

INNOVATIVE MODELS FOR INCLUSIVE HIRING PATHWAYS



Economic Development
Développement économique

November 25, 2025 – 11:15 am to 12:30 pm

OBJECTIVES FOR TODAY...

- **Unpack two job fair models**
- **Operations**
- **Outcomes**
- **How to adopt/adapt locally**
- **Q&A and audience discussion**

Presenters...

- **Jo-Anne Mowry**, CEO & Founder of Bridge Us Solutions
- **Daniel Cervan-Gil**, Associate Director, World Education Services (WES)
- **Tony Jabbour**, Senior Recruitment Partner, Jumpstart Refugee Talent



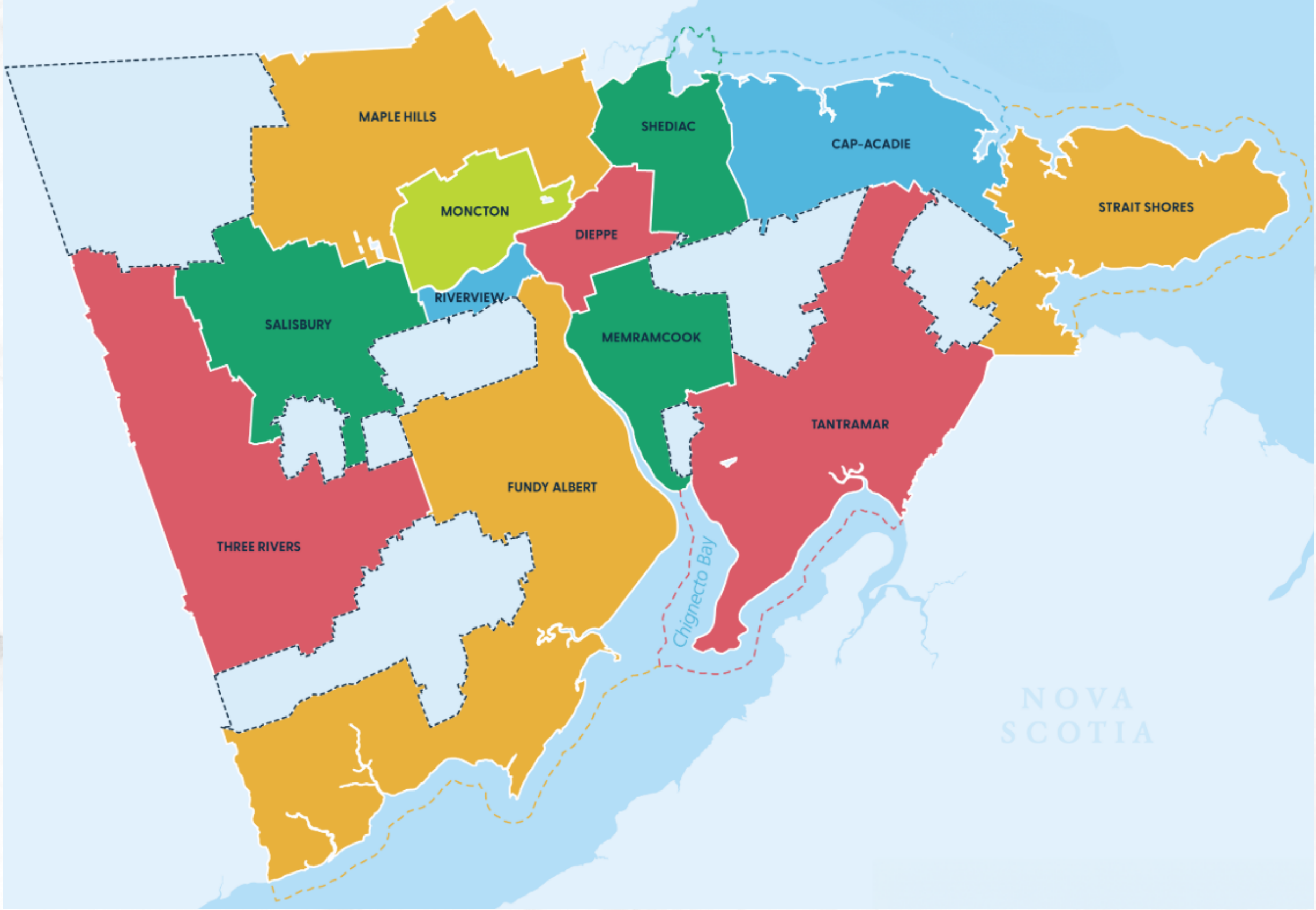
Questions for the Audience

- **How do you experience Job Fairs?**
- **What do you think is the average rate for jobseekers to move to the interview stage after the job fair?**
- **What about average percent of jobseekers that are hired after the jobfair?**

ANSWER....

2%

Southeast New Brunswick





Programme Connecteur
SENB
Connector Program



COMMISSION DE SERVICES RÉGIONAUX
SUD-EST
SOUTHEAST
REGIONAL SERVICE COMMISSION

Economic Development
Développement économique

The Power of Community in Workforce Retention

- Based on the **National Connector Program** created by the Halifax Partnership
- **Connectees:** Newcomers to the Southeast NB Region, International & Recent Graduates
- **Connectors:** Established Business Professionals volunteering their time to help better integrate our Connectees into the Workforce.
- **Process:** Match > Connect > Refer
- **Activites:** Offers workshops, webinars and networking opportunities for Program Participants
- Coffee with Connectors (#ConnectorCommunity)



Our Impact in Numbers 2025

234 # of Matches Made

126 # of New Connectors

452 # of Connectee Applicants

41 # of Jobs Found by Connectees





Marc Pelletier (He/Him) • 1st

Director of Membership and Business Support for The Chamber of Com...
2mo • 🌐

Yesterday, I got to meet with [Jose Hidalgo MBA, MM](#) as part of the Connector Program. This is a great program to help with newcomers to the area and help them grow their professional network. [#iamacor](#) ...more



