



Targeted Initiative for Older Workers



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



Request for Proposals

May 15, 2009

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NOVA SCOTIA
Labour and
Workforce Development

TABLE OF CONTENTS

Overview	3
Project Guidelines And Criteria.....	4
Project Sponsors.....	4
Eligible Communities	5
Eligible Participants.....	5
Eligible Activities.....	6
Project Expenditures.....	8
Application Process	14
Project Sponsor Application.....	15
TIOW Contacts.....	18
TIOW Coordinator:	18
Skill Development Coordinators:.....	188
Appendix A	19
Budget Template Summary	22
Supporting Details for TIOW Budget.....	24

OVERVIEW

The **Targeted Initiative for Older Workers (TIOW)** is a federal-provincial partnership developed to aid unemployed older workers in communities affected by significant workforce downsizing or workplace closures through programming aimed at reintegrating them into employment. TIOW responds to the Government of Nova Scotia's commitment to support older workers affected by global economic adjustments. In the Federal Budget 2008, it was announced that TIOW would be extended for three years until March 31, 2012. Since 2007, the Apprenticeship Training and Skill Development division, within the Nova Scotia Department of Labour and Workforce Development, has administered and promoted TIOW in Nova Scotia.

Older workers are an important part of a community's employment base, but many older workers face difficulties finding employment due to changes in technology and workplace processes. Employers and co-workers can benefit from an older worker's years of experience, on-the-job knowledge, and interpersonal skills. TIOW targets individuals ages 55-64. Its primary objective is to prepare older workers for new and immediate employment in their communities. In situations where there are few employment opportunities within an older worker's community, TIOW will work to improve the skills of older workers to ensure that they remain part of a viable and skilled workforce valuable to Nova Scotia's many small communities. Since 2007, 293 older workers have benefited from 23 TIOW projects across Nova Scotia. Over 40% of participants have gained employment.

The Department of Labour and Workforce Development works in partnership with community-based organizations to develop and deliver TIOW projects. Community-based organizations coordinate and develop employment related programs that are tailored to their specific communities and respond to the needs of older workers.

This document has been prepared to foster the development of older worker projects and to guide interested community-based organizations through the application process. **Please note that this guide has been updated since the last call for proposals.** Prior to submitting a proposal, applicants will need to consult the Department's Skill Development Coordinators to explore the integration of existing tools and resources. Skill Development Coordinators are located throughout the province to promote and coordinate essential skill programs in the workplace and for individuals who are in transition. Evaluations have indicated that the integration of an essential skills component further enhances the development of program participants.

The Apprenticeship Training and Skill Development division will be accepting TIOW project applications for this fiscal year 2009/2010. Proposals will be reviewed as needed, in addition, the review committee has tentatively set a meeting to review proposals the week of July 13 – 17, 2009.

PROJECT GUIDELINES AND CRITERIA

Project Sponsors

Every TIOW project requires the invaluable aid of a **project sponsor**. Project sponsors are organizations responsible for planning, designing, and implementing a TIOW project. The sponsor must be a community-based organization with expertise in the delivery of employment programs and must have either experience addressing the needs of older workers, or the ability to form community partnerships to ensure the needs of older workers are met. The roles and responsibilities of project sponsors include:

- Developing a project model that responds to the needs of older workers and the community
- Connecting with older workers and assessing their needs
- Carrying out project management duties such as activity and financial reporting, evaluation, and participant follow-up.

Potential project sponsors can apply for funding by submitting a proposal using guidelines provided on page 15.

As part of the development of a TIOW program delivery model, applicants should explore the integration of an essential skills component. Essential skills provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. Essential skills include:

- Reading Text
- Document Use
- Numeracy
- Writing
- Oral Communication
- Working with Others
- Continuous Learning
- Thinking Skills
- Computer Use

These skills are used in nearly every occupation and throughout daily life in different ways. Individuals who have these skills are able to take on a wide variety of tasks and make a positive contribution in any workplace.

Skill Development Coordinators promote and coordinate essential skills programs in the workplace and for individuals who are in transition. Applicants must contact their respective Skill Development Coordinator prior to the submission of a TIOW project proposal to explore delivery options and to discuss best practices. The Coordinators have access to different resources such as trained instructors, curriculum and other tools that could benefit a TIOW project and the participants. Please find contact information for the Skill Development Coordinators on page 18.

