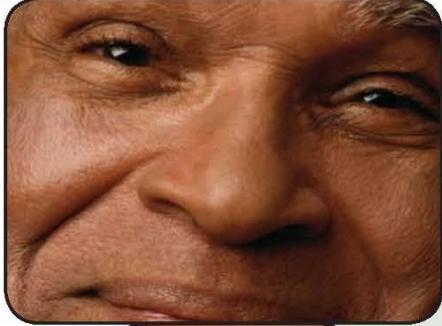




# Targeted Initiative for Older Workers



A federal-provincial/territorial initiative to support Canada's unemployed older workers



2015-2016  
Call for  
Proposals  
Guide



Canada

## **TIOW Overview**

The Targeted Initiative for Older Workers (TIOW) is a federal-provincial/territorial cost-shared initiative providing support to unemployed older workers in communities affected by significant downsizing or closures through programming aimed at reintegrating them into employment. In situations where there is little likelihood of immediate employment, programming may be aimed at increasing the employability of older workers, and ensuring they remain active and productive labour market participants while their communities undergo adjustment.

The Targeted Initiative for Older Workers (TIOW) responds to the Government of Newfoundland and Labrador's commitment to support older workers affected by economic adjustments. It supports unemployed older workers living in communities in Newfoundland and Labrador affected by significant downsizing or closures or who are experiencing long term unemployment. The primary objective is to prepare participants for new and immediate employment.

TIOW is a temporary initiative until March 2017 to respond to the immediate needs of unemployed older workers while a feasibility study of measures for older workers is undertaken to inform a longer-term approach.

## **Eligible Project Requirements and Criteria**

TIOW is intended to provide employment support to address the immediate employment needs of unemployed older workers. In situations where there is little likelihood of immediate employment, TIOW may also be aimed at increasing the employability of older workers, and ensuring that they remain active and productive labour market participants.

### Project Sponsor

Each proposal submitted for funding through the TIOW must have a project sponsor. The sponsor will be responsible for the overall coordination of the project. The sponsor must be a community-based organization with expertise in delivery of employment programming and, ideally, in addressing the special needs of older workers or with the necessary community partnerships to ensure appropriate programming for older worker participants.

The role / responsibilities of the project sponsors include:

- Ensuring project activities and measurables are met
- Adhering to the required reporting structure
- Submitting monthly financial and activity reports using the LaMPSS system
- Provision of an Audited Financial Report upon project completion

## Eligible Communities

To be eligible for TIOW, communities must:

- have a population of 250,000 or less, and
- have ongoing high unemployment, and
- have 20% of the labour force dependent on a single employer or a single industry, and
- the employer or industry has experienced significant downsizing or a closure; or
- have employers are unable to fulfill their demand for workers; or, where the skills of workers do not match those required by the employer or industry.”

Priority may be given to:

- Communities affected by closures or downsizing in traditional industries.
- Communities that do not have employment services and training facilities readily available to residents.
- Projects whose activities support community economic development strategies and activities.

## Eligible Activities

TIOW activities should focus on preparing participants for available employment opportunities. All projects must include employment assistance activities such as résumé writing, interview techniques, informational interviews, networking, counselling and other related job finding activities. In addition to employment assistance, TIOW projects must include at least two other employability improvement interventions or activities with additional interventions encouraged. Priority consideration may be given to proposals containing an Employer Based Work experience component where opportunities exist.

Vocational and/or Learning Assessments – This may include a prior learning assessment, high school equivalency tests, functional capacity evaluations, standardized vocational testing including assessments of interests, skills and abilities, mapping of the participant’s current transferable and essential skills and the creation of a personal portfolio.

In addition to informing the sponsor and participants of individual strengths and areas requiring improvement, many assessment approaches have the positive effects of identifying transferable skills and improving self-esteem. It is particularly the case with older workers where exercises such as portfolio development and prior learning assessment identify valuable marketable skills that they have taken for granted and that strengthen their résumé.

Mentorship – This may include peer or traditional mentoring approaches. Peer mentoring involves formal and informal relationships through which older workers are counselled, tutored and otherwise supported by other older workers as they participate in activities aimed at improving their employability. Traditional mentoring is a more formal relationship in which the mentor is a person who agrees to help and support someone who is transitioning toward an employment goal with which they have experience. An advantage of both forms of mentoring may be that the relationship can outlast the project, offering continued support as older workers venture into new employment.

Basic skills upgrading- This may include upgrading of basic and essential skills such as computer skills, written and verbal communication, problem solving and conflict resolution, working with others and other essential skills training as appropriate to the participants' needs. Even in labour markets with few immediate employment prospects, the ready availability of a labour force with basic computer literacy can be a compelling incentive to employers looking to establish a new location.

