

Targeted Wage Subsidy / Community Coordinator Program Guidelines

Department of Labour and Advanced Education /
Employment Nova Scotia LAE/ENS

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1 Targeted Wage Subsidy/ Community Coordinator (TWS/CC)

Introduction

Targeted Wage / Community Coordinator is a Program administered by Employment Nova Scotia through the Labour Market Programs Support System (LaMPSS). LaMPSS is a common method for administering Labour Market Programs in Nova Scotia, focused on providing consistency in processes and improving services to labour market agreement holders.

LaMPSS provides organizations with self serve capability, enabling you to apply for funding online for some labour market programs as well as submitting required financial and activity reports online.

All organizations entering into an agreement for delivering Labour Market Programs in Nova Scotia must first be registered as a LaMPSS organization. This is a one-time registration process. Once registered, we will provide you with the ability to utilize the LaMPSS self service capabilities. If your organization has not previously registered with LaMPSS, you can request a LaMPSS registration form from the Provincial contact identified in these guidelines.

Please read this entire Program Guidelines Document. The information contained in this Program Guideline document will become part of an agreement with the Province for delivery of Labour Market Programs.

A Community Coordinator delivering the Targeted Wage Subsidy (TWS) program receives a contribution to support the costs of a project designed to encourage employers to hire eligible participants, who lack work experience, by offering employers the incentive of temporary wage subsidies. The Community Coordinator could also provide temporary financial assistance directly to eligible participants in cases where they require additional temporary personal supports at the beginning of their employment.

Eligible recipients: businesses, organizations, municipalities, band/tribal councils, public health and educational institutions. Community Coordinators will be incorporated, non-profit or community-based organizations that are well established and with which Employment Nova Scotia has had a successful history in contribution agreement administration. The Service Provider must also comply with the program guidelines as set out in the TWS -CC Guidelines.

Program Guiding Principles

TWS is a client-based program intended to assist eligible unemployed individuals to obtain employment by providing employers with financial assistance towards their wages.

Guiding Principles

The funding process will be guided by the following principles:

- *Maximum benefits to unemployed clients:* Successful proposals/applicants will demonstrate benefits to clients with respect to their reintegration into the labour market;
- *Organizational appropriateness:* The organization/agency/business delivering the program/project must be experienced in providing the type of program or service applied for;
- *Demonstrated need:* The successful proposal will target the needs of unemployed Nova Scotia clients and will not duplicate but rather complement existing services;
- *Fairness and transparency:* Clear, published criteria are intended to give all eligible organizations an equal opportunity to access funding;
- *Balance:* Approved projects will benefit urban and rural areas, as well as Acadian and Francophone communities; and special interest groups;
- *Clear accountability:* Accountability measures will ensure that public dollars are invested wisely and results are achieved.

Funding review factors – an overview of how proposals will be reviewed

<i>Factor</i>	<i>Description</i>
<i>Compliance with the Terms and Conditions of the specific program applied for</i>	Application must meet the program requirements and program guidelines, and must include all necessary completed documentation.
<i>Organizational appropriateness:</i>	<p>Proposal must demonstrate the following:</p> <ul style="list-style-type: none"> • Organization’s vision, mandate and mission, along with overall objectives and goals are relevant to the proposed project to be delivered. For example, an organization that normally offers research services should not be offering to deliver client training; • Organization’s experience in delivering direct client-specific programs; • Organization has good standing with the local registrar of societies or other governing body; and
<i>Organizational capacity/:</i>	<p>To ensure that an organization is viable and has the capacity to deliver the proposed project, your proposal must:</p> <ul style="list-style-type: none"> • Show alternate funding sources; • Demonstrate financial viability; • Demonstrate Adequate client and budget tracking systems; • Demonstrate community support and partnerships; and • Show previous experience administering a project of this nature • Demonstrate that staff are trained and experienced in the services offered <p>Officers will also consider previous performance with respect to the submission of financial claims and activity reports, management of slippage and HR issues, results achieved in comparison to goals and</p>

	objectives.
<i>Demonstration of need:</i>	The proposal must demonstrate the need for the proposed project in your community, how were these needs identified and how the project does not duplicate existing services, Information from conducted evaluations; client feedback Evidence that this project is not a duplication of another project.
<i>Relevance and significance:</i>	ENS will only provide funding for projects that contribute to identified priorities
<i>Availability of funding:</i>	Decisions will be dependent on amount of funding available.

