# APPLICANT GUIDE 2023

Upskill Canada
POWERED BY palette skills

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# Part 1: Program Information

## Introduction

This call for proposals is being led by national not-for-profit, **Palette Skills**. Palette Skills has been selected by **Innovation, Science And Economic Development Canada** (ISED) to be the lead recipient in its **Upskilling for Industry Initiative (UII)**. Palette will deliver this initiative through Upskill Canada, a national talent platform that helps fast-growing companies access the talent they need to compete and succeed globally while creating new career pathways for workers to rapidly transition into high-demand roles.

Through this competitive solicited call, organizations may apply to join our national partner ecosystem and deliver upskilling programs funded through Upskill Canada.

More information on Palette Skills and Upskill Canada can be found on our **website**.

This applicant guide provides important information and instructions on how to prepare an application for funding and become an Upskill Canada delivery partner. We recommend that you read this document in its entirety before you start your application.

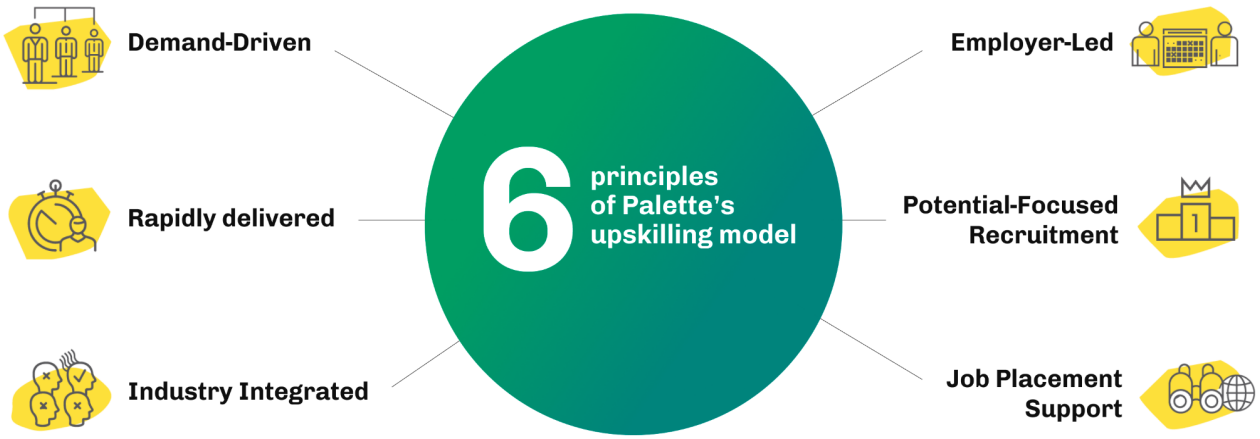
## Upskill Canada Objectives

Upskill Canada will target all regions of the country and support Canadian-based employers, with a particular focus on small to medium-sized enterprises (SMEs). It will focus on strengthening key growth sectors, including digital technology, cyber security, agricultural technology, advanced manufacturing, clean technology and biomanufacturing. Its primary objectives are to:

- Support employers located across the country, particularly SMEs in high-growth sectors, to better address their skills needs.
- Upskill mid-career Canadians, including those from underrepresented groups, and help them connect with new work opportunities in high-growth sectors.
- Drive lasting improvements to the upskilling ecosystem by building close collaborations across training providers, employers, and other partners to design and deliver upskilling programs and shift mindsets around talent development and utilization.

## Program Criteria

**The Palette Model for Upskilling:** We have identified six core components required for a successful upskilling program. It provides a framework with which to design an upskilling program to enable success:




- **Demand-Driven:** Program areas are selected based on current and projected future need in the labour market for the job role. Consultations with local employers combined with labour market research are used to validate demand. This ensures jobs are available for participants once the program is completed.
- **Rapid Delivery:** Programs are delivered in the shortest time possible for each cohort (16 weeks or less), and launched as rapidly as possible (within 6 months).
- **Employer-Led:** The skills and knowledge participants will learn in the program are identified primarily by employers through consultations. Programs should be collaboratively designed with employers. This means that before program design begins, employer partners have been identified, and are guiding curriculum development to ensure a mix of technical and soft skill training that meets their talent needs.
- **Experiential and Industry-Integrated:** Industry representatives are directly involved in program activities, either through guest lectures, panel discussions, networking events, or other activities. This gives employers and participants opportunities to connect and demonstrate their capabilities. Industry-integrated activities include industry speakers, employer case studies, and site visits. Experiential learning includes work placements, projects conducted in concert

with employers, and practicing typical job tasks.

