

Department of Labour and Advanced Education

Employment Nova Scotia

Issue Date: May 6, 2016

Closing Date: 5:00 p.m. (Atlantic Standard Time) on **June 14, 2016**

Submit proposals to: careerstransition@novascotia.ca

TABLE OF CONTENTS

- 1 Introduction..... 3**
- 1.1 Department Responsibility 3
- 1.2 Employment Services Delivery Background 3
- 1.3 Summary of the Requirement 4
- 1.4 Eligibility..... 5
- 1.5 Term of the Transfer Payment Agreement..... 6
- 2 Background..... 6**
- 2.1 Background 6
- 3 Project Overview & Scope of Work 6**
- 3.1 Project Overview..... 6
- 3.2 Sequencing of the Centre’s Activities 7
- 3.3 Project..... 8
 - 3.3.1 Governance..... 8
 - 3.3.2 Stakeholder Outreach..... 9
 - 3.3.3 Research, Pilot and Evaluate 9
 - 3.3.4 Capacity–Building 10
 - 3.3.5 Website..... 10
- 4 Agreement Deliverables 11**
- 4.1 Three-Year Business Plan 11
- 4.2 Performance Management..... 11
 - 4.2.1 Quarterly Reports..... 11
 - 4.2.2 Year-End Report 12
- 4.3 Evaluation 12
- 5 Call for Application Expectations and Evaluation Criteria 12**
- 5.1 Proposal Requirements..... 12
- 5.2 Call for Applications Expectations..... 13
 - 5.2.1 Capacity 13
 - 5.2.2 Knowledge and Expertise..... 13
 - 5.2.3 Approach 14
 - 5.2.4 Cost..... 14
- 5.3 Evaluation Criteria 14
- 5.4 Interview Process 15
- 5.5 Communications 16
- 5.6 Results 16

1 Introduction

1.1 Department Responsibility

The Department of Labour and Advanced Education's (LAE) mission is to 'work to ensure that all Nova Scotians believe their future is here, with each person confident in their abilities to prosper. We will do this by maximizing our capacity to have more people learning, more people working and working safely, and more sustainable businesses in our province'.

The Skills and Learning Branch of LAE has responsibility for programming and initiatives that facilitate labour force participation, attachment, and increased workforce productivity. We do this through the provision of adult education programs, employment services, individual supports for skills training, and workforce recruitment, retention and training supports for employers.

1.2 Employment Services Delivery Background

Prior to 2009, the federal government held responsibility for employment and training supports via the Employment Benefits and Support Measures (EBSM's), as a compliment to employment insurance. The federal measures were established in the 1990's within the context of high unemployment, targeted people attached to EI, and, at a macro level, have gone fundamentally unchanged since that time.

In 2009, responsibility for the delivery of employment and training programs devolved from the federal government to the Province of Nova Scotia via the Canada-Nova Scotia Labour Market Development Agreement (LMDA), and is now the responsibility of LAE's Skills and Learning Branch. Nova Scotia's initial focus in devolution was to ensure stability through transition of staff and programs from the Federal government to the Provincial government, with the long-term goal of realigning services to better meet provincial labour market needs.

Under the LMDA, the Skills and Learning Branch of LAE provides \$23M to support over 50 service providers in offering employment services to thousands of unemployed Nova Scotians seeking labour force attachment. Our service providers have an important role to play in helping individuals who are not currently working to reach their full potential and achieve independence by successfully transitioning to employment, leading to long-term retention and career advancement opportunities.

While many organizations are achieving individual employment successes, the system as a whole requires improvement. 53% of the \$23M system is currently being spent on administration and infrastructure. Specialized services targeting specific populations are offered sporadically and inequitably across the province. There are no consistent standards, service offerings, or staff qualifications across the province. Finally, 90% of job seekers polled have never heard of Careers Nova Scotia (our employment services system).