Roles and Responsibilities

Employment Nova Scotia (ENS):

Defines the program, sets baseline standards for service delivery and quality.

This includes:

- Designing the program and setting program policy
- Providing service guidelines
- Developing reporting requirements and tools
- Clarifying performance expectations
- Providing advice and guidance that clarify ENS expectations
- Ensuring transparency and accountability by monitoring and evaluating delivery performance against agreement commitments and guideline compliance
- Developing a strategy around the appropriate use of Community Coordinators under a specific employment benefit through its local business plan
- Providing opportunities to eligible recipients to express an interest in developing proposals through transparent and fair competitive business practices
- Ensuring that the Community Coordinator agreements are consistent with the criteria established for the specific employment benefit
- Setting out explicit objectives and results to be achieved in the agreement

- Negotiating and entering into agreements with selected Community Coordinators to deliver programming under a specific *employment* benefit
- Conducting a thorough risk assessment to determine appropriate monitoring requirements
- Monitoring the terms of the agreement including administrative and financial activities and reviewing client agreement activities
- Ensuring that the Community Coordinator is compliant with privacy requirements as outlined in the terms of the agreement regarding personal information and obtains the appropriate releases from clients for information sharing purposes

Community Coordinators:

In administering a project, the Community Coordinator is solely responsible for:

- implementing the project as set out in the agreement and guidelines
- promoting particular project activities in a community and making them known to Employment Assistance Services (EAS) service providers, employers and/or insured participants
- submitting reports as requested by Employment Nova Scotia
- making any and all payments and deductions required by law with respect to the staff employed to administer the project including those required for Canada Pension Plan, Employment Insurance, Workers' Compensation and income tax
- making any and all payments and deductions required by law with respect to individuals for whom financial assistance has been provided under the program
- ensuring fair access to assistance under the project by applicants
- establishing a review process that will provide applicants, who are refused assistance and who think that the refusal was not justified, with an opportunity to have the decision of the Community Coordinator reviewed by an evaluator
- reconsidering the application, taking into account the evaluator's findings; and maintaining all appeal and review information and decisions on file and making it available to the Employment Nova Scotia for review upon request
- having their own application forms and/or processes which would include reviewing the case managers statement for recommendation of the TWS program
- making their CC application forms available to clients, in consultation with the EAS Service Provider(s)

- “return on investment” and “employed results” when determining the decision to provide financial assistance to an individual participating in an intervention
- entering into agreements with clients (if applicable) and employers for financial subsidies
- contacting clients/employers to provide support and necessary control during the intervention to ensure success, as they are acknowledged as one of the key resources in the community with respect to the activities outlined in their agreement (e.g. knowledge of potential local employers). This does not preclude the Case Manager from also providing support to the clients.

Financial Assistance

When providing financial assistance to an eligible participant, the Community Coordinator is solely responsible for:

- ensuring there is a written agreement which describes the obligations of the eligible participant and outlines the conditions under which the assistance is being provided;
- assuming full responsibility for providing the assistance and accounting for the funding;
- exercising due diligence in managing the funding provided and for taking appropriate measures for ensuring compliance by the eligible participant to whom it has provided financial assistance, including:
 - making all reasonable efforts to recover any overpayments made to insured participants (please refer to the Terms and Conditions- Assignment of Debt);
 - the deduction and remittance of income tax in accordance with CRA when making payments to clients;
 - ensuring that insured participants who are in receipt of active EI benefits request approval of a Claimant Referral Section 25 of the *EI Act* - Community Coordinator (EMP5267) from ENS prior to starting the intervention; and supply the following information to the department:
 - SIN
 - Surname, given name and initial
 - Resident address including street address, PO box, city, province, postal code
 - Telephone number
 - Start date of intervention, end date of intervention,

- EI claim information, gross weekly EI benefit rate and EI benefit period end date
 - Keeping records of the client's progress and collecting required statistical data on participant groups, earnings, etc., as set out in the contribution agreement with the department.

Overview of Application Process

Organizations who wish to apply for funding must be a registered LaMPSS user, complete and submit application form in its entirety, along with required supporting documents and be eligible as per organization eligibility requirements.

For information on how to become a LaMPSS user please call 1-877-223-0888

Service Standards

Internal service standards must be developed and monitored by the service provider and will be provided to Employment Nova Scotia upon request.

Organization Eligibility Requirements

Community Coordinators will be incorporated, non-profit or community-based organizations that are well established and with which Employment Nova Scotia has had a successful history in contribution agreement administration.