Specific skills training - should be targeted to identified or anticipated labour market demands, where they exist. This training could be offered in a number of ways. If a single employer anticipates a number of job openings that may be filled with project participants, the sponsor may arrange for the employer to provide class-room or workplace-based training to the participants as a group. Specific skills training may also be provided to individual participants through subsidized work placements (with approved training plans) for individual participants in the project. External resources may be brought in to the community to provide specific skills training where warranted.

Employer-based Work Experience - Employer-based work experience can be integrated into projects in a variety of ways. As examples, they may form a module of a few weeks that follows the training portion of the project, or they may involve four days per week combined with a training day at the project location. The latter model allows participants to retain ongoing contact with other participants and project staff. Even when participants are in placements for a block of time, it is helpful for project staff to monitor the placements. By staying in touch with employers and participants they can play an important role in preventing and solving workplace problems.

Project sponsors may provide employers with a wage subsidy for the period of participant employment. Sponsors must exercise precautionary measures to ensure that existing employees are not displaced as a result of the subsidy.

Ideally an employer-based work experience will give participants an opportunity to prove themselves to an employer, give the employer an opportunity to train the participant, and result in employment. Even where this is not a realistic outcome, work placements are of value in that through them participants can gain skills and experience in a new employment field and acquire a recent reference for their résumés.

Preparation for self-employment– Participants may receive assistance determining if self-employment is a viable option as well as training, professional business support, and mentoring to assist them with starting their own business where appropriate. Self-employment is a desirable and viable option for many older workers who have extensive experience and skills and an interest in managing their own time. Skills that older workers have developed through interests and hobbies may be applied to the development of successful small businesses. In some remote communities, networking individuals with similar skills can result in financial savings to all and even form a new economic base for a struggling community.

Community-based work experience – The intent of TIOW is to increase employability and thus employment prospects for participating older workers. All projects should be designed in support of this objective and emphasis should be on activities that will assist unemployed older workers to gain employment. In communities with no other opportunities for workers to gain new work experience, even with a wage subsidy, projects may include an opportunity for participants to gain work experience through work on incremental projects that benefit the community.

Such work experience may involve community improvement activities that are already underway – or work activities that are organized by the sponsor or by the participants as part of their program. Throughout this portion of their project involvement, the sponsor would pay the participant's wages based upon the hours that they work on the community projects.

Community projects must be of community benefit and not result in personal or private gain, or competitive advantage. They should not create a dependency on a service or displace volunteers. All necessary legal permits as required for project activities must be obtained prior to their commencement. As well, the sponsor must ensure that working conditions and personnel policies adhere to labour standards.

Direct marketing to employers and job development - may include the marketing of program participants directly to employers, establishing a job-worker matching service for participants or working with employers to develop appropriate employment opportunities that are reflective of the employer's human resource needs as well as the skill supply from project participants.

Certification - activities may include certification courses that are in demand in a wide variety of jobs such as First Aid, Cardio Pulmonary Resuscitation (CPR), Workplace Health and Safety and Customer Service certifications. As well, it may be valuable for sponsors to arrange for assessment of some participants for high school equivalency as a successful assessment may expand future employment opportunities for the participant.

Post-project follow-up mentoring and support - many participants continue to need support after completing project activities. Sponsors may offer ongoing counselling, networking, access to job postings and other support to program graduates who are continuing their job search after their project participation ends – or link graduates to other community employment resources if available. If the sponsor continues to offer employment services in the community, it is reassuring to participants to know they will maintain an open-door policy for graduates and/or maintain contact and provide on-going support.

Other employability approaches - additional activities with demonstrated success may also be included in TIOW project activities.

All projects must involve at least 25 hours per week of programming, and participant wages must reflect the number of hours spent on the project. Projects may involve a single intake of participants, or offer programming over a longer period of time to more than one intake of participants.

### Eligible Project Participants

In order to be eligible to participate, older workers must meet all of the following criteria:

- Be unemployed;
- Be legally entitled to work in Canada;
- Be from 55-64 years of age;
- Lack skills needed for successful integration into new employment or marketable skills, and
- Live in an eligible community.

All projects must be designed for and targeted to workers aged 55-64.

### Targeted Participants

TIOW projects should be targeted to unemployed older workers most in need, specifically those not in receipt of Employment Insurance (EI) benefits. Although not targeted, older workers in receipt of EI benefits may participate on a project. Project sponsors will need to advise such individuals to discuss the impact that their participation may have on their current and subsequent EI claims by contacting their local Service Canada Centre.

