

BC Employment Program - Governance Framework (PDF)

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British Columbia Employment Program

Governance Framework

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BCEP Governance Framework

1.1 *General*

This Appendix sets forth the Governance Framework for the purposes of facilitating:

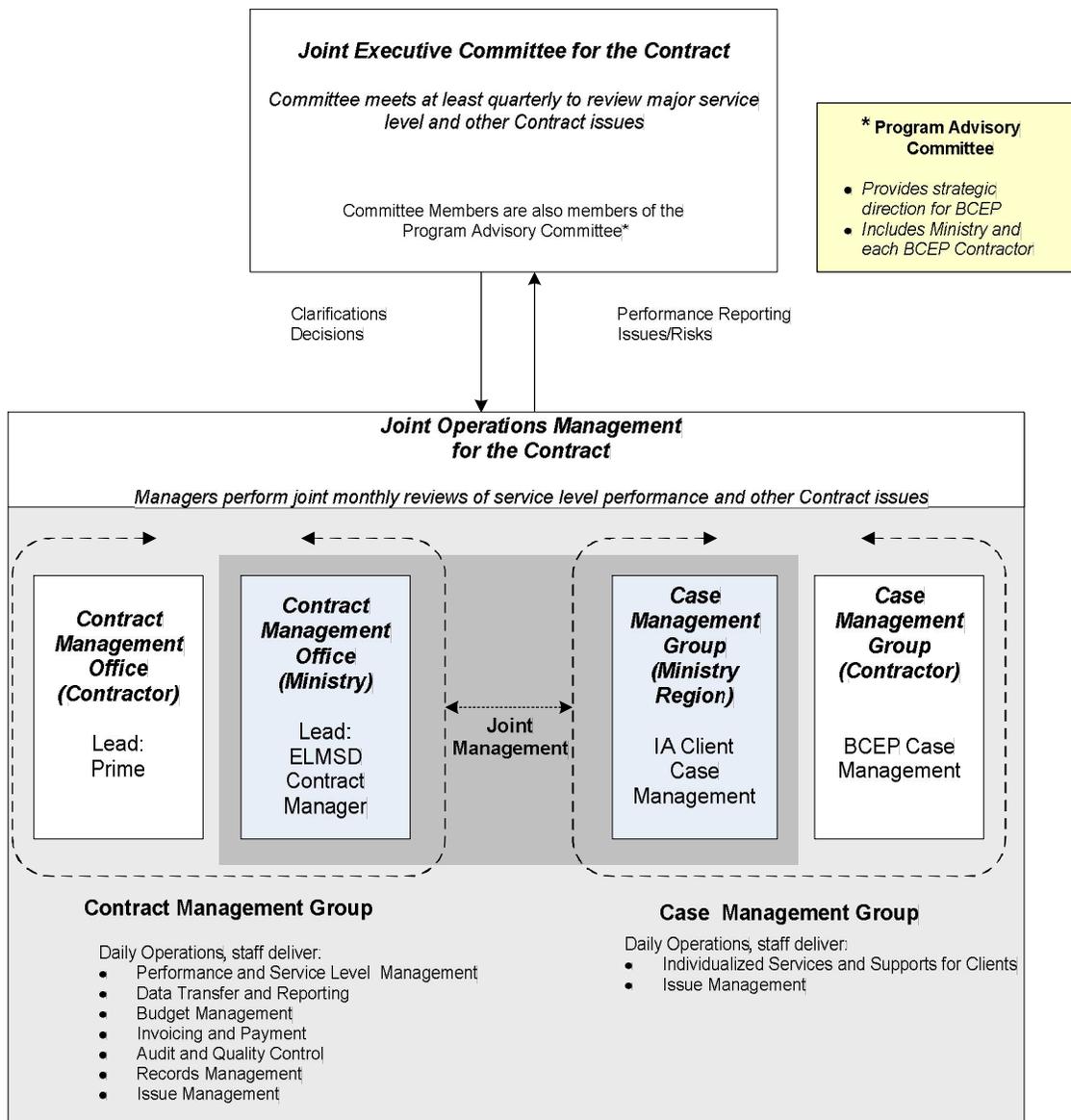
- Relationship management between the parties.
- Achievement and monitoring of the BCEP objectives, service levels, other performance targets and requirements set forth in the Contract.
- Identification and management of issues pertaining to the Contract or the BCEP.
- Identification and management of changes needed to the Contract and the BCEP over time.

1.2 Governance Framework Objectives

The primary objectives of the Governance Framework are to:

- Establish clear lines of responsibility and decision making accountability to facilitate the delivery of the Services and resolve issues as quickly as possible.
- Provide clear and centralized channels of communication so that the parties both receive consistent and relevant information.
- Provide a mechanism that enables the Services and Contract to develop and adapt in a controlled but flexible manner.

