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Introduction: Need for an Environmental Scan of Current Employment Programming in BC

The BC Centre for Employment Excellence (CfEE) has initiated this Environmental Scan of the BC Employment Services Sector under the Centre’s Mission, “to enhance knowledge and practice among its key stakeholders, with the aim of improving employment outcomes of all job seekers in BC.”¹ The purpose of the scan is to review the range of federal and provincial funded employment programs in BC and to assist in the development of an inventory and matrix all employment programming in the province. The objective of this research study is to support career development practitioners to better understand the full range of employment programs and supports available to their clients, as well as the program eligibility in place in place to ensure their effective participation in the programs and the workforce. It is hoped that this will ultimately support and promote a more effective utilization of the full matrix of labour market programs and services across the province.

BC has just experienced a significant transformation in its labour market support services. This transformation not only included the implementation of the final phase of the devolution of the Labour Market Development Agreement (LMDA) into the Employment Program of British Columbia (EPBC), but also saw considerable expansion of employment programming supported under the Labour Market Agreement (LMA). In addition, the uniqueness of the BC labour market significantly impacted how the Province conceptualized and ultimately restructured the labour market services within an integrated model. Some of the unique features of the BC labour market that differentiated it from other jurisdictions and needed to be considered included: a diverse workforce with large aboriginal and immigrant populations, rural/remote communities and a resource based economy vulnerable to global demand for commodities.

The two lead ministries responsible for the LMDA and LMA in BC work collaboratively in order to develop new mechanisms and partnership opportunities for responding to labour market needs and priorities across the province. Two of the key priorities in the provincial government’s strategy to develop a more integrated labour market system in BC for 2011/2012 are to “ensure access to employment and labour market services as well as to continue to develop labour market information systems.”² These priorities are intended to “increase service provider and citizen awareness of all employment and labour market services available to British Columbians”³ so as to

improve access to employment services. It is within this context that this paper has developed key findings to support these provincial priorities.

As indicated in its LMDA/LMA Annual Report (2012/2013), through the “strategic and collaborative investment of provincial and federal funding, the Province intends to ensure that employment and labour market services are accessible for all labour market participants to support them to returning to stable employment as quickly as possible.”4 In addition, as the Province works towards a more integrated labour market services system, it is committed through its various programming initiatives to promote the full inclusion and participation of historically under-represented groups. Significant program expansion has been implemented via the LMA, Targeted Initiative for Older Workers (TIOW), and Labour Market Agreement for Persons With Disabilities (LMAPWD) funding to serve the specific programming needs of targeted populations including Aboriginal, Francophone, Immigrants, Multi-barriered, Older Workers, Persons with Disabilities, Rural/Remote Communities, Women and Youth. The Employment Programs matrix developed for this study is specifically designed to assist career development practitioners in BC to quickly source programs and support resources for their clients based on their specific client grouping and program eligibility. We have organized the matrix of programs developed in this study both by targeted populations and community, recognizing the importance of accessibility to programs and support resources.

The Federal Government in its 2013 Budget, has indicated its intention to initiate renegotiation of the LMDA, LMA and LMAPWD to better align these labour market initiatives with the skills shortages currently faced by the Canadian economy. The potential renegotiation of these Agreements may have significant impact on employment programming in BC, however the matrix developed through this research study will provide career development practitioners with an overview of the current programming opportunities in place for unemployed individuals as well as provide a framework that can be easily adjusted to accommodate future changes resulting from renegotiated Agreements.

**Background: Labour Market Programming in BC**

British Columbia has one of the largest and most complex systems of active labour market programs and supports measures in Canada. It includes programs funded and administered directly by the Federal Government (Youth Employment Strategy (YES), Opportunities Fund for Persons with Disabilities (OFPD), and Aboriginal Skills and Employment Training Strategy (ASETS) as well as programs jointly funded by the federal and provincial governments under the

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LMDA, LMA, LMAPWD and TIOW. These employment programs are administered by the Province through a number of ministries including Ministry of Social Development (MSD) and the Jobs, Tourism and Skills Training (MJTST).

Table 1: Federally Funded Active Labour Market Programs in BC (2010/11)

<table>
<thead>
<tr>
<th>Program</th>
<th>Funding Control</th>
<th>Program Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour Market Development Agreement (LMDA)</td>
<td>Federal/Provincial</td>
<td>Provincial</td>
</tr>
<tr>
<td>Labour Market Agreement (LMA)</td>
<td>Federal/Provincial</td>
<td>Provincial</td>
</tr>
<tr>
<td>Labour Market Agreement for Persons with Disabilities (LMAPD)</td>
<td>Federal/Provincial</td>
<td>Provincial</td>
</tr>
<tr>
<td>Targeted Initiative for Older Workers (TIOW)</td>
<td>Federal/Provincial</td>
<td>Provincial</td>
</tr>
<tr>
<td>Aboriginal Skills and Employment Training Strategy (ASETS)</td>
<td>Federal/Aboriginal</td>
<td>Aboriginal</td>
</tr>
<tr>
<td>Aboriginal Skills and Employment Partnership Program (ASEP)</td>
<td>Federal/Aboriginal</td>
<td>Aboriginal</td>
</tr>
<tr>
<td>Youth Employment Strategy (YES)</td>
<td>Federal</td>
<td>Federal</td>
</tr>
<tr>
<td>Opportunities Fund for Persons with Disabilities (OP)</td>
<td>Federal</td>
<td>Federal</td>
</tr>
<tr>
<td>Pan-Canadian Programming</td>
<td>Federal</td>
<td>Federal</td>
</tr>
</tbody>
</table>

In addition, the province provides additional funding for employment programming through the MSD and the MJTST. Collectively the two levels of government have developed a wide range of programs and support measures specifically designed to assist unemployed British Columbians in attaching to the labour market.

Table 2: Provincially Managed Labour Market Programs in BC (2010-2011)

<table>
<thead>
<tr>
<th>Programs</th>
<th>Funding Control</th>
<th>Program Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC Employment Program</td>
<td>Provincial (MSD)</td>
<td>Provincial</td>
</tr>
<tr>
<td>BC Employment Program for Persons with Disabilities</td>
<td>Provincial (MSD)</td>
<td>Provincial</td>
</tr>
<tr>
<td>Bridging Employment Program</td>
<td>Provincial (MSD)</td>
<td>Provincial</td>
</tr>
<tr>
<td>Community Assistance Program</td>
<td>Provincial (MSD)</td>
<td>Provincial</td>
</tr>
<tr>
<td>Labour Market Agreement for Persons with Disabilities Programs (LMAPD)</td>
<td>Federal/Provincial (MSD)</td>
<td>Provincial</td>
</tr>
<tr>
<td>Targeted Initiative for Older Workers Programs (TIOW)</td>
<td>Federal/Provincial (MJTST)</td>
<td>Provincial</td>
</tr>
<tr>
<td>BladeRunners</td>
<td>Provincial (MJTST)</td>
<td>Provincial</td>
</tr>
<tr>
<td>ITA Trades Programs</td>
<td>Provincial (MJTST)</td>
<td>Provincial</td>
</tr>
</tbody>
</table>

Prior to the devolution of the LMDA, the federal and provincial governments administered a broad spectrum of employment programs across the province. In 1997 the federal government entered into a co-managed LMDA with the Province to better coordinate employment program service delivery, particularly as it pertained to EI Part 2 programming. Both governments maintained administrative control of their respective programming, however they met regularly to discuss labour market issues and programming needs, coordinated new program initiatives and addressed issues related to mutual clients. During this period, a number of jointly funded Labour Market Agreements were signed between the two governments, notably the LMAPWD and the TIOW.
The chart below illustrates the structure of the co-managed labour market programming administered in BC by both the federal and provincial governments prior to the devolution of the LMDA.