Participant Eligibility Requirements

The TWS program must only be used to assist eligible individuals who:

- are Canadian citizens or permanent residents legally entitled to work in Canada;
- meet the definition of an insured participant pursuant to Section 58 of the Employment Insurance (EI) Act; and
- have a Return to Work Action Plan (RTWAP) that identifies the TWS work experience as an appropriate intervention.

2 Applying for Targeted Wage Subsidy/Community Coordinator Program Funding

Applying Using a Paper Application Form

Please Contact 1-877-223-0888 to obtain information on the application process. NOTE: TWS Community Coordinators will not have the self serve application option available to them. The financial and activity reporting functions WILL be available once an agreement has been approved.

Applications will be submitted to a local Employment Nova Scotia office, and are subject to all of the terms of this document.

Completing an Application Form

This section provides supporting information required in completing the application form contents for LWD/ENS/TWS – CC Program.

Organization Information

Enter the name and complete mailing address for your organization.

If your organization name or mailing address has changed, please contact your provincial contact to obtain a LaMPSS Registration change form to update your information.

Project Details

Please provide the following:

Project Title	Provide a title specific to this project. Indicate TWS Community Coordinator.
Agreement Start Date	Provide the proposed start date for project.
Agreement End Date	Provide the proposed end date for project.

Past Agreements

Please provide information relating to past agreements. Indicate if this is a renewal of a past agreement, along with the agreement number.

Project Description

In this section provide a brief summary of the project. You should include such details as; a brief summary of the activities, intended duration of agreement (in weeks) client group and number of clients to be served(including a separate indication of carry-over clients if applicable), area to be served, Please note that this section has a limit of 300 words. You will have the opportunity to provide more detail about each activity, as well as budget detail, policy information, client service, intake etc in the mandatory attachment section of these guidelines.

Attach a detailed project description / proposal to the application

You may attach any other relevant information; this is not a mandatory attachment.

Agreement Contact

Provide the appropriate primary contact for your organization including the title contact number and e-mail address. Please note that this contact should be an individual empowered to negotiate all or some portions of the agreement.

Language Preference

Provide your language preference.

Project Location(s)

Please provide the address information for the location of the activities. If you have not yet secured a location, please enter your main organization address.

Participants

Please indicate expected number of clients in each target group to be served.

NOTE: Actual number of client groups served will be required for activity reporting.

- African Nova Scotians
- Persons with Disabilities

Project Activities

The table below outlines the required information for each eligible activity for the TWS - CC Program. This is the complete set of eligible activities.

Agreement Management – Community Coordinator	
Brief Description	<p>Services to manage agreements with employers/ clients on behalf of the province.</p> <p>Delivery of the CC-TWS model should include the following:</p> <ul style="list-style-type: none"> • Assessment /approval of the participant’s application/RTWAP/ • Assessment /approval of employer application • Negotiate and sign agreements with employers and clients • Marketing clients to employers • Provision of subsidy to employers and financial monitors • Monitoring of placements • Complete close out of files, follow up with clients and project evaluation <p>Please describe your plans for delivery</p>
Expected Results	Please provide details and a monthly breakdown about the outcome of the project, benefits to participants (achieved long-term employment), etc.
Where does this activity take place	Identify the location for each activity (not for each placement).
Expected number of participants	Provide the expected number of participants you expect to enter into TWS agreements.
Expected number who achieve employment	Please indicate the number of participants you expect to achieve employment.

Project Budget

The following table outlines the eligible costs and specific instructions for each budget category funded by the TWS Program. On the application, please provide complete project costs and requested amounts by budget category. HST should be included in each category. You must also provide the

rationale and details for each requested amount in the “Itemized Budget Breakdown” template. This can be downloaded from the ENS website at <http://www.gov.ns.ca/employmentnovascotia/forms-resources/documents/Updated-Template-ItemizedBudgetBreakdown.doc>

This worksheet must be attached to your application as a Supporting Document.

