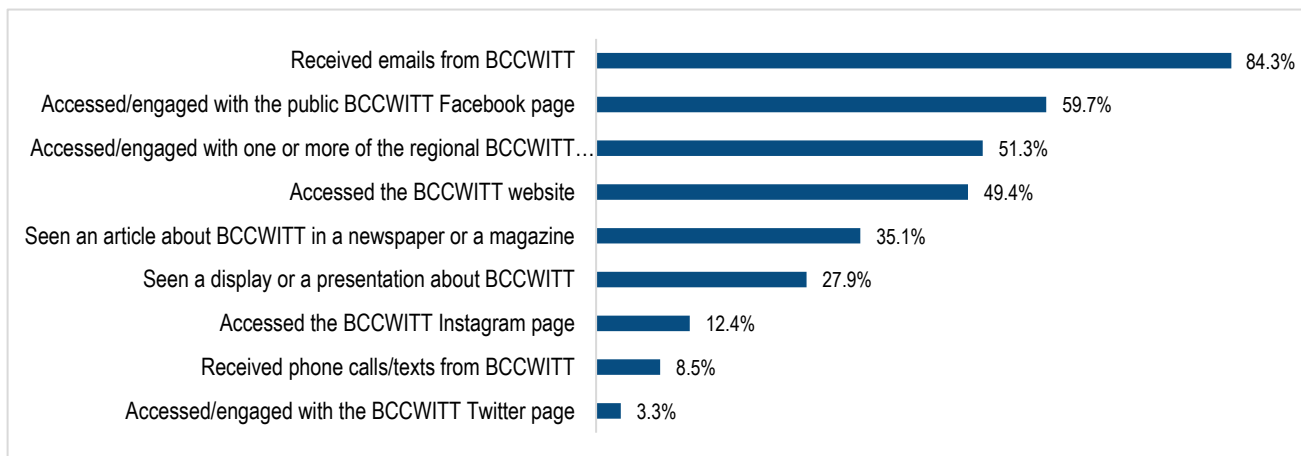
Amongst the focus group participants, those who accessed supports most often said they attended the leadership and/or diversity and inclusion workshops, followed by receiving funding to attend a conference or a workshop. There were some perceptions that BCCWITT is catered more to those in unions and from the Lower Mainland, and some expressed a lack of clarity about what supports are offered to non-unionized tradeswomen. These were factors that were suggested by tradeswomen as potentially limiting reach and participation. Others remarked that the initiative has ambitious goals with limited resources to address a challenging social problem. They felt the initiative is overstretched trying to support tradeswomen across the province who face a variety of challenges and barriers while, at the same time, seeking to change the culture of the trades.

None of the men who participated in the employer interviews reported using any organizational supports from the Centre. However, two interviewees saw a role for the Centre in providing support to employers to foster safe workplaces and spreading the word that abusive behaviour is not tolerated in the industry. One of the employers interviewed mentioned the need for tradesmen to have the tools to be able to speak out against harassment in the workplace. A couple of the interviewees felt that the Centre could do more to actively promote its services and supports. It is important to note that the evaluators only spoke to those employers who

participated in D&I and BMTB training. As such, the views and experiences of other employers who may have accessed other types of supports are not represented.

While many tradeswomen said they have not accessed BCCWITT's services and supports, a large majority were part of the Facebook group(s), have seen and/or engaged with its content, including to access information and resources such as job postings. In fact, access to the BCCWITT's communications was high (see Figure 27). Altogether, these results point to a gap between the services the BCCWITT provides and the awareness among tradeswomen of those supports and whether and how they can use and benefit from them.

Figure 27 Proportion of survey respondents reporting receiving/ engaging with BCCWITT communications



Here is how one tradeswoman described the role the BCCWITT's communications have played for her, including in her ability to both be mentored and to support others:

"Emails and online platforms have let me know about events, classes and ways to participate in things that offered me opportunities for mentorship, friendship/ support, skills useful to my workplace and life, and given me the opportunity to support others as well. Over the phone I've received contact from an actual person to clarify things or seek support."

Satisfaction with services and supports

Satisfaction with the services and supports of the BCCWITT was high: **a majority (64.0 per cent) said they were satisfied with the services, supports and events** organized by the BCCWITT. Furthermore, **nearly 85.0 per cent of tradeswomen said they are likely to recommend the BCCWITT to others.**

Two prominent themes emerged in this area. First, women described the strength they draw from connecting to BCCWITT even in a limited way, and felt they are part of a broader community of tradeswomen they can reach out for supports when needed.