Note: Older worker participants in receipt of Canada Pension Plan income should contact their local Service Canada Centre prior to commencing involvement in the TIOW program to discuss the impact that participation may have on their pension income.

### Project Expenditure Criteria

All reasonable and proper direct costs incurred by project sponsors to deliver eligible and approved project activities are considered eligible for reimbursement, including:

Participant financial support – Participants will receive financial support while participating in a project. The type of financial support paid to participants will depend on the activity and may include:

- Allowances – while participants are engaged primarily in developmental activities such as assessment and skills upgrading, they will be paid allowances. Allowances are taxable, but not insurable, nor do they include contributions to Canada Pension Plan. The amount paid to participants through allowances should reflect the number of hours in which active project participation has occurred and be in line with allowances paid through similar community employment programs. Additional information on payment of allowances may be obtained from Canada Revenue Agency.

- Wage subsidies – If a project includes a module in which a participant or participants are placed with an employer for an employer-based work experience, the employer may receive a wage subsidy from the sponsor. It is important that the amount of the wage subsidy is in line with that of similar federal or provincial employment programs in order to avoid competition among participants of different programs. Preference will be given to work experiences where the employer is cost-sharing the employment with the sponsor.
- Wages – If a project includes a module in which participants gain work experience through employment on a community-based work experience, the participant will be paid a wage, normally by the sponsor. The wage is taxable, insurable and pensionable and the sponsor would have to pay all other mandatory employment related costs for each employee.

Financial assistance may be provided to sponsors to reimburse participants for all or a portion of the incremental costs of project participation such as expenses relating to dependent care, disability needs and transportation.

Overhead costs for delivery of effective programming –All reasonable and proper direct costs incurred by project sponsors to deliver eligible and approved project activities are considered eligible for reimbursement. Financial assistance may be provided to cover all overhead costs necessary for project delivery, such as wages and mandatory employment related costs for staff, materials and supplies, insurance, rental of premises, utilities, cost of audits and fees for professional services. Given the short duration of the projects, it is expected that purchases for equipment will be minimal. Overhead costs may include:

- The costs of workers' compensation coverage or comparable private insurance compensation for participants and project staff.
- The cost of services provided by other organizations.
- The costs of leasing or purchasing materials or equipment for use in project activities. After the project, any capital assets must be disposed of accordingly.
- The Project Sponsor's reasonable administrative overhead costs necessary for project administration, such as wages and mandatory employment related costs for Project administrative staff, costs of materials and supplies, insurance costs, rental costs of premises, utilities costs, costs of the purchase or lease of equipment, interest costs, travel costs and fees for professional services.
- For projects that include community-based work experience activities, the amount of project expenditures incurred in relation to such activities (other than expenditures on participant wages and mandatory employment related costs and on administrative overhead) must be a maximum equivalent of 25% of the wages and mandatory employment related costs paid to participants during the period they are employed in the work experience activity. Project sponsors can arrange partnerships or seek other funding sources or donations to cover such costs.
- For projects that are availing of training services from a third party service provider, all costs should be kept at a minimum, with lowest possible per participant costs being presented.

## Proposal Requirements

Interested organizations are asked to submit an application and proposal to the Department of Advanced Education and Skills, which include the following information:

### A. Organization structure

Briefly describe the following information on your organization:

- Mandate;
- Structure of the Board of Directors and names of current directors;
- Organization Structure (overall organization);
- Project organization structure (if this is a unit within the overall organization).

Include with the proposal a copy of:

- Articles of Incorporation/Association;
- By-laws;
- Directors' Liability Insurance

### B. Organizational Overview

- B.1 Programs and services currently offered by the applicant.
- B.2 Brief description of past projects and/or initiatives funded by the provincial or federal governments.
- B.3 Demographic and Economic Profile: Applicants should include statistics relevant to the area associated with the older worker population in receipt of Income Support benefits, Employment Insurance benefits or are otherwise unemployed
- B.4 Project Rationale: The applicant should include and provide responses to the following:
- Identify the community(s) that the proposal is representing and why there is a need for this program in your area?
  - What is the need that this project will fulfill?
  - How has this need been identified?
  - Have there been recent major lay-offs in the area?
  - Are there employers in the area facing recruitment and retention issues?
- B.5 Community Resources: The applicant should provide details on specific local economic development strategies and activities.

### C. Project Description

- C.1 Project Summary
- C.2 Project Objectives

- C.3 Project Activities and Work plan:
- C.4 Expected Results / Outcomes (result-based measurements)
- C.5 Impact of Project– should relate back to fulfilling the need described in section B.3 and B.4
- C.6 Outline follow-up process with participants upon completion of program.

