



**Career Development
Association *of* PEI Inc.**

Business Plan

2017-2019



Career Development Association of PEI Inc.

Business Plan 2017-2019

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LEADING. COLLABORATING. TRANSFORMING.

EXECUTIVE SUMMARY

As the economic and social landscape evolves, the Career Development Association of PEI Inc. (CDA OF PEI) is preparing to build on the strong foundation established by the volunteer efforts of its membership since 1999. The organization is preparing to pursue a bold new strategic direction – one projected to create stronger strategic engagement with provincial and federal stakeholders and an enriched experience for its members. The Association will also enhance the work of its members by demonstrating their capacity as champions of social and economic development, and as business influencers.

CDA OF PEI has identified its need to align with the strategic direction of other jurisdictions across Canada in creating a professional certification system that would recognize both the formal and informal learning of Career Development Practitioners. As the provincial certifying body of the Certification as Career Development Practitioner (CCDP) designation, CDA OF PEI will better leverage its position as the leading voice and advocate for ethical and professional practice of the career development profession.

Our members work with individuals in the K-12 education system, post-secondary institutions, the unemployed, underemployed, and those seeking career transition services. With current and projected labour shortages, skill gaps and skill mismatches, the CDA of PEI is a central neutral body which can help guide policy frameworks, and participate in developing local and national strategies for improving the transition from education to employment.

Towards these ends, the Executive of the Board of Directors analyzed CDA of PEI's current structure, examined how the needs of the organization have changed, gained feedback from its members, and reflected on ways in which the strategic direction of the Association should evolve to meet the needs of its members and the public. Intending to complement and to strengthen existing activities, three new strategies have been endorsed:

1. **Development of a Provincial Career Development Framework.** The best career development and employment systems in the world include an infrastructure for brokerage and partnership between education and employment. The CDA of PEI is striving to develop a provincial framework to break down silos, meet citizens' needs, and support the progression of youth from education to work, and the progression of adults from underemployment or unemployment to sustainable employment.

It is increasingly accepted that the role of education is to graduate students who are "career-ready". This includes graduating students who are transition ready, work ready, AND post-secondary ready. It is also increasingly understood that being career-ready in today's unpredictable and challenging labour market requires far more than academic preparedness and achievement; in addition to foundational literacy and numeracy skills, it requires, at the least, skilled manoeuvring, resiliency, tenacity, flexibility, autonomy and the ability to manage uncertainty. The Atlantic Provinces, through the Council of Atlantic Ministers of Education and Training (CAMET), will proceed with the development of a framework of competencies that represents the realities of education and work in Atlantic Canada. The Canadian Career Development Foundation (CCDF) is leading this work, which will be completed by June 2018. The CCDF will consult with key stakeholders, in each province, on the proposed competency framework and supporting documents in the coming months.

CAMET is also undertaking an analysis of the strengths and gaps in the transition of students from public to post-secondary education. The study, to be conducted by the CCDF, will be completed in the fall 2017. The result of the study will provide evidence-based information on how to provide better access to post-secondary education for students who take an indirect route to post-secondary education, maximize the number of students who graduate from post-secondary education and training, and provide more opportunities for graduating students to find work in their fields of study.

CAMET has played a significant leadership role in endorsing *Future in Focus, the Atlantic Career Development Framework for Public Education (2015-2020)* and there are many examples in the Atlantic provinces of innovation and leading edge practice in making career readiness a priority for its graduates. Initiatives such as the Student Graduation & Transition Planner Project in Prince Edward Island demonstrate leadership and innovation, and there are similar examples in all Atlantic Provinces.

2. **Certification for Career Development Practitioners.** As the leading career development association body for Career Development Practitioners on PEI, CDA OF PEI will be the leader in elevating the recognition and observable value of Career Development Practitioners – and in particular of CCDP designation holders. The end goal is to ensure that career development practitioners have the knowledge, skills and competencies to deliver effective services to address the province’s current and future labour market challenges.
3. CDA OF PEI will experience sustained growth and increased member satisfaction, ensuring viability and continuity well into the future by **increasing its communication and networking opportunities.**

The objective of this business plan is to create a more formalized business model with dedicated staff to assume a more active leadership role and to manage the administrative functions of the organization in areas such as:

- Communications
- Research
- Training and Resource Development
- Resource building: Job Search Toolkit, Video Productions, and more
- Professional Development Opportunities
- Certification Processes
- Community Based Learning Hub for Employers
- Finance – creating a sustainable structure
- Marketing
- Awareness of profession
- Development of year-round Career Fairs
- Transferring National and Atlantic Provinces career development research and developments to be utilized on PEI
- Collaborating with Governments and community stakeholders to encourage a talented and labour force readiness

HISTORY

The Career Development Association of Prince Edward Island (CDA of PEI) is a registered non-profit organization established in 1999 and incorporated in 2011. The Association has developed a collaborative network of professionals across the career development continuum. Primarily operated by a volunteer Board of Directors, the Association is preparing to formalize and advance its work with the support of a Managing Director / Registrar.

This business plan can be supported by a number of recent publications created by its members representing the educational system, employment assistance providers, sector councils, and industry associations. The strategic direction and activities of CDA of PEI aligns with a number of initiatives such as the Prince Edward Island Department of Workforce and Advanced Learning's *"Engaging Our Workforce for Today and into the Future – 2016-2019 Strategic Plan"* and the provincial government's announcements to modify and integrate employment assistance services to "make service more consistent, reduce duplication, and improve assessment tools and access to training."

The conclusion is that the Career Development Association must take a lead role in moving the agenda forward on behalf of all those who work in the field of career development. And it must do so diligently, by ensuring the organization grows in a sustainable manner with limited financial and human resources.

EXECUTIVE PROFILES

The Career Development Association of PEI is currently led by a three-member Executive:

Chair:



Kim Murphy

Kim has been working on Prince Edward Island in the field of career development since 2002. She has worked with youth programs, industry training and provincial employment programs. Kim has been working at Career Development Services since 2005 and has been with the CDA of PEI since 2006. Kim has a degree in Applied Social Science from UPEI.

Co-Chair:



Lisa Chaisson

Lisa Chaisson has been an Employment Counsellor for the Employment Assistance Service (EAS) at the PEI Association for Newcomers to Canada (PEIANC) since 2008. She works directly with newcomers to Canada who are interested in finding and maintaining employment, as well as with those that would like to fulfill their educational goals. Lisa Graduated from the Child and Youth Worker program at Holland College and has earned her Career Employment Coach Certificate and Practical Workshop Facilitation Skills Certificate, both from The Winnipeg Transitions Center. She has facilitated the Newcomer Entrepreneur Program and co-facilitated the Working in PEI, Preparing for a Job Fair, Networking and many other workshops, hosted by PEI ANC. She is passionate about assisting newcomer clients to reach their professional goals in Canada.

Treasurer:



Gloria Welton

Gloria Welton has been Manager / Owner of The Employment Journey on PEI since 1998. This monthly publication is among the top career planning and job seeking resources for PEI. She comes from a background in education as a Career Education facilitator at NBCC and Holland College for about 10 years. She realized the limited amount of grass-roots labour market information available to the PEI labour force and created this publication as a means for job seekers to navigate effectively with employers, service providers, and the community as a whole as they plan their career.

