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Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing Our Skills
Development Ecosystem

Final FSC Research Report: Rev. October 6, 2024

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FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and The Conference Board of Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Future Skills Centre or the Government of Canada.



Established by the provincial government in 2017 and administered by the College of the North Atlantic (CNA), the NL Workforce Innovation Centre (NLWIC) has a provincial mandate to provide a coordinated central point of access to engage all labour market stakeholders about challenges, opportunities, and best practices in workforce development.

The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment, and entrepreneurship within the province's labour force and particularly under-represented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.

This Final Report along with the Supporting Materials listed in the attached Appendices were created by NLWIC, a requirement of the Future Skills Centre (FSC) for the FSC-funded research project "Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing Our Skills Development Ecosystem". This project focused on the Regional Workforce Development Committees (RWDCs), one of NLWIC's mandated activities in collaboration with IPGS. NLWIC acknowledges the advice, feedback and input of the Project Team on the design and implementation of the RWDCs and concurrent FSC-funded Research Project as well as this Final Report.



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List of Acronyms

ACOA – Atlantic Canada Opportunities Agency
CNA – College of the North Atlantic
FFA – Fisheries, Forestry and Agriculture
FSC – Future Skills Centre
IET – Industry, Energy and Technology
IPGS – Immigration, Population Growth and Skills

LMI – Labor Market Information

NL – Newfoundland and Labrador

NLWIC – Newfoundland and Labrador Workforce Innovation Centre

RWDCs – Regional Workforce Development Committees

Executive Summary

In February, 2020, the Department of Immigration, Population Growth and Skills (IPGS) and Newfoundland and Labrador Workforce Innovation Centre (NLWIC) agreed to collaborate on the development of a funding proposal under the Future Skills Centre's (FSC) Strategic Initiatives Fund 2020 which was an initiative designed to respond to the research needs and innovation aspirations of key stakeholders in the skills development ecosystem – including provincial and territorial governments – around future skills and ensuring skills development systems are well-positioned to respond to future and changing skills needs. Thereafter, on March 16, 2020, the College of the North Atlantic signed an Agreement with Ryerson University (now, Toronto Metropolitan University) for the NL Workforce Innovation Centre (NLWIC)'s approved submission in consultation with the provincial Department of Immigration, Population Growth and Skills (IPGS) to the Future Skills Centre (FSC) under the FSC's Strategic Initiatives Fund (February 2020).

The proposal focused on research, testing, and evaluation of the impact of the work of the IPGS-funded Regional Workforce Development Committees (RWDCs) as a new model of workforce development in Newfoundland and Labrador and case study of evidence to be shared with key labour market stakeholders in a Playbook within Newfoundland and Labrador, the pan-Canadian workforce and skills development ecosystem and beyond. The FSC-funded proposal became the project “**Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing our Skills Development Ecosystem**”.

Ten RWDCs were established with three objectives to address workforce development needs specific to each of the ten regions of the province: (1) Development and dissemination of labour market information (LMI); (2) Identification of priority focus areas for training and skills development; and (3) Collaborative use of labour market programs and services, including immigration-related supports. The testing and evaluation of the model served as a strategy to accomplish the above-mentioned objectives.

Deliverables in the FSC-approved proposal by NLWIC were: (1) the development of a Final Report and Playbook to be shared in Newfoundland and Labrador and to the pan-Canadian workforce and skills development ecosystem and beyond; (2) significant customized Labour Market Information (LMI) Infographics; and (3) the development of a digital, searchable NL Workforce Innovation and Development Ecosystem Map of organizations and their programs and services. This digital interactive map is designed as a tool to help educate, engage and connect labour market stakeholders with workforce development supports and services throughout the province following from NLWIC's mandate to convene labour market stakeholders to identify labour market issues, opportunities, and best practices that will have a positive impact on employability; employment; and entrepreneurship, particularly for under-represented groups.

Two teams provided oversight and advice and/or input into the RWDCs Action Planning Process and concurrent FSC-funded research project: the Project Advisory Committee with representation from NLWIC, IPGS, and Blueprint, the Future Skills Centre and an Action Planning Team consisting of NLWIC's Stakeholder Engagement Coordinator as Project Lead/Mentor, the Project Officer, and the Faculty Researcher. Further input was provided by invited guests meeting with the RWDCs. For the Action Plan projects being identified by the RWDCs, NLWIC and IPGS worked together to elaborate on the project concepts and budgets.

During the planning stage of the project, the Regional Workforce Development Model was designed and developed using a step-by-step process so that it could be evaluated by each of the RWDCs members on its effectiveness and impacts on identifying and providing solutions to workforce development issues in their respective regions. This model may be referred to as the Action Planning Framework in this report. The model comprises 11 steps and each of the steps were evaluated based on an evaluation strategy by the faculty researcher in consultation with Blueprint, FSC's evaluation partner through a series of focus group discussions and surveys with RWDCs members with input from the Project Advisory Committee members and Action Planning Team.

The RWDC's eleven (11) step Action Planning Framework Model was implemented in two phases (Round 1 and Round 2). Action plans were developed from direct regional input from the RWDCs during the Action Planning Process. Learnings reports were compiled after each phase to understand what worked well and where further improvements were needed.

The model/framework was designed to evolve and be modified based on available data and the specific issue at hand. The report is compiled using quantitative analysis, qualitative assessments, observations, and stakeholder (project team members, regional committee members, and invited guests) feedback. Based on the evaluation results, the RWDCs model was found to be an effective model that could have a positive impact on the process leading to RWDCs participants receiving knowledge on how to make regional action plans for each of the priority issues identified and was a learning experience for all involved in the process. Furthermore, participants in the study expressed their satisfaction with interagency and inter-government communications, collaboration and contribution to action planning and results. The accessible and customized regional Labour Market Information (LMI) and the compilation of the existing regional programs and services booklet by the research project staff with input from RWDCs members were rated as effective tools that enabled the action planning process. The LMI infographics and the booklet of programs and services compiled can be found in Appendix B and C. By participating in the RWDCs initiative participants mentioned that they were able to determine better solutions for issues related to workforce development and rated that projects of this nature should be supported by multiple sources of funding.

Finally, the RWDCs expressed the value of such an initiative and provided input on how the model could be implemented to benefit not only Newfoundland and Labrador but be implemented in other similar provinces that are facing similar challenges in workforce development.

1. Introduction

Newfoundland and Labrador, a province known for its rich natural resources and unique economic challenges, has been actively seeking to optimize its workforce development strategies to address regional disparities and address the workforce challenges faced by the province. In 2023, the province's labour force was at 262,900, labour force participation rate of 57.8%, and a total population of 538,605 (gov.nl.ca;2023)¹. While provincial participation and employment rates have been increasing over the past two decades, workforce development strategies remain vital in helping more residents in the province gain meaningful employment, as well as providing employers with a continual supply of knowledgeable workers. The province faces unique challenges due to an aging population² and youth outmigration³ which lead to labor shortages in critical industries. Despite ongoing discussions for over 50 years (Freshwater & Ward, 2022), employers are still struggling to fill jobs signaling the need for a more innovative approach. Moreover, due to the challenges in the labour force, the province's ability to attract and retain youth and immigrants are crucial for its economic growth and cultural vitality. There have been varying degrees of success, but the province needs to improve with more innovative approaches to solve labour force problems. Some of this is in process (i.e., immigration) but more is needed. Developing a workforce development strategy is vital in creating pathways for immigrant integration and aligning all workers' skills with the needs of the local labour market.

Regional Workforce Development was an effective approach for Newfoundland and Labrador (NL), given the distinct opportunities and challenges different regions face. As highlighted in the report by Freshwater & Ward 2022, having a province-wide approach without a regional-specific lens will be insufficient due to the changes in demographics from region to region and the diverse level of infrastructure and varied resources that each region has to offer. Additionally, a regional approach can be desirable because the province is geographically large, sparsely settled, and has diverse regional economic opportunities. Therefore, a RWDCs model will

¹ The provinces unemployment rate is 9.4% in 2023 and net migration became negative in 2018 before becoming positive again (gov.nl.ca,2023).

² the median age of the population is 47 nearing their retirement (gov.nl.ca)

³ Newfoundland and Labrador struggled for decades to keep people from leaving Newfoundland's net interprovincial loss accelerated to 4,500 people in 2018 (Lundy, 2020)

help to balance these disparities through the implementation of initiatives that are geographically and demographically inclusive. Figure 1 below provides a better snapshot of the geographic dispersion of Newfoundland and Labrador (NL).

Recognizing the crucial need for a viable model to address issues around workforce development, in February 2020 the Department of IPGS and NL Workforce Innovation Centre (NLWIC) agreed to collaborate on the development of a funding proposal under the Future Skills Centre's (FSC) Strategic Initiatives Fund 2020⁴ to test and evaluate the RWDCs model for NL. The proposal was approved by the FSC due to the gap and opportunity on the research and innovation fronts in the pan-Canadian skills development ecosystem.

Past efforts at developing the provincial workforce have had various successes and failures and providing a sustainable solution for attaching people to the workforce has been inconsistent (Freshwater & Ward, 2022). However, the RWDCs model that this report introduces would not only help address workforce development challenges in Newfoundland and Labrador but will also provide guidance to other provinces with smaller populations, or for rural and remote communities across the country that face similar economic and workforce development challenges and lack of access to granular and timely labour market information to help them understand local workforce supply and demand.

The proposed model would act as a guiding tool to build a region's labour markets "connective tissue". Utilizing Newfoundland and Labrador as a test bed for incubating innovative workforce development models and comprehending the impact indicators of workforce development infrastructure will enhance the evidence base for a pan-Canadian repository by improving collaboration and outcomes through technical expertise development within the ecosystem.

This report aims to test and evaluate the impact of the Regional Workforce Development Committees Action Planning Framework Model as a new model for workforce development analyze its strengths and limitations, and provide insights to guide informed evidence-based decision-making for future workforce development policies, programs and other initiatives. The FSC-funded Research Project name is: "Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing Our Skills Development Ecosystem".