Elyse Surette-DiMuzio (She/Her) • 1st

Co-Founder | Strategic Communicator | Digital Marketing, Public Affairs,...
1mo • Edited • 🌐

Moncton is brimming with young talent like [Hanitriniaina!](#) I met with her last week thanks to [Econ Dev Southeast NB / Dev écon Sud-Est NB's](#) Connector Program, which matches newcomers to the region ...more



Jennifer Pereyra - MBA, Eng • 1st

MBA - International Business Management - Project manager
1mo • Edited • 🌐

I had a lovely networking meeting with [Michelle Melendy, MBA](#). She is a connector I met via [Kateryna Om](#) who is leading the [Econ Dev Southeast NB / Dev écon Sud-Est NB](#) Connector Program. ...more



Ryan LeBlanc • 2nd

Juris Doctor | UNB Alumni | Aspiring Legal Counselor | Stro...
1mo • 🌐 [+ Follow](#)

A couple of weeks ago I was fortunate to meet with [Moe Mudheher](#) over coffee as part of the "Connector Program" a program designed to help individuals find connections and network within their dream ...more



Khairunnisa (Inda) Intiar (She/Her) • 1st

Writer, Storyteller, Facilitator | Just & Joyful Futures | Communications P...
1mo • 🌐

met the wonderful [Hanitriniaina RANDRIAMANANA](#) a.k.a Aina today!
...more



Thomas Edoye (He/Him) • 1st

(PMP)®, Human Resources Manager
2w • Edited • 🌐

I just had a great meet-up with [Ibtissam Farhani](#), she is so AWESOME and kind and friendly. 😊, and she is helpful. I am so fortunate to have her in my network, and I can call her my connector and friend. The ...more



Natalie Melanson-Houlahan (She/Her) • 1st

Influential Leader | Facilitator | Connector | Growth Mindset 🌸 | Human...
1w • Edited • 🌐

Grateful to connect with you [Sharanya Menon](#) for a smoothie chat together. Thank you for inviting me to have a meaningful discussion relating to your recent experience at the CPHR Atlantic and t ...more



