



Workforce Attraction and Retention Partnerships

Program guidelines

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About Workforce Attraction and Retention Partnerships

The Workforce Attraction and Retention Partnerships Program is established and operated pursuant to section 8 of the *Government Organization Act*.

It is important that all applicants review these program guidelines carefully, as they will form part of the grant agreement, which applicants approved for funding must agree to and sign.

Workforce Attraction and Retention Partnerships is intended to assist employers, employer and industry associations to take timely and direct action to attract and retain workers. Effective partnerships will help improve and address skill and labour shortages, address workforce issues and build on activities that benefit the broader labour market.

Program Objectives

- Develop, test and share innovative approaches to labour market issues
- Respond to specific attraction and retention issues employers, employer and industry associations are facing
- Support small and medium sized employers with information and networking opportunities in order to maximize the performance of their workforce
- Address unique labour market issues that require time-sensitive or timely responses, including workforce adjustment activities.

Expected Outcomes

- Increase the capacity of employers, employer industry associations to attract and retain workers
- Increase employers, employer and industry associations' awareness of current information and effective practices that support successful attraction and retention strategies
- Increase the ability of employers, employer and industry associations to anticipate and manage workforce attraction and retention challenges

Program outcomes must benefit employer groups and employer organizations within Alberta. The Government of Alberta will measure the success of Workforce Attraction and Retention Partnerships projects based on both qualitative and quantitative results. Short-term and long-term measures will be identified and discussed with partners prior to project commencement. Additional project reporting and oversight will be outlined by Labour and Immigration when needed.

Project Requirements

Eligible Projects

Eligible Workforce Attraction and Retention Partnerships projects will support activities which respond to the changing and pressing workforce needs of employers, involve a partnership and are finite (e.g., project-specific and within timelines). The issue of sustainability should be addressed with partners prior to entering into a grant agreement. Projects must be able to demonstrate and achieve the identified objectives and deliverables and must not become dependent on ongoing funding.

Attraction and retention activities must meet at least one of the following:

- connect industry, the employer community and employer associations to current knowledge and resources that will support the attraction and retention of workers
- pilot, test and/or apply tools, techniques and processes that assist in the attraction and retention of workers (e.g., job counselling and retention supports to employers of underrepresented groups)

Workforce Attraction and Retention Partnerships projects are intended to benefit a group of employers, employer associations or industry, not individual employers. The Government of Alberta will assess whether or not an investment by government is required and appropriate.

Labour and Immigration may conduct call for proposals with specific priorities or areas of focus.

Ineligible Projects

Workforce Attraction and Retention Partnerships activities must not:

- create a long-term funding dependency with the Government of Alberta. Funding cannot be used to establish on-going or previously funded programs and services.
- only benefit the Government of Alberta
- have the Government of Alberta or any other government as the primary recipient of goods and services (products, plans and strategies produced through Workforce Attraction and Retention Partnerships are for recipients and/or community partners/industry associations)
- cover costs that are ongoing and the regular responsibility of the employer/association or that give the employer/association an unfair advantage over competitors
- provide ongoing workforce development
- duplicate and/or replace programs or services already provided by the Government of Alberta
- duplicate information/education products already available in the community
- provide funding to cover training resource for literacy or essential skills
- support research and development initiatives
- provide funding to cover capital expenditures
- provide funding to cover employee-training costs

Eligible Organization Applicants

Eligible organizations that can apply for Workforce Attraction and Retention Partnerships include:

- for-profit businesses
- non-profit organizations
- industry associations/employer organizations
- employee organizations
- local planning groups/economic development organizations/community action groups
- organizations with charitable status
- Indigenous group, organization, or community (on or off reserve)

Partnerships

Partners must be prepared to contribute to the project, preferably with representation from various segments of industry or employers. The Government of Alberta is one partner.

Other partners are expected to assume an active role and to make significant contributions (in-kind or monetarily) to the project. This will ensure broad support for the development and implementation of the project and its results. There is no maximum limit to the number of partners involved in a project.

Partners can include but are not limited to:

- for-profit businesses
- industry associations/employer organizations
- employee organizations
- non-profit organizations
- local planning groups/ economic development organizations/community action groups
- organizations with charitable status
- Indigenous group, organization, or community (on or off reserve)
- other governments (municipal, provincial and federal)

- others as deemed appropriate by the Government of Alberta

Workforce Attraction and Retention Partnership projects are cost shared with partners. The grant agreement may be with one of the partners acting on behalf of all partners or with a mutually agreed upon third party. The financial value of in-kind contributions should be estimated and/or documented in the proposal by the applicant.

Duration

Workforce Attraction and Retention Partnerships projects are short-term and finite. The duration of funding should not exceed 24 months.

