



PROPOSAL TO DEVELOP A COMPREHENSIVE TRAINING CURRICULUM FOR ACTION FOR HEALTHY COMMUNITIES (AHC) AHC INTERCULTURAL COMPETENCY TRAINING PROGRAM

Abstract

The proposed curriculum will integrate interactive and experiential learning with practical applications, supporting the effective integration of newcomers into the workforce.

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Proposal to Develop a Comprehensive Training Curriculum for Action for Healthy Communities (AHC) - AHC series of Intercultural Competency Training Program

Executive Summary

Maria MacMinn Varvos, an experienced consultant with over 20 years in education, immigration, and diversity, proposes to develop the AHC Intercultural Competency Training Curriculum. Leveraging her expertise, Maria and her MMV Educational Consulting team will create a curriculum tailored to Alberta employers in the construction, hospitality, and healthcare sectors. This training will enhance employers' abilities to hire, retain, and advance newcomers effectively, fostering diverse, equitable, and inclusive workplaces. The proposed curriculum will integrate interactive and experiential learning with practical applications, supporting the effective integration of newcomers into the workforce. It will specifically address the unique scenarios and challenges encountered in the healthcare, hospitality, and construction industries, with a focus on connecting workers with employers through innovative and interactive activities.

Approach and Methodology – Scope of Work

1. **Stakeholder Consultation:**

- Conduct detailed consultations with employers, industry associations, and newcomer community leaders to identify specific DEI challenges and workforce integration needs in healthcare, hospitality, and construction.
- Utilize surveys, focus groups, and interviews to gather comprehensive insights into the barriers faced by both employers and newcomers in these industries.

2. **Curriculum Design:**

- Develop a detailed curriculum framework with clear learning objectives, goals, and outcomes tailored to each industry.
- Design ten modules, each lasting 2 hours, covering key topics such as intercultural communication, unconscious bias, anti-racism strategies, and industry-specific DEI assessments.
- Each module will combine interactive and experiential learning activities, including vocabulary and cultural context activities relevant to healthcare, hospitality, and construction.

3. **Content Development:**

- Create facilitator guides, participant manuals, and interactive tools for both in-person and online training sessions.
 - Develop engaging multimedia resources, including instructional videos and online assessments, to support blended learning.
 - Ensure all content is accessible and relevant, addressing varying levels of digital literacy and language proficiency among participants.
4. **Pilot Testing and Refinement:**
- Implement pilot training sessions to test the curriculum and gather feedback from participants in each of the targeted industries.
 - Refine the curriculum based on feedback to ensure it meets the practical needs of employers and the integration goals for newcomers.
5. **Hybrid Delivery Model:**
- Develop a hybrid delivery model combining live facilitated sessions and self-paced online modules using AHC's LMS-Moodle platform.
 - Tailor the curriculum for easy access and navigation by participants with diverse backgrounds and varying levels of digital skills.
6. **Continuous Learning and Improvement:**
- Establish feedback mechanisms to continually assess and update the curriculum to maintain its relevance and effectiveness.
 - Provide ongoing resources and support for continuous learning and capacity development within the target employer organizations.

Curriculum Framework

The AHC Intercultural Competency Training Curriculum is structured to provide comprehensive, experiential learning opportunities for Alberta employers. Each of the ten modules is designed to last 2 hours and covers critical aspects of intercultural competency and workplace integration. Below is the detailed curriculum framework, including sample activities addressing scenarios from healthcare, hospitality, and construction workplaces, with innovative and interactive activities to connect workers and employers.

Module 1: Introduction to Intercultural Competency

- **Learning Objectives:** Define intercultural competency, understand its importance in the workplace, and recognize the benefits of cultural diversity.
- **Content Overview:** Basic concepts of intercultural competency, the impact of cultural diversity on team dynamics, and the role of cultural awareness in fostering collaboration.
- **Interactive Activities:**