Eligible Communities

As part of the funding guidelines for the TIOW, projects must take place in communities that are either affected by recent or significant downsizing, closure(s) or experiencing ongoing high unemployment. Census metropolitan areas with a population greater than 250,000 are not eligible for project funding, but smaller communities/ towns that may fall within a metropolitan area may be eligible. In Nova Scotia, these communities include: Beaver Lake, Cole Harbour, Sheet Harbour and Shubenacadie.

Priority will be given to:

- communities affected by closures or downsizing in traditional industries such as fishing, agriculture, forestry, textile (& apparel) and mining.
- remote 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 Participants

In order to be eligible to participate, older workers must:

- be between 55-64 years of age*
- be unemployed;
- be legally entitled to work in Canada;
- lack marketable skills, or skills needed for successful integration into new employment; and
- live in an eligible community.

*All projects must be designed for, and marketed, to unemployed individuals aged 55-64. In exceptional circumstances, workers aged 50-54 and over the age of 64 may participate, but priority should be given to those aged 55-64. Priority should also be given to older workers involuntarily displaced as a result of a downsizing or closure. This may include older workers indirectly displaced as a result of the downsizing such as workers employed in related businesses or workers or businesspeople who have been affected by reduced community spending.

Although not targeted, older workers in receipt of Employment Insurance (EI) benefits may participate in a project. Project sponsors will need to advise these individuals to contact Service Canada to discuss any potential impacts that participation in TIOW may have on their current and subsequent EI claims.

Participants that are in receipt of Canada Pension Plan (CPP) income should also contact Service Canada prior to becoming involved in a TIOW program to discuss the impact that participation may have on their pension income.

Eligible Activities

TIOW activities should focus on preparing participants for new and immediate employment. Various delivery models will be considered such as projects that include multiple intakes, community-based initiatives, preparation for self-employment, employer engagement activities and multi – partnered or industry/sector based initiatives. The department is currently accepting proposals that include project activity for up to one year.

All projects must include employment assistance activities that complement resources that currently exist in eligible communities. Such activities include résumé writing, interview techniques, informational interviews, networking, counselling and other related job finding activities. In addition:

- Projects must involve at least 25 hours per week of programming.
- Projects must offer income support in the form of allowances, wages or wage subsidies
- Projects must include a 3 to 6 month post-project participant follow-up component
- Employer-based work experiences should not exceed 26 weeks and must include an employer contribution
- **Projects must include at least two Employability Improvement activities such as:**
 - Vocational and/or learning assessments
 - Certification
 - Direct marketing to employers and job development
 - Basic skills upgrading
 - Mentorship
 - Specific skills training
 - Employer-based work experience
 - Preparation for self-employment
 - Community-based work experience
 - Post-project follow-up mentoring and support

Please see **Appendix A** for definitions of the above terms. Other employability approaches (additional activities) with demonstrated success may also be included in TIOW project activities.

The Department has developed, in partnership with the Acadia Centre for Social and Business Entrepreneurship, a facilitator's resource called "*The Age Advantage: A Transition Program for Older Workers*". The guide consists of a series of 20 workshops and 7 supporting information booklets designed to help displaced and unemployed older workers navigate life and work changes while discovering satisfying income earning activities for this stage of their lives. It is a tool that can be used to assist unemployed or underemployed older worker clients in gaining new employment. This program includes workshops and resources regarding the following topics:



- Overcoming Challenges
- Create a Personal Vision
- Making a Living in the 21st Century
- Focusing Your Job Search
- Marketing Yourself
- Creating Opportunities Through Self Employment

The objectives of the Age Advantage Program are:

- to provide positive and empowering support through the transition process
- to help renew self-confidence and self-esteem
- to co-create a positive view of aging and work through late life and retirement careers to present Older Workers with tools and strategies to help them get back to work
- to provide self-exploration and entrepreneurial tools to Older Workers who are in transition to new employment; to those who are interested in creating their own jobs; or to those who wish to start a small business

A copy of the facilitator's guide is available to any organization that supports unemployed older workers in Nova Scotia. Applicants are encouraged to review this resource to explore its use and applicability to support the overall employment assistance activities of a TIOW project. To obtain a copy of the program, please submit your request to: olderworker@gov.ns.ca or contact Jill Webster, TIOW Coordinator directly at (902) 424-4404.