Devolution of the LMDA and the LMA

In 2007 the federal government initiated discussions with the provinces and territories without devolved LMDAs and signed an agreement with BC in 2008 to implement a fully devolved LMDA in 2009. Besides negotiating the LMDA, the federal government signed LMAs in 2007 with all
provinces and territories for the purpose of funding employment programs specifically targeted at individuals (non EI) ineligible for the full range of employment services under the LMDA. The devolved LMDA resulted in the transfer of administrative responsibility for the delivery of over 350 contracts to the Province including: Employment Assistance Services, Targeted Wage Subsidies, Skills Training, Self-Employment, Labour Market Partnerships, and Job Creation Partnership programming.

Upon assuming responsibility, the Province consolidated the administration of the new programming under the MSD and shortly after established the Employment and Labour Market Services Division to facilitate the integration of the newly acquired programming with its existing employment programs. Administration of the LMA and TIOW funding was initially assigned to another Ministry, the Ministry of Regional Economic Development and later to the MJTST.

**Business Transformation**

Under the leadership of the Employment and Labour Market Services Division (ELMSD) of the MSD, the Province initiated a two and a half year review of all employment programming under its direct administration, to determine how to effectively integrate the service delivery system. This review included a multi-level province wide stakeholder series of consultations as well as research into employment program service delivery in other jurisdictions, both in Canada as well as in other countries. As a result of this review, the Province identified seven key components in its “Strategic Shift to the New Employment Program”\(^5\). These included:

1. A single program with a diverse array of services that can be tailored to meet the needs and eligibility of each client. Program flexibility allowing service providers to be more responsive to what is and is not working for clients, and allowing the ministry the ability to respond more expediently to changes in the economy and demographics.
2. Supplemental services must be provided to all eligible clients through every Employment Services Centre (ESC) across the province through a variety of service mechanisms (satellite offices/outreach services) specifically designed to meet the needs of targeted populations.
3. A single window approach to improve client and public navigation of the employment and labour market system.
4. Service delivery through partnerships and collaboration with other provincial ministries, community organizations, and employers through the sharing of information to more strategically invest funds.

5. Improved efficiencies in administrative and management processes through a single case management and financial system that supports integrated service delivery.
6. A single program with a more comprehensive performance management system for greater consistency and flexibility in addressing community needs.
7. Improved performance management, client focused, and consistent across the province.

The new program model that was developed by the Ministry involved the integration of the six federal programs with the four provincial programs (Legacy Programs) into the new Employment Program of BC. A Request for Proposals was issued on BC Bid, March 30, 2011 and the new program model was launched on April 2, 2012. EPBC is administered through contracts covering 73 Catchment Areas and delivered through a network of 101 WorkBC Employment Services Centres in communities across the entire province.

New Matrix of Employment Programs
Although EPBC was conceptualized as the core employment program serving the needs of all unemployed British Columbians, including Targeted Populations, it was recognized that the complex service eligibility and accountability criteria required by federal and provincial legislation restricted access to the full range of services by all clients. Clients in EPBC are categorized as EI, BCEA, or General Clients and are provided case managed access to service according to eligibility. EI and BCEA clients, as a result of their particular eligibility, have broad access to services including: skills training, self-employment, and wage subsidies.

For General Clients with more limited access to case managed services, the provincial and the federal governments have developed a wide range of “Alternative Employment Programs” to provide service options designed to fill this service gap, as well as to address some of the specific needs of targeted populations. The full Matrix of Employment Programs available in the province consequently includes those funded and administered by the federal government (YES, ASETS, and OFPD), those jointly funded and administered by the Province (EPBC, LMA, TIOW, and LMAPWD programs), and those funded directly by the Province (ITA Programs).

The chart below illustrates the Employment Programming in BC after devolution of the LMDA and the implementation of the LMA.
In an effort to develop a more integrated system of labour market programming in BC, ELMSD initiated a business transformation project to implement a new service delivery model for employment programming. The EPBC replaced over 400 federal and provincial contracts by integrating ten employment programming streams (6 federal, 4 provincial) into a single point of entry service delivery model “designed to implement an integrated client centered, flexible employment and labour market system of employment services.” This can be clearly seen through a comparison of the charts above.

**Scope of Research Project**
The scope of this research project was determined by the research team, in collaboration with the BC Centre for Employment Excellence. It was determined that the project would focus on employment programs funded by government (federal and provincial), designed to assist unemployed, under-employed, and low-skilled individuals in BC, to access the supports, skills, and
training required to effectively attach to the labour market. The project has not included in the matrix and the inventory of programs, courses and training requiring clients to pay fees. Outside of certain pre-apprenticeship programs funded through the federal government and the ITA, all secondary and post-secondary apprenticeship programs were excluded as training is paid for by the attendee. There are funding supports available through the EPBC to assist apprentices while they are attending training, contingent on EI eligibility criteria and funding supports are paid upon confirmation of EI approval. Access to these funding supports is available via the Apprentice Online Portal (AOP) based on whether the apprentice is sponsored by their employer, or via case management prior to attending training (if the apprentice is not sponsored by the employer). Foundations programs are excluded from the apprentice funding supports as they are pre-apprenticeship programs. There is also Apprentice Grants available following completion of training levels, and these grants are administered through the Industry Training Authority. ITA Information pertaining to all apprenticeship training across the province can be accessed via the one-stop website Trades Training BC (www.tradestrainingbc.ca).

**Methodology**

The project research team identified four distinct phases for the implementation of the project. They included:

1. Engagement of Sector Stakeholders
2. Review of Various Inventories of Employment Programming
3. Data Collection Processes and Verification
4. Data Analysis and Presentation

**Engagement of Sector Stakeholders**

To ensure that the project solicited broadest participation from the employment services sector in BC, including those providing employment services to targeted populations, the research team, in collaboration with the CfEE, developed a one-page announcement for the project. This document was used for the promotion on the Centres’ webpage and for broad distribution across the employment services sector. The objective was to have professional associations representing both targeted populations and the employment services sector overall, to post the announcement on their websites and blogs for their members to view. Organizations receiving this announcement included: ASPECT, BC Career Development Association, AMSSA, BC Community Living Association, EmployNet, National Youth Employment Dialogue, CERIC, Metis Association of BC and Ending Violence Association of BC. (See Appendix 1: Project Announcement)
Review of Various Inventories of Employment Programming

Inventories from Other Jurisdictions
The research team for the project initiated a broad review of inventories of employment programs from other jurisdictions in order to identify best practices particularly as it pertained to the range of information presented, as well as the various ways utilized to display the inventories. Very few jurisdictions were challenged with programming funded by multiple levels of governments, or subject to complex eligibility criteria determined by multiple levels of federal and provincial legislation. Most of the jurisdictions reviewed had moved to one-stop employment centre models and focused on web-based information systems with a variety of display formats for easy navigation by clients. The team reviewed inventories from other countries (United Kingdom, United States of America, Australia, New Zealand, and Netherlands) as these countries were cited in the Ministry’s Cross-Jurisdictional Research Paper that outlined the rationale for the one-stop model of service delivery. In addition the team reviewed inventories and websites from various provinces across Canada (Alberta, Manitoba, Ontario, New Brunswick, Nova Scotia and Newfoundland/Labrador). The review of these websites’ best practices and issues are summarized below. Attached is an Appendix listing the websites reviewed and general observations about their structure and content. (See Appendix 2: Audit of Employment Program Inventories in Other Jurisdictions)