LAE is undertaking a macro-level employment services transformation. After months of formal and informal consultation, best practice research, and multiple site visits and conversations with service providers across the province, a new employment services delivery framework was introduced to service providers on November 23rd, 2015. Service providers were asked to work together within their specific regions of the province to design a service delivery structure to meet the specific needs of their regions based on the new framework, which encompasses the following key elements:

Integrated, client-focused service delivery:

- More resources focused on direct service provision and client supports by applying a cap of 30% to administration and infrastructure
- Modernized services and programming (e.g., employer-driven programming and services, inclusion and diversity in programming, linking to the P-12 system)
- Internal supports more focused on system outcomes (subject matter experts, evaluation, accountability, best practices and continuous improvement)

Service excellence:

- High quality services delivered by certified Career Practitioners and other qualified staff.
- Standardized tools and resources
- Ongoing access to professional development via the NS Career Development Association
- The establishment of a Centre for Employment Innovation and Excellence

Maximum Reach and Access:

- Increased access to quality labour market information
- Extended reach to clients via itinerant, outreach and virtual delivery
- A consistent brand applied to all employment services across the province

The intended outcomes are as follows:

- better labour market outcomes for job seekers
- better recruitment and retention outcomes for employers
- increased effectiveness of, and efficiencies in, service delivery and the use of government and community resources

The hard work and collaborative efforts of our service providers over the last few months has led to the creation of a service delivery network that will consist of 17 providers across the province, who will work together to build on the framework to achieve the intended outcomes, and ultimately our long-term vision of a skilled, engaged and productive workforce for NS employers.

1.3 Summary of the Requirement

The Department of Labour and Advanced Education is seeking applications to set up and operate the Nova Scotia Centre for Employment Innovation and Excellence, to be operational by the fall of 2016. The Centre (CEIE) will provide leadership, best practices, research and support in the delivery of quality employment services in Nova Scotia. Guided by the Careers NS policy objectives, the CEIE will provide a bridge between government and the Careers Nova Scotia Centres with respect to information, training, and resources. The Centre will be expected to provide accessible services and supports in English and in French.

The ultimate aim is to bring people and knowledge together to strengthen the quality and effectiveness of employment services and contribute to a more skilled, resilient and productive workforce. The Centre will drive innovative approaches in employment and training service delivery based on solid evidence of initiatives that demonstrate promising potential in Nova Scotia.

The Centre will be a provincial hub with four broad objectives:

1. Engage the Careers Nova Scotia Network (broadly speaking and including government, school boards, current service providers, etc.) and its partners to identify needs
2. Foster innovation and learn what works to improve outcomes for employers, students and active jobseekers, including specialized populations and jobseekers with complex needs
3. Translate research findings into evidence-informed practices, mobilize knowledge, and develop tools to support the alignment of service delivery with this evidence base
4. Build the capacity of the Careers Nova Scotia network to deliver inclusive, best-in-class employment services

1.4 Eligibility

Applicants must be a Nova Scotia legal entity that has demonstrated experience in:

- Cultivating expertise in working with all demographic groups;
- Researching, testing and evaluating best practices in labour market programming;
- Engaging stakeholders and leading collaborative projects;
- Supporting the ongoing professional development of a sector; and,
- Providing services in English and French.

Applicants must be able to demonstrate their capacity to deliver all components of the Centre.

A joint submission by two or more legal entities having no formal legal relationship is acceptable. However, in this case, one of the Applicants must be prepared to take legal responsibility for the successful performance of the funding agreement. Additionally, an explanation of the benefit of the partnership and the plan for division of functions will be required for partnership submissions.

The following entities are not eligible:

- CNSC service providers in the new service delivery network (post July 1, 2016);
- Crown corporations;
- Municipalities; Provincial governments; and Federal government.

1.5 Term of the Transfer Payment Agreement

The Centre will be funded through a funding agreement, with an initial three (3)-year agreement that will be signed by the successful Applicant and the department of Labour and Advanced Education. Upon identification of the successful Applicant, the project details and required detailed reports will be negotiated and included in the agreement.

The term of the agreement will be from the date of signing onward for three (3) years, with potential for subsequent renewal. The maximum annual budget available for the Centre is \$700,000 dollars.

2 Background

2.1 Background

The service provider network has a wide range of experience and expertise in working with the province's diverse clients, employers and other partners. Service providers and practitioners who seek to enhance their skills can find a wealth of information in the marketplace, and via the NS Career Development Association. However, Nova Scotia does not have a key organization with a mandate to lead best practices research, innovation and capacity-building across the broad spectrum of employment services supports that are expected within the new system, particularly with respect to diversity and inclusion, and inclusive delivery. The Centre is intended to be a single window available to provide information, resources and supports related to best practice, innovation and capacity-building in employment and training policy, programs and services as it relates to, and supports, the new framework elements.

The establishment of the Nova Scotia Centre for Employment Innovation and Excellence is a key system feature that will help support the achievement of outcomes for a range of clients with diverse needs.