- **Potential-Focused Recruitment:** Admissions criteria are designed to evaluate a person's transferable skills gained throughout their life (e.g. previous careers, volunteer positions, school, personal commitments) and potential to succeed in the field, and not just their previous accomplishments. This ensures that programs are tapping into untapped talent pools, and are not replicating existing barriers within the labour market.
- **Job Placement Support:** Robust job placement support to ensure participants have the opportunities and motivation they need to navigate the job market to employment. This could include structured job readiness programming, individual or group coaching, additional employer networking opportunities, etc.

For more details on these components, including short examples of how Palette has applied the model, refer to the **Learning Sandbox**.

## Participant Criteria

Upskill Canada is focused on supporting mid-career workers with at least three years of work experience, who are seeking new career opportunities in growing fields. Note the following details:

- Work experience can be outside of Canada
- Work experience does not need to be three consecutive years
- Work experience must be outside of full or part-time studies (high school or postsecondary)
- Work experience can include volunteer work
- Three years can be a combination of full-time or part-time paid/volunteer work, where full-time is defined as 30 or more hours per week and part-time is defined as less than 30 hours per week.
- A participant must be legally eligible to work in Canada
- Work permit holders should have at least one year on the permit after the start of the upskilling program

## Application Period

After a call is announced, you will have four weeks to submit your full application and will be notified of your funding status within 8-10 weeks of submission. The application portal will re-open to accept launch-ready applications approximately every eight weeks until all

the funding has been allocated. Applications are planned to open again in July and September 2023.

Programs funded through Upskill Canada must conclude by March 31st, 2025.

## Becoming a Delivery Partner

To become an Upskill Canada delivery partner and receive project funds, you must demonstrate your expertise and capacity to deliver programming that is optimized for success for both employers and participants. Delivery partners must have completed employer consultations and have employers committed to co-design and delivery. The activities that are required to submit a robust application, are outlined in this guide.

As an approved delivery partner, you will be responsible for all aspects of the program; including, demand validation, design and development, marketing and recruitment, admissions, delivery, reporting, and job placement activities. Palette will provide you with resources and guidance to support the development of your application and to deliver your program successfully. Delivery partners retain all intellectual property rights for any upskilling programs that are funded through Upskill Canada.

Delivery partners are expected to have a Partnership Agreement in place if collaborating on the development and/or delivery of upskilling programs with other organizations. We recommend defining the roles and responsibilities for the partners, as well as joint risk management provisions. The Agreement should also set out how intellectual property rights arising from the upskilling programs will be shared among program partners.

### Coalitions

Special consideration may be given to multiple organizations that collaborate to apply as a coalition under one lead applicant. The goal should be to deliver an upskilling program across a region or at the national level. It will be highly beneficial to draw on the combined resources and expertise of multiple organizations. We expect lead applicants to have signed agreements with any groups or partners collaborating on the delivery of their program.

**Examples of coalitions:**

1. A group of delivery partners co-designing and delivering the same program.

2. A group of partners delivering different components of one program (eg. community partner organization targets a talent pool and delivers professional skills while college delivers technical skills).
3. Umbrella organization coordinating a group of delivery partners with infrastructure and capacity to handle funding and reporting.

*Coalition program example:* A regional economic development agency identifies that there are many entry-level renewable energy positions in rural areas and the trend will continue to grow as plants convert from carbon-based centralized systems to more hybrid distributed networks. Consultations with a university trigger program design discussions with employers. The university, as the lead applicant, partners with local colleges to create a coalition for delivery of an upskilling program across the region that would incorporate a combination of online learning and in person modules enabling individuals in both rural and urban areas to transition into these high-demand roles.