⁴ An initiative designed to respond to the research needs and innovation aspirations of key stakeholders in skills development ecosystem – including provincial and territorial governments – around future skills and ensuring skills development systems are well-positioned to respond to future and changing skills needs.

1.1 Project Partners and Research Area

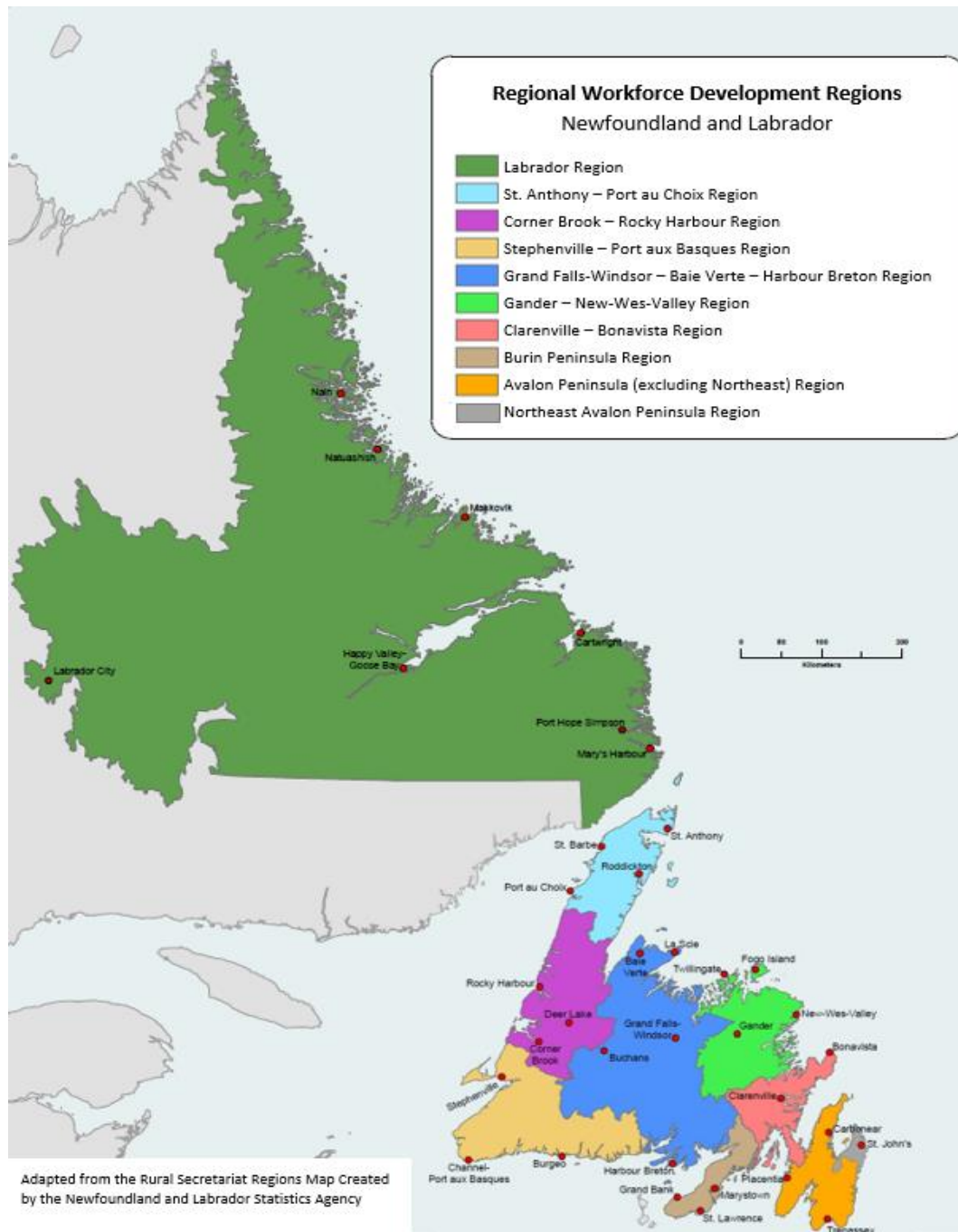
The Project Advisory Committee included representatives of Blueprint, NLWIC and IPGS. The project advisory team provided guidance and feedback to the action teams on the operation of the RWDC's. See Appendix G for the list of project collaborators.

The Faculty Researcher was a member of the Project Action Planning Team along with the RWDCs' Project Coordinator and NLWIC's Stakeholder Engagement Coordinator and Project Mentor. This team met regularly to ensure consistent communications on the operations of the ten RWDCs and the team documented the outcomes of each meeting and conducted focus groups, interviews, and circulated survey questionnaires to ensure each step in the action planning process and all feedback was captured in a timely manner.

The research project was integral to the research, design development, and testing and overall evaluation of the implementation of the RWDCs' operations from start to finish. This included the innovative 11-Step Action Planning Process that was tested and adapted as needed based on the evidence produced during the project. The integration of stakeholder engagement activities led by NLWIC's Stakeholder Engagement Coordinator ensured invited guests were part of RWDCs' meetings including under-represented groups to ensure the advancement of equity, diversity, and inclusion considerations into the research methodology.

The innovative action planning model/tool used by the RWDCs' Committee members in ten regions supported by invited guests' input and documented adaptations from ongoing evaluation resulted in the development of the twenty action plan projects. These were produced by the RWDCs in Round 1 and consolidated into 8 practical, relevant and doable projects ready for implementation pending additional funding along with twenty action plans from Round 2. The Action planning model/tool is detailed in the findings section and Appendix A. To address issues specific to regions, the province needed a regional approach to find solutions for workforce development issues as some issues were specific for each of the regions. The ten regions were established with the support of the Department of IPGS and based on what was called in previous years the Rural Secretariat Regions. The map below will provide information on the research area and the ten regions that were established to test the RWDCs model.

Figure 1 Workforce Development Regions



2. Research Project Overview and Objectives

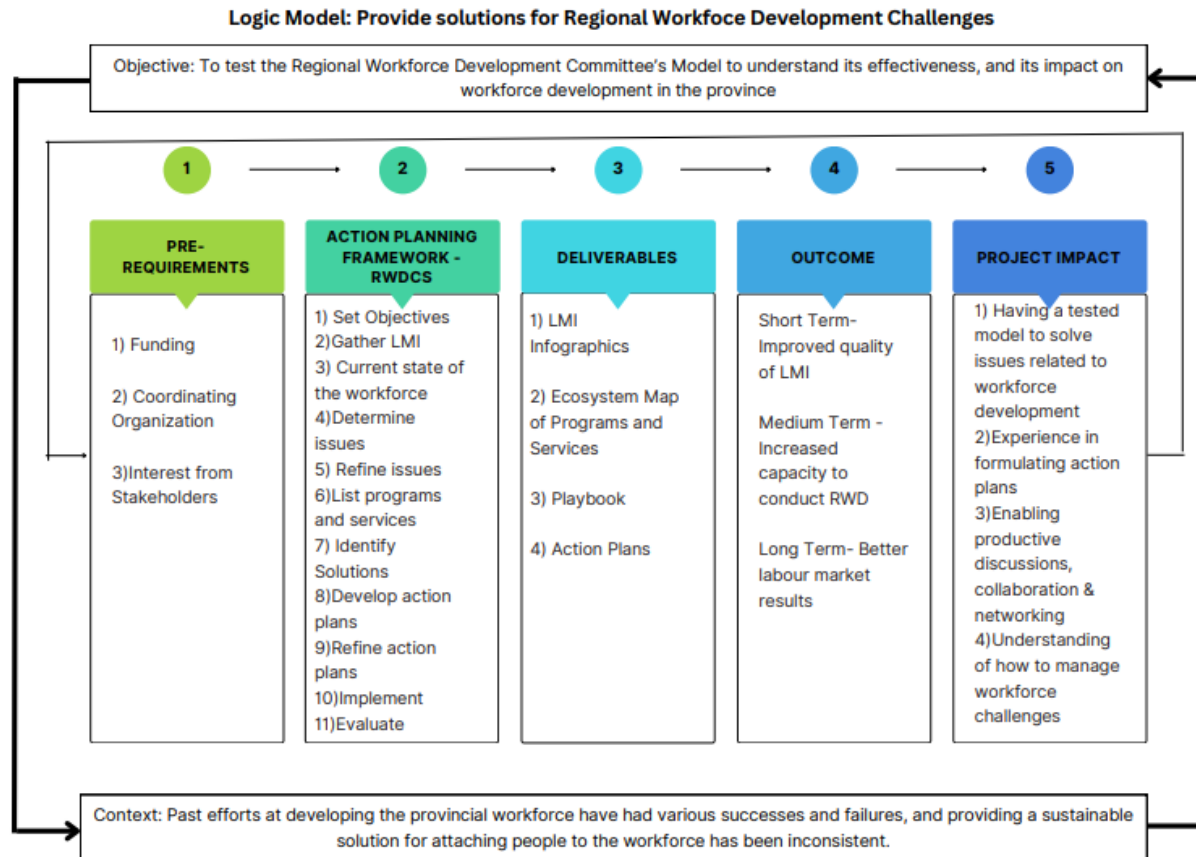
Through a multi-method approach, including interviews, focus groups, observations, and surveys, the research report evaluates the strengths and limitations of the regional workforce development model. The study's goal is to provide actionable insights that can inform policy decisions, strategic initiatives, and resource allocation to support the region's workforce development efforts.

This research is not only timely but also essential in guiding the efforts of the ten regions to cultivate a skilled, adaptable, and resilient workforce capable of meeting the demands of a rapidly evolving labour market. The primary objective of the research is to test the RWDCs model to understand its effectiveness and its impact on workforce development in the province. The primary objective is further broken down into two focus areas that the project would cover:

- a) Understanding design and implementation: To understand the NL RWDCs model and the process of establishing and implementing the RWDCs and action plans, while identifying key insights and lessons learned which will inform the development of a Playbook, a key Research Project deliverable for Future Skills Centre (FSC).
- b) Understanding effectiveness: To understand the effectiveness/value of the RWDCs in helping stakeholders to address regional labour market needs.

