



Sector Council Program Guidelines

Department of Labour and Advanced Education/
Workplace Initiatives Division

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1 Sector Council Program Introduction:

The intent of this guide is to provide a framework to enable government to make strategic, sound investments under the Sector Council Program. The Sector Council Program is funded under the Labour Market Partnerships Program of the Labour Market Development Agreement, and is administered by the Workplace Initiatives Division of the Department of Labour and Advanced Education. Two million dollars is available annually for a three-year period, after which time the program will be evaluated to determine its effectiveness.

Purpose:

The purpose of the *Sector Council Program* is to support an industry-led approach to human resource development tailored to meet the labour market needs of industry sectors. In particular, the program will ensure that small- and medium-sized businesses in Nova Scotia have increased access to expertise, resources and support in the area of human resource planning.

The Province intends to support the important work of sector councils and sector council-like organizations (SC/SCLOs) through sustained, three-year partnership/funding agreement that will better enable SC/SCLOs to address labour market challenges in a way that will make a long-term, positive, and quantifiable impact on industry.

Applicants must be SC/SCLOs and submit an application as described in the guide. Once an application has been approved, the proponent will enter into a partnership/funding agreement with the Department that clearly defines the relationship and outlines expectations and funding arrangements. (This agreement will be administered through the Labour Market Program Support System (LaMPSS)).

An important component of the Sector Council Program is that it provides a framework for encouraging long-term planning and impact. As such, the program will have a strong evaluation component that will require Sector Council Program partnership/funding agreement holders to demonstrate their effectiveness through an outcomes-based approach to their industry's human resource development.

Priorities:

The three priority areas addressed through the Sector Council Program are as follows:

1. HR Planning:
Examples include research to identify promising practices, preparing industry for change and innovation, creating HR policies, creating industry-specific labour market information to enable better planning, succession planning, matching supply and demand, and promoting healthy and safe work environments, etc.
2. Attraction and Retention:
Examples include enhancing industry's ability to recruit and retain skilled workers, marketing focusing on recruiting from under-represented groups, and creating welcoming workplaces, etc.
3. Training:
Examples include the development and delivery of industry-specific curriculum that fosters innovation and productivity, and promoting skills training within the workplace. It is important that applicants work closely with learning systems and with LAE to ensure training is not duplicated.

Please Note:

Under LMP funding (the funding stream used to support the SC Program), training is not an eligible activity. However, the SC Program coordinator will work with applicants to determine alternate sources of funding to support this activity.

Program Outcomes:

Through strategic investments in these areas, it is expected that :

- Industry will have more skilled workers to meet its labour needs
- Productivity and technology adoption will improve
- A greater number of workers will have the right skills for the right jobs
- Training pathways will be created and/or better utilized to provide more opportunities for people to learn
- Employers will increase investments in training and learning
- Businesses will become more productive, innovative and globally competitive.
- Under-represented groups will have increased opportunities for employment and advancement

Partnership/Funding Duration:

Agreements will span up to 3 years, after which time the Sector Council Program will undergo a summative evaluation to determine its future direction. If the program outcomes are met and the program continues, SC/SCLOs may re-apply to enter into a new agreement. Reassessment

before this time would be required only when the partnership/funding relationship or the SC/SCLO's ability to deliver is called into question, or if unanticipated changes in the labour market occur.

Funding:

SC/SCLOs will be eligible for three-year partnership/funding agreement. The program will provide a range of funding support that will reward strong past performance and a sound strategic plan with clearly-articulated outcomes. The level of funding support is also dependant on factors such as:

- The current state of the sector and its impact on the provincial economy
- Alignment of proposed activities with provincial priorities
- Innovative approaches to issues
- Industry representation
- Demonstration of partnerships with other organizations and relevant stakeholders, such as national sector councils, industry associations, etc.
- Available budget and number of Sector Council Program applicants

Strong year-over-year achievement of measurable outcomes will help secure continued support and funding from LAE.

Eligible Applicants:

The program will only consider applications from non-profit SC /SCLOs, which can be defined as organizations that communicate and consult with industry associations, business, labour, professional associations and education stakeholders engaged in a specific economic sector. Their purpose is to identify and address human resource and skills issues in a collective, collaborative and sustained manner.

Application Requirements:

Applicants are required to apply for funding through the Labour Market Program Support System (LaMPSS) and must follow the directions in this guide.

