

Four County Labour Market Planning Board Action Plan

A12.3 (Opportunity to Remedy). Please accept this document as our response to the email “Request for Local Board Action Plan” dated July 13th, 2022 - due date August 11, 2022. Our submission initial action plan was submitted prior to August 11, following Ministry review of our submission we received a request to resubmit with a SMART goal format that can be tracked and reviewed by the Ministry with a deadline of October 12th. In order to gain feedback from the Board Members on this document we had requested an extension of this submission to accommodate discussions at the October Board Meeting.

1) Managing funds

- a) Written policies and practices to promote accountability, transparency, and value for money
- b) Segregation/independent approvals for expenses
- c) Good record-keeping practices for verification and audit purposes, including a breakdown of budget lines by project
- d) Provisions for alternate cash flow through other income or credit sources to meet short-term and long-term obligations should it be required.

2) Understanding project objectives and commitments

- a) Effective methods to measure and monitor results
- b) Continuous improvement strategies

3) Governance

- a) Orientation and training for governing body members
- b) Board/governance structure aligning with Articles of Incorporation
- c) Identification of clear roles and responsibilities between the governance body and the Executive Director/Senior management?
- d) HR plan for project style business (for example employment contracts that match funding cycles or use of contractors). HR policies and procedures for staff and management
- e) Learning plan for new Executive Director
- f) Plan for attracting and retaining staff with the skills and knowledge to fulfill program objectives
- g) Business continuity plan to ensure agreement commitments are met without disruption/interruption

4) Given the current issue with the Partnership Database, how will the Local Board pro-actively problem solve to ensure no other issues with other deliverables/projects occurs?

Action plan for the Four County Labour Market Planning Board

1) Managing Funds

Item #	Action to be taken	By Who	By When	Status	Ref #	Frequency (if appl.)
1.A	Create a checklist of documents to be posted as required in directors only access. This will ensure transparency of contract requirements, financial statuses and other relevant information required by members to perform their duties. This will ensure responsibilities and roles are clear and provides the board and operations staff a clear and transparent way of communicating. Ensure signoffs are documented that these reports are read and understood as required. This is also part of the orientation process and to be reviewed annually. Documents required will be discussed for ongoing improvements at monthly board meetings and will act as a living document to be updated as needs arise.	Interim Executive Director	November 30, 2022	In Progress September 2022 – List created and new documents have been uploaded to directors only login access	A2.3.b A2.3.e B3.0	Monthly and/or as required annually

1.A	Discuss, review and update current policies in regard to procurement of services and hiring of operational staff to ensure all contracts entered into are presented to the board for approval and reviewed for risk management, conflict of interest, and provide value for the money being paid for the service. Utilizing practices such as RFP, Tendering processes or by gathering multiple quotes for market value comparison.	Board Members, Interim Executive Director	March 30, 2023		A2.3.f A5.1.a A5.1.b	Annual
1.A	Review all MOU's and contract agreements to ensure they include details of the roles and responsibilities of each party for accountability to deliver services rendered, and that each contract is renewed at the beginning of each fiscal year, ensuring costs do not span across funding years and fall within the period of April 1 st to March 31 st	Interim Executive Director	February 28, 2023		B.3.0	Annual
1.B	Discuss current practices for the Executive Director to present expenditures for approval to the board. Set criteria of what requires board approval and by when. Update any current bylaws or policies to ensure clear wording on the process and parties responsible is included. Processes should also	Board Members, Interim Executive Director, Accountant	January 31, 2023	.	A2.2.b A2.3.c	Annual

	follow proper project accounting principles for record keeping					
1.C	<p>Upgrade current bookkeeper position to include expert accounting consultation services.</p> <p>Work with accountant to update procedures to ensure good accounting practices and principles are in place. This includes set up or adjustments to project classes in QuickBooks to ensure all expenditures are reported separately by project funding and meets transfer payment agreement requirements. Review of current bank accounts to ensure the requirements of the annual transfer payment agreement are met and/or exceeded.</p>	Interim Executive Director	March 15, 2023	<p>In Progress</p> <p>June 2022 - Bookkeeper contract upgraded to accounting expertise</p> <p>July 2022 – Bank accounts have been reviewed and meet the requirements of the current transfer payment agreement</p>	A2.3.d A2.3.g A5.1.b Sched H	As required
1.C	Review current filing practices and make adjustments as necessary to ensure all documents are kept in an easily accessible manner for the time specified in accordance to agreements and regulatory privacy and accounting practices and principles. Review the use of third party services such as Iron Mountain to safely store documents.	Interim Executive Director, Accountant	March 15, 2023		A7.3	Ongoing

1.D	Review current "Reserve Funds" currently available and update the process as required for approval and management of funds by operational staff to ensure funds are allocated and secured for use as required to ensure we are meeting the needs of the board access to funds as required by current projects or unexpected short or long term funds.	Board Members, Interim Executive Director	March 15, 2023		Sched H	Annual
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2) Understanding Project Objectives and Commitments

Item #	Action to be taken	By Who	By When	Status/Progress	Ref #	Frequency (if appl.)
2.A	Utilizing various tracking documents such as review of business plan, work plans, timelines and other project management tools to monitor deliverables and staff tasks on a weekly or monthly basis as required.	Executive Director	October 15, 2022	Complete - September 2022	A2.3.f	Ongoing
2.B	Review and make adjustments to all policy and governance manuals on an annual basis to ensure practices align with both funding agreement commitments as well as the nonprofit regulations for governance.	Board Members, Executive Director, Consultant/s	March 30, 2023		A2.1.c A2.2.a	Annual

