



August 19, 2010

File: 167298

La Boussole Centre Communautaire Francophone
612 East Broadway
Vancouver, BC V5T 1X6

Re: Employment Services in 2011 / 2012 at La Boussole

Dear Tanniar Lebar:

Thank you for your letter of inquiry regarding extending your existing agreement.

A key priority for the ministry is to maintain service for all clients as we progress to the new Employment Program of BC. We are currently working on a strategy for 2010/11 and 2011/12 leading up to the implementation of Business Transformation on March 31, 2012.

Options will ensure a commitment to on-going business and service continuity. This includes the possibility of extending several agreements to March 31, 2012. As we review agreements for extension, we will also be taking steps to eliminate unnecessary spending and duplication of services. This will ensure all funds are directed to assisting individuals get back into the workforce.

By early September, all proposed extensions will be posted to BC Bid and any organization not offered an extension will be notified directly.

Thank you again for your letter.

Sincerely,

Tami Currie
Executive Director, Service Delivery
Ministry of Housing and Social Development

cc. Jennifer Gough, Employment & Labour Market Services Division
Veronique Mercier, Gouvernement de la Colombie-Britannique
Jenny Kwan, MLA Vancouver – Mount Pleasant



February 14, 2011

s.22

Dear s.22

The Ministry of Social Development received a copy of your letter dated February 3, 2011 addressed to Mireille Beck, Project Manager with Centre Francophone de Service à l'Emploi de l'Okanagan (CFSEO) regarding your experience visiting Global Employment Services in Kelowna on February 2, 2011. As Service Delivery Manager for the Employment and Labour Market Services delivered in Kelowna, Vernon and Penticton, I am pleased to respond.

We understand you visited Global Employment Services February 2, 2011 wishing to meet with a French speaking counsellor in advance of the potential transition of your file from CFSEO. Unfortunately, there was not a bilingual staff member available to speak with you because Global is not contracted to provide their services in French at this present time. In the near future, clients will be able to access Francophone resources at Global Employment Services and a number of other employment centres throughout the Okanagan.

The ministry's service providers complete routine needs assessments to ensure clients are accessing the services they need in a timely manner. The front desk staff member at Global was able to complete a basic needs assessment by asking you a number of eligibility and employability related questions which resulted in your referral to a bilingual case manager at the Okanagan Boys and Girls Club.

Changes to organizations delivering services are a result of the ministry implementing strategies to address the budget reduction of \$67.6M and the elimination of stimulus funding in 2010/11 since the transfer of Labour Market Development Agreement (LMDA) programs to the province in 2009. LMDA contracts were reviewed resulting in the non-extension and extension of agreements to ensure business continuity for British Columbians and ensure funding is invested responsibly. The CFSEO agreement serving Kelowna and Penticton was identified for no further extension past the contract

end date of March 19, 2011. A number of alternate organizations in these communities will be contracted to provide Francophone services when CFSEO's agreement ends.

We encourage you to continue working with your case manager to reach your employment goals. We wish you success.

Sincerely,

Ted Crouch
Service Delivery Manager
Employment and Labour Market Services Division

Translation of letter from client s.22 to Mireille Beck, CFSEO, February 3, 2011 (Translator: Lori Dunn)

"I would like to bring to your attention an unacceptable situation that arose on February 2, 2011 as I presented myself at Global Transition Consulting, at 2448 Main Street. West Kelowna, BC.

After hearing the announcement of the closure of Centre francophone de service à l'emploi de l'Okanagan (CFSEO), I went to this centre [Global] to assure myself of the availability of the services of a French-speaking counsellor to help with a request for funding to return to school.

I asked the receptionist (this person didn't present herself in any other capacity) if it were possible to meet with a French-speaking counsellor. She responded that there was no one in the company who spoke French. If it were absolutely necessary, they could hire a translator.

The receptionist called her supervisor (Barbara) and took my telephone number to call me back to give me the details on someone who could provide me with services in French.

After this conversation, she [the receptionist] asked me why I needed the services of a counsellor. I informed her that I was interested in the program for funding to return to school, and that working with an employment counsellor was fundamental [to the process].

She asked me where I become familiar with the [SDEB] program.

I told her that I had gone to an information session with Bowman Employment Services, and that the application that need to be prepared are very complex and I wanted to ensure that I opened an action plan with someone who understands the process.

I explained to her that:

- I am entirely capable of expressing myself in English but [knowing] that the process is very demanding and complex, I wanted to go through the process with a counsellor who could express themselves in French.

- I had already started the process with the CFSEO and that if my application is not accepted [ready] before their closure in March, I would have to transfer to their office.

She told me that their process is to evaluate candidates and exhaust all of the local employment resources before starting an action plan with a client.

I told her that

s.22
and that if I wanted to return to school I could obtain stable employment, and s.22

Then her supervisor called her and gave her the name of Jenn, from the YES program, a person who works at the Okanagan Boys and Girls Club who could help me in French, as she is the person to whom cases like mine are referred.

This conversation took place at the reception desk. “

MINISTRY OF SOCIAL DEVELOPMENT

INFORMATION NOTE

DATE: February 24, 2011

PREPARED FOR: Allison Bond, ADM
For distribution/information sharing with Service Canada representatives

ISSUE: Francophone Federation Complaint to Official Languages Commissioner

BACKGROUND:

Service Canada has been asked to provide background material in support of a response to a complaint forwarded to the Official Languages Commissioner by the Francophone Federation. This complaint relates to the recent termination/non-extension of some federally funded contracts and to the development and implementation of the new Employment Program for British Columbia.

Specifically, the province has been asked to provide Service Canada information related to the following items:

1. How Francophone organizations have been included in developing the new Employment Program for BC
2. How Francophone clients will be served under the new program model
 - a. How Francophone clients will be served in areas of significant demand
3. Rationale for the non-extension/early termination of contracts

Included in this note is an information summary, including relevant reference materials (in Appendices) to support Service Canada in developing its response.

DISCUSSION:

1. General Key Messages

- All Francophone clients will continue to have access to employment programs and services in their communities when transferred to the extended service provider agreements to ensure service continuity until the Employment Program of British Columbia is implemented in April of 2012.

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- The new Employment Services Centre (ESC) model will provide considerable opportunity for the continued involvement of skilled and experienced Francophone service organizations in communities across the province.
- The ministry is committed to ensuring continued quality services to Francophone populations and supports they need to provide services in French - this has been accommodated in the program model requirements and will meet the needs of the francophone community.
- In the new program, “services provided in French” is a contracted requirement.
- There are measures in place to monitor client outcomes and ensure that the ministry meets or exceeds the outcomes achieved today.
- Francophone clients, like all of our clients in the new program, will benefit from client choice.
- The ministry encourages Francophone service providers to partner with other service providers in order to deliver their services to clients who require them.

2. New Employment Program Overview and Stakeholder Engagement

In February 2009, administration and management of more than \$300 million annually in federal employment programs under Employment Insurance (EI) Part II were transferred to British Columbia’s Ministry of Social Development under the Labour Market Development Agreement (LMDA). These programs are delivered through the combination of a service provider community network and in-house delivery. The ministry’s provincial employment programs amount to \$70 million annually and are delivered through a network of service providers.

In the fall of 2009, the ministry launched the Business Transformation Project (BTP) to improve and integrate employment program service delivery across BC.

Through consultations initiated in 2008, along with research, the ministry identified the following challenges about the current model:

- Administration for clients and service providers is complex
- Duplication of services and administration results in high costs
- Access for clients is unclear and complex - eligibility rules are complicated and
- Service delivery approaches are inconsistent between programs and across regions.

Since that time, the ministry has undertaken a review and analysis of its programs and services and developed a new program and service delivery model. This model has been vetted by staff and stakeholders during a series of engagement sessions and consultations from 2008 to 2011 and via extensive cross jurisdictional review and data analysis.

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The ministry has also solicited feedback and input on the new program and service delivery model through the posting of a Request for Information (RFI) and draft Request for Proposals (RFP) on BC Bid, during which a series of financial information sessions were held for all interested stakeholders. All questions and feedback have been considered in the development of the final program design.

The new program model will:

- Create a flexible, responsive, client-centered system of one program with multiple services
- Eliminate overlaps between federal and provincial programs
- Ensure consistency in service delivery across all communities and
- Improve efficiencies in administrative processes.

The new Employment Program of BC will serve all British Columbians who are seeking employment and are eligible to work in Canada, including specialized populations such as Francophone clients. The program supports employment first for clients through a wide range of integrated employment and labour market supports and services. All clients will have access to the full suite of existing employment services in the new program, regardless of where they live.

Community and service provider organizations have been encouraged to work together to ensure that the necessary skills and expertise are available to support each service so that clients have access to all services through the new program. The model enables communities to determine the best way in which to deliver services to clients in their areas. While core services must be delivered from an ESC, proponents may determine that satellite offices, itinerant services or outreach services best meet the needs of the community.

Appendix A includes information on how Francophone organizations have been engaged in building the new Program.

3. Services to Francophone Clients Under the New Program Model

The ministry is committed to serving all clients and their specialized needs regardless of where they live within the province. As a result, all ESCs will need to make arrangements to ensure that all clients, including Francophone clients, can receive services in a welcoming, safe and accessible environment. In addition to receiving the full suite of employment services in French, Francophone clients will be able to access the following specific resources:

- French speaking staff and case management services will be provided through the ESC outlets via store front, itinerant, outreach or satellite offices in areas of

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significant demand, and French services will be made available through translation services (at a minimum) in all other areas

- Documentation will be available in French and
- French translation options will be available

Under the LMDA, Francophone populations are given special consideration. In areas where there is significant demand, the province is obligated to provide services in French. The areas of significant demand identified are: Victoria, Nanaimo, Vancouver, Abbotsford, Chilliwack, Kelowna, Kamloops, Penticton and Prince George. The ministry has no intention of changing these areas of significant demand. The ministry is committed not only to its obligations under the LMDA, but also to serving all British Columbians and their specialized needs regardless of where they live. As a result, all ESCs, under the new model, will need to make arrangements to ensure that clients can receive services in the language of their choice.

Providing services in French will be commonplace for some ESCs and the service provider will have people on staff who can serve Francophone clients. Alternatively, the ESC may have a nearby service provider who specializes in services to Francophone populations and who can deliver those services in the ESC. In other locations, serving Francophone clients may be a rare occurrence and so service providers will likely partner with a translation firm to make those arrangements when they occur upon client request.

The new program's service delivery model will provide resources to clients who need them, simplify eligibility and access to services and allow for individual choice. Clients will not be categorized by their disabilities or barriers, rather their service needs will be assessed based on their strengths and employment readiness and the access to the services they require determined through eligibility.

Being from a specialized population does not define an individual as someone with barriers to employment. A Francophone client may have no barriers to their ability to get work and they may simply need job search and other skills in order to gain employment. However, for other Francophone clients, they require specialized assessments, specialized services designed to meet their needs and a specialized case manager who can navigate them through those services to the desired outcome.

In order to ensure that specialized populations have access to and continue to receive a consistent level of quality services, a number of monitors, safeguards and performance measures have been developed to ensure the success of the program in delivering services to these populations.

Furthermore, during procurement, the ministry will specifically require proponents to demonstrate their experience and expertise in serving all clients, including specialized populations, in their community. Proponents will need to identify their specialized experience, or will be required to create a relationship with a service provider who can do

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so. The Request for Proposals will identify the Francophone populations currently being served in a community and catchment area.

Appendix B provides the ministry's response to a formal proposal that was made by Francophone service providers to deliver services through a separate, Francophone model.

4. Contract Non-Extension/Termination

The ministry has implemented strategies to address the Labour Market Development Agreement (LMDA) EI Part II budget reduction of \$67.6M since the transfer of LMDA programs to the province in 2009. This reduction includes the elimination of stimulus funding in 2010/11. To continue to assist as many British Columbians as possible to re-enter the workforce and ensure we are investing our funding responsibly, we have taken steps to work within our budget targets by addressing unnecessary spending and duplication of services while creating more consistency and alignment between our programs and services.

The process included a review of all 300 LMDA agreements due to expire on various dates in 2011 to determine which agreements would be extended to March 31, 2012 and align with the launch of the Employment Program of British Columbia in April of 2012. All agreements were reviewed for client service, client numbers, types of services provided and client outcomes.

As a result:

- 268 agreements were identified for extension to March 31, 2012
 - 11 of the 268 extended agreements are organizations that specifically provide Francophone services to French speaking clients due to demand
- 10 agreements were identified for an early end date of January 31, 2011; and
- 17 agreements were identified for no further extension beyond their current contract end date.

Decisions not to extend or to terminate were based on low demand and/or similar employment services available in the community.

There are three LMDA Employment Assistance Services (EAS) agreements identified for non-extension and one identified for early termination that provide services to Francophone populations in BC's communities. Services available to clients through these Francophone EAS agreements include development of a Return to Work Action Plan (RTWAP), labour market information sharing, job search skills, employment counseling, job placement services and case management. When the impacted agreements end, these services will be offered by alternate service providers in the

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communities that have agreements extended to March 31, 2012 to ensure service continuity to clients until the new model is in place April 2012.

Ministry staff and impacted organizations are having discussions and developing transition plans to ensure Francophone clients continue to be served. The transition plans include activities such as communication plans, client notification and file transfer coordination. Transition plans will be implemented prior to the contract end date of the non-extended or terminated agreements to ensure a seamless changeover for Francophone clients.

In addition, negotiations have taken place, between the ministry and service provider agreements that are being extended to March 31, 2012. Agreements are being negotiated to include resources to serve Francophone clients whose files will be transferred. In some cases, the extended agreement holders currently have the resources in place to serve Francophone populations. All Francophone clients will continue to have access to the same programs and services in their communities.



Appendix C shows the service continuity for specialized Francophone client populations in communities where there are impacted service providers. The appendix describes when the non-extended and terminated Francophone agreements end and the alternate organizations that will provide services to Francophone populations. Appendix A also describes the extended agreements that provide specialized services to Francophone clients in areas of demand.

Enclosures/Attachments

- Appendix A Summary of Ministry Engagement, Consultation and Meeting Opportunities for Organizations Serving Francophone Populations
- Appendix B Ministry Response to Proposal for Francophone Service Delivery Model
- Appendix C Summary of Service Continuity for Clients to Extended Agreements

APPENDIX A - SUMMARY OF MINISTRY ENGAGEMENT, CONSULTATION AND MEETING OPPORTUNITIES FOR

ORGANIZATIONS SERVICE FRANCOPHONE POPULATIONS

| Area | When | Meeting/Event/ Stakeholder Group | Attendees | Ministry Staff/ Presenters/Attende es | Location | Context | Related Documents |
|-------|-----------|--|--|--|------------------------------|--|--|
| HQ | 29-May-08 | Meeting with Francophone Federation | Stephane Audet Christine Sotteau Gille Eston Don Harquail | Allison Bond Heather Dickson Gabrielle Nye | Vancouver | |  J:\LMSTO\ELMSD Stakeholder Relatio |
| HQ | 20-Aug-08 | Meeting with Francophone Federation | Christine Sotteau stephane Audet | Rachel Holmes Tami Currie Hal Howie | 1575 West 7th Avenue | Meeting will take place at Federation offices. Reps include from Christine Sotteau, Stephane Audet, colleagues in Kelowna and Victoria and le Collège Éducacentre, le Centre d'intégration des immigrants africains and la Boussole. Rachel provided Christine with a set of question and inquiries from Hal and Tami they would like to discuss. Christine will also provide information on expectations of the Federation. | |
| | 07-Oct-09 | Community Futures ADM | Mireille Beck Tanniar Leba Yves ? | Rachel Holmes Allison Bond Ted Crouch Hal Howie | Best Western Lodge Vernon | Allison Bond spoke at the conference. Questions regarding Francophone services asked - see attached minutes. |  J:\LMSTO\ELMSD Stakeholder Relatio |
| HQ | 19-Jul-10 | Meeting with Francophone Organizations | Tanniar Leba - contact | Allison Bond Tami Currie Wendy Eyres Linda Bradford | Victoria | Met to discuss proposal for Francophone model | |
| HQ | 13-Oct-10 | Urgent - Francophone Employment Services | Veronique Mercier Pierrette Maranda | Allison Bond Rachel Holmes | Conf Call | Occurred | |
| HQ/DM | 23-Feb-11 | BC Social Service Umbrella Organizations | Ian Mass, Federation of Community Social Services Laurelee Olszowiec, BC Association for Community Living Christina Sotteau, Francophone Federation of BC Timothy Welsh, Affiliation of Multicultural Societies & Service Agencies BC | Mark Sieben | Victoria | Occurred | |

Response to Proposal by the Francophone Employment Services Consortium

Overview of the Proposed Collaborative Model

The Francophone Employment Services consortium has proposed a collaborative model to deliver services to the Francophone population in British Columbia. In the proposed model, a collaborative of service providers will become a French Employment Services Centre (known as the Francophone Employment Services Consortium or FESC). This organization will follow consistent administrative protocols that subscribe to the Ministry of Housing and Social Development (the Ministry) employment Program requirements. A governance structure has been proposed to monitor this consistency and ensure that reporting and other requirements set by the Ministry are met. Each member of the consortium is responsible for ensuring access to quality services.

The objectives of the proposal are threefold: to provide direct access to quality employment services in French, provide a centralized reference point for Francophone services to facilitate the entry of French-speakers into the BC economy, and facilitate the Ministry's management of these services through a single contract.

The FESC would reflect the Ministry's requirements around look and feel. Similarly, the entry point will be a "services en français" link from the central website.

The FESC will be the Francophone serving organization for all Employment Services Centres (ESCs) in the Province. In other words, any client in any ESC who seeks services in French would be referred to the FESC.

While a limited number of ESC services are listed in the proposal, it is elsewhere stated that the FESC would provide all ESC services through the FESC.

An online solution is proposed for rural and remote clients to provide certain ESC services.

The proposal argues that the solution is more efficient as this centralized model requires fewer staff than a dispersed model delivering services in French across BC.

Ministry Response

The Ministry recognizes, appreciates and respects that the Francophone serving organizations are working hard to come up with innovative solutions to ensure that they continue to be able to serve Francophones. The proposed model provided by the Francophone consortium suggests a number of areas of concern, such as the possibility of Francophone clients falling through the cracks, or a possible lack of service provider skill or capacity to provide services to Francophone clients. The proposal then provides suggestions for how the FESC would address these concerns.

The Ministry believes that the ESC model, via a number of checks and monitors, will address these concerns and provides considerable opportunity for the continued involvement of skilled and experienced Francophone organizations in communities across British Columbia.

The Ministry agrees and supports a “services en français” component to the website and, like the consortium, believe that this would be a valuable addition for our Francophone clients. The Ministry also believes that many components of the consortium model could be incorporated into the Employment Program of British Columbia (the Program) without a FESC. The Ministry is committed to ensuring continued quality services to Francophones and encourage the consortium to consider how their interests could be accommodated in the Program.

A consortium, for example, could offer to be the referral agency for all Francophone clients. The only difference would be that the arrangements would be with the other ESCs as opposed to with the Province.

Client Access

The Ministry has worked hard to ensure that all British Columbians have easy access to services, and choice in services. The Ministry recognizes and supports the need to provide services in French and have accommodated this in the model requirements. Through the model, there is no need for a specialized ESC to ensure that services will be provided in French as it will be a contracted requirement.

Francophones are considered a specialized population for the purposes of the Program. The Ministry is committed to ensuring that there is no loss of specialized service access for those who need them, including Francophones.

Under the Labour Market Development Agreement (LMDA), Francophones are given special consideration. In areas where there is significant demand, the Province is obligated to provide services in French. The areas of significant demand identified are:

- Victoria
- Nanaimo

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- Vancouver
- Abbotsford
- Chilliwack
- Kelowna
- Kamloops
- Penticton
- Prince George

The Ministry has no intention of changing these areas of significant demand.

The Ministry is committed not only to our obligations under the LMDA, but also to serving all of our clients and their specialized needs regardless of where they live and who they are. As a result, all Employment Service Centres (ESCs), under the new model, will need to make arrangements to ensure that clients can receive services in the language of their choice.

Service Delivery

In some ESCs, serving Francophone clients may be a rare occurrence and so service providers will likely partner with a translation firm to make those arrangements when they occur. In other locations, languages other than English are commonplace and the service provider will likely have people on staff who will be able to serve clients in their language of origin, or have a nearby service provider who specializes in services to that population and who can deliver those services in the ESC.

While this will apply equally to Francophones, because of the LMDA we will require that those ESCs in areas of significant demand have French speaking staff that will be able to serve this clientele. French-speaking case managers must also be available in these areas. This can be done through a number of methods, depending on demand and existing services within the community. For example, French-speaking case managers may be located in a satellite office that specializes in services for the Francophone community. Satellite offices are part of the ESC and can take advantage of the store front services to ensure that their clients can receive the full suite of ESC services available.

The Ministry understands that, for some Francophones, seeking services through an ESC intended to serve a diverse community may be intimidating, or past experience may suggest that they cannot get what they need. As a result, these individuals may need a choice of service centres. They may seek safety and community through a centre which specializes in their needs, or they may prefer to attend the one-stop centre. In either case, clients will have access to the full suite of employment services. Communities will be able, through the procurement process, to identify demand in their community and the needs of the specialized populations that must be met. A stated requirement will be that in areas of significant demand, services in French will need to be offered.

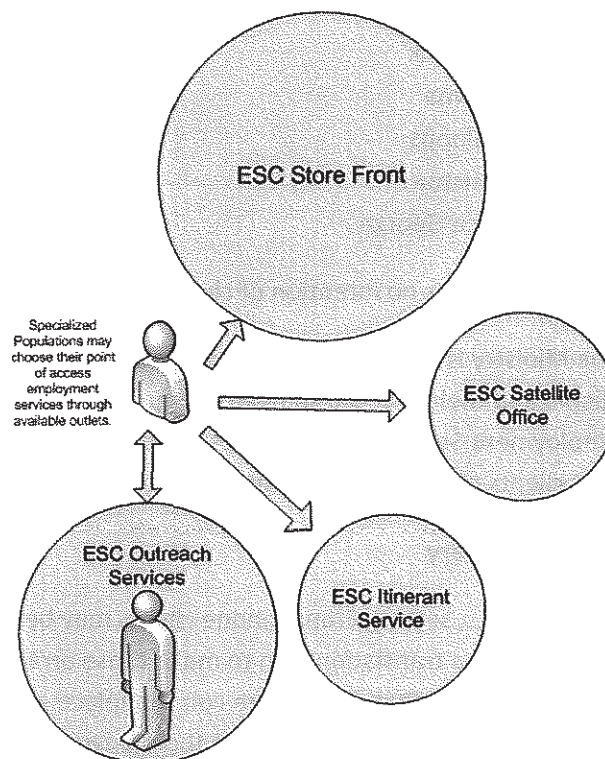
There are options available for services to the Francophone population:

- ESC services (including case management) can be delivered in French through any of the ESC outlets: store front, itinerant, outreach or satellite offices; and
- Specialized services for Francophones can be delivered through specialized service providers for those Francophone clients who need the services in order to gain employment.

The key to the new employment service delivery model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice.

Clients will be treated as individuals and their needs assessed based on their abilities. Their training and development needs may include specialized services, or they may only require basic employment services: this will be

determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach services. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.



Being from a specialized population does not define an individual as someone with barriers to employment. A Francophone may have no barriers to their ability to get work, and they may simply need job search and other skills in order to gain employment. However, for other Francophones, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the desired outcome.

Program Monitors and Measures and Business Sustainability

Francophone organizations have identified a concern that Francophones would fall through the cracks in a model designed to deliver a suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been developed to ensure the success of the Program in delivering services to Francophones and other members of specialized

populations. The attached document, entitled: The New Employment Program: The Model for Serving Specialized Populations, details these measures as well as considerations associated with business sustainability for specialized service providers.

Conclusion

With regard to Francophone services, in areas of significant demand, we will continue to honour the commitment in the LMMA to provide services in French. Further, the procurement process will require all ESCs to ensure that they can make services available in French to clients who require those services. The employment program model will meet the needs of the francophone community, and will ensure services in French. There are measures in place to monitor client outcomes and ensure that we meet or exceed the outcomes we are achieving today. Francophone clients, like all of our clients in the new program, will benefit from client choice.

The Ministry encourages the Francophone service providers to partner with other service providers in order to deliver their services to clients who require them.

Attachment 1: The New Employment Program: The Model for Serving Specialized Populations

The New Employment Program: The Model for Serving Specialized Populations

Introduction

The new Employment Program of British Columbia will serve all British Columbians eligible to work in Canada and seeking employment. The Program supports employment first for Clients through a wide range of integrated employment and labour market supports and services.

All of the services provided within the existing employment programs will be delivered through the Employment Program of British Columbia by way of Employment Services Centres (ESCs). Throughout consultations over the past 18 months with service providers, advocacy groups and others, the Ministry consistently heard that the complexities inherent in running so many programs means clients get lost within the system maze, fail to access services for which they are eligible or simply cannot find services. Integration of programs was repeatedly identified as a coherent way to manage services, treat people as individuals, and ensure that clients receive the needed services for which they are eligible.

The Ministry is committed to serving all of the program clients and their specialized needs regardless of where they live within the Province. As a result, all ESCs will need to make arrangements to ensure that all clients, including specialized populations, can receive services.

For the purposes of the program, specialized populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal people, rural and remote populations and youth. Being from a Specialized Population does not define an individual as someone with barriers to employment. An individual may be associated with a specialized population and may have no barriers to their ability to get work, and simply need job search and other skills in order to gain employment. For other individuals, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the outcome established in the client's action plan.

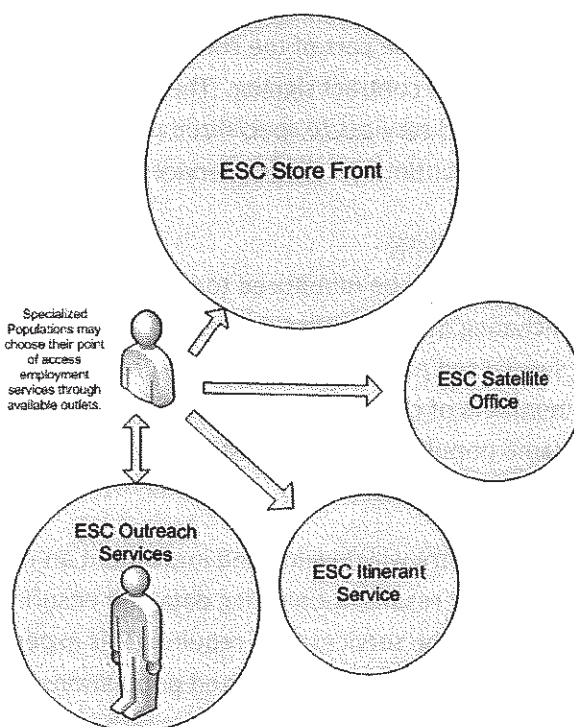
All ESCs are required to provide a welcoming, safe and accessible environment for all clients. Within the program service delivery model, accommodations are made for specialized populations. These

accommodations address the fact that as welcoming as an ESC may be, some individuals may be intimidated by an ESC intended to serve a diverse community or past experience may suggest that they cannot get the needed services. To give individuals a choice, specialized populations will be able to access these services through satellite, itinerant or outreach services.

Clients will not be categorized by their disabilities or barriers, rather their service needs will be assessed based on their strengths and employment readiness, and the access to the services they require determined through eligibility.

Approach to Specialized Populations

The key to the new employment model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice. Clients will be treated as individuals and their needs will be assessed based on their abilities. Their training and development needs may include specialized services, or they may only require basic employment services: this will be determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach services, or through the ESC, where the partnerships provide that arrangement. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.



Improving Outcomes for Specialized Populations

The new employment program has been designed with specialized populations in mind to ensure that they receive the same or better services, with the same or better access, and increased choice than they do under the current suite of programming.

At the same time, there is concern that specialized populations would be the first to fall through the cracks in a model designed to deliver a full suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been

developed to ensure the success of the program in delivering services to these populations. In combination, these serve to focus on improving outcomes for specialized populations and ensuring that they do not fall through the cracks.

Procurement

During procurement, the Ministry will specifically require proponents to demonstrate their experience and expertise in serving all clients, including specialized populations, in their community. In this way, proponents will either have that specialized experience, or will be required to create a relationship with a service provider who does.

Contract Development and Implementation

The Request for Proposals (RFP) requires that whatever partnership structure is identified in the proposal will be part of the contract. Proponents cannot promise a partnership, then not proceed with it after contract signing. The contract will identify that the contractor is to continue to deliver specialized services to specialized populations, and will identify the overall client groupings that will need to continue to receive services in that catchment area.

Monitoring

Contracts will be monitored to ensure that the contractors are delivering on their commitments, including quality service delivery to specialized populations. The Ministry will monitor whether those specialized populations are, in fact, receiving services. The Ministry will be able to identify the numbers of clients receiving specialized services. Given that the contract requires delivery to the same populations, the Ministry will be able to ensure that those populations continue to receive services.

The Ministry will develop and implement an expert advisory panel that will be able to assist in reviewing results, monitoring data and ensuring that clients from specialized populations are receiving the services they require. This expert advisory panel will be developed in consultation with groups representing specialized populations and implemented prior to the new program launch in March 2012.

Performance Management

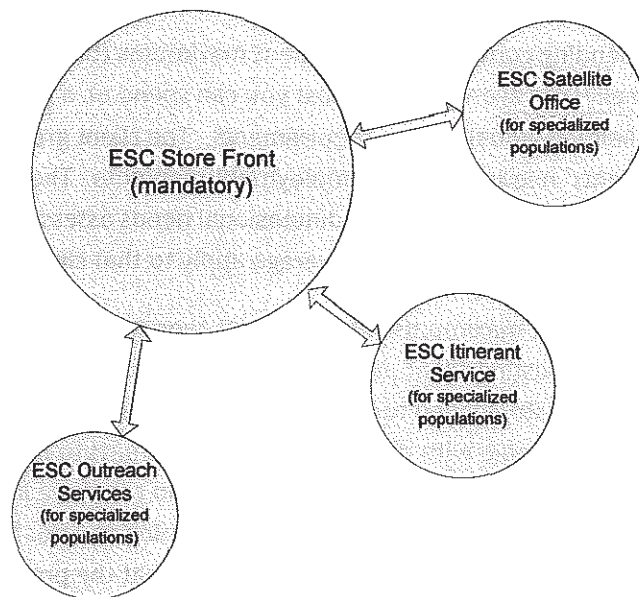
Contract performance is measured through a series of service delivery standards, as well as outcome measures. The expected outcome is as identified in the client's action plan. Outcomes range from community to labour market attachment. While the majority of clients will be seeking labour market attachment, some will identify or result in community attachment as their outcome at a point in time, and will ideally move along the continuum to employment as employment readiness increases. This ensures that service providers are not penalized for accepting clients for whom community attachment is the best outcome at a given point in time.

The Ministry will measure the speed with which the client attains an outcome and the salary of the new employment (should labour market attachment be the final outcome). These measures will identify whether clients are achieving sustainable employment (jobs that will enable them to support themselves and their families) and the program effectiveness of moving people back into the labour market. These combined measures will demonstrate, when specialized populations are achieving labour market outcomes, they are not entering the labour market at its bottom.

Payment Structure

The payment structure includes operating funding for the ESC (including store front, satellite, outreach and itinerant services), case management fees, direct cost reimbursements, and outcome fees.

Operating fees cover the basic infrastructure and related costs for managing the ESC (including all delivery outlets). This provides proponents with the flexibility to design the ESC that best serves their community. If a large proportion of clients with significant barriers to employment exist within a Catchment Area, or for whom entry into a large store front is intimidating or otherwise inappropriate, other delivery options are available and the proponent is rewarded through the procurement for building on the services which exist in the community.



Case management fees will be paid for actual services delivered, including specialized services, based on an established fee schedule. This ensures no penalties are assigned to service providers for streaming clients to specialized services when they are needed.

Outcome fees are a relatively small portion of the fees and will be paid for a sustained labour market attachment outcome 12 months after the participant has completed the program. Outcome fees will be based on the average length of time that clients take to achieve a labour market attachment outcome. The time is adjusted depending on the client's employment readiness. For example, for a client who is near ready for employment, the highest outcome fee will be paid for outcomes achieved within two months of program entry, whereas for clients who are not ready for employment, that time period is six months. By keeping the outcome fee relatively small (\$75 is the

maximum that can be paid), ensuring that it is paid only for sustained employment over 12 months, and adjusting the time period for achieving the outcome depending on employment readiness, this outcome fee approach balances the need to emphasize employment outcomes with the need to ensure that there is no incentive to pick only employment ready clients.

Another aspect of the payment model which will balance against service providers choosing only employment ready clients, is the fact that the payment model pays for services: the more services that are provided, the more fees (up to a maximum) are paid under a contract. In a sense, the outcome fee helps to ensure that contractors continue to focus on employment outcomes despite the fact that they can obtain additional fees through more services. Further, as those with a community attachment outcome can return to the program to become more employment ready, there is equal or greater motivation to serve those clients in order to earn more service fees.

Spending controls combine client maximums (the most you can pay any single client) with client maximum averages (the most you can spend on a group of clients) with client groupings according to their individual service requirements. The client groupings associate service intensities according to clients' needs and their employment readiness. The readiness will be determined by their case manager through a multi-dimensional needs assessment. That readiness will determine which client maximum and maximum average apply to that client.

The client maximums and maximum averages were developed based on analysis of existing services to the existing client population. For example, for the clients with the lowest employment readiness, the Ministry looked to the existing programs for multi-barriered clients, survivors of violence and abuse, people with disabilities, and immigrants to determine an appropriate client maximum and maximum average. For those clients who are more job-ready, the Ministry looked to the employment-insurance Part II programming and our basic employment services for income assistance clients. The analysis ensures that the program controls are designed to provide equal or better service than are provided today.

As there are today, there will be limitations in terms of the budget to be spent on specialized services. However, the Ministry intends to maintain that budget at its current levels, subject to Treasury Board appropriation. That being said, through a combination of federal and provincial programming and dedicating funding more effectively within the system, our financial model is designed so that funding for existing specialized services will be able to be invested exclusively into services, while funding for the employment centre (whether store front, satellite or other delivery mechanism) will be funded out of a different source. This could conceivably result in more funding dedicated to the delivery of specialized services directly to clients than allocated today.

Business Sustainability for Specialized Service Providers

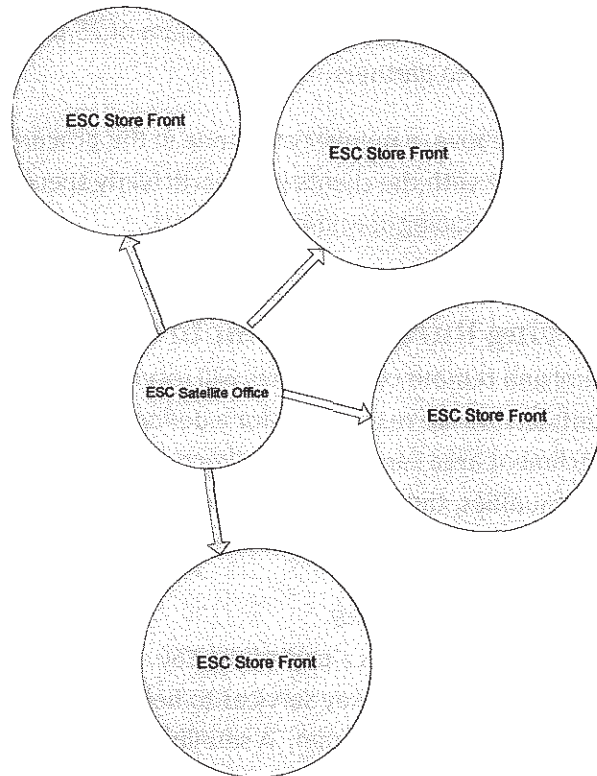
The Ministry is engaged in an open and competitive procurement process, which could result in changes in the service provider community. A key element of the procurement process is that it encourages the continuation of the services which have best served specialized populations. The procurement process and contract expectations (as outlined above) contain inherent motivations for proponents to partner with existing providers to specialized populations whose services have proven to be effective. Evaluation criteria for proposals will include a demonstration of expertise and expertise serving both the community and the diverse clients within that community.

It is, of course, always an option for specialized services providers to propose running an ESC.

There are a number of areas in the program in which specialized service providers may continue to provide excellent services to clients from specialized populations.

In terms of delivering the basic store front or employment centre services, specialized service providers have options, for example:

- Bid on a store front ESC for a catchment area and be the contractor, partnering with other agencies to deliver the full suite of services.
- Work with another agency which is bidding on a store front as a partner in delivering ESC services through other outlets, such as satellite offices, itinerant services or outreach services (the outlet will depend on the client demand in the geographic area and the nature of the specialized client population).
- Offer to be a satellite office serving a particular specialized population for a number of ESCs in neighbouring catchment areas (illustration to the right).



For each of these options, as part of ESC services, the service provider could receive a portion of the fixed operating funding to assist in maintaining their operation, depending on what partnership arrangement is negotiated with the contractor.

Another option may be to provide case management services for the specialized population either in the store front ESC or through outlets managed by the specialized service provider (such as outreach or satellite offices). Payment would be through case management fees, and how much funding flows to the specialized service provider would be through an arrangement made between that provider and the contractor.

A further method of continuing service delivery is to continue to provide specialized services. These are paid for on a fee for service basis. Since the Ministry will be monitoring continued access to these services for clients from specialized populations, there is a strong motivation for proponents to access good providers of these services as partners in their proposals. Through procurement, as noted above, the Ministry will be looking for proponents to have demonstrated experience serving all of the clients within their demographic area.

Specific attention has been paid to this need and to providing incentives to partner with strong specialized service providers who have a track record of positive outcomes for clients. In the draft RFP, the Ministry has introduced the idea of flow-through funding, to ensure that partners benefit from the new contract arrangement. A minimum of 25 per cent of the contract total must flow through in the form of fees to partners.

As noted above, a number of criteria in the procurement process seek evidence of partnership, experience with the clients (and particularly specialized client groups), and expertise in delivering services (including specialized services).

Serving Rural and Remote Communities

Rural and remote communities will receive excellent services in the new service delivery model. All contracts will be responsible for a defined area (called a “catchment area”). Communities within the catchment area can be served directly through a store front Employment Services Centre. Smaller communities, though, may not need the large infrastructure of the store front. That is why satellite offices, itinerant services and outreach services are other ways the ESCs can deliver services.

Satellite Offices

A satellite office is a part of the ESC. It does not have all of the on-site services of the ESC, but it will have some of the key services to help clients in smaller communities connect to the employment services of the program. A satellite office can be co-located with other community services –building off of the existing services and infrastructure in that community.

Itinerant Services

Itinerant services do not have a full-time standalone location. They are very useful in communities where the client demand is low, but there may be a community centre, library or other community office available to set up shop a few times a week. ESCs will need to clearly advertise when and where the itinerant services will be to meet the demand, so clients will know how to access the ESC services. Like satellite offices, itinerant services create a service link to the full suite of services provided through the ESC.

Conclusion

Since the Fall 2008, the Ministry has engaged service providers, advocates and others in a discussion about the new integrated model and what would work for British Columbians. It was clear that a single door service model would alleviate the concerns around the complexity of services and programs and facilitate the client's ability to access those services they need and for which they are eligible. Service providers serving specialized populations raised important concerns that needed to be addressed if this model is to work for their clients. Through the procurement process, payment structure, performance measurement approach, and ongoing monitoring, the Ministry has addressed these concerns. In addition, to ensure that the most vulnerable continue to be served, the Ministry will invite experts representing those specialized populations to assist in the development of an advisory panel. The panel will be able to monitor data and outcomes and ensure that clients from specialized populations are accessing the services they require.

The program design and payment structure were developed in consultation with the service provider community to respond to their concerns around the continuation of services with strong roots in the community and great outcomes for clients.

Throughout our consultations since Fall 2008, the Ministry was told time and again by communities that we should not impose a solution that will be applied in the same way to every community. Communities indicated a need for an environment in which to develop their own solutions. The Ministry has responded. Through the RFP process, communities are encouraged to build those partnerships and base them on the existing service delivery foundation, in a way which suits their community. The Ministry recognizes that this will require significant effort and has heard from communities that this will ensure ongoing service excellence to clients.

APPENDIX C - SUMMARY OF SERVICE CONTINUITY FOR CLIENTS TO EXTENDED AGREEMENTS

| Terminated or Non-Extended SP | Agreement End Date | Alternate Provider <i>Extended to March 31, 2012</i> | Location | Description | Francophone Services | Other Info |
|---|--------------------|---|---------------|---|--|---|
| La Boussole <i>non-extension</i> | 21-May-11 | Collège Educacentre College | Vancouver | Full EAS service including employment services to unemployed Francophone clients in the Metro Vancouver area. | One new fulltime Outreach Worker will be added to the contract as of June 1/11 to ensure french services continue to be provided to Francophone clients who previously obtained services through La Boussole. | |
| CFSEO <i>non-extension</i> | 19-Mar-11 | YM-YWCA | Kelowna | Full EAS service including: • Resource centre • Case management • Employment counselling | • Two full time bilingual staff • All services and documents available in French | Services focus on youth, 30 years and under. Majority of CFSEO clients are under 30 and would be referred here. The amended contract has been completed and clearly states additional services to Francophone clients. |
| CFSEO <i>non-extension</i> | 19-Mar-11 | Okanagan Boys and Girls Club | Kelowna | Specialized EAS for Youth at Risk | • One full time bilingual staff • All services available in French | |
| CFSEO <i>non-extension</i> | 19-Mar-11 | Vernon and District Immigrant Services | Kelowna | Specialized EAS for newcomers to Canada | • French translation services available at the Kelowna centre • Similar level of service as provided to clients whose first language is not English. | Translation services existing in current contract. |
| CFSEO <i>non-extension</i> | 19-Mar-11 | Global Employment Services | Kelowna | Full EAS service including: • Resource centre • Case management • Employment counselling for clients over the age of 30. | Currently no bilingual staff employed but: • A .8 FTE position is being negotiated in this contractor's amendment for a French speaking employee. • Anticipate new bilingual staff in the position by March 19, 2011. • This will provide Employment Counselling and Case management service for francophone clients. | The resource centre would not be a full bilingual service but will have a .8 FTE bilingual employee. Contractors currently in negotiations to explore the YM-YWCA as providing the resource centre services for bilingual staff. |
| CFSEO <i>non-extension</i> | 19-Mar-11 | Vertek Employment Services | Penticton | Full EAS service including: • Resource centre • Case management • Employment counselling. | • Two full time bilingual staff • All services and documents available in French. | Amendment is complete and clearly states the additional services to francophone clients. |
| College Educacentre <i>Termination</i> | 31-Jan-11 | Jump on Board | Prince George | Full EAS service including: • Resource centre • Case management • Employment counselling | Currently have three staff members that can provide service to clients in French. | This agreement provides service primarily to youth clients under 30 years of age, however, recent agreement negotiation includes staff and activities to ensure services are accessible to all Francophone clients in Prince George. |
| College Educacentre <i>Termination</i> | 31-Jan-11 | Immigrant & Multicultural Services Society | Prince George | Full EAS service including: • Resource centre • Case management • Employment counselling | Currently one staff member fluent in French (Fact: counsellor is a former employee of College Educacentre). | This agreement provides services primarily to Immigrants, refugees and Canadians with multi-cultural backgrounds. |
| CIAI <i>non-extension</i> | 31-Jan-11 | Collège Educacentre College | Vancouver | Full EAS service including employment services to unemployed Francophone clients in the Metro Vancouver area including Burnaby. | One new fulltime Outreach Worker will be added to the contract as of June 1/11 to ensure french services continue to be provided to Francophone clients who previously obtained services through CIAI. | CIAI was originally a Francophone specific serving agency, the most recent agreement identified immigrant clients as their primary target not only Francophone. Fraserside was identified as taking on the additional immigrant clients and a full time counsellor was added to that agreement to handle the capacity |



Employment Program of British Columbia

GOVERNANCE FRAMEWORK

March 23, 2012

1 Background

The Employment Program of BC (the 'EPBC' or the 'Program') is administered by the Employment and Labour Market Services Division (ELMSD) of the Ministry of Social Development (the 'Ministry'). The Program offers employment services to all job seekers¹ who are legally eligible to work in BC, including those from specialized populations². The purpose of the Program is to support clients to obtain sustainable employment.

The EPBC was designed and is administered in accordance with the following principles:

- Client-centred
- Accessible
- Results focused
- Accountable
- Efficient
- Fair and transparent
- Consistent and flexible
- Sustainable.

The Program is delivered through Employment Services Centres located in 73 geographic catchment areas spanning the province. ELMSD has procured, through a public tender process, a contractor to deliver the Program in each catchment area. The Contractors will deliver Program services through the WorkBC Employment Services Centres, ensure equitable access to Program services by all job seekers, operate the Program according to policies and procedures that create a consistent client experience and service quality, and tailor service delivery to meet the specific needs of all job seekers, including those from specialized populations.

ELMSD is a learning organization, and places a high value on innovation and ongoing Program improvement. It has specified the relevant outcomes that it expects the Program to achieve for individuals who access the Program's services. An extensive performance management/quality assurance framework allows ELMSD to monitor the Program, assess the degree to which it is achieving its purpose and stated outcomes, and make Program adjustments as required.

This document describes the EPBC's governance provisions, which guide how ELMSD oversees specific aspects of the Program, and the role of the Program Governance Office.

¹ A job seeker is an unemployed or under-employed person in BC who is seeking work and legally entitled to work in the province.

² For the purposes of the Program, Specialized Populations, including People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

2 Governance Approach and Structure

Governance is the framework of practices by which a body or bodies work together in a defined way to oversee an organization and ensure accountability, fairness and transparency. In the EPBC, the governance structure is designed to oversee responsible, accountable and effective management of the Program.

The EPBC's governance structure includes five bodies, as depicted below in figure 1. The Ministry Program Steering Committee is the primary governing body, and is responsible for the strategic direction and management of the EPBC.

The four other governance bodies perform an advisory role. In making Program decisions, the Steering Committee is guided by advice and recommendations from the other governance bodies, the members of which represent the interests of the Program's key participants – the Ministry, its Contractors and the Program's clients.

The specific roles and responsibilities assigned to the five governance bodies, and the parts they play in the governance process, are described below.

The objectives of ELMSD in establishing the EPBC governance structure are to:

- Provide active oversight of the Program to ensure service objectives are met
- Promote collaboration between the Ministry and its Contractors in delivering the Program and achieving results
- Obtain regular input and feedback from independent, external advisors regarding the Program's effectiveness in meeting the needs of clients, including those from specialized populations
- Promote Program enhancement through the sharing of information and identification of best practices
- Ensure cohesive policies and consistent management practices
- Encourage the proactive identification and resolution of issues.

As shown in Figure 1, there are two levels to the governance structure: corporate and individual contract.

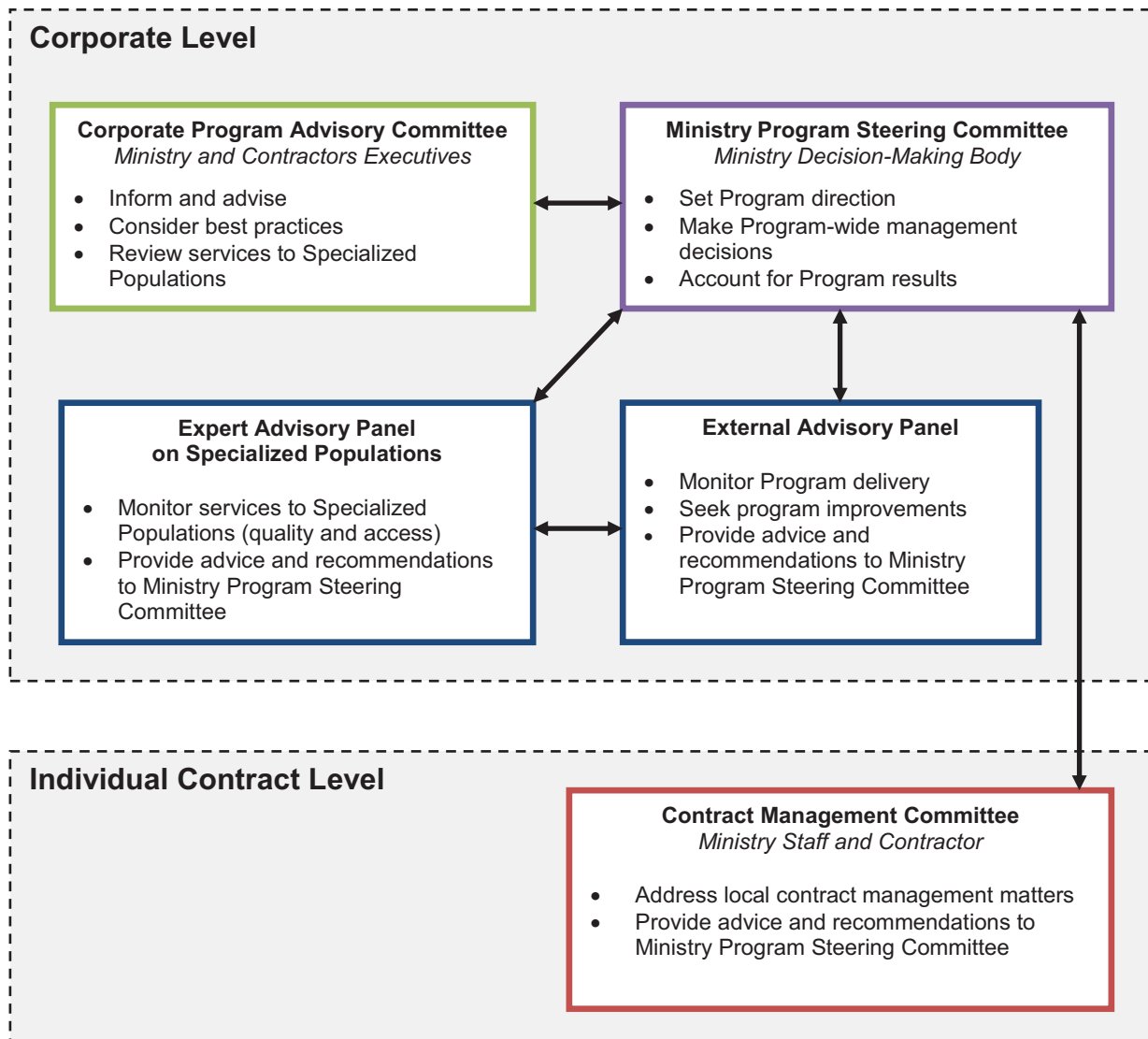
Corporate level governance

At the corporate level, governance activities are focused on providing oversight of the Program as a whole. The following four bodies have a role in the corporate governance process:

- 1) The **Ministry Program Steering Committee** includes the executive of ELMSD and meets weekly, or as otherwise determined. The Committee has authority to make all Program decisions, including those related to policy, services, service delivery, service quality and marketing. The Committee is ultimately accountable for the strategic direction, management and results of the Program. In arriving at Program decisions or verifying Program results, the Committee seeks advice and considers recommendations from the three other corporate governance bodies and from the 73

local Contract Management Committees. In turn, the Steering Committee provides regular Program updates and feedback to those bodies.

Figure 1: EPBC Governance Structure



- 2) The **External Advisory Panel** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services. Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to independently examine the Program's performance, and provide advice or formal recommendations to the Ministry Program Steering Committee on possible enhancements to the Program. In considering Program enhancements, the Advisory Panel may request information,

best practice studies or analyses from other organizations, including the Centre for Employment Excellence³.

- 3) The **Expert Advisory Panel on Specialized Populations** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services to specialized populations. Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to independently examine the Program's performance in meeting the employment service needs of the specialized populations, and to provide advice or formal recommendations to the Ministry Program Steering Committee on enhancements to service access and/or delivery. In addressing questions of client service, the Advisory Panel may request information, best practice studies or analyses from the other organizations, including the Centre for Employment Excellence.
- 4) The **Corporate Program Advisory Committee** serves as a forum for the Ministry Program Steering Committee, the Program's Contractors and key Operations Branch staff to meet and consult about the Program. The Committee generally meets twice per year to review the Program's results, and to consider possible changes to policy and practice, as well as issues, concerns or recommendations flowing from the Contractors, the external Advisory Committees or the local Contract Management Committees. Suggestions, proposals or general advice advanced during the forum are considered by the Ministry Program Steering Committee.

Individual contract level governance

At the individual contract level, governance activities are focused on providing oversight of the Program in each of the 73 individual catchment areas. The oversight function in each local area is provided by a **Contract Management Committee**.

Each Contract Management Committee is made up of at least one ELMSD Operations Branch representative and at least one Contractor representative, but more typically includes four to six members. The Committees meet monthly to share information, monitor contract results, resolve contract management issues, discuss emerging Program practices, and coordinate efforts in responding to local labour market issues and/or opportunities. In the course of overseeing the Program at the local level, Contract Management Committees may initiate recommendations to the Ministry Program Steering Committee on matters that they feel should be considered at the corporate level. For example, the recommendations may promote an innovative practice, identify a contractual or service delivery matter that has Program-wide implications, or recommend action on a labour market matter that appears to span more than one catchment area or region.

The **role and responsibilities** of each governance body are described in detail in Appendix A. Each body will review its terms of reference annually.

³ The Centre for Employment Excellence is established by the Ministry of Social Development, with Labour Market Development Agreement funding, to provide research and development, as well as to offer practice and knowledge enhancement support to the province's employment services sector and employer community.

3 Authority and Decision-Making

The Deputy Minister of the Ministry of Social Development has mandated authority to the Ministry Program Steering Committee to make decisions affecting the direction and management of the EPBC, and the Steering Committee accounts to the Deputy Minister for the results the Program realizes.

The Corporate Program Advisory Committee, the External Advisory Panel and the Expert Advisory Panel on Specialized Populations are not decision-making bodies. These bodies provide advice to the Ministry Program Steering Committee. The two external Advisory Panels may also advance formal recommendations for the Steering Committee's consideration and decision.

In each catchment area, ELMSD's Operations Branch has contract management authority. In Contract Management Committee meetings, when Operations Branch and Contractor representatives agree on a course of action or a potential recommendation to the Ministry Program Steering Committee, the matter is documented in the minutes and is subsequently signed off by the respective organizations. If a contract matter exceeds the authority of the Contract Management Committee representatives, or the two parties are unable to resolve a contract management issue, Operations Branch representatives escalate the matter to the appropriate level in the Branch⁴. Contract Management Committees do not deal directly with the Ministry Program Steering Committee on local contractual matters.

4 Communication Flow

In figure 1, the arrows between the boxes, representing the governance bodies, serve to depict the anticipated communication flow between the bodies. This section summarizes the communication flow, which will generally take the form of advice, recommendations or general information.

Advice

- The Ministry Program Steering Committee may pose ad hoc questions to the external Advisory Panels and Contract Management Committees, and receive their advice
- The Ministry Program Steering Committee sets the agenda for Corporate Program Advisory Committee forums and receives the Committee's advice during the forums.

Formal recommendations

- The external Advisory Panels and Contract Management Committees are mandated to make formal recommendations to the Ministry Program Steering Committee

⁴ Some contractual matters may be escalated, through Operations Branch, to the Ministry Program Steering Committee for decision.

- Recommendations are received, logged and considered by the Ministry Program Steering Committee; a decision is provided back to the respective body
- The two external Advisory Panels may communicate and provide joint recommendations.

General information

- The Ministry Program Steering Committee provides regular Program updates to the other governance bodies
- Other governance bodies may provide ad hoc information and/or flag issues to the Ministry Program Steering Committee.

5 Program Governance Office

ELMSD has established a Program Governance Office (PGO) to support the EPBC governance structure. The PGO is an arm of the Program Management Branch. In carrying out its work, the PGO is functionally responsible, through the Executive Director, Program Management Branch, to the Ministry Program Steering Committee.

The PGO's responsibilities are to:

- Establish and maintain the governance structure
 - Develop, implement and regularly review governance policies, procedures, meeting protocols and templates
 - Ensure all governance bodies are properly established, with up-to-date terms of reference and functioning in accordance with the governance model
 - Facilitate information flow, recommendations and feedback among the governance bodies
 - Audit adherence to governance policies, procedures and protocols, and introduce changes as required
 - Interface with the Board Resourcing and Development Office to recruit Advisory Panel members, as required
- Assess the performance of the governance structure and recommend enhancements, as required
 - Plan and conduct regular reviews/evaluations of the functioning of the governance structure overall, as well as that of the individual bodies⁵
- Support the Ministry Program Steering Committee
 - Provide administrative support
 - Set meeting agendas, in consultation with the chair
 - Implement meeting protocols
 - Prepare correspondence/briefing notes/documents

⁵ The Ministry Program Steering Committee is exempt from review by the PGO, except on matters specified by the Steering Committee.

- Prepare/gather reports/analyses of Program performance, trends and service outcomes
 - Ensure that systems and procedures are in place so that strategic Program issues are identified, considered and directed to the Ministry Program Steering Committee in a timely manner (e.g., Identify issues or changes to contract, policy or process that have Program-wide implications, or service delivery or labour market issues that span more than one catchment area or region)
 - Arrange the Corporate Program Advisory Committee forums
 - Develop, package and disseminate information about the Program's governance structure.
- Support the two external Advisory Panels
 - Set meeting agendas and venues with Panel chairs
 - Provide administrative support
 - As requested by the Advisory Panels:
 - Provide advice and develop materials
 - Liaise with Program staff to arrange for reports, analyses or presentations
 - Liaise with external agencies, including the Centre for Employment Excellence, to arrange for information, best practice studies or analyses
 - Set up and support Panel sub-committees or work groups
 - Assist the Panels to carry out their annual planning and reporting process
- Interface with and assist local Contract Management Committees

While ELMSD's Operations Branch establishes and administers the local Contract Management Committees, the PGO will:

 - Orient Operations Branch staff to the Contract Management Committee Terms of Reference template, as well as to governance policies, procedures, meeting protocols and templates
 - Provide governance advice and assistance, as requested.

Appendix A – Committee Roles and Responsibilities

This appendix describes the roles and responsibilities of each governance committee.

A. Ministry Program Steering Committee

Role

The Ministry Program Steering Committee is directly accountable for the strategic direction, management and results of the the EPBC, including all decisions affecting Program services, service delivery and marketing.

Responsibilities

The responsibilities of the Ministry Program Steering Committee are to:

- Establish and maintain:
 - Program policies, including client eligibility requirements;
 - Program practices, procedures, systems and tools;
 - Financial systems, controls and measures;
 - A cohort of qualified and well-oriented Program Contractors;
 - An effective performance management system;
 - An effective quality management system;
 - Program information dissemination through Ministry websites; and
 - Corporate-level Program branding, marketing and advertising
- Determine the Program's strategic direction, including setting priorities and deciding new initiatives
- Ensure client needs are represented and considered in planning and decision-making
- Manage the Program within budget
- Evaluate the effectiveness of the Program
- Ensure a focus on learning and innovation
- Communicate with stakeholders about the Program's direction and results
- Monitor and manage risks and challenges to the success of the Program
- Ensure policies and contract sanctions are applied consistently
- Meet program accountabilities established under legislation and/or agreements.

Key Activities

- Receive reports/analyses of Program performance, trends and service outcomes
- Track labour market developments in the province
- Seek advice and recommendations from the four other EPBC governance bodies and provide regular updates/feedback to those bodies
- Direct all Program evaluation activities

- Approve and oversee changes to Program services, policies, procedures and performance targets after careful consideration of various advice and recommendations
- Approve program-wide contract changes, and ensure that contract management practices and decisions are consistent across the province (e.g., the application of penalties, the cancellation of contracts)
- Procure for new Contractors as required
- Direct all marketing and stakeholder engagement initiatives.

Accountability

The Ministry Program Steering Committee has mandated authority to make all decisions affecting the direction, services, service delivery, service quality and marketing of the EPBC.

In carrying out its work, the Committee accounts to the Deputy Minister, Ministry of Social Development.

Membership

Membership on the Ministry Program Steering Committee includes incumbents of the following Ministry of Social Development positions:

- Assistant Deputy Minister, ELMSD, Chair
- Executive Director, Program Management
- Executive Director, Operations
- Executive Director, Engagement, Planning and Strategic Initiatives
- Executive Project Director, ELMSD ICM
- Executive Project Director, Business Transformation

Ex-officio members include:

- Director, Governance and Specialized Populations
- Director, Program Policy and Assurance
- Director, Engagement and Integration
- Director, Finance and Reporting
- Director of Operations, Operations Branch
- Regional Directors
- Regional Services Division representative.

Meetings

Weekly, or as otherwise directed.

B. External Advisory Panel

Role

The External Advisory Panel will provide advice and recommendations to the Ministry of Social Development on the operation and enhancement of the EPBC. The purpose of the Program is to support clients to obtain sustainable employment.

Responsibilities

- Monitor overall Program access, service quality and effectiveness in meeting the needs of unemployed British Columbians to obtain sustainable employment;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with specific groups such as employers and labour market experts;
- Create sub-committees or work groups as required;
- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry Program Steering Committee.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry of Social Development and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Ministry Program Steering Committee.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Membership

The External Advisory Panel will be comprised of up to 12 members appointed by the Minister, Ministry of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

C. Expert Advisory Panel on Specialized Populations

Role

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry of Social Development regarding the EPBC, in support of ELMSD's role of ensuring that the Program meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;

- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry Program Steering Committee.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry of Social Development and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Steering Committee.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Membership

The Expert Advisory Panel on Specialized Populations will be comprised of up to 12 members appointed by the Minister, Ministry of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

D. Corporate Program Advisory Committee

Role

The Corporate Program Advisory Committee provides a forum for the Ministry and its Contractors to meet and exchange information about the Program, its operating environment and their working relationship.

Responsibilities

The Corporate Program Advisory Committee will consider the following:

- The Program's strategic direction and priorities
- The overall functioning and performance of the Program, including the extent to which the Program is meeting the needs of its clients
- Provincial labour market trends and developments
- Opportunities to enhance the design and/or delivery of the Program
- Broad-based contractual matters

- General items of concern to either party.

Key Activities

- Receive and comment on reports/analyses/presentations about the Program's direction, performance, priorities, trends, successes and issues
- Receive and consider reports and recommendations from the External Advisory Panel and the Expert Advisory Panel on Specialized Populations
- Comment on proposed changes to Program services, policies, procedures, systems, tools or performance targets
- Exchange information on labour market conditions and their potential impact on the Program
- Consider whether the Program is benefiting from best practice
- Receive reports/recommendations on contractual issues or concerns.

Accountability

The Corporate Program Advisory Committee is a consultative body. Suggestions, proposals or general advice provided through discussion are recorded for consideration by the Ministry Program Steering Committee.

In carrying out its work, the Corporate Program Advisory Committee operates within Terms of Reference jointly developed and agreed upon between the Committee and the Ministry.

Membership

The Corporate Program Advisory Committee will be comprised of:

- All members of the Ministry Program Steering Committee
- An executive from each of the Contractor organizations, representing each contract
- All Regional Managers of Operations, Ministry of Social Development.

Meetings will be chaired by the Assistant Deputy Minister, ELMSD.

Meetings

Members will attend two one-day forums per year. Additional forums/meetings may be called at the discretion of the Chair. Some forums/meetings may take place via video-conferencing.

E. Contract Management Committee

Role

In each catchment area, the Contract Management Committee provides a forum for the Ministry and its Contractor to meet regularly, forge a strong working relationship, and

collaborate in order to effectively manage the local Program and resolve issues as they arise.

Contract Management Committee meetings are not the exclusive avenue for dialogue between the Ministry and its Contractor. The work of the Committee should not preclude or delay other necessary day-to-day business actions or decisions related to administering the contractual agreement.

Responsibilities

The responsibilities of the Contract Management Committee are to:

- Monitor the achievement of Program results, including successes, lessons learned and areas of concern
- Coordinate efforts in identifying, understanding and acting on local labour market issues and/or opportunities
- Resolve specific policy, procedural, system or client service issues stemming from the Ministry's quality assurance activities
- Identify and resolve general items of concern to either party.

Key Activities

- Conduct regular reviews of progress under the Contract, based on monthly performance reports supplied by the Ministry
- Review budgets, expenditures and forecasts
- Discuss any apparent performance shortfalls (e.g., identified in performance measures, onsite reviews, client surveys), strategize solutions and agree on a plan of action to address the deficiency
- Review progress on action plans made to address previously-identified issues, the status of contract amendment requests or other pending Ministry decisions
- Discuss emerging innovative practices
- Discuss local labour market changes, their potential impact on the Program and possible action that can be taken to affect the situation
- Share Program updates, changes or other communications (e.g., Community and Employer Partnership initiatives, regional meetings)
- Make recommendations to, or respond to questions posed by, the Ministry Program Steering Committee.

Accountability

The Ministry and its Contractor each have authority over their specific rights and obligations under the Contract. Therefore, agreements reached in Committee meetings regarding a particular course of action or a potential recommendation to the Ministry Program Steering Committee will be documented in the minutes and signed off by each organization. Where the two parties are unable to resolve a contract management issue, the lead Ministry representative will escalate the matter to the appropriate level in the Ministry.

In carrying out Committee work, the members account to their respective organizations and abide by Terms of Reference jointly developed and agreed upon between the two parties.

Membership

The Contract Management Committee will be comprised of at least one Ministry and one Contractor representative. The typical size for a Committee is four to six members and typical membership is as follows.

Ministry representatives

- The Team and Contract Lead with contract management authority
- One or more Contract and Program Agents
- Operations Manager and/or Regional Director may attend.

Contractor representatives

- Senior manager with operational responsibility for Contract service delivery
- Key employees involved with Contract service delivery
- Executive representatives may attend.

Meetings will be chaired by the Ministry Team and Contract Lead.

The Committee may elect to invite guests to attend meetings, e.g., Regional Services Division representatives.

Meetings

Meetings will occur on at least a monthly basis. The date, time and location will be arranged in advance with members of the Contract Management Committee. Some meetings may take place via teleconferencing.



The
Employment
Program of BC

GOVERNANCE FRAMEWORK

May 27th, 2013

1 Background

The Employment Program of BC (the 'EPBC' or the 'Program') is administered by the Employment and Labour Market Services Division (ELMSD) of the Ministry of Social Development (the 'Ministry'). The Program offers employment services to all job seekers¹ who are legally eligible to work in BC, including those from specialized populations². The purpose of the Program is to support clients to obtain sustainable employment.

The EPBC was designed and is administered in accordance with the following principles:

- Client-centred
- Accessible
- Results focused
- Accountable
- Efficient
- Fair and transparent
- Consistent and flexible
- Sustainable

The Program is delivered through Employment Services Centres located in 73 geographic catchment areas spanning the province. ELMSD has procured, through a public tender process, a contractor to deliver the Program in each catchment area. The Contractors will deliver Program services through the WorkBC Employment Services Centres, ensure equitable access to Program services by all job seekers, operate the Program according to policies and procedures that create a consistent client experience and service quality, and tailor service delivery to meet the specific needs of all job seekers, including those from specialized populations.

ELMSD is a learning organization, and places a high value on innovation and ongoing Program improvement. It has specified the relevant outcomes that it expects the Program to achieve for individuals who access the Program's services. An extensive performance management/quality assurance framework allows ELMSD to monitor the Program, assess the degree to which it is achieving its purpose and stated outcomes, and make Program adjustments as required.

This document describes the EPBC's governance provisions, which guide how ELMSD oversees specific aspects of the Program, and the role of the Program Governance Office.

2 Governance Approach and Structure

¹ A job seeker is an unemployed or under-employed person in BC who is seeking work and legally entitled to work in the province.

² For the purposes of the Program, Specialized Populations, including People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

Governance is the framework of practices by which a body or bodies work together in a defined way to oversee an organization and ensure accountability, fairness and transparency. In the EPBC, the governance structure is designed to oversee responsible, accountable and effective management of the Program.

The EPBC's governance structure includes five bodies, as depicted below in figure 1. The Ministry Program Steering Committee is the primary governing body, and is responsible for the strategic direction and management of the EPBC.

The four other governance bodies perform an advisory role. In making Program decisions, the Steering Committee is guided by advice and recommendations from the other governance bodies, the members of which represent the interests of the Program's key participants – the Ministry, its Contractors and the Program's clients.

The specific roles and responsibilities assigned to the five governance bodies, and the parts they play in the governance process, are described below.

The objectives of ELMSD in establishing the EPBC governance structure are to:

- Provide active oversight of the Program to ensure service objectives are met,
- Promote collaboration between the Ministry and its Contractors in delivering the Program and achieving results,
- Obtain regular information and advice from independent, external advisors aimed at improving the Program's effectiveness in meeting the needs of clients, including those from specialized populations,
- Promote Program enhancement through the sharing of information and identification of best practices,
- Ensure cohesive policies and consistent management practices, and
- Encourage the proactive identification and resolution of issues.

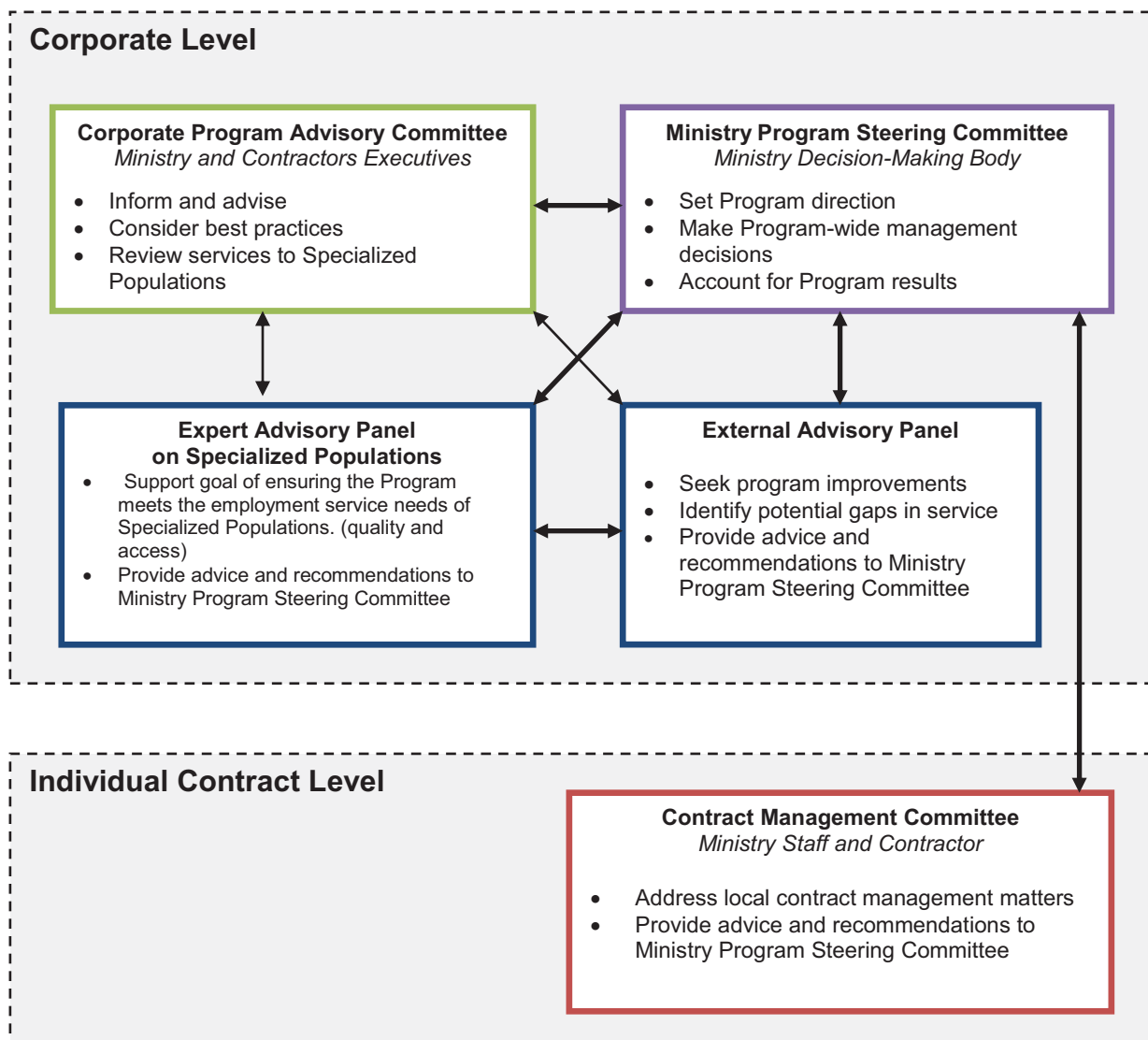
As shown in Figure 1, there are two levels to the governance structure: corporate and individual contract.

Corporate level governance

At the corporate level, governance activities are focused on providing oversight of the Program as a whole. The following four bodies have a role in the corporate governance process:

- 1) The **Ministry Program Steering Committee** includes the executive of ELMSD and meets weekly, or as otherwise determined. The Committee has authority to make all Program decisions, including those related to policy, services, service delivery, service quality and marketing. The Committee is ultimately accountable for the strategic direction, management and results of the Program. In arriving at Program decisions or verifying Program results, the Committee seeks advice and considers recommendations from the three other corporate governance bodies and from the 73 local Contract Management Committees. In turn, the Steering Committee provides regular Program updates, formal responses to specific advice and recommendations, and feedback to those bodies.