Budget Category	Eligible Costs
Program Delivery	
Salaries and Benefits	
Salaries	<p>Staff Salaries</p> <p>Please refer to Salary Policy in the Terms and Conditions section of agreement.</p> <p>In this section of the application include the total budget for this category. Provide the details about each position in the Itemized Budget Breakdown.</p> <p>http://www.gov.ns.ca/employmentnovascotia/forms-resources/documents/Updated-Template-ItemizedBudgetBreakdown.doc</p>
MERC	Includes benefits; CPP, EI, Vacation Pay based on wages and non locked in RRSP employer contributions where applicable, considering maximum yearly contributions
Other HR Related Costs	Includes health, dental, insurance premiums, pension NOTE: Maximum 50% employer contribution will be supported for such things as pensions and medical plans. For more information, please refer to the Salary Policy in the Terms and Conditions section of this document.
Participant Program Delivery	
Participant	
Wages	Includes participant wages: hourly rate x number of hours per week x number of weeks = total salary per position MERCS for participants also included in this category
Incremental Supports	Living expenses, dependent care, travel
Disability Supports	Includes participant supports such as: note takers, sign interpreters, incremental costs, adaptive technology, applicable staff training.
Operational	
Standard	
Recurring	Banking, utilities, telephone, fax, internet, postage, courier, printing, photocopier.
Professional Fees	Includes Building Maintenance, Bookkeeping, Equipment Maintenance, Security, Required Membership fees for staff,

	business licenses, permits, IT, legal fees
<i>Staff Training and Development</i>	Can include conferences and short term training courses/programs for staff; must be relevant and reasonable according to the duration of the project. Diploma and complete degree programs are not applicable. Includes associated registration, mileage, meal allowances & accommodation. Limited to conferences in Nova Scotia and subject to negotiation.
<i>Equipment</i>	Includes purchase /lease/repairs or rent of computers, fax machines, photocopiers, furniture, software, other.
<i>Facility Lease/Rent</i>	Includes applicable lease\rent costs for both non-applicant owned and applicant-owned premises. For applicant-owned premises, the following formula will be applied: $85\% \times \text{fair market value}$ Although the applicant may use a variety of calculations to determine an amount to include in the proposal, in all cases the negotiated cost cannot be higher than the value of lost opportunity.
<i>Advertising and Promotion</i>	Includes advertising, brochures, promotion, and signage.
<i>Facility Repairs</i>	Includes applicable repair /leasehold improvements for both non applicant owned and applicant owned.
<i>Office Supplies</i>	Includes materials supplies used to run the day to day operations of the project such as paper, pens, pencils, binders, subscriptions (Negotiated based on historical costs or substantiated estimates)
<i>Travel</i>	Travel for staff directly delivering the project, includes transportation costs, taxi, kilometric charges, etc., as per staff travel claims. Due diligence must be demonstrated in reimbursing for overnight accommodations and costs associated with out-of-province travel must be negotiated with ENS in advance. Provide details within the financial submission e.g., mileage rate, reason for travel, number of trips, accommodation and meals, etc. Mileage and meal allowances must not exceed provincial rates.
<i>Insurance</i>	Includes fire, theft, liability, accident, WCB
<i>Exceptional</i>	
<i>Capital</i>	Items that exceed 1000\$ including HST. Subject to negotiation on disposition of asset at agreement end
<i>Administrative</i>	
<i>Administrative - Inclusive</i>	% of total agreement value. Covers ENS contribution to centralized administration costs, previously considered OI. See end of program guidelines for a complete list of eligible costs.

Project Cash Flow

Please provide your cash flow projections.

Legal Signing Officers

Provide the appropriate signing officers for this project agreement as well as the legal signing requirements for your organization.

Supporting Documentation

The table below outlines documents that must be included with the CCO Targeted Wage Subsidy Program application. These attachments are mandatory. Your application will not be reviewed without these attachments.

NOTE: Electronic information should be submitted via email to an identified Officer. At time of application please confirm email address and name with Employment Nova Scotia.

Document Attachments	Requirements
<i>Job Descriptions</i>	Applicants should provide job descriptions for all positions funded or partially funded by agreement that are included in the salary budget category. Include hrs of work, position title and description of duties
<i>Organization Overview</i>	Please provide the mission, vision or mandate of your organization. How is it structured (i.e., board of directors), how long has the organization been operating. Provide history of agreements with Employment Nova Scotia, or other funders including past results etc. Describe why your organization is the appropriate service provider for this program. (Max 2 pages)
<i>Itemized Budget Breakdown</i>	Itemized Budget Breakdown (retrieve from ENS website). http://www.gov.ns.ca/employmentnovascotia/forms-resources/documents/Updated-Template-ItemizedBudgetBreakdown.doc
<i>Policy</i>	HR Policies. Please submit sections referring to all types of leave, travel, employment benefits etc.
<i>Service Standards</i>	Provide information about your organization service standards for client service

<i>Supplementary Information</i>	Client flow documents: Please describe how clients and employers are served from intake to closeout including intake, application, assessment, financial negotiation with employers and participants, monitoring and close out process. Provide copies of Client Agreement, Employer Agreement and Consent Form.
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3 Targeted Wage Subsidy Services Community Coordinator Program Reporting Requirements

The requirements for Activity and Financial reports for your Agreement for TWS-CC are outlined in the agreement. Reports should be submitted online using LaMPSS self serve functionality.