"The biggest thing is just knowing that somebody is out there. Knowing you can reach out when you need to."

"The great thing that came from [participating in the training] is the sense of community. It's a huge thing to feel you are not alone."

Second, many women singled out information and resources they have received through the BCCWITT as a major reason for their satisfaction with the initiative. As one woman explained:

"My interactions with BCCWITT have not advanced my career, but they have definitely enriched it. Any networking opportunities with tradeswomen and conversations online drive me to continue pursuing my career."

Tradeswomen's recommendations

Many women expressed a desire for the BCCWITT to expand its reach and activities, and serve as a hub for tradeswomen in BC. Also, a strong theme emerged with tradeswomen recommending to **improve and expand the BCCWITT website**, centralizing resources and information, and potentially facilitating mentorship matches. While a comprehensive description of recommendations resulting from the evaluation's findings is included in the final section of this report, here we highlight select recommendations most frequently identified by tradeswomen.

- *"Continue outreach, resources, new programs to help women."*
- *"More non-union support! Better website! Mentorship programs!"*
- *Continue and broaden scope of work: provide information and support for more diverse trades, provide more programs, expand offering for Diversity and Inclusion training and More than a Bystander training."*
- *"Increased presence in the north." / "More staff in Interior areas."*
- *"Get the word out more about BCCWITT." / "More awareness of what BCCWITT is."*
- *"Approach more municipalities and bigger companies to communicate your resources."*
- *More videos, audio and documents available on your website."*

- *“More workshops for women in trades on a variety of topics.”*
- *“Just keep doing what you do.”*
- *“Job finding assistance and career advancement.”*

Perceived outcomes of the BCCWITT

Changes in the trades over the past two years

Data from surveys and focus groups suggested that **the BCCWITT is felt to be playing a role in gradually improving the situation for BC tradeswomen in the past two years**. Nearly two thirds (59.7 per cent) of tradeswomen rated the situation today as somewhat better, and 14.5 per cent as much better compared to two years ago. When asked what effect **the BCCWITT has had**, a total of 78.4 per cent said it had **a moderate or major effect on the overall situation for tradeswomen in BC today compared to two years ago**.

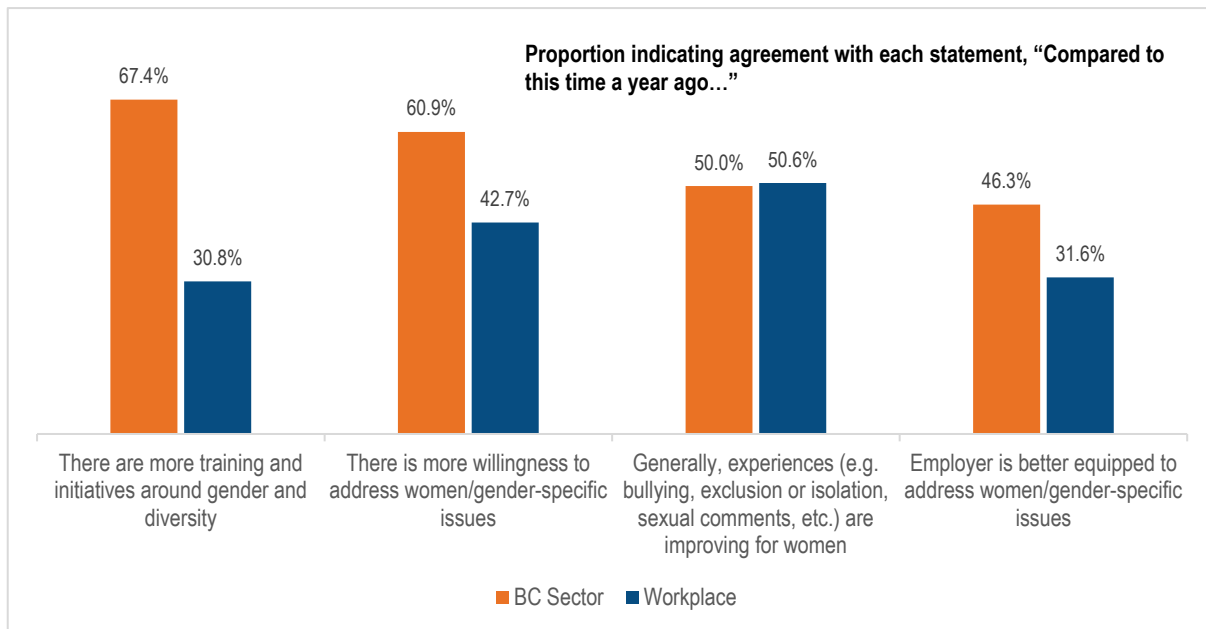
“BCCWITT and the network that this organization has created had empowered tradeswomen to stand up for themselves and assist in changing the culture of the trades.”

