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Bridging the Gap

Comblant le fossé

entre l'orientation professionnelle
et la santé mentale



Valerie Pringle

Catherine's Story

Defying the Odds

People with mental health disorders who choose a career in a helping profession




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The official publication of



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CANADIAN EDUCATION AND RESEARCH INSTITUTE FOR COUNSELLING
INSTITUT CANADIEN D'ÉDUCATION ET DE RECHERCHE EN ORIENTATION

ceric.ca

PUBLISHER: Trevor Shirtliff

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CREATIVE DIRECTION & DESIGN: Troy Hspahic

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CAREERING

CER-T0213 • SUMMER 2013

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CANADIAN ADDRESSES TO:**

Circulation Department
177 McDermot Avenue, Suite 200
Winnipeg, Manitoba R3B 0S1



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In 2013, mental health is being put at the top of the agenda in Canada. Last January, the Canadian Mental Health Association (CMHA) released its National Standard for Psychological Health and Safety, to promote good mental health practices in the workplace; May 6-12 was Mental Health Week, CMHA's annual national awareness and education week; CMHA and Partners for Mental Health (PFMH) organized

the *Not Myself Today* workplace mental health campaign across Canada, which ran from May 9 to June 6, culminating with a national *Not Myself Day @ Work* on June 6.

“We need to have a serious discussion about mental health and the work of professionals in our field”

These initiatives have successfully brought much-needed public attention to a major public health issue. It is much easier, however, to agree to the general idea of providing better services to individuals struggling with mental health issues than it is to deal

with these issues directly – whether it is a client, a family member or even a career development professional who requires help. We need to have a serious discussion about mental health and the work of professionals in our field. That's why CERIC invested in research on the role of career development professionals in supporting clients with mental health challenges. You can read about the results on page 22.

We spend so much of our waking time at work that it is no wonder that mental health should be so closely linked to our careers. According to a recent survey by Ipsos-Reid, nearly half of working Canadians identify work as the most stressful part of their life, and many find it a source of anxiety. This edition of *Careering* presents different points of view on the relationship between careers and mental health. Have a look inside, and then join us on the ContactPoint online community at ceric.ca/mentalhealth, where you can share your own ideas and stories.

Happy learning!

Catherine Ducharme

En 2013, la santé mentale figure parmi les priorités au Canada. En janvier dernier, la Commission de la santé mentale du Canada (CSMC) a publié la Norme nationale en matière de santé et de sécurité psychologiques en milieu de travail afin de favoriser de bonnes pratiques liées à la santé mentale en milieu de travail. Du 6 au 12 mai, c'était la semaine de la santé mentale, un événement annuel créé par l'Association canadienne pour la santé mentale (ACSM) en vue de sensibiliser et d'informer la population canadienne. L'ACSM et l'organisme Partenaires pour la santé mentale ont organisé la campagne pour la santé mentale en milieu de travail intitulée *Je ne me reconnais pas* à l'échelle du Canada, qui a eu lieu du 9 mai au 6 juin et qui s'est conclue par la journée *Je ne me reconnais pas au travail* le 6 juin.

Ces événements ont réussi à attirer l'attention de la population vers une question importante de santé publique qui mérite qu'on s'y attarde. Toutefois, il est beaucoup plus facile d'adhérer à l'idée générale selon laquelle il faudrait fournir de meilleurs services aux personnes aux prises avec des problèmes de santé mentale que d'y faire face soi-même, et ce, qu'il s'agisse d'un client, d'un membre de la famille ou, même, d'un professionnel du développement de carrière. C'est pourquoi le CERIC a financé un projet de recherche explorant comment les professionnels du développement de carrière peuvent mieux soutenir leurs clients ayant des problèmes de santé mentale. Pour en savoir les résultats, rendez-vous à la page 22.

Nous passons tellement de temps au travail qu'il n'est pas étonnant que la santé mentale soit si étroitement liée à la carrière. Clairement, les professionnels du développement de carrière pourraient être de puissants agents de changement. Selon un récent sondage par Ipsos-Reid, presque la moitié des Canadiens croient que leur travail est la principale cause de stress dans leur vie, et pour plusieurs, c'est une source d'anxiété. Ce numéro du magazine *Careering* présente divers points de vue sur la relation entre la carrière et la santé mentale. Jetez-y un coup d'œil, puis rejoignez-nous sur la communauté en ligne d'OrientAction à ceric.ca/santementale, où vous pourrez nous faire part de vos idées et de vos expériences.

Bonne lecture!

Catherine Ducharme

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KEYNOTE SPEAKERS

STEPHEN LEWIS, C. C.



Photo: Gordon Griffiths

Celebrated Humanitarian and Former UN Special Envoy for HIV/AIDS in Africa

VALERIE PRINGLE



Award-winning Broadcaster and Mental Health Champion

JACQUES DEMERS



Former Montreal Canadiens Coach and Literacy Advocate

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Professor, Colorado State University and NCDA President 2012-2013



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Calendrier

Pour que votre événement soit mentionné dans cette section, vous devez d'abord l'ajouter à la liste des événements sur orientation.ca/evenements

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Concord, ON, CANADA
events.onestep.on.ca

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Magog, QC, CANADA
aqisep.qc.ca

International Conference: Life Designing and Career Counseling: Building Hope and Resilience

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larios.psy.unipd.it/conference2013

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vracanada.com

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centrepnl.com

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iivsw2013.com

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ncdaconference.org

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JULY 12 JUILLET 2013
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Anne-Marie Rolfe, Manager of
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After working with thousands of clients in career counselling over the years, I am grateful for the lessons they have taught me about using theory in practice. Sometimes I thought that my theoretical orientation really supported clients well in their career exploration and decision-making. However, there were other times when I was left feeling unsure about whether or not some clients with diverse cultural backgrounds were getting enough out of our work together. That reflection led me to look at how cultural diversity was addressed (or not!) in theories of career development and models of career counselling and what I could do better, as a practitioner, to increase the cultural validity of career counselling. This was the beginning of a quest that I could never have imagined would be so full of rich learning – about other people, about my role as a career practitioner and about myself.

– Nancy Arthur

The seeds for our model of Culture-Infused Career Counselling (CICC) were sown at high altitude. We were both travelling to a national conference on career development in Ottawa. During a conversation on the airplane, we discussed the lack of Canadian content in models of multicultural counselling and some of the unique aspects of the Canadian context. During that flight we decided that we wanted to make a contribution to the literature on multicultural counselling. After working with our original model of Culture-Infused Counselling for a few years, we have revised it for career counselling.

In the CICC model, we emphasize reflective practice, challenging career practitioners to consider potential cultural influences in three domains:

- (a) self-awareness about personal cultural identity,
- (b) awareness about the cultures of our clients, and,
- (c) awareness of how culture influences the working alliance between practitioners and clients.

One of the unique features of our model is the attention to multiple identities reflected in a broad conceptualization of culture (e.g., ethnicity, gender, age, sexual orientation, socioeconomic status, religion and ability). My work with women and within the LGBTT community has continued to highlight for me the interface of these cultural factors with career challenges and opportunities. The CICC model has evolved to provide a process for counsellors and clients to identify and navigate the complexities of issues like “coming out” to colleagues and supervisors, managing sexual discrimination and harassment, or integrating non-traditional gender identities within workplaces that still anticipate and reward traditional gender role representations.

– Sandra Collins

Our intention in developing CICC was not to develop a new theory; rather to provide a model from which career practitioners could reflect on the cultural validity of their approaches. We wanted to recognize the importance of a focus on both clients and practitioners in the model. Whereas many previous models have placed the emphasis on the culture of clients, we invite readers to consider that practitioners also have personal cultural identities that strongly influence the ways that they approach their work with clients.

Here are the six guiding principles in our model:

1. Culture is relevant for career practices with all clients. Everyone has a unique culture, and we will share similarities and differences with all clients. However, due to the social construction of cultural dimensions, such as age, ethnicity, gender, religion, ability, sexual orientation and/or social class, some individuals have more challenges for access to and mobility through educational and employment systems.
2. Culture is relevant for all counsellors. Our notions of work, career, what is on- or off- track, and the meaning of work is influenced through our personal socialization. In turn, professional socialization shapes approaches to working with clients, and the underpinnings of those approaches may be more or less compatible with the views held by clients.
3. Views of career and career issues are culturally defined. There are debates about whether career or work fits the realities of most peoples' lives, and each hold multiple meanings that are influenced by cultural assumptions and interpretations. It is critical that career practitioners assess the meaning of work in peoples' lives.
4. Theories and models need to be culturally valid for our clients. Most popular theories of career development and career counselling are based on Western worldviews. Career practitioners are encouraged to reflect about potential bias in career planning and decision-making processes that focus on individuality, linearity and assuming that work is a priority value for all clients. Due to economic and/or social circumstances, not all clients have freedom of choice or resources to be whatever they would like to be.
5. Collaboration is a foundation for defining the goals and processes of career counselling. We need to carefully consider what the goals of our clients are, and how well they match demands they are facing within their families, communities, and in systems of education and employment. It is prudent to remember that seeking career counselling is a foreign idea for many people and orienting people to the types of interventions possible, and how those interventions connect to client goals can help them to feel more engaged.
6. Career practitioners are challenged to see their roles and scope of practice in a bigger picture of social justice. Although it is important to work directly with clients to address their career-related issues, often their concerns are due to systemic barriers or lack of resources. Here, we are advocating for career development services that go beyond helping people to cope with their situation, and to address systemic and social barriers that contribute to barriers in education and employment.