Secretary / Director of Communications / Director of Membership:

Vacant Positions

COMMITTEE MEMBERS

Committee Member at Large

Carron McCabe	Department of Education, Early Learning, and Culture
Kathy McDonald	Department of Education, Early Learning, and Culture
Mark Douglas	Workplace Learning PEI
Nancymarie Arsenault	PEI Council of People with Disabilities
Roxanne Hall	Department of Education, Early Learning, and Culture
Janet O'Donnell	PEI Construction Association
Stacy Dunn	Employment Journey on PEI

Provincial Career Development Framework Committee

Lynn Connolly	Career Development Services
Kathy McDonald	Department of Education, Early Learning, and Culture
Roxanne Carter-Thompson	The Adventure Group
Gloria Welton	The Employment Journey on PEI

Certification Committee

Lisa Chaisson	PEI Association of Newcomers to Canada
Bonnie Stewart	University of Prince Edward Island
Carron McCabe	Department of Education, Early Learning and Culture
Jennifer Jeffrey	PEI Association for Newcomers to Canada
Lori Johnston	Workplace Learning PEI
Sarah-Jayne McKenna	Department of Workforce and Advanced Learning
Shelley Smith	Career Development Services
Kylah Hennessey	UPEI, Office of Skills Development

Networking and Collaboration Committee

Kevin McGee	Aerospace and Defence Association
Kim Murphy	Career Development Services
Mark Sandiford	Culture PEI
Joanne Brown	Skills PEI
Amy McLean	PEI Association of Newcomers to Canada
Allison Ramsay	Department of Workforce and Advanced Learning

MISSION

The **CAREER DEVELOPMENT ASSOCIATION OF PEI** is a network of professionals, community partners, and individuals committed to providing leadership to strengthen career development initiatives on PEI.



OBJECTS OF THE INCORPORATION

To influence policy, to identify leading practices, and to **enhance career service delivery to all Islanders requires a coordinated effort** with the right partners at the table. CDA OF PEI will be integral to raising professional standards, to creating professional development opportunities, to producing evidence-based publications and research, and to disseminating timely updates to all career development members who are directly and indirectly influencing the career development of the labour force on PEI.

- Promote networking opportunities, professional development, resource sharing, and best practices through an Annual Conference, Lunch 'N Learns, Newsletters, and Website
- Disseminate information on developments occurring in the field provincially and nationally -Training and Certification Opportunities
- Advance career development and the capacity of the profession to respond effectively to all clients and stakeholders in an ever-changing work environment
- Advocate for services that strengthen the continued growth of career development
- Increase public awareness of the career development field

TRENDS AND STRATEGIC DIRECTION

This business plan represents the culmination of several years of collaborative work and consultation with our members and partners. As such, the three (3) primary strategic objectives of the organization which will have the greatest impact to the profession and subsequently to the public, will be as follows:

1. Development of a Provincial Career Development Framework.
2. Certification for Career Development Practitioners.
3. Networking and Collaboration.

Furthermore, the need for a concerted career development framework for Prince Edward Island is evidenced in the many labour market research reports produced over the past ten years through sector councils, industry associations, chambers of commerce, and special interest groups. For instance:

- In the June 2015 Speech From The Throne, the provincial government outlined its long-term vision for PEI; to build a prosperous economy, achieve growth above the national average, and develop a stronger society through the three integrated priorities of people, prosperity, and engagement.
- At a National level, the Canadian Council for Career Development presented a case to the Parliamentary Standing Committee for Human Resources, Skills and Social Development and the Status of Persons with Disabilities to act urgently to point the compass in the right direction to address labour market challenges. (Appendix C)
- In October 2015, the Career Development Association of PEI held its annual conference with the themes of CONNECT, COLLABORATE, AND LEARN. In attendance were approximately 120 professionals representing education, labour market fields, career development services, and employment counselling. As a follow up to the Annual Conference, CDA of PEI conducted a survey of its 120 members and identified three key themes to move forward as an Association; 1) Provincial Career Development

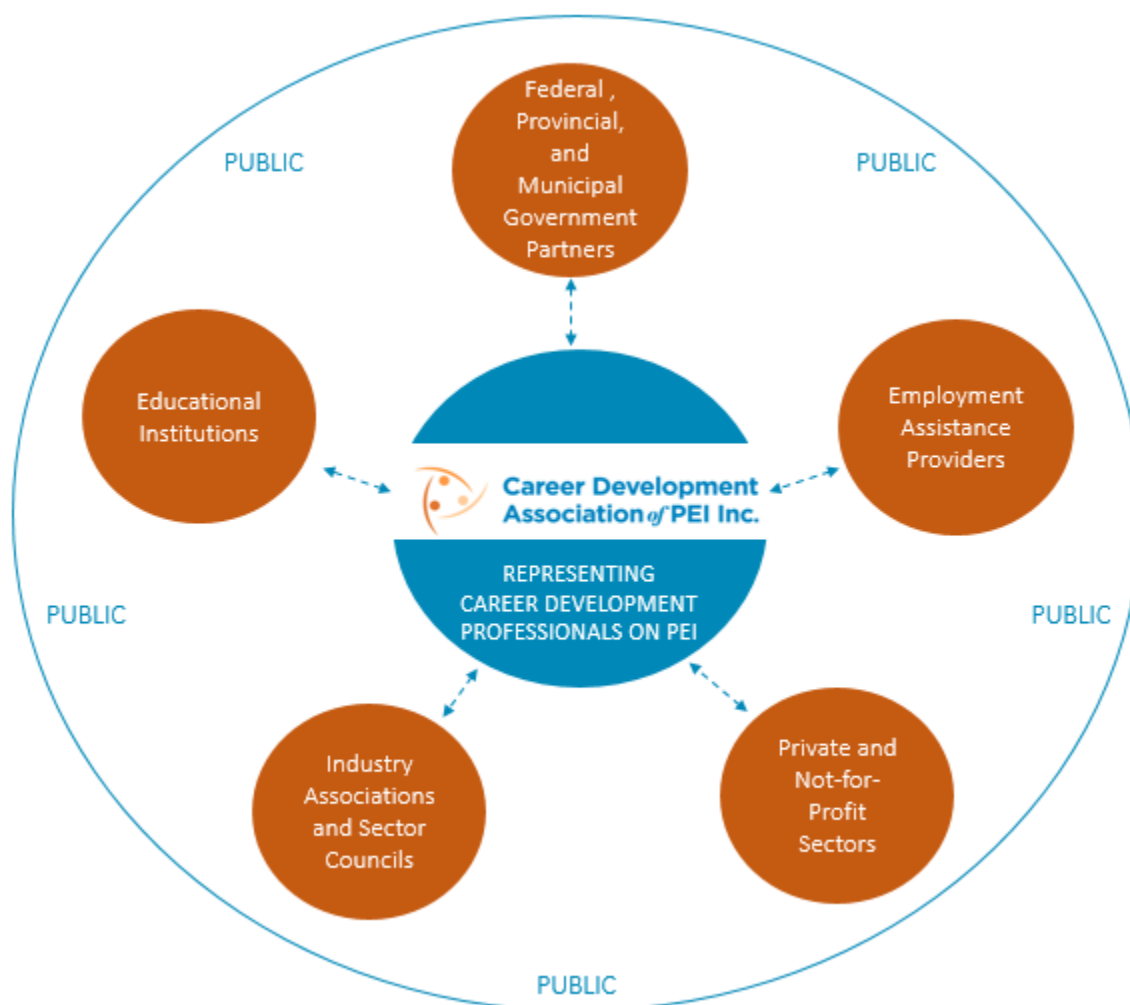
Framework; 2) Certification of Career Practitioners on PEI; and 3) Career Development Networking and Communication Strategy. (Appendix D)

- In December 2016, the Government of Prince Edward Island released its report 'The Mighty Island: A Framework for Economic Growth in Prince Edward Island.' With the goal of facilitating economic growth, the following priorities were identified: 1) Encouraging Talent and Labour-Force Readiness; 2) Immigration and Welcoming Communities; 3) Supporting Innovation and Entrepreneurship; 4) Renewing Strategic Infrastructure; 5) Aligning Community Economic Development; 6) Sharpening our Export Growth; and 7) Focus Enhancing our Global Brand.
- In 2016, the Prince Edward Island Department of Workforce and Advanced Learning developed a three (3) year strategic plan with a mandate to develop, attract and retain an educated, skilled and engaged workforce for a prosperous economy. The 'Engaging Our Workforce for Today and into the Future – 2016-2019 Strategic Plan' identified a focus on five strategic directions: 1) Accessible and Responsive Learning and Training; 2) Investment in Skills, Knowledge and Supports; 3) Population Growth; 4) Client-Centered Service; and 5) Informed Decisions. Within each of these directions a number of strategies were identified.
- The Atlantic Provinces, through the Council of Atlantic Ministers of Education and Training (CAMET), are proceeding with the development of a framework of competencies that represents the realities of education and work in Atlantic Canada. CAMET has played a significant leadership role in endorsing *Future in Focus, the Atlantic Career Development Framework for Public Education (2015-2020)* and there are many examples in the Atlantic provinces of innovation and leading edge practice in making career readiness a priority for its graduates. Initiatives such as the Student Graduation & Transition Planner Project in Prince Edward Island demonstrate leadership and innovation, and there are similar examples in all Atlantic Provinces.