“Women are feeling less alone than two years ago.”

Survey respondents identified several positive changes for tradeswomen in BC today. When asked about changes compared to this time a year ago, substantial proportions selected they agreed that: there are more training initiatives around gender and diversity; there is more willingness to address women/ genders-specific issues; employers are better equipped to address women/ gender-specific issues; and generally experiences are improving for women (see Figure 28). Interestingly, these changes were perceived to have taken place more in the BC trades sector compared to the tradeswomen’s own workplaces.

When interpreting the results regarding changes occurring over the past two years, the reader is reminded that the data on participating tradeswomen was not longitudinal in nature, precluding any inferences of causal effects. Thus, the reported changes in outcomes observed at the end of the project may be the result of other factors that were not measured in the evaluation (e.g., broader policy or programmatic changes taking place in the province or the trades sector as a whole).

Figure 28 Changes perceived to have taken place in the past year



As mentioned, there was a recognition among many tradeswomen that the scope of the BCCWITT's activities is limited in being able to address the range and depth of barriers faced by tradeswomen in BC. Indeed, the 2017 report quoted earlier identified numerous factors at the macro, organizational, interpersonal and individual levels that serve both as barriers and enablers of tradeswomen retention and advancement in the trades – most of which are outside of the BCCWITT's mandate (see Appendix B). At the same time, **despite the limited scope and resources, the BCCWITT was widely seen by tradeswomen as one precursor supporting cultural change in the trades:**

"The barriers have been there so long. You cannot expect BCCWITT to break down those barriers. There is movement just by their sheer presence and the sheer number of women making their presence known. It's going to snowball."

"Having two women run the show is a mighty ship to sail."

"BCCWITT and the network that this organization has created has empowered tradeswomen to stand up for themselves and assist in changing the culture of the trades."

We also asked respondents what else other than BCCWITT has influenced the overall situation for tradeswomen in BC over the past 2 years. The most frequently identified factors included:

- Labour shortage in BC, and corporations realizing that women are an untapped resource
- Political climate, awareness of women's issues, and the “#metoo” movement
- More funding opportunities and women in trades programs that encourage women to pursue trades training

Finally, in employer interviews, the men said they have observed an increase in the number of tradeswomen in their places of work in the last couple of years, ranging from entry level apprentices to supervisory positions. One interviewee commented on the satisfaction he had observed from more experienced tradeswomen on having female apprentices to mentor.

Most significant change

Several key themes emerged when we asked tradeswomen and key informants about the most significant change they feel resulted from the BCCWITT, echoing the findings regarding outcomes of the three program components and providing further insights. They are summarized below.

Expanded networks and therefore feeling less alone, lower stress

- *“Meeting other tradeswomen and hearing their experiences helps me go to work in the morning.”*
- *“Knowing that I am not alone.”*
- *“There are people ahead of me and behind me.”*
- *“Knowing that there is somewhere to go for these supports alleviates a lot of background stress.”*

“My whole life has changed. I’m in a career I love and get satisfaction from nearly every day.”

Increased self-reported confidence and empowerment

- *“I found my confidence increased with each learning opportunity.”*
- *“They provide mental and emotional support, which is priceless.”*
- *“Often only connecting is empowering.”*

“It’s just so nice to know there is a network of experienced tradeswomen out there to support me if I should ever need it. I love that there is a group of women with a public reputation to advocate for supports [for] women in industry – it literally makes all the difference.”