- **Cultural Icebreakers:** Participants share personal cultural experiences and their impact on their work. For example, healthcare workers discuss patient interactions influenced by cultural norms, hospitality staff share guest service experiences, and construction workers reflect on teamwork in diverse environments.
- **Industry-Specific Diversity Benefits:** Group discussions on how cultural diversity benefits specific industries. Healthcare workers might discuss how understanding diverse cultural health practices improves patient care, while hospitality staff could focus on enhancing guest satisfaction through cultural sensitivity.
- **Self-Assessment on Cultural Awareness:** Participants complete a cultural awareness questionnaire tailored to their industry, followed by a reflective discussion on their results and how it affects their work.
- **Interactive Mapping:** Create a "Cultural Diversity Map" where participants pin their countries of origin and share cultural practices. This visual activity fosters recognition and appreciation of workplace diversity.
- **Cultural Story Swap:** Workers and employers pair up to share stories about cultural experiences that have influenced their professional lives, fostering mutual understanding and rapport.
- **Assessment Tools:** Pre-training baseline assessments and reflective journaling on cultural insights.
- **Resource Materials:** Videos on the importance of intercultural competency, articles highlighting the benefits of diversity in specific industries, and self-reflection tools.
- **Vocabulary and Cultural Context Activities:**
 - **Glossary Development:** Participants create a glossary of key intercultural terms relevant to their industry, which will be used throughout the training.
 - **Cultural Behavior Matching:** Exercises to match cultural behaviors and norms with their meanings within each industry. For instance, understanding how different cultures approach hierarchy and decision-making in the workplace.
 - **Case Studies:** Analyze case studies illustrating the impact of cultural diversity in healthcare, hospitality, and construction scenarios.
 - **Cultural Exchange Boards:** Set up digital or physical boards where participants post cultural facts or practices related to their work environment, promoting continuous learning and appreciation.

Module 2: Intercultural Communication

- **Learning Objectives:** Develop effective intercultural communication skills and understand verbal and non-verbal differences.
- **Content Overview:** Differences in verbal and non-verbal communication styles, high-context vs. low-context cultures, and strategies for overcoming language barriers.
- **Interactive Activities:**
 - **Role-Playing Scenarios:** Tailored to each industry, such as patient interactions in healthcare, guest services in hospitality, and team coordination in construction. Participants practice and reflect on their communication approaches.
 - **Interpreting Non-Verbal Cues:** Group exercises where participants identify and interpret non-verbal cues in different cultural contexts. Healthcare workers might decode body language in patient interactions, while hospitality staff interpret gestures from guests.
 - **Communication Breakdown Analysis:** Participants analyze real-world scenarios where communication failures occurred due to cultural misunderstandings, such as misinterpreted instructions on a construction site.
 - **Communication Walk-Through:** Simulate a workplace tour where participants identify potential communication barriers and suggest improvements.
 - **Language Bridges:** Pair participants who speak different languages to create simple bilingual communication guides that could help in everyday workplace interactions.
 - **Employer-Worker Dialogue Circles:** Structured dialogue sessions where workers and employers discuss communication challenges and jointly develop solutions to improve understanding and reduce miscommunications.
- **Assessment Tools:** Communication style quizzes tailored to industry-specific scenarios and feedback sessions on effective communication strategies.
- **Resource Materials:** Guides on intercultural communication strategies, videos illustrating communication differences, and templates for clear and inclusive communication.
- **Vocabulary and Cultural Context Activities:**
 - **Industry Jargon Exercises:** Participants list and explain industry-specific jargon, discussing how these terms can be understood differently by newcomers.

- **Indirect Communication Practice:** Scenarios to practice interpreting indirect communication cues, relevant to healthcare's nuanced patient interactions or hospitality's guest requests.
- **Language Barrier Strategies:** Develop strategies for overcoming language barriers, such as using visual aids or simplified language, tailored to the needs of each industry.
- **Cultural Communication Case Studies:** Analyze case studies where cultural communication differences impacted workplace outcomes and discuss strategies to address these challenges.

Module 3: Unconscious Bias and Stereotyping

- **Learning Objectives:** Identify and mitigate unconscious biases and understand the impact of stereotypes on workplace dynamics.
- **Content Overview:** Types of unconscious biases, the influence of stereotypes, and techniques for reducing biases in hiring and management.
- **Interactive Activities:**
 - **Implicit Bias Tests:** Participants take bias tests relevant to their roles (e.g., bias towards certain patient groups in healthcare) and discuss how these biases can affect their work.
 - **Bias-Free Recruitment Workshops:** Activities on creating unbiased recruitment processes with examples specific to each industry, such as fair hiring practices for skilled trades in construction.
 - **Personal Bias Reflection:** Reflective exercises where participants identify their own biases and discuss how these might impact their interactions with coworkers and clients.
 - **Bias Impact Analysis:** Analyze scenarios where biases affected workplace outcomes, like how assumptions about cultural backgrounds influenced team dynamics on a construction project.
 - **Bias and Stereotyping Role-Play:** Role-playing exercises where participants navigate scenarios involving stereotypes and biases, such as handling biased customer feedback in hospitality.
 - **Cross-Cultural Mentorship:** Establish mentorship pairs between workers and employers from different cultural backgrounds to discuss and reflect on their experiences and perspectives, promoting understanding and reducing biases.
 - **Inclusive Storytelling:** Workers and employers share stories about how they have experienced or addressed bias in their careers, fostering empathy and highlighting diverse experiences within the team.