The Career Development Association of PEI is recognized as a strategic leader in advancing the practice of career development professionals, and other members of the public interested in career development on Prince Edward Island. The Association is seeking to build momentum and enhance strategic partnerships to tap into emerging priorities as outlined above as well as those identified in the November 17, 2016 presentation by Canadian Council for Career Development to the Parliamentary Standing Committee for Human Resources, Skills and Social Development and the Status of Persons with Disabilities (Appendix C).

To influence policy, to identify best practices, and to **enhance career service delivery to all Islanders requires a coordinated effort** with the right partners at the table. CDA OF PEI will be integral to raising professional standards, to creating professional development opportunities, to producing evidence-based publications and research, and to disseminating timely updates to all career development practitioners and those working in the field who indirectly influence the labour force.

CAREER DEVELOPMENT ASSOCIATION OF PEI -STRATEGIC ALLIANCES-



ENVIRONMENTAL SCAN

The best career development and employment systems in the world include an infrastructure for brokerage and partnership between education and employment. The CDA of PEI is striving to develop a provincial framework to break down silos, meet citizen needs, and support the progression of youth from education to work, and the progression of adults from underemployment or unemployment to sustainable employment.

The CDA of PEI is the only not-for-profit organization specifically designated to meet the professional development needs of Career Development Practitioners and to act as a neutral body in bridging the gaps in collaboration among key stakeholder groups (primarily between educational institutions, employment assistance providers, and the business community).

Career Development Professionals

The Career Development Association of PEI represents approximately 120 members. The membership attends to the lifelong career development needs of all citizens, and includes:

- Employment Assistance Service providers
- Labour Market Information Specialists
- Department of Workforce & Advanced Learning staff
- Industry Sector Councils / Associations staff
- SkillsPEI staff
- Department of Education, Early Learning & Culture, Public Schools Branch, Schools, Counsellors, Teachers, Specialists
- Not-for-Profit/Private Employers/HR
- Post-Secondary Education & Training educators
- SkillsLink Service Providers

Federal and Provincial Partners

The CDA of PEI and the PEI Department of Education, Early Learning, and Culture and the Department of Workforce and Advanced Learning have developed a shared vision to connect education (e.g., public education, post-secondary education, apprenticeship training, other training, skills upgrading) and employment systems (e.g., employment assistance services: career development service providers, labour market providers, and government stakeholders) across the province.

The CDA of PEI is aligned with the statements identified in the Department of Workforce and Advanced Learning's *"Engaging Our Workforce for Today and into the Future – 2016-2019 Strategic Plan"* and the Learning Partners Advisory Council.

The organization recently engaged with the Department of Workforce and Advanced Learning for contract funding to move forward on strategic operational objectives (2016-2017).

Employment Assistance Service Providers

Employment Assistance Service providers connect individuals with a variety of employment support programs and services. The range of services include needs assessments and return to work action plans, identification of a career path that matches skills with jobs, and special services designed for specific groups of job seekers such as youth, newcomers to PEI/Canada, older workers, Indigenous peoples recently released from corrections, individuals with mental health challenges, single parents and persons with physical or intellectual disabilities. The CDA of PEI has established a strong relationship with many Employment Assistance providers through in-kind contributions of staff time and facility resources for meetings.

Industry Sector Councils / Associations / Agencies

Industry sector councils unite representatives from business, labour, education and other professional groups to analyze and address human resource issues. They provide a practical perspective on a wide range of issues related to technological change, quality standards, planning, and human resource development. Some members of these organizations continue to serve on CDA of PEI working groups, committees, and attend conferences.

Educational Institutions

The transition from education to employment is less clear for youth than in the past. The complexities of the labour market have increased, making the transition more time consuming, difficult to navigate, and costly. The transition is especially tenuous for vulnerable youth (e.g., low income, poorly educated, those lacking Essential Skills, school-leavers, those without community/family support). (Source: Canadian Career Development Foundation (2016): *Improving the School-to-Work Transitions of Youth in Canada: Literature Scan*)

Post-secondary educational Institutions are integral to developing pathways and learning opportunities to prepare young people and the current workforce for the changing realities of work. The University of Prince Edward Island and Holland College are two of the leading educational institutions keeping a pulse on the training needs of industry. A number of private training institutions also contribute to addressing the training needs of the public and private sector. The CDA of PEI currently has working groups with representatives from UPEI.

EVIDENCE OF COMMUNITY SUPPORT

As a network with province-wide representation from private and public sector employers, employees, organized labour, federal and provincial government, the Career Development Association of PEI Inc. has established itself and is supported by a broad network of career focused organizations. Two of our members currently serve on the National Advocacy and Outreach Group and the National Certification Working Group. CDA of PEI has been exploring strategic partnerships and initiatives with the Nova Scotia Career Development Association and the New Brunswick Career Development Association.

Please see Appendix “B” for letters of support for the advancement of the organization.

ORGANIZATIONAL STRUCTURE

The Career Development Association of PEI is a volunteer-led organization. It is a member of the Canadian Council of Career Development (www.cccda.org). While it is clear that there is no one specific organizational model that is best suited to the changing career services landscape, it is also abundantly clear that staff, with the support of member volunteers, are the lifeblood of an organization. Without dedicated staff, the CDA of PEI risks overutilization of volunteers which may lead to declining interest in strategic initiatives and lost momentum with stakeholders. The Board of Directors also recognizes that no career services organization is successful without the benefit of key partnerships and collaborations.

Leadership in career development will require staff who are highly effective communicators, who can build momentum and foster buy-in for needed strategic initiatives. Going forward, the CDA of PEI is formalizing its organizational structure with the hiring of a paid Managing Director / Registrar and an Administrative Assistant.

POSITION DESCRIPTION: MANAGING DIRECTOR / REGISTRAR

Purpose

The CDA of PEI Managing Director / Registrar is responsible for the successful leadership and management of the organization according to the strategic direction set by the Board of Directors.

Primary Duties and Responsibilities

The Managing Director / Registrar performs some or all of the following:

Leadership

- Participate with the Board of Directors in developing a vision, mandate, and strategic plan to guide the organization and the working groups
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the organization
- Act as the Registrar for all Certified Career Development Practitioners (CCDP). This includes maintaining a database of members, overseeing the certification process, and follow procedures for addressing complaints and disciplinary actions (as required)
- Act as a professional advisor to the Board of Directors on all aspects of the organization's activities, including but not limited to, Certifications of Career Development Practitioners
- In addition to the Chair of the Board, this individual will also act as a spokesperson for the organization
- Conduct official correspondence on behalf of the Board as appropriate and jointly with the Board when appropriate
- Represent the organization at community activities to enhance the organization's community profile

Operational Planning and Management

- Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the organization
- Oversee the efficient and effective day-to-day operation of the organization
- Draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the Board as appropriate
- Provide support to the Board by preparing meeting agendas, activity reports, and supporting materials

Program Planning and Management

- Oversee the planning, implementation and evaluation of the organization's programs and services
- Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board
- Monitor the day-to-day delivery of the programs and services of the organization to maintain or improve quality
- Oversee the planning, implementation, execution and evaluation of special projects

