



NL WORKFORCE
INNOVATION
CENTRE

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**Regional Workforce
Development
Committees:
A New Model for
Workforce
Development**

PLAYBOOK

This report was produced as part of a project funded by the Future Skills Centre (FSC), with financial support from the Government of Canada's Future Skills Program.

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.



OVERVIEW

Mandate

Established in 2017 by the Government of Newfoundland and Labrador (NL) and administered by College of the North Atlantic, 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.

NLWIC's goal is to promote 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 underrepresented 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 **Regional Workforce Development Committees: A New Model for Workforce Development PLAYBOOK** was created in June 2024 by NLWIC in collaboration with Blueprint as a resource for labour market stakeholders in Newfoundland and Labrador, and across Canada and beyond. This PLAYBOOK is a key deliverable from the Regional Workforce Development Committees Action Planning, one of NLWIC's mandated activities in collaboration with IPGS, and the concurrent Future Skills Centre-funded research project **Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing Our Skills Development Ecosystem**.



Questions and comments about the Regional Workforce Development Committees Playbook can be addressed to nlwic@nlwic.ca.

“Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing our Skills Development Ecosystem is funded by the Government of Canada’s Future Skills Centre”

“Mise à l'essai et évaluation de l'impact d'un nouveau modèle de développement de la main-d'œuvre à Terre-Neuve-et-Labrador : Préparer l'avenir de notre écosystème de développement des compétences est financé par le Centre des Compétences futures du gouvernement du Canada”



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DEFINITIONS



Workforce

People engaged in, or available for, work in a particular industry or region.



Workforce Development

A people-first approach that addresses the creation and retention of a viable workforce.



Action Plan

A detailed course of action to address specific goals



Region

An area of communities with people that create a localized workforce.



Labour Market

The availability of employment and labour, in terms of supply and demand.



Labour Market Stakeholders

Those who contribute to or have a vested interest in the development of the local labour market.



Labour Market Information

Information that assists people in making informed decisions about the labour market.



Labour Market Programs & Services

Initiatives that aim to improve the quality or availability of labour or employment.



Supply

People engaged in, or available for, work in a particular industry or region.



Demand

Availability of jobs.

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The NL Workforce Innovation Centre (NLWIC) acknowledges the hard work, input, and feedback of everyone who contributed to the Regional Workforce Development Committees Action Planning Project in consultation with IPGS and the concurrent Future Skills Centre-funded research project **Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing Our Skills Development Ecosystem**. A special thank you to the following:

- NL Workforce Innovation Centre Team
- Department of Immigration, Population Growth and Skills Team
- Blueprint Team
- Regional Workforce Development Committee members and their supervisors from Atlantic Canada Opportunities Agency, College of the North Atlantic, Department of Industry, Energy and Technology, Department of Fisheries, Forestry and Agriculture, Department of Immigration, Population Growth and Skills, and Service Canada
- Labour Market Stakeholders who participated in Regional Workforce Development Committee meetings or engagement sessions
- Future Skills Centre
- College of the North Atlantic
- Labour Market Information Council



INTRODUCTION

For decades Newfoundland and Labrador has had the lowest participation rates and highest unemployment rates in Canada.¹ Past efforts at developing the provincial workforce have had various successes and failures, but nothing provided an easy solution for attaching people to the workforce. Newfoundland and Labrador needed a strong workforce that supported a productive economy. A new approach was necessary to achieve this.

In November 2019, the Government of Newfoundland and Labrador gave Newfoundland and Labrador Workforce Innovation Centre a mandated activity to develop regionally tailored workforce development action plans, including:

- development and dissemination of Labour Market Information,
- identifying priority focus areas for training and skills development,
- and collaborative use of labour market programs and services, including immigration related supports.

This mandated activity was to be accomplished by establishing Regional Workforce Development Committees. These Regional Workforce Development Committees were to serve as planning platforms for localized labour market activities and initiatives.

Established in 2017 by the Government of Newfoundland and Labrador and administered by College of the North Atlantic, the Newfoundland and Labrador Workforce Innovation Centre 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 Newfoundland and Labrador Workforce Innovation Centre's goal is to promote 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 underrepresented groups.

Funding for the Regional Workforce Development Committees mandate is provided by the Department of Immigration, Population Growth and Skills under the Canada-Newfoundland and Labrador Labour Market Development Agreement. As a project partner, the Department of Immigration Population Growth and Skills works collaboratively with Newfoundland and Labrador Workforce Innovation Centre to support the establishment and operations of the Regional Workforce Development Committees and the development of the Regional Workforce Development Committees' action plans.

In 2021, Newfoundland and Labrador Workforce Innovation Centre and the Department of Immigration, Population Growth and Skills partnered with the Future Skills Centre in a project concurrent with the Regional Workforce Development Committees mandate titled: 'Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador: Future-Proofing our Skills Development Ecosystem'. Funded by the Future Skills Centre's Strategic Initiatives Fund, this concurrent project is intended to use the design, development, and implementation of the Regional Workforce Development Committees and their action planning as a case study of regional workforce development collaborations through a real-time evaluation.

¹ Statistics Canada. Table 14-10-0327-01 Labour force characteristics by sex and detailed age group, annual

All the Future Skills Centre's funded projects include an evidence generation component to learn about successes, challenges, and the change that occurred as a result of the project. For 'Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador', the Future Skills Centre's evidence generation lead, Blueprint, joined the Newfoundland and Labrador Workforce Innovation Centre and the Department of Immigration Population Growth and Skills to provide technical support for the design and implementation of evidence generation activities and support the reporting process.

The Regional Workforce Development Committees Playbook reflects the learnings of 'Testing and Evaluating the Impact of a New Workforce Development Model in Newfoundland and Labrador.' Evidence was collected from the design and implementation of Regional Workforce Development Committees in Newfoundland and Labrador from June 2021 to June 2023. This includes the implementation of Steps 1 to 9 of one round of action planning and Steps 1 to 7 of a second round of action planning. The plays presented in this Playbook are based on methods either tested and found to be effective with Regional Workforce Development Committees or methods tested with Regional Workforce Development Committees and updated based on the findings of the research.

About this Playbook

This Playbook outlines the Regional Workforce Development Committee model, a new model of regional workforce development coordination bodies that was designed, tested, and evaluated in Newfoundland and Labrador. The purpose of the Regional Workforce Development Committees Playbook is to present evidence from the establishment, design, and implementation of the Regional Workforce Development Committees in Newfoundland and Labrador as a resource for labour market stakeholders in other jurisdictions. This Playbook is based on learnings from Newfoundland and Labrador and recommended approaches, and the learnings reflected in this Playbook may have to be adjusted to be applicable in other jurisdictions.

After reading this Playbook you should (1) understand the Regional Workforce Development Committee model, (2) understand the benefits of the Regional Workforce Development Committee model, and (3) understand how to implement the Regional Workforce Development Committee model in your jurisdiction.

Use of this Playbook

The intended audience of this Playbook is labour market stakeholders who are interested in replicating the Regional Workforce Development Committee model in their jurisdiction.

This Playbook is intended to be used as a guide for the establishment, design, and implementation of Regional Workforce Development Committees based on evidence collected from the implementation of the model in Newfoundland and Labrador.

1 OBJECTIVES: ESTABLISHING REGIONAL WORKFORCE DEVELOPMENT COMMITTEES

What is Workforce Development?

Workforce Development is a people-first approach with a focus on employment initiatives that address the creation and retention of a viable workforce through skills training, collaboration and matching of employers and employees with the objective of economic prosperity for individuals, businesses, and communities.²

What are Regional Workforce Development Committees?

Regional Workforce Development Committees are groups of local stakeholders representing supply-side and demand-side interests in local regions. Regional Workforce Development Committees come together to create and implement action plans with measurable solutions to issues and opportunities affecting the creation and retention of a viable local workforce. The vision of the Regional Workforce Development Committees is economic prosperity for individuals, businesses, and communities in each distinct region. Figure 1 breaks down the meaning of regional, workforce, development, and committee.

Figure 1: Regional Workforce Development Committee meaning

REGIONAL	WORKFORCE	DEVELOPMENT	COMMITTEE
A regional focus allows committees to address the unique needs of their local workforce that may otherwise get lost at provincial levels.	These committees are unique in that they focus on workforce instead of the broader economics. This allows for a people-first approach and a specific viewpoint to guide committee work.	The impact of the committees comes from the actions taken to advance (i.e., develop) the workforce in their regions.	Labour market stakeholders bring their own knowledge and expertise to collaborate with other labour market stakeholders in their region as committees.

Why Establish Regional Workforce Development Committees?

In Newfoundland and Labrador, the project partners hoped the Regional Workforce Development Committees work would achieve the short-, medium-, and long-term goals outlined in Table 1. Regional Workforce Development Committees are designed to improve quality of Labour Market Information, improve regional

² <https://myworkchoice.com/blog/workforce-development/>

workforce planning practices, increase capacity to conduct regional workforce development, and better labour market results. Many Regional Workforce Development Committee members find the collaboration and knowledge exchange between regional labour market stakeholders to be the biggest benefits of participating in this model. Regional Workforce Development Committees should be established in areas looking to provide a coordinated response to regional workforce development needs.

Table 1: Regional Workforce Development Committee Outcomes

Short-Term (2-3 month)	Medium-Term (6-12 months)	Long-Term (1-3 years)
Improved quality of Labour Market Information and regional workforce planning practices	Increased capacity to conduct regional workforce development	Better labour market results
- Regional stakeholders have a better understanding of current and future regional labour market needs - More coordinated and collaborative responses to regional labour market need	- Regional stakeholders are more able to conduct action planning to better meet their organizational needs - Regional stakeholders are more able to respond to regional labour market needs	Regional stakeholders achieve desired labour market outcomes as indicated in the regional action plans

What are the Core Components Needed to Establish Regional Workforce Development Committees?

Three things are needed to establish Regional Workforce Development Committees (1) funding, (2) a coordinating organization, and (3) buy-in from regional labour market stakeholders.

Funding

Funding is needed both to run the Regional Workforce Development Committees and to implement Regional Workforce Development Committee action planning projects. In Newfoundland and Labrador funding for the Regional Workforce Development Committees is from the provincial government using federal government funding in the Canada-Newfoundland and Labrador Labour Market Development Agreement. It is encouraged to have source(s) of funding identified for the implementation of Regional Workforce Development Committee action planning projects prior to the start of action planning as the process of securing funding can cause major delays to the implementation of action planning projects and reduce the interest of labour market stakeholders in participating in the Regional Workforce Development Committees.

Coordinating Organization

The coordinating organization of Regional Workforce Development Committees can be either government or a community-based organization. The coordinating organization is responsible for the groundwork of coordinating and operating the Regional Workforce Development Committees. This includes planning, design, action planning facilitation, and coordinating action plan implementation. The coordinating organization should have designated staff for the operations of the Regional Workforce Development Committees. In Newfoundland and Labrador, Newfoundland and Labrador Workforce Innovation Centre staff designated solely to the Regional Workforce Development Committees include a Project Coordinator, Administrative Officer, Researcher, and, after the development of the first Regional Workforce Development Committee action plans, an Implementation Coordinator. Newfoundland and Labrador Workforce Innovation Centre’s Director and Stakeholder Engagement Coordinator are also heavily involved in the implementation of the Regional Workforce Development Committees.

Buy-in from Regional Labour Market Stakeholders

Regional labour market stakeholders form Regional Workforce Development Committees both as standing committee members and invited stakeholders.

Regional labour market stakeholders include, but are not limited to:

Federal and Provincial Government	Chambers of commerce/ boards of trade
Education and training providers	Sector and industry representatives
Career and employment service providers	Strategic employers
Municipalities	Indigenous Governments and Organizations
Community Business Development Corporations	Organizations representing underrepresented groups

The participation of regional labour market stakeholders is crucial to the success of Regional Workforce Development Committees 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. To get buy-in from regional labour market stakeholders it is important to consider the interests of those involved and ensure labour market stakeholders are aware of the impact if the committees on workforce development in their region. Stakeholders should be aware that they are leading the planning process and are the ones making decisions for their region. In Newfoundland and Labrador the standing Regional Workforce Development Committee members are from federal and provincial government and are required by their departments and organizations to participate in the committees. Buy-in needs to come from both the individuals who participate on the committees and their supervisors and leadership. Buy-in from supervisors and leadership is needed so that they empower committee members and invited guests to participate in the committees and in the implementation of action plans. Newfoundland and Labrador Workforce Innovation Centre staff keeps continuous engagement with committee members and other labour market stakeholders to ensure they continue to buy-in to the process.



2 SETUP: DESIGNING REGIONAL WORKFORCE DEVELOPMENT COMMITTEES

Project Collaborators

Project Collaborators are the departments and organizations involved in the organization and operations of the Regional Workforce Development Committees. Project Collaborators include the coordinating organization, funding organization(s), and other departments and organizations partnered in the implementation of the Regional Workforce Development Committees. Each Project Collaborator will have their own objectives for the Regional Workforce Development Committees. It is important for the success of the Regional Workforce Development Committees that project collaborators understand each other's objectives and have regular communication to ensure those objectives are being met.

All Project Collaborators should have representation on the Project Team. The Project Team is responsible for the high-level coordination of the initiative, addressing high-level concerns in the design and implementation of the Regional Workforce Development Committees, and moving the project forward. The Project Team should meet regularly to communicate the progress of the initiative and address key decision points. The Project Team may have to meet more frequently (e.g. biweekly) during Regional Workforce Development Committee set-up where decision points are more frequent and less frequently (e.g. monthly or every two months) once the Regional Workforce Development Committees are in operation and decision points are less frequent.

In addition to the Project Team, the coordinating organization should have an Action Team. The Action Team is responsible for the groundwork of coordinating and operating the Regional Workforce Development Committees. The Action Team will meet very regularly, sometimes daily, about the ongoing operations of the Regional Workforce Development Committees. The Action Team has direct communication with the Regional Workforce Development Committee members and facilitates committee work. The Action Team reports to the Project Team on Regional Workforce Development Committee updates and brings key decision points to the Project Team.

More teams may be needed depending on the specifics of the Regional Workforce Development Committee project in your area. For example, it may be beneficial to have an Action Plan Implementation Team responsible for the coordination and implementation of the Action Plans. If the Regional Workforce Development Committees are part of a concurrent evaluation project, as they were in Newfoundland and Labrador, a Research Team could be responsible for the design and implementation of the research strategy. Additional teams have representation from the coordinating organization and other project collaborators interested in the specific area of the team. All teams report to the Project Team.

Evaluation

Real-time evaluation of the Regional Workforce Development Committee model allows for continuous improvements to be made to the effectiveness of the Regional Workforce Development Committee model. Evaluation allows for adaptation of the Regional Workforce Development Committee model to achieve the best possible impact for Regional Workforce Development Committees and their regions. Evaluation can be used to

ensure all involved stakeholders, including project collaborators, Regional Workforce Development Committee members, and other regional labour market stakeholders are invested in the process and achieving their desired outcomes from involvement with the Regional Workforce Development Committees.

The evaluation can be divided into two sections (1) evaluation of design and implementation and (2) evaluation of outcomes. The evaluation of design and implementation is focused on gaining insights that can be used to improve the overall function of the Regional Workforce Development Committees and their action planning. The evaluation of outcomes is focused on determining the value of the Regional Workforce Development Committees and their action plans to workforce development in their region.

Approaching data collection for the evaluation should look for opportunities to collect data that leverages existing engagements and collect and analyze data regularly to make key decisions about the Regional Workforce Development Committees. Data collection sources may include:

- Regional Workforce Development Committee meeting observations: direct observations taken at committee meetings about the dynamics, process, and implementation of the Regional Workforce Development Committee.
- Regional Workforce Development Committee questionnaires: questionnaires administered to committee members and invited stakeholders at each meeting to assess experience participating in the Regional Workforce Development Committee and action planning process.
- Regional Workforce Development Committee focus groups: focus groups conducted periodically with committee members to assess experience implementing action plans and the impact of the Regional Workforce Development Committee.
- Coordinating organization evidence collection check-ins: short check-in meetings conducted regularly with the staff facilitating and running the Regional Workforce Development Committee to collect information about enabling and constraining factors in the design and implementation of the Regional Workforce Development Committees and their action plans.
- Project collaborator interviews: one-on-one interviews conducted periodically with project collaborators to collect information about the successes and failures of the initiative from partner perspectives.
- Regional Workforce Development Committee action plans: monitoring action plan progress to collect information about progress on issues and opportunities, regional goals and priorities, and labour market outcomes.