The below project process flow (Figure 2) will provide a summarized version of how the project's objectives were achieved through the implementation of the RWDCs model and how it connected to the project's deliverables and outcomes discussed in the Introduction section. The process flow also shows the impact the project made on the RWDCs members and their regions.

Figure 2 Project Process Flow



3. Methodology

To understand the merits and areas of improvement to the regional workforce development model and to reveal how it was used as a guiding tool to mitigate challenges regions face due to issues in the labour force, the RWDCs and the Action Planning Team decided to utilize multiple data collection tools to address the research questions provided below. The four research questions would serve as a strategy to achieve the overall project's objective.

1. What was the design and what were the processes and supporting tools/resources used by the Regional Workforce Development Committees?
2. What were the challenges, key insights, and lessons learned throughout the implementation of the Regional Workforce Development Committees?
3. Do regional stakeholders have a better understanding of current and future regional labour market needs as a result of the Regional Workforce Development Committees' work?
4. Do regional stakeholders perceive that the Committees' work is valuable in helping regional stakeholders address regional labour market needs?

3.1 Data Collection Instruments

This Final Report is the result of a two-year, qualitative study of the implementation of the RWDCs model comprising 100 regional committee meetings (Round 1=50, Round 2=50), 12 focus group discussions, which included 75 survey respondents, 10 interviews with the facilitator, 3 interviews with NLWIC committee members, IPGS representative and finally a careful compilation of observation notes from all 100 meetings by the project researcher. The timeline for this project is elaborated in a Gantt chart in Appendix H. The data collection instruments used for this project are further elaborated below.

- (1) RWDCs meetings – In Round 1 a total of 50 committee meetings were conducted and in Round 2 another 50 committee meetings were conducted which is a total of 100 committee meetings conducted during a 16-month time frame. These sessions included facilitated discussions on specific aspects of the framework, allowing for the exploration of varied perspectives and the identification of common themes and concerns for their respective regions.
- (2) RWDCs focus groups – Learnings of Round 1 were incorporated in Round 2 and each round resulted in a comprehensive learnings report. In Round 1 there were 10 focus groups conducted with each of the regions and in Round 2 there were two

focus groups conducted. In Round 2, the NLWIC Action Planning Team decided to bring all of the Committees from the ten regions in the province together to share their feedback in one forum.

- (3) Facilitator interviews –The Action Planning Team identified the importance of documenting the input of the facilitator to understand the engagement levels of the participants and to understand what worked and what didn't from a facilitator's point of view. NLWIC's researcher conducted interviews after each Round with the facilitator in Rounds 1 and 2. A total of 10 interviews were conducted with the project facilitator to capture useful insights.
- (4) RWDC meeting questionnaires - A structured survey was distributed to 75 participants of the ten regional Committees both in Round 1 and Round 2. Each Round had five Committee meetings and after each meeting, a questionnaire was circulated to evaluate each stage of the Action Planning Framework Model. Therefore, for both Rounds (Round 1=5 & Round 2=5) 10 questionnaires were distributed to 75 participants. The survey gathered quantitative data on the perceived effectiveness of the workforce development initiatives, as well as the specific areas that require improvement. The questionnaire used to collect data is attached as Appendix E to this report. Out of the 75 participants, the response rate for each questionnaire was different. However, the average response rate was 62%.
- (5) RWDCs meeting observations – Since this project was about testing and evaluating the RWDCs model, during each of the action planning meetings NLWIC's Researcher was carefully monitoring and observing the process to understand what worked well and what steps and areas needed improvement. The notes compiled through each round of committee meetings (10 observational scripts) were used in the analysis phase. Each round had 5 meetings with 10 regional committees (Round 1 = 50, Round 2=50, total 100). The researcher compiled observational notes of all regions into one script for each round of meetings. These scripts provided insights into the effectiveness of the Committee meetings and allowed the Action Planning Team to make necessary changes along the way.
- (6) NLWIC staff, Blueprint and IPGS team member interviews - Semi-structured interviews (3 interviews) were conducted with a focus on gathering qualitative insights into the overall process with the objective of capturing the strengths and weaknesses of the current framework. These interviews were conducted by the researcher compiling the final report with NLWIC's Director, NLWIC's Stakeholder Engagement Coordinator and a representative from the Department of IPGS.

The research instruments used along with its indicators and data collection source are attached as Appendix F of this report. Appendix F also provides information on how data was collected for each of the research questions this report seeks to address.

3.2 Ethical Considerations

All participants were informed of the research project's purpose and their rights as participants. They were provided with a Committee Handbook that included what was expected of RWDC members and how the process would flow. Confidentiality was ensured of all individuals participating in interviews, focus groups, and surveys.

3.3 Analysis

The analysis of the data collected during the Action Planning Process focused on whether the RWDC's Process is a viable process for each of the regions, measured its impact and effectiveness while documenting the areas of improvement needed. Qualitative data from interviews, observation notes and focus groups were analyzed thematically to identify recurring patterns and emergent themes. Quantitative data from surveys were analyzed using statistical methods to determine the prevalence of specific opinions and perceptions of the members involved in the RWDCs.

The Action Planning Team first analyzed the findings of Round 1 and then incorporated the lessons learned from Round 1 into Round 2 which enabled the Team to create a well-tested evidence-based model that can be used across Canada.

3.4 Limitations

Involving a broader range of stakeholders in the process such as Indigenous governments and organizations, more representation from municipal governments, more representation from provincial government departments, wider participation from employers/employer groups, and relevant discussion-related groups may provide additional insight into the project which would have further strengthened the findings of the project. There were a few absentees (1-3 people) in each of the meetings which resulted in the lower number of survey responses in round 2.

4. Findings

RQ1 (Research Question 1) - What were the design process and supporting tools/resources used by the Regional Workforce Development Committees (RWDCs)?

The above research question has two parts: the design and process of the Model and the tools/resources used by the RWDCs to develop their regional action plans. To better understand the design and the process of the model, it is important to understand what pre-requirements were needed to proceed with the RWDCs model. The three pre-requirements identified were:

- ✓ Funding – Multi-year, multiple-source funding is needed both to run the RWDCs and to implement RWDCs action planning projects. In Newfoundland and Labrador, the provincial government agreed to provide funding for the development and operation of the RWDCs. Funding for evaluation is an important factor in success as well. For this project, the Future Skills Centre funded the concurrent research project, the focus of this Research Report, “Research and Testing the Impact of a New Model of Workforce Development in Newfoundland and Labrador: Future-proofing Our Skills Development Ecosystem” with funding by the Government of Canada through the Future Skills Centre’s Strategic Initiatives Fund.
- ✓ Coordinating Organization - The coordinating organization of RWDCs can be either government or a community-based organization. The coordinating organization is responsible for the groundwork of coordinating and operating the RWDCs. This includes planning, design, action planning facilitation, and coordinating action plan implementation. The coordinating organization should have designated staff for the operations of the RWDCs. In Newfoundland and Labrador, the NL Workforce Innovation Centre (NLWIC) had staff designated solely to the RWDCs. These positions included a Project Coordinator, an Administrative Officer, a Faculty Researcher, all supported by NLWIC’s staff. NLWIC’s Stakeholder Engagement Coordinator as project lead/mentor supported by NLWIC’s Director was also heavily involved in the implementation of the RWDCs.
- ✓ Buy-in from regional labour market stakeholders - Many stakeholders were invited to participate in the process from the beginning and represented diverse organizations in the region that had a vested interest in workforce development. Regional labour market stakeholders included, but were not limited to:
 1. Federal and Provincial Government⁵
 2. Education and training providers
 3. Career and employment service providers
 5. Municipalities
 5. Community Business Development Corporations
 6. Chambers of commerce/boards of trade
 7. Sector and industry representatives

⁵ Representing the Government organizations, Service Canada, Immigration Population Growth and Skills (IPGS), Atlantic Canada Opportunities Agency (ACOA), Department of Industry Energy and Technology (IET), Fisheries Forestry and Agriculture (FFA) were part of the RWDCRWDCs.

8. Strategic employers
9. Indigenous Governments and Organizations
10. Organizations representing underrepresented groups.

The participation of regional labour market stakeholders is crucial to the success of RWDCs because they are responsible for identifying priority issues and opportunities for their region and developing regionally focused action plans based on their experience on the ground in the region.

4.1 The Design Process of the Action Planning Framework

The RWDCs Action Planning Framework Model was developed by NLWIC in collaboration with Blueprint, the Future Skills Centre's evaluation partner. RWDCs worked through Steps 1 to 9 of the Action Planning Framework to develop action plans. The action plans were not implemented, monitored and evaluated in Steps 10 and 11 as there are funding considerations pertaining to the activities. A comprehensive Playbook documenting the entire action planning process, including examples, and a required deliverable of this project is available in Appendix A. The Playbook is designed to guide organizations in the implementation of a tested regional workforce development model based on the RWDCs to help regions seeking solutions for labor market challenges.