1.3 Governance Framework Diagram



1.4 Authority and Decision-making

Decisions and recommendations made by a governance committee, team or group, within their respective operating terms of reference will be:

- made by the mutual consensus of the ministry members on the one hand, and the Contractor members on the other hand; and
- binding upon the parties (unless decided otherwise by an authorized party).

Decisions that extend beyond the terms of reference of a committee, team or working group will be raised to the next level as indicated in this appendix. Decisions or recommendations requiring a change will follow the change process outlined in section 1.6 below. Decisions will be recorded in meeting minutes and a notice of decision will be sent to affected parties.

Specific committee, group and team terms of reference will be jointly developed within the first six months of the Contract and will be reviewed at least annually after that.

The ministry retains final approval authority for:

- Requests for Contract amendments;
- Application of service level remedies;
- Program changes; and
- Changes to subcontractors.

1.5 Meeting Protocols

Governance meetings may be in-person or through remote access (e.g. teleconference). Meetings should follow standard business practices for meeting etiquette, for example, as follows:

- Meeting changes should be communicated at least 3 business days in advance.
- Agendas will be jointly established and circulated together with any other meeting materials at least 1 business day prior to the meeting.
- Quorums for all meetings should include least one representative of each party to be present in person or through acceptable remote access.
- All decisions will be made in accordance with section 1.4 ('Authority and Decision-making') above.
- Committee members will prepare and circulate meeting minutes within 3 business days of the meeting.
- Parties have 5 business days after circulation of the minutes to comment, failing which minutes are deemed to be accepted. This provision will not apply to minutes of meetings of 'Joint Executive Committee'.
- Meeting invitees are to indicate ability to attend prior to the meeting and, if unable to attend, to send an appropriate delegate with decision-making authority.

- Meeting notice should indicate mandatory and optional invitees; meeting attendance is expected for permanently appointed members of the committee, team or group.

1.6 Change Process

When a change resolution has been agreed to by both parties of a committee, team or group, the following process will be followed:

- They will jointly develop a work plan that identifies priorities, timing and resources required to implement the change.
- The recommended change will be communicated to the ministry Contract manager, in a format to be prescribed by the ministry.
- The ministry Contract manager will record the change in a 'Change Log' with due dates and next steps assigned.
- The ministry Contract manager will monitor progress and track status of the work plan for the change and provide status reports to the appropriate committee, team or group at least monthly, or more often if required.
- The Change Log will be provided to the Joint Operations Management Team and the Joint Executive Committee as a standing item at each of their meetings.

1.7 Issues Management Process

When a committee, team or group identifies an issue pertaining to the Contract or BCEP, the following process will be followed:

- They will jointly develop a work plan that identifies priorities, timing and resources required to resolve the issue.
- They will communicate the issue to the ministry Contract manager, in a format to be prescribed by the ministry, and the Contract manager will record the issue in the 'Issues Log' with due dates and next steps assigned.
- The ministry Contract manager will determine if the issue is related to the Contract, or whether it is a broader BCEP issue that needs to be considered by the Program Advisory Committee, and schedule the item to be reviewed by the Program Advisory Committee as necessary.
- The ministry Contract manager will monitor progress and track status of the work plan for the issue and provide status reports to the appropriate committee, team or group at least monthly, or more often if required.
- The Issue Log will be provided to the Joint Operations Management Team and the Joint Executive Committee as a standing item at each of their meetings.

Initial Terms of Reference for Committees, Teams and Groups

2.1 *Joint Executive Committee*

(a) Role:

The Joint Executive Committee will provide strategic direction, decisions and guidance, in alignment with the Contract by:

- Monitoring success and providing oversight of the relationship between the parties and the overall deal performance under the Contract.
- Modeling and supporting a culture of change and relationship/alliance building between the parties to create an environment for success.
- Members of this Committee will also be members of the Program Advisory Committee for the BC Employment Program.

(b) Responsibilities:

- Discuss state of relationship between the parties and provide direction with respect to structural adjustments to the relationship between the parties.
- Establish and approve strategic directions for the working relationship between the parties.
- Champion the relationship between the parties and the new way of doing business under the Contract to create conditions for success.
- Model expected behaviours for the success of the relationship between the parties (e.g. culture and working together on the basis of mutual interest).
- Approve recommendations for changes to the Contract, as required. (Final approval for any change to the Contract rests with the ministry.)
- Provide issue and dispute resolution.
- Review and update these terms of reference for the Joint Executive Committee within 6 months of the Contract commencement date, and annually thereafter.