Regions

A region is an area of communities with people that create a localized workforce. A regional approach to these committees is essential for ensuring the specific needs of each area are communicated and addressed. Region boundaries are determined by various factors including geography, demographics, and economic activity. Many areas have pre-established regions, such as counties or economic zones, that can serve as regions for Regional Workforce Development Committees. If you are not sure what regions would work best for your area, try talking to labour market stakeholders who are familiar with your area. They likely have an idea of which communities have a shared workforce.

In Newfoundland and Labrador there are ten regions, each corresponding to its own Regional Workforce Development Committee. The regions range in population from about 10,000 to 215,000 and range in land area from about 800 square kilometers to 250,000 square kilometers. The characteristics of each region are unique, and regions are not uniform in population or land area.

Committee Members

Standing Regional Workforce Development Committee members are regional labour market stakeholders representing supply-side and demand-side interest who sit permanently on the Regional Workforce Development Committee. Standing Regional Workforce Development Committee members are typically from departments or organizations that have workforce development as part of their departmental or organizational goals and priorities and are interested in workforce development from multiple different facets.

In Newfoundland and Labrador, Regional Workforce Development Committees have standing members from six government entities:

1. Department of Immigration, Population Growth and Skills,
2. Department of Industry, Energy and Technology,
3. Department of Fisheries, Forestry and Agriculture,
4. College of the North Atlantic,
5. Atlantic Canada Opportunities Agency, and
6. Service Canada.

The Department of Immigration, Population Growth and Skills, Department of Industry, Energy and Technology, Department of Fisheries, Forestry and Agriculture, and College of the North Atlantic are provincial government entities. The Atlantic Canada Opportunities Agency and Service Canada are federal government entities. In Newfoundland and Labrador all standing Regional Workforce Development Committee members are from government. It is not necessary when replicating the model that all standing Regional Workforce Development Committee members be from government if other departments or organizations are suitable for committee representation.

The number of standing members on each Regional Workforce Development Committee typically ranges from six to ten. Entities may have multiple members on some Regional Workforce Development Committees because there are multiple people who cover the region or because different subject areas are covered by different people (e.g. Fisheries, Forestry and Agriculture may have a forestry person and a fisheries person in the same region). In some cases, there could be Regional Workforce Development Committee members who sit on two or three committees because their area of work covers multiple regions. This is not encouraged because of the time commitment required to sit on multiple committees.

Regional Workforce Development Committee members are responsible for decision making related to regional action planning including selecting priority issues or opportunities and solutions for their region.

Invited Stakeholders

In addition to standing Regional Workforce Development Committee members labour market stakeholders are invited to participate in committee meetings as invited stakeholders. Invited stakeholders bring perspectives

on regional workforce development that are different than the perspectives brought by standing committee members.

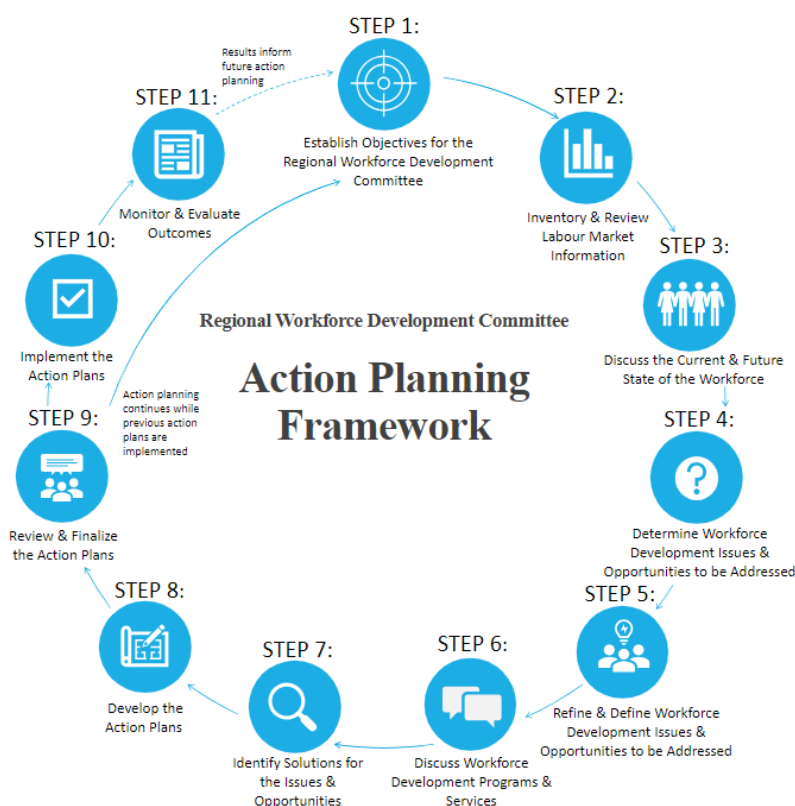
Stakeholders can be invited to participate in Regional Workforce Development Committee meetings for a single meeting or entire round of action planning. When invited to committee meetings, invited stakeholders participate equally with members in Regional Workforce Development Committee discussions and decision-making including voting on the selection of issues or opportunities and solutions. Alternatively, the Regional Workforce Development Committee may hold discussion sessions with invited stakeholders. A discussion session is a meeting between the Regional Workforce Development Committee and a stakeholder to learn about the workforce development needs of the stakeholder.

In Newfoundland and Labrador, some invited stakeholders who participated in Regional Workforce Development Committee meetings include representatives from Indigenous Governments and Organizations, Chambers of Commerce, organizations representing underrepresented groups, municipalities, and Community Business Development Corporations. Some invited stakeholders who participated in discussion sessions include representatives from sector and industry, strategic employers, organizations representing underrepresented groups, and provincial government departments not otherwise involved in committees.

Action Planning Framework

The Regional Workforce Development Committee Action Planning Framework was developed by the Newfoundland and Labrador Workforce Innovation Centre in collaboration with Blueprint and the Department of Immigration Population Growth and Skills. The Action Planning Framework was created based on a scan of existing action planning models and design cycles. The Action Planning Framework is Shown in Figure 2.

Figure 2: Regional Workforce Development Committee Action Planning Framework



Regional Workforce Development Committees work through Steps 1 to 9 of the Action Planning Framework to develop action plans. The action plans are then implemented and monitored in Steps 10 and 11 while the Regional Workforce Development Committees restart the process and develop more action plans. The framework is designed to continually address regional workforce development issues and opportunities as they arise because implementation of one action plan does not need to be completed before new action plans are developed.

Chapter 3 of this Playbook gives a detailed overview of how to implement the Action Planning Framework with Regional Workforce Development Committees. Committee Meetings

Regional Workforce Development Committee meetings are where labour market stakeholders come together to collaborate, share knowledge, and make decisions about the development and implementation of their action plans. Each committee meeting is structured for the committee to complete specific steps of the action planning framework.

Regional Workforce Development Committee meetings are facilitated by the coordinating organization. In Newfoundland and Labrador, committee meetings for all regions were facilitated by the project coordinator. The administrative officer also attended meetings to take note for meeting minutes. The stakeholder engagement coordinator attended many meetings to assist with facilitation and bring knowledge of labour market programs and services and stakeholders in the regions. Having a single facilitator team was effective in Newfoundland and Labrador because it brought consistency to facilitation and gave a broader perspective to the facilitation team to learn what worked to facilitate Regional Workforce Development Committees to achieve goals and desired outcomes.

Most Regional Workforce Development Committee meetings take place virtually. Virtual meetings allow committees to meet without members having to travel to meetings. This helps members' ability to attend meetings. There may also be benefit in having occasional in person meetings to allow engagement with the Regional Workforce Development Committee face to face. In Newfoundland and Labrador, it is a goal to have in person meetings with each committee once a year. So far, only one Regional Workforce Development Committee has had in person meetings since the start of the committees. These in person meetings also have virtual participation for committee members who are not able to attend in person. It is challenging to hold in person meetings as both the committee members and the facilitators from the coordinating organization have limited ability to travel for meetings.

Regional Workforce Development Committee meetings typically occur once a month. In Newfoundland and Labrador committee members were not usually able to attend meetings more frequently than once a month. In Newfoundland and Labrador, committee meetings were three hours and were later shortened to one-and-a-half hours. Many committee members found it difficult to fit the three-hour meetings into their daily work schedules. Committee members said they found the one-and-a-half hour meetings easier to schedule but, also found in some cases they were not able to finish their discussions in the shorter meetings. There was not a significant change in committee member attendance at meetings in the one-and-a-half hour meetings compared to the three-hour meetings. Work with the committees to try and find an effective length for committee meetings. In Newfoundland and Labrador, it is planned to continue to have one-and-a-half hour meetings moving forward with the possibility of two-hour meetings for action planning framework Steps 4 and 7, which require the most discussions amongst committee members.

Hour-and-a-half Regional Workforce Development Committee meetings typically allow for a full step of the Action Planning Framework to be completed. This may be adjusted after the first round of action planning. For example, after round one of action planning Step 1 and 2 may be shorter and can likely be completed in a single hour-and-a-half meeting. Steps 4 and 7 on the other hand, can take longer and may take two hour-and-a-half meetings to complete. In Newfoundland and Labrador, the goal is to conduct a round of action planning from September to June of each year. This allows for about 8-9 committee meetings per round of action planning. Table 2 shows which steps of the Action Planning Framework are completed in each meeting in a typical round of action planning. It is important that the goals of each meeting are accomplished in the meeting to complete the round of action planning in a timely manner.

Table 2: Schedule for a Round of Regional Workforce Development Committee Action Planning

Meeting	Month	Action Planning Framework Steps
1	September	Step 1 and Step 2
2	October	Step 3
3	November	Step 4
4	December	Step 4 continued
5	January	Step 5 and Step 6
6	February	Step 7
7	March - April	Step 7 continued
8	May	Step 8
9	June	Step 9

It is important to have as many committee members as possible at meetings. In Newfoundland and Labrador at least three committee members were needed for a meeting to take place, but meetings ran better when more committee members were present to give input on discussions and take part in decision making. When several committee members are missing from meetings it often leads to repeated discussions in the next meeting and sometimes changes in decisions already made by the committee. This takes up time in meetings that is meant to be spent on other steps of the Action Planning Framework. It can be difficult to find times to reschedule meetings where more committee members can be present and missing meetings make the committee off track in terms of completing a round of action planning.

Meeting minutes should be taken by the facilitating organization during each Regional Workforce Development Committee meeting. Minutes are a record of committee discussions and decision making that can help the committee reflect on past discussions and catch up if a member missed a meeting.

3 GAMEPLAY: IMPLEMENTING REGIONAL WORKFORCE DEVELOPMENT COMMITTEES

The templates referenced in this chapter can be found in Appendix A: Templates. Appendix A: Templates also includes examples of completed templates. The plays outlined in each step of this chapter are meant to be followed by the coordinating organization to facilitate the implementation of Regional Workforce Development Committees.



Step 1: Establish Objectives for the Regional Workforce Development Committee

In Step 1, Regional Workforce Development Committee members establish common goals by communicating their point of view with regards to the committee and listening to other points of view. The intended benefits of this step are (1) establishing this as a committee-led process where local stakeholders decide what they are working towards for their region, (2) opening the lines of communication between committee members, and (3) having common goals to guide action planning and measure committee progress against over time.

After completing Step 1 in the first round of action planning, the facilitator and committee members should be able to answer the following questions:

- A What is the purpose of the Regional Workforce Development Committee?
- B What are the objectives of the action planning and our committee?
- C Are there any other stakeholders who should be invited to this round of action planning?

In subsequent rounds of action planning an additional question should be answered:

- D What had been the impact of our previous rounds of action planning and how does that affect what we do in this round of action planning?

Step 1 Plays

Step 1 - Play 1: Establishing Objectives in Round 1 of Action Planning

1. Review the scope of the initiative. This helps the committee understand why they were established and the purpose of the initiative overall.

2. Pose the question “What are the objectives of the action planning and our committee?” and facilitate a brainstorm amongst the committee using the Objectives Brainstorm Template found in Appendix A.
3. Based on the brainstorm, identify the three to four objectives that seemed most important to the committee and write in the Our Committee Objectives Template found in Appendix A.
4. Present the Our Committee Objectives Template to the committee and confirm that these are the committee’s desired objectives. Make changes as indicated by the committee until there is a consensus on objectives.

Step 1 - Play 2: Reviewing Objectives in Round 2+ of Action Planning

1. Review the scope of the initiative as in Step 1 – Play 1.
2. Review the Our Committee Objectives Template completed in the previous round of action planning.
3. Ask the committee if they would like to make changes to their objectives including adding or removing objectives as relevant.
4. Make changes to the objectives in the Our Committee Objectives Template as recommended by the committee. Ensure there is a consensus amongst the committee on changes.

Step 1 - Play 3: Generating a List of Potential Invited Stakeholders

1. Pose the question “Are there any other stakeholders who should be invited to this round of action planning?” – encourage committee members to recommend both specific stakeholders they know from the region and types of stakeholders they think would benefit the discussion.
2. Take notes on discussion using the Invited Stakeholders Template found in Appendix A. Write down the names and contact information of any specific stakeholders recommended by the committee.
3. Ask the committee if they would like to invite each stakeholder to participate in committee meetings for this round of action planning or if they would like to have a discussion session with the invited stakeholder. Mark an X next to the corresponding answer in the Invited Stakeholders Template. Typically, if an invited stakeholder is involved in regional workforce development, such as a municipality’s economic development officer, they are well suited to take part in the committee’s action planning meetings. Whereas, if an invited stakeholder is involved in the needs of a more specific sector or area, such as a strategic employer, they are well suited for a discussion session.
4. After the committee meeting, select one to two invited stakeholders to hold discussion sessions with the committee. The discussion sessions are typically held between Step 3 and Step 4 of the Action Planning Framework. The committee’s discussion in Step 3 may help determine which stakeholders would be most of interest to hold discussion sessions with. Step 4 – Play 1 outlines how to hold discussion sessions.
5. After the committee meeting, select which stakeholders to invite to take part in committee meetings for this round of action planning. Select stakeholders that seemed of most interest to the committee. Keep in

mind the size of the committee when selecting how many stakeholders to invite to participate in committee meetings – you want a small enough group that there is time for everyone to contribute to discussions. Contact the selected stakeholders to invite them to the next committee meeting. Invite stakeholders to contribute equally to decision making with committee members for the rest of the round of action planning or as many meetings as the committee would like.

Step 1 - Play 4: Learning from Previous Rounds of Action Planning (Round 2+ of Action Planning)

1. If this is the second or more round of action planning, review Learnings from this Round of Action Planning and Learnings from Previous Rounds of Action Planning Templates completed in previous rounds of action planning with the committee.
2. Review the outcomes and progress indicators from action plans that are ongoing or have been completed since the start of the previous round of action planning with the committee.
3. Pose the question “What went well with previous action plans that we should keep doing?” and facilitate a discussion amongst the committee using the Learnings from Previous Rounds of Action Planning Template found in Appendix A.
4. Pose the question “What did not go well with previous action plans that we can do better this time?” and facilitate a discussion amongst the committee using the Learnings from Previous Rounds of Action Planning Template.



Step 2: Inventory and Review Labour Market Information

In Step 2, Regional Workforce Development Committee members discuss Labour Market Information (LMI) relevant to their region and use the LMI as a tool to help identify the needs and opportunities of their local workforce. The intended benefits of this step are (1) providing Labour Market Information to inform committee decision making throughout action planning, (2) identifying gaps in available regional Labour Market Information, and (3) prompting committee discussions about the priority workforce development issues and opportunities in their region.

After completing Step 2 the facilitator and committee members should be able to answer the following questions:

- A What Labour Market Information (LMI) is available for the region?
- B Does the LMI provide an accurate picture of the region and its workforce?
- C Is this all the LMI we need to understand our region’s workforce and its issues and opportunities?

Step 2 Plays

Step 2 - Play 1: Preparing Labour Market Information for Committees

1. Conduct a scan of available regional Labour Market Information (LMI) sources. Regional LMI is likely the most valuable to the committee's decision making but, in some cases LMI on a larger scale (e.g. provincial) may be needed to fill in gaps in available regional LMI.
2. Rate each of the identified source in term of localness, granularity, frequency, timeliness, and reliability. The Labour Market Information Source Scoring Matrix, found in Appendix A, can be used as a guide for scoring. Note that the indicators in the scoring matrix are specific to Canada and would need to be altered for other jurisdictions.
3. Use the Labour Market Information Checklist, found in Appendix A, to determine what LMI is available for each source. Chose where to source each LMI based on the score in the Labour Market Information Source Scoring Matrix. There may not be any sources for some of the LMI in the checklist due to gaps in availability.
4. Organize the LMI in a format to be presented to the committee. For an example of how to organize and present LMI see the Newfoundland and Labrador Labour Market Information Infographics, available on nlwic.ca.