Funding Parameters

The Government of Alberta will determine amount of funding contribution for each project. There is no maximum financial support per grant. The Government of Alberta's contribution amount will be determined based on factors including:

- the project and project requirements
- the degree to which proposals meet current department priorities, these may change year to year
- local, regional or provincial labour market and/or economic conditions
- the ability of other partners to make financial and/or in-kind contributions
- deliverables and reporting requirements outlined in the grant agreement must be met to receive funding

Appendix A: Elements for Application

Interested partners are required to submit written proposals to Labour and Immigration outlining the following information:

- describe the specific labour market issue(s)
- project objective
- targeted employer, employer and industry association
- scope/purpose of the project
- duration of the project
- proposed deliverables outlining key activities and milestones; (i.e. what activities/services will be implemented with the proposed funds)
- proposed outcome(s)
- the total costs for the project are clearly outlined. A breakdown of the requested contribution from the Government of Alberta as well as the financial and/or in-kind contributions made by all partners is identified
- detailed information on how the project will be sustained and not be reliant on future grants for success
- A list of all partners involved with the project
- demonstrated how the project is finite and does not duplicate existing services or previous work
- a communications plan detailing how the information will be shared with employer groups or industry sector
- risk management strategies
- ability to carry out the project
- purpose and mandate of organization
- any relevant documentation that supports the need for the project

Appendix B: After Application

Reporting Requirements and Project Evaluation

As part of the Workforce Development Agreement, the Government of Canada requires the Government of Alberta to collect certain information on the program and ensure reporting requirements are met.

See Appendix C for reporting requirements from grant recipients.

Grant Agreement

Grant recipients must sign a grant agreement that outlines the grant's terms and conditions. This is a legally binding agreement, which outlines information such as the obligations of the Government of Alberta and the applicant, audit and compliance controls, and must be signed by an authorized signing official.

Freedom of Information and Protection of Privacy Statement

The Freedom of Information and Protection of Privacy Act places legal responsibilities on Alberta Labour and Immigration, and by extension its contractors, for the protection of personal information collected, used, disclosed and managed as a result of the contract. This applies to all records in the custody or under the control of a public body. As a result, records in the hands of contractors that are under Alberta Labour and Immigration's control are subject to both the access and privacy provisions of the Act.

Federal-Provincial Acknowledgement

An acknowledgment of the Government of Canada and the Government of Alberta funding is required for any public facing advertisements of this program. There is specific wording and watermark (logos) for the Province of Alberta and for the Government of Canada respectively that are to be used as stipulated under the Labour Market Development Agreement and the Workforce Development Agreement. The specifics including the watermarks will be provided by Labour and Immigration.

Appendix C: Optional Final Report Template

Grant Agreement #

Project Start Date:

Project End Date:

Final Report Date:

A. PROJECT PURPOSE

- Brief summary of why project was undertaken/need for project.

B. PROJECT SUMMARY

- Brief summary of project components, activities, deliverables, and outputs.
- Include numerical counts and description of project's actions or products that were created or delivered, the number of people served, and the activities or services provided.

C. OUTCOMES AND MEASURES

- Describe project results.
- How did program activities achieve the desired objectives (outcomes)?
- What impact or progress was made toward the ultimate goal or purpose - meaningful changes for the population served, such as anticipated changes in knowledge, skills, attitudes, behavior, condition, or status?
- Can this be illustrated with first-hand account/success stories?
- What long-term effects/impacts are these efforts projected to have in achieving industry goals?
- Measures of the success of the project.
- Description of data collected, with analysis to demonstrate project's success i.e. achieved outcomes.

D. FINANCIAL REPORTING

Include a final breakdown of the contributions from each partner (financial and in-kind) if different from original budget. If grant funds not fully spent, include details on amount to be returned and explanation.

Ministry grants require recipients to submit narrative reports stating what was accomplished with the grant and/or results achieved and financial reports. The Government of Alberta contribution amount determines the financial reporting requirements, as follows:

Grant Amount	Minimum Reporting Requirements
\$100,000 or less	<p>(all documents to be provided within 90 days of the end of grant period unless otherwise specified)</p> <p>Certificate of Grant Recipient signed by appropriate officers (for an agency, the president and treasurer / VP finance, for a corporation, the CEO and Manager of Finance) confirming the funds were only used in accordance with the purpose of the grant.</p> <p>A financial report detailing the actual amount spent and the return of unused funds, if applicable.</p>
\$100,000.01 to \$250,000*	<p>A Review Engagement Report accompanying financial statements showing the grant income and expenditures (either as a separate statement or as a schedule attached to the organization's overall unaudited financial statement) and the return of any unused funds. This statement is to confirm the funds were only used in accordance with the purpose of the grant, and must be provided within 90 days of the organization's fiscal year end.</p>
Over \$250,000.01*	<p>An audited financial statement of the organization is required which is to include a schedule showing the grant income and expenditures and the return of unused funds, if applicable. This report is to confirm the funds were only used in accordance with the purpose of the grant, and must be provided within 90 days of the organization's fiscal year end.</p>

*If the applicant is a public body that will be audited by the Auditor General's Office (e.g. public college), the organization must submit: 1) their overall audited financial statement (within 90 days of the organization's fiscal year end); 2) a certificate signed by the organization's CEO and CFO (or equivalent officers), confirming the funds were utilized in accordance with the grant agreement.

E. ANALYSIS

- Are there any takeaways or lessons learned for future projects?
- Project challenges encountered? Was project on time or were there delays? Was project on/under budget?
- Where there any changes to original plan and if so, why and how did that affect the overall project?
- How were risks mitigated?
- Do project results illuminate/identify any future industry workforce needs?

F. APPENDICES

Relevant project documents, for example: reports to industry, surveys, documents created (HR resources), Marketing and Communication (press releases, social media, press coverage), etc.