

Temporary Foreign Worker Program

National Steering Committee Action Plan

Progress Report

Service Canada
October 2022

Background

- In 2021-2022, a National Steering Committee Action Plan with a focus on five key areas was developed to strengthen and enhance the Temporary Foreign Worker Program (TFWP) employer compliance regime.
- Building on the progress made by the Steering Committee on the 2021-2022 Action Plan, an additional Departmental Action Plan was added in December 2021 to focus on the four Ministerial commitments made in response to the Auditor General's recommendations. These commitments include:
 - Priority #1: Development of an escalation process to ensure that if ever a worker's health and safety is at risk, necessary action is taken within 24 hours and no later than 48 hours, including notifying appropriate authorities.
 - Priority #2: Development of a workload strategy to target high-risk areas and ensure timely inspections.
 - Priority #3: Reach a rate of 80% of inspection files without substantive errors by March 2022 and 90% by September 2022.
 - Priority #4: Provide all inspection staff with supplementary training by March 2022.



2021-2022 Action Plan

- Leveraging the strong partnership between national headquarters and the regions, the 2021-2022 action plan focused on making enhancements in five key priority areas:
 1. workload management
 2. quality management
 3. training
 4. process guidance
 5. technology
- Progress in each area follows on the next slides.



Workload Management

ACTION: A Workload Management Strategy and a workload oversight network to monitor, analyze, and coordinate workload priorities using a risk-based approach, focusing on: workforce (capacity); workload (reducing inventory backlog and aging inventory levels); data-driven decisions; operations; measuring and reporting; and communication and engagement.

June 2021



- Established objectives for the completion of 3,000 cases nationally.
- Conducted a comprehensive inventory review nationally.

August 2021



- Developed a forecasting methodology for Q3/Q4.
- Established healthy inventory objectives and levels of 2,000 cases nationally.

September 2021



- Developed a risk-based workload management strategy.
- Established a referral strategy.

October 2021



- Established a network to monitor workload and areas for improvement.
- Launched a national workload governance structure.

March 2022



- Implemented a new risk-based national workload management strategy.
- Established a revised referral strategy.

April 2022



- Implemented new Key Performance Indicators to measure timeliness of inspections.



Quality Management

ACTION: *Enhanced methodology and process for conducting quality control to ensure a more effective and efficient approach, including: developing an engagement framework to obtain feedback; implementing process simplification measures to streamline inspections; enhancing IT systems to minimize the amount of administrative time required for inspection staff to upload documents; and increasing quality control functions for the regions.*

September 2021



- Developed a revised national quality control process and a new quality reporting tool.

December 2021



- Implemented an enhanced investigator engagement model.

January 2022



- Revised and strengthened the quality control measures to focus on targeted reviews.
- Re-defined substantive errors* and their impact on cases and developed a tracking process.
- Reached a rate of 80% of inspection files without substantive errors.
- Supported key systems enhancements for automatic tracking, for quality control.

February 2022



- Enhanced the Quality Control Checklist to report on substantive errors rate.
- Conducted internal review of quality regime and reviewed and addressed key activities.

* A substantive error occurs when the fact finding and assessment of the inspection conditions lead to an incorrect decision on the case.



Training

ACTION: *Priority was focused on areas to improve, including: Case Summary Report training; interviewing skills; on-site unannounced inspections; IT system training; and escalation process.*

July to October 2021



- Case Summary Report training.
- Refresher training in interview skills and evidence gathering.
- Onsite unannounced inspections training.

September 2021



- New Quality Control Checklist Guide training.

February 2022



- Workload Management for Team Leaders.

March 2022



- Supplementary Case Summary Report training.
- Escalation Process training.
- Integrity Case Management System training.

May 2022



- Onsite unannounced all inspections training.
- Interview Skills.



Process Guidance

ACTION: *Improved guidance by: Centralizing access to guidance materials for inspection staff; streamlining inspection processes to improve inspection timelines; and improving tools and supports needed to deliver timely quality inspections for inspection staff.*

September 2021



- Updated the Integrity Operations Manual Chapter 63B.
- Streamlined the inspection processes to improve inspection timelines.

March 2022



- Creation of one-stop SharePoint guidance site.



Technology

ACTION: *Enhancements to IT systems to: improve the overall quality of inspections; standardize and improve documentation; make the inspection process more efficient and streamlined; and increase system capabilities for tracking and reporting purposes.*

- ✓ **June 2021**
 - National Dashboard to inform business decisions (tracking cases completed, inventory, quality and timeliness/age).
- ✓ **July 2021**
 - Enhancements to the Integrity Case Management System:
 - Case Summary Report
 - Phone Call Activity
 - Internal/External Review Summary
 - Decision Record
 - Interview Activity
 - Case Sharing Feature
 - Permanent Residency Dates
 - Onsite Inspection Activity
- ✓ **February 2022**
 - Enhancements to the Integrity Case Management System:
 - Escalation Process / Referral Activity
 - Interview Activity
 - Task Activity
- ✓ **March 2022**
 - Enhancements to the Integrity Case Management System:
 - Quality Control fields
 - Change to screen-out rule
- ✓ **June 2022**
 - Access enhancement to the Integrity Information Document Uploading System.
 - Updates to the Corporate Correspondence Tool.



Departmental Action Plan

- In addition to the progress made in the five key areas identified in the National Steering Committee's 2021-2022 Action Plan, the Department has delivered on the four Ministerial commitments that were made by the Minister of Employment, Workforce Development and Disability Inclusion following the tabling of the Auditor General's report on December 9, 2021.
- Specifically the Department was asked to:
 - ✓ Ensure all staff responsible for inspections have received supplementary training by no later than March 2022;
 - ✓ Implement renewed guidance to ensure that if ever a worker's health and safety is at risk, necessary action is taken within 24 hours and no later than 48 hours, including the notification of appropriate stakeholders, authorities and jurisdictions;
 - ✓ Develop a plan to target higher-risk areas to reduce backlogs and ensure inspections are timely; and
 - ✓ Reach a rate of 80% of inspection files without substantive errors by March 2022, and reach 90% by no later than September 2022.



Going Forward

- After the Steering Committee priority areas were leveraged to deliver on the 2021-2022 Action Plan and the Departmental Action Plan, ongoing progress work has since been transitioned into the regular governance and operations of the program to ensure continued progress.
- Progress of residual actions from the 2021-2022 action plan will continue to be tracked, monitored and reported on using Department-approved mechanisms.