#### D. Project Delivery Capacity

- D.1 Project Management - The applicant must provide information that :
  1. Demonstrates an ability and capacity to effectively manage and deliver employment related programs.
  2. Identifies the required project delivery resources.  
Provide a profile of the staff who will deliver the program and services, including their credentials and experience and copies of job description. (Qualified individuals should possess an adequate level of computer skills and experience in basic accounting/bookkeeping, as well as be familiar with data base systems.)
  3. Demonstrates an ability to provide a supportive and inclusive work environment for staff and the participants involved.
  4. Is there a minimum or maximum number of participants required to make the project viable?
  5. Has the project delivery site been identified? If so, is it accessible?

#### E. Budget

- E.1 Proposed Budget - the applicant must submit a fully completed budget using the “Budget Template Summary” and the “Supporting Details” documents attached:
- E.2 Financial Management: The applicant must provide details to determine their ability and experience to provide adequate financial controls such as budgeting, record keeping, audits and other generally accepted accounting principles.
- E.3 Applicants contact information:
  - Name of organization
  - Mailing address
  - Phone number
  - Fax number

- Email address and website address (if available)
- Name of contact person

## **Proposal Submission**

Proposals can be submitted electronically, by mail or faxed to:

Apply online utilizing the Departmental Agreement Management System (LaMPSS) at  
[http://www.aes.gov.nl.ca/lampss\\_public/index.html](http://www.aes.gov.nl.ca/lampss_public/index.html)

By Mail:

Department of Advanced Education and Skills  
Employment and Training Division  
Confederation Building, West Block  
P.O. Box 8700  
St. John's, NL  
A1B4J6

Email: [TIOW@gov.nl.ca](mailto:TIOW@gov.nl.ca)

Phone: 709-729-1729

Fax: 709-729-1129

# Budget Template Summary

Direct Project Costs	Total Item Cost  (A)	Funding Sources (the contribution of your organization, other partners, and other sources of revenue)  (B)	Total Amount Requested from the TIOW  (A) - (B) = (C)
Financial Support for Participants			
Allowances (while in training \$ 10.50 per hour)			
Wage Subsidy (50% up to \$ 5.50 per hour)			
Wages (Community-Based Work Experience - \$ 10.50 per hour)			
Mandatory Employment-Related Costs			
Workers' Compensation Coverage			
Other Participant-Related Direct Project Costs			
Total Participant Related Costs			
Activity-Related Direct Project Costs			
Staff Wages			
Benefits (MERC)			
Workers Compensation			
Professional Fees			
ARMS (Accountability and Resource Management System)			
Director's Liability Insurance			
Audited Financial Report			
Travel			
Material and Supplies			
Printing & Communications			
Rent			
Utilities			
Other Activity Related Direct Project Costs (please specify)			
Total Project Costs			
Total Amount Requested (A - B = C)			

## SUPPORTING DETAILS FOR TIOW BUDGET

### Section A

#### Description of Funding Sources

List Sources & Amounts from section B in the budget summary	<u>Source</u> (name and list)	<u>In Kind</u> —	<u>Financial</u> —	<u>Confirmed Revenue</u> —	<u>Potential Revenue</u> —	<u>Amount</u>
Your Organization						\$
Partners/Sponsors						\$
Other Sources of Revenue						\$
<b><u>TOTAL</u></b> (this amount should equal column B in the budget summary)						\$

**Section B**

Supporting Details for Project Costs

Direct Project Costs	Total Item Cost	Costs Calculations and Rationale
<b>Financial Support for Participants</b>		
Allowances (while in training \$ 10.50 per hour)		
Wage Subsidy (50% up to \$ 5.50 per hour)		
Wages (Community-Based Work Experience \$ 10.50 per hour)		
Mandatory Employment-Related Costs		
Workers' Compensation Coverage		
Other Participant-Related Direct Project Costs		
Total Participant-Related Costs		

Salary breakdown:

Coordinators salary \$15.00 per hour; \$10.50 per hour for participants in training; \$10.50 per hour for Community based work experience and a maximum of \$5.50 to an employer in an Employer based work experience. Individuals chosen to participate in the TIOW program who are currently in receipt of EI will only receive a top up to the maximum amount to be received under the allowance portion of the program.

Activity Related Direct Project Costs	Total Item Cost	Costs Calculations and Rationale
Staff Wages		
Benefits (MERC)		
Workers Compensation		
Professional Fees		
ARMS (Accountability and Resource Management System)		
Director's Liability Insurance		
Audited Financial Report		
Travel		
Material and Supplies		
Printing & Communications		
Rent		
Utilities		
Other Activity-Related Direct Project Costs (please specify)		
Total Project Costs		