Project Expenditures

Eligible project expenditures are limited to the following categories:

1. Participant-Related Project Costs

1.01 Participant Income Support

All projects must offer income support to participants in the form of allowances, wage subsidies or wages. The types of income 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 can be paid an allowance. 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 should be in line with allowances paid through similar community employment programs.
- The rate for an allowance shall not exceed \$10 per hour.

Wage Subsidies:

- If a project includes a module in which a participant is placed with an employer for an employer-based work experience, the employer may receive a wage subsidy from the sponsor. Wage subsidies paid during employer-based work experience **must include an employer contribution**. The amount of a wage subsidy offered to an employer by a sponsor cannot exceed the minimum wage hourly rate (\$8.60 until March 31, 2010). (For more details on minimum wage rates, please visit: <http://www.gov.ns.ca/lwd/employmentrights/MinimumWageReview.asp>)
- Employers should be encouraged to top-up the wage subsidy to offer a minimum rate of \$10 per hour to make it consistent with other forms of income support offered as part of a TIOW project. For example, an employer's contribution would be **\$1.40** (\$10 - \$8.60) per hour **plus MERC's**. The wage subsidy offered to the employer in this case is \$8.60 per hour.
- If employers have difficulties offering a wage rate of \$10 per hour during a work experience due to company policies regarding pay scales, the wage subsidy can still be used to support the work experience but an employer contribution is still required. For example, a sponsor could provide a wage subsidy of \$7.20. The

employer contribution would remain the same at \$1.40 per hour (\$8.60-\$7.20) plus MERC's.

- The employment offered under a wage subsidy provides individuals with full-time (may be part-time for persons with a disability) on-the-job work experience. Wages earned by the individual are insurable and provided directly by the employer. The employer is then reimbursed with a subsidy for a specified percentage of the wage by the sponsor. The percentage of reimbursement should be based on the experience that the participant brings to the position, and may vary as the subsidy progresses and as the individual becomes more adept at performing his/her required duties. For example, reimbursement could change over time as follows:

Weeks 1-10	80% reimbursement
Weeks 11-20	50% reimbursement
Weeks 21-26	20% reimbursement

The duration of subsidy is based on the needs of the participant (i.e., how much on-the-job training is required), although **it is recommended that the duration not exceed 26 weeks.**

- **Insurance** - Employers are responsible to protect their workers from injury or illness in the workplace. Most employers must have workplace insurance coverage by law. It is important that coverage extends to everyone, including older worker participants who are completing a work experience.
- The subsidy is provided to encourage employers to hire someone for a job vacancy that they would not normally hire in the absence of a subsidy. This means that the employer has a real job vacancy for which he/she would have hired someone other than the older worker client without a subsidy. The wage subsidy is intended to off-set costs related to hiring the older worker client and is not intended to resolve an employer's human resource or cash flow problems. The focus of the wage subsidy is on the needs of clients and the provision of incentives to employers to hire them.

The expectation is that normally the subsidy will lead to permanent employment with the employer. However, the subsidy may be applied to a short term job if

- it is providing valuable work experience, and
- it is a job that the employer is planning to fill (with or without the subsidy) and
- it will significantly improve the client's chances of obtaining subsequent employment with another employer.

Wages:

- Project Sponsors can offer a wage to an older worker participant only if the TIOW project includes a module in which participants gain work experience through employment on a community-based work experience. The wage is taxable, insurable, and pensionable. The sponsor would have to pay all other mandatory employment related costs for each employee. Please refer to Appendix A for the definition of a community-based work experience.
- For any project that includes community-based work experience activities, the maximum aggregate 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) that is eligible, is an amount equal to 25% of the wages and mandatory employment related costs (MERCs) paid to, or in respect of, participants during the period they are employed in the work experience activity. Project sponsors can arrange partnerships or seek funding sources or donations to cover such costs. In other words, costs related to managing the projects may be no more than 25% of participants' wages. For example, if participants have a community-based experience where they may be constructing a community park space, costs for construction materials may not exceed 25% of the total allocated to participants' wages.