3 Project Overview & Scope of Work

3.1 Project Overview

The Nova Scotia Centre for Employment Innovation and Excellence will provide coordinated leadership on innovative, evidence-based approaches to inclusive employment and training programming and service delivery, and work towards increasing the capacity and competencies of all service providers.

It is important that the Centre be a neutral entity led by a team of talented workforce development professionals that are able to transcend the interests of specific stakeholders. The Centre should operate according to the following guiding principles:

- *Diversity and inclusion* - The centre will have a specific focus on ensuring that inclusion and diversity are embedded in service delivery

- *Collaboration* – The Centre will engage effectively, share decision-making, and establish itself as an ‘honest broker’ that brings stakeholders together in an inclusive space.
- *Systems approach* – The Centre will take a systems approach that ties together the activities of diverse stakeholders towards the shared goal of sustainable employment.
- *Client-centric* – The Centre will be governed *by the sector for the sector*, driven by the needs of jobseekers and employers as the ultimate customers.
- *Interactive ‘hub’ approach* – The Centre will foster an interactive, dynamic approach that leverages existing strengths and innovates to generate new solutions to pressing challenges.
- *Evidence-based* – The Centre will aim to turn research into action with the ultimate goal of improving outcomes for jobseekers and employers.

Oversight of the Centre’s operations will be guided by a steering committee. The steering committee must reflect the range of the Centre’s activities and the diversity of stakeholders and partners. The steering committee will set strategic directions, annual operational targets, and long-term agendas in line with the province’s priority labour market needs.

The successful Applicant will develop a 3-year strategic plan to guide the operationalization of the Centre. The successful Applicant will also produce an annual plan and report, and quarterly progress reports.

The Centre will be evaluated, at a minimum, on its ability to meaningfully engage the Careers Nova Scotia network, produce effective and relevant best practices, and provide capacity-building tools that are of high quality and relevance to the network.

The maximum budget available for the Centre is \$700,000 dollars per year.

3.2 Sequencing of the Centre’s Activities

It is anticipated that the Centre will undergo a four-month start-up phase. During this phase, the Centre will build its capacity, including recruiting staff and setting up any necessary infrastructure. The Centre will engage a variety of stakeholders including service providers, clients, as well as the community, business, and education sectors, among others, to identify strategic priorities and build strong linkages with the field to ensure it is consistently aware of the highest priority labour market and client needs and best practices.

By the end of the start-up phase, the Centre will also have a functioning accessible bilingual website that will provide information on its mandate, and disseminate information and findings to the service provider network.

It is expected that the contract period begin in August 2016 with the centre being fully operational 4 months later, in November 2016. Following the startup period, it is expected that the centre will ramp up its project-based activities, including:

- Furthering its engagement with the service provider network and key stakeholders;
- Supporting practitioner professional development opportunities; and,
- Implementing an information dissemination strategy to ensure the resources posted on

its website are widely and effectively used by the employment and training service provider community.

LAE has an agreement with the NSCDA to implement professional development activities for staff working in the Careers Nova Scotia service delivery system. The NSCDA is an inclusive not-for-profit organization that oversees the certification process for NS Career Practitioners, and provides strategic leadership to Nova Scotia professionals in career development. Therefore, it is essential that the successful proponent work collaboratively with NSCDA for the duration of the contact.

For the 2016-2017 contract period, the Centre will be expected to complete all the projects set out in its funding agreement, which will include supporting the establishment of an inclusive community of practice among employment and training service providers, practitioners and researchers, through researching, piloting and evaluating promising practices that foster innovative solutions to Nova Scotia's labour market challenges and priorities.

3.3 Project

The Centre should use an integrated approach in its work, with core functions of engagement, research and innovation, knowledge translation and exchange, and capacity building. It is expected that the centre will foster an environment of working together to generate a dynamic *'test-learn-adapt'* process driven by a strategic agenda that generates evidence-informed solutions and an inclusive community of practice that builds capacity to integrate these solutions into service design and delivery. As with everything, this process should begin with needs identification.

The project outlined in response to this Call for Applications must include the following activities:

3.3.1 Governance

The Centre will be governed by a steering committee that reflects the Centre's provincial mandate and diverse stakeholders.

At a minimum, the steering committee should include:

- Representation from LAE;
- Representation from the Service Provider network;
- Academic researchers in employment and training services; and,
- Representation from Employer, Sector, and Industry groups.