Increased access to information

- *“They gave me information and facts that I can share when the opportunity arises, making education on site easier for me. The Facebook page is fantastic! Easily sharable to fellow trades persons and full of relevant info.”*
- *“The information is all in one place.”*

Increased skills in dealing with day-to-day situations, particularly through D&I training

- *“I [learned from] talking to other women in the trades, seeing what challenges they have faced, and how they have worked through them.”*

Increased awareness and visibility of tradeswomen; trades as a legitimate career choice

- *“More representation across the province, and a place with actual people, not just a website, and not attached just to union or certain trades.”*
- *“The biggest change is the way it makes the trades jobs look for high school girls. It doesn’t look like a ridiculous thing to do, it looks like a real option and a legitimate job. The fact that BCCWITT exists shows people that there are actually women in the trades.”*

A sense of place and community/ a “hub”

- *“The BCCWITT gives the community a home base.”*
- *“The fact that it is even there [and the signal it sends].”*
- *“Just knowing there is a place for women to get help or support.”*

Other significant changes mentioned by tradeswomen

- *“The Be More than a Bystander program: how remarkable the changes have been on these men.”*
- *“Receiving job postings.”*
- *“The BCCWITT [provides a way to connect volunteer or to mentor]: they’ve helped me help others.”*

"Each time I've interacted with the organizers of this initiative and the events that they produce, I share these experiences and in return I am recognized as an advocate in the women in trades movement. I'm invited to engage in community events both local and non-local, and the amount of discussion that happens around it all is impressive. I feel like I am part of something much bigger than my career, and I couldn't be prouder."

Staffing and governance

BCCWITT's original staffing structure consisted of two coordinators: one primarily responsible for program component #1, and the other one for components #2 and #3 (although multiple staff roles overlapped). The governance committee, largely composed of women in the trades, met once a month, and provided oversight, comments, and feedback on the Centre's activities. An operations committee was also established to provide a weekly structure for planning, and consisted of the coordinators, a governance committee member, and a representative from the BC Federation of Labour. Interviewees stated that mid-way through year two a need for a project manager was identified to centralize direction and leadership and clarify reporting.

The coordinators were women who came *"off the tools"* to fill these roles. The skills required for the positions were reported to include a wide range of areas including program development, delivery, outreach, partnership building, and public speaking. Because of the project's limited resources, there was no training budget for the staff, and most of the learning pertaining to administrative components of the job, project management and program delivery, has occurred on the job. Over the course of the project, four coordinators have left from their roles. Staff turnover affected implementation, causing delays with some activities receiving less attention than originally intended. At times, this affected the continuity of the services provided.

The project was widely described as under-resourced by the tradeswomen and in interviews with staff and key informants. This was perceived to result in the resources being spread over too many activities and insufficient attention being paid to staff onboarding, training and support. Staff and key informants felt that in retrospect some program components could have been scaled down at the outset. At times, staff did not have time to follow-up with individuals who participated in training or events and required ongoing contact and supports.

"Women would message me (...) after work, all the time. There is a woman getting harassed, what supports can you offer her? (...) I started learning about resources, WorkSafe, 211, victim's link, and advise women, you should make a police report. I could be driving in or out of work and I could get a call or message like that. We were not given resources to do that."

"There are triggering things for women, but we are not clinicians."

Staff also relayed challenges with being able to support women who faced difficult and “*triggering*” situations while at the same time attending to their own wellness.

In order to ensure a more stable and viable organizational structure in the long run, resources for appropriate staffing levels and opportunities to support staff retention moving forward should be considered. In interviews, participants identified opportunities to provide clear and consistent structures for planning and reporting as part of the project’s governance; built-in mechanisms and buffers to ensure program continuity; and ensuring that staff are appropriately on boarded, trained, and resourced.

CONCLUSION

LESSONS LEARNED

In addition to the lessons learned identified for each program component in the respective sections of this report, several lessons emerged for the project more broadly:

- The initial budget included in the application was greater than the project budget in the agreement. The project attempted to implement all the activities stated in the larger budget without the opportunity to review and scale back the original plan to fit with the available smaller budget.
- The initiative experienced high staff turnover. Considerations to staff retention would ensure more continuity to implement the activities.
- The higher than anticipated demand and need for training and supports for tradeswomen in BC was an unexpected learning of the project. The Centre developed did the best it could to meet the demand, but it was ultimately not resourced or mandated to meet the needs.
- Another surprise learning from the implementation of the initiative were the differences from community to community in terms of make-up, needs, and preferences. To be relevant, services and supports need to be customized for each context.
- When implementing the program components (e.g., D&I, BMTB, or individual networking and mentorship events), there is a need for follow-up with the participants after the activity. Resources allocated for carrying out follow-up will go a long way to supporting the outcomes of the activities over the long-term.
- Trust-building is very important to delivering programming for tradeswomen. Because of past and present challenges of working in the trades, some women can be reluctant to become involved. The time it takes to build trust in the community cannot be underestimated.
- There is some confusion about what the BCCWITT is and what it provides, with many perceiving the BCCWITT to be a large-scale, longer-term initiative, with the capacity to deliver individual level supports. More consideration could be paid to branding.
- The limited use of ARMS has prevented BCCWITT from using internal data to inform program development and delivery. It has also affected the quality of the evaluation data.

- Partnerships with several key organizations (e.g., BC Federation of Labour, BC Building Trades, Build Together, BC Tradeswomen Society, IBEW 213) were instrumental to the delivery of the project. It is important to clearly define roles and partnership engagement right from the start.
- The BMTB training is broadly perceived to be as one key strength of the BCCWITT: a successful and effective program that targets the key underlying barriers for tradeswomen.
- There is wide recognition that while BCCWITT has made inroads, systematically addressing the challenges, such as “*shifting the culture of the trades*” requires significantly more time.

RECOMMENDATIONS

1. Continue to build on the momentum from the last two years

- Build on the early success, keeping in mind the program was operational for just over 18 months, and these types of changes to advance career development and retention for tradeswomen take time
- Continue to increase the number of participating women in trades and allies, and expand reach to a greater diversity of trades and regions. At the same time, be mindful of the scope of work, and secure the resources to do it properly

2. Promote and expand awareness of the BCCWITT

- Expand awareness among tradeswomen and stakeholders of BCCWITT’s activities and services. Provide a breakdown of supports offered, with easy to access descriptions
- Make it easy for tradeswomen to access services and supports

3. Communicate with clarity what the BCCWITT does and offers

- Consider branding and clarify the scope and ways the BCCWITT can support tradeswomen (e.g., non-union, self-employed) and others (e.g., employers)
- Better outline the scope of the Centre’s role and services as an opportunity to highlight the gaps in needs that are unaddressed in the broader system of supports

4. Serve as a hub for BC tradeswomen; consider improving and expanding the website

- Consider consolidating resources for tradeswomen (e.g., courses and training, tips on navigating situations, self-employment, gear, etc.), with many preferring the website to be a centralized source of information
- Align potential options for website expansion (e.g., membership section and chat; events calendar; job portal; resource and/or tool pages; regional supports) with the BCCWITT's mandate and communications strategy

5. Formalize and expand mentorship opportunities

- There is a strong desire for formal mentorship opportunities (e.g., mentor matching, one-on-one supports, mentor database). Consider using the website as well as the ARMS database to support mentorship
- Ensure all new participants are automatically given a contact or options for follow-up; focus on trust building (e.g., through one-on-one in-person connections)

6. Offer smaller, shorter, tailored training options

- Consider what role the BCCWITT can play in addressing the identified training needs and/or gaps for tradeswomen across the province. Consider how the high demand for training could be met through partnerships
- Better align training with needs at critical points on tradeswomen's career pathways (e.g., targeting issues known to affect women leaving the trades or not advancing). Demand for training includes a wide range of supports (e.g., workshops, online tools) and topics (e.g., communication skills; policy and legal backgrounders e.g., pregnancy and harassment; foreperson training; project management; self-employment toolbox)

7. Continue to provide support for volunteers in different regions

- Assess how the tradeswomen who are active and engage local communities, and who are tasked with supporting others, can best be supported (including through formal volunteer supports e.g., reimbursements)

8. Provide ongoing opportunities for engagement, informed by tradeswomen's skills, needs and preferences

- Harness the support and ideas of members and allies. Many participants volunteered their time and skills to support the BCCWITT. Consider surveying participants to seek input and communicate opportunities for involvement

9. Utilize the ARMS database to inform program development and delivery, and to support and supplement all program activities

- Continue to build the ARMS database, including to support mentorship matches
- Utilize ARMS data regularly to internally review and report on the participants served and services they received. Better utilize the ARMS database to support continuity when staff changes

10. Review the current supports being provided to employers and how the BCCWITT is best placed to support their needs

- Consider the BCCWITT's role in building employers' organizational capacity and how it can be met (e.g., development and/or provision of tools, and one-to-one expertise)
- Consider providing guidance and resources on key issues (e.g., onboarding tradeswomen)

11. Consider how to use online communications and in-person strategy to reach and engage in productive ways

- Consider the role of Facebook within BCCWITT's broader communications strategy (e.g., consider harder-to-reach groups; strategies for trust building; different contexts and needs of regional communities). Facebook is an effective tool for reaching a broad audience that is already engaged, but many feel it can be impersonal, unproductive, and overwhelming.