The schedule of when reports are due will be provided at the time of agreement signing. NOTE: Organizations that submit paper applications are still able to submit electronic activity and financial reports.

Reporting Online Using LaMPSS Self Serve

Reports should be submitted online using LaMPSS self serve functionality at: www.gov.ns.ca/lampss.

Completing an Activity Report

This section provides supporting information required to complete the activity report.

Project Activities

The table below outlines the information reporting requirements for each eligible activity for the TWS Program. Provide this information for each activity in your Agreement.

<i>Agreement Management – Community Coordinator</i>	
Update / Status this Period	<p>Please provide information about the participants’ progress to date, achievements, issues, concerns.</p> <p>Please provide number of applications/ RTWAP assessed, agreements approved/ signed, monitors completed, follow-up /close out of files completed.</p>
Number of unique participants	Provide the actual number of participants you have signed TWS agreements with during this reporting period.
Number who achieved	Provide the actual number of participants that have achieved on-going

employment	employment (after subsidy period has ended) during this reporting period.
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Participants

Enter the actual number of participants during this reporting period for each target group. Include participants in all relevant target groups. (i.e., a participant may be part of more than one target group).

- Persons with Disabilities
- African Nova Scotians

Supporting Documentation

You can include any supporting documents with your activity report.

Reporting Notes

Provide any additional information.

Completing a Financial Report

This section provides supporting information required to complete the financial report.

Budget Flexibility

Sponsors may adjust spending within a cost category without prior Employment Nova Scotia (ENS) discussion or approval as long as the total budget amount for the cost category is not altered. ***The exception is the Salaries and Benefits category as the wage category has its own "Wage Policy".***

Sponsors may adjust the Operational Costs /Standard and Exceptional/Capital Assets categories by up to 10% without ENS discussion or approval.

Sponsors may move funds from the Operational Cost Categories to increase the Participant Program Delivery Cost categories by up to 10% without prior ENS discussion or approval. Sponsors must notify the department in writing of any adjustments to the Project Budget under this category.

Any adjustments to the Project Budget other than those noted above must be approved by ENS prior to the adjustment being made.

With prior written consent of Employment Nova Scotia sponsors may also exercise budget flexibility beyond 10%, so long as the total agreement value is not affected, and project activities are not impacted. ***The exception is the Salaries and Benefits category as the wage category has its own "Wage Policy".***

Sponsors may not make adjustments if those adjustments result in any increase in the amount of total contribution from Employment Nova Scotia. Any increase to the agreement value requires a request for an amendment.

Project Costs

Provide the actual costs for each eligible expense for this reporting period.

Project Cash Flow

Provide an updated cash flow estimate for the remainder of the agreement.

Supporting Documentation

You can attach any supporting documents with your financial report.

Reporting Notes

Provide any additional information.

Submitting Your Reports

Once your organization has finalized the report including the attachment of all the required templates the reports may be submitted to the Department using the LaMPSS self-serve system.

In this section of the report enter your organization ID, username and password that would have been received when your organization was registered in LaMPSS. Then click the “submit” button. This will connect you with the LaMPSS system to submit the report.

4 Targeted Wage Subsidy/ Community Coordinator (TWS/CC) Terms & Conditions

Salary Policy

The following approach will be used for identifying wages as negotiated.

Wages will continue to be negotiated with organizations by position based on a defined number of hours per week and an agreed hourly wage; however, once the wages are negotiated and approved, the Financial Budget will no longer show this detailed breakdown. The agreement enables budget changes provided they are mutually agreed to by the contracting Parties.

NOTE: While position wages may be adjusted based on operational requirements, the total wages per annum cannot exceed the maximum amounts specified. Any wage adjustments, including temporary acting pay or temporary replacements will be guided by the following limitations:

- changes must not result in additional funds being added to the total annual wage budget or overall budget,
- project activities must remain consistent with original project objectives, and
- wage change decisions must not negatively impact project performance, expected targets or service to clients:
- re-allocation of wages from vacant positions to other positions will not warrant permanent rate increases to other positions;

AND: No positions can be eliminated without ENS prior approval and a corresponding decrease in the budget as approved by ENS;

AND: Wage increases outside the negotiated approved amounts will not be considered for future negotiation purposes. ENS wage contributions and any increases will be based on the approved amount of the last previous agreement.