Step 2 - Play 2: Reviewing Labour Market Information with Committees

1. Send the Labour Market Information (LMI) prepared in Step 2 – Play 1 to the committee for review before the meeting in which LMI will be discussed.
2. Chose the LMI you think will be of most interest to the committee and prepare to review that during the committee meeting. Arrange the LMI into eight sections as listed in the Labour Market Information Insights Table found in Appendix A. There should be at least two pieces of LMI under each topic.
3. Review the LMI from the population section with the committee. Note any insights the committee has about the LMI in the Labour Market Information Insights Table.
4. Pose the question “Does the LMI provide an accurate picture of our region and its workforce?” and discuss with the committee. Note any comments in the Labour Market Information Insights Table. Through discussion the committee members and invited stakeholders may bring qualitative LMI based on their experience in the region. This qualitative LMI should also be noted in the Labour Market Information Insights Table as it may be used to supplement and validate other LMI findings.
5. Repeat 3 and 4 for each of the eight sections in the Labour Market Information Insights Table.
6. Pose the question “Is this all the LMI we need to understand our region's workforce and its issues and opportunities?” and discuss with the committee. Make note of any additional LMI desired by the committee.

Step 2 - Play 3: Providing Further Labour Market Information to Committees

1. Throughout the action planning process make note of any desired Labour Market Information (LMI) brought up by the committee. At each committee meeting, ask the committee if there is any desired LMI that would support them in action planning and decision making.
2. After each committee meeting add LMI desired by the committee to the Labour Market Information Checklist and try to identify sources for the LMI.
3. If a source(s) for the LMI is identified, evaluate the source using the Labour Market Information Source Scoring Matrix, prepare the LMI for the committee, and discuss the LMI with the committee during the next committee meeting.
4. If a source for the LMI is not identified, note this in the notes section of the Labour Market Information Checklist as a gap in available LMI.
5. Keep track of the gaps in available LMI and continue to try and source the needed information. Where possible, work with LMI providers to make them aware of the gaps in LMI identified by the committee. If there are gaps in LMI that are of particular interest to the committee, the committee may collect the data themselves or work with an LMI provider to collect the data in one of their action plans.

Step 2 - Play 4: Providing Regional News Roundups to Committees

1. In between committee meetings, monitor regional news sources and save articles related to workforce development in the committee's region or workforce development in the province or country that may impact workforce development in the committee's region.
2. On a weekly basis or before each committee meeting, send the compiled articles to the committee as a Regional News Roundup. The Regional News Roundups are a source of Labour Market Information that help ensure committee members are informed about what is happening related to workforce development in their region.



Step 3: Discuss the Current and Future State of the Workforce

In Step 3, Regional Workforce Development Committee members use their experience working in workforce development in their region to inform discussions about workforce development issues and opportunities. The intended benefits of this step are (1) the committee has a list of the workforce development issues and opportunities affecting their region and (2) the committee members understand each other's points of view on how the issues and opportunities are affecting workforce development in their region.

After completing Step 3 the facilitator and committee members should be able to answer the following questions:

- A What makes the region unique for employment and industry development?
- B What makes the region's workforce unique?
- C What is the state of the region's workforce supply and demand currently?
- D What challenges are the region and its workforce currently facing?
- E What will likely be the state of the region's workforce supply and demand in the future?
- F What challenges or opportunities will the region's workforce have in the future?
- G Does the LMI we have support what we are seeing on the ground?

Step 3 Plays

Step 3 - Play 1: Discussing the Current and Future State of the Workforce in Round 1 of Action Planning

1. Pose the questions "What makes the region unique for employment and industry development?" and "What makes the region's workforce unique?" and facilitate a brainstorm amongst the committee. Ensure the committee discusses both the supply-side and demand-side of their region. Note topics brought up by the committee on Issue and Opportunity Summary Index Cards found in Appendix A. The notes taken on the Index Cards can be visible to the committee as a reminder of what they have already discussed. Gauge the committee's level of interest in each topic being discussed and note this on the Issue and Opportunity Summary Index Cards.
2. Pose the questions "What is the state if the region's work force supply and demand currently?" and "What challenges are the region and its workforce currently facing?" and facilitate a second brainstorm amongst the committee. Continue to note topics brought up by the committee on Issue and Opportunity Summary Index Cards.
3. Pose the questions "What will likely be the state of the region's workforce supply and demand in the future?" and "What challenges or opportunities will the region's workforce have in the future?" and facilitate a third brainstorm amongst the committee. Continue to note topics brought up by the committee on Issue and Opportunity Summary Index Cards. After brainstorming the committee will have a deck of Issue and Opportunity Summary Index Cards that outlines the topics of interest in this round of action planning.
4. If there are topics not brought up by the committee during brainstorming that are relevant to workforce development in the region, such as topics from the Regional News Roundups or a part of the scope of the Regional Workforce Development Committees, ask the committee specifically about these topics. The committee may have just forgotten the topic and will discuss the topic further or may have left the topic out for a reason specific to their region. If the committee doesn't want to discuss a specific topic and it is in the scope of the project, try to understand why and make changes in future rounds of action planning to help the committee better consider this topic.

Step 3 - Play 2: Discussing the Current and Future State of the Workforce in Round 2+ of Action Planning

1. Before the committee meeting, review Issue and Opportunity Summary Index Cards completed by the committee and select Index Cards that were of interest to the committee but have not yet been addressed by action plans. Include topics that were partially addressed in previous action plans that the committee expressed interest in expanding on.
2. During the committee meeting review the selected Issue and Opportunity Summary Index Cards with the committee. Ask the committee members (1) if each topic is still relevant and of interest to their region and (2) if there is anything they would like to add or further discuss related to each topic. Add topics that are relevant and of interest to this round's deck of Issue and Opportunity Summary Index Cards, add additional notes and adjust the level of interest as relevant.
3. Repeat Step 3 – Play 1 and focus brainstorming on topics that were not discussed and reviewed from previous rounds of action planning.



Step 4: Determine Workforce Development Issues and Opportunities to be Addressed

In Step 4, Regional Workforce Development Committee members narrow down the list of workforce development issues and opportunities developed in Step 3 to the two priority workforce development issues and opportunities that will be addressed in this round of action planning. The intended benefit of this step is the committee has two specific topics to focus on for this round of action planning.

After completing Step 4 the facilitator and committee members should be able to answer the following questions:

- A What have we heard from workforce development stakeholders, including employers and job seekers, about the issues and opportunities we are considering?
- B What is the priority of the issues and opportunities we are considering in terms of how they impact workforce development in our region?
- C What impact can we as a committee have on the issues and opportunities we are considering?
- D What are the workforce development issues and opportunities that we are going to address in our region this round?

Step 4 Plays

Step 4 - Play 1: Invited Stakeholder Discussion Sessions

1. Contact a potential invited stakeholder identified in Step 1 – Play 3 and tell them about the work of the

Regional Workforce Development Committee. Outline why the committee would like to meet with them and ask if they are interested in meeting with the committee.

2. If the invited stakeholder is interested in meeting with the committee set up a meeting, either virtually or in person, with the stakeholder and the committee.
3. Have the invited stakeholder give a presentation to the committee on the issues and opportunities the invited stakeholder is having with workforce development in the region.
4. Have the committee ask questions about the workforce development issue and opportunities the invited stakeholder presented on. Through their questions the committee should be thinking about what the root of the issues and opportunities are, if the issues and opportunities can be addressed by the committee, and potential solutions to the issue and opportunities.
5. With the invited stakeholder's permission, share their contact information with the committee. The committee members may be able to help with some of the issues or opportunities identified by the invited stakeholder outside of the committee's action plans using existing programs and services from their department or organization.
6. During the next Regional Workforce Development Committee meeting, have a brief reflection on the invited stakeholder discussion with the committee. Find out how the committee felt about the session and what the committee can do to help the invited stakeholder through both committee action planning and existing programs and services in the region.
7. If the committee is considering addressing any of the issues or opportunities in this round of action planning, create new Issue and Opportunity Summary Index Cards or add notes to existing Issue and Opportunity Summary Index Cards.

Step 4 - Play 2: Selecting Workforce Development Issues and Opportunities

1. Put each of the topics on this round's deck of Issue and Opportunity Summary Index in the Issues and Opportunities Selection Template found in Appendix A. If the committee discussed more than twelve issues and opportunities, select the twelve issues and opportunities that seemed most of interest to the committee. Leave two or three blank spaces for the committee to add additional issues and opportunities.
2. Review the Issue or Opportunity Summary Index Card for each topic in the Issues and Opportunities Selection Template with the committee.
3. Bring up the Issues and Opportunities Selection Template and ask the committee if there are any issues or opportunities they would like to add. Add any issues or opportunities brought up by the committee to the template. If there is not an existing Index Card for an issue or opportunity brought up, create one.
4. For each of the issues or opportunities in consideration go through the Is This Workforce Development Decision Tree, found in Appendix A, with the committee. If the decision tree identifies that any of the issues

or opportunities are not workforce development, either help the committee reframe the issue or opportunity to focus on workforce development or remove the issue or opportunity from consideration.

5. Use the Priority and Impact Matrix, found in Appendix A, to rank the issue or opportunity from the Issues and Opportunities Selection Template on (1) the priority of the issue in terms of how the issue or opportunity is impacting workforce development in the region and (2) what impact the committee can have on addressing the issue and opportunity. Repeat this for each of the issues and opportunities in the Issues and Opportunities Selection Template.
6. Using the Issues and Opportunities Selection Template, have the committee vote on if they would like to address each issue or opportunity in this round of action planning. Committee members and invited stakeholders can vote for as many of the issues or opportunities as they would like. Write the number of votes for each issue or opportunity in the Issue and Opportunity Selection Template. If there is a high level of interest in an issue or opportunity change the boarder colour to blue. If there is a low level of interest in an issue or opportunity change the boarder colour to red. Judging if there is a high level of interest will depend on the committee. It can be assumed that if at least half of the committees voted for an issue or opportunity it is a high level of interest. It may be necessary readjust the boarder colours after all issues and opportunities have been voted on. After voting you want to have narrowed down the issues and opportunities to the two to five of most interest to the committee.
7. Out of the issues and opportunities that received the highest votes, have the committee come to a consensus on which two issues or opportunities to address in this round of action planning. If the committee does not come to an immediate consensus, use the Priority and Impact Matrix to help the committee consider which of the issues or opportunities is both a priority for their region and can be addressed by the committee. If the committee cannot come to a consensus, have the committee revote on the issues and opportunities that are still being considered and select the two with the most votes.

Step 4 - Play 3: Tracking Issues and Opportunities Not Selected to be Addressed in this Round of Action Planning

1. After the committee has selected the issues and opportunities they will address in this round of action planning, go through the issues and opportunities that were not selected and identify issues and opportunities that require policy changes or other changes to programs and services that are beyond the scope or capabilities of the committee.
2. Create a summary of these issues and opportunities and bring them forward to government or other relevant stakeholders as changes that are needed in workforce development. Once aware of these issues and opportunities government may choose to address them outside of the work of the Regional Workforce Development Committees.



Step 5: Refine and Define Workforce Development Issues and Opportunities to be Addressed

In Step 5, Regional Workforce Development Committee members specify parameters around the issues and opportunities being addressed in this round of action planning. The intended benefits of this step are (1) the committee members have better defined the issues and opportunities being addressed, (2) the issues and opportunities being addressed are summed up in a way that can be communicated to other stakeholders, and (3) the progress indicators and desired outcomes of the issues and opportunities being addressed are defined to help frame action planning moving forward.

After completing Step 5 the facilitator and committee members should be able to answer the following questions:

- A How will we summarize the issues or opportunities we are addressing?
- B What are the desired outcomes of the issues or opportunities we are addressing?
- C How will we measure progress on the workforce development issues and opportunities we are addressing?

Step 5 Plays

Step 5 - Play 1: Specifying Issues and Opportunities

1. Starting with the first issue or opportunity selected by the committee in Step 4 – Play 2, review the Issue and Opportunity Summary Index Card for the issue or opportunity.
2. Have the committee create a description of the issue or opportunity and fill in the Issue or Opportunity Description section of the Refined Issue or Opportunity Template found in Appendix A. The description should be to be two or three bullet points that serve as a summary to communicate the issue or opportunity to outside of the committee. By developing the description, the committee may be narrowing down the issue or opportunity. For example, the committee may realize that the issue or opportunity is too broad to address in a single action plan and narrow down the scope of the issue or opportunity in the description.
3. Have the committee brainstorm and agree on one to three desired outcomes for the issue or opportunity and fill in the Desired Outcomes section of the Refine Issue or Opportunity Template. The outcomes should be specific, measurable, and achievable.
4. Have the committee brainstorm and agree on progress indicators for the issue or opportunity and fill in the Progress Indicators section of the Refine Issue or Opportunity Template. The progress indicators selected should be used to measure the results on the desired outcomes of the issue or opportunity. For example, if a desired outcome is a 10% increase in enrolment in the region's nursing program than a progress indicator should be enrolment numbers for the nursing program.
5. Repeat 1-4 with the second issue or opportunity selected by the committee in Step 4 – Play 2.



Step 6: Discuss Labour Market Programs and Services

In Step 6, Regional Workforce Development Committee members talk about the Labour Market Programs and Services offered by their departments and organizations and other departments and organizations in their region. The intended benefits of this step are (1) the committee members have identified Labour Market Programs and Services that can help address the issues and opportunities being addressed in this round of action planning, (2) identifying gaps in available Labour Market Programs and Services, and (3) the committee members are knowledgeable about the Labour Market Programs and Services that exist for their region.

After completing Step 6 the facilitator and committee members should be able to answer the following questions:

- A What workforce development programs and services exist for our region to avail of?
- B What are the gaps in the ability of existing programs and services to respond to the workforce development issues and opportunities we identified?
- C How might we build on existing programs and services to address the issues and opportunities we identified?
- D What successes and challenges of existing and past programs and services can we learn from when developing our solutions to the issues and opportunities identified?
- E How can the committee utilize existing programs and services for the issues and opportunities we have identified?

Step 6 Plays

Step 6 - Play 1: Creating a Booklet of Labour Market Programs and Services

1. Before the Regional Workforce Development Committee meeting where labour market programs and services will be discussed, have committee members provide you with a list of their departmental/organizational labour market programs and services including the name of the program or service, a brief description of the program or service, and the program or service website or contact person. Have committee members provide information on their own departmental/organizational labour market programs and services and other programs and services they know of that the region can avail of. If it is round two or more of action planning the existing labour market programs and services booklet can be sent out to the committee and committee members can be asked to send additional labour market programs and services and updates to the labour market programs and services already in the booklet.
2. Compile the labour market programs and services sent to you by committee members into a booklet.

3. Send the booklet to committee members to review before the committee meeting where labour market programs and services will be discussed.

Step 6 - Play 2: Discussing Labour Market Programs and Services

1. Ask the committee if they have questions about any of the labour market programs and services listed in the labour market programs and services booklet and facilitate a discussion amongst the committee about the programs and services.
2. Ask the committee if there are any programs and services missing from the labour market programs and services booklet and make note of any additional programs and services brought up by the committee. These programs and services should be added to the booklet after the meeting.
3. Starting with the first issue or opportunity being addressed in this round of action planning, review the Refine Issue or Opportunity Template with the committee.
4. Ask the committee what labour market programs and services may be applicable or related to the solution to this issue or opportunity. Write the labour market programs and services brought up by the committee in the Labour Market Program or Service column of the Labour Market Programs and Services Template found in Appendix A.
5. For each of the labour market programs and services listed, facilitate a discussion with the committee about the successes and challenges of the program and service. Write notes on the discussion in the Successes and Challenges columns of the Labour Market Programs and Services Template.
6. For each of the labour market programs and services listed, ask the committee if they would like to use or build on the program or service as part of the solution to their issue or opportunity. Mark Yes or No in the Will it be Used in Solution column of the Labour Market Programs and Services Template.
7. For any labour market programs and services the committee is using or building on for the solution to the issue or opportunity, facilitate a discussion amongst the committee about how the program or service will be used. Write notes on the discussion in the How will it be Used in Solution column of the Labour Market Programs and Services Template.
8. Ask the committee if there are any gaps in the ability of existing programs and services to respond to the workforce development issue or opportunity. Write notes on the discussion in the Gaps in Programs and Services row of the Labour Market Programs and Services Template.
9. Repeat 3 to 8 with the second issue or opportunity selected by the committee.