Figure 3 RWDCs Action Planning Framework



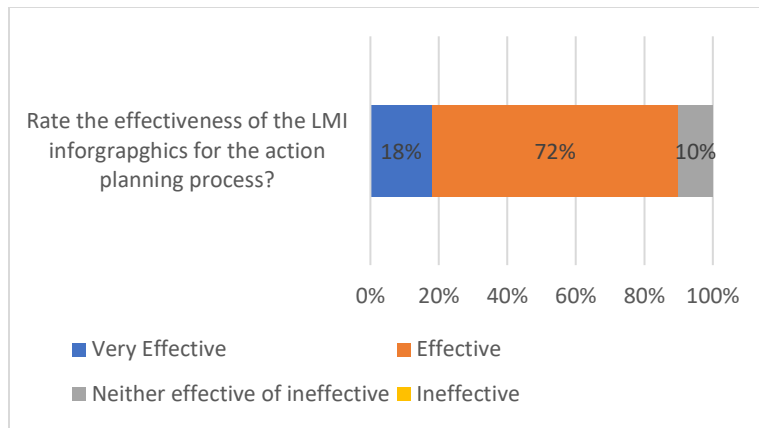
Step 1 involved collaboratively setting objectives for each of the ten regional committees with interested groups/stakeholders involved from the respective regions. In step 2, RWDCs members discussed the Labour Market Information (LMI) relevant to their region and used the LMI as a tool to help identify the needs and opportunities of their region's workforce development. Step 3 involved using the experience of the participants and the LMI to identify issues and opportunities for their respective regions. On average each Committee listed approximately eight issues and opportunities faced by their respective regions. In Step 4, the issues and opportunities were then narrowed down to two key issues with participant votes based on priority. In Step 5, RWDCs members specified parameters around the issues and opportunities being addressed. By specifying parameters, the Committees were able to better define the issues and opportunities being addressed. The Committees discussed labor market programs and services in Step 6, and all available programs and services were documented in a Programs and Services Booklet that was used as a resource for all regions to guide their efforts through the next steps. In Step 7, committee members identified solutions for the issues defined in Step 5. Step 8 included developing detailed action plans.

4.2 Supporting Tools and Resources

To enable the action planning process, several tools and resources were developed and used to ensure the efforts were productive. Preliminary tools used in the process were ten sets of regional LMI Infographics, the Programs and Services Booklet, the Action Planning Framework Model, slide decks, and the RWDCs Committee Handbook which are discussed below.

- ✓ LMI Infographics - RWDCs members discussed the Labour Market Information (LMI) relevant to their region during the action planning process and used the LMI as a tool to help identify the needs and opportunities of their local workforce. As an outcome of this Step, LMI for Newfoundland and Labrador was compiled by the NLWIC staff with the support and continuous feedback of the provincial government which created greater credibility in terms of feeding in up-to-date data. The ten sets of LMI Infographics created for this project are attached to the report as Appendix B. This current and updated LMI into the future would support the ongoing operations of the RWDCs and their objective to develop and disseminate regionally tailored labour market information. This LMI tool was supported by regional media monitoring, summaries of stories relevant to regional workforce development issues, opportunities, and related developments.

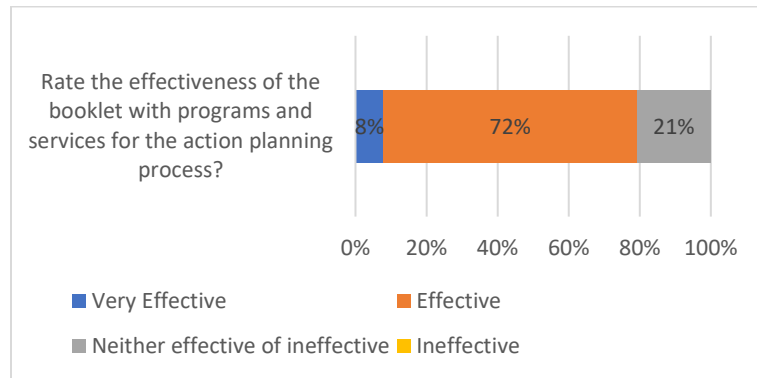
Figure 4 Effectiveness of the use of LMI in the Action Planning Process



During the evaluations, 90% (18% rated very effective + 72% rated it to be effective) of the participants rated that the compilation of LMI infographics was a useful and effective tool in the action planning process.

- ✓ Programs and Services Booklet –The RWDCs discussed and listed existing labour market programs and services. All available programs and services were documented in a Booklet and were used as a resource to understand the solutions required for each of the key issues identified in their respective regions. It is important to note that using the information compiled in this stage and other information compiled from NLWIC’s ecosystem map consultant Triware Technologies Inc., a digital NL workforce innovation and development ecosystem map, i.e. WorkSupportNL.ca, was created for NL. This web-based platform map was designed for use by employers, job seekers, career and employment service providers, education and training providers, and other labour market stakeholders to search for available programs and services that support workforce development in NL offered by over 500 organizations with listings in WorkSupportNL.ca. The ecosystem map Evaluation Strategy report is included as Appendix C. The final NL Ecosystem Map Evaluation Report is attached to this Report as a separate document. WorkforceSupportNL.ca will be available once the public launch is implemented in Fall 2024.

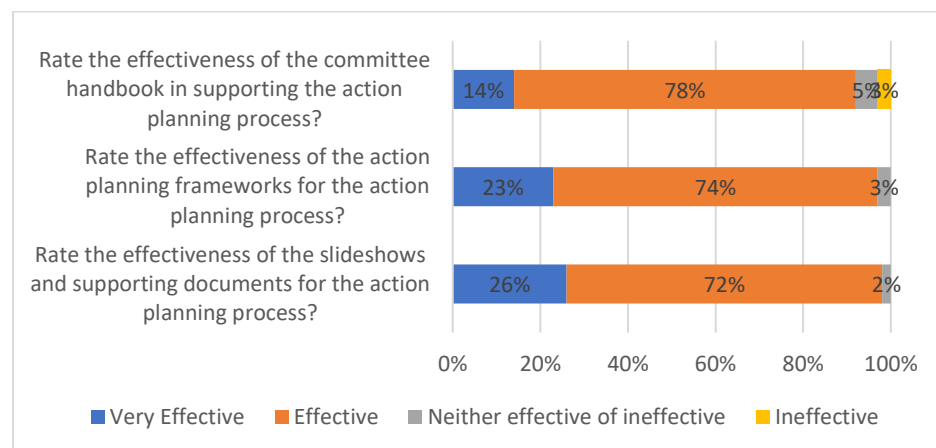
Figure 5 Effectiveness of the booklet with programs and services



The majority of the participants (90%) rated the Programs and Services Booklet containing existing programs and services of the regions as an effective tool for the action planning process.

- ✓ Other tools – Other tools that were used during the action planning process were the slide decks, the Committee Handbook that was provided during the recruitment stage of Committee members and the Action Planning Framework Model.

Figure 6 Effectiveness of the Tools and Resources used during the Action Planning Process



The majority of the RWDCs members (92%) found the Committee Handbook provided to them to be an effective tool used as it outlined their responsibilities, the objectives of the project and what they were to expect. Furthermore, 97% of the members considered the Action Planning Framework outlined in the Playbook (Appendix A) to be an effective model for addressing workforce issues and challenges in their respective regions. Apart from the Committee Handbook and the Action Planning Framework, slide decks were used to share updates and additional information with the RWDCs and NLWIC teams. 98% of the participants rated the slide decks and supporting documents to be an effective tool.

RQ2- What were the challenges, key insights, and lessons learned throughout the implementation of the Regional Workforce Development Committees (RWDC)?

Challenges faced in this project are divided into two groups: challenges faced due to external factors (not within the control of the Committee members) and challenges faced in the action planning process that are within the control of the Action Planning Team and can be mitigated in future initiatives.

4.3 Challenges faced due to external factors;

- ✓ Human Resources - During each Committee meeting in all ten regions there were between 1-3 members who could not attend the Committee meeting due to other work obligations. Participants felt that finding time to participate was challenging and having a dedicated staff in their regions to participate in such initiatives would have allowed for consistent attendance.
- ✓ Financial Resources – Lack of funding was a key challenge faced by all regions. Participants felt that the action plans should be implemented to understand the project’s impacts. As one participant mentioned, “The benefit is the actual carrying out of the action plan which was unable due to lack of funding and resources”.

4.4 Challenges related to the process;

- ✓ Stakeholder representation – Out of the ten RWDCs, six of the committees mentioned that a wider stakeholder group should be at the table at each of the RWDC meetings. The suggestions from the participants were to involve Indigenous Governments and Organizations, Municipal Governments, Provincial Government departments, employers/employer groups, the Department of Tourism Culture Arts and Recreation (TCAR), and more representatives from industry and relevant discussion-related groups.
- ✓ Scope of the project – Out of the ten RWDCs, three committees commented that the large scope of the project makes it difficult to implement the action plans with only those that are present at the sessions. To carry out a project of this scope the need for more administrative support was highlighted.
- ✓ Outdated LMI Information- During the start of the project when the LMI was gathered, most statistics were from 2016 and the NLWIC Action Planning Team had to work closely with the Department of IPGS to update the information. 1 Having up-to-date LMI at the beginning is important. However, by the time the process got to Round 2, the 2021 statistics were available from the Statistics Canada Census and the LMI was updated and shared among the RWDCs.
- ✓ Time Commitment – In Round 1 the RWDC meetings were three hours long and it was a challenge faced by participants involved as they could not commit three hours from their day due to other work commitments and obligations. This challenge was solved in Round 2 by making the committee meetings shorter to 1.5-hour meetings.

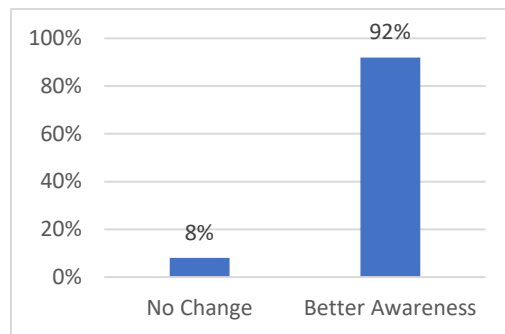
4.5 Key Insights

- ✓ Innovativeness of the RWDCs Model - Participants of the ten RWDCs saw the approach or scope of this initiative as different than past initiatives they’ve been involved with and acknowledged that they felt it was an innovative effort. Furthermore, participants from six out of the ten RWDCs indicated that previous initiatives they were involved in primarily focused on

economic or industry development rather than workforce development. This is the very first model established for the province to address challenges related to workforce development.