- **Assessment Tools:** Bias reflection surveys and scenario-based assessments to measure participants' understanding and changes in perspective.
- **Resource Materials:** Articles on the impact of unconscious bias in various industries, interactive tools for bias awareness, and resources for developing bias mitigation strategies.
- **Vocabulary and Cultural Context Activities:**
 - **Bias-Related Terms Discussion:** Define and discuss terms related to bias and discrimination, emphasizing their relevance to each industry.
 - **Challenging Stereotypes Exercises:** Activities to identify and challenge stereotypes in the workplace, with scenarios specific to healthcare, hospitality, and construction.
 - **Case Studies on Bias:** Explore case studies where biases influenced workplace decisions and discuss strategies to prevent similar issues.
 - **Cultural Bias Reflection Journals:** Participants maintain journals to reflect on daily interactions and identify moments where biases might have played a role, encouraging ongoing self-awareness and improvement.

Module 4: Anti-Racism and Equity Strategies

- **Learning Objectives:** Implement anti-racism and equity strategies and develop actionable plans for fostering a diverse and inclusive workplace.
- **Content Overview:** Principles of anti-racism, understanding systemic racism, and creating and implementing anti-racist policies and practices.
- **Interactive Activities:**
 - **Case Studies on Racism:** Examine real-world cases of racism in healthcare, hospitality, and construction, discussing the systemic factors involved and potential solutions.
 - **Equity Initiative Workshops:** Group discussions and planning sessions on developing equity initiatives tailored to each industry. For example, creating pathways for career advancement for underrepresented groups in healthcare.
 - **Anti-Racism Action Planning:** Participants develop action plans to implement anti-racism strategies within their organizations, considering specific industry challenges.
 - **Simulated Conflict Resolution:** Role-playing exercises where participants address and resolve racially charged conflicts, such as discriminatory remarks between colleagues or biased customer behavior.
 - **Employee Resource Groups (ERGs):** Develop ideas for ERGs to support underrepresented groups and foster a sense of community and inclusion within the workplace.

- **Interactive Equity Mapping:** Create maps that visualize the distribution of resources, opportunities, and representation within the organization, identifying areas for improvement in equity.
- **Diversity Panels:** Organize panels where diverse employees and employers share their experiences with racism and equity in the workplace, promoting open dialogue and mutual learning.
- **Assessment Tools:** Equity audits of organizational policies and practices and evaluations of anti-racism strategies.
- **Resource Materials:** Anti-racism toolkits, equity assessment frameworks, and case studies of successful equity programs in various industries.
- **Vocabulary and Cultural Context Activities:**
 - **Glossary of Anti-Racism Terms:** Create a glossary of terms related to anti-racism and equity relevant to healthcare, hospitality, and construction.
 - **Policy Application Exercises:** Activities to apply anti-racism principles to workplace policies, with examples specific to each industry.
 - **Cultural Nuances in Equity:** Discussions on cultural nuances in promoting equity and addressing systemic racism in diverse workplace settings.
 - **Equity Success Stories:** Share stories and examples of successful equity initiatives within each industry to inspire and guide participants in developing their strategies.

Module 5: GBA+ (Gender-Based Analysis Plus) Lens

- **Learning Objectives:** Apply the GBA+ lens to identify and address gender and diversity issues and develop inclusive strategies that consider multiple identity factors.
- **Content Overview:** Overview of the GBA+ framework, intersectionality, and its application in workplace policies and practices.
- **Interactive Activities:**
 - **GBA+ Case Studies:** Analyze cases where gender and diversity issues intersect, such as managing gender dynamics in a mixed-gender construction team or addressing gender-specific needs in healthcare.
 - **Intersectional Barrier Exercises:** Identify and discuss intersectional barriers in the workplace, such as how race and gender impact career progression in hospitality.
 - **Inclusive Policy Workshops:** Develop policies that incorporate GBA+ principles, tailored to address industry-specific challenges, like gender-based safety protocols on construction sites.