Human Resources Planning and Management

- Determine staffing requirements for organizational management and program delivery

- Oversee the implementation of human resources policies, procedures and practices including the development of job description for all staff
- Establish a positive, healthy, and safe work environment in accordance with all appropriate legislation and regulations
- Recruit, interview and select staff that have the right technical and personal abilities to help further the organization's mission
- Ensure that all staff receives an orientation to the organization and that appropriate training is provided
- Implement a performance management process for all staff which includes monitoring the performance of staff on an on-going basis and conducting an annual performance review
- Coach and mentor staff as appropriate to improve performance
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures

Financial Planning and Management

- Work with staff and the Board (Finance Committee) to prepare a comprehensive budget and secure adequate funding for the operation of the organization
- Research funding sources and write funding proposals to increase the funds of the organization or to advance strategic initiatives
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the organization
- Ensure that the organization complies with all legislation covering taxation and withholding payments

Research, Training, and Resource Development

- Lead, participate, and/or facilitate research development, intellectual property, training development, and resource development to advance the professional practice of members or to advance the interests of those serving in the profession

Stakeholder Relations/Advocacy

- Communicate with stakeholders, develop partnerships, and keep them informed of the work of the organization and to identify changes affecting the career development landscape
- Establish good working relationships and collaborative arrangements with industry groups, educational institutions, governments, and other organizations to help achieve the goals of the organization

Risk Management

- Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image and implement measures to control risks
- Ensure that the Board of Directors and the organization carries appropriate and adequate insurance coverage

Qualifications

Education

- Minimum of Bachelor's degree in a related field (Master's degree preferred)

Knowledge, skills and abilities

- Knowledge of leadership and management principles as they relate to non-profit/ voluntary organizations
- Knowledge of all federal and provincial legislation applicable to voluntary sector organizations including: employment standards, human rights, occupational health and safety, taxation, CPP, EI, health coverage etc.
- Knowledge of current career development practices, challenges, and opportunities
- Knowledge of local, regional, national, and international initiatives which may be relevant to career development on PEI
- Ability to write proposals to support the strategic initiatives of the organization

Proficiency in the use of computer software for:

- Word processing; financial management (preferred); e-mail; internet

Personal characteristics

The Managing Director / Registrar should demonstrate competence in some or all of the following:

- Flexibility: Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
- Behave Ethically: Understand ethical behaviour and business practices, and ensure that his/her own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.
- Build Relationships: Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
- Communicate Effectively: Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- Creativity/Innovation: Develop new and unique ways to improve operations of the organization and to create new opportunities.
- Focus on Client Needs: Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.
- Foster Teamwork: Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
- Lead: Positively influence others to achieve results that are in the best interest of the organization.
- Make Decisions: Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
- Organize: Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
- Plan: Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
- Solve Problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
- Think Strategically: Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

Experience

- Minimum of 5 years of progressive leadership experience in career development, counseling, student affairs, human resources or an equivalent combination of education and experience required.
- Experience developing and administering programs. Experience producing training and educational materials related to career development preferred.
- Experience successfully serving and mentoring a diverse population required.
- Experience with proposal writing, program evaluation, and assessment preferred.

Working Conditions

- Managing Director / Registrar will usually work in an office environment, but the mission of the organization may sometimes take them to non-standard workplaces.
- Managing Director / Registrar will work a standard work week, but additionally may work evenings and overtime hours to accommodate activities such as Board meetings and representing the organization at public events.

** Indicates alignment with the Department of Workforce and Advanced Learning Strategic Plan (2016-2020)*

Area		PROFESSIONAL DEVELOPMENT			
Priority	Goal	2017-2018	2018-2019	Tactic	Measurable Outcome
	Certification for Career Development Practitioner (CCPD)	x	x	The development of Certification within the CD field on PEI is presently being led by CDA of PEI. The goal is to develop clear career development outcomes, develop new approaches (programs, services, and supports) to delivering career development education and experiences, ensuring that career development practitioners have the knowledge, skills and competencies to deliver effective services to address the province's current labour market challenges and provide consistent standardization of services	Agreement and implementation of certification model that is in alignment with the national career development standards and guidelines. By the end of fiscal 2019 it is projected that all client interfacing Career Development Practitioners will be Certified. (Alignment with DWAL Strategic Priority 1.1. and 2.2)
	Increase learning opportunities for Career Development Practitioners (and those interested in this field of work)			Dissemination of Department of Education, Early Learning and Culture 1) Student Graduation and Transitions Planner Project <i>and</i> 2) Future in Focus: Atlantic Career Development Framework for Public Education 2015 to 2020.	Utilization of the 4M career model with other professionals who work with employment-related groups ages 15 to 18 outside of the secondary school system. (Alignment with DWAL Strategic Priority 1.1.)

Area					
PROVINCIAL CAREER DEVELOPMENT FRAMEWORK					
Priority	Goal	2017-2018	2018-2019	Tactic	Measurable Outcome
	Atlantic Canada Career Week (<i>a Council Atlantic Ministers of Education and Training (CAMET) initiatives</i>)	x	x	CDA of PEI will lead with a communication strategy to our membership and be involved in a working group to establish activities.	Support public and postsecondary education students in the area of career transition to effectively manage career choices, transition from high school to post-secondary education institutions and from post-secondary education to the labour force. (Alignment with DWAL Strategic Priority 1.2)
	Competency Framework for Youth and Young Adults in Atlantic Canada	x		The Council of Atlantic Ministers of Education and Training (CAMET) has recently awarded a contract to the Canadian Career Development Foundation (CCDF) to determine and articulate a framework of competencies to effectively manage career transitions through an individual's lifespan.	The key deliverable for this project will be a framework comprising a collaboratively developed set of specific career management competencies grouped into several areas for explicit developmental phases throughout the lifespan and supporting documents that CAMET can publish in hard copy and in digital format. Support documents will include the tailored materials necessary to meet the needs of students, educators, career development practitioners, families, post-secondary, and businesses. Completion date: June 2018 (Alignment with DWAL Strategic Priority 1.2)

Area	NETWORKING AND COLLABORATION				
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Priority	Goal	2017-2018	2018-2019	Tactic	Measurable Outcome
	Host networking and collaboration events, professional development workshops and roundtable forums.	x	x	To unite and break down silos experienced by CDA of PEI members across the Island. To create a calendar of ongoing events that align with existing career development themes such as Canada Career Month, Atlantic Career Week and National Skilled Trades and Technology Week.	A collaborative networking culture on PEI amongst career development practitioners, sector councils, agencies and stakeholders. (Alignment with DWAL Strategic Priority 1.6)
	Dissemination of Labour Market Information	x	x	CDA of PEI is ready to be invited to an external partnership to establish a communication plan for PEI Labour Market Information development and distribution with all stakeholders including WFAL- Labour Market Information Research division, The Employment Journey Inc., sector councils and associations, and federal government statistics.	The outcome will be a consistent message of opportunity, and current and timely information that is user-friendly to navigate. We want to be part of creating a new narrative for PEI around opportunity for all. (Alignment with DWAL Strategic Priority 1.7 and 2.1)

Area	POLICY AND GOVERNANCE				
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Priority	Goal	2017-2018	2018-2019	Tactic	Measurable Outcome
	Strategic Plan	X		Development of Strategic Plan	A long term plan supported by the Board and Members
	Human Resource Policies	X		Development of HR Policies	Policies approved by the Board
	Office Policies and Procedures	X		Development of Office Policies	Policies approved by the Board
	Disciplinary Process for Certification Designation	X		Development of Disciplinary Procedures for non-compliance with CCDP standards and guidelines	Procedures approved by the Board
	Corporate Governance Manual		x	Development of Governance documents	Governance documents approved by the Board