Figure 1: EPBC Governance Structure



- 2) The **External Advisory Panel** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services. External Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to provide information and advice to the Ministry Program Steering Committee to assist with governance and decision making. The External Advisory Panel recommends improvements to EPBC policy and practice for the Ministry's consideration that will improve the outcomes for all job seekers in British Columbia. In considering Program enhancements, the External Advisory Panel may request information, best practice studies or analyses from other organizations, including the BC Centre for Employment Excellence³.

³ The BC Centre for Employment Excellence is established by the Ministry of Social Development, with Labour Market Development Agreement funding, to provide research and

- 3) The **Expert Advisory Panel on Specialized Populations** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services to specialized populations. Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to review the employment service needs of the specialized populations, and to provide advice or formal recommendations to the Ministry Program Steering Committee on enhancements to service access and/or delivery within the Program design and mandate. In addressing questions of client service, the Advisory Panel may request information, best practice studies or analyses from the other organizations, including the Centre for Employment Excellence.
- 4) The **Corporate Program Advisory Committee (CPAC)** serves as a forum for the Ministry Program Steering Committee, the Program's Contractors and key ELMSD staff to meet and consult about the Program. The Committee generally meets in person once or twice per year and will convene at other times by teleconference as required.

The committee's purpose is to review the Program's results, and to consider possible changes to policy and practice, as well as issues, concerns or recommendations flowing from the Contractors, the external Advisory Committees or the local Contract Management Committees. Suggestions, proposals or general advice advanced during the forum are considered by the Ministry Program Steering Committee.

From time to time, the Ministry Program Steering Committee may strike CPAC working groups made up of Ministry and Contractor representatives to work on specific issues of interest to the CPAC. These working groups will have terms of reference specific to the purpose and scope of the working group and the results of the work of these groups will be shared regularly with the Ministry Program Steering Committee and CPAC.

Individual contract level governance

At the individual contract level, governance activities are focused on providing oversight of the Program in each of the 73 individual catchment areas. The oversight function in each local area is provided by a **Contract Management Committee**.

Each Contract Management Committee is made up of at least one ELMSD Operations Branch representative and at least one Contractor representative, but more typically includes four to six members. The Committees meet monthly to share information, monitor contract results, resolve contract management issues, discuss emerging Program practices, and coordinate efforts in responding to local labour market issues and/or opportunities. In the course of overseeing the Program at the local level, Contract Management Committees may initiate recommendations to the Ministry Program Steering Committee on matters that they feel should be considered at the corporate level. For example, the recommendations may promote an innovative practice, identify a contractual or service delivery matter that has Program-wide implications, or recommend

development, as well as to offer practice and knowledge enhancement support to the province's employment services sector and employer community.

action on a labour market matter that appears to span more than one catchment area or region.

The **role and responsibilities** of each governance body are described in detail in Appendix A. Each body will review its terms of reference annually.

3 Authority and Decision-Making

The Deputy Minister of the Ministry of Social Development has mandated authority to the Ministry Program Steering Committee to make decisions affecting the direction and management of the EPBC, and the Steering Committee accounts to the Deputy Minister for the results the Program realizes.

The Corporate Program Advisory Committee, the External Advisory Panel and the Expert Advisory Panel on Specialized Populations are not decision-making bodies. These bodies provide advice to the Ministry Program Steering Committee. The two external Advisory Panels may also advance formal recommendations for the Steering Committee's consideration and decision.

In each catchment area, ELMSD's Operations Branch has contract management authority. In Contract Management Committee meetings, when Operations Branch and Contractor representatives agree on a course of action or a potential recommendation to the Ministry Program Steering Committee, the matter is documented in the minutes and is subsequently signed off by the respective organizations. If a contract matter exceeds the authority of the Contract Management Committee representatives, or the two parties are unable to resolve a contract management issue, Operations Branch representatives escalate the matter to the appropriate level in the Branch⁴. Contract Management Committees do not deal directly with the Ministry Program Steering Committee on local contractual matters.

4 Communication Flow

In figure 1, the arrows between the boxes, representing the governance bodies, serve to depict the anticipated communication flow between the bodies. This section summarizes the communication flow, which will generally take the form of advice, recommendations or general information.

Advice

- The Ministry Program Steering Committee may pose ad hoc questions to the external Advisory Panels and Contract Management Committees, and receive their advice
- The Ministry Program Steering Committee sets the agenda for Corporate Program Advisory Committee forums and receives the Committee's advice during the forums.

⁴ Some contractual matters may be escalated, through Operations Branch, to the Ministry Program Steering Committee for decision.

Formal recommendations

- The external Advisory Panels and Contract Management Committees are mandated to make formal recommendations to the Ministry Program Steering Committee.
- Each CPAC working group will have a mandate to provide the Ministry Program Steering Committee (or its delegate) with either recommendations, options or advice. In some circumstances, these groups may work with an external advisory panel and provide joint recommendations.
- The two external Advisory Panels may communicate and provide joint recommendations.
- Recommendations and options are received, logged and considered by the Ministry Program Steering Committee; a decision is provided back to the respective body.

General information

- The Ministry Program Steering Committee provides regular Program updates to the other governance bodies
- Other governance bodies may provide ad hoc information and/or flag issues to the Ministry Program Steering Committee.

5 Program Governance Office

ELMSD has established a Program Governance Office (PGO) to support the EPBC governance structure. The PGO is an arm of the Program Management Branch. In carrying out its work, the PGO is functionally responsible, through the Executive Director, Program Management Branch, to the Ministry Program Steering Committee.

The PGO's responsibilities are to:

- Establish and maintain the governance structure
 - Develop, implement and regularly review governance policies, procedures, meeting protocols and templates
 - Ensure all governance bodies are properly established, with up-to-date terms of reference and functioning in accordance with the governance model
 - Facilitate information flow, recommendations and feedback among the governance bodies
 - Audit adherence to governance policies, procedures and protocols, and introduce changes as required
 - Interface with the Board Resourcing and Development Office to recruit Advisory Panel members, as required
- Assess the performance of the governance structure and recommend enhancements, as required

- Plan and conduct regular reviews/evaluations of the functioning of the governance structure overall, as well as that of the individual bodies⁵
- Support the Ministry Program Steering Committee
 - Provide administrative support
 - Set meeting agendas, in consultation with the chair
 - Implement meeting protocols
 - Prepare correspondence/briefing notes/documents
 - Prepare/gather reports/analyses of Program performance, trends and service outcomes
 - Ensure that systems and procedures are in place so that strategic Program issues are identified, considered and directed to the Ministry Program Steering Committee in a timely manner (e.g., Identify issues or changes to contract, policy or process that have Program-wide implications, or service delivery or labour market issues that span more than one catchment area or region)
 - Arrange the Corporate Program Advisory Committee forums
 - Develop, package and disseminate information about the Program's governance structure.
- Support the two external Advisory Panels
 - Set meeting agendas and venues with Panel chairs
 - Provide administrative support
 - As requested by the Advisory Panels:
 - Provide advice and develop materials
 - Liaise with Program staff to arrange for reports, analyses or presentations
 - Liaise with external agencies, including the BC Centre for Employment Excellence, to arrange for information, best practice studies or analyses
 - Set up and support Panel sub-committees or work groups
 - Assist the Panels to carry out their annual planning and reporting process
- Interface with and assist local Contract Management Committees

While ELMSD's Operations Branch establishes and administers the local Contract Management Committees, the PGO will:

 - Orient Operations Branch staff to the Contract Management Committee Terms of Reference template, as well as to governance policies, procedures, meeting protocols and templates
 - Provide governance advice and assistance, as requested.

⁵ The Ministry Program Steering Committee is exempt from review by the PGO, except on matters specified by the Steering Committee.

Appendix A – Committee Roles and Responsibilities

This appendix describes the roles and responsibilities of each governance committee.

A. Ministry Program Steering Committee

Role

The Ministry Program Steering Committee is directly accountable for the strategic direction, management and results of the the EPBC, including all decisions affecting Program services, service delivery and marketing.

Responsibilities

The responsibilities of the Ministry Program Steering Committee are to:

- Establish and maintain:
 - Program policies, including client eligibility requirements;
 - Program practices, procedures, systems and tools;
 - Financial systems, controls and measures;
 - A cohort of qualified and well-oriented Program Contractors;
 - An effective performance management system;
 - An effective quality management system;
 - Program information dissemination through Ministry websites; and
 - Corporate-level Program branding, marketing and advertising
- Determine the Program's strategic direction, including setting priorities and deciding new initiatives
- Ensure client needs are represented and considered in planning and decision-making
- Manage the Program within budget
- Evaluate the effectiveness of the Program
- Ensure a focus on learning and innovation
- Communicate with stakeholders about the Program's direction and results
- Monitor and manage risks and challenges to the success of the Program
- Ensure policies and contract sanctions are applied consistently
- Meet program accountabilities established under legislation and/or agreements.

Key Activities

- Receive reports/analyses of Program performance, trends and service outcomes
- Track labour market developments in the province
- Seek advice and recommendations from the four other EPBC governance bodies and provide regular updates/feedback to those bodies
- Direct all Program evaluation activities

- Approve and oversee changes to Program services, policies, procedures and performance targets after careful consideration of various advice and recommendations
- Approve program-wide contract changes, and ensure that contract management practices and decisions are consistent across the province (e.g., the application of penalties, the cancellation of contracts)
- Procure for new Contractors as required
- Direct all marketing and stakeholder engagement initiatives.

Accountability

The Ministry Program Steering Committee has mandated authority to make all decisions affecting the direction, services, service delivery, service quality and marketing of the EPBC.

In carrying out its work, the Committee accounts to the Deputy Minister, Ministry of Social Development.

Membership

Membership on the Ministry Program Steering Committee includes incumbents of the following Ministry of Social Development positions:

- Assistant Deputy Minister, ELMSD, Chair
- Executive Director, Program Management
- Executive Director, Operations
- Executive Director, Engagement, Planning and Strategic Initiatives
- Executive Project Director. ELMSD ICM

Ex-officio members include:

- Director, Governance and Specialized Populations
- Director, Program Policy and Assurance
- Director, Engagement and Integration
- Director, Finance and Reporting
- Director of Operations, Operations Branch
- Regional Directors
- Regional Services Division representative, where required.

Meetings

Weekly, or as otherwise directed.

B. External Advisory Panel

Role

The External Advisory Panel will provide independent advice and recommendations to the Ministry Program Steering Committee to assist with governance and decision making. It provides independent advice, observations and recommends improvements to EPBC policy and practice for the Ministry's consideration that will improve the outcomes for all job seekers in British Columbia.

Responsibilities

- Recommend improvements to EPBC policy and practice for the Ministry's consideration that will improve the outcomes for all job seekers in British Columbia
- Identify potential gaps in service and emerging trends and/or new populations
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee; and
- Engage in initiatives and activities that complement the Employment Program of BC's annual priorities

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with specific groups such as employers and labour market experts;
- Create sub-committees or work groups as required;
- Request information, best practice studies or analyses from other organizations, including the BC Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Contact the Program Governance Office for assistance, ~~if required~~, when preparing to speak to the media and advise the PGO when contact with the media has occurred.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry Program Steering Committee and operates within established Terms of Reference. The Panel can suggest changes to the Terms of Reference but any changes require Ministry approval. The terms of reference will be reviewed annually and any changes must be approved by the Ministry Program Steering Committee.

Members adhere to the Ministry's *Code of Conduct and Conflict of Interest Guidelines for the External Advisory Panel - Employment Program of BC*.

Membership

The External Advisory Panel will be comprised of up to 12 members appointed by the Minister of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be held if needed and agreed to by the Panel.

C. Expert Advisory Panel on Specialized Populations

Role

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry Program Steering Committee regarding the EPBC, in support of ELMSD's goal of ensuring that the Program meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

Responsibilities

- Request reports and analyses to consider how and to what extent the Specialized Populations access the Program;
- Identify potential gaps in services and emerging trends to consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.
- Provide advice and recommendations to the Ministry Program Steering Committee

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;
- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Contact the Program Governance Office for assistance, if required, when preparing to speak to the media and advise the PGO when contact with the media has occurred.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry Program Steering Committee and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Steering Committee. The terms of reference will be reviewed annually and any changes must be approved by the Program Steering Committee.

Members adhere to the Ministry's *Code of Conduct and Conflict of Interest Guidelines for the Expert Advisory Panel on Specialized Populations - Employment Program of BC*.

Membership

The Expert Advisory Panel on Specialized Populations will be comprised of up to 12 members appointed by the Minister of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

D. Corporate Program Advisory Committee

Role

The Corporate Program Advisory Committee provides a forum for the Ministry and its Contractors to meet and exchange information about the Program, its operating environment and their working relationship.

Responsibilities

The Corporate Program Advisory Committee will consider the following:

- The Program's strategic direction and priorities
- The overall functioning and performance of the Program, including the extent to which the Program is meeting the needs of its clients
- Provincial labour market trends and developments
- Opportunities to enhance the design and/or delivery of the Program
- Broad-based contractual matters
- General items of concern to either party.

Key Activities

- Receive and comment on reports/analyses/presentations about the Program's direction, performance, priorities, trends, successes and issues
- Receive and consider reports and recommendations from the External Advisory Panel and the Expert Advisory Panel on Specialized Populations
- Comment on proposed changes to Program services, policies, procedures, systems, tools or performance targets
- Exchange information on labour market conditions and their potential impact on the Program
- Consider whether the Program is benefiting from best practice
- Receive reports/recommendations on contractual issues or concerns.
- Where required, working groups consisting of members or their designates may be struck to examine specific issues, and recommend options or solutions for consideration and may participate in groups charged with implementing changes.

Accountability

The Corporate Program Advisory Committee is a consultative body. Suggestions, proposals or general advice provided through discussion are recorded for consideration by the Ministry Program Steering Committee.

In carrying out its work, the Corporate Program Advisory Committee operates within Terms of Reference jointly developed and agreed upon between the Committee and the Ministry.

Membership

The Corporate Program Advisory Committee will be comprised of:

- All members of the Ministry Program Steering Committee
- An executive from each of the Contractor organizations, representing each contract
- All Regional Managers of Operations, Ministry of Social Development.

Meetings will be chaired by the Assistant Deputy Minister, ELMSD.

Meetings

Members will attend two one-day forums per year. Additional forums/meetings may be called at the discretion of the Chair. Some forums/meetings may take place via video-conferencing.

E. Contract Management Committee

Role

In each catchment area, the Contract Management Committee provides a forum for the Ministry and its Contractor to meet regularly, forge a strong working relationship, and collaborate in order to effectively manage the local Program and resolve issues as they arise.

Contract Management Committee meetings are not the exclusive avenue for dialogue between the Ministry and its Contractor. The work of the Committee should not preclude or delay other necessary day-to-day business actions or decisions related to administering the contractual agreement.

Responsibilities

The responsibilities of the Contract Management Committee are to:

- Monitor the achievement of Program results, including successes, lessons learned and areas of concern
- Coordinate efforts in identifying, understanding and acting on local labour market issues and/or opportunities
- Resolve specific policy, procedural, system or client service issues stemming from the Ministry's quality assurance activities
- Identify and resolve general items of concern to either party.

Key Activities

- Conduct regular reviews of progress under the Contract, based on monthly performance reports supplied by the Ministry
- Review budgets, expenditures and forecasts

- Discuss any apparent performance shortfalls (e.g., identified in performance measures, onsite reviews, client surveys), strategize solutions and agree on a plan of action to address the deficiency
- Review progress on action plans made to address previously-identified issues, the status of contract amendment requests or other pending Ministry decisions
- Discuss emerging innovative practices
- Discuss local labour market changes, their potential impact on the Program and possible action that can be taken to affect the situation
- Share Program updates, changes or other communications (e.g., Community and Employer Partnership initiatives, regional meetings)
- Make recommendations to, or respond to questions posed by, the Ministry Program Steering Committee.

Accountability

The Ministry and its Contractor each have authority over their specific rights and obligations under the Contract. Therefore, agreements reached in Committee meetings regarding a particular course of action or a potential recommendation to the Ministry Program Steering Committee will be documented in the minutes and signed off by each organization. Where the two parties are unable to resolve a contract management issue, the lead Ministry representative will escalate the matter to the appropriate level in the Ministry.

In carrying out Committee work, the members account to their respective organizations and abide by Terms of Reference jointly developed and agreed upon between the two parties.

Membership

The Contract Management Committee will be comprised of at least one Ministry and one Contractor representative. The typical size for a Committee is four to six members and typical membership is as follows.

Ministry representatives

- The Team and Contract Lead with contract management authority
- One or more Contract and Program Agents
- Operations Manager and/or Regional Director may attend.

Contractor representatives

- Senior manager with operational responsibility for Contract service delivery
- Key employees involved with Contract service delivery
- Executive representatives may attend.

Meetings will normally be chaired by the Ministry Team and Contract Lead but where appropriate, the Chair may be delegated to a Contract and Partnership Agent .

The Committee may elect to invite guests to attend meetings, e.g., Regional Services Division representatives.

Meetings

Meetings will occur on at least a monthly basis. The date, time and location will be arranged in advance with members of the Contract Management Committee. Some meetings may take place via teleconferencing.

Expert Advisory Panel on Specialized Populations A

| Action Item | Date Raised | Due Date | Assigned to |
|---|-------------|--------------|---|
| Presentation of Data Reporting on Specialized Populations - Panel looking for stats for people who are unemployed in BC and are going to an EPBC centre. Data is not currently available. Shan to supply this information to Panel | 06/03/2013 | July meeting | Reporting |
| Specialized Populations working group to share their Terms of Reference (TOR) with the panel. | 06/03/2013 | ASAP | Specialized Pops WG or Program Governance to supply. |
| Specialized Pops Panel and Specialized Pops working group to do some thinking around how to connect and meet at a later date | 06/03/2013 | | Panel and working group to decide on a meeting date to discuss. |
| Once a posting for the new Specialized Pops panel members has been created, distribute to the current panel members so that they can forward on to people they know would be suitable and interested | 06/03/2013 | | PGO |
| Aging workers discussion - PGO to bring this issue to the steering committee as a gap in specialized populations. Ask the CfEE if they can provide a scan of aging workers in BC and then have the panel review to offer their advice | 06/03/2013 | pending | PGO and CfEE |
| Aging workers part 2 - Ask the reporting team to pull a report of how many born before 1958 are seeking employment services to provide to the panel members | 06/03/2013 | | PGO and Reporting |

| | | | |
|--|------------|---|---------------|
| Action items for panel members to bring to next panel meeting: Kristi to speak with/do research on Mind Lab. Christine to have 2 or 3 meetings with the Francophone community to bring to June meeting. | 06/03/2013 | July meeting | Panel Members |
| Consideration around having a vice-chair or alternate chair to help facilitate and be back up if the chair is unable to fill full their duties. Decision is yes to having a vice chair moving forward. PGO will talk to the BRDO to see how this person should be appointed. | 23/05/2013 | | PGO |
| Jeanine to find out if some of the more detailed reporting elements on the internal Monthly report presented by Celeste LaCroix can be shared with panel members | 23/05/2013 | | Jeanine Manji |
| Jeanine to do research and aquire more information about CLBC to bring back to the panel as well as an update on the status of CLBC and EPBC collaboration | 23/05/2013 | | Jeanine Manji |
| Generate a list of questions to provide to panel members to ask, to bring to the ESC sites they visit and bring back to next meeting | 23/05/2013 | before next meeting | Chris Arnold |
| Sandy to provide previous accessibility project the Special Populations team started to asses accessibility of the service providers from their prospective. Panel may use this to move forward with this or create a new one | 23/05/2013 | | Sandy Rodgers |
| PGO to provide panel with CfEE environmental scan and report on the skills of contractors within BC (not just WorkBC) when ready to be published. As well as the link to the CfEE website | 23/05/2013 | When ready to be published, link can be provided asap | PGO |

| | | | |
|---|------------|--------------|---------------|
| Jeanine to speak with client volumes WG chair to see if they have some information to provide to the panel in regards to the best practise they had discussed for contractors to get more clients through the door. | 23/05/2013 | Next meeting | Jeanine Manji |
| | | | |

Action Items

| Outcome/Current status | Date Completed |
|---|-----------------------|
| Carry forward to July meeting with further detail requests. Daryl is working on a Data Project that is covering this topic | |
| Follow up, still not received. Pull from sharepoint and distribute. Pulled from sharepoint and sent to Jeff and Jeanine for distribution. June 12 | Completed. June 27/13 |
| Report out from working group at meeting in July. Ongoing piece that can be raised at the two day planning meeting. Day 2 Agenda item possibly. | |
| Currently forming a recommendation on whether to add this to the panel scope. Currently have 11/12 panel members. Will discuss further at planning meeting if additional member required. | |
| PGO will not bring to SC as an issue unless there is a recommendation made by the panel | |
| Ask how other areas determine aging workers like JTST for example. Discussion in July. This ties in with the Data Project. | |

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| Panel needs to determine who the chair would be. The would only act as the chair in the absense of the chair. | |
| Public available data also available to panel. Other data is specific to individual contract only. | June 27/13 |
| Sandy to speak to this | |
| Some questions submitted to panel for review. Futher discussion at two day panel meeting. | |
| Jeanine sent information to Darrell and Chris | June 26/13 |
| Jeff to send information from CfEE website to panel members | |

| | |
|--|--|
| Jeanine in discussion with Bill Derks | |
| | |



Expert Advisory Panel on Specialized Populations Meeting
September 25, 2012 – 18th Floor
1050 W. Pender Street, Vancouver, B.C.

Panel Attendance: Laverne Thompson, Christine Sotteau, Darrell Burnham, Thomas Yeung, Freeman Qu, Kristi Fairholm, Chris Arnold

Ministry Guest: Celeste LaCroix - Manager, Program Analysis and Forecasting

Committee Support (PGO): Jeanine Manji, Jennifer Taylor, Jeff Curr, Sherilyn Sutton

Review of Action Plan:

- Defer “*Presentation On EPBC - Specialized Populations*” to the next meeting
- An evaluation form is in the works and will be distributed to panel members upon completion.

Discussion update on Recruitment:

- Posting closed on August 31, 2012
- Three applicants applied
 - Two applicants withdrew, one due to conflict of interest.
- The Ministry can refer interested applicants to the BRDO at any time
- Panel will look into marketing around finding more interested applicants
- Youth applicants may need help with application process
- A hiring sub-committee was suggested to spend time with potential candidates
- Shushwap First Nation has put out the word to potential applicants.
- Old posting can be shared to interested applicants
- Criteria for potential youth representatives could be:
 - Youth who work with other youth
 - Employed and unemployed youth
 - Student
- Membership should consist of 10 panel representatives

Centre for Employment Excellence Presentation:

Suzanne Lui Gurr and Shawn de Raaf

- PowerPoint presentation “*An introduction to the BC Centre for Employment Excellence*” presented

Presentation on EPBC Reporting:

Celeste LaCroix – Manager, Program Analysis and Forecasting

- PowerPoint presentation “*EPBC External Advisory Panels Specialized Population Reporting*” presented
- A description of the purpose of CPAC (Corporate Program Advisory Committee) and feedback received from contractors was presented.
- The Tier system is currently in the process of being reviewed based on contractor feedback from the CPAC meetings.
- FOF (Fixed Operating Fees) and VSF (Variable Service Fees) go to the contractor and FSPS (Financial Supports and Purchasing Services) go to the client
- ‘Persons with illness’ discussed as a possible next level for Specialized Populations consideration
- A link was sent to panel members for review of what ERIQ (Employment Readiness Information Questionnaire) is and its purpose.
- Ministry can produce multi-tiered reports, for example; immigrant youth living in a rural area
- The External Advisory Panel requests the following information from the reports:
 - Participation rate in employment programs
 - Comparisons to the old employment program regarding the level of service to clients
 - Historical data, relative outcome data, level and complexity of needs
 - What percentage of clients are returning for employment services
 - Which communities have been successful with the new EPBC and which are struggling
 - Tracking of employment income – (ex. Trained professional working as cab driver or dishwasher)
 - Client satisfaction data through Ministry surveys
 - Specific reporting required to break down the clients served under the Specialized Populations umbrella such as developmental disabilities, mental illness’, physical disabilities, etc

Questions:

- How do we know how many clients have been referred to the EPBC?
- How many are unemployed and how many are in the system currently getting services?

Site Visit Feedback from Panel Members:

Christine Sotteau - Francophone Services

- A preliminary report was received from Le Federation des Francophones de la Colombie-Britannique (FFCB) regarding services Francophones are receiving within their communities
- Services being offered now are not meeting expectations based on the old employment program
- Fluent French services must be provided in communities with a large Francophone population

Thomas Yeung – Immigrant Services

- The “*Immigrant service sector*” handout was reviewed

Kristi Fairholm – Lillooet Services

- Large Aboriginal population representing 80% of unemployed clients
- ICM has been an issue with not being able to fix mistakes in the form
- More time is being spent with forms rather than one on one time with the client
- Lillooet is currently in a state of economic transition. Employment centres are working with agricultural producers and the Bands, trying to generate employment for clients
- Struggles include low literacy rates and multi-generational poverty
- Employment centres are working hard in these challenging situations and have been intervening youth to make them aware of the employment options
- Clients leaving services due to Tier system or struggles with filling out the form

Chris Arnold - Rural Services (specifically Prince Rupert and Terrace):

- First point of contact a problem (privacy at front counter, flexibility, panic when a specialized populations {specifically mental health issue} person is presented when it comes to the forms)
- Client loss due to wait times and not seeing those clients return
- Case Managers are not available frequently enough for sustainable client services. Some clients can only get an appointment with their Case Manager every three weeks. Frequent engagement is very important for people with mental disabilities.
- Employment Centres are concerned they can't always hire experts in disabilities to support Specialized Populations clients.
- Mental health individuals are seeking help from Mental Health Organizations as they feel they are not receiving the services they need at the EPBC centres.

Laverne Thompson – Adult Special Education

- The “*Feedback from Adult Special Educations/ACCESS programs in Post-Secondary Institutions*” hand out was reviewed.
- Student feedback states they are turned off by the EPBC website and find it's too cumbersome to understand
- Requests have been given for the Person's with Disabilities Legacy program be re-instated as the all-in-one shop is not working for a lot of clients
- When a client is referred to the WorkBC employment service centres and feel they are not getting the service they require, they are going back to the referral source.

Freeman Qu - Services in Fort St. John

- Interviews with an Aboriginal liaison with past experience in Aboriginal employment and an acute care worker were:
 - Neither individual had heard of WorkBC or the Employment Program of British Columbia but were aware of the old Legacy programs but were impressed to hear about the all-in-one service centres.
- Interview with middle aged Chinese immigrant (female) job seeker:
 - Went through quite a few agencies, public and private

- Immigrant agency couldn't help her because she had a college diploma so referred her to a job seeker agency who told her just to send out her resumes, then went to another agency etc (bounced around)
- Client had never heard of the EPBC or been referred to a WorkBC Employment Centre
- What services did you receive? – she wasn't very happy with the experience
- Client's resume was looked at to see if she needed interviewing and resume writing skills only to be told it was fine and that she did not need additional services.
- Client claimed agencies told her that since she was physically able she shouldn't have a problem finding work. Unfortunately most of the work available is for heavy machinists and labourers.
- Client encountered some struggles due to her own language barriers and not being fluent in English.
- Conclusion – Client has not been given the opportunities or services she needs

Darrell Burnham – Aboriginal Services

- Met with the Shushwap Band who are also funded through ASSET;
 - Possible duplication of services between the EPBC and ASSET
 - Reduction of staff in employment centres (1 person for 3 centres)
 - Confusion on who does what between the two services
 - Clients do not like the workshops offered, attendance is low.
- Met with Back In Motion;
 - Use ICM as well as their own case management system which has eight different language options as well as the ability to provide job leads to clients on their smart phones.
 - Richmond does not have enough Chinese speaking staff
 - Better morale and engagement with clients needed.

Planning for Next Meeting:

- Take a look at best practise targets for different communities and what makes them work
 - For example find a BC resident of working age with a disability and whether they have worked before
- Look at employment centres that have successfully engaged Persons with Disabilities in the workforce and assess whether this would be a good research topic for the Centre of Employment Excellence. Also take into consideration:
 - What are these critical success factors? What are achievable targets out there and what factors have supported success?
- Think about what type of questions should be included in a Specialized Populations client survey
- Panel to advise Ministry of the following data needed from the Legacy programs for the next agenda
 - Number of people involved in employment programs
 - Participation rate
 - Outcome data
 - Fiscal data for 2010/2011 and 2011/2012



Expert Advisory Panel on Specialized Populations Meeting
March 6, 2013 – 18th Floor
1050 W. Pender Street, Vancouver, B.C.

Attendance: Laverne Thompson, Christine Sotteau, Darrell Burnham, Kristi Fairholm, Chris Arnold

Regrets: Thomas Yeung, Freeman Qu

Committee Support (PGO): Jeanine Manji, Jeff Curr, Sherilyn Sutton

Review of Agenda and Action Items

- Topics from January meeting discussed such as the Employment Readiness Information Questionnaire (ERIQ) form and the working group assigned to streamline the form
- Discussion on Specialized Populations reporting and ways to pull better data
- Corporate Program Advisory Committee (CPAC) working group update; some groups coming to a close soon. Report out coming around the end of June which will be presented at the next CPAC meeting.

Presentation of Data Reporting on Specialized Populations

Presenter: Shan Wei

- It has taken some time to get all the data correct
- Presentation depicted on how the data is collected and how the reports are populated
- Issue raised about someone being identified with only one barrier and then put in training without knowing if other barriers exist that could affect their learning. This is not currently in reporting but a discussion needed. It was determined that this question is asked in the ERIQ form.
- Comment: Reporting does not show the level of complexity a lot of persons with multiple barriers have and may not self identify with the choices presented.
- A Client or case manager could fill out the form. Case manager would better determine what specialized services the clients need when filling out the form
- Continued discussion around specialized populations and proper reporting regarding areas that could be missing within the current reporting. Particularly rural areas.
- Stats for people who are unemployed in BC who go to EPBC are not currently available
- Discussion around older stats and current stats and how they can be compared with the new stats being collected.
- Outcome data and community attachment reporting is available for specialized populations

Presentation on EPBC Specialized Populations CPAC working group

Presenters: Sandy Rodgers/Michael Hawkins

- Sandy Rodgers is the Director of Specialized Populations and Program Governance with the Ministry of Social Development
- Michael Hawkins is with WCG (West Coast Group) – a service provider in BC for 17 years and is active in programs for Person with Disabilities (Pwd)
- Both Sandy and Michael are co-chairs of the CPAC Working group on Specialized Populations
- A need for the working group was determined at a CPAC conference as there was a number of topics that needed to be addressed
- Contractors were invited to sign up as members along with ministry employees
- Members represent someone from all the disability categories
- Presentation breaks down the four areas the working group is focusing on:
 1. Develop working groups with Community Living BC (CLBC), Mental Health, Substance Abuse, and other specialized populations with the goal to streamline referrals, encourage collaboration and wrap around supports regionally.
 2. Building contractor capacity to deliver services to specialized populations including the Beyond Barriers – Innovative Employment Opportunities for all British Columbians symposium taking place in March.
 3. Recommend changes to the new fee schedule which were adopted including changes that increase contractor flexibility to select Variable Service Fee (VSF) or Financial Supports and Purchased Services (FSPS) for some specified services to specialized populations, creating two new services including personal counselling for employment readiness and language interpretation services.
 4. Working with initiatives of other working groups including providing input into the marketing strategy created by the Client Volume working group, and working with Regional Services Division (RSD) to increase BC Employment Assistance (BCEA) employment obligated referrals.
- All day meeting scheduled for April for working group to fine tune areas identified
- Working group has established sub-groups such as one with CLBC
- Issues are being addressed such as making sure services are not being duplicated and that they wrap around with each other for the best service to clients
- Knowledge for parents
- Transition to and from educational institutions
- Working group will bring their work to the Steering Committee for approval and then present to the larger audience via CPAC meetings
- The work of this group should be communicated to the field so everyone is aware these issues are being looked at. This could make people feel more comfortable knowing work is being done.
- Concern expressed around the speed of change and service providers losing skilled workers due to the frustration of the system change
- A sense of change was mentioned that came out of the CPAC meeting that contractors were starting to feel heard and their suggestions were being taken seriously

- Question about whether the tiers still existed. Explanation was given that they do but that they have now been disconnected from the fees
- Group is still working on identifying sub-groups, they will not be wrapping up in near future
- Discussion around linking the working group with the panel. A need expressed to connect with the panel on outside issues. The panel members would like to play the role of advocate for the user experience.
- Frustration from panel members around hearing from contractors being frustrated with the system and how this doesn't necessarily translate to the user experience which needs to be focused on further.

Feedback from communities to panel members:

Christine Sotteau

- Attended general meeting with the YMCA
- Discussion around what capacities you need to be a social worker
- Problems around people not identifying as a specialized population (e.g. Francophone)
- A need to reach clientele to answer the question as to why
- Concerned with client evaluation and how to do that as a group

Laverne Thompson

- Feedback from educational institutions:
- Too much paperwork/delays
- No procedure on how to access training money
- Sub-contractor-capacity was underestimated, overwhelmed with all the clients with disabilities and the paperwork meant they could not meet the client's needs
- Unsure whether to follow through or refer a PwD client
- Miscommunications with CLBC and WorkBC centres
- Problem identified that clients have to ask for and express what they need which they can't always do

Kristi Fairholm

- Held a meeting for Victoria based service providers
- Questions to service providers such as:
 - Where are clients serving the system and where is the system serving clients?
 - What are the success measurements?
- Discussion around ways to encourage innovation and find a place or create some space for it. This could possibly be a role for the Centre for Employment Excellence (CfEE)
- Hunger identified as a disability towards finding employment in those with mental health

Chris Arnold:

- Visited the Smithers WorkBC site
- Built a brand new office with structure requirements for accessibility
- Great staff, very open office with three different agencies working together under one roof successfully.

- Have their own facebook page where they can offer incentives. Social media training a good idea for other contractors
- Concerns of loss of expertise within the staff and sub-contractors with specialized services closing down due to the one stop shop of EPBC

Darrell Burnham

- Took a tour of Back in Motion
- Liked the software interface they had created to work with ICM
- Eight data entry people employed in the back end
- Still spotty in clients in the mental health field. Clients need to be walked over
- No employment centres have established contact to collaborate together
- Issues expressed regarding sub-contractors competing with prime-contractors over clients, this causes strained relationships
- Round table discussion around communication between prime contractors and their sub-contractors and how the ministry can make sure communication is happening between them

Specialized Populations Advisory mandate Terms of Reference (TOR) review and feedback

- Discussion to bring the mandate up to a level that the panel is a more strategic committee. The CPAC now covers a lot in the old mandate
- Panel would like to focus on a project with an outcome
- TOR is not specific to specialized populations
- Changes recommended and discussed regarding the current mandate
- Changes in the program that affect specialized populations should include the panel

Accessibility Project

- tabled to the upcoming two day meeting

Recruitment of Panel members:

- Discussed “ Background of panel members competency grid” template
- Competency grid was based on the job application for previous panel members
- Question raised on whether the competencies listed on the grid are actually needed for a panel member
- Future panel members could include:
 - Employment industry
 - Business community/ Private sector employers
 - Not for profit
- Other skills valuable - Communication/facilitation skills, networking and leadership skills

Aging Workers discussion

- Aging workers have the lowest unemployment rates in the province as per the stats
- Where is the gap and is there a problem?
- Consider are they employed or underemployed as a factor
- Workers who have been laid off or lost their pension
- Have the CfEE look into this and provide a scan
- Centre for Aging could be a possible resource

Annual Report out:

- Achievements:
 - Change in recruitment process
 - Good understanding of employment program of BC
 - identified emerging issues that needed to be addressed
 - monitor growth of EPBC and its effect on contractors in order to move forward into action over the next two year term
 - identify research priorities

Two day Expert Advisory Panel on Specialized Populations meeting/Planning for next year's meetings:

- Accessibility Project (what does accessibility mean for each group) – client prospective
- Discussion around the scope of the accessibility project and where the advisory panel fits in, in their assessment and how this would be helpful
- Principles, lens, focus group, methods of enquiry - define
- Understanding the user experience/doing some research
- One day meeting agreed upon on April 23, 2013 to prepare for 2 day meeting in June
- Kristi to speak with/do research on Mind Lab to bring to meeting
- Christine to have 2 or 3 meetings with the Francophone community to bring to June meeting
- July 3rd and 4th next 2 day meeting

The Appointee Remuneration Committee
Public Sector Employers' Council
210–880 Douglas St
PO Box 9400 St. Prov Govt
Victoria BC V8W 9W6

Dear Committee Members:

Re: Application to the Appointee Remuneration Committee by the Ministry of Social Development for Advisory Panels for the Employment Program of BC

The Ministry of Social Development is launching the new Employment Program of British Columbia (EPBC) on April 2, 2012. The program will support all British Columbians eligible to work in Canada with achieving and sustaining employment as quickly as possible. The new program replaces ten existing provincial and federally-transferred employment programs by combining all services into one integrated service model delivered through 73 catchment areas by contracted service providers. The program will offer a unique range of services to those identified as Specialized Populations, which includes immigrants, youth, Aboriginal peoples, Francophones, persons with disabilities, survivors of violence, persons with multiple barriers, and people living in rural and remote parts of the province.

The ministry is committed to improving the program within the context of its new integrated service model. To that end, the ministry is establishing two expert advisory panels—one to monitor how the new model works for British Columbians and another to examine how the model is working for clients from the Specialized Populations.

Pursuant to Treasury Board Directive 3/11, Remuneration Guidelines for Appointees to Crown Agency Boards, I am seeking approval from the Appointee Remuneration Committee to proceed with remuneration for the chair of each of the two aforementioned panels.

The Directive suggests that the panels would be considered advisory boards falling under Level 1 of the Remuneration Classification Grid. It is the ministry's intention to offer the chair the maximum payable of \$350 per meeting.

.../2

The ministry has solicited the Board Resourcing and Development Office to undertake the search for suitable panel candidates and can offer assurances that the panels meet the criteria defined in Section 3.2 of the directive:

- 3.2.1 The ministry will appoint 100 percent of the panel members.
- 3.2.2 The panels are an integral part of the EPBC governance framework and will inform and advise other internal advisory committees through reporting mechanisms.
- 3.2.3 The panel is operating within an area of active interest of the provincial government.

I trust that the information contained herein satisfies the requirements of the Appointee Remuneration Committee. Should you require additional information, please contact Sergei Bouslov, Executive Director of Program Management, at 250-387-6012.

Sincerely,

Mark Sieben
Deputy Minister



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External Advisory Panel - Ministry of Social Development - Employment Program of BC -Up to 12 Panel Members

| | |
|----------------------------|-----------------------------------|
| Requisition # | 1645523 |
| Job Location | Canada-British Columbia-Vancouver |
| Job Stream | Administrative Support/Clerical |
| Job Type | Appointment, Part-Time |
| Number of Positions | 12 |
| Open | |
| Posting Date | 14-Feb-2012 |
| Expiry Date | 07-Mar-2012 |
| Educational | |
| Requirements | N/A |
| Languages Required | English |

Job Description

Business and Structure

The purpose of the External Advisory Panel is to monitor the performance of the new Employment Program of British Columbia (the "Program") and advise the Ministry of Social Development on how well the Program is meeting the employment service needs of British Columbians.

The Program replaces ten existing provincially and federally funded employment programs by combining all services into one integrated service model. It will serve all British Columbians eligible to work in Canada and seeking employment.

The Province will invest \$341.2 million in employment services for 2011-12. The new Program will be accessed through Employment Services Centres located in 73 geographic catchment areas spanning the province. The Ministry of Social Development has procured a contract service provider to deliver the Program in each catchment area.

<http://www.labourmarketservices.gov.bc.ca/>

Strategic Direction

The purpose of the new Employment Program of British Columbia is to support clients to obtain and maintain employment. The Ministry intends that the Program will achieve the following outcomes for individuals, employers and communities who access or benefit from Program services.

Outcome 1: Clients become more independent, through achieving and maintaining sustainable labour market attachments, or community attachments, where labour market attachment is not possible at the time.

- Clients become employed, with earnings that eliminate or reduce dependence on income supports; and,
- Clients, who are not ready for employment, establish labour market or community attachment that promotes self-reliance and increased independence.

Outcome 2: Clients receive services that are aligned with labour market needs and opportunities.

- Program services received by clients contributed to their labour market or community attachment; and,
- Program services are aligned with labour market needs and opportunities.

Outcome 3: Labour market services available to clients are aligned with employers' and communities' needs and opportunities.

- Communities, employers and individuals can readily access services;
- Individuals at risk of losing their labour market attachment receive services at the earliest possible time; and,
- Employers utilize Program services to help fill their labour market needs.

The Program is being introduced with an extensive performance management system to enable the Ministry to assess and adjust the Program to ensure it achieves its stated purpose and anticipated outcomes.

Governance Structure

The External Advisory Panel is one of four bodies making up the

corporate governance structure of the new Program. Other governance bodies are: an Expert Advisory Panel on Specialized Populations, a Ministry Program Steering Committee and a Corporate Program Advisory Committee.

Board Responsibilities and Accountabilities

Role

The External Advisory Panel will provide advice and recommendations on the operation and enhancement of the Employment Program of British Columbia

Responsibilities

- Monitor overall Program access and service quality;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and,
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports from the Program as required to discharge the Panel's responsibilities;
- Create sub-committees or work groups as required;
- Request best practice studies or analyses from the Centre for Employment Excellence;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and,
- Refer all media inquiries to the Ministry.

Scope

The Advisory Panel focuses on:

- Reviewing the effectiveness of the Program as a whole;
- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all clients accessing the Program; and,
- Providing advice and recommendations for Ministry's consideration and decision that are aligned with Program objectives, within the Ministry's mandate and, accountabilities and that do not duplicate existing available programming.

The Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs or interests of individuals or specific population groups; or,
- Assess or comment on the performance of individual Program contractors or service providers.

Accountabilities

In carrying out its work, the Advisory Panel operates within the broad policy direction and budget set by the Ministry of Social Development. In addition the Panel will be accountable to the Terms of Reference jointly developed and agreed to between it and the Ministry.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Panel Composition

The individuals who make up the Panel, collectively, will have the following personal attributes and competencies.

Personal Attributes

All Panel members should possess the following personal attributes:

- understand the value employment for all British Columbians;
- be committed to diversity in the workplace;
- think analytically in order to systematically organize and compare the various aspects of an issue or problem, and consider cause-and-effect relationships;
- seek information in order to resolve discrepancies by asking a series of questions or scanning for potential opportunities or miscellaneous information that may be of future use;
- possess business acumen, including the ability to understand the business implications of advice and recommendations;
- be innovative, making an effort to improve program performance by doing or promoting new things;
- have strong listening, understanding and responding skills including the ability and desire to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others;
- have integrity so as to communicate intentions, ideas and feelings openly and directly, and to welcome openness and honesty even in difficult negotiations;
- have the ability to work co-operatively within teams, committees, and work groups;
- have no direct or indirect conflicts of interest; and,
- be able and willing to fulfill the time commitment required to carry out responsibilities.

Competencies

Collectively, the Panel should comprise the following core competencies:

- knowledge of government and the public sector environment;
- knowledge of current and emerging issues affecting the organization and its industry or sector; and,
- knowledge of the community served by the organization.

While previous governance experience is not required, it is important that candidates for positions understand the roles and responsibilities of a panel member and have the necessary experience and demonstrated skills to enable them to contribute to panel decision-making.

Part of the Panel's commitment to good governance includes providing an orientation for new Panel members.

Due to the potential for conflict of interest, current Program contractors or service providers will not qualify as Panel members

Other Considerations

Within the context of the required Panel skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

The entire Panel is undergoing its inaugural composition. In establishing the Panel, consideration will be given to representation from the various regions of the province.

The following are the key competencies sought for the Panel as a whole:

- Knowledge of the employment needs/capacities of British Columbian seeking work;
- Knowledge of British Columbia's labour market opportunities and needs;
- Knowledge and/or experience in employing or delivering employment services, including in rural and remote parts of the province;
- Knowledge of employment best practices; and/or,
- Previous governance experience.

Time Commitment

The Panel members will attend three to four one-day meetings per year. Additional meetings may be called at the discretion of the Chair. Members are expected to participate in meetings and review agenda materials prior to meetings.

In addition, members may be asked to participate in projects and committees.

Secretariat support is provided to the Panel by the Employment and

Labour Market Services Division of the Ministry of Social Development.

Term

Panel members are typically appointed for a one-year term with the possibility of reappointment for a two-year term, followed by a three-year term for a total of six years. Reappointments are not guaranteed. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted to ensure optimal succession planning and staggering of appointments.

Compensation

The Chair and Panel members will be remunerated in accordance with Level 1, Treasury Board Directive (TBD) 3/11.

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving on the External Advisory Panel (Ministry of Social Development - Employment Program of BC) online by clicking on the "Apply Online Now" button at the bottom of this page.

Expressions of Interest for vacant positions should be submitted by March 7, 2012.

If you have any questions about registering your Expression of Interest, please contact Larkin MacKenzie-Ast, Board Resourcing and Development Office, at (604) 775 - 2084.

British Columbia Appointment Guidelines

Appointment to British Columbia's public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, please refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page "The Appointment Process".

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Expert Advisory Panel on Specialized Populations - up to 12 Panel Members

| | |
|---------------------------------|----------------------------------|
| Requisition # | 1645522 |
| Job Location | Canada-British Columbia-ALL |
| Job Stream | Government Relations/Legislation |
| Job Type | Appointment, Part-Time |
| Number of Positions Open | 12 |
| Posting Date | 14-Feb-2012 |
| Expiry Date | 07-Mar-2012 |
| Educational Requirements | N/A |
| Languages Required | English |

Job Description

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www.labourmarketservices.gov.bc.ca/

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- Program services received by clients contributed to their labour market or community attachment; and,
- Program services are aligned with labour market needs and opportunities.

Outcome 3: Labour market services available to clients are aligned with employers' and communities' needs and opportunities.

- Communities, employers and individuals can readily access services;
- Individuals at risk of losing their labour market attachment receive services at the earliest possible time; and,
- Employers utilize Program services to help fill their labour market needs.

The Program is being introduced with an extensive performance management system to enable the Ministry to assess and adjust the Program to ensure it achieves its stated purpose and anticipated outcomes.

The Ministry intends that specialized populations will continue to receive services that are equivalent to, or exceed, the services they receive today.

The performance management system has been designed to track services to specialized populations.

Governance Structure

The Expert Advisory Panel on Specialized Populations is one of four bodies making up the corporate governance structure of the new Program. Other governance bodies are: the External Advisory Panel, a Ministry Program Steering Committee and a Corporate Program Advisory Committee.

Board Responsibilities and Accountabilities

Role

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry of Social Development, in support of the Ministry's role of ensuring that the Employment Program of BC meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include immigrants, youth, Aboriginal peoples, Francophones, persons with disabilities, survivors of violence, persons with multiple barriers and people living in rural and remote parts of the province.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports and data from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the Ministry can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;
- Request best practice studies or analyses from the Centre for Employment Excellence;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and,
- Refer all media inquiries to the Ministry.

Scope

The Advisory Panel focuses on:

- Reviewing the effectiveness of the Program from the perspective and interests of the Specialized Populations as a whole;
- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all Specialized Populations, as well as other Clients accessing the Program; and,
- Providing advice and recommendations for Ministry's consideration and decision that are aligned with Program objectives, within the Ministry's mandate and accountabilities and that do not duplicate existing available programming.

The Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs or interests of individuals or specific population groups; or,
- Assess or comment on the performance of individual Program contractors or their service providers.

Accountabilities

In carrying out its work, the Advisory Panel operates within the broad policy direction and budget set by the Ministry of Social Development. In addition, the Panel will be accountable to the Terms of Reference jointly developed and agreed to between it and the Ministry.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Panel Composition

The individuals who make up the Panel, collectively, will have the following personal attributes and competencies.

Personal Attributes

All Panel members should possess the following personal attributes:

- understand the value employment for all British Columbians;
- be committed to diversity in the workplace;
- think analytically in order to systematically organize and compare the various aspects of an issue or problem, and consider cause-and-effect relationships;
- seek information in order to resolve discrepancies by asking a series of questions or scanning for potential opportunities or miscellaneous

information that may be of future use;

- possess business acumen, including the ability to understand the business implications of advice and recommendations;
- be innovative, making an effort to improve program performance by doing or promoting new things;
- have strong listening, understanding and responding skills including the ability and desire to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others;
- have integrity so as to communicate intentions, ideas and feelings openly and directly, and to welcome openness and honesty even in difficult negotiations;
- have the ability to work co-operatively within teams, committees, and work groups;
- have no direct or indirect conflicts of interest; and,
- be able and willing to fulfill the time commitment required to carry out responsibilities.

Competencies

Collectively, the Panel should comprise the following core competencies:

- knowledge of government and the public sector environment;
- knowledge of current and emerging issues affecting the organization and its industry or sector; and
- knowledge of the community served by the organization.

While previous governance experience is not required, it is important that candidates for positions understand the roles and responsibilities of a panel member and have the necessary experience and demonstrated skills to enable them to contribute to panel decision-making.

Part of the Panel's commitment to good governance includes providing an orientation for new Panel members.

Due to the potential for conflict of interest, current Program contractors or service providers will not qualify as Panel members

Other Considerations

Within the context of the required Panel skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

The entire panel is undergoing its inaugural composition. In establishing the Panel, consideration will be given to representation from the various regions of the province, as well as from the eight specialized populations.

The following are the key competencies sought for the Panel as a whole:

- Knowledge of the employment needs/capacities of the specialized populations served by the Program;
- Knowledge and/or experience in employing or delivering employment services to specialized populations, including employment best practices;
- Knowledge and/or experience promoting the employment of specialized populations;
- Knowledge about the employment barriers/opportunities of specialized populations;
- Knowledge and/or experience of the unique service delivery needs of rural and remote communities in British Columbia

Time Commitment

The Panel members will attend three to four one-day meetings per year. Additional meetings may be called at the discretion of the Chair. Members are expected to participate in meetings and review agenda materials prior to meetings.

In addition, members may be asked to participate in projects and committees.

Secretariat support is provided to the Panel by the Employment and Labour Market Services Division of the Ministry of Social Development.

Term

Panel members are typically appointed for a one-year term with the possibility of reappointment for a two-year term, followed by a three-year term for a total of six years. Reappointments are not guaranteed. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted to ensure optimal succession planning and staggering of appointments.

Compensation

The Chair and Panel members will be remunerated in accordance with Level 1, Treasury Board Directive (TBD) 3/11.

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving on the Expert Advisory Panel on Specialized Populations online by clicking on the "Apply Online Now" button at the bottom of this page.

Expressions of Interest for vacant positions should be submitted by March 7, 2012.

If you have any questions about registering your Expression of Interest,

please contact Larkin MacKenzie-Ast, Board Resourcing and Development Office, at (604) 775 - 2084.

British Columbia Appointment Guidelines

Appointment to British Columbia's public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, please refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page "The Appointment Process".

Email this job to a Friend

Apply Online Now



An introduction to the BC Centre for Employment Excellence

Expert Advisory Panel on Specialized Populations

September 25, 2012

Susanna Lui Gurr and Shawn de Raaf

a division of



SOCIAL RESEARCH
AND DEMONSTRATION
CORPORATION

SOCIÉTÉ

DE RECHERCHE

MSD 2013-10-15-18 PLIQUÉE

Today's Presentation

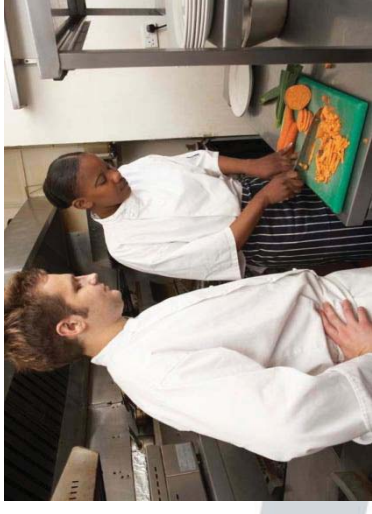
1. Introduction to the Centre
2. The Centre's mission and objectives
3. The Centre's activities
4. How to stay in touch and engage with us

What is the BC Centre for Employment Excellence?

- 1) The idea for the Centre came from the Ministry of Social Development.
- 2) The Centre was created to enhance the knowledge and development needs of the employment services sector and employer community in British Columbia on issues related to employment programs and practices.
- 3) The Centre is established as a division of the Social Research and Demonstration Corporation (SRDC).

The Centre's Mission

- Provide a single coordination point for research to connect both the BC employment services sector and the employer community with the best and emerging information about employment and training programs, practices and resources.
- The Centre will offer a Web site, articles, training and other opportunities to enhance knowledge and practice among its key stakeholders, with the aim of improving employment outcomes for all job seekers in BC.



The Centre's Primary Objectives

- Enhance knowledge that will result in improved employment outcomes for the province's job seekers immediately and in the future
- Identify tools, resources, and offer technical assistance and training
- Develop and test new and innovative employment approaches
- Develop a "community of practice" through ongoing exchanges on available evidence, best practices, tools and technologies, and the sharing of experiences

Who does the Centre aim to benefit?

The Centre's key stakeholders include:

- The Employment Services Sector
- Organizations that support the special populations
- The employer community
- Organizations that provide training and counselling
- The Ministry's External Advisory Panels for the EPBC and Specialized Populations
- Policy makers at all levels of government

What activities will the Centre take on?

The Centre will carry out two core functions:

1. A research and development program that provides evidence related to employment and labour market issues of interest to the Centre's stakeholders
2. Practice and knowledge enhancement support to the employment services sector and employer community

Research and Development Program

- 1) Tap into existing resources and organizations
- 2) Identify and produce information about best available evidence and practices
- 3) Test innovative approaches
- 4) Promote research into practice



Practice and Knowledge Enhancement Support

This function will be covered through three main activities:

1. The Web Site;
2. Technical Assistance and Training; and
3. a Community of Practice.



Web Site

www.cfeebc.org



Technical Assistance and Training

- Provided by SRDC in partnership with the Training Group at Douglas College
- Basic and value-added training
- Builds on existing capacity (no duplications)



Stakeholder Engagement

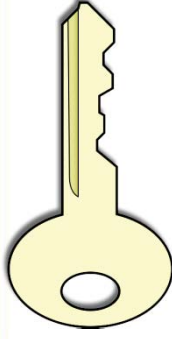
Stakeholders play a key role in the development and success of the Centre. Stakeholder engagements will include:

- Surveys / questionnaires
- Presentations and workshops
- Community consultations



Partnerships

Collaborative partnerships are



!!!

The Centre seeks to establish relationships with the various individuals, councils, associations, networks... that serve the Employment Services sector and employer community in British Columbia.

Some background on SRDC

- A non-profit, non-partisan social policy research organization created in 1991
- Our mission is about “learning what works” in social policies

SRDC has conducted research in various employment-related areas. Past projects have included:

- Downtown Eastside Case Coordination Project
- Career Motion

Governance

- SRDC Board of Directors
- Steering Committee consisting of members from:
 - Employment Services Sector
 - Employer Community
 - Special Populations
 - Government
 - Academia



Our Team

Core Staff:

- Susanna Lui Gurr, Managing Director
- Shawn de Raaf, Research Coordinator
- Greg Lockwood, Stakeholder Coordinator

With support from:

- The Training Group at Douglas College
- SRDC Research Staff



How is the Centre different from other SRDC activities?

- The *movement* of knowledge, best practices, tools and training into practice
 - Immediate impacts on individuals and communities
- The Centre will benefit from:
- SRDC's existing infrastructure and research capacity
 - Knowledge and lessons from past and current SRDC projects

Connecting with us



www.cfeebc.org



info@cfeebc.org

twitter



[@CfEEBC](https://twitter.com/CfEEBC)



[RSS Feed](#)

Funding

We gratefully acknowledge the financial support of the Government of Canada and the Province of British Columbia through the Ministry of Social Development.

Thanks!





DRAFT

CODE OF CONDUCT AND CONFLICT OF INTEREST GUIDELINES

External Advisory Panel - Employment Program of BC

Government appointees are expected to meet high standards of conduct which enhance and maintain public confidence in the operation of BC's public agencies, boards and commissions. They must act to instil public confidence in their actions and decisions.

The fundamental relationship between an advisory panel member and the public sector organization on which the member serves should be one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

The following Code of Conduct and Conflict of Interest Guidelines set out the minimum standards of ethical conduct expected of all members of the **External Advisory Panel - Employment Program of BC** (EPBC), appointed by the Minister of Social Development.

1. COMPLIANCE WITH THE LAW

- 1.1 Advisory panel members should act at all times in full compliance with both the letter and the spirit of all applicable laws.
- 1.2 In his/her relationship with the organization, no advisory panel member should commit or condone an unethical or illegal act or instruct another panel member, employee or supplier to do so.
- 1.3 Advisory panel members are expected to be sufficiently familiar with any legislation that applies to their work to recognize potential liabilities and to know when to seek legal advice. If in doubt, panel members are expected to ask for clarification.
- 1.4 Falsifying any record of transactions is unacceptable.
- 1.5 Advisory panel members should not only comply fully with the law, but should also avoid any situation which could be perceived as improper or indicate a casual attitude towards compliance.

2. CONFLICTS OF INTEREST

- 2.1 In general, a conflict of interest exists for advisory panel members who use their position at the organization to benefit themselves, friends or families.
- 2.2 An advisory panel member should not use his or her position with the organization to pursue or advance the panel member's personal interests, the interests of a related person¹, the panel member's business associate, corporation, union or partnership, or the interests of a person to whom the panel member owes an obligation.
- 2.3 An advisory panel member should not directly or indirectly benefit from a transaction with the organization over which a panel member can influence decisions made by the organization.
- 2.4 An advisory panel member should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.
- 2.5 An advisory panel member should not use his or her position with the organization to solicit clients for the panel member's business, or a business operated by a close friend, family panel member, business associate, corporation, union or partnership of the panel member, or a person to whom the panel member owes an obligation or to seek employment opportunities
- 2.6 Every advisory panel member should avoid any situation in which there is, or may appear to be, potential conflict² which could appear³ to interfere with the panel member's judgment in making decisions in the organization's best interest.

1 "related" person means a spouse, child, parent or sibling of a panel member who resides with that panel member.

2 "conflict" means a conflict of interest or apparent conflict of interest

3 "apparent" conflict of interest means any situation where it would appear to a reasonable person that the panel member is in a conflict of interest situation.

- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from stakeholders or other interested parties, , passing confidential information to stakeholders or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the panel member's spouse;
 - (ii) influencing the organization to allocate funds to an institution where the panel member or his or her relative works or is involved;
 - (iii) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the panel member;
 - (iv) influencing or participating in a decision of the organization that will directly or indirectly result in the panel member's own financial gain.
- 2.8 An advisory panel member should fully disclose all circumstances that could conceivably be construed as conflict of interest.

3. DISCLOSURE

- 3.1 Full disclosure enables advisory panel members to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 3.2 An advisory panel member should, immediately upon becoming aware of a potential conflict of interest situation, disclose the conflict (preferably in writing) to the panel chair. This requirement exists even if the panel member does not become aware of the conflict until after a transaction is complete.
- 3.3 If an advisory panel member is in doubt whether a situation involves a conflict, the panel member should immediately seek the advice of the panel chair. If appropriate, the panel can seek advice from the Program Governance Office of the Ministry of Social Development.
- 3.4 Unless an advisory panel member is otherwise directed, a panel member should immediately take steps to resolve the conflict or remove the suspicion that it exists.
- 3.5 If an advisory panel member is concerned that another panel member is in a conflict of interest situation, the panel member should immediately bring his or her concern to the other panel member's attention and request that the conflict be declared. If the other panel member refuses to declare the conflict, the panel member should immediately bring his or

her concern to the attention of the panel chair. If there is a concern with the panel chair, the issue should be referred to the Ministry of Social Development.

- 3.6 An advisory panel member should disclose the nature and extent of any conflict at the first meeting of the panel after which the facts leading to the conflict have come to that panel member's attention. After disclosing the conflict, the panel member:
- (i) should not take part in the discussion of the matter or vote on any questions in respect of the matter (although the panel member may be counted in the quorum present at the panel meeting);
 - (ii) should not attempt, in any way or at any time, to influence the discussion or the voting of the panel on any question relating to the matter giving rise to the conflict.

4. OUTSIDE BUSINESS INTERESTS

- 4.1 Advisory panel members should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, panel members are required to act in the best interest of the organization.
- 4.2 No advisory panel member should hold a significant financial interest, either directly or through a relative or associate, or hold or accept a position as an officer or panel member in an organization in a material relationship with the organization, where by virtue of his or her position in the organization, the panel member could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the organization, unless that interest has been fully disclosed in writing to the organization.
- 4.3 A "significant financial interest" in this context is any interest substantial enough that decisions of the organization could result in a personal gain for the panel member.
- 4.4 These restrictions apply equally to interests in companies that may compete with the organization in all of its areas of activity.
- 4.5 Advisory panel members who have been selected to the panel as a representative of a stakeholder group or region owe the same duties and loyalty to the organization and when their duties conflict with the wishes of the stakeholder or constituent, their primary duty remains to act in the best interests of the organization.

5. CONFIDENTIAL INFORMATION

Ministry of
Social Development

Employment and Labour
Market Services Division

Mailing Address:
PO Box 9762 Stn Provincial Govt
Victoria BC V8W 9S5
Facsimile: (250) 356-2734

Location:
18th floor, 1050 W. Pender St,
Vancouver BC V6E 3S7

V.1 May 17, 2012

- 5.1 Confidential information includes proprietary technical, business, financial, legal or any other information which the organization treats as confidential.
- 5.2 Advisory panel members should not, either during or following the termination of an appointment, disclose such information to any outside person unless authorized.
- 5.3 Similarly, panel members should never disclose or use confidential information gained by virtue of their association with the organization for personal gain, or to benefit friends, relatives or associates.
- 5.4 If in doubt about what is considered confidential, a panel member should seek guidance from the panel chair or the Ministry of Social Development.

6. INVESTMENT ACTIVITY

- 6.1 Advisory panel members should not, either directly or through relatives or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the organization which could reasonably affect the value of such securities.

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

- 7.1 An advisory panel member who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the organization interests should discuss the implications of accepting such a position with the panel chair, recognizing that acceptance of such a position might require the panel member's resignation from the organization's panel.
- 7.2 An advisory panel member who accepts a position with an organization providing contracted services to the Employment Program of BC, either directly or indirectly, during an appointment to the advisory panel, should discuss the implications of accepting such a position with the panel chair, recognizing that the acceptance of such a position would require the panel member's resignation from the organization's panel.

8. ENTERTAINMENT, GIFTS AND FAVOURS

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- 8.1 It is essential to fair business practices that all those who associate with the organization, as suppliers, contractors or panel members, have access to the organization on equal terms.
- 8.2 Advisory panel members and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with or influencing the organization. Any firm offering such inducement should be asked to cease.
- 8.3 Similarly, no advisory panel member should offer or solicit gifts or favours in order to secure preferential treatment for themselves or the organization.
- 8.4 Under no circumstances should advisory panel members offer or receive cash, preferred loans, securities or secret commissions in exchange for preferential treatment. Any advisory panel member experiencing or witnessing such an offer should report the incident to the panel chair immediately.
- 8.5 Gifts and entertainment should only be accepted or offered by an advisory panel member in the normal exchanges common to established business relationships for the organization. An exchange of such gifts should create no sense of obligation on the part of the panel member.
- 8.6 Inappropriate gifts received by an advisory panel member should be returned to the donor.
- 8.7 Full and immediate disclosure to the panel chair of borderline cases will always be taken as good-faith compliance with these standards.

9. USE OF THE ORGANIZATION'S PROPERTY

- 9.1 An advisory panel member should not use property owned by the organization for personal purposes, or purchase property from the organization unless the purchase is made through the usual channels also available to the public.

10. RESPONSIBILITY

- 10.1 The organization should behave, and be perceived, as an ethical organization.

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V.1 May 17, 2012

- 10.2 Each advisory panel member should adhere to the minimum standards described herein and in the organization's code of conduct, and to the standards set out in applicable policies, guidelines or legislation.
- 10.3 Integrity, honesty, and trust are essential elements of the organization's success. Any advisory panel member who knows or suspects a breach of the organization's Code of Conduct and Conflict of Interest Guidelines has a responsibility to report it to the panel chair.
- 10.4 To demonstrate determination and commitment, each advisory panel member should review and declare compliance with the organization's code of conduct and ethics annually.

11. BREACH

- 11.1 A advisory panel member found to have breached his/her duty by violating the minimum standards set out in this document may be liable to censure or a recommendation for dismissal to the Government.

12. WHERE TO SEEK CLARIFICATION

- 12.1 Normally, the advisory panel chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

13. FORM OF DECLARATION

- 13.1 I ACKNOWLEDGE that I have read and considered the Code of Conduct and Conflict of Interest Guidelines for the External Advisory Panel – Employment Program of BC, Ministry

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Vancouver BC V6E 3S7

V.1 May 17, 2012



Ministry of
Social Development

of Social Development, and agree to conduct myself in accordance with the Code of Conduct and Conflict of Interest Guidelines for Advisory Panel members.

Signature _____ Print Name _____

**Ministry of
Social Development**

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V.1 May 17, 2012

Francophone Employment Services

The Ministry has worked hard to ensure that all British Columbians have easy access to services, and choice in services. The Ministry recognizes and supports the need to provide services in French and have accommodated this in the model requirements. Through the model, there is no need for a specialized ESC to ensure that services will be provided in French as it will be a contracted requirement.

Francophones are considered a specialized population for the purposes of the Program. The Ministry is committed to ensuring that there is no loss of specialized service access for those who need them, including Francophones.

Under the Labour Market Development Agreement (LMDA), Francophones are given special consideration. In areas where there is significant demand, the Province is obligated to provide services in French. The areas of significant demand identified are:

- Victoria
- Nanaimo
- Vancouver
- Abbotsford
- Chilliwack
- Kelowna
- Kamloops
- Penticton
- Prince George

The Ministry has no intention of changing these areas of significant demand.

The Ministry is committed not only to our obligations under the LMDA, but also to serving all of our clients and their specialized needs regardless of where they live and who they are. As a result, all Employment Service Centres (ESCs), under the new model, will need to make arrangements to ensure that clients can receive services in the language of their choice.

Service Delivery

In some ESCs, serving Francophone clients may be a rare occurrence and so service providers will likely partner with a translation firm to make those arrangements when they occur. In other locations, languages other than English are commonplace and the service provider will likely have people on staff who will be able to serve clients in their language of origin, or have a nearby service provider who specializes in services to that population and who can deliver those services in the ESC.

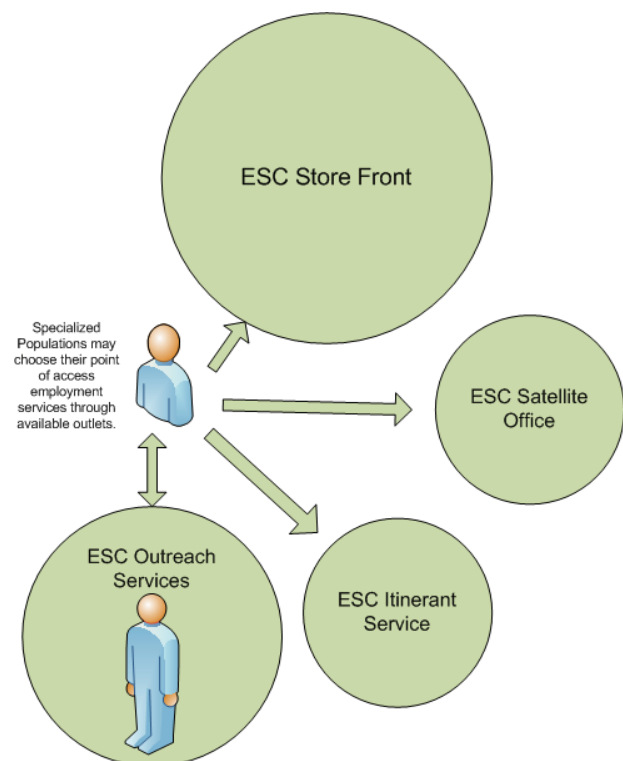
While this will apply equally to Francophones, because of the LMDA we will require that those ESCs in areas of significant demand have French speaking staff that will be able to serve this clientele. French-speaking case managers must also be available in these areas. This can be done through a number of methods, depending on demand and existing services within the community. For example, French-speaking case managers may be located in a satellite office that specializes in services for the Francophone community. Satellite offices are part of the ESC and can take advantage of the store front services to ensure that their clients can receive the full suite of ESC services available.

The Ministry understands that, for some Francophones, seeking services through an ESC intended to serve a diverse community may be intimidating, or past experience may suggest that they cannot get what they need. As a result, these individuals may need a choice of service centres. They may seek safety and community through a centre which specializes in their needs, or they may prefer to attend the one-stop centre. In either case, clients will have access to the full suite of employment services. Communities will be able, through the procurement process, to identify demand in their community and the needs of the specialized populations that must be met. A stated requirement will be that in areas of significant demand, services in French will need to be offered.

There are options available for services to the Francophone population:

- ESC services (including case management) can be delivered in French through any of the ESC outlets: store front, itinerant, outreach or satellite offices; and
- Specialized services for Francophones can be delivered through specialized service providers for those Francophone clients who need the services in order to gain employment.

The key to the new employment service delivery model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice. Clients will be treated as individuals and their needs assessed based on their abilities. Their training and development needs may include specialized services, or they may only require basic employment services: this will be determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach



services. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.

Being from a specialized population does not define an individual as someone with barriers to employment. A Francophone may have no barriers to their ability to get work, and they may simply need job search and other skills in order to gain employment. However, for other Francophones, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the desired outcome.

Program Monitors and Measures and Business Sustainability

Francophone organizations have identified a concern that Francophones would fall through the cracks in a model designed to deliver a suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been developed to ensure the success of the Program in delivering services to Francophones and other members of specialized populations. The attached document, entitled: The New Employment Program: The Model for Serving Specialized Populations, details these measures as well as considerations associated with business sustainability for specialized service providers.

Conclusion

With regard to Francophone services, in areas of significant demand, we will continue to honour the commitment in the LMMA to provide services in French. Further, the procurement process will require all ESCs to ensure that they can make services available in French to clients who require those services. The employment program model will meet the needs of the francophone community, and will ensure services in French. There are measures in place to monitor client outcomes and ensure that we meet or exceed the outcomes we are achieving today. Francophone clients, like all of our clients in the new program, will benefit from client choice.

The Ministry encourages the Francophone service providers to partner with other service providers in order to deliver their services to clients who require them.

The New Employment Program: The Model for Serving Specialized Populations

Introduction

The new Employment Program of British Columbia will serve all British Columbians eligible to work in Canada and seeking employment. The Program supports employment first for Clients through a wide range of integrated employment and labour market supports and services.

All of the services provided within the existing employment programs will be delivered through the Employment Program of British Columbia by way of Employment Services Centres (ESCs). Throughout consultations over the past 18 months with service providers, advocacy groups and others, the Ministry consistently heard that the complexities inherent in running so many programs means clients get lost within the system maze, fail to access services for which they are eligible or simply cannot find services. Integration of programs was repeatedly identified as a coherent way to manage services, treat people as individuals, and ensure that clients receive the needed services for which they are eligible.

The Ministry is committed to serving all of the program clients and their specialized needs regardless of where they live within the Province. As a result, all ESCs will need to make arrangements to ensure that all clients, including specialized populations, can receive services.

For the purposes of the program, specialized populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal people, rural and remote populations and youth. Being from a Specialized Population does not define an individual as someone with barriers to employment. An individual may be associated with a specialized population and may have no barriers to their ability to get work, and simply need job search and other skills in order to gain employment. For other individuals, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the outcome established in the client's action plan.

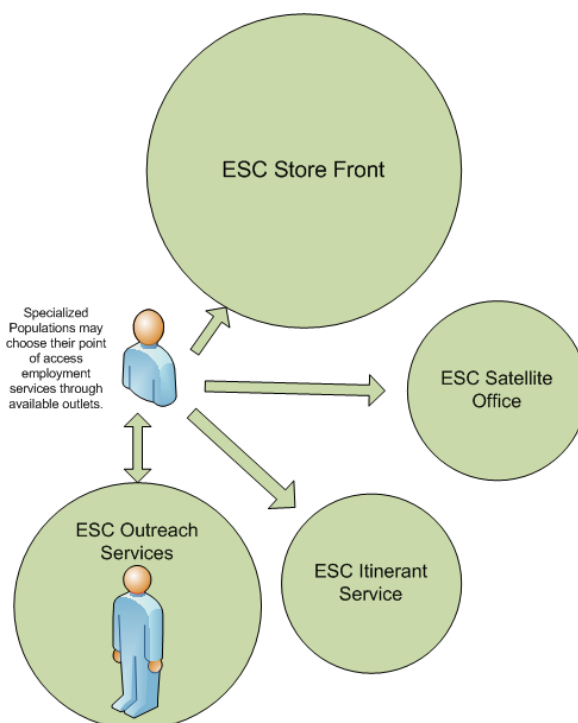
All ESCs are required to provide a welcoming, safe and accessible environment for all clients. Within the program service delivery model, accommodations are made for specialized populations. These accommodations address the fact that as welcoming as an ESC may be, some individuals may be

intimidated by an ESC intended to serve a diverse community or past experience may suggest that they cannot get the needed services. To give individuals a choice, specialized populations will be able to access these services through satellite, itinerant or outreach services.