12. Consider options for the wider implementation of the BMTB program

- The training has shown promise in reaching tradesmen, increasing knowledge and providing tools on how to intervene when witnessing gender-based harassment or harassment. Wider implementation should continue to be evaluated for impacts.

SUMMARY

There is still much to do to reduce and eliminate the barriers tradeswomen face in the province. BCCWITT is still in its formative years, but has met its contractual requirements and has made good progress in since its launch.

Since July 2018, the BC Centre for Women in the Trades has:

- ✓ Played a role in improving the situation for women in trades across BC.

- ✓ Affected the lives of women in several positive ways, including creating a “*go-to-place*” for the community of tradeswomen in BC.
- ✓ Provided networking, mentorship, information and resources that have begun to address some of the primary barriers women from the trades experience.
- ✓ Supported the start of a culture shift in the industry through the implementation of the BMTB program.
- The Centre is recognized and valued by many tradeswomen and other key stakeholders for its activities and support.
- The Centre is meeting real needs and it can do more with stabilized funding. The Centre can build on the lessons learned and the momentum of the established network to continue to enhance the recruitment, retention, and career advancement of women in the trades.

APPENDIX A: DATA COLLECTION DETAILS

SURVEYS WITH TRADESWOMEN

The baseline and follow-up surveys were conducted through the survey platform, Voxco. SRDC and the BCCWITT established regular communications to facilitate SRDC inviting tradeswomen to complete the baseline survey within a couple of weeks from their initial intake into the Centre. In addition, some pen-and-paper surveys were completed during BCCWITT's activities and related events, and were entered into the Voxco platform by the SRDC evaluation team for the purpose of analysis. SRDC conducted two random draws (one in January and one in March) for \$100 VISA thank you gift cards for baseline survey participants. Between October 12, 2018 and November 22, 2019, **a total of 212 baseline surveys (204 complete and 8 partial) were filled out by tradeswomen from around the province:** 178 surveys were completed online (out of 389 invitations) and 34 surveys were completed by paper.

The follow-up survey was launched on December 16, 2019, and distributed in two stages. First, invitations to the survey were emailed to tradeswomen who completed intake into the Centre. Two weeks later, on December 30, a public link to the survey was distributed through the BCCWITT Facebook member pages. Through this two-prong approach, we sought to reach tradeswomen who engaged with BCCWITT over the course of the project, but may not have completed an intake form. SRDC conducted five random draws (two in December and three in January) for \$100 gift cards for follow-up survey participants. **A total of 181 follow-up surveys (144 complete and 37 partial) were filled out by tradeswomen from around the province:** 152 surveys were completed by tradeswomen with intake forms (out of 416 invitations) and 29 surveys were completed by tradeswomen who did not complete the intake. A comparison of responses from those with and without intakes showed no significant differences across key characteristics (e.g., demographics, level of engagement, awareness of BCCWITT, etc.). Responses from the 28 tradeswomen without intakes were included in the final survey data file.

Data from baseline and final surveys were appended and analysed using *Stata 14*. **The combined analytical dataset included 393 observations, with 212 and 181 baseline and follow-up observations, respectively.** Ninety-nine tradeswomen completed both the baseline and follow-up surveys, and the remaining respondents completed either the baseline or follow-up survey. Note there is potential for attrition bias as those who completed the baseline but not the follow-up survey may have had lower levels of program satisfaction or other characteristics.