3) Governance

Item #	Action to be taken	By Who	By When	Status/Progress	Ref #	Frequency (if appl.)
3.A	Update and implement current orientation package to ensure all pertinent information is shared with new members including a review of bylaws, all current agreements, and financial statements available, assigning a mentor. Signoffs for COI and other documents outlining roles and responsibilities	Interim Executive Director, New Board Member, and Current Board Member Mentor assigned	November 30, 2022	Complete	A2.3.a A6.1 A6.2 B3.0	Annual
3.B	Review and update all governance documents to meet articles of incorporation and nonprofit bylaws regulations both current and prepare for changes coming in 2024. Seek quotes from nonprofit lawyers for cost to secure services and explore funding available to secure these services – this level should be done min of each 5 years	Board Members, Interim Executive Director, Consultant	March 30, 2023		A2.1	Annual
3.C	Review and update roles and responsibilities section in all bylaw and governance documents to ensure roles and responsibilities are clear for all board members and operational staff.	Board Members, Interim Executive Director	February 28, 2023		A2.3	Annual

3.D	Ensure the most current Bylaw, Governance and HR Manuals are linked to directors only login for access. This will be included in the Review and orientation process and sign off procedure	Interim Executive Director	August 30, 2022	Complete – June 2022, confirmed links are present and up to date	A2.3	Annual
3.D	Implement the practice of ensuring all contracts for services or staffing do not span outside of the current funding agreements and are reviewed on a regular basis if annual renewals are required	Executive Director	July 30, 2022	Complete	B3.0	Ongoing
3.E	Set up regular meetings with workforce data consultant to review project objectives, tasks and desired outcomes. Researching and discussing both free and purchased data available.	Interim Executive Director	July 15, 2022	Complete	B3.0	Ongoing
3.E	Revise current Executive Director performance review to include the skills identified in the consultation process for recruitment of the ED position done in March of 2022. Deliver this performance review and develop a learning plan for the new Executive Director to support growth and learning in the skill gaps identified in the performance review. Bring this information to the board as a whole for ratification to move from Interim to a full-time.	Executive Board Members, Board Members, Interim Executive Director	December 15, 2023		B3.0	Bi-annual Reviews

3.F	Implement a steering committee of Board Members to create a board member recruitment strategy which will ensure that representation from all workforce development agencies are included in the structure of the board when recruiting and posting for new members. It will ensure that the skill sets required to support the board in delivering on funding agreements is available.	Board Members	November 15, 2022	In Progress The appointment of a committee will be on the November agenda, was discussed at the October board meeting	A2.1.b	Annual
3.F	Implement a steering committee to discuss the process of recruiting for positions required to complete project deliverables and maintain operations for the Four County Labour Market Planning Board. This will include a SWOT analysis, utilizing other board structures, consulting and other services to identify the key skills required and possible sources in addition to the current sources being utilized by the Industry.	Board Members, Executive Director, Consultant	February 1, 2023	In Progress July 2022 - Current recruitment processes and availability of skill set has been discussed in our ongoing consultant meetings. It has been identified as a unique skill set to find and hard to fill at the wage level we offer which often makes us a training ground and need to plan for this each year should vacancies occur. Looking at ways we can increase retention will be discussed by the steering committee	A2.1.b 9.a.iii	Annual

3.G	Create an orientation package for new Executive Directors to ensure that all relevant knowledge and accesses are handed off in a smooth transition should a vacancy occur unexpectedly by either the current Executive Director or Executive Board Members. Ensure all information is updated regularly	Executive Director	March 15, 2023	In Progress August 2022 - Lists are being compiled of all relevant information that is critical for this role regarding access and knowledge	A2.1.b A2.3.e	Monthly
3.G	Ensure all critical tasks have been reviewed with board members or operational staff for cross training to ensure that should an unexpected vacancy occur there is no interruption to the flow of projects and commitments for all funding and partnership agreements. This includes the orientation package for new Executive Directors to ensure all access and important materials are shared and available should an urgent vacancy occur	Executive Director	February 28, 2023	In Progress May 2022 - Payroll – Treasurer has been provided access and trained	A2.1.b 3B.0.i	Annual Review

4) Response to your final question of how we will prevent an incident such as the crash of the Partner Database Platform.

We feel that the actions laid out in this plan and our commitment to continuous improvement within the FCLMPB will address the concerns regarding our ability to prevent this type of event from happening in the future. By ensuring all contracts for services are thoroughly reviewed by all board members, and/or consultants when necessary; we feel that we can confidently identify risks and responsibilities of all parties before entering into contracts for services. This will reduce the risk of failure to deliver should outside factors beyond our control arise.

A19.1 – Option to waive responsibility for Special Project – submitted.

After discussing the complex nature of this type of website and data management technology we feel that it was in the best interest for all parties that we do not continue this special project beyond our current year funding. We feel that with the current action plans and restructuring of operational staff and contracts continuing this project would pose a risk in our ability to deliver on our core objectives as laid out in our annual transfer payment agreement and business plan guidelines.

Support of Action Plan by Board and Operations Staff:

We attest that the Board has reviewed and is in approval of this action plan created by the current Executive Director as indicated by the co-chair signatures below and commit to supporting the growth of the Four County Labour Market Planning Board and the Operations Staff.

Dave Trumble, Co-chair

DocuSigned by:

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Signature _____ Date _____
10/26/2022

Karen Galbraith, Co-chair

DocuSigned by:

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Signature _____ Date _____
10/27/2022

As the current Interim Executive Director I agree to carry out the actions in this plan to ensure that the Four County Labour Market Planning Board continues to meet the requirements and deliverables of the annual transfer payment agreement.

Dana Soucie, Interim Executive Director

DocuSigned by:

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Signature _____ Date _____
10/27/2022