Clients will not be categorized by their disabilities or barriers, rather their service needs will be assessed based on their strengths and employment readiness, and the access to the services they require determined through eligibility.

Approach to Specialized Populations

The key to the new employment model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice. Clients will be treated as individuals and their needs will be assessed based on their abilities. Their training and development needs may include specialized services, or they may only require basic employment services: this will be determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach services, or through the ESC, where the partnerships provide that arrangement. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.



Improving Outcomes for Specialized Populations

The new employment program has been designed with specialized populations in mind to ensure that they receive the same or better services, with the same or better access, and increased choice than they do under the current suite of programming.

At the same time, there is concern that specialized populations would be the first to fall through the cracks in a model designed to deliver a full suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been developed to ensure the success of the program in delivering services to these populations. In

combination, these serve to focus on improving outcomes for specialized populations and ensuring that they do not fall through the cracks.

Procurement

During procurement, the Ministry will specifically require proponents to demonstrate their experience and expertise in serving all clients, including specialized populations, in their community. In this way, proponents will either have that specialized experience, or will be required to create a relationship with a service provider who does.

Contract Development and Implementation

The Request for Proposals (RFP) requires that whatever partnership structure is identified in the proposal will be part of the contract. Proponents cannot promise a partnership, then not proceed with it after contract signing. The contract will identify that the contractor is to continue to deliver specialized services to specialized populations, and will identify the overall client groupings that will need to continue to receive services in that catchment area.

Monitoring

Contracts will be monitored to ensure that the contractors are delivering on their commitments, including quality service delivery to specialized populations. The Ministry will monitor whether those specialized populations are, in fact, receiving services. The Ministry will be able to identify the numbers of clients receiving specialized services. Given that the contract requires delivery to the same populations, the Ministry will be able to ensure that those populations continue to receive services.

The Ministry will develop and implement an expert advisory panel that will be able to assist in reviewing results, monitoring data and ensuring that clients from specialized populations are receiving the services they require. This expert advisory panel will be developed in consultation with groups representing specialized populations and implemented prior to the new program launch in March 2012.

Performance Management

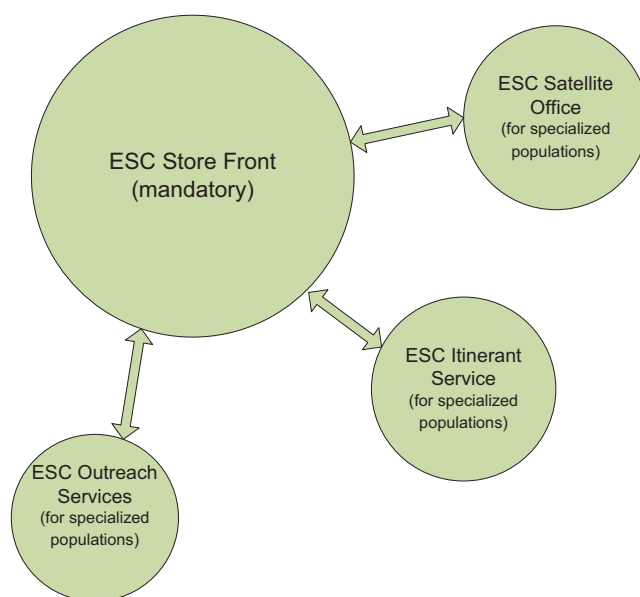
Contract performance is measured through a series of service delivery standards, as well as outcome measures. The expected outcome is as identified in the client's action plan. Outcomes range from community to labour market attachment. While the majority of clients will be seeking labour market attachment, some will identify or result in community attachment as their outcome at a point in time, and will ideally move along the continuum to employment as employment readiness increases. This ensures that service providers are not penalized for accepting clients for whom community attachment is the best outcome at a given point in time.

The Ministry will measure the speed with which the client attains an outcome and the salary of the new employment (should labour market attachment be the final outcome). These measures will identify whether clients are achieving sustainable employment (jobs that will enable them to support themselves and their families) and the program effectiveness of moving people back into the labour market. These combined measures will demonstrate, when specialized populations are achieving labour market outcomes, they are not entering the labour market at its bottom.

Payment Structure

The payment structure includes operating funding for the ESC (including store front, satellite, outreach and itinerant services), case management fees, direct cost reimbursements, and outcome fees.

Operating fees cover the basic infrastructure and related costs for managing the ESC (including all delivery outlets). This provides proponents with the flexibility to design the ESC that best serves their community. If a large proportion of clients with significant barriers to employment exist within a Catchment Area, or for whom entry into a large store front is intimidating or otherwise inappropriate, other delivery options are available and the proponent is rewarded through the procurement for building on the services which exist in the community.



Case management fees will be paid for actual services delivered, including specialized services, based on an established fee schedule. This ensures no penalties are assigned to service providers for streaming clients to specialized services when they are needed.

Outcome fees are a relatively small portion of the fees and will be paid for a sustained labour market attachment outcome 12 months after the participant has completed the program. Outcome fees will be based on the average length of time that clients take to achieve a labour market attachment outcome. The time is adjusted depending on the client's employment readiness. For example, for a client who is near ready for employment, the highest outcome fee will be paid for outcomes achieved within two months of program entry, whereas for clients who are not ready for employment, that time period is six months. By keeping the outcome fee relatively small (\$75 is the maximum that can be paid), ensuring that it is paid only for sustained employment over 12 months,

and adjusting the time period for achieving the outcome depending on employment readiness, this outcome fee approach balances the need to emphasize employment outcomes with the need to ensure that there is no incentive to pick only employment ready clients.

Another aspect of the payment model which will balance against service providers choosing only employment ready clients, is the fact that the payment model pays for services: the more services that are provided, the more fees (up to a maximum) are paid under a contract. In a sense, the outcome fee helps to ensure that contractors continue to focus on employment outcomes despite the fact that they can obtain additional fees through more services. Further, as those with a community attachment outcome can return to the program to become more employment ready, there is equal or greater motivation to serve those clients in order to earn more service fees.

Spending controls combine client maximums (the most you can pay any single client) with client maximum averages (the most you can spend on a group of clients) with client groupings according to their individual service requirements. The client groupings associate service intensities according to clients' needs and their employment readiness. The readiness will be determined by their case manager through a multi-dimensional needs assessment. That readiness will determine which client maximum and maximum average apply to that client.

The client maximums and maximum averages were developed based on analysis of existing services to the existing client population. For example, for the clients with the lowest employment readiness, the Ministry looked to the existing programs for multi-barriered clients, survivors of violence and abuse, people with disabilities, and immigrants to determine an appropriate client maximum and maximum average. For those clients who are more job-ready, the Ministry looked to the employment-insurance Part II programming and our basic employment services for income assistance clients. The analysis ensures that the program controls are designed to provide equal or better service than are provided today.

As there are today, there will be limitations in terms of the budget to be spent on specialized services. However, the Ministry intends to maintain that budget at its current levels, subject to Treasury Board appropriation. That being said, through a combination of federal and provincial programming and dedicating funding more effectively within the system, our financial model is designed so that funding for existing specialized services will be able to be invested exclusively into services, while funding for the employment centre (whether store front, satellite or other delivery mechanism) will be funded out of a different source. This could conceivably result in more funding dedicated to the delivery of specialized services directly to clients than allocated today.

Business Sustainability for Specialized Service Providers

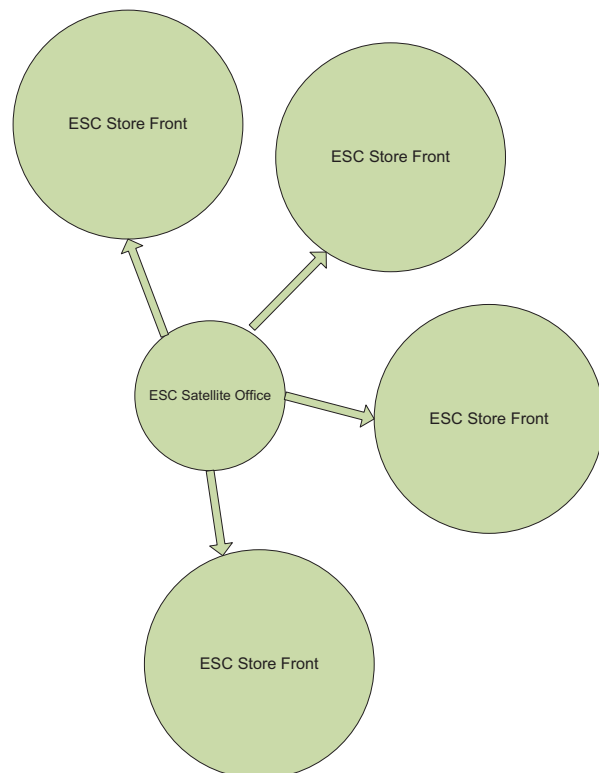
The Ministry is engaged in an open and competitive procurement process, which could result in changes in the service provider community. A key element of the procurement process is that it encourages the continuation of the services which have best served specialized populations. The procurement process and contract expectations (as outlined above) contain inherent motivations for proponents to partner with existing providers to specialized populations whose services have proven to be effective. Evaluation criteria for proposals will include a demonstration of expertise and expertise serving both the community and the diverse clients within that community.

It is, of course, always an option for specialized services providers to propose running an ESC.

There are a number of areas in the program in which specialized service providers may continue to provide excellent services to clients from specialized populations.

In terms of delivering the basic store front or employment centre services, specialized service providers have options, for example:

- Bid on a store front ESC for a catchment area and be the contractor, partnering with other agencies to deliver the full suite of services.
- Work with another agency which is bidding on a store front as a partner in delivering ESC services through other outlets, such as satellite offices, itinerant services or outreach services (the outlet will depend on the client demand in the geographic area and the nature of the specialized client population).
- Offer to be a satellite office serving a particular specialized population for a number of ESCs in neighbouring catchment areas (illustration to the right).



For each of these options, as part of ESC services, the service provider could receive a portion of the fixed operating funding to assist in maintaining their operation, depending on what partnership arrangement is negotiated with the contractor.

Another option may be to provide case management services for the specialized population either in the store front ESC or through outlets managed by the specialized service provider (such as outreach or satellite offices). Payment would be through case management fees, and how much funding flows to the specialized service provider would be through an arrangement made between that provider and the contractor.

A further method of continuing service delivery is to continue to provide specialized services. These are paid for on a fee for service basis. Since the Ministry will be monitoring continued access to these services for clients from specialized populations, there is a strong motivation for proponents to access good providers of these services as partners in their proposals. Through procurement, as noted above, the Ministry will be looking for proponents to have demonstrated experience serving all of the clients within their demographic area.

Specific attention has been paid to this need and to providing incentives to partner with strong specialized service providers who have a track record of positive outcomes for clients. In the draft RFP, the Ministry has introduced the idea of flow-through funding, to ensure that partners benefit from the new contract arrangement. A minimum of 25 per cent of the contract total must flow through in the form of fees to partners.

As noted above, a number of criteria in the procurement process seek evidence of partnership, experience with the clients (and particularly specialized client groups), and expertise in delivering services (including specialized services).

Serving Rural and Remote Communities

Rural and remote communities will receive excellent services in the new service delivery model. All contracts will be responsible for a defined area (called a “catchment area”). Communities within the catchment area can be served directly through a store front Employment Services Centre. Smaller communities, though, may not need the large infrastructure of the store front. That is why satellite offices, itinerant services and outreach services are other ways the ESCs can deliver services.

Satellite Offices

A satellite office is a part of the ESC. It does not have all of the on-site services of the ESC, but it will have some of the key services to help clients in smaller communities connect to the employment services of the program. A satellite office can be co-located with other community services –building off of the existing services and infrastructure in that community.

Itinerant Services

Itinerant services do not have a full-time standalone location. They are very useful in communities where the client demand is low, but there may be a community centre, library or other community

office available to set up shop a few times a week. ESCs will need to clearly advertise when and where the itinerant services will be to meet the demand, so clients will know how to access the ESC services. Like satellite offices, itinerant services create a service link to the full suite of services provided through the ESC.

Conclusion

Since the Fall 2008, the Ministry has engaged service providers, advocates and others in a discussion about the new integrated model and what would work for British Columbians. It was clear that a single door service model would alleviate the concerns around the complexity of services and programs and facilitate the client's ability to access those services they need and for which they are eligible. Service providers serving specialized populations raised important concerns that needed to be addressed if this model is to work for their clients. Through the procurement process, payment structure, performance measurement approach, and ongoing monitoring, the Ministry has addressed these concerns. In addition, to ensure that the most vulnerable continue to be served, the Ministry will invite experts representing those specialized populations to assist in the development of an advisory panel. The panel will be able to monitor data and outcomes and ensure that clients from specialized populations are accessing the services they require.

The program design and payment structure were developed in consultation with the service provider community to respond to their concerns around the continuation of services with strong roots in the community and great outcomes for clients.

Throughout our consultations since Fall 2008, the Ministry was told time and again by communities that we should not impose a solution that will be applied in the same way to every community. Communities indicated a need for an environment in which to develop their own solutions. The Ministry has responded. Through the RFP process, communities are encouraged to build those partnerships and base them on the existing service delivery foundation, in a way which suits their community. The Ministry recognizes that this will require significant effort and has heard from communities that this will ensure ongoing service excellence to clients.

BC Labour Market Engagement Sessions



Location
Date

Engagement Session - Purpose

- Within the labour market system, each of us work with key stakeholders, including employers, service providers, community organizations, clients and others to develop programs and services that respond to changing needs:
 - **Housing and Social Development:** responsible for the development, management, and evaluation of a spectrum of employment programs and services, designed to assist clients with finding and sustaining employment

Engagement Session - Purpose

- The Ministry of Advanced Education and Labour Market Development was created in June 2008, bringing together four distinct program areas into the new Ministry:
 - post-secondary education and training;
 - labour-market analysis, planning and development;
 - immigration policy and immigrant integration services; and,
 - public sector labour relations.
- The Ministry's overarching purpose is to position British Columbia to meet the competitive challenges of the twenty-first century through better aligning labour market supply and demand.

Engagement Session - Purpose

- Provincial and Federal government representatives each have a key role to place in developing and responding to the labour market:

- **Community and Rural Development:**

Equips communities to build strong local and regional economies that support sustainable and socially responsible communities

- **RuralBC Secretariat** links rural communities with provincial and federal programs available to them
- **Community Development Trust** was established to provide support to workers transitioning from resource sector
- **Mountain Pine Beetle Emergency Response** team collaborates with Beetle Action Coalitions on strategies to mitigate the economic impact of the beetle epidemic



Engagement Session - Objectives

- Inform the design and implementation of future programs and services
- Inform the strategic investment of provincial and federal budget dollars
- Confirm labour market information, such as community labour market priorities
- Increase awareness and understanding of government initiatives and encourage information sharing
- Report out on progress over the past year

Engagement Session - Agenda

- | | |
|--------------------|--------------------------------|
| • 8:30 – 9:00am: | Coffee and Registration |
| • 9:00 – 9:30am: | Welcome |
| • 9:30 – 10:30am: | Labour Market Overview |
| • 10:30 – 10:45am: | Break |
| • 10:45 – 12:00pm: | Planning for the Future (Pt 1) |
| • 12:00 – 12:15pm: | Discussion Overview |
| • 12:15 – 1:15pm: | Lunch |
| • 1:15 – 3:00pm: | Planning for the Future (Pt 2) |
| | Discussion Groups |
| • 3:00 – 3:15pm: | Break |
| • 3:15 – 3:45pm: | Report Out |
| • 3:45 – 4:15pm: | Questions and Answers |
| • 4:15 – 4:30pm: | Finish |

Labour Market Services –

Year in Review

- 2008/09 required considerable government response to the economic downturn:
 - Escalating unemployment rates and increase in number of EI beneficiaries
 - Significant increase in number of provincial income assistance clients
 - Additional \$52M in federal funding for 2009/10 for LMDA programs
- Number of significant labour market development priorities remained:
 - Skilled trades remain a significant demand over the foreseeable future
 - Aging population will result in labour pressures in many sectors
 - Immigration rates were down
- Number of investment and program development recommendations were made and served as the framework for action through 2008/2009

Labour Market Overview

- Although there are some tentative indicators of economic recovery, the global economic crisis is expected to continue to impact BC through slower economic and employment growth in 2010 and 2011
 - Employment growth has declined in 2009 but job gains will start to recover in 2010
 - Slower labour force growth and growing demographic pressures will continue to be a factor
 - Retirements will have a significant role in projected labour demand increases in some occupations*

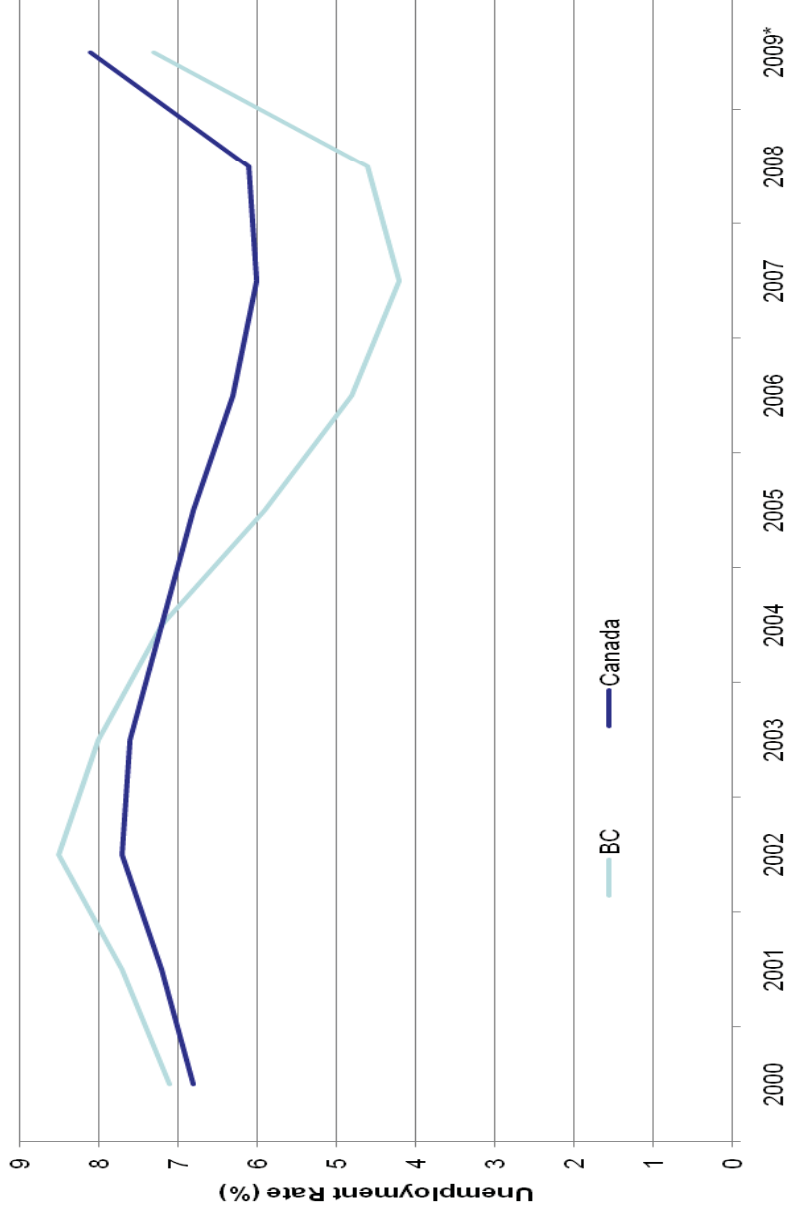
- Source: Ministry of Finance, Budget September 2009

- *Source: COPS BC Unique Scenario, 2007-2017

BC Key Economic Indicators

- **Employment**
 - Projected to decline 2.8 % in 2009, however is projected to grow 0.5% in 2010
- **Unemployment Rate**
 - Dropped to 7.4% in Sept 2009 from 7.8% in Aug 2009
 - Projected to increase slightly in 2010, however is expected to decrease to 7.0% by 2013

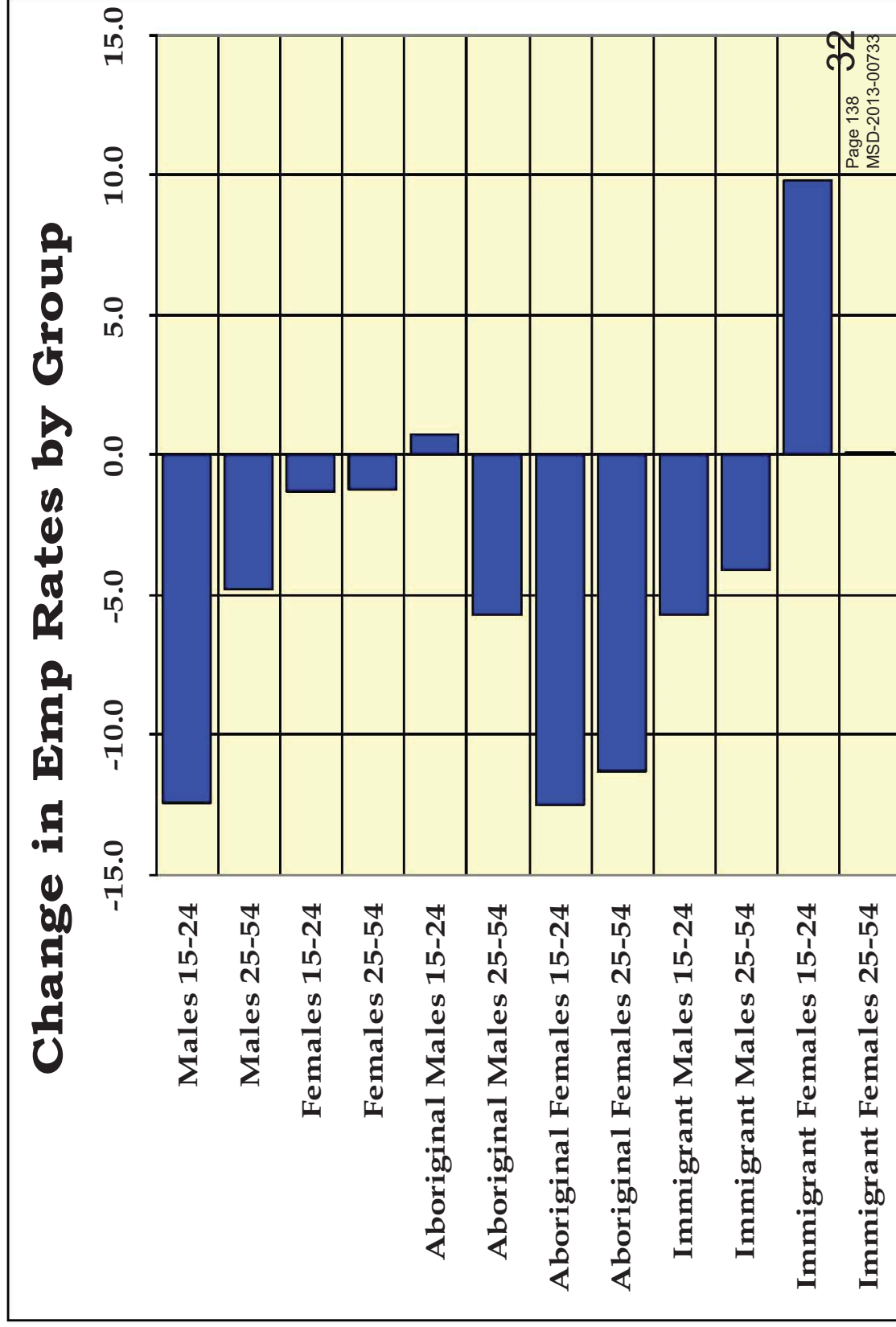
Source: Ministry of Finance, Budget September 2009 & Labour Force Survey, Statistics Canada



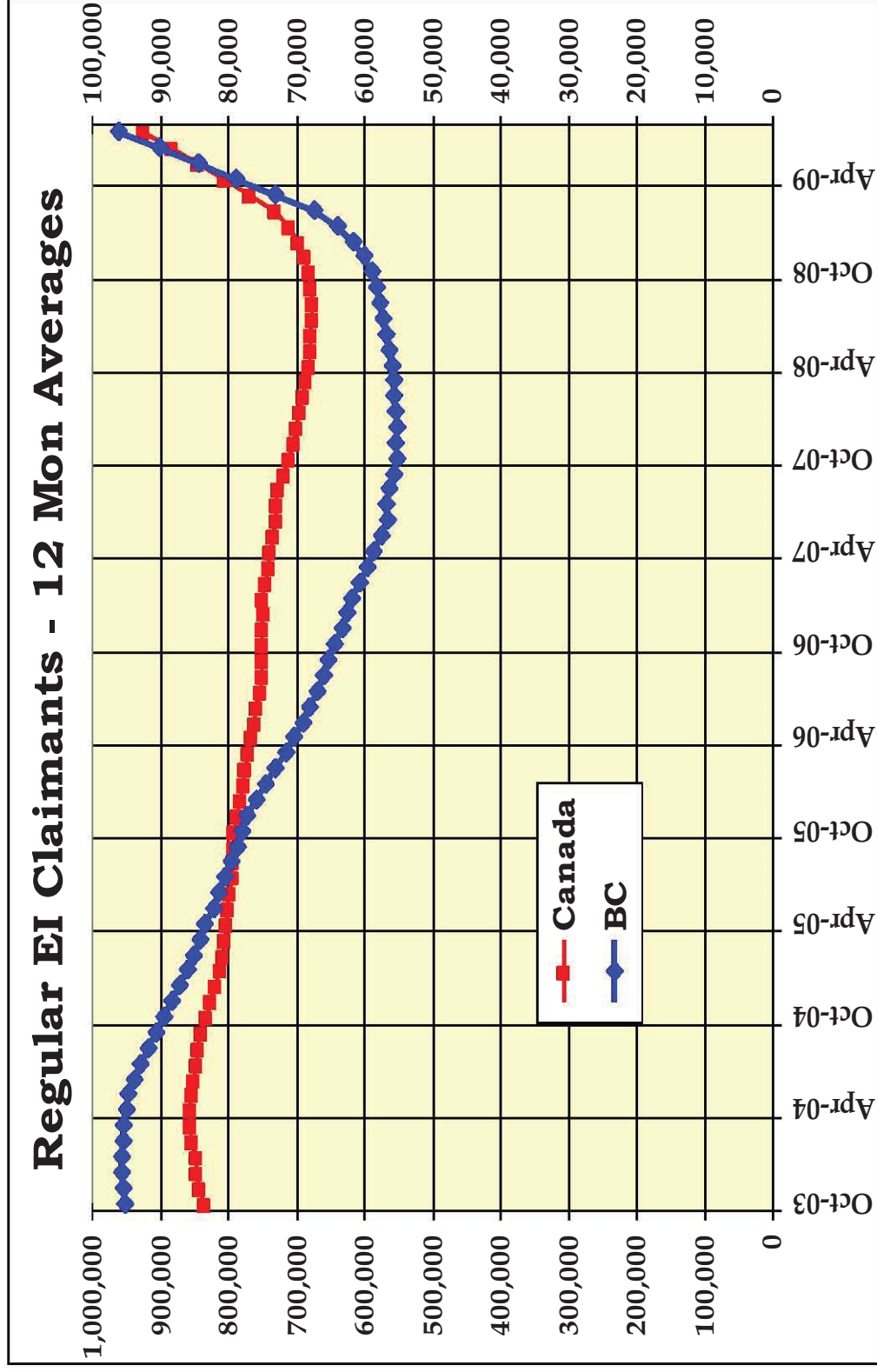
* 2009 unemployment rate is the average of January to July 2009 unemployment rates

Data source: Labour Force Survey, Statistics Canada

Recession Impacts

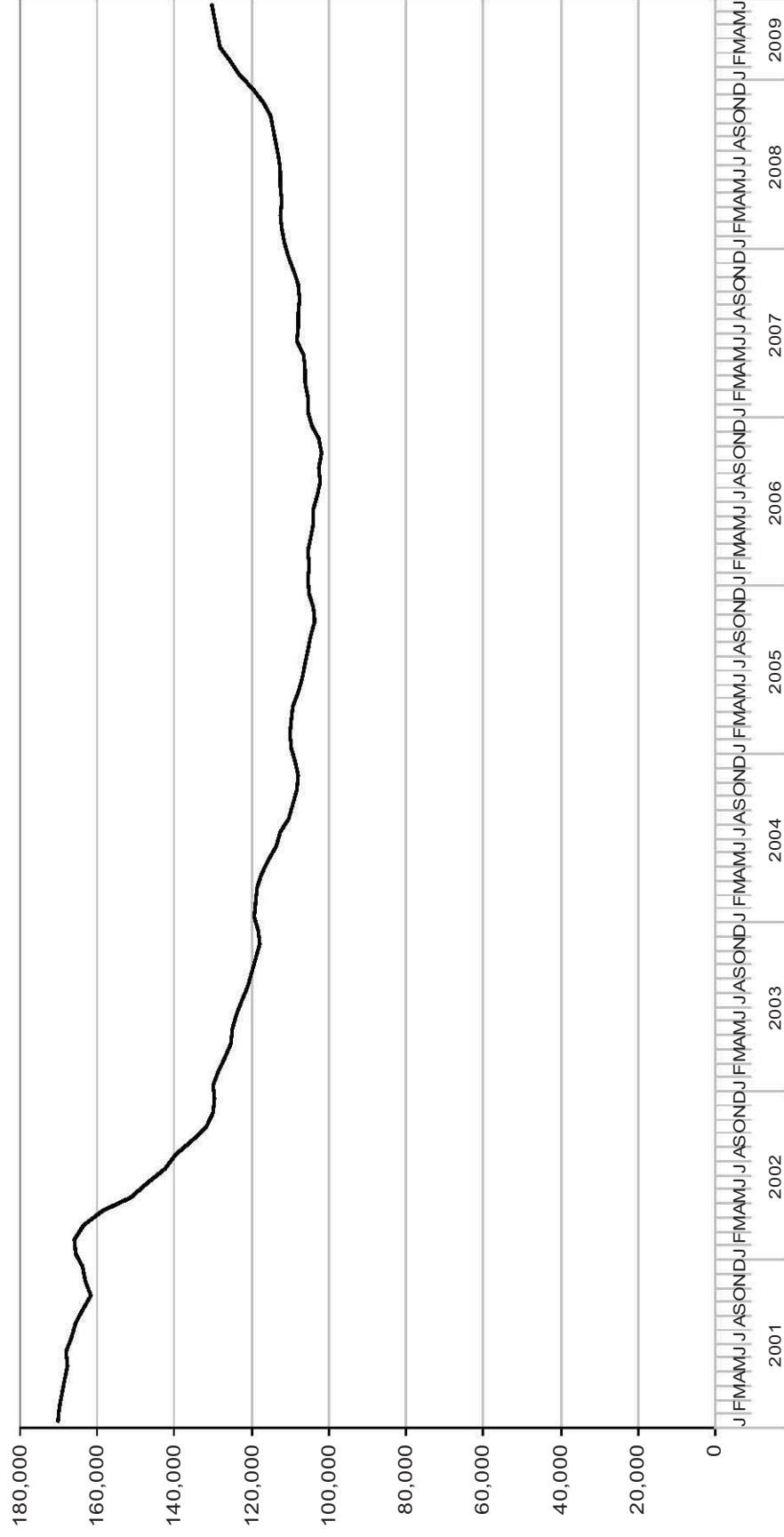


Employment Insurance Clients



Income Assistance Trends

Adults on Income Assistance



SOURCE: MHSD Income Assistance Caseload data, August 2009

BC Key Industry Snapshot

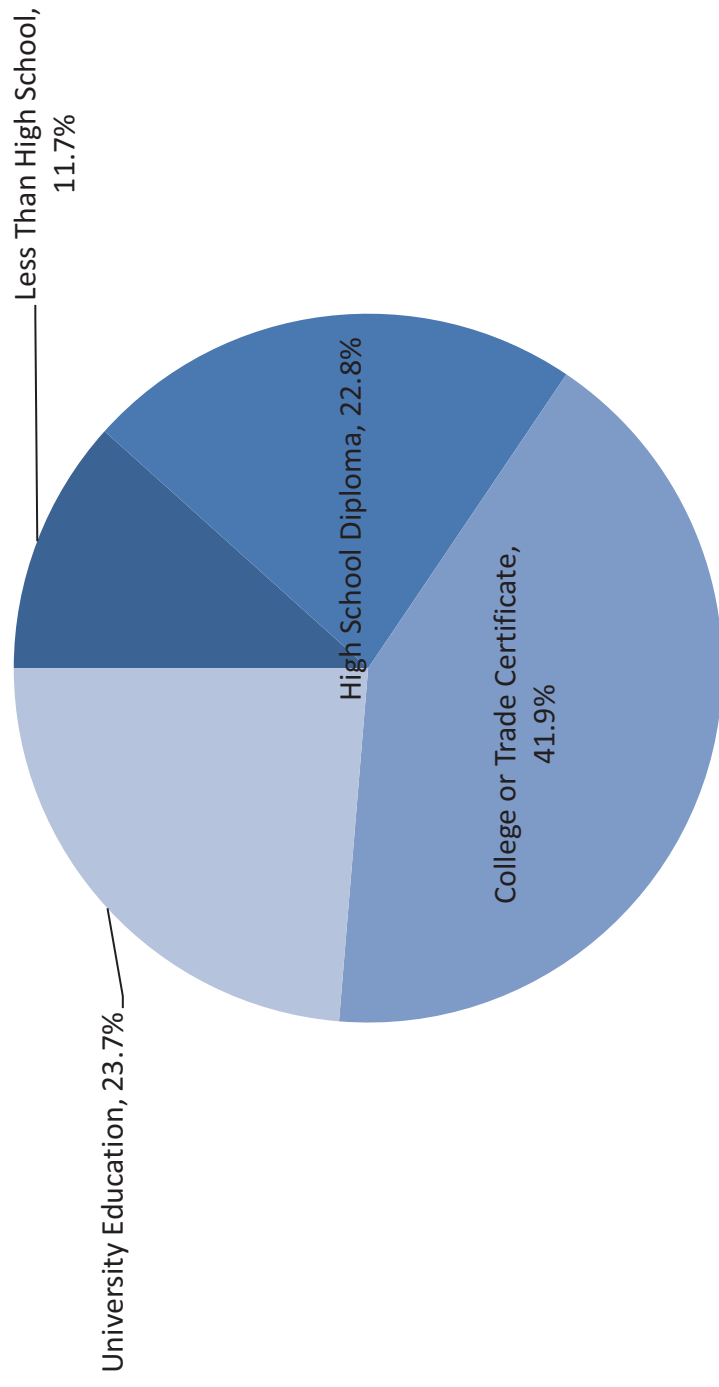
- **Construction**
 - Housing starts have declined in 2009, and the drop is estimated to be greater than the national average. In 2010 housing starts are expected to improve
 - Non-residential building permits are experiencing a downward trend. The number of 2009 permits are below the levels seen in 2008
- **Forestry**
 - In the near-term, the US housing crash is placing downward pressure on economic growth in BC's forestry sector.
 - Lumber manufacturing has experienced declines in 2009, but is expected to improve in 2010 as US housing starts are projected to rise by 40%
- **Energy**
 - Energy products exports for 2009 have fallen significantly over 2008 but are expected to improve in 2010
 - Natural gas prices have dropped significantly from peak 2008 levels. In 2010 prices are expected to recover from a low of \$2 US per million BTU

BC Key Investments

- **Innovative Clusters**
 - Alternative Energy, Life Sciences, ICT & Wireless, New Media, Ocean Industries, Aerospace are establishing themselves as important to our economy
- **2010 Olympics**
 - Potential for these facilities and investments to create future opportunities in tourism, culture and recreation activities
 - Vancouver Convention Centre Expansion Project (VCCEP), Sea-to-Sky Highway, Canada Line, and Richmond Speed Skating Oval will all be completed by the end of 2009
- **Pacific Gateway**
 - Gateway projects are supporting better transportation services and trade opportunities
 - Twinning of the Port Mann Bridge, Golden Ears Bridge, Pitt River Bridge, North Fraser Perimeter Road, South Fraser Perimeter Road, Vancouver Airport, Port Metro Vancouver expansion

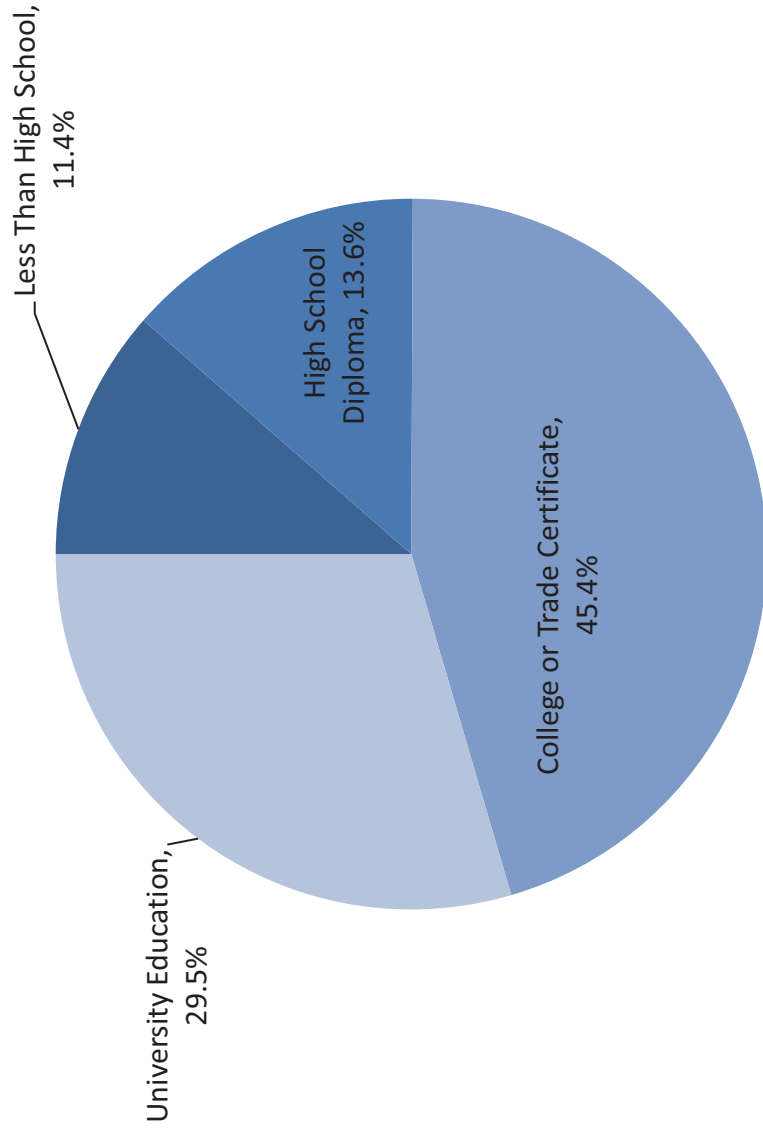
Educational Attainment of Current Labour Force

Labour Force (aged 15 and over) in BC, 2008



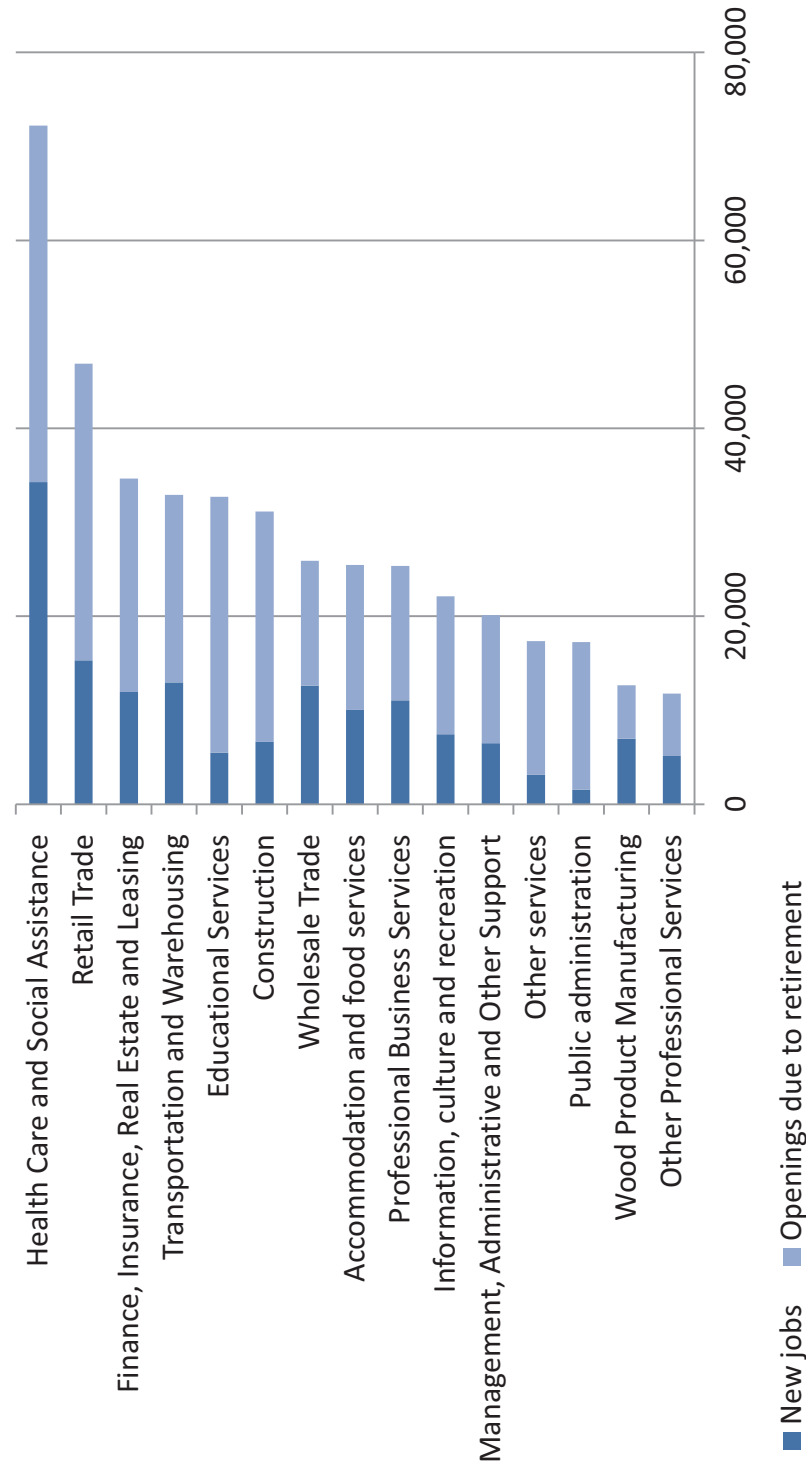
Source: Statistics Canada, Labour Force Survey

Educational Requirements for Future Labour Force



Source: Canadian Occupation Projection System(COPS), BC Unique Scenario, 2007-2017
Jointly produced by the BC Ministry of Advance Education and Labour Market Development and Service Canada

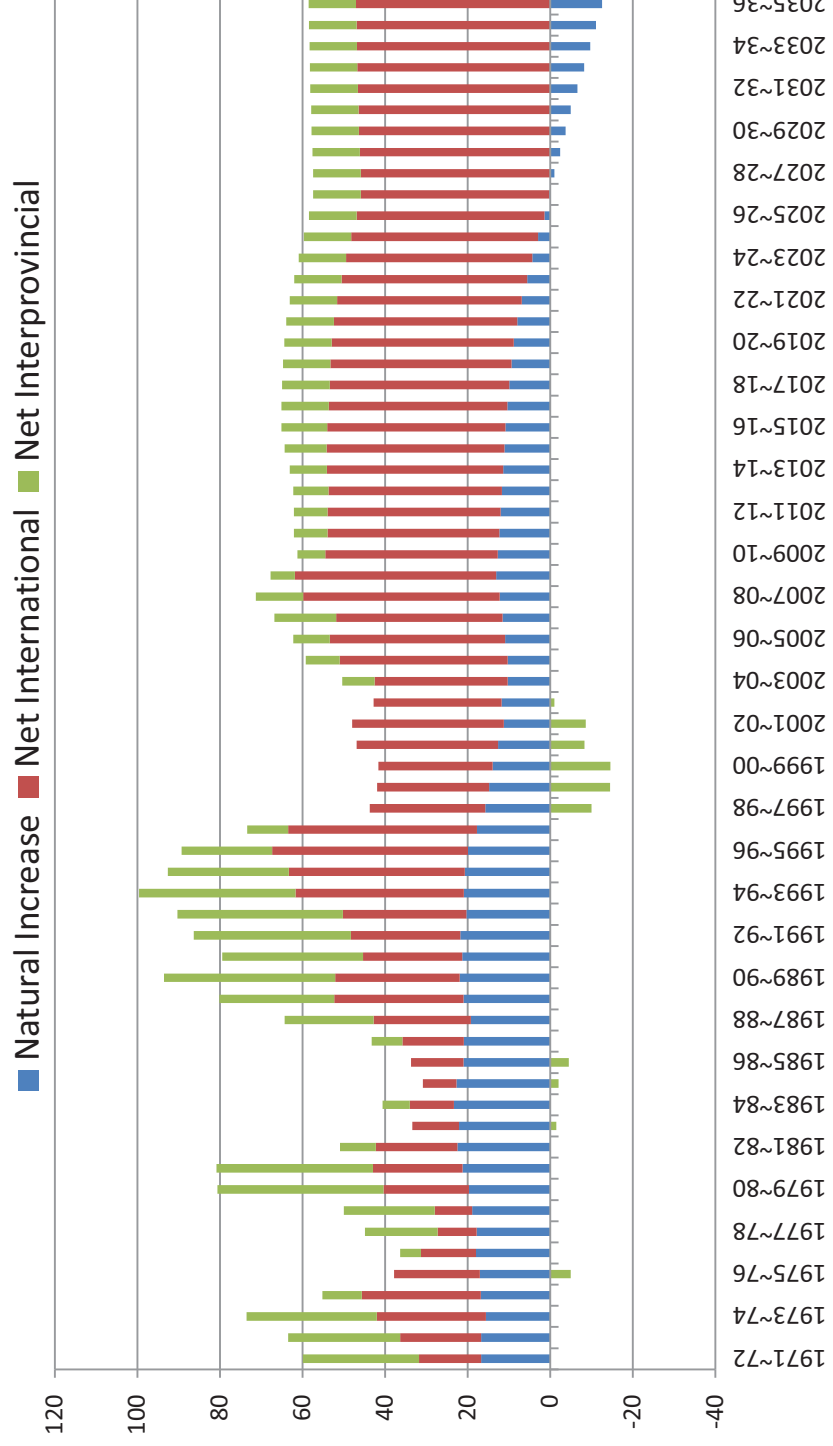
Industries with the Highest Number of Openings in BC 2010-2015



Data Source: Canadian Occupational Projection System, BC Unique Scenario 2007-2017

Demographic Challenges

- Despite current economic downturn, the BC labour market still faces
- demographic pressures in the long-term.



Older Workers 55 to 64

- Employment rates for older workers overall have been minimally impacted by recession.
- For older women workers, the trend of rising employment rates has continued despite the present downturn.
- Unemployment rates among older workers have increased, by the same amount as among the prime aged (age 25 to 54) workers.
- As a result of an aging population, a significant proportion of the workforce will be eligible for early retirement, which may result in labour pressures in many sectors

Source: Statistics Canada, Labour Force Survey

Youth (15 to 24 years)

- **Employment**

- Employment Rates among youth are quite cyclical
 - They were rising again in recent years with the general job market after a long period at historically low levels
 - Now set back by the recession, especially young men
- Still not back to peak levels of the late 1970s or late 1980s, and far below those for people in prime ages 25 to 54

- **Unemployment**

- Youth unemployment rates are even more strongly cyclical than youth employment rates
 - The unemployment rate gap between youth 15 to 24 and those 25 to 54 was decreasing to an all time low.
 - The recession reversed this trend
- Despite setbacks, youth unemployment rates are still well below the all time peaks of the early 1980s when young men hit 30% unemployment!

Source: Statistics Canada, Labour Force Survey

Immigrants

- Immigrants account for 27.2% of B.C.'s total population. This share was the second-highest among provinces and territories in Canada. In Metro Vancouver, immigrants represented 39.3% of the total population.
- The 2006 Census shows that 31% of B.C.'s immigrants (aged 25-64) have university education compared to 20.1% of Canadian-born. The rate for very recent immigrants is even higher at 49.8%.
- In 2006, 59.8% of immigrants were active in the labour market, much lower than that of Canadian-born at 68.7%. Participation rate of immigrant females were significantly lower than immigrant males (54.3% vs. 65.9%).
- The current economic downturn has illustrated that very recent immigrants (5 years or less) are more adversely affected and have higher unemployment rate compared to more established immigrants (10 years +) and Canadian-born
- Immigrants are expected to fill more than one third of the total job openings over the next ten years

Aboriginal People

- Aboriginal people are a key source of new labour supply
 - B.C. has the second largest Aboriginal population in Canada
 - Over the past decade, the Aboriginal population has grown four times faster than the non-Aboriginal population
 - Aboriginal people comprise about 3% of BC's "prime working-age" population (BC Stats, 2009).
 - Labour market conditions for Aboriginal people have improved, particularly for those living off-reserve
 - The gap between the unemployment rates is lower for Aboriginal people with higher levels of education
- SOURCE: Statistics Canada 2006 Census , BC Stats Aboriginal Peoples Labour Force Survey 2008

British Columbians with Disabilities

- It is estimated that more than 687,000 British Columbians (16% of the population) have a disability, representing one in six British Columbians. There are about 355,000 disabled persons of working age in B.C.
- At 65%, the labour force participation rate is much lower than the participation rate for those without a disability (79%).
- Similarly, the employment rate for persons with a disability (59%) is lower than the rate for those without a disability (74%).
- About one in ten people of working age (aged 15-64) in B.C. have a disability that may impact everyday or work activities.
- The most common forms of disabilities reported by persons of working age relate to pain, mobility, and agility.
- SOURCE: Statistics Canada Participation and Activity Limitation Survey of 2006; BC Stats, Labour Market Outcomes of Persons with Disabilities in British Columbia, June 2009

Summary

- Slower economic growth and higher unemployment rates are expected through 2011
- Continued labour and skills shortages are likely, especially in high-skilled occupations and high-growth industries, despite economic slowdown.
- Labour market challenges driven by demographics will persist through the long term.
- Increasing the labour market participation of under-utilized sources of labour continues to be key to addressing BC's labour market imbalances.

Looking Forward

- Under-utilized population groups tend to have multiple barriers that impact labour market success.
- The challenge for governments will be to deliver labour market programming that is:
 - targeted to multi-barriered clients;
 - addresses the labour needs of local economies; and
 - flexible enough to respond to volatile labour market and economic conditions as well as changing client characteristics.

Prepared by

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- Laurel Gordon, Ministry of Housing and Social Development

HSD Labour Market Services – Transformation – What We Heard

- What we heard:
 - Flexibility is needed so that programs can be tailored to the individual and community
 - It is increasingly important to consider specialized needs in program design (no one size fits all approach)
 - We need a ‘no wrong door’ approach that makes programs more accessible to clients and the public.
 - Increased access to pre-employment training is key, particularly as the economy recovers
 - Programs and services should also support small businesses and employers to recruit and retain staff

HSD Labour Market Services – Transformation - What

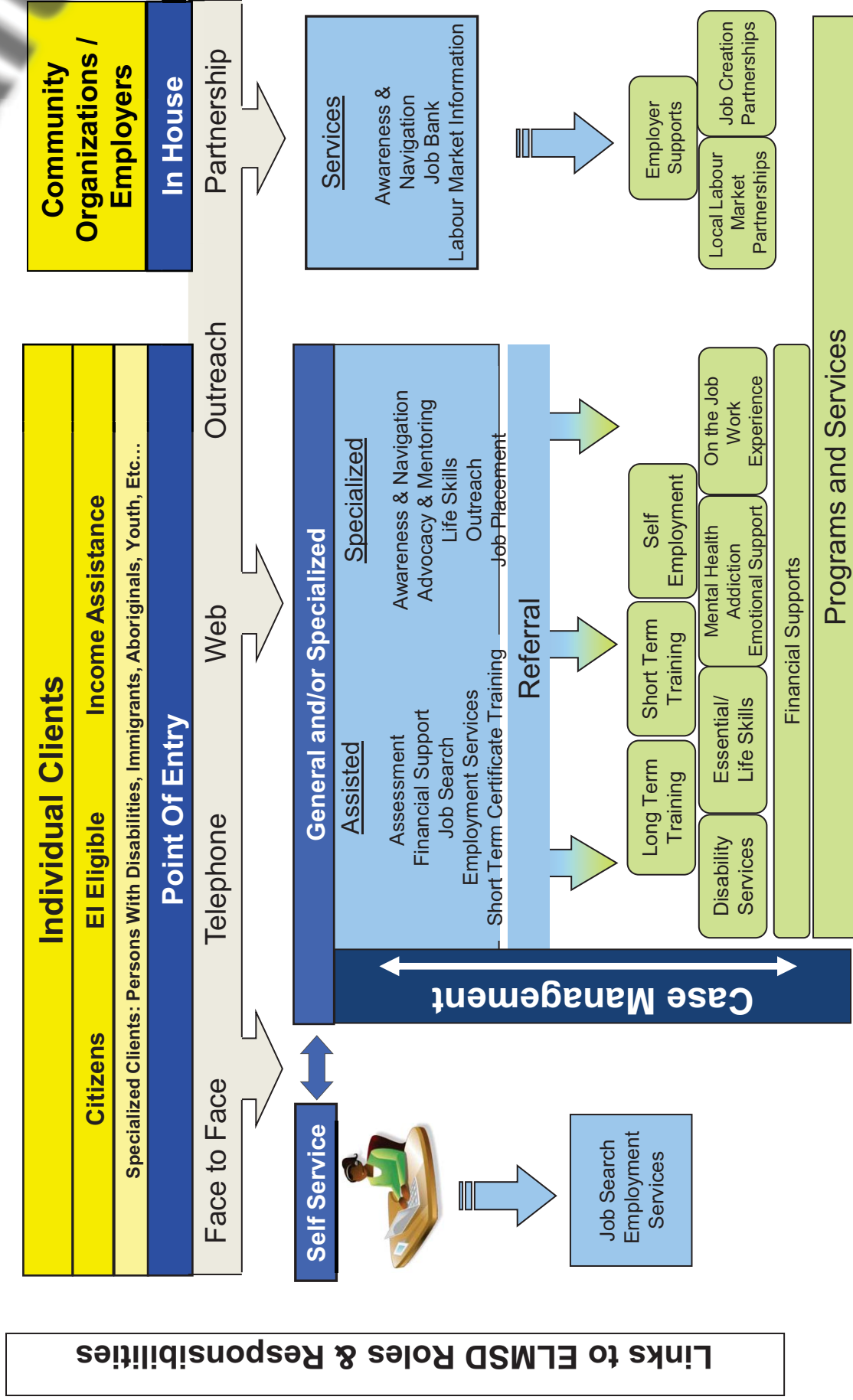
- A single point of access that provides an array of employment and labour market services and supports to clients, employers and communities;
- Services are delivered in partnership with other provincial ministries, community organizations and employers;
- Programs are flexible to provide individualized services and supports
- Program dollars are strategically expended
- Migration to a new system that supports integrated service delivery

HSD Labour Market Services – Transformation - How

- We are focused on identifying opportunities and implementing solutions for integration and enhanced service delivery. We would like to address specific requirements and challenges we expect to face in the next few years.
 - Here are some of the things we need to think about:
 - Overlaps and gaps between employment programs
 - Federal agreements and provincial contracts need to be re-tendered
 - Consistency in service delivery models
 - Programs must be flexible and responsive to economic environment
 - Improving performance management
 - Improving case management through the end-to-end business process
 - Improving information flow – collection, management and distribution

Labour Market Services –

Transformation – HSD Programs and Services



ALMD - Labour Market Services

Provincial Labour Market Strategy

The Provincial Labour Market Strategy

“Establishing collaborative priority actions for government, private sector, and partners to address economic and demographic impacts on BC’s labour market.”

Anticipating the Needs of Labour
Market Participants

Developing the Right Skills

Increasing Labour Market
Participation

Recruiting and Retaining New
Labour Market Participants

Employing Workplace Practices to
Improve Productivity

ALMD - Labour Market Services

Canada/BC Labour Market Agreement

- Continued implementation of new LMA initiatives
- Meeting requirements and deliverables of Federal/Provincial Agreement
- Performance measurement and evaluation of investments made
- Responding to emerging priorities resulting from changes in the economy
- Working towards increased coordination in labour market programs and meeting gaps in service

ALMD - Labour Market Services Targeted Initiative for Older Workers

- 19 new funding agreements serving 29 communities and a total of 779 participants in fiscal 09/10

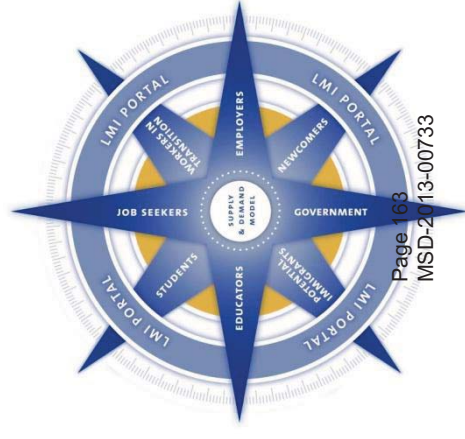
Labour Market Partnerships Transformation

- Develop new policy and program framework for [Labour Market Partnerships](#)
- The new framework will ensure:
 1. Investments align with BC's labour market priorities
 2. Partners and government can work together to develop creative solutions to labour market issues
 3. Accountability under the LMDA is maintained.

ALMD - Labour Market Services

A New Vision for Labour Market Information

- Build a state-of-the art **labour market information system** to help British Columbians make informed labour market decisions and investments
- This will include:
 1. A new BC labour market forecasting model
 2. Strategic investments to fill data gaps
 3. An enhanced WorkBC website



ALMD - Labour Market Services

A New Vision for Labour Market Information

- 1) New BC Labour Market Forecasting Model
 - Comprised of 7 regional models
 - 10 year occupational projections for 120 occupations
 - Industry and regional projections
 - Integrates supply and demand components
 - Capable of supporting scenario planning
 - Output produced annually

ALMD - Labour Market Services

A New Vision for Labour Market Information

2) Strategic Investments to Fill Data Gaps

- Wage and Salary Survey
- Updates to existing products
- Continued expansion of labour force survey data for BC
- Improvements to information about specific labour market participants – including youth, aboriginals, persons with disabilities etc.

ALMD - Labour Market Services

A New Vision for Labour Market Information

3) An Enhanced WorkBC website

The screenshot displays the WorkBC website, which is the official source for labour market information in British Columbia. The header includes the WorkBC logo and navigation links for Career Pathways, Job Seekers, Employers, Service Providers, and Labour Market Statistics. A search bar and font size adjustment options are also present.

The main content area features several key sections:


- Get Informed:** A section titled "Everything you need to grow your future in British Columbia" featuring a photo of a smiling woman.
- Jobs find your way:** A section with a graphic showing various career paths and the text "What are employers looking for in your part of the province?"
- On the Map:** A section titled "What are employers looking for in your part of the province?" with a "Read More" link.
- Back to Business:** A section titled "Services and benefits if you've lost your job" with a "Read More" link.
- Chart your Course:** A section titled "Choose an education or training program" with a "Read More" link.

The right sidebar contains a "Popular Topics" section with links to Career Pathways, Job Seekers, Employers, Service Providers, and Labour Market Statistics. Each topic has a brief description of the services offered.

At the bottom of the page, there is a "Share & Bookmark" section with social media icons for Facebook, Twitter, LinkedIn, and YouTube, as well as a "Page 166" and "MSD-2013-00733" label.

ALMD - Labour Market Services

A New Vision for Labour Market Information



BRITISH COLUMBIA

The Best Place on Earth

The Government of British Columbia's source for labour market information

WorkBC

Home

Career Pathways

Job Seekers

Employers

Service Providers

Labour Market Statistics

CHANGE FONT SIZE: a⁺ a⁻

search

About

Help

Contact

You are here: [Home](#) > [Career Pathways](#) > [Explore Occupations](#) > [Submenu item](#)

Self-Assessment Tools >

Explore Occupations >

Active submenu item

Submenu item

Submenu item

Submenu item

Access post-secondary education and training >

Develop your Skills >


Submenu item

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










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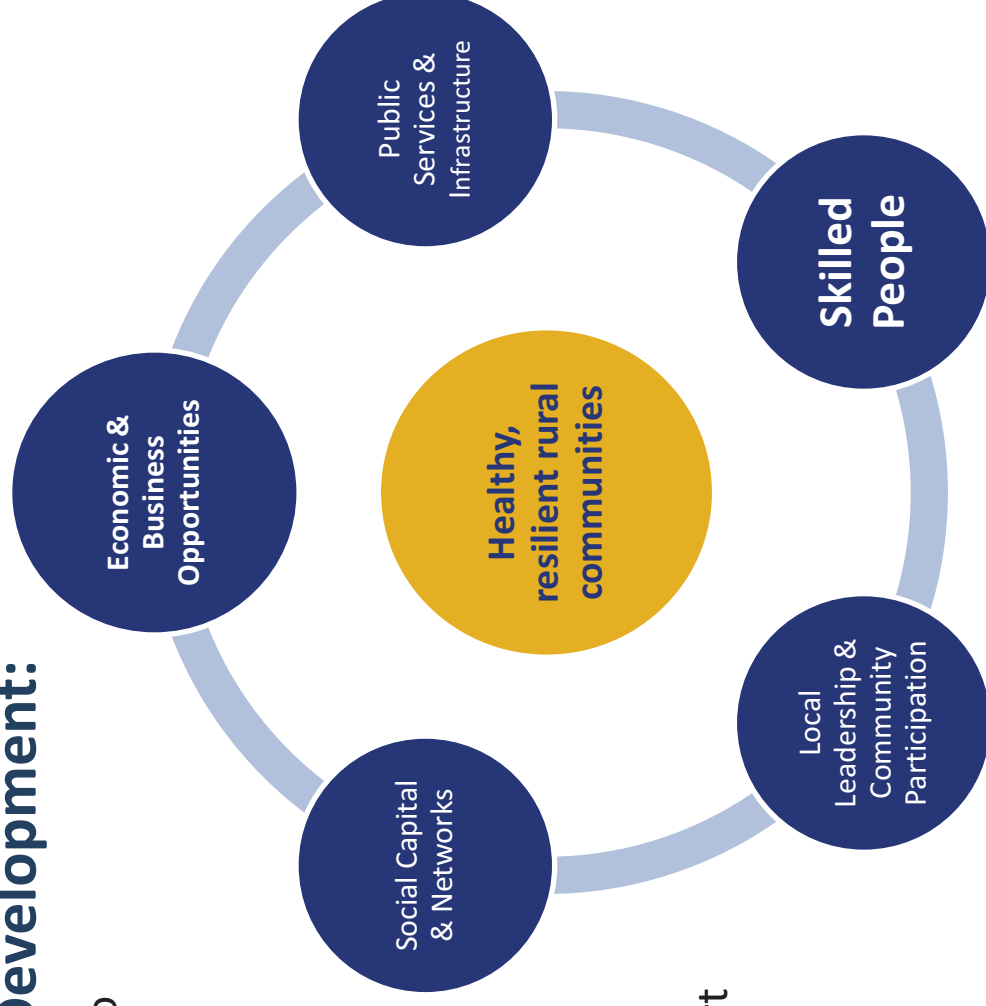


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Labour Market Services – Transformation – Community Development

A New Approach to Rural Development:

- Individualized holistic approach to community development
- Tailored support to help communities achieve their vision for the future
- Enhanced community access to government resources by facilitating partnerships, leveraging funding and aligning with provincial strategies
- Focus on key projects that support economic development and build a more diversified economy



Labour Market –

Discussion Groups:

- Citizen Access to Employment and Labour Market Services
- Community and Employer Access to Employment and Labour Market Services
- Labour Market Information
- Provincial Procurement
- Open Topic

Labour Market Services – Questions

- Questions?

