



Management Response

Small Community Employment Support program review

As a result of the review findings, the GNWT intends to take the following action to address recommendations identified in the report.

	Recommendation	Response	Action	Status	Timeframe
1.	<i>Conduct Additional Stakeholder Engagement</i>	<p>Accepted.</p> <p>This is recommended as the SCES program review was started in late February, 2020 and was delayed due to the COVID-19 situation.</p> <p>It is recommended that consideration be given to delaying any changes to the program until more information can be collected from key stakeholders, specifically DCAs and community employers.</p> <p>While some DCAs and community employers were engaged in this review process, their numbers were small and not equally representative of all regions. Additional stakeholder engagement would ensure that more robust feedback is obtained about the program from all communities and regions across the Territory.</p>	<p>Additional information on the SCES program and employment in small communities will be incorporated into ECE's forthcoming territory-wide engagement on Skills 4 Success (S4S).</p>	Forthcoming	Proposed March 31, 2021



	Recommendation	Response	Action	Status	Timeframe
2.	<i>Transfer Annual Plan Decision-Making Authority to Regional ECE Service Centre Staff</i>	<p>Accepted.</p> <p>This recommendation was implemented in April 2020 to streamline and simplify processes due to COVID-19.</p> <p>This recommendation seems to be working well and it is recommended that this approach be continued and permanently implemented.</p> <p>This is also recommended for communication purposes. When community employers contact Regional ECE Service Centers for SCES funding, Regional staff are better positioned to answer questions and provide information on the SCES program.</p>	<p>Regional ECE Service Centres approve Annual Plans and/or Employer Applications for more consistent and transparent SCES funding procedures.</p>	Ongoing	<p>Currently implemented, as emergency measures.</p> <p>Will be made permanent and ongoing by March 31, 2021.</p>
3.	<i>Enter into Multi-Year Contribution Agreements</i>	<p>Partially accepted.</p> <p>This recommendation would encourage the development of more Community Labour Market Development Plans (CLMDPs) that DCAs have created with community employers and stakeholders. It would also encourage sustainable job creation within small communities.</p> <p>ECE will not implement this recommendation with employers in communities that have opted out of the SCES program, as entering into multi-year agreements with employers could preclude other employers from accessing funds under the SCES.</p>	<p>ECE will implement this option for DCAs with CLMDPs beginning in 2021-22. While funding contribution agreements may span multiple years, reporting will continue to be required on an annual basis.</p> <p>SCES Program guidelines will be revised and Regions will be advised of the forthcoming change.</p>	TBD	2021-22 fiscal year



	Recommendation	Response	Action	Status	Timeframe
4.	<i>Revise the Reporting Requirements</i>	<p>Accepted.</p> <p>Reporting requirements and information gathering will be revised to provide more relevant information that supports the SCES program objectives.</p> <p>It is recommended that the Regional ECE Service Centres collect pertinent final reports which include quarterly interviews with the employer and with the employee. These reports would be submitted to HQ on a quarterly basis (via electronic means or with a CMAS program).</p> <p>Reporting should also come from all community employers including documentation of funding spent and how the employer is providing sustainable jobs with the SCES position created for their employee.</p> <p>Currently, DCAs who administer the SCES program, do not submit any info from their employers or from their employees who are funded under the SCES program.</p> <p>New questions could be added to the Appendix F that reflect the SCES program objectives and request information that directly links to community infrastructure and/or economic development projects with explanations on what these projects are and how SCES funding contributed to these projects.</p>	<p>LDS HQ staff will engage with Regions to identify enhanced reporting mechanisms and processes in 2020-21, with a view to implementing these beginning in the 2021-22 fiscal year.</p>	<p>Forthcoming</p>	<p>2021-22 fiscal year</p>



	Recommendation	Response	Action	Status	Timeframe
5.	<i>Create More Formalized Territorial, Regional and Local Partnerships</i>	<p>Accepted.</p> <p>While Regional ECE Service Centres are already partnering with organizations, industries and other GNWT Departments through informal and formal mechanisms, including through regional labour market and training partnership groups, ECE will explore opportunities to enhance partnership activities, including through the establishment of formal regional labour market and training partnership groups where these are not currently in place.</p>	ECE will explore the establishment or revival of formal regional labour market and training partnership groups where currently not in place, with a view to having them in place in 2021-22, as appropriate.	Ongoing / forthcoming	2021-22 fiscal year
6.	<i>Clarify the Program Criteria</i>	<p>Accepted.</p> <p>Key stakeholders suggested there is a lack of clarity regarding the criteria that guide the SCES program funding decision-making process, and that changes have recently been made to the guidelines that have not been effectively communicated nor equitably implemented.</p> <p>Responsibility for SCES program delivery rests with Regions, and a number of SCES program resources have been developed for Regions and DCAs, including guidelines for ECE staff and an external guide for employers, organizations and DCAs on the SCES program. Additionally, all changes to the program are noted in the program guidelines and communicated to Regions.</p> <p>However, HQ will further assist Regions in</p>	ECE Managers will continue to regularly meet to discuss SCES program issues, update program guidelines as required and advise Regions of these changes as soon as they are implemented.	Ongoing	2021-22 fiscal year



		<p>ensuring that program objectives are understood through the continuation of regular HQ-Region Manager meetings and through annual reminders to engage with DCAs and community employers, as appropriate, on SCES planning and access at the beginning of each fiscal year.</p> <p>Stakeholders noted differences in how some DCAs utilized SCES program funds, as some prioritized year-round employment with community employers and others focused on part-time employment of students in the community.</p> <p>While the SCES program aims to support the creation of sustainable employment in communities, the program includes flexibilities to support employers in accessing support for the same position in a second year, as well as to support seasonal, part-time employment. Regions are best positioned to determine their DCAs' labour market circumstances, needs and priorities, and are responsible for determining if proposed community and employer plans are consistent with the SCES program. Where Regions are unsure, they can consult HQ for an opinion.</p>			
--	--	--	--	--	--



	Recommendation	Response	Action	Status	Timeframe
7.	<i>Increase Community-Level Program Promotion</i>	<p>Accepted.</p> <p>Key stakeholders indicated that they were unaware that the program was running in their community and missed the deadline to submit an application. The evaluation recommends that consideration be given to increasing program promotion at the community level to ensure all local employers are aware of the program funds in a timely manner so they have the time needed to prepare their application.</p> <p>ECE staff currently engage DCAs and community employers through email and community visits, which is a best practice. However, ECE-HQ will provide an annual reminder email to Regions which includes proposed timelines and processes for ensuring that community stakeholders are aware of SCES program opportunities.</p>	<p>Beginning in 2021-22, HQ will email a formal reminder to Regions to engage with stakeholders on the SCES program and invite any Regions with questions to consult HQ.</p>	<p>Ongoing / Forthcoming</p>	<p>2021-22 fiscal year</p>
8.	<i>Improve Communications</i>	<p>Accepted.</p> <p>The Report recommends that consideration be given to improving consistency and frequency of SCES program communication to Regional ECE Service Centres, DCAs and community employers. It also recommends that roles and responsibilities regarding communication of SCES program information be defined and clearly articulated to ECE HQ and Regional Staff.</p>	<p>See actions 6 and 7 above.</p>	<p>Ongoing / Forthcoming</p>	<p>2021-22 fiscal year</p>