SC/SCLOs applicants must submit a proposal/plan that includes letters of support, a 3 year strategic plan and a detailed action plan for the first year of the agreement. The requirements for these documents are described in detail on page 13 in this guide.

2 Applying for Sector Council Funding in LaMPSS

Applying Online Using LaMPSS Self Serve

Once you are a registered LaMPSS user, you can apply for funding on line using the self service capability. To apply on line go to www.gov.ns.ca/lampss

Completing an Application Form

This section provides supporting information required in completing the application form contents for WI/Sector Council Program.

Organization Information

Your organization name and mailing address will be pre-populated in the application. If your organization name or mailing address has changed, please contact the Workplace Initiatives Sector Council Coordinator at: 424-6561 to obtain a LaMPSS Registration Change form to update your information.

Project Details

Please provide the following:

Project Title	Enter: " Sector Council Name, Priorities, Year" Example: "Trucking Sector Council, HR Planning, Attraction and Retention, 2012" (if the SC was also conducting training, training would be added to the title
Agreement Start Date	Provide the proposed start date: "April xxxx (year)"
Agreement End Date	Specify three years from the start date.

Note: Past Agreements will be addressed in the strategic plan ('Organizational effectiveness: demonstrated impact/proven results'). Applicants will be asked to attach their strategic plan in the Supporting Documents section.

Project Description (maximum approx. 300 words)

Provide a brief description of the Sector Council Program priorities your organization will be advancing, Include primary goals and outcomes you hope to achieve if your application is successful. Please identify new/incremental activities that currently are not receiving support that could be possible with the assistance of this program.

Attach a detailed project description/ proposal to the application

If you wish to provide additional information that would support your application you may attach it here. It is not necessary to repeat information provided in the strategic plan or elsewhere.

Agreement Contact

Provide the appropriate contact for your organization. Please note that this contact should be an individual empowered to negotiate all or some portions of the agreement.

Language Preference

Provide your language preference.

Project Location(s)

Please provide the address information for the location of the activities.

Relevant Activities

Relevant Activities:

1. Human Resource Planning

If this priority has been identified as an issue, the following activities should be completed within a three year period:

- Creation and dissemination of labour market information (LMI) specific to the industry, to enable the industry to forecast supply and demand and identify needs and gaps (consultation with LAE required)
- Research to identify promising practices
- Preparation of industry for change and innovation

Other activities will be determined by the needs of the industry, and may include, but not be limited to, the following:

- Coordination and dissemination of information
- Development and implementation of HR tools
- Consultation on labour market challenges and opportunities
- Informing educational curriculum
- Initiatives that increase coop education participation and awareness
- Identification of industry training needs
- Succession planning

2. Attraction and Retention

If this priority has been identified as an issue, the following activities should be completed within a three year period:

- Attraction and retention activities targeting under-represented groups
- Activities related to the creation of workplace learning cultures as a way to retain staff

Other activities will be determined by the needs of the industry, and may include, but not be limited to, the following:

- Increasing apprenticeship opportunities
- Creation/dissemination of promotional material
- Career planning
- Youth attraction
- Activities that support Welcoming Workplaces (LAE project)
- Prior learning Assessment and Recognition Solutions

3. Training

*If this priority has been identified as an issue, applicants should include a plan to support the following within the industry within the 3-year period. Please note that funding for training will come from other sources and **not the SCP program**:*

- Essential skills training and skills upgrading
- Management/leadership training
- Health and safety
- Productivity training/enhancement that promotes innovative practices to increase workplace efficiency; for example, conferences, training, mentorship

4. Cross cutting Activities (crossing all priorities)

Examples include:

- Strategic planning, research and development to identify industry issues, and to identify new initiatives
- Creating partnerships and leveraging investments
- Marketing and communication activities

To ensure that the work of SC/SCLOs aligns with, and does not duplicate, government programming, the following activities, if undertaken by the SC/SCLOs, should be undertaken through collaboration with government:

- Increasing apprenticeship opportunities
- Creation of sector specific labour market information
- Formal Consultation
- Prior learning assessment and recognition
- Workplace education/essential skills training
- Occupation health and safety
- HR toolkit development and delivery
- Diversity in the workplace

Entering Activities in LaMPSS and the Activity Template

First Year Activities:

The applicant must identify activities it plans to undertake in the first year . Please enter relevant activities described in the section above into the **Action Plan Template (Template 1)** available on-line:

<http://www.nswworkplaceeducation.ca/LaMPSS/Documents/SectorCouncilProgramActionPlanTemplate.doc>.