(c) Chair and Membership:

- Co-chaired by one representative of the ministry and one representative of the Contractor unless otherwise agreed by both parties.
- One additional senior representative of each of the Province and the Contractor or such other number of committee members as is agreed to by both parties.
- The Contractor's representatives may include representatives of the Contractor's subcontractors.

(d) Meetings:

- Monthly for first 6 months; quarterly thereafter or more often as requested by either Party on five business days prior notice.
- All meetings will follow the meeting protocols set out in section 1.5.

2.2 Program Advisory Committee

(a) Role:

The Program Advisory Committee will provide strategic advice and guidance in alignment with the BC Employment Program objectives.

(b) Responsibilities:

- Review trends in and issues arising from the economy, business and developments in government that impact the BCEP and the related contractual relationships.
- As appropriate, make the BCEP or Contract model change recommendations to the ministry, based on issues and trends of the day.
- Review and provide advice about BCEP plans and policies as they relate to the goals of the ministry and the BCEP objectives.
- Review and update these terms of reference for the Program Advisory Committee within 6 months of the Contract commencement date, and annually thereafter.

(c) Chair and Membership:

- The Chair is the Assistant Deputy Minister, Employment and Labour Market Services Division.
- Members of the Joint Executive Committee for each of the nine BCEP Service Delivery Bundle Contracts.

(d) Meetings:

- Quarterly for the first year of the program, and at least twice per annum in subsequent years.
- All meetings will follow the meeting protocols set out in section 1.5.

2.3 Joint Operations Management Team

(a) Role:

- Provide a formal forum for performance monitoring and for joint issue resolution for matters related to the Contract.

(b) Responsibilities:

- Jointly develop a long term and annual Service Delivery Bundle performance plan under which the Contract will be managed and which is aligned with strategic direction, priorities and budgets.
- Continuously look for new ways to deliver value, and proactively seek advice on and share best practices.
- Provide recommendations to the Joint Executive Committee regarding significant issues and recommendations for changes to the Contract.
- Monitor the Contractor performance and the objectives, outcomes and other benefits realized, and identify and raise any systemic contractual or management problems to the Joint Executive Committee.
- Manage issues related to performance and service levels.
- Review proposed services level targets and recommend adjustments to service levels as appropriate based on:
 - current labour market conditions;
 - actual caseload characteristics; and/or,
 - other relevant factors.
- Conduct an annual review of reporting requirements and recommend any improvements, enhancements or other necessary changes.
- Provide dispute resolution, decision-making and issue resolution to minimize the need to raise them to the Joint Executive Committee.
- Review and update these terms of reference for the Operations Management Team within 6 months of the Contract commencement date, and annually thereafter.

(c) Membership:

The team is comprised of:

- Senior representatives of each party in such numbers as may be agreed by both parties (which need not be equal as between the two parties).
- The Contractor's representatives may include representatives of the Contractor's subcontractors.

(d) Meetings:

- Monthly or more often as requested by either party in accordance with section 1.5.

2.4 Contract Management Office (Ministry)

Role:

- Work in partnership with the 'Case Management Group' (ministry Region).
- Facilitate success of outcomes contemplated under the Contract and advocate for the Contractor within the ministry as appropriate.
- Build effective working relationships between the ministry and the Contractor.
- Provide oversight of the Contract in close liaison with other parts of the ministry, as appropriate.
- Monitor performance and results produced.
- Act as conduit for official communication between the ministry and the Contractor (e.g. reports, invoices, service levels, status, issues, decisions, change requests).
- Analyze service levels reports.
- Recommend payment of invoices.
- Resolve invoice disputes.

Responsibilities: To be determined.

2.5 Contract Management Office (Contractor)

Role:

- Ensure success of outcomes contemplated under the Contract and advocate for the ministry within the Contractor's organization as appropriate.
- Build effective working relationships between the ministry and the Contractor.
- Provide oversight of the Contract, in close liaison with other parts of the Contractor's organization.
- Monitor performance and results produced.
- Create and monitor compliance to agreed-upon standards and practices.

Responsibilities: To be determined.

2.6 Case Management Group (Ministry Region)

Role:

- Work in partnership with the Contract Management Office (ministry).
 - The ministry determines initial/ongoing Client eligibility and participation in the BCEP.

- The ministry Regional Lead plays an oversight role in managing/monitoring the Client caseload referrals to the Contractor.

Responsibilities: To be determined.

2.7 Case Management Group (Contractor)

Role:

- Deliver the BCEP and determine ongoing Client suitability.

Responsibilities: To be determined.