SURVEY WITH “BE MORE THAN A BYSTANDER” PARTICIPANTS

The **baseline survey** was conducted during the January and June 2019 train-the-trainer training sessions, and consisted of two parts: the first was completed at the start of the training session, and the second was completed at the end of the session. Surveys were completed using pen and paper. Out of 27 men who participated in the January training, 25 completed both parts of the baseline survey. Out of the 17 men who participated in the June training, 15 completed part both parts of the survey. In addition, three participants completed part 1 but not part 2 of the survey. **In total, 40 completed BMTB baseline surveys were collected, and 3 additional partial surveys.** The SRDC evaluation team entered the surveys into Voxco for the purpose of analysis.

Invitations to the **3-month follow-up survey** were emailed to all 44 BMTB training participants, with **28 completing the survey** (64 per cent response rate). The follow-up survey was completed online using the Voxco platform.

Workplace cohort surveys were conducted with those to whom the train-the-trainer participants delivered the BMTB training. SRDC developed a paper survey designed to be completed by workplace cohorts at the end of their training sessions. The BCCWITT staff shared the survey with the train-the-trainer participants, who then distributed the paper surveys after they delivered the training. SRDC evaluation team entered the surveys into Voxco for the purpose of analysis. In total, **86 workplace cohort surveys were collected.** The response rate is unknown as it was not possible to determine the total number of workplace participants to whom the BMTB training was delivered.

SURVEYS WITH “DIVERSITY AND INCLUSION” PARTICIPANTS

SRDC designed paper evaluations to be administered at the end of the D&I workshops. The BCCWITT delivered two types of D&I training: a 2-day train-the-trainer workshop for tradeswomen, and a 4-hour training for trades instructors. In total, **35 surveys were collected from train-the-trainer workshops** (3 sessions in February, April, and September of 2019), and **15 surveys were collected from the D&I workshop** (1 session in October 2019). The SRDC evaluation team entered the surveys into Voxco for the purpose of analysis.

FOCUS GROUPS WITH TRADESWOMEN

Focus group participants were recruited through promotional materials developed by SRDC and distributed by BCCWITT through established communication channels (e.g., Facebook, email). SRDC conducted **3 focus groups with 15 tradeswomen** in November and December 2019 to explore tradeswomen’s experiences and suggestions in-depth. Participants were a diverse group

of tradeswomen, covering a range of experiences, regions of BC, and trades, including welders, carpenters, electricians, cabinetmakers, millwrights, elevator mechanics, instructors, and safety coordinators. Electricians were the most numerous as were women from the Lower Mainland. Ahead of the groups, we asked the tradeswomen to self-rate their level of engagement with the BCCWITT, with the majority saying their engagement was low, and a handful saying it was either medium or high. Participants received \$50 gift certificates to thank them for their time.

