

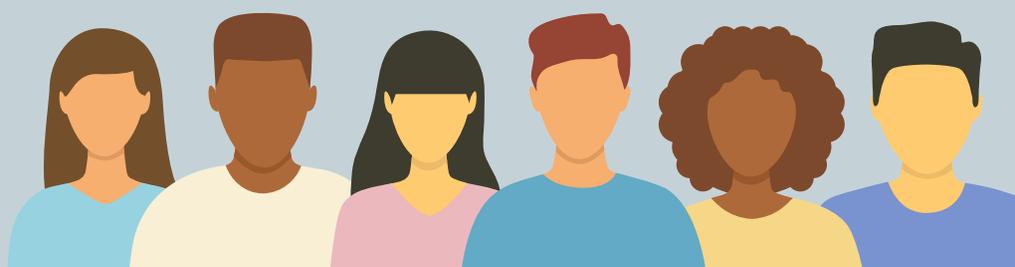
03.18.2024

# Final External Evaluation Report

COMMUNITY LEGAL CLINICS  
COORDINATED LEGAL ADVICE:  
SHIW I & II PROJECTS

**Prepared for:**

Northumberland Community Legal Centre



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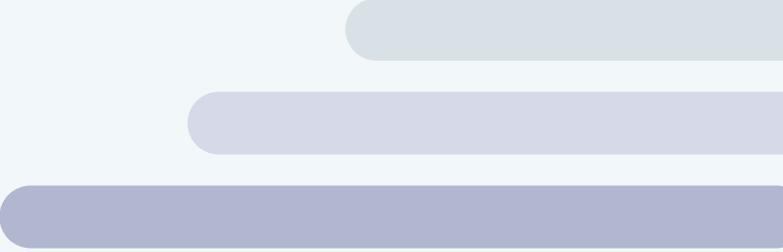
# Acknowledgements

This evaluation was completed through the extraordinary willingness of everyone involved to share their thoughts, perceptions, and expertise with us.

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We are deeply grateful to Lois Cromarty and her team, to the program leads and staff in the community legal clinics across Ontario, and to the general public who took the time to give us their thoughts.

We also appreciate the funding from the Department of Justice to complete this consequential work.



# Highlights

## Public Legal Education and Information recipient outcomes

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Presentation outcomes identified by those who took part in Sexual Harassment In the Workplace (SHIW) presentations included: learning how to define and identify SHIW and knowing their rights and employer's responsibilities.

**Nine in ten (90%)** of presentation participants were satisfied with the Public Legal Education and Information (PLEI) presentation.

*"Very interactive, open conversations, nice balance of information and real-life reflection."*  
– PLEI presentation participant

PLEI presentations supported **nearly all** participants (89% or greater) to learn about SHIW and available resources.

*"I learned that workplace sexual harassment has many different aspects and doesn't always look the same from one person to another."*  
– PLEI presentation participant

The project developed, adapted, translated, and disseminated over **5,000** PLEI products including brochures, webpages, and social media posts. It developed and or shared over **6,000** communication materials and media. Nearly **300** PLEI presentations were delivered during this time frame.

## Legal advice and client outcomes

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There was a demonstrated increase in the number of SHIW clients as the participating community legal clinics (CLCs) built awareness and understanding with community partners. Legal advice service provision was continually adjusted to meet clients where they were, and in the ways that they needed. Clinics used a trauma-informed approach, respecting how clients chose to move forward with their own situations.

Clinic leads shared numerous instances where clients were able to benefit from services, whether that was getting advice, gaining a better understanding of SHIW or the legal system, feeling heard and reassured, or feeling empowered to take legal action. In particular, clients requested legal advice to better understand their legal options as well as their rights and their employer's responsibilities.

## Organizational outcomes for participating CLCs

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Inter-project collaboration created successes including the co-creation of PLEI, helpful brainstorming and information-sharing, mentorship, as well as streamlined and consistent monthly project reporting amongst participating CLCs.

Collaboration improved the effectiveness and efficiency of delivery and expanded the reach of legal information, education, legal services, and advice to clients. Connections were made to new community partners that will last beyond the project and affect all aspects of their legal service delivery going forward.

Capacity building was noted with improved social media skills, which were transferable and applicable to other topics and issues. The measurement of social media engagement was also helpful for projects to realize which approaches worked best, and which approaches required adjustment.

## Sustainability

Sustainability of PLEI materials includes continuing to disseminate already-developed PLEI materials (PLEI repository) even after funding ends; preparing materials that can be used elsewhere; advertising where PLEI will be housed (e.g., in SHIW written articles or LinkedIn posts); and translating materials.

Empowering participating CLCs and building their capacity were perceived to help with sustainability, alongside forming deeper connections with community allies. Furthermore, the SHIW project has given staff practical skills, online / advertising / social media skills, legal education skills, and trauma-informed skills in client-centred ways.

A central website of resources, [Shapeyourworkplace.ca](http://Shapeyourworkplace.ca), will remain and be maintained after project funding ends.