Esteban Sánchez Botero • 1st

Senior Marketing Strategist | HubSpot & Salesforce certified Marketing ...
5d • 🌐

Today 2 of my favourite things happened:

1. I had a cup of coffee ☕️ and...
2. I expanded my network and met someone new! ...more



To—Anne Mowry

- CEO of Bridge-Us-Solutions
- Bridge the gaps—offering flexible HR, recruitment, onboarding, curriculum design, and workforce strategies on a fractional or contracted basis.
- Recently named one of Canada's **Top 50 Female CEOs Over 50**
- Featured in the Immigrant Employment Council of BC's national **Visionary Voices** series for her impact in newcomer workforce integration.
- Driving force behind an innovative **reverse job fairmodel**



Daniel Cerwan-Gil

- **Associate Director of Employer Initiatives** at World Education Services (WES).
- Leads WES's work with employers, employer-facing organizations, municipal and regional actors to create and socialize solutions, strategies and new tools related to the recruitment, retention, and reskilling of immigrants and refugees.
- Various roles in international organizations (**United Nations, Metropolis International**)
- Worked on **migration and integration**, engaging with civil society, government stakeholders, and businesses in exploring the competitive advantage of diverse workforces and in projects aimed at countering misinformation and online hate speech.



World
Education
Services

Tony Fabbour

- **Senior Recruitment Partner** at Jumpstart Refugee Talent.
- Tony leads the organization's **national Hiring Event** model
- **Connect refugees with meaningful employment** across Canada.
- Extensive experience in program design, talent development, and cross-sector collaboration
- Tony drives the creation of equitable hiring solutions that **benefit both candidates and employers.**
- His work focuses on building **strong partnerships**, strengthening capacities, and shaping practices that highlight the competitive advantage of diverse and newcomer talent.



Thank you!

QUESTIONS?

Innovative Models For Inclusive Hiring Pathways

Refugee Hiring Events





Founded in 1974, WES is a non-profit social enterprise that supports the educational, economic, and social inclusion of immigrants, refugees, and international students. From evaluating academic credentials to shaping policy, designing programs, and providing philanthropic funding, we partner with a diverse set of organizations, leaders, and networks to uplift individuals and drive systems change.





Our Vision

Everyone is able to put their education, experience, and skills to work **anywhere** in the world.



Our Mission

We help people **learn, work, and thrive** in new places. We help society **recognize the value** of people's education and experience.



AGENDA

Refugee Jobs Agenda Roundtable

Refugee Hiring Events - Outcomes

Jumpstart Refugee Talent

Refugee Hiring Events – Structure and Benefits

A photograph of a roundtable discussion. In the foreground, a man in a blue suit and patterned tie is seen from the side, looking towards the center. Next to him, a woman with grey hair, wearing a dark sweater and a bright green scarf, is speaking and gesturing with her hands. Behind her, a man is partially visible, also gesturing. In the background, several other people are seated at the table, including a woman in a green t-shirt and another in a white jacket. The table is set with white mugs, papers, and a plate of pastries. The text "REFUGEE JOBS AGENDA ROUNDTABLE" is overlaid in white, bold, sans-serif font on the left side of the image.

REFUGEE JOBS AGENDA ROUNDTABLE

WHAT IS THE REFUGEE JOBS AGENDA ROUNDTABLE?

A multi-sectoral network, not a formal organization.

Established in 2015, the Refugee Jobs Agenda Roundtable provides a platform for over 150 Canadian employers, employment and immigrant-serving agencies, and government representatives, to enhance refugees' access to meaningful employment that leverages their skills and talents.

The Roundtable is strategically coordinated by World Education Services (WES).



REFUGEE JOBS AGENDA ROUNDTABLE

OBJECTIVES

- Enhance employment outcomes for all refugees new to Canada, with a particular emphasis on Afghan and Ukrainian newcomers.
- Collaborate with employers, employment, and immigrant-serving agencies, and government representatives to gather and share best practices.
- Facilitate easy access to these best practices across regions and business contexts, including smaller communities and employers.
- Support capacity-building for refugee entrepreneurs.
- Guide and assist companies that are committed to hiring refugees.