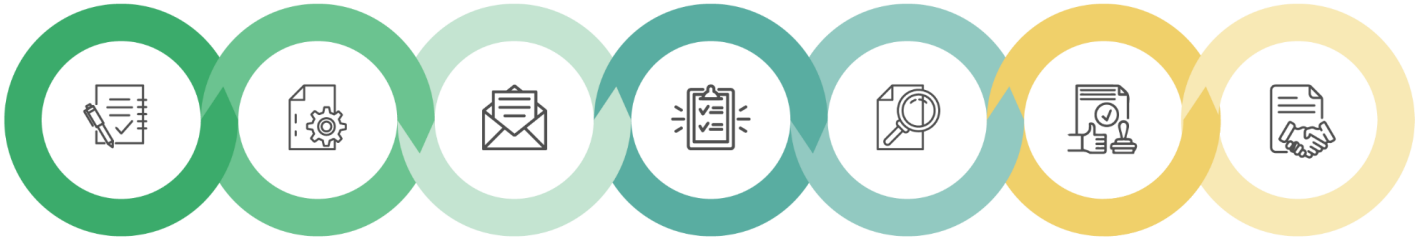
## Application Assessment

All applications submitted to Upskill Canada will go through an internal review process, as well as an external review provided by our Industry Review Panel. This panel consists of a group of industry leaders and hiring managers in talent, human resources, and people and culture roles focused on reviewing proposals from a talent acquisition perspective. We will review all applications based on the following steps:

1. Screening for eligibility against the mandatory eligibility criteria.
2. Assessing how the proposed program meets the requirements of the Palette model.
3. Assessing the organizational and financial capacity of the lead applicant.

All applications will be scored against an evaluation rubric and funding decisions will be made based on an investment framework, with the Palette Skills board providing governance and fiduciary oversight.

Palette Skills will advise all applicants directly on the approval status of their application. Once your application has been accepted, you will be contacted to proceed to the contribution agreement process.



1 Register your organization
2 Prepare to Apply
3 Invitation to Apply
4 Submit Application
5 Application Review
6 Application Approval
7 Agreement Acceptance/ Contracting

## Application Process

An organization can only submit one application as lead applicant per sector per funding round. An organization may serve as a partner on multiple applications per round. Please submit **one** application for one upskilling program.

## Register your organization

The first step is to register your interest in working with Upskill Canada through our **registration portal**. Potential delivery partners will be asked questions during the registration process that will help us stream partners and provide support based on the stage of program development.
Based on your answers and stage of development, you will be placed in an application stream and either invited to submit a full application or directed to additional support to further develop your concept. Registration will remain open and ongoing.

## Prepare to Apply

Before applying, potential delivery partners must have consulted at least 3–5 employers to determine job demand and identify the talent pools best suited for the upskilling program. Resources are available in the **Learning Sandbox** to support you with sample questions and a general guide on how to select and approach employers and conduct these consultations.

## Invitation to Apply

Only potential delivery partners that have consulted employers and are in the Launch stream may be invited to submit a full application. As program concepts evolve, you will be able to prepare for the next application round. The application portal will re-open to accept launch-ready applications approximately every 8 weeks.

## Application Instructions

Delivery partners who have been invited to apply will receive instructions via email on how to create a login and access the application portal.

# Part 2 : Application questions

## Section 1. Organizational Information

Provide the legal name of the organization leading this proposal. Typically, this is:

- The name associated with your registration with the Canada Revenue Agency (CRA), or
- The name that would appear on funding cheques, banking accounts, etc.

Provide the operating (or common) name of your organization if it is different from the legal name. This may also include the name of a division or faculty within your organization.

Indicate your 9-digit (123456789) business number that the CRA assigned to your business or legal entity. For registered charities and not-for-profit organizations, enter your registration number.

- Your CRA business number can be found on tax-related documents or CRA correspondence.
- For more information, please visit the **Canada Revenue Agency**.