## Conclusions

The momentum is present for the SHIW project to go further than planned. Building respect around a subject requires changing mindsets and attitudes through disseminating PLEI, and gaining respect as a trusted source of information in the community takes time. This time has been taken to move the projects to their current level of maturity.

The reality is, however, that this is a pervasive and ongoing issue. SHIW was comprised of 20 local Ontario CLCs, which is not representative of all CLCs, nor does it cover all catchment areas in the province. And while changes were made, work remains to be done.

*"It [sexual harassment in the workplace] is not going to go away any time soon. There's always new employers. There's always new workers. The landscape is always changing. And so, I don't think they [Justice Canada] should think that five years of investment, which was lovely, is enough to make a long-term change."*

- CLC staff member



# Project description

While the Department of Justice has provided funding for a Sexual Harassment in the Workplace project, operationally, this project is conceptualized as SHIW I and SHIW II.

## SHIW I overview

In this project, twenty participating CLCs in Eastern Ontario outlined a coordinated approach to the development and delivery of public legal education and information, as well as legal advice on sexual harassment in the workplace. There were anticipated benefits of clinics coordinating their efforts, leveraging skills, and building capacities across local projects.

While NCLC acted as the central coordinator and Project Manager, the CLCs took a coordinated approach to the development and delivery of legal information and advice and public legal education on sexual harassment in the workplace. The clinics worked together to produce legal education materials, with each clinic hiring staff to deliver legal advice and services to clients and to organize and present at educational presentations in their own communities. Each participating CLC also identified resources to deliver the awareness campaign and the educational training in their respective areas. A theory of change was developed in July 2022 to clarify how project activities would lead to the intended project and Department of Justice outcomes.

### Clinics participating in SHIW I

#### South-West Ontario

- Elgin-Oxford Legal Clinic/Huron Perth Community Legal Clinic
- Legal Assistance of Windsor
- Chatham-Kent Legal Clinic
- Community Legal Clinic - Brant, Haldimand, Norfolk
- Grey-Bruce Community Legal Clinic
- Waterloo Region Community Legal Services
- Niagara Community Legal Clinic
- Community Legal Assistance Sarnia

#### Eastern/Central Ontario

- Community Advocacy & Legal Centre
- Northumberland Community Legal Centre
- Renfrew County Legal Clinic
- Durham Community Legal Clinic
- Peterborough Community Legal Centre
- The Legal Clinic - Perth
- Community Legal Clinic - Simcoe, Haliburton, Kawartha Lakes
- Centre des services communautaires de Vanier

#### Northern Ontario

- Algoma Community Legal Clinic
- Keewaytinok Native Legal Services
- Sudbury Community Legal Clinic Kinna-aweya Legal Clinic

The clinics delivered legal advice and services to clients and organized and presented educational presentations. Target audiences (young workers, newcomers, and other vulnerable employees and low-income residents) were intended to be reached through community contacts such as high schools, employment training facilities, social service agencies, and newcomer agencies. Finally, specific CLCs provided project elements in French.

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## SHIW II overview

The project launched a social media and PLEI awareness campaign aimed at specific industries such as agriculture, construction, policing, trades, forestry, and transportation.

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The four SHIW II CLCs worked together to create the media contacts and corresponding PLEI materials. The awareness campaign was aimed at complainants, employers and co-workers/by-standers including racialized employees; individuals in colleges and apprentice training centres; new hires, and long-standing workers.

The project developed webpage material available on a dedicated [website](http://ShapeYourWorkplace.ca) (ShapeYourWorkplace.ca) intended to ensure that if employees accessed the relevant information on a clinic webpage, not in their area, they would also be redirected to the appropriate clinic.

### Community legal clinics participating in SHIW II

- Northumberland Community Legal Centre
- Community Advocacy & Legal Centre
- Renfrew County Legal Clinic
- Peterborough Community Legal Centre

## Project objectives

### SHIW I project objectives included:

Educating low-income and vulnerable clients on their legal rights with regard to sexual harassment in the workplace.

Providing legal information and advice to low-income and vulnerable clients on sexual harassment in the workplace, including information and advice on human rights and other employment rights.

Coordinating responses, materials, and resources across legal clinics in Ontario around the issue of sexual harassment in the workplace.

### SHIW II project objectives included:

Developing, adapting, updating, and disseminating PLEI resources on the laws surrounding sexual harassment in the workplace and ways to access avenues of resolution when dealing with a case.

Creating PLEI and training materials for a wide range of audiences including employers, human resources professionals, sector specialists, unions, front-line workers, and more – to ensure culturally relevant, trauma-informed, and appropriate responses to complainants.

Eliminating the stigma associated with sexual harassment and working to change the culture within workplaces.

# Intended project outcomes

The intended project outcomes from the Department of Justice are as follows:

## Workplace Sexual Harassment Initiative PLEI component:

- 1. Immediate Outcome:** PLEI and training materials on sexual harassment in the workplace are developed and disseminated
- 2. Intermediate Outcome:** Employees and employers have enhanced awareness and knowledge of rights and responsibilities in relation to sexual harassment in the workplace.
- 3. Ultimate Outcome:** Improved access to legal supports and resources for victims of sexual harassment in Canadian workplaces.