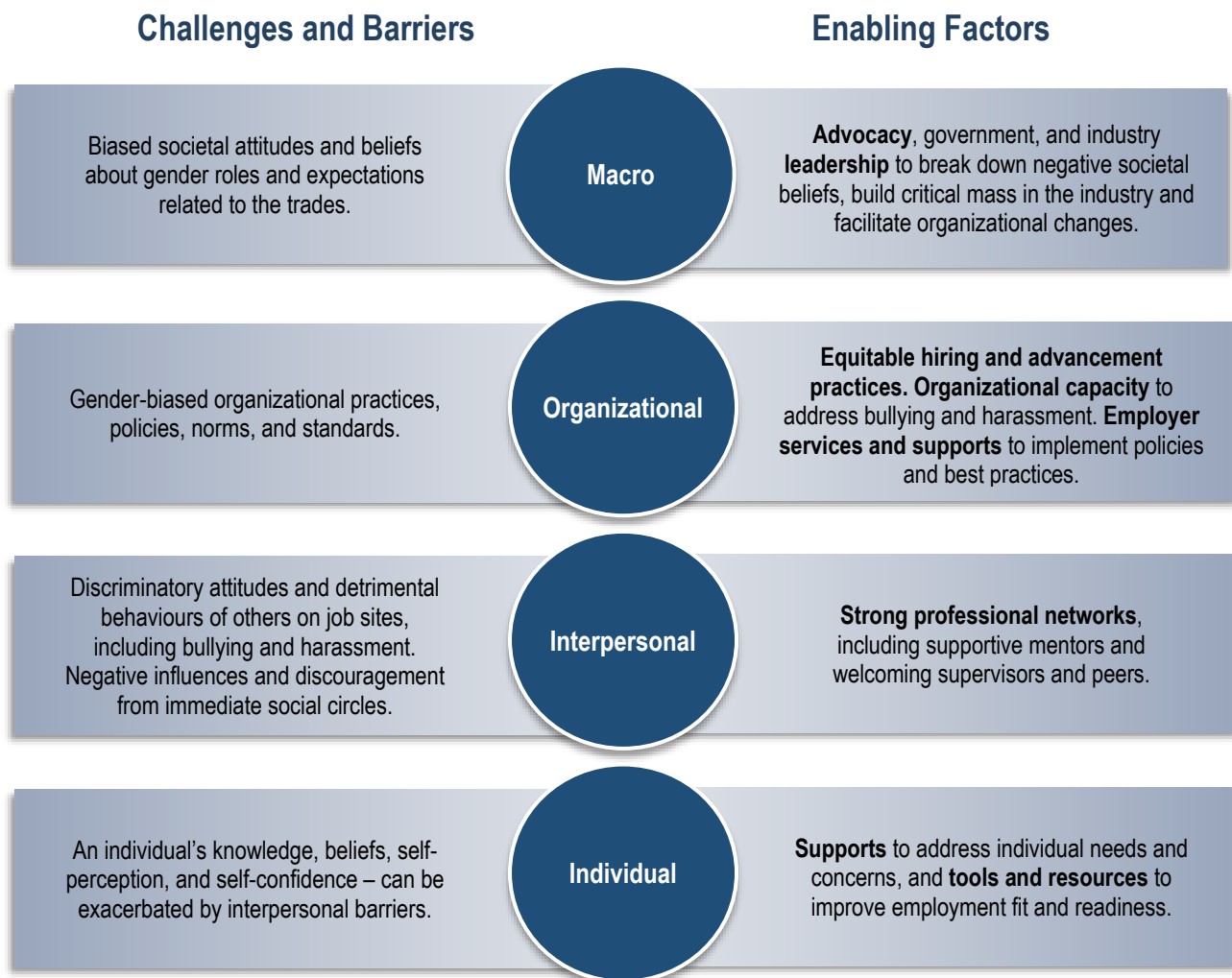
INTERVIEWS WITH EMPLOYERS

SRDC conducted two sets of in-depth interviews with employers: in years 1 and 2 of the project. In total, six in-depth interviews with three male employers were conducted in March 2019 and in January 2020. The selected employers were leaders in their field and participants in the BMTB program, and one also participated in the D&I training. The three men interviewed represented three very different employers: a union with several thousand members; a large construction company employing over 300 staff; and a large trades training centre. The purpose was to gain an in-depth understanding of the participants' perceptions of the training and its impacts. The employers were asked about their experience taking the training, applying the training in their workplaces, and overall experiences with the Centre. All interviews were conducted by phone and were about 45 minutes each in length. For the interviews in year 1, two employers were interviewed approximately one month after their participation in the BMTB training and one was interviewed approximately two months after the training. The year 2 interviews aimed to capture perspectives of longer-term impacts of the BCCWITT, its services and supports.

INTERVIEWS WITH PROGRAM STAFF AND OTHER STAKEHOLDERS

SRDC conducted two sets of interviews with program staff and other stakeholders: baseline and follow-up. In the first set, **three baseline in-depth interviews with two staff and two stakeholders** were conducted in February and March 2019. One of the interviews was a joint in-depth 90-minute in-person interview with two staff. Two phone interviews were conducted with members of the governance committee and were about 35 minutes in length. The purpose of the baseline interviews was to gain an in-depth understanding of the planning and implementation of the Centre's activities, and to gauge perceptions of its early impacts. In the second set, **five follow-up interviews with four staff and one stakeholder were conducted**. Two in-person 90-minute interviews were conducted in October 2019 with staff who had transitioned to other job opportunities. In addition, three phone interviews were conducted with staff and stakeholders in January 2020 with, and ranged from 30-90 minutes in length. The purpose of the final interviews was to gain an understanding of the program activities, perceptions of outcomes resulting from the initiative, as well as recommendations and lessons learned.

APPENDIX B: CHALLENGES AND BARRIERS, AND ENABLING FACTORS TO TRADESWOMEN'S RETENTION AND ADVANCEMENT



Source: Gyarmati, D., Pakula, B., Nguyen, C., & Leonard, D. (2017). *Enhancing the Retention and Advancement of Women in Trades in British Columbia: Final Report*. Social Research and Demonstration Corporation.

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