Area	ASSOCIATION DEVELOPMENT				
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Priority	Goal	2017-2018	2018-2019	Tactic	Measurable Outcome
	Partnership Development	x	x	Explore reciprocal partnerships and increase CDA of PEI Membership. The CDA of PEI will continue its focus on bringing employers and career professionals together, sharing information and promoting available programs as incentives to hire and train individuals	Increased membership (Also alignment with DWAL Strategic Priority 2.4 and Industry Associations)
	Create Operational Budgets	x	x	Operational budget to align with organizational initiatives and mandate	Budget developed
	Resource Development		X	Career Guidance Helping Tree Job Search Kits Production of Videos Community Based Learning Hub for Employers	Inventory of resources
	CDA Career Fairs		X	Host year-round Career Fairs	Career Fairs held



**Career Development
Association of PEI Inc.**

FINANCIAL PLAN

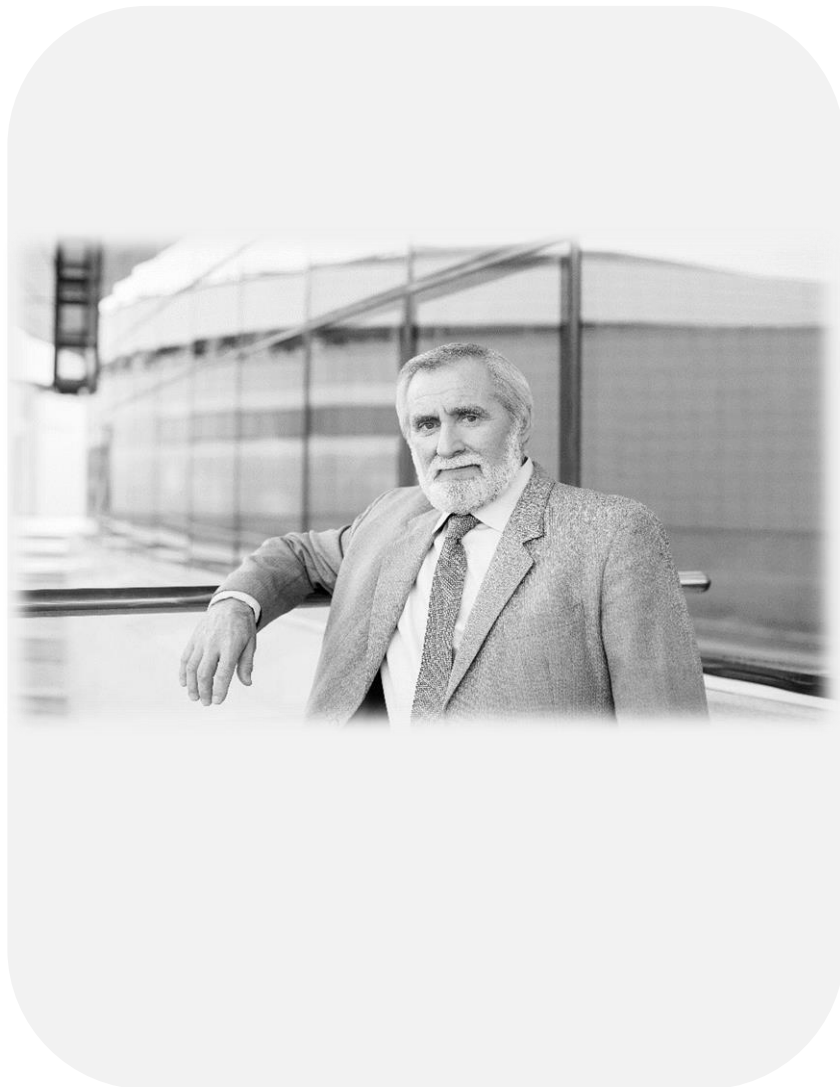
OPERATING BUDGET: APRIL 1, 2017 – MARCH 31, 2018

A. Wage Costs		
Managing Director / Registrar @56,000 (FTE)	\$56,000.00	26 pay periods (52 weeks) @ 37.5 hrs/wk @ \$28.72/hr
Administrative Assistant @\$17,000 (PTE)	\$17,000.00	26 pay periods (52 weeks) @ 20 hrs/wk @ \$17.44/hr
Subtotal	\$73,000.00	
MERCS (11.58%)	\$6484.80 \$1968.60	Managing Director / Registrar Administrative Assistant
Health Spending Account	\$1800.00 \$900.00	Managing Director / Registrar / Registrar \$150.00 per month Admin Assistant \$75.00 per month
Total Wage Costs	\$84,153.40	
B. Capital Costs		
Computer Hardware	\$2,000.00	1 Laptop
Other Capital	\$500.00	Indoor Signage (door sign and signage at entrance to office)
Total Capital Costs	\$2,500.00	
C. Overhead Costs		
Materials and Supplies	\$2,250.00	2 Printer Toners (@200 each), 1 Drum (@\$300), Simply Accounting Software (@\$180), Adobe (@\$270), Antivirus (@\$60), XP (@\$270), MS Office (@\$270), Misc. \$500 (Paper, file folders, pens, staplers, etc.)
Travel & Meals	\$6301.60	<p>Within the first six months, it is anticipated that there will be a significant requirement for travel, for the Managing Director / Registrar. This will be to attend meetings with stakeholders (Government, Sector Councils, Employment Service Providers), to conduct focus groups and to promote the Association. Within the contract period there may also be a requirement for consultations with Atlantic Career Development partners (NB, NS). The following is a breakdown of the travel allowances (12 Months)</p> <p>=(Charlottetown-Summerside) 142 km roundtrip (1 trip/wk x 52 weeks x .40cents)=\$2953.60</p> <p>= (Local travel for meetings) Estimate 60km/wk @ 52 weeks @ .40cents/km = \$1248.00</p> <p>=Interprovincial Consultations= 4 Trips per year 600km/roundtrip each + \$10 Toll Highways + \$45 Bridge + \$150 Hotel Room + \$80 Meals =\$525 per trip. = \$2100.00.</p>

Utilities		2
Cellular Phone- Managing Director / Registrar / Registrar	\$900.00	\$75 x 12 months (for use of personal cell phone)
Rent We have worked out a plan with Workplace Learning PEI to provide office space and consulting in our first year as we move forward to setting up training and certification. Workplace Learning is a tremendous support to us and we look forward to this collaboration.	\$13,845.00	Rent • Furnished office space for two staff with access to common spaces and office equipment (kitchen, photocopier, computer, Internet, phone system, extra space for planning etc). Per month \$525- \$6300.00 Workplace Learning PEI Training and Development Consulting including: • Support to Managing Director in all aspects of the work as required (estimated at an average of 1.5 hours per week X 50 weeks X 80.00 + Taxes.
Printing and Communications		
Printing	\$2,500.00	Letterhead, envelopes, mailing labels, business cards, communication materials, etc. There will be a need to print/publish and mail materials.
Postage	\$500.00	\$50 x 12 months (see "printing")
Member Mgmt. System	\$1008.00	\$84 x 12 months
Professional Fees		
Accounting and Legal Fees	\$2,800.00	Bookkeeping and auditing services
Graphic / Web Page Design, Development and Maintenance	\$5,300.00	\$3500 design + \$150 x 12 months (maintenance and changes)
Other Overhead		
Staff Development & Training	\$1,250.00	\$1000 for Managing Director / Registrar and \$250 for the Administrative Assistant for job related training. Rationale for training and approval by Board of Directors required.
Liability Insurance	\$1,300.00	Association and Broad members
Bank Charges	\$234.00	Based on \$12/month x 12 months + 3 sets of cheques @\$30each
Workers Compensation	\$197.10	Based on .0027 of wage costs
Total Overhead	\$38,385.70	
Total Cost (A+B+C)	\$125, 039.10	

PROJECTED INCOME

INCOME	April 1, 2017 – March 31, 2017	ASSUMPTIONS
Registration and membership fees	\$6000.00	\$50 x 120 members. The goal is to increase membership by 30 in 2017 and to 200 members by 2018.
Event income	\$2000.00	Conference Registration Fees (based on 100 @ \$75 per participant) less expenses
	\$2500.00	CERIC Contribution for Professional Development and Workshops
Certification Fees	TBD	
Training and Professional Development Fees	TBD	
Webinar Fees	TBD	
Career Development Tools and Resources	TBD	
Project Based Initiatives Career Fairs, Research, Videos, Toolkits	TBD	
TOTAL INCOME	TBD	This will be one of the primary objectives of the incoming Managing Director / Registrar



Appendix A – Career Development Association of PEI Inc. Corporate By-Laws



Career Development Association *of* PEI Inc.