Indicate your organization's mailing address (Note: this may be different from your organization's physical address.)

Provide details for the person in your organization who will be the main point of contact for the proposed project. All correspondence will be sent to this contact's email address.

**Note:** Palette Skills must be informed if your main organizational contact changes.

Provide details for the person in your organization who is authorizing the submission of this proposal and will sign off on all documentation if the application is successful.

Indicate any organizations who you will be collaborating with on this program. Include the organization's name, their role in the program, and their website (where available).

For example:

| | | |
|---|---|---|
| ABC Inc. | Will co-develop and deliver the program on-site at their location | www.abc.ca |

## Section 2. Eligibility

**Type of Organization**

To be considered an eligible delivery partner organization, you must be head-quartered in Canada or have a division in Canada. Articles of incorporation may be requested as verification.

If your organization falls into one of the following categories, you are eligible to apply as a lead applicant to receive program funding through Upskill Canada:

- Training Providers – Post-secondary institutions, not-for-profit training organizations, private colleges and other private training institutions
- Industry and business/sector associations
- Community Organizations – Community services agencies, and other community-based societies
- For-profit organizations are only eligible if they do not generate profits from the proposed program.

It is important to note that employers cannot apply for funding to upskill their employees.

**Sectors and Regions**

Upskilling programs must fall into one of the six target high-growth sectors: digital technology, cyber security, agricultural technology, advanced manufacturing, clean technology and biomanufacturing. As some programs may overlap across multiple sectors, select the main target sector that applies to the upskilling program. See definitions of the sectors in the glossary.

You must select the target regions where participants will be residing. Upskill Canada has a mandate to ensure programs are delivered in each region of the country and to work on generating proposals from partners in all provinces and territories. Program

applications can target any region, but ensuring a distribution of programs based on targets will be a consideration during the funding evaluation process.

**Job Placement**

You must demonstrate that a robust job placement support system is integrated throughout the program's lifecycle. This ensures that participants have the opportunity and motivation they need to navigate the job market to employment, with a target job placement rate of 75-90%.

**Program Length**

You must be prepared to deliver the upskilling program in 16 weeks or less, including full and/or part-time training periods and job-placement preparation. Programs can be delivered in-person, hybrid or virtually.

**Employer Validation**

Throughout the application, you will be asked to demonstrate that demand for your program has been validated to ensure that roles will be available for your participants once the program is completed. You will be asked to describe the specific job your organization is upskilling participants into, and demonstrate employer demand for talent in those roles. This will include conducting employer consultations with three or more employers to validate local demand and confirm that you have employers committed to helping with co-design and delivery of the program.

## Section 3: Overview of Upskilling Program

**Job Title/Cluster**

The upskilling program must target a specific job title or job cluster. A job cluster is a group of jobs with similar features, requiring similar knowledge and skill sets, such that one upskilling program can incorporate all the skills required for the different job titles in the cluster.

For example: Palette's SalesCamp program upskills participants into careers in tech and B2B sales, where they are trained to land jobs as Business Development Representatives, Sales Development Representatives, or Account Executives. A Cybersecurity

professional upskilling program may prepare participants for job titles such as Security Consultant, Information Security Analyst, and Information Systems Business Analyst.

**Program Description and Details**

You must provide a high-level overview of the upskilling program, including the benefits to employers and talent pools. Provide evidence from both research and labour market data to demonstrate demand and show how the upskilling program addresses the talent gaps in the targeted sector and region(s) and will contribute to the growth of the Canadian economy.

You must provide details for the upskilling program, identifying the planned numbers for upskilling and those placed in jobs. The ratio should result in a job placement rate of between 75-90%.

Finally, you must indicate the delivery details for the upskilling program including duration, time commitment and modality.

**Program Fee**

Participant retention in a program is often correlated to their financial investment. It is expected that programs will include a fee/tuition component. We suggest program fees be between $150.00 to $500.00 as a nominal amount.

You should have a well-defined accessibility model for individuals with financial need, and be able to demonstrate in the application any financial assistance programs or alternative means for subsidizing the cost of the program for qualified individuals.