Our model of CICC has evolved to incorporate a strong social justice focus. Unfortunately, we continue to see many examples in Canadian society where people have differential access to education and employment. We encourage career practitioners to share practice examples of how they have incorporated multiple levels of intervention, and taken steps towards addressing systemic and social change. We believe that career practitioners are uniquely positioned to work directly with clients, on their behalf, or through advocating for programs and services that will make a positive difference for people's career development.

Related Resources:

- Arthur, N., Collins, S., Marshall, C., & McMahon, M. (in press). Social justice competencies and career development practices. *The Canadian Journal of Counselling and Psychotherapy*.
- Arthur, N., & Collins, S. (2011). Infusing culture in career counselling. *Journal of Employment Counseling*, 48, 47-49.
- Collins, S., Arthur, N., Bisson, S., & McMahon, M. (in press). Development of the multicultural and social justice competencies (MCSJC) scale for career development practitioners. *The Canadian Journal of Career Development*.
- Collins, S., Arthur, N., & Wong-Wiley, G. (2010). Enhancing reflective practice in multicultural counseling through cultural auditing. *Journal of Counseling & Development*, 88(3), 340-347.
- Arthur, N., Collins, S., McMahon, M., & Marshall, C. (2009). Career practitioners' views of social justice and barriers for practice. *The Canadian Journal of Career Development*, 8, 22-31.

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My daughter Catherine and I are both advocates for mental health - fighting for better care and research for mental illnesses and against stigma.

other ads that told of experiences with suicide and schizophrenia. Nonetheless, once the ad was released, our story struck a chord and we heard constantly from people who thanked us for our honesty

ST(*Catherine's*)RY

L'histoire de Catherine



We were galvanized by our involvement a few years ago in an awareness campaign for the Centre for Addiction and Mental Health (CAMH) in Toronto that was called *Transforming Lives*. My husband and I were donors to CAMH inspired by Michael Wilson and I had joined the Campaign Cabinet and Foundation Board there as we both felt strongly that this was an issue of social justice. When I was asked by the Foundation if I would participate in an awareness ad that would appear on posters throughout Toronto, I said yes. The story I decided to share was Catherine's, with her permission of course.

Catherine suffers from panic and anxiety disorder and was very open to speaking about it. In the beginning, our main concern with doing the ad was that she wasn't sick enough and that her story was not as serious or dramatic as many of the

and wanted to talk and confide in us about their own experiences. When we saw first-hand the hunger for openness about mental illness we realized there was nothing more important to do than devote time and attention to this issue. We have given many speeches since then.

One of the reasons that our ad resonated was, I think, that it was a parent talking about being worried and looking for answers for a sick child. Mental illness, in so many ways, is an illness of the young because 70% of psychiatric disorders emerge in adolescence. They are the most common illnesses that begin in that age group.

I have learned a great deal from Catherine about her experience with panic and anxiety from listening to her speak about it. As she looks back now it began in childhood and worsened through high school and

university until it became a crisis when she started her first job. She was working in communications on a political campaign. She felt completely overwhelmed and anxious, which started to manifest physically in the form of crying fits and panic attacks that became more frequent. In her role on the campaign she had received her first BlackBerry; when she received emails at night it would send her into a state of panic. When she was in this state of panic and anxiety, nothing anyone said about not worrying or not being expected to know all the answers made any difference. The panic attacks became increasingly severe until one Sunday afternoon she ended up in a fetal position on her bed, rigid and unable to stop crying. I am afraid it wasn't until then that I realized she was sick, she was suffering and she needed help.

Which, unlike many young people, she was able to get. She has a terrific doctor who got her anti-anxiety drugs and talked her through the tough decision to start taking anti-depressants (which she hadn't wanted to do) and she found a wonderful cognitive behaviour therapist who made all the difference in explaining her illness and how it was affecting her physically.

The story from this point on has particular relevance to those of you in the career development field. Catherine had been off work for several weeks as she began her treatment and had been vague about her illness. When she felt it was time to go back to work she asked her father the night before where she should tell people that she had been and he said, "Tell the truth".

The day she went back she was still pretty shaky and her great friend helped her enormously (I found it too hard) by phoning her and saying, "Get up and have a shower and then call me", "Get dressed and then call me", "Get in your car and I'll meet you at the front door". When she arrived at the office that morning the first person she went to speak to was her boss. He asked her how she was and what was wrong and Catherine said that she had been suffering from panic and anxiety and had been getting help.



Ma fille Catherine et moi soutenons toutes les deux la cause de la santé mentale, la lutte pour l'obtention de meilleurs soins et l'avancement de la recherche sur la santé mentale et contre les préjugés.

Notre intérêt a été stimulé il y a quelques années lorsque nous avons participé à la campagne de sensibilisation « Transformer des vies » du Centre de toxicomanie et de santé mentale (CAMH) à Toronto. Inspirés par Michael Wilson, mon mari et moi avons fait un don au CAMH et je m'étais jointe au cabinet de la campagne et au conseil d'administration de la Fondation, car nous croyions tous les deux qu'il s'agissait d'une question de justice sociale. Lorsque la Fondation m'a demandé si j'accepterais de figurer sur des affiches publicitaires qui seraient distribuées partout à Toronto, je n'ai pas hésité. J'ai alors décidé de raconter l'histoire de Catherine, avec sa permission bien entendu.

Souffrant d'un trouble panique et anxieux, Catherine était prête à en parler ouvertement. Au début, nous avons un peu hésité à participer à cette campagne publicitaire, car nous pensions que Catherine n'était pas assez malade et que son cas n'était pas aussi grave ou dramatique que ceux des autres annonces qui relataient des expériences de suicide et de schizophrénie. Néanmoins, une fois l'annonce publiée, notre histoire a suscité des réactions; plusieurs personnes nous ont remerciées pour notre franchise et voulaient nous parler de leur propre expérience. Ayant constaté de première main les besoins criants de sensibilisation en matière de santé mentale, nous nous sommes dit que la chose la plus importante pour nous était de consacrer du temps à cette cause pour attirer l'attention sur cette question. Depuis, nous avons prononcé de nombreuses conférences.

Selon moi, notre annonce a touché les gens en partie parce qu'il s'agissait d'un parent qui s'inquiétait pour son enfant malade et qui cherchait des réponses. À bien des égards, la maladie mentale est une maladie affectant les jeunes, car 70 % des troubles psychiatriques émergent à l'adolescence.

C'est le type de maladie qui se manifeste le plus fréquemment dans ce groupe d'âge.

J'ai appris beaucoup de choses sur la condition de Catherine en l'écoutant raconter l'expérience d'une personne vivant avec un trouble panique et anxieux. Avec le recul, elle indique que ses troubles se sont d'abord manifestés à l'enfance et ont empiré tout au long de ses études secondaires et universitaires, jusqu'à atteindre leur apogée lorsqu'elle a commencé son premier emploi. Elle travaillait dans le domaine des communications dans le cadre d'une campagne politique. Se sentant complètement dépassée par les événements et anxieuse, elle a commencé à subir de plus en plus fréquemment des effets physiques tels que des crises de larmes et des attaques de panique. En raison du poste qu'elle occupait au sein de la campagne, on lui avait remis un BlackBerry; lorsqu'elle recevait des courriels le soir, elle paniquait. Lorsqu'elle entrait dans un tel état de panique et d'anxiété, il était impossible de la calmer en lui disant de ne pas s'en faire ou que personne ne s'attendait à ce qu'elle ait toutes les réponses. Les attaques de panique se sont aggravées jusqu'à un dimanche après-midi où elle s'est retrouvée roulée en boule sur son lit, tendue et incapable d'arrêter de pleurer. Je crois bien qu'avant ce point crucial, je n'étais pas consciente qu'elle était malade, qu'elle souffrait et qu'elle avait besoin d'aide.

Contrairement à bien des jeunes, elle a été capable d'obtenir de l'aide. Elle a un médecin de famille fantastique qui lui a prescrit des médicaments contre l'anxiété et qui l'a accompagnée dans sa réflexion menant à la décision difficile de commencer à prendre des antidépresseurs (ce qu'elle ne voulait pas faire au départ); elle a aussi trouvé un excellent spécialiste en thérapie cognitivo-comportementale qui l'a beaucoup aidée en lui expliquant la maladie dont elle souffre et les effets physiques qui en découlent.

La suite de l'histoire intéressera particulièrement les personnes qui travaillent dans le secteur du développement de carrière. Au début de son traitement, Catherine s'est absentée du travail pendant plusieurs semaines et était

restée vague quant à sa maladie. La veille de son retour au travail, elle a demandé à son père ce qu'elle devait dire aux gens qui lui demanderaient où elle était, et il lui a répondu : « Dis la vérité. »

Le jour de son retour au travail, elle était encore assez fragile et sa grande amie l'a énormément aidée (c'était trop difficile pour moi) en l'appelant pour lui dire « Lève-toi, prends une douche, puis appelle-moi », « Habille-toi, puis appelle-moi », « Monte dans ta voiture et je vais t'attendre à l'entrée ». À son arrivée au travail ce matin-là, elle est d'abord allée rencontrer son patron. Il lui a demandé comment elle allait et ce qui s'était passé, et Catherine lui a dit qu'elle souffrait d'un trouble panique et anxieux et qu'elle était allée chercher de l'aide.

Sa réponse a fait toute la différence.

« Ma femme a la même chose », lui a-t-il dit, et il a immédiatement été d'un grand soutien. Comme l'a indiqué Catherine, « À partir de ce moment, j'ai senti que je n'avais jamais à cacher la vérité et que c'était bien mieux que tout le monde sache ce qui en était. De toute évidence, n'importe qui peut en souffrir, alors pourquoi ne pas en parler ouvertement? »

Le patron de Catherine n'a pas dit à cette jeune femme dans la vingtaine en début de carrière de réviser ses objectifs à la baisse, qu'il pouvait être beaucoup trop stressant pour elle de s'occuper des communications en pleine campagne électorale. Il ne lui a pas suggéré de modifier ses espoirs et ses rêves.