OUR PARTNERS*

297

INDIVIDUALS

172

ORGANIZATIONS

- 90 EMPLOYERS/RECRUITMENT AGENCIES/HR PROFESSIONALS
- 32 COMMUNITY-BASED ORGANIZATIONS
- 50 GOVERNMENT/RESEARCH ORGANIZATIONS/UNIVERSITIES

Note: Data as of June 2025





**WELCOMING
ECONOMY
FOR REFUGEES**



REFUGEE HIRING EVENTS



REFUGEE HIRING EVENT

2024 OVERVIEW



SEPTEMBER 25, 2024

Key stats:

- 835 applications
- 341 unique applicants
- 192 interviews conducted
- 98 candidates attended
- 9 employers
- 88% success rate

OCTOBER 7, 2024

Key stats:

- 3,052 applications
- 525 unique applicants
- 410 interviews conducted
- 313 candidates attended
- 22 employers
- 54% success rate

NOVEMBER 7, 2024

Key stats:

- 142 applications
- 95 unique applicants
- 56 interviews conducted
- 40 candidates attended
- 4 employers
- 57% success rate

REFUGEE HIRING EVENT

2025 OVERVIEW



APRIL 2, 2025

Key stats:

- 935 applications
- 282 unique applicants
- 148 interviews conducted
- 127 candidates attended
- 14 employers
- 89% success rate



SEPTEMBER 24, 2025

Key stats:

- 293 applications
- 135 unique applicants
- 76 interviews conducted
- 58 candidates attended
- 8 employers
- 79% success rate



OCTOBER 17, 2025

Key stats:

- 1,400 applications
- 800 unique applicants
- 226 candidates invited
- 247 interviews scheduled
- 10 employers

Jumpstart Refugee Talent – About Us

Jumpstart serves refugees and other forcibly displaced people from **all backgrounds** and works to advance economic mobility, address underemployment, and foster economic inclusion.

With support from key partners such as World Education Services (WES), Immigration, Refugees and Citizenship Canada (IRCC), and under the sponsorship of The Refugee Jobs Agenda Roundtable, we train and support partner organizations to facilitate successful hiring events that connect refugee professionals with meaningful employment opportunities.

This initiative proved mutually beneficial for candidates, refugee applicants, employers, municipalities, and settlement agencies alike.



Greater Moncton Refugee Hiring Event



Hiring Events

VS

Traditional Job Fairs

✓ Targeted Open Jobs

✓ Pre-screening of Candidates

✓ Candidates Interview Prep

✓ Interviews (30-45 minutes)

✓ On the spot Coaching

✓ Tracking of Interview Outcomes

✓ ROI - 50% to 85% Success Rate

PRE-EVENT

EVENT DAY

POST EVENT

No Targeted Jobs

Basic or No Screening of Candidates

No Interview Prep

Meet & Greet

No Coaching

Limited or No Data Tracking

ROI - 2% Success Rate (Anecdotaly)

Examples of key responsibilities





Efficient & Reliable Service Delivery

Streamlines job matching by concentrating interviews into a high-impact event



Innovative & Tech-Enabled

Demonstrates leadership by adopting new tools and technologies



Stronger Employer Relationships

Builds trust with inclusive employers



Tangible Community Impact

Drives measurable change in economic inclusion



Supports Funder Targets

Helps meet employment and service outcomes required by funders.

Unlocking Impact Through Hiring Events

How we will support **you?**

1

Customized workshops and supporting documentation

- How to plan a Hiring Event
- Detailed Hiring Event Guide with tools and templates provided

2

Easy to access recordings and documentation

- All recordings of workshops and supporting documentation are accessible in one place.

3

Coaching

- Our team is here to support you throughout all stages of the project.