This template is designed to connect issues, strategies and activities in a logical sequence and to identify expected outputs and outcomes

Major Activities Completed Over 3 Years:

The activities section in the LaMPSS application form should be used to summarize key activities that will advance HR planning, Attraction and Retention and Training over a 3 year period (detailed activities will be reported annually using the action plan template). The Applicant should review the relevant activities section to ensure that required activities are included. Please select ‘Agreement Management’ as the activity type and in the brief description section identify the priority (HR planning, Attraction and Retention, Training) and activities relating to this priority that will occur during a period of 3 years. Please add another activity for each priority and show separate activities for each year.

<i>Activity Type: Agreement Management</i>	
Start Date: End Date:	Start and End dates must be entered. Please group HR Planning activities that occur in the same year together.
Brief Description	Describe each priority being addressed and the activities that will be completed to address that priority. 1. Human Resource Planning Activities: Summarize Human Resource Planning activities that will be performed over the next 3 years. Please review the relevant activities section to ensure that required activities are included.
Expected Results	Identify anticipated results .
Where does this activity take place	Identify the location for these activities.
Select the “add another activity button” to describe the activities in the next year or a new priority.	

<i>Activity Type: Agreement Management</i>	
Start Date: End Date:	Start and End dates must be entered. Please group Attraction and Retention activities that occur in the same year together.
Brief Description	2. Attraction and Retention Activities: Summarize attraction and retention activities that will be performed over the next 3 years. Please review the relevant activities section to ensure that required activities are included.
Expected Results	Identify anticipated results.
Where does this activity take place	Identify the location for this activity.
Select the “add another activity button” to describe activities in the next year or a new priority.	

Activity Type: Agreement Management	
Start Date: End Date:	Start and End dates must be entered. Please group training activities that occur in the same year together.
Brief Description	3. Training Activities : Summarize training activities that will be performed over the next 3 years. Please review the relevant activities section to ensure that required activities are included.
Expected Results	Identify anticipated results
Where does this activity take place	Identify the location for each activity.
Select the “add another activity button” to describe the activities in the next year	

Project Budget:

Applicants are not required to submit a budget. Funding amounts will be determined by LAE.

Budget Category	Eligible Costs
Administrative- -	
Administrative-	
Admin inclusive	<i>Please enter \$ 0</i>
Operational Standard	
Recurring	<i>Please enter \$ 0</i>
Program Delivery	
Program	
Overall	<i>Please enter \$ 0</i>

Legal Signing Offers

Provide the appropriate signing officers for this project agreement as well as the legal signing requirements for your organization.

Supporting Documentation

Please attach the following documents with your application:

Documents	Mandatory ?	Document Type	Requirements
1. Letters of Support	Yes	Letter	<p>Letters of support from at least 2 industry stakeholders (cannot be board members) must be submitted, and must indicate that the proponent:</p> <ul style="list-style-type: none"> • Serves/represents a significant percentage of industry • Provides leadership on labour market issues for industry by identifying issues and creating tools/initiatives to respond to labour market challenges • Increases industry capacity in the areas of HR Planning, Attraction and Retention, and Training
2. Strategic Plan	Yes	Strategic Plan	<p>Applicants are required to provide a 3-year strategic plan. Please find a strategic plan model attached as Appendix 1. If the organization wishes to submit an existing strategic plan, it is important that all requirements as outlined in Appendix 1 are met. A planning framework template is provided in Appendix 2 of this document which can be used to help applicants through the Strategic Planning process.</p>
3. Action Plan	Yes	Action Plan	<p>A proposed action plan that includes expected outcomes, outputs, and time frames, is required (and may be integrated into the Strategic Plan). The action plan should describe the activities that will be undertaken to support the achievement of strategic plan goals and initiatives. An on-line template (Template 1) is available that applicants must use to organize and present action items:</p> <p>http://www.nsworplaceeducation.ca/LaMPSS/Documents/SectorCouncilProgramActionPlanTemplate.doc</p>

Submitting Your Application

Once your organization has finalized the application including the attachment of all the required templates, the application must be submitted to the Department using the LaMPSS self-serve system.