Step 7: Identify Solutions for the Issues and Opportunities

In Step 7, Regional Workforce Development Committee members use their experience working in workforce development in their region to select methods of addressing the workforce development issues and opportunities being addressed in this round of action planning. The intended benefit of this step is that the committee has a regional specific solution to each issue and opportunity that can be further developed into action plans.

After completing Step 7 the facilitator and committee members should be able to answer the following questions:

- A What are possible solutions to the issues and opportunities we are addressing?
- B What have we heard from workforce development stakeholders, including employers and job seekers, about the solutions we are considering?
- C What worked and what did not work with similar solutions in the past?
- D What is the priority of the solutions we are considering in terms of how they impact workforce development in our region?
- E What impact can we as a committee have with the solutions we are considering on the issues and opportunities we are addressing?
- F What solutions do we think are the best options to move forward with?

Step 7 Plays

Step 7 - Play 1: Engaging with Additional Labour Market Stakeholders

1. Ask the committee if they want to meet with any additional labour market stakeholders related to their selected issue or opportunities to inform discussions.
2. If the committee does want to meet with any specific labour market stakeholders note the stakeholder's information in the Invited Stakeholders Template and follow Step 4 – Play 1 to hold additional invited stakeholder discussion sessions. Invited stakeholder discussion sessions should take place before brainstorming solution where possible.

Step 7 - Play 2: Brainstorming Possible Solutions

1. Starting with the first issue or opportunity selected by the committee, review the relevant Issue and Opportunity Summary Index Card and Refined Issue or Opportunity Template with the committee.

2. Have the committee brainstorm possible solutions for the issue or opportunity. Track the committee's solutions on Solution Summary Index Card Templates found in Appendix A. All the solutions brainstormed should work towards achieving the desired outcomes identified in Step 5 – Play 1.
3. For each solution discussed, fill out the What We've Heard from Labour Market Stakeholders section of the Solution Summary Index Card based on committee discussions with labour market stakeholders related to the solution.
4. For each solution discussed, fill out the What We've Learned from Past Projects section of the Solution Summary Index Card based on what worked and what did not work with similar solutions in past action plans and other initiatives committee members have worked on in the past.
5. Repeat 1-4 for the second issue or opportunity being addressed in this round of action planning.

Step 7 - Play 3: Selecting Solutions

1. Starting with the first issue or opportunity selected by the committee, put each of the solutions for the issue and opportunities discussed by the committee in Step 7 - Play 2 in the Solution Selection Template found in Appendix A.
2. Have the committee rank each of the solutions in the Solution Selection Template in the Achievability and Impact Matrix found in Appendix A. Ranking is based on (1) the ability of the committee to achieve the solution and (2) the impact the solution will have on workforce development in the region.
3. Have the committee vote on if they would like to continue with each solution in this round of action planning. Write the number of committee members who voted for the solution in the Solution Selection Template. If there is a high level of interest in a solution change the border colour to blue. If there is a low level of interest in a solution change the border colour to red.
4. Out of the solutions that received the highest votes, have the committee come to a consensus on which solution(s) they want to continue with in this round of action planning. Typically, there will be one solution per issue or opportunity but, there could be two or three if the committee believes multiple solutions can be completed and are needed to achieve the desired outcomes. If the committee does not come to an immediate consensus, use the Achievability and Impact Matrix to help the committee consider which of solutions are both achievable by the committee and will have the greatest impact on workforce development in the region. If the committee cannot come to a consensus, have the committee revote on the solutions that are still being considered.
5. Repeat 1-4 for the second issue or opportunity being addressed in this round of action planning.



Step 8: Develop the Action Plans

In Step 8, Regional Workforce Development Committee members develop step by step plans to implement the solutions to the issues and opportunities being addressed in this round of action planning. The intended benefits of this step are that the committee has a detailed plan for implementing the solutions to the issues and opportunities being addressed in this round of action planning.

After completing Step 8 the facilitator and committee members should be able to answer the following questions:

- A What needs to be considered for the action plans to be effective in the region?
- B Should any progress indicators and outcomes be added or changed to effectively represent what we are trying to achieve in our action plans?
- C What are the actions required to implement our solutions?
- D Who will implement these actions?
- E What are the desired outcomes of these actions?
- F How will the progress indicators and outcomes be tracked and monitored?

Step 8 Plays

Step 8 - Play 1: Creating Draft Action Plans

1. For each of the issues or opportunities the committee is addressing in this round of action planning set up an Action Plan Table Template, found in Appendix A, with the issue or opportunity title, issue or opportunity description, progress indicators, desired outcomes, labour market programs and services, solutions, and solution descriptions already determined by the committee.
2. Before creating the draft action plans with the committees, make note of what steps may be needed for the committee to complete the solutions, measure progress indicators, and achieve the desired outcomes. You can use these notes to keep the committee on track while developing the action plans.
3. Starting with the first issue or opportunity being addressed in this round of action planning, present the Action Plan Table Template to the committee. Review the information that has already been filed in from previous action planning steps. Ask the committee if they would like to make and changes and make changes accordingly.
4. Pose the question “What Needs to be Considered for the Action Plan to be Effective in our Region?” and make notes on the committee discussion in this section of the Action Plan Table Template. Things that need to be considered may include Labour Market Information or other discussion points from this round of action planning.

5. Go to the Action Plan section and pose the question “What are the actions required to implement our solution(s)?”. Write any actions brought up by the committee in the steps column of the action plan table. You can add rows to the action plan table to try and keep the steps in approximate chronological order.
6. Once the committee is done discussion actions mention any steps you noticed are missing to the committee and suggest adding them to the action plan. The notes you created in 2 may help with this.
7. Once a list of steps is developed, go back through each step and have the committee decide who is responsible for completing the step, when is step should be completed, and what the desired outcome of the step is. Fill this information in the action plan table. If the committee is struggling to fill in any of these sections, it can be left blank and filled in by you in Step 9 – Play 1.
8. Go back to the desired outcome and progress indicator tables and pose the question “Should any progress indicators and outcomes be added or changed to effectively represent what we are trying to achieve in our action plans?”. There may be changes to the desired outcomes and progress indicators based on changes that are obvious after having more specific discussions on the issues or opportunities. Make changes to the desired outcomes and progress indicators and update the action plan accordingly if necessary.
9. For each desired outcome and progress indicator have the committee discuss how it will be tracked and monitored and make notes accordingly in the desired outcome and progress indicator tables.



Step 9: Review and Finalize the Action Plans

In Step 9, Regional Workforce Development Committee members edit and complete the action plans developed in Step 8. The intended benefits of this step are (1) the committee members have reflected on their developed action plans to ensure they are designed to address the needs of their region and (2) the committee members have reflected on the action planning process to identify areas of improvement for future rounds of action planning.

After completing Step 9 the facilitator and committee members should be able to answer the following questions:

- A Do the action plans address the region’s workforce development needs?
- B Do the action plans address the workforce development issues or opportunities selected?
- C Do the action plans provide clarity on how to implement and measure progress on the selected solutions to the issues and opportunities selected?
- D Will the action plans work towards the desired outcomes?
- E Is there anything that should be changed in the action plans?
- F What worked in the process and what would we do differently next time?

Step 9 Plays

Step 9 - Play 1: Reviewing and Finalizing Action Plans

1. Before reviewing the action plans with the committee, go through the action plans and fill in any gaps. Think through the logic of the action plans and add any steps that are missing. Missing steps will become more obvious as you facilitate the development of more action plans. An example of a missing step might be that the committee plans on working with a partner for an action plan but did not include a step where this partner is contacted and asked to participate in the action plan. When identifying gaps in the action plans it helps to think through the questions A to D that the facilitator and committee members should be able to answer after completing Step 9.
2. After reviewing and editing the action plans send them to the committee to review before the meeting.
3. Starting with the first action plan, during the committee meeting ask the committee if there is anything that should be changed in the action plans. Note any recommend changes.
4. Pose the question “Does this action plan address the region’s workforce development needs?”. If the committee answers no, facilitate a discussion about what needs to change for the action plan to address the regions workforce development needs.
5. Pose the question “Does this action plan address the workforce development issue or opportunity that was selected?”. If the committee answers no, facilitate a discussion about what needs to change for the action plan to address the workforce development issue or opportunity that was selected.
6. Pose the question “Does this action plan provide clarity on how to implement and measure progress on the selected solutions to the issue or opportunity selected?”. If the committee answers no, facilitate a discussion about what needs to change for the action plan to provide clarity on how to implement and measure progress on the selected solutions to the issue or opportunity selected.
7. Pose the question “Will the action plan work towards the desired outcomes?”. If the committee answers no, facilitate a discussion about what needs to change for the action plan to work towards the desired outcomes.
8. Repeat 3 to 7 with the second action plan.
9. After the committee meeting make any changes to the action plans based on the discussion with the committee.
10. Send the updated action plans to the committee and confirm that there are no other changes the committee would like to make to the action plans. Once the committee confirms that there are no other changes the action plans are finalized.

Step 9 - Play 2: Learning from this Round of Action Planning

1. Pose the question “What went well with this round of action planning that we should keep doing?” and facilitate a discussion amongst the committee using the Learnings from This Rounds of Action Planning Template found in Appendix A.
2. Pose the question “What did not go well with this round of action planning that we can do better next time?” and facilitate a discussion amongst the committee using the Learnings from This Round of Action Planning Template.



Step 10: Implement the Action Plans

In Step 10, the Regional Workforce Development Committee’s action plans are executed following the action plans developed in Steps 8 and 9. The intended benefits of this step are twofold: (1) the issues and opportunities affecting workforce development in the region are addressed to improve regional workforce development; and (2) the impact of the action plans can be used to help inform future action plan development.

Step 10 Plays

Step 10 - Play 1: Plan, develop and budget for specific action plans

1. Plan, develop and budget for specific action plans including implementation and evaluation. Also, identify and secure commitments for funding for dedicated human and financial resources required for action plan implementation and evaluation of the action plans coming out of the Action Planning Process work of the Regional Workforce Development Committees. Identify these resources in advance of the start of the Regional Workforce Development Committees’ Action Planning Process.

Regional Workforce Development Committee members’ roles help to support specific action plan implementation such as organizing presentations from a relevant stakeholder, compiling or providing information or lists, or inviting external organizations to collaborate on projects.

Action Plan Project Templates are not included in this Playbook but may be requested from NL Workforce Innovation Centre (NLWIC).



Step 11: Monitor and Evaluate Outcomes

In Step 11, the outcomes of the Regional Workforce Development Committee's action plans are tracked to measure the impact of the action plans on the issues and opportunities that are being addressed. The intended benefits of this step are (1) the impact of the action plans is measured and action plans can be adjusted if the desired outcomes are not being achieved and (2) the committee members have measures of the impact of their action plans that can be used to help inform future action plan development.

Step 11 Plays

Step 11 - Play 1: Updating the Committee on Action Plan Progress Indicators and Outcomes

1. Keep track of progress on the committee's action plans including measurements of progress indicators and completed outcomes.
2. During each committee meeting update the committee on action plan progress. Track updates and completed steps in the Action Plan Table for the action plan.
3. Ask the committee if there is anything that needs to change in the action plan based on action plan progress and updates. Note any changes and update the Action Plan Table accordingly.
4. Once an action plan has been completed update the committee on final measurements of progress indicators and note any outcomes that have or have not been achieved in the Action Plan Table. Reflect on the results of this action plan at the start of the next round of action planning.

4 WINNING THE GAME: MOVING FORWARD WITH REGIONAL WORKFORCE DEVELOPMENT COMMITTEES

Regional Workforce Development Committees are continuing in Newfoundland and Labrador. The priorities for the Regional Workforce Development Committees are the implementation of the round one action plans and the continued development of the round two action plans.

The development of tools would help regional workforce development and the work of Regional Workforce Development Committees. Three tools have been identified as beneficial for use with the Regional Workforce Development Committees in Newfoundland and Labrador: (1) a Workforce Development and Innovation Ecosystem Map, (2) a Real-time and Forecasted Regional and Provincial Labour Market Information Tool, and (3) a Map of Occupational Supply and Demand.

Workforce Development and Innovation Ecosystem Map

A Workforce Development and Innovation Ecosystem Map is an accessible, searchable, user-friendly portal and communications platform that identifies and visualizes the labour market programs and services provided by organizations that make up the workforce development and innovation ecosystem. The map is intended to educate, engage, and connect the dots for workforce development by providing a visual tool that can be used by labour market stakeholders including job seekers and employers. The map will inform ongoing conversations by the Regional Workforce Development Committees and others to identify gaps in and opportunities for labour market programs and services. The map will advance the Regional Workforce Development Committee objective of collaborative use of labour market programs and services. Work has already begun on the development of a Workforce Development and Innovation Ecosystem Map for Newfoundland and Labrador.

Real-time and Forecasted Regional and Provincial Labour Market Information Tool

A Real-time and Forecasted Regional and Provincial Labour Market Information Tool makes accessible user-friendly labour market information by province/region, by industry sector, and by underrepresented group for use in workforce development planning and decision making. The Labour Market Information Tool would support the ongoing operations of the Regional Workforce Development Committees and their objective to develop and disseminate regionally tailored labour market information. The tool is intended to provide a singular go to source for the accurate and reliable labour market information needed to inform discussions and decision making around regional and provincial workforce development.

Map of Occupational Supply and Demand

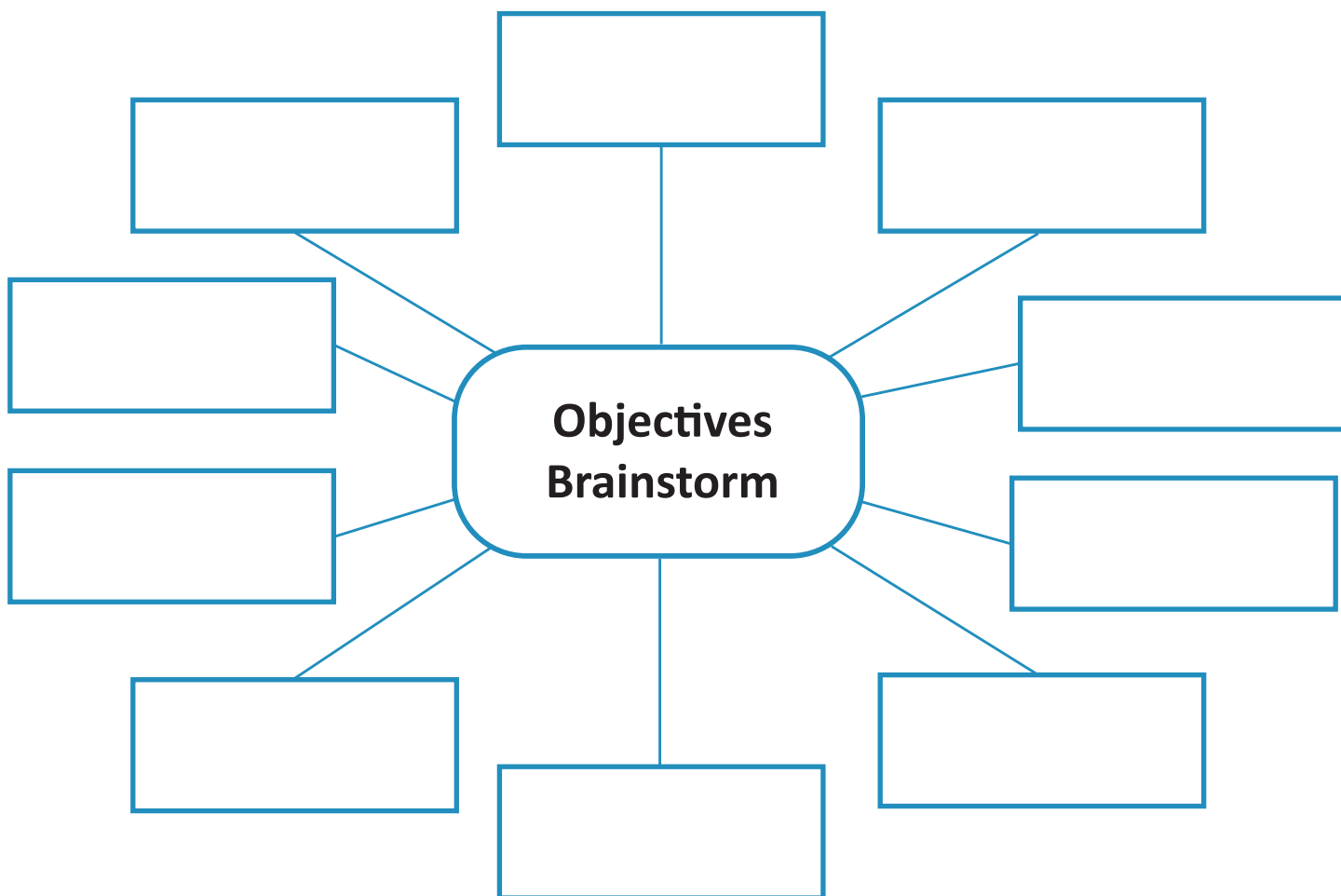
A Map of Occupational Supply and Demand is a user-friendly, accessible, and searchable map of occupational supply and demand by province, by region, by sector, by major project phase, and by underrepresented group. The map would make accessible Labour Market Information for planning and decision-making by labour market stakeholders including the Regional Workforce Development Committees. The tool would be used to help identify the demand for workers with specific skill sets regions and the availability of workers with specific skill sets in those regions. This Labour Market Information would help the Regional Workforce Development Committees and other labour market stakeholders with their objective of identifying priority focus areas for training and skills development.