BC Labour Market

Online Engagement Session



Engagement Session - Objectives

- Inform the design and implementation of future programs and services
- Inform the strategic investment of provincial and federal budget dollars
- Confirm labour market information, such as community labour market priorities
- Increase awareness and understanding of government initiatives and encourage information sharing
- Report out on progress over the past year

Engagement Session - Agenda

- 9:00 am – 9:05 am Overview of Session
- 9:05 am – 9:30 am Provincial Labour Market Overview
- 9:30 am – 9:40 am Questions
- 9:40 am – 9:50 am Break
- 9:50 am – 10:40 am Planning for the Future
- 10:40 am – 10:50 am Questions
- 10:50 am – 11:00 am Break
- 11:00 am – 12:00 am Group Discussion

Labour Market Services –

Year in Review

- 2008/09 required considerable government response to the economic downturn:
 - Escalating unemployment rates and increase in number of EI beneficiaries
 - Significant increase in number of provincial income assistance clients
 - Additional \$52M in federal funding for 2009/10 for LMDA programs
- Number of significant labour market development priorities remained:
 - Skilled trades remain a significant demand over the foreseeable future
 - Aging population will result in labour pressures in many sectors
 - Immigration rates were down
- Number of investment and program development recommendations were made and served as the framework for action through 2008/2009

Labour Market Overview

- Although there are some tentative indicators of economic recovery, the global economic crisis is expected to continue to impact BC through slower economic and employment growth in 2010 and 2011
 - Employment growth has declined in 2009 but job gains will start to recover in 2010
 - Slower labour force growth and growing demographic pressures will continue to be a factor
 - Retirements will have a significant role in projected labour demand increases in some occupations*

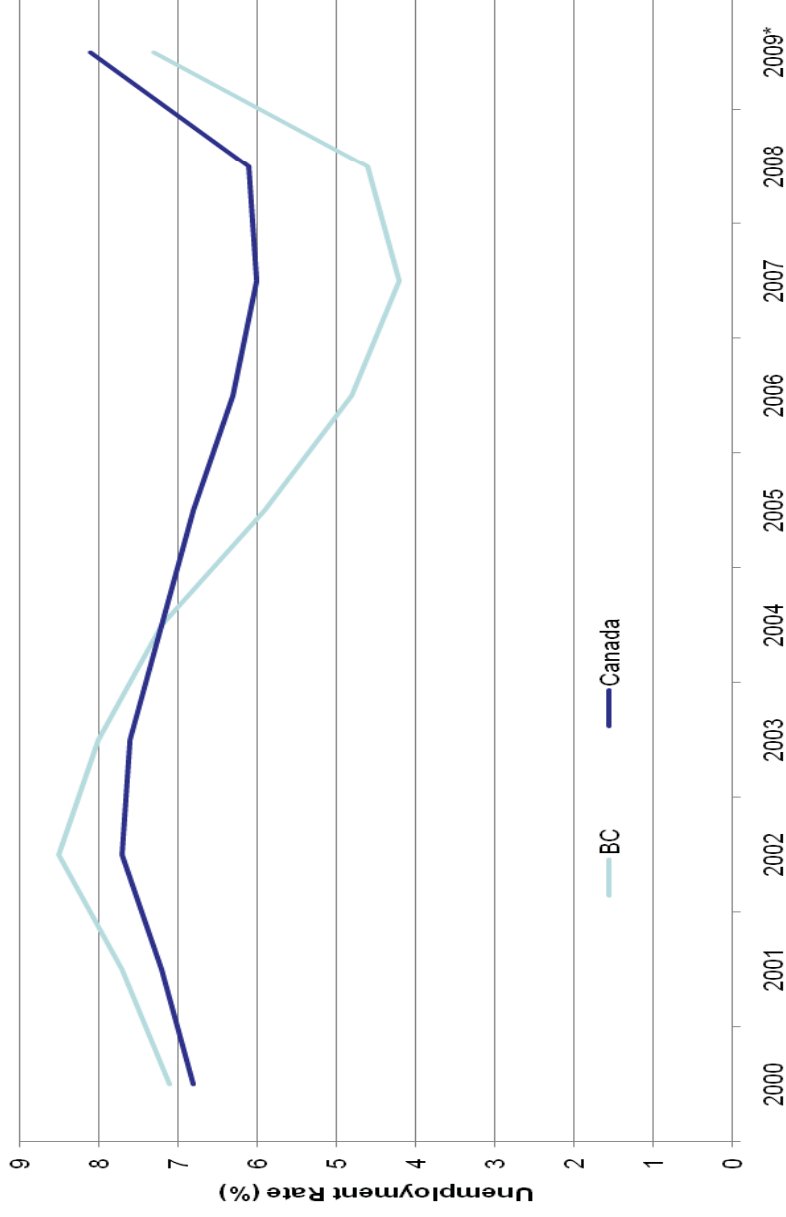
- Source: Ministry of Finance, Budget September 2009

- *Source: COPS BC Unique Scenario, 2007-2017

BC Key Economic Indicators

- **Employment**
 - Projected to decline 2.8 % in 2009, however is projected to grow 0.5% in 2010
- **Unemployment Rate**
 - Dropped to 7.4% in Sept 2009 from 7.8% in Aug 2009
 - Projected to increase slightly in 2010, however is expected to decrease to 7.0% by 2013

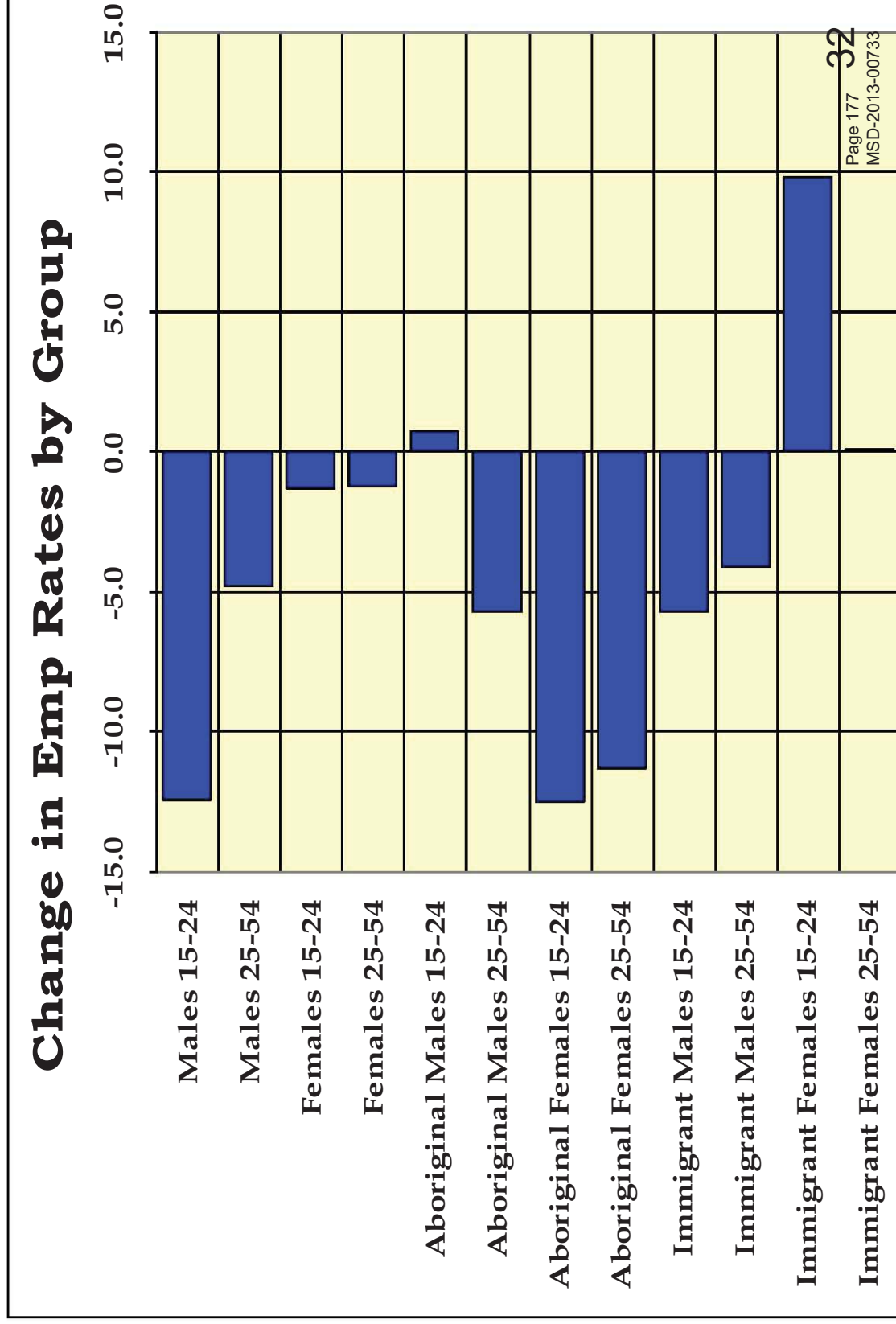
Source: Ministry of Finance, Budget September 2009 & Labour Force Survey, Statistics Canada



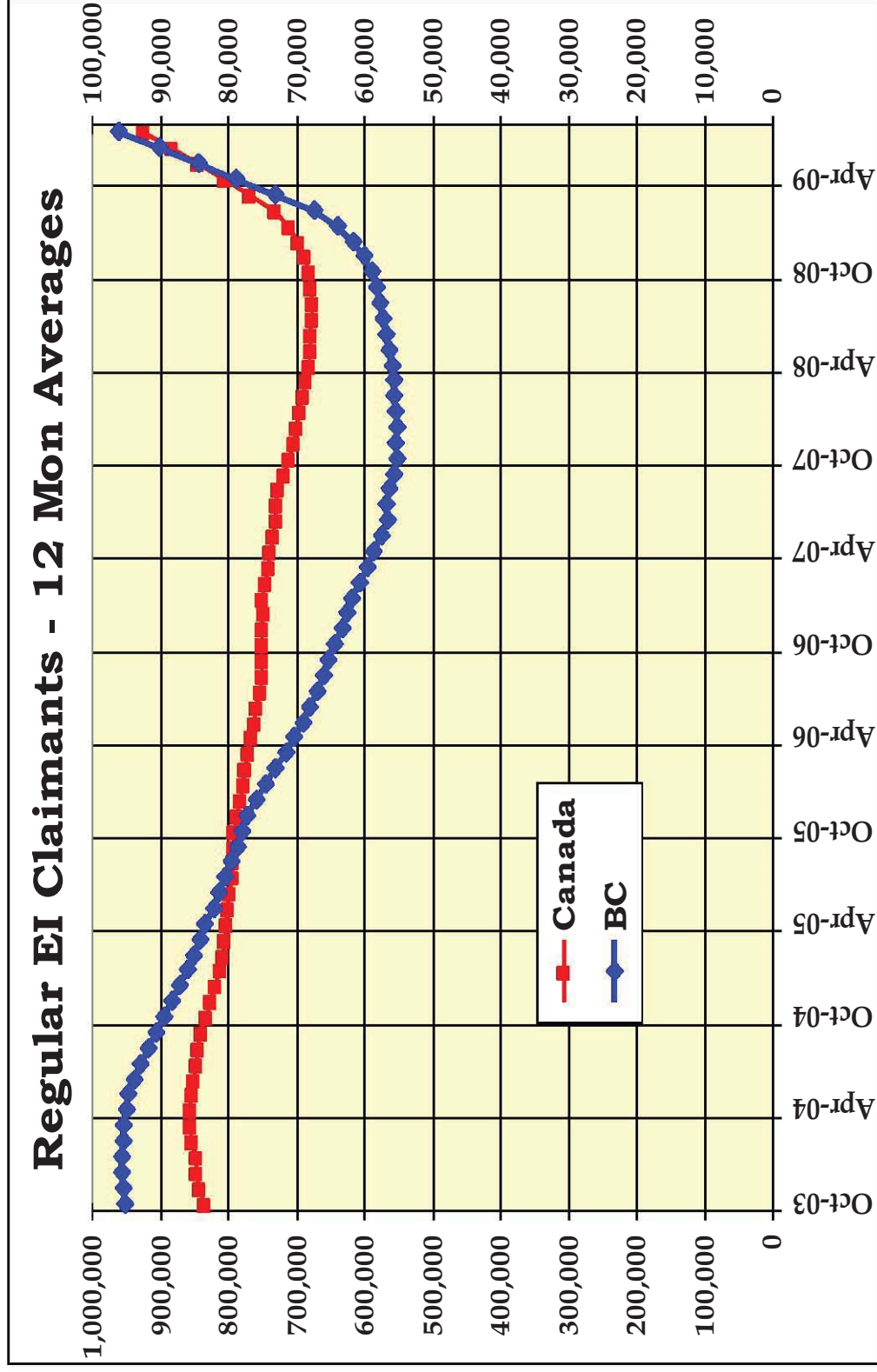
* 2009 unemployment rate is the average of January to July 2009 unemployment rates

Data source: Labour Force Survey, Statistics Canada

Recession Impacts

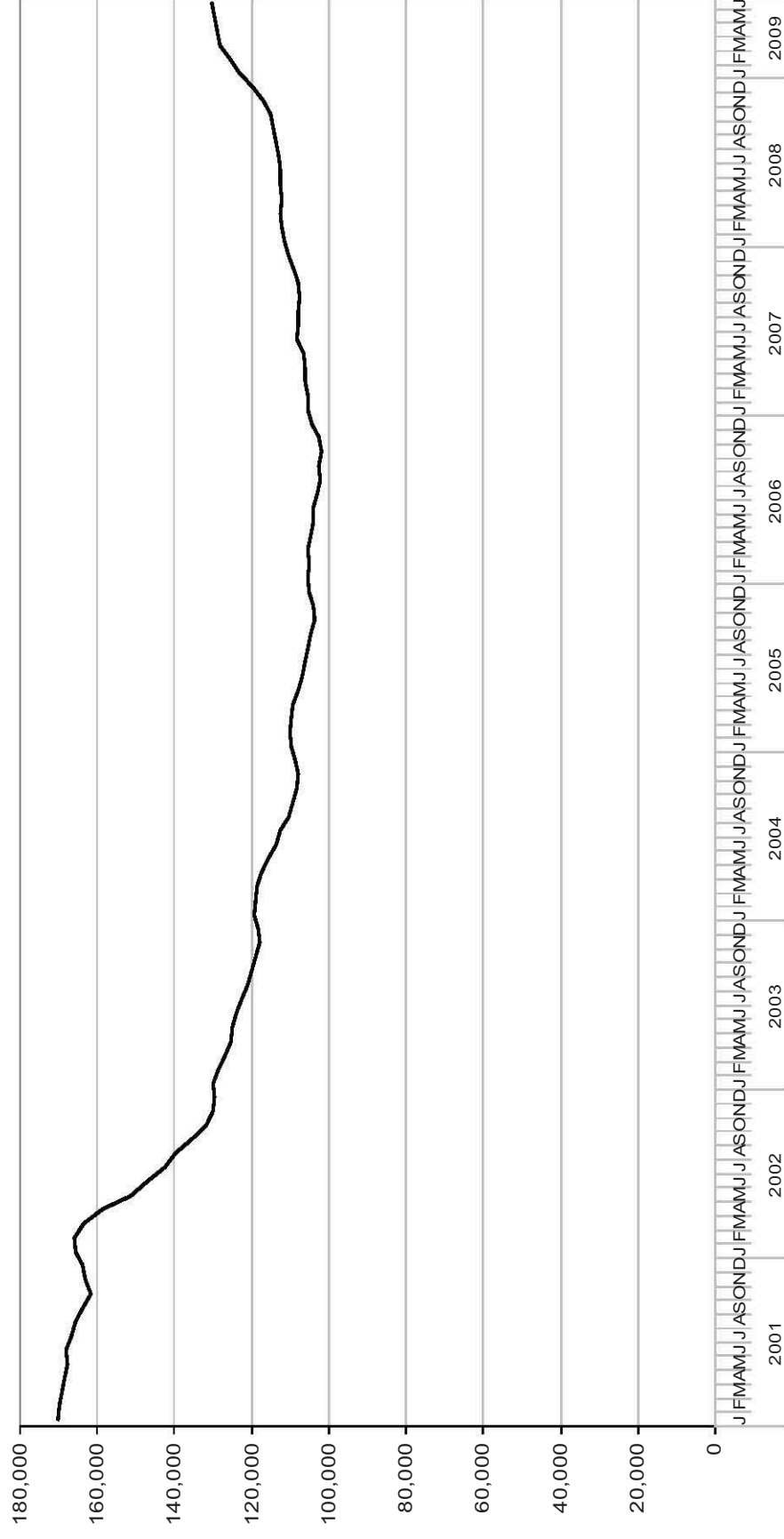


Employment Insurance Clients



Income Assistance Trends

Adults on Income Assistance



SOURCE: MHSD Income Assistance Caseload data, August 2009

BC Key Industry Snapshot

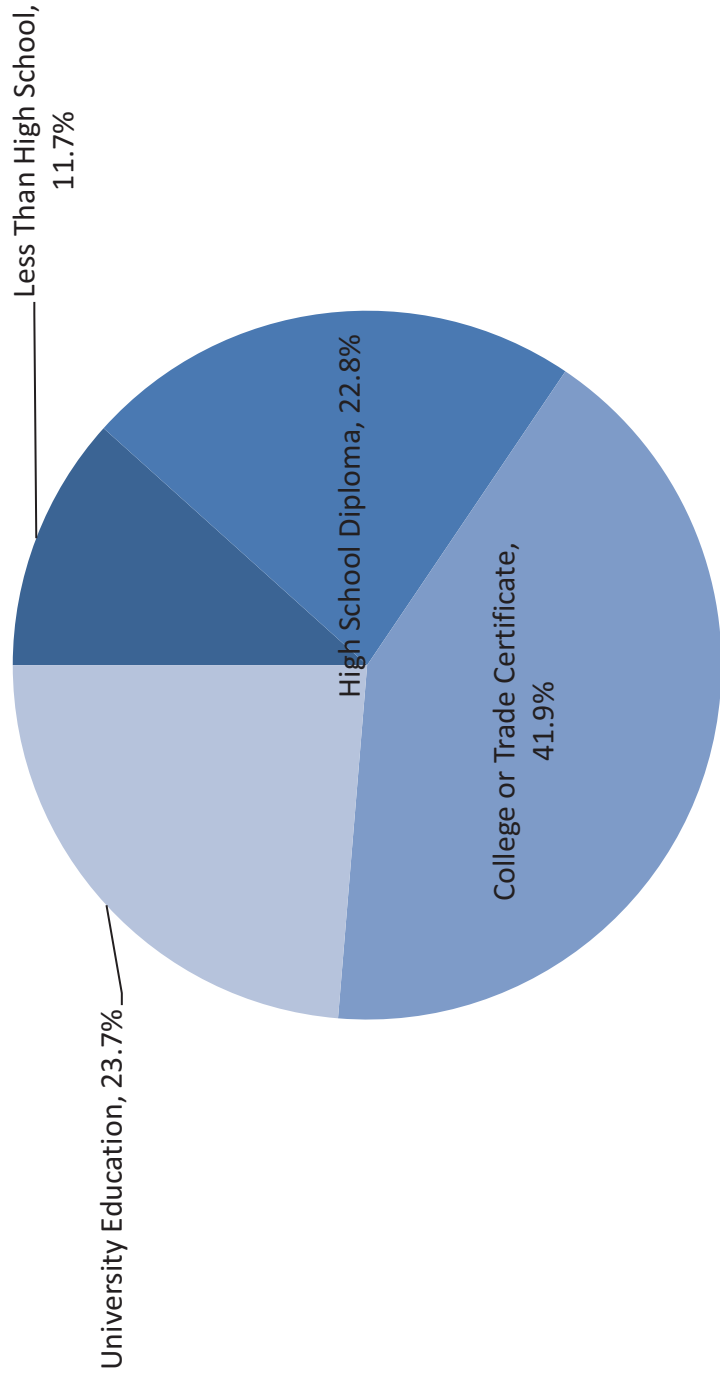
- **Construction**
 - Housing starts have declined in 2009, and the drop is estimated to be greater than the national average. In 2010 housing starts are expected to improve
 - Non-residential building permits are experiencing a downward trend. The number of 2009 permits are below the levels seen in 2008
- **Forestry**
 - In the near-term, the US housing crash is placing downward pressure on economic growth in BC's forestry sector.
 - Lumber manufacturing has experienced declines in 2009, but is expected to improve in 2010 as US housing starts are projected to rise by 40%
- **Energy**
 - Energy products exports for 2009 have fallen significantly over 2008 but are expected to improve in 2010
 - Natural gas prices have dropped significantly from peak 2008 levels. In 2010 prices are expected to recover from a low of \$2 US per million BTU

BC Key Investments

- **Innovative Clusters**
 - Alternative Energy, Life Sciences, ICT & Wireless, New Media, Ocean Industries, Aerospace are establishing themselves as important to our economy
- **2010 Olympics**
 - Potential for these facilities and investments to create future opportunities in tourism, culture and recreation activities
 - Vancouver Convention Centre Expansion Project (VCCEP), Sea-to-Sky Highway, Canada Line, and Richmond Speed Skating Oval will all be completed by the end of 2009
- **Pacific Gateway**
 - Gateway projects are supporting better transportation services and trade opportunities
 - Twinning of the Port Mann Bridge, Golden Ears Bridge, Pitt River Bridge, North Fraser Perimeter Road, South Fraser Perimeter Road, Vancouver Airport, Port Metro Vancouver expansion

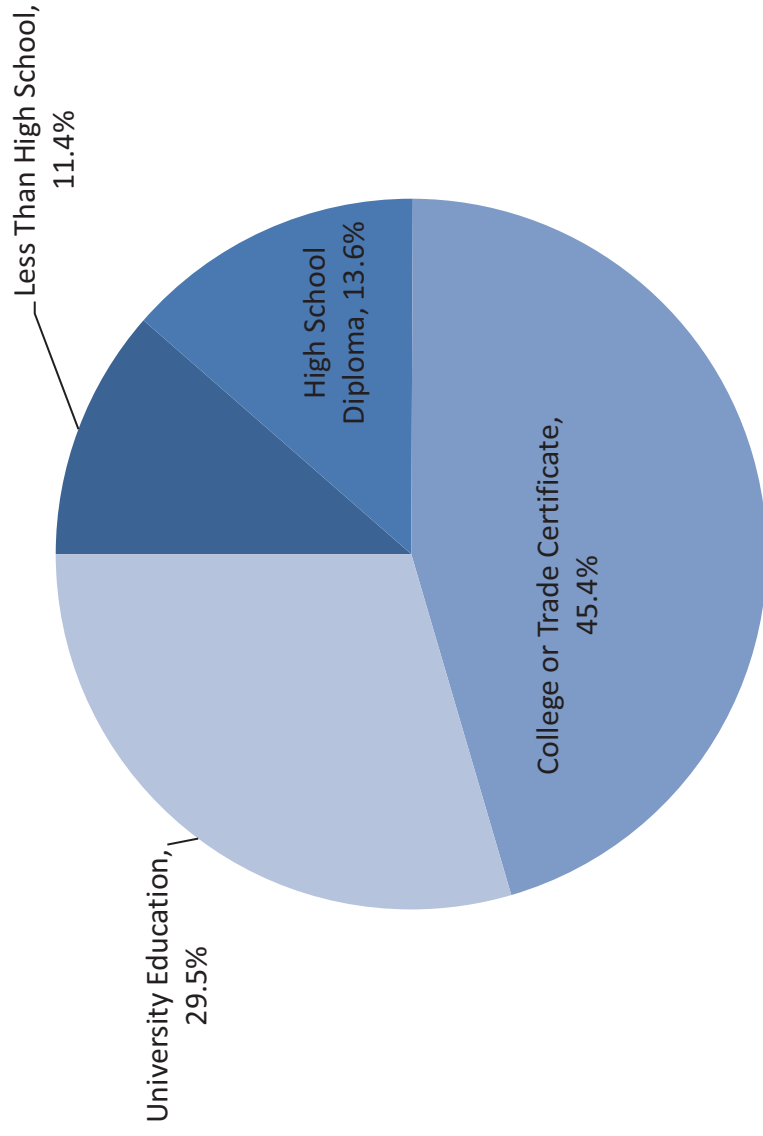
Educational Attainment of Current Labour Force

Labour Force (aged 15 and over) in BC, 2008



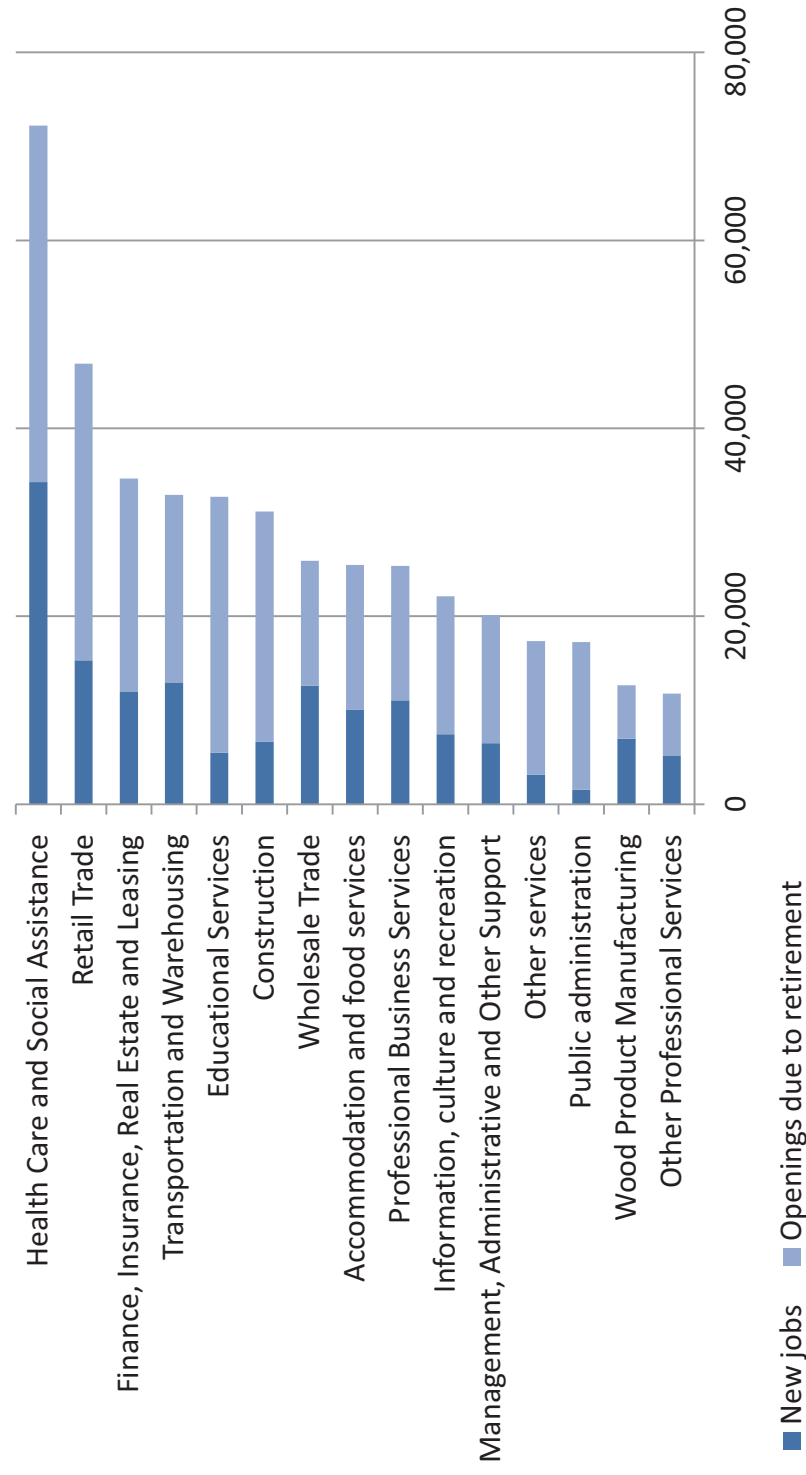
Source: Statistics Canada, Labour Force Survey

Educational Requirements for Future Labour Force



Source: Canadian Occupation Projection System(COPS), BC Unique Scenario, 2007-2017
Jointly produced by the BC Ministry of Advance Education and Labour Market Development and Service Canada

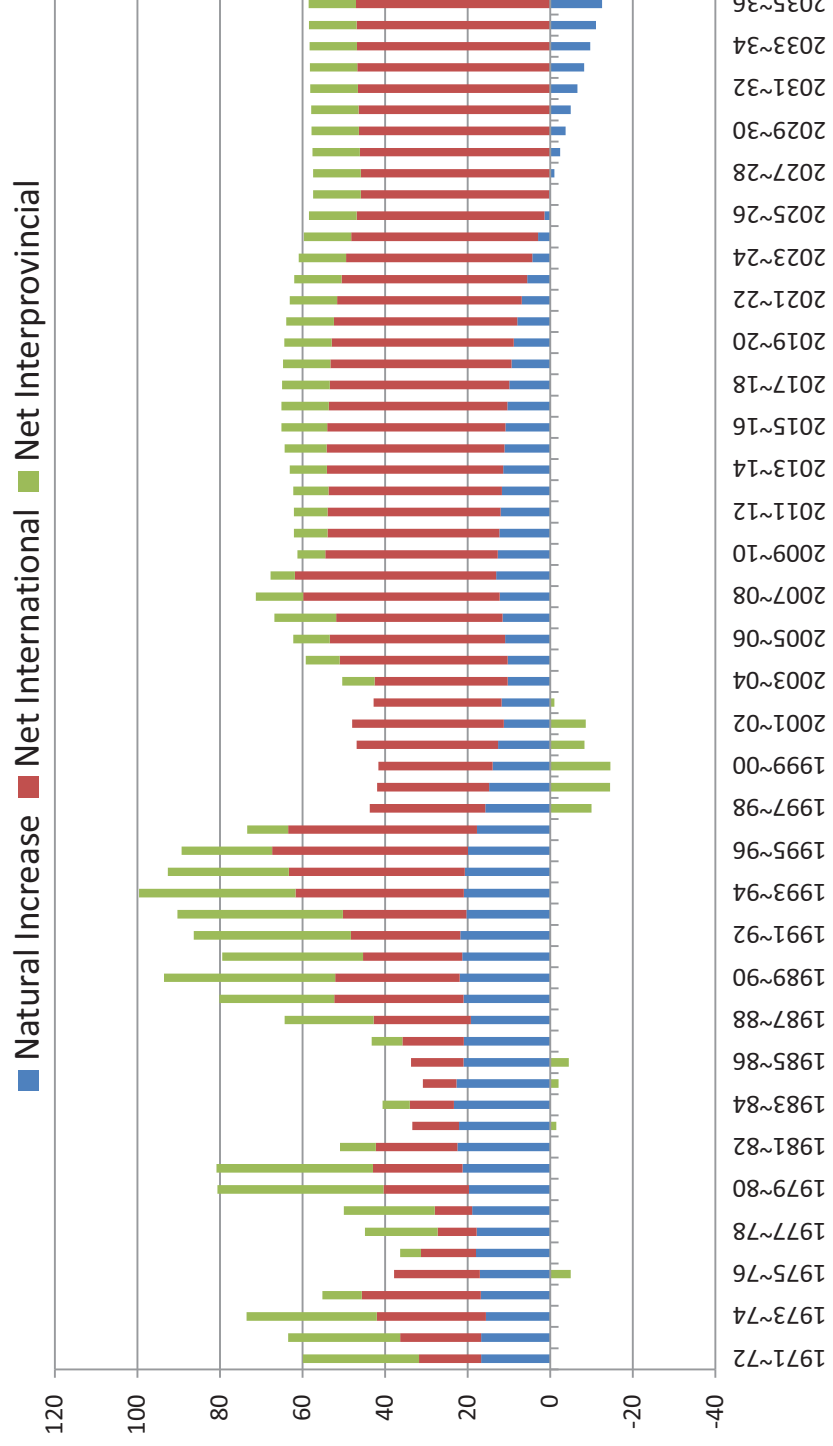
Industries with the Highest Number of Openings in BC 2010-2015



Data Source: Canadian Occupational Projection System, BC Unique Scenario 2007-2017

Demographic Challenges

- Despite current economic downturn, the BC labour market still faces
- demographic pressures in the long-term.



Older Workers 55 to 64

- Employment rates for older workers overall have been minimally impacted by recession.
- For older women workers, the trend of rising employment rates has continued despite the present downturn.
- Unemployment rates among older workers have increased, by the same amount as among the prime aged (age 25 to 54) workers.
- As a result of an aging population, a significant proportion of the workforce will be eligible for early retirement, which may result in labour pressures in many sectors

Source: Statistics Canada, Labour Force Survey

Youth (15 to 24 years)

- **Employment**

- Employment Rates among youth are quite cyclical
 - They were rising again in recent years with the general job market after a long period at historically low levels
 - Now set back by the recession, especially young men
- Still not back to peak levels of the late 1970s or late 1980s, and far below those for people in prime ages 25 to 54

- **Unemployment**

- Youth unemployment rates are even more strongly cyclical than youth employment rates
 - The unemployment rate gap between youth 15 to 24 and those 25 to 54 was decreasing to an all time low.
 - The recession reversed this trend
- Despite setbacks, youth unemployment rates are still well below the all time peaks of the early 1980s when young men hit 30% unemployment!

Source: Statistics Canada, Labour Force Survey

Immigrants

- Immigrants account for 27.2% of B.C.'s total population. This share was the second-highest among provinces and territories in Canada. In Metro Vancouver, immigrants represented 39.3% of the total population.
- The 2006 Census shows that 31% of B.C.'s immigrants (aged 25-64) have university education compared to 20.1% of Canadian-born. The rate for very recent immigrants is even higher at 49.8%.
- In 2006, 59.8% of immigrants were active in the labour market, much lower than that of Canadian-born at 68.7%. Participation rate of immigrant females were significantly lower than immigrant males (54.3% vs. 65.9%).
- The current economic downturn has illustrated that very recent immigrants (5 years or less) are more adversely affected and have higher unemployment rate compared to more established immigrants (10 years +) and Canadian-born
- Immigrants are expected to fill more than one third of the total job openings over the next ten years

Aboriginal People

- Aboriginal people are a key source of new labour supply
 - B.C. has the second largest Aboriginal population in Canada
 - Over the past decade, the Aboriginal population has grown four times faster than the non-Aboriginal population
 - Aboriginal people comprise about 3% of BC's "prime working-age" population (BC Stats, 2009).
 - Labour market conditions for Aboriginal people have improved, particularly for those living off-reserve
 - The gap between the unemployment rates is lower for Aboriginal people with higher levels of education
- SOURCE: Statistics Canada 2006 Census , BC Stats Aboriginal Peoples Labour Force Survey 2008

British Columbians with Disabilities

- It is estimated that more than 687,000 British Columbians (16% of the population) have a disability, representing one in six British Columbians. There are about 355,000 disabled persons of working age in B.C.
- At 65%, the labour force participation rate is much lower than the participation rate for those without a disability (79%).
- Similarly, the employment rate for persons with a disability (59%) is lower than the rate for those without a disability (74%).
- About one in ten people of working age (aged 15-64) in B.C. have a disability that may impact everyday or work activities.
- The most common forms of disabilities reported by persons of working age relate to pain, mobility, and agility.
- SOURCE: Statistics Canada Participation and Activity Limitation Survey of 2006; BC Stats, Labour Market Outcomes of Persons with Disabilities in British Columbia, June 2009

Summary

- Slower economic growth and higher unemployment rates are expected through 2011
- Continued labour and skills shortages are likely, especially in high-skilled occupations and high-growth industries, despite economic slowdown.
- Labour market challenges driven by demographics will persist through the long term.
- Increasing the labour market participation of under-utilized sources of labour continues to be key to addressing BC's labour market imbalances.

Looking Forward

- Under-utilized population groups tend to have multiple barriers that impact labour market success.
- The challenge for governments will be to deliver labour market programming that is:
 - targeted to multi-barriered clients;
 - addresses the labour needs of local economies; and
 - flexible enough to respond to volatile labour market and economic conditions as well as changing client characteristics.

HSD Labour Market Services – Transformation – What We Heard

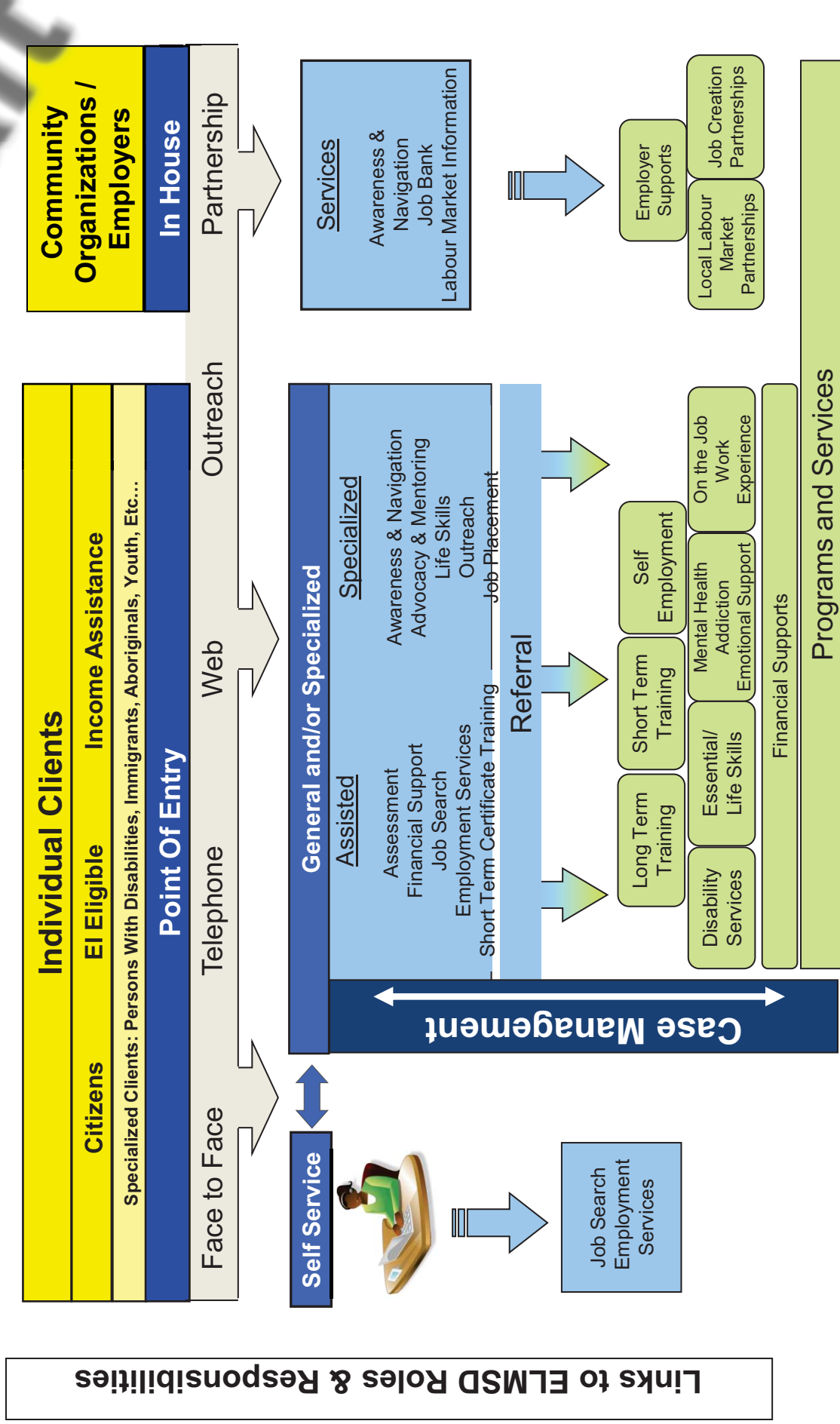
- **What we heard:**
 - Flexibility is needed so that programs can be tailored to the individual and community
 - We need a ‘no wrong door’ approach that makes programs more accessible to clients and the public.
 - Increased access to pre-employment training is key, particularly as the economy recovers
 - Programs and services should also support small businesses and employers to recruit and retain staff
- **We also have to consider:**
 - Overlaps and gaps between employment programs
 - Federal agreements and provincial contracts need to be re-tendered
 - Consistency in service delivery models
 - Improving performance management
 - Improving information flow – collection, management and distribution

HSD Labour Market Services – Transformation – What's Next

- A single point of access that provides an array of employment and labour market services and supports to clients, employers and communities;
- Services are delivered in partnership with other provincial ministries, community organizations and employers;
- Programs are flexible to provide individualized services and supports
- Program dollars are strategically expended
- Migration to a new system that supports integrated service delivery

Labour Market Services –

Transformation – HSD Programs and Services



ALMD - Labour Market Services

Provincial Labour Market Strategy

The Provincial Labour Market Strategy

“Establishing collaborative priority actions for government, private sector, and partners to address economic and demographic impacts on BC’s labour market.”

Anticipating the Needs of Labour
Market Participants

Developing the Right Skills

Increasing Labour Market
Participation

Recruiting and Retaining New
Labour Market Participants

Employing Workplace Practices to
Improve Productivity

ALMD - Labour Market Services

Canada/BC Labour Market Agreement

- Continued implementation of new LMA initiatives
- Meeting requirements and deliverables of Federal/Provincial Agreement
- Performance measurement and evaluation of investments made
- Responding to emerging priorities resulting from changes in the economy
- Working towards increased coordination in labour market programs and meeting gaps in service

ALMD - Labour Market Services Targeted Initiative for Older Workers

- 19 new funding agreements serving 29 communities and a total of 779 participants in fiscal 09/10

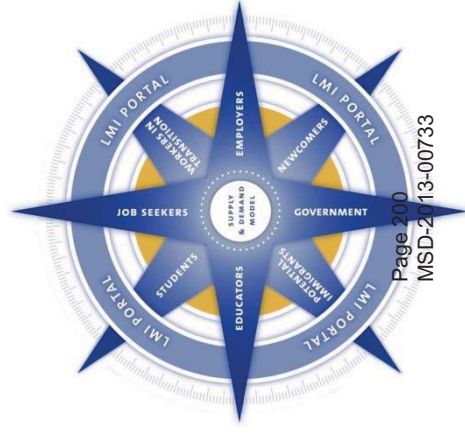
Labour Market Partnerships Transformation

- Develop new policy and program framework for [Labour Market Partnerships](#)
- The new framework will ensure:
 1. Investments align with BC's labour market priorities
 2. Partners and government can work together to develop creative solutions to labour market issues
 3. Accountability under the LMDA is maintained.

ALMD - Labour Market Services

A New Vision for Labour Market Information

- Build a state-of-the art **labour market information system** to help British Columbians make informed labour market decisions and investments
- This will include:
 1. A new BC labour market forecasting model
 2. Strategic investments to fill data gaps
 3. An enhanced WorkBC website



ALMD - Labour Market Services

A New Vision for Labour Market Information

- 1) New BC Labour Market Forecasting Model
 - Comprised of 7 regional models
 - 10 year occupational projections for 120 occupations
 - Industry and regional projections
 - Integrates supply and demand components
 - Capable of supporting scenario planning
 - Output produced annually

ALMD - Labour Market Services

A New Vision for Labour Market Information

2) Strategic Investments to Fill Data Gaps

- Wage and Salary Survey
- Updates to existing products
- Continued expansion of labour force survey data for BC
- Improvements to information about specific labour market participants – including youth, aboriginals, persons with disabilities etc.

ALMD - Labour Market Services

A New Vision for Labour Market Information

3) An Enhanced WorkBC website

The screenshot displays the WorkBC website interface. At the top, the header includes the text "The Government of British Columbia's source for labour market information" and the WorkBC logo. Navigation links for "About", "Help", and "Contact" are in the top right. A search bar and a "CHANGE FONT SIZE" option are also present. The main navigation menu includes "Career Pathways", "Job Seekers", "Employers", "Service Providers", and "Labour Market Statistics".

The main content area features several highlighted sections:

- Get Informed:** "Everything you need to grow your future in British Columbia" with a photo of a smiling woman.
- jobs find your way:** A graphic showing various career paths like "Technology Careers", "Capital Careers", and "Education Careers".
- On the Map:** "What are employers looking for in your part of the province?" with a "Read More" link.
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Below these sections is a "Popular Topics" sidebar with categories:

- Career Pathways:** Self-assessment tools, Explore occupations, Access post-secondary education and training, Develop your skills.
- Job Seekers:** Find a job, Licensing and credential recognition, Transition from a job, Know your rights.
- Employers:** Finding workers, Small business HR, Managing adjustments, Business development.
- Service Providers:** Top resources, Employment programs in B.C., Resources for working with employers.
- Labour Market Statistics:** Labour market trends, Regional/Local labour markets, Wage and salary information.

At the bottom, there is a "Share & Bookmark" section with social media icons for digg, SU, g, t, f, and a plus sign for more options.

ALMD - Labour Market Services

A New Vision for Labour Market Information



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Home

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CHANGE FONT SIZE: a⁺ a⁻

search

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You are here: [Home](#) > [Career Pathways](#) > [Explore Occupations](#) > [Submenu item](#)

Self-Assessment Tools >

Explore Occupations >

Active submenu item

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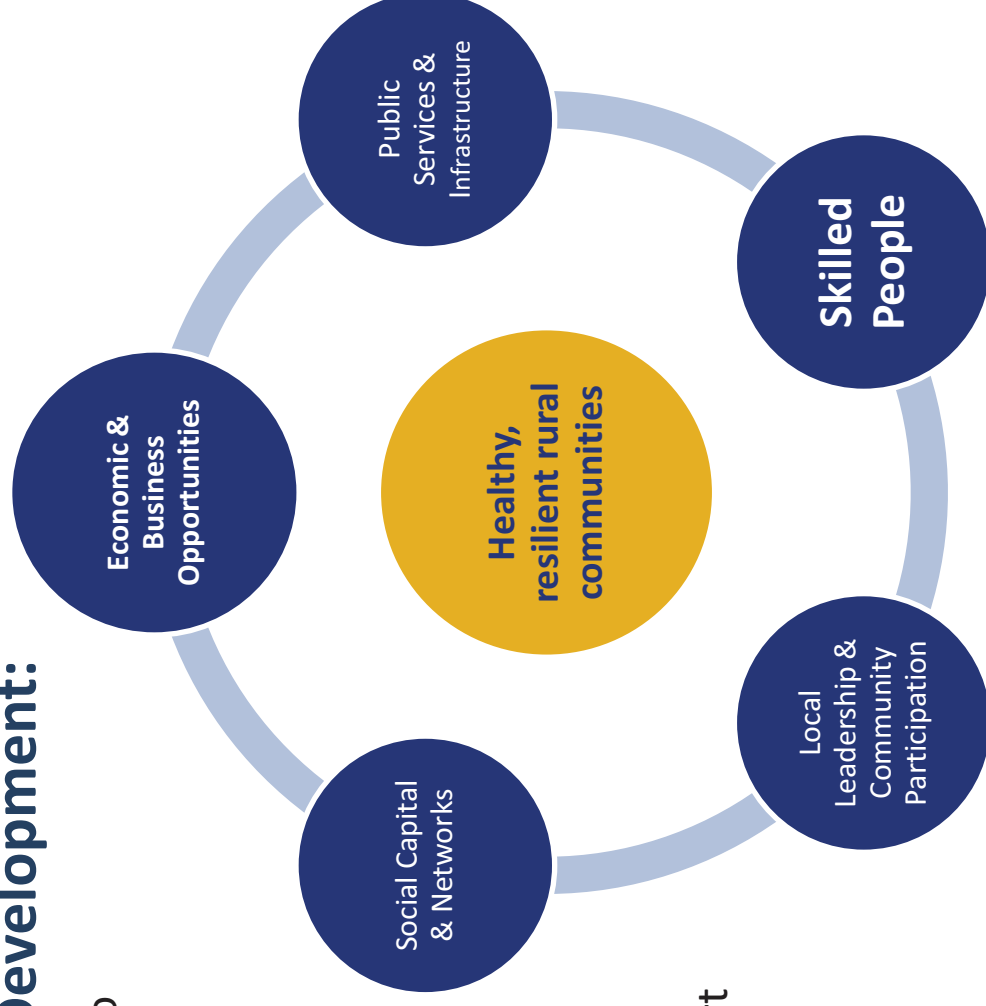


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Labour Market Services – Transformation – Community Development

A New Approach to Rural Development:

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- Focus on key projects that support economic development and build a more diversified economy



Labour Market –

Group Discussion:

- What is your feedback and input on what you have heard?
- What are your top priorities?
- What considerations should Government make moving forward?



Annual Report of The Expert Advisory Panel on Specialized Populations June 2012 – March 2013

Agenda

- Background
- 2012 – 2013 Report
- Next steps – planning for 2013 - 2014

Expert Advisory Panel on Specialized Populations

- This Report highlights activities the Expert Advisory Panel on Specialized Populations for the Employment Program of BC engaged in from June 2012 – March 31 2013 .

Key Messages for the EPBC

Steering Committee

Background

- The Expert Advisory Panel first met in June 2012 for an in-person orientation.
- The committee continued to mature as a group, learn about EPBC and further clarify its role and mandate.
- Reviewed and updated the Expert Advisory Panels-Terms Of Reference
- Reviewed and advised on Panel membership

Key Messages 2012 – 2013

- The panel has continued to monitor and identify emerging issues which could impact Specialized Populations accessing EPBC services
- Established a working relationship with the BC Center for Employment Excellence , Met with CPAC Specialized Populations working group and plan to further establish working relationship in 2013 – 14
- Reviewed and provided initial feedback on program data reports. i.e. requested refinement of persons with disability categories

Summary of 2012 – 2013

- In the first year of existence the Expert Advisory Panel on Specialized populations developed an Identity and gained a better understanding of its role and responsibility.
- The Panel welcomed four new members, who bring a wealth of experience and wide perspective to the Panel as a whole.
- Much work has been done to adjust and align the Terms of Reference for the panel to reflect the updated scope of the panel.

Looking Ahead 2013 – 2014

Panel established a working mission statement:

To maximize real, sustainable and meaningful employment that fully utilizes the individuals' skills and abilities

Direction and Purpose

Expert Advisory Panel on Specialized
Populations will focus on the client experience
and client outcomes within EPBC:

- To whom are we providing services?
- Who have we not yet reached?
- Who accessed the services and have left with out receiving adequate services?
- How do we improve positive outcomes for clients?

Outcomes

- The Panel is advocating for and adopting a stretch goal, to ensure we are striving to have a first class employment program
- The panel is currently doing research and will recommend a target number with timelines after research is complete
- The panel is assessing under employment as a service quality measure.

Client Experience: Accessibility

- The panel has set its sights on a gold standard of accessibility and is researching current world class standards of:
 - A) Physical accessibility
 - B) Service standards
 - C) Information & Communication

Next Steps

Panel has broken into two working groups:

- Accessibility and,
- Data and Outcomes

The Panel will be bringing its first decision note to the Steering Committee by the end of July

Questions?



Expert Advisory Panel on Specialized Populations

Employment Program of BC

Annual Report

It is my pleasure to report on the first year of operation of the Expert Advisory Panel on Specialized Populations. This panel was created by the Ministry of Social Development in concert with the development of the Employment Program of British Columbia in April, 2012. The ultimate purpose of the panel is advise the Ministry of Social Development on ways to assure the full participation of Specialized populations in the workplaces across British Columbia. The specialized populations include: People with Disabilities; Immigrants; Francophones, Multi-barriered clients; Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

In this, the first year of the Employment Program of British Columbia, the Expert Advisory panel met several times and was able to support the Ministry of Social Development to:

- Identify emerging issues which could impact specialized populations
- Monitor the implementation of the Employment program of BC as it pertains to specialized populations
- Consult with Service providers & the new Centre for Employment Excellence
- Review and advise on Panel membership
- Review and advise on the Panel's Terms of reference

Going forward the panel is looking at several issues of interest including:

- Understanding the User Experience, how the members of specialized populations experience the EPBC
- Accessibility standards, what does access mean to the various specialized populations and how they are accessing EPBC

I want to express my gratitude to the Panel members from across the province; Laverne Thompson, Christine Sotteau, Darrell Burnham, Thomas Yeung, Freeman Qu, Kristi Fairholm, and Chris Arnold. I want to also extend my gratitude to the program governance office of the Ministry of Social Development who supported the work of the panel.

Expert Advisory Panel on Specialized Populations

Teleconference – January 4th 2013

Panel Attendance: Laverne Thompson; Christine Sotteau; Chris Arnold; Darrell Burnham (recorder).

Committee Support: Jeff Curr; Sandy Rodgers.

Regrets: Thomas Yeung; Freeman Qu; Kristi Fairholm

Meeting Notes

1. Checkin's – Emerging issues

- Has Guaranteed Variable Service fee extension been confirmed until September?
 - Yes
- Tier 4 people eg. People with developmental disabilities - Are they being streamed to volunteer work rather than supported employment program?
 - Should be monitored
- Rumours that clients with more significant needs are being referred back to other employment programs – eg CLBC. Increase in high needs mental health folks coming in.
 - Will be monitored
- Are the number of clients referred to sub-contractors being monitored?
 - Not directly
- Trying to apply for bus-pass – subcontractor had all info to submit for \$45 bus pass – 45 minutes.
 - It's one of many ICM issues that have been identified and are being streamlined
- Frustrated families – children not working and not being served by N. Van service or WorkBC programs?
 - Website was not specific
- Specialized population results?
 - We will get in get comprehensive and up-to-date reports on specialized populations by end of February.
- ASPECT Conference
 - Concerns were expressed about elements of the new programs, but the working groups have been beneficial
 - Questioned how our panel can/should keep in touch with service providers
- Mental Health
 - Mixed experiences with program
 - Better practice identified to have case managers escort client into the Employment centre.
 - Still concerns expressed by the lack of proactive work by Contractors.

2. Membership

- Looking at alternative process to BRDO, to have appropriate scrutiny. BRDO is very busy and apparently at least one applicant has been held up 4 months. Allison Bond has given the thumbs up to bring alternative processes to Steering committee.
 - Goal, new process maybe by end of January.
 - Will have recruitment discussion at next meetings agenda

3. Updates of EPBC

- CPAC meeting was held before ASPECT Conference. Number of topics that folks wanted to review and some working groups.
 - Big issues – ERIQ – tool in data system, but awkward. Working group rolled up sleeves and redesigned ERIQ. Will be in new version in ICM.
 - Fee Structure group – working on simplifying/rationalizing these issues
 - Updates to ICM will reduce data-entry requirements.
 - Specialized Populations Discussion
 - Fee structure recommendations
 - Building contractors capacity
 - Symposium
 - In March, for the EPBC front line staff – contractors and sub-contractors
 - 3 Days of speakers, workshops, etc.
 - Maybe “webinar”
 - Next Wednesday will have dates/venues in Lower Mainland
 - Centre for Employment Excellence
 - Panel Members participation is unknown at this time
 - Tiers group – looking at refining the system.
- Sandy advised that the committee can request an audience at the Steering Committee or at a CPAC Meeting whenever it felt necessary.

4. Accessibility Project

Darrell reported that he had met with Sandy and Jeff in November and briefly discussed the possibility of the Panel looking at the broad topic of Accessibility for the EPBC. This would involve:

- 1) Defining accessibility as it relates to our EPBC Employment service centers .
- 2) Exploring the Idea of an Accessibility Challenge, similar to The 10x10 challenge.
- 3) Possibility of grants being offered to Providers to enhance accessibility to their esc , and the frame work of application/ evaluation of need .
- 4) Positive acknowledgement program (eg Awards) for Service providers that are leaders in Accessibility issues.

5) Best practice data collection and sharing.

Committee like concept and agreed to put on next Agenda with time for detailed discussion

5. Next Meeting – Date – issues

Tentative Date: March 11th, 2013

Agenda

- Minutes and Business Arising
- Discussion of Mandate/Purpose
- Panel Recruitment needs and strategy
- Connecting with Steering Community or CPAC
- Review of Most recent specialized Population Data reports
- Accessibility project.

Other issue – Christine’s new email: s.22

Meeting Adjourned 2:40 p.m.

Initial Meeting: External Advisory Panel

June 26th
Specialized Populations (Chair: Darrell Burnham)

Expected Duration: 5-6 hours plus lunch (9:30 – 3:30)

Supplies/Equipment: Nametags (badges or sticky kind), binders, tables or no tables?

Meeting facilitator: External facilitator with experience working with external stakeholders

Invitees: Committee Members
Guests: Allison Bond

Support: PGO staff will be there to support the process and to provide information.

| Time | Activities | Purpose/Expected Learning | Who/ Supplies and equipment |
|--------------|---|--|-----------------------------------|
| 9:00 to 9:30 | Coffee/Tea | Networking opportunity | Coffee/tea |
| 9:30 to 9:45 | Welcome\Opening Remarks | To provide an introduction, open inaugural meeting and establish context for the committee | Allison Bond |
| 9:45 to 9:55 | Housekeeping (washrooms) Safety Information Brief discussion of group norms for the day | Provide information about expectations should there be a fire alarm, or earthquake Review of the norms to be used for | Safety personnel Deepa |

Initial Meeting: External Advisory Panel

June 26th

| Time | Activities | Purpose/Expected Learning | Who/ Supplies and equipment |
|----------------|--|---|--|
| | | the meeting | Flip chart paper |
| 9:55 to 10:00 | Review of Agenda | Provide an overview of the agenda | Deepa |
| 10:00 to 10:20 | <p>Introductions and Check in question</p> <ul style="list-style-type: none"> - Introduce yourself, where you are located? - What is your interest that brings you to this panel? -What type of background do you have with working with the various specialized populations? <p>Overview/Role of Program Governance Office</p> | To ensure everyone is acquainted with those in the room | Deepa/All |
| 10:20 to 10:30 | | To provide a better understanding of the role of the PGO Process of raising recommendations and advice to Steering Committee | Jeanine |
| 10:30 to 11:10 | <p>Team Building Process</p> <p>Skills inventory</p> <p>Puzzle</p> | To provide an opportunity for people to get to know more about each other, build opportunity to network | Deepa/All |
| 11:10 to 12:20 | <p>Opportunity to ask questions before signing the Code of Conduct</p> <p>Terms of Reference</p> | <p>To ensure understanding of the document and an opportunity for discussion</p> <p>To ensure understanding of the</p> | Deepa/All |

Initial Meeting: External Advisory Panel

June 26th

| Time | Activities | Purpose/Expected Learning | Who/ Supplies and equipment |
|----------------|--|---|--|
| | <ul style="list-style-type: none"> • Roles and responsibilities of the committee • Membership and evaluation of members • Do we have all areas represented? • If not, what other skills/knowledge do we need? • Discussion of how decisions will be made (i.e. consensus, vote,) • Establish a dispute resolution process | <p>purpose and roles of the committee</p> <p>To provide opportunity to answer questions about the evaluation requirement</p> <p>Establish committee processes for the purpose of ongoing meetings</p> | |
| 12:20 to 12:30 | Brief overview of information and materials Opportunity to ask questions | To provide information about the type of reports and other documents that are and/or will be available for use | Jennifer |
| 12:30 to 1:00 | Lunch | Opportunity to network | All |
| 1:00 to 2:00 | Discussion/confirmation of actions moving forward (Have Chairs share their vision, ideas and then move in to group discussion to capture all ideas/thoughts about moving forward). | Begin committee work and establish initial strategic approach | Chair /Deepa |
| 2:00 to 3:00 | Outline initial work plan for the next 3-6 months | Establish initial priorities, determine what type of information may be required by committee | Chair |

Initial Meeting: External Advisory Panel

June 26th

| Time | Activities | Purpose/Expected Learning | Who/ Supplies and equipment |
|--------------|--|---|-----------------------------------|
| 3:00 to 3:15 | Opportunity to reflect back to the membership what was heard and what (if anything) will go to steering committee. | To ensure that we have clarity in the information and message | PGO staff |
| 3:15 to 3:30 | Closing remarks/Evaluations | Evaluation to determine requirements for future meetings | Sandy |



Updated Terms of Reference for External Advisory Panels

Background:

- Both external advisory panels have been meeting since June of 2012
- In the initial year it became apparent that the mandate, as written was not achievable nor desirable because it was at an operational level.
- CPAC was more positioned to advise on the day to day operations and have been doing this effectively.

Background continued:

- The PGO researched other advisory bodies within and outside the BC government
- recommended to the panels a more strategic approach
- Both committees have agreed to this approach and have adapted their Terms of Reference to reflect the changes.
- We are tabling the TOR for your consideration and approval.

Changes to Terms of Reference

Was: The External Advisory Panel will provide **advice and recommendations** to the Ministry Program Steering Committee **on the operation** and enhancement of the EPBC and provide independent advice, observations and recommendations to monitor the EPBC adherence to the principles upon which it was founded and achieves the results it was designed to achieve. The purpose of the Program is to support clients to obtain sustainable employment.

Responsibilities

- **Monitor overall Program access**, service quality and effectiveness in meeting the needs of unemployed British Columbians to obtain sustainable employment;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Changes to TORs

The Employment Program of BC External Advisory Panel **provides information and advice** to the Ministry Program Steering Committee to assist with governance and decision making. To fulfill this purpose, the External Advisory Panel will:

- **Recommend improvements** to EPBC policy and practice for the Ministry's consideration that will improve the outcomes for all job seekers in British Columbia
- Identify potential gaps in service and emerging trends and/or new populations
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee; and
- Engage in initiatives and activities that complement the Employment Program of BC's annual priorities

Changes to TORs

Was: The Expert Advisory Panel on Specialized Populations will provide **advice and recommendations** to the Ministry Program Steering Committee regarding the EPBC, in support of ELMSD's goal of ensuring that the Program meets the employment service needs of Specialized Populations.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee

Changes to TOR

- The Expert Advisory Panel on Specialized Populations provides **information and advice** to the Ministry Program Steering Committee regarding the Employment Program of BC (the Program), in support of the Employment and Labour Market Services Division's (ELMSD) role of ensuring that the Program meets the employment service needs of Specialized Populations.

To fulfill this purpose, the Expert Advisory Panel on Specialized Populations will:

- Consider best practices and recommend changes to enhance or improve program access, service model or service delivery,
- Identify potential gaps in service and emerging trends and/or new populations
- Provide advice and/or feedback on matters addressed to the panel by the Ministry program steering committee: and,
- Engage in initiatives that complement the EPBC annual priorities.
- Provide advice on how the ELMSD can best establish and maintain communication with the established and emerging Specialized Populations;

Additions:

- Facilitate two-way communication between the Panel and the Program Steering Committee, including the preparation of reports, Briefing Notes and recommendations
- Providing the Panel with the PSC's response to their recommendations, advice and feedback

Additions

Role of the Vice Chair

The role of the Vice Chair will be to:

- Assume the role of Chair in the absence of current Panel Chair;
- Support the Chair to ensure that everyone's voice is heard during meetings; and
- Support the creation of sub-committees or work groups as required.

Question to Steering Committee

- Risk of committee or current chair appointing vice chair?
- Time limit?

Next Steps:

- Orientation of New Members June 5th and June 19th
- Planning meetings June 19th and 20th and July 3rd and 4th
- Board Reports
- Process to evaluate chairs and panel members
 - under development this summer

Questions?





Mandate of External Advisory Panels

Update and Request for Approval in Principle

Items for Discussion

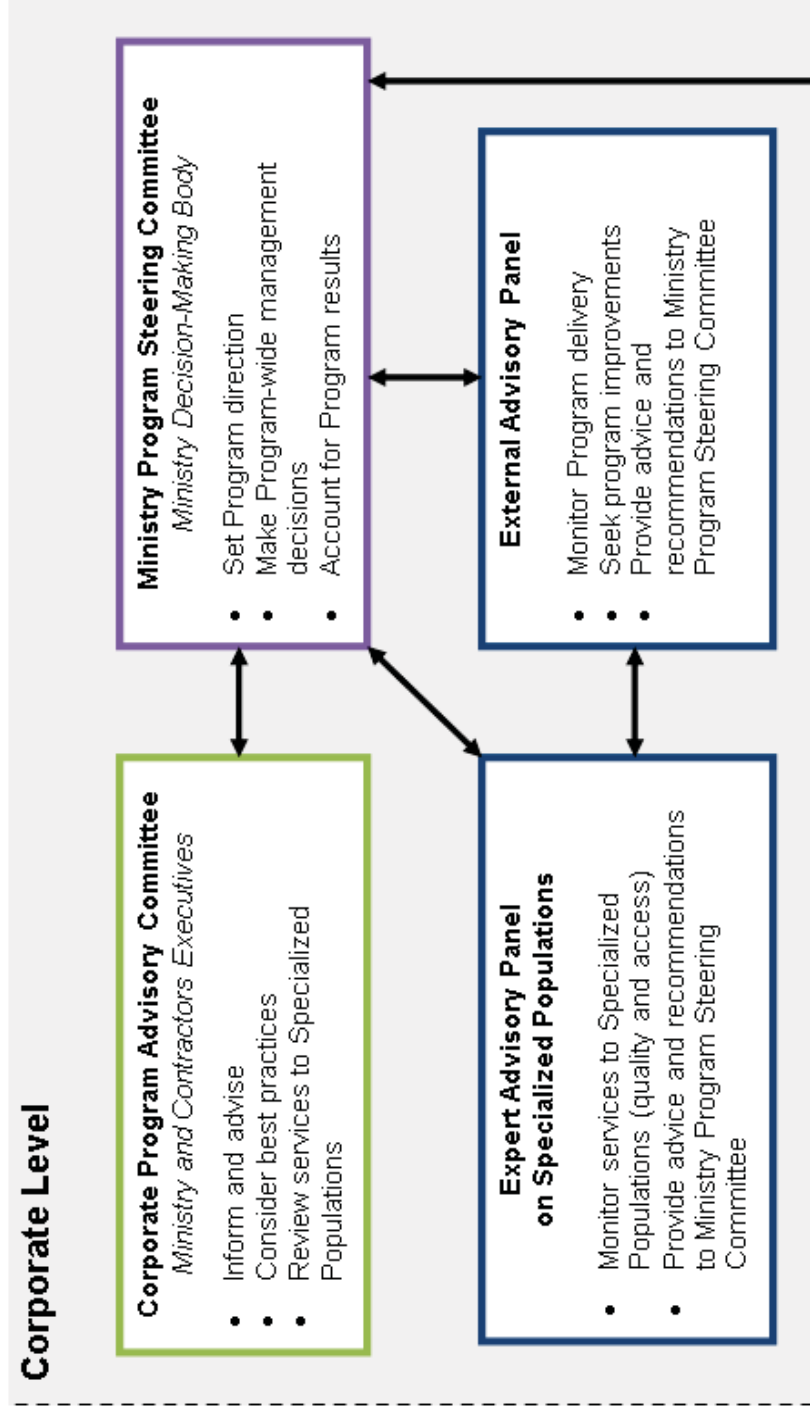
- Background of Review of External Panels
- Proposed Changes to Mandate
- Questions from the Steering Committee to Panel
- Discussion/Questions

Background

When reviewing the External Advisory Panels, the PGO found two fundamental issues:

1. Current mandate has an operational focus which is difficult to address and fulfill given:
 - four meetings per year
 - the intricacies of the program and no working knowledge
2. Mandate of the Panels overlaps the work being done by CPAC

Corporate Governance Bodies



Background

- PGO researched options through interviews with CLBC panel members, through the Minister's Council on Employment and Accessibility and reviewed several TORs from other jurisdictions
- Talked to the panel chairs to get their input
- Developed a proposal for a new mandate which we discussed with the chairs of both panels.

Proposed Changes

The changes to the Mandate raise the lens from the day to day operations to a more strategic focus. Their role would be to provide:

- information and advice to the Ministry Program Steering Committee
- input to the annual program priorities and engage in initiatives that complement the direction set by steering.
- Provide advice and/or feedback on matters addressed to the panel by the Ministry Program Steering Committee

Proposed changes and focus for Specialized Populations:

The Expert Panel on Specialized Populations would continue to focus on improving the overall access to the program.

Possible projects:

- Raising the profile of Accessibility through a recognition, or education program.
- Recommending standards for accessibility
- Focus on youth and ensuring they are served early.

External Advisory Panel

Potential direction could include:

- More involvement in the demand side of the labour market
- Ways to link employers, apprentices and opportunities

Steps to Date with Panels

1. Spoke to Chairs about the issues (and some committee members)
2. Chair has canvassed members and there is agreement that the mandate should be changed
3. Reviewed mandate with ED and ADM
4. Presented an initial proposal to the panel chairs for review, input and commitment to initial direction

Steps to Date with Panel

5. Coming to Steering to get agreement in principle before moving forward in revised direction
6. Meet with the SP panel to receive their feedback to the direction and TOR
7. Final approval of the TOR from Steering
8. SP panel is meeting for a 2 day planning meeting in June and recruiting new members

External Panel

- Planning a meeting in early April
- Discussions with the existing members will inform recruitment and future direction

Questions to the Panel?

One responsibility of the panels is to consider questions posed by the Steering Committee.

Are there any areas that the Steering committee would like an external group to address, research and advise on?

Questions/Discussion



Francophone Servicing Agreements Being Extended to March 31, 2012

Service delivery regional staff identified the following:

1. Service providers in regions with **Francophone services specifically written into their agreements.**
2. Other service providers in regions who provide a **significant amount of Francophone services although not written specifically in agreements.**
3. General locations/areas/communities served for agreements identified in 1 and 2.

| Region | Project Number | Organization Name | Type (EAS, CC etc) | 1. Francophone Service Specifically in Agreement | 2. Significant # of Services Provided but not in Agreement | 3. Areas Served |
|------------|----------------|---|--------------------|--|--|--|
| R1 | | | | | | |
| | 4382420 | Supporting Employment Transitions (SET) | EAS | Yes | | Nanaimo |
| | 5189535 | La Societe Francophone de Victoria | EAS | Yes | | Greater Victoria |
| R2 | | | | | | |
| | 5755129 | Collège Éducacentre College | EAS | Yes | | Lower Mainland |
| | 5492590 | Collège Éducacentre College | SE | Yes | | Lower Mainland |
| R4S | | | | | | |
| | 5212683 | Vernon & District Immigrant Services Society | EAS | NO | Some, not significant | Vernon, Enderby, Armstrong, Lumby clients Central Okanagan Clients (Kelowna, Westbank, Oyama, Lake Country etc) |
| | 5186762 | VerTek Diversified Services Ltd | EAS | NO | Some staff are bilingual | South Okanagan (Penticton, Princeton, Oliver, Osoyoos, etc) |
| | 5470265 | YMCA/YWCA of the Central Okanagan | EAS | NO | Some staff bilingual | Central Okanagan |
| | 5136585 | Okanagan Boys & Girls Clubs | EAS | NO | Has a bilingual staff | Central Okanagan |
| R5 | | | | | | |
| | 7259369 | Sans Limites Consulting Group | EAS | No | Yes | Prince George |
| | 5360326 | Immigrant & Multicultural Services Society (IMSS) | EAS | No | Yes | Prince George |
| | 4661799 | Kitimat Community Services Society | EAS | No | Yes | Kitimat |

CODE OF CONDUCT AND CONFLICT OF INTEREST GUIDELINES

Expert Advisory Panel on Specialized Populations

Government appointees are expected to meet high standards of conduct which enhance and maintain public confidence in the operation of BC's public agencies, boards and commissions. They must act to instil public confidence in their actions and decisions.

The fundamental relationship between an advisory panel member and the public sector organization on which the member serves should be one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

The following Code of Conduct and Conflict of Interest Guidelines set out the minimum standards of ethical conduct expected of all members of the **External Advisory Panel - Employment Program of BC** (EPBC), appointed by the Minister of Social Development.

1. COMPLIANCE WITH THE LAW

- 1.1 Advisory panel members should act at all times in full compliance with both the letter and the spirit of all applicable laws.
- 1.2 In his/her relationship with the organization, no advisory panel member should commit or condone an unethical or illegal act or instruct another panel member, employee or supplier to do so.
- 1.3 Advisory panel members are expected to be sufficiently familiar with any legislation that applies to their work to recognize potential liabilities and to know when to seek legal advice. If in doubt, panel members are expected to ask for clarification.
- 1.4 Falsifying any record of transactions is unacceptable.
- 1.5 Advisory panel members should not only comply fully with the law, but should also avoid any situation which could be perceived as improper or indicate a casual attitude towards compliance.

2. CONFLICTS OF INTEREST

- 2.1 In general, a conflict of interest exists for advisory panel members who use their position at the organization to benefit themselves, friends or families.
- 2.2 An advisory panel member should not use his or her position with the organization to pursue or advance the panel member's personal interests, the interests of a related person¹, the panel member's business associate, corporation, union or partnership, or the interests of a person to whom the panel member owes an obligation.
- 2.3 An advisory panel member should not directly or indirectly benefit from a transaction with the organization over which a panel member can influence decisions made by the organization.
- 2.4 An advisory panel member should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.
- 2.5 An advisory panel member should not use his or her position with the organization to solicit clients for the panel member's business, or a business operated by a close friend, family panel member, business associate, corporation, union or partnership of the panel member, or a person to whom the panel member owes an obligation or to seek employment opportunities
- 2.6 Every advisory panel member should avoid any situation in which there is, or may appear to be, potential conflict² which could appear³ to interfere with the panel member's judgment in making decisions in the organization's best interest.

1 "related" person means a spouse, child, parent or sibling of a panel member who resides with that panel member.

2 "conflict" means a conflict of interest or apparent conflict of interest

3 "apparent" conflict of interest means any situation where it would appear to a reasonable person that the panel member is in a conflict of interest situation.

- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from stakeholders or other interested parties, , passing confidential information to stakeholders or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the panel member's spouse;
 - (ii) influencing the organization to allocate funds to an institution where the panel member or his or her relative works or is involved;
 - (iii) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the panel member;
 - (iv) influencing or participating in a decision of the organization that will directly or indirectly result in the panel member's own financial gain.
- 2.8 An advisory panel member should fully disclose all circumstances that could conceivably be construed as conflict of interest.

3. DISCLOSURE

- 3.1 Full disclosure enables advisory panel members to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 3.2 An advisory panel member should, immediately upon becoming aware of a potential conflict of interest situation, disclose the conflict (preferably in writing) to the panel chair. This requirement exists even if the panel member does not become aware of the conflict until after a transaction is complete.
- 3.3 If an advisory panel member is in doubt whether a situation involves a conflict, the panel member should immediately seek the advice of the panel chair. If appropriate, the panel can seek advice from the Program Governance Office of the Ministry of Social Development.
- 3.4 Unless an advisory panel member is otherwise directed, a panel member should immediately take steps to resolve the conflict or remove the suspicion that it exists.
- 3.5 If an advisory panel member is concerned that another panel member is in a conflict of interest situation, the panel member should immediately bring his or her concern to the other panel member's attention and request that the conflict be declared. If the other panel member refuses to declare the conflict, the panel member should immediately bring his or her concern to the attention of the panel chair. If there is a concern with the panel chair, the issue should be referred to the Ministry of Social Development.

- 3.6 An advisory panel member should disclose the nature and extent of any conflict at the first meeting of the panel after which the facts leading to the conflict have come to that panel member's attention. After disclosing the conflict, the panel member:
- (i) should not take part in the discussion of the matter or vote on any questions in respect of the matter (although the panel member may be counted in the quorum present at the panel meeting);
 - (ii) should not attempt, in any way or at any time, to influence the discussion or the voting of the panel on any question relating to the matter giving rise to the conflict.

4. OUTSIDE BUSINESS INTERESTS

- 4.1 Advisory panel members should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, panel members are required to act in the best interest of the organization.
- 4.2 No advisory panel member should hold a significant financial interest, either directly or through a relative or associate, or hold or accept a position as an officer or panel member in an organization in a material relationship with the organization, where by virtue of his or her position in the organization, the panel member could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the organization, unless that interest has been fully disclosed in writing to the organization.
- 4.3 A "significant financial interest" in this context is any interest substantial enough that decisions of the organization could result in a personal gain for the panel member.
- 4.4 These restrictions apply equally to interests in companies that may compete with the organization in all of its areas of activity.

5. CONFIDENTIAL INFORMATION

- 5.1 Confidential information includes proprietary technical, business, financial, legal or any other information which the organization treats as confidential.
- 5.2 Advisory panel members should not, either during or following the termination of an appointment, disclose such information to any outside person unless authorized.

- 5.3 Similarly, panel members should never disclose or use confidential information gained by virtue of their association with the organization for personal gain, or to benefit friends, relatives or associates.
- 5.4 Advisory panel members must follow the Freedom of Information and Protection of Privacy Act and are not permitted to collect personal information on clients of the EPBC.
- 5.5 If in doubt about what is considered confidential, a panel member should seek guidance from the panel chair or the Ministry of Social Development.

6. INVESTMENT ACTIVITY

- 6.1 Advisory panel members should not, either directly or through relatives or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the organization which could reasonably affect the value of such securities.

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

- 7.1 An advisory panel member who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the organization interests should discuss the implications of accepting such a position with the panel chair, recognizing that acceptance of such a position might require the panel member's resignation from the organization's panel.
- 7.2 An advisory panel member who accepts a position with an organization providing contracted services to the Employment Program of BC, either directly or indirectly, during an appointment to the advisory panel, should discuss the implications of accepting such a position with the panel chair, recognizing that the acceptance of such a position may require the panel member's resignation from the organization's panel.

8. ENTERTAINMENT, GIFTS AND FAVOURS

- 8.1 It is essential to fair business practices that all those who associate with the organization, as suppliers, contractors or panel members, have access to the organization on equal terms.
- 8.2 Advisory panel members and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with or influencing the organization. Any firm offering such inducement should be asked to cease.

**Ministry of
Social Development**

Employment and Labour
Market Services Division
Program Management Branch
Program Governance Office

Mailing Address:
PO Box 9935 Stn Provincial Govt
2nd Floor, 614 Humboldt Street
Victoria BC V8W 9R2
Facsimile: (250) 387-2069

Location:
18th floor, 1050 W. Pender St,
Vancouver BC V6E 3S7

- 8.3 Similarly, no advisory panel member should offer or solicit gifts or favours in order to secure preferential treatment for themselves or the organization.
- 8.4 Under no circumstances should advisory panel members offer or receive cash, preferred loans, securities or secret commissions in exchange for preferential treatment. Any advisory panel member experiencing or witnessing such an offer should report the incident to the panel chair immediately.
- 8.5 Gifts and entertainment should only be accepted or offered by an advisory panel member in the normal exchanges common to established business relationships for the organization. An exchange of such gifts should create no sense of obligation on the part of the panel member.
- 8.6 Inappropriate gifts received by an advisory panel member should be returned to the donor.
- 8.7 Full and immediate disclosure to the panel chair of borderline cases will always be taken as good-faith compliance with these standards.

9. USE OF THE ORGANIZATION'S PROPERTY

- 9.1 An advisory panel member should not use property owned by the organization for personal purposes, or purchase property from the organization unless the purchase is made through the usual channels also available to the public.

10. RESPONSIBILITY

- 10.1 The individual should behave, and be perceived, as an ethical individual.
- 10.2 Each advisory panel member should adhere to the minimum standards described herein and in the organization's code of conduct, and to the standards set out in applicable policies, guidelines or legislation.
- 10.3 Advisory panel members are responsible to ensure that any activities they undertake as a representative of the Advisory Panel, or have a perception of representing the Advisory Panel, will be aligned with the Advisory Panel's Annual Plan and goals. Such undertakings or activities should only be initiated to satisfy a need of the Advisory Panel's work as a whole. Ad hoc activities may be conducted as/when required when supported by the Advisory Panel and Chair to meet the requirements of the Advisory Panel's Annual Plan and goals.

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Ministry of Social Development

- 10.4 Integrity, honesty, and trust are essential elements of the organization's success. Any advisory panel member who knows or suspects a breach of the organization's Code of Conduct and Conflict of Interest Guidelines has a responsibility to report it to the panel chair.
- 10.5 To demonstrate determination and commitment, each advisory panel member should review and declare compliance with the organization's code of conduct and ethics annually.

11. BREACH

- 11.1 A advisory panel member found to have breached his/her duty by violating the minimum standards set out in this document may be liable to censure or a recommendation for dismissal to the Government.

12. WHERE TO SEEK CLARIFICATION

- 12.1 Normally, the advisory panel chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

13. FORM OF DECLARATION

- 13.1 I ACKNOWLEDGE that I have read and considered the Code of Conduct and Conflict of Interest Guidelines for the External Advisory Panel – Employment Program of BC, Ministry of Social Development, and agree to conduct myself in accordance with the Code of Conduct and Conflict of Interest Guidelines for Advisory Panel members.

Signature: _____

Print Name: _____

Date of Signature: _____

**Ministry of
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Expert Advisory Panel on Specialized Populations - Employment Program of BC

TRAVEL EXPENSE REIMBURSEMENT POLICY AND PROCESSES

The following provides the travel policy and procedures for reimbursement for travel to participate in Expert Advisory Panel on Specialized Populations meetings. Travel will be limited to three to four in-person meetings per year. Teleconferencing and other methods will be used to conduct business between the in-person meetings.

Expert Advisory Panel members are responsible for making their own travel arrangements. Panel members will only be entitled to travel expenses as specified in this policy.

Expert Advisory Panel Member's Travel Expenses

Panel members will be reimbursed travel expenses in accordance with the Province's [Core Policy and Procedures](#). Panel members are entitled to claim travel expenses in order to participate in panel meetings. Eligible costs include transportation, accommodation, child care expenses and meal or per diem allowances not exceeding specified limits for Group II¹.