BY-LAWS

JUNE 2011

1. The name of the association is Career Development Association of P.E.I. Inc. (CDA OF PEI).
2. The Purposes of the Association:
 - 2.1 The Career Development Association of P.E.I. Inc. is a non-profit organization. It is a network of professionals, community partners and individuals committed to providing leadership to strengthen career development initiatives on PEI.
 - 2.2 The objectives of the CDA OF PEI are as follows:
 - 2.2.1 Promote networking opportunities, professional development, resource sharing and best practices through: Annual Conference, Lunch 'n' Learns, the newsletter, and website.
 - 2.2.2 Disseminate information on developments occurring in the field provincially and nationally including training and certification opportunities.
 - 2.2.3 Advance career development and the capacity of the profession to respond effectively to all clients and stakeholders in an ever-changing work environment.
 - 2.2.4 Advocate for services that strengthen the continued growth of career development.
 - 2.2.5 Increase public awareness of the career development field.
3. The funds of the Association not required for immediate use may be kept on deposit in a bank or may be invested in such a manner as the Board or Executive determine.
4. Should the Association accumulate any profits they shall not go to the members, but shall be distributed in the same manner as the assets would be distributed upon the winding-up or dissolution as hereinafter provided. If, upon the winding-up or dissolution or if the Association is inactive for a period of two years, there remains after the satisfaction of all its assets and liabilities, any property whatsoever, the same shall become the property of a registered Canadian charitable organization.

Be it enacted and it is hereby enacted as a by-law of the Career Development Association of P.E.I. Inc. (hereinafter called the "Association") as follows:

DEFINITIONS

- 1.01 The term "Executive" refers to the Chair, Co-Chair, Past Chair, Secretary, Treasurer, Director of Communications, and Director of Membership of the Association.
- 1.02 The term "members" refers to those individuals in good standing with the Association (i.e. those who have paid their annual membership fees).
- 1.03 The term "Committee" refers to those members who have expressed an interest in the day to day business and planning requirements of the Association and who attend regular Association meetings.
- 1.04 The term "Board" refers to the members of the Executive as well as any member of a Committee of the Association.
- 1.05 The term "amendments" refers to changes within the By-Laws of the Association.

2. MEMBERSHIP

- 2.01 The Association will grant membership to every person who applies in accordance with the By-Laws, as long as the person:
- has complied with the By-Law requirements for membership;
 - may participate in at least one of the competency areas, namely:
 - Individual assessment and counselling;
 - Group assessment and counselling;
 - Career and labour market information;
 - Program research, design, and evaluation;
 - Program management and implementation; and
 - People management (supervision);
 - Other.
 - Agrees to abide by the Code of Ethics/Conduct governing the person's professional designation as well as they By-Laws of the Association.
- 2.02 The members of the Association are the applicants for the incorporation of the Association, and those who subsequently have become members as described herein.
- 2.03 A person may apply to the Association and on acceptance by the Executive shall be a member upon payment of the annual membership fee set from time to time in accordance with these by-laws.
- 2.04 Membership in the Association shall not be transferrable and shall terminate upon death, resignation, or nonpayment.
- 2.05 The Director of Membership or a designate appointed by the Executive shall enter, in a register kept for such purpose, the full name and address of each member of the Association and shall maintain such a register during the balance of the person's term of office.
- 2.06 The Director of Membership will be responsible for an annual report at the Annual General Meeting.
- 2.07 The membership fee payable by all members shall be recommended by the Executive and approved by the membership at the Annual General Meeting of the Association.
- 2.08 The membership fee shall be collected once a year at the Annual General Meeting of each year, or at the time of the annual conference.
- 2.09 Members who fail to pay the membership fee at the outset of the Annual General Meeting shall be considered non-members and shall lose his/her membership rights, including a vote, for purposes of that Annual General Meeting and until fees are paid.
- 2.10 Any member may resign by submitting his/her name in writing to the Director of Membership, who shall have the date recorded in the register and the resignation shall be effective immediately upon being recorded.
- 2.11 Except as hereinafter set out, the Board or Executive may:
- i) by resolution passed by a two-thirds (2/3) majority vote at any meeting of the Board and Executive at which a quorum is present, terminate the membership of any member whose conduct is improper, unbecoming, or likely to endanger the interest or the reputation of the

Career Development Association, or who willfully commits a breach of the Constitution or By-Laws of the Association;

ii) order that the category of the membership of a member should be changed.

- 2.12 Any member whose membership has been terminated or who has been requested to resign or whose membership category has been ordered changed shall be given the specific reasons and shall be allowed thirty (30) days to present evidence to the Board why such action should not have been taken. After presentation to and the hearing by the Board, the Board, shall either confirm or overturn its decision. The decision of the Board shall be final and binding.
- 2.13 The membership of a Board member may not be terminated unless the member has first been removed as a Board member pursuant to these By-Laws.
- 2.14 A membership is not transferrable or refundable.
- 2.15 Except those members whose membership has been terminated or where a member has been asked to resign, pursuant to paragraph 2.11, members may be reinstated upon payment of the annual fee.
- 2.16 The Chair of the Association will be exempt from paying an annual fee.
- 2.17 Every member shall uphold the Constitution and comply with these By-Laws of the Association.
- 2.18 A member ceases to be in good standing when he/she has failed to pay the current membership fee or any other subscription or debt due and owing to the Association and so long as the debt remains unpaid.
- 2.19 On being admitted to membership, a member is entitled to, and the Association shall provide on request and without charge, a copy of the By-Laws of the Association currently in force.

3.0 OTHER MEMBERSHIP

- 3.01 A person who in the opinion of the Board or Executive has shown exemplary support for the purpose of the Career Development Association can be granted the privileges of an honorary membership.
- 3.02 A business or organization that wishes to belong to the Association shall be granted a corporate membership. The membership fee payable by a corporate member shall be set by the Board at the Annual General Meeting.

4.0 OFFICERS

- 4.01 Any member in good standing with the Association is eligible to stand for election to an Executive position.
- 4.02 The property and business of the Association shall be managed by the Board.

5.0 ELECTIONS AND TERM OF OFFICE

- 5.01 There shall be an annual election of Executive Officers at the Annual General Meeting.
- 5.02 There shall be up to a maximum of 15 Board members at any one time.