In this section of the application enter the following information that would have been received when your organization was registered in LaMPSS:

Enter your organization’s ID, username and password and “submit.” This will connect you with the LaMPSS system to submit the application.

Please note: There is a 120 day calendar timeline to open, complete and submit an application. After 120 days you must begin the process again to ensure the application information is current.

Once an organization has submitted their application, they should save a copy on their computer to enable them to make any requested edits and then resubmit.

3 APPLICATION ASSESSMENT PROCESS

Strategic plans and accompanying action plans will be assessed by an internal review committee, and the information provided will be assessed against the partnership/funding indicators and assessment criteria as outlined in the table below.

Partnership/Funding Indicators	Assessment Criteria
<p><i>Innovative</i> activities and provision of unique/technical services</p>	<ul style="list-style-type: none"> • The strategic plan identifies the state of the sector, labour market issues based on research and consultation, and a clearly articulated plan to address the issues (objectives, activities, outcomes). • Provides unique solutions in response to sector-specific challenges in the areas of HR planning, recruitment and retention, and training. • Researches and drives/advances leading edge technologies, training, and HR practices that increase productivity and long-term competitiveness. • Produces, utilizes, promotes the use of, and disseminates sector-specific labour market information. • Promotes best practices and innovation in health and safety, learning and welcoming workplaces within the sector.
<p><i>Aligned</i> with provincial government priorities</p>	<ul style="list-style-type: none"> • Strategic plan priorities align with, and will advance, jobsHere and the Workforce Strategy. • Sector and SCLO’s benefit to the province is clearly demonstrated. • Strategies and activities will lead to increased productivity, high value job growth, and/or support employers and industries in transition, growth or decline.

	<ul style="list-style-type: none"> • Strategies and activities will lead to increased competitiveness. • Strategies and activities show a commitment to our future workforce including youth, older workers, and under-represented groups. • Expected long-term outcomes contribute to addressing provincial workforce challenges. • Priorities advance other relevant government strategies that impact labour market and industry-specific objectives (eg. agriculture, fish, tourism, health, and energy).
<i>Representative of industry</i>	<ul style="list-style-type: none"> • Sector Council has Board level industry representation. • Has working relationship, communicates regularly, and consults with key industry employers/stakeholder groups. • Receives funding from industry, where potential exists.
<i>Connected other relevant stakeholders</i>	<ul style="list-style-type: none"> • Demonstrates key synergies with other stakeholders, such as provincial /national sector councils and industry associations. • Ensures and can demonstrate that strategies and activities are complimentary to, not duplicative of, other sector initiatives and activities. • Remains connected to, and forges new relationships with, other relevant stakeholders.
<i>Outcomes-based impact and proven results</i>	<ul style="list-style-type: none"> • Past performance on projects supported by LAE and/or other government departments met or exceeded outcomes (i.e. outcomes advanced are unlikely to have occurred without Sector Council intervention). • Positive past impact and outcomes in building the sector's capacity in the areas of HR planning, recruitment and retention, and training. • The strategic plan specifies how it will evaluate progress on achieving objectives and outcomes, including timelines, and how the action plan outcomes will progress toward long-term change. • Has adequate capacity to conduct planned activity, demonstrates financial governance and sound management practices, is agile and able to implement.
<i>State of the Sector</i>	<ul style="list-style-type: none"> • The sector is a significant contributor to the growth of the NS Economy. • The sector requires a SC/SCLO to build capacity in the areas of HR planning, recruitment and retention, and training. • The SC/SCLO applicant is the most appropriate organization to move the sector forward in the areas of HR planning, recruitment and retention, and training.

4 Sector Council Program Reporting Requirements

The organization will be required to submit activity and financial reports as outlined in the funding agreement. These reports must be submitted through LaMPSS. The schedule of when reports are due will be provided at the time of agreement signing.

There will be a financial hold back of 10% that will be applied at the end of each year. The holdback will be released upon receipt of the activity and financial reports demonstrating that all outcomes have been achieved for the year.