- **Personal Impact Stories:** Participants share personal or observed experiences where multiple identity factors influenced workplace interactions, fostering deeper understanding and empathy.
- **Scenario Planning:** Create and discuss scenarios where GBA+ principles are applied to solve complex workplace issues, such as accommodating diverse family structures in work schedules.
- **Gender Diversity Panels:** Host panels where workers and employers discuss gender dynamics and share best practices for creating inclusive environments.
- **GBA+ Policy Simulation:** Simulate the implementation of GBA+ policies and assess their impact on diverse employee groups within the organization.
- **Assessment Tools:** GBA+ scenario evaluations and policy development exercises to assess participants' understanding and application of GBA+ principles.
- **Resource Materials:** GBA+ guides, articles on intersectionality, and tools for developing inclusive workplace policies.
- **Vocabulary and Cultural Context Activities:**
 - **GBA+ and Intersectionality Terms:** Define and explore terms related to GBA+ and intersectionality within healthcare, hospitality, and construction.
 - **Impact Scenarios:** Discuss and develop scenarios to explore the impact of intersectionality in workplace settings specific to each industry.
 - **Policy Incorporation Activities:** Exercises to incorporate GBA+ principles into workplace policies and practices, with industry-specific examples.
 - **Inclusive Language Workshops:** Conduct workshops on using gender-inclusive and culturally sensitive language in workplace communications and policies.

Module 6: Mental Health and Wellbeing in the Workplace

- **Learning Objectives:** Promote mental health and wellbeing for all employees and develop strategies to create a supportive workplace environment.
- **Content Overview:** Understanding mental health challenges for newcomers, promoting wellbeing, and creating a supportive mental health culture.
- **Interactive Activities:**
 - **Mental Health Awareness Workshops:** Focus on issues common in healthcare, hospitality, and construction, such as stress management for healthcare providers or mental health support for hospitality staff.

- **Supportive Interaction Role-Play:** Role-playing exercises to practice supportive interactions, such as managing patient stress in healthcare or addressing burnout among construction workers.
- **Mental Health Support Plan Development:** Participants create personalized mental health support plans, considering the specific needs of their industry and the challenges faced by newcomers.
- **Mindfulness and Resilience Training:** Sessions on mindfulness techniques and building resilience, tailored to high-stress environments like emergency healthcare or fast-paced hospitality settings.
- **Peer Support Networks:** Develop and discuss strategies for creating peer support networks to foster mental health and wellbeing within teams.
- **Wellbeing Walks:** Organize guided wellbeing walks where participants discuss mental health topics while engaging in light physical activity, promoting a holistic approach to wellbeing.
- **Mental Health First Aid Simulations:** Conduct simulations where participants practice providing mental health first aid in various workplace scenarios.
- **Assessment Tools:** Mental health literacy quizzes and self-care planning exercises to measure participants' understanding and application of mental health support strategies.
- **Resource Materials:** Guides on mental health support in the workplace, resources for promoting employee wellbeing, and templates for workplace mental health initiatives.
- **Vocabulary and Cultural Context Activities:**
 - **Mental Health Terminology:** Discuss and define mental health terms and cultural perceptions across industries.
 - **Cultural Differences in Mental Health:** Exercises to understand cultural differences in expressing and addressing mental health issues in diverse workplace settings.
 - **Culturally Sensitive Support Case Studies:** Analyze case studies on supporting mental health in a culturally sensitive manner specific to healthcare, hospitality, and construction.
 - **Mental Health Resource Sharing:** Create a digital or physical repository where participants share mental health resources, tips, and support services relevant to their industries.

Module 7: Protected Grounds in Employment Standards and Compliance

- **Learning Objectives:** Understand legal requirements for protecting employees' rights and ensure compliance with employment standards related to diversity, equity, and inclusion (DEI).
- **Content Overview:** Overview of protected grounds under employment law, compliance requirements, and best practices for maintaining equitable workplaces. Participants will learn about the various protections in place to prevent discrimination based on race, gender, religion, age, disability, and other factors.
- **Interactive Activities:**
 - **Compliance Workshops:** Participants engage in discussions on compliance requirements through real-life scenarios from healthcare, hospitality, and construction. For example, they might explore how to ensure non-discriminatory hiring practices in a multicultural team or how to maintain equity in patient care settings.
 - **Legal Scenario Exercises:** In these exercises, participants navigate legal scenarios related to discrimination claims and compliance issues within their specific industry. For instance, handling a discrimination complaint from a hotel guest or managing equitable treatment of workers on a construction site.
 - **Policy Development Sessions:** Participants work in groups to develop inclusive workplace policies that comply with legal standards. Each group tailors their policies to address the unique challenges of their industry, such as crafting policies that protect the rights of temporary foreign workers in construction.
 - **Mock Compliance Audits:** Teams conduct simulated audits to identify and address potential DEI-related legal issues in their workplace. They assess current practices, identify gaps, and propose solutions to ensure compliance with employment standards.
 - **Roundtable Discussions:** These sessions bring in legal experts and HR professionals to answer industry-specific questions on compliance and DEI standards. Participants can discuss challenges they face and receive guidance on navigating complex legal landscapes.
 - **Interactive Policy Review:** Participants engage in reviewing and suggesting improvements to existing workplace policies to ensure they align with DEI and legal standards. This includes analyzing real policy documents and proposing enhancements.
 - **Employer-Worker Legal Q&A:** Facilitate Q&A sessions where workers can ask employers and legal experts about their rights and the