Transportation

Airfare

The most economical airfare for air travel, considering operational requirements and options that mitigate the production of greenhouse gases, is required. Panel members are required to book and pay for their own flight, using the following travel agency:

Tier One Travel
www.tieronetravel.com
Elaine Clark (250-953-5736) or Alison Hastings (250-5734)
Elaine@TierOnetravel.com or Alison.hastings@TierOnetravel.com

Requests for reimbursement for airfare expenses are to be sent to the Program Governance Office (see section below on "**How to Claim Travel Costs**").

¹ Group II

- Persons appointed to part of full-time positions as members or managerial employees on boards, commissions or agencies



Private Vehicle Usage

Panel members are entitled to claim a private vehicle allowance for the use of a privately owned vehicle on business travel. Panel members are reimbursed for mileage costs for privately owned vehicles such as automobiles, sport utility vehicles and light trucks, but not bicycles. Please refer to the [Public Service Agency Policy Statement 17. Travel, Appendix 1 sec.2](#) for the applicable private vehicle allowance rate.

The vehicle owner is responsible for purchasing and maintaining valid third-party insurance in an amount not less than \$2 million.

Where a private vehicle is used to attend advisory panel meetings, receipted parking charges will be reimbursed.

Accommodation

If overnight travel is required in order for a panel member to attend an in-person meeting, panel members will be reimbursed any accommodation expenses incurred, up to the limits established by the Treasury Board. Panel members are required to use the Government's [Business Travel Accommodation Listing](#) and choose a hotel listed at the "**approved**" government rate. Panel members must confirm their hotel booking directly, pay for the cost of the room themselves and request reimbursement from the Program Governance Office.

Where private lodging is used in lieu of commercial accommodation, reimbursement of \$30 maximum per day may be claimed.

Child Care Expenses

Where a panel member incurs additional child care expenses in order to attend an in-person panel meeting, the panel member shall be reimbursed for the additional child care expense up to \$60 per day upon production of a receipt. Reimbursement shall only apply where **all** of the following conditions are met:

- no one else at the panel member's home can provide the child care
- the hours of care provided fall outside the panel member's normal scheduled work day such that the panel member incurs additional or **incremental** child care expenses
- the receipt shall be a signed statement including the date(s), the hourly rate charged, the hours of care provided and the identification of the caregiver/agency.



Ministry of Social Development

Meal and Per Diem Allowances

Please refer to the [Public Service Agency Policy Statement 17. Travel, Appendix 1 sec.2](#) for the applicable meal and per diem allowances for Group II.

How to Claim Travel Costs

In order to be reimbursed for travel expenses incurred as a result of attending in-person meetings, panel members must submit a travel expense claim to the Program Governance Office. The [Travel Expense Claim for Members of Agencies, Boards, Commissions and Administrative Tribunals](#) **must be completed within 2 weeks of travel**. Panel members must forward the original travel expense claim form, with all original receipts attached, to the following address:

Ministry of Social Development
Program Governance Office
ELMSD Program Management
PO Box 9935, Stn. Provincial Government
Victoria, BC V8W 9R2

Fax: (250) 387-2069

Once the travel expense claim has been approved and processed by the Ministry, a cheque will be forwarded to the *Cheque Mailing Address* indicated on the claim form.

Panel members registered with the Canada Revenue Agency (CRA) for HST purposes are entitled to claim input tax credits for the HST paid on their travel expenses and need to deduct this before they invoice MSD.

Panel members that are Small Suppliers for CRA purposes (with total annual revenues from taxable supplies not exceeding \$30,000) are not required to, but can voluntarily register with the CRA for HST purposes to claim input tax credits.

If panel members have any questions regarding their travel expense claim they can contact **Jeff Curr, Senior Governance Advisor** at Jeff.Curr@gov.bc.ca or 604 660-7096.

Francophone Employment Services

Update – February 17, 2012

The Employment Program of BC is launching on April 2, 2012. The procurement process for the delivery of services in the EPBC is complete. Contractors and service providers were announced on December 9, 2011. Unsuccessful proponents who bid in the procurement process had the opportunity to receive feedback on their proposals. Debrief sessions were held in January and February 2012.

Contractors are working with their service providers to clarify roles and finalize arrangements for serving all clients. The arrangements and sub-contracts must be in place by April 2, 2012.

In the new Program, Contractors are responsible for providing:

- Direct French language services for Francophone clients in the following municipal areas where there is significant demand: Victoria, Nanaimo, Vancouver, Abbotsford, Chilliwack, Kelowna, Kamloops, Penticton and Prince George (see Appendix 1).
- Translation and interpretation services to meet the needs of clients in their community.
- Support to eligible clients that have been identified as needing English as a Second Language (ESL) training.

There will be a two-year monitoring period during which the Ministry will be able to assess the Program. There will be two external advisory panels (arms length to government) – one to monitor how the program model is working for British Columbians and another to examine how it is working for Specialized Populations.

The ministry has solicited the Board Resourcing and Development Office to undertake the search for suitable panel candidates for the two external Advisory Panels. It is expected that the Board Resourcing and Development Office will complete its recruitment plan and will have a slate of members to recommend to the Minister by March 26, 2012. The Minister will announce the Advisory Panel members on April 2, 2012.

In addition to external panels, a Centre for Employment Excellence will be established. The Centre will provide a single coordination point for research and innovation, as well as for the broad dissemination of best practice resources, tools and training.

The Ministry has worked hard to ensure that all British Columbians have easy access to services, and choice in services. The Ministry recognizes and supports the need to provide services in French and have accommodated this in the model requirements. Through the model, there is no need for a specialized ESC to ensure that services will be provided in French as it will be a contracted requirement.

Francophones are considered a specialized population for the purposes of the Program. The Ministry is committed to ensuring that there is no loss of specialized service access for those who need them, including Francophones.

Under the Labour Market Development Agreement (LMDA), Francophones are given special consideration. In areas where there is significant demand, the Province is obligated to provide services in French. The areas of significant demand identified are:

- Victoria
- Nanaimo
- Vancouver
- Abbotsford
- Chilliwack
- Kelowna
- Kamloops
- Penticton
- Prince George

The Ministry has no intention of changing these areas of significant demand.

The Ministry is committed not only to our obligations under the LMDA, but also to serving all of our clients and their specialized needs regardless of where they live and who they are. As a result, all Employment Service Centres (ESCs), under the new model, will need to make arrangements to ensure that clients can receive services in the language of their choice.

Service Delivery

In some ESCs, serving Francophone clients may be a rare occurrence and so service providers will likely partner with a translation firm to make those arrangements when they occur. In other locations, languages other than English are commonplace and the service provider will likely have people on staff

who will be able to serve clients in their language of origin, or have a nearby service provider who specializes in services to that population and who can deliver those services in the ESC.

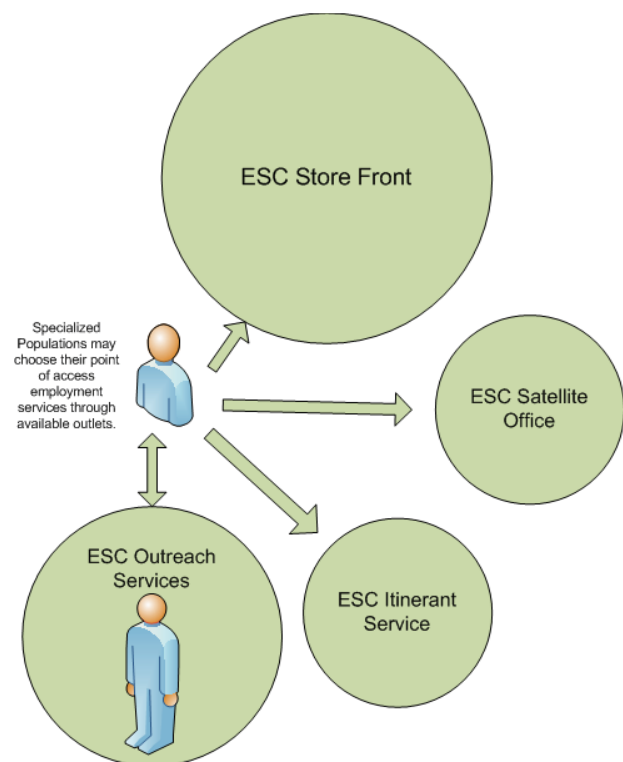
While this will apply equally to Francophones, because of the LMDA we will require that those ESCs in areas of significant demand have French speaking staff that will be able to serve this clientele. French-speaking case managers must also be available in these areas. This can be done through a number of methods, depending on demand and existing services within the community. For example, French-speaking case managers may be located in a satellite office that specializes in services for the Francophone community. Satellite offices are part of the ESC and can take advantage of the store front services to ensure that their clients can receive the full suite of ESC services available.

The Ministry understands that, for some Francophones, seeking services through an ESC intended to serve a diverse community may be intimidating, or past experience may suggest that they cannot get what they need. As a result, these individuals may need a choice of service centres. They may seek safety and community through a centre which specializes in their needs, or they may prefer to attend the one-stop centre. In either case, clients will have access to the full suite of employment services. Communities will be able, through the procurement process, to identify demand in their community and the needs of the specialized populations that must be met. A stated requirement will be that in areas of significant demand, services in French will need to be offered.

There are options available for services to the Francophone population:

- ESC services (including case management) can be delivered in French through any of the ESC outlets: store front, itinerant, outreach or satellite offices; and
- Specialized services for Francophones can be delivered through specialized service providers for those Francophone clients who need the services in order to gain employment.

The key to the new employment service delivery model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice. Clients will be treated as individuals and their needs assessed based on their abilities. Their training and development needs may include specialized services, or they may only require



basic employment services: this will be determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach services. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.

Being from a specialized population does not define an individual as someone with barriers to employment. A Francophone may have no barriers to their ability to get work, and they may simply need job search and other skills in order to gain employment. However, for other Francophones, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the desired outcome.

Program Monitors and Measures and Business Sustainability

Francophone organizations have identified a concern that Francophones would fall through the cracks in a model designed to deliver a suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been developed to ensure the success of the Program in delivering services to Francophones and other members of specialized populations. The attached document, entitled: The New Employment Program: The Model for Serving Specialized Populations, details these measures as well as considerations associated with business sustainability for specialized service providers.

Conclusion

With regard to Francophone services, in areas of significant demand, we will continue to honour the commitment in the LMMA to provide services in French. Further, the procurement process will require all ESCs to ensure that they can make services available in French to clients who require those services. The employment program model will meet the needs of the francophone community, and will ensure services in French. There are measures in place to monitor client outcomes and ensure that we meet or exceed the outcomes we are achieving today. Francophone clients, like all of our clients in the new program, will benefit from client choice.

The Ministry encourages the Francophone service providers to partner with other service providers in order to deliver their services to clients who require them.

The New Employment Program: The Model for Serving Specialized Populations

Introduction

The new Employment Program of British Columbia will serve all British Columbians eligible to work in Canada and seeking employment. The Program supports employment first for Clients through a wide range of integrated employment and labour market supports and services.

All of the services provided within the existing employment programs will be delivered through the Employment Program of British Columbia by way of Employment Services Centres (ESCs). Throughout consultations over the past 18 months with service providers, advocacy groups and others, the Ministry consistently heard that the complexities inherent in running so many programs means clients get lost within the system maze, fail to access services for which they are eligible or simply cannot find services. Integration of programs was repeatedly identified as a coherent way to manage services, treat people as individuals, and ensure that clients receive the needed services for which they are eligible.

The Ministry is committed to serving all of the program clients and their specialized needs regardless of where they live within the Province. As a result, all ESCs will need to make arrangements to ensure that all clients, including specialized populations, can receive services.

For the purposes of the program, specialized populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal people, rural and remote populations and youth. Being from a Specialized Population does not define an individual as someone with barriers to employment. An individual may be associated with a specialized population and may have no barriers to their ability to get work, and simply need job search and other skills in order to gain employment. For other individuals, this is not the case, and they require specialized assessments, specialized services designed to meet their needs, and a specialized case manager who can navigate them through those services to the outcome established in the client's action plan.

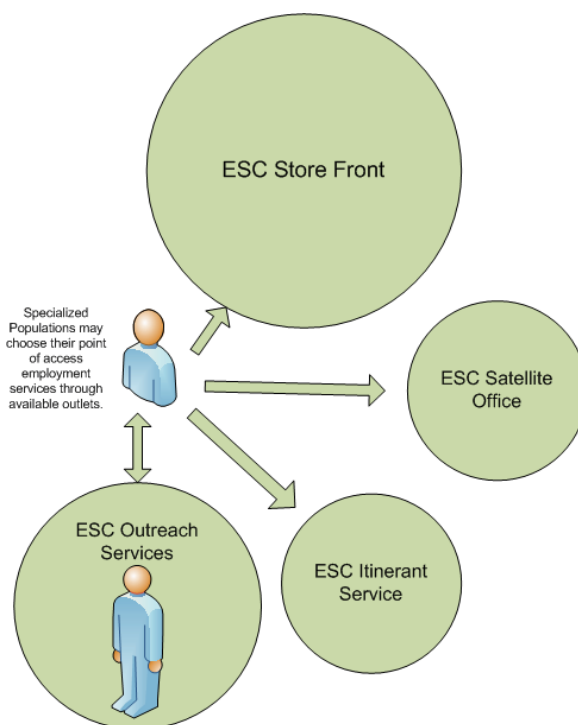
All ESCs are required to provide a welcoming, safe and accessible environment for all clients. Within the program service delivery model, accommodations are made for specialized populations. These accommodations address the fact that as welcoming as an ESC may be, some individuals may be

intimidated by an ESC intended to serve a diverse community or past experience may suggest that they cannot get the needed services. To give individuals a choice, specialized populations will be able to access these services through satellite, itinerant or outreach services.

Clients will not be categorized by their disabilities or barriers, rather their service needs will be assessed based on their strengths and employment readiness, and the access to the services they require determined through eligibility.

Approach to Specialized Populations

The key to the new employment model is to preserve specialized services for clients who need them, simplify eligibility and access to services, and allow for individual choice. Clients will be treated as individuals and their needs will be assessed based on their abilities. Their training and development needs may include specialized services, or they may only require basic employment services: this will be determined through a needs assessment. Clients who feel that they require specialized case management services will be able to access these services through satellite, itinerant or outreach services, or through the ESC, where the partnerships provide that arrangement. In many cases, where the demographics warrant, specialized case management will be available in the ESC store front.



Improving Outcomes for Specialized Populations

The new employment program has been designed with specialized populations in mind to ensure that they receive the same or better services, with the same or better access, and increased choice than they do under the current suite of programming.

At the same time, there is concern that specialized populations would be the first to fall through the cracks in a model designed to deliver a full suite of employment services to a large population of clients. To mitigate this risk, a number of monitors, safeguards and performance measures have been developed to ensure the success of the program in delivering services to these populations. In

combination, these serve to focus on improving outcomes for specialized populations and ensuring that they do not fall through the cracks.

Procurement

During procurement, the Ministry will specifically require proponents to demonstrate their experience and expertise in serving all clients, including specialized populations, in their community. In this way, proponents will either have that specialized experience, or will be required to create a relationship with a service provider who does.

Contract Development and Implementation

The Request for Proposals (RFP) requires that whatever partnership structure is identified in the proposal will be part of the contract. Proponents cannot promise a partnership, then not proceed with it after contract signing. The contract will identify that the contractor is to continue to deliver specialized services to specialized populations, and will identify the overall client groupings that will need to continue to receive services in that catchment area.

Monitoring

Contracts will be monitored to ensure that the contractors are delivering on their commitments, including quality service delivery to specialized populations. The Ministry will monitor whether those specialized populations are, in fact, receiving services. The Ministry will be able to identify the numbers of clients receiving specialized services. Given that the contract requires delivery to the same populations, the Ministry will be able to ensure that those populations continue to receive services.

The Ministry will develop and implement an expert advisory panel that will be able to assist in reviewing results, monitoring data and ensuring that clients from specialized populations are receiving the services they require. This expert advisory panel will be developed in consultation with groups representing specialized populations and implemented prior to the new program launch in March 2012.

Performance Management

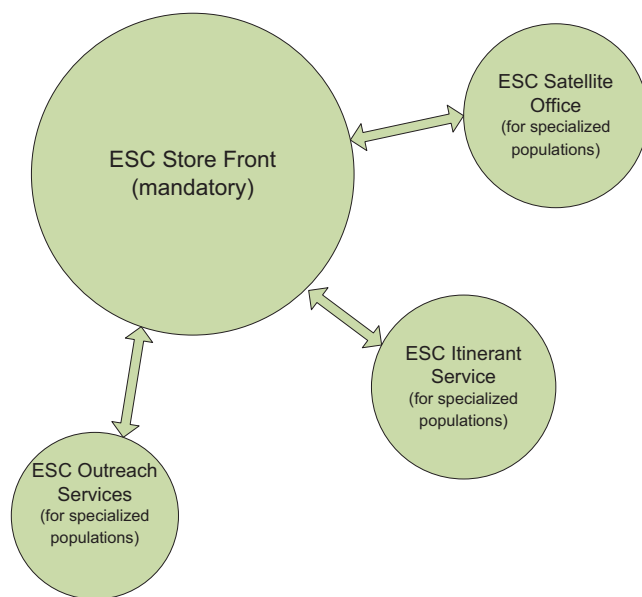
Contract performance is measured through a series of service delivery standards, as well as outcome measures. The expected outcome is as identified in the client's action plan. Outcomes range from community to labour market attachment. While the majority of clients will be seeking labour market attachment, some will identify or result in community attachment as their outcome at a point in time, and will ideally move along the continuum to employment as employment readiness increases. This ensures that service providers are not penalized for accepting clients for whom community attachment is the best outcome at a given point in time.

The Ministry will measure the speed with which the client attains an outcome and the salary of the new employment (should labour market attachment be the final outcome). These measures will identify whether clients are achieving sustainable employment (jobs that will enable them to support themselves and their families) and the program effectiveness of moving people back into the labour market. These combined measures will demonstrate, when specialized populations are achieving labour market outcomes, they are not entering the labour market at its bottom.

Payment Structure

The payment structure includes operating funding for the ESC (including store front, satellite, outreach and itinerant services), case management fees, direct cost reimbursements, and outcome fees.

Operating fees cover the basic infrastructure and related costs for managing the ESC (including all delivery outlets). This provides proponents with the flexibility to design the ESC that best serves their community. If a large proportion of clients with significant barriers to employment exist within a Catchment Area, or for whom entry into a large store front is intimidating or otherwise inappropriate, other delivery options are available and the proponent is rewarded through the procurement for building on the services which exist in the community.



Case management fees will be paid for actual services delivered, including specialized services, based on an established fee schedule. This ensures no penalties are assigned to service providers for streaming clients to specialized services when they are needed.

Outcome fees are a relatively small portion of the fees and will be paid for a sustained labour market attachment outcome 12 months after the participant has completed the program. Outcome fees will be based on the average length of time that clients take to achieve a labour market attachment outcome. The time is adjusted depending on the client's employment readiness. For example, for a client who is near ready for employment, the highest outcome fee will be paid for outcomes achieved within two months of program entry, whereas for clients who are not ready for employment, that time period is six months. By keeping the outcome fee relatively small (\$75 is the maximum that can be paid), ensuring that it is paid only for sustained employment over 12 months,

and adjusting the time period for achieving the outcome depending on employment readiness, this outcome fee approach balances the need to emphasize employment outcomes with the need to ensure that there is no incentive to pick only employment ready clients.

Another aspect of the payment model which will balance against service providers choosing only employment ready clients, is the fact that the payment model pays for services: the more services that are provided, the more fees (up to a maximum) are paid under a contract. In a sense, the outcome fee helps to ensure that contractors continue to focus on employment outcomes despite the fact that they can obtain additional fees through more services. Further, as those with a community attachment outcome can return to the program to become more employment ready, there is equal or greater motivation to serve those clients in order to earn more service fees.

Spending controls combine client maximums (the most you can pay any single client) with client maximum averages (the most you can spend on a group of clients) with client groupings according to their individual service requirements. The client groupings associate service intensities according to clients' needs and their employment readiness. The readiness will be determined by their case manager through a multi-dimensional needs assessment. That readiness will determine which client maximum and maximum average apply to that client.

The client maximums and maximum averages were developed based on analysis of existing services to the existing client population. For example, for the clients with the lowest employment readiness, the Ministry looked to the existing programs for multi-barriered clients, survivors of violence and abuse, people with disabilities, and immigrants to determine an appropriate client maximum and maximum average. For those clients who are more job-ready, the Ministry looked to the employment-insurance Part II programming and our basic employment services for income assistance clients. The analysis ensures that the program controls are designed to provide equal or better service than are provided today.

As there are today, there will be limitations in terms of the budget to be spent on specialized services. However, the Ministry intends to maintain that budget at its current levels, subject to Treasury Board appropriation. That being said, through a combination of federal and provincial programming and dedicating funding more effectively within the system, our financial model is designed so that funding for existing specialized services will be able to be invested exclusively into services, while funding for the employment centre (whether store front, satellite or other delivery mechanism) will be funded out of a different source. This could conceivably result in more funding dedicated to the delivery of specialized services directly to clients than allocated today.

Business Sustainability for Specialized Service Providers

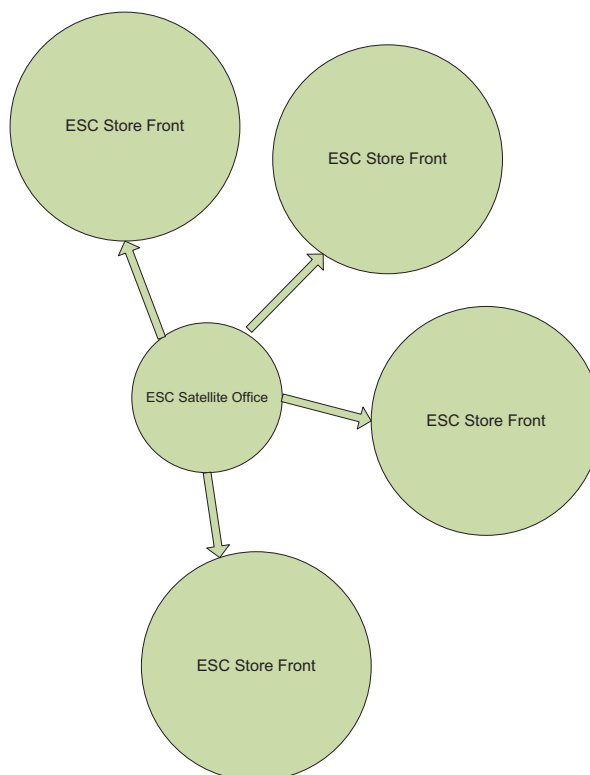
The Ministry is engaged in an open and competitive procurement process, which could result in changes in the service provider community. A key element of the procurement process is that it encourages the continuation of the services which have best served specialized populations. The procurement process and contract expectations (as outlined above) contain inherent motivations for proponents to partner with existing providers to specialized populations whose services have proven to be effective. Evaluation criteria for proposals will include a demonstration of expertise and expertise serving both the community and the diverse clients within that community.

It is, of course, always an option for specialized services providers to propose running an ESC.

There are a number of areas in the program in which specialized service providers may continue to provide excellent services to clients from specialized populations.

In terms of delivering the basic store front or employment centre services, specialized service providers have options, for example:

- Bid on a store front ESC for a catchment area and be the contractor, partnering with other agencies to deliver the full suite of services.
- Work with another agency which is bidding on a store front as a partner in delivering ESC services through other outlets, such as satellite offices, itinerant services or outreach services (the outlet will depend on the client demand in the geographic area and the nature of the specialized client population).
- Offer to be a satellite office serving a particular specialized population for a number of ESCs in neighbouring catchment areas (illustration to the right).



For each of these options, as part of ESC services, the service provider could receive a portion of the fixed operating funding to assist in maintaining their operation, depending on what partnership arrangement is negotiated with the contractor.

Another option may be to provide case management services for the specialized population either in the store front ESC or through outlets managed by the specialized service provider (such as outreach or satellite offices). Payment would be through case management fees, and how much funding flows to the specialized service provider would be through an arrangement made between that provider and the contractor.

A further method of continuing service delivery is to continue to provide specialized services. These are paid for on a fee for service basis. Since the Ministry will be monitoring continued access to these services for clients from specialized populations, there is a strong motivation for proponents to access good providers of these services as partners in their proposals. Through procurement, as noted above, the Ministry will be looking for proponents to have demonstrated experience serving all of the clients within their demographic area.

Specific attention has been paid to this need and to providing incentives to partner with strong specialized service providers who have a track record of positive outcomes for clients. In the draft RFP, the Ministry has introduced the idea of flow-through funding, to ensure that partners benefit from the new contract arrangement. A minimum of 25 per cent of the contract total must flow through in the form of fees to partners.

As noted above, a number of criteria in the procurement process seek evidence of partnership, experience with the clients (and particularly specialized client groups), and expertise in delivering services (including specialized services).

Serving Rural and Remote Communities

Rural and remote communities will receive excellent services in the new service delivery model. All contracts will be responsible for a defined area (called a “catchment area”). Communities within the catchment area can be served directly through a store front Employment Services Centre. Smaller communities, though, may not need the large infrastructure of the store front. That is why satellite offices, itinerant services and outreach services are other ways the ESCs can deliver services.

Satellite Offices

A satellite office is a part of the ESC. It does not have all of the on-site services of the ESC, but it will have some of the key services to help clients in smaller communities connect to the employment services of the program. A satellite office can be co-located with other community services –building off of the existing services and infrastructure in that community.

Itinerant Services

Itinerant services do not have a full-time standalone location. They are very useful in communities where the client demand is low, but there may be a community centre, library or other community

office available to set up shop a few times a week. ESCs will need to clearly advertise when and where the itinerant services will be to meet the demand, so clients will know how to access the ESC services. Like satellite offices, itinerant services create a service link to the full suite of services provided through the ESC.

Conclusion

Since the Fall 2008, the Ministry has engaged service providers, advocates and others in a discussion about the new integrated model and what would work for British Columbians. It was clear that a single door service model would alleviate the concerns around the complexity of services and programs and facilitate the client's ability to access those services they need and for which they are eligible. Service providers serving specialized populations raised important concerns that needed to be addressed if this model is to work for their clients. Through the procurement process, payment structure, performance measurement approach, and ongoing monitoring, the Ministry has addressed these concerns. In addition, to ensure that the most vulnerable continue to be served, the Ministry will invite experts representing those specialized populations to assist in the development of an advisory panel. The panel will be able to monitor data and outcomes and ensure that clients from specialized populations are accessing the services they require.

The program design and payment structure were developed in consultation with the service provider community to respond to their concerns around the continuation of services with strong roots in the community and great outcomes for clients.

Throughout our consultations since Fall 2008, the Ministry was told time and again by communities that we should not impose a solution that will be applied in the same way to every community. Communities indicated a need for an environment in which to develop their own solutions. The Ministry has responded. Through the RFP process, communities are encouraged to build those partnerships and base them on the existing service delivery foundation, in a way which suits their community. The Ministry recognizes that this will require significant effort and has heard from communities that this will ensure ongoing service excellence to clients.

Appendix 1 – Listing of Francophone Service Providers in High Demand Areas Only

| Catchment Area | Contractor | Francophone Service Provider |
|----------------------------------|---|---|
| 7 - Nanaimo | GT Hiring Solutions | <ul style="list-style-type: none"> • S. L. Bistriz Consulting Inc. (Supporting Employment Transitions) |
| 10 - Victoria | GT Hiring Solutions | <ul style="list-style-type: none"> • GT Hiring Solutions • La Société Francophone de Victoria |
| 15 - Vancouver South | Young Women's Christian Association | <ul style="list-style-type: none"> • Young Women's Christian Association • Le Centre Communautaire Francophone La Boussole |
| 16 – Vancouver Midtown | Pacific Community Resources Society | <ul style="list-style-type: none"> • Pacific Community Resources Society • Immigrant Services Society of British Columbia • Open Door Group Society • Le Centre Communautaire Francophone La Boussole |
| 17 – Vancouver Westside | Young Women's Christian Association | <ul style="list-style-type: none"> • Young Women's Christian Association • Training Innovations Inc. • La Boussole |
| 18 – Vancouver Northeast | M.O.S.A.I.C. | <ul style="list-style-type: none"> • Le Centre Communautaire Francophone La Boussole |
| 19 – Vancouver Downtown Eastside | Open Door Group Social Services Society | <ul style="list-style-type: none"> • La Boussole • Training Innovations |
| 20 – Vancouver City Centre | Family Services of Greater Vancouver | <ul style="list-style-type: none"> • Family Services of Greater Vancouver |
| 27 – Abbotsford | Abbotsford Community Services Society | <ul style="list-style-type: none"> • Abbotsford Community Services Society |
| 30 – Chilliwack | GT Hiring Solutions | <ul style="list-style-type: none"> • GT Hiring Solutions • Chilliwack Community Services Society • College Educacentre |
| 51 – Penticton | YMCA-YWCA of the Central Okanagan | <ul style="list-style-type: none"> • YMCA-YWCA of the Central Okanagan |

| | | |
|--------------------|--|---|
| | | <ul style="list-style-type: none"> • South Okanagan Immigrant and Community Services |
| 52 – Kelowna | MAXIMUS Canada Employment Services Inc. | <ul style="list-style-type: none"> • MAXIMUS Canada |
| 57 – Kamloops | Open Door Group Social Services Society | <ul style="list-style-type: none"> • Open Door Group Social Services Society • Chase and District Employment Centre |
| 63 - Prince George | Kopar Administration Ltd. | <ul style="list-style-type: none"> • Sandra Day & Associates Ltd (Jump On Board) • Collège Éducacentre |

Stakeholder Meeting Minutes
Employment and Labour Market Services Division
Ministry of Housing and Social Development

Organisation: Community Futures – Partners in Action Conference

Date: October 7, 2009

Time: 9:45 am – 11:15 am

Location: Best Western Lodge and Conference Centre - Vernon

Participants: Allison Bond – HSD
Rachel Holmes – HSD
Ted Crouch - HSD

Meeting Goals:

- Partners in Action is an annual conference held by Community Futures members from across the province.

Summary of Dialogue:

- As this was the second meeting conducted with this organization, the powerpoint slides were not presented, however, participants were provided with the LMDA overview powerpoint for reference.

LMDA Update – Service Delivery

- Tami opened the presentation by reviewing her role in the LMSTO related to ‘on the ground operations’, namely her responsibilities for service delivery, staff and facilities. Tami stressed that at this time her role was to help ensure a seamless transition for February 2, 2009 and while minor changes will be made (i.e. with respect to contact information and office location), Tami confirmed that stakeholders can expect to see largely ‘status quo’.
- Yves Aquin asked whether service providers can expect to contact the same agent after February 2. Tami responded that this would depend on whether their current contact accepts the Province’s offer of employment and/or whether all transferring employees will remain working out of the same offices. Regardless, Tami assured the participants that service providers will be notified of any changes.
- Yves then inquired as to whether service providers can expect to be paid according to the same schedule, the answer to which was yes.

- **LMDA Update – Program Development**

- Hal provided participants with an overview of his role in program management, namely, how to manage the work the province is inheriting from Service Canada, agreements and contracts and succession planning. Hal noted that the province is looking to ensure that all agreements are extended well into 09/10 to buy as much time as possible before entering a provincial procurement phase. He confirmed that the ministry will ensure that all service providers are aware of what must be done to manage their contracts (i.e. how to submit a claim, how to

request an amendment and how contracts will be measured and monitored). Hal also confirmed that the ministry will continue to use the current system, Contact 4, until a new infrastructure is built.

- In response to clarifying questions regarding future program changes, Hal provided further information on the Province's role and responsibilities in providing EI Part II services. Primarily, the province is responsible for providing 'JCP-like programming', 'EAS-like programming', and 'Skills Development-like programming' – but these can be moulded into a format that best meets needs of BC citizens and employers.
- Yves posed a number of questions regarding contract management:
 - As of February 2, 2009 will all contracts be BC Contracts?
 - Until their expiry, all transferred contracts will be made-in-Canada contracts that are managed in BC.
 - Will all programs run from the same date – i.e. will BC Bid procure for EAS contracts from one date (concern here was whether there would be a lag time between when a contract ended and when the ministry planned on procuring for new contracts in that program area).
 - There will be no lag in services. So under no circumstances will there be a situation where, in Victoria for example, a contract will expire and there will be no contracted services to take their place. We will procure for services as we need them in order to maintain service levels. The ministry will look at end dates that currently exist so that we can 'tweak' these contracts as necessary before the transfer.
- Hal noted that, for example, we may conclude contracts early and have them resigned in order to extend contracts out. Chris added that to help contract transition run as smoothly as possible, Service Canada received an exemption from completing CFPs from Ottawa. Chris stressed that bringing files up to date as quickly and as much as possible, is essential – whether it's closing out a current agreement or making a claim – and that cooperation from service providers will be pivotal to success.

General Discussion

- Mireille questioned whether the ministry would continue to do Contact 4 work in French. Hal responded that it will be 'status quo' for the time being.
- Tami then noted that the ministry is developing an integrated case management system that can be accessed by key ministries. The intent is to truly be client-centered by allowing us to 'follow' a client as they move through the system and wrap around services that appropriate to them as an individual. We will look at how this system can accommodate our labour market information needs. This information was well-received by participants, whose clients are often immigrants or relatively transient – not only do they touch on services from numerous ministries, but they also move frequently, making it difficult to provide them with consistent services.
- Yves inquired as to whether Francophone service providers will continue to be able to apply in French or will they need to apply in English. In response, Tami noted that forms will only be made available to clients in French, not contracts.. Tami also added that we will retain offices that are currently designated as bilingual and brochures and posters will be provided in French as appropriate. Tami advised that she was not fully aware of the process for accepting bids in French and would follow up.

- Hal added that the Job Bank will be managed by the Province and that postings will be provided in French.
- Mireille inquired as to whether the Job Bank website will be translated into French as well – while Tami answered that it would not, she did suggest that a notification could be provided in French to direct Francophone users to the translated postings.
- Paul raised a concern regarding procurement processes in the province and how the ministry will ensure that community organizations are included and supported. Rachel and Tami provided contextual/historical information about the ministry's commitment to fairness and equity in the procurement process, the inclusion of community/local service providers and possible resources, tools and information that can be provided to increase understanding re: procurement methods.
- Paul then inquired as to whether there would be an opportunity for service providers to participate in the 'RFP process'. He noted that, currently, service providers are obliged to deliver particular criteria outline in RFPs, but that they would like to be able to influence what these criteria are. Hal clarified that this type of input is sought when developing the actual programs and services, and that the ministry will shortly be commencing its business planning and stakeholders will be included in this.
- Yves inquired as to how the funding will work for service providers – will the scheduling and reporting remain the same – in particular, Yves was interested in advances that service providers currently receive before conducting and reporting out on services delivered. He noted that many smaller organizations rely on advances to get up and running (i.e. if there are particular resources or facilities that they will need supplemented). Tami and Hal responded that this issue will be taken away for research and consideration.
- Tanniar raised concern about a rumour that employment counsellors will need to be certified. Hal responded that we are not pursuing certification and that we would provide a q and a online to address this concern.
- *Overall, the meeting was successful in alleviating concerns and answering questions among key members of the Francophone service provider community. Participants willingly shared information and raised concerns and the conversation was open and collaborative. Christine Sotteau, President of the Federation, was also pleased with the outcome.*

Key Issues/Questions

- Service provision to the Francophone community was the primary concern – that members of that community receive the same level of service they have received from the federal government. Similarly, it was raised that Francophone service providers are concerned that they are not 'penalized' by their preference to respond to or complete forms and information requirements in French.
- Procurement process remains a concern for some participants – in particular over their ability as a smaller community-based organization to compete against larger organizations in the preparation of proposals.
- Overall, there is a sense of concern amongst the Francophone community that their interests/rights will not be protected in a federal to provincial transition. Hal and Tami spoke very clearly and openly about the ministry's commitment to maintain status quo with respect to

services and that we will continue to listen to and provide information to the Francophone community throughout the transfer and transition.

- Compliments were provided regarding the ministries efforts and approach to engaging stakeholders to date.

Deliverables

- Develop a notification provided in French, on the Job Bank to direct Francophone users to the translated postings.
- Consideration and follow-up re: advance payments
- Develop Q&A regarding certification of employment counsellors.
- Clarify point that accepting proposals in other than English is not likely per government policy.

Opportunities/Considerations

- Participants asked whether, in the development of ‘made-in-BC’ programs and services, there is a way that the ministry can support organizations to develop capacity in partnership building.
- A suggestion was made that the ministry consider developing forms that can be filled out and sent electronically by service providers rather than printed and mailed.



Employment Program of British Columbia

GOVERNANCE FRAMEWORK

June 7, 2012

1 Background

The Employment Program of BC (the 'EPBC' or the 'Program') is administered by the Employment and Labour Market Services Division (ELMSD) of the Ministry of Social Development (the 'Ministry'). The Program offers employment services to all job seekers¹ who are legally eligible to work in BC, including those from specialized populations². The purpose of the Program is to support clients to obtain sustainable employment.

The EPBC was designed and is administered in accordance with the following principles:

- Client-centred
- Accessible
- Results focused
- Accountable
- Efficient
- Fair and transparent
- Consistent and flexible
- Sustainable

The Program is delivered through Employment Services Centres located in 73 geographic catchment areas spanning the province. ELMSD has procured, through a public tender process, a contractor to deliver the Program in each catchment area. The Contractors will deliver Program services through the WorkBC Employment Services Centres, ensure equitable access to Program services by all job seekers, operate the Program according to policies and procedures that create a consistent client experience and service quality, and tailor service delivery to meet the specific needs of all job seekers, including those from specialized populations.

ELMSD is a learning organization, and places a high value on innovation and ongoing Program improvement. It has specified the relevant outcomes that it expects the Program to achieve for individuals who access the Program's services. An extensive performance management/quality assurance framework allows ELMSD to monitor the Program, assess the degree to which it is achieving its purpose and stated outcomes, and make Program adjustments as required.

This document describes the EPBC's governance provisions, which guide how ELMSD oversees specific aspects of the Program, and the role of the Program Governance Office.

¹ A job seeker is an unemployed or under-employed person in BC who is seeking work and legally entitled to work in the province.

² For the purposes of the Program, Specialized Populations, including People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

2 Governance Approach and Structure

Governance is the framework of practices by which a body or bodies work together in a defined way to oversee an organization and ensure accountability, fairness and transparency. In the EPBC, the governance structure is designed to oversee responsible, accountable and effective management of the Program.

The EPBC's governance structure includes five bodies, as depicted below in figure 1. The Ministry Program Steering Committee is the primary governing body, and is responsible for the strategic direction and management of the EPBC.

The four other governance bodies perform an advisory role. In making Program decisions, the Steering Committee is guided by advice and recommendations from the other governance bodies, the members of which represent the interests of the Program's key participants – the Ministry, its Contractors and the Program's clients.

The specific roles and responsibilities assigned to the five governance bodies, and the parts they play in the governance process, are described below.

The objectives of ELMSD in establishing the EPBC governance structure are to:

- Provide active oversight of the Program to ensure service objectives are met,
- Promote collaboration between the Ministry and its Contractors in delivering the Program and achieving results,
- Obtain regular input and feedback from independent, external advisors regarding the Program's effectiveness in meeting the needs of clients, including those from specialized populations,
- Promote Program enhancement through the sharing of information and identification of best practices,
- Ensure cohesive policies and consistent management practices, and
- Encourage the proactive identification and resolution of issues.

As shown in Figure 1, there are two levels to the governance structure: corporate and individual contract.

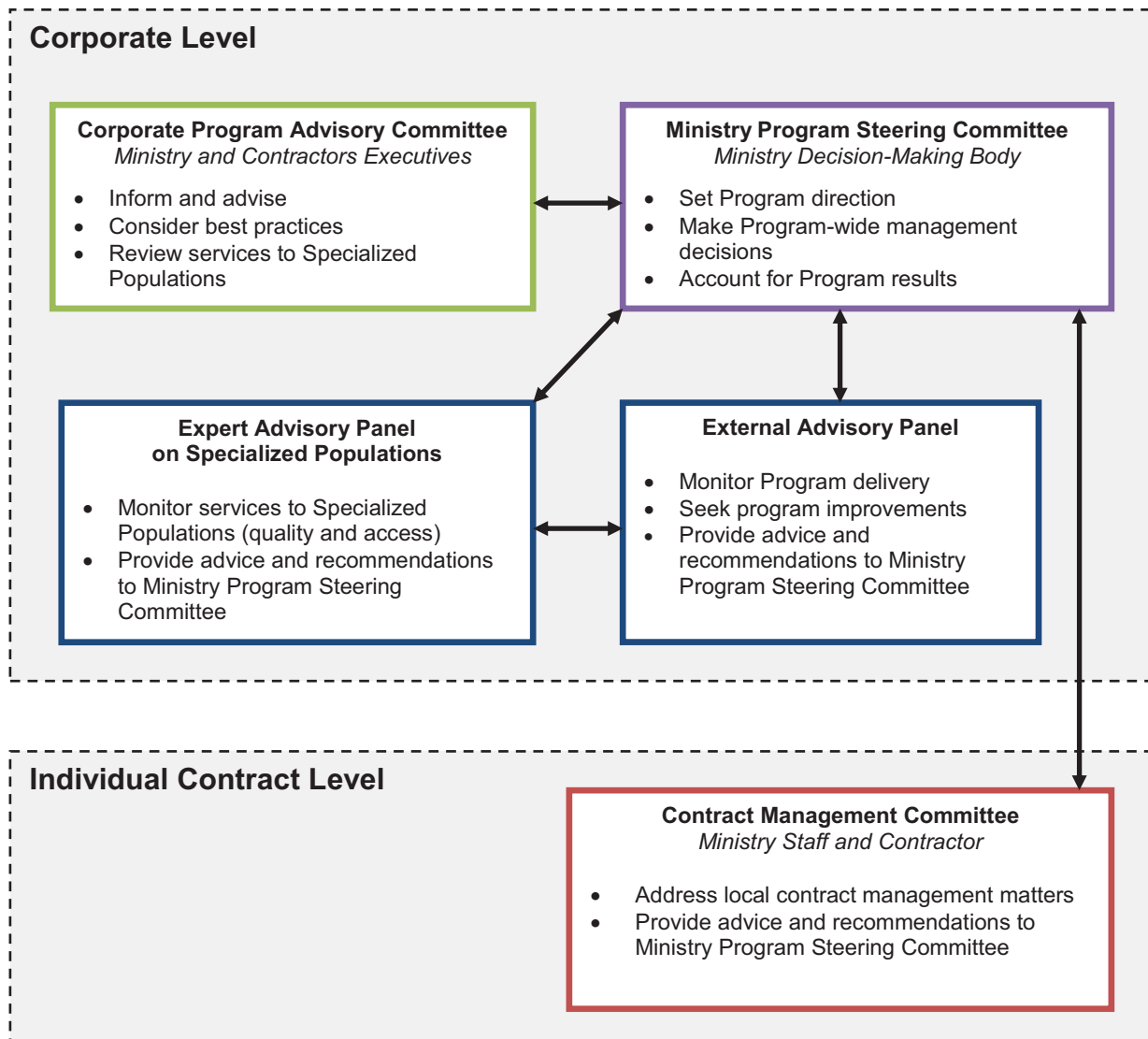
Corporate level governance

At the corporate level, governance activities are focused on providing oversight of the Program as a whole. The following four bodies have a role in the corporate governance process:

- 1) The **Ministry Program Steering Committee** includes the executive of ELMSD and meets weekly, or as otherwise determined. The Committee has authority to make all Program decisions, including those related to policy, services, service delivery, service quality and marketing. The Committee is ultimately accountable for the strategic direction, management and results of the Program. In arriving at Program decisions or verifying Program results, the Committee seeks advice and considers recommendations from the three other corporate governance bodies and from the 73

local Contract Management Committees. In turn, the Steering Committee provides regular Program updates and feedback to those bodies.

Figure 1: EPBC Governance Structure



- 2) The **External Advisory Panel** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services. Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to independently examine the Program's effectiveness in meeting its objectives and to provide advice or formal recommendations to the Ministry Program Steering Committee on possible enhancements to improve Program performance within the existing Program design and mandate. In considering Program enhancements, the Advisory Panel may

request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence³.

- 3) The **Expert Advisory Panel on Specialized Populations** is comprised of knowledgeable individuals from across the province who have experience and expertise in employing or delivering employment services to specialized populations. Advisory Panel members are appointed by the Minister of Social Development and meet three to four times per year to independently examine the Program's performance in meeting the employment service needs of the specialized populations, and to provide advice or formal recommendations to the Ministry Program Steering Committee on enhancements to service access and/or delivery within the Program design and mandate. In addressing questions of client service, the Advisory Panel may request information, best practice studies or analyses from the other organizations, including the Centre for Employment Excellence.
- 4) The **Corporate Program Advisory Committee** serves as a forum for the Ministry Program Steering Committee, the Program's Contractors and key ELMSD staff to meet and consult about the Program. The Committee generally meets in person once or twice per year and will convene at other times by teleconference as required.

The committee's purpose is to review the Program's results, and to consider possible changes to policy and practice, as well as issues, concerns or recommendations flowing from the Contractors, the external Advisory Committees or the local Contract Management Committees. Suggestions, proposals or general advice advanced during the forum are considered by the Ministry Program Steering Committee.

Individual contract level governance

At the individual contract level, governance activities are focused on providing oversight of the Program in each of the 73 individual catchment areas. The oversight function in each local area is provided by a **Contract Management Committee**.

Each Contract Management Committee is made up of at least one ELMSD Operations Branch representative and at least one Contractor representative, but more typically includes four to six members. The Committees meet monthly to share information, monitor contract results, resolve contract management issues, discuss emerging Program practices, and coordinate efforts in responding to local labour market issues and/or opportunities. In the course of overseeing the Program at the local level, Contract Management Committees may initiate recommendations to the Ministry Program Steering Committee on matters that they feel should be considered at the corporate level. For example, the recommendations may promote an innovative practice, identify a contractual or service delivery matter that has Program-wide implications, or recommend action on a labour market matter that appears to span more than one catchment area or region.

³ The Centre for Employment Excellence is established by the Ministry of Social Development, with Labour Market Development Agreement funding, to provide research and development, as well as to offer practice and knowledge enhancement support to the province's employment services sector and employer community.

The **role and responsibilities** of each governance body are described in detail in Appendix A. Each body will review its terms of reference annually.

3 Authority and Decision-Making

The Deputy Minister of the Ministry of Social Development has mandated authority to the Ministry Program Steering Committee to make decisions affecting the direction and management of the EPBC, and the Steering Committee accounts to the Deputy Minister for the results the Program realizes.

The Corporate Program Advisory Committee, the External Advisory Panel and the Expert Advisory Panel on Specialized Populations are not decision-making bodies. These bodies provide advice to the Ministry Program Steering Committee. The two external Advisory Panels may also advance formal recommendations for the Steering Committee's consideration and decision.

In each catchment area, ELMSD's Operations Branch has contract management authority. In Contract Management Committee meetings, when Operations Branch and Contractor representatives agree on a course of action or a potential recommendation to the Ministry Program Steering Committee, the matter is documented in the minutes and is subsequently signed off by the respective organizations. If a contract matter exceeds the authority of the Contract Management Committee representatives, or the two parties are unable to resolve a contract management issue, Operations Branch representatives escalate the matter to the appropriate level in the Branch⁴. Contract Management Committees do not deal directly with the Ministry Program Steering Committee on local contractual matters.

4 Communication Flow

In figure 1, the arrows between the boxes, representing the governance bodies, serve to depict the anticipated communication flow between the bodies. This section summarizes the communication flow, which will generally take the form of advice, recommendations or general information.

Advice

- The Ministry Program Steering Committee may pose ad hoc questions to the external Advisory Panels and Contract Management Committees, and receive their advice
- The Ministry Program Steering Committee sets the agenda for Corporate Program Advisory Committee forums and receives the Committee's advice during the forums.

Formal recommendations

⁴ Some contractual matters may be escalated, through Operations Branch, to the Ministry Program Steering Committee for decision.

- The external Advisory Panels and Contract Management Committees are mandated to make formal recommendations to the Ministry Program Steering Committee
- Recommendations are received, logged and considered by the Ministry Program Steering Committee; a decision is provided back to the respective body
- The two external Advisory Panels may communicate and provide joint recommendations.

General information

- The Ministry Program Steering Committee provides regular Program updates to the other governance bodies
- Other governance bodies may provide ad hoc information and/or flag issues to the Ministry Program Steering Committee.

5 Program Governance Office

ELMSD has established a Program Governance Office (PGO) to support the EPBC governance structure. The PGO is an arm of the Program Management Branch. In carrying out its work, the PGO is functionally responsible, through the Executive Director, Program Management Branch, to the Ministry Program Steering Committee.

The PGO's responsibilities are to:

- Establish and maintain the governance structure
 - Develop, implement and regularly review governance policies, procedures, meeting protocols and templates
 - Ensure all governance bodies are properly established, with up-to-date terms of reference and functioning in accordance with the governance model
 - Facilitate information flow, recommendations and feedback among the governance bodies
 - Audit adherence to governance policies, procedures and protocols, and introduce changes as required
 - Interface with the Board Resourcing and Development Office to recruit Advisory Panel members, as required
- Assess the performance of the governance structure and recommend enhancements, as required
 - Plan and conduct regular reviews/evaluations of the functioning of the governance structure overall, as well as that of the individual bodies⁵
- Support the Ministry Program Steering Committee
 - Provide administrative support
 - Set meeting agendas, in consultation with the chair

⁵ The Ministry Program Steering Committee is exempt from review by the PGO, except on matters specified by the Steering Committee.

- Implement meeting protocols
 - Prepare correspondence/briefing notes/documents
 - Prepare/gather reports/analyses of Program performance, trends and service outcomes
 - Ensure that systems and procedures are in place so that strategic Program issues are identified, considered and directed to the Ministry Program Steering Committee in a timely manner (e.g., Identify issues or changes to contract, policy or process that have Program-wide implications, or service delivery or labour market issues that span more than one catchment area or region)
 - Arrange the Corporate Program Advisory Committee forums
 - Develop, package and disseminate information about the Program's governance structure.
- Support the two external Advisory Panels
 - Set meeting agendas and venues with Panel chairs
 - Provide administrative support
 - As requested by the Advisory Panels:
 - Provide advice and develop materials
 - Liaise with Program staff to arrange for reports, analyses or presentations
 - Liaise with external agencies, including the Centre for Employment Excellence, to arrange for information, best practice studies or analyses
 - Set up and support Panel sub-committees or work groups
 - Assist the Panels to carry out their annual planning and reporting process
- Interface with and assist local Contract Management Committees

While ELMSD's Operations Branch establishes and administers the local Contract Management Committees, the PGO will:

 - Orient Operations Branch staff to the Contract Management Committee Terms of Reference template, as well as to governance policies, procedures, meeting protocols and templates
 - Provide governance advice and assistance, as requested.

Appendix A – Committee Roles and Responsibilities

This appendix describes the roles and responsibilities of each governance committee.

A. Ministry Program Steering Committee

Role

The Ministry Program Steering Committee is directly accountable for the strategic direction, management and results of the the EPBC, including all decisions affecting Program services, service delivery and marketing.

Responsibilities

The responsibilities of the Ministry Program Steering Committee are to:

- Establish and maintain:
 - Program policies, including client eligibility requirements;
 - Program practices, procedures, systems and tools;
 - Financial systems, controls and measures;
 - A cohort of qualified and well-oriented Program Contractors;
 - An effective performance management system;
 - An effective quality management system;
 - Program information dissemination through Ministry websites; and
 - Corporate-level Program branding, marketing and advertising
- Determine the Program's strategic direction, including setting priorities and deciding new initiatives
- Ensure client needs are represented and considered in planning and decision-making
- Manage the Program within budget
- Evaluate the effectiveness of the Program
- Ensure a focus on learning and innovation
- Communicate with stakeholders about the Program's direction and results
- Monitor and manage risks and challenges to the success of the Program
- Ensure policies and contract sanctions are applied consistently
- Meet program accountabilities established under legislation and/or agreements.

Key Activities

- Receive reports/analyses of Program performance, trends and service outcomes
- Track labour market developments in the province
- Seek advice and recommendations from the four other EPBC governance bodies and provide regular updates/feedback to those bodies
- Direct all Program evaluation activities

- Approve and oversee changes to Program services, policies, procedures and performance targets after careful consideration of various advice and recommendations
- Approve program-wide contract changes, and ensure that contract management practices and decisions are consistent across the province (e.g., the application of penalties, the cancellation of contracts)
- Procure for new Contractors as required
- Direct all marketing and stakeholder engagement initiatives.

Accountability

The Ministry Program Steering Committee has mandated authority to make all decisions affecting the direction, services, service delivery, service quality and marketing of the EPBC.

In carrying out its work, the Committee accounts to the Deputy Minister, Ministry of Social Development.

Membership

Membership on the Ministry Program Steering Committee includes incumbents of the following Ministry of Social Development positions:

- Assistant Deputy Minister, ELMSD, Chair
- Executive Director, Program Management
- Executive Director, Operations
- Executive Director, Engagement, Planning and Strategic Initiatives
- Executive Project Director. ELMSD ICM
- Executive Project Director, Business Transformation

Ex-officio members include:

- Director, Governance and Specialized Populations
- Director, Program Policy and Assurance
- Director, Engagement and Integration
- Director, Finance and Reporting
- Director of Operations, Operations Branch
- Regional Directors
- Regional Services Division representative.

Meetings

Weekly, or as otherwise directed.

B. External Advisory Panel

Role

The External Advisory Panel will provide advice and recommendations to the Ministry Program Steering Committee on the operation and enhancement of the EPBC and provide independent advice, observations and recommendations to monitor the EPBC adherence to the principles upon which it was founded and achieves the results it was designed to achieve. The purpose of the Program is to support clients to obtain sustainable employment.

Responsibilities

- Monitor overall Program access, service quality and effectiveness in meeting the needs of unemployed British Columbians to obtain sustainable employment;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with specific groups such as employers and labour market experts;
- Create sub-committees or work groups as required;
- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry Program Steering Committee.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry of Social Development and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Ministry Program Steering Committee.

Members adhere to the Ministry's *Code of Conduct and Conflict of Interest Guidelines for the External Advisory Panel - Employment Program of BC*.

Membership

The External Advisory Panel will be comprised of up of 12 members appointed by the Minister, Ministry of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

C. Expert Advisory Panel on Specialized Populations

Role

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry Program Steering Committee regarding the EPBC, in support of ELMSD's goal of ensuring that the Program meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;

- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry Program Steering Committee.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry of Social Development and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Steering Committee.

Members adhere to the Ministry's *Code of Conduct and Conflict of Interest Guidelines for the Expert Advisory Panel on Specialized Populations - Employment Program of BC*.

Membership

The Expert Advisory Panel on Specialized Populations will be comprised of up to 12 members appointed by the Minister, Ministry of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

D. Corporate Program Advisory Committee

Role

The Corporate Program Advisory Committee provides a forum for the Ministry and its Contractors to meet and exchange information about the Program, its operating environment and their working relationship.

Responsibilities

The Corporate Program Advisory Committee will consider the following:

- The Program's strategic direction and priorities
- The overall functioning and performance of the Program, including the extent to which the Program is meeting the needs of its clients
- Provincial labour market trends and developments
- Opportunities to enhance the design and/or delivery of the Program
- Broad-based contractual matters

- General items of concern to either party.

Key Activities

- Receive and comment on reports/analyses/presentations about the Program's direction, performance, priorities, trends, successes and issues
- Receive and consider reports and recommendations from the External Advisory Panel and the Expert Advisory Panel on Specialized Populations
- Comment on proposed changes to Program services, policies, procedures, systems, tools or performance targets
- Exchange information on labour market conditions and their potential impact on the Program
- Consider whether the Program is benefiting from best practice
- Receive reports/recommendations on contractual issues or concerns.

Accountability

The Corporate Program Advisory Committee is a consultative body. Suggestions, proposals or general advice provided through discussion are recorded for consideration by the Ministry Program Steering Committee.

In carrying out its work, the Corporate Program Advisory Committee operates within Terms of Reference jointly developed and agreed upon between the Committee and the Ministry.

Membership

The Corporate Program Advisory Committee will be comprised of:

- All members of the Ministry Program Steering Committee
- An executive from each of the Contractor organizations, representing each contract
- All Regional Managers of Operations, Ministry of Social Development.

Meetings will be chaired by the Assistant Deputy Minister, ELMSD.

Meetings

Members will attend two one-day forums per year. Additional forums/meetings may be called at the discretion of the Chair. Some forums/meetings may take place via video-conferencing.

E. Contract Management Committee

Role

In each catchment area, the Contract Management Committee provides a forum for the Ministry and its Contractor to meet regularly, forge a strong working relationship, and

collaborate in order to effectively manage the local Program and resolve issues as they arise.

Contract Management Committee meetings are not the exclusive avenue for dialogue between the Ministry and its Contractor. The work of the Committee should not preclude or delay other necessary day-to-day business actions or decisions related to administering the contractual agreement.

Responsibilities

The responsibilities of the Contract Management Committee are to:

- Monitor the achievement of Program results, including successes, lessons learned and areas of concern
- Coordinate efforts in identifying, understanding and acting on local labour market issues and/or opportunities
- Resolve specific policy, procedural, system or client service issues stemming from the Ministry's quality assurance activities
- Identify and resolve general items of concern to either party.

Key Activities

- Conduct regular reviews of progress under the Contract, based on monthly performance reports supplied by the Ministry
- Review budgets, expenditures and forecasts
- Discuss any apparent performance shortfalls (e.g., identified in performance measures, onsite reviews, client surveys), strategize solutions and agree on a plan of action to address the deficiency
- Review progress on action plans made to address previously-identified issues, the status of contract amendment requests or other pending Ministry decisions
- Discuss emerging innovative practices
- Discuss local labour market changes, their potential impact on the Program and possible action that can be taken to affect the situation
- Share Program updates, changes or other communications (e.g., Community and Employer Partnership initiatives, regional meetings)
- Make recommendations to, or respond to questions posed by, the Ministry Program Steering Committee.

Accountability

The Ministry and its Contractor each have authority over their specific rights and obligations under the Contract. Therefore, agreements reached in Committee meetings regarding a particular course of action or a potential recommendation to the Ministry Program Steering Committee will be documented in the minutes and signed off by each organization. Where the two parties are unable to resolve a contract management issue, the lead Ministry representative will escalate the matter to the appropriate level in the Ministry.

In carrying out Committee work, the members account to their respective organizations and abide by Terms of Reference jointly developed and agreed upon between the two parties.

Membership

The Contract Management Committee will be comprised of at least one Ministry and one Contractor representative. The typical size for a Committee is four to six members and typical membership is as follows.

Ministry representatives

- The Team and Contract Lead with contract management authority
- One or more Contract and Program Agents
- Operations Manager and/or Regional Director may attend.

Contractor representatives

- Senior manager with operational responsibility for Contract service delivery
- Key employees involved with Contract service delivery
- Executive representatives may attend.

Meetings will normally be chaired by the Ministry Team and Contract Lead but where appropriate, the Chair may be delegated to a Contract and Partnership Agent .

The Committee may elect to invite guests to attend meetings, e.g., Regional Services Division representatives.

Meetings

Meetings will occur on at least a monthly basis. The date, time and location will be arranged in advance with members of the Contract Management Committee. Some meetings may take place via teleconferencing.

MINISTRY OF SOCIAL DEVELOPMENT

INFORMATION NOTE

DATE: January 13, 2012

PREPARED FOR: Mark Sieben, Deputy Minister

ISSUE: Application to Appointee Remuneration Committee for Advisory Panels of the Employment Program of British Columbia

BACKGROUND:

The Employment Program of British Columbia (EPBC) will be implemented on April 2, 2012. A key component of the EPBC oversight structure is the governance framework which includes two expert advisory panels – one to monitor how the new model works for British Columbians and another to examine how the model is working for the Specialized Populations. Each of the two panels will be comprised of up to 12 members appointed by the Minister, Ministry of Social Development from a slate of candidates proposed by the Board Resourcing and Development Office. The panels will be accountable to the ministry and operate within a budget and Terms of Reference jointly developed and agreed to by the panels and ministry. Panel costs including remuneration of the chairpersons and travel and accommodation costs for all members, if required, will be applied against the Labour Market Development Agreement fund.

DISCUSSION:

The government is committed to ensuring that government and Crown Agency boards provide value to policy priorities and objectives. Strengthening governance is an important element of the government's commitment to transparency and accountability. To that end, it supports appropriate remuneration for work performed by board directors.

Treasury Board Directive 3/11 (see Attachment #1) provides remuneration guidelines for appointees to government and Crown Agency Boards. It is expected that ministries or Crown Agencies make application to the Public Sector Employers' Council to determine 1) whether a board meets the criteria of a board as defined in the Directive, 2) at what grid level the board will fall under, and 3) the maximum fee payable to the chairperson.

A determination has been made by Employment and Labour Market services Division staff that the two EPBC advisory panels meet the guidelines under Directive 3/11 and that appropriate remuneration for the chairpersons will be \$350 per meeting for an annual maximum of \$4,200 (a maximum of 6 meetings per annum for each of the 2 panels). Section 4.3.1 of the Directive advises that the Minister responsible, or another person with delegated authority make application to the Appointee Remuneration Committee to

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Version #:

Updated:

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MINISTRY OF SOCIAL DEVELOPMENT INFORMATION NOTE

request classification of the proposed board or panel. To that end, it is recommended that the Deputy Ministry make application on behalf of the EPBC

CONCLUSION:

The attached letter is intended as the Ministry of Social Development's application to the Appointee Remuneration Committee, Public Sector Employers' Council for review of the request for EPBC advisory panels chairperson remuneration.

Enclosures/Attachments

Attachment #1: Treasury Board Directive 3/11
Letter to be signed by Deputy Minister

Prepared by:

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ELMSD, Program Mgmt
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Reviewed By:

Sandy Rodgers
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Executive Director
ELMSD

Allison Bond
Assistant Deputy Minister
ELMSD

Mark Sieben
Deputy Minister

Initial:

Date:

Cliff#:
Version #:
Updated:

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The New Employment Program of British Columbia

Stakeholder Information Sessions



BRITISH
COLUMBIA

The Best Place on Earth

Location

Date

Disclaimer

- This presentation does not replace the Stakeholder Information Package for information about the Employment Program
- All information relevant to procurement will be posted on BC Bid, www.bcbid.gov.bc.ca
- Please consult BC Bid for updates

Purpose & Objectives

Purpose

Share information at an early stage to ensure service providers and communities have the time to determine how best to deliver the program's services.

Objectives

Increase understanding of the new program by:

- Presenting program information, including payment model and procurement information; and
- Answering questions related to the new program.

Maximize community planning and preparation time in advance of the Request for Proposals (RFP).

Prompt participants to communicate with each other and their organizations prior to the RFP process in order to support community networking and the formation of collaborative business relationships to deliver the program's services.

Agenda

- **Registration & Coffee (8:00am – 9:00am)**
- **Welcome**
- **Introduction**
 - Current Status
 - Key Challenges
 - Business Transformation Project
- **The Program**
 - Key Components
 - What it means to clients, service providers & communities
 - Program Design
 - Core Services
 - Program Results and Performance Measures
- **Questions and Answers**
- **Lunch**
- **Contract Structure**
 - Geographic Network of Employment Services Centres (ESC)
 - The Payment Model
 - Procurement
- **Questions and Answers**
- **Next steps**

Introduction - Current Program Status

- Labour Market Development Agreement transferred \$300+M in federal employment insurance programs, 250 staff, 32 offices (February 2009)
- \$60+M in provincial employment programming (income assistance)
- Recent experiences with procurement allow us to build upon lessons learned
- Strong network of service providers (400+ contracts)
- Variety of delivery mechanisms (some in-house, some service provider)

Introduction - Current Program

Federally funded

- Six programs providing employment services to unemployed, most limited to those who are Employment Insurance (EI) eligible
- Services include financial and living supports, tuition, self-employment, wage subsidies and partnerships

Provincially funded

- Four programs - serving primarily income assistance clients
- Specialized services for: people with disabilities, persistent multiple barriers, women or men fleeing abuse

Key Strengths

- Strong service provider network with significant experience and expertise
- Service providers and programs are flexible and responsive to changing labour market
- Programs and staff are client-focused and responsive to community needs
- Services currently address existing needs
- Strong relationships between key stakeholders, including ministry staff, service providers, community and employers
- Broad range of approaches to service delivery
- Effectiveness of investments

Key Challenges

- Variety of programs all administered separately with complex client requirements, results in:
 - Disaggregated programming
 - Complex administration for clients and service providers
 - Duplication of services and administration (high costs)
- Access is unclear and complex - eligibility rules complicated
- Inconsistent service delivery approaches (policy, administration, service offerings differ by program and region/community)
- Difficult to ensure clients get services they need, and inflexibility when required to change a client action plan if it is not working
- Performance management regime differs from program to program
- Variety of contract types with different deal structures

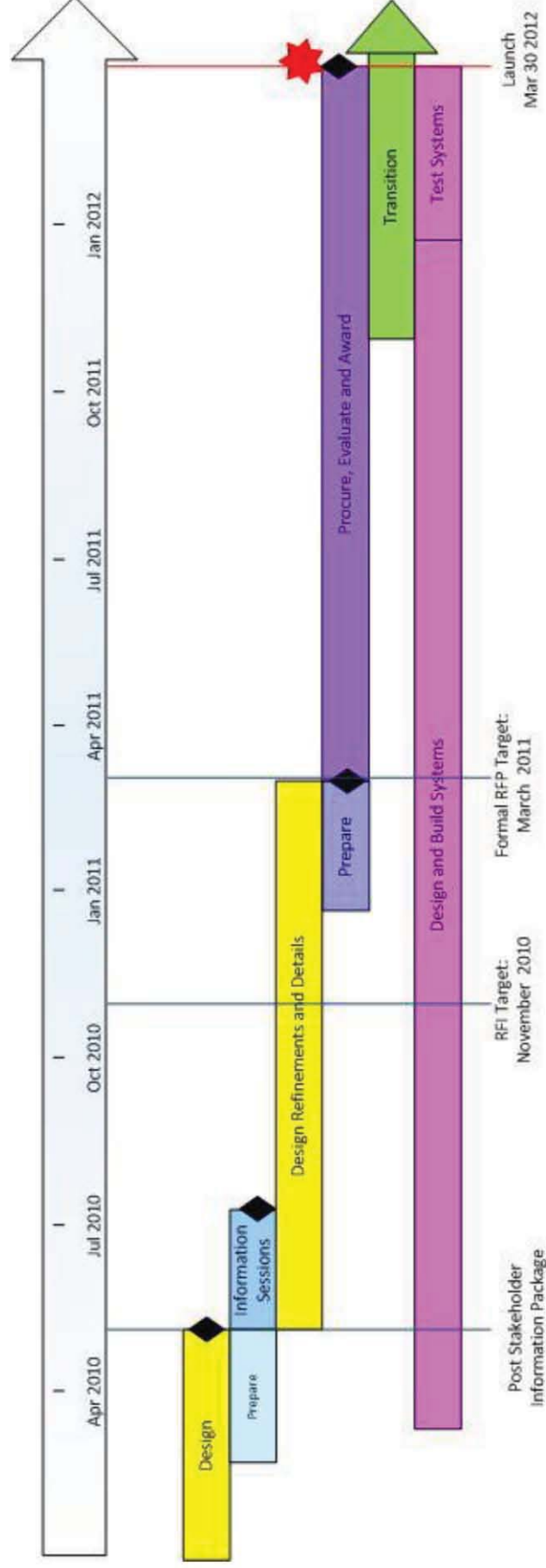
Business Transformation Project

Why undertake Business Transformation?

- Integrate the federal and provincial employment programs into one streamlined program and service delivery mechanism
- Enhance the labour market system to better meet the needs of British Columbians
- Create a client-centered system of one program with multiple services
- Eliminate overlaps and gaps between federal and provincial programs
- Ensure consistency in service delivery across all communities
- Enable specific requirements and challenges to be addressed; i.e. - impacts of recession and demographic shifts expected over next few years
- Improve efficiencies in administrative process

Business Transformation Project - Timelines

ELMSD Business Transformation Project Timelines



The Vision

Build the Employment Services of the Future:

Through an integrated system that is responsive, inclusive,
accessible and client-centered.

THE PROGRAM

The Program

Key Components

- Assist British Columbians in obtaining sustainable work opportunities as quickly as possible with a focus on individuals' abilities.
- Build a single employment program with a flexible menu of supports and services that are individualized based on client eligibility and needs.
- Build an employment program that is responsive to economic conditions, labour market changes and local needs.
- Deliver employment and labour market services in partnership with other provincial ministries, community organizations and employers.

The Program – Key components cont’d...

- Provide a single point of entry of integrated employment and labour market services and supports to clients, employers and communities.
- Build a network of ESC, each of which is a single point of entry for supports and services, operated by service providers.
- Provide specialized services to all eligible clients through every ESC across the province.
- Provide an information management and technology system that supports integrated service delivery and performance management.
- Build a truly integrated system of employment programming and employment services of the future.