In addition to the wages, ENS is setting limits on the contribution toward employee pension, RRSP and other HR benefits and medical plans. The common contribution for the majority of private & public pension plans is 50% paid by the employer. We have determined that this is a reasonable contribution and have set this as a maximum.

Also note that if the contribution is for a private RRSP rather than a registered pension plan, the sponsor contribution is included in the employees overall income and is subject to income tax. Please verify with CRA how to report and tax this income.

Centralized Administration (Organization Infrastructure) Eligible Cost Listing:

- Professional fees to cover centralized administration salaries
- Meeting room rentals
- Board and Volunteer travel (within Nova Scotia only)
- Director's liability Insurance
- Board expenses for meetings, food expenses in limited circumstances
- Training and Development for Board members
- Audit costs
- Additional leasehold improvements, equipment costs, office supplies, advertising, rent, repairs

Ineligible costs:

- Costs associated with fundraising activities
- Canada Revenue Agency or payroll penalties
- Parking Tickets
- Parking Passes
- Food (not typically an eligible expense except in cases where there is a modest offer of nourishment at a conference or if a working lunch is required)
- Legal fees and court awards for inappropriate dismissal
- Illegal activities
- Membership fees for private clubs, (i.e. gyms, golf courses, etc.).
- Staff salary bonuses
- Staff salary top ups not to be covered under administration costs
- Purchase of alcoholic beverages
- Purchase of illegal substances

- Unreasonable gifts for recognition
- Costs incurred before or after the start date of the project
- Losses and deficits incurred by funded organizations

Community Coordinator Terms and Conditions

When carrying out a project as described above, Community Coordinators are not agents of the Province. They are neither administering an employment benefit on behalf of the Province nor providing services to the Province. The project is an activity of the Community Coordinator, which it is carrying out for itself within the range of activities eligible for support under the applicable employment benefit.

The Community Coordinator is independent of the Province and responsible for meeting the project objectives and obligations, including reporting results achieved and expenditures incurred within the terms of the contribution agreement between it and the Department. This arm's length relationship must be clearly understood by organizations funded for Community Coordinator activity and reflected in their business practices. The arrangement is a financial assistance arrangement only.

Like any other organization funded under a contribution agreement, Community Coordinators are not authorized to contract for, or to incur any obligation on behalf of, the province, or represent themselves in any way as acting on behalf of the province in their dealings with eligible participants or other organizations.

This means, among other things, that when further distributing their funding to participants they must not use Employment Nova Scotia agreements, schedules and other forms. They must develop their own and the wording must clearly avoid any appearance of an agency relationship between the Community Coordinator and Province.

It is also to be understood that while Employment Nova Scotia or an Employment Assistance Services (EAS) provider may refer individuals to a Community Coordinator, the Community Coordinator is under no obligation to accept their client's application for assistance. The Community Coordinator makes the ultimate decision to select which individuals it will assist under the project, subject to their meeting the following minimum eligibility requirements (i.e., they must):

- be insured participants (as defined under section 58 of the *EI Act*, Part II);
- Be case managed and have a Return-to-Work Action Plan (RTWAP) which identifies the need for an intervention consistent with the activity for which the Community Coordinator is receiving financial support under a benefit.

The jobs for which incentives may be provided to employers must normally be full time, unless part-time work is appropriate due to the special needs or circumstances of the insured participant. There must also be the prospect of long term employment either with the employer or another employer.

No financial assistance shall be provided to an employer where the eligible participant is being hired to fill a position left vacant due to a labour dispute at the employer's premises, to fill the position of a worker who has been laid off and is awaiting recall or to displace another worker employed by the employer.

The Community Coordinator will ensure that the Employer has adequate liability insurance coverage to cover participants.

The TWS program may not support employment based on 100% commission. However, employment which includes some earnings based on commission may be supported under TWS, provided the individual is paid a set wage negotiated based upon the market wage rate (over and above any commission-based earnings that may be provided). Any earnings based on commission are not considered eligible for reimbursement under TWS.