Catherine a franchi une étape importante en divulguant sa condition à ses collègues de travail et cela illustre bien comment les jeunes souffrant de nombreuses maladies mentales peuvent faire leur chemin dans la vie, pourvu qu'ils bénéficient des soins, des traitements et d'un soutien appropriés.

Par la suite, Catherine a obtenu un MBA, s'est mariée et travaille maintenant en communications dans le secteur des soins de santé. Nous sommes très fiers d'elle et de tout ce qu'elle accomplit.

On fait souvent des blagues à propos des « congés de santé mentale », mais chaque jour, un demi-million de Canadiens



His response made all the difference in the world.

He said, "My wife suffers from that" and was immediately supportive. Catherine says "From that moment, I felt that there was no reason ever to hide the truth and that it felt so much better that everyone knew. This is clearly something that affects everyone, so why wouldn't I be open about it?" Catherine's boss didn't say to this young woman in her 20s, just starting her working life, that maybe she should set her sights lower, that maybe doing communications on a political campaign was too stressful and beyond her. He didn't suggest she modify her hopes and dreams.

Catherine's experience of "coming out" at work was significant and shows how, with the right care and treatment and support, the trajectory of young lives with many mental illnesses can be positive.

She has gone on to complete her MBA, get married and now works in communications in the healthcare industry. We couldn't be more proud of her and all she does.

Everyone jokes about "mental health days" but half a million Canadians are off work every day because of mental illnesses. It costs our economy \$51 billion a year. Employers could and should be much more proactive in dealing with mental illness, both as a good business practice and because they can help lead the way to being a more compassionate and healthy society. I think of what a difference Catherine's boss made to her feeling comfortable and being honest.

There are some companies that are taking a lead role in the fight for mental health, Bell being a noteworthy example, in developing best practices with mental illness in the workplace.

Catherine and I like to stress four points:

First, there is no shame. Get rid of the shame. I am not ashamed of Catherine and she is not ashamed of her mental illness.

Second, if you need help, get it. Demand it, seek it out. Access to care can still be difficult but it is improving and continuing to demand it is the only way to make sure that anyone who needs help will get it.

Third, there is hope. Treatment works. There is so much exciting research ongoing into the brain and understanding mental illness that there is much good news.

Fourth, you are not alone. Mental illness touches almost everyone in this country and we need to pull together to break down the stigma and ensure that all Canadians get the care they need.

Valerie Pringle is an advocate for mental health. She is a member of the Board of the Centre for Addiction and Mental Health Foundation and the Ontario Brain Institute among other not-for-profit activities. She was appointed to the Order of Canada in 2006 for her contributions to communications and her volunteer work.

Hear more! Valerie Pringle will be a keynote speaker at the Cannexus National Career Development Conference, January 20-22, 2014 in Ottawa. She will share her own career path in broadcasting and her advocacy work fighting for improved treatment for the mentally ill and against the stigma that prevents them from seeking help.



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Valerie Pringle soutient la cause de la santé mentale. Elle est membre des conseils d'administration de la Fondation du Centre de toxicomanie et de santé mentale et de l'Ontario Brain Institute, et participe aux activités d'autres organismes sans but lucratif. Elle a été nommée membre de l'Ordre du Canada en 2006 pour sa contribution au domaine des communications et son travail de bénévole.

s'absentent du travail en raison de troubles mentaux. Cela représente des frais de 51 milliards de dollars par année. Les employeurs pourraient et devraient aborder les questions de santé mentale de façon plus proactive, à la fois parce qu'il s'agit d'une bonne pratique commerciale et parce qu'ils peuvent ainsi contribuer à créer une société plus empathique et plus saine. Je crois que par sa réaction, le patron de Catherine l'a vraiment aidée à se sentir à l'aise et à faire preuve de franchise.

Certaines entreprises, Bell étant un exemple digne de mention, jouent un rôle de premier plan pour soutenir cette cause, en développant des pratiques d'excellence en matière de santé mentale au travail.

Catherine et moi aimerions mettre quatre points en évidence.

Premièrement, il n'y a pas de honte à y avoir. Débarrassez-vous du sentiment de honte. Je n'ai pas honte de Catherine et elle n'a pas honte de sa maladie mentale.

Deuxièmement, si vous avez besoin d'aide, faites le nécessaire : demandez de l'aide, cherchez quels sont les services offerts. Il peut être encore difficile d'obtenir des soins, mais la situation s'améliore et il faut continuer à faire des demandes, car c'est le seul moyen de s'assurer que toutes les personnes qui en ont besoin obtiennent l'aide requise.

Troisièmement, il y a de l'espoir. Le traitement fonctionne. Il y a tellement de recherches prometteuses sur le cerveau et sur les maladies mentales que les bonnes nouvelles ne manquent pas.

Quatrièmement, vous n'êtes pas seul. La maladie mentale touche pratiquement tout le monde dans ce pays et nous devons faire front commun pour faire tomber les préjugés et assurer que tous les Canadiens obtiennent les soins dont ils ont besoin.

Vous voulez en savoir plus? Valerie Pringle sera conférencière d'honneur au congrès national en développement de carrière Cannexus, du 20 au 22 janvier 2014 à Ottawa. Elle parlera de son propre cheminement professionnel en télécommunications et de son expérience comme militante en faveur de meilleurs traitements pour les gens aux prises avec des problèmes de santé mentale et contre les préjugés qui les empêchent de demander de l'aide.

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DEFYING THE ODDS:

People with mental health disorders who choose a career in a helping profession

One out of five Canadians (according to Health Canada) will suffer from a mental health disorder at some time in their lives. That's a lot of people, all around us. These individuals are found in every age group and at every socioeconomic level. They use employment assistance or career services. You will encounter them regularly in your office. Maybe you have noticed that a considerable proportion of young people who have a mental disorder value the helping professions and aspire to work in them eventually. This may be surprising, because it is generally accepted that good psychological balance is a prerequisite for intervention in a helping relationship. In university courses in human relations, professors put great emphasis on getting future practitioners to discover their vulnerabilities and the extent to which they may be sensitive to countertransference, etc. Nonetheless, what is the basis for predicting an 18-year-old's psychological balance five or 10 years from now? I suggest you analyze a case from my practice to identify some useful avenues for intervention by professional career counsellors.

Malorie (not her real name) is a student who is starting college. She suffers from major post-traumatic shock due to childhood abuse. She also has problems with family members and recently decided to leave home. From a fairly young age, she has faced multiple difficulties: bullying, academic failure, health problems, etc. She was hospitalized a few times for mental health reasons. In career counselling sessions, Malorie speaks to me very easily about her career interests. She wants to help people. She knows that her past scars can sometimes make her fragile, but she believes that this is a strength for her in circumstances when other people are in distress. She is thinking of becoming a delinquency practitioner or working in the prison system. She has seen practitioners; she knows how useful they can be for her, but she also complains that there are bad practitioners and that she would want to do a better job.

This personal account naturally led me to deep reflection. At first glance, Malorie may appear defensive and shows aggressiveness that is unusual among my clientele. She also seems to attract a lot of attention, whether deliberately or not. She says she still has symptoms related to her post-traumatic shock. In other words, her problems are not solved yet. So why is she nonetheless attracted by the idea of working in the field of psychological suffering? When I asked myself the question, I already had a hypothesis.

“ she believes that this is a strength for her in circumstances when other people are in distress.”

I can understand the choice made by people like Malorie. First of all, from a social constructivist point of view, we can understand that a person constructs hypotheses to explain the unknown based on what she already knows. Faced with the great unknown of her professional future, Malorie hypothesized practicing a helping profession because she deals with these professions every day. She also looks to her experience for evidence supporting her hypotheses. When I listen to this argument, I tell myself that these are only constructs. It makes me want to be prudent.

However, some psychologists, like Boris Cyrulnik, would see Malorie's case from

another angle: resilience. Some people have the capacity to grow when they emerge from a major difficulty. You cannot predict from an adolescent's experience what development curve she will follow. The resources around her (friends, practitioners, community resources) are also an important factor to consider. Malorie's next years will play a determining role.

But this does not explain everything. A career choice at the end of adolescence is part of the development of identity, which is the synthesis of a complex duality. The individual seeks to distinguish herself from others but, to achieve this, seeks to resemble defined groups. Malorie feels different than others of her age, because she was treated differently, at home and at school. She sees herself in more marginal professions, such as criminology or delinquency intervention. However, differentiation from others leads the individual to seek to resemble others, particularly significant adult figures. For many youths, the first source of identification is with their parents. They are often interested in their parents' occupational fields. For youths from dysfunctional backgrounds, the psychosocial practitioner often plays a trusted adult role. Young people like Malorie know the practitioners, what they do and how greatly they are appreciated by others. Added to this is healthy curiosity to find out more about what affects us. Malorie is interested in behaviour and human suffering, because she is trying to give meaning to her experience.