What it means to clients

- All services case managed by single ESC
- Tell story once
- Seamless access to services
- Predictable range of service offerings
- Ability to switch to new services if action plan is not achieving objectives

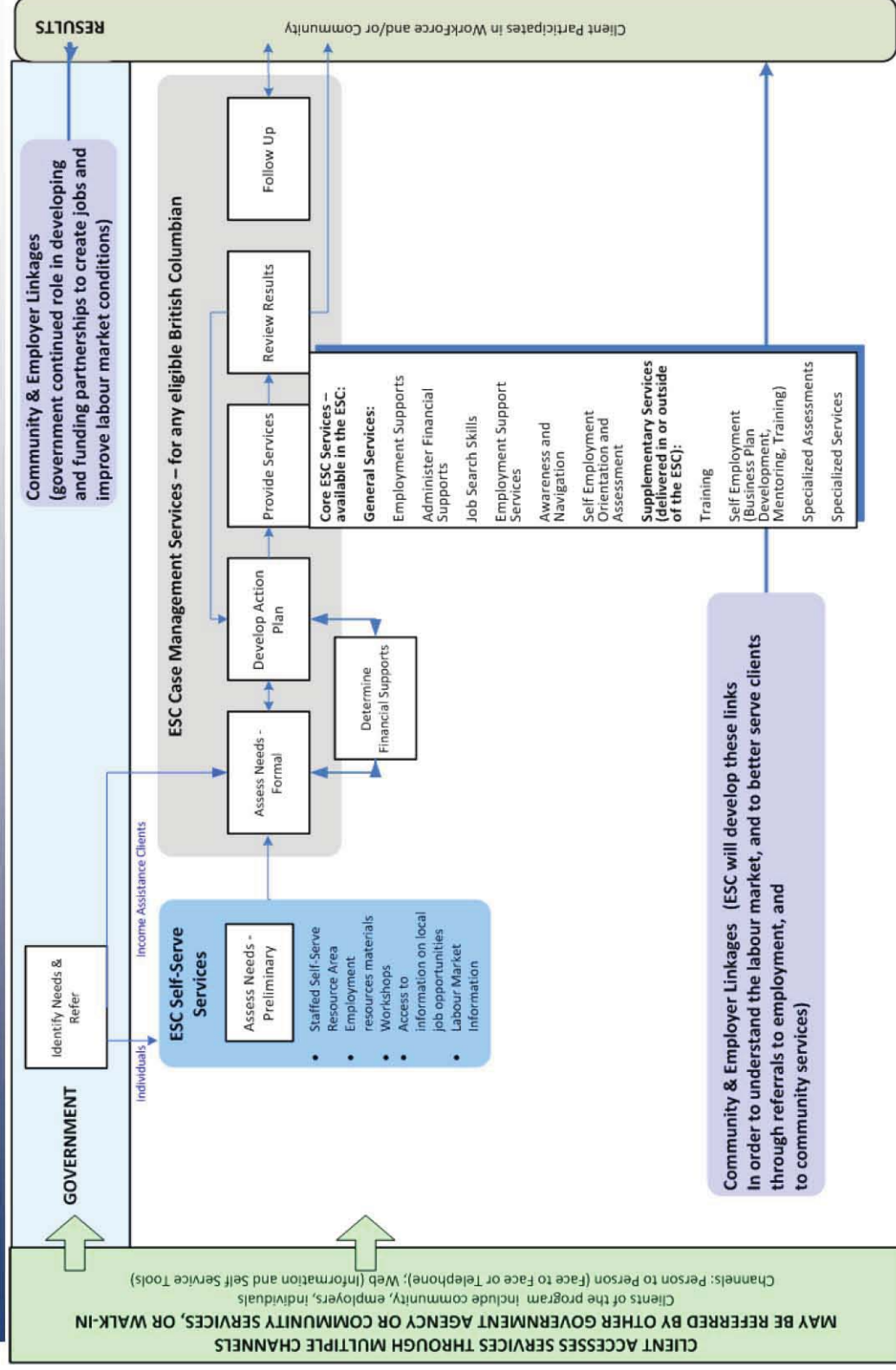
What it means to service providers

- From 400+ contracts to approximately 120 contracts
- From 223 Employment Assistance Services (EAS) offices to approximately 120 ESCs
- Specialized services are maintained and available through all ESCs
- Provide all services through single door – must work with other service providers
 - Community connection required through procurement
 - Single door design best serves all clients
- One system (Integrated Case Management “ICM”) for client and financial management

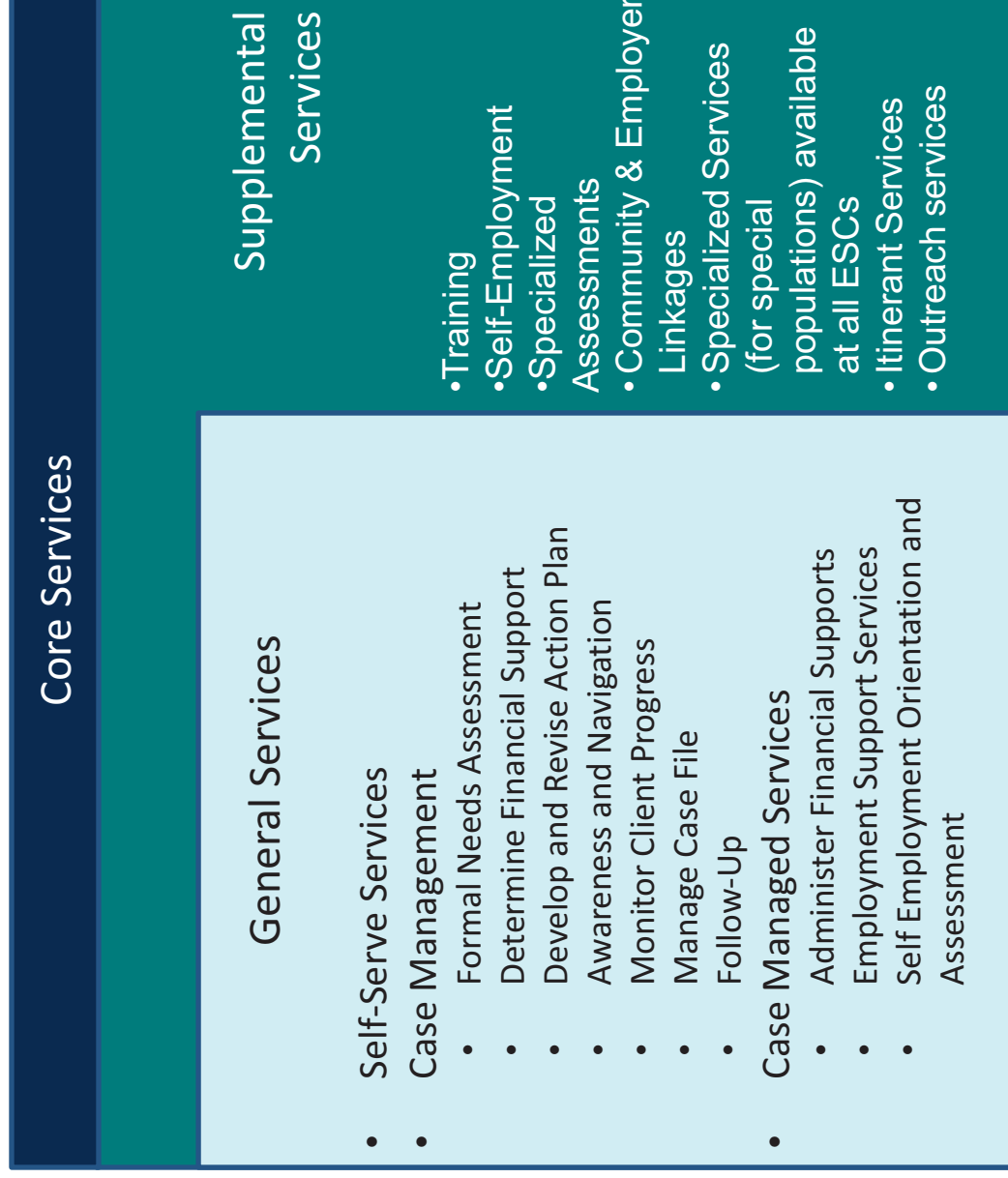
What it means to communities

- Ability to connect to other ministries through our staff
- Continuation of tools to support community opportunities and partnerships
- Maintenance of community employment centres – improved service offerings in each centre

Employment Program Design



Core Services



Core Services

CORE SERVICES – The ESC is accountable for all core services. Core services include both general and supplemental services.

- **GENERAL SERVICES** – These services must be provided from the physical location of ESC throughout the province.
- **SUPPLEMENTAL SERVICES** – These services may be provided from the physical location of the ESC or may be provided from other locations and from other service providers.

General Services - ESC Self Serve Services

Self serve services are offered in the ESC building and can be offered over the phone or internet. They may require in-person assistance from staff and can be accessed by anyone who enters the ESC.

The following are required Self Serve Services:

- Employment resources materials
- Labour Market Information
- Equipment to assist in job searching
- Access to information on local job opportunities
- Directory of Community-Based Services
- Self Assessment Tools
- Preliminary Needs Assessment
- Staffed Resource Area
- Self-Serve components of the Awareness and Navigation Services, and the Employment Support Services

General Services – ESC Case Management

- The relationship between the Case Manager and the client begins when the client's needs are assessed and ends when the follow-up period is complete.
- The Case Manager will be the consistent point of contact for the client throughout the client's attachment with the Employment Program.
- The ESC Case Manager is an expert on the suite of services that is available to the client.
- The required suite of Case Management Services are as follows:
 - Complete Formal Needs Assessment
 - Determine Financial Supports
 - Develop and Revise Action Plan
 - Manage Case File
 - Awareness and Navigation
 - Follow-Up

General Services – ESC Case Managed Services

- Case Managed Services are available to clients who are case managed. Appropriateness of each service for the client is determined by the case manager.
- The following services must be available and delivered as required:
 - Administer Financial Supports;
 - Employment Support Services; and
 - Self Employment Orientation and Assessment.

Supplemental Services

The supplemental services may be provided from the physical location of the ESC or may be provided from other locations, and from other service providers.

The supplemental services include the following:

- Training
 - Basic Training, Short Term Certificate Courses, and Long Term Training
- Self Employment
 - Coaching and Mentoring, and Entrepreneurial Training
- Specialized Assessments
 - Vocational, Neuropsychological, Medical, Mental Health, Functional Capacity, Rehabilitation, and Learning Disability
- Community & Employer Linkages
 - Activities to strengthen the labour market in the community and shorten the time clients require government benefits

Supplemental Services – Specialized Services for Specialized Populations

Specialized populations require specialized services to meet their unique needs and increase the likelihood of outcomes being achieved.

Specialized populations include the following:

- Immigrants
- Persons with Disabilities
- Francophone
- Rural / Remote
- Multi-Barrier
- Survivors of Violence and/or Abuse
- Youth
- Aboriginal

Supplemental Services – Community and Employer Linkages

- This ESC service includes activities required to foster and maintain community and employer linkages for the purpose of strengthening the labour market in the community and improving client outcomes.
- Community and employer linkages are expected and required to support clients.
- An exceptional awareness of the local labour market is expected.

Program Results and Performance Measurement

Purpose of the program is to create the following outcomes for individuals, employers and communities who access its scope of services:

- Clients become more independent, through achieving and maintaining sustainable labour market or community attachments.
- Clients receive services that are aligned with labour market needs and opportunities.
- Communities, employers and individuals have access to labour market services.

Program Results and Performance Measurement

Assessing the successful achievement of each of these outcomes will include three primary ESC - specific performance measures:

1. The percentage of clients who attain a successful outcome, which means that they have established and retained a labour market attachment – (In some circumstances a successful outcome will be defined as community connection);
2. The length of time in the program needed by clients to achieve these outcomes; and
3. For clients achieving a paid labour market attachment, the wage rates of their employment.

Program Results and Performance Measurement

ESC Service Performance Measures:

- Service delivery standards or guidelines
- Reviewing performance indicators and measures for individual services
- Analysing client service and service provider billing information
- Conducting on-site quality assurance reviews

CONTRACT STRUCTURE

Geographic Network of ESCs

Principles

The geographic network of ESCs is based on the following principles:

- *Equitable*
- *Accessible*
- *Flexible and scalable*
- *Economical and sustainable*

Geographic Network of ESCs

Service Delivery Methods

ESCs should offer similar look, feel, and experience to clients throughout the province. Their size, costs, and operations may vary based on local needs and demand for services.

- *Employment Services Centres*: a one-stop full-service centre with complete facilities and staff, sufficient to meet local demand for services, offering general services, some or all supplemental services.
- *Itinerant services to remote locations*: services are provided using locally shared facilities, with limited availability or operations, by having staff travel to the remote location on a periodic or as needed basis.
- *Other methods of service delivery*: to be proposed by proponents based on local conditions or needs.

Geographic Network of ESCs

Considerations in determining the number of ESCs and their locations

In determining the number of ESCs and their locations based on the principles, a number of factors were considered:

- *Working age population*
- *Employment-related community resources*
- *Geographic limitations*
- *Transportation infrastructure*
- *Program budget*

Geographic Network of ESCs

Geographic Distribution of ESCs

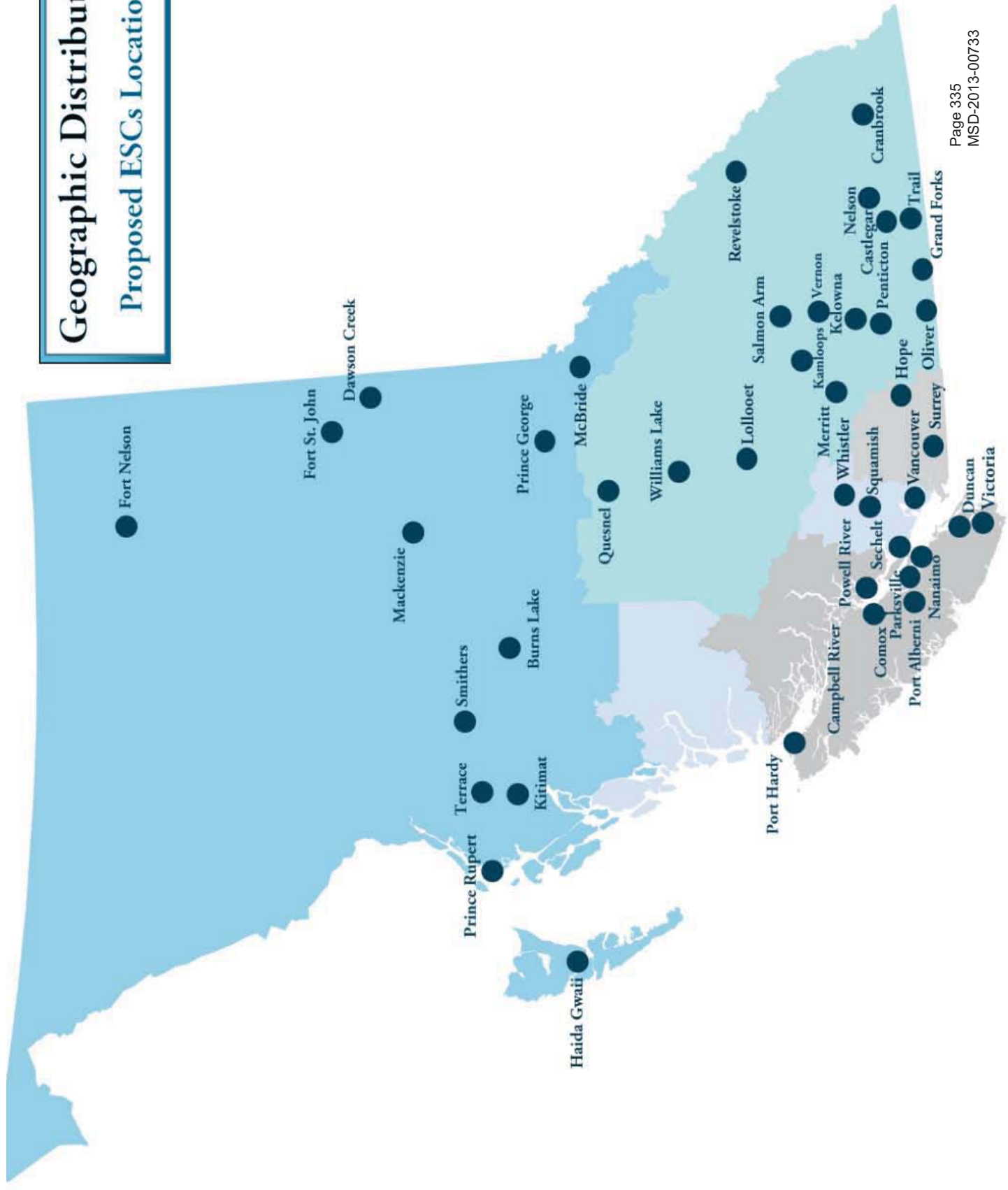
Based on population and geographic distribution, the five regions include **30** service areas which are comprised of nearby communities.

The ministry intends to locate approximately **120** ESCs throughout the province to meet anticipated demand for services.

As communities evolve, economic conditions fluctuate, or demographics change over time, adjustments to ESC locations, size, scope, scale, and operations may be required.

Geographic Distribution

Proposed ESCs Locations



Contract Structure - Payment Model

Goal:

- Payment model will support effective employment programming and related services for all British Columbians.
- Encourage cost-effective and timely participant activities resulting in employment placements or other outcomes.
- Model includes strong financial management elements to ensure sound investment of public funds, transparency, accountability and quality of services provided.
- Ensure we continue to provide service to Specialized Populations .
- Support community beyond service delivery.

Contract Structure - Payment Model

The payment model will include a number of payment methods to address the nature of clients, services, delivery methods, costs, and desirable outcomes.

The different payment methods are as follows:

- Fixed Operating Fee
- Variable Operating Fee
- Variable Case Management Service Fees
- Financial Supports and Purchased Services for Clients
- Outcome Fees
- Maximum per Client
- Maximum Contract Value

Contract Structure - Payment Model

| Payment Methods | Self-Serve Services General Administration & Management Community and Employer Linkages | ESC Case Management | | | | |
|---|---|---|------------------------------|------------------|---------------------|----------------------|
| | | Assess Needs – Formal Determine Financial Supports | Develop & Revise Action Plan | Provide Services | Monitoring & Review | Follow-up & Outcomes |
| Fixed Operating Fee | X | | | | | |
| Variable Operating Fee | X | | | | | |
| Variable Case Management Fees -One- Time | | | X | X | | |
| Variable Case Management Fees - Repeatable | | X | X | X | X | X |
| Outcome Fees | | | | | | X |
| Financial/Living Supports and Purchased Services | | Direct costs reimbursement only. | | | | |
| Maximum Average | | | | X | | |
| Maximum per Client | | | | X | | |
| Maximum Contract Value | | X | | | | |



Contract Structure - Procurement

- The province intends to procure ESC services using one or more RFP documents and related processes.
- RFP documents and processes are commonly used by governments, public sector organizations, and corporations to secure contracts for supplies and services.
- By using the RFP process, the province can procure ESC services in an open, transparent, fair and equitable manner.
- The RFP process enables any organizations or businesses to be aware of and compete for the resulting service contracts.

Contract Structure - Procurement

- Procurement approach and deal structure support program design – which is focused on client.
- Procurement approach addresses all of the issues raised by service providers in past consultations, including significant time to prepare for procurement.
- Procurement approach addresses past issues with procurement and builds on successes.
- Procurement approach creates level playing field to ensure all service providers have an equal opportunity to compete.

Key Features of the RFP Process

- Formal procurement document which publicly advertises the intention to purchase services.
- Enables any member of the public to be aware of and compete for contracts.
- All proponents are treated fairly and equitably throughout.
- Selection of successful proponents is based on proposals submitted and not external information.
- By submitting a proposal, proponents are committed to following the terms and conditions of the RFP process.

Implications for Potential Proponents

- ESC is expected to provide a broad array of services
 - Previous contract holders for specific programs may need to join forces with other organizations.
- Approximately 120 ESCs across BC – therefore an equivalent number of contracts will be available for competition.
- Contracts will be based on local conditions of service area and may not be of equal size.
- Flexible payment structure should enable organizations of varying sizes to operate sustainably and successfully.

Next Steps

| | |
|--|---------------|
| Request for Information with Draft RFP | Fall 2010 |
| RFP Posting – BC Bid | March 2011 |
| Proponents Meetings | TBD |
| Addenda, Questions and Answers – BC Bid | TBD |
| RFP Closing and Mandatory Criteria Checking | May 2011 |
| Proposals Evaluation and Consensus | TBD |
| Proponent Service Demonstrations, if required | TBD |
| Due diligence and references check, if required | TBD |
| Selection of successful Proponents and announcement of results | November 2011 |
| Contracts finalization and execution | December 2011 |
| Debriefing Proponents | January 2012 |

All aspects of procurement will be conducted via BC Bid website: www.bcbid.gov.bc.ca.

If you have any questions, please submit them through the BC Bid website.

All questions and answers will be posted on BC Bid,
and available for everyone to review.



June 4th, 2012

Mr. Darrell Burnham
Executive Director, Coast Mental Health
293 East 11th Avenue
Vancouver, BC V5T 2C4

Dear Darrell Burnham:

On behalf of the Ministry of Social Development, Employment and Labour Market Services Division, I would like to welcome you to the Expert Advisory Panel on Specialized Populations – Employment Program of BC (EPBC) and thank you for taking on the important role of Panel Chair.

The Expert Advisory Panel on Specialized Populations is one of four bodies that make up the corporate governance structure of the new Program (see attached diagram on EPBC Governance Structure). The other corporate governance bodies are the External Advisory Panel, the Corporate Program Advisory Forum and the Ministry Program Steering Committee. The role of the two external program advisory panels is to provide advice and recommendations on the operation and enhancement of the Employment Program of BC to the Ministry Program Steering Committee.

As Chair of the Ministry Program Steering Committee, I am looking forward to working collaboratively with you and other panel members and trust you will find the experience rewarding. I look forward to meeting you in-person at the first Expert Advisory Panel on Specialized Populations meeting scheduled to take place on June 26th.

Sincerely,

Allison Bond
Assistant Deputy Minister
Employment and Labour Market Services Division
Ministry of Social Development



Ministry of Social Development

June 4th, 2012

Ms. Norma A. Strachan

s.22

Dear Norma Strachan:

On behalf of the Ministry of Social Development, Employment and Labour Market Services Division, I would like to welcome you to the External Advisory Panel – Employment Program of BC (EPBC) and thank you for taking on the important role of Panel Chair.

The External Advisory Panel is one of four bodies that make up the corporate governance structure of the new Program (see attached diagram on EPBC Governance Structure). The other corporate governance bodies are the Expert Advisory Panel on Specialized Populations, the Corporate Program Advisory Committee and the Ministry Program Steering Committee. The responsibilities of the External Advisory Panel are to:

- Monitor overall Program access, service quality and effectiveness in meeting the needs of unemployed British Columbians to obtain sustainable employment;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery;
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

As Chair of the Ministry Program Steering Committee, I am looking forward to working collaboratively with you and other panel members and trust you will find the experience rewarding. I look forward to your first External Advisory Panel meeting scheduled to take place on June 27th, 2012.

Sincerely,

Allison Bond
Assistant Deputy Minister
Employment and Labour Market Services Division
Ministry of Social Development

2009-10 LMDA Environmental Scan



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2008-09 LMDA Environmental Scan Executive Summary

Executive Summary



- Slower economic and employment growth than in 2007, coupled with slower labour force growth and growing demographic pressures characterize the human resource management scene in BC
- Low unemployment rate for BC (4.3% YTD 2008) projected for next several years
- Retirement dominates projected labour demand increases in almost all occupations
- BC's productivity levels have been lower than the national average, and well below Alberta's. They will have to improve if wages are to rise to compete with Alberta.

Executive Summary



- Labour and skills shortages, especially in high-skilled occupations and high-growth industries
- Some shortages may be temporarily “solved” by a US recession.
- Trade shortage most acute in Rural BC
 - Location of forest products layoffs as well, an opportunity for innovative programming
- Skilled trades will remain a significant demand area over the foreseeable future
- Increasing the labour market participation of under-utilized sources of labour will be key to addressing BC’s labour market imbalances

Executive Summary



- Under-utilized population groups tend to have multiple barriers that impact their labour market success:
 - Aboriginal peoples have low graduation rates and high unemployment rates
 - Immigrants have issues related to language skills, foreign credentials and education which lead to under-employment
 - Persons with disabilities face systemic and attitudinal barriers, and lack workplace supports which limit labour force participation
 - Youth-at-risk do not possess the basic life skills and work experience required to secure and maintain employment

Executive Summary



- Under-utilized population groups (cont'd)
 - Older workers, including laid off forest industry workers, require skills upgrading and flexible work arrangements to extend their participation in the labour market
 - Income support clients, who are not job-ready, tend to have low levels of education, limited work experience and essential skills
- The challenge for governments will be to deliver labour market programming that is:
 - targeted to multi-barriered clients, and
 - addresses the labour needs of local economies



2008-09 LMDA Environmental Scan

Section 1: Economic Trends

Canadian Economy



- **Interest and Inflation rates**
 - A slowing economy with the increase in inflation will likely keep the Bank of Canada from cutting interest rates for the first part of 2009
 - Core rate of Inflation is expected to remain around 2% for 2009
- **Exchange Rate**
 - Canadian dollar will be in the 1.00 to 95 cent range through 2009
 - Oil prices are expected to remain high, around \$100 barrel prices to \$110 by end of 2009
- **Saskatchewan and Ontario**
 - Despite widely differing economic bases, Saskatchewan will lead the country with a growth rate of almost 3% and Ontario will be 0.8% for 2008 (2.7% 2009) while BC will average about 2.4% through to 2009
 - A sharp slowdown in the auto sector has caused contraction in real manufacturing output in 2008 and will pick up slightly in 2009

BC Key Forecast Areas



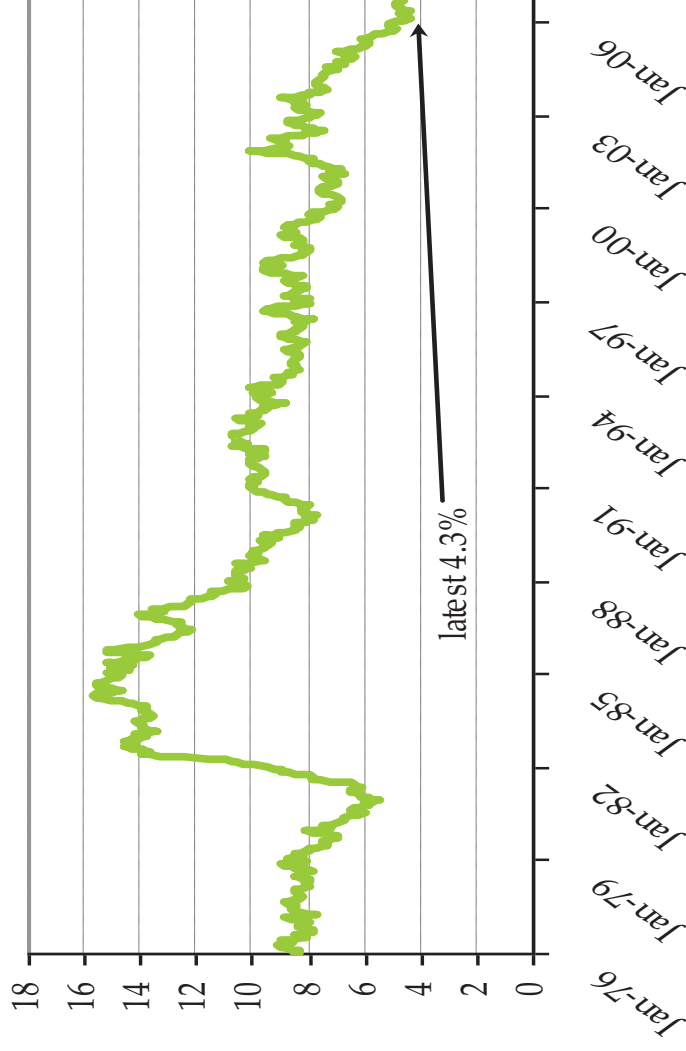
- **Gross Domestic Product (GDP)**
 - BC's GDP will grow just over 2% in 2008 and 2.7% for 2009 and 2.8% from 2010 through 2012
 - This is above the Canadian and US average rates of growth
- **Productivity**
 - BC's productivity levels have been lower than the national average, and well below Alberta's. They will have to improve if wages are to rise to compete with Alberta.
 - If productivity growth is strong, employment increases are smaller for a given GDP rise, but wages and standards of living go up.

BC Key Forecast Areas



- **Employment**
 - Employment growth of over 2% for 2008 and slightly under 2% for 2009.
- **Unemployment Rate**
 - For August 2008, the SA unemployment rate was 4.3%, while it was 4.2% in 2007, which remains at historical lows.
 - BC's unemployment rate will likely be below the Canadian average for the next several years.

B.C. Unemployment rate



BC Key Forecast Areas



- **Residential Construction**
 - Housing starts are expected to decline across Canada in 2009, BC's reduction will be similar to the national average
 - The softening housing market in 2009 means that gains in residential investment will lose momentum, although the Construction Sector Council (CSC) forecast continued high demand for construction skills will continue into 2010
- **Forestry**
 - 2009 will again be a tough year for companies, as the sub prime mortgage sector crunch in the US, the collapse of the US financial markets, the slowdown in the US housing market combined with the high value of the CDN dollar will mean companies will be closing operations.

BC Key Forecast Areas



- **Transportation**

- A Provincial Transit Plan was introduced in early 2008 for improving transit ridership for the Kelowna, Victoria and Metro Vancouver

- **Minerals and Energy**

- Energy products exports for 2008 have increased significantly over 2007 and should continue to be a bright spot for BC in 2009
- Natural gas prices after dropping off its highs in July 2008 are expected to remain around the \$8 - \$9 US per million BTU

- **2010 Olympics**

- Vancouver Convention Centre Expansion Project (VCCCP), Sea-to-Sky Highway, Canada Line, and Richmond Speed Skating Oval will all be completed in 2009

BC Key Forestry Area



- **Pacific Gateway**
 - Twinning of the Port Mann Bridge, Golden Ears Bridge, Pitt River Bridge, North Fraser Perimeter Road, South Fraser Perimeter Road, Vancouver Airport, Ports of Vancouver and Prince Rupert expansion
- **Non-Resource Manufacturing Industries**
 - Continued increase is expected in fabricated metal products and chemicals and chemical products for 2009
- **Innovative Clusters**
 - Alternative Energy, Life Sciences, ICT & Wireless, New Media, Ocean Industries, Aerospace

BC Key Forecast Areas



- **Major Projects Inventory (MPI)**
 - As of June 2008 a record 863 major capital projects, worth approximately \$170 billion were planned or underway
 - Compared to June 2005 there were 626 major projects valued at \$78 billion, this represents a 38% increase in the number of projects and a 118% increase in the value of projects in the last three years
- **Rate of Immigration**
 - First half of 2008 showed an increase compared to the same timeframe for 2007 (Note: 2005 was an exceptionally high year for immigration)
 - In 2007 BC was the third most popular destination for immigrants to Canada, as only Ontario and Quebec had more arrivals

BC Key Forecast Areas



- **Industrial Relations**
 - By mid 2010 more than 300,000 public sector employees which have signed long-term contracts to ensure labour stability will come due.
 - Historically low unemployment rates have created an extremely tight labour market, which helps put upward pressure on wages.



What to Expect in the Year Ahead

- Slower output growth, declining exports, falling housing starts, higher \$Cdn, US downturn
 - Slower growth in employment
 - 1% per year not 2% to 3% per year
- Still Expect Occupational Shortages in High-Growth, High Skill Areas
- Expect an Increased Emphasis by Employers on Human Resource Management Issues
 - Wage rates and increases a key issue



2009-10 LMDA Environmental Scan

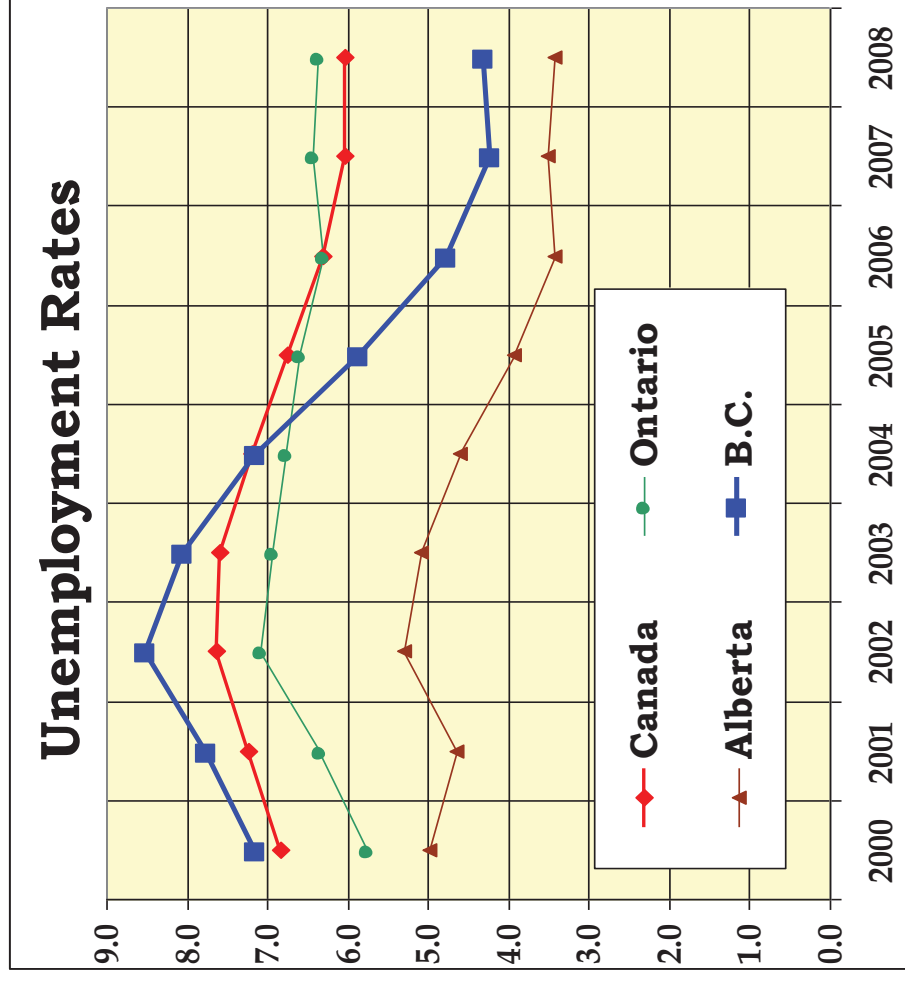
Section 2: Labour Market Conditions

Labour and Skill Shortages



- Overview -

- **Not a new topic**
 - Shortages reported in 2000/01, when BC had an 8% Unemployment Rate
- **A more urgent subject with an unemployment rate of 4%**
 - Other provincial job markets also strong





Labour and Skill Shortages

- Overview -

- **Shortages come from supply/demand imbalances and rapid changes**
 - Static wages and competition from better paying employers and provinces
 - Demographics may add or remove supplies of workers, through age changes and migration
- **Educated, trained personnel in higher skilled, higher paid occupations are in short supply.**
 - The post-secondary education system requires long lead times.

Labour and Skill Shortages

- Overview -



- **In industries where demand is quickly outpacing supply, employers should be urged to upgrade existing workers and retain older workers**
 - e.g. Construction, Mining Oil & Gas, Management, Scientific & Technical Services, Universities, Healthcare
 - Adjustment opportunities for laid off forestry/mill workers
- **Accelerate hiring of skilled under-represented groups, such as immigrants and foreign workers**
 - Credentials Recognition



Labour and Skill Shortages

- *Construction to 2015 -*

- **Between 2001 and 2007, employment in construction trades in B.C. increased by over 50%**
 - Job gains exceeded any other province
- **Construction activity is expected to peak in 2009**
 - some major engineering projects end in 2009
 - building activity gradually decreases till 2014, then starts to increase again
- **Recruiting problems, competition for skills**
 - Wage increases were needed
 - Mobility from other regions is limited by strong construction markets in other provinces
 - New entrants to the workforce are often unskilled and require mentoring and supervision to develop skill sets
 - Demographics indicate increasing need to replace an aging workforce

Labour and Skill Shortages

- *Construction to 2015* -



- **Construction** will need to replace almost 26,500 workers over the next decade
- **Trades facing above average replacement demand:**
 - Boilermakers
 - Bricklayers
 - Construction Managers, Contractors, and Supervisors
 - Construction Millwrights and industrial mechanics
 - Crane Operators
 - Elevator Constructors
 - Heavy Equipment Operators and mechanics
 - Tile setters
 - Truck Drivers
 - Welders

Labour and Skill Shortages



- Forestry Industry -

- **United Steelworkers (USW) estimates that 50 mills have closed since 2001, with 13,000 forestry and milling jobs lost in the last year**
 - US housing starts, \$Cdn, Softwood Agreement, MPBeetle
- **Adjustment into construction an obvious solution, if literacy, certification and re-training needs are met**
 - Locational issues, home equity constraints on mobility



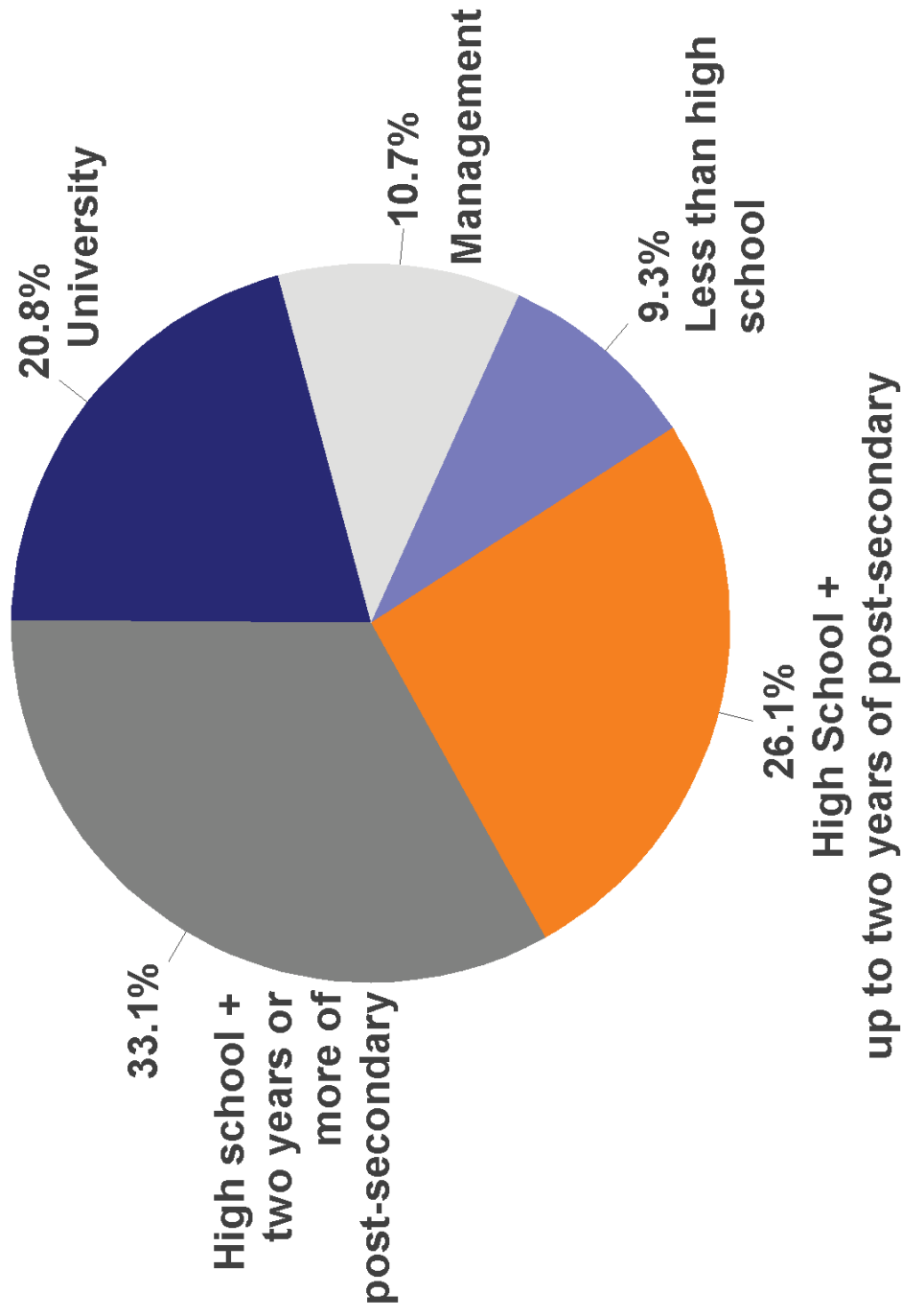
Labour and Skill Shortages

- Unskilled and Semi-skilled Labour -

- **Unskilled or semi-skilled workers in average or lower paid occupations are in short supply**
 - Training is not relevant to low skilled jobs
 - Wages may need to increase to raise participation
- **Major opportunities to increase employment of women, older and laid off workers, immigrants, Aboriginals, and disabled persons**

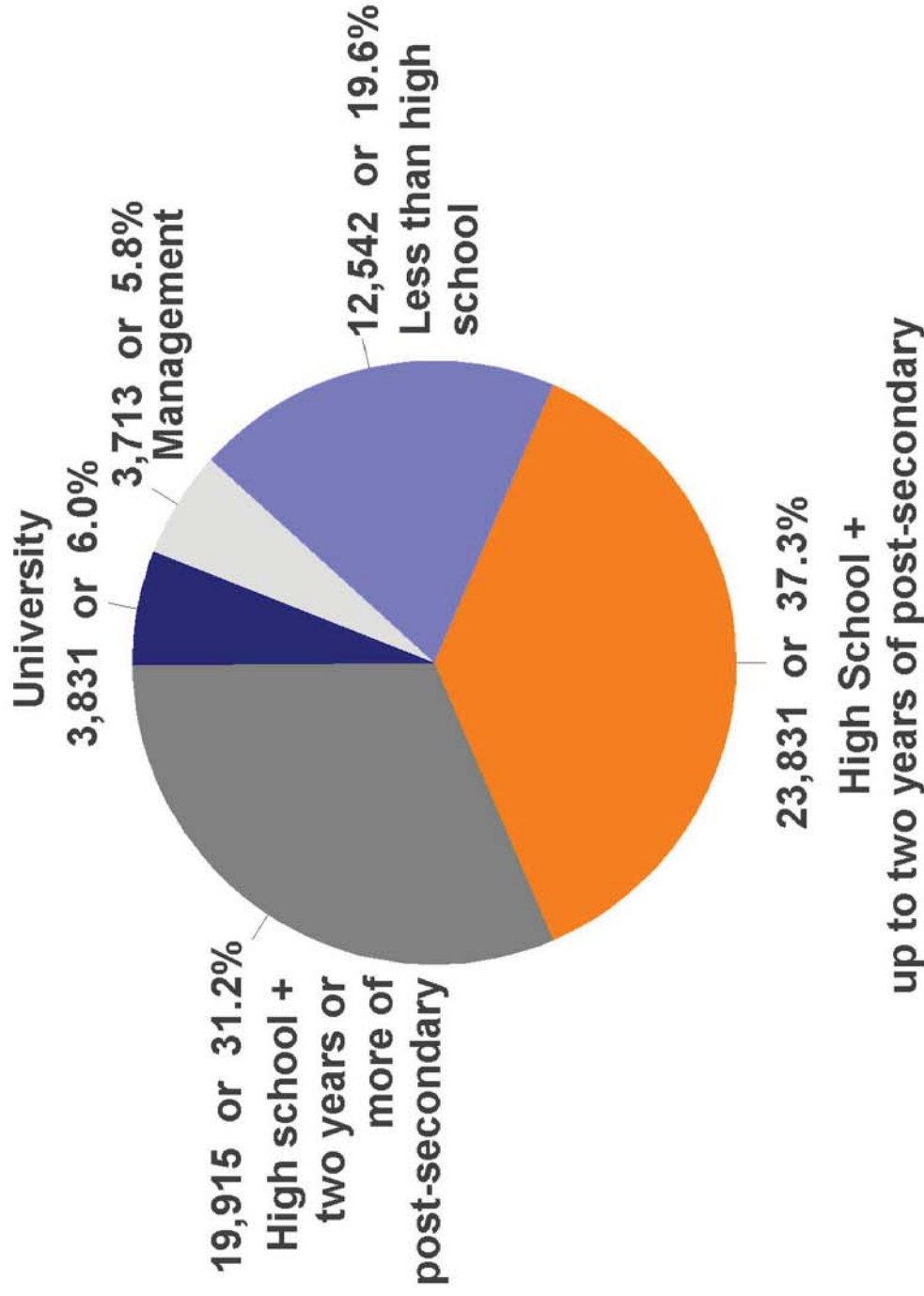


Level of Education Required for all Forecasted Job Openings – 2006 to 2011



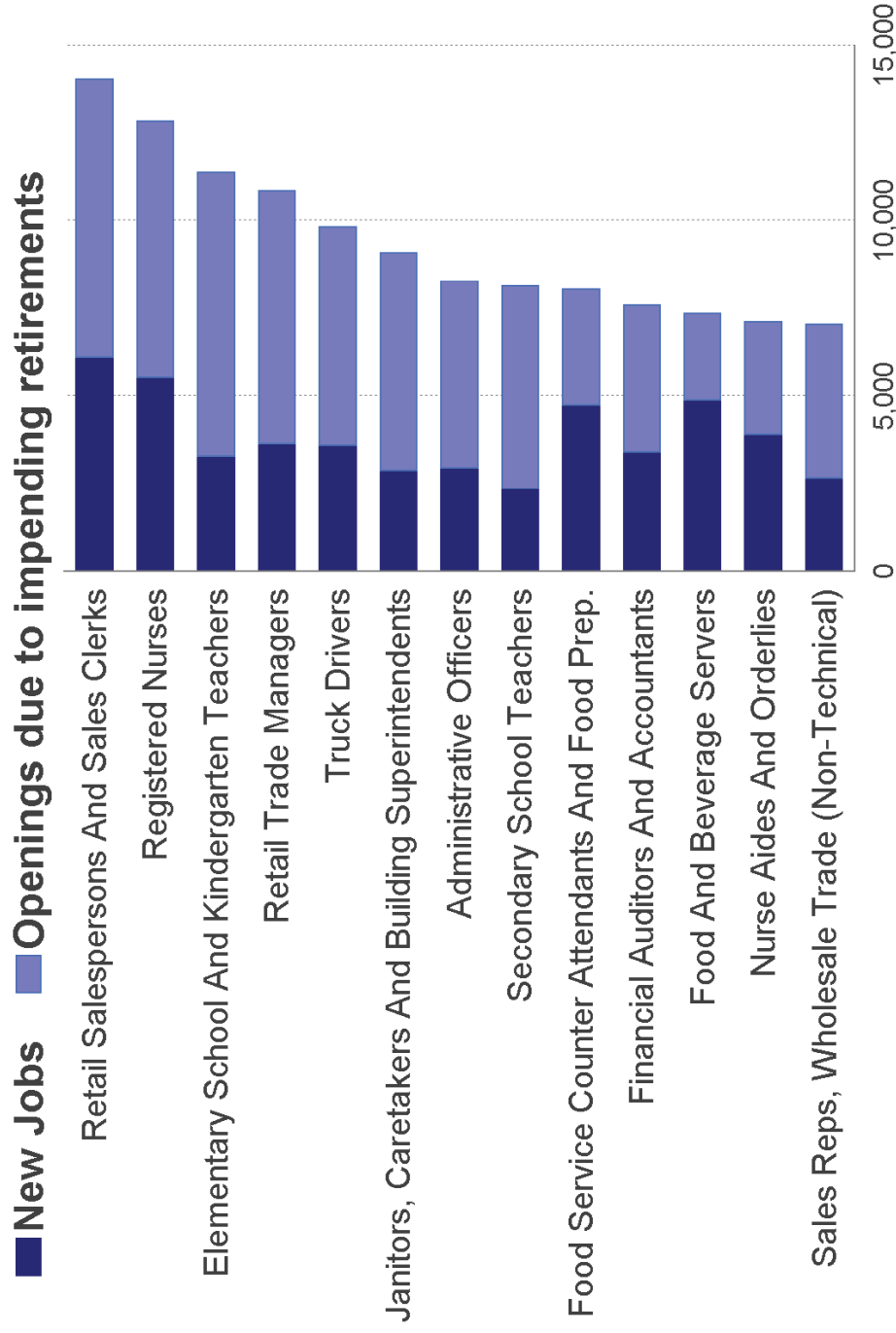


BC's Work-ready EI Claimants, by Level of Education required in Previous Job



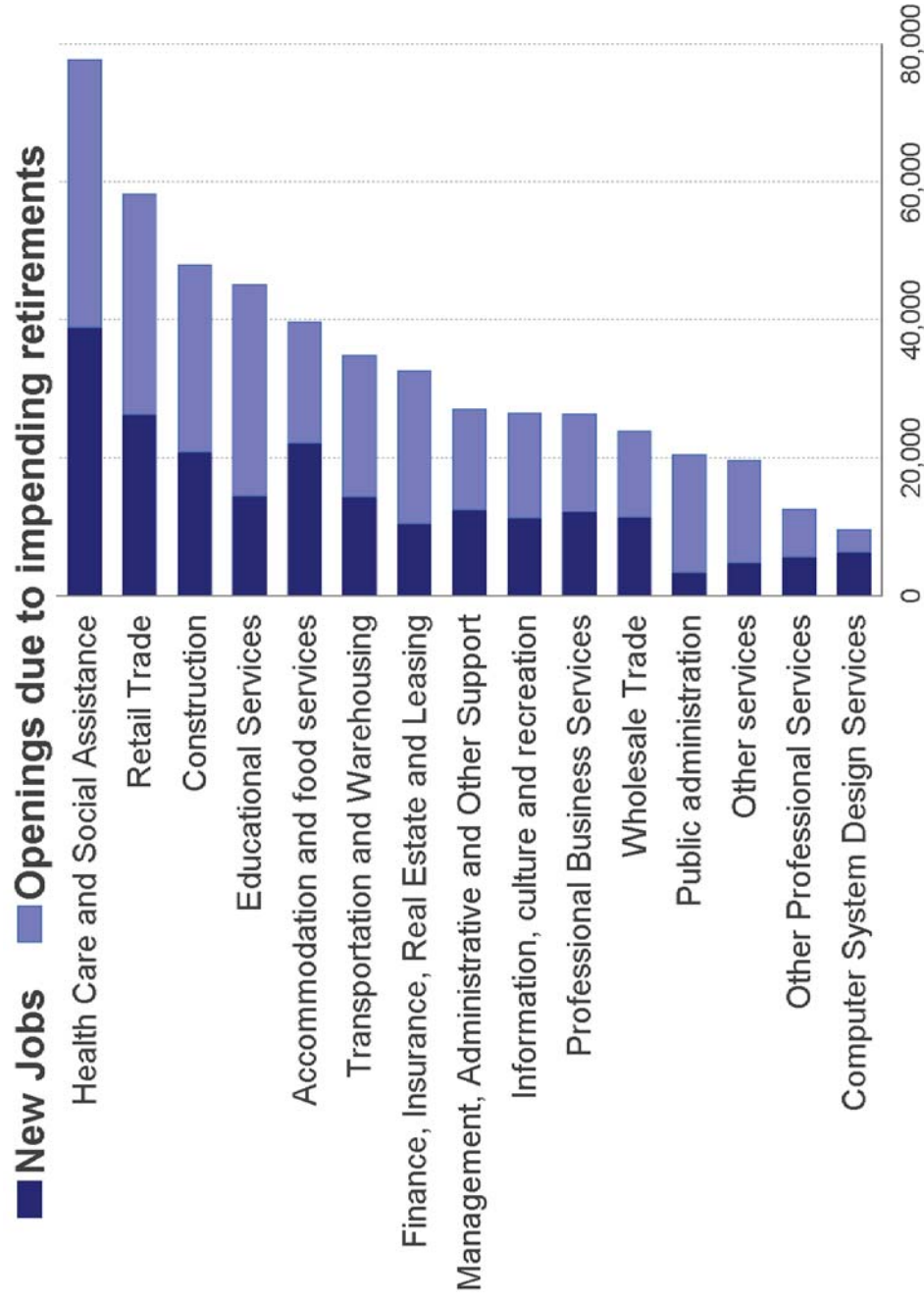


Occupations with the Highest Number of Openings in BC – 2006 to 2011





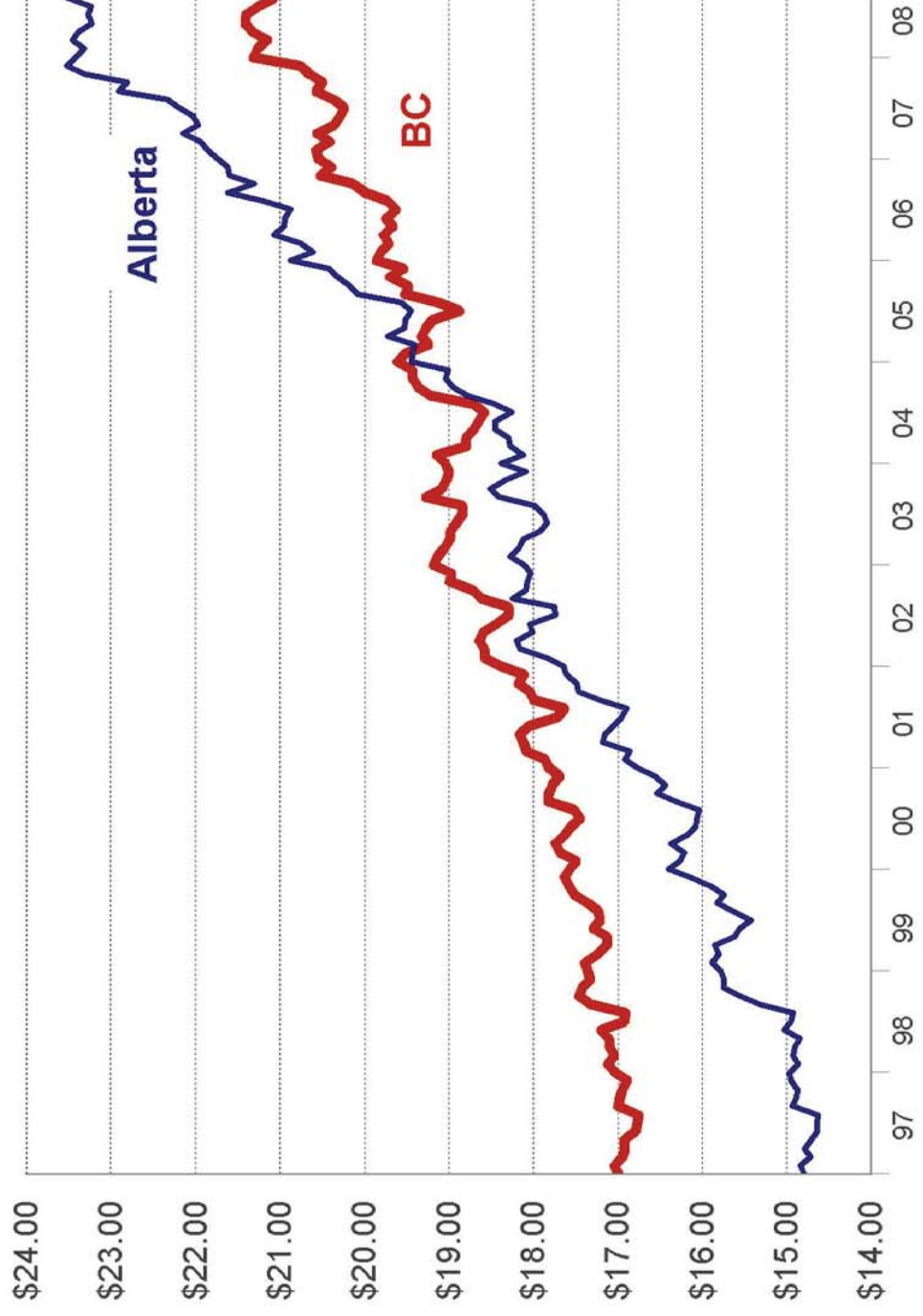
Industries with the Highest Number of Openings in BC – 2006 to 2011



Canadian Occupational Projection System, Official Forecast jointly produced by Service Canada and the Ministry of Advanced Education, November/06.



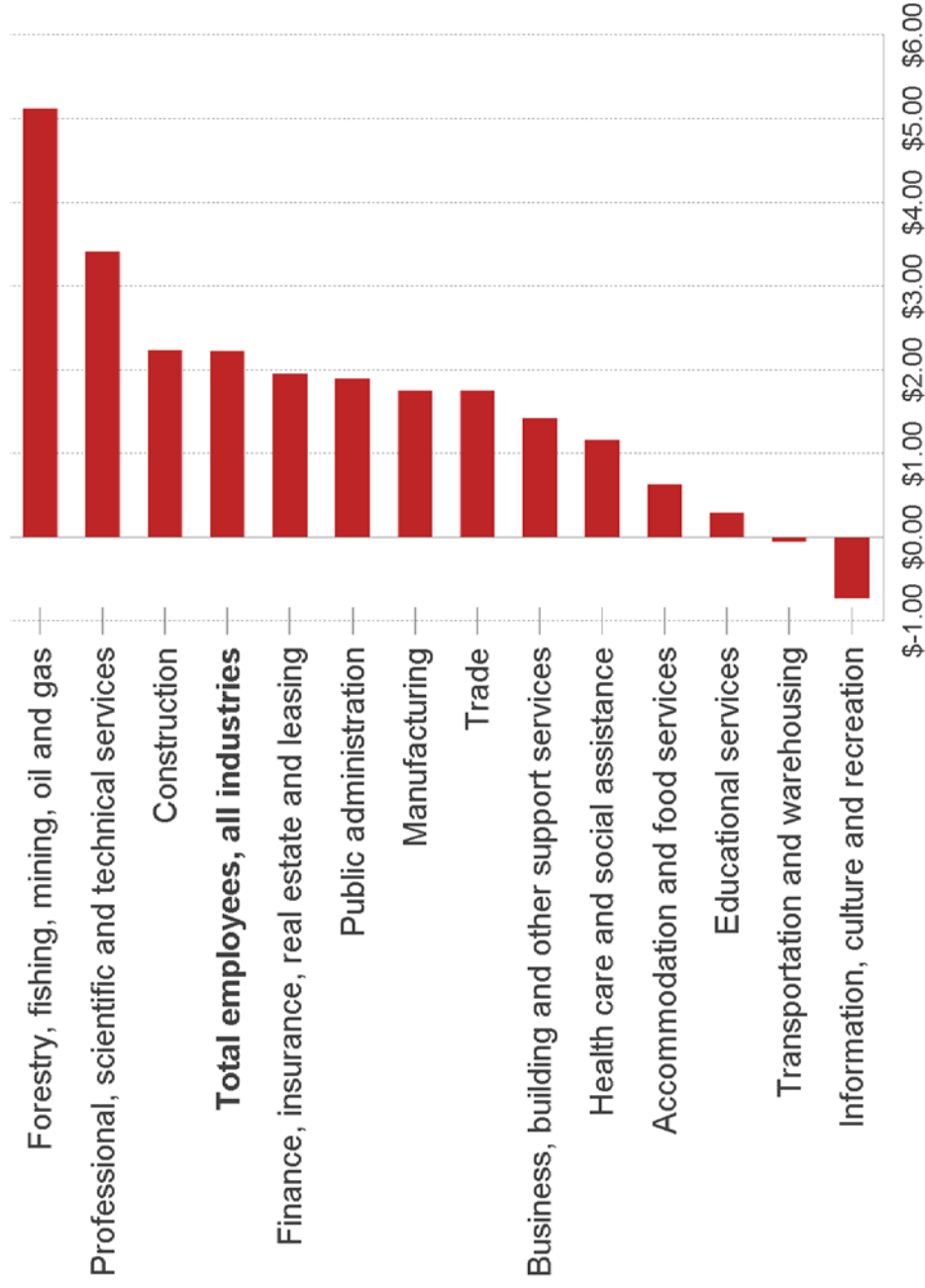
Average Hourly Wages, BC and Alberta



Statistics Canada, CANSIM series 282-0071, all workers in all industries



Wage Gap between Alberta and BC, by Industry, Sep/07-Aug/08



Statistics Canada, CANSIM series 282-0071, all workers in all industries

Employment Insurance Clients



- **Fewer work-ready claimants**
 - Since 2002, there has been a downward trend in the EI claim loads as a result of improved provincial labour market conditions
 - Since late 2007, the downward trend stopped. From Jan-Dec/07, there was an average 55,170 British Columbians on EI claim
 - From Sep/07 - Aug/08, however, the average number on claim increased by 4.6% to 57,740 claimants



2009-10 LMDA Environmental Scan

Section 3: Sources of Labour Supply

Population Trends



- It is projected that between 2001 and 2036 the provincial population will increase by over 41%
- Over the same time period, the median age of the B.C. population is expected to increase from 38 years to over 47 years
- As the population ages, the major factor driving population growth will be migration to B.C.
- International migration is expected to account for over 72% of total population growth while inter-provincial migration will account for about 28%

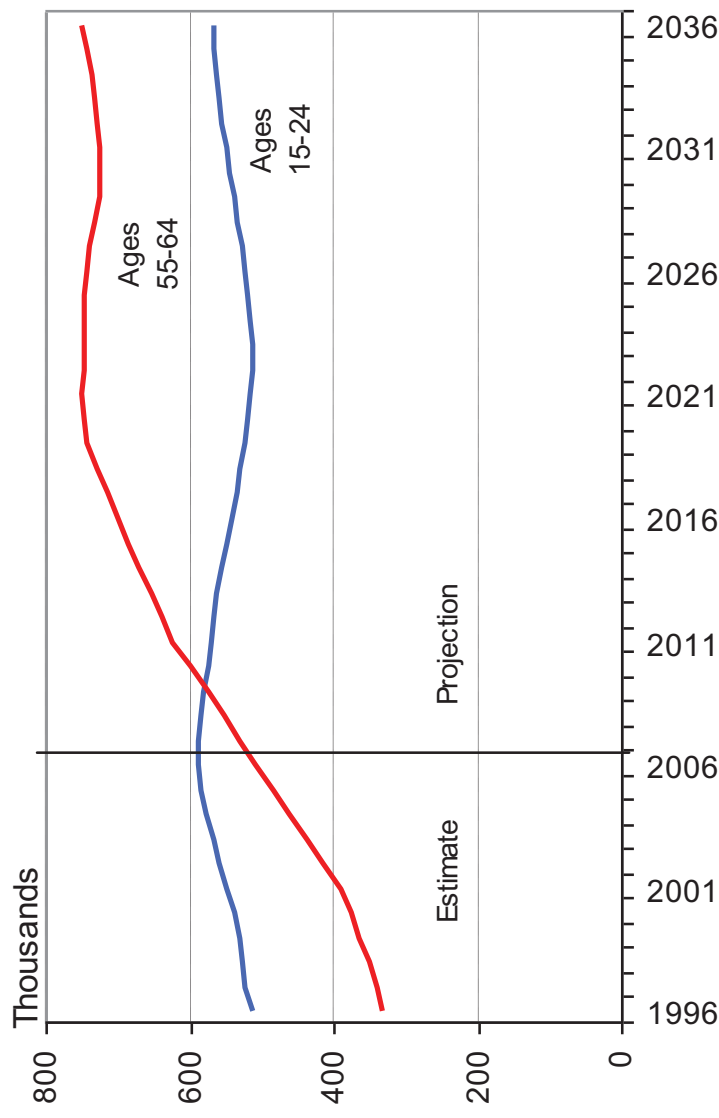
SOURCE: PEOPLE 32, BC Stats

Labour Force Aging



- An implication of the changing demographic situation is that the population leaving the labour force (age 55-64) will soon begin to exceed new labour force entrants (aged 15-24)

B.C. Job Entry Population versus Pre-Retirement Population
P.E.O.P.L.E. 32



SOURCE: PEOPLE 32, BC Stats



Under-utilized Sources of Labour

- Given demographic trends in B.C., increasing the labour market participation of under-utilized sources of labour supply as well as retaining existing workers will be key to addressing provincial labour market pressures
 - Older workers
 - Youth
 - Immigrants
 - Aboriginal people
 - Persons with disabilities
 - Income assistance/multiple-barriered clients

Older Workers 55 to 64



- Older workers, 55 to 64, have unemployment rates identical to those of prime aged workers aged 25 to 54 in BC
- But the employment rates for older workers are 20 points lower among men and 25 points lower among women
- As a result of an aging population, a significant proportion of the workforce will be eligible for early retirement, which may result in labour pressures in many sectors

Older Workers 55 to 64

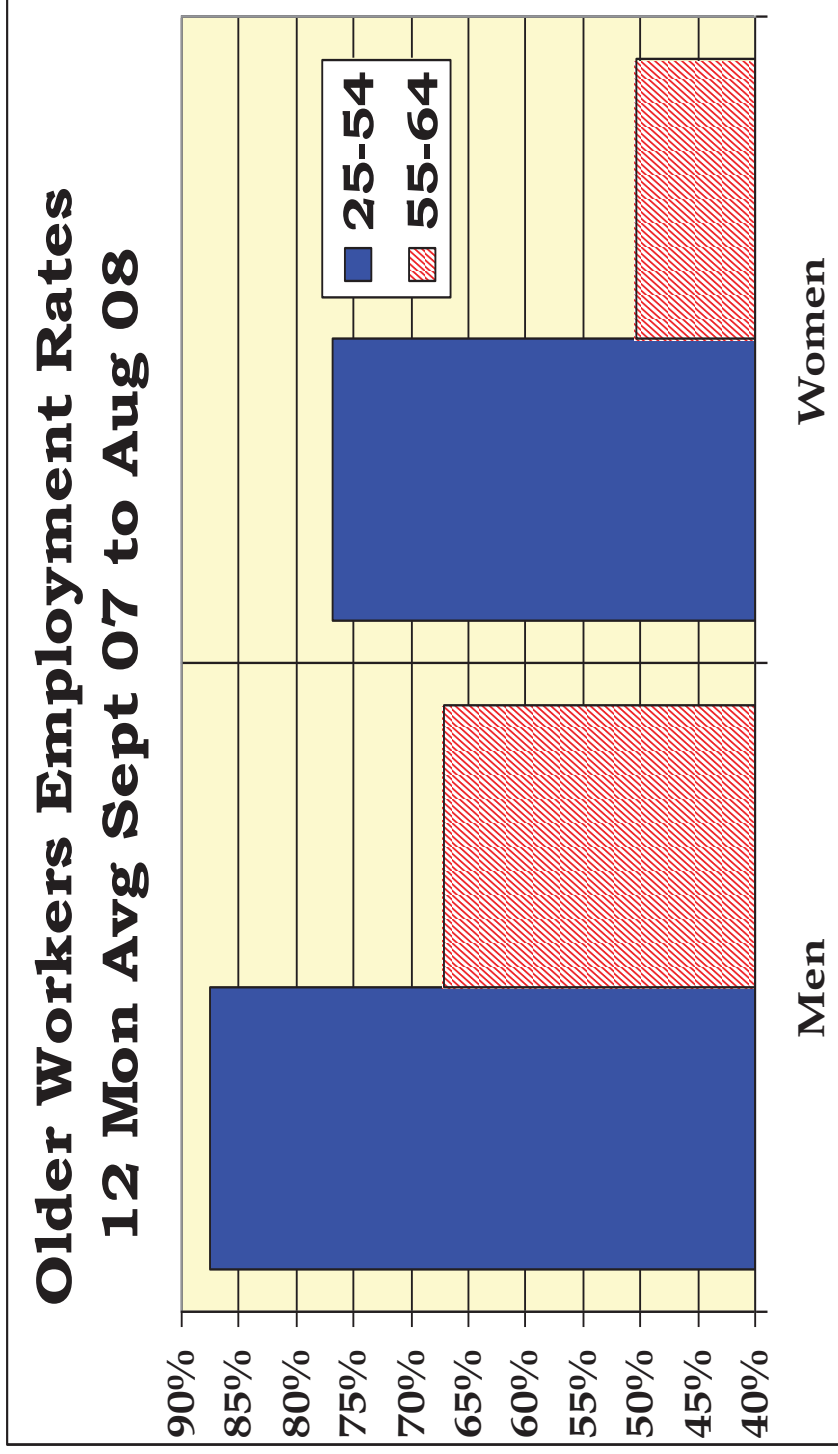


- New workforce practices and policies are being explored to encourage increased participation of older workers
 - Studies have shown that there are many benefits to hiring and retaining older workers. For example, there tends to be less job turnover among older workers than younger workers

SOURCE: Labour Force Survey, Statistics Canada; and Mature Workers in Alberta and British Columbia

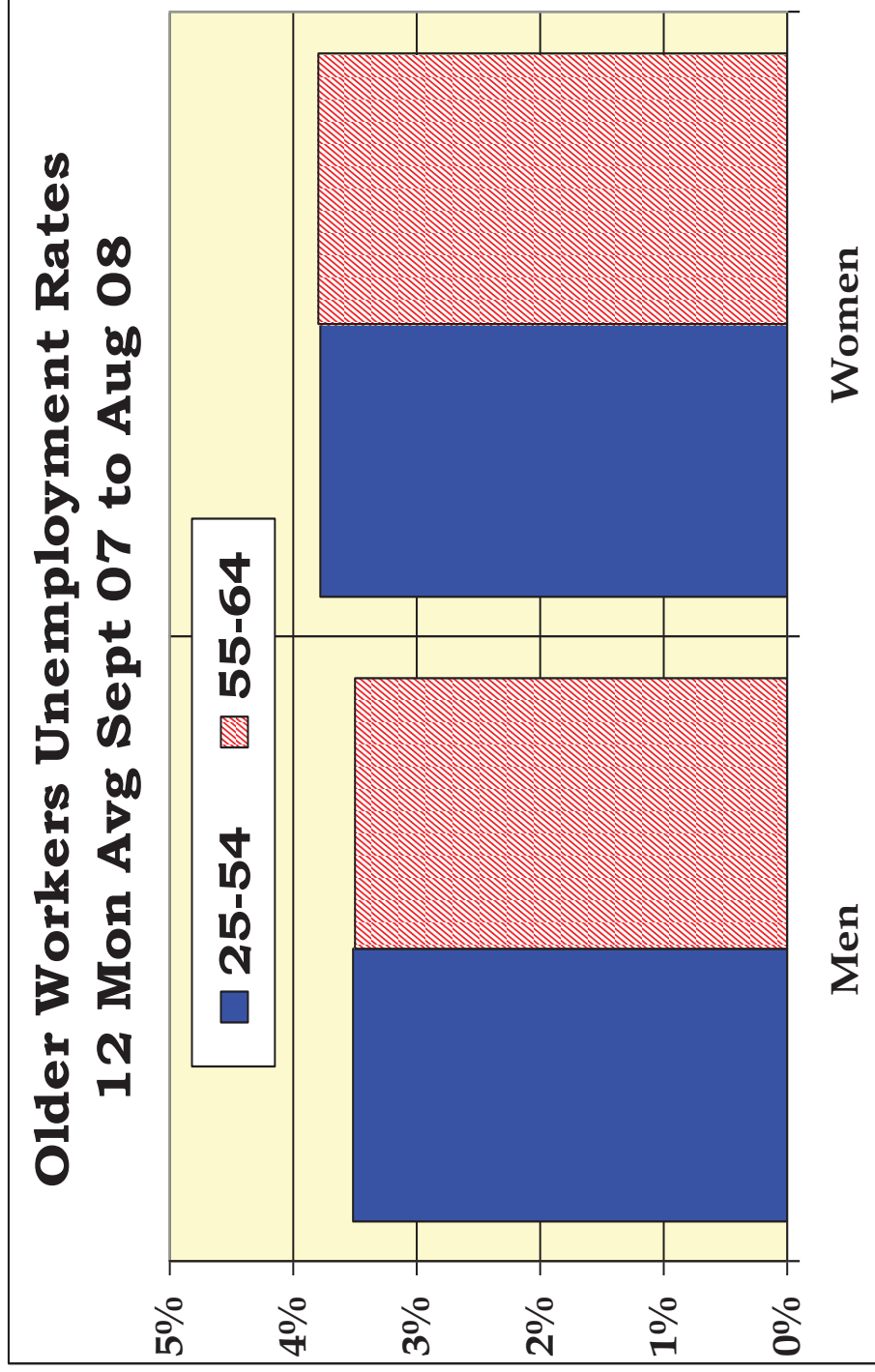


Older Workers 55 to 64 – Employment





Older Workers 55 to 64 – Unemployment

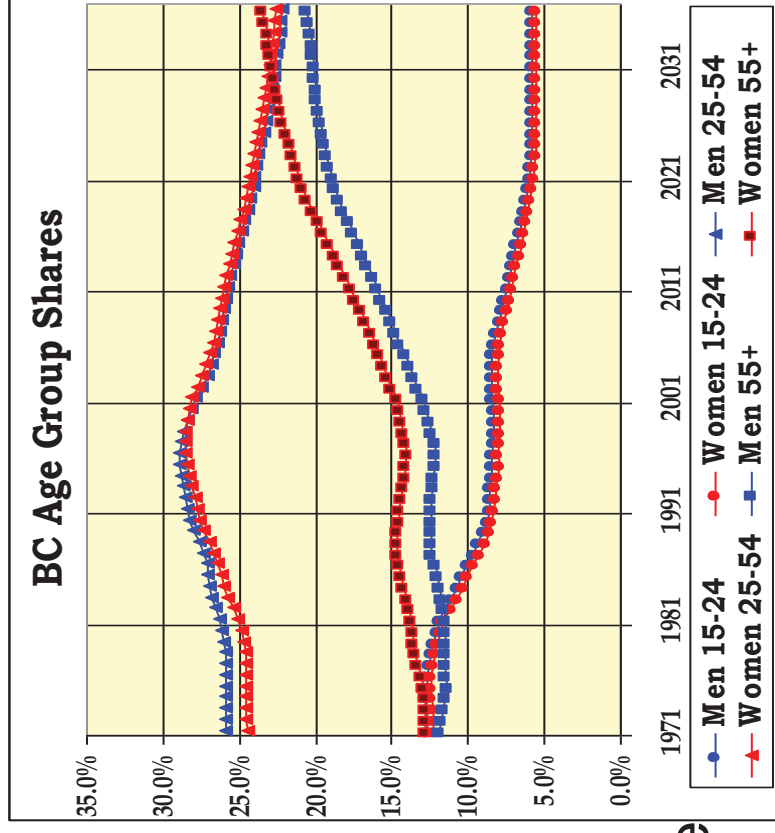


Youth Population



- **Youth are a declining share of the working age population**

- Tends to improve job market position
- But reduces visibility in terms of policy/programming
- In 2009, those 15-24 are 15% of the working age population compared to 25% in the 1970s



Youth (15 to 24 years)



- There are more workers aged 15-24 participating in the labour force. Their participation rate has increased from 61.4% to 67.8% over the last seven years
- Since 2001, youth employment rates have been on an upward trend, increasing by over 10 percentage points to 62.6% in 2006
- The youth unemployment rate, at 7.6% in 2007, was at it lowest level ever. B.C. now has the second-lowest rate of youth unemployment, behind Alberta
- Despite improved labour market conditions, youth with multiple employment barriers (low levels of education, and limited work experience and essential skills) are still experiencing difficulty securing and retaining work

Youth Employment Rates

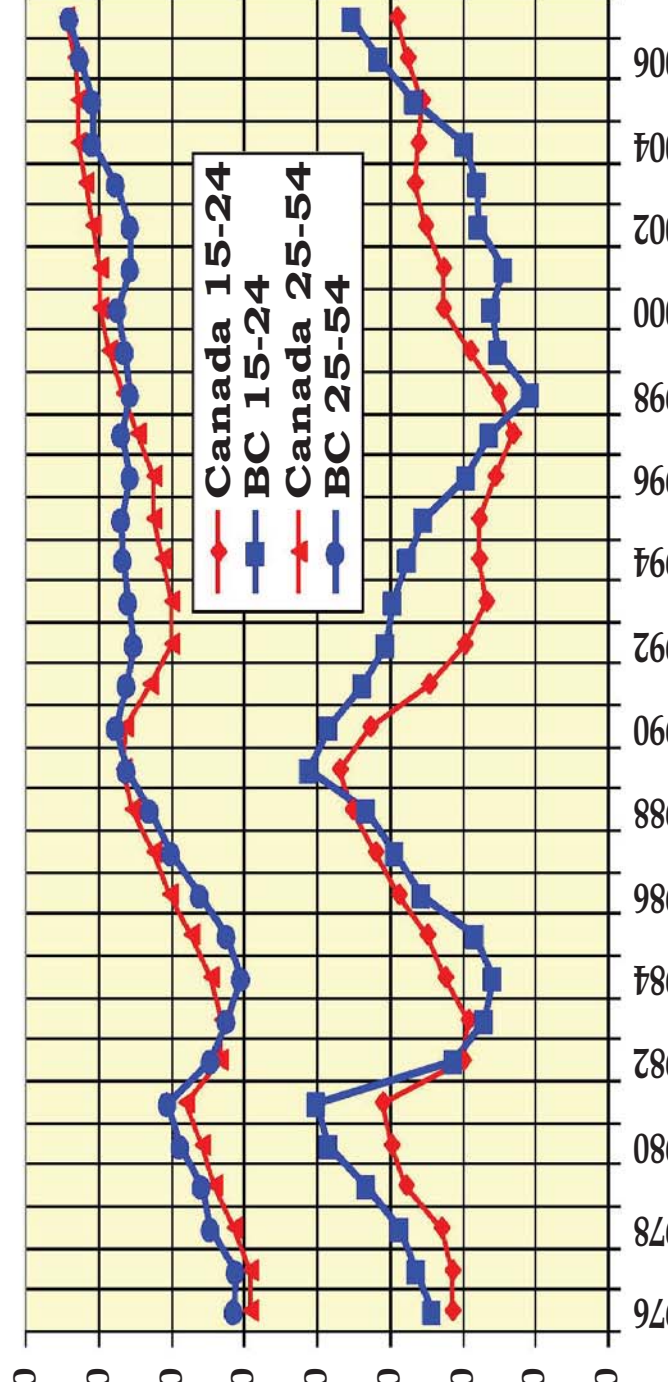


- Employment Rates among youth are quite cyclical
 - They have risen again in the last few years with the general job market after a long period at historically low levels
 - Still not back to peak levels of the late 1970s or late 1980s, and far below those for people 25 to 54
 - BC youth employment rates now above Canadian average in contrast to the previous decade

Youth Employment Rates



**Employment Rates, Youth 15-24 and
Prime Age Workers 25-54**



Youth Unemployment Rates

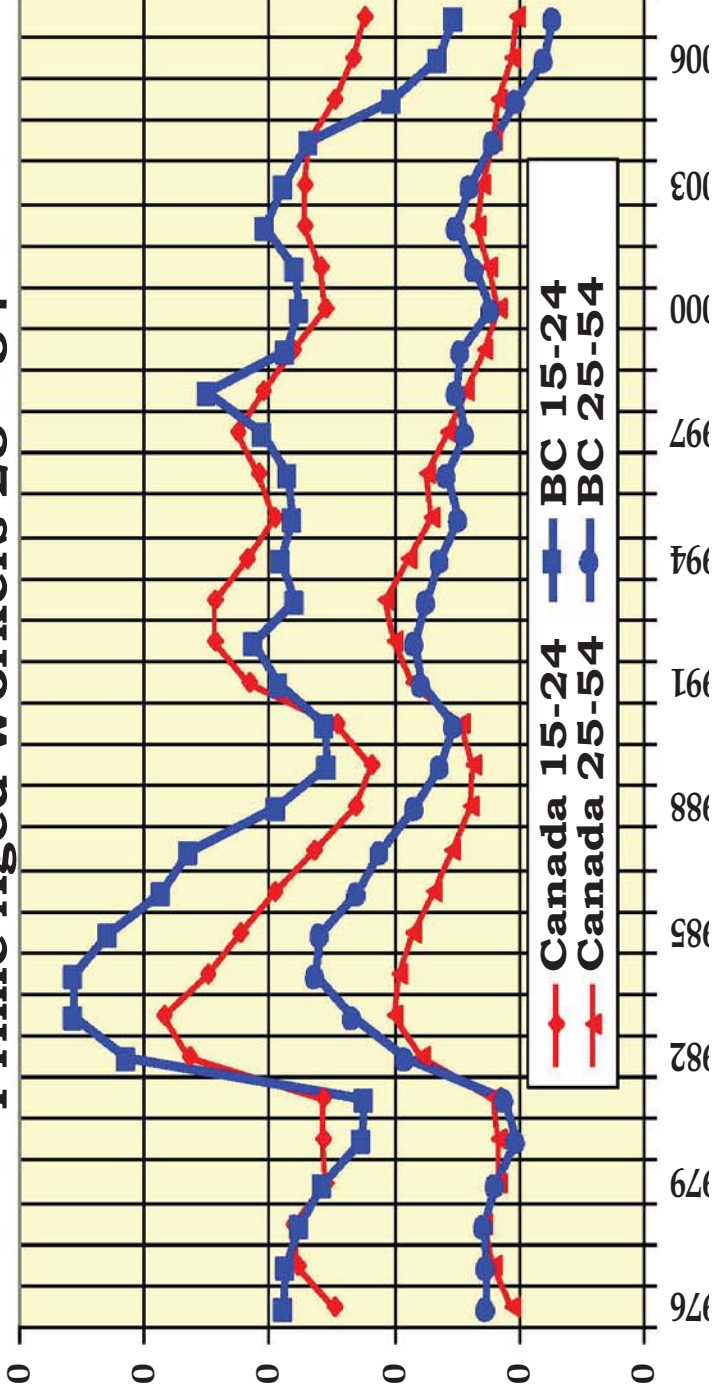


- Youth unemployment rates are even more strongly cyclical than youth employment rates
 - In BC, the gap between the 15 to 24 rates and those for people 25 to 54 are now lower than ever
 - BC youth rates are now below the national average, as are rates for those 25 to 54

Youth Unemployment Rates



**Unemployment Rates, Youth 15- 24 and
Prime Aged Workers 25 - 54**



Immigrants



- Immigration is an important component to increasing skilled labour supply
 - B.C. has the second largest immigrant population in Canada
 - In 2007, B.C. received 38,941 immigrants, a 7.5% decrease from the number of arrivals in 2006. B.C.'s share of total immigration to Canada also decreased from 16.7% in 2006 to 16.4% in 2007
 - 2007 levels were lower than the previous two years, but still the third highest in the last 10 years

SOURCE: 2006 Census; 2007 Immigration Trends Highlights; and Labour Force Survey, Statistics Canada.