- 5.03 The immediate Past Chair or such other person appointed by the Executive shall be responsible for calling for nominations of Executive Officers from the scrutineer.
- 5.06 Should no one contest a position for Chair, then the Executive may appoint someone to fill that position for a one (1) year period. In the following year there shall be an election for the Chair's position.
- 5.07 The Chair, or person so appointed by the Executive, shall be responsible for the election process at the Annual General Meeting.
- 5.08 Separate elections shall be held for each office to be filled.
- 5.09 An election of an Executive member may be by acclamation; otherwise it shall be by ballot. The Board or Executive members shall, from time to time, determine the election procedures and functions of the county representatives.
- 5.10 If a ballot vote is required then the Chair shall choose scrutineers who are not candidates to count the ballots.
- 5.11 If no successor is elected or appointed in accordance with the provisions of this by-law, then the person previously elected or appointed continues to hold office.
- 5.12 The Chair will inform all candidates of the results of the elections and will report those results to the members at the Annual General Meeting.
- 5.13 The Executive shall be responsible for publishing the names of the elected candidates as soon as possible.
- 5.14 If a member is appointed to the Executive he/she would conclude their position at the second Annual General Meeting of the Association, but is eligible for re-election at the meeting.
- 5.15 If a Board or Executive member resigns his/her office or otherwise ceases to hold office, the remaining Executive members shall appoint a member to assume that position.
- 5.16 A Board or Executive member shall cease to hold office in the event that:
- i) the person resigns;
 - ii) the person, without reasonable excuse, is absent from three or more Board or Executive meetings, or is suspended or expelled from the Association, and in such case, the Executive shall declare the office vacated and may appoint a successor who will hold the office until the next Annual General Meeting.
- 5.17 A Board or Executive member may be removed by a three-quarter (3/4) vote of the membership passed at a special meeting called for that purpose. Notice of a special meeting must be sent to all of the membership and 10% of the membership must be in attendance, and in any event, not less than three members. Also,

- i) a notice of such meeting shall specify the reason for the meeting and the grounds upon which the removal of the Board or Executive member is sought and similar notice shall be given to the said Board or Executive member,
 - ii) a notice shall direct that the meeting shall take place within 21 days after such notice has been given, and
 - iii) the Board or Executive member whose removal is sought shall have the right to attend at any such meeting and to speak at the same and to present arguments and evidence as he/she may wish.
- 5.18 No Board or Executive member shall be remunerated for being or acting as a Board or Executive member but may be reimbursed for all expenses incurred by him or her while engaged in the affairs of the Association.
- 5.19 The Board and/or Executive members may, from time to time, hire individuals for work that may be considered in the best interests of the affairs of the Association.
- 5.20 For a first meeting of the Board or Executive held immediately following the appointment or election of Executive or Board members at an annual or other general meeting of members, or for a meeting in which a Board or Executive position is appointed to fill a vacancy, it is not necessary to give notice of the meeting to the newly-elected or appointed member(s) for the meeting to be duly reconstituted, if a quorum of Board or Executive members are present.

6.0 MEETINGS OF MEMBERS

- 6.01 Meetings of the Association shall be held at such time and place as the Board or Executive decide.
- 6.02 Extraordinary general meetings may be called by the Chair at any time within thirty (30) days of receipt of a written request provided such request is accompanied by reasons specifying the purpose of the meeting and signed by all of the Executive members.
- 6.03 The Executive may, whenever they think fit, convene an extraordinary general meeting.
- 6.04 The Board or the Executive must give written notice of the Annual General Meeting to the members and such notice shall not be less than fourteen (14) days and shall specify the place, the day and the hour of the meeting, and in case of special business, the general nature of that business.
- 6.05 A notice must be given to a member, either personally or by mail/e-mail to him/her at his/her address as provided at the time membership was issued, or last known mail or e-mail address.
- 6.06 A notice sent by mail shall be deemed to have been given on the second day following that on which the notice is posted, and in providing that notice has been given it is sufficient to prove that the notice was properly addressed and put in a Canadian post office receptacle.
- 6.07 The accidental omission to give notice of a meeting to any of the members entitled to receive notice does not invalidate proceedings at that meeting.
- 6.08 An Annual General Meeting of the Association shall be held at least once in every calendar year.

- 6.09 If at any time during a meeting the membership questions whether a quorum is present, the membership present shall vote to continue the scheduled business or reschedule and adjourn the present meeting.
- 6.10 If the Chair of the Association is absent from a meeting, a Co-Chair or in absence of both, one of the Board or Executive members present shall preside as Chair.
- 6.11 If at a meeting there is no Executive or other Board member present within fifteen (15) minutes after the appointed time of the meeting, or the Executive and all the other Board members are unwilling to act as Chair, the members present shall choose an individual to act as Chair for that meeting.
- 6.12 The Executive members shall each present a report at the Annual General Meeting.
- 6.13 All regular members of the Association are entitled to vote. Voting by proxy is not permitted.
- 6.14 Special business is:
- i) all business at an extraordinary meeting except the adoption of rules of order, and;
 - ii) all business that is transacted at an Annual General Meeting, except:
 - a) the adoption of rules of order;
 - b) the consideration of financial statements;
 - c) the report of the Executive members;
 - d) the report of the auditor, if any;
 - e) the election of Executive members;
 - f) the appointment of the auditor, if required; and
 - g) such other business as, under these by-laws, ought to be transacted at an annual general meeting, or business which is brought under consideration by the report of the directors.

7.0 MEETINGS OF THE BOARD AND/OR EXECUTIVE

- 7.01 Board or Executive meetings shall be held on a regular basis as determined by the Board or Executive.
- 7.02 Only elected or appointed Board or Executive members shall be entitled to vote.
- 7.03 A quorum shall be a simple majority of the Board or Executive members then in office.
- 7.04 In the absence of the Chair or the Co-Chair, another Executive member shall act as Chair.
- 7.05 *Robert's Rules of Order Newly Revised* will be used to conduct all Board or Executive meetings.
- 7.06 The Board or Executive members may establish Ad-Hoc (special) Committees from time to time.
- 7.07 At the Annual General Meeting, members may recommend to the Board or Executive members the appointment of Ad-Hoc (special) Committees from time to time.

- 7.08 The Board or Executive will determine the extent, duties and jurisdiction of such Ad-Hoc Committees and those committees will report to the Board or Executive.
- 7.09 Ad-Hoc Committees may be allowed to extend their mandate beyond one (1) year with the consent of the Board or Executive.
- 7.10 Approved expenses for Ad-Hoc committee assignments may be paid on behalf of the Association by the Treasurer.
- 7.11 A resolution in writing, signed by all the Board or Executive members and placed with the minutes of the meeting, is as valid and effective as if regularly passed at a meeting.

8.0 FINANCES

- 8.01 The fiscal year shall be from January 1 to December 31.
- 8.02 A financial statement from the previous fiscal year will be presented to the Board or Executive members prior to the Annual General Meeting.
- 8.03 The funds of the Association not required for immediate or Executive use may be kept on deposit in a bank or may be invested in such a manner as the Board or Executive determines.
- 8.04 The Executive will appoint three signing officers who are members of the Executive, of which any two (2) officers will be required to sign cheques that will be drawn on the Association's account.
- 8.05 The Executive will be responsible for presenting a budget plan to the Board prior to the Annual General Meeting. Budget plans must be approved by the members at the Annual General Meeting. If amendments to the budget plans are required at a later date, the amendments must be approved by the Board.
- 8.06 The Treasurer of the Association shall keep the financial records of the Association and shall be responsible for all their custody and safekeeping, including all vouchers, receipts, cheques and other records dealing with financial matters.
- 8.07 All financial records of the Association may be inspected by any member of the Association at any reasonable time at the place at which such records shall be normally kept, upon written request by the member and with the approval of the Executive.

