

**EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA DETAILED ACTION PLAN**  
to the recommendations of the Office of the Auditor General Performance Audit of *Employment Training for Indigenous People*  
of the *Spring 2018* Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Management Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact <small>(Name, Position, Tel #)</small>	<i>Indicator of Achievement</i>  <b>(For PACP Committee Use Only)</b>
6.32	Employment and Social Development Canada should, in collaboration with Indigenous organizations, measure and report on whether the Aboriginal Skills and Employment Training Strategy and the Skills and Partnership Fund increase the number of Indigenous people who have sustainable and meaningful employment. It should do so by fully implementing its performance measurement strategies for the programs, including clearly defining performance indicators and targets.	<p>Agreed. The 2015 Aboriginal Skills and Employment Training Strategy (ASETS) and Skills and Partnership Fund (SPF) evaluation demonstrated positive short-term labour market outcomes for program participants, such as increased earnings and employment. Although limited by a short post-implementation assessment period, this work benefited from previous Indigenous program evaluations showing continued increased employment and earnings five years after training.</p> <p>As part of Canada's commitment to reconciliation and a renewed relationship with Indigenous peoples, Employment and Social Development Canada is working in close collaboration with Indigenous partners to effectively deliver and transform its Indigenous labour market programming to support the strengthening of Indigenous communities.</p> <p>The Department recognizes the importance of meaningful reporting on results that effectively captures the impact of supports Indigenous organizations provide to clients. Additional performance indicators will allow Employment and Social Development Canada and Indigenous partners to regularly assess program impacts and the longer-term outcomes of the program.</p> <p>A new performance measurement strategy with strengthened outcomes, indicators, and clearly defined targets will be developed with Indigenous organizations for the new Indigenous Skills and Employment Training (ISET) Program and implemented in April 2019. This will include enhanced reporting on post-program results using existing information on employment and income.</p> <p>The strategy for the Skills and Partnership Fund will include</p>	An enhanced Performance Measurement Strategy with clearly defined performance indicators and targets is implemented.	June 2019	<p>Engage Indigenous partners in the co-development of a logic model and Performance Measurement Strategy, including outcomes, indicators and targets for the new ISET Program – September 2018</p> <p>Provide tools and training to Indigenous organizations to support the implementation of the new Performance Measurement Strategy – March 2019</p> <p>Implement the Performance Measurement Strategy for the new ISET Program – April 2019</p> <p>Define performance indicators and targets associated with the SPF Performance Measurement Strategy in advance of the next Call for Proposals – June 2019</p>	Rachel Wernick, Senior Assistant Deputy Minister, Skills and Employment Branch, 819-654-5991	

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		defined performance indicators and targets. This will result in better information for all parties.					
6.45	Employment and Social Development Canada should ensure that it has the information it needs to improve the Aboriginal Skills and Employment Training Strategy and the Skills and Partnership Fund, where necessary, by working in collaboration with agreement holders to identify, collect, confirm, and analyze program data.	<p>Agreed. Employment and Social Development Canada is committed to producing analysis of medium- to long-term labour market outcomes for Indigenous employment programs, and will continue to work with Indigenous partners to enhance data collection and analysis to guide policy directions and program decisions. Recent exploratory analysis using existing program data indicated positive results for Aboriginal Skills and Employment Training Strategy participants in terms of employment, earnings, and labour market attachment, and demonstrated the capability to replicate this analysis.</p> <p>The 2015 Aboriginal Skills and Employment Training Strategy and Skills and Partnership Fund evaluation reported that program data can effectively support the analysis of sustainable, long-term outcomes for program participants. Employment and Social Development Canada will use the most recent program data to further assess long-term impacts on participants and support the design and delivery of the new Indigenous Skills and Employment Training Program. The Department will continue to work in collaboration with Indigenous organizations to collect, confirm, and analyze relevant data to improve the program.</p> <p>As part of the Performance Measurement Strategy for the new Indigenous Skills and Employment Training Program, the Department will work with partners to ensure that relevant and timely data is captured to support reporting on outcomes and impacts for Indigenous labour market programming. This enhanced approach will be implemented by April 2019.</p> <p>Improvements resulting from this new approach will be applied to the Skills and Partnership Fund as appropriate.</p>	Performance data is collected and analyzed as a means to measure, assess and continuously improve Indigenous labor market programming.	September 2020	<p>Work in collaboration with partners to identify relevant program information and data collection processes to support the Performance Measurement Strategy– September 2018</p> <p>Align data collection templates &amp; systems with the enhanced Performance Measurement Strategy for the new ISET Program:</p> <ul style="list-style-type: none"> <li>• Update Standard Data File</li> <li>• Update XML schema</li> <li>• Update Database fields (March 2019)</li> </ul> <p>Commence collection of performance data – April 2019 Work collaboratively with partners to begin annual performance data analysis and identify potential programming and service delivery improvements – September 2020</p> <p>Analysis of long-term outcomes, key successes and lessons learned from the ASETS and SPF to inform and adjust as needed on-going implementation of the new ISET program - September 2020</p>	<p>Stephanie Hébert, Assistant Deputy Minister, Program Operations Branch, 819-654-2447</p> <p>Rachel Wernick, Senior Assistant Deputy Minister, Skills and Employment Branch, 819-654-5991</p>	
6.56	Employment and Social	Agreed. Budget 2018 announced new, incremental funding to	New Program	April 2019	Engage Indigenous partners in the	Rachel Wernick,	