Immigrants



- Levels of education among new immigrants to B.C. remain high
 - In 2007, very recent immigrants to B.C. (those arriving in the past five years) aged 25-54 years were more than twice as likely to hold a university degree compared with the Canadian-born population in this age group in B.C. (54% compared with 21%)
 - However, very recent immigrants with a university degree have difficulty finding work in B.C. (8.6% compared to 2.0% for Canadian born counterparts)

SOURCE: 2006 Census; 2007 Immigration Trends Highlights; and Labour Force Survey, Statistics Canada.

Aboriginal People



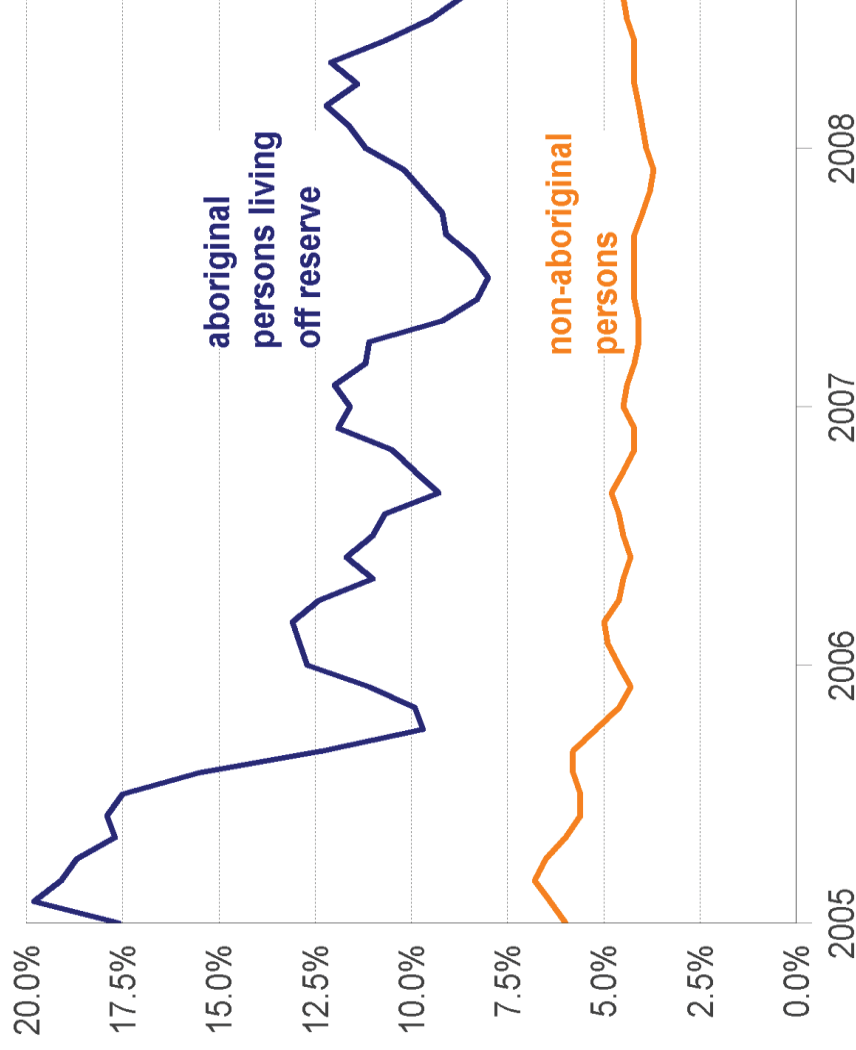
- Aboriginal people are a key source of new labour supply
 - B.C. has the second largest Aboriginal population in Canada
 - Over the past decade, the Aboriginal population has grown four times faster than the non-Aboriginal population
 - B.C.'s Aboriginal population is relatively young as almost 60% are under the age of 35
 - With 63,600 people aged 15 and 64, Aboriginal people comprise 5% of BC's "prime working-age" population (BC Stats, 2008).
- The labour market situation for the Aboriginal off-reserve population has been very responsive to the overall improvement in B.C.'s economy

SOURCE: Statistics Canada 2006 Census



Unemployment Rates for Aboriginal People Living off Reserve in BC

- Labour market conditions for Aboriginal people have improved
 - B.C.'s strong economy has reduced the gap between Aboriginal and non-Aboriginal employment and unemployment rates
 - The gap between the unemployment rates tend to decline for Aboriginal people who possess higher levels of education



SOURCE: Statistics Canada 2006 Census



British Columbians with Disabilities

- According to the 2006 Participation and Activity Limitation Survey, it is estimated that more than 687,000 British Columbians (16% of the population) have a disability, representing one in six British Columbians
- About one in ten people of working age (aged 15-64) in B.C. have a disability that may impact everyday or work activities
- The most common forms of disabilities reported by persons of working age relate to pain, mobility, and agility



British Columbians with Disabilities

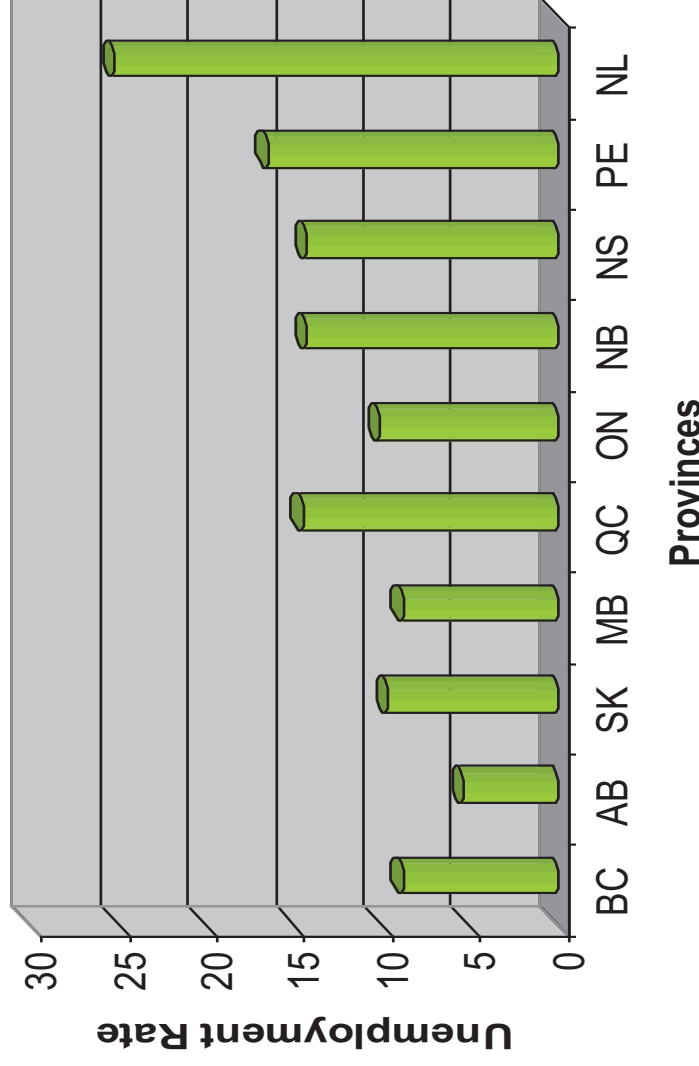
- Labour force activity tends to be low among persons with disabilities
 - Less than 40% of persons who possess some form of disability were participating in the labour market
- From 2001 to 2006, the gap between the disabled and non-disabled populations grew smaller, for both employment and unemployment rates
 - Improvements in B.C. were less than in Alberta
 - Barriers tend to be larger for those with non-physical disabilities including communications
 - Accommodations cited most frequently were modified work hours, ergonomics and job duties

Unemployment for British Columbians with Disabilities



- In BC, the unemployment rate for persons with disabilities is 8.9% (age standardized), compared to 5.7% for persons without a disability

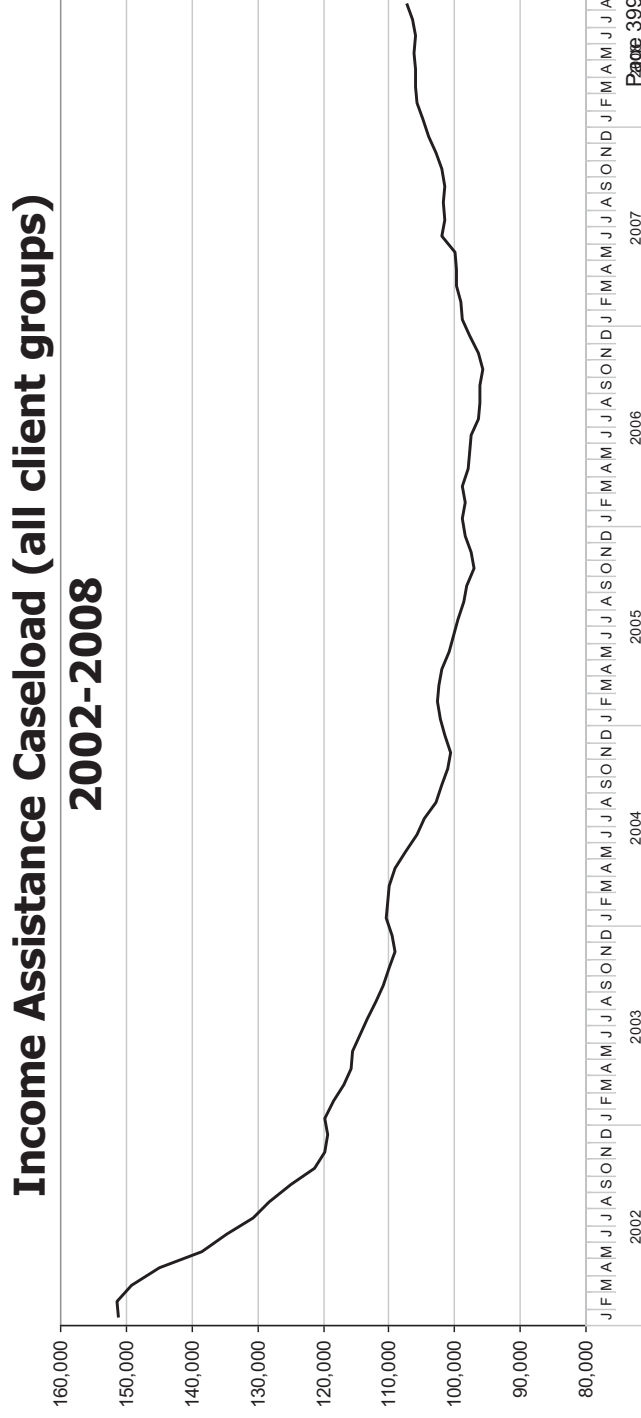
Unemployment Rate - PWD Age Standardized



Income Assistance Trends



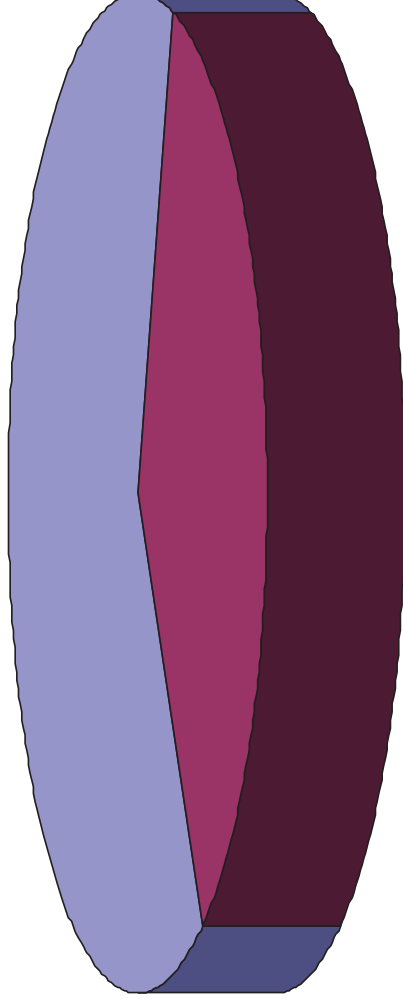
- After declining for 5 years, the total number of cases on income assistance has been rising recently
- Recent growth has been nearly equal between disability assistance cases, and those expected to work



Income Assistance Trends



- Prior to 2002, 70% of those receiving income assistance were on temporary assistance
- Since then this has nearly reversed and in August 63% of the income assistance caseload was receiving disability assistance



■ Disability Assistance ■ Temporary Assistance



Income Assistance - Persons with Disabilities

- In August 2008, the ministry recorded a caseload of 67,362 “Person with Disabilities” (PWD) cases, compared to 64,220 PWD cases reported in August 2007

SOURCE: MHSD Income Assistance Caseload data, August 2008



Income Assistance - Temporary Assistance

- In August 2008 over 50% of temporary assistance clients were expected to work.
 - Most clients who are expected to work remain on income assistance for only a short period of time.
 - Region 3, followed by Region 2 account for the largest portion and combined make up over 50% of the cases.

Questions to consider



- Based on the information provided, what are the key LMDA program implications?
- What trends do YOU see arising?
- How can WE be proactive in responding to labour market needs and opportunities?

Other Sources of Information



- B.C. Population Projections
www.bcstats.gov.bc.ca/data/pop/popproj.asp#admin
- Service Canada's Labour Force Survey (and other LMI products)
<http://www1.servicecanada.gc.ca/en/bc-yk/59/jwtc/lmi/menu.shtml>
- Skilled Worker Immigrants to British Columbia paper
<http://www.bcstats.gov.bc.ca/pubs/immig/imm053sf.pdf>
- "Is there a skill shortage in B.C.?"
<http://www.ecdev.gov.bc.ca/ProgramsAndServices/SkillsDevelopment/is-there-a-shortage.htm>
- Work Futures BC
<http://www.workfutures.bc.ca>
- Projected Occupational Pressures over the coming decade in B.C.
http://www.ecdev.gov.bc.ca/ProgramsAndServices/SkillsDevelopment/pdf_files/Skills_Shortage_List_Jul06.pdf
- BC Population Forecast
<http://www.bcstats.gov.bc.ca/data/pop/pop/project/bctab2.asp>
- BC Ministry of Finance
http://www2.news.gov.bc.ca/news_releases_2005-2009/2006FIN0221-001486.htm B.C. Population Projections
www.bcstats.gov.bc.ca/data/pop/pop/popproj.asp#admin
- Census 2006 Quick Facts
www.bcstats.gov.bc.ca/data/cen06/facts/facts.asp
- Skilled Worker Immigrants to British Columbia paper
www.bcstats.gov.bc.ca/pubs/immig/imm053sf.pdf
- Mature Workers in Alberta and British Columbia
employment.alberta.ca/documents/RRM/PC_mature_workers.pdf
- Older Worker Adjustment Programs Lessons Learned
www11.hrdc-drhc.gc.ca/pls/eddd/OWAP_134000.htm



Prepared by

- **Andrew Taylor, Ministry of Technology, Trade and Economic Development**
- **Lara Dahle, Ministry of Housing and Social Development**
- **Mark Urwin, Ministry of Housing and Social Development**
- **Denise Sandison, Ministry of Housing and Social Development**
- **Leila Hazemi, Ministry of Advanced Education and Labour Market Development**
- **D. Rodney Smelser, Service Canada**
- **Robert Mattioli, Service Canada**

Welch, Carol-Ann MSD:EX

From: MSD Executive Correspondence Services MSD:EX
Sent: Monday, December 6, 2010 11:25 AM
To: s.22
Cc: Minister, CSCD CSCD:EX
Subject: SD Response - 169420

Ref: 169420

s.22

pc: cscd.minister@gov.bc.ca

Dear Ms. s.22

Thank you for your email dated November 9, 2010, addressed to Honourable Stephanie Cadieux, Minister of Community, Sport and Cultural Development, regarding Francophone services in British Columbia. Your email has been received by the Ministry of Social Development's Correspondence Unit for response.

The Ministry of Social Development must consider how to best invest Labour Market Development Agreement (LMDA) funds to ensure the citizens of British Columbia continue to have access to programs and services. We completed a review of all LMDA agreements in order to ensure service continuity is maintained until Business Transformation takes place in March 2012. The review resulted in 268 agreements being extended to March 2012, and 27 agreements being identified for early termination or no further contract extension.

Collège Éducacentre in Prince George was one of the agreements identified for early termination. Both the Centre for Employment Services agreement in Kelowna and Penticton, and the La Boussole agreement in Vancouver, were identified for no further extension past their contract end dates.

These decisions were not made lightly. The Ministry of Social Development took into consideration that there are multiple resources available within the communities that can provide similar services to Francophone clients. Some of these other service providers have bilingual staff available to serve those clients.

There are 11 LMDA agreements being extended to March 31, 2012, that will continue to serve Francophone clients in British Columbia. The provincial government will ensure that all Francophone communities in the province, including Prince George, Kelowna, Penticton and Vancouver, are supported.

We encourage British Columbians to visit our website at www.labourmarketservices.gov.bc.ca/ to learn about the services available to help them with reaching their career goals. Included in the website is the Employment Assistance Services directory, where individuals can find an office location near them to prepare for, obtain and maintain employment.

Thank you again for writing.

Minister's Correspondence Unit
Ministry of Social Development
www.hsd.gov.bc.ca

pc: Honourable Stephanie Cadieux, Minister of Community,
Sport and Cultural Development

From: s.22
Sent: Tuesday, November 9, 2010 1:40 PM
To: Minister, CSCD CSCD:EX
Cc: Centre d' Emploi francophone; ccfo@shawcable.com
Subject: Opposition à la fermeture des Centres d'emploi francophone

Kelowna, 28 octobre 2010

Madame l'Honorable Stephanie Cadieux
Ministre du Développement communautaire, sportif et culturel
Parliament Buildings
Victoria, C.-8. V8V 1X4

Objet : Opposition à la fermeture des centres de services à l'emploi en
français en G.-B.

Madame la Ministre,

Le 5 octobre 2010, j'ai appris que le gouvernement de la Colombie-Britannique avait
avisé 5 centres d'emploi francophones soit Prince-George, Vancouver, Kelowna,
Penticton et New Westminster qu'ils fermeraient leurs portes en 2011.

En tant que citoyenne canadienne vivant en CB, je tiens à vous faire part de mes
inquiétudes face ces fermetures. En effet, je crains que sans le Centre francophone
de services à l'emploi de l'Okanagan, ayant des bureaux situés à Kelowna et
Penticton, les gens qui ont besoin
d'être servis en français n'obtiennent pas un service qui respecte des conditions
satisfaisantes.

Je m'oppose à l'éventuelle fermeture du Centre de services à l'emploi de l'Okanagan.
En conséquence, je demande le maintien des structures qui ont acquis l'expertise
requis pour accélérer l'insertion économique, sociale et communautaire des
francophones.

Nous vous remercions à l'avance du temps que vous prendrez à répondre à mes inquiétudes.

Veillez agréer, Madame la Ministre, mes sentiments les plus respectueux.

s.22

Tel:

s.22

s.22

Welch, Carol-Ann MSD:EX

From: Minister, SDSI SDSI:EX
Sent: Tuesday, January 25, 2011 3:07 PM
To: s.22
Cc: OfficeofthePremier, Office PREM:EX; Stewart.MLA, Ben LASS:EX
Subject: RE: Closure of the Okanagan French Employment Services Centres

Ref: 169810

s.22

pc: premier@gov.bc.ca
ben.stewart.mla@leg.bc.ca

Dear s.22

Thank you for your email dated January 4, 2011, addressed to Karsten Kaemling with the Official Languages Commission, regarding the Okanagan French Employment Services Centre agreement in the Okanagan. As the Minister of Social Development, I am pleased to respond.

In February 2009, under the Labour Market Development Agreement (LMDA), contribution agreements and corresponding service providers were transferred to the province from the federal government. The Ministry of Social Development must consider how to best invest LMDA funds to ensure all citizens of British Columbia have access to similar programs and services in their communities.

To ensure we are investing our funding responsibly, we have taken steps to address unnecessary spending and duplication of services. The ministry completed a review of the LMDA agreements in order to ensure service continuity is maintained until business transformation takes place in March 2012. The review resulted in 268 agreements being extended to March 2012 and 27 agreements being identified for early termination or no further contract extension.

The Okanagan French Employment Services Centre agreement in Kelowna and Penticton was identified for no further extension past their contract end date. There are multiple contracted resources available within the communities that can provide similar services to Francophone clients. When the ministry is making funding decisions, service in communities and continuity of client service is always first and foremost. We stand behind the methodology for making our decisions. Service providers are welcome to bid on future procurement opportunities.

We encourage British Columbians to visit our website at www.labourmarketservices.gov.bc.ca/ to learn about business transformation and the services available to assist them with reaching their career goals. Included in the website is the Employment Assistance Services Directory where individuals can find an office location near them to prepare for, obtain and maintain employment.

Thank you again for writing.

Sincerely,

Kevin Krueger
Minister of Social Development

pc: Honourable Gordon Campbell, Premier
Honourable Ben Stewart, MLA, Westside–Kelowna

From: s.22
Sent: January-04-11 10:37 AM
To: karsten.kaemling@ocol-clo.gc.ca; moorej@parl.gc.ca; Stewart.MLA, Ben
Subject: Closure of the Okanagan French Employment Services Centres

s.22

January 04, 2011

Formal Complaint: Closure of the Okanagan French Employment Services Centre.

Attention: Karsten Kaemling, Official Languages Commission.

Dear Sir,

I would like to make an official complaint to your ministry regarding the closing of the Okanagan French Employment Services Centers in Kelowna and Penticton, BC. I have been a resident of Kelowna for the past 10 years and one of the early client/ volunteer of the Okanagan French Employment Services Centre in Kelowna.

These services are offered in both official languages and provide an excellent opportunity for the new comers and the residents of the Okanagan to network on their researches for employment in the Okanagan.

Ms Mireille Beck and her team at the Okanagan Employment Services Centre have provided me and countless others with a support in my search for employment which I could not find in any other services offered in the Okanagan. It does remind me of the services offered a long ago with Service Canada which provided you with an agent in your search for employment.

Here are some of the services they provide us with:

- Resume and cover letters preparation in both languages and language training
- The use of computers, fax, phone, printer and photocopies
- Personalized services such as upgrading of skills in order to excel in our work search (student loan application etc)
- Emails or phone calls to let you know about openings which we may be qualified
- Networking with the employers in the Okanagan , job postings and bilingual work
- Employment coordination for the fruit pickers and farm workers during the summer months

Recently, I visited the other Employment Services in Kelowna and although some of them pretend they can offer services in both official languages it was not my experience when I asked in French if they could help me. I spoke with other French speaking clients who are looking for another alternative and some told me that it makes them uncomfortable to deal with services only in English.

Early, this month I visited the office in Kelowna of my representative in Ottawa, Mr. Ron Cannan. I was told by one of his staff: This has nothing to do with us since Ottawa has transferred this to the provinces. This person also added: my office wishes people would stop contacting them since it was not their responsibility anymore.

Sir, since when did the official languages implementation has been transferred to the provinces?

The Okanagan is a bilingual region in British-Columbia so why shut down all these successful service in the BC Interior?

Although, I am fluent in both official languages and have been living in Kelowna for the past 10 years I believe that closing the service offered by the Okanagan French Employment Services Centre is going to create many hardships for newcomers and for the residents like myself because it is already extremely difficult to get services in French in the Okanagan.

It is a pity that such a successful service as the one offered by the Okanagan French Employment Services Centre is being closed. It does make one feel as a second rate Canadian in one's own country.

Sincerely,

s.22

Welch, Carol-Ann MSD:EX

From: Minister, SDSI SDSI:EX
Sent: Friday, December 3, 2010 12:01 PM
To: s.22
Subject: SD Response - 169196
Attachments: Carte postale de Prince George-Octobre 2010.pdf

Ref: 169196

s.22

Dear s.22

Thank you for your email dated October 17, 2010, addressed to the Honourable Rich Coleman, former Minister of Housing and Social Development, regarding Labour Market Development Agreement programs. As Minister of Social Development, I am pleased to respond.

The Ministry of Social Development must consider how best to invest Labour Market Development Agreement (LMDA) funds to ensure the citizens of British Columbia continue to have access to programs and services. We completed a review of all LMDAs in order to ensure service continuity is maintained until business transformation takes place in March 2012. This review resulted in the extension of 268 agreements to March 2012 and the identification of 28 agreements for early termination or no further contract extension.

Collège Éducacentre was one of the agreements identified for early termination. This decision was not made lightly. The ministry took into consideration that there are other resources available within the community that can provide similar services to French-speaking individuals. These other service providers have bilingual staff available to serve those clients. The provincial government will ensure that the Francophone community in Prince George is supported.

We encourage the citizens of British Columbia to visit our website at www.labourmarketservices.gov.bc.ca/ to learn about the services available to assist people with reaching their career goals. Included in the website is the Employment Assistance Services Directory, where individuals can find an office location near them to prepare for, obtain and maintain employment.

Thank you again for writing.

Sincerely,

Kevin Krueger
Minister of Social Development

From:

s.22

Sent: Sunday, October 17, 2010 11:11 AM

To: MacDiarmid.MLA, Margaret LASS:EX; Bond.MLA, Shirley LASS:EX; HSD Minister HSD:EX; Minister, IGR IGRS:EX

Subject: Support French Employment Services/Maintien des Services Francophone d'Aide a l'Emploi

Dear Government Officials,

I am sending this message in support of the maintenance of French employment services in Prince George, BC. I have recently been advised that cutbacks to the program will result in Collège Educacentre closing its doors. I believe this to be unacceptable. Collège Educacentre provides employment training and access to other employment tools to the Francophone community. This agency also helps French speaking individuals to learn English. Collège Educacentre is extremely culturally important in the Prince George Francophone community. I hope that you will reconsider the budget cutbacks for this particular agency as its services are extremely valuable to this region, especially given the current economic times.

Respectfully and sincerely,

s.22

**A wave of support for employment services
in French in Prince George**



Ten years of funding to Collège Éducentric
College for employment services in French in
Prince George has ensured that French speaking
Canadians and immigrants have had access to job
search resources, counseling and training. Over this
period nearly 10,000 people have benefited from
these services, of which 1,000 have found gainful
employment. The incredible impact on the lives of all
these people is undeniable.

On September 23, Collège Éducentric College
was informed by the Ministry of Housing and Social
Development that the existing contract would end
January 30, 2011.

I strongly support the reinstatement of the funding to
Collège Éducentric College so that they can
continue to offer access to quality employment
services in French in Prince George.

From: _____

Address: _____

PLEASE
PLACE
STAMP
HERE

| Location | Name | Organisation | Email |
|----------------|---------------------------------------|--|--|
| Kelowna | Audrey Barron | THEO BC - Kamloops | abarron@theobc.org |
| Prince George | Ray Gerow | Aboriginal Business Development Association | abdc@bcgroup.net |
| Victoria | Abigail Fulton | BC Construction Association | abigailf@bccasn.com |
| Williams Lake | Anne Burrill | Cariboo Friendship Society | aburrill@willamslake.ca |
| Kelowna | Ellen Boelcke | Access to Employment, Kelowna and District for People In | accesstoemployment@telus.net |
| Quesnel | April Cheng | Quesnel Community and Economic Development | acheng@quesnelcorp.com |
| Vernon | Diane Young, Secretary | Action Committee for Persons with a Disability | acpd@actioncommittee.ca |
| Williams Lake | Alberto DeFeo, CEO | City of Williams Lake | adefeo@willamslake.ca |
| Kelowna | Angela deBurger, Manager | YMCA-YWCA of the Central Okanagan | adelburger@ymca-ywca.com |
| Kelowna | Amy Moore | Chase and District Chamber of Commerce | admin@chasechamber.com |
| Kelowna | Martha Mathews | Central Interior Partners AHRDA | admin@cipahrd.org |
| Kamloops | Robert Moody | Shuswap Nation Tribal Council Society | admin@cipahrd.org |
| Powell River | Linda Cosentino | Club Bon Accueil | admin@clubbonaccueil.com |
| Nanaimo | Carroll Xavier | Downtown Nanaimo Partnership | admin@nanaimodowntown.com |
| Surrey | Carolynn Hansen | SCCI Project Restart | admin@sccl-1.com |
| Vancouver | Isabella Kessel | Vancouver International Fringe Festival | administration@vancouverfringe.com |
| Duncan | Michelle Staples | Cowichan Intercultural Festival of Film | aff.info@cowichan.net |
| Kitimat | Diane Dessureault | Association des Francophones et Francophiles au Nord- | affno@tleus.net |
| Kelowna | Ann Forrest | Vernon & District Women's Centre | forrest@uniserve.com |
| Salmon Arm | Ann Henderson, Director | Municipality of Salmo (RDCK) | s.22 |
| 100 Mile House | Anny Horton, President | A. Horton Consulting Services Inc. | s.22 |
| Victoria | Angela Hudson | St. Vincent de Paul | ahudson1@svdpvictoria.com |
| Surrey | Anne Kadwell | HortEducationBC | akadwell@horteducationbc.com |
| Vancouver | Arlene Keis | GO2 Tourism HR Society | akeis@ggo2hr.ca |
| Surrey | Angela (Angie) Kwok | BC Centre for Ability Association | akwok@centreforability.bc.ca |
| Vancouver | Al Mulholland | Community Futures - Sunshine Coast | Al.mulholland@communityfutures.org |
| Nelson | Alana Brown | Kootenay Career Development Society | alana.brown@kcds.ca |
| Trail | Donna Ginther, Executive Director | Adult Learning Development Assoc | aldaceo@telus.net |
| Vancouver | Darci Knibb | ALDA | aldaexec@telus.net |
| Vancouver | Alex Lui | Strathcona Employment Assistance Services | s.22 |
| Kelowna | Alexis Welsh | Community Futures Okanagan Similkameen | alexis@cfokanagan.com |
| Victoria | Alvaro Moreno | Community Council | alvaro@communitycouncil.ca |
| Williams Lake | Alan Madriga | Cariboo Chilcotin AHRDA | amadrigma@willamslake.ca |
| Hazelton | Alice Maitland | Northwest Community College | Amaitland@nwcc.bc.ca |
| Vancouver | Amelia Shaw | Translink | amelia_shaw@translink.bc.ca |
| Victoria | Ann MacGillivray | Employment Navigators | amg@employmentnavigators.com |
| Victoria | Janice Patrick | Employment Navigators | amg@employmentnavigators.com |
| Vancouver | Angela Mojak | Vancouver Sunshine Coast AHRDA | amojak@fnes.ca |
| Victoria | Amy Woodruffe | Federation of Community Social Services | amy@fcssbc.ca |
| Victoria | Angelo Belcastro | Royal Roads University | angelo.belcastro@royalroads.ca |
| Burnaby | Anita Yuen | SUCCESS | anita.yuen@success.bc.ca |
| Surrey | Ann Coats, Executive Assistant to the | Trinity Western University | ann_coats@twu.ca |
| Courtenay | Ann Norris | Global Vocational Services Inc. | ann@globalvocationalservices.com |
| Kitimat | Anne Moylis | Kitimat Community Services Society | anne.kcss@telus.net |
| Vancouver | Anne Olsen | Vancouver Public Library | anneols@vpl.ca |

| Location | Name | Organisation | Email |
|----------------|---|--|--|
| Fort St. John | Annette Jones | Employment Connections | Annette@employmentconnections.bc.ca |
| Abbotsford | Margaret Hardy | Focus Disability Network | annettew@focusdisability.ca |
| Fort St. John | April Bouchie | Employment Connections | april@employmentconnections.bc.ca |
| Surrey | Anne Mason | SFU - Administrative & Financial Staff Association | apsa@sfu.ca |
| Fort St. John | Arden Smith | Catholic Social Services | arden@neonet.bc.ca |
| Courtenay | Steve Arnett | Nanaimo Youth Services Association | arnetts@nysa.bc.ca |
| Abbotsford | Amice Asquin | Win Resources | s.22 |
| Terrace | Alice Smith | Upper Skeena Development Centre: | asmith@usdc.bc.ca |
| Castlegar | Harry Stan | Ashland Employment Resource Centre | atc@ashlandtrn.com |
| Chilliwack | Austin Underwood | Triangle Resources | austin@trianqlerresources.com |
| Victoria | Don Avison | University Presidents | avisond@tupc.bc.ca |
| Vancouver | Andrew Wilhelm-Boyles | BC Cultural Sector Development Council (Alliance) | awb@allianceforarts.com |
| Kelowna | Bill Vass | CIFN/CFCD | s.22 |
| Courtenay | Betty-Anne Juba | Lush Valley Food Action Society | baj@lushcomoxvalley.org |
| Prince George | Baljit Sethi | Immigrant & Multicultural Services (IMSS) | baljit.imss@shawcable.com |
| Courtenay | Barbra Rumney | Nanaimo Region John Howard Society | barb.jhsnan@shawcable.com |
| Vernon | Barbara Levesque | The John Howard Society of the North Okanagan | barbara.levesque@jhsnok.ca |
| Surrey | Barry Goodwin | Progressive Intercultural Community Services (PICS) | barry.goodwin@pics.bc.ca |
| Terrace | Barb Basanti | Transitions Career Consultants | bbasanti.tcc@telus.net |
| Vancouver | Bill Beatty | United Chinese Community Enrichment Services Society | bbeatty@success.bc.ca |
| Williams Lake | Brian Carruthers, GM Community Services | City of Williams Lake | bcarruthers@williamslake.ca |
| Victoria | Bruce Carter | Victoria Chamber of Commerce | bcarter@gvcc.org |
| Barriere | Rob Rutten | BARRIERE & DISTRICT CHAMBER OF COMMERCE | bccc@telus.net |
| Vancouver | Bob Grant | BC Council of Professional Fish Harvesters | bccph@telus.net |
| Kelowna | Lorne Richardson | Barriere and District Chamber of Comm | bcoc@telus.net |
| Langley | Louise Yako | British Columbia Trucking Association | bcta@bctrucking.com |
| Bella Coola | Lori Campbell, Executive Director | Bella Coola Valley Learning Society | bcvls@yahoo.ca |
| Quesnel | Lindy Gilson | Bear Valley Consulting | beavaly@quesnelbc.com |
| Duncan | Bert Forrester | MOSAIC TRAINING SOLUTIONS | bert.forrester@mosaictraining.ca |
| Abbotsford | Bev Funk | Triangle Resources | bev@triangleresources.com |
| Courtenay | Bev Moquin | Valleylinks | bev@valleylinks.net |
| Fort St. John | Beth Wilson | Obair Economic Society | bewilson@pris.bc.ca |
| Kelowna | Brianne Gale | Okanagan Boys and Girls Club | bgale@boysandgirlsclubs.ca |
| Parksville | Bob Grant | Community Fisheries Development Centre | s.22 |
| Campbell River | Bill Halstead, General Manager | City of Campbell River | bill.halstead@campbellriver.ca |
| Prince George | Bill McRoberts | UFCW Local 247 Training & Education Centre Society | s.22 |
| Victoria | Bruce Dumont | Metis Association | bkaternick@mnbc.ca |
| Courtenay | Blain Sepos | Oceanside Tourism Association | blain@oceansidetourism.com |
| Prince George | | Burns Lake Chamber of Commerce | bldcoc@telus.net |
| Fort St. John | Brad Lyon, Communications Manager | Northern Lights College - Fort St John campus | blvon@nlc.bc.ca |
| Courtenay | Brad Madelung (CEO/Port Manager) | Port Alberni Port Authority | bmadelung.papa@telus.net |
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|----------------|-----------------------------------|--|--|
| Cranbrook | Susan Lussier | Community Futures | susan@cfek.ca |
| Surrey | Susan Brown | Surrey Employment Resource Centre | susan@sec-n.com |
| Prince George | Susan Stearns | Community Futures Fraser Fort George | susans@cfdc.bc.ca |
| Victoria | Suzanne Cole | Burnside Gorge Community Association | suzanne-bgca@shaw.ca |
| Surrey | Sylvia Metz | Fraser Employment Resource Centre | Sylvia@fraserside.bc.ca |
| Kitimat | Tammy Seivewright | Kitimat Community Services Society | tammy.kcss@telus.net |
| Vancouver | Tannis Goddard - President | TII Training Innovations Inc. (HS) BURNABY SESSION | tannis.goddard@training-innovations.com |
| Vancouver | Gregg Taylor | Transitions Career & Business Consultants Inc. | gregg@transitions.ca |
| Victoria | Jim Taylor | Spectrum Job Search Society | jim@spectrumjobsearch.com |
| Kelowna | Tania Bennett | JobWave, WCG International HR Solutions | tbennett@wcginternational.com |
| Port Coquitlam | Tom Burnell | THEO BC - Fraser Region | tburnell@theobc.org |
| Trail | No Name General Mail | Trail Chamber of Commerce | tcocm@netidea.com |
| Kelowna | Terry Cotter | BC Wine Institute | tcotter@winebc.com |
| Vancouver | Michael Hutchison | Bethel Land Corporation | TDonohue@bethelcorp.ca |
| Salmon Arm | Ted Wilson | Snowy Owl Counselling Inc. | ted@snowyowl.ca |
| Kelowna | Terence Byrne | Ministry of Housing and Social Development | Terence.Byrne@gov.bc.ca |
| Abbotsford | Teresa Pippus | Community Futures South Fraser | teresa.pippus@southfraser.com |
| Fort St. John | Teresa German | Employment Connections | teresa@employmentconnections.bc.ca |
| Courtenay | Terrence Eissfeldt (President) | Port McNeill Chamber of Commerce | terrence@portmcneill.ca |
| Prince George | Terry Pipkey | Career and Employment, CNIB | Terry.Pipkey@cnib.ca |
| Surrey | Pam Tetarenko | The Training Group at Douglas College | tetarenko@douglas.bc.ca |
| Courtenay | Theresa Mayoh | ETHOS Career Management Group Ltd. | theresa@ethoscmg.com |
| Vancouver | Thomas Yeung | S.U.C.C.E.S.S. | Thomasyeung@success.bc.ca |
| Surrey | Tilak Dewan | Progressive Intercultural Community Services Society | Tilak.dewan@pics.bc.ca |
| Victoria | Tim Brigham | Royal Roads University | tim.brigham@royalroads.ca |
| Kamloops | Tim Larose | New Life Mission | tim@newlifemission.ca |
| Surrey | Tracey Matsuda | School District 37 - Admin Assistant | tmatsuda@deltasd.bc.ca |
| Vancouver | Teri Nicholas, Executive Director | Family Services of Greater Vancouver: | tnicholas@fsgv.ca |
| Cranbrook | Melba Hanson | Cranbrook & District Community Foundation | melba@discovernelson.com |
| Nelson | Tom Thomson | Nelson Chamber of Commerce | tom@discovernelson.com |
| Vancouver | Tom Young | West Vancouver Chamber of Commerce | tom@westvancouver.com |
| Courtenay | Tony Bellavia | Vancouver Island University | tony.bellavia@viu.ca |
| Surrey | Tony Singh | Fruiticana (Small Business Roundtable) | tony.singh@fruiticana.com |
| Kelowna | Kelly Reid | Tourism Penticton | tourism@penticton.org |
| Prince Rupert | Bruce Wishart | Tourism Prince Rupert | tp@citytel.net |
| Salmon Arm | Tom Price | Community Futures - Shuswap | tprice@futureshwap.com |
| Surrey | Tracey Schroeder | Fraser Health Authority | tracey.schroeder@fraserhealth.ca |
| Williams Lake | Tracy Withers | Bear Valley Consulting | Tracy@bvconsulting.ca |
| Kelowna | Patrick Roy | Central Interior Trades & Apprenticeship Centre | tradesinternational@shaw.ca |
| Surrey | Michele Nicol | Career Connections Training Centre | training@career-connections.net |
| Trail | JAN LEGASPI | Tumbler Ridge Employment Needs Development S | trends@pris.bc.ca |
| Williams Lake | Trevor Barnes | Jubilee Care/Canadian Mental Health Association | trevor.barnes@cmhawl.org |
| Abbotsford | Trevor Throness | Strategic Corporate Resolutions | trevor@strategyforbusiness.com |
| Prince George | Trevor Williams | Prince George United Way | trevorw@pguw.bc.ca |
| Surrey | Tom Tait | Coquitlam College | ttait@coquitlamcollege.com |

| Location | Name | Organisation | Email |
|---------------|---|--|----------------------------------|
| Vancouver | Dr. Trevor Toone | Columbia College | ftoone@columbiacollege.bc.ca |
| Valemount | Timothy Welsh | Affiliation of Multicultural Societies and Service Agencies of | twelsh@amssa.org |
| Nelson | Tracey Whiting | College of the Rockies | twhting@coftr.bc.ca |
| Williams Lake | Jaylyn Byer | Williams Lake & District Chamber of Commerce | twlake@telus.net |
| Victoria | Beryl Swan | T.Y.E.S. Transition Youth Employment Services Society | tyes.1@shawcable.com |
| Victoria | Beverly Anderson | T.Y.E.S. Transition Youth Employment Services Society | tyes.2@shawcable.com |
| Prince George | Boota Johal, Business Agent | United Steelworkers Local 1-425 | usw1-424boota@telus.net |
| Prince George | Kathy Everitt, Adminstration/Dues Clerk | United Steelworkers Local 1-424 | usw1-424kathy@telus.net |
| Kelowna | Val Trevis | Vernon Chamber of Commerce | val@vernonchamber.ca |
| Victoria | Val Green | Greater Victoria Volunteer Society | val@volunteervictoria.bc.ca |
| Victoria | Van Green | Volunteer Victoria | val@volunteervictoria.bc.ca |
| Surrey | Val Sichello | MYERT Corps Inc. | valeries@myvert.ca |
| Victoria | Val Beaman | Triumph | vbeaman@triumphvocational.com |
| Bella Bella | Mavis Windsor | Heiltsuk Tribal Council | vbowack@bellabella.net |
| Kelowna | Betty Johnson | Vernon & District Immigrant Services Society | vdiss@shaw.ca |
| Kelowna | Carol Wutzke | Vernon & District Immigrant Services Society | vdiss@shaw.ca |
| Penticton | Verlaine Murphy | VerTek Diversified Services Ltd | verlaine@workzonebc.com |
| Vernon | Maurie Deaton - Volunteer | Kelowna Habitat for Humanity Society | vernonhabitat@yahoo.ca |
| Prince George | Véronique Hadikin | Job Coach, Prince George Campus | veroniquehadikin@educacentre.com |
| Williams Lake | Claudia Blair | Williams Lake & District Chamber of Commerce | visitors@telus.net |
| Nanaimo | Ingrid Tanasichuk | Vancouver Island Vocational & Rehab Services Ltd. | vivrs@shaw.ca |
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| Vancouver | Vivian Macdonald | YWCA Career Services | vmacdonald@ywcavan.org |
| Victoria | Shelia Walker | Spectrum Job Search Society | walkers@spectrumjobsearch.com |
| Prince George | Warren Waycheshen, Chief Administrative | District of Mackenzie | warren@district.mackenzie.bc.ca |
| Abbotsford | Wayne Green | United Way of the Fraser Valley | wayne@uwfv.bc.ca |
| Prince George | Wayne Cripps, Human Resources Officer | District of Mackenzie | wcripps@district.mackenzie.bc.ca |
| Kelowna | Wendy McCulloch | Community Futures – Boundary Area | wendy@boundarycf.com |
| Abbotsford | Bruce Buxton | Buxton Consulting Ltd | wendy@buxtonconsulting.bc.ca |
| Williams Lake | Wendy Whyte | Community Futures Development Corporation of Cariboo- | wendy@cfcdccariboo.com |
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| Victoria | Warren Jones | Cowichan Valley | wjones@civr.bc.ca |
| Surrey | Winston Leckie | ORW | wleckie@orw.ca |
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| Victoria | Yves Aquin | La Société Francophone de Victoria | yaquin@francocentre.com |
| Vancouver | France Vachon | College Educacentre College | yasminmartinez@educacentre.com |
| Terrace | Yvonne Mack | Northwest Training Ltd. | ymack@northwestcareers.bc.ca |



Expert Advisory Panel on Specialized Populations

Ministry of Social Development
Employment and Labour Market Services Division

Chris R. Arnold/Skeena

Chris Arnold is the Clinical Director of the Provincial Networking Group Inc. Previously, he was the Group Home Manager with Thompson Community Services. Active in the community, he is a volunteer HUB committee member with BC EmployNet and a former committee member with BC Association of Community Living Employment Committee. Mr. Arnold previously served as a board member and Treasurer with ASPECT and HEA, a US non profit organization. He holds his Instructor Diploma in Post Secondary from Vancouver Community College.

Darrell Burnham (Chair)/Port Moody-Coquitlam

Darrell Burnham is the Executive Director of Coast Mental Health. Previously, he was the Executive Director and Administrative Director of SHARE Family and Community Services. Active in the community, he is a Director of Youth Services with the Rotary Club of Port Moody and a Leadership Council Member of Government Non-Profit Initiative. Previously, Mr. Burnham was an Instructor with Rotary Pacific Northwest Presidents Elect Training Seminar, an Assistant Governor with Rotary District 5050, a member with Persons with Disability Advisory Committee, and a member of the Mental Health and Addiction Services Policy Investigative Team. In addition, he served as Vice Chair and Chair of the Governance and Human Resource Committees with the Health Employers Association of BC. Mr. Burnham holds his Bachelor of Arts in Economics and Psychology and his Master of Business Administration from Simon Fraser University.

Kristina A. Fairholm/Victoria-Beacon Hill

Kristina Fairholm is a former Director of Social Enterprise, Policy and Planning and a Strategic Policy Advisor with Planned Lifetime Advocacy Network. In addition, she is a Course Instructor in the Social Dimensions of Sustainability at Simon Fraser University. Previously, Ms. Fairholm was the Community Grants Manager and a Social Enterprise Contractor with Vancity Community Foundation. Prior to that, she was a Business Development Coordinator with the Canadian Mental Health Association, Vancouver Burnaby Branch. Active in the community, Ms. Fairholm is a Social Enterprise Consultant with the Burnaby Association for Community Inclusion. Previously, she was a Homelessness Fund Consultant with the Vancity Community Foundation, the Founder and Coordinator of Downtown Eastside Women's Leadership Network with the Potluck Cafe Society, a Sustainability Event Organizer with 30 Days of Sustainability, and a committee member with the Canadian National Conference on Social Enterprise. Ms. Fairholm holds her Bachelor of Arts in Child and Youth Care from the University of Victoria, her Diploma in International Business Management from Capilano College, and her Master of Arts in International Leadership from Simon Fraser University.



Xiaoxu (Freeman) Qu/Peace River North

Freeman Qu is the Chief Physiotherapist and Rehabilitation Manager with Northern Health in Fort St. John. Previously, he was a Staff Physiotherapist with Interior Health in Kelowna and a self employed Physiotherapist Consultant in Toronto. Active in the community, Mr. Qu is a committee member with the Mayor's Disability Advisory Committee in Fort St. John and a former Director with the College of Physical Therapists of BC. He holds his Bachelor of Medicine from Beijing Medical University in China and his Doctor of Physical Therapy from Des Moines University in Iowa.

Christine Sotteau/Vancouver-Fairview

Christine Sotteau is the Executive Director of Le Federation des Francophones de la Colombie-Britannique (FFCB). Previously, she was a Government Relations and Research Coordinator with FFCB and the Executive Director of Le Boussole Community Center. Active in the community, she is a member of the Canadian Club. Ms. Sotteau holds her Bachelor of Arts in English from La Sorbonne in Paris, France.

Laverne C. Thompson/Vancouver-Hastings

Laverne Thompson is Faculty in the Developmental Studies Department at Capilano University. Previously, she was Faculty in the Therapeutic Recreation Program with Douglas College. Active in the community, she is a member, Co-Treasurer, and former Chair with the Disability Resource Network. Previously, Ms. Thompson served as a Co-ordinator with the Access Work Experience Programs at Capilano University, a member and Chair of the Vancouver District Parents Advisory Council, and a member of the Inner City Parent Advisory Council. She holds her Bachelor of Arts from the University of Saskatchewan, her Teaching Certificate from Simon Fraser University, and her Master of Education from Lesley University.

Thomas Y.O. Yeung/Richmond Centre

Thomas Yeung was the Director of Employment Services with S.U.C.C.E.S.S. Previously, he was a Services Coordinator with S.U.C.C.E.S.S. and prior to that, a lecturer at the City University of Hong Kong. Active in the community, Mr. Yeung served as a Community Services Advisor with the Salvation Army, a Director with the BC Career Development Association, a Governor with the Canadian Career Development Foundation, and an Advisor with the Regional Ethno-cultural Advisory Committee with the National Parole Board. Professionally, he is a member of the BC Career Development Association and a life member with the Hong Kong Social Workers' Association. Mr. Yeung holds his Bachelor of Social Science and his Master of Social Work with the Chinese University of Hong Kong.



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Business and Structure

The purpose of the External Advisory Panel and the Expert Advisory Panel on Specialized Populations are to monitor the performance of the new Employment Program of British Columbia (the "Program") and advise the Ministry of Social Development on how well the Program is meeting the employment service needs of British Columbians. For the purposes of the program, Specialized Populations include immigrants, youth, Aboriginal peoples, Francophones, persons with disabilities, survivors of violence, persons with multiple barriers and people living in rural and remote parts of the province.

The new Program will be launched on April 2, 2012 and will serve all British Columbians eligible to work in Canada and seeking employment. The Program replaces ten existing provincially and federally funded employment programs by combining all services into one integrated service model.

The Province will invest \$341.2 million in employment services for 2011-12. The new Program will be accessed through Employment Services Centres located in 73 geographic catchment areas spanning the province. The Ministry of Social Development has procured a contractor to deliver the Program in each catchment area.

<http://www.labourmarketservices.gov.bc.ca/>

Strategic Direction

The purpose of the new Employment Program of British Columbia is to support clients to obtain and maintain employment. The Ministry intends that the Program will achieve the following outcomes for individuals, employers and communities who access or benefit from Program services.

Outcome 1: Clients become more independent, through achieving and maintaining sustainable labour market attachments, or community attachments, where labour market attachment is not possible at the time.

- Clients become employed, with earnings that eliminate or reduce dependence on income supports; and,
- Clients, who are not ready for employment, establish labour market or community attachment that promotes self-reliance and increased independence.

Outcome 2: Clients receive services that are aligned with labour market needs and opportunities.

- Program services received by clients contributed to their labour market or community attachment; and,
- Program services are aligned with labour market needs and opportunities.

Outcome 3: Labour market services available to clients are aligned with employers' and communities' needs and opportunities.

- Communities, employers and individuals can readily access services;
- Individuals at risk of losing their labour market attachment receive services at the earliest possible time; and,
- Employers utilize Program services to help fill their labour market needs.

The Program is being introduced with an extensive performance management system to enable the Ministry to assess and adjust the Program to ensure it achieves its stated purpose and anticipated outcomes.

The ministry intends that specialized populations will continue to receive services that are equivalent to, or exceed, the services they receive today. The performance management system has been designed to track services to specialized populations.

Governance Structure

The Chair and Panel members will be appointed by government.

The External Advisory Panel and the Expert Advisory Panel on Specialized Populations are two of four bodies making up the corporate governance structure of the new Program. Other governance bodies are: a Ministry Program Steering Committee and a Corporate Program Advisory Committee.

Board Responsibilities and Accountabilities

Role

External Advisory Panel:

The External Advisory Panel will provide advice and recommendations on the operation and enhancement of the Employment Program of British Columbia

Responsibilities

- Monitor overall Program access and service quality;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports from the Program as required to discharge the Panel's responsibilities;
- Create sub-committees or work groups as required;
- Request best practice studies or analyses from the Centre for Employment Excellence;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry.

Scope

The External Advisory Panel focuses on:

- Reviewing the effectiveness of the Program as a whole;
- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all clients accessing the Program; and
- Providing advice and recommendations for Ministry's consideration and decision that are aligned with Program objectives, within the Ministry's mandate and accountabilities and that do not duplicate existing available programming.

The External Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs or interests of individuals or specific population groups; or
- Assess or comment on the performance of individual Program contractors or service providers.

Accountabilities

In carrying out its work, the External Advisory Panel operates within the broad policy direction and budget set by the Ministry of Social Development. In addition the Panel will be accountable to the Terms of Reference jointly developed and agreed to between it and the Ministry.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Role

Expert Advisory Panel on Specialized Populations

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry of Social Development, in support of the Ministry's role of ensuring that the Employment Program of BC meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include immigrants, youth, Aboriginal peoples, Francophones, persons with disabilities, survivors of violence, persons with multiple barriers and people living in rural and remote parts of the province.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports and data from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the Ministry can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;
- Request best practice studies or analyses from the Centre for Employment Excellence;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry.

Scope

The Expert Advisory Panel focuses on:

- Reviewing the effectiveness of the Program from the perspective and interests of the Specialized Populations as a whole;

- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all Specialized Populations, as well as other Clients accessing the Program; and
- Providing advice and recommendations for Ministry's consideration and decision that are aligned with Program objectives, within the Ministry's mandate and accountabilities and that do not duplicate existing available programming.

The Expert Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs or interests of individuals or specific population groups; or
- Assess or comment on the performance of individual Program contractors or their service providers.

Accountabilities

In carrying out its work, the Expert Advisory Panel operates within the broad policy direction and budget set by the Ministry of Social Development. In addition the Panel will be accountable to the Terms of Reference jointly developed and agreed to between it and the Ministry.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Panel Composition

It is expected that each Panel will be comprised of up to 12 members.

The individuals who make up the Panel, collectively, will have the following personal attributes and competencies.

Personal Attributes

All Panel members should possess the following personal attributes:

- understand the value employment for all British Columbians;
- be committed to diversity in the workplace;
- think analytically in order to systematically organize and compare the various aspects of an issue or problem, and consider cause-and-effect relationships;
- seek information in order to resolve discrepancies by asking a series of questions or scanning for potential opportunities or miscellaneous information that may be of future use;
- possess business acumen, including the ability to understand the business implications of advice and recommendations;

- be innovative, making an effort to improve program performance by doing or promoting new things;
- have strong listening, understanding and responding skills including the ability and desire to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others;
- have integrity so as to communicate intentions, ideas and feelings openly and directly, and to welcome openness and honesty even in difficult negotiations;
- have the ability to work co-operatively within teams, committees, and work groups;
- have no direct or indirect conflicts of interest; and
- be able and willing to fulfill the time commitment required to carry out responsibilities.

Competencies

Collectively, the Panels should comprise the following core competencies:

- knowledge of government and the public sector environment;
- knowledge of current and emerging issues affecting the organization and its industry or sector; and
- knowledge of the community served by the organization.

While previous governance experience is not required, it is important that candidates for positions understand the roles and responsibilities of a panel member and have the necessary experience and demonstrated skills to enable them to contribute to panel decision-making.

Part of the Panels' commitment to good governance includes providing an orientation for new Panel members.

Due to the potential for conflict of interest, current Program contractors or service providers will not qualify as Panel members

Other Considerations

Within the context of the required Panel skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

Both Panels are undergoing their inaugural composition. In establishing the Panels, consideration will be given to representation from the various regions of the province, as well as from the eight specialized populations.

The following are the key competencies sought for the External Advisory Panel as a whole:

- Knowledge of the employment needs/capacities of British Columbian seeking work;
- Knowledge British Columbia's labour market opportunities and needs;
- Experience and expertise in employing or delivering employment services, including in rural and remote parts of the province;
- Knowledge of employment best practices; and/or
- Previous governance experience.

The following are the key competencies sought for the Expert Advisory Panel on Specialized Populations as a whole:

- Knowledge of the employment needs/capacities of the specialized populations served by the Program;
- Experience and expertise in employing or delivering employment services to specialized populations, including employment best practices;
- Experience promoting the employment of specialized populations;
- Knowledge about the employment barriers/opportunities of specialized populations;
- Knowledge and/or experience of the unique service delivery needs of rural and remote communities in British Columbia; and/or
- Previous governance experience.

Time Commitment

The Panel members will attend three to four one-day meetings per year. Additional meetings may be called at the discretion of the Chair. Members are expected to participate in meetings and review agenda materials prior to meetings.

In addition, members may be asked to participate in projects and committees.

Secretariat support is provided to the Panels by the Employment and Labour Market Services Division of the Ministry of Social Development.

Term

Panel members are typically appointed for a one-year term with the possibility of

reappointment for a two-year term, followed by a three-year term for a total of six years. Reappointments are not guaranteed. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted to ensure optimal succession planning and staggering of appointments.

Compensation

The Chairs and Panel members will be remunerated in accordance with Treasury Board directives.

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving on the External Advisory Panel or the Expert Advisory Panel on Specialized Populations online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page "How to Apply".

Expressions of Interest for vacant positions should be submitted by *end date for posting*.

If you have any questions about registering your Expression of Interest, please contact Larkin MacKenzie-Ast, Board Resourcing and Development Office, at (604) 775 - 2084.

British Columbia Appointment Guidelines

Appointment to British Columbia's public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, please refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page "The Appointment Process".

You will know ...

- **How EPBC captures Specialized Population**
- **Current Caseload in EPBC**

Specialized Populations – Who is included?

What are the 8 Ministry Specialized Populations?

- **Aboriginal peoples:** Individuals who self identify as Aboriginal. This includes First Nations, Metis or Inuit individuals. First Nations includes status (registered under the Indian Act) or non-status (not registered under the Indian Act) First Nations individuals
- **Francophone:** Individuals who self identify as Francophone
- **Immigrants:** Individuals who are not Canadian born and who have migrated from another country to settle in Canada. They must be legally entitled to work in BC to participate in the Program
- **Persons with disabilities:** Individuals who self identify as having a physical, cognitive/mental, sensory, or developmental disability which results in limitations executing tasks or actions that relate to Employment
- **Rural and remote populations:** Individuals who live in locations where there is no reasonable access to an ESC Storefront
- **Multi-Barrierred:** Individuals who are experiencing two or more barriers to Employment that directly interfere with their ability to access, find and keep Employment
- **Survivors of violence and/or abuse:** Women who are survivors of violence or abuse and former male or female sex trade workers, and
- **Youth:** Individuals aged 16 – 30 (based on federal definition)

SP – Understanding the Measure

| Label | Condition(s)/Calculations |
|-------------------------------------|--|
| Aboriginal People | ERIQ Question: “An Aboriginal person, that is , First Nations, Metis or Inuit?” = “Yes” |
| Francophone | ICM Primary Contact’s Primary Language on EPBC Case = “French” (Under Case -> Contact -> Languages) OR ERIQ Question: “What is the main language that you speak and understand?” = “French” |
| Immigrants | ERIQ Question: “A recent immigrant to Canada?” = “Yes” |
| People with a Disability | ICM Case Assessment record with Template Name = “Disability Related Employment Needs Assessment” AND “Assessment Item Total Score” = 1 OR ICM Case Contact (BCEA) More Info on Primary Contact PWD Status = “Eligible” OR ERIQ Question: “Do any of the following affect you in finding or keeping a job?” has “Physical Disability” or “Learning Disability” selected |
| Rural and Remote Populations | ICM Postal Code of the Primary Contact’s Primary Address is in a validated rural location. |

SP – Understanding the Measure

| Label | Condition(s)/Calculations |
|---|---|
| Multi-Barriered | <p>ERIQ Question: “Do any of the following affect you in finding or keeping a job?”</p> <p>has two or more of the following selected</p> <ul style="list-style-type: none"> • Lack of adequate or stable housing • Mental health condition • Severe health condition • Short-term health problem(s) • Physical Disability • Learning Disability • Recovering from violence or abuse • Difficulty coping • Struggle with addictions • Age (youth or older worker) • Criminal record <p>OR</p> <p>ICM “PPMB Decision Code” for the Primary Contact on the Case = “Eligible”</p> |
| Survivors of Violence and/or Abuse | <p>ERIQ Question “Do any of the following affect you in finding or keeping a job?” on ERIQ Form is “Recovering from violence or abuse”</p> |
| Youth | <p>ICM or ERIQ age of the Primary Contact on the Case falls between 16-30 Years (Case Opened Date – Date of Birth or Age on the Case Opened Date)</p> |



Rural – How are these determined?

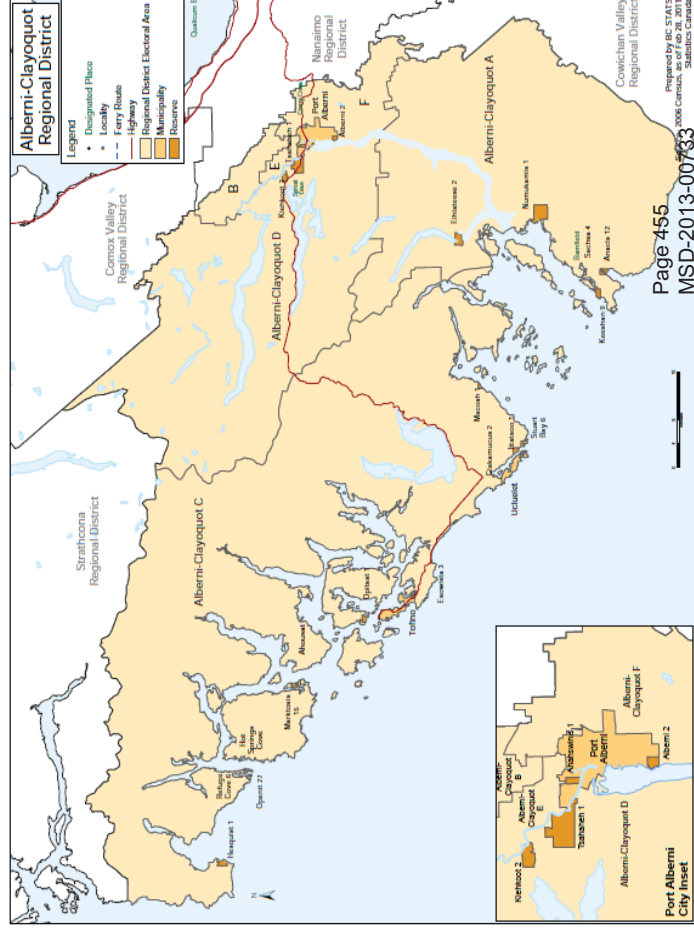
Rural Specialized Populations is to reflect **Service Delivery**

- Accessibility, eg. proximity to service availability
- Approach:
 - Map postal codes to census subdivisions (as in RFP).
 - Census subdivisions get marked as rural / urban based on proximity to ESC.

| # | Catchment Area | Contractor & Service Providers |
|---|---|--|
| 5 | Port Alberni | Island Work Transitions, Inc. d.b.a. Alberni Valley Employment Centre |
| | Storefront Address: | INEO Employment Services |
| | | The Alberni Community and Women's Services Society |
| | | Community Futures Development Corporation of Alberni Clayoquot Society |
| | | The Alberni Valley Employment Centre |
| | Satellite Offices: | |
| | Tofino Satellite Office, 381 Main Street, Tofino. | |
| | INEO Employment Services, 4908 Argyle Street, Port Alberni, British Columbia. | |
| | Ucluelet Satellite Office, Box 198, 10 - 1639 Peninsula Road, Ucluelet, British Columbia. | |

Table 5.4 - Port Alberni Data by Census Sub-Division

| Census Sub-Divisions Included | Population (2006 Census) | Case Managed Clients (2009/10) | % EI Clients | % BCEA Clients | % Other |
|-------------------------------|--------------------------|--------------------------------|--------------|----------------|---------|
| Port Alberni | 17,548 | 1135 | 80.1% | 19.1% | 0.8% |
| Ucluelet | 1,487 | 161 | 95.7% | 4.3% | 0.0% |
| Tofino | 1,655 | 128 | 95.3% | 4.7% | 0.0% |
| Alberni-Clayoquot B | 476 | 19 | 89.5% | 10.5% | 0.0% |
| Alberni-Clayoquot D | 2,027 | 90 | 92.2% | 6.7% | 1.1% |
| Alberni-Clayoquot E | 2,822 | 142 | 93.0% | 5.6% | 1.4% |
| Alberni-Clayoquot F | 1,882 | 108 | 88.0% | 11.1% | 0.9% |
| Alberni-Clayoquot A | 303 | NFD | NA | NA | NA |
| Alberni-Clayoquot C | 401 | NFD | NA | NA | NA |
| Ahahswini 1 | 148 | NFD | NA | NA | NA |



Specialized Population – Caseload

| SPOP groups | # | % |
|---|---------------|-----|
| Aboriginal People | 5,027 | 13% |
| Francophone | 599 | 2% |
| Immigrants | 3,182 | 8% |
| Persons with a Disability | 13,640 | 35% |
| Rural and Remote Populations | 8,969 | 23% |
| Multi-Barriered | 10,000 | 26% |
| Survivors of Violence and/or Abuse | 2,304 | 6% |
| Youth | 17,757 | 45% |
| As end of February 2013 Unique Specialized Populations | 39,083 | |

- **Measured Case Managed clients**
- **Counted Service Plans**
- **Based on self identified and system information**



Annual Report of The Expert Advisory Panel on Specialized Populations

This Report highlights activities the Expert Advisory Panel on Specialized Populations for the Employment Program of BC engaged in from June 2012 – March 31 2013 . During this period, much of the focus was on developing clarity on the Expert Advisory Panels role and mandate, and its relationship with the Employment Program of BC Steering Committee and Governance bodies.

Key Messages for the EPBC Steering Committee

This Report highlights activities and accomplishments of the Advisory Panel for the term June 2012 to March 2013

- The Expert Advisory Panel first met in June 2012 when an in person orientation was held.
- The committee continued to mature as a group by further clarifying its roles and mandate and explore its working relationship with the EPBC Steering Committee.
- The panel has met with the Center for Employment Excellence and has initiated a positive working relationship.
- The panel has continued to monitor and identify emerging issues which could impact Specialized Populations accessing EPBC services
- Continued to monitor the implementation of the Employment Program of BC as it pertains to Specialized populations
- Reviewed and increased knowledge of changes being undertaken in the EPBC service Delivery
- Initiated and developed a working relationship with the CPAC Specialized Populations working group.
- Reviewed and provided feedback on Reporting data.
- Reviewed and updated the Expert Advisory Panels- Terms Of Reference
- Reviewed and provided feedback of The Panels- Code Of Conduct
- Reviewed and advised on Panel membership

– 2013 Meeting Schedule

- 1) June, 2012
- 2) September 25, 2012

- The Panel had a presentation from The Center For Employment Excellence

Annual Report of The Expert Advisory Panel on Specialized Populations

- Review of Recruitment status The panel discussed the knowledge and required skills that could ideally be provided by new membership.
- The Panel heard a presentation from Program Analysis and Reporting – Celeste LaCroix. Panel has requested Specific reporting to breakdown the clients served under the Specialized Populations umbrella such as developmental disabilities, mental health, physical disabilities, etc
- Panel members reported back on their EPBC – Work BC center visits.