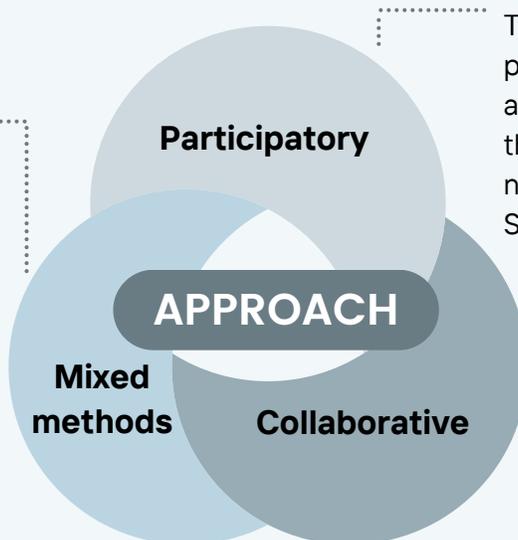
## Legal Advice component:

- 1. Immediate Outcome:** Legal Advice is made available for employees experiencing sexual harassment
- 2. Intermediate Outcome:** Complainants of workplace sexual harassment receive free legal advice
- 3. Intermediate Outcome:** Networks among service providers are developed
- 4. Ultimate Outcome:** Improved access to legal supports and resources for victims of sexual harassment in Canadian workplaces.

# Evaluation methods

Data was shared with the Project Manager and participating clinics to support a feedback loop for project improvement.

An Evaluation Working Group included the Project Manager and the Executive Director of one participating CLC.



This evaluation was participatory to ensure the approach was consistent with the project's decision-making needs and actively involved SHIW I and SHIW II personnel.

SHIW I personnel and the external evaluation team contributed complementary expertise and experience to the design, implementation, and reporting of the final evaluation.

# Data collection

Data for this final evaluation was collected from October 2022 until March 2024 as follows.

Source	Qualitative	Quantitative
<b>A</b> Local CLC monthly project reporting tool (all projects)	✓	✓
<b>B</b> Local CLC representative final evaluation survey (n=13 CLCs, 17 project representatives)	✓	✓
<b>C</b> Local CLC representative final evaluation online focus group (n=16 CLCs, 20 project representatives)	✓	
<b>D</b> PLEI presentation participant survey (n=210)	✓	✓
<b>E</b> Public focus group about PLEI resources (n=13)	✓	

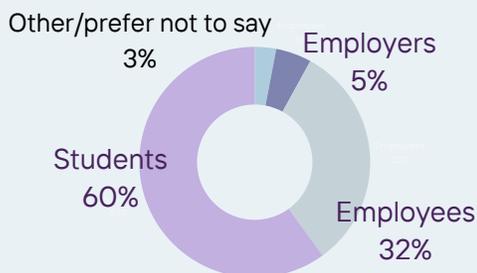
## Profile of participants who provided feedback on PLEI presentations

### PLEI survey respondents

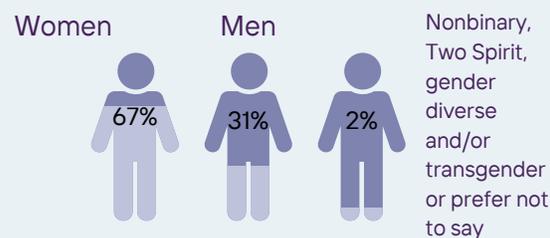
210

Individual clients

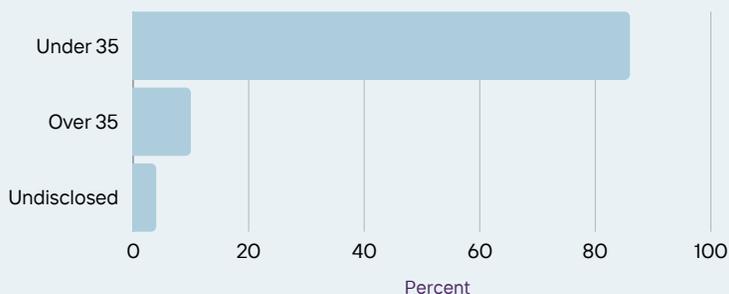
### Mainly students and employees



### About two-thirds were women



### Mostly under the age of 35



### Just over half of CLCs represented



## Evaluation limitations

As with all evaluations, there were limitations to this evaluation.

As the project moved toward its final months, there were staff changes and shifts in corporate memory. This may have affected data collection from project representatives.

The PLEI survey with Presentation participants was implemented in 12 of the 20 community local clinics; however, most responses came from 5 clinics, suggesting that these responses are not representative of all participating clinics. Similarly, not all clinics participated in the final project representative survey and focus group.

While funding was provided for two projects, SHIW I and SHIW II, in practice - and by design - there was a great deal of overlap in outputs. Data analysis was occasionally challenging as a result.