TWS must not be used for the following purposes:

- to provide assistance to employers to hire an individual they would have hired in the absence of a subsidy;
- to provide funding to employers for an individual who has already been hired or worked previously for the employer
- to help an employer resolve cash flow problems by subsidizing a position they could not otherwise afford; and
- to help employers hire individuals in the cooperative education program (as these individuals are considered full-time students).

Insured participants who are active EI claimants must also receive approval under Section 25 of the EI Act. Employment Nova Scotia has retained approval authority under Section 25 for SE; it has not been delegated to Community Coordinators.

Approval of applicants (or selection of participants) should reflect regional/local priorities and be based upon local labour market needs. TWS must be identified as an appropriate intervention in the applicant's RTWAP.

Privacy Considerations

In order to minimize the risk of an employer-employee relationship between the Community Coordinator (CC) and the province, the province cannot be overly prescriptive in how the CC will carry out its activities. It is for this reason that there are special privacy, financial management and accountability considerations involved in funding the activities of the CC.

Community Coordinators are required to collect personal information from individuals in order to verify their eligibility as insured participants, as well as to enable the Department to evaluate the CC activities in assisting qualified individuals to obtain employment.

Community Coordinators are also responsible for informing individuals of the purposes for which their personal information is being collected and obtain consent for the sharing of that information with the province and or Employment Assistance Service (EAS) provider. They must also inform clients of their rights under the provincial *Privacy Act* to view their personal information when it is held by the province as a result of the disclosure.

Community Coordinators must clearly document in their application forms and agreements that individuals have been informed on how and for what purposes their personal information will be used and with whom it will be shared. It must be documented also that the individual consents to the use and sharing of that information as it has been explained to them.

The Community Coordinator will be required to treat all information about the participants that it collects or compiles as confidential and ensure that all necessary measures have been taken to protect the information against unauthorized release or disclosure. This includes appropriate care in their use of electronic forms of information record keeping, information sharing, and the disposition of computers and similar electronic storage devices when being replaced or no longer used for project purposes.

The Coordinator performs the following:

- a. Makes inquiries of the individual to confirm that they are unemployed
- b. Where the individual is confirmed to be unemployed collects from the individual and provides to the department the following information about the individual:
 - SIN
 - Surname, first name
 - Date of birth
 - Street address, including apartment number, city, province, postal code
 - Date that the client requested assistance from the CC under this employment benefit
- c. Obtains from the department confirmation of whether or not the individual qualifies as an insured participant.

Financial Management and Accountability Considerations

Agreements with Community Coordinators most often involve contributions with substantial annual dollar values. Community Coordinators provide financial assistance in support of costs that employers and participants incur in carrying out an activity. This is done using funds provided to the Community Coordinator by the province. As the arrangement with Community Coordinators involves the further distribution of federal contributions to third parties, there are obviously greater financial risks and accountability challenges involved in these types of arrangements. It is important to ensure that Community Coordinators have the capacity to manage the funding and that they have a proper financial

management and accountability framework as well as acceptable policies and procedures to manage the funding that is provided to them under the agreements.

The Community Coordinator model allows the further distribution of funds by the Community Coordinator to one additional level or tier recipient only – either participants or other organizations, or both, depending upon which employment benefit the Community Coordinator is being funded under.

The Community Coordinator model does not allow the Community Coordinator to fund other organizations that in turn fund another tier of recipients - either employers or participants. Such an arrangement presents significantly greater challenges in ensuring the protection of privacy of information that must flow through a number of organizations involved, as well as in tracking costs and monitoring multiple levels of agreements. Such a situation makes for greater complexity in the negotiation and drafting of agreements and would result in an excessive proportion of funding being devoted to administration costs at the various levels of administration.

An effective working relationship between Community Coordinators and EAS providers is critical for the Community Coordinator delivery model to work effectively.

A Community Coordinator cannot assist an eligible participant unless the participant has a RTWAP that has been mutually agreed to by the insured participant and his/her Case Manager (EAS). The EAS provider remains the client's case manager and is responsible for overall support to the client from needs determination through to undertaking interventions and the ultimate goal of employment.

The Community Coordinator is a delivery model that provides financial assistance to eligible participants or organizations in support of activities which further the objectives of the employment benefits in question. Clients are referred to the Community Coordinator from an EAS provider based on the intervention identified in the client's RTWAP.

The Community Coordinator will then enter into individual agreements with insured participants.

Assignment of Debt

This section applies to all debts arising from agreements between insured participants and the Community Coordinator. The “date of establishment of the debt” refers to the date the insured participant has been notified in writing of the debt amount owing.