The learnings and guide presented in this Playbook will hopefully be used for the establishment, design, and implementation of the Regional Workforce Development Committee model in your jurisdiction. We hope the lessons learned from Newfoundland and Labrador will help improve and make easier the implementation of the Regional Workforce Development Committee model in other jurisdictions.



APPENDIX A: TEMPLATES

Objectives Brainstorm Template (Step 1 Play 1)



Objectives Brainstorm Template Example (Step 1 Play 1)



Our Committee Objectives Template (Step 1 Play 1 and Play 2)

Our Committee Objectives			

Our Committee Objectives Template Example (Step 1 Play 1 and Play 2)

Our Committee Objectives			
Action the action plans - don't just talk about plans; implement them.	Foster a balanced approach to address supply-side and demand-side needs.	Improve collaboration and information sharing amongst labour market stakeholders.	Increase engagement of underrepresented groups in the labour force

Invited Stakeholders Template (Step 1 Play 3)

Invited Stakeholders

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Organization		
Contact Person		
Email		
Phone		
Address/Location		
Hold Discussion Session	Invite to Committee Meeting	

Invited Stakeholders Template (Step 1 Play 3)

Invited Stakeholders

Organization	Newcomers' Help Centre
Contact Person	Jane Doe
Email	Jane.doe@nhc.ca
Phone	
Address/Location	Corner Brook
Hold Discussion Session	Invite to Committee Meeting

Organization	Humber Valley Tourism Assoc.
Contact Person	Carlos Garcia
Email	Cgarcia@gmail.com
Phone	
Address/Location	
Hold Discussion Session	Invite to Committee Meeting

Organization	NL Mining Co.
Contact Person	Adaku Adebayo
Email	
Phone	(709) 709 - 1111
Address/Location	Sally's Cove
Hold Discussion Session	Invite to Committee Meeting

Organization	YMCA Corner Brook
Contact Person	
Email	cornerbrook@ymca.ca
Phone	(709) 639 - 1234
Address/Location	4 Main Street, Corner Brook
Hold Discussion Session	Invite to Committee Meeting

Organization	Town of Deer Lake
Contact Person	Steve Kim - Economic Development Officer
Email	On town website
Phone	
Address/Location	
Hold Discussion Session	Invite to Committee Meeting

Organization	West Coast NL Community Business Development Corporation
Contact Person	
Email	
Phone	
Address/Location	
Hold Discussion Session	Invite to Committee Meeting

Learnings from Previous Rounds of Action Planning Template (Step 1 Play 4)

Learnings from Previous Rounds of Action Planning

What went well with previous action plans that we should keep doing?	What did not go well with previous action plans that we can do better this time?

Learnings from Previous Rounds of Action Planning Template Example (Step 1 Play 4)

Learnings from Previous Rounds of Action Planning

What went well with previous action plans that we should keep doing?	What did not go well with previous action plans that we can do better this time?
• The business owners who attended our Tourism Human Resources Training Session as part of Tourism Owners Human Resources Training Action Plan gave positive feedback with 1/11 of the business owners who attended said what they learned will be helpful for their business moving forward. The method we used to create the content for the training session is a good model for developing training content in other contexts. • Attendance at our Immigration Career Expo was excellent with 23 employers and 52 Newcomers attending. This was more than our goal of 20 employers and 45 Newcomers. Partnering with the Newcomers' Help Centre helped us reach our intended audience for the event. In the future we should continue to partner with community groups on our action plans.	• We wanted to work with Bob Smith from the provincial tourism department for our Tourism Business Owners Human Resources Training Action Plan, but he was not able to participate. In the future we should involve potential partners earlier in the action planning process. • For our Tourism Business Owners Human Resources Training Action Plan we aimed to have 20 business owners participate in our Tourism Human Resources Training Session but only had 11 participants. In the future we should find additional methods to promote our events such as presenting at regional tourism industry conferences. • Our Immigration Career Expo Action Plan was scheduled to be completed six months ago but was only completed last week. In the future we should have more realistic timelines in our action plan's and should incorporate contingency into our project timeline.

Labour Market Information Source Scoring Matrix (Step 2 Play 1 and Play 3)

Labour Market Information Source Scoring Matrix

	Localness	Granularity (NOC and NAICS)	Granularity (sociodemographic)	Frequency	Timeliness	Source Reliability
0	Data by province	Data not by industry or occupation	Data by entire population	Less than annual data	Data released more than 18 months after collection	Data altered from collector data and not traceable
1	Data by census metropolitan area and/or economic region	Some data by NOC or NAICS or data by industry/occupational breakdown other than NOC/NAICS	Data by sex	Some annual data	Data released within six to eighteen months of collection	Data aggregated and methods/sources of collection are indicated but not traceable
2	Some data by rural secretariat region, community, and or census subdivision	Data by one- or two-digit NOC or NAICS	Data by sex and some data by other sociodemographic breakdown(s) or data by one sociodemographic breakdown other than sex	Annual data	Data released within one to six months of collection	Data aggregated and methods/sources of collection are indicated and traceable
3	Data by rural secretariat region, community, and/or census subdivision	Data by three- or four-digit NOC or NAICS	Data by two or more sociodemographic breakdown(s)	Data more frequent than annual	Data released within one month of collection	Data reliability self-collected or provided directly from collector

Labour Market Information Checklist (Step 2 Play 1 and Play 3)

Desired Labour Market Information	Available Sources	Available Sources Scores	Chosen Source	Notes
Population Stats				
Population by under-represented group - Indigenous Identity - Persons with Disabilities - Women - Youth - Older workers - Immigrants/refugees/non-permanent residents - Income support/Low Income - Rural/remote				
Total population				
Population change past and forecasted				
Population by age cohort				
Working age population				
Level of educational attainment				
Level of educational attainment by under-represented group				
Median age				
Population non-immigrants born outside of province of residence				
Interprovincial migration				
Immigrant retention rate and interprovincial migration				
Unemployment and rate				
Total unemployment				
Total unemployment by occupation				
Unemployment rate				
Unemployment rate by occupation				
Total unemployment by under-represented group				
Participation and rate				
Total participation				
Total participation by occupation				
Participation rate				
Participation rate by occupation				
Total participation by under-represented group				
Employment and rate				
Total employment				
Total employment by occupation				

Desired Labour Market Information	Available Sources	Available Sources Scores	Chosen Source	Notes
Total employment by sector				
Employment rate				
Employment rate by occupation				
Employment by class of worker (permanent and temporary positions)				
Employment by part-time/full-time				
Employment by under-represented group				
Job postings				
Total Job postings				
Total job postings by sector				
Total job postings by occupation				
Occupation				
Employment by occupation				
Employment by occupation by sector				
Employment by occupation by under-represented group				
Top desired skills by occupation				
Average salary by occupation				
Occupation Forecast				
Forecasted employment by occupation				
Forecasted employment by occupation by sector				
Forecasted top desired skills by occupation				
Forecasted salary by occupation				
Sector				
Employment by sector				
Employment by sector by under-represented group				
Top desired skills by sector				
Sector Forecast				
Forecasted employment by sector				
Forecasted top desired skills by sector				
Job Vacancies				
Number of job vacancies				
Job vacancies by occupation				
Job vacancies by sector				
Graduates				
Graduates				
Graduates by occupation				
Graduates by post-secondary program				

Desired Labour Market Information	Available Sources	Available Sources Scores	Chosen Source	Notes
Skill set of graduates by occupation/post-secondary program				
Graduates by Institution type				
Graduates Employed after Graduation in Occupation related to Program				
Graduates Employed after graduation				
Graduates who stay in the province after graduation by region				
Wages and Income				
Average wages				
Wage range				
Average wages by occupation				
Average wages by sector				
Wage range by occupation				
Wage range by sector				
Average employment income				
Average employment income by occupation				
Average employment income by sector				
Employment income range				
Employment income range by occupation				
Employment income range by sector				
Labour Force				
Labour productivity				
Inter-provincial workers				
Availability of potential workers by occupation				
Availability of qualified workers by occupation				
Occupational growth/decline				
Sector growth/decline				
Forecasting				
Labour market forecast/outlook				
Labour shortages forecast				
Forecasted outlook by sector				
Forecasted labour force by occupation				
Impacting variables (Barriers to Employment)				
Cellular and internet availability				
Number of people working and living in low income by region				
Literacy skills - reading - financial - digital				

Desired Labour Market Information	Available Sources	Available Sources Scores	Chosen Source	Notes
Availability of supports • transportation • childcare • housing • community based programs and services				
Precarious work numbers by sector				
Income support numbers				
# of people living in poverty				
Dependency ratio				
Food insecurity				
Benefits by sector (health benefits, sick days offered)				
Social and Emotional health (work-life balance)				
Employment Insurance usage				
Income support by underrepresented group				
Employer Characteristics				
Number of employers				
Number of businesses				
Number of businesses by size				
Businesses by sector				
Number of people self-employed				
Number of new start-ups				
Number of entrepreneurs				
Other possible considerations				
Recruitment and retention by employers • methods • strategies • tools • platforms • practices				
Recruitment and retention by job seekers • methods • strategies • tools • platforms • practices				
Number and Type of employment services being accessed				
Number of clients accessing employment services				

Labour Market Information Insights Table (Step 2 Play 2)

Labour Market Information Insights Table

Population	Employers and Businesses
Labour Force	Education
Employment	Job Vacancies and Skills
Income and Wages	Under-represented Groups

Issue and Opportunity Summary Index Card Template (Step 3 Play 1, Play 2, and Play 3 and Step 4 Play 1 and Play 2)

Topic:					
Notes • • •					
Relevant Labour Market Information we have: • •			Relevant Labour Market Information we do not have: • •		
Level of Interest:	1	2	3	4	5

Issue and Opportunity Summary Index Card Template Example (Step 3 Play 1, Play 2, and Play 3 and Step 4 Play 1 and Play 2)

Topic:	Recruitment and Retention of Immigrants				
Notes • We need more people to come and live in our communities for the communities to survive • Need to show communities the benefits of immigration to the economy, workforce, and community • When immigrant families are coming to the region often one partner has a job and the other does not – need to find opportunities for the partner who is not coming in with a job • Newcomers who come to the region don't always stay – need to create more welcoming communities					
Relevant Labour Market Information we have: • Number of Immigrants in the region for Census years • Retention rates of immigrants in the province			Relevant Labour Market Information we do not have: • Retention rates of immigrants in the region • Accounts from immigrants on why they choose to stay or leave the region		
Level of Interest:	1	2	3	4	5

Issues and Opportunities Selection Template (Step 4 Play 2)

Issues and Opportunities Selection Template

Legend

Issue or opportunity to discuss

Issue or opportunity that will be addressed in this round of action planning

Issue or opportunity that will not be addressed in this round of action planning

Goal: Select 2 Issues and/or opportunities to be addressed in this round of action planning

Issues and Opportunities

Issues and Opportunities Selection Template (Step 4 Play 2)

Issues and Opportunities Selection Template

Legend

Issue or opportunity to discuss

Issue or opportunity that will be addressed in this round of action planning

Issue or opportunity that will not be addressed in this round of action planning

Goal: Select 2 Issues and/or opportunities to be addressed in this round of action planning

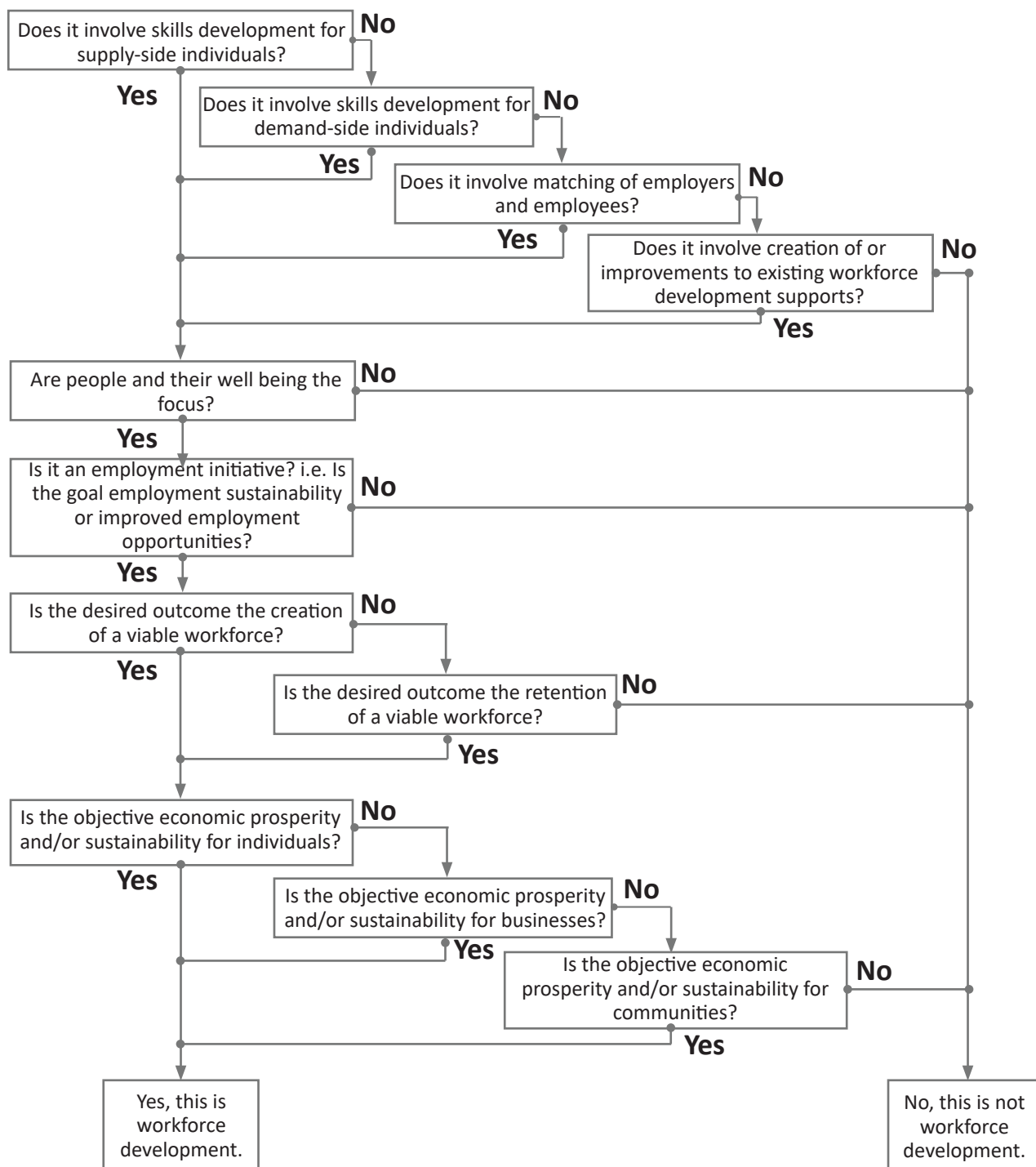
Issues and Opportunities

Connectivity (Internet and Cellular Availability Votes: 0)	Gaps in Skills and Training Needs in the Region Votes: 4	Coordination of Government Programs and Services Votes: 1	Transferable Skills Job Bank Votes: 0	Recruitment and Retention of Immigrants Votes: 6
Recruitment and Retention of Youth Votes: 2	Increasing Workforce Participation of Persons with Disabilities Votes: 4	New Grad Transition into the Workforce Votes: 0	Aging Workforce Votes: 4	
	Succession Planning for Existing Businesses Votes: 1	Careers Training in K-12 Schools Votes: 5	Access to Childcare Votes: 2	