1.02 Incremental Costs

Financial assistance may be provided to reimburse participants for the incremental costs of project participation such as expenses relating to dependant care, disability needs, and transportation. Incremental costs should only be provided as needed.

Dependent Care

Dependent Care Costs are a form of financial support or assistance which is provided to eligible participants if required. Dependent care costs are considered to be incremental costs incurred for the care of a child or other person who is dependent upon the participant for care. A dependent must reside with the participant or be under the participant's care; be wholly or partially dependent on the participant for support and either be mentally or physically disabled, or be a child under 14 years of age.

Financial assistance should not be provided for dependent care provided by family members unless this arrangement had previously been in place, or there is a rationale to support it.

Participants in receipt of financial support from TIOW for dependent care will substantiate this cost by submitting regular receipts to the 3rd party or department

administering the intervention (in a timely manner). The receipt will clearly identify the recipient, the time period for which care was provided and the amount paid.

The current rate to be paid for Dependent Care will be based on actual cost up to a **maximum of \$400.00 per month**.

Travel Costs

Travel Costs are a form of financial support or assistance which is provided to eligible participants if required, while they are participating in an approved group intervention. Travel costs are those costs that may be incurred for incremental daily commuting to and from the location of an intervention such as car/bus/taxi/car pool/train. The current rate to be paid for travel costs will be based on actual cost up to a **maximum of \$150.00 per month**. Participants will be required to submit completed mileage forms which will allow for **no more than 20 cents per kilometer** reimbursement.

If a participant is using a reasonable means for travel to and from an intervention and the cost associated with their travel exceeds the monthly maximum, the sponsor will have the ability to negotiate for additional funds to help overcome this barrier. These types of situations will be decided on a case-by-case basis.

Disability-Related Costs

Disability-related costs will be reimbursed for eligible participants, if required, while they are participating in an approved group intervention. These incremental costs may include the cost of a special device, aid or special assistance or special equipment essential to overcome a disability and allow the participant to activity participate in a program intervention. Examples include computers, special transportation costs, the cost of adapting materials and the costs of interpretation or transcription of documents into 26 Braille. While there is no contribution maximum in this category, individuals should be encouraged to explore all alternate sources of funding available to assist them to cover these costs. Vocational assessments are included in this category.

1.03 Other Participant Supports

Costs related to exams, and other expenses linked to the process of credential recognition and achieving regulatory body requirements may be considered.

2. Overhead Costs

All claimed overhead costs must be linked directly to project delivery. Any costs that do not have a direct link to project delivery cannot be claimed under this category. Items include:

Project Staff Salaries: Staff salaries for direct delivery of the project. Administrative salaries are not covered, as they are reimbursed under the 'administration costs' category.

Benefits: Benefits include mandatory employment related costs as per the Labour Standards Code. Other benefit costs, such as WCB, medical, dental, and company pension plans, are also eligible where warranted by current organizational Human Resources/Personnel Policies.

Professional Fees: For example, equipment maintenance services, IT/web maintenance, janitorial services, guest speakers and resource people.

Travel: For direct involvement in project delivery; includes reimbursement for mileage for the use of personal vehicles, taxis, parking, overnight accommodations, meals, airfare, and incidentals. Reimbursements are to be made according to current organizational Human Resources/Personnel policies, **not to exceed provincial government rates**. The provincial travel rates for 2009/2010 are:

- 40.92 cents per kilometer
- Meal rates - Breakfast \$6.00, Lunch \$12.00 and Dinner \$20.00

Due diligence must be demonstrated in reimbursing for overnight accommodations and airfare, and costs associated with out-of-province travel must be negotiated with your agreement holder in advance. Alcoholic beverages are not covered.

Rent and Utilities: Office space, meeting rooms, heat and electricity, etc.

Office Supplies: supplies required to run the day-to-day operations of the project, such as stationary supplies, postage, etc.

Printing and Communications: includes phone, fax, internet, advertising (brochures, signage, etc.), equipment lease (i.e., photocopier).

Resources: Includes books, videos, instructional guides, etc., that are used in client programming.