- ✓ Increased Awareness – 92% of the participants mentioned they received better awareness about workforce development and were able to better understand the programs and services currently available in their respective regions. A Committee member mentioned during a focus group discussion that they weren't aware of all the programs and services available in the province until it was documented and mapped out. They thought this step in the process provided valuable insight.

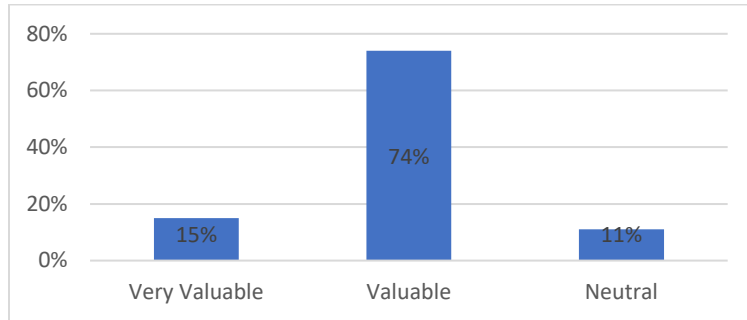
Figure 7 Awareness Level of Programs and Services in the Region



Furthermore, during a discussion, a Committee member mentioned “Booklet with programs and services was a great idea and really enjoyed doing this and found it helpful”.

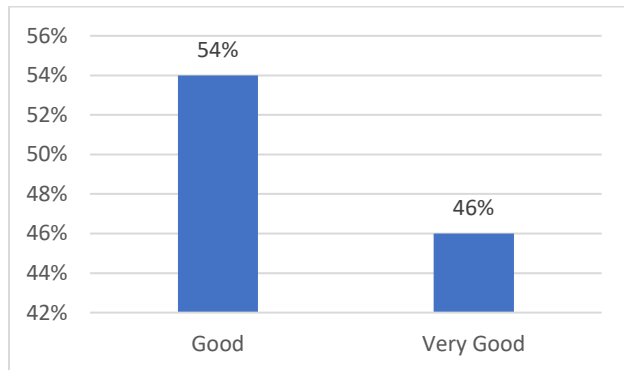
- ✓ RWDCs Value for the Region – 89% of the participants rated that participating in Regional Workforce Development Committees whenever possible is either very valuable or valuable to the region. During the Committee meetings, one participant mentioned “The committee members were engaged in the process and were coming up with constant solutions to help their regions, this process has been truly valuable”.

Figure 8 Value of participating in RWDCs



- ✓ Experience – As referenced in Figure 9, participants were happy with the experience they gained through the RWDCs initiative. 46% rated that their experience was very good while 54% of the participants mentioned their experience was good. Therefore, all participants involved in the RWDCs initiative had a positive experience and were satisfied with the process.

Figure 9 Experience in participating in RWDCs Initiative



4.6 Lessons Learned

According to Lynch (2007), workforce challenges have persisted for over 30 years which was also echoed during the meetings. Committee members acknowledged that the region's workforce development challenges require long-term attention rather than quick fixes.

While conveying their appreciation for such a great initiative, participants proposed a sector-based approach as complementary to the regional focus. A sector-based approach with a regional lens would break down the wide scope of the labour force issues further, enabling it to be more of actionable items. Additionally, participants expressed the novelty of real-time evaluation and highlighted the initiative's timeliness due to the labour force shortage issues the employers are currently facing.

There were several learning outcomes from this project; apart from the suggestion of having a broader sector of stakeholders involved from the very beginning⁶, the need for having summarized reports completed with policy recommendations sent to the government on a periodical basis was mentioned. Finally, while participants appreciated the efforts taken, they emphasized the importance of implementing the action plans.

RQ3 - Do regional stakeholders have a better understanding of current and future regional labour market needs as a result of the RWDCs' work?

Having gone through the action planning process, participants highlighted that they have a better understanding of the current labour market, and the programs and services offered. Based on Figures 4 and 5 above 90% of the participants rated that LMI Infographics and the Programs and Services Booklet were effective tools and provided insight into the current and future labour market needs.

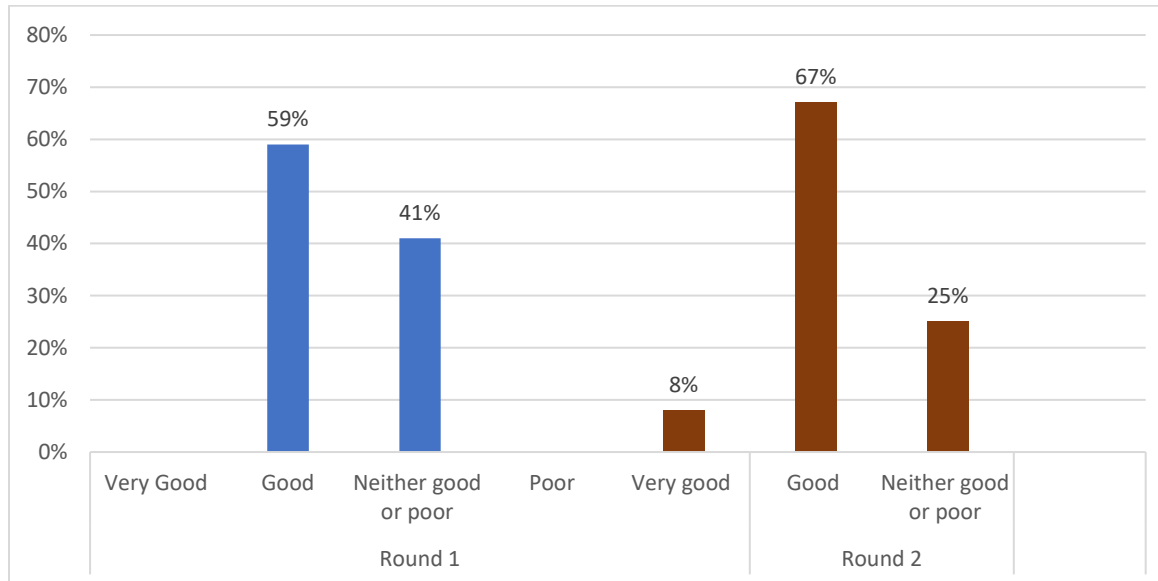
4.7 Decision-making and information sharing

During the action planning stage, two Rounds were conducted. In the first Round of RWDC action planning, all members/participants engaged in identifying solutions needed to address labor force issues/challenges in their respective regions. Subsequently, the second Round was implemented to address additional issues within the respective regions. The process in the second Round was smoother as

⁶ In the NL context it was mentioned that department of Tourism Culture Arts and Recreation (TCAR) should have been involved from the very beginning. And also, more representatives from Industry, Energy and Technology were recommended to be involved.

participants were already familiar with the entire process from Round 1. Figure 10 will present some of the strong comparisons that were evident between Round 1 and Round 2.

Figure 10 Participant rating of decision-making related to workforce development needs

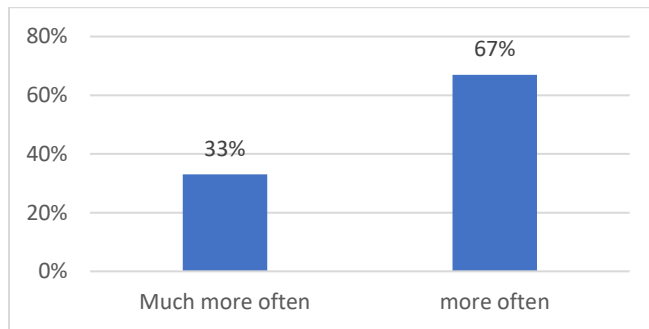


According to the above bar graph, during Round 1, 59% of the respondents found decision-making related to workforce development in the region to be good while 41% found it neither good nor bad. In round 2, 75% indicated that the decision-making in the region was either very good or good. The 16% increase from Round 1 suggests that the members had a better understanding of the current labour market situation to make better decisions for their respective regions.

4.8 Use of LMI Information

Participants mentioned having updated LMI has helped them gain a better understanding of the current workforce development issues in their regions. Figure 11 below shows how frequently participants have started using LMI since the RWDCs began meeting.

Figure 11 Use of LMI Since the committee started meeting

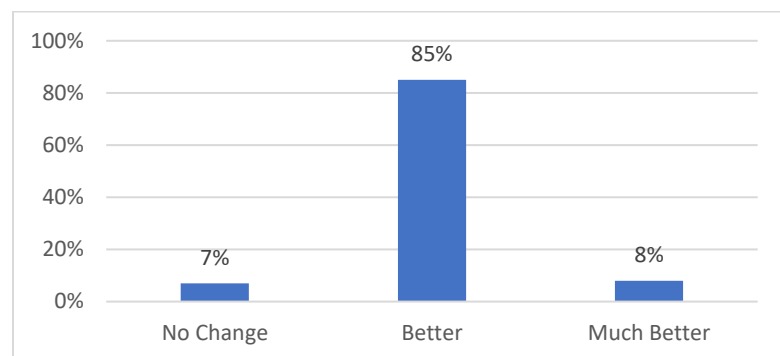


33% of the participants reported that they have been using LMI information much more often while 67% stated that they have been using LMI more often since the RWDCs started meeting. This is an indication that the stakeholders (i.e. NLWIC Action Planning Team, RWDC members and invited guests) have gained a better understanding of LMI after the RWDCs were initiated.

4.9 Information and Resource Sharing

Since the RWDCs started meeting, members have been engaging and sharing insights about their respective regions. Figure 12 below provides how the participants (RWDC members) rated the quality and frequency of information shared.