Inventories from BC
Besides looking at other jurisdictions, the research team also reviewed past and current program inventories of employment programming in BC. Two websites from the past that were reviewed included the Lower Mainland Employment Resource (LMER) and Your Employment Services. Although the LMER site is no longer active, we were able to discuss its history and structure with both government staff and career development practitioners familiar with its operations. LMER was limited to listing information on employment programming in the Lower Mainland of BC but included both federal and provincially funded programs. It was funded initially by HRSDC through a contribution agreement with Fraserside Community Services, a community based service agency. The site was maintained by paid staff that collected program information both from federal Program Officers as well as community service providers. As a result, information on the site was generally accurate and up to date. Issues emerged with the site after funding and support was dropped by HRSDC and the service providers had to pool resources to maintain its operation. The site was searchable via region, community, service provider, targeted client groups, and program models.

Your Employment Services is a site that was funded and administered collaboratively by community service providers, and searchable similar to the LMER referenced above. The website
is currently accessible on the Internet, however the content is out of date, following the implementation of EPBC on April 2, 2012.

The research team also reviewed a print copy of the ELMSD’s EAS Directory to observe how the Ministry organized its Legacy Programs and how information was structured. The list of programs was organized by Ministry regions and by community. It provided the name of the service provider, address, phone/fax, web link where available, and divided them into two categories; case management or specialized service (career planning, job search, trades, professionals, essential skills, targeted wage subsidies, and targeted populations). Other Ministry programs were listed elsewhere on their website.

Finally, the Team reviewed the WorkBC website that was developed by the province in 2007 as its online portal for labour market information. The site provides the structure on which to establish a one-stop platform for accessing information related to the growing number of employment programs and other labour market services being developed by the province. WorkBC is administered by the MJTST, and has been restructured a number of times, most recently with the launch of EPBC. The government has adopted common branding for the website as well as for the provincial network of WorkBC Centres. The website, however, has yet to establish one location where a full matrix of employment programs can be located. In addition, a number of key resources are located deep within the site, including the listing of WorkBC Centres, Programs for Targeted Populations, and the listing of Employment Programs.

Although the Employment Programs page on WorkBC.ca provides clear program descriptions with a handy dropdown feature outlining services, eligibility, and locations, the location links generally go to the main service providers’ home pages, necessitating more detailed searching for contact information. It is more problematic for federal programs as the links go directly to the home pages on HRSDC’s website which provides little to no information on service providers in BC. The information related to the WorkBC Centres is provided in two different formats, a detailed list organized by Catchment Area and an interactive provincial map. The website does have a word search bar, which proved effective in searching for program information by community. (See Appendix 3: Audit of Employment Program Inventories in BC)
Best Practices and Issues Identified in the Review of Inventories

After reviewing inventories of employment programs from a wide range of jurisdictions, the team was able to identify features of the various websites that facilitated ease of navigation and clear presentation of information based on feedback from case managers and other career development practitioners. The following represent some of the best practices and issues identified through the audits of employment websites in other jurisdictions and BC:

Best Practices

- Core funded (e.g., Human Services Alberta, Employment Ontario, WorkBC). Core funding ensures that the inventory will be administered and maintained on an ongoing basis as the authoritative inventory of employment programs available in any jurisdiction.
- Updated by funders (e.g., Employment Manitoba). Funders are responsible for populating the website with new programs, program updates, and changes to service providers. Consistent administration ensures the information in the inventory will be kept current.
- Range of information listed - eligibility, services offered, intake info, etc... (e.g., Human Services Alberta). Program information is readily available for clients and case managers to research potential programs. All pertinent information must be available for case managers to easily identify appropriate programming for each client based on their eligibility.
- Organized according to various criteria: region, Catchment Area, community, client group, etc... (e.g., WorkBC, Employment Ontario). Multiple ways to search for program information makes it easier for case managers to identify appropriate programming for each client, and for clients to research possible programs they might be interested in.
- Online inventories (e.g., ALIS, Massachusetts). Provide an overview of services and eligibility criteria with indepth descriptions, and have the capability to be updated in real time, lending them to be the authoritative place to find accurate, up to date program information. Some have links directly to program websites.
- Interactive map of regions (e.g., WorkBC). Interactive maps allow for career development practitioners to locate the closest WorkBC Centre to where clients live to access services. Interactive maps also assist with finding programs by location rather than by lists of regions that may differ from Ministry to Ministry and funder to funder.
• Google Translate feature (e.g. WorkBC). Tool available within the site to access a translation feature where non-English reading individuals can easily choose a language of their choice and translate the content of the website into various languages. This tool is helpful to both clients and career development practitioners who may require the Google Translate feature to further explain available services to ESL clients.
• Accompanying support resources (e.g. ALIS, WorkBC). Support resources are listed on the website to provide case managers and clients with ready access to additional resources including current labour market information.

Issues:
• Funding (e.g., LMER). It is important to have a commitment to core funding, preferably by government funders, so that the inventory will remain active and the authoritative source for service provider information.
• Discrepancy in regional collection and presentation of data (e.g., MSD and MJTST boundaries, regional and catchment areas, etc…). It is difficult to present information in an integrated way because different Ministries have different boundaries. Interactive maps may help to minimize this issue.
• Differences in terminology (e.g., multiple glossaries: MSD, MJTST, HRSDC). Case managers work with clients with different funding eligibility, therefore requiring case managers to access different funder websites for definitions, policy and ultimately referral information. The differences in terminology between websites can be challenging for case managers and clients to understand. An integrated glossary of terminology will provide clarity within multiple funder websites.
• PDF files are often outdated (e.g., BC Workforce Tables, Manitoba’s inventory is 4 years old). PDF inventories become quickly obsolete as program information is continually changing as funding and program amendments are made.
• Dependent on service providers to update changes in programming (e.g., LMER, Your Employment Services). Previous BC inventories were reliant on service providers to maintain current program information, resulting in inconsistent updates and missing program information. An integrated one-stop website maintained by one governing body would ensure information presented was accurate, timely and within a consistent template.
• All funding streams not prominently identified (e.g., WorkBC). Some programs on inventories do not identify where the funding comes from on the initial entry of websites, and require ‘digging’ into the website to locate the funder information.
• Inconsistent templates used to present information. Service providers and organizations present their program information in a variety of formats. This makes it difficult for case managers to find the information they need. A common template needs to be developed so that each service provider presents information on their websites in the same format, making it easier for case managers and clients to identify pertinent information.

• Eligibility criteria not consistently identified. Unlisted eligibility requirements make it difficult for case managers to make accurate referrals. Inventories must list the eligibility requirement for each program.

• Weblinks do not go to service provider or funder homepage. (e.g. WorkBC) When possible, all weblinks should be directed to specific program page of the service provider or funder website so that case managers and clients can find the information they need quickly.