The steering committee will also include a non-voting government representative (to be determined in collaboration with the department of Labour and Advanced Education). The initial committee will be established in consultation with the department. Ultimately, it would be responsible for setting the strategic direction, annual operational targets, and an agenda aligned with Nova Scotia's labour market needs. The Centre's activities will be supported by the Ministry through regular meetings at the Centre executive and LAE Director-level.

3.3.2 Stakeholder Outreach

Stakeholders should be engaged in all aspects of the Centre's activities. During the start-up phase and the first few months after the Centre's launch, the Centre should embark on a comprehensive needs assessment initiative. The results of the needs assessment initiative will help set the Centre's direction and key priorities for the first year.

Once needs are identified, the Centre will work with and support service providers who are seeking to develop innovative employment and training service models. The Centre should engage service providers who are involved in the testing of promising models/approaches to provide support and identify key findings related to what works for whom and under what conditions related to the identified areas of need. The Centre should engage stakeholders in knowledge exchange activities and will seek their input to develop tools and solutions to ensure that they are designed to meet actual needs and are practical given the day-to-day reality of service providers and their clients. The Centre should also engage members and other stakeholders through a variety of mechanisms to obtain feedback on the Centre's performance, as well as to obtain input on future directions or other key decision points that would benefit from the input and buy-in of stakeholders.

The successful Applicant will maximize consultation, including opportunities for in-person engagement. At a minimum, stakeholder groups to be consulted should include:

- The employment service provider network;
- Clients and client groups (including students);
- The education sector (i.e., via government, school boards, universities, colleges and other training institutions);
- Employers and industry groups;

The Centre will be expected to identify linkages to related organizations and ensure coordination where appropriate to reduce duplication of efforts. The Centre will be required to coordinate with the Nova Scotia Career Development Association (NSCDA) to facilitate the training requirements from the Centre's initiatives.

3.3.3 Research, Pilot and Evaluate

The Centre should work collaboratively with stakeholders to develop a *Research and Innovation Agenda* that is driven by sector needs and generates evidence-informed solutions to Nova Scotia's pressing labour market challenges. The agenda should be driven both by stakeholder needs and an understanding of promising approaches that are happening at the local, provincial, national, and international level.

The Centre should work closely with a Steering Committee and conduct extensive outreach to ensure that its research and innovation agenda reflects the needs and interests of specialized population groups. These outreach activities should be conducted across the province with a series of face-to-face focus groups held in every region to ensure that the agenda reflects the diversity of interests across the province including rural and remote communities.

As part of the Centre's overall engagement process, it should build and maintain linkages between its work and the work of others, including the NSCDA and other provincial employment

Centres of Excellences. These linkages will enable the Centre to identify existing research and innovation activities that could be leveraged to support a comprehensive and integrated province-wide approach to research and innovation.

The Centre will also design, test and evaluate new and innovative approaches to employment and training that could be introduced to the broader network. For those projects that evidence demonstrated to be most promising, the Centre will develop opportunities for training and sharing best practices, including disseminating user-friendly and actionable information and tools. All projects must be rigorously monitored and evaluated by individuals with appropriate expertise to determine the potential to be replicated across Nova Scotia.

3.3.4 Capacity–Building

The Centre should develop a *Capacity Building Agenda* that will build the capacity of service providers and partners to implement evidence-informed practices. The Centre should foster collaboration within the network through the development of an inclusive Community of Practice and promote linkages that complement existing means of professional development, especially the Nova Scotia Career Development Association.

Establishing trust between the Centre and service providers will be integral to its success. The Centre should develop an approach that accommodates different learning styles and respects each provider’s unique history, culture, and client base.

The Centre should ensure that activities are aimed at addressing real needs and take a holistic perspective that recognizes that solutions may involve addressing gaps among multiple levels—frontline staff, senior staff, executive, and network level—and that the capacity-building process will take time.

The Centre should conduct a gap analysis to identify the key competencies required of service providers to adopt and implement the evidence-based practices identified through the Centre’s research, innovation, and knowledge exchange functions, and then identify gaps between the required competencies and providers’ existing capacity.

3.3.5 Website

The Centre’s website should be a key vehicle for knowledge transfer and exchange (KTE). The Centre should take a comprehensive approach to KTE that will aim to bridge research and practice by making research accessible and relevant to practitioners and policymakers. The Centre should develop a collaborative and iterative KTE strategy, where evidence-informed practices are identified through the Research and Innovation Agenda and website resources and tools are developed to support the adaption of these practices. All tools and resources should be developed in collaboration with service providers and other stakeholders to ensure maximum relevance and usability. The website must be bilingual, accessible and responsive.