Professional Development: Includes conferences and short-term training programs/courses. Diplomas and degree programs are not applicable. All PD must have a direct link to the project, and must be deemed reasonable according to the duration of the project. For example, if a proponent is delivering a project that is 12 weeks in length, PD should not be considered.

Other Overhead Costs: Repairs to premises, leasehold improvements, insurance (fire, theft, liability), bank charges, memberships (i.e., professional and organizational) may be reimbursed.

3. Administrative Costs

These are expenses incurred for 'main office', 'head office', or 'administrative office' type costs, which guide and enable effective program delivery and contribute to the success of the project by providing support through overall organization governance, management, planning, finance, communications, human resources and information technology. There are costs related to functions which are not project specific. These costs will be reimbursed at a rate of **no more than 14% of *project overhead* costs.**

4 . Capital Costs

Capital items are defined as those tangible items that have a lifespan of more than one year and can include office furniture, computers, printers, software, etc. All capital item expenditures must be negotiated and tracked separately from overhead. Serial numbers must be kept on file for monitoring purposes

Examples of Ineligible Costs

- Costs that cannot be directly linked to the project
- New construction
- Building/land purchases
- Financial losses/deficits incurred by the organization
- Political lobbying activities
- Canada Revenue Agency or payroll penalties
- Parking tickets
- Travel to and from work, including parking passes
- Staff salary bonuses
- Legal fees
- Alcoholic beverages
- Recreational membership fees (i.e., gym passes)
- Unreasonable gifts or payment for recognition
- Passive income support for participants (i.e., payment to clients while NOT in a group intervention)

APPLICATION PROCESS

1. Before or during the development of a TIOW project, the applicant should contact their local Skill Development Coordinator to discuss the application of essential skills.
2. Using the Project Sponsor Application guidelines, the applicant shall submit a project proposal and projected budget. (The Department is currently accepting proposals for 2009/2010. Projects should not extend past one year in length.)
3. Once a proposal is received, notification will be sent to the contact person to confirm receipt.
4. The Review Committee will be meeting on a regular basis to evaluate project proposals for 2009 / 2010.
5. A letter will be sent within 30 business days of receiving the proposal notifying the applicant of their approval status with the province.
6. TIOW projects that are recommended by the province require final approval by Human Resources and Skill Development Canada (HRSDC). The province will work diligently with the federal government to ensure that decisions are made in a timely fashion. (Please note, circumstances may arise that fall outside the control of the province which may cause a delay in receiving final approval from HRSDC)
7. Once approval is received from HRSDC, a final approval letter will be sent to the applicant and an agreement will be drafted.

PROJECT SPONSOR APPLICATION



Please submit a proposal that responds to the following outline:

A. Applicant Contact Information

Name of organization
Civic and mailing address
Phone number
Fax number
Email address
Website address (if available)
Business number
GST, HST Rebate Number
Name of Legal Signing Officer
Name of contact person
Email address for contact person

B. Organizational Overview

1. What are the programs and services currently offered by your organization?
2. What is the community or geographical area targeted by your organization?
3. Briefly outline any past projects or initiatives that were funded by the provincial or federal government, including any previous older worker projects that would demonstrate your ability to successfully administer the proposed TIOW project.
4. Please provide statistics relating to the older worker population and the current unemployment rate in your area.

C. Project Overview

1. Project summary
2. Why do you feel that a TIOW project is needed in your community?
3. What needs will this project fulfill?
4. How have these needs been identified?
5. What economic development strategies and activities are available in your area? (include website links if possible).

D. Project Description (Please use clear, measurable terms to describe)

1. Anticipated project start and end date.
2. Project Activities and Work plan (please provide a time line and as much detail as possible)
3. What are the expected outcomes of this project? (Please include both quantitative and qualitative outcomes)

E. Project Delivery

Please provide information to demonstrate:

1. How is this project building on existing employment assistance resources in the community?
2. Ability and experience to provide adequate financial controls such as budgeting, record keeping, audits and other generally accepted accounting principals.
3. Ability to provide a supportive and inclusive work environment for staff and the participants involved.
4. Building accessibility.
5. Partnership and Support: At least three **(3)** letters of support are required

F. Budget

Please submit a budget using the “Budget Template Summary” and the “Supporting Details” format attached. Budgets may be submitted using a different program format, such as Microsoft Excel, as long as the requested information is provided.