## Final evaluation report purpose

An external consultant completed a participatory final evaluation focusing on:

- Progress toward outcomes in both SHIW I and II.
- Analysis and visualization of data that captured project delivery outputs and target groups reached from the participating CLCs.
- The success and value of the collaborative approach among participating legal clinics in SHIW I.

The focus of the final evaluation was on the final 1.5 years of the project, from October 2022 to March 2024.

# Overview of findings

The following 3 sections describe the evaluation findings in terms of progress toward project:

**Implementation outcomes**

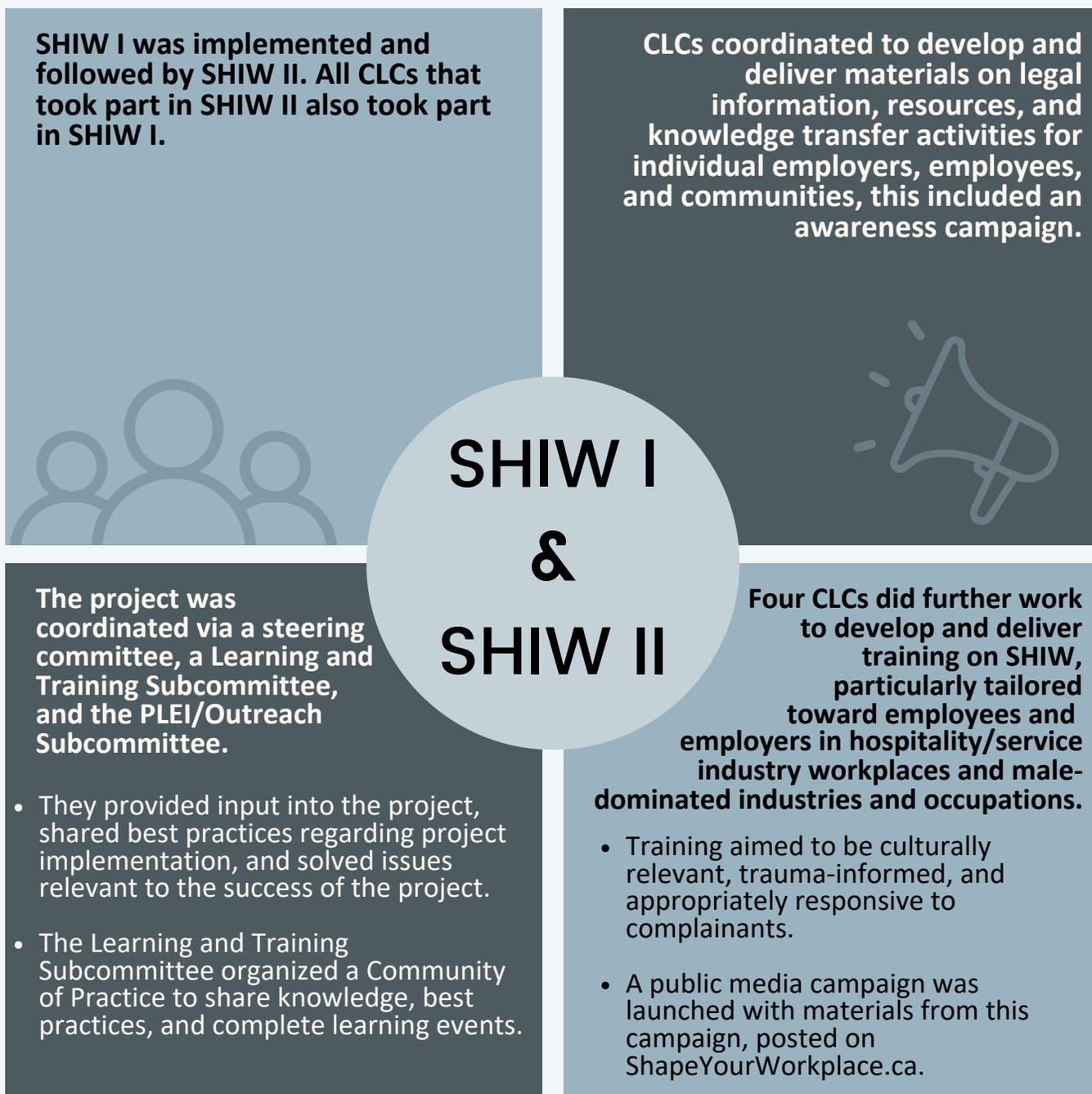
**Target group reach outcomes**

**PLEI and legal advice outcomes**

These are summarized according to the Department of Justice outcomes at the end of the findings.

# Progress toward implementation outcomes

The following chart highlights key elements of SHIW I and II implementation.



# PLEI content developed and delivered

The project developed and delivered the following project outputs between October 2022 and January 2024.

Oct 22 to Jan 24	SHIW I	SHIW II	Total #
PLEI products developed, adapted, or translated (all types)	4,186	1,697	<b>5,883</b>
PLEI presentations	280	19	<b>299</b>
Partnerships developed/expanded	629	108	<b>737</b>
Meetings/presentations attended by individual CLCs	2,571	324	<b>2,895</b>

The breakdown of the above PLEI products (materials and media) are outlined below along with the communications materials developed between October 2022 and January 2024.