• Personalized contact information (e.g., LMER). The employment services sector is vulnerable to the shifting of workers from organization to organization, and program to program. Listing personalized contact information on general inventories leads to outdated information quickly. Each service provider should provide general contact information to prevent this from happening.

Data Collection Processes and Verification

Data Collection Methodology
Data on the current employment programs was collected via a search of a wide range of federal and provincial ministry and department websites. The research team also reviewed websites of professional associations including those representing targeted populations. The team developed a data collection template based on the best practices from other inventories and the range of information displayed. The team discussed the information requirements with career development practitioners to identify the full range of information requested by case managers to support referral of clients. We intentionally collected additional information (e.g. program start dates of intake cycles) to provide a full overview of the range of services offered, knowing that some information would be omitted from the final document. The rationale to support this decision was based on the incomplete information from all programs available, and any data that would be outdated quickly with program or staff changes (e.g., direct contact information).

Information Verification
To verify the accuracy of the information collected via the internet searches of program data, the research team utilized a three step process, including the sharing of various program listings with subject matter experts, as well as checking of the accuracy of details related to services offered and navigation to contact information. Subject matter experts working in specific program areas
and with specific populations, provided assistance filling in missing gaps in program information as well as identifying service providers that had been missed in various communities. After this initial process was complete, all web links to programs were checked to ensure that they were “live” and that they went directly to the program webpage and not to the organizational website. This was done not only to verify active web links but to also facilitate ease of navigation by simplifying and reducing the “clicks” to information. Finally, where there was concern about the accuracy of information, we contacted programs directly by phone and email.

Data Analysis and Presentation
The research team reviewed each website to identify best practices related to how information in various inventories was organized, formatted, and presented. The team was also interested in accessibility of each website and how it addressed accessibility and navigation in order to obtain information quickly with the least number of clicks. The team looked for the best examples of how to display program information, client eligibility and location both cleanly and succinctly. We developed the matrix documents to illustrate how a one-stop website might display information including replicating the formatting structure of the WorkBC website outlining employment programs with three categories of information: services, eligibility, and location.

Key Findings

From the team’s review of employment program inventories from various jurisdictions, the following key findings were identified:

1. Despite the devolution of the LMDA and the recent consolidation of six federal and four provincial programs into the new EPBC, there still remain 54 employment programs available for unemployed individuals, funded by both the federal and provincial governments, across the province. An inventory of employment programs outlining the full range of programming options needs to be compiled into a consolidated list for ease of access to program information for case managers and clients.

2. Although the WorkBC website and other websites contain various listings of employment programming for different categories of clients, there is no one repository of a complete inventory of employment programs compiled in one website. To support career development practitioners, a comprehensive inventory of all employment programs should be available on a one-stop website.
3. Stakeholders informed us that they would benefit from a comprehensive inventory organized as an integrated Matrix of Employment Programs based on client eligibility and targeted populations. A preferred approach is to have program eligibility clearly outlined according to federal/provincial client funding policies and that client groupings should mirror accordingly those outlined in EPBC (EI, BCEA, and General Clients).

**Matrix of Employment Programs in BC**

From our discussions with career development practitioners, it was evident that they were unaware of the full range of programming options available to clients based on eligibility criteria. As a result, the team developed a Matrix of Employment Programs to assist career development practitioners in understanding the full structure of programming options. The database would, as needed, allow case managers to effectively refer clients to the appropriate programs available in BC, based on eligibility requirements for each program.

The team has structured the Matrix of Employment Programs in BC according to two distinct components:

- EPBC
- Alternative Programming

EPBC has been developed as the core employment program for all British Columbians and its delivery structure is organized on a province wide basis to provide uniform accessibility to the full range of employment services across the province. Due to the eligibility criteria determined by federal and provincial legislation related to accessing labour market services, clients have been categorized in EPBC within three eligibility categories: EI, BCEA, or General Clients (non EI, BCEA). General Clients have limited access to services offered under EPBC but have access to a wide range of Alternative Programming including Alternative Programming for General Job Seekers and Alternative Programming for Targeted Populations.

**Employment Program of BC**

The EPBC is being delivered in 73 Catchment Areas through 101 WorkBC Employment Services Centres across the province with additional satellite offices, outreach and mobile services designed to meet the specific needs of unemployed people within their communities.

According to ELMSD, “the New Employment Program of BC, will serve all British Columbians eligible for work in Canada, seeking employment by:
• Providing a single point of entry to employment and labour market services and supports to clients, employers and communities
• Assisting British Columbians to become more independent, through achieving and maintaining sustainable labour market or community attachments
• Offering a flexible menu of supports and services that are individualized based on client eligibility and needs; be responsive to economic conditions, labour market changes and local needs
• Delivering employment and labour market services through partnerships
• Building a network of Employment Services Centres (ESCs) operated by service providers
• Providing specialized services to all eligible clients through every ESC across the province
• Providing an information management and technology system that supports integrated service delivery”

WorkBC Employment Service Centres (ESCs) offer integrated services and supports to all unemployed British Columbians who are eligible to work in BC, including: immigrants, youth, Aboriginals, Francophones, persons with disabilities, victims of violence and/or abuse, and people living in rural and remote areas. Everyone in BC has access to the same supports and services that are responsive, inclusive, and accessible, no matter where they live in the province.

Through the EPBC a wide range of services and supports are available to help BC job seekers find and maintain employment and improve employment readiness. EPBC services are delivered through WorkBC ESCs and fall into two categories: general services and supplemental services. Clients may also be eligible for financial supports. Some program services have specific eligibility requirements.

General services
• These are services delivered at the storefront WorkBC ESC (self-serve services, apprentice services, case management, and case managed services).

Supplemental services
• These services may be delivered at the storefront ESC, through other qualified service providers at other locations or training institutes, depending on the type of service being delivered (training services, self-employment services, and specialized assessment services).

Employment and Labour Market Services Division. N.P. Web. N.d.
Financial supports

- These supports assist eligible clients in financial need with the costs of basic expenses required for program participation, job search, or starting jobs. In some cases, employed individuals at significant risk of losing employment due to a disability, may be eligible for financial supports to enable employment retention. *(See Appendix 3: List of WorkBC Centres)*

**Alternative Employment Programming**

Alternative Employment Programming consists of two programming streams: General Job Seekers and Targeted Populations. It is comprised of employment programs targeted at British Columbians seeking employment and labour market attachment who are eligible to work in BC, but who are not eligible for EI or BCEA funded services. These programs include those funded and administered directly by the federal government (YES, OFPD, ASETS), and those administered by the Province through its own funding, the LMA, the LMAPWD, and the TIOW.

The Province in the RFP for the EPBC indicated that, “Contractors will inform clients of other programs and funding sources that may be available”. In the *EPBC Policies Manual* the Ministry more specifically refers to “Alternative Employment Programming” as a referral option for General Clients and General Clients with Disabilities. They outline a broad range of federal and provincial programming options including:

- Canada-BC Labour Market Agreement (LMA) Employment Programming
- Aboriginal Skills and Employment Training Strategy (ASETS)
- Youth Employment Strategy (YES)
- Opportunities Fund for Persons with Disabilities (OFPD)

Although there is a clear intention by the Government of BC to fully utilize the entire range of labour market programs and support mechanisms available for all clients, staff in WorkBC Centres are often unaware of the full matrix of alternative programming, which limits their ability to refer clients to the services they may need. An example where the Ministry has actively promoted an alternative program was the Job Match program, which was promoted amongst WorkBC Centres across Northern BC.