## Section 4: Employer Engagement and Demand Driven

**Employer Engagement**

Engaging with employers to identify and confirm immediate and near-term demand for individuals to fill key roles is a prerequisite before developing a program. Provide details for each employer collaborating on the upskilling program.

**Demand Driven**

Employer consultations should be conducted with at least 3–5 employers. Ideally, these should include in-depth interviews with each employer to understand:

- Current hiring needs, as well as future hiring needs for the target job titles/cluster in the target regions
- Plans for growth and how that will impact these hiring needs
- Challenges with regard to talent acquisition and the cause for these challenges
- How these challenges are currently being addressed
- Effectiveness of current hiring and recruitment processes
- Defining success for talent acquisition

These sessions will allow an opportunity to build relationships with employers, fostering their interest to actively participate in the program design and delivery, ensuring that the curriculum is always well-aligned to industry needs and maximizing job placements.

## Section 5: Rapid Delivery

The upskilling program must be delivered within 16 weeks or less and aim to be launched within 6 months.

**Program Delivery Structure** (total 16 weeks or less)

You must provide an outline of the proposed upskilling program structure. Please indicate the program components, activities, duration, time commitment and delivery method. Please be as specific as you can when listing activities.

For example:

| *Program Component* | *Activities* | *Duration* | *Part-time/ full-time* | *Delivery Method* |
|---|---|---|---|---|
| Pre-program preparation | Preliminary reading and job search toolkit | 1 week | Part-time | Blend of independent work, working sessions and online instruction |

| | | | | |
|---|---|---|---|---|
| Core upskilling | Foundations, Technical core competencies, Integrated professional skills, case studies, employer challenges | 2 weeks | Full-time | Hybrid instruction (combination of remote and in person) |
| Job search support | Networking workshops, salary negotiations, job market analysis, interview preparation | 3-4 weeks | Part-time | Online workshops and coaching |

**Project Timeline**

As part of your application, you will be asked to provide a project timeline of milestones and activities up to March 31, 2025. A template will be provided to help your organization track essential details such as participant recruitment, upskilling plans for cohorts, marketing strategies, and program delivery. You will also have the opportunity to outline any risks and mitigation strategies.

## Section 6: Employer-Led Program Design

**Employer Engagement**

You must describe the process and plan for engaging employers throughout the design stages. These initial discussions will inform the requirements for both technical and professional skills needed for the job. As your program develops, ongoing feedback from employers either through focus groups, or one-on-one consultations, will help to ensure the design remains relevant and focused on industry needs.

**Technical Skills**

Technical Skills are the specialized knowledge and expertise that are required to perform the tasks for a particular job or job cluster. In the context of upskilling, some technical skills may be found in adjacent industries and could be transferable skills, whereas

others can be taught in the program. Refining how to structure the program and which skills to focus on, will be part of the program design engagement process with employers.

**Professional Skills**

Professional Skills are skills needed to succeed on the job, in addition to the hard or technical skills that may be required. These types of skills help individuals become better leaders, problem-solvers and team players, which contributes towards their career and personal growth. These skills can include leadership, time-management, communication, presentation skills, etc. Although these types of skills are generally applicable across all industries, there may be specific professional skills that are more important in certain job roles. Consultations with employers should bring to light those skills that are more critical and will be important to integrate into your upskilling program.

## Section 7: Experiential and industry-integrated

Delivery partners must demonstrate how industry representatives will be involved in program activities. This could be through guest lectures/speakers, panel discussions, site visits, networking events, or other hands-on learning activities. These kinds of activities will allow employers to connect with program participants, giving them the opportunity to demonstrate their capabilities.

Experiential learning can include work placements, assignments based on real-world job tasks, or projects conducted jointly with employers.

For example: Palette's Accelerated Cybersecurity Training Program included weekly guest lectures from prominent employers in the field and a four-week, hands-on project where participants worked directly with employer partners. Projects were designed in consultation with employer stakeholders to be relevant to their business. Employer representatives met with their project teams to provide guidance. After four weeks, projects were assessed by the employer mentor and program instructors and a virtual demo event was held to showcase participants' work to potential employers.