Now that I understood certain aspects of my client's reflection, how could I guide her to informed decisions? I began my intervention by presenting Malorie with a synthesis of the information collected during our first sessions for orientation and self-knowledge. A synthesis on paper lets me show her that she had professional aspirations contradictory to some of her personal characteristics. I took care to identify the client's hypotheses among her capacities for success (for



CHOISIR UNE CARRIÈRE EN RELATION D'AIDE LORSQU'ON a un trouble de santé mentale

Un Canadien sur cinq (selon Santé Canada) souffrira à un moment ou un autre de sa vie d'un trouble de santé mentale. C'est beaucoup de personnes, tout autour de nous. On retrouve ces personnes dans tous les groupes d'âge et niveaux socioéconomiques. Ils fréquentent des services d'aide à l'emploi ou d'orientation professionnelle. Vous les rencontrez régulièrement dans votre bureau. Et vous avez peut-être remarqué qu'une considérable proportion des jeunes ayant un trouble de santé mentale valorisent les professions de la relation d'aide et aspirent à y œuvrer un jour. Cela peut surprendre, car il est généralement admis qu'il faut au contraire avoir un bon équilibre psychologique pour intervenir en relation d'aide. Dans le cadre des formations universitaires en relations humaines, les professeurs insistent beaucoup pour faire découvrir aux futurs intervenants leurs vulnérabilités, à quel point ils peuvent être sensibles au contre transfert, etc. Mais, en même temps, sur quelles bases peut-on prédire l'équilibre psychologique qu'un jeune de 18 ans aura dans 5, 10 ans? Je vous suggère d'analyser un cas issu de ma pratique afin de dégager des pistes d'intervention utiles pour les professionnels en counseling de carrière.

Malorie (nom fictif) est une étudiante qui débute ses études collégiales. Elle souffre d'un important choc post-traumatique suite à des abus vécus lors de son enfance. Elle vit aussi des problèmes avec les membres de sa famille et a décidé récemment de quitter le foyer. Depuis un assez jeune âge, elle a été confrontée à de multiples difficultés : intimidation, échecs scolaires, problèmes de santé, etc. Elle a été hospitalisée à quelques reprises pour des raisons de santé mentale. En démarche d'orientation, Malorie me parle très facilement de ses intérêts professionnels. Elle veut aider les gens. Elle sait que les cicatrices du passé peuvent la rendre parfois fragile, mais elle croit que c'est pour elle une force, dans les circonstances où ce sont les autres qui sont en situation de détresse. Elle sent que son vécu est un bon bagage pour l'aider

à gérer des situations de crise. Elle en a tellement vu que la souffrance physique ou mentale ne l'intimide plus. Elle songe à devenir intervenante en délinquance ou à travailler dans le milieu carcéral. Des intervenants, elle en a vus. Elle sait à quel point ils ont été utiles pour elle, mais elle se plaint aussi qu'il y en a des mauvais et elle souhaiterait faire un meilleur travail. Elle connaît le monde de la rue. Elle a 18 ans et sent déjà qu'elle est prête à « redonner aux plus jeunes ».



Ce témoignage m'a naturellement fait beaucoup réfléchir. De prime abord, Malorie peut paraître défensive et manifeste une agressivité peu commune parmi ma clientèle. Elle semble aussi attirer beaucoup l'attention sur elle, que cela soit volontaire ou non. Elle dit aussi avoir encore beaucoup de symptômes liés à son choc post-traumatique. Autrement dit, ses problèmes ne sont pas encore réglés. Alors pourquoi est-elle tout de même attirée par l'idée de côtoyer le monde de la souffrance psychologique? En me posant la question, j'avais déjà une hypothèse.

Je peux comprendre le choix des personnes comme Malorie. D'abord, d'un point de vue socioconstructiviste, on peut comprendre que la personne construit des hypothèses afin d'expliquer l'inconnu à partir des choses qu'elle connaît déjà. Face au grand inconnu du futur professionnel, Malorie se fait une hypothèse d'elle-même en exercice d'un métier de relation d'aide, car ce sont des métiers qu'elle côtoie au quotidien. Elle recherche dans son expérience des preuves venant appuyer ses hypothèses. Lorsque j'écoute cet argumentaire, je me dis que ce sont justement des constructions. Ça donne envie d'être prudente.

Toutefois, certains psychologues comme Boris Cyrulnik verraient le cas de Malorie sous un autre angle : celui de la résilience. Certaines personnes ont la capacité de sortir grandies d'une importante difficulté. On ne peut pas prédire, à partir du vécu d'une adolescente, la courbe de développement qu'elle suivra. Les ressources qui l'entourent (amis, intervenants, ressources communautaires) sont aussi un facteur important à considérer. Les prochaines années de Malorie seront déterminantes.

Mais cela n'explique pas tout. Le choix de carrière à la fin de l'adolescence s'inscrit dans le développement de l'identité qui est la synthèse d'une dualité complexe. La personne cherche à se distinguer des autres, et pour y arriver, recherche des ressemblances avec des groupes définis. Malorie m'a déjà dit se sentir investie d'un don spécial pour percevoir l'état de santé des gens. Elle se sent différente des autres de son âge, car elle a été traitée différemment, à la maison comme à l'école. Elle se voit dans des métiers plus marginaux comme ceux de criminologue ou d'intervenant en délinquance. La différenciation des autres amène toutefois la personne à vouloir ressembler à d'autres, notamment à des figures adultes significatives. Chez une bonne quantité de jeunes, la première source d'identification se fait à partir des parents. Les jeunes sont souvent intéressés par les domaines professionnels de leurs parents. Chez les jeunes issus de milieux dysfonctionnels, c'est souvent l'intervenant psychosocial qui prend un rôle d'adulte de confiance. Des jeunes comme Malorie connaissent les intervenants, ce qu'ils font, à quel point ils sont appréciés des autres. À cela s'ajoute la saine curiosité d'en savoir plus sur ce qui nous affecte. Malorie s'intéresse au comportement et à la souffrance humaine, car elle tente de donner un sens à son expérience.

Maintenant qu'on comprend certains éléments de la réflexion de ma cliente, comment la guider vers des choix éclairés? J'ai commencé mon intervention en présentant à Malorie une synthèse des informations

example: "My experience will help me understand others"). I then focused on Malorie's strengths. She has several: she is resilient, a go-getter, ready to deal with the unexpected, resourceful and autonomous. She tells me she is creative and has a lot of imagination. This has been very useful in overcoming her tribulations. We noted all this information on the same synthesis sheet. We were then ready to look through the documentation on the occupations that attract her, taking care

to note the possible pitfalls regarding her limits. It was then time to conclude, in light of the information collected, whether the person sees herself going ahead down this path and addressing the identified challenges by using her identified strengths. If your clients are like Malorie, they probably will choose to try their luck and forge ahead. Malorie has applied for admission to a training program as a delinquency practitioner. In the field, with her professors, she ultimately can validate

her hypothesis and they can help her develop professionally. We must trust the teachers and the professional orders to supervise their practice well.

So will Malorie be happy with a career in a helping profession? There is no answer to this question. My approach is to let the individual move towards her goals, while suggesting she develop a Plan B, just in case. And remember: there will always be people who defy statistics.

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colligées pendant les premières rencontres qui ont servi d'accueil et de connaissance de soi. Une synthèse sur papier m'a permis de lui démontrer qu'elle avait des aspirations professionnelles contradictoires avec certaines de ses caractéristiques personnelles. J'ai pris soin d'identifier les hypothèses de la cliente sur ses capacités à réussir (par ex. : « Mon vécu va m'aider à comprendre les autres »). Ensuite, j'ai porté attention aux forces de Malorie. Elle en a plusieurs : elle est résiliente, fonceuse, prête à faire face à l'imprévu, elle est débrouillarde et autonome. Elle se dit créative et a beaucoup d'imagination. Cela lui a été très utile pour traverser les épreuves. Tous ces renseignements sont également notés sur la même feuille synthèse. Nous étions alors prêtes à parcourir la documentation sur les métiers qui l'attirent, en prenant soin de noter les écueils possibles au regard de ses limites. Vient le moment ensuite de conclure, à la lumière des informations colligées, si la personne se voit aller de l'avant dans

ce projet et relever les défis identifiés en utilisant les forces identifiées. Si vos clients sont comme Malorie, ils choisiront probablement de tenter leur chance et de foncer. Malorie a fait une demande d'admission dans un programme de formation d'intervenant en délinquance. C'est sur place, avec ses professeurs, qu'elle pourra valider ultimement son hypothèse et ils pourront l'aider à se développer professionnellement dans ce domaine. Nous devons faire confiance

aux enseignants et aux ordres professionnels pour bien encadrer leur pratique.

Alors, est-ce que Malorie sera heureuse dans une carrière en relation d'aide? Il n'y a pas de réponse claire à cette question. Mon approche m'amène à laisser la personne tendre vers ses buts, en lui suggérant de se prévoir un plan B, juste au cas... Et souvenons-nous qu'il y aura toujours des gens qui défieront les statistiques.

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As career professionals, we encounter a large number of people with some kind of mental health issue, yet most of us do not have any specific training in the mental health field. This can lead to feelings of ineffectiveness and frustration. A well-publicized statistic is that one in five people experience some form of mental health issue in their life. As such, it's not surprising that many of our clients may be struggling with something – especially when you consider the stress they're under.

We are not mental health professionals. However, it is important to understand our clients' mental health issues as best we can so that we can fully help them navigate through the job search process and find the right job. It's also important to know how the stressors of working may impact their mental health in order to ensure they are set up for success.

Some career professionals may be a bit fearful to work with people with mental health issues due to negative stereotypes, often perpetuated by the media, that they are violent and unpredictable. It is extremely important to understand that this is simply not the case. As the Canadian Mental Health Association states, "people with mental health issues are not more violent than any other group in our society. Multiple studies have proven that there is very little relationship between most of these diseases and violence."

In this article, I will discuss some of the challenges that many of us encounter in our work with people with mental health issues. I will also propose some suggestions for how we can make our work more effective.

Sometimes the recent stressors that clients encounter by being unemployed and job searching may trigger a mental health issue for the first time in their life. In this case, it is very likely undiagnosed and they probably have little or no supports in place to help them deal with it. In other cases, the client may have been dealing with this issue for a long time but has never been diagnosed or reached out for assistance. In these instances, even if you try to broach the topic, they may be very unwilling or unable to discuss their issues with you because they don't fully recognize it themselves.