Is this Workforce Development Decision Tree (Step 4 Play 2)

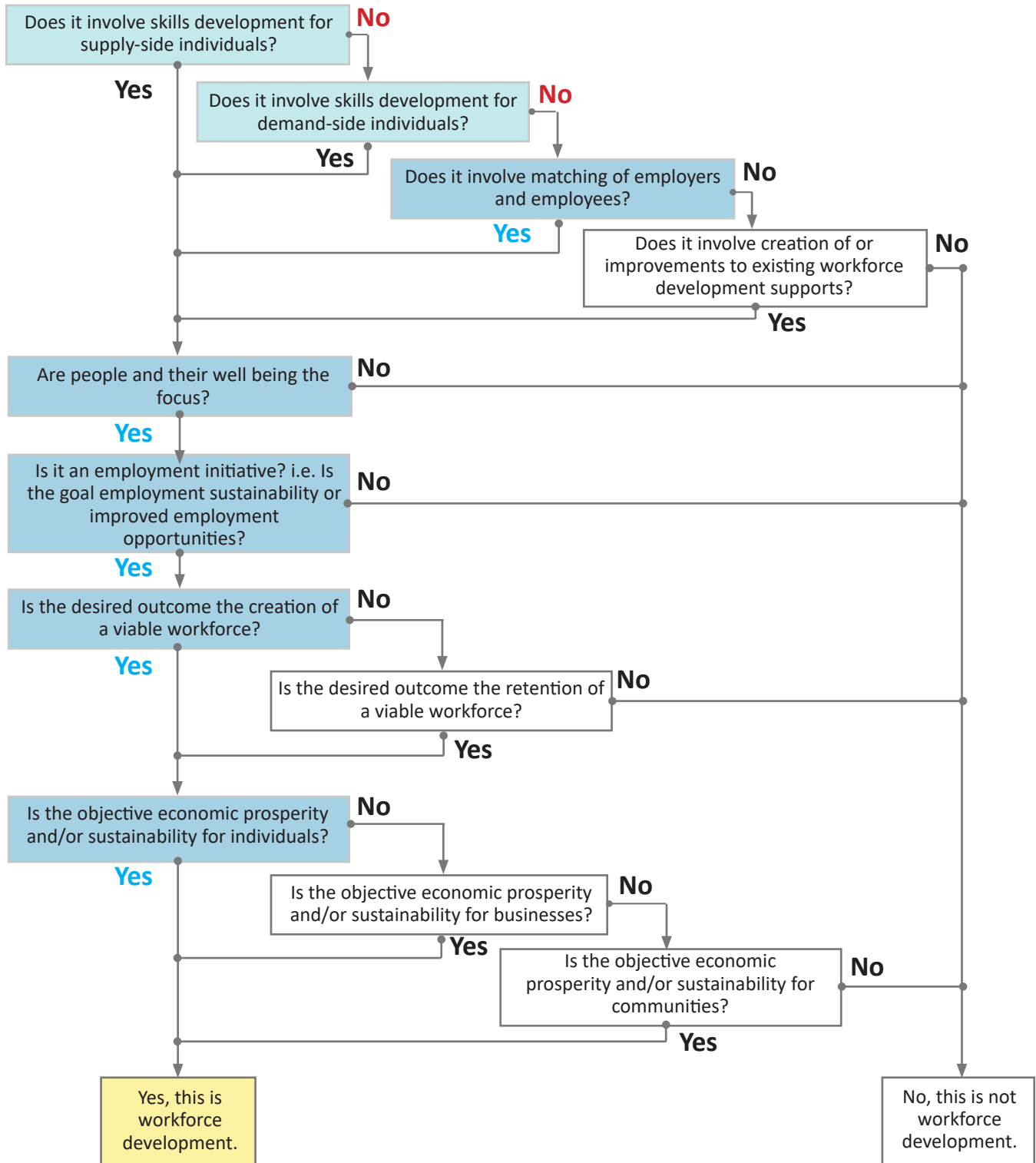
Is this Workforce Development?

Workforce Development is a people-first approach with a focus on employment initiatives that address the creation and retention of a viable workforce through skills training, collaboration and matching of employers and employees with the objective of economic prosperity for individuals, businesses, and communities. (Source: [What is Workforce Development?](#))

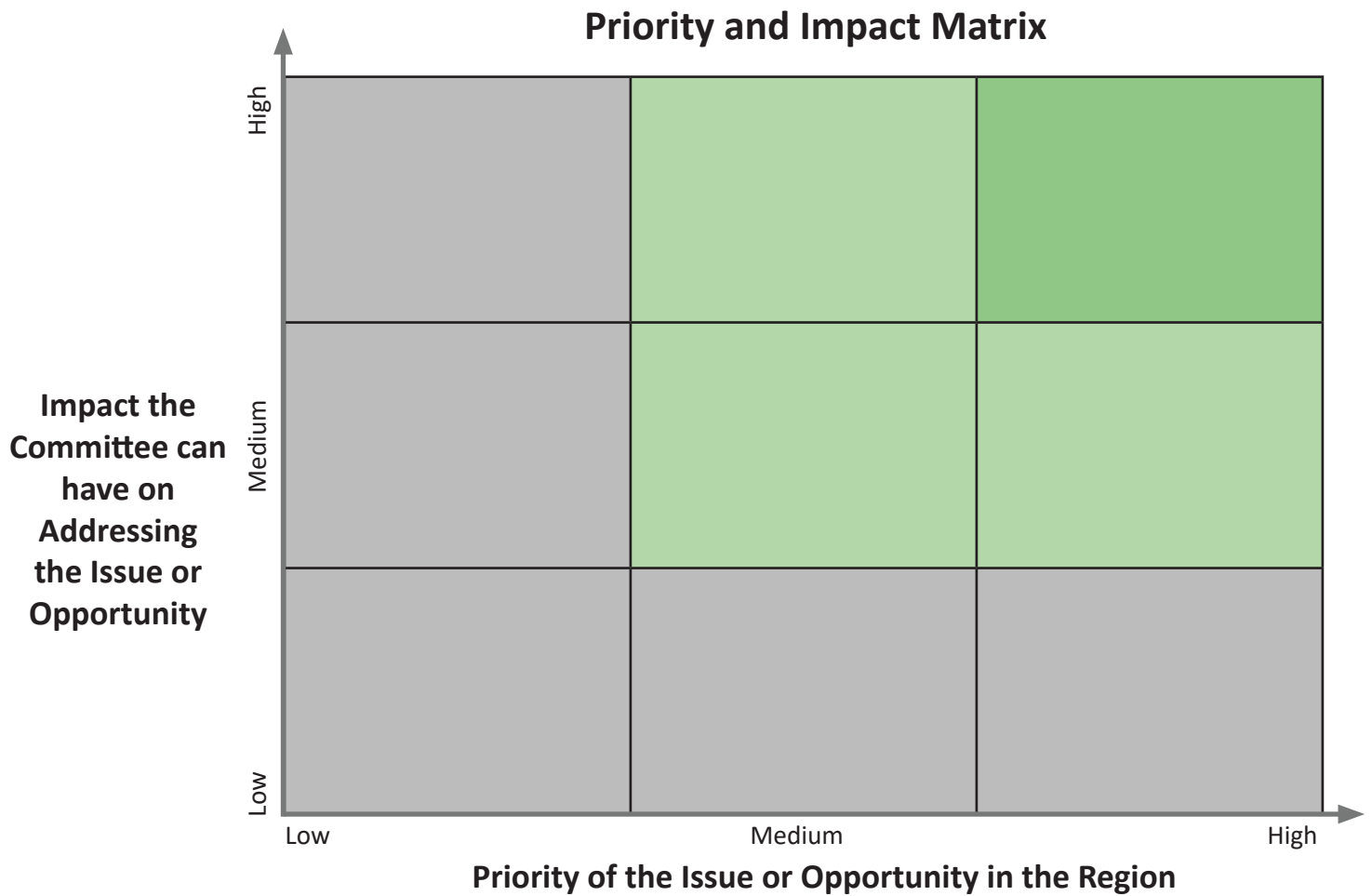


Is this Workforce Development Decision Tree Example (Step 4 Play 2)

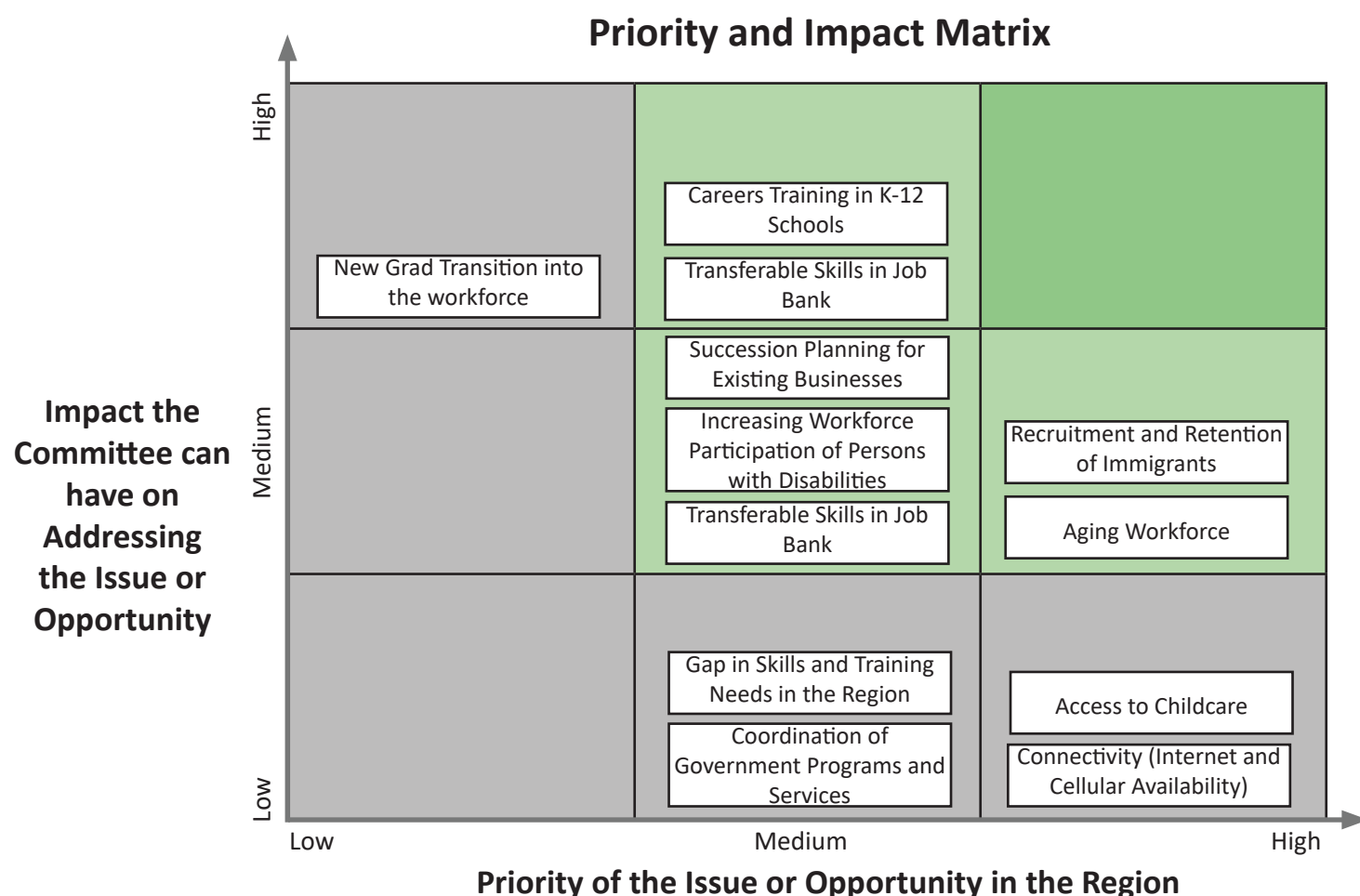
Is this Workforce Development? Workforce Development Expo



Priority and Impact Template (Step 4 Play 2)



Priority and Impact Template Example (Step 4 Play 2)



Refined Issue or Opportunity Template (Step 5 Play 1)

Refined Issue or Opportunity Template

Issue or Opportunity	
Issue or Opportunity Description	
Desired Outcomes	
Progress Indicators	

Refined Issue or Opportunity Template Example (Step 5 Play 1)

Refined Issue or Opportunity Template

Issue or Opportunity	Recruitment and Retention of Immigrants in the Region
Issue or Opportunity Description	- We need immigrants to move the region to fill job vacancies in targeted sectors including agriculture and the service industry. - For immigrants to stay in the region there needs to be support systems to welcome them to the community.
Desired Outcomes	- Number of immigrants in the region increased by 50% in the next three years. - Two-year retention rate of immigrants to the region is over 75% in three years. - Newcomers to the region self-report good experience living and working in the region.
Progress Indicators	- Number of immigrants in the region. - Two-year retention rate of immigrants in the region. - Self-reported experience of newcomers in the region.

Labour Market Programs and Services Template (Step 6 Play 2)

Issue or Opportunity:					
Labour Market Program or Service	Successes	Challenges	Will it be Used in Solution		How will it be Used in Solution
			Y	N	
			Y	N	
			Y	N	
			Y	N	
Gaps in Programs and Services					

Solution Summary Index Card Template (Step 7 Play 2)

Issue or Opportunity:	
Solution:	
Notes • • • •	
What We've Heard from Labour Market Stakeholders: • •	What We've Learned from Past Projects • •

Solution Summary Index Card Template Example (Step 7 Play 2)

Issue or opportunity	Recruitment and Retention of Immigrants in the Region	
Solution:	Welcoming Communities Initiative	
Notes • A welcoming communities initiative will help involve newcomers in the region's communities and connect newcomers to other immigrants and the programs and services the newcomers can avail of. • There have been welcoming communities in place in other regions of the province but not in our region. • A welcoming communities initiative will support newcomers in the region and will hopefully improve the experience of moving and settling in the region, encouraging immigrants to want to stay in the region.		
What We've Heard from Labour Market Stakeholders: • We heard from a local volunteer group who holds bi-weekly events to connect newcomers to their community. The events are well attended but the group does not have the resources to provide all the support newcomers need. • We heard from an employer who hires immigrants to move to the region but has heard from her employees that their families have trouble settling into the region as they feel isolated. The employer has had several employees leave after one year.	What We've Learned from Past Projects • Welcoming communities projects have had success in some communities in the province but the success has varied because funding for implementation is unstable and there is no coordination between the different communities that offer the program.	