## Section 8: Potential-Focused Recruitment

One of the goals of an upskilling program is to introduce employers to qualified candidates who they may not have encountered using typical recruitment strategies.

**Foundational Skills**

It is important to work with employers to understand which foundational and transferable skills are necessary for the specific job roles and to recruit participants who demonstrate those skills. Jobseekers with the right foundational skills and with the right upskilling are more likely to succeed, regardless of their academic qualifications or years of directly related work experience.

For example: Palette's SalesCamp Program does not require individuals to have technical degrees or experience in the tech industry. Foundational skills such as customer-facing experience in other industries, research skills, communication skills and collaboration are some of the key skills that were identified and that are sought after in the target talent pools for the program.

**Equity Deserving Groups**

Upskill Canada has a mandate to ensure gender-balance and diversity across all upskilling programs, and will be looking for overall targets for equity-deserving groups from each proposed program.

However, some programs may be designed to upskill specific equity-deserving groups, such as women, racialized individuals or indigenous peoples, depending on the region and/or mission of the organization. Please indicate which groups apply to your program and provide the target percentage of total participants over the duration of the upskilling program.

**Target Talent Pools**

Once foundational skills have been identified, it will be important to validate the availability of a talent pool that not only has those skills but are jobseekers seeking new opportunities.

For example: Palette's Automation and Digital Agriculture Program has identified computer literacy, numeracy, and technology skills as the foundational skills for the upskilling program. Individuals from any industry or work experience can apply for the program, which focuses on teaching the agriculture related skills necessary for securing a job in the sector. Many of the talent pool are newcomers to Canada with computer

literacy skills who are eager to establish themselves in the Canadian workforce in a sector which is in high demand with many opportunities for career growth.

**Admissions**

Admissions to upskilling programs should be structured to evaluate a person's potential to succeed in the job role. Some examples of strategies that can be used to mitigate bias and ensure a fair assessment could include:

- a screening process that considers the potential of an individual
- application questions assessing interest and foundational skills
- an interview or simulation as part of the interview process
- a skills test to confirm foundational and technical skills
- standards admissions rubric
- including more than one reviewer

## Section 9: Job Placement Support

**Job Placement Activities**

Upskill Canada has a target job placement rate of 75-90% for participants, within six months of completing the upskilling program. Participants will be far more likely to succeed in securing a job, if job placement support activities and readiness skills are integrated throughout the program, rather than leaving these activities to the end. This will ensure participants are already set up with the opportunities and motivation they need to navigate the job market towards employment, once they graduate.

Examples of job placement support activities may include:

- Providing a resume-writing toolkit at the start of the program with multiple rounds of reviews during the program
- Creating events where participants can network face-to-face with recruiters and hiring managers for roles they are targeting.
- Hands-on projects where participants can work directly with hiring managers for roles they are targeting.
- Inviting participants to take a tour of employer facilities and meet members of teams they may join.
- Inviting participants to attend industry events with prominent employers.
- Opportunities for participants to showcase their skills or display their work to hiring managers.

- Mock interviews.
- Individual career coaching.

**Tracking Job Placements**

Delivery partners will need to ensure there are mechanisms in place to stay connected with participants post-program and then be able to report back on those individuals who secure jobs. Indicate what methods will be used to track job placements over the duration of the upskilling program.

## Section 10: Organizational Capacity

Your overall organizational capacity will be evaluated to ensure that you have the capacity and resources to successfully execute on the project. You will be asked to provide examples of previous experiences in program development and delivery with a similar scale and/or budget as to the one proposed in your application.

In addition, identify:

- A high-level staffing plan for program delivery
- Systems support in place to manage program delivery
- Data collection structures for monitoring, evaluation and quarterly reporting.

**Program Reporting**

You will be required to submit data, schedules, updates, and reports with specific requirements outlined in a contribution agreement. This reporting will enable Palette Skills to assess the progress of the program and track key performance indicators (KPIs) called for in the contribution agreement. A final report will also be required after program funding on March 31st, 2025. Reporting requirements should be factored into your overall organizational capacity.