Outcomes will be evaluated using the following criteria (these may be expanded):

Final Report Elements	High-level Criteria
<p>Outcomes, as measured against proposed initiatives and action plans</p>	<ul style="list-style-type: none"> • SC/SCLO has met all requirements as per the signed funding agreement • Expected outcomes have been met (milestones, deliverables, anticipated results) • Actions have been implemented according to plan • Relationships and alignments with other stakeholders have been achieved/demonstrated • SC/SCLO has demonstrated alignment with, and has helped to advance, the province’s strategic priorities • Representation from industry has been achieved/increased • Organizational effectiveness: effective project management; sustainability (long term effectiveness of the project); cost effectiveness; expertise to complete the project
<p>Mitigating Factors</p>	<ul style="list-style-type: none"> • Identifies clear and reasonable lessons learned or reasons why expected results were not realized • Makes recommendations for future plans to address unrealized potential

Reporting Online Using LaMPSS Self Serve

Reports will be submitted online using LaMPSS self serve functionality at www.gov.ns.ca/lampss.

Completing an Activity Report

This section provides supporting information required to complete the activity report. Sponsors are required to provide quarterly updates in LaMPSS for the first 3 quarters of the year and a detailed annual report that identifies progress on the activities described in their action plan.

Activity Update: First 3 quarters

Updates are required quarterly for the first 3 quarters of each year. Please provide an update of your progress for the relevant activities in the LaMPSS activity report.

For all SCP activities	
Update / Status this Period	Provide an update on the progress of the activities in relation to the expected results for this period.

Reporting Action Plan Results: Annual

For the last report of each fiscal year, please report on the results of your action plan activities using this template (available on-line):

<http://www.nsworplaceeducation.ca/LaMPSS/Documents/SectorCouncilProgramReportTemplate.doc>

Attach this document to your LaMPSS activityreport and enter the following:

For all Sector Council Initiatives activities	
Update / Status this Period	Please enter: "see attached template"

Supporting Documentation

You can attach any supporting documents with your activity report.

Reporting Notes

Provide any additional information.

Financial Report

Sponsors must provide financial reports that identifies how the funding was spent. Financial reports will be submitted quarterly along with an updated project cash flow. The schedule of when reports are due will be provided at the time of agreement signing.

LaMPSS will request the information according to the categories identified in the table below. Sponsors have the flexibility to spend within their allocation as long as the total allocation is not exceeded.

Funding allocation	Funding amount spent
Administrative- Administrative- Admin-inclusive	<i>Please enter: the amount of SCP funding spent on administration(salaries, benefits, insurance, legal and other related administrative costs)</i>
Operational Standard- Recurring	<i>Please enter: the amount of SCP funding spent on operationals(facilities/rent, office supplies)</i>
Program Delivery Program- Overall	<i>Please enter: the amount of SCP funding spent on program delivery(salaries, travel, etc.)</i>

Supporting Documentation

You can attach supporting documents with your financial report.

Reporting Notes

Provide any additional information.

Submitting Your Reports

Once your organization has finalized the report including the attachment of all the required templates, the report may be submitted to the Department using the LaMPSS self-serve system.

In this section of the report enter the following information that would have been received when your organization was registered in LaMPSS:

Enter your organization's ID, username and password and click the "submit" button. This will connect you with the LaMPSS system to submit the report.

CONTACT INFORMATION:

If you require additional information, please contact:

SectorCouncilProgram@gov.ns.ca

424-6561

Appendix 1

STRATEGIC PLAN REQUIREMENTS

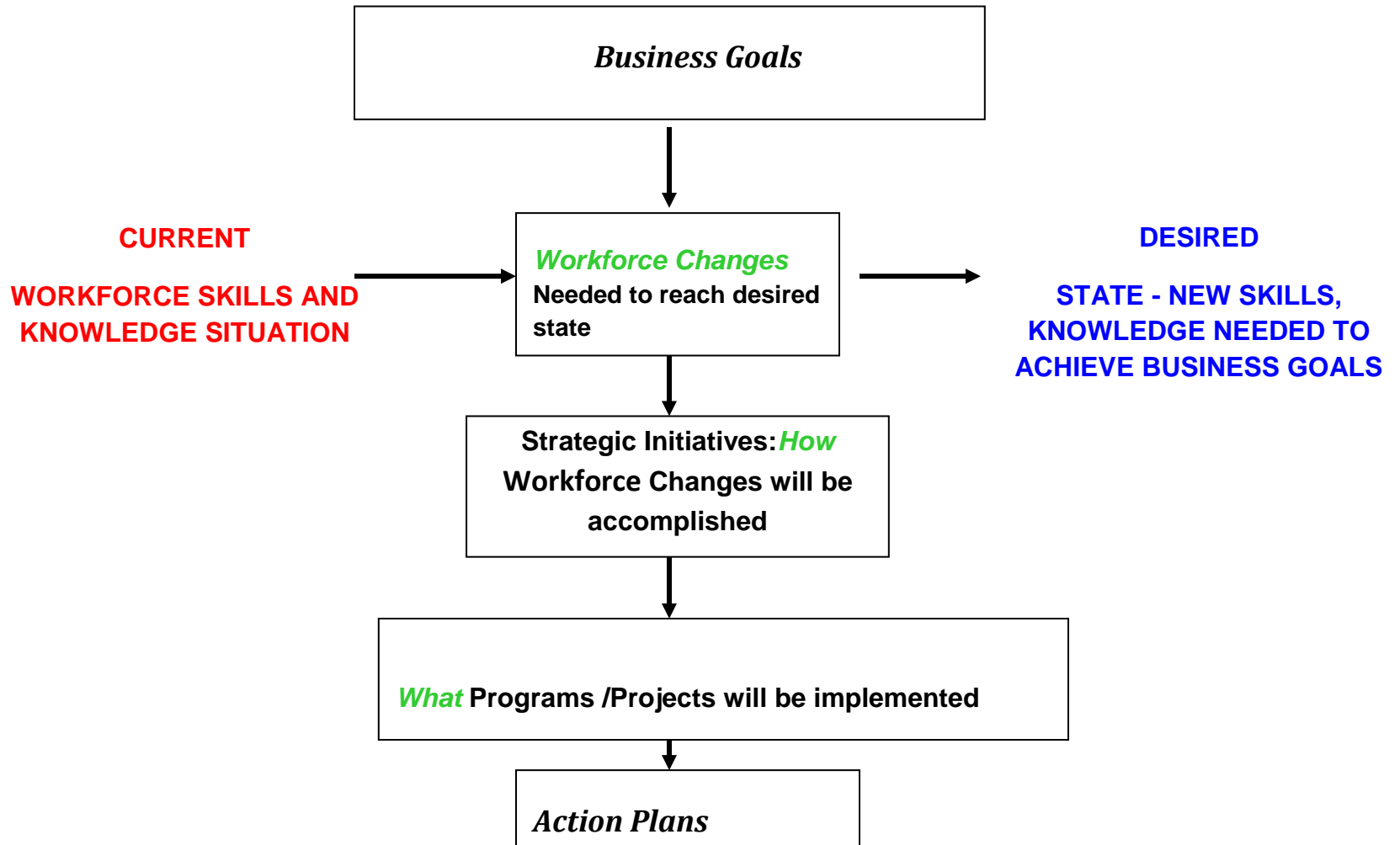
MODEL

Strategic Plan Elements:

- **Vision, Mission/Goals, Values, Clients**
- **Organizational Capacity and Effectiveness**
 - Demonstrated outcome-based impact and proven results*
 - Representative of Industry*
 - Connected to other relevant stakeholders*
- **State of the Sector**
 - Evidence that this is a priority sector:
 - Employment in the sector
 - Percentage of provincial GDP from the sector
 - Growth of the sector
 - Investments and exports
 - Adjustment priorities (i.e., sector in transition)
 - Relevance to provincial priorities (i.e., green jobs)
 - Evidence-based identification of industry labour market issues, strengths, and opportunities
 - Evidence that the sector requires a SC/SCLO to build its capacity in areas of HR Planning, Recruitment and Retention, and Training
- **Strategic Priorities/Objectives/Outcomes**
 - Identification of strategic priorities that will directly impact the issues identified (should link back to industry issues, strengths and opportunities):
 - Aligned with provincial priorities *
 - Aligned with Sector Council Program priorities
 - Providing innovative/unique and technical services*
 - Expected outcomes
 - Outcome-based impact and proven results*

**Note: See Assessment Criteria Table (pg. 14) for detailed descriptions of these requirements*

APPENDIX 2 : RECOMMENDED PLANNING FRAMEWORK



Adapted from **STRATEGIC HUMAN RESOURCE PLANNING**

Adapted from D.T. Simpson, *Putting the Management in Total Quality Management: Creating a Strategic Framework*,