The two Alternative Programming streams the team has identified have been structured based on accessibility by all job seekers or specific eligibility requirements within the Targeted Populations groupings.

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Alternative Employment Programming for General Job Seekers

The Alternative Employment Programming for General Job Seekers category identifies programming available to those unemployed individuals seeking employment and labour market attachment who are eligible to work in BC, but who are not eligible for EI or BCEA funded services. These programs include those funded and administered by the Province either through its own funding or LMA funding.

The MJTST has developed two Alternative Programs with province wide service delivery networks. The Employment Skills Access Initiative (ESA) was developed utilizing the public post-secondary network of colleges across the province to deliver entry-level skills programming specifically targeted at sectors or occupations that are currently experiencing or projected to experience labour shortages. Programs are delivered at public post-secondary educational institutions in the following communities: Abbotsford, Agassiz, Atlin, Burnaby, Burns Lake, Campbell River, Castlegar, Chetwynd, Chilliwack, Comox, Coquitlam, Cowichan, Cranbrook, Dawson Creek, Dease Lake, Fort Nelson, Fort St. James, Fort St. John, Gitwinksihlkw, Grand Forks, Hazelton, Hope, Houston, Kaay Linagaau, Kamloops, Kaslo, Kelowna, Kitimat, Langley, Mackenzie, Masset, Merritt, Mission, Mount Waddington, Nakusp, Nanaimo, Nass Valley, Nelson, New Westminster, North Vancouver, Parksville, Penticton, Port Alberni, Powell River, Prince George, Prince Rupert, Qualicum, Queen Charlotte, Quesnel, Richmond, Salmon Arm, Smithers, Squamish, Sunshine Coast, Surrey, Terrace, Trail, Tumbler Ridge, Vancouver, Vanderhoof, Vernon and Victoria.

The Job Options BC Program provides participants with a wide range of employability skills training through group and individual activities with up to 6 months of follow up support. The program is delivered through service providers in the following communities: 100 Mile House, Burnaby, Burns Lake, Campbell River, Castlegar, Chetwynd, Chilliwack, Coquitlam, Courtenay, Cranbrook, Dawson Creek, Duncan, Fort Langley, Fort St. John, Hope, Kamloops, Kaslo, Kelowna, Keremeos, Ladner, Langford, Langley, Mackenzie, Masset-Haida Gwaii, Nakusp, Nanaimo, Nelson, McBride, New Westminster, North Delta, North Vancouver, Oliver, Osoyoos, Penticton, Princeton and area, Salmon Arm, Trail, Parksville, Port Alberni, Port Coquitlam, Powell River, Prince George, Prince Rupert, Queen Charlotte City, Quesnel, Richmond, Sechelt, Sidney, Sooke, South Surrey/White Rock, Smithers, Squamish and area, Surrey, Terrace, Vancouver, Victoria, Valemount, Vernon, and Williams Lake.

In addition, the Ministry delivers the Skills Trades Employment Program (STEP), designed to assist unemployed individuals with opportunities to explore careers in trades, locate training programs, and connect with employers. Through various trades training initiatives, STEP assists employers in
delivering training programs to job seekers interested in trades. STEP is offered across BC in the Vancouver Area, Southern Interior, Northern BC, and on Vancouver Island. As of April 2013, the STEP program will be available to EI clients.

The Targeted Skills Shortage Program (TSSP) is focused on helping businesses and non-profit organizations grow the potential of their low skilled employees by providing access to funded training to eligible staff. The TSSP program is available in the following communities: 100 Mile House, Burnaby, Campbell River, Central & Southern Okanagan, Creston, Fort St. John, Hope, Maple Ridge, Nanaimo, Port Alberni, Powell River, Prince George, Prince Rupert, Shuswap, Surrey, Thompson, Trail, Victoria, Vanderhoof, and Vernon

**Alternative Employment Programming for Targeted Populations**

The Alternative Employment Programming for Targeted Populations category identifies programming available to unemployed individuals from the targeted populations: Aboriginal, Francophone, Immigrants, Multi-Barriered, Older Workers, Persons with Disabilities, Rural/Remote (Communities), Women and Youth. To be eligible for these programs, clients must be seeking employment and labour market attachment, eligible to work in BC, and not eligible for EI or BCEA funded services. These programs include those funded and administered by the Federal and Provincial governments.

**Aboriginal**

Aboriginal Programs target individuals who self-identify as Aboriginal, including: First Nations, Metis, or Inuit. Both the federal and provincial governments have identified Aboriginal as a Targeted Population and developed program models to address their specific needs. The Federal Government has retained its administration of programming to aboriginals under its Aboriginal Skills Education Training Strategy (ASETS) delivered through agreements with aboriginal service providers across the province. Under the EPBC, all WorkBC Centres are required to provide a full range of services to aboriginals. These are usually delivered through partnership with ASETS in the local Catchment Areas.

Alternative Programming targeted at Aboriginals is primarily funded by the Federal Government delivered through agreements with aboriginal organizations across the entire province. Federal Programs include: ASETS (15 communities), Metis Employment and Training Program (MTEP) through Metis Nation BC (7 communities), Aboriginal Youth Internship Program, Aboriginal Summer Student Internship Program, Aboriginal Tax Officer Apprenticeship Program, Canadian Forces Aboriginal Entry Program, Aboriginal Leadership Opportunities Year, Summer Training Programs, Essential Skills for Aboriginal Futures, Aboriginal Training in Museum Practices and Mining Essentials.
Provincially administered Alternative Programming for Aboriginals is primarily delivered through the MJTST. Funding is provided both directly from the Province and well as jointly with the Federal government under the LMA. Provincial programs include: Aboriginal Training for Employment Program, Aboriginal Business Entrepreneurship Skills Training, ITA Aboriginal Initiatives, Aboriginal Entrepreneurship Skills Development Program, and Bladerunners, in the following communities - Abbotsford, Aldergrove, Campbell River, Chilliwack, Comox, Courtenay, Duncan, Kelowna, Ladysmith, Mission, Mount Currie, Nanaimo, Pemberton, Prince George, Port Alberni, Port Hardy, Quesnel, Surrey, Ucluelet, Vancouver, Victoria, Whistler and Williams Lake. (See Appendix 6: Summary of Programs for Targeted Populations - Aboriginals)

Francophone
Francophone programs are targeted at individuals who self-identify as Francophone requiring employment services in French. Both the Federal and Provincial governments are required under legislation to provide employment programming to address the needs of unemployed individuals requiring services in French in designated communities across the province having significant French speaking populations. Under the Legacy Programs there were a number of Employment Assistance Services (EAS) programs (6 communities) specifically funded to provide services in French including one program designed to support French speaking immigrants from Africa.

Under the Employment Program of BC the Ministry of Social Development specified that WorkBC Centres in certain designated communities would provide a full range of services in French to address a higher concentration of Francophone individuals living in the following Catchment Areas: Abbotsford, Chilliwack, Kelowna, Kamloops, Nanaimo, Penticton, Prince George, Surrey Vancouver and Victoria. These services are usually provided directly out of WorkBC Centres except in Vancouver and Surrey where La Boussole, a specialized Francophone service provider, operates satellite sites.