## Section 11: Financial Capacity

**Financial Due Diligence**

Palette Skills will undertake a financial assessment of each delivery partner to ensure you can support your commitment to the project for the entire duration of the project. To this end, and predicated on the value of project costs in the budget, we will require:

- **Budget**: A budget, in the prescribed template, of how the project will be funded (see the following section for specific detail on eligible and ineligible costs).
- **Financial statements:** A copy of the past 3 years of audited financial statements (if not audited, please provide what is available). If unavailable, please state the reason. The financial statements will help Palette Skills in performing financial ratio analysis.
- **Credit check:** Palette will initiate a credit check for all delivery partners . Kindly note that no authorization is required to initiate the check, and this will not impact your organization's credit score.
- **Other revenue sources**: List your top 5 revenue sources/funders and amounts received.

**Budget**

As part of the application, you will be asked to provide a budget in the prescribed Excel format. The following are relevant definitions that can help to support the budget preparation:

**Definitions of Project Costs**

- **Delivery costs:** Delivery Costs are defined as project costs that are directly related to a project and are eligible for reimbursement by Palette Skills.
- **Administrative costs**: Administrative Costs, meaning Eligible Costs incurred by the Recipient for administration of the Project (including travel costs) not related to the direct delivery of Project activities (i.e. does the participant interact or benefit from the resource or activity directly), will be limited to a maximum of 10% of the Contribution.

**Eligible Cost Categories**

- **Labour and Salaries Costs:** You may claim only the time worked directly on the Project by its employees and may not claim for indirect time or non-project related time. Labour costs are calculated by multiplying the hourly rate by the number of hours the employee has worked on the project. Any discretionary benefits will be limited to the lesser of (1) actual cost and (2) 20% of gross labour/salary.
- **Sub-Contractors/Consultants Costs:** You may claim only the applicable costs that contribute to the delivery and completion of the Project and for expertise or skills that do not exist within the project team. All costs should be listed at Fair Market Value and be at arm's length from the Recipient.
- **Technological Equipment and Materials Costs:** meaning phones, laptops, computers, tablets, programmable robots, hardware upgrades, coding software, rental of equipment, assistive devices and any other equipment/software which can be specifically identified and measured as having been used or to be used in the performance of the Project.
- **Travel:** Travel related costs must adhere to the travel rates and allowances designated under the **National Joint Council Travel Directive**. Travel must be for costs incurred exclusively for the project and includes airfare, car rental, meals, accommodation, and mileage.
- **Other Costs:** meaning those applicable costs, not falling within the categories of salary and labour, technological equipment and material, subcontractors/consultant costs, which can be specifically identified and measured as having been incurred or to be incurred in the performance of the direct delivery of the Project.

**Other Sources of Funding - Cash / In-Kind*:** meaning providing a list of other sources of funding that will contribute to the project. Cash and in-kind contributions must be listed at their fair market value and be used for eligible project costs and activities.

  - **Other sources of In-Kind funding** would encompass contributions in the form of goods and services rather than cash. Examples include employer partners and coaches volunteering their time to support your Project and who are not reimbursed for their time spent.
  - **Other sources of cash funding** would include external funding received outside of Upskill Canada such as tuition and corporate sponsorships. These would be used to support goods and services that are paid by cash,

but not from Upskill Canada funding. Examples include payroll and software that is used as part of the Project, but is funded by cash from sources.

*We would expect delivery partners to demonstrate that at least 30% of total project costs should be derived from other sources of funding in cash and in kind. Within this, it is desired that the total of Other Sources of Funding would be made up primarily by cash funding. If listing government funding in Other Sources of Funding, ensure that outcomes would not be double-counted.