Figure 12 Information shared since the Committee started meeting



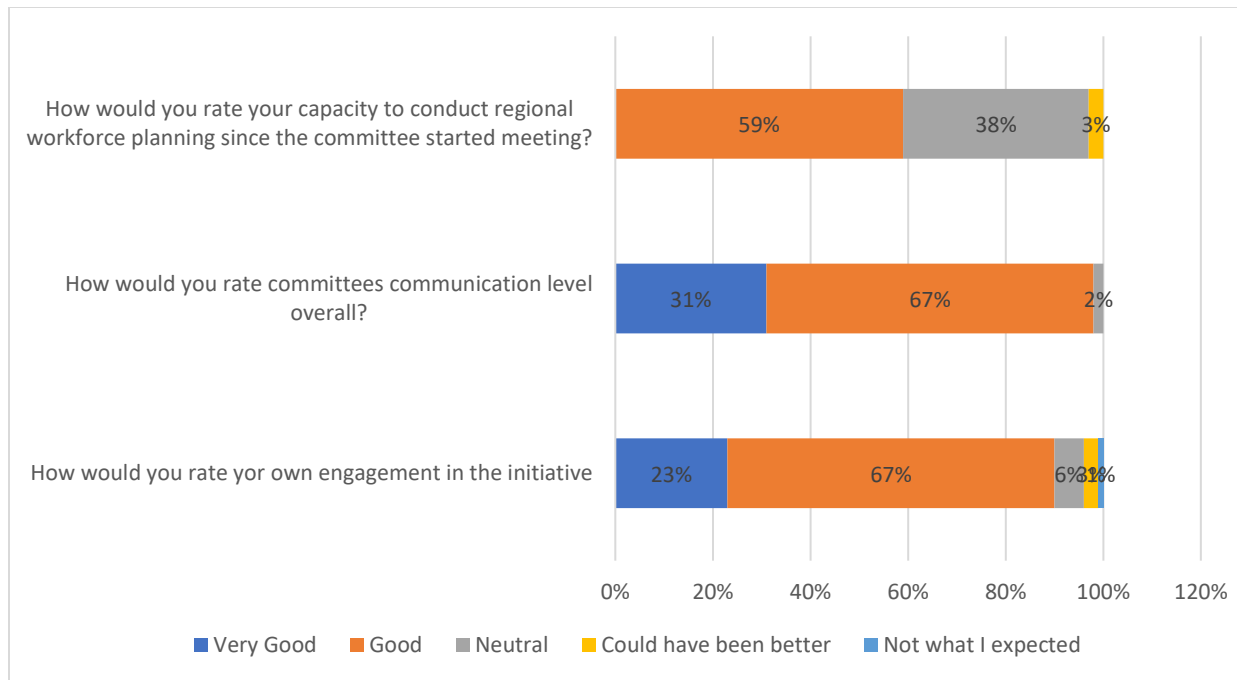
The majority of the participants (93%) reported that the information shared since the RWDC started meeting has been better. In general, all Committee members mentioned that they have received valuable information by participating in this initiative. Further one participant from Round 2 mentioned, “One of my tasks was to try and figure out the labour market needs in the area, and I found it very helpful to attend the meetings. It reinforced what I was hearing out in community groups”.

RQ4 - Do regional stakeholders perceive that the Committees’ work is valuable in helping regional stakeholders address regional labour market needs?

4.10 Feedback on the RWDCs model

Stakeholders appreciated the opportunity to network and collaborate with others around the table and expressed the need for such initiatives for the province in solving issues and challenges related to workforce development. A participant at the session expressed their appreciation by saying “Where else are you going to get all these types of people in one room to talk about workforce development? It’s a great value for the region”. Figure 13 below presents how participants rated their engagement, communication, and their ability to conduct regional workforce planning since the committees started meeting.

Figure 13 Feedback on the RWDCs Action Planning Process

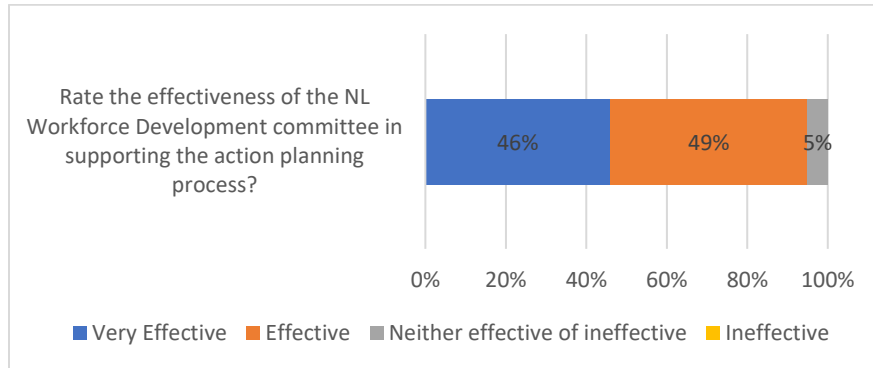


The graph indicates that 59% of respondents noted an improvement in their capacity to conduct regional workforce planning since their Committee started meeting. Moreover, the majority of the participants (98%) rated the communication level among Committee members as very good or good. Additionally, 90% of the Committee members reported Very Good or Good engagement levels in the action planning process, indicating that the RWDCs Action Planning Framework Model is highly engaging. Having participants who believe they have a better capacity to conduct regional workforce planning since the Committees started meetings are signs that the RWDCs model is of value in understanding labour market needs.

4.11 Effectiveness of the RWDCs

The NL workforce development and the Action Planning Team were actively involved in the entire process and strived hard to provide all the information and resources needed to enable the action planning process. A respondent commended about the workforce development committee by saying “you guys do a fantastic job in what you’re doing and trying to do”. Figure 14 below provides the survey results on the effectiveness of the NL Workforce Development Committee in supporting the action planning process.

Figure 14 Effectiveness of the NL Workforce Development Committee



The findings indicate that 95% of the respondents found Newfoundland and Labrador's Workforce Development Committees led and supported by NLWIC in consultation with IPGS to be very effective in supporting the action planning process.

4.12 Impact of having the Regional Workforce Development Committees to solve issues relating to the province's workforce development

- ✓ Collaboration - Improved collaboration and knowledge exchange amongst regional workforce development stakeholders is one of the biggest impacts of this project so far. This collaboration and knowledge exchange should continue and new opportunities to expand collaboration, knowledge exchange and open communication should be explored. During the data collection stage in Round 2, a committee member pointed out how valuable the initiative was by saying "There has been a lot of benefit in coming together and brainstorming, communicating with each other, developing relationships" while another committee member stated, "One of the bright spots is the networking. Also, the discussion on where the labour markets are, by having your thumb on the pulse of what's happening in the region has been valuable".
- ✓ Ability to develop Action Plans – The Action Planning Framework Model helped the Committee members understand the process involved in creating actionable plans for their regions and as one Committee member mentioned "the knowledge received through participating in this process is invaluable". Furthermore, by being involved in the process the Committee members felt they would be able to make a significant impact through the action plans created once funding is identified.

- ✓ Access to LMI information and Programs and Services information – Members of the RWDCs felt that their knowledge of LMI and the awareness level they’ve gained over the two-year period on the available programs and services were important. They also mentioned that the updated LMI information and the Booklet produced that contains all the programs and services available for their regions make their daily work more productive. The digital platform of the NL Workforce Innovation and Development Ecosystem Map, i.e. WorkforceSupportNL.ca, once created and finalized, is believed will create more value for the region's workforce development.

5. Anticipated Outcomes of the model

Within the project timeframe, the project did not achieve a stage that allowed for evidence of outcomes achievement to be generated. However, based on the experience of the past years, we would anticipate the following outcomes from the continuation of the RWDCs over a short, medium, and long term.

In the short term (2-3 months), the initiative aims to enhance the quality of Labour Market Information and regional workforce planning practices, leading to a better comprehension of current and future regional labor market needs among regional stakeholders. This will facilitate more coordinated and collaborative responses to address these needs.

In the medium term (6-12 months), the focus is on enhancing the capacity to conduct regional workforce development, enabling stakeholders to formulate action plans effectively and respond adeptly to regional labor market requirements. The collaboration and networking provided by the initiative were deemed valuable, making the identification of workforce development issues smoother and the mapping of actionable items more efficient.

Looking ahead to the long term (1-3 years), the ultimate goal is to achieve improved labour market results, aligning with the desired outcomes outlined in the regional action plans. Workforce changes and challenges should be monitored in a timely manner so that the economy is ready when a crisis strikes (Fraher, et al., 2020). Therefore, identifying labour force issues early and using the RWDCs Action Planning Framework Model discussed above to find solutions to labour force issues would help to establish an effortless process in the long-term. Using a model that “works” would help to provide sustainable and lasting impact while also enabling strategic planning, advising policy changes, and identifying skills development needs/initiatives that can transform the regional labour market over time.

6.Recommendations

This report makes six key recommendations that would help to yield maximum benefits from the developed, tested and evaluated new Regional Workforce Development Model in Newfoundland and Labrador.

- 1) **Secure multiple sources of funding to ensure there are no interruptions to the process.** Larger-scope projects such as projects related to workforce development need to have multiple sources of funding to ensure the projects are implemented, monitored and evaluated. Participants noted that initiatives that were tied to funding sources created a larger impact.
- 2) **Ecosystem Map of Programs and Services and Updated LMI** – Having an ecosystem map (web-based platform) of workforce development programs and services will benefit not only the organizations listing their programs and services, but importantly it will also help job seekers and other labour market stakeholders to understand the existing resources available to support their employment, employability and entrepreneurship efforts. Ensuring LMI is updated on a regular basis will warrant the accuracy of decisions being made with regard to workforce development.
- 3) **Broader sector of stakeholder involvement** – Having more stakeholders participate in committee meetings will create more knowledge mobilization. The RWDCs pointed out that more industry partners should be involved because workforce development and economic development are interdependent.
- 4) **Meeting Logistics** – As the RWDCs project was rolling out so was COVID-19. Most participants favored virtual meetings; however, the facilitator believed in-person meetings were more productive and participants were more invested. Hence, a recommendation would be to use a hybrid format, combining virtual and in-person meetings for such initiatives. Also, for different regions different methods would work, therefore deciding what works best for a particular region is important.
- 5) **Administrative Support** – Having more staff involved in projects of this nature is essential due to the time and effort that goes into each of the stages in the process. Most committee members participate in initiatives such as this with many other work commitments and obligations. Therefore, providing additional support/ground staff beyond the members of the RWDCs to implement the action plans is necessary.
- 6) **Survey results** – Ensure that survey results are gathered in a timely basis and there is a good response rate. The survey response rate for this study was 90% in the first Round and 62% in the second Round. If representatives were assigned on behalf of the Committee members who were unable to attend, the response rate could have been higher.