Alternative Programming for Francophone has two federally funded Youth Skills Link programs operated by Educentre College and La Boussole in Vancouver. (See Appendix 6: Summary of Programs for Targeted Populations - Francophone)

Immigrants
Immigrant programs are targeted at individuals who were not born in Canada and are legally able to work in BC. Under the EPBC, each WorkBC Centre is responsible to provide employment services to targeted populations including immigrants. These services are usually provided by an Immigrant Services Organizations (ISOs) in languages particular to the immigrant population in each Catchment Area. In some communities, services to immigrants are delivered out of satellite
offices, but in most cases they are delivered by the WorkBC Centre staff with specific language skills.

Both the Federal and Provincial governments have developed Alternative Programming that addresses the needs of unemployed immigrants across the entire province. The Federal Government administers a number of programs funded under its Foreign Credentials Recognition (Foreign Credentials Recognition Loan Project, Micro-Loans Program, Multi-Cultural Achievement Program for Learning Employers (MAPLE), Bridging Program – Environmental Sector). In addition, it operates the Federal Internship for Newcomers Program, providing work experience opportunities with the Federal Government and other organizations across Canada.

The Province administers the Skills Connect Program for Immigrants (28 communities), Immigrants in Trades Training, Job Options BC Program specific to immigrants (3 communities: Burnaby, North Shore and Vancouver), Job Options BC for Urban Workers (Vancouver) and the Employment Mentoring Program (Vancouver). (See Appendix 6: Summary of Programs for Targeted Populations - Immigrants)

**Multi-Barri ered**
Multi-Barri ered programs are targeted at individuals who as a result of having two or more significant barriers to employment (addictions, housing, mental health, etc…), require specific programs and supports designed to increased their community engagement and enhance their employability. This category is only identified as a Targeted Population requiring specialized services by the Provincial Government. Under the Legacy Programs, many of these individuals were income assistance clients, specifically identified by the Province as a group requiring targeted services. This grouping of clients, many of whom were homeless, received programming through the provincially funded Community Assistance Program (CAP), initially developed to address the needs of multi-barri ered individuals living in the Downtown Eastside of Vancouver. The program was eventually expanded into a number of other communities based on identified need.

Within the new EPBC program, multi-barri ered individuals are identified as a Targeted Population requiring specific services in each contract across the province, and contractors are required to provide programming specifically designed to meet their needs. Some contracts with a large number of multi-barri er clients in their Catchment Area have designated service providers providing services from satellite locations (e.g., Phoenix Society - Surrey), while others have designated experienced case managers or case managers with specific training to work with these clients.
Currently, the only Alternative Programming designated to target multi-barriered populations is the Targeted Community Assistance Program (SCAP) funded through the LMA and administered by the MSD. The program provides long term case management for chronically homeless individuals to ensure housing is maintained and supports in place to assist individuals towards employment and more self-sufficiency. Service is available to both Ministry and non-Ministry clients. SCAP is delivered in the following communities: Kelowna, Nanaimo, Prince George, Sidney, Surrey and Vancouver. *(See Appendix 6: Summary of Programs for Targeted Populations-Multi-Barriered)*

**Older Workers**

Older Workers programs are targeted at workers aged 55 and older who are unemployed, legally entitled to work in Canada, lacking skills needed for successful labour market attachment due to the downturn of the economy and its impact on them. Both the Federal and Provincial governments have identified this category of workers as a Targeted Population, requiring targeted Alternative Programming to support their labour market attachment. Programming for older workers is delivered through two program models in 29 urban and rural communities across the province.

The Federal Government introduced the first program model for older workers through the TIOW in 2006. TIOW is a cost-shared initiative, with the federal government contributing up to 70% and the participating provinces contributing at least 30% of the program costs. The provinces are responsible for the administration of the programs within their jurisdiction upon approval of recommended projects by HRSDC. The initial commitment to programming was for three years however it has recently been extended to 2014. TIOW was designed to support unemployed older workers in vulnerable communities through activities aimed at re-integrating them into employment. The program is targeted at older workers between 55 and 64 who are unemployed, lack skills needed for successful integration into new employment and who are in most need, specifically those not in receipt of EI. The program in BC is being administered by the MJTST and is currently delivered in 16 vulnerable communities in rural areas across the province with populations less than 250,000 experiencing high unemployment or reliant on a single industry. Programming is offered in the following communities: Burns Lake, Castlegar, Courtenay, Cranbrook, Fernie, Grassy Plains, Kimberly, Mission, Port Alberni, Prince George, Quesnel, Revelstoke, Smithers, Squamish, Terrace, and Vernon.

Recently MJTST expanded programming to older workers in urban communities by utilizing LMA funding to support the implementation of the Job Options BC - Urban Older Workers Program. This program, modeled on TIOW, provides a similar range of services to unemployed non-EI individuals 55 and over, in targeted urban communities with high unemployment. Programming is offered in the following communities: Burnaby, Coquitlam, Delta/White Rock, Greater Victoria, Kelowna,
Persons with Disabilities

Persons with Disabilities programs are targeted at individuals who have self-identified as a person with a disability or have applied for and received Person with Disability (PWD) status. Both the Federal and Provincial governments have identified this group as a Targeted Population and under EPBC all WorkBC Centres are required to provide services to this group, which may include specialized disabilities case management and job development. The Federal Government entered into a bilateral Labour Market Agreement for Persons with Disabilities (LMAPWD) with BC in 2004. The Agreement was structured on a 50/50 cost sharing mechanism with a maximum of $30.74 million. Although the Federal Government devolved many of its active labour marketing programming to the Province under the LMDA, it has retained direct administration of programming targeted at persons with disabilities under the OFPD.

Both governments offer a wide range of Alternative Programming that targets the needs of persons with disabilities. The Federal Government runs its OFPD through four service providers in over 20 communities across BC, including: Abbotsford, Boston Bar, Burnaby, Chilliwack, Coquitlam, Delta, Hope, Howe Sound Corridor, Kelowna, Langley, Maple Ridge, Mission, New Westminster, North Vancouver, Pemberton/Whistler, Pitt Meadows, Port Coquitlam, Port Moody, Richmond, Sunshine Coast, Surrey, Vancouver Island, Victoria, West Vancouver and White Rock. In addition, the Federal Government administers two national programs that are offered in BC: the Canada Pension Plan Disability Vocational Rehabilitation Program and the Business Abilities Program.

The Provincial Government offers a number of Alternative Programs for persons with disabilities, including Supported Employment and Education Programs, Targeted Employment Services, Job Options BC, and programming through Community Living BC (CLBC) – Community Planning and Development Offices. For persons with a mental health diagnosis, the Vancouver Coastal and Fraser Health authorities deliver Individual Placement Support (IPS) in the following communities: Burnaby, Delta, New Westminster, Surrey, Tri-Cities and Vancouver. There is also an Individualized Employment for Persons with Specified Disabilities to serve individuals with development, neurological, mental health disabilities (including Autism Spectrum Disorder), learning disorders, and other cognitive conditions. (See Appendix 6: Summary of Programs for Targeted Populations - Persons with Disabilities)
Rural / Remote (Communities)
Rural/remote communities programming is targeted at individuals living in rural and remote locations without easy access to a local WorkBC Centre. The Province, in EPBC has identified the need to develop service options (e.g. online workshops) targeted at the specific labour market needs of clients’ in rural remote communities. Some WorkBC Centres in the north and interior, as well as those covering vast areas, limiting client access to storefront WorkBC Centres, utilize various online services such as eVolve, developed by Training Innovations. These services provide both online workshops and employment counseling supports to clients in rural/remote communities thereby removing the barriers of accessibility.