4 Agreement Deliverables

Over the term of the agreement, the successful Applicant is required to produce the following deliverables:

4.1 Three-Year Business Plan

As part of the funding agreement deliverables, the successful Applicant will be required to prepare and present a 3-year business plan, to be updated annually and submitted to LAE for review. The plan will need to include, at a minimum, the following:

- Purpose, guiding principles, and objectives of the Centre;
- Strategic directions, including an overview of current and future activities;
- Proposed management and governance structure;
- Planned project activities for all years informed by labour market information and stakeholder outreach;
- Reporting deliverables: planned outcomes, performance measures and timelines;
- Stakeholder engagement and communication plan;
- Risks / mitigation strategies; and,
- The proposed budget required to meet the objectives of the Centre.

The successful Applicant must carry out the plan, meeting the milestones, performance commitments and planned outcomes.

4.2 Performance Management

The successful Applicant will be subject to performance management of its projects, expenditures and reports to LAE. This will provide LAE with the opportunity to determine how effectively the Centre is performing based on the requirements outlined in the agreement. The overall success of the Centre will be determined through ongoing year-round monitoring.

A robust performance management framework will be outlined in the funding agreement. The department will work with the Centre to define performance measures and will set the Centre's performance targets. The Centre's performance will ultimately be reviewed against its effectiveness and efficiency, as well as reported user satisfaction with the Centre. The successful Applicant will be expected to outline the Centre's progress in meeting these deliverables over time, including in both the quarterly reports and the end of year report.

The Centre's activities will be monitored by LAE staff on a regular basis to ensure project activities and timelines are met in accordance with the terms in the Centre agreement. In each year of the initial two-year agreement, the Centre must produce or update the following:

4.2.1 Quarterly Reports

The successful Applicant must submit quarterly progress reports. The reports must include, at a minimum, the following elements:

- Summary of overall activities and achievement of milestones in the Centre's business plan;
- Analysis of operational performance, including progress against planned expenditures; and,
- Results of the Centre's performance measurement targets and action to be taken when not on track to be achieved. The Centre's performance will be reviewed and monitored by the department.

4.2.2 Year-End Report

The successful Applicant will also be expected to outline the Centre's progress in meeting their deliverables over time in a Year-End Report.

4.3 Evaluation

The Centre will take part in evaluation to be led by the department. The evaluations will require extensive consultation with key stakeholders actively involved in the work of the Centre.

5 Call for Application Expectations and Evaluation Criteria

This section details all of the criteria against which proposals will be evaluated. Applicants should ensure that they demonstrate how they will meet all criteria in order to receive full consideration during evaluation.

The content of the successful call for applications will ultimately inform the funding agreement. However, final deliverables will be subject to negotiations.

5.1 Proposal Requirements

Applicants shall provide a completed proposal template (Appendix 1), as well as the other documents specified in the following sections to the department.

Each Applicant will submit their full proposal electronically to the email address below:

careerstransition@novascotia.ca

Any proposals received after the deadline will NOT be considered. Proposals submitted in any other manner will NOT be considered.

All Applicants will be notified of the results of the evaluation process by email no later than 90 days following the closing of the application process.

Note: The Department is subject to the Freedom of Information and Protection of Privacy Act. Any information submitted in confidence should be clearly marked.

5.2 Call for Applications Expectations

In order to receive full consideration during evaluation, the proposal must include a clear and detailed response to the following:

5.2.1 Capacity

- a) Provide a profile of your organization (two pages maximum) that includes an outline of your organizational structure, number of years in operation, and affiliates that may be assisting with the work anticipated under the proposal. If applicable, provide the legal name and a brief description of any partner or affiliate that is part of your proposal, and briefly describe their role in the Centre's services.
- b) Describe how the objectives for the Centre as set out in section 1.1 of this document fit with your organization's mission, goals and expertise.
- c) Describe how you intend to set up the Centre (e.g. as a component of current operations or through the formulation of a new organization. If the latter, then describe the new legal entity and its organizational structure).
- d) Describe how you will ensure equal access to the Centre's resources and supports in English and French, and how you will consider accessibility as well as cultural and regional diversity.
- e) Describe your organization's proven capacity to manage government contracts or transfer payment agreement funds, including your demonstrated financial management experience and experience in meeting performance expectations.