OVER

**2,245**

PLEI documents such as brochures

OVER

**683**

website pages or posts

OVER

**272**

presentation and webinar materials

OVER

**6,313**

communication materials/media developed and shared

# Legal advice provided

The project continued to provide trauma-informed legal advice directly to clients as follows.



## What worked well

Project aspects that worked well included:



### Connections between participating CLCs

Project connections and collaboration promoted continuing service delivery during staff turnover.

*"Just appreciated that we could work with 12 additional clinics that we had not worked with before. I think that was a value add."*  
– CLC staff member



### Collaboration mechanisms:

Specific collaboration mechanisms worked well. The Community of Practice enabled the sharing of best practices and resources, planning PLEI presentations together, emotional and professional support, mentorship, referrals, as well as streamlined and consistent reporting among clinics.

*"It was reassuring with the Community of Practice gathering. With the efforts that you put into the SHIW project - everyone is experiencing the same issue [...] You listen to what they're doing, their struggles. That helped."*  
– CLC staff member



### Adjustments

The ability to adjust and pivot during COVID-19 and other challenges was critical. It was necessary to move to online engagement and PLEI delivery through much of the pandemic restrictions.

*"That capacity to pivot – COVID was the first challenge – but people really showed their ability to do that."*  
– CLC staff member



### **Outreach**

The projects supported clinics to conduct outreach in new sectors.

*"There was a heightened awareness of us in more non-traditional centres [...] we have higher visibility because of all the groups that [CLC staff member] has reached out to that we haven't interacted with before. She was very persistent."*

– CLC staff member



### **Partnerships**

External partnerships were developed through ongoing outreach, showing goal alignment, referring services, and deliberately growing networks.



### **Building trust**

Project representatives worked to build trusting relationships with equity-deserving group-serving organizations such as: friendship centres, newcomer organizations, race-based organizations, migrant worker programs, or 2SLGBTQIA+ groups.

*"It's taken a year, a year and a half, to be able to go in in-person. When working with those most vulnerable, it can really take a lot of effort, and start from zero before you build up the relationships. And be persistent."*

– CLC staff member



### **Skills development**

Skills development was necessary for engaging online, engaging with community members that were a GBA Plus focus. Clinics spent time learning about social media, developing online campaigns and measuring their impact, as well as developing and maintaining the [shapeyourworkplace.ca](https://shapeyourworkplace.ca) website.

# Innovations and best practices

## Innovations applied during the project included:

- Relying on engagement and education through social media.
- Addressing SHIW topics by connecting them with more well-understood topics such as workplace safety.
- Including target audience members in the development of PLEI.
- Creating videos to highlight the SHIW services.
- Using “low tech” approaches in libraries and shopping malls to draw members of the general public into the PLEI materials, i.e.: asking people to participate in a “contest” around a theme.

*“This project has helped us think outside the box in really creative ways.”*  
– CLC staff member

## Best practices applied during the project included:

- Using appropriate language to create safety.
- Providing trauma-informed advice: not prying for details, supporting clients to be in control, offering options and not pushing particular solutions, and ensuring supportive follow-up after sensitive conversations.
- Practicing self-care for CLC staff (e.g., option to call sexual harassment support centres as a service provider).
- Understanding positionality in delivering PLEI materials (*Who are you? How are you engaging? What space are you taking up?*).

*“Projects like this are a good example of transforming the system from within.”*  
– CLC staff member

## Key challenges

Project leads and CLC staff shared the challenges encountered with implementation.



### Limited time and funding

Adjusting and implementing project approaches took time, as did building community connections (even with existing connections in place). The project funding was also time-limited.



### Covid-19

Pandemic precautions prevented information-sharing, particularly in schools experiencing shutdowns; PLEI is better-delivered, in many scenarios, in-person; hard copy brochures/posters were not used to their full potential with on-site office closures.



### Location

In some locations, there was a limited appetite for learning about SHIW; in many smaller areas, it was more difficult for people to remain anonymous.

*"Because of the [negative connotations] of sexual harassment, trust is key. Not just with clients but with community partners. This[topic] is relatively new. We're working with different or new organizations – we're just getting to the point where people see us as the person (sic) to refer to."*  
– CLC staff member



### Connecting to the community

In some jurisdictions, education institutions limit clinic involvement or develop their own resources; it requires relationship-building and trust.



### Project coordination:

There is a need for consistent reporting and participation; there is a reporting burden on clinics with limited capacity.

## Lessons learned

### Working with newcomers

PLEI must be simple, practical, and sensitive to newcomer cultures and backgrounds.

### Connections

It helps to connect with related community services when making client referrals. Employment law, human rights, WSIB, personal injury law, and professional discipline are all possible elements of SHIW.

### Men and boy participants

Men and boys in presentations are sometimes more able to put themselves in the place of a helper as opposed to a victim. Men and boys have disclosed that they perpetuated and experienced SHIW. Materials need to be tailored differently and reactions need to be sensitive.