A titre de professionnels de l'orientation, nous rencontrons de nombreuses personnes aux prises avec un problème de santé mentale. Cependant, comme la plupart d'entre nous ne possèdent pas de formation particulière dans ce domaine, il se peut que nous éprouvions un sentiment d'inefficacité et de frustration. Selon des statistiques très médiatisées, une personne sur cinq souffrira d'un problème de santé mentale sous une forme ou une autre au cours de sa vie. Par conséquent, il n'est pas étonnant que bon nombre de nos clients soient confrontés à un problème de cet ordre, particulièrement si l'on tient compte du stress qu'ils subissent.

Nous ne sommes pas des professionnels de la santé. Toutefois, il importe que nous comprenions les problèmes de santé mentale de nos clients le mieux possible afin de les aider pleinement tout au long du processus de recherche d'emploi. Il est également important de connaître les répercussions des facteurs de stress du travail sur leur santé mentale afin de s'assurer qu'ils sont sur la voie de la réussite.

Certains professionnels de l'orientation hésitent à travailler avec des personnes aux prises avec des problèmes de santé mentale en raison des stéréotypes négatifs de violence et d'imprévisibilité souvent véhiculés dans les médias. Il est extrêmement important de comprendre qu'il n'en est rien. Selon l'Association canadienne pour la santé mentale : « Les gens confrontés à des problèmes de santé mentale ne sont pas plus violents que tout autre groupe de la société. De nombreuses études ont prouvé qu'il existe très peu de lien entre la violence et la plupart de ces conditions. »

Dans cet article, je parlerai de certains des défis auxquels font face bon nombre d'entre nous lorsque nous travaillons avec des personnes souffrant de problèmes de santé mentale. Je ferai également quelques suggestions sur la façon d'accroître l'efficacité de notre travail.

Il arrive parfois que des clients ayant subi des facteurs de stress récents dus au chômage et à la recherche d'un emploi souffrent d'un problème de santé mentale pour la première fois de leur

Even if the client is well aware of their mental health issue, they may be very hesitant to discuss it with you due to fear of stigma and a repeat of negative reactions they've experienced in the past. They may even worry that you would stop working with them or refuse to promote them to an employer because of their mental illness. This might be a completely unfair assumption on their part but their inherent fear is understandable as they may have been burned many times before.

Another challenge that you may encounter when working with people with mental health issues is that their behaviour and mood may change over time, or even fluctuate from week to week. This can be especially frustrating for you if they haven't told you anything about their mental health issue. If you don't know what's going on, it's easy to assume that the client isn't interested or motivated to work as they don't reliably attend appointments. However, this may very well not be the case. They may simply not have developed effective strategies to manage their symptoms.

In addition, it's important to note that people with mental health issues often have a number of appointments. In addition, they may struggle with certain times of the day due to their mental health or medication side effects. For these reasons, they may not be able to be as flexible with appointment times. Again, if they have not disclosed their mental health issue to you, this may unfortunately seem like lack of motivation.

What can career professionals do?

So, as a career professional, what can you do? My first suggestion is to create an open space for clients to talk about their mental health. Developing a positive and trusting relationship with the client is the first step for them to feel more comfortable opening up. Asking open-ended questions like "How are you doing in general?" can often start a conversation around this. In addition, having visual cues around the office (like posters and pamphlets) on mental health resources can help clients see that they are in a safe space and may reduce their fears of stigma.

It's also important to normalize the negative feelings that clients are experiencing. Many clients will be experiencing more stress, anxiety and depressive feelings than ever before. It's often hard to tell whether this is due to a mental health issue or simply due to the stress of being unemployed and job searching. Either way, it's important that they understand that what they're experiencing is completely normal. Sometimes simply having so many negative emotions can be a stressor in and of itself, which can start a vicious cycle leading to further emotional turmoil. If they understand that what they're going through is very normal, they may not be as stressed about their stress.

If a client does open up to you about their mental health issue, ensure that you don't make any assumptions. Two people with the same diagnosis may experience very different symptoms, so that doesn't tell us anything about their experience. Ask the client what their mental health issue looks like for them and how it may impact their job search

vie. Le cas échéant, il est fort probable que le problème ne soit pas diagnostiqué et que ces personnes ne bénéficient pas du soutien nécessaire pour les aider à traverser cette épreuve. Dans d'autres cas, le client est peut-être aux prises avec ce problème depuis longtemps, mais n'a jamais obtenu un diagnostic ou demandé de l'aide. Dans de telles situations, même si vous tentez d'aborder le sujet, il se peut que le client refuse de discuter de son problème avec vous ou qu'il en soit incapable puisqu'il n'en reconnaît pas tout à fait l'existence.

Même si le client est très conscient de son problème de santé mentale, il se peut qu'il hésite à vous en parler de peur d'être jugé et de susciter des réactions négatives comme par le passé. Il peut même craindre que vous mettiez fin à votre relation avec lui ou que vous refusiez de faire valoir ses compétences auprès d'un employeur en raison de sa maladie mentale. Bien qu'il s'agisse sans doute d'une supposition mal fondée de sa part, cette réaction est compréhensible puisqu'il a probablement été échaudé plusieurs fois.

Le comportement et l'humeur des personnes souffrant de problèmes de santé mentale peuvent changer avec le temps, voire d'une semaine à l'autre, ce qui peut constituer un autre défi pour vous. Cette situation peut s'avérer particulièrement frustrante si elles ne vous ont pas informé de leur problème. Si vous ne savez pas ce qui se passe, vous pouvez facilement présumer que le client n'est pas intéressé ou motivé à travailler puisqu'il ne respecte pas ses rendez-vous. Ce n'est toutefois sans doute pas le cas. Il n'a peut-être pas trouvé de stratégies efficaces pour gérer ses symptômes.

De plus, il est important de mentionner que les personnes souffrant de problèmes de santé mentale ont souvent plusieurs autres rendez-vous avec des professionnels de la santé. De plus, en raison de leur santé mentale ou des effets secondaires de leur médication, il se peut que ces personnes aient plus de difficulté à certains moments de la journée. Par conséquent, elles feront peut-être preuve de moins de souplesse en ce qui a trait aux heures de rendez-vous. Encore une fois, si votre client ne vous a pas dévoilé son problème de santé mentale, vous pourriez malheureusement interpréter son comportement comme un manque de motivation.

Que peuvent faire les professionnels de l'orientation?

En tant que professionnel de l'orientation, que pouvez-vous faire? Je vous suggère d'abord de créer un espace positif où les clients peuvent parler de leur santé mentale. La première étape pour que votre client se confie plus facilement consiste à établir une relation de confiance avec lui. Pour amorcer le dialogue, il est recommandé de poser des questions ouvertes telles que « Comment allez-vous en général? ». En outre, le fait de placer des affiches ou des brochures sur les ressources en santé mentale dans votre bureau peut aider vos clients à constater qu'ils se trouvent dans un endroit sûr et peut contribuer à réduire leur crainte d'être jugés.

Il importe également de normaliser les sentiments négatifs des clients. De nombreux clients éprouveront plus de stress, d'anxiété



and/or work life. If you're looking to improve your own mental health literacy, Mental Health First Aid can be a useful course and is offered across Canada. Go to mentalhealthfirstaid.ca for more information.

However, it's extremely important to note that, as career professionals, our role isn't to be a mental health counsellor, even if you have the skills and training to do this. Therefore, if your discussions with your client start to cross the line into more personal issues, set boundaries and be clear about what your role is and isn't. If the client is open to talking more about their mental health, great! You can refer them to other resources for them to do so, such as their family doctor or counselling services. If the client is new to mental health services, case management services can also be helpful to connect them to resources.

Despite our best efforts, some clients may not open up about their mental health concerns, and that's okay. All we can do is set up a space and create a relationship that makes them feel as safe as possible to do so. Raising awareness and working to bring mental health issues to light will help, over time, to create more spaces that feel safe so people can open up. Let's start the movement!

Tara Shuster has a BAH in Psychology from Queen's University and a Career and Work Counsellor Diploma from George Brown College. She has worked in career counselling with both the general population and specifically in mental health. She is currently the Employment Specialist at Reconnect Mental Health Services where she developed and implemented the Reconnect to Work program to assist clients with mental health issues re-enter the workforce.

See the online version of *Careering* for additional web-exclusive content, including an article by Heather Powell on the importance of language when working with clients experiencing mental health issues.

et de symptômes dépressifs que jamais auparavant. Il est souvent difficile de déterminer si cela est dû à un problème de santé mentale ou simplement au stress associé au chômage et à la recherche d'un emploi. Quelle que soit la cause, il est important qu'ils comprennent que ce qu'ils ressentent est tout à fait normal. Le fait d'entretenir tant d'émotions négatives peut parfois s'avérer un facteur de stress, ce qui peut amorcer un cycle néfaste menant à une détresse émotive encore plus grande. S'ils comprennent que ce qu'ils vivent est tout à fait normal, ils ne seront pas aussi stressés par leur stress.

Si un client se confie à vous au sujet de ses problèmes de santé mentale, assurez-vous de ne pas faire de suppositions. Puisque deux personnes avec le même diagnostic peuvent éprouver des symptômes très différents, nous ne pouvons rien présumer de leur expérience. Demandez au client comment il perçoit son problème de santé mentale et quelles répercussions son problème pourrait avoir sur sa recherche d'emploi et sa vie au travail. Si vous souhaitez en apprendre davantage sur la santé mentale, les cours Premiers soins en santé mentale, offerts partout au Canada, peuvent s'avérer une ressource utile. Rendez-vous à mentalhealthfirstaid.ca/FR pour obtenir plus d'information.