G. Submitting the Application

Proposals can be submitted via e-mail, fax, or mail to:

Apprenticeship Training and Skill Development
Department of Labour and Workforce Development

Attn: Jill Webster

2021 Brunswick Street, PO Box 578

Halifax, NS B3J 2S9

Email: webstegs@gov.ns.ca

Phone: 902.424.4404 Fax: 902.424.0488

The Department of Labour and Workforce Development is now accepting proposals for the fiscal year 2009/2010.

TIOW CONTACTS

TIOW Coordinator:

Jill Webster
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
2021 Brunswick Street, PO Box 578
Halifax, NS B3J 2S9
Email: webstegs@gov.ns.ca
Phone: 902.424.4404
Fax: 902.424.0488

Skill Development Coordinators:

Cape Breton Region

Raymond LeFort
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
360 Prince Street
Sydney, NS B1P 5L1
Phone: 563-2341; 577-6047 (Cell)
Fax: 563-3719
Email: lefortrp@gov.ns.ca

Central Region

Colleen O'Connor
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
60 Lorne St., Suite 3
Truro, NS B2N 3K3
Phone: 896-2215
Fax: 893-6104
Email: connoecc@gov.ns.ca

Northern/Strait Region

Robin Jardine
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
980 East River Road
New Glasgow, NS B2H 3S8
Phone: 752-9363
Fax: 755-2722
Email: jardinmr@gov.ns.ca

Southwestern Region

Judy Purcell
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
77 Dufferin St., Suite 101
Bridgewater, NS B4V 3W8
Phone: 543-2011
Fax: 543-0599
Email: purceljl@gov.ns.ca

Valley Region

Renette Muise
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
c/o Kingstec Campus, NSCC
P.O. Box 487, 236 Belcher St.
Kentville, NS B4N 3X3
Phone: 679-4344
Fax: 679-6235
Email: muiserm@gov.ns.ca

Metro Region

Louise Michalos
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
Phone: 424-7016
Fax: 424-0488
Email: michallv@gov.ns.ca

and

Roger Peters
Apprenticeship Training and Skill Development
Department of Labour and Workforce
Development
Phone: 424-8955
Fax: 424-0488
Email: petersrw@gov.ns.ca

APPENDIX A

Employability Improvement Activities – Definitions

Each project must include at least two of the following:

Vocational and/or learning assessments

This activity 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.

Certification

This activity 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.

Direct marketing to employers and job development

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.

Basic skills upgrading

Basic skills upgrading 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.

Mentorship

Mentorship 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 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.

Specific skills training

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. For example, 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 into the community to provide specific skills training where warranted.

Employer-based work experience

Projects may include a component involving subsidized participant placements with employers. Work experience opportunities could be identified by participants marketing themselves applying the job search skills they acquire on the project or by project staff marketing participants to employers, or a combination of the two. Project sponsors may provide employers with a wage subsidy for the period of participant employment.

Employer-based work experience can be integrated into projects in a variety of ways. Sponsors 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.

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. They may also receive training, professional business support, and mentoring to assist them with starting their own businesses where appropriate. Self-employment is a desirable and viable option for many older workers who have experience, 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. Connecting individuals with similar skill sets could lead to a new economic base for a struggling community. If a project includes a preparation for self-employment module, the participant will be paid an allowance throughout. Wages and Mandatory Employment Related Costs (MERCs) do not have to be paid.

Community-based Work Experience

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

Community-based work experience may involve community improvement activities that are already underway, or work activities that are organized by the sponsor or participants as part of their program. Throughout this portion of their project involvement, the sponsor pays the participants' wages based upon the hours that they work on the community projects. Community projects must be of benefit to the community and must 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 for project activities must be obtained prior to their commencement. The sponsor must also ensure that working conditions and personnel policies adhere to labour standards.

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. Sponsors may also choose to link graduates to other community employment resources. If a sponsor continues to offer employment services in its community, it is reassuring for participants to know that a sponsor will maintain an open-door policy for graduates, or will maintain contact with participants and support participant networking through regular informal gatherings, such as monthly coffee clubs.