9.0 DUTIES OF EXECUTIVE MEMBERS

- 9.01 The Chair shall preside at all Board or Executive meetings of the Association.
- 9.02 The Chair is the Chief Executive Officer of the Association and shall supervise the other Board or Executive Offices in the execution of their duties.
- 9.03 The Co-chair shall carry out the duties of the Chair during his/her absence.
- 9.04 The Co-chair shall assist the Chair in his/her duties and shall provide advice and counsel to the Association's Board or Executive.
- 9.05 The Secretary shall:
 - i) keep the records of all the activities of the Association;

- ii) keep minutes of all the Board or Executive meetings as well as the Annual General Meeting of the Association, and ensure the same are kept in a safe and secure depository;
 - iii) deal with correspondence and perform other such duties necessary to carry out the By-Laws as the Board or Executive members shall direct; and
 - iv) be responsible for the custody of the seal of the Association.
- 9.06 If the Secretary is absent from a meeting of the Association Board or Executive, a member of the Executive shall appoint another Board member to act as Secretary at that meeting.
- 9.07 The Treasurer shall:
- i) have the custody of all monies of the Association at a Chartered Bank or Credit Union;
 - ii) record all receipts and disbursements of the Association;
 - iii) disburse monies only in accordance with the directions of the Board or Executive members; and
 - iv) ensure that the financial records are kept in a safe and secure place.
- 9.08 Responsibilities of the Director of Membership are set out in 2.05 and 2.06. Additional responsibilities shall be determined by the Executive and supervised by the Chair.
- 9.09 Responsibilities of the Director of Communications shall be determined by the Executive and supervised by the Chair.
- 9.10 The immediate Past Chair shall assist the Chair and the Co-chair in their duties and shall provide advice and counsel to the Association's Board or Executive.
- 9.11 The Board or Executive members may provide a common seal for the Association and shall have the power from time to time to destroy it and substitute a new seal in place of the seal destroyed.
- 9.12 The common seal shall be affixed only when authorized by a resolution of the Board or Executive members and then only in the presence of two Executive members.
- 10.0 CONSTITUTIONAL AMENDMENTS**
- 10.01 Members of the Association may propose Constitutional amendment(s) provided that each amendment is endorsed by at least ten percent (10%) of the Association's membership.
- 10.02 Notice of proposed amendment(s) must be given in writing to the secretary thirty (30) days before the Annual General Meeting.
- 10.03 The Secretary shall be responsible for mailing to members of the Association the proposed amendment(s) thirty (30) days before the Annual General Meeting.
- 10.04 An opportunity to discuss Constitutional changes will be provided at the Annual General Meeting.
- 10.05 Constitutional amendment(s) shall only be made on the vote of not less than seventy-five percent (75%) of the membership attending the Annual General Meeting.

10.06 Amendment(s) to the Constitution will be reported as soon as possible and at the next Annual General Meeting.

10.07 The Board or Executive will be responsible for reviewing the Constitution every five (5) years.

11.0 BY-LAW AMENDMENTS

11.01 Each proposed By-Law amendment must be given in writing to the Secretary thirty (30) days before the Annual General Meeting.

11.02 The Secretary shall mail to all membership notice of proposed amendment(s) fourteen (14) days before the Annual General Meeting.

11.03 An opportunity to discuss By-Law changes will be provided at the Annual General Meeting.

11.04 Amendments to the By-Laws will be reported as soon as possible and at the next Annual General Meeting.

11.05 These By-Laws shall not be altered or added to except by special resolution at an Annual General Meeting.

12.0 PARLIAMENTARY AUTHORITY

12.0 If procedures in the conduct of the business or matters in the procedure should arise, which cannot be resolved by reference to the above By-Laws, then reference shall be made to *Robert's Rules of Order Newly Revised*.

Appendix B – Letters of Support

Appendix C: Presentation to Parliamentary Standing Committee (2016)

Speaking Notes

Presentation to Parliamentary Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities

Canadian Council for Career Development (3CD)

November 17, 2016

Contact: Lynne Bezanson

Executive Board Member, Canadian Council for Career Development

l.bezanson@ccdf.ca

613-729-6164, ext. 204

I represent the Canadian Council for Career Development, a voluntary coalition of leaders in career development from all provinces who help Canadians of all ages to navigate learning and work successfully. We all know that the best routes to combat poverty are through education and work but accessing both has become increasingly difficult.

First the context. Canada rates first among industrialized countries on the proportion of residents with university or college degrees or diplomas. We also have the highest rates of PSE degree holders working in jobs where they earn half or below half of the median income, the commonly accepted cut off point for poverty. Indigenous and immigrant youth face even greater challenges as do youth with disabilities and youth already living in poverty. There is some evidence that many youth are questioning the value of PSE—which is very dangerous indeed.

A SunLife study (2012) found that 86% of 18-24 year olds report excessive stress attributed to underemployment and/or employment prospects. The direct links between stress and mental illness are indisputable. In its 2014 report, the Canadian chamber of commerce stated that “improving the pathways for youth from education to employment is one of national importance if not a national emergency.”

There is ample research which demonstrates that career education and support services and workplace learning opportunities produce positive education and labour market outcomes, not of course in isolation but they are key components and they are, in Canada, traditionally underused as accessible and affordable labour market and poverty reduction strategies. I do not have time to draw your attention to examples but will be very pleased to provide references for your review.

There are also major challenges. Access to career services, especially for those in transition between school and work or between work and work, are not consistent or coordinated. Career pathways for youth are fragmented and there are huge gaps in collaboration between stakeholders, primarily educational institutions and the business community. Entry standards, pathways to employment, areas of skill shortage are very unclear. Entry level jobs are less frequently a first step and more commonly a dead end, offering precarious work and low pay. A review done by McLean’s in 2014 reviewed job advertisements in the “entry level” sections of three major Canadian career websites showing that even for these jobs, employers demand two to five years of work experience. Work experience is hard to come by.

And everyone blames everyone else. The employer community blames educators for not producing the graduates it needs; educators blame the business community for not providing opportunity, inflating job qualifications and lack of clarity on pathways; career services are blamed for using outdated tools such as the

horror stories you have all heard about the computer program spitting out that you should be an undertaker and of course everyone blames governments. This blame game is not getting us far. How to move forward and how can leadership from the career development community support? I turn to this now.

Number 1 and it is a big one. We need a National School to Work Transitions Framework and Strategy that is built on a solid foundation of what has worked in other countries and what is being done in pockets of excellence across Canada. We have no mechanism to bring the critical partners together in order to build that foundation on what has already been done and is known to be working. Critical partners need to include educators, employers, career development leaders, social service agencies, the mental health system, provincial and territorial governments. Such a strategy will not be built overnight but it can be built strategically and systematically and cooperatively, moving us out of the blame game toward a strategic planning game. Bringing the critical stakeholders together is something the federal government can do without tripping over jurisdictional boundaries; it has been done before, by our community and others. There are pockets of excellence here and internationally that can be built upon and shaped collectively. This is likely a 5 year strategy but a most worthwhile one and certainly one which could begin to build optimism for the future among youth and marginalized groups and at the same time tackle some major contributors to poverty. Number 2: The second burning issue we want to raise with you is the importance for youth to have opportunities for workplace learning. Access to work experience or co-op programs at both secondary and post-secondary levels is very limited as is access to paid internships. Even volunteer organizations are asking for previous volunteer experience.

Researchers in career development studied access to workplace learning across Canada and uncovered consistent trends. We have good programs at all levels but access to them is very limited. The problems are with implementation and sustained funding, not with good programs.

We also have very few incentive programs to encourage employers to hire young graduates and to provide some on the job training to help them be successful. We need a way to bring the business community forward, hear their challenges and what would be needed in order for them to be able to open more opportunities for youth, both disadvantaged and not. And we need to begin to work to address some of those barriers.

We would also like to recommend consideration for programs modelled after successful initiatives such as Katimavik, Youth Service Canada or new spin-offs to provide young people with practical work experience that also benefits their communities. Such work experience could be part of a demand focused strategy, providing experience in areas of potential future growth and opportunity. An idea to consider would be some form of debt forgiveness—for example one year of tuition forgiven after six months or one year of volunteering in a community based work experience program that pays minimum wage. We are convinced there would be enormous long term cost savings in moving this kind of initiative forward.

These two initiatives, creating the mechanisms for developing a National School to Work Transitions Strategy and building work experience opportunities in demand sectors of the economy, if undertaken in the collaborative spirit I have tried to describe could go a long way to mitigating against what the Chamber of Commerce termed a pending national emergency. That may be a slight overstatement but it is not far off the mark. We cannot have a labour market which is increasingly difficult for all Canadians to navigate, which sets up impenetrable barriers such as no job without work experience but no opportunity to get work experience, and which turns entry level jobs into permanent precarious jobs leading to increased poverty. We need to focus on making the school to work transition less fraught with dead ends. To tackle this we need to build on existing excellence, we need a framework and we need to have mechanisms to bring the critical stakeholders to the table to make it happen. The Canadian Council for Career Development will be allies in making these happen.