### Ways to leverage SHIW

SHIW does not always appear important at the beginning of the relationship. It can be woven in alongside issues that are evident at the relationship's inception.

### Training

Ongoing training each month is helpful.

### Understanding SHIW

Employees and students (Canadian and international) often do not understand sexual harassment, so it is helpful to model sexual harassment, i.e., bantering or inappropriate graffiti when inappropriate.

### Location

Projects have been sensitive to the difference between rural, semi-rural, and urban area residents and their understanding of SHIW.

# Progress toward target group reach

## Overview of target populations reached

From October 2022 to January 2024 (the bulk of the final evaluation time period) the reach of project activities included:

**OVER**

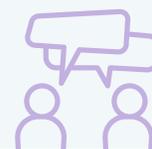
**400,000**

people were reached by PLEI including communication (newspaper and newsletter articles, social media, etc.), resource dissemination, and presentations.

**OVER**

**370**

clients were provided legal advice.



The breakdown of how the project reached PLEI audiences and legal advice clients is as follows.

Oct 22 to Jan 24	SHIW I	SHIW II	Total #
People reached by PLEI products and presentations - (all types)	30,3528	14,5120	<b>44,8648</b>
# of presentations/webinars delivered	280	19	<b>299</b>
# brochures/handouts/posters/PLEI documents disseminated	15,979	4,839	<b>20,818</b>
# social media posts	1,954	652	<b>2,606</b>
# views	238,255	116,081	<b>354,336</b>
# likes	6,007	2,909	<b>8,916</b>
# shares	2,309	405	<b>2,714</b>
Legal advice clients (new and ongoing)	352	27	<b>379</b>
Email/chats	286	3	<b>289</b>
Phone calls	117	5	<b>122</b>
In-person	194	20	<b>214</b>

# Diverse populations reached

Participating CLCs reached numerous diverse populations, using a multiplicity of approaches, throughout the course of the projects:

- Outreach in **First Nations communities** required trust-building and a genuine desire to welcome the SHIW content. It was suggested that training community workers with pre-existing access to the community would be helpful.
- Connections were made with settlement workers in designated schools helping **newcomers** establish themselves.
- Clinics reached out to **employers and employees** specifically as a roundabout way to focus on equity-deserving groups.
- **2SLGBTQ+ and trans rights groups** have partnered with a SHIW project. This partnership evolved because the clinic offers other services; people became interested because they could also receive support for other issues. It has been important to be present in-person, working with a small group, and doing PLEI informally. This is how confidentiality is maintained and trust is built.

- One project was presented to a **women's centre**. The audience of students and teachers were interested in learning the basic definitions of SHIW, and ways to apply SHIW in the school setting, especially with **2SLGBTQ+** rights. It was important to be open and let participants know that the clinic is available to respond to questions. It was also important to use simplified language, including definitions.
- Another project hired **law student** volunteers. The students developed many of the materials/decks for high school students.
- A few clinics have reached out to **Francophone communities** and delivered PLEI to groups including **newcomers**.

## Project connections included

- General community organizations and events (e.g. Community centres, libraries, conferences, or job fairs)
- Community organizations serving equity-deserving groups (e.g. racialized people, seniors, those with disabilities, newcomers, women, or 2SLGBTQ+ people)
- Male-dominated industries sector (e.g. agriculture or automotive.)
- Tourism/hospitality sector
- Education sector (e.g. secondary and post-secondary institutions)
- Indigenous communities and organizations (e.g. Friendship Centres)
- Employment and HR sector (e.g. Ontario Works, or Chamber of Commerce)
- Healthcare sector
- Child and Family Services sector
- Gender-Based Violence sector (e.g. crisis centres)

The target populations reached included:

SHIW I and II - Special interest group	[Q16] Developed /adapted for	[Q18] Shared with	[Q38] Legal advice delivered
<b>Groups</b>	<b># of clinics</b>		
Employees	179	N/A	N/A
Employees in precarious employment (for example: those who rely on tips, personal service workers, etc.)	N/A	133	89
Employers	110	116	24
General Public	199	252	71
Justice related professional groups	57	56	13
Non-justice related professional groups	68	90	18
Unknown	15	13	2
None of the above	23	30	192
<b>Diverse or vulnerable groups</b>			
Indigenous persons	61	78	33
Racialized persons	83	101	55
Economically-disadvantaged persons	86	126	77
Two spirit and LGBTQ+ persons	66	77	34
Immigrants and Newcomers	62	77	41
Official language minority groups	47	43	17
Persons with disabilities	53	72	60
Seniors	38	48	23
Rural/remote populations	47	79	60
Women	122	149	125
Women in male-dominated occupations/workplaces	86	90	68
Youth (12-17)	108	118	30
Unknown	4	19	4
None of the above	61	65	175
<b>Workplaces</b>			
Hospitality/Service Industry	68	78	53
Male-Dominated Workplaces	74	81	62
Neither of the above workplaces	169	207	245

# Progress toward PLEI and legal advice outcomes

## Public Legal Education and Information recipient outcomes

Presentation outcomes identified by SHIW presentation survey respondents included: learning how to define and identify SHIW and knowing their rights and employer's responsibilities.