3) January 04, 2013 – Teleconference

- Panel received updates on changes to EPBC governance and fee structure
- Update on feedback received at the ASPECT conference
- Membership update - BRDO process seems slow – PGO and panel looking for new ways to recruit new membership.
- Accessibility project: Chair introduced the possibility of the Panel initiating a project to assess and encourage continued accessibility to EPBC work BC centers – ideas include
 - a) Defining accessibility as it relates to Work BC centers
 - b) Exploring the idea of an Accessibility Challenge, similar to a 10x10 challenge
 - c) Incentives and recognition for innovative and forward thinking Work BC centers
 - d) Positive acknowledgement program (awards @ CPAC) for service providers that are leaders in Accessibility issues.
 - e) best practice data collection and sharing

4) March 06, 2013

- Panel received a Data reporting presentation from Shan Wei
- Panel Members raised the issue of Identifying individuals being identified with one barrier, and placed into training but may have underlying additional barriers that may affect learning/ training
- Panel received a presentation from the CPAC – Specialized Populations working group. Membership of the External panel and the Working group identified that ongoing communication will be beneficial in the future
- Panel members gained knowledge on issues currently being addressed by the working group including ; Duplication of Services, Knowledge for parents / caregivers for adults with disabilities, Sub- working group on CLBC & service providers
- Panel discussed potential issue that has been identified : Staff turnover with a gap of trained/ experienced personnel to fill vacant positions .

Annual Report of The Expert Advisory Panel on Specialized Populations

5) April 2013

- Panel welcomed 4 new panel members, and provided background Introductions.
- Review of the draft of Terms of Reference – feedback provided
- Panel heard presentation from Celeste LaCroix – March, 2013 monthly management report.
- Panel reviewed the CLBC Employment Action plan, and discussed how CLBC Employment Plan may affect EPBC clients. Why two programs?
- Panel began to plan for a Two day meeting scheduled for July 3rd and 4th
- Two day Planning meeting scheduled for July 3rd and 4th will be to explore accessibility issues and plan the Panels work for the upcoming year.

Conclusion

In the first year of existence the Expert Advisory Panel on Specialized populations developed an Identity and gained a better understanding of its role and responsibility. The Panel welcomed four new members, who bring a wealth of experience and wide perspective to the Panel as a whole. It would be fair to say the Panel has a far greater understanding of its Role and responsibilities that it did one year ago. Much work has been done to adjust and align the Terms of Reference for the panel to reflect the updated scope of the panel.

The upcoming year is evolving to be a very exciting and productive year for the panel.

June 26th, 2012

Expert Advisory Panel on Specialized Populations Meeting

In Attendance:

Lavern Thompson, Francine Sotteau, Darrell Burnham, Thomas Yeung, Freeman Qu, Kristina (Goes by Kristi) Fairholm

Regrets: Chris Arnold

External Facilitator: Deepa Tolia

Guest: Allison Bond, ADM and Chair of Ministry Program Steering Committee

Committee Support (PGO): Sandy Rodgers, Jeanine Manji, Jennifer Taylor, Shara Grice

Welcoming Remarks:

Allison Bond, Assistant Deputy Minister

- The idea of the panel came about based on feedback during all stages of consultation regarding the Employment Program of BC
- Due to the integrated nature of the program there was a fear that unemployed British Columbians in the acknowledged “Specialized Populations” might fall through the cracks
- As a measure to ensure that does not happen the panel has been formed
- The goal was to have between 10 to 12 members, rather than the current number of 6
- A on-going call to recruit members will now be set-up so that the panel will be as diverse and strong as can be
- Thanks for the time that each member is currently taking out of their busy lives, we know you do not “HAVE” to do this, but we certainly appreciate that you are

Agreements and Norms for the Meeting:

- Finish day with a work plan – what problems exist – concise and concrete summary
- Openness
- Listening
- Try to be concise
- Focus on agreed agenda
- Approach with curiosity and ask questions
- Do homework
- Trust in the fact that we come from different places

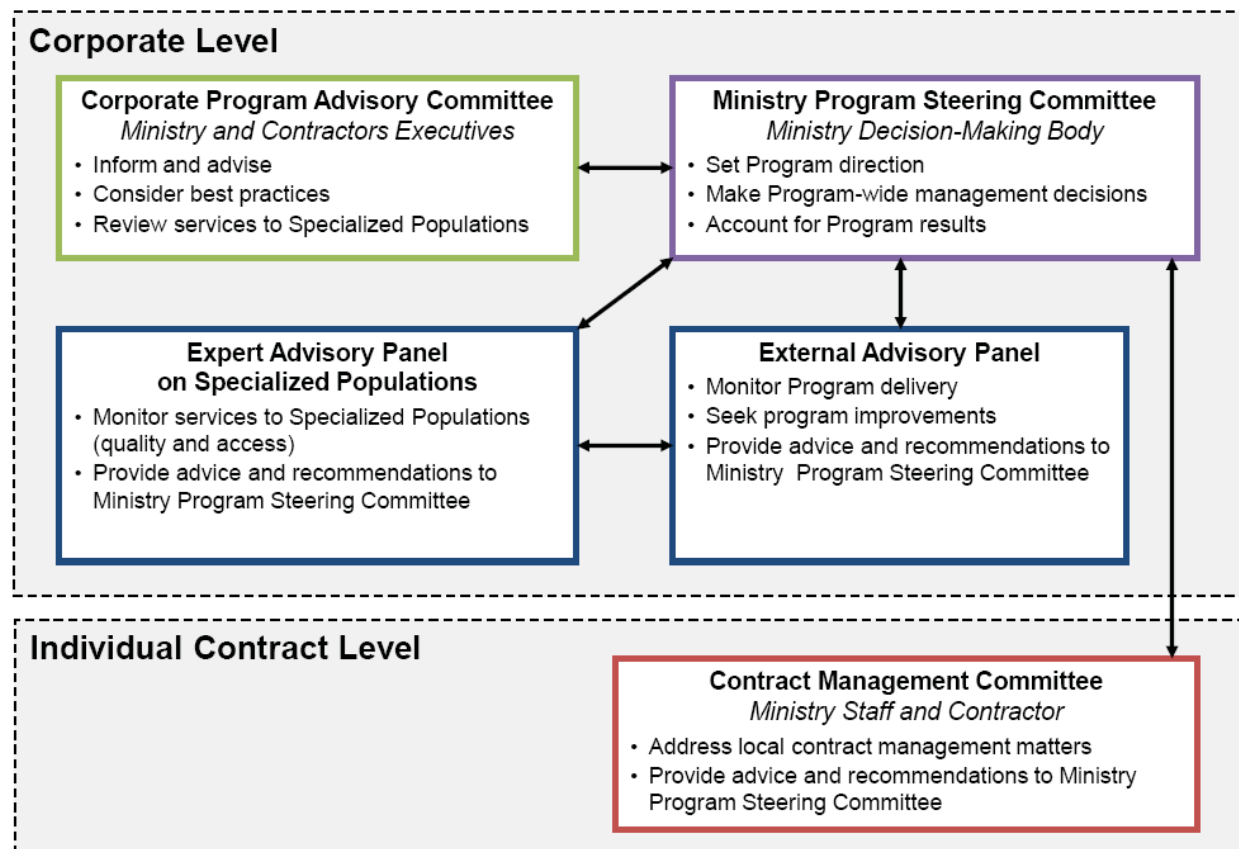
- Respect
- No such thing as a dumb question
- FUN!

Overview/Role of Program Governance Office:

Support the EPBC Governance structure

- Establish and maintaining the governance bodies
- Supporting the governance bodies
- Assess the performance of the governance structure and recommend enhancements

EPBC Governance Structure



Communication Flow:

- The Program Governance Office (PGO) will act as a liaison between the Advisory Panels and the Program Steering Committee (PSC)
- The PGO has the expertise of the Ministry Staff at their finger tips to address panel needs. They are happy to take questions and requests for information to the resource

that can best address and answer the panel, or even invite them to a panel meeting as a guest speaker.

- The PGO can/will take Formal Recommendations to the PSC
- The PSC has committed to responding to any recommendations received from the Advisory Panel in writing
- The Panel is encouraged to keep governmental processes in mind;
 - timelines might appear longer than normal to some
 - changes may be incremental

Center for Employment Excellence (CfEE):

- A single co-ordination point for employment research and innovation, tools and training
- Resources will include a research and development program, website and system by which to share best practices throughout the sector
- The CfEE, while not part of the formal EPBC governance structure, will act as a critical resource for analysis and evaluation in support of the advisory panels
- The Centre's maximum budget over three years is \$2 million and is funded by the LMDA agreement
- In addition, a \$500,000 annual research fund will be set up for the next three years to support innovative approaches to the delivery of employment services
- Research plan will be determined by community consultations and stakeholder engagement
- The Social Research and Demonstration Corporation and their partner, The Training Group at Douglas College, have been selected to create the new CfEE
- The Centre is set to launch in September 2012

Visioning Exercise:

What picture represents your vision for the outcome of this Panel's work?



- Integration
- Support, edit and correct the structure of the program
- Risks are necessary, give people the support/tools to take them
- Make sure people have the keys they need to attain success and independence
- Walls coming down
- Diversity
- Program is new (a baby if you will) we are here to support and share knowledge so that it is not lost
- Remove barriers
- Be a part of navigating the program and making sure people don't get lost

Terms of Reference:

Highlights:

Page 1.) Group gives advice and feedback to the Ministry. Key Responsibilities being:

- Consider how and to what extent the Specialized Populations access the Program;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery

Basically focus on best practices that can be provided as feedback and adopted, with support from the Center for Employment Excellence.

Consider adding '*key activities*' so that the panel and the work that's being done evolves over time.

Page 2.) SCOPE: Review, improve and provide advice as needed.

Question: To what extent do we work on improving current systems verses creating something custom? What exactly is the scope that the panel can work within?

ANSWER: The idea and suggestion is for the panel to work within the parameters of the program. We aren't looking for a reinvention, but suggestions to make it stronger and to make sure that no unemployed British Columbian within a specialized population falls through the cracks if it can be avoided.

Question: Is the panel here to '*represent*' the specialized populations OR '*advocate*' on their behalf?

ANSWER: Consensus is that the group is here to offer a balanced view from the perspective of the specialized populations. Advocating might be too strong of a word. It was agreed that a measured approach is the way to go, that once there is data to be looked at, the panel will use it and go forward in a measured approach and be conscious that the information will lead to recommendations.

Page 3 & 4: One of the main highlighted points is the membership levels/numbers. It was agreed that less than 7 members could be easily minimized no matter the depth of their work. Ms. Allison Bond, ADM mentioned and the panel acknowledges the need for there to be on-going recruitment for panel members.

The other highlight from page 3 lies around the idea that '*reappointments are not guaranteed*', the appointee's performance could mitigate reappointment.

Question: What are the 'expectations'? And who is in charge of the review process?

ANSWER: The term 'performance' might not be the right word, it will be reviewed. However the PGO will have an evaluation criteria set up and sent out by the end of the summer.

The Chair and the PGO will work together to finalize agendas prior to meetings.

The PGO has a corporate 'Live Meeting' and conference phone line that the panel is welcome and encouraged to use between face to face meetings that will be scheduled to occur once every quarter, up to 4 times a year.

Looking to recruit members with the following specialized populations in mind:

- Aboriginal
- Youth

Dispute Resolution:

It was agreed to by the panel that they will operate under a *consensus model*.

- Chair will mediate any hard and fast disputes
- Record major differences and have it reflected in the notes (e.g. 4 to 3)
- Resolutions need 75% agreement to pass
- Threshold for vote is at least 75% of the voting members in attendance

Maintain a protocol that allows and considers anonymity and confidentiality.

Confirmation of Actions Exercise:

| <u>Achieve</u> | <u>Preserve</u> |
|--|--|
| <ul style="list-style-type: none"> • Encourage ongoing feedback and communication with the community • Clarify what the panel considers essential research for the Center of Employment Excellence • Develop more understanding of the new EPBC program and how it serves the specialized populations • Recruit additional members; -Aboriginal and Youth • Develop good monitoring reports and understand the data they represent • Build the current team and find best practices in terms of on-going communication | <ul style="list-style-type: none"> • Understanding ELMSD and information from the ground • Identify and procure effective resource networks/partnerships • Passion and commitment • Experience |

| <u>Avoid</u> | <u>Eliminate</u> |
|---|--|
| <ul style="list-style-type: none"> • Getting stuck and lost in data • Being disconnected from participants • Behaviour or actions that might be perceived as a conflict of interest or being unethical • A reduction in the numbers of people with disabilities accessing employment services | <ul style="list-style-type: none"> • Participants “giving up” because they don’t understand how to access the new system • Lack of information • Lack of understanding of ELMSD |

Action Plan

| Action: | Who: | By When: |
|---|-------------------|--|
| <ul style="list-style-type: none"> • Feedback collection from community: <ul style="list-style-type: none"> - What’s working well? - What’s tricky? - What would you like to see being done differently? - Are you aware that there have been changes to the employment program model? - What’s been your experience of/with the new model? | All panel members | September 1, 2012 TO THE STEERING COMMITTEE |
| <ul style="list-style-type: none"> • Findings from information collection to be reviewed at | All panel members | Fall Meeting |

| | | |
|---|-----------------------|--------------------|
| the next panel meeting | | |
| <ul style="list-style-type: none"> Information Note created from findings to be shared with Steering Committee | All panel members | Fall Meeting |
| <ul style="list-style-type: none"> Information Note taken to Steering Committee | PGO | After Fall Meeting |
| <ul style="list-style-type: none"> Invite Val Beaman to fall meeting | PGO | July 15, 2012 |
| <ul style="list-style-type: none"> Send Val's Power Point Presentation to the panel | PGO | August 30, 2012 |
| <ul style="list-style-type: none"> Panel create and send questions for Val to answer at fall meeting Send questions to Governance mailbox: EPBCgovernance@gov.bc.ca | All panel members | September 15, 2012 |
| <ul style="list-style-type: none"> Visit one Employment Center | All panel members | September 1, 2012 |
| <ul style="list-style-type: none"> Set up a preliminary meeting between Darrell (Chair) and CfEE rep. | PGO | August 30, 2012 |
| <ul style="list-style-type: none"> Invite CfEE rep to next meeting to answer: <ul style="list-style-type: none"> What kind of baseline data is available? What kind of data are they (CfEE) looking at? How does the panel put a request forward for data? | Jennifer Taylor (PGO) | July 31, 2012 |
| <ul style="list-style-type: none"> Posting for more panel members and link sent to panel members | PGO | July 31, 2012 |
| <ul style="list-style-type: none"> Evaluation criteria for panel member reappointments created and shared with panel | PGO | August 30, 2012 |
| <ul style="list-style-type: none"> Provide the panel with the client checklist they are given before arrival at an | PGO | August 30, 2012 |

| | | |
|----------------|---------------------|-------------------|
| ESC | | |
| Legend: | <u>Panel</u> | <u>PGO</u> |

Panel Questions

- What is the role of the Center for Employment Excellence?
- Is it possible for the panel to have a human resource profile of the service providers?
- Will the panel be given access to concerns that come straight to the Ministry from the general public?
- How much influence do we (the panel) have on the Employment Program of BC?
- To what extent do we (the panel) work on improving current systems verses creating something new and custom to address a concern?
- Is the panel here to represent the needs/concerns of the specialized populations or are we here to advocate on behalf of them?
- Questions around the 6 month guarantee and possibilities of extensions for service providers within the contract?
- What is in place to make sure that “creaming” doesn’t take place with the tier system?
- Are the clients told about the tier system and where they land in regards to it?

Specialized Populations Advisory Panel TOR conference call April 12, 2013

Attendance: Darrell Burnham, Jeanine Manji, Jeff Curr, Sherilyn Sutton

- Discussion of the edited TOR
- TOR to be on the agenda on April 23, 2013
- Brought up changes to the code of conduct as there are some changes and some areas are misleading
- New members have been hired as of today – 4 people. Not able to release names currently, hoping to let Darryl know by Monday
- April 23 Agenda: Planning the June event
- Reporting group has come up with a more detailed report. Celeste LaCroix to do a presentation to the panel to better explain these numbers. Add to agenda if Celeste available in the morning.
- Mention of the new marketing plan in government.
- Think about what we would like to know from the Specialized Populations working group.
- Some outcome data available, Jeff currently clarifying.
- Discussion around CLBC hiring program, separate initiative to MSD. Put on agenda to clarify to other panel members (general updates).
- Letters of appointment have been sent out on April 10.

EPBC External Advisory Panels Specialized Population Reporting

Sep 25, 2012

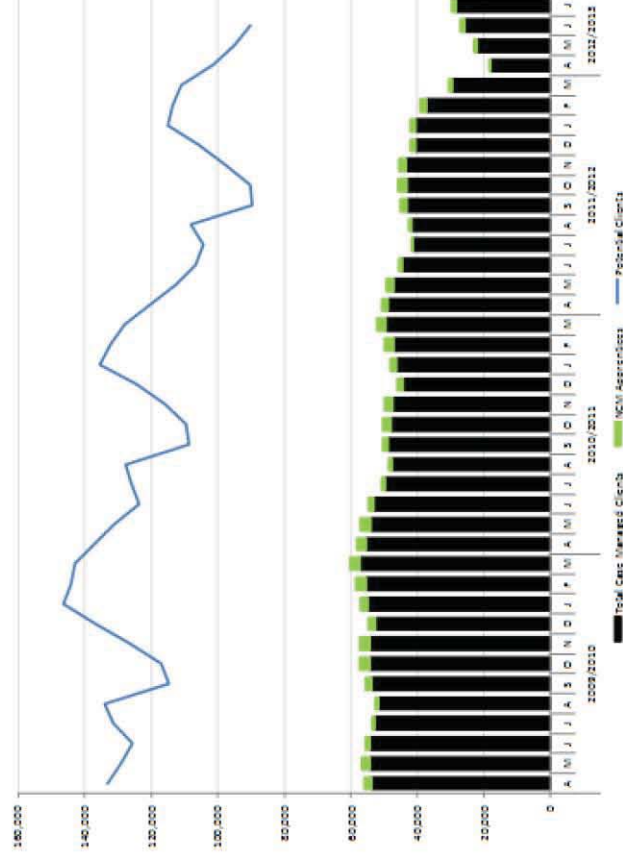
*Presenters:
Celeste Lacroix*

Insights

- The BC labour market gave up most of its gains during July with employment slipping by 0.6%, and the rate of unemployment creeping back up to 7.0%.
- The number of case managed clients continues to recover following the launch of the EPBC; however, there is a large disparity between the actual allocation of clients into Tiers, and the composition derived in last year's estimate – Tier 1 and Tier 4 clients are well below expected levels, while Tier 2 and Tier 3 clients are above.
- The number of non-case managed apprentices has more than doubled in volume since the same month of last year.

Environment

Chart 1 – Comparison of Potential Clients to Total Clients

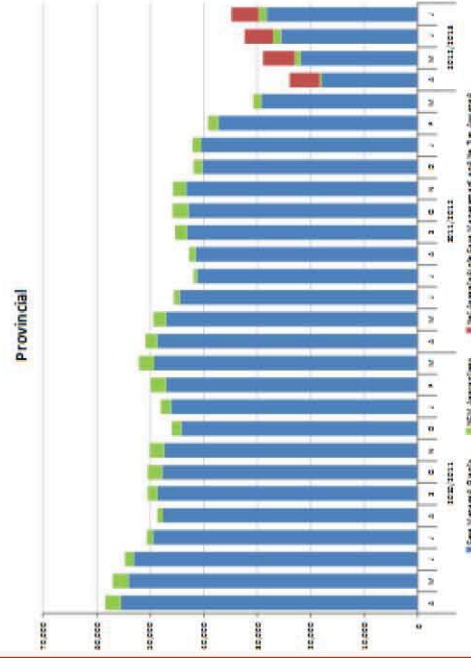


*Potential clients are measured as the sum of EI Part 1 recipients plus the employable adults on Income Assistance in all Regional Districts.

EPBC Client Insight

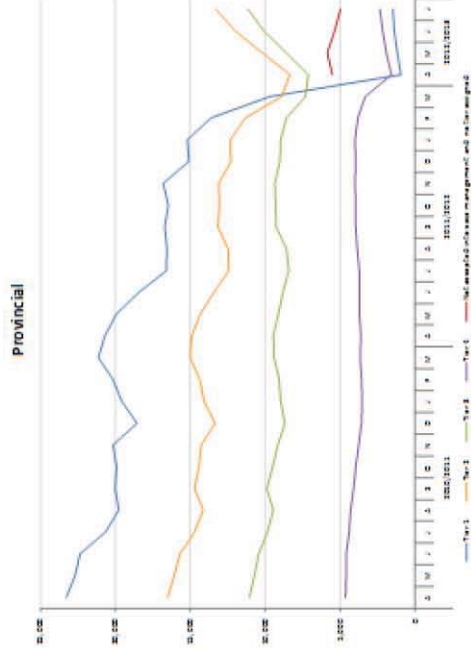
| | Monthly Client Volume | | % Change From |
|--------------------|-----------------------|----------|---------------|
| | Jul 2012 | Jun 2012 | |
| Tier 1 | 1,481 | 1,392 | 6.4% |
| Tier 2 | 13,282 | 12,002 | 10.7% |
| Tier 3 | 11,139 | 10,069 | 10.6% |
| Tier 4 | 2,343 | 2,142 | 9.4% |
| Total | 28,245 | 25,605 | 10.3% |
| Employer Sponsored | | | |
| Apprentice | 1,592 | 1,420 | 12.1% |
| | | 624 | 127.6% |

Chart 2 – Client Volume



* Prior to April 2012 data was extracted from legacy database systems (i.e. CSGC, CDW); from April 2012 and on data was extracted from ICM.

Chart 3 – Clients by Estimated Tier




*Prior to April 2012, client volumes were extracted from legacy database systems (i.e. CSGC, CDW) for legacy programs and estimated into client tiers; from April 2012 and on client volumes were extracted from ICM using assigned tier field.

Specialized Populations

- Specialized Population means Clients that may require alternate service delivery arrangements to access employment services to meet their unique needs and increase the likelihood of outcomes being achieved. Alternate service delivery arrangements may include satellite, outreach or itinerant services or partnership arrangements with organizations best able to deliver specific services to these Client populations.
- Specialized Populations are:
 - **Aboriginal people:** Individuals who self identify as Aboriginal. This includes First Nations, Metis or Inuit individuals. First Nations includes status (registered under the *Indian Act*) or *non-status* (*not registered under the Indian Act*) *First Nations individuals*;²
 - **Francophone:** Individuals who self identify as Francophone;
 - **Immigrants:** Individuals who are not Canadian born and who have migrated from another country to settle in Canada. They must be legally entitled to work in BC to participate in the Program;
 - **People with a disability:** Individuals who self identify as having a physical, cognitive/mental, sensory, or developmental disability which results in limitations executing tasks or actions that relate to Employment;
 - **Rural and remote populations:** Individuals who live in locations where there is no reasonable access to an ESC Storefront;
 - **Multi-Barriered:** Individuals who are experiencing two or more barriers to Employment that directly interfere with their ability to access, find and keep Employment;
 - **Survivors of violence and/or abuse:** Women who are survivors of violence or abuse and former male or female sex
 - **Youth:**

- Client Tiers means the four Client Employment Readiness groupings based on the assessed Employment Readiness stage of case managed Clients of the Program in relation to their assessed ability to secure and sustain Employment.
- Client Tiers are intended to support provision of client-centred services and allow for the fact that costs to deliver employment services to Clients with differing needs and levels of readiness will vary.
 - Tier 1: High Employment Readiness
 - Tier 2: Moderate Employment Readiness
 - Tier 3: Low Employment Readiness
 - Tier 4: Little to no Employment Readiness

- Estimates were based on historical data of existing Ministry employment program Clients, including LMDA Clients, that are considered to be reasonably similar to those that will be participating in the EPBC Program.
 - Tier 1: High Employment Readiness (55%)
 - Tier 2: Moderate Employment Readiness (30%)
 - Tier 3: Low Employment Readiness (10%)
 - Tier 4: Little to no Employment Readiness (5%)

|  Ministry of Social Development | | | | | | |
|---|---|--------|--------|--------|--------|--------|
| Number of Clients Provided with Service by Tier | | | | | | |
| Report Description: | This report displays counts of case managed clients served since program launch within EPBC by Client Tier. | | | | | |
| Report Parameters: | | | | | | |
| Case Type: | "Employment Program of BC" | | | | | |
| Accepted into Case Mgmt?: | "Yes" | | | | | |
| Catchment | Pending Tier Assignment | Tier 1 | Tier 2 | Tier 3 | Tier 4 | Total |
| REGION 1 | 62 | 453 | 3,903 | 3,206 | 659 | 8,283 |
| REGION 2 | 46 | 140 | 2,537 | 2,211 | 561 | 5,495 |
| REGION 3 | 117 | 523 | 4,401 | 4,528 | 953 | 10,522 |
| REGION 4 | 60 | 261 | 4,206 | 3,009 | 553 | 8,089 |
| REGION 5 | 29 | 189 | 1,095 | 931 | 210 | 2,454 |
| EPBC TOTAL | 314 | 1,568 | 16,158 | 13,896 | 2,939 | 34,875 |
| EPBC TOTAL | 1% | 4% | 46% | 40% | 8% | 100% |

Payment Table #1: Maximum Averages and Client Maximums

| Payment Table #1: Maximum Averages and Client Maximums | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| Variable Services Fees | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
| Maximum Average (\$) | 210 | 670 | 1,445 | 1,760 |
| Client Maximum (\$) | 420 | 1,340 | 5,000 | 7,000 |
| Financial Supports and Purchased Services | | | | |
| | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
| Maximum Average (\$) | 50 | 1,700 | 3,000 | 350 |
| Client Maximum (\$) | Per E/BCEA Policy | Per E/BCEA Policy | Per E/BCEA Policy | Per E/BCEA Policy |

- a) Tier 1: High Employment Readiness
- b) Tier 2: Moderate Employment Readiness
- c) Tier 3: Low Employment Readiness
- d) Tier 4: Little to no Employment Readiness

Payment Tables #2: Variable Services Fees and Financial Supports and Purchased Services

The following tables list all the services (as defined in the Appendix F) and the associated payment type:

- FOF = Fixed Operating Fee
- VSF = Variable Services Fee
- FSPS = Financial Supports and Purchased Supports

Where Variable Service Fees are paid, rates have been specified per Client Tier.

| Section 3.0: Case Managed Services | | | | | | | |
|------------------------------------|--|--------------|------------|---------|---------|---------|--|
| Service ID | Service | Payment Type | UNIT PRICE | | | | Volume Cap Rule |
| | | | Tier 1 | Tier 2 | Tier 3 | Tier 4 | |
| 3.1.14.2 | Workplace Modifications | FSPS | | | | | |
| 3.2 Employment Support Services | | | | | | | |
| 3.2.1 | Employment Support Services to assist Clients to "Prepare" for job search and work | | | | | | |
| 3.2.1.1 | Identifying Employment Readiness Skills and Strengths | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.2 | Labour Market/Career Research | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.3 | Creating/Updating Resumes | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.4 | Career Planning and Career/Occupational Choices | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.5 | Using Internet and Email | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.6 | Employment Coaching | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.7 | Dressed for Employment Success | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.8 | Budgeting/Financial Planning | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.9 | Time Management/Organizational Skills | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |
| 3.2.1.10 | Building Self-Esteem | VSF | FOF* | \$30.00 | \$60.00 | \$90.00 | Per Client Action Plan Paid for Tier 2 – 4 |

Specialized Populations Monitoring reports (by month) - planning

- Percentage of SP as percentage of all client population
- \$ spent SP percentage of all client population
- Outcome comparison of SP and all clients
- Time in program comparison of SP and all clients
- Regional distribution of SP
- SP by tier
- % of Client max comparison of SP and all clients



Ministry of Social Development

Number of Clients provided with Service by "Specialized Populations"

Report Description:

Report Parameters:

Case Type:

Case Status:

Accepted into Case Mgmt?:

Service Plan Status:

Note:

This report displays counts of specialized population clients currently being served within EPBC with open Service Plan.

"Employment Program of BC"

"Open" OR "Admin Re-Open"

"Yes"

"Open"

Rural and Remote Populations & Youth will always be proportionally higher as they do not depend on ERIQ data.

| Region | Aboriginal People | Francophone | Immigrants | Multi-Barriered | People with a Disability | Rural and Remote Populations | Survivors of Violence and/or Abuse | Youth | Total (Rural and Youth excluded) |
|------------|-------------------|-------------|------------|-----------------|--------------------------|------------------------------|------------------------------------|-------|-----------------------------------|
| REGION 1 | | 43 | 1,477 | 1,253 | 1,397 | 1,779 | 336 | 1,871 | 8,309 |
| REGION 2 | | 17 | 825 | 515 | 781 | 217 | 101 | 973 | 4,119 |
| REGION 3 | | 13 | 1,530 | 966 | 1,474 | 329 | 238 | 2,296 | 7,676 |
| REGION 4 | | 6 | 1,023 | 1,044 | 1,302 | 2,941 | 245 | 1,833 | 6,429 |
| REGION 5 | | 1 | 306 | 312 | 304 | 711 | 82 | 600 | 2,292 |
| EPBC TOTAL | | 81 | 5,163 | 4,092 | 5,261 | 5,986 | 1,002 | 7,582 | 28,846 |



Where ideas work

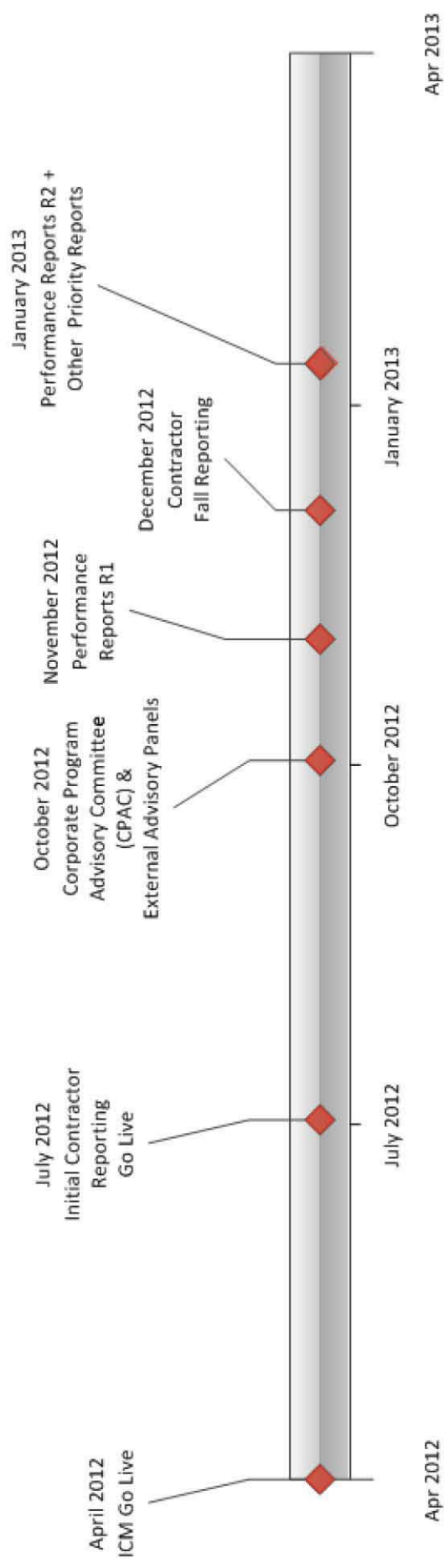
Performance Measures Reports – Summary

| Trend Reporting - Specialized Population 8 & Specialized Population 9 | | | | | | | | | | | | | |
|---|--|-----------------------------------|-----|-----|---------------------|-----|-----|-----|-----|--|--|--|--|
| Description: | Percentage of and value of case Managed Clients from Specialized Populations | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Report Parameters: | | | | | | | | | | | | | |
| Region: | Region 1 | Contractor: ABC Employment Agency | | | Date From: Apr-2012 | | | | | | | | |
| Catchment | Victoria | Contract: seso46G691300001 | | | Date To: Mar-2013 | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Service Plan Counts | | | | | | | | | | | | | |
| New Starts | | | | | | | | | | | | | |
| Number Service Plans New Starts (All) | 56 | 57 | 56 | 70 | 59 | 76 | 80 | 82 | 95 | | | | |
| Number Service Plans New Starts (Spec Pop | 7 | 7 | 7 | 9 | 8 | 10 | 10 | 11 | 12 | | | | |
| Aboriginal People | 3 | 6 | 7 | 8 | 7 | 3 | 5 | 9 | 3 | | | | |
| Francophone | 6 | 5 | 0 | 7 | 3 | 1 | 2 | 5 | 12 | | | | |
| Immigrants | 6 | 1 | 2 | 3 | 1 | 1 | 2 | 3 | 6 | | | | |
| People with a Disability | 1 | 0 | 2 | 4 | 8 | 4 | 2 | 5 | 3 | | | | |
| Rural and Remote Populations | 6 | 5 | 7 | 8 | 8 | 2 | 0 | 1 | 6 | | | | |
| Multi-Barrierred | 7 | 3 | 3 | 6 | 8 | 8 | 5 | 4 | 9 | | | | |
| Survivors of Violence and/or Abuse | 4 | 5 | 4 | 6 | 7 | 9 | 2 | 1 | 12 | | | | |
| Youth | 7 | 3 | 2 | 0 | 6 | 1 | 8 | 3 | 7 | | | | |
| SP8 - Catchment Results | 13% | 13% | 13% | 13% | 13% | 13% | 13% | 13% | 13% | | | | |
| SP8 - Regional Average | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | | | | |
| SP8 - Provincial Average | 16% | 16% | 16% | 16% | 16% | 16% | 16% | 16% | 16% | | | | |

New Starts
Being Served
Served Year to Date
Monthly \$
Year to Date \$

| No. | Measure |
|----------------------------|--|
| CLIENT RESULTS 1 | Percentage of Clients in Tiers 1 and 2 that achieve Labour Market Attachment and maintain it for 24 weeks |
| CLIENT RESULTS 2 | Percentage of Clients in Tiers 3 and 4 that achieve Labour Market Attachment and maintain it for 24 weeks |
| CLIENT RESULTS 3 | Percentage of Clients in Tiers 3 and 4 that obtain a Community Attachment <u>and</u> return to the Program within 24 weeks at a higher level of Employment Readiness |
| CLIENT RESULTS 4 | Percentage of Clients in Measure #3 that achieve and maintain Labour Market Attachment for 24 weeks |
| CLIENT RESULTS 5 | Average time in the Program for Case Managed Clients prior to achieving a Client Outcome – by Client Tier |
| CLIENT RESULTS 6 | Percentage of Clients completing long-term training that achieve Labour Market Attachment aligned with the training provided |
| CLIENT RESULTS 7 | Percentage of Clients completing Self-Employment Services that are self-employed 24 weeks after completing services |
| SPEC. POP. 8 | Percentage of Case Managed Clients from Specialized Populations |
| SPEC. POP. 9 | Value of services provided to Specialized Populations |
| CLIENT ACCESS 10 | Percentage of Case Managed Clients residing outside the Contractor's Catchment Area |
| SERVICE DELIVERY 11 | Percentage of Case Managed Clients that receive a timely initial Case Management meeting |
| SERVICE DELIVERY 12 | Percentage of Case Managed Clients who receive timely Formal Needs Assessment |
| SERVICE DELIVERY 13 | Percentage of BCEA Clients that fully develop their Action Plan on a timely basis |
| SERVICE DELIVERY 14 | Percentage of Case Managed Clients surveyed who are satisfied with the services received, as measured in a Ministry-sponsored secure feedback survey |

Reporting Timelines



Studies for 2012-2013 – to be assessed in the first year (using prior to EPBC data)

1. **What is the socio-demographic profile of participants and what is the profile of interventions and Action Plan Equivalents (APEs)?**

Objective:

- Produce a statistical profile of participants, interventions and Action Plan Equivalents (APEs) at the P/T and national level.

2. **What are the outcomes from participating in EBSMs and how do they differ for various sub-groups (e.g., Aboriginal individuals, older workers, youth)?**

Objective:

- Provide a descriptive analysis of the pre-, in- and post-program outcomes from participating in EBSMs for various sub-groups of participants.

3. **What is the effect of the timing of participation on outcomes?**

Objective:

- This project would investigate the effect of the timing of participation in a program or service within a period of unemployment on outcomes and impacts.

What Information does the External Advisory Panel Need ?

You will know ...

- **How EPBC captures Specialized Population**
- **Current Caseload in EPBC**

Specialized Populations – Who is included?

What are the 8 Ministry Specialized Populations?

- **Aboriginal peoples:** Individuals who self identify as Aboriginal. This includes First Nations, Metis or Inuit individuals. First Nations includes status (registered under the Indian Act) or non-status (not registered under the Indian Act) First Nations individuals
- **Francophone:** Individuals who self identify as Francophone
- **Immigrants:** Individuals who are not Canadian born and who have migrated from another country to settle in Canada. They must be legally entitled to work in BC to participate in the Program
- **Persons with disabilities:** Individuals who self identify as having a physical, cognitive/mental, sensory, or developmental disability which results in limitations executing tasks or actions that relate to Employment
- **Rural and remote populations:** Individuals who live in locations where there is no reasonable access to an ESC Storefront
- **Multi-Barriered:** Individuals who are experiencing two or more barriers to Employment that directly interfere with their ability to access, find and keep Employment
- **Survivors of violence and/or abuse:** Women who are survivors of violence or abuse and former male or female sex trade workers, and
- **Youth:** Individuals aged 16 – 30 (based on federal definition)

SP – Understanding the Measure

| Label | Condition(s)/Calculations |
|-------------------------------------|--|
| Aboriginal People | ERIQ Question: “An Aboriginal person, that is , First Nations, Metis or Inuit?” = “Yes” |
| Francophone | ICM Primary Contact’s Primary Language on EPBC Case = “French” (Under Case -> Contact -> Languages) OR ERIQ Question: “What is the main language that you speak and understand?” = “French” |
| Immigrants | ERIQ Question: “A recent immigrant to Canada?” = “Yes” |
| People with a Disability | ICM Case Assessment record with Template Name = “Disability Related Employment Needs Assessment” AND “Assessment Item Total Score” = 1 OR ICM Case Contact (BCEA) More Info on Primary Contact PWD Status = “Eligible” OR ERIQ Question: “Do any of the following affect you in finding or keeping a job?” has “Physical Disability” or “Learning Disability” selected |
| Rural and Remote Populations | ICM Postal Code of the Primary Contact’s Primary Address is in a validated rural location. |

SP – Understanding the Measure

| Label | Condition(s)/Calculations |
|---|---|
| Multi-Barriered | <p>ERIQ Question: “Do any of the following affect you in finding or keeping a job?”</p> <p>has two or more of the following selected</p> <ul style="list-style-type: none"> • Lack of adequate or stable housing • Mental health condition • Severe health condition • Short-term health problem(s) • Physical Disability • Learning Disability • Recovering from violence or abuse • Difficulty coping • Struggle with addictions • Age (youth or older worker) • Criminal record <p>OR</p> <p>ICM “PPMB Decision Code” for the Primary Contact on the Case = “Eligible”</p> |
| Survivors of Violence and/or Abuse | <p>ERIQ Question “Do any of the following affect you in finding or keeping a job?” on ERIQ Form is “Recovering from violence or abuse”</p> |
| Youth | <p>ICM or ERIQ age of the Primary Contact on the Case falls between 16-30 Years (Case Opened Date – Date of Birth or Age on the Case Opened Date)</p> |



Rural – How are these determined?

Rural Specialized Populations is to reflect **Service Delivery**

- Accessibility, eg. proximity to service availability
- Approach:
 - Map postal codes to census subdivisions (as in RFP).
 - Census subdivisions get marked as rural / urban based on proximity to ESC.

| # | Catchment Area | Contractor & Service Providers |
|---|---|--|
| 5 | Port Alberni | Island Work Transitions, Inc. d.b.a. Alberni Valley Employment Centre |
| | Storefront Address: | INEO Employment Services |
| | | The Alberni Community and Women's Service Society |
| | | Community Futures Development Corporation of Alberni Clayoquot Society |
| | | The Alberni Valley Employment Centre |
| | Satellite Offices: | |
| | Tofino Satellite Office, 381 Main Street, Tofino. | |
| | INEO Employment Services, 4908 Argyle Street, Port Alberni, British Columbia. | |
| | Ucluelet Satellite Office, Box 108, 10 - 1639 Peninsula Road, Ucluelet, British Columbia. | |

Table 5.4 - Port Alberni Data by Census Sub-Division

| Census Sub-Divisions Included | Population (2006 Census) | Case Managed Clients (2009/10) | % EI Clients | % BCEA Clients | % Other |
|-------------------------------|--------------------------|--------------------------------|--------------|----------------|---------|
| Port Alberni | 17,548 | 1135 | 80.1% | 19.1% | 0.8% |
| Ucluelet | 1,487 | 161 | 95.7% | 4.3% | 0.0% |
| Tofino | 1,655 | 128 | 95.3% | 4.7% | 0.0% |
| Alberni-Clayoquot B | 476 | 19 | 89.5% | 10.5% | 0.0% |
| Alberni-Clayoquot D | 2,027 | 90 | 92.2% | 6.7% | 1.1% |
| Alberni-Clayoquot E | 2,822 | 142 | 93.0% | 5.6% | 1.4% |
| Alberni-Clayoquot F | 1,882 | 108 | 88.0% | 11.1% | 0.9% |
| Alberni-Clayoquot A | 303 | NFD | NA | NA | NA |
| Alberni-Clayoquot C | 401 | NFD | NA | NA | NA |
| Ahahswini 1 | 148 | NFD | NA | NA | NA |



Specialized Population – Caseload

| SPOP groups | # | % |
|---|---------------|-----|
| Aboriginal People | 5,027 | 13% |
| Francophone | 599 | 2% |
| Immigrants | 3,182 | 8% |
| Persons with a Disability | 13,640 | 35% |
| Rural and Remote Populations | 8,969 | 23% |
| Multi-Barriered | 10,000 | 26% |
| Survivors of Violence and/or Abuse | 2,304 | 6% |
| Youth | 17,757 | 45% |
| As end of February 2013 Unique Specialized Populations | 39,083 | |

- **Measured Case Managed clients**
- **Counted Service Plans**
- **Based on self identified and system information**



Ministry of Housing and
Social Development

**Business Transformation Project
Stakeholder Information Sessions**

Version # 0.4

Document Information and Revision History

| | |
|----------------|--|
| Project | Business Transformation Project – Spring Consultations |
| Author | Rachel Holmes |
| Version | #0.1 |
| Status | Draft |

HISTORY

| Version | Date | Changes made by: | Description of Change |
|----------------|-------------|-------------------------|--|
| 0.1 | Feb 15 | Rachel Holmes | Original document |
| 0.2 | Feb 18 | Rachel Holmes | Edits from Leadership Committee |
| 0.3 | Feb 26 | Rachel Holmes | Edits from Working Group |
| 0.4 | Mar 11 | Rachel Holmes | Timelines and responsibilities updated |

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Background:

The Employment and Labour Market Services Division (ELMSD) transformation project is intended to identify opportunities and implement solutions for integration and enhanced service delivery. After extensive consultation with staff and stakeholders across the province, the division is now close to finalizing key components of the new program.

In order to support program success, timelines for the project have been refined, extending the length of the project to allow for further consultation, a lengthier procurement preparation and response period and transition phase, among other key areas. This new timeline not only ensures that stakeholders will have equitable access to the information they need regarding the new program and related services, it also supports the ministry's ongoing and often stated commitment to continuing dialogue.

Accordingly, the division is now planning for a series of face to face and online consultations with stakeholders regarding the detailed program and services. These sessions will be conducted in place of a 'Request for Information' (RFI) process, effectively marking the beginning of the procurement process for the new program. As a result, planning and implementation of the sessions will be conducted in a manner aligned with ministry and government procurement policy and standard practice.

The objectives of these sessions are as follows:

- Provide information to stakeholders related to the program and procurement process
- Answer any questions stakeholders may have regarding the program
- Ask any remaining questions of stakeholders and solicit input where needed
 - Input will be sought on a community level
- Fulfill commitment to continue open and transparent communications and engage with interested stakeholders.

Included in this document is an overview of approach to the Spring consultations, including work plan, and a number of key decisions to be made before proceeding (*See Appendix B*).

Project Governance:

Planning for the consultations will be managed by the following ELMSD representatives:

Mark Creighton
Monica Kendel

Birthe Levie
Rachel Holmes

Annameika Lee

Representatives will be responsible for various aspects of the sessions, including development of substantive presentation materials, communications, and other key consultation deliverables. All deliverables will be reviewed by the leadership committee and approved by Executive according to the established communications process and cycle.

Assumptions and Constraints:

The following assumptions have been made for this project:

- That all parties are interested in and committed to the ongoing engagement of stakeholders in the transformation process;
- The project will receive support and attention by MHSD Executive;
- Technology needed for online consultations is fully operational for use;
- Necessary stakeholders are able to participate;
- That key data and information is complete and ready to present in time for consultations.

Constraints:

- Availability of project resources and information to complete deliverables according to schedule.

Scope:

The scope of the project includes:

- Planning of face to face consultations, including
 - Logistical arrangements (hotel, travel, conference space)
 - Communications (invitations and messaging)
 - Consultation materials (agendas, environmental scans, etc)
- Planning of online, or 'virtual' consultations with stakeholders
- Delivery of face to face and online engagement sessions
- Development of action plan and processes/tools for ongoing solicitation of information from stakeholders

Session Content/Overview:

The intent of the session is to provide stakeholders with further, more detailed information regarding the program and included services, including:

- Context and Background
 - What we have heard to date and how this information has been incorporated
- Program Design
- Payment Model
- Procurement Overview
- Service Delivery Model
 - Including geographic overview of contacts/service provision

Unlike the Fall 2009 engagement sessions, which were focused more on soliciting in-depth feedback and input into the further development of the program and service delivery model, these consultations serve primarily to inform stakeholders of the ‘final’ program and to answer any questions or concerns prior to the commencement of an official procurement process.

A draft agenda that represents high-level concepts for the day, and is centered on information sharing with participants, is provided in Appendix B. This agenda will be further developed as the project progresses.

Participants:

Similar to previous engagement sessions, all interested stakeholders will have access to these sessions should they wish to participate. Particularly because the ministry is not holding a traditional Request for Information prior to the commencement of the official procurement process, ensuring that access to these sessions is equitable is of the utmost importance. In order to create awareness of these sessions, the following methods will be utilized:

- Notification email to stakeholder list. This includes, among others:
 - Service providers
 - Community organizations
 - Educational institutions

- Employer organizations
- Notification in electronic newsletter
- RSS feed announcement
- Information posted online – including all relevant/appropriate linkages to BC Bid.
- Media releases/advertisements.

In order to provide fair and equitable access to information, in recognition of these sessions as a component of the larger procurement process, and supporting the ministry's ongoing and stated commitment to open and transparent communications with stakeholders, these sessions will be open to all interested parties that respond prior to the RSVP deadline.

Locations:

Locations are recommended based on a review of the following criteria:

- Number of stakeholder organizations present in location and surrounding community
- Number of budget dollars expended
- Percentage of population receiving either Income Assistance or Employment Insurance assistance and services.

Recommended locations are as follows (included for decision in Appendix A):

- Victoria
 - Significant stakeholder population and budget expenditure
 - Previously included in fall engagement tours
 - *Covers Duncan South*
- Nanaimo
 - Significant stakeholder population and budget expenditure
 - Not previously included in engagement tour. Recent analysis shows, however, that despite population and expenditure, many organizations are not travelling to Courtenay for the northern island component.
 - *Covers Ladysmith north to Port Alberni/Parksville*
- Courtenay
 - Significant stakeholder population and moderate investment
 - Previously included in fall engagement tours
 - *Covers Campbell River*
- Vancouver
 - Significant stakeholder population and significant investment

- Significant specialized populations (immigrant/francophone, etc).
- Included in previous engagement tours
- Recommended two sessions in Vancouver to manage participation volume and better facilitate dialogue.
- *Covers metro Vancouver, Richmond and South Delta.*
- Surrey
 - Significant stakeholder population and significant investment
 - Significant specialized populations
 - Included in previous engagement tours
 - *Covers North Delta and Langley*
- Burnaby
 - Significant stakeholder population and significant investment
 - Not previously included in engagement tour, but allows more community specific dialogue within Region 3.
 - *Covers Coquitlam, New Westminster, Maple Ridge.*
- Chilliwack
 - Previous engagement sessions held in Abbotsford, Chilliwack venue provides greater accessibility to eastern Region 3, providing greater community specific dialogue.
 - *Covers Abbotsford, Hope, Mission and surrounding areas.*
- Kelowna
 - Significant stakeholder population and significant investment
 - Included in previous engagement tours
 - *Covers Penticton, Westbank, Vernon and surrounding areas.*
- Kamloops
 - Significant stakeholder population and significant investment
 - Included in 2009 Fall engagement tour
 - *Covers Lillooet, Salmon Arm and surrounding areas*
- Nelson
 - Largest stakeholder population and investment in West Kootenays
 - Included in previous engagement tours
 - *Covers Castlegar, Trail, Grand Forks and surrounding areas*
- Cranbrook
 - Largest stakeholder population and investment in East Kootenays
 - Not included in previous engagement tours, but allows ministry to capture community specific information unique to the regional area.
 - *Covers Kimberly, Fernie and surrounding areas.*
- Terrace
 - Largest stakeholder population and accessibility for area.
 - Higher percentage of individuals in receipt of EI/IA
 - Included in 2009 Fall engagement tour
 - *Covers North West Coast, including, Smithers and Prince Rupert*
- Prince George

- Largest stakeholder population and accessibility for area.
- Higher percentage of individuals in receipt of EI/IA
- Previously included in fall engagement tours
- *Covers Quesnel and Williams Lake northwest to Prince George*
- Fort St. John
 - Largest stakeholder population and accessibility for area.
 - Higher percentage of individuals in receipt of EI/IA
 - Included in Included in 2009 Fall engagement tour
 - *Covers, Mackenzie, Dawson Creek, and surrounding areas.*

Budget – preliminary:

The budget for the spring consultations will mirror that expended for the fall 2009 engagement tour. Of particular note:

- In total, for the fall engagement sessions, 9 ministry representatives travelled to various locations for the sessions for a total of approximately \$10,300.
 - Anticipating that, in order to increase continuity and strength of facilitation, the total number of representatives is consistent at each session, and that there will be 3 additional sessions the dollar amount expended will increase to an estimated \$20,000.
- 11 venues were secured at cost of approximately \$53,000.
 - If three additional sessions are added, this total increases to \$75,000.
- The final expenditure, inclusive of above and including other fees and costs (i.e. hotel accommodations), for the 2009 Fall sessions, was \$84,697.46, down from an initial estimate and budget of approximately \$95,000.
 - ***It is estimated, according to the variations noted above, that the final budget for the spring consultations will be approximately \$125,000.***
 - The Stakeholder Relationships Branch has requested additional funds to cover costs associated with spring consultations.

Deliverables and High Level Schedule:

The major deliverable products anticipated for this project and their proposed delivery dates are listed below.

| Date | Deliverable | Audience | Responsibility | Deadline |
|---------|----------------------------------|------------------------|------------------|----------|
| March 1 | Develop communication materials: | Staff and Stakeholders | Irina Richardson | March 19 |

| | | | | |
|-----------------|--|------------------------|------------------------|----------|
| | <ul style="list-style-type: none"> • Notification (BC Bid) • Notification (Listserv) • Email to Staff • ADM Blog • eNewsletter • RSS Feed • Media Communications • Web Content • RSVP Management Document | | | |
| March 15 | Develop Session materials: <ul style="list-style-type: none"> • Agenda • Presentations • Speaking Points • Discussion Questions/Template • 'Pocket Guides' • Facilitators Guide • Supplemental resources (evaluation, etc). | Staff and Stakeholders | Procurement Team/Irina | April 12 |
| March 15 | Venue research/preliminary quotes | | Alice | March 26 |
| March 18 | MAC: <ul style="list-style-type: none"> • Review Session Plan • Review Staff Involvement | Staff | Rachel/Sally | n/a |
| March 18 | Session Dates Finalized | | Rachel | n/a |
| March 19 | Communication materials into approvals | Staff and Stakeholders | Irina | April 6 |

| | | | | |
|-----------------|---|------------------------|-----------------|----------|
| March 26 | Travel and accommodations – HQ | Staff | Alice | n/a |
| March 26 | Venue contracts secured | | Alice | n/a |
| March 29 | Research AV requirements | | Alice | April 12 |
| April 6 | Communication materials approved | Staff and Stakeholders | | n/a |
| April 9 | Hands Up – Observers | Staff | Sally | April 21 |
| April 12 | Session materials into approvals | Staff and Stakeholders | Irina | April 23 |
| April 13 | Travel and accommodations – Facilitators | Staff | Alice | n/a |
| April 13 | Launch notification | Stakeholders | Irina/Huan | n/a |
| April 19 | Secure Final AV contracts | | Alice | n/a |
| April 19 | Pull together packages | Stakeholders | Alice | May 10 |
| April 20 | Observer meeting #1 | Staff | Sally | n/a |
| April 23 | First RSVP Due | Stakeholders | Alice | n/a |
| April 27 | Manager/Supervisor Meeting | Staff | Leadership Team | n/a |
| May 3 | Town Halls | Staff | Sally/Jenn | n/a |
| May 5 | Observer meeting #2 | Staff | Sally | n/a |
| May 11 | Pre-Session materials available/distributed | Stakeholders | Huan | n/a |
| May 12 | Observer meeting #3 | Staff | Sally | n/a |
| May 18 – | Face to Face Sessions | Stakeholders | Rachel | n/a |

| | | | | |
|--------------------------|-------------------------------------|------------------------|---------|-----------|
| June 18 | | | | |
| June 21 - June 30 | Online Sessions | Stakeholders | Eugene | n/a |
| May 18 – June 30 | Online Feedback / QA Window | Stakeholders | Huan | n/a |
| July 5 | Transcripts and Summary Development | Staff and Stakeholders | Various | July 30 |
| July 30 | Summaries into approvals | Staff and Stakeholders | Alice | August 12 |
| August 13 | Summaries available | | | n/a |

Engagement Approach

The engagement sessions will be a full day event with material presented by the senior management, business transformation leads, and the stakeholder relations branch. The majority of the day will be focused on presentations and a question and answer forum. The following is an approximate overview of the approach for the day:

- Presentation - Context
 - What is the existing system (LMDA programs inherited from feds and provincial programs)?
 - What is the feedback we received from stakeholders?
 - How did we approach program and service design?
- Presentation - Program Overview
 - Service Components
 - Delivery Model
 - Organizational design
 - Payment Model
 - Performance Measures
- Questions and Answer Session
- Presentation - What is next?
 - Tools/ Education and other resources
 - Project Timelines
 - Procurement process
- Final Questions

If we are still seeking input from stakeholders on specific details of the program and service delivery model (i.e. geographic boundaries for service areas of EACs) then we

will incorporate facilitated small group discussions. The need for these discussion groups will be determined as the session planning evolves.

| | | | |
|---|--|-----------------------------------|--|
| Courtenay Site | | | |
| Service Providers (1 representative) | | | |
| Organization | Name | E-Mail address | |
| Central Vancouver Isl Job Opportunities: | Cyndy Ireland Bresden | cyndy@careercentre.org | |
| Central Vancouver Isl Multicultural Soc: | Hilde Schlosar | hschlosar@cvims.org | |
| CFDC Alberni-Clayoquot: | Lori Camire | lori.camire@cfac.ca | |
| CFDC Central Island: | Sherree Walter | sherree@cfnanaimo.org | |
| CFDC Mount Waddington: | Evelyn Clark | evelyn@recn.ca | |
| CFDC Strathcona: | Helen Furgale | helen.furgale@strathfutures.bc.ca | |
| CFDC Powell River: | Pam Krompocker | pam@prfutures.ca | |
| Creative Employment Access Society: | Bruce Brautigan | bruceb@ceas.ca | |
| ETHOS Career Management Group: | Deborah Bromley-Anvelt | deborah@careonline.ca | |
| Nanaimo Youth Services Association: | Steve Arnett | arnetts@nysa.bc.ca | |
| North Isl Employment Foundations Soc: | Doug Preston | doug.preston@niefs.net | |
| Powell River Employment Program Soc: | Lyn Adamson | lyn@careerlinkbc.com | |
| Power River Model Community Project: | David Morris | dgm_mcp@shawcable.com | |
| SL Bistriz Consulting Ltd: | Sandra Bistriz | info@slbiconsulting.com | |
| Steele O'Neil & Assoc: | Susan Steele | smsteele@telus.net | |
| Colleges/Universities/Institutes/Associations | | | |
| North Island College | Lou Dryden | lou.dryden@nic.bc.ca | |
| Vancouver Island University (Nanaimo) | Ralph Nilson | president@viu.ca | |
| Municipal Government | | | |
| Regional Districts (Chief Administrative Officers) | | | |
| Alberni-Clayoquot | Robert Harper | rharper@acrd.bc.ca | |
| Comox Valley/Strathcona | Debra Oakman | djoakman@comoxvalleyrd.ca | |
| Nanaimo | Carol Mason | corpsrv@rdn.bc.ca | |
| Powell River | Stan Westby | info@cdpr.bc.ca | |
| Provincial Government staff | | | |
| Housing and Social Development | | | |
| LMSTO: | Various | | |
| Regional Services Division: | ED | | |
| | DSD | | |
| | DPRM (Director, Performance & Risk Management) | | |
| Community Groups/Advocates | | | |
| Boys and Girls Club – Central Island: | Ian Kalina | ikalina@bgccvi.com | |
| United Way Central Island: | N. Lynne Brown | lynne@uwci.ca | |

| | | |
|--|----------------------------------|---------------------------------------|
| Tillicum Haus Native Friendship Centre: (Tillicum Lelu) | Mrs. Grace Elliott-Nielsen | educationcentre@tillicumlelum.ca |
| Port Alberni Friendship Centre: | Cyndi Stevens | stevens@alberni.net |
| Courtenay Friendship Centre: | Wedliidi Speck | wedliidi@wachaiay.com |
| Nanaimo Region John Howard Society | Barbra Rumney | barb.jhsnan@shawcable.com |
| Sectoral | | |
| Tourism Nanaimo | J. Mark Drysdale | mark@tourismnanaimo.com |
| Tourism Tofino | Marc Riddell | |
| Oceanside Tourism Association | Blain Sepos | blain@oceansidetourism.com |
| Nuu Chah Nulth Economic Development Assoc: | | |
| Alberni Clayoquot Innovation Society | | |
| Nanaimo Port Authority | | |
| Port Alberni Port Authority | Brad Madelung (CEO/Port Manager) | bmadelung.papa@telus.net |
| Living Forest Ocean Campground (Small Bus Round: David Littlejohn Presley & Partners (Small Bus Roundtable): | J. Murray Presley | |
| | | |
| Non-Governmental | | |
| North and West Coast Vancouver Island AHRDA | | |
| Alberni Chamber of Commerce | Mike Carter | manager@avcoc.com |
| Campbell River & District Chamber of Commerce | Colleen Evans | colleen.evans@campbellriverchamber.ca |
| Comox Valley Chamber of Commerce | Dianne Hawkins | dhawkins@comoxvalleychamber.com |
| Nanaimo Chamber of Commerce | S.D. (Lee) Mason | lee@nanaimochamber.bc.ca |
| Port Hardy Chamber of Commerce | Sandra Boyd (President) | slboyd@cablerocket.com |
| Port McNeill Chamber of Commerce | Terrence Eissfeldt (President) | s.22 |
| Port Renfrew Chamber of Commerce | | |
| Powell River Chamber of Commerce | | |
| Qualicum Beach Chamber of Commerce | Diane Kellas (President) | s.22 |
| Tofino – Long Beach Chamber of Commerce (SAME AS TOURISM TOFINO) | | |
| Ucluelet Chamber of Commerce | Don McMillan, President | |
| Skills Council – Ron Trepanier (BC Skills Force) | Ron Trepanier | info@bcskillsforce.com |
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External Advisory Panel – Employment Program of BC

Terms of Reference

Role

The External Advisory Panel provides advice and recommendations to the Ministry Program Steering Committee on the operation and enhancement of the Employment Program of BC (the Program). It provides independent advice, observations and recommendations on the EPBC's adherence to the principles upon which it was founded and the results it was designed to achieve. The purpose of the new Program is to support clients to obtain and maintain employment.

Responsibilities

- Monitor overall Program access, service quality and effectiveness in meeting the needs of unemployed British Columbians to obtain sustainable employment;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry Program Steering Committee.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish dialogue with specific groups such as employers and labour market experts;
- Create sub-committees or work groups as required;
- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;



- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Contact the Program Governance Office for assistance, if required, when preparing to speak to the media and advise the PGO when contact with the media has occurred.

Scope

The Advisory Panel focuses on:

- Reviewing the effectiveness of the Program as a whole;
- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all clients accessing the Program; and
- Providing advice and recommendations for the Ministry Program Steering Committee's consideration and which support decisions that are aligned with Program objectives, within the Ministry's mandate and accountabilities and that do not duplicate existing available programming.

The Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs/interests of individuals or specific population groups; or
- Assess or comment on the performance of individual Program contractors or service providers.

Accountability and Decision-making

In carrying out its work, the Advisory Panel is accountable to the Ministry Program Steering Committee and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Ministry. The terms of reference will be reviewed annually and any changes must be approved by the Program Steering Committee.

For Discussion:

Decisions made by the Panel will be made through consensus. Where the Panel is unable to reach consensus, decisions will be made by voting on specific motions put forward by the members. Voting can be taken by a show of hands. A motion must receive a simple majority vote (50% plus 1) in order to pass. A minimum of 50 per cent of voting members must be present in order to establish quorum.



Members adhere to the Ministry's Code of Conduct and Conflict of Interest Guidelines for the External Advisory Panel – Employment Program of BC. The Code of Conduct will be reviewed annually.

Role of Chair

The role of the Chair will be to:

- convene and chair meetings
- act as a liaison between Panel members and the Ministry
- act as spokesperson for the Panel
- set meeting agendas
- build consensus at Panel meetings

Membership

The External Advisory Panel is comprised of up to 12 members appointed by the Minister of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office. Membership will be reviewed on an annual basis or more frequently if required.

See Appendix A for Committee membership.

Term of Appointment

Panel members are appointed for a one-year term with the possibility of reappointment for a two-year term, followed by a three-year term for a total of six years. Reappointments are not guaranteed. An appointee may be considered for reappointment if the appointee's performance has been satisfactory and there are no other considerations that would mitigate against the reappointment. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted in order to take into consideration optimal succession planning, staggering of appointments and requests from individual Panel members.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meetings may be called at the discretion of the Chair.



Travel Expenses

- Travel to participate in Panel meetings or business will be reimbursed in accordance with the Province of BC's Core Policy and Procedures. This includes ground and air transportation, accommodations, and meals or per diem allowances at Group II rates;
- The Panel must consider alternatives to travel wherever practical. Teleconferencing and other methods are to be used where feasible to achieve cost savings and reduce greenhouse gas emissions; and
- Members are responsible for making their own travel arrangements in accordance with government policy.

Meeting Protocols

Meetings will follow standard business practices, including the following protocols:

- Agendas will be circulated together with any other meeting materials at least 5 business day prior to the meeting
- All decisions will be made in accordance with the above section on 'Accountability and Decision-Making'
- Minutes will be prepared by the Program Governance Office and provided to members within one week of the meeting
- Meeting attendance is expected for all Panel members
- Panel members are to indicate ability to attend within 2 weeks prior to a meeting.

External Advisory Panel Membership

| Name | Contact Information |
|------|---------------------|
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Terms of Reference

Expert Advisory Panel on Specialized Populations

Role

The Expert Advisory Panel on Specialized Populations will provide advice and recommendations to the Ministry of Social Development regarding the Employment Program of BC (the Program), in support of the Ministry's role of ensuring that the Program meets the employment service needs of Specialized Populations.

For the purposes of the Program, Specialized Populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

Responsibilities

- Consider how and to what extent the Specialized Populations access the Program;
- Consider the extent to which Program services are appropriate for the needs of the Specialized Populations;
- Consider best practices and recommend innovative changes to enhance or improve Program access, service model or service delivery; and
- Provide advice and/or feedback on matters addressed to the Panel by the Ministry.

Key Activities

- Develop and maintain an understanding of the mandate and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and service outcomes;
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the Ministry can best establish dialogue with the Specialized Populations;
- Create sub-committees or work groups as required;
- Request best practice studies or analyses from the Centre for Employment Excellence;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report; and
- Refer all media inquiries to the Ministry.

Scope

The Advisory Panel focuses on:

- Reviewing the effectiveness of the Program from the perspective and interests of the Specialized Populations as a whole;
- Improving the new service delivery model by recommending modifications that enhance the model, considering and balancing the needs of all Specialized Populations, as well as other Clients accessing the Program;
- Providing advice and recommendations for Ministry's consideration and decision that are aligned with Program objectives, within the Ministry's mandate and accountabilities and that do not duplicate existing available programming.

The Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs or interests of individuals or specific population groups; or
- Assess or comment on the performance of individual Program contractors or service providers.

Accountability

In carrying out its work, the Advisory Panel is accountable to the Ministry and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Ministry.

Members adhere to the government's Board Resourcing and Development Office's Code of Conduct Guidelines.

Membership

The Expert Advisory Panel on Specialized Populations will be comprised of up to 12 members appointed by the Minister, Ministry of Social Development, from a slate of candidates proposed by the government's Board Resourcing and Development Office.

Term of Appointment

Panel members will be appointed for an initial term of one year and are eligible for two subsequent appointments of two years each, for a maximum of five years.

Appointment terms may be adjusted to stagger appointment dates in the interest of Panel continuity.

Meetings

Panel members will attend three to four one-day meetings per year. Additional meeting may be called at the discretion of the Chair.

Travel Expenses

- Travel to participate in Panel meetings or business will be reimbursed in accordance with the Province of BC's Core Policy and Procedures. This includes ground and air transportation, accommodations, and meals or per diem allowances at Group II rates;
- The Panel must consider alternatives to travel wherever practical. Teleconferencing and other methods are to be used where feasible to achieve cost savings and reduce greenhouse gas emissions; and
- Members are responsible for making their own travel arrangements in accordance with government policy.

Secretariat Support

Secretariat support is provided to the Advisory Panel by the Employment and Labour Market Services Division of the Ministry of Social Development.

The role of the Secretariat will be to:

- ensure appropriate Advisory Panel orientation;
- articulate roles and responsibilities;
- set meeting agendas with the Chair;
- arrange meeting space for Panel meetings;
- arrange for reports and presentations;
- provide administrative support to the Chair and Panel;
- act as liaison between the Program and the Advisory Panel; and
- assist the Board Resourcing and Development Office in recruiting Panel members. The Board Resourcing and Development Office is responsible for:
 - establishing guidelines for all provincial appointments to agencies;
 - ensuring that all provincial appointments are made on the basis of merit following an open, transparent and consistent appointment process; and
 - ensuring that appointees receive appropriate orientation and ongoing professional development.



Expert Advisory Panel on Specialized Populations - Employment Program of BC

Terms of Reference

Purpose

The Expert Advisory Panel on Specialized Populations provides information and advice to the Ministry Program Steering Committee regarding the Employment Program of BC (the Program), in support of the Employment and Labour Market Services Division's (ELMSD) role of ensuring that the Program meets the employment service needs of Specialized Populations. For the purposes of the Program, Specialized Populations include People with Disabilities, Immigrants, Francophones, Multi-barriered Clients, Survivors of violence and/or abuse, Aboriginal peoples, rural and remote populations and youth.

To fulfill this purpose, the Expert Advisory Panel on Specialized Populations will:

- Consider best practices and recommend changes to enhance or improve program access, service model or service delivery,
- Identify potential gaps in service and emerging trends and/or new populations
- Provide advice and/or feedback on matters addressed to the panel by the Ministry program steering committee; and,
- Engage in initiatives that complement the EPBC annual priorities.
- Request reports or analyses from the Program as required to discharge the Panel's responsibilities;
- Provide advice on how the ELMSD can best establish and maintain communication with the established and emerging Specialized Populations;
- Request information, best practice studies or analyses from other organizations, including the Centre for Employment Excellence;
- Provide advice and recommendations to the Ministry Program Steering Committee;

The Advisory Panel does not:

- Make Program management or policy decisions;
- Advocate for the needs/interests of individuals or specific population groups; or
- Assess or comment on the performance of individual Program contractors or service providers.



Accountability and Decision-Making

In carrying out its work, the Advisory Panel is accountable to the Ministry Program Steering Committee and operates within a budget and Terms of Reference jointly developed and agreed to between the Panel and the Ministry Program Steering Committee. The terms of reference will be reviewed annually and any changes must be approved by the Program Steering Committee.

Membership

The Expert Advisory Panel on Specialized Populations is comprised of up to 12 members appointed by the Minister of Social Development from a slate of candidates proposed by the government's Board Resourcing and Development Office. Membership will be reviewed on an annual basis or more frequently if required.

Term of Appointment

Panel members are appointed for a one-year term with the possibility of reappointment for a two-year term, followed by a three-year term for a total of six years. Reappointments are not guaranteed. An appointee may be considered for reappointment if the appointee's performance has been satisfactory and there are no other considerations that would mitigate against the reappointment. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted to take into consideration optimal succession planning, staggering of appointments and requests from individual panel members.

Responsibilities of the Panel Members:

The role of the Panel Members is to:

- Develop and maintain an understanding of the principles and services of the Employment Program of BC;
- Receive and consider reports on Program performance, trends and outcomes;
- Engage in an annual planning and reporting process led by the Chair to identify priority focus areas that align with the Program, develop a work plan and produce an annual report;
- Attend in person meetings (three to four meetings per year) and teleconference meetings.
- Participate in any activities of the Panel
- Notify the Chair and the Program Governance Office if unable to attend the meetings
- Read minutes and documents sent for meetings, complete work they take on and stay up-to-date with email and other correspondence
- Work collaboratively with other Panel members
 - Represent all Specialized Populations and employers served by the Employment Program of BC
- Ensure the Chair and panel are aware of / and endorse all activities being conducted by individual members
- Know these Terms of Reference



- Know and adhere to the Panel's *Code of Conduct and Conflict of Interest Guidelines*
- Refer all media enquiries to the Chair

Role of Chair

The role of the Chair will be to:

- Convene and chair meetings in a businesslike manner
- Act as a liaison between Panel members and the Ministry
- Representing the Panel in a positive manner and acting as a spokesperson for the Panel
- Develop meeting agendas
- build consensus at Panel meetings and where necessary using Robert's Rules of Order.
- Ensuring everyone's voice is heard when issues are discussed and
- Leading the panel in monitoring how well the panel is working as a group
- Ensuring the Ministry is aware of and endorses all planned Panel activities being conducted in the community so they can facilitate coordination with other EPBC related activities
- Contacting the Program Governance Office (PGO) for assistance when preparing to speak to the media and advising the PGO when contact with the media has occurred
- Completing a **Panel Member Performance Appraisal*** for each member who wishes to be considered for reappointment
- Create sub-committees or work groups as required;

Role of the Ministry

The Ministry will provide secretariat support through the Program Governance Office.

The role of the Secretariat will be to:

- ensure appropriate Advisory Panel orientation;
- articulate roles and responsibilities;
- set meeting agendas with the Chair;
- arrange meeting space for Panel meetings;
- arrange for reports and presentations;
- provide administrative support to the Chair and Panel;
- act as liaison between the Program and the Advisory Panel; and
- liaise with the Board Resourcing and Development Office in recruiting Panel members. The Board Resourcing and Development Office is responsible for:
 - establishing guidelines for all provincial appointments to agencies;



- ensuring that all provincial appointments are made on the basis of merit following an open, transparent and consistent appointment process; and
- ensuring that appointees receive appropriate orientation and ongoing professional development.
- Develop and complete Chair performance appraisals
- Support the Chair to circulate agendas together with any other meeting materials at least 5 business day prior to the meeting
- Prepare and distribute meeting minutes to the Panel Chair normally within one week of the meeting and to panel members upon Chair approval.

Panel Evaluation

The Panel will ensure an annual self-evaluation takes place as part of the annual planning and reporting process.

Travel Expenses

- Travel to participate in Panel meetings or business will be reimbursed in accordance with the Province of BC's Core Policy and Procedures. This includes ground and air transportation, accommodations, and meals or per diem allowances at Group II rates;
- The Panel must consider alternatives to travel wherever practical. Teleconferencing and other methods are to be used where feasible to achieve cost savings and reduce greenhouse gas emissions; and
- Members are responsible for making their own travel arrangements in accordance with government policy.

**Evaluation guidelines must be developed.*

INVOICE #

This form is for use by members of agencies, boards, commissions and administrative tribunals to claim travel expenses. Refer to the attached Appendix 3 for guidelines and allowable rates. After completion, the member should forward the original claim form (with receipts attached) to their ministry financial contact. The qualified receiver will complete and sign the Coding section and forward the claim to Finance, Accounts for processing. A cheque will be forwarded to the *Cheque Mailing Address* shown below.

Member's Name: _____ Supplier # _____ Location Code: _____

Cheque Mailing Address: _____

Hearing Attended/Business Conducted: _____

CLAIM TOTAL

Client: _____ **Resp:** _____

Svc Line: _____ **STOB:** 5515 **Proj:** _____

Qualified Receiver Printed Name _____

Qualified Receiver Signature _____

Date _____

Member's Signature _____

Date _____

Certified this is a true statement of disbursements made to which I am entitled as a result of travel on government business as detailed above and enclosed.

Expense Authority Printed Name