The Government of Nova Scotia agrees that it may accept an assignment of the debt owing to the Community Coordinator by an insured participant provided the following conditions are satisfied:

- a) The Community Coordinator has met all of its obligations to maintain a financial management regime, prepared and maintained its financial records as set out in this Agreement and has properly approved and identified all funds provided to the insured participant in accordance with the written agreement between the insured participant and the Community Coordinator;
- b) The Community Coordinator has sent a written notice to the insured participant within 60 days of establishing the debt, identifying the reason(s) for the debt, detailing the amount and has informed the

insured participant that it must be repaid immediately and has obtained written evidence of receipt of the notification;

c) The Community Coordinator has attempted to collect the debt in a prompt and diligent manner by all reasonable means and must at a minimum, include the following steps:

(i) If no response or payment is received within three weeks after the date of the notice of debt (first demand letter), a follow up demand letter must be sent to the insured participant specifying that the debt may be assigned to the Province within six (6) months of the notice of debt;

(ii) The Community Coordinator will have attempted to speak to the insured participant to discuss the repayment of the debt and in appropriate circumstances, negotiate a repayment plan with the insured participant which may include a schedule of payments for repayment of the debt.

(iii) The Community Coordinator must keep copies of all correspondence with the debtor, including the signed acknowledgement of receipt, maintain notes on all telephone calls including the date and time of calls, name of person contacted, the name and position of any person representing the insured participant, summary of the discussion(s), and outcome; and

(iv) In the event an insured participant disputes the amount owing the Community Coordinator shall confirm the reasons for the debt and address the concerns of the insured participant in writing.

d) The Community Coordinator has provided the Province with the following material within **six months of the establishment of a debt***:

(i) a signed copy of the agreement with the insured participant;

(ii) proof of the payments to the insured participant;

(iii) an updated statement of account;

(iv) a copy of all of correspondence and notes of telephone conversations related to the debt;

(v) a copy of the insured participant's initial application package to the Community Coordinator;

(vi) a certification by the Community Coordinator that

-the debt is currently legally due and owing to the Community Coordinator

-the debt has not been compromised in any way by the Community Coordinator

-the Community Coordinator is not aware of any legal or equitable defenses to the enforcement of debt;

(vii) a copy of any other relevant material that will aid in the Province's enforcement of the debt; and

(viii) a copy of the record documenting the receipt or notification of the demand letter(s) to the insured participant.

*Even if the Community Coordinator is working with the insured participant regarding the repayment of the overpayment, these documents must be sent to the Province within 6 months of establishing the debt.

Upon receipt of the material the Province will promptly review it to determine whether it is complete and conditions indicated have been satisfied and upon completion of its review the Province will notify the Community Coordinator of its acceptance or non-acceptance of the assignment of the debt. The decision to accept assignment of the debt is entirely at the discretion of the Province. In the event the Province does not accept the assignment of debt, the Community Coordinator remains responsible for the debt and the obligations of the Community Coordinator under this Agreement continue to apply. In the event the Province accepts the assignment of the debt the Community Coordinator will be credited the amount of the assigned debt.

Upon notice of acceptance of the debt, the Commission will prepare the Assignment of Debt Agreement and Notice to Debtor for signature by the Community Coordinator and the Province. Once an assignment of the debt has been made, all enquiries from the insured participant must be referred immediately to the Province.

The Community Coordinator also agrees that it shall use its best efforts to cooperate with the Province in collecting the debt. The Community Coordinator will make its complete records with respect to a debt open for inspection by the Province at any time and will also provide access to its employees in order to investigate the debt. Further the Community Coordinator agrees and acknowledges that, from time to time, its employees may be required to attend at Court as witnesses.

If, after the assignment, the Province discovers that the collection of the debt has been compromised by the Community Coordinator or that the facts certified by the Community Coordinator in relation to the debt are incorrect, the Coordinator will be provided a written notice and an overpayment will be created under this Agreement in the amount that the Province is not able to collect as a result of any action or inaction of the Community Coordinator.

5 Contact Information

For further information please contact 1-877-223-0888

6 Definitions

Term	Definition
<i>Case Manager</i>	Case management begins when an EAS staff member (the case manager) and a participant agree to develop a RTWAP and continues with participant follow-up. It is the EAS provider acting as case manager, who will decide what tool best fits their service.

Return-to-Work Action Plan

The Return to Work Action Plan is a mutually agreed upon plan of action to take participants from a situation of unemployment to finding and maintaining employment.