Nine in ten (90%) of presentation participants were satisfied with the Public Legal Education and Information (PLEI) presentation.

*"Provides realistic examples of what sexual harassment could look like in the workplace."*  
– PLEI presentation participant

Both SHIW presentation survey respondents and PLEI public focus group participants who reviewed sample PLEI resources identified outcomes including learning how to define and identify SHIW, knowing their rights, seeking confidential help, and identifying employers' legal obligations.

*"I'm now aware of the very little things that constitute harassment"*  
– PLEI public focus group participant

Involving men and boys in conversations was seen as important to eliminate the stigma around SHIW. Clinics shared instances of presentations where men and boys disclosed experiences of harassment at the end of presentations. Clinics also shared conversations with men and boys who felt empowered to advocate for their inclusion and representation in future PLEI presentations.

Further, general public focus group participants saw themselves represented in PLEI material, which prompted discussions of not feeling alone in their experiences of SHIW. Acknowledging that SHIW happens often appeared to destigmatize the experience for participants.

[On representation within PLEI]  
*"I believe it covers the LGBTQ community and if so, there's nothing to change - It's perfect like that way - Even the black people as well - We need to carry everyone along."*  
– PLEI public focus group participant

## Individuals gained SHIW knowledge from PLEI presentations

Learned where to get SHIW info and resources

93%

Employees' right to a safe workplace

92%

Increased SHIW knowledge

89%

Employer's responsibilities in the workplace

93%

PLEI presentations supported nearly all participants (89% or greater) to learn about SHIW and available resources. Participants learned:

*"That workplace sexual harassment has many different aspects and doesn't always look the same from one person to another."*

*"That deliberately not using someone's preferred pronouns is harassment."*

*"How to have conversations with someone who comes to you with a concern"*

*"That it's the employer's responsibility for the worker's safety."*



## Legal advice client outcomes

There was a demonstrated increase in SHIW clients as the projects built awareness and understanding with community partners.

Legal advice service provision was constantly adjusted to meet clients where they were, and in the ways that they needed. CLCs used a trauma-informed approach and respected the way clients chose to move forward with their own situations.

Project leads shared numerous instances where clients were able to benefit from services, whether that be getting advice, having a better understanding of SHIW or the legal system, feeling heard and reassured, or feeling empowered to take legal action.

In particular, clients requested legal advice to better understand their legal options as well as their rights and their employer's responsibilities.

*"I got to see the system work for someone it should work for – we got it to mediation, got a good settlement. It was the first time I had seen this work. It always felt like sowing seeds and not getting to see the garden. This time I got to see a bloom."*

– CLC staff member

# Progress toward coordinating responses among participating CLCs

Inter-project collaboration created successes including:

- Pooling project money together for activities.
- Co-creation of PLEI.
- Feeling positively supported by each other from various clinics.
- Brainstorming presentations and information-sharing.
- External collaboration with other projects across Canada.
- Mentorship.
- Partnerships (e.g., social media strategies or a collaborative webinar series).
- Referrals.
- Reporting back to the community and academic writing together.
- Streamlined and consistent reporting amongst clinics.
- Community of Practice.

Collaboration improved the effectiveness and efficiency of delivery, including the reach of legal information, education, legal services, and advice to clients. Connections were made to new community partners that will last beyond the project and affect all aspects of their legal service delivery going forward.

Capacity building was noted with improved social media skills, which were transferable and applicable to other topics and issues. The measurement of social media engagement was also helpful for projects to realize which approaches worked best, and which approaches required adjustment.

*"This is a learning for us, and a great way to take what we've learned from SHIW [...] before we wouldn't have thought about using it [social media] in this way."*

– CLC staff member

# Summary of progress toward outcomes

The following table summarizes progress toward the intended Department of Justice project outcomes.

Project component	Intended outcome	Summary of progress toward the outcome during the final evaluation period (data between October 2022 and January 2024)
<p><b>Project Outcomes for the Workplace Sexual Harassment Initiative</b></p>	<p><b>Immediate Outcome</b> PLEI and training materials on sexual harassment in the workplace are developed and disseminated.</p>	<ul style="list-style-type: none"> <li>The project developed, adapted, translated, and disseminated over 5,000 PLEI products including brochures, webpages, and social media posts. It developed and or shared over 6,000 communication materials and media.</li> <li>Nearly 300 PLEI presentations were delivered during this time frame. Each adaptation was counted as a different version and the sharing of the same resource by each participating CLCs was counted as a separate dissemination.</li> </ul>
<p><b>PLEI component</b></p> 	<p><b>Intermediate Outcome</b> Employees and employers have enhanced awareness and knowledge of rights and responsibilities in relation to sexual harassment in the workplace.</p>	<ul style="list-style-type: none"> <li>PLEI presentations supported nearly all participants surveyed (89% or greater) to learn about Workplace Sexual Harassment, employees' right to a safe workplace, employer's responsibilities in the workplace, and where to get information and resources.</li> <li>This included realistic examples of what sexual harassment looks like in the workplace, what constitutes SHIW, how it may differ across people, how to document instances of SHIW, how to have conversations about SHIW, and how to report SHIW for yourself or as a bystander.</li> </ul>
	<p><b>Ultimate Outcome</b> Improved access to legal supports and resources for victims of sexual harassment in Canadian workplaces.</p>	<ul style="list-style-type: none"> <li>The project made PLEI products and resources available via hard copy, project and the participating CLC websites, social media, and presentations.</li> <li>There was extensive communication about available resources and project communications may have reached 400,000 people, many from equity-deserving groups, to ensure awareness of these resources.</li> </ul>