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	<p>Development Canada should allocate funding under the Aboriginal Skills and Employment Training Strategy in accordance with current needs and the capacities of individual agreement holders to achieve results. This should include:</p> <ul style="list-style-type: none"> <li>• updating the funding formula,</li> <li>• using up-to-date population and socio-economic data, and</li> <li>• considering past performance of individual agreement holders.</li> </ul>	<p>reduce the employment and skills gap between Indigenous and non-Indigenous peoples, based on updated socio-economic and demographic data.</p> <p>As part of the co-development of the new Indigenous Skills and Employment Training Program, the Department will engage with Indigenous partners to determine the approach to allocating new funding, to be implemented by April 2019.</p> <p>This will be done using a distinctions-based approach, by First Nations, Métis, Inuit, and urban/non-affiliated Indigenous peoples, facilitating an increased role for Indigenous leadership. Funding will also respond to partner requests for building greater capacity for service delivery providers.</p> <p>Finally, funding allocation will take into account relevant considerations to ensure effectiveness and fairness, including that service providers serve different populations with varying needs, both in terms of the clientele served and differing labour market conditions.</p>	<p>funding allocations determined in collaboration with Indigenous partners.</p>		<p>co-development of the approach to allocating funding using up to date socio-economic data and forecasting for economic regions – September 2018</p> <p>Determine funding allocations for each stream – December 2018</p> <p>Implement new Program funding allocations – April 2019</p>	<p>Senior Assistant Deputy Minister, Skills and Employment Branch, 819-654-5991</p>	
6.59	<p>Employment and Social Development Canada should conduct the analysis necessary to determine whether its Indigenous labour market programs overlap with each other. The Department should also complete work to determine whether its labour market programs overlap with those offered by other federal,</p>	<p>Agreed. Employment and Social Development Canada acknowledges that the Aboriginal Skills and Employment Training Strategy and the Skills and Partnership Fund both seek to provide skills development and job training opportunities to Indigenous people. These programs were purposely designed to be complementary, to support Indigenous communities to build human capital to respond to project-based and demand-driven opportunities.</p> <p>On an ongoing basis, including through the work of established federal, provincial, and territorial forums, the Department monitors labour market programs to ensure complementarity and avoid duplication across programming delivered by other federal departments or by provinces and territories.</p>	<p>Minimize Indigenous labour market programming overlap among federal departments, provinces and territories.</p>	April 2019	<p>Complete an overview of existing federal, provincial/territorial supports for Indigenous labour market integration and job creation – December 2018</p> <p>Analyze the overview and identify opportunities for potential improvements - April 2019</p>	<p>Rachel Wernick, Senior Assistant Deputy Minister, Skills and Employment Branch, 819-654-5991</p>	

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	provincial, and territorial organizations. The Department should also take the necessary steps to address any identified areas of overlap.	As part of its ongoing efforts to ensure complementarity across programming, the Department will continue to undertake analysis of existing programs to determine if there are any areas of duplication and to identify opportunities for improvements before the implementation of the new Indigenous Skills and Employment Training Program in April 2019.					
6.73	Employment and Social Development Canada, in collaboration with Indigenous organizations, should identify and provide labour market information that individual agreement holders need to align their services with demand in the labour market for their particular regions.	<p>Agreed. The Department recognizes the importance of providing timely, detailed labour market information to Indigenous organizations so that they can design and deliver programming according to their community needs.</p> <p>One way the Department will improve labour market information sharing with Indigenous partners is by leveraging data from the Job Bank to support training and job placements. The Department is working to link jobs available on the Job Bank directly with Indigenous organizations. This work will be implemented by April 2019.</p> <p>The Department will further improve available labour market information through an extended survey pilot, beginning in April 2018, to test processes and tools to improve the level of detail and frequency of labour market information for on-reserve communities. The annual results of the survey and skills inventory will be used to inform program design and better tailor client interventions to labour market demand.</p>	Improved and tailored labour market information is available to Indigenous partners supporting the design and delivery of programming	April 2023	<p>Customized Job Bank job-feeds linked directly with Indigenous service delivery organizations – April 2019</p> <p>Implement the on-reserve labour market information Survey pilot and skill inventory to generate accurate labour market information in up to 17 ASETS Indigenous organizations and 60 First Nations:</p> <ul style="list-style-type: none"> <li>Initial pilot starting in May 2018 with two ASETS organizations (serving four First Nations) - September 2018</li> <li>Pilot continuation in Fall 2018 with up to 15 additional new ISET Program organizations (serving 60 First Nations) – April 2023</li> </ul>	Rachel Wernick, Senior Assistant Deputy Minister, Skills and Employment Branch, 819-654-5991	
6.76	Employment and Social Development Canada, in collaboration with Indigenous organizations, should assess how the changes it has made to reporting requirements	<p>Agreed. Employment and Social Development Canada has already taken concrete steps in consultation with Indigenous organizations to reduce administrative burden. The Department will continue this collaborative effort and will assess the impact of previous changes in order to further improve the delivery of the programs.</p> <p>As part of co-development of implementation of the new</p>	Administrative practices will be further assessed to identify additional potential efficiencies.	April 2019	<p>Analyze current financial reporting requirements for the ASETS program to recommend minimum financial reporting requirements for the new ISET program - September 2018</p> <p>Review effectiveness of previous</p>	<p>Mark Perlman, Chief Financial Officer, 819-654-6634</p> <p>Stephanie Hébert, Assistant Deputy</p>	