organization's compliance efforts. This promotes transparency and understanding between management and staff.

- **Compliance Role-Play:** Simulate the handling of compliance issues where participants play different roles such as HR managers, legal advisors, and employees, navigating through a compliance scenario specific to their industry.
- **Best Practice Showcases:** Participants present examples of best practices in compliance from their workplaces or researched cases, sharing how they effectively manage legal and DEI standards.
- **Assessment Tools:**
 - **Compliance Checklists:** Participants use these checklists to evaluate their organization's adherence to legal standards and identify areas for improvement.
 - **Scenario Analysis:** Participants analyze specific scenarios to assess their understanding of legal requirements and how to apply them in real-world situations.
 - **Policy Drafts:** Groups draft compliance policies based on workshop discussions and receive feedback on their effectiveness and alignment with legal standards.
 - **Reflection Papers:** Participants write reflection papers on how compliance with employment standards impacts DEI efforts in their industry, fostering deeper understanding and personal connection to the material.
- **Resource Materials:**
 - **Legal Guides on Protected Grounds:** Comprehensive guides that explain protected grounds under employment law, tailored to healthcare, hospitality, and construction.
 - **Tools for Conducting Workplace Compliance Reviews:** Checklists, templates, and step-by-step guides for conducting internal reviews of compliance with employment standards.
 - **Templates for Inclusive Workplace Policies:** Ready-to-use templates that participants can adapt for their organizations, covering areas like non-discrimination, equitable hiring practices, and harassment prevention.
 - **Case Studies:** Detailed examples of compliance issues and resolutions in various industries, highlighting best practices and lessons learned.
- **Vocabulary and Cultural Context Activities:**
 - **Employment Law Terms:** Define and discuss terms related to employment law and protected grounds specific to healthcare, hospitality, and construction. Participants explore how these terms apply in different cultural and organizational contexts.

- **Multicultural Legal Concept Exercises:** Activities that help participants understand legal concepts and compliance requirements in multicultural workplace contexts. This includes exercises on interpreting laws from different cultural perspectives and applying them in diverse settings.
- **Case Studies on Compliance:** Analyze case studies that highlight compliance challenges and solutions in healthcare, hospitality, and construction. Participants discuss the implications of these cases for their own workplaces.
- **Legal Resource Library:** Create a repository of legal resources and best practices for compliance, accessible to participants throughout the training. This library includes articles, legal guidelines, and toolkits for ongoing reference and support.
- **Role-Specific Compliance Scenarios:** Participants explore how compliance issues might appear differently depending on their roles within the organization, such as a manager versus a front-line worker, enhancing their understanding of diverse perspectives.

Module 8: Anti-Harassment and Discrimination Strategies

- **Learning Objectives:** Prevent harassment and discrimination in the workplace and foster a respectful and inclusive organizational culture.
- **Content Overview:** Types of workplace harassment and discrimination, effective reporting mechanisms, and developing and implementing anti-harassment policies.
- **Interactive Activities:**
 - **Harassment Scenario Role-Play:** Participants role-play handling harassment scenarios relevant to their industry, such as discriminatory remarks in healthcare, biased customer behavior in hospitality, or inappropriate comments on a construction site. This helps in practicing response strategies and understanding the impact of different behaviors.
 - **Anti-Harassment Policy Workshops:** Develop and refine anti-harassment policies tailored to each industry's challenges and needs. Participants work in groups to draft policy statements and discuss implementation strategies.
 - **Respectful Workplace Discussions:** Facilitated group discussions on fostering a culture of respect and addressing discrimination in diverse settings. Examples include promoting respectful communication in patient care teams or inclusive practices in customer service roles.
 - **Incident Response Drills:** Simulate the process of reporting and responding to harassment and discrimination incidents. This includes

practicing the steps of filing a report, conducting investigations, and supporting affected employees.