Toutefois, il est extrêmement important de souligner qu'à titre de professionnels de l'orientation, notre rôle n'est pas celui d'un conseiller en santé mentale, et ce, même si vous possédez les compétences et la formation dans ce domaine. Par conséquent, si vos conversations avec le client tendent à glisser vers des sujets trop personnels, établissez des limites et soyez clair au sujet de votre rôle. Si le client est disposé à parler davantage de sa santé mentale, tant mieux! Vous pouvez alors le diriger vers d'autres ressources telles que son médecin de famille ou des services de consultation. Si le client n'a jamais fait appel à des services de santé mentale, les services de gestion de cas peuvent aussi l'aider à trouver des ressources appropriées.

Malgré tous nos efforts, certains clients ne parleront pas de leurs problèmes de santé mentale et nous devons l'accepter. Tout ce que nous pouvons faire, c'est de créer un environnement et d'établir une relation qui les met le plus en confiance possible afin de leur permettre de s'exprimer. Le fait de susciter une prise de conscience et de faire la lumière sur les problèmes de santé mentale contribuera, avec le temps, à créer plus d'environnements où les gens pourront se confier en toute sécurité. Démarrons le mouvement!

Tara Shuster possède un baccalauréat ès arts (lettres et sciences humaines) en psychologie de l'Université Queen's et un diplôme de conseillère d'orientation et du travail du Collège George Brown. Elle a travaillé en orientation professionnelle à la fois auprès de la population en général et des personnes souffrant de problèmes de santé mentale. Elle est actuellement spécialiste en emploi à Reconnect Mental Health Services, où elle a créé et mis en œuvre le programme « Reconnect to Work » qui aide les clients confrontés à des problèmes de santé mentale à réintégrer le milieu du travail.



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CONFÉRENCIERS D'HONNEUR STEPHEN LEWIS, C. C.



Photo: Gordon Griffiths

Humaniste célèbre et ancien envoyé spécial de l'ONU pour le VIH/SIDA en Afrique

VALERIE PRINGLE



Communicatrice primée et ambassadrice pour la santé mentale

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Career Professionals a Critical Link to Employment for Clients with Mental Health Challenges

Career development professionals recognize they are missing skills and knowledge to effectively support an increasing number of clients with mental illness in their job search and career planning, according to a new CERIC-funded project report. The report, entitled *Charting the Course: Mapping the Career Practitioner Role in Supporting People with Mental Health Challenges*, assesses the stigma clients with mental health challenges face, and identifies the skills career practitioners need to successfully support employment and social inclusion.

The report author Neasa Martin of Neasa Martin & Associates worked with the Nova Scotia Career Development Association to undertake a series of surveys, interviews and consultations around removing barriers to employment and improving access to career counselling. Key findings from the survey of 266 career development professionals and clients include:

- A **greater number of clients** are presenting with mental health issues as a factor in their employment; 91% of career practitioners report that they are currently working with mental health clients and 57% agree that **levels of disclosure** within the counselling relationship are increasing.
- Career development professionals themselves are not immune. Nearly half of practitioners (46%) report a **personal experience with mental health problems**. This rate is significantly higher than the population average.
- To be effective, 96% of career practitioners acknowledge that **they require special skills in motivating clients** and ways to enhance work-related coaching skills specific to mental illness.
- Career development professionals **do not feel a high degree of confidence or comfort** in working with mental health clients and clients appear to notice: 50% of mental health clients surveyed say practitioners do not have, and are not sharing, tools for coping with work-based challenges or, that, as clients, they receive good support in accessing work and training opportunities.
- Both career professionals and clients identify **stigma, discrimination and fear as the greatest barriers** in returning to work. Both groups feel that employers are reluctant to hire people with mental illness and that lack of understanding decreases motivation to employ them.
- Clients report their **workplace accommodation needs** are minimal such as: flexible hours to allow for appointments; occasional adjustment in deadlines and work timetables; and providing a less chaotic workspace when required.

- It is well understood by career practitioners that some clients with mental illness face housing instability, loss of family and social support, difficulties accessing childcare, barriers to transportation and poorer overall health. These multiple challenges are recognized as **making career planning more complex** as are government program barriers and policies that limit client opportunities.
- Career development professionals strongly endorse that **work improves mental health** and 89% believe that people do not need to be symptom-free to engage in employment. Practitioners feel clients are being discouraged by mental health professionals from pursuing work. A focus on disability rather than wellness or competence undermines the confidence of clients and discourages them from pursuing their goals.

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■ For clients, the career practitioner relationship is very important. Given the stigma and discrimination towards mental illness, people want to be assured that their privacy will be respected and that they will be listened to without judgment. What clients want most reflects **attitudes, beliefs and behaviours not knowledge-based skills**.

■ Clients say they want to feel respected and included in decision-making. They want to be **seen as people not the diagnosis** and they want career development professionals to keep their focus on helping them pursue their career goals, not on providing mental health counselling.

The definition of a mental health problem used in the project report comes from the Mental Health Commission of Canada: "An emotional or mental health condition that may need treatment from a health professional. This includes any mental disorder

that significantly interferes with a person's functioning (mood & anxiety disorders, excessive stress, substance abuse, gambling disorder, etc.)".

As the report states, employment is a cornerstone of social inclusion. It provides identity, purpose, meaning, social connections, as well as the financial resources needed to participate in one's community. People living with mental health issues face the highest unemployment rate of any disability group and, for many, work remains an elusive goal.

Mental health-related illnesses are the fastest growing occupational disability within Canada and are the single biggest cause of workplace disability leave: 60% of workdays lost are due to depression and one in 20 workers will be diagnosed with a mental health problem/illness. Work-related mental illness and substance misuse is estimated to cost the Canadian economy \$33 billion annually, the report cites.

In this context, career development professionals are a critical link to inclusion in the workforce for mental health clients. The report identifies multiple training needs for practitioners including: managing disclosure; targeted assessment tools, motivation and adult learning strategies; knowledge of local mental health resources; peer support and its role in employment; and understanding labour market opportunities.

Beyond developing educational resources and tools to improve the knowledge and skills of the career practitioner community, the report also identifies the opportunity for career development professionals and their associations to take on an advocacy role with government for better funding and accessibility of mental health services, noting that working collaboratively across disciplines and sectors will improve the quality of services.

The report makes four specific recommendations:

1. Encouraging better co-ordination between mental health and career services;
2. Partnering with consumers in developing training tools;
3. Advocating for improved mapping, availability and access to mental health supports and services; and
4. Addressing government program policies and funding practices that impede access to training and employment services for people living with mental health issues.

It concludes by stating that there is also a recognized need to engage and support employers in hiring people with mental health issues and for best practice guidance on how to successfully accommodate people in the workplace.

The final report can be downloaded from CERIC's website at: ceric.ca/projects. To learn more about the project visit: chartingthecourse.nscda.ca.

Sharon Ferriss is the Director, Marketing, Web & New Media with CERIC – Canadian Education and Research Institute for Counselling where she provides leadership in the development of all communications strategies for CERIC's network of projects and programs, including the Cannexus National Career Development Conference, the ContactPoint website and The Canadian Journal of Career Development.

See the online version of *Careering* for a web-exclusive article from Kathy McKee of the Nova Scotia Career Development Association, titled *Change from Within*. The article explores how career practitioners must be willing to examine their own core values about mental health and how this affects their work.



Career Briefs

National Challenge seeks ideas to promote career development in Canada

In recognition of CERIC's 10th anniversary, The Counselling Foundation of Canada is launching an online competition this summer to solicit ideas and create a national dialogue that can enhance and promote the image of career development in Canada.

The results of a national survey commissioned by CERIC about the Canadian workplace and how Canadians approach their own career development showed that career development, its professionals and their rich contribution to the nation are greatly undervalued. This online competition will serve to surface innovative strategies for how to solve this perception gap in Canada.

These proposals might include: how to change high school curriculum to improve career development's influence; policy recommendations that government could implement to persuade adult learners about the value of career development professionals; or a clever marketing campaign that makes the case about how career development promotes our Canadian economy.

A panel of judges will be assembled to shortlist entries based on their innovation, practicality and potential impact. The career development community will then vote for their top choices online. Three cash prizes of \$5,000 will be awarded by the Foundation in addition to Cannexus14 registrations for the three entries that receive the most votes. Winners will be recognized at the Cannexus conference in January 2014.

Watch for further details on the competition and entry requirements at ceric.ca.

Mentoring works for skilled immigrants

A report published recently by ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) and Accenture demonstrates the efficiency of mentoring for skilled immigrants to Canada. Entitled *The results are in: Mentoring improves employment outcomes for skilled immigrants*, the report makes a case for the economic benefits of mentoring, both for the mentees and society at large.

ALLIES launched its National Mentoring Initiative in 2009, which provides support to 12 mentoring programs across Canada. This

program is meant to help reduce barriers faced by immigrants trying to integrate into the job market in Canada, such as a lack of professional networks and insufficient knowledge of Canadian workplace culture, by pairing internationally trained professionals with a Canadian mentor in the same field of practice. In order to determine how effective mentoring was in helping skilled immigrants secure employment, ALLIES asked Accenture to conduct a survey of mentees across the country.

The findings confirm that the mentoring relationship leads to significantly better employment and financial outcomes for skilled immigrants. Unemployment among the mentees went from 73% to 19% over a 12-month period, while full-time earnings increased by as much as 62%. The mentees were also much more likely to be employed in their field and at the appropriate level. The report also points out that mentees find work faster than the average newcomer, and that most of them find permanent work.