**Ineligible Project Costs**

Ineligible Project Costs are defined as costs that are ineligible to be considered for reimbursement by Palette Skills or count towards In-Kind contributions and must be excluded from project costs and calculations. Examples of ineligible costs include but are not limited to:

- Any cost not related to the Project.
- Annual audit costs (note: Palette will support up to $5,000 for audit costs as it relates to producing an annual audit report on Upskill Canada expenditures)
- Fines and Penalties.
- Discretionary bonuses, severance, and separation packages.
- Overtime costs unless pre-approved by Palette.
- Honorari, gifts, donation expenses, entertainment expenses and alcoholic beverages.
- Dues and memberships that are not direct project expenses.
- Extraordinary or abnormal fees for professional advice, unless Palette Skills' approval is obtained before incurring the cost.
- Property and general liability insurance costs.
- Any goods and services that are paid by donations or in-kind.
- Financing or carrying costs, loan, and interest payments.
- Accounting and administrative expenses related to existing organizational activities.
- Existing equipment, i.e. photocopiers, furniture, telephones, computers, printers, and office software.
- Legal, accounting, and consulting fees in connection with litigation or financial reorganization.
- Fees paid to members of a Board of Directors for their time.
- Hospitality where the primary beneficiary is the Recipient and/or an ineligible organization.

- Travel not required for the direct delivery of the contribution Project and optional travel for commuting purposes.
- Research.

Below are suggested guidelines for the average cost per participant, as a function of the total project costs. Note that budgets will be evaluated to ensure the best value for programming.

| Program Type | Average cost per participant |
|---|---|
| High-frequency short cycle | $5,000 - $10,000 |
| Mid-range | $10,000 - $15,000 |
| **Technically intensive niche programming | $15,000 - $25,000 |

**a small number will be approved based on job demand

## Section 12: Program Sustainability

At Upskill Canada we are committed to ensuring that funded programs are sustainable and continue beyond the funding envelope. Outline your organization's plan for sustaining the program after the contribution agreement has ended. Your plan should describe any efforts that would keep the upskilling program viable and relevant to industry needs.

### Contact us

Please contact your assigned Delivery Partner Manager for any questions regarding the application process.

### Appendix

**About Upskill Canada and FAQ**

## Glossary

**Advanced manufacturing:** The development and adoption of innovative technologies to create new products, enhance processes and establish more efficient and cost-effective ways of working, including production activities that depend on information, automation, computation, robotics, software, sensing, and networking.

**Agricultural technology:** The use of advanced technology and technological innovation to improve the efficiency and output of agricultural (e.g., farming, growing) processes and production. For example, food production, to make food production safer, more efficient or environmentally friendly, or to create novel types of food.

**Biomanufacturing:** Manufacturing processes or technology that utilizes biological systems to produce commercially important biomaterials and biomolecules, recovered from natural sources (e.g., blood, microbes cultures, animal cells, plant cells) for use in medicines, food and beverage processing, and industrial applications.

**Canadian-based organizations:** an organization that is head-quartered in Canada or has a division in Canada.

**Clean technology:** Any process, product, or service designed with the primary purpose of contributing to remediating or preventing negative environmental impacts through significant energy efficiency improvements, the sustainable use of resources, or environmental protection activities.

**Coalition:** A group of organizations that collaborate on the development and delivery of a program under a lead applicant.

**Cybersecurity:** The application of technologies, processes and controls to protect systems, networks, programs, devices and data from cyber attacks (e.g., the protection of digital information and the infrastructure on which it resides). Once the domain of technical experts, with an increasingly digital world, everyone has a role to play in individual and collective cyber security.

**Delivery partner:** An organization funded through Upskill Canada to deliver upskilling programs in alignment with the Palette model.

**Digital technology:** The production of goods or services, or supplying technologies, used to process, transmit and/or display data or information and create applications for vertical markets such as healthcare, education, finance, defense, the creative industries, and more. Digital technologies are electronic tools, systems, devices and resources that generate, store or process data (e.g., social media, online games, multimedia and mobile phones).

**Employer partner**: An employer who participates in program design, delivery, and/or job placement activities.

**Equity-deserving groups:** This term refers to communities experiencing significant barriers to participation in society. These could include historic, social or environmental barriers, and they could be based on perceptions of age, ethnicity, disability, economic

status, or gender. Negative perceptions about a person's nationality, race, sexual orientation or transgender status also create barriers.

**Foundational skills:** Foundational skills are skills