- **Awareness Campaign Planning:** Plan and develop awareness campaigns to educate employees about anti-harassment and discrimination strategies. Participants design posters, flyers, or digital content tailored to their workplace.
- **Harassment Reporting Toolkits:** Create toolkits with step-by-step guides and resources for reporting and handling harassment incidents. These toolkits can include templates for complaint forms, guidelines for investigations, and resources for employee support.
- **Employer-Worker Feedback Sessions:** Facilitate sessions where workers provide feedback on current anti-harassment measures and suggest improvements. Employers listen and commit to action steps based on the feedback.
- **Bystander Intervention Training:** Conduct training on how to safely intervene and support colleagues experiencing harassment, emphasizing proactive steps that workers can take to create a safer workplace.
- **Assessment Tools:** Development and evaluation of harassment prevention plans and policies, focusing on industry-specific challenges. Participants might also complete self-assessment surveys on their comfort level and readiness to handle harassment situations.
- **Resource Materials:** Anti-harassment policy templates, guides on discrimination prevention and response, frameworks for reporting mechanisms, and best practice case studies.
- **Vocabulary and Cultural Context Activities:**
 - **Harassment and Discrimination Terms:** Define and discuss terms related to harassment and discrimination within healthcare, hospitality, and construction. This includes understanding legal definitions and cultural nuances.
 - **Respectful Communication Scenarios:** Practice respectful communication and behavior through scenarios across different workplace settings, like addressing conflict in a culturally sensitive manner or providing feedback without bias.
 - **Inclusive Policy Activities:** Develop culturally inclusive anti-harassment policies and discuss their application in real-world settings. Participants might also review and critique existing policies for inclusiveness and effectiveness.
 - **Cultural Sensitivity Workshops:** Explore cultural differences in what constitutes harassment and discrimination, helping participants understand and respect diverse perspectives and experiences.

Module 9: Industry-Specific DEI Challenges and Solutions

- **Learning Objectives:** Address industry-specific DEI challenges and develop tailored inclusion strategies for the healthcare, hospitality, and construction sectors.
- **Content Overview:** Unique DEI issues in each industry, practical solutions, and case studies of successful initiatives.
- **Interactive Activities:**
 - **Industry-Focused Group Discussions:** Discuss DEI challenges and strategies unique to healthcare, hospitality, and construction. Participants share experiences and brainstorm solutions specific to their industry.
 - **Scenario Analysis:** Analyze and solve practical DEI challenges through scenarios tailored to each industry. For example, improving team cohesion in a multicultural construction crew or enhancing cultural competence in patient care.
 - **Action Plan Development:** Develop actionable DEI plans that address specific issues within each sector. Participants outline steps for implementation, resource needs, and key performance indicators to measure success.
 - **Cross-Industry Exchange:** Facilitate exchanges where participants from different industries share DEI practices and learn from each other's experiences and solutions. This cross-pollination of ideas helps participants see DEI challenges from new perspectives.
 - **Community Engagement Projects:** Plan projects to engage with local communities and promote DEI. Examples include partnering with newcomer organizations for job fairs or offering cultural sensitivity training for customer-facing roles.
 - **DEI Innovation Labs:** Create small groups to design and prototype innovative DEI initiatives. These labs focus on addressing specific challenges identified during the training, encouraging creativity and collaborative problem-solving.
 - **Employer-Worker Joint Task Forces:** Form task forces consisting of both employers and workers to address ongoing DEI issues and develop continuous improvement strategies.
- **Assessment Tools:** DEI needs assessments for each sector and evaluations of strategy effectiveness and impact. Participants might also develop metrics to track the progress and outcomes of their DEI initiatives.

- **Resource Materials:** Industry-specific DEI guides, case studies of successful initiatives, toolkits for implementing DEI strategies, and resources for engaging with community stakeholders.
- **Vocabulary and Cultural Context Activities:**
 - **Industry-Specific DEI Vocabulary:** Develop a list of DEI terms and practices relevant to healthcare, hospitality, and construction. This helps ensure that participants have a shared language for discussing DEI issues.
 - **Cultural Norms Exploration:** Explore cultural practices and norms that impact DEI in each industry. This could include understanding traditional gender roles in different cultures or recognizing religious practices that might affect workplace interactions.
 - **Contextual DEI Strategy Activities:** Adapt DEI strategies to the specific cultural and operational contexts of healthcare, hospitality, and construction. Participants might also create customized DEI training materials for their teams.
 - **Cultural Competency Role-Plays:** Practice navigating culturally sensitive situations specific to each industry, such as providing culturally appropriate care in healthcare or managing diverse customer expectations in hospitality.