Alternative Programming to rural/remote communities is only identified by the Province and models of programming are funded primarily through the LMA. The specific programs for rural/remote communities established by MJTST include: the Job Match Program in Northern BC, the Supported Employment Program offered in Nelson, the First Logger program offered in the Okanagan, the Kootenays, Prince George and North/Northwest BC, the North East Aboriginal Trade Training and the Aboriginal Entrepreneurship Skills Development Program offered in Northeastern BC, and the Entrepreneurs with Disabilities Program and the Northern Skills Training Program that are offered province wide. (See Appendix 6: Summary of Programs for Targeted Populations - Rural and Remote Communities)

Women
Although both the Federal and Provincial Governments identify women as an under represented group in the labour market, neither levels of government have initiated significant programming options to target this population as a whole. As a target population, women have been identified as requiring specialized services if they are victims of violence and/or abuse, ex-sex trade workers, or interested in entrepreneurship or non-traditional occupations (e.g., trades).

Under the Legacy Programs the federal government funded a few EAS projects in the Lower Mainland and Interior targeting ex-sex trade workers and women with multiple barriers to employment. The MSD funded a province wide program, Bridging for Women, which addressed the needs of women who had experienced violence and/or abuse. The Bridging Program was delivered by 18 service providers covering 30 locations across the province.

With the launch of EPBC, programming for victims of violence and/or abuse and ex-sex trade workers was integrated into the new model with WorkBC Centres providing these services in all locations across the province. These services are usually delivered by service delivery partners at satellite sites due to the vulnerability of client’s personal situations and potential security concerns.
Alternative Programming for Women is provided through three programs, administered by the MJTST mainly through LMA funding. These programs include Women in Trades Training, delivered in various communities on Vancouver Island, Greater Vancouver, the Southern Interior, and Northern BC; the Women’s Mentorship Program offered in Greater Vancouver and Victoria; and the Women’s Workshop – Trades Training Program offered in Vancouver. (See Appendix 6: Summary of Programs for Targeted Populations - Women)

Youth
Employment programming for Youth is targeted at individuals who are aged 16 – 30 who are not full time students. Both the Federal and Provincial Governments have identified this group as a Targeted Population and under EPBC all WorkBC Centres are required to provide services to this group which may include specialized youth case management and outreach services. Although the Federal Government has devolved many active labour market programs to the province (LMDA), it has retained administration of programming specifically targeted at youth under the Youth Employment Strategy. The Province has developed its own programming for youth both directly funded and jointly funded under the LMA.

Both the Federal and Provincial Governments have developed a wide range of Alternative Programming that address the specific needs of unemployed youth. A number of these program models, notably Skills Link (federally funded and administered) as well as the BladeRunners Program (provincially and federally funded but administered by the Province) have province wide service delivery through networks of local community based service providers. Skills Link programs are delivered in the following communities: 100 Mile House, Abbotsford, Aldergrove, Bella Bella, Burnaby, Chase, Chilliwack, Clearwater, Comox, Courtney, Creston, Delta, Duncan, Hazelton, Hornby Island, Kamloops, Kelowna, Langley, Maple Ridge, Merritt, Nanaimo, Nelson, New Westminster, Old Massett, Penticton, Port Hardy, Port Moody, Powell River, Prince Rupert, Richmond, Sidney, Sooke, Surrey, Vancouver, Vernon and Victoria, and BladeRunners programs are delivered in these communities: Campbell River, Comox, Courtenay, Duncan, Kelowna, Ladysmith, Mission, Mount Currie, Nanaimo, Pemberton, Port Alberni, Port Hardy, Prince George, Quesnel, Surrey, Ucluelet, Victoria, Vancouver, Whistler and Williams Lake.

Other youth programs include Youth Skills BC – Workplace Program offered across BC through the Get Youth Working Program; Youth Skills BC – Entrepreneurship Pilot Project offered in Victoria, Vancouver, Kelowna, and Prince George, as well as the Youth in Trades Program and Aboriginal Youth Internship Program offered across BC. (See Appendix 6: Summary of Programs for Targeted – Youth)
Other Targeted Groups (e.g. Veterans)
There are Federal programs specifically targeted at groups that are not usually identified as a targeted population, but have restricted access based on eligibility (e.g., veterans). CanVet Vocational Rehabilitation Services is an example of a program with eligibility criteria limiting access to those veterans who are medically released for any reason, or are a released Canadian Forces Veteran with a service-related injury or illness and are eligible for rehabilitation services. In certain cases, spouses, common-law partners, and survivors may also access vocational services. Veterans must be eligible for the Veterans Affairs Canada Rehabilitation Program to qualify for services provided by CanVet. Veterans Affairs Canada will determine eligibility for the Rehabilitation Program and once qualified, a Veterans Affairs Canada case manager refer to CanVet. The program provides vocational rehabilitation and vocational assistance services to modern-day veterans with disabilities who need support to re-enter civilian life, and may be accessed by EPBC clients meeting the eligibility criteria of Veteran's Affairs.

Inventory of Employment Programs in BC
The team has compiled a complete inventory of all the Employment Programs in BC, into an Excel spreadsheet, organized by group (General Job Seekers, Targeted Populations), community, program name, program description, service provider (including contact information), program funder, services, and program eligibility. (See Appendix 7: Inventory of Employment Programs in BC)

Matrix of Employment Programming
The Matrix of Employment Programming has been developed to provide career development practitioners with an overarching framework of employment programming available in BC to better understand the full range of programming available to support unemployed individuals. The research team has developed three Matrices to reflect how the BC Centre for Employment Excellence may display the employment programming information on their website. 

Provincial Matrix: Full Listing of Employment Programs
The full Matrix of Employment Programming is structured in accordance with two key components. The EPBC as the Core Program delivering employment programs across BC and Alternative Employment Programming divided into two sections, Programs for General Job Seekers and Programs for Targeted Populations. The EPBC utilizing a uniform framework of service options through WorkBC Centres strategically located across BC to allow maximum access to all
unemployed British Columbians with a network of satellite offices providing services to Targeted Populations. The Alternative Employment Programming integrates both federal and provincial programming, targeting mainly General Clients ineligible for some EPBC services restricted by eligibility criteria.

Matrix: Full Listing of Employment Programs in British Columbia

Employment Program of BC
(General Job Seekers & Targeted Populations)

Employment Program of BC (EPBC) is the primary employment program available to British Columbians seeking employment / labour market and community attachment and are eligible to work in BC. EPBC is delivered in 73 Catchment Areas through 101 WorkBC Centres. These Centres are responsible for providing a full range of employment services to all job seekers and targeted populations. EPBC is funded by both the Province and the Federal government under the LMDA.

Alternative Employment Programming

Alternative Employment Programming for General Job Seekers and Targeted Populations is comprised of programs targeted at British Columbians seeking employment and labour market attachment who are eligible to work in BC, but who are not eligible for EI / BCEA funded services. These programs include those funded and administered directly by Federal government (Youth Employment Strategy, Opportunities Funds, ASETs), and those administered by the Province through its own funding and the LMA.

General Job Seekers

- **Employment Skills Access (ESA)**
  - Prepare participants for entry-level employment in industries, sectors or occupations that are currently experiencing or are projected to experience labour or skills shortages.