Solution Selection Template (Step 7 Play 3)

Solution Selection Template

Legend

Solution discussed

Solution that will be implemented in this round of action planning

Solution that will not be addressed in this round of action planning

Goal: Select solutions to implement in this round of action planning

Solutions

Solution Selection Template Example (Step 7 Play 3)

Solution Selection Template

Legend

Solution discussed

Solution that will be implemented in this round of action planning

Solution that will not be addressed in this round of action planning

Goal: Select solutions to implement in this round of action planning

Solutions

Welcoming Communities Initiative
Votes: 7

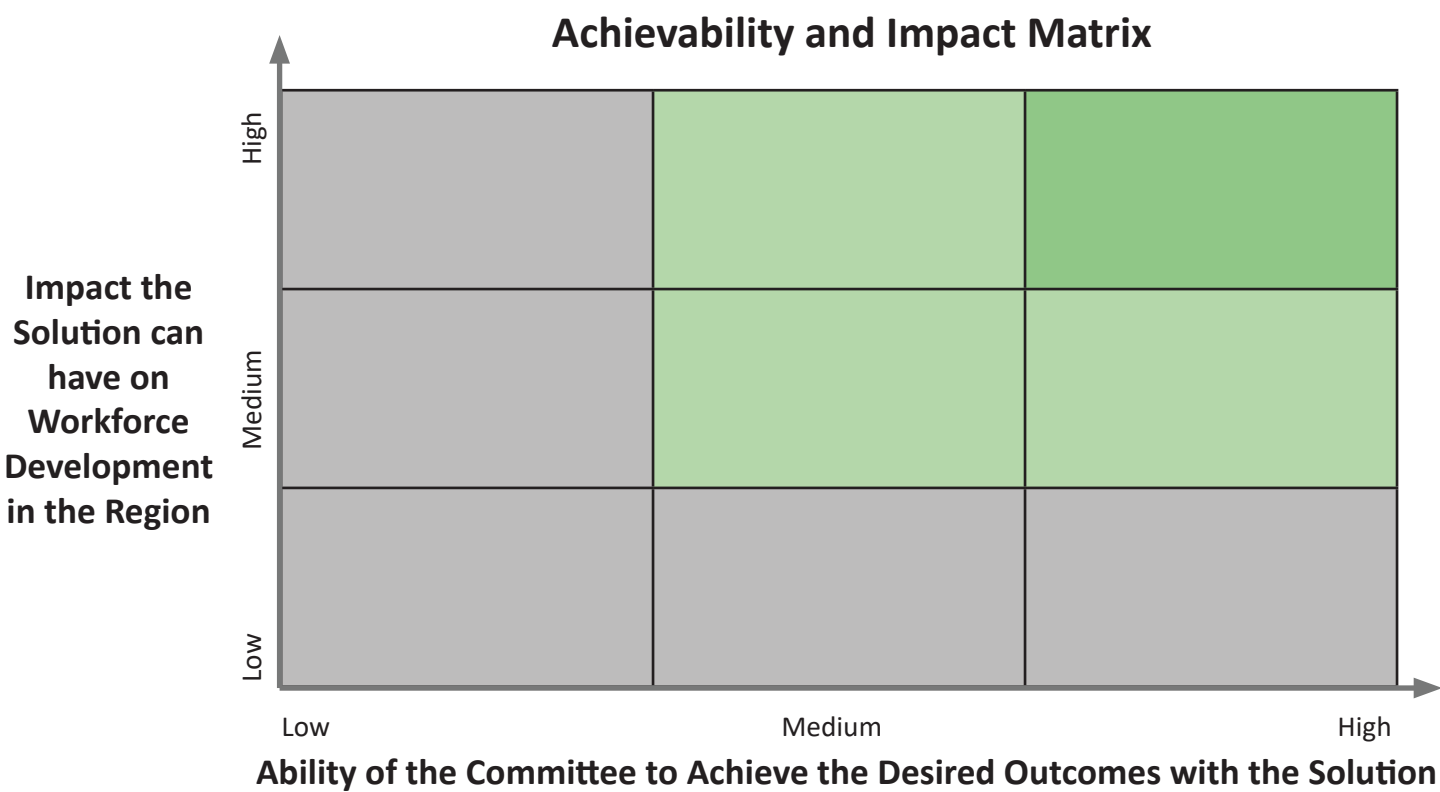
Community Education Presentations on Immigration
Votes: 3

Regional Immigration Advertisement Campaign
Votes: 0

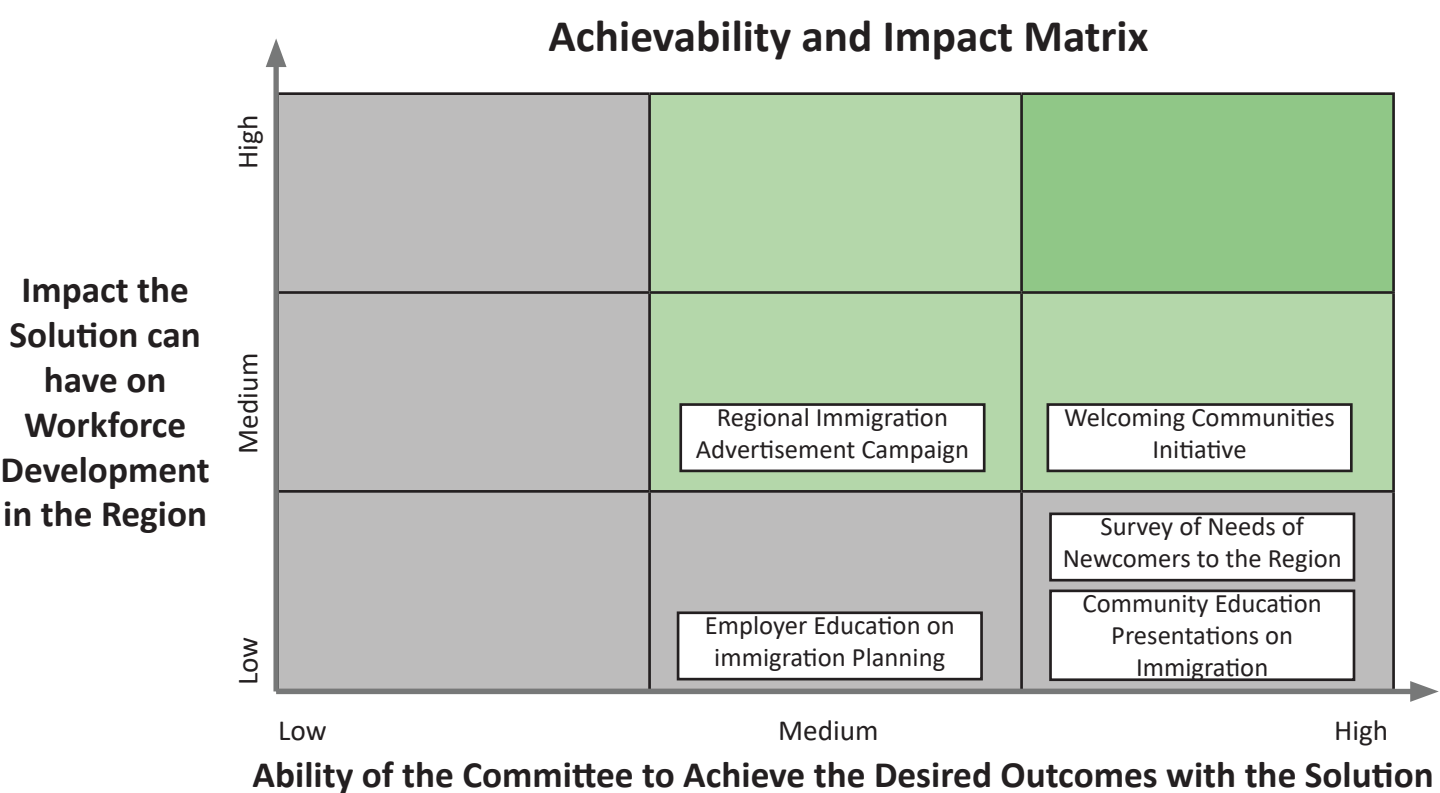
Employer Education on Immigration Programming
Votes: 0

Survey of Needs of Newcomers to the Region
Votes: 2

Priority and Impact Template (Step 4 Play 2)



Priority and Impact Template Example (Step 4 Play 2)



Action Plan Table Template (Step 8 Play 1 and Step 9 Play 1)

Action Plan Table Template

Issue or Opportunity:	
Issue or Opportunity Description: • •	
Desired Outcome	How outcome will be tracked and monitored
1.	
2.	
3.	
Progress Indicator	How progress indicator will be tracked and monitored
1.	
2.	
3.	
Solution:	
Solution Description: • •	
Labour Market Programs and Services to be Used in the Action Plan • •	
What Needs to be Considered for the Action Plan to be Effective in our Region: •	

Action Plan

Steps	Responsible	Desired Completion Date	Desired Outcome	Progress Updates	Completion Date	Outcome
Title of Step	Name	dd/mm/yy	Description of desired outcome	dd/mm/yy Description of desired outcome	dd/mm/yy	Description of outcome of action

Progress Updates:

- dd/mm/yy
 -

Action Plan Completion Date:

- dd/mm/yy

Notes on Outcomes:

-

Action Plan Table Template (Step 8 Play 1 and Step 9 Play 1)

Learnings from Previous Rounds of Action Planning

What went well with previous action plans that we should keep doing?	What did not go well with previous action plans that we can do better this time?

APPENDIX B: DOCUMENTS PRODUCED

Documents Produced for the RWDCs project and concurrent FSC-funded Research Project (July 2021-July 2023)

Action Planning Framework

- Round One
 - Action Planning Framework
 - Workforce Planning Framework
 - Workforce Planning Framework with objectives
 - Action Planning Framework with icons
- Round Two
 - Updated Action Planning Framework with revised steps- 3 versions
 - Workforce action planning framework- 2 versions
 - Framework- potential changes for Round Two
 - Framework Round 2 idea
 - Updated Round Two framework
- Solution Impact Matrix to use with Framework
- Workforce Development Decision Tree- to use with Round Two
- Round Three
 - Abbreviated Framework- reduced steps (for use in between full framework when rounds are close together and little has changed to need full framework)
 - Revised Action Planning Framework- adds steps and responsibilities within steps between Committee, and Project Plan Implementation Coordinator and external organizations

Committees Handbook

- Committees Introduction Handbook- 12 versions
- Final Handbook version
- Invitations with Handbook (to send out to representatives)
- Collated icons for handbook
- Development of Committee expectations, Objectives, Deliverables, Terms of Reference
- List of Resources
- Glossary of Workforce Development Terms

NLWIC Background Documents

- LMINL Discussion Paper
- NLWIC-IPGS-FSC Research Project Overview
- NLWIC Top 14 Questions and Background

Presentations (to external groups)

- Director Presentation to CICAN- April 2022
- Directors Presentation- March 2022
- LMIC Presentation- March 2022
- NLFIA Presentation- March 2022
- IPGS Presentation- June 2022
- Directors Presentation- July 2022
- GCBBT Presentation- July 2022
- NLWIC-FSC Presentation- September 2022
- NLWIC PAB Lifestyle Expo Presentation- May 2023
- NLWIC Presentation to Opportunity Placentia Bay- April 2023

Employer Engagement

- Master Employer List for Committees
- Workforce Development and Engagement Program

Committees

- **Attendance Files**
 - Committees members Round One
 - Committees members Round Two
 - Committee assessment- Round One
 - Committees by department- Round One and Round Two
 - Committee attendance for Action Plan Update meetings
 - Round One
 - Accepted
 - Attended
 - Round Two
 - Accepted
 - Attended
- **Municipalities**
 - Municipalities by Region list
- **Orientation Seminar**
 - Agenda- 3 versions
 - Orientation seminar- 3 versions
 - Abbreviated orientation seminar
 - Orientation invitation
 - Orientation script for calls
 - Orientation response tracking form
- **Round One Meetings**
 - Action Items
 - **Meeting 1**

- Facilitator notes
- Meeting script
- PowerPoint presentation
- Updated PowerPoint presentation
- Meeting 1 common themes
- Probing questions
- Researcher observations notes
- Step 1 notes
- Step 2 notes
- **Meeting 2**
 - **General Files**
 - Action Items
 - Issues and opportunities brainstorming template
 - Committee questionnaire
 - Experimental script
 - Issues and Opportunities selected
 - Probing questions
 - Researcher observations
 - Step 3 notes
 - Step 4 notes
 - Things that can be pointed out for each LMI page as probing data
 - **Avalon**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Final Minutes of Meeting 2
 - **Burin**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
 - **Clareville-Bonavista**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
 - **Corner Brook-Rocky Harbour**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
 - **Gander-New-Wes-Valley**
 - Meeting 2 PowerPoint

- Researcher Observations
- Electronic notes- Susanne
- Project Coordinator notes
- Final Minutes of Meeting 2
- **Grand Falls-Windsor-Baie Verte-Harbour Breton**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
- **Labrador**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
- **Greater St. John's Area**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
- **St. Anthony-Port au Choix**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
- **Stephenville-Port aux Basques**
 - Meeting 2 PowerPoint
 - Researcher Observations
 - Electronic notes- Susanne
 - Project Coordinator notes
 - Final Minutes of Meeting 2
- **Meeting 3**
 - **General Files**
 - Committee analysis writeup
 - Committee comparison
 - Identified issues discussion- by committee
 - Meeting 3 questionnaire
 - Experimental script
 - Probing questions
 - Researcher observations
 - Step 5 notes
 - Step 6 notes

- **Avalon**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Burin Peninsula**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Clareville-Bonavista**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Corner Brook-Rocky Harbour**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Gander-New-Wes Valley**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Grand Falls-Windsor-Baie Verte-Harbour Breton**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Labrador**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Greater St. John's area (also Northeast Avalon)**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **St. Anthony-Port au Choix**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes

- Final Minutes
- **Stephenville-Port aux Basques**
 - Meeting 3 PowerPoint
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final Minutes
- **Meeting 4**
 - **General Files**
 - Action items for committee solutions
 - Meeting 4 questionnaire
 - Experimental script
 - Probing questions
 - Researcher observations
 - Step 7 notes
 - **Avalon**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
 - **Burin Peninsula**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
 - **Clareville-Bonavista**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
 - **Corner Brook-Rocky Harbour**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
 - **Gander-New-Wes-Valley**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation

- Project Coordinator notes
- Stakeholder Engagement Coordinator notes
- Final minutes
- Researcher observations
- **Grand Falls-Windsor-Bair Verte-Harbour Breton**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
- **Labrador**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
- **Greater St. John's Area (also Northeast Avalon)**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
- **St. Anthony-Port au Choix**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
- **Stephenville-Port aux Basques**
 - Action Plan Template
 - Meeting 4 PowerPoint presentation
 - Project Coordinator notes
 - Stakeholder Engagement Coordinator notes
 - Final minutes
 - Researcher observations
- **Meeting 5**
 - **General Files**
 - Committee questionnaire
 - Experimental script
 - Probing questions
 - Researcher observations
 - Step 8 notes

- Focus group protocol
- **Avalon**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Burin Peninsula**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Clareville-Bonavista**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Corner Brook-Rocky Harbour**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Gander-New-Wes-Valley**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Grand Falls-Windsor-Baie Verte-Harbour Breton**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Labrador**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Greater St. John's area (also Northeast Avalon)**
 - Focus group notes
 - Meeting 5 PowerPoint
- **St. Anthony-Port au Choix**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Stephenville-Port aux Basques**
 - Focus group notes
 - Meeting 5 PowerPoint
- **Networking Sessions**
 - Schedule
 - Networking PowerPoint
- **Round One**
 - Round One summaries
 - Round One update meetings
 - Avalon committee - Update meeting 1 notes
 - Avalon committee - Update meeting 2 notes
 - Avalon - Recruitment and Retention ideas
 - Identified issues discussion by committee
 - Identified issues Round One
- **Round Two**
 - **Meeting 1 (all of the following bullets have 10 versions of each, 1 for each committee)**

- Final Reviewed Minutes
- Meetings Notes from Project Coordinator
- Meetings Notes from Stakeholder Engagement Coordinator
- Meeting 1 PowerPoint
- Questionnaire link to put in chat
- **Meeting 2 (all of the following bullets have 10 versions of each, 1 for each committee)**
 - Final Reviewed Minutes
 - Meetings Notes from Project Coordinator
 - Meetings Notes from Stakeholder Engagement Coordinator
 - Meeting 1 PowerPoint
 - Questionnaire link to put in chat
 - RWDC news stories for LMI discussion
- **Meeting 3 (all of the following bullets have 10 versions of each, 1 for each committee)**
 - Final Reviewed Minutes
 - Meetings Notes from Project Coordinator
 - Meetings Notes from Stakeholder Engagement Coordinator
 - Meeting 1 PowerPoint
 - Questionnaire link to put in chat
 - Round 2 Meeting 3 LMI statistics for discussion
- **Meeting 4 (all of the following bullets have 10 versions of each, 1 for each committee)**
 - Final Reviewed Minutes
 - Meetings Notes from Project Coordinator
 - Meetings Notes from Stakeholder Engagement Coordinator
 - Meeting 1 PowerPoint
 - Questionnaire link to put in chat
- **Meeting 5 (all of the following bullets have 10 versions of each, 1 for each committee)**
 - Final Reviewed Minutes
 - Meetings Notes from Project Coordinator
 - Meetings Notes from Stakeholder Engagement Coordinator
 - Meeting 1 PowerPoint
 - Questionnaire link to put in chat
 - Action Item Tracker
 - Focus Group 1- notes x 2- Project Coordinator, Admin Officer
 - Focus Group 2- notes x 2- Project Coordinator, Admin Officer
 - Focus Group 3- notes x 2- Project Coordinator, Admin Officer
- **Stakeholders**
 - Stakeholder list each committee
 - Stakeholder list
- **Update Meetings**
 - Update meeting PowerPoints x 10 committees
 - GFW notes for action plan 2 discussion
- Final Meeting Minutes Format
- Issues from Round One not selected spreadsheet
- Issues identified from Round Two
- OIM Presentation Notes- February 2023