7.Implications for Future Directions

The tested and evaluated RWDCs Model has proven to be a successful approach in addressing labour force challenges in Newfoundland and Labrador. The Model's effectiveness was highlighted during action planning meetings, where committee members emphasized the importance of tailoring solutions to the unique issues within each region. In some cases, other funding should be sought to carry on with aspects of this work that regions support. During the action planning stage, the compilation of labor market information proved invaluable, providing a comprehensive understanding of critical regional issues. Additionally, the ecosystem map, WorkSupportNL.ca, will showcase available programs and services, and is anticipated to support employers, job seekers, and other labour market stakeholders as well as the mandate and core mandated activities of NLWIC. This tool will provide information and guidance to individuals and labour market stakeholders to find solutions for their own labour force situation or the region's workforce development needs.

The process leading up to drafting the action plans benefited all those who were involved. The majority of the participants (92%) reported they received better awareness from the process and 89% mentioned that participating in the RWDCs was valuable. All participants rated overall; it was a great experience that enabled them to make informed decisions regarding workforce development. A participant shared during the meeting discussions that the RWDCs process certainly brought things to light where they needed to be and the proposed plans if implemented would yield significant outcomes. Some of the key recommendations deriving from this research project for policy are: (1) Ensure that issues related to the workforce are looked at from a regional lens and funds are allocated for such initiatives; (2) Make certain that there is a solid data infrastructure in place where real-time LMI is available to make informed decisions regarding workforce development; and (3) Ensure that the programs and services available are in line with the current labour force needs while removing duplication and catering to the existing gaps.

Finally, the RWDCs model is an innovative and effective model that can be used to solve critical labour force issues. This model can also be modified to solve issues related to economic or industrial development. It is important to note that even though this new model of workforce developed was developed, tested and evaluated in Newfoundland and Labrador, the intention is to disseminate the results of the research and testing of a new model for workforce development so it can be used in other provinces similar in nature that are facing similar issues in workforce development for the benefit of the entire pan-Canadian workforce and skills development ecosystem and beyond. The Playbook and other deliverables from this project referenced in the Appendices will be key to meeting this key research project goal.

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Appendix A – Playbook (RWDC’s Model)
Attached to Project Learning and Reflection Report.

Appendix B – LMI Newfoundland and Labrador

NL LMI Infographics – NL Workforce Innovation Centre (nlwic.ca)

Attached to Project Learning and Reflection Report.

Appendix C – Ecosystem Map of Programs and Services of NL

See: WorkSupport.nl.ca in NLWIC’s power point presentation attached in the email with this Report. Also see separate attachment in the Project Learning and Reflection Report for the NL Workforce Innovation and Development Ecosystem Map Evaluation Report as per the Evaluation Strategy outlined below.

Digital Interactive Newfoundland and Labrador
Workforce Development and Innovation Ecosystem Map Evaluation Strategy

	Documenting the Process of Ecosystem Map Development	User-based Evaluation of Ecosystem Map
Purpose	To have a record of Ecosystem Map development - including key decision points, successes, and lessons learned - that can be used by NLWIC to inform future projects.	To know and understand the areas of success and areas for improvement in the Ecosystem Map in terms of added value for intended users.
Approach	An observations-based approach that outlines the process of Ecosystem Map development based on timelines and key decision points.	An open-ended approach that investigates the strengths and weaknesses of the Ecosystem Map based on user perspectives.
Research Questions	1. What was the process used and what were the key phases and decision	1. Who used the Ecosystem Map and how did they use it? 2. What did users identify as the strengths and weaknesses of the Ecosystem Map?

	points in Ecosystem Map development? 2. What key insights/lessons learned can be drawn from Ecosystem Map development? 3. What were the enabling and constraining factors influencing Ecosystem Map development?	3. What was the value, if any, of the Ecosystem Map to users? 4. In what ways can the Ecosystem Map be improved to provide more value to users?
Evidence Collection Sources	Researcher Notes • What – A record of discussion points between NLWIC, the contractors, and other collaborators from kick-off and update meetings and other correspondence. • From Whom – NLWIC’s Faculty Researcher. • When – From project kick-off (December 2022) to Final Report Delivery (~April 2022). After Action Review • What – A discussion between NLWIC team members reflecting on ‘What did we do well that we should keep doing’ and ‘What can we do better next time?’. • From Whom – Facilitated by NLWIC’s Faculty Researcher.	Interviews/Focus Groups with Ecosystem Map Users • What – Focus groups with RWDCs and one-on-one interviews with approximately ten other identified Ecosystem Map users to investigate experience using the Ecosystem Map. • From Whom – Facilitated by NLWIC’s Faculty Researcher. • When – Focus groups with RWDCs during Ecosystem Map beta testing (March 2022) and interviews with other identified Ecosystem Map users after public launch (April 2022).

	When – After Final Report Delivery (April 2022).	
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Appendix D – Project Gantt Chart (Note: This Project Plan’s timelines have changed as of May, 2024 to reflect further revisions in data required and completion of the Evaluation Report for the Future Skills Centre attached to the Project Learning and Reflection Report.)



Ideas. Innovation. Impact.

Ecosystem Map Project Plan

March 8, 2024 (see updated Project Plan dated August 27, 2024 attached to the Project Learning and Reflection Report)

Date	Action	By Whom
January 25, 2024	NLWIC/CNA/IPGS/Blueprint receives FSC final report draft 2 on or before January 29, 2024	Roshayne and Susanne will forward to project for review and feedback
January 25, 2024	Starts Learnings Report for round 2	Roshayne
January 29, 2024	All written feedback from Project Team sent to NLWIC	Susanne to forward to Roshayne
January 30, 2024	Meeting to discuss draft version 2 FSC Report with Joanne, Sharon and Susanne	Roshayne
February 2, 2024	Edits completed and a draft version 3 sent to NLWIC	Roshayne

February 5-19, 2024	Roshayne will not be working with NLWIC	NLWIC
February 2, 2024	Sharon sends to FSC version 3 draft report with deadline for FSC to send back to Sharon on or before February 16, 2024	Sharon
February 16, 2024	Sharon sent FSC Version 3 report to IPGS and CNA for review and edits	Sharon
February 28, 2024	Roshayne back to make final edits to report, finish Learning and reflection report	Roshayne
March 8, 2024	Roshayne to complete edits to the FSC Report and send to Sharon for distribution	Roshayne
March 8, 2024	Deadline to receive green light from Triware to start soft launch	Susanne and Triware
March 11, 2024	Correspondence/email for the soft launch developed for all organizations in Ecosystem Map	NLWIC in Collaboration with Triware
March 18, 2024	Training for the Ecosystem Map – Triware to NLWIC	Sharon/Susanne to schedule
March 13-18, 2024	Waves of emails for the soft launch to be sent to organizations – starting March 12-18, 2024 (500 + emails). With a deadline to reply of March 22, 2024, for any edits or changing of listing. Organizations will be advised to email NLWIC@NLWIC.CA (need to set up permission for	Roshayne supported by Susanne

	Roshayne to have access to NLWIC's email	
March 12, 2024	Request Triware to add survey component to the site are you satisfied with the site listing and survey for the project team (10 people) and RWDC selected members.	Susanne and Roshayne
March 12, 2024	Roshayne to develop form for Lori-Ann to track call information and details of inquiry	Roshayne
March 13, 2024	Phone inquiries to NLWIC. Received, documented, and reported. The document needs to be reported emailed to James and copied Susanne. (Form to be developed and used for one each inquiry – needs to be verified and recorded completed by date on form)	Lori-Ann
March 11, 2024	Receive edited Final Report from FSC	FSC to Sharon
February 23, 2024 – hired March 22, 2024 – draft report and findings to submit to FSC March 29, 2024 – last day of hire and everything completed	Project deliverables for Roshayne: Final report edits based on feedback from IPGS and CNA by March 1, 2024, evaluation plan and implementation of the plan for the soft launch of the ecosystem map, draft and finalize the checklist and email for the soft launch using a distribution	Roshayne

	strategy to be confirmed by February 27, 2024 and implement the distribution strategy for the soft launch along with documentation of the process. Complete final report on project deliverables.	
March 25, 2024	Final Report completed as well as the ecosystem map evaluation (added as an appendix add results in findings and recommendations)	Roshayne
March 26, 2024	Sharon and Susanne to review and provide feedback to Roshayne	Roshayne, Sharon and Susanne
March 26, 2024	NLWIC/CNA/FSC/IPGS/Triware to develop plan on public launch and on-going ecosystem map communications planning for NLWIC	Sharon and PR Specialist
March 31, 2024	Continued Support for the Ecosystem Map – Technical Services under contract with Triware and NLWIC, in house maintenance will be done by PR Specialist	NLWIC
March 31, 2024	All expenses related to staff overtime and salary (James and Roshayne) to be billed out of unspent funds from PR Specialist account code	Sharon
March 31, 2024	All billing complete as per contract with FSC	

Fall, 2024	Public Launch	NLWIC/CNA/FSC/IPGS/Triware
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Appendix E – Survey Questionnaire

Questionnaire

The below questionnaire was circulated among the action planning teams of the ten regions.