Module 10: Practical Applications and Strategy Implementation

- **Learning Objectives:** Apply DEI knowledge to develop workplace strategies and create ongoing improvement plans.
- **Content Overview:** Developing and implementing DEI action plans, fostering inclusive practices, and monitoring and evaluating progress.
- **Interactive Activities:**
 - **Strategy Development Workshops:** Create DEI action plans tailored to healthcare, hospitality, and construction. Participants focus on addressing specific challenges and setting realistic goals for their organizations.
 - **Action Planning Sessions:** Outline detailed steps for implementing inclusive practices. Participants identify resources, timelines, and key performance indicators for their DEI initiatives.
 - **Progress Monitoring Exercises:** Develop tools and methods for ongoing monitoring and evaluation of DEI initiatives. This includes creating dashboards to track progress and identifying metrics to measure success.
 - **Stakeholder Engagement Simulations:** Simulate engaging with stakeholders, such as employees, community leaders, and customers, to

gather feedback and support for DEI initiatives. Participants practice presenting their plans and addressing concerns.

- **Feedback Loops:** Set up mechanisms for continuous feedback from workers and employers on DEI strategies. This helps ensure that the initiatives are responsive to the needs and experiences of all stakeholders.
- **DEI Impact Presentations:** Participants present their DEI action plans to a panel of peers and industry experts, receiving feedback and suggestions for refinement and improvement.
- **Peer Review Sessions:** Facilitate peer reviews where participants critique each other's DEI plans, offering constructive feedback and identifying potential improvements.
- **Continuous Improvement Workshops:** Develop workshops focused on iterative improvement of DEI practices, emphasizing adaptability and responsiveness to changing needs and feedback.
- **Assessment Tools:** Development of DEI action plans, progress tracking tools, and impact assessment frameworks. Participants might also complete reflective exercises to evaluate their growth and learning throughout the training.
- **Resource Materials:** Action planning templates, implementation guides, monitoring tools, and resources for engaging stakeholders and gathering feedback.
- **Vocabulary and Cultural Context Activities:**
 - **DEI Strategy Terms:** Define and discuss terminology related to DEI strategy and implementation in various industries. This helps participants articulate their plans clearly and confidently.
 - **Culturally Tailored Action Planning Scenarios:** Develop and analyze scenarios for creating culturally tailored DEI action plans. Participants practice adapting strategies to different cultural contexts and organizational goals.
 - **Alignment Activities with Organizational Goals:** Activities to align DEI strategies with broader organizational goals, such as improving customer satisfaction or enhancing employee engagement. Participants might also explore ways to integrate DEI into their company's mission and values.
 - **DEI Best Practices Sharing:** Create forums for participants to share best practices and success stories from their DEI initiatives, fostering a community of learning and continuous improvement.

Instructional Manuals and Facilitator's Guides

- **Facilitator Guides:** Detailed step-by-step instructions for trainers on delivering each module, including session outlines, activity descriptions, facilitation tips, and guidelines for managing group dynamics and fostering engagement.
- **Participant Manuals:** Comprehensive guides for trainees covering module overviews, key concepts, detailed descriptions of activities, and resources for further learning. These manuals will be designed for both in-person and online use, ensuring accessibility and ease of navigation.

Interactive Training Tools and Resources

- **Quizzes and Polls:** Online and in-session tools to assess participant understanding and gather immediate feedback. These will be used to reinforce key concepts and track learning progress.
- **Mock Activities and Simulations:** Practical exercises that replicate real-world scenarios, allowing participants to apply their skills in a safe and controlled environment. These activities will be designed to reflect the specific challenges and contexts of the target industries.
- **Self-Directed Practice Resources:** Materials for independent study and practice, including workbooks, case studies, and interactive online exercises. These resources will support continuous learning and the application of concepts outside of formal training sessions.

Hybrid Delivery Model

The curriculum will be delivered through a hybrid model, offering both in-person and online learning options to accommodate different learning preferences and schedules:

- **In-Person Training:** Facilitated workshops and group activities emphasizing experiential learning and peer interaction. Sessions will be highly interactive, with opportunities for hands-on practice and immediate feedback.
- **Online Training:** Blended modules delivered through AHC's LMS-Moodle platform, combining live sessions with asynchronous, self-paced components. The online modules will include multimedia content, interactive quizzes, and forums for discussion and reflection.
- **Self-Paced Modules:** Asynchronous learning options that allow participants to complete modules independently at their own pace. These modules will include a mix of video lectures, reading materials, and interactive exercises to reinforce learning.