How To Host Your Own Hiring Event - Registration Page



INTRODUCTION

Recently named one of Canada's Top 50 Female CEOs Over 50, I have made it my mission, alongside my colleague Kay Colby, to be a *disruptor for positive change* in how organizations approach inclusive hiring and workforce development. I was also honored to be one of only 22 leaders across Canada selected by the Immigrant Employment Council of BC (IECBC) for their national *Visionary Voices* video and magazine series.

Bridge-Us Solutions operates at the unique intersection of Human Resources, Diversity, Equity & Inclusion (DEI), and community development. We help businesses not only *hire* diverse talent but also *integrate, support, and retain* them in meaningful ways. Our combined lived experiences, emotional intelligence, empathy, and strategic insight enable us to build trust on both sides of the employment equation — making us uniquely effective in addressing one of today's most urgent workforce challenges.





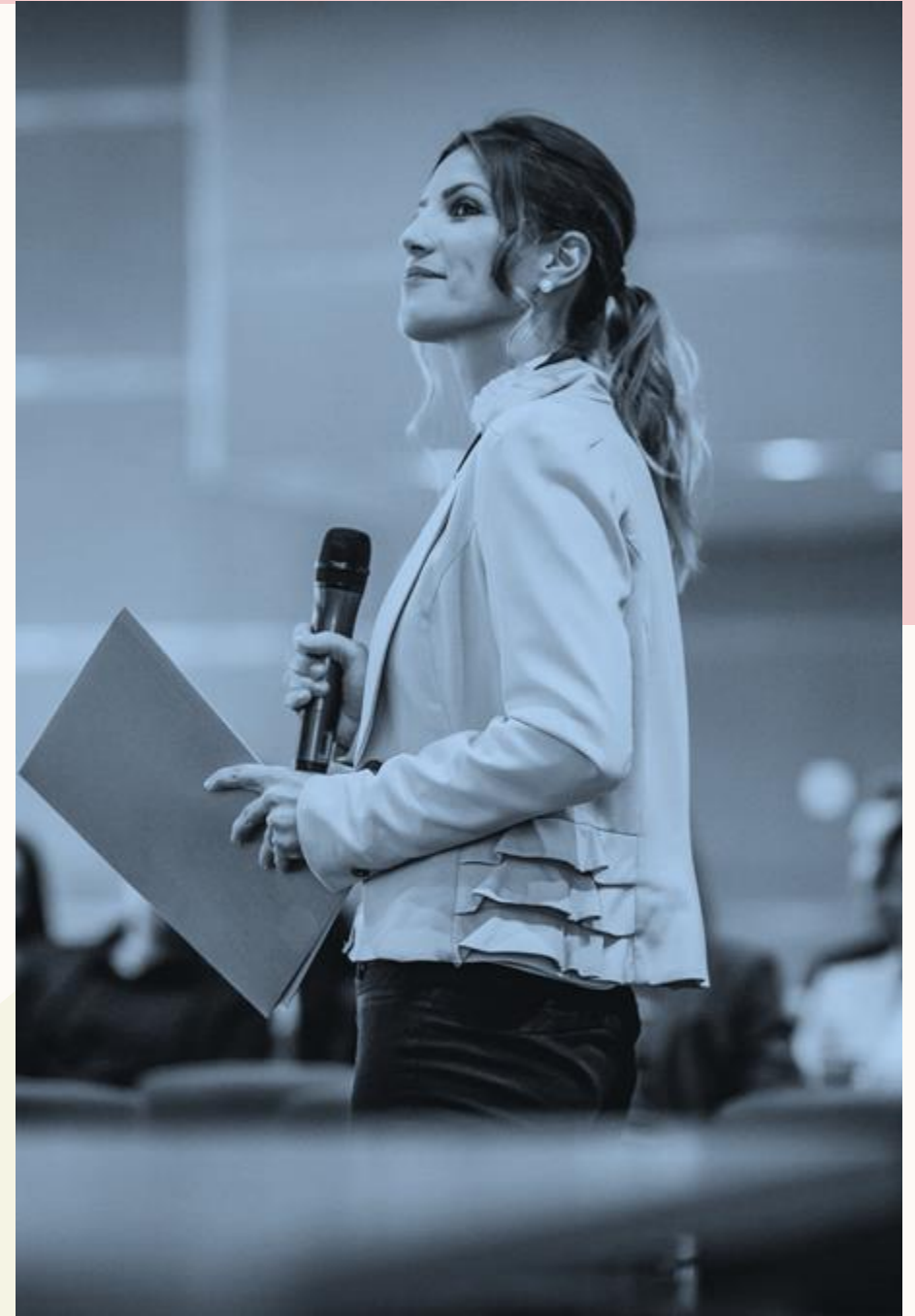
THE POWER OF “FLIPPING THE FAIR” VERSUS TRADITIONAL JOB FAIRS

EARLY RESULTS AND HYPOTHESIS

Traditional fairs: historically, result in 1-2% direct hires.

Reverse job fairs: Expected (from early surveys) 15-30% hires within 3 months.

Goal: Prove the impact through data tracking and evaluation



A GLIMPSE OF THE MODEL COMPARISON

Category	Conventional Job Fair	Reverse Job Fair
Structure	Employers host booths	Job seekers host booths
Interactions	Brief and impersonal	Intentional and personalized
Preparation	Varies widely	All candidates coached & prepped
Employer Time	Full-day commitment	Flexible participation
Cost	High	Low or none
Equity & Inclusion	Extroverts thrive	Everyone has a voice
Hire Conversion	2–4% success	10–15x stronger outcomes (Pathways to Prosperity, 2025)

TRADITIONAL MODEL

5

How it works:

- Employer sets up booth
- Full day commitment
- Employers wait for job seekers to approach their table
- Leaves with stacks of resumes and only a brief sense of who the candidates are.

Common Issues:

- Overcrowded and rushed interactions
- Chaotic and high noise level
- Few candidates that match their needs
- Very little meaningful conversations
- High cost and low ROI.