1. Are you a committee member or invited guest?
2. Which region was this meeting about?
3. If you are a committee member which department or organization, do you represent?
4. How would you rate your own experience participating in this initiative?
5. How would you rate your own engagement in this initiative so far?
6. How would you rate your region's ability to meet regional workforce development needs?
7. How would you rate your region's change in ability to meet regional workforce development needs since the committee started meeting?
8. How would you rate information and resource sharing related to the workforce development needs of the region?
9. How would you rate the change in information and resource sharing related to the workforce development needs of the region since the committee started meeting?

10. How would you rate decision-making related to the workforce development needs of the region?
11. How would you rate the change in decision-making related to the workforce development needs of the region since the committee started meeting?
12. How would rate your capacity to conduct regional workforce planning?
13. How has your capacity to conduct regional workforce planning changed since the committee started meeting?
14. How would you rate the value of participating on the RWDC on your work outside of the committee?
15. Outside of committee meetings, how often do you collaborate with members of the committee outside your department/organization?
16. How has the frequency you collaborate with members of the committee outside of your department/organization changed since the committee started meeting?
17. How would you rate your communication with committee members during the action planning process?
18. How would you rate your communication with invited guests during the action planning process?
19. How would you rate your communication with NLWIC staff during the action planning process?
20. How would you rate the committee's communication overall?
21. How would you rate your change in awareness of regional workforce development programs and services since the committee started meeting?
22. How would you rate your change in awareness of LMI since the committee started meeting?
23. How would you rate your change in understanding of LMI since the committee started meeting?

24. How would you rate your access to regional supply-side LMI?
25. How would you rate your change in access to regional supply-side LMI since the committee started meeting?
26. How would you rate your access to regional demand-side LMI?
27. How would you rate your change in access to regional demand-side LMI since the committee started meeting?
28. How often do you use LMI for workforce development planning and decision-making?
29. How has your use of LMI for workforce development planning and decision-making changed since the committee started meeting?
30. How would you rate the effectiveness of the data included in the regional LMI profile in terms of supporting the action planning process?
31. How would you rate the effectiveness of the way data was presented in the regional LMI profile in terms of supporting the action planning process?
32. How would you rate the effectiveness of the NL Regional Labour Market Infographics in supporting the action planning process?
33. How would you rate the effectiveness of the NL Programs and Services Booklet in supporting the action planning process?
34. How would you rate the effectiveness of the meeting minutes in supporting the action planning process?
35. How would you rate the effectiveness of the meeting slideshows in supporting the action planning process?
36. How would you rate the effectiveness of the Action Planning Framework in supporting the action planning process?

37. How would you rate the effectiveness of the Committee Handbook in supporting the action planning process?
38. How would you rate the effectiveness of NLWIC in supporting the action planning process?
39. Do you think you are the right person from your department/organization to participate in the regional workforce development committee?
40. If you answered no to question 39, why?
41. Are there any departments/organizations that you think should be represented on the standing RWDC but are not?
42. If you answered yes to question 41, which departments/organizations do you think should be added to the standing RWDC?
43. Are there any invited guests that you think should have been a part of the RWDC meetings but were not?
44. If you answered yes to question 43, which invited guests do you think should have been a part of the RWDC meetings?
45. Did you consider any LMI during this meeting while developing the action plan?
46. List the LMI, if any, that you considered during this meeting while developing the action plan.
47. List the factors, if any, that you feel enabled action plan development so far.
48. List the factors, if any, that you feel constrained action plan development so far.
49. How would you rate Round 2 of action planning, so far, compared to Round 1 of action planning?
50. How would you rate your understanding of current labour market needs?

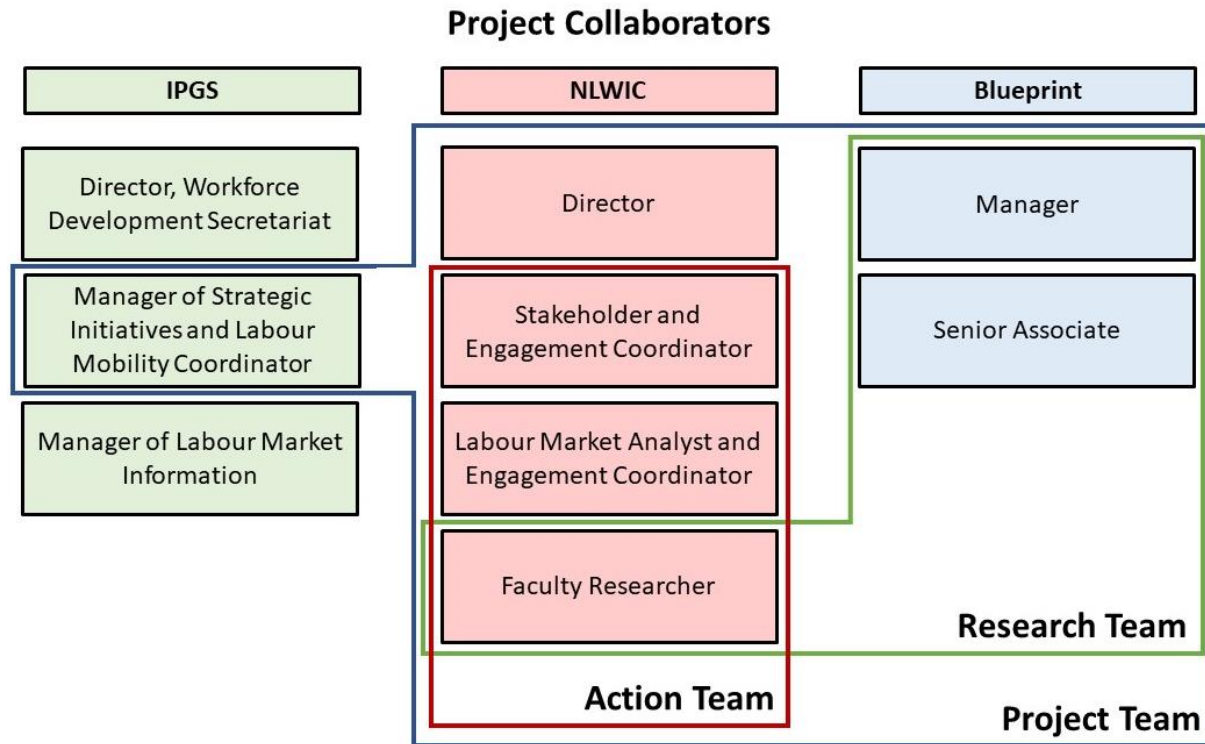
51. How has your understanding of current labour market needs changed since the committee started meeting?
52. How would you rate your understanding of future labour market needs?
53. How has your understanding of future labour market needs changed since the committee started meeting?
54. How beneficial has the research and evaluation portion of this project been to the RWDCs?

Appendix F - Research Instrument and Indicators

Research Question	Indicators	Data Collection Source
What was the design and what were the processes and supporting tools/resources used by the RWDCs?	Description of committee design process, Description of action planning model/process, List of resources and tools used by the committees, List of stakeholders who took part in the action planning process, List of components of the action plans	Observations, NLWIC staff interview, Executive and LMIC Interview, Completed action plans
What were the challenges, key insights, and lessons learned throughout the implementation of the RWDCs?	Observations on constraining and enabling factors to collaboration, Committee member and invited guest insight into constraining and enabling factors to	Observations, Committee member focus group, Meeting minutes, NLWIC staff interview

	collaboration, Description of lessons learned from committees	
Do regional stakeholders have a better understanding of current and future regional labour market needs as a result of the RWDCs' work?	Stakeholder self-reported change in access to regional supply and demand LMI data, Stakeholder self-reported change in awareness and understanding of regional supply and demand LMI data, regional programs and services, and other resources and opportunities that can help bridge the gap between supply and demand needs	Committee member questionnaire, Stakeholder survey, Committee member focus group
Do regional stakeholders perceive that the Committees' work is valuable in helping regional stakeholders address regional labour market needs?	Stakeholders self-reported change in awareness and understanding of regional supply and demand LMI data, regional programs and services, and other resources and opportunities that can help bridge the gap between supply and demand needs	Committee member questionnaire, Stakeholder survey, Committee member focus group

Appendix G - Project Collaborators



Appendix H – Project Timeline

Activity	Time																																
	2019	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	2024
IPGS and NLWIC pre-discussions on Workforce Development project for NL																																	
FSC and NLWIC discussions on testing the RWDCs model																																	
Hiring complete for the position of Researcher and Implementation Coordinator																																	
Secondary Data collection and coordinating with Blue Print on the project questions and data collection instruments																																	
Developing the Committee handbook																																	
Establishing committees in the ten regions																																	
Inviting stakeholders from the ten regions																																	
Conducting Round one Regional Committee meetings																																	
LMI Inforgraphic compilation																																	
Compiling a booklet with Programs and Services																																	
Round one evaluations																																	
Compiling of the Playbook																																	
Data Analysis of Round One																																	
Round two Regional Committee meetings																																	
Round two evaluations																																	
Data analysis of Round Two																																	
Final Report Submission to FSC																																	
Ecosystem Map of Programs and Services - Ongoing																																	

Please note update:

Original Agreement: Mar 16, 2021 – Mar 16, 2022

First Amending Agreement: Project extended by FSC for concurrent Research Project to September 30, 2022

Second Amending Agreement: Project extended by FSC for concurrent Research Project to June 30, 2023

Third Amending Agreement: Project extended to September 30, 2024

Appendix I - NLWIC Presentation to the FSC September 29, 2022
Attached to Project Learning and Reflection Report

CNA Rural Campus Network Visioning Session September 27 2023 Final .pdf
Attached to Project Learning and Reflection Report

Appendix K - Links to other research tools and data
NL Workforce Innovation Ecosystem Map www.WorkSupportNL.ca

Appendix L - List of all other documents produced (housed in full on NLWIC's MS Teams platform)
Attached to Project Learning and Reflection Report

Appendix M – RWDC's FSC Research Project List of Deliverables
Attached separately in the Project Learning and Reflection Report