Visit maytree.com/integration/allies for the full report.

Hope central to students' vocational identity

A sense of hopefulness is a significant pathway to school engagement and vocational identity for post-secondary students, new CERIC-funded research has found. The research study, led by Dr Norman Amundson (University of British Columbia) and Dr Spencer Niles (Pennsylvania State University), recommends that career development professionals need to find ways to enhance hope in students.

Hope seems to play an important role in vocational identity development and, to a lesser degree, academic performance among college/university students both in

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Canada and the United States, according to the research report *Hope-Centered Career Development for University/College Students*.

When hope is absent, students may be less likely to engage in diverse school activities; students with a lack of hope also may be less likely to have crystallized vocational identities and to achieve high GPAs. Thus, it is crucial for career practitioners and educators to promote hope in students. Career and school counsellors need to assess and address students' hope as an integral part of career counselling and education. By fostering hope in students, they can help students engage in valuable school activities, which in turn, help students develop a sense of vocational identity and achieve successful academic performance.

To read the report, visit the ceric.ca/projects page.

Widening the circle for Aboriginal people

Aboriginal people in Canada are the fastest-growing population segment, and more and more Aboriginals are attaining higher levels of education. For employers, it is a huge opportunity; however, there are still multiple barriers, as much for employers as for Aboriginal people, which prevent both from taking full advantage of this situation. Lingering prejudice, a lack of opportunity to learn about careers, remote locations and different definitions of success are just a few of them.

Seeking to address this challenge, Deloitte spearheaded Dialogue on Diversity, an initiative whose focus was to create connections between Aboriginal people and business. This series of dialogues explored ways in which these barriers could be overcome, and closer, more effective ties forged between Aboriginal Canadians and employers.

The project's final report underscores how important such an effective relationship is for resource companies in particular: "With Canada's economy relying largely on extraction and resource development, the need for skilled workers in many regions of the

country will only increase. In remote northern communities, more and more organizations are discovering – often the hard way – the value of listening to Aboriginal people and looking to them for guidance."

The report, *Widening the Circle: Increasing opportunities for Aboriginal people in the workplace*, can be downloaded from Deloitte's website at deloitte.com/ca.

The Counselling Foundation of Canada reaffirms its focus on career development

The Counselling Foundation of Canada has completed a year-long strategic review process leading to the adoption of a new Strategic Plan that reaffirms its focus on grant-making to support the career development sphere.



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The Foundation – which funds CERIC – was established in 1959 to create and enrich counselling programs and improve the technical skills of career counsellors in Canada. Since that time it has granted over \$70 million to meet its aims. These funds have supported the launch and/or expansion of numerous post-secondary career centres and seeded many innovative programs, including Pathways to Education, first developed in Toronto's Regent Park neighbourhood and then replicated in other communities nationally. The Foundation also played a leading role in supporting the development of the tri-mentoring model. It has likewise supported programs that promote the employability and career development of new Canadians, LGBT youth, Aboriginal people, women at-risk and persons with disabilities among many others.

The Foundation continues to believe that the future of the career counselling and

career development field is important for the personal development and economic prosperity of Canadians. The Foundation's Strategic Plan articulates three priority areas of focus for the coming years:

1. Helping to Foster a Sense of Clarity About and Recognition of the Value of the Career Counselling & Career Development Field
2. Actively Participating in the Discussion of the Link Between Education and Work in Canada
3. Becoming More Active in the Philanthropic and Charitable Sectors

Read more about the Foundation's plans in *Looking Ahead: Highlights from our 2012 Strategic Review* at counselling.net.

Canada's Career Imperative: Fixing the 'talent disconnect'

This year CERIC has begun hosting a series of roundtable events across Canada to discuss fixing our "talent disconnect" where individual skills and interests don't always line up with emerging career options or what regional job markets immediately offer.

The goal of Canada's Career Imperative is to have a national conversation about how to "develop, connect and retain the best of our talent" to meet the ever-changing needs of disruptive markets. This is a discussion in which business, education and government all have a stake.

Canada's Career Imperative recognizes that with the constant swings in and out of recession and with major global forces that rapidly impact the world of work (technology, aging demographics, social behaviour), there is a real need for genuine, innovative and collaborative action.


Discussion at the roundtables has been focused on three key questions:

- If there was one thing you would change to make the work search & talent match process work better, what would it be?
- Variant language describes the "talent disconnect" dilemma. What would you say to make a strong business value proposition for career development services all through the work-life cycle as our nation's investment?
- What are some examples in your regional area of collaborative innovations where business (small & large), education, community-based services, trade groups and government are developing and connecting people with productive and rewarding career opportunities?

Roundtables have already been held in Burlington and Toronto. Further roundtables will be held in Calgary in June and in Moncton, Montreal, Winnipeg and Vancouver in the fall.

To follow the discussions, visit ceric.ca/talentdisconnect where reports from each city are being posted.

Sometimes the future knocks on their door.



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There's another option for those wishing to upgrade their academic skills in preparation for employment or educational opportunities.


ACE (Academic and Career Entrance certificate) is a provincially developed academic program recognized as a grade 12 (OSSD) equivalent by Ontario colleges, Apprenticeship and a growing number of employers including VALE INCO, Procter & Gamble, Tembec, Real Estate Council of Ontario and Napanee Machine, Welding and Fabricating.

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Traditionally offered in-class through Ontario's 24 community colleges, ACE courses and certification are now available online:


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College Sector Commission
for Adult Upgrading

The Job Search Cookbook:

A Recipe for Strategic Job Search Management



Dr John-Paul Hatala is currently an Assistant Professor at Rochester Institute of Technology in the Human Resource Development Program, a Senior Fellow at the University of Ottawa and an Adjunct Professor at Louisiana State University in the School of Human Resource Education and Workforce Development, Baton Rouge. Additionally, he is the founder of the Social Capital Development firm Flowwork International and is Chief Researcher at snagpad.com. He also blogs about career development at contactpoint.ca.

For experienced employment counsellors, the job search process can seem fairly transparent, based on clear, easy-to-grasp principles and steps. But for jobseekers, the process can appear complicated, confusing and full of pitfalls that can derail their efforts to find work. *The Job Search Cookbook: A Recipe for Strategic Job Search Management* (Get in the Flow Publishing, 2012) by John-Paul Hatala, PhD provides an easy-to-follow, step-by-step “recipe” for an efficient job search.

Hatala suggests that the hardest part of job search is usually not the process of putting together resumes or cover letters, or even going to interviews. Rather, it is facing rejection from potential employers and playing the waiting game after applying for a position or being interviewed. Career development practitioners may take it for granted that clients understand this, but jobseekers who are unaware this comes with the territory may quickly become discouraged and demotivated.

In the book, Hatala emphasizes the importance of jobseekers accepting that rejection is inherent in the process. Often career and employment counsellors play a role in helping clients to cope with this challenging aspect of job search. The better clients understand the process, the better they will be able to cope with the inherent challenges. Managing the process and one’s emotions while engaged in job search are keys to maintaining motivation during the difficult periods when it seems as though

a lot of effort is being invested but nothing’s happening.

As one ingredient for maintaining motivation and momentum, Hatala encourages jobseekers to identify their Job A and Job B. Like the notion of Plan A and Plan B, jobseekers may not be successful initially in securing their first choice of employment – their Job A. Hatala recommends identifying a Job B – a position that, while not exactly their first choice, may provide them with an opportunity to get into an organization or department where their Job A exists, or to develop skills that would make them more qualified for Job A. If nothing else, Job B may allow jobseekers to maintain an ongoing employment record rather than being out of work for a lengthy period. Jobseekers can conduct parallel job searches for both Job A and Job B, increasing the pool of potential employment opportunities.

Other ingredients Hatala offers include:

- Monitoring job search numbers – the available opportunities, the number of applications an individual submits and the number of interviews they get. Keeping track of these numbers allows jobseekers to see where their efforts are paying off and what’s working or not working in their approach to looking for work.
- Identifying the what, who, when, where and why of the client’s job search (for example, who is involved in their job search, where and when they are looking for work).

- Understanding the hiring cycle. It can take six to eight weeks in many cases to fill entry-level positions, longer for more specialized positions. Applicants may not be aware that they are entering a hiring cycle very late in the process (i.e. some weeks after a job has been posted), then end up frustrated because it seems they weren’t even considered. In some cases, organizations have already made a hiring decision even though a position appears to still be open. Maintaining momentum by continuing to apply for positions is critical. The applications that the client submits today may take many weeks to bear fruit so understanding this aspect of the process is important for jobseekers to minimize their frustration at how long it takes to find work.

This is just a “taste” of the ingredients in Hatala’s book, which is written in readable, transparent language that would be suitable for most clients. He offers many helpful job search “snacks” (tips) and “taste tests” (written exercises) to keep the reader engaged. Whether you are assisting a client through their employment travels and trials, or you have a client who can work unassisted, *The Job Search Cookbook* provides a good recipe for executing a successful job search. Now that’s cookin’!

Diane Moore, MEd, CMF, is a Professor and Co-ordinator at George Brown College in the Career and Work Counsellor Program and is Vice-Chair of the Provincial Stewardship Group for certification in Ontario. She has worked in the field of career counselling, adult education, consulting and outplacement for the past 25 years.

Hiring in the Cloud:



Conducting a hire can be resource-intensive, especially for a small not-for-profit. At Framework, we are a team of six who run 12 Timeraiser events across Canada. The demands of this programming mean that we have limited time to dedicate to hiring new staff.

We are constantly looking for ways to make ourselves more efficient, collaborative and transparent to our stakeholders. In pursuit of these goals, we often test out new processes and use our experience as a case study for the non-profit sector.