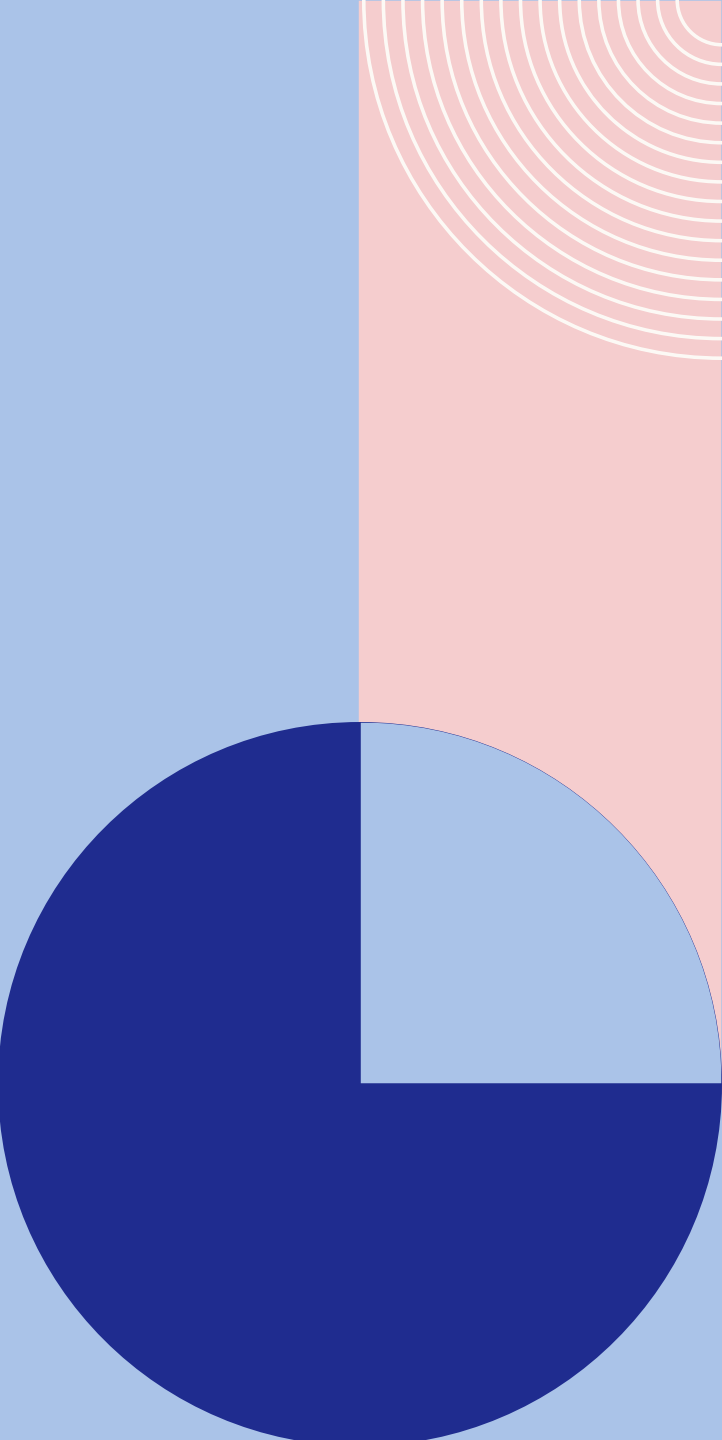
“REVERSE” FAIR MODEL

How it works:

- Pre-screened job seekers host and present at the tables.
- Smaller curated groups.
- Intimate and time efficient
- Structured and divided into job categories= ease of navigation.
- Employers register in advance. Job seekers can research for preparation.

Benefits of this style:

- Quality over quantity with smaller and more targeted engagement
- Time saving for employer
- Empowered job seekers builds confidence
- Inclusive and equitable: Underrepresented shine!
- Community driven. Builds talent pipelines.



EMPLOYER AND JOB SEEKERS PERSPECTIVES ON TRADITIONAL AND REVERSE JOB FAIRS.

Move forward together building on what works best
and creating the greatest impact for our community
and partners

PERSPECTIVES DISCUSSION

Employers:

Traditional

- Exhausting, repetitive and low ROI
- Few qualified candidates

Flipped

- Relaxed structured environment
- Genuine conversations with ready to hire job seekers
- Flexible and cost effective participation

Job seekers:

Traditional

- Overwhelming
- Impersonal and hard to stand out

Flipped

- Empowering
- Structured and supportive
- Provides opportunity to be “in front” of employers
- Confidence building



MEASURABLE IMPACT