- Potential Round Two topics
- Presentations spreadsheet

Action Plans

- Action Plan Project Groupings
 - **Budgets**
 - Budget template
 - Project Budgets
 - Proposed budget- Avalon-Acronym guide
 - Proposed Budget- Avalon- internal presentations
 - Proposed Budget- Burin Peninsula Welcoming Communities
 - Proposed Budget- Burin Peninsula Job Seeker Survey
 - Proposed Budget- Clarenville-Bonavista- Older Worker Focus Groups
 - Proposed Budget- Corner Brook-Rocky Harbour- Immigration Stakeholder Summit
 - Proposed Budget- Corner Brook-Rocky Harbour- networking series
 - Proposed Budget- Gander-New-Wes-Valley- Workforce Expo
 - Proposed Budget- Labrador- Childcare tabletop exercise
 - Proposed Budget- Labrador- Employer survey
 - Proposed Budget- Greater St. John's area (previously called Northeast Avalon)- Persons with disabilities project
 - Proposed Budget-Recruitment and Retention- phase one
 - Proposed Budget-Recruitment and Retention- phase two
 - Proposed Budget- Stephenville-Port-aux-Basques- St. Anthony-Port aux Choix- Immigration awareness campaign
 - **Coordination of government programs and services**
 - Coordination of government programs and services spreadsheet
 - **Governance Template Project Plans (Round One Action Projects)**
 - NLWIC Edits
 - DRAFT- Recruitment and Retention project
 - DRAFT- Childcare shortage roundtable
 - DRAFT- Employer Needs survey
 - DRAFT-
 - Draft- Immigration Stakeholder Summit
 - Draft- In person networking sessions
 - Draft- Increasing participation of persons with disabilities
 - Draft- Older Worker Focus Groups
 - Draft- Skills matching scan
 - Draft- Workforce Development Expo
 - Draft- Workforce Innovation Summit
 - **Revised Projects and One Pager**
 - **Proposals**
 - **Final Project Documents**
 - FINAL- Proposal- Persons with disabilities summit
 - FINAL- Proposal- Childcare shortages roundtable
 - FINAL- Proposal- Employer Needs survey

- FINAL- Proposal—Immigration stakeholders summit
- FINAL- Proposal—Older Workers Focus Groups
- FINAL- Proposal- Stakeholder Networking Sessions
- FINAL- Proposal- Workforce Development Expo
- FINAL- Proposal- Youth Skills Matching Scan
- **Updated Budgets**
- Action Project Budgets March 2023
- Older Workers Budget updated February 2023
- Updated Persons with disabilities and work stakeholder summit- no tax-expanded- March 2023
- Updated Career Expo budget- no tax updated March 2023
- Updated Immigration Stakeholder Summit- no tax- updated March 2023
- Updated Stakeholder Networking Series budget- no tax- March 2023
- Updated Older Workers Budget- no tax and expanded locations- March 2023
- Updated Childcare tabletop exercise- no tax with 2 locations- March 2023
- Updated Budget- Labrador- Employer Needs Survey- no tax, expanded locations- March 2023
- Updated Skills Matching Scan budget- no tax- expanded location- March 2023
- Action Projects- Committee representation
- Career Expo Budget April 2023
- Childcare shortages exercise budget
- Employer survey budget updated February 2023
- Immigration stakeholder summit- updated February 2023
- Networking series budget- April 2023
- Older workers budget updated February 2023
- One- Pager- Persons with Disabilities- NLWIC edits
- One- Pager- Older Workers Focus Groups
- One- Pager- Stakeholder Networking Sessions
- One- Pager- Workforce Development Expo
- One- Pager- Youth Skills Matching Scan
- Persons with disabilities and Work Stakeholders Summit spreadsheet
- Proposal- Employer Needs Survey
- Proposal- Childcare shortages roundtable
- Proposal- Immigration Stakeholders Summit
- Skills matching scan budget
- Updated Master Project List spreadsheet
- Draft template- RWDC Action Plans
- Draft - Childcare shortages roundtable
- Draft- employer needs survey
- Draft- Immigration Stakeholder Summit
- Draft- In person networking sessions
- Draft- Increasing participation of persons with disabilities
- Draft- Older Worker Focus Groups
- Draft- Skills matching scan
- Draft- Workforce Development Expo

- Draft- Workforce Innovation Summit
- Innovation Week Proposal
- **Immigration**
 - Immigration spreadsheet
- **Recruitment and Retention**
 - Recruitment and Retention spreadsheet
- **Skills and training**
 - Skills and training spreadsheet
- **Underrepresented groups**
 - Underrepresented groups spreadsheet
- Backgrounder- RWDCs- 3 versions
- Master Project Grouping list
- Master Project Grouping list- updated with budgets
- NLWIC 3.0.2 Action Plans Costing Proposal
- Regional Workforce Development Committees- Round One Action Plans for Committee Reference
- Updated RWDC Backgrounder- February 2023

Round One Action Plans

- Action Items for identified solutions
- Action plan meeting notes
- Action Plan overview
- Action Plan overviews- PowerPoint
- Analysis of Action Plans writeup
- Outline of objectives for surveys
- **Avalon**
 - **3rd issue**
 - 3rd issue discussion
 - Avalon Action Plan template- issue 3
 - Employer Training program
 - Recommendation for NL HR Manager reinstatement
 - Tiered Employer of Choice training program
 - Updated Employer of Choice program- tiered training system
 - **Acronyms**
 - Acronym distribution tracking form
 - Acronym use guide- Avalon
 - Style guide on acronym use
 - Avalon- Action Plan Template
 - Final Avalon- Action Plan Template
 - Updated Avalon Action Plan Template
- **Burin**
 - **Round One**
 - **Immigration-Welcome NL Project**
 - Welcoming Communities Proposal to FSC- 3 versions
 - Final NLWIC Welcoming Communities Proposal

- Updated NLWIC Welcoming Communities Proposal
- Revised- Phased Project- Welcoming Communities Project
- Subcommittee meeting July 2022
- Meeting Notes with Desiree Lopez
- Copy of Proposed Budget Welcoming Communities
- MOU Agreement with LNCC- 2 versions
- **Job Seeker Survey**
 - April 2023 Draft Job Seeker Survey
 - March 2023 Draft Job Seeker Survey
 - List of community organizations that support underrepresented groups in the region
 - NLWIC job search August 2022
 - Questions to consider for survey with IR input
- Burin Action Plan Template
- Final Burin Action Plan
- Finalized Burin Peninsula Action Plan- Round One
- **Clarenville-Bonavista**
 - **Older Workers Focus groups**
 - Age friendly groups in region spreadsheet
 - Summary of SJBOT report on Older Workers
 - Clarenville-Bonavista Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Corner Brook-Rocky Harbour**
 - Corner Brook-Rocky Harbour Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
 - Action Plan example for committees
- **Gander-New-Wes-Valley**
 - **Round One**
 - Business Directory-combined
 - Update Meeting May 2022
 - Updated Action Plan
 - Gander-New-Wes-Valley Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Grand Falls Windsor-Baie Verte-Harbour Breton**
 - Grand Falls-Windsor-Baie Verte-Harbour Breton Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Immigration focused action plans**
 - Burin Peninsula Action Plan
 - Immigration action plans- rough draft
 - Immigration focused action plans- for OIM
 - St. Anthony-Port au Choix Action Plan
 - Corner Brook-Rocky Harbour Action Plan

- Stephenville-Port-aux-Basques Action Plan
- **Labrador**
 - **Round One**
 - Childcare providers in Labrador
 - Government agencies and childcare
 - Labrador Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Northeast Avalon**
 - Clarenville-Bonavista Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Regional Expos**
 - Regional Expos master list
 - Summit ideas
- **St. Anthony-Port au Choix**
 - Clarenville-Bonavista Action Plan
 - Final Action Plan Round One
 - Updated Action Plan
- **Stephenville-Port-aux-Basques**
 - 3rd issue discussion
 - Final Stephenville-Port-aux-Basques Action Plan
 - Finalized Stephenville-Port-aux-Basques action plan
 - NL Regional Workforce Development Committees Programs and services booklet- Stephenville- Port-aux-Basques region
 - Programs and Services tracking form
 - Stephenville-Port-aux-Basques Action Plan template
 - Stephenville-Port-aux-Basques Action Plan template- Issue 3
 - Update meeting June 2022
- **Template**
 - Action Plan template
 - Blank Action Plan template
 - New Action Plan template idea
 - Notes for action plan template
- Point of Interest meeting notes for members
- Progress on Action Items for Action Plans-Round One

Round Two Action Plans

- Avalon- Action Plan- Youth Focus Groups
- Avalon- Action Plan-Employer Standards scan
- Burin Peninsula- Action Plan- High Potential Individuals
- Burin Peninsula- High Potential definition
- Clarenville-Bonavista- Action Plan- Tourism Non-Profit Roundtable and mentorship program
- Clarenville-Bonavista- Action Plan- Sector approach for youth in the workforce
- Corner Brook- Rocky Harbour- Action Plan- Employer Needs

- Corner Brook- Rocky Harbour- Action Plan- Job Seeker Reverse Job Fair and Roundtables
- Gander- New-Wes-Valley- Action Plan- Employer Mentorship program
- Gander- New-Wes-Valley- Action Plan- Job seeker roundtables
- Grand Falls-Windsor-Baie Verte-Harbour Breton- Action Plan- Youth Focus Groups
- Grand Falls-Windsor-Baie Verte-Harbour Breton- Action Plan- Cost of business scan
- Labrador- Entrepreneurship Action Plan budget spreadsheet
- Labrador- Action Plan- Career Path Navigation
- Labrador- Action Plan- Employer Engagement
- Labrador- Action Plan- Entrepreneurship Partnership with Navigate to run Hackathons
- Greater St. John's Area- Action Plan- Modernization of Employer recruitment and screening practices to diversify talent pool
- St. Anthony-Port au Choix- Action Plan- Community Ambassadors initiative
- St. Anthony- Port au Choix- Action Plan- Career Awareness campaign for youth
- Stephenville-Port-aux-Basques- Action Plan- Live. Work. Grow Campaign revisit
- Stephenville-Port-aux-Basques- Action Plan- Youth Hackathon

LMI

- **General Files**
 - APEC and CBC reports
 - Census subdivisions by Rural Secretariat Region (RSR)
 - Communities by Region
 - EMIS Job Sort Check
 - LMI 101 Website Listing
 - LMI Debrief Agenda and Minutes
 - Occupation projections
 - Population- RSR
 - Regional LMI Database- 2 versions
 - Regional LMI Profile list of content
 - Rural-Urban population check
 - Schools by Region
- **LMI Charts and Tables**
 - Businesses
 - Employment by Industries
 - Employment by Sector
 - Employment distribution
 - Five occupations with highest employment
 - Graduates and Enrolment
 - Highest level of schooling
 - Immigrants by place of birth table
 - Indigenous identity table
 - Interprovincial migration
 - Job postings and vacancies by sector
 - Literacy and Numeracy
 - Percent change in employment by industry
 - Percent change in employment by sector

- Population change chart
- Population distribution
- Public school students
- Rural and urban population comparison table
- Type of disability
- Wage rates table
- **LMI Checklist**
 - LMI Checklist for LMIC
 - Notes on LMI availability
 - Popular categories for LMI reports in Atlantic Canada
 - Updated LMI list- necessary for committees
 - LMI Checklist of requirements for Regional Workforce Development Committees action planning
- **LMI Infographics**
 - Avalon
 - Burin Peninsula
 - Clarenville-Bonavista
 - Corner Brook- Rocky Harbour
 - Gander-New-Wes-Valley
 - Grand Falls-Windsor-Baie Verte-Harbour Breton
 - Labrador
 - Greater St. John's area (also Northeast Avalon)
 - St. Anthony-Port au Choix
 - Stephenville-Port aux Basques
- **LMI Tool**
 - Draft RFP for real-time and forecasted NL Regional and Provincial LMI tool
- **LMI for Round Two**
 - Employment by occupation monthly
 - Job postings lists
 - NL Census 2021 Regional LMI Infographics PowerPoint
 - NL LMI Infographics Update November 2022
 - Round 2 LMI- Job Ads for October 2022
 - Round 2 Meeting 3 LMI updated PowerPoint
- **LMI Documents by Region**
 - Avalon LMI and plots
 - Burin Peninsula LMI and plots
 - Clarenville-Bonavista LMI and plots
 - Corner Brook- Rocky Harbour LMI and plots
 - Gander-New-Wes-Valley LMI and plots
 - Grand Falls-Windsor-Baie Verte-Harbour Breton LMI and plots
 - Labrador LMI and plots
 - Greater St. John's area (also Northeast Avalon) LMI and plots
 - St. Anthony-Port au Choix LMI and plots
 - Stephenville-Port aux Basques LMI and plots

Project Extension documents

- Change request to the Future Skills Centre- June 2022
- Considerations for Project extension
- Project timeline options

Project Management

- **Boilerplates**
- **Calendar**
 - Round One
 - Meeting Calendar
 - Meeting Calendar- revised
 - Revised calendar- 120121
 - Round Two
 - Action Team activities- calendar round 2
 - Calendar round 2
 - Calendar Round 2
 - Copy of Calendar round two- three week meeting spacing
 - Further revised calendar round 2- 4-week 1.5 hour meetings
 - Options for round two rollout
 - Revised calendar round two- 4 week
 - Revised calendar round two- 6 week spacing
 - Revised calendar round 2- abbreviated- 4 month cycle
 - Revised Calendar Round 2- bi-weekly
 - Round Two Options- 4 weeks and rationale
 - Round Three
 - Round Three calendar
 - Calendar Options
 - Calendar update March 2022 - 3 versions
- **Communications Plan**
 - RWCD communications plan
 - RWDC Comms Plan- Phase 1 edits
- **Communications with Directors and Managers**
 - Backgrounder- RWDCs- Round One
 - Committee Attendance for Directors- 2021-2022- ACOA
 - Committee Attendance for Directors- 2021-2022- CNA
 - Committee Attendance for Directors- 2021-2022- FFA
 - Committee Attendance for Directors- 2021-2022- IET
 - Committee Attendance for Directors- 2021-2022- IPGS
 - Committee Attendance for Directors- 2021-2022- Service Canada
- **Invited Guests**
 - Invited guest list by region
 - Questions for stakeholders
 - Round Two- invited guests

- Sample stakeholder email
- Stakeholder invitation
- **Positions and job descriptions**
 - Admin Officer extension
 - Admin Officer responsibilities
 - Checklist for Clerk Typist position
 - Interview questions- Admin Officer
 - Interview questions- Clerk Typist III
 - Job evaluation
 - NLWIC action team roles and responsibilities
 - Prep for Admin Officer
 - Project Officer job description
 - Project Officer
 - Project Plan Implementation Officer CG39 job duties
- **Positions and job descriptions**
 - Documents for approval
 - Project Advisory Team- Terms of Reference
 - Project Objectives
- **Project Timeline**
 - Overview timeline- July 2021
 - Project timeline- October 2021
 - Project workplan- August 2021
 - Reworked meeting 3 and 4 agendas
 - Overview timeline- version 2
- **Status Update Reports**
 - Activity reports for FSC
 - Activity report- Q1 2022
 - Activity report- Q1 2023
 - Activity report- Q2 draft
 - Activity report- Q2 final
 - Activity report- Q3 final
 - Activity report- Q3
 - Activity report- Q3 edits
 - Activity report- Q4 2023
 - Project update- NLWIC- Research
 - Status update December 2021
 - Updates for Q2 activity report 2023
 - Round One
 - Meeting 1 Status update Report to Project team
 - Meeting 2 Status update Report to Project team
 - Meeting 3 Status update Report to Project team
 - Meeting 4 Status update Report to Project team
 - Meeting 5 Status update Report to Project team
 - Round Two

- Round One
 - Project status update meeting 1
 - Project status update meeting 2
 - Project status update meeting 3 and 4 combined
 - Project status update meeting 5
- **Workforce development definition and decision tree**
 - Workforce development definition decision tree- PowerPoint
 - Workforce development definitions
- **Workforce Development Week**
 - Concept paper - started
 - Small business week ideas
- Project Management Task Tracker
- Brainstorm
- Scan of WFD initiatives- Province





NL WORKFORCE
INNOVATION
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Ideas. Innovation. Impact.

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