Our most recent experience was hiring a new event planner while hosting four Timeraisers in three weeks. With very little time, we needed to find a way to efficiently attract, screen, interview and hire a strong event planner for the 2013 Timeraiser season. We decided that this was the best time to pilot HR in the Cloud, which uses a combination of affordable, simple-to-use and integrated cloud-based technologies.

Our main goals for HR in the Cloud are to:

- Avoid repetitive or redundant tasks
- Easily share the workload and collaborate while assessing applicants
- Learn more about our applicant pool to improve future postings

In order to accomplish this, we used a combination of cloud tools that talk to each other:

- A project management tool (Smartsheet)
- A cloud storage solution (Box.com)
- A content management system (Weebly)

While these are the tools we chose, there are other comparable options on the market. It is important to evaluate tools based on the features needed, their interconnectivity and your budget.

Here is how to perform your next hire in the cloud:

Step One: Get Rid of Email Submissions

Make it clear in the job posting that submissions should not be sent to an HR specific address or a member of staff's email. Instead, use your project management tool to create an intake form and embed it on your website using your content management system. In the job posting, you direct them to the appropriate URL.

Step Two: Collect Applications and Prepare the Hiring Team

All the applications are collected and automatically populate a spreadsheet that is hosted online. Users can view and edit this spreadsheet from any Internet-enabled device. Simply grant them access to the spreadsheet. All confidential candidate information is secure and not publicly viewable. The resumes and cover letters can be quickly uploaded to a cloud storage file (Box.com, Dropbox, etc.) shared with all the same reviewers.

Everything needed for the review process is organized and shared in under two hours. No printing, no manual input. We timed ourselves opening, downloading and sharing emailed resumes. For the size of applicant pool we had, the preparation time would have been closer to 10 hours.

Step Three: Collaborate, Rank and Interview

Once all reviewers are shared and online, they are able to assess candidates in real time. The team can design the spreadsheet using simple conditional formatting familiar to anyone who has used Excel.

In addition to these rankings, reviewers can begin comment threads on any given candidate, allowing discussion to begin even before the hiring committee meets. Once some decisions have been made, record times, dates and locations for the interviews. Everything is in one authoritative place that can be accessed from any Internet-enabled device.

Step Four: Lessons Learned

You have conducted your interviews and have hired your new employee. So you are done with the spreadsheet? Not yet.

In my capacity as Action Research Co-ordinator, I was not only interested in how much time this process saved us, but also what we could gain from the information we collected. Traditionally, a hiring committee might literally toss out unsuccessful resumes, but what are we really throwing away?

In our efforts to learn from this process, I gathered the data and presented it on our website, without any specific or confidential information about our applicants. You can see these findings at frameworkorg.org/talent-analysis. For example, we required applicants to tell us where they saw the posting. This meant that we knew where our strongest candidates found us, influencing where we post in the future. We learned a lot from analyzing our applicant pool, and will continue to do so to see how our new tactics influence the quality of the applicants we attract.

While this analysis has had positive implications for our organization, we quickly realized that our findings are not only useful to those looking to hire, but also jobseekers. Certainly any future candidates who want to apply to Framework can look closely at how we define a standout application.

The more organizations that do this kind of self-analysis and share their findings, the greater the resource for employees, employers and those who help connect the two: career counsellors, job centres, etc. How could this resource help post-secondary institutions quickly adapt and offer the skills their graduates need for a changing, and increasingly tech-savvy, workplace?

Stephanie McAllister, MA, is Action Research Co-ordinator at Framework where she helps develop capacity-building strategies for the not-for-profit sector. She also works on Framework's marquee event, the Timeraiser, where people bid volunteer hours instead of money on artwork, emerging Canadian artists are paid full market value for their work, and local non-profits are matched with skilled volunteers.



Hot Sites MENTAL HEALTH

Canadian Mental Health Association (CMHA) / Association canadienne pour la santé mentale (ACSM)

This bilingual association offers a diverse and comprehensive array of resources in the field on mental health, from fact sheets to policy papers to research reports.

cmha.ca

The Mindful Employer

This initiative is aimed at increasing awareness of mental health at work and providing support for businesses in recruiting and retaining staff.

mindfulemployer.net

The Mental Health Commission of Canada / La Commission de la santé mentale du Canada

All the MHCC publications can be accessed from their website, including the recent National Standard of Canada for Psychological Health and Safety in the Workplace.

mentalhealthcommission.ca

Mental Health Works! / La santé mentale au travail!

This nationally available program of the CMHA builds capacity within Canadian workplaces to effectively address the many issues related to mental health in the workplace.

mentalhealthworks.ca

Charting the Course

The goal of this project is to identify how career practitioners can best assist clients with mental health issues in their job search and career planning journey.

chartingthecourse.nscda.ca

Workplace Strategies for Mental Health / Stratégies en milieu de travail sur la santé mentale

The website of the Great-West Life Centre for Mental Health in the Workplace provides employers with a variety of free public resources including information, strategies, tools and initiatives.

workplacestrategiesformentalhealth.com

10 Questions for Jennifer Browne

Jennifer Browne is the Director of Career Development & Experiential Learning at Memorial University of Newfoundland. She has worked in the area of career development in both community/non-profit and post-secondary settings.

exposed to a whole new field. I loved helping my fellow students adjust to university and upon graduation decided I wanted to do an MEd in student services. I decided I wanted to focus on career development and help others figure out their gifts and achieve their dreams.

1 In one sentence, describe why career development matters.

Dr Ken Robinson said, "People who love what they do often describe themselves as lucky." I believe career development matters because it helps create a world filled with "lucky" people who reach their full potential and, ultimately, are happier.

2 Which book are you reading right now?

Three books started right now, *The How of Happiness: A New Approach to Getting the Life You Want* by Sonja Lyubomirsky, *The Element: How Finding Your Passion Changes Everything* by Ken Robinson and *Bossypants* by Tina Fey. All are excellent and I highly recommend them.

3 What did you want to be when you grew up?

In kindergarten I wanted to be a teacher. I wanted to be in front of the class and allowed to write on the chalkboard. In high school I wanted to be a speech pathologist and completed my first degree towards that path. During my undergrad I got involved in student leadership programs and was

4 Name one thing you wouldn't be able to work without?

Old fashioned pen and paper. I am constantly making lists of things to do. I know that the gadgets have lots of note-taking applications but nothing is more gratifying to me than crossing a line through something that is completed.

5 What activity do you usually turn to when procrastinating?

I usually end up getting on the web and perusing my favourite websites. Mostly local, national and international news sites, Facebook, and whatever thing I am researching at that time. It used to be cleaning before the internet entered my life.

6 What song do you listen to for inspiration?

Songs have a powerful way of impacting how you feel. "Salt Water Joys" by Newfoundland band Buddy Wasisname and the Other Fellas is a beautiful song that centres me and reminds me of what is important in my life. If I am stressed or a little down, stick on almost anything from the 80s and I am smiling again and ready to tackle whatever lies ahead.



7 Which word do you overuse?

"Fabulous"! I am lucky to have a lot of fabulous people and things in my life so I use it often.

8 Who would you like to work with most?

I like being around people who inspire others, who walk the talk, are passionate and love what they do. I have been lucky to work with a few people like that and it has been a pleasure.

9 Which talent or superpower would you like to have?

I would go with a talent. I would love to play an instrument and sing.

10 What do you consider your greatest achievement?

There are many things upon reflection I am proud of: my kids, my great relationship with my husband, getting the job as a director, and leading a great team in the career centre to reach their full potential and provide creative, transformative programming and services for students. Ask me this again in 20 years and one might jump right out.

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CERIC (Canadian Education and Research Institute for Counselling) is a charitable organization that advances education and research in career counselling and career development.

Le CERIC est un organisme caritatif voué à la progression de l'éducation et de la recherche en matière d'orientation professionnelle et de développement de carrière.

INITIATIVES

Project Partnerships Partenariats de projets

CERIC funds both research as well as learning and professional development projects that advance the body of knowledge in career counselling and career development in Canada. For more information about our current funding priorities and project partnership details, please visit ceric.ca.

Le CERIC finance à la fois des projets de recherche et des projets pédagogiques et de développement professionnel qui promeuvent l'ensemble des connaissances dans le domaine de l'orientation professionnelle et du développement de carrière au Canada. Pour de plus amples renseignements sur nos priorités de financement et nos partenariats de projets, visitez le site ceric.ca.



Canada's bilingual National Career Development Conference promoting the exchange of information and innovative approaches for career development and counselling.
Ottawa, January 20 - 22, 2014.

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Ottawa, du 20 au 22 janvier 2014.



ContactPoint is a Canadian online community program providing career resources, learning and networking for practitioners.

OrientAction est un programme communautaire canadien en ligne destiné aux praticiens(iennes), qui fournit des ressources sur le développement professionnel, l'acquisition de connaissances et le réseautage.



The CJCD is a peer-reviewed publication of career-related academic research and best practices. cjdonline.ca.

La RCDC est une publication qui porte sur la recherche universitaire et les meilleures pratiques évaluées par des spécialistes du secteur. rcdcenligne.ca.

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FoodShare Toronto



Career Practitioner's Role in Supporting People with Mental Health Challenges

Rôle des praticiens de l'orientation qui aident les personnes aux prises avec des problèmes de santé mentale

In partnership with / en partenariat avec
Nova Scotia Career Development Association



Legitimate Opportunities to Work from Home (train-the-trainer webinars)

Véritables possibilités de travail à domicile (formations aux formateurs)

In partnership with / en partenariat avec The
Employment and Education Centre

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CERIC is currently accepting proposals to develop innovative career development resources. Apply for project funding now. ceric.ca/partnerships

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