BUDGET TEMPLATE SUMMARY

2009 - 2010 TIOW Budget Name of organization:	Total Item Cost	Funding Sources (the contribution of your organization, other partners, and other sources of revenue)	Total Amount Requested from the TIOW
1. Participant Related Project Costs			
Allowances (paid by sponsor for classroom/workshop portion of projects)	\$	\$	\$
Wage Subsidy (paid by sponsor for Employer-based work experience portion)	\$	\$	\$
Wages (paid by sponsor for Community-based work experience portion)	\$	\$	\$
Benefits -Total Mandatory Employment Related Costs (MERCs):	\$	\$	\$
Workers' Compensation Coverage	\$	\$	\$
Travel (specifically for participants)	\$	\$	\$
Other:	\$	\$	\$
Total Participant Related Costs	\$	\$	\$
2. Overhead Costs			
Staff Wages	\$	\$	\$
Benefits -Mandatory Employment Related Costs (MERCs):	\$	\$	\$
Workers Compensation	\$	\$	\$
Professional Fees	\$	\$	\$
Travel (specifically for project staff)	\$	\$	\$
Office Supplies (for project use)	\$	\$	\$
Material and Supplies (for project use)	\$	\$	\$
Printing & Communications	\$	\$	\$

Rent	\$	\$	\$
Utilities	\$	\$	\$
Total Overhead Costs	\$	\$	\$
3. Administration Costs			
	\$	\$	\$
	\$	\$	\$
Total Administration Costs	\$	\$	\$
4. Capital Costs			
	\$	\$	\$
Total Capital Costs	\$	\$	\$
Total TIOW Project Costs	\$	\$	\$

SUPPORTING DETAILS FOR 2009-2010 TIOW BUDGET

Name of Organization:

Budget Items	Total Item Cost	Costs Calculations and Rationale
1. Participant – Related Project Costs		Please use the space provided below to include your cost calculations and rationale:
<p>Participant Income Support Cost details of classroom/workshop portion of projects for Employability Improvement Activities. Please provide rate of pay, number of participants, number of hours, etc. Allowances are taxable but not insurable.</p>	\$	
<p>Wage Subsidy Given to employer by the sponsor for an Employer-based work experience. Please provide details of rate of pay, number of participants, number of hours employed, etc.</p>	\$	
<p>Wages If there is a community-based work experience - give details of payment made by sponsor, e.g. rate of pay, number of participants, number of hours employed, etc. Please include Mandatory Employment-related Costs.</p>	\$	
<p>Workers' Compensation Coverage Provide details regarding number of participants and number of weeks paid</p>	\$	

Budget Items	Total Item Cost	Costs Calculations and Rationale
1. Participant – Related Project Costs		Please use the space provided below to include your cost calculations and rationale:
Other Participant-related Direct Project Costs Please specify costs in detail, e.g. travel, special equipment for persons with disabilities, work uniforms, bus-passes etc.	\$	
	\$	
	\$	
Total Participant-Related Project Costs	\$	

2. Overhead Costs	Total Item Cost	Costs Calculations and Rationale
Staff Wages Details of rate of pay, number of staff, number of hours employed, etc.)	\$	
Benefits – Total Mandatory Employment-related Costs: Please give details regarding Employment Insurance (EI), Canada Pension Plan (CPP) and Vacation Pay regarding each staff person and including number of weeks paid.	\$	
Workers' Compensation Please give rate details	\$	
Professional Fees Please provide reason for acquiring professional fees and how it relates to the project. Fees such as auditing fees would be included here.	\$	
Travel for Project Staff Please provide rate details	\$	
Materials and Supplies (this line only relates to Community-based work experience projects) (please specify, e.g. construction materials)	\$	

2. Overhead Costs	Total Item Cost	Costs Calculations and Rationale
Office Supplies (this relates to all projects) please specify		
Printing & Communications	\$	
Rent	\$	
Utilities	\$	
Other		
Total Overhead Project Costs	\$	

3. Administrative Costs	Total Item Cost	Costs Calculations and Rationale
	\$	
	\$	
Total Administrative Project Costs	\$	
4. Capital Costs		
	\$	
Total Administrative Project Costs	\$	
Total TIOW Budget	\$	