- **JobOptions BC**
  - Individualized program up to 12 months in length. Prepares participants for new employment by providing group and individual activities with up to six months of follow-up support.

- **Skilled Trades Employment Program (STEP)**
  - Capture careers in trades, fine training programs and connect with employers through training initiatives. STEP assists employers deliver training programs to job seekers interested in trades.

Targeted Populations

- **Aboriginal**
  - Individuals who self-identify as Aboriginal including First Nations, Métis or Inuit

- **Francophone**
  - Individuals who self-identify as Francophone requiring services in French

- **Immigrant**
  - Individuals born in Canada who are legally eligible to work in BC

- **Older Workers**
  - Individuals aged 55+ with skills to find and maintain employment

- **Multi-Barrièred**
  - Individuals who have 2 or more barriers to employment

- **Persons with Disabilities**
  - Individuals who have self-identified or applied for and received PWD

- **Rural / Remote**
  - Individuals who live in remote / rural locations without access to ESC

- **Women**
  - Survivors of violence, abuse or former sex trade workers, women in trades

- **Youth**
  - Individuals aged 16-20 who are not full-time students
Community Matrix: Delta

A Community Matrix has been developed to illustrate how the Matrix of Employment Services is offered in the community of Delta. The Community Matrix for Delta is structured to reflect the EPBC programs being offered in two WorkBC Centres within the community boundaries. There is the main storefront office in Delta and the satellite office in Ladner, both accessed by the same contact information. The Alternative Employment Programs are displayed according to the two categories, Alternative Employment Programs for General Job Seekers, and Alternative Employment Programs for Targeted Populations. The programs developed to serve targeted populations are clearly identified.
Targeted Population Matrix: Older Workers

The Targeted Population Matrix for Older Workers has been developed to illustrate the Alternative Employment Programs for a particular population. In the case of older workers, the Matrix identifies the two program streams offered with clearly identified program services, eligibility, and program location. Ideally, if this format was utilized in the one-stop website, clicking on the community location would link a user directly to the community service provider program website.
Recommendations to CfEE for Presenting Employment Programs and Services

The Environmental Scan of Employment Programs in BC has clearly identified that career development practitioners require a one-stop website that provides an integrated inventory of all employment programming in the province funded by both the Federal and Provincial governments. The research team recommends that the BC Centre for Employment Excellence develop an Employment Programs portal within the Centre’s website to address this need. The recommendations below take into consideration the best practices identified within the Scan, and have been provided to the CfEE to assist them in developing the Portal on their website.

Structure/Organization

1. The Matrix should be structured with two sections: EPBC as the Core Employment Program, providing the full spectrum of services to all unemployed British Columbians (EI, BCEA, and General Clients) across the entire province, and Alternative Employment Programming, providing a wide range of unique program models mainly for General Clients (non EI or BCEA) delivered through a more limited number of service locations.

2. Alternative Employment Programming should be organized into two categories: Alternative Programs for General Job Seekers and Alternative Programs for Targeted Populations both of which are targeted primarily for General Clients (non EI or BCEA clients).

3. Alternative Programs for Targeted Populations should be organized to reflect the full range of targeted populations identified by both levels of government (Aboriginal, Francophone, Immigrants, Multi-Barriered, Older Workers, Persons with Disabilities, Rural/Remote, Women, and Youth).

4. The Matrix of Employment Programs should be searchable by programs, client eligibility, targeted populations and location (community/Catchment Area).

Information to include in the CfEE Employment Programs Portal

5. Program information on the one-stop website should include: services offered, client eligibility criteria, including for targeted populations, the funding source, location of service, including contact information, and web links. It should be organized utilizing a similar information template structure as the WorkBC website, to provide mutual users with consistent information formatting.
6. Besides providing program information, the website needs to provide clients and career development practitioners with a common Glossary of Terms (e.g., EPBC, MJTST, and HRSDC), as well as a section listing support resources promoting labour market attachment for targeted populations. See Appendix 8: Summary of Support Resources

7. The site should also have a “user’s manual” along with a “Tour the Website” short video training module designed to familiarize case managers and career practitioners with the Matrix of Employment Programs and how to effectively use all the features of the website.

8. The address the demand side (employers), the website could also include links to innovative online resources which match qualified clients with current and projected job openings (e.g., E-Map and Talent Match). Adding this unique new feature would assist career development practitioners to market their clients more effectively and facilitate greater employer engagement through their enhanced access to the entire pool of labour available through the full range of employment programming across the province.

**Maintenance**

9. The website should be maintained by CfEE and both levels of government should be encouraged to provide the site administrator with up to date program information based on programming changes. Service providers would be responsible for keeping detailed program information current on their own websites.

10. Within the research component, the team identified numerous websites that were inactive and out of date, including federal, provincial and community organizations. Many listed programs and services under the Legacy Programs that no longer exist. We suggest that a review and purging of outdated program information be conducted to ensure information available on the internet is accurate, thus minimizing confusion of career development practitioners and clients searching for program information.

**Navigation**

11. Web links should go directly to program webpages on service providers’ websites. To facilitate ease of navigation, service providers should be encouraged to organize all detailed program information according to categories outlined in a common template.

12. To enhance navigation, the one-stop Employment Programs portal should present program location and contact information in both written and map formats. Mapping should be
developed at the community level to accommodate client accessibility by providing clear directions to the service delivery location and include the Google Map feature providing street views for easy site recognition.

Conclusion

The Environmental Scan of Employment Programs in BC has clearly identified that since the devolution of the LMDA and the signing of the LMA, active labour market programming in the province has expanded considerably resulting in a broad comprehensive matrix of employment programs designed to meet the individualized needs of unemployed and under-employed British Columbians. This matrix reflects the system of employment programs stretching across the entire province, utilizing a number of service delivery networks with the intention of providing more equal access by individuals to the full range of employment supports and services.

With the introduction of EPBC, the Province has restructured the complex arrangement of programming under its previous Legacy Programs into a more integrated service delivery system that provides British Columbians with more equitable access to the full range of employment services across the entire province through the network of 101 WorkBC Employment Services Centres.

The specific needs of Targeted Populations are being addressed not only through EPBC’s WorkBC Employment Services Centres, but also through a broad range of Alternative Programs for Targeted Programs, funded and administered by both the Federal and Provincial Governments. Many of the alternative program models have been developed utilizing province wide networks of service providers ensuring equal access across the province.

The Matrix of Employment Programs developed for this research study has been structured to support career development practitioners in identifying and referring their clients to the most appropriate programming available to their clients based on program and eligibility criteria. This matrix identifies EPBC as the core of employment program with alternative employment programming available for non EI eligible clients including targeted populations.

The research study has concluded that it would be beneficial to both case managers and clients to have access to a one-stop website containing an integrated inventory of the entire Matrix of
Employment Programs including the Alternative Programming funded and administered by both levels of government. This one-stop website would support a more effective utilization of the full spectrum of labour market programs and services in the province, with the potential of improving employment outcomes for unemployed individuals.

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**Appendices**

1. Project Announcement
2. Audit of Employment Program Inventories in Other Jurisdictions
3. Audit of Employment Program Inventories in BC
4. List of WorkBC Centres
5. Summary of Alternative Programs for General Job Seekers
6. Summaries of Alternative Programs for Targeted Populations
7. Inventory of Employment Programs in BC
8. Summary of Support Resources
Bibliography