- Increased interview-to-hire conversion rates.
- Higher retention (pre-screened matches).
- Improved employer satisfaction and repeat participation.
- Strengthened collaboration across community and workforce networks.
-



TAKEAWAY POINTS

1. **Reverse job fairs are about quality, not quantity**

Traditional fairs chase foot traffic; reverse fairs build *connections that stick*.

2. **Employers save time and money.**
Meet candidates already aligned with their needs, without staffing a booth.

Job seekers feel empowered, not overlooked.

Showcase their strengths in a supportive, structured environment. Better outcomes and retention.

It's community-driven innovation.

Reverse job fairs bring together educators, workforce partners, and employers to solve real hiring challenges collaboratively.





KEY TAKEAWAY:
**WHEN WE FLIP THE
MODEL, WE DON'T JUST
CHANGE HOW PEOPLE
GET HIRED—WE
CHANGE HOW THEY
FEEL VALUED IN THE
PROCESS.**

CALL TO ACTION!

- ADOPT OR PILOT THIS MODEL IN YOUR COMMUNITY
 - PARTNER WITH ORGANIZATIONS SUPPORTING REFUGEES AND NEWCOMERS
 - SHARE DATA AND SUCCESS STORIES TO BUILD NATIONAL EVIDENCE BASE!
- TOGETHER WE CAN MAKE THIS HAPPEN NATION WIDE!**





**THANK
YOU**

Jo-Anne Mowry
CEO- Bridge-Us-Solutions
Hampton New Brunswick