Proposed Budget Breakdown

The budget is based on an hourly rate of \$60, with a detailed estimate of hours required for each task provided below:

Item	Estimated Hours	Cost (CAD)
Stakeholder Consultation	166 hours	\$9,960
Curriculum Framework Development	250 hours	\$15,000
Content Development and Creation	416 hours	\$24,960
Pilot Testing	83 hours	\$4,980
Hybrid Delivery Implementation	333 hours	\$19,980
Continuous Improvement and Updates	83 hours	\$4,980
Total	1331 hours	\$79,860

Proposed Payment Schedule

- **Initial Payment (20%):** \$15,972 upon contract signing.
- **Interim Payment (40%):** \$31,944 upon completion of curriculum framework and initial content development.
- **Interim Payment (30%):** \$23,958 upon completion of pilot testing and refinement.
- **Final Payment (10%):** \$7,986 upon delivery of the complete training program and final approval.

Timeline

Milestone	Completion Date
Stakeholder Consultation	July 15, 2024
Curriculum Framework Completed	August 1, 2024
Content Development Completed	September 15, 2024
Pilot Testing Completed	October 15, 2024
Hybrid Delivery Implementation	November 1, 2024
Continuous Improvement Plan	Ongoing

Demonstrated Experience

Maria MacMinn Varvos has extensive experience in curriculum development and immigrant workforce integration, including:

- Brookes College: Enhanced programs for immigrant and international student integration and success, fostering an inclusive campus culture. Curriculum development for National Association of Career College – Pharmacy Assistant Program.
- MMV Educational Consulting: Specialized in consulting for educational institutions with diverse populations, focusing on culturally relevant curriculum development and program evaluation.
 - EAP curriculum development – CLB 5 to 8 transition to Academic post secondary education
 - EAP WIL – Workplace Integration Learning courses – CLB 3 to 4
 - Industrial Cleaner ESL workplace course
 - Childcare Educator ESL preparation course (in progress)
- Norquest College.
 - 2 Chapters for Settlement Worker Diploma program
 - Canadian Settlement in Action: History and Future
<https://openeducationalberta.ca/settlement/>
 - How Literacy Affects the Settlement of Immigrant Women
<https://openeducationalberta.ca/settlement/chapter/introduction-how-literacy-affects-the-settlement-of-immigrant-women/#chapter-1317-section-1>
- NIWE Academy: Directed an LMS project developing eLearning curricula tailored to diverse learners, including immigrants.
- Calgary Immigrant Educational Society: Redesigned employment and training programs to be more inclusive and accessible to immigrant populations.
- Mosaic Learning Institute – curriculum to support transition to employment and post secondary education – LLESE (Language and Literacy instruction for English Skills and Employment)
- MMV Educational Consulting website – www.mmveducation.com

Project Management and Logistics

Our team has extensive experience in developing training programs focused on intercultural competency and DEI:

Proposed Project Team and Management

- **Project Lead:** Maria MacMinn Varvos [linkedin.com/in/maria-macminn-varvos-81a92a4](https://www.linkedin.com/in/maria-macminn-varvos-81a92a4)
- **Curriculum Developer:** Marcela Alfonso [linkedin.com/in/marcela-alfonso-b948a5126](https://www.linkedin.com/in/marcela-alfonso-b948a5126) and Maria MacMinn Varvos
- **Instructional Designer:** Amarjit Parmar [linkedin.com/in/amarjit-kaur-parmar](https://www.linkedin.com/in/amarjit-kaur-parmar)
- **Technical Support:** Rosie Moyer www.mindspinmedia.com

Terms and Conditions

- **Confidentiality:** All proposal content and any subsequent information exchanged during the project will remain confidential.
- **Cost Coverage:** All preparation and presentation costs associated with this proposal are borne by the consultant.
- **Property:** All submitted documents become the property of AHC upon submission.
- **Revisions and Approvals:** Deliverables will be subject to review and approval by AHC, with feedback provided within 3-5 business days.

References

1. **NACC (National Association of Career Colleges):**
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Maria MacMinn Varvos and her MMV Educational Consulting team are eager to bring their extensive experience and passion for inclusive education and workforce integration

AHC Intercultural Competency Training Proposal
submitted by MMV Educational Consulting – Maria MacMinn Varvos

to this project. We are confident that our approach will deliver a comprehensive and effective training curriculum tailored to the needs of AHC and Alberta ESL employees and their employers.

Contact Information:

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Date: June 18, 2024