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	have affected the agreement holders' administrative burden and the Department's ability to manage the programs. It should also make any required adjustments.	<p>Indigenous Skills and Employment Training Program, Employment and Social Development Canada will work with Indigenous partners to assess further changes to reporting requirements to streamline activity and financial reporting as part of new funding agreements to be implemented in April 2019.</p> <p>Applicable findings will be considered for the Skills and Partnership Fund.</p>			<p>efforts to reduce administrative burden to recommend potential additional efficiencies – September 2018</p> <p>In collaboration with indigenous partners, develop new financial and administrative reporting requirements for inclusion in new ISET agreements - January 2019</p> <p>Implement ISET new agreements – April 2019</p>	Minister, Program Operations Branch, 819-654-2447	
6.86	Employment and Social Development Canada should complete all required monitoring of agreement holders within the required timelines and use the resulting information to adjust the contribution agreements and overall programs as necessary.	<p>Agreed. The Department currently carries out significant monitoring activities in order to manage agreements and support Indigenous organizations. Information currently gathered from these monitoring activities is used to adjust projects as required in order to achieve the expected results.</p> <p>The monitoring results will also be used by the Department, in consultation with Indigenous partners, to adjust the program as well as the risk management and monitoring framework.</p> <p>An updated risk management model will be implemented by April 2019 for the new Indigenous Skills and Employment Training Program. The updated model will consider appropriate risk mitigation strategies, including monitoring, client capacity building, and internal resources.</p> <p>Applicable findings will be considered for the Skills and Partnership Fund.</p>	Aggregate monitoring results inform program and service delivery enhancements.	September 2021	<p>Update monitoring strategies as part of the risk management framework model renewal - April 2019</p> <p>Develop approach for annual review and complete the first review of the new ISET Program monitoring results to identify potential programming and service delivery improvements – September 2021</p>	Stephanie Hébert, Assistant Deputy Minister, Program Operations Branch, 819-654-2447	
6.94	Employment and Social Development Canada should more fully	Agreed. Employment and Social Development Canada collaborates with Indigenous organizations in the design and delivery of labour market programs based on the understanding	Enhanced approach to mitigating risk,	April 2019	In collaboration with Indigenous partners, analyze elements of risk and mitigation strategies associated	Stephanie Hébert, Assistant Deputy Minister, Program	

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	<p>assess the risks related to sub-agreement holders, identify a strategy to address any identified risks, and implement the required changes.</p>	<p>that they are best placed to meet the unique needs of their communities and clients. Supporting Indigenous organizations in developing their capacity to manage the agreements, including sub-agreements, is a priority.</p> <p>Employment and Social Development Canada recognizes the importance of assessing risk factors, including the use of sub-agreements, and of putting in place supports and mitigation strategies to assist Indigenous organizations in achieving results. Monitoring is undertaken in accordance with the current Aboriginal Skills and Employment Training Strategy Program agreement requirements.</p> <p>Joint work is under way with Indigenous organizations to understand the challenges associated with the use of sub-agreements and to explore roles and accountabilities in their management. The results from this work will inform the development of a revised risk model for the new Indigenous Skills and Employment Training Program that will ensure clear accountabilities for both Employment and Social Development Canada and Indigenous organizations by April 2019.</p> <p>The revised model will consider the capacity of Indigenous organizations to monitor sub-agreements. Where necessary, additional support measures will be deployed for those Indigenous organizations requiring monitoring assistance, strengthening the capacity of the Indigenous organizations to achieve success.</p> <p>Applicable findings will be considered for the Skills and Partnership Fund.</p>	<p>including those associated with the management of sub-agreements.</p>		<p>with the management of sub-agreements, including capacity building - September 2018</p> <p>Implement a renewed risk framework for the new ISET Program - April 2019</p>	<p>Operations Branch, 819-654-2447</p>	