Project component	Intended outcome	Summary of progress toward the outcome during the final evaluation period (data between October 2022 and January 2024)
<p><b>Project Outcomes for the Workplace Sexual Harassment Initiative</b></p> <p><b>Legal Advice component</b></p> 	<p><b>Immediate Outcome</b> Legal Advice is made available for employees experiencing sexual harassment</p>	<ul style="list-style-type: none"> <li>The project made legal advice available in the 20 participating CLCs. There was extensive communication with partners and potential clients to raise awareness of these services.</li> </ul>
	<p><b>Intermediate Outcome</b> Complainants of workplace sexual harassment receive free legal advice</p>	<ul style="list-style-type: none"> <li>The project provided legal advice to 378 clients, many from equity-deserving groups over the time frame covered by this final evaluation report in English and in French. This included one-time and ongoing advice to clients in both English and French language.</li> </ul>
	<p><b>Intermediate Outcome</b> Networks among service providers are developed</p>	<ul style="list-style-type: none"> <li>Collaboration and connections between participating CLCs improved the effectiveness of legal advice and supports delivery and inclusion of best practices.</li> <li>Each clinic made extensive connections to new community partners, including those service diverse target groups, that improved reach to potential clients that will last beyond the project and affect all aspects of their legal service delivery going forward.</li> </ul>
	<p><b>Ultimate Outcome</b> Improved access to legal supports and resources for victims of sexual harassment in Canadian workplaces.</p>	<ul style="list-style-type: none"> <li>Potential SHIW clients, many from equity-deserving groups, in the catchment areas of the 20 participating CLCs, had access to free legal advice and supports available over the course of this project.</li> <li>While some supports will remain available to sustain project efforts, the availability of legal advice in particular will be reduced after the project ends.</li> </ul>

# Moving forward

## Sustainability

Sustainability of PLEI materials includes continuing to disseminate already-developed PLEI materials (PLEI repository) even after funding ends; preparing materials that can be used elsewhere; advertising where PLEI will be housed (e.g., in SHIW written articles or LinkedIn posts); and translating materials

Empowering participating CLCs and building their capacity were perceived to help with

sustainability, alongside forming deeper connections with community allies. Furthermore, the SHIW project has given staff practical skills, online / advertising / social media skills, legal education skills, and trauma-informed skills in client-centred ways.

The ShapeYourWorkplace.ca site will remain operational after the close of funding.

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## Conclusions

SHIW made substantial progress in developing, delivering and disseminating PLEI to hundreds of thousands of persons in the catchment areas of the participating CLCs, and in some cases the province. It also made legal advice and supports available through the participating legal clinics and their partners. The project also made significant progress in developing partnerships with community groups serving diverse populations and in directly reaching persons in those populations.

Time was needed to move the projects to their current level of maturity. COVID slowed the roll out and implementation of the project, but project momentum and trust in relationships are building as the end of the project funding is in sight. The achievements during COVID were remarkable given the severity of the restrictions and lockdowns, but so much more is achievable in a post-pandemic world. All of the CLC partners stress the importance of carrying on this work.

*“Considering the importance of the topic, we would appreciate a full-time position at our clinic. We would love to broaden our network and have a stronger impact. Since our targeted audience is mostly vulnerable communities, it takes time and resources to build strong partnerships. We would love to continue to have a community visibility.”*  
– CLC staff member

The reality is, however, that this is a pervasive and ongoing issue. SHIW was comprised of 20 local Ontario CLCs, which is not representative of all Ontario CLCs, nor does it cover all catchment areas in the province. And while changes were made, much work remains to be done.

The momentum is present for the SHIW project to go further than planned. Building respect around a subject requires changing mindsets and attitudes through disseminating PLEI, and gaining respect as a trusted source of information in the community takes time.

Continual messaging in the broader commercial media is required, as is targeted messaging and PLEs for specific vulnerable populations. The addition of a social media strategy and advertising in each region brought information on SHIW to the general public and to potential complainants. The social media strategy is gaining momentum, as evidenced by the number of follows, likes, etc. The targeted media campaign (print articles, radio ads) shows substantial gains in audience reach.

To effectively sustain and expand on the progress made toward the intended outcomes in this project, additional project funding will be required.

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*“It [sexual harassment in the workplace] is not going to go away any time soon. There’s always new employers. There’s always new workers. The landscape is always changing. And so, I don’t think they [Justice Canada] should think that five years of investment, which was lovely, is enough to make a long-term change.”*

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CLC staff member



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