5.2.2 Knowledge and Expertise

- a) Describe your proposed organization structure for the Centre, including roles, relationships and responsibilities, and how you plan to demonstrate diversity and inclusion in your governance, hiring, and delivery.
- b) Provide resumes (two pages maximum) outlining the qualifications and areas of expertise of lead staff members. If appropriate, please also identify the number of staff and skill sets for which you would recruit, if your submission is successful.
- c) Describe your team's knowledge of Nova Scotia's labour market priorities and employment and training programs and practices.
- d) Describe your team's overall experience in:
 - a. Establishing similar enterprises or research institutes;
 - b. Developing and maintaining effective relationships with a diverse group of stakeholders;

- c. Conducting research, pilots and evaluations;
- d. Developing training;
- e. Developing, supporting and modeling diversity and inclusion practices;
- f. Providing assistance and support to stakeholders and clients (i.e. responding to practical questions/issues);
- g. Developing an inclusive community of practice; and,
- h. Building and maintaining a functional, accessible, bilingual, easy-to-use website.

5.2.3 Approach

- a) Describe your proposed approach to building a suitable governance structure for the Centre, with reference to the minimum requirements outlined in section 3.3.1.
- b) Describe your proposed approach to stakeholder outreach, including how you will confirm the relevant stakeholders/partners to be engaged and the strategies you will use to ensure sufficient and timely engagement.
- c) Describe how you will deliver the research, pilot and evaluation functions required in section 3.3.3. Describe how you will define and identify best and emerging practices. Describe how you will determine research priorities that align with Nova Scotia's labour market needs.
- d) Describe your approach to the capacity-building function outlined in section 3.3.4.
- e) Describe your approach to developing a functional, accessible, bilingual website that incorporates responsive web design, including how the website will promote the dissemination of research, promising practices, tools and technology.
- f) Describe the tools that could be used to assess the effectiveness, efficiency and user satisfaction of the Centre.

5.2.4 Cost

The proposal must set out a firm fixed cost for the term of the agreement that includes all costs related to the start-up and delivery of all activities of the Centre.

The fixed cost, including any additional proposed costs for the start-up phase, must be substantiated by a budget detailing all costs and assumptions by fiscal year for all years of the funding agreement.

5.3 Evaluation Criteria

This section details the criteria against which proposals will be scored and evaluated. In order to

receive full consideration during evaluation, and advance to the interview stage of the application process, proposals must meet the minimum combined score for each of the criteria.

Criteria	Maximum Combined Score	Minimum Combined Score
Capacity <ul style="list-style-type: none"> a) Organization profile b) Organization’s alignment with the CEIE objectives c) Start-up of the Centre d) Ability to develop service provider capacity in working with all demographic groups e) Bilingual, accessible access to the Centre’s resources across the province f) Experience in managing government contracts, including financial management 	20	16
Knowledge and Expertise <ul style="list-style-type: none"> a) Roles, relationships, and responsibilities b) Qualifications and expertise of lead staff demonstrating diversity and inclusion c) Knowledge of LAE programs and practices d) Experience delivering relevant initiatives 	40	27
Approach <ul style="list-style-type: none"> a) Proposed governance approach b) Stakeholder engagement c) Research, pilot and evaluate function d) Capacity-building e) Website, knowledge transfer and exchange 	40	27
Total	100	70

5.4 Interview Process

The department intends to invite the top three to four scoring Applicants to attend an in-person interview. The interview is an opportunity for LAE to validate the content of the proposal. The Applicant will present their proposal, demonstrate how they will meet or exceed the project requirements, and participate in a question and answer period.

The Applicant’s interview will be scored out of 15 points, with a minimum required score of 10 points. The successful Applicant will be asked to submit three references that have direct knowledge of the Applicant’s work performance.

Interview Criteria	Maximum Score	Minimum Score
Presentation	5	
Questions and Answers	10	
Total	15	10

5.5 Communications

Applicants will have the opportunity to submit questions regarding the call for applications process, following the issue date of the call for applications. All questions can be sent to: careertransition@novascotia.ca with CEIE in the subject line, by **June 7, 2016**.

Questions and answers will be posted on the ENS website:
www.novascotia.ca/employmentnovascotia/transformation-project

No questions will be accepted by phone, and individual email responses will not be provided.

5.6 Results

The department intends to enter into a funding agreement with the highest scoring Applicant. If the applications submitted for evaluation do not meet the minimum scores in section 5.3, LAE reserves the right to terminate the process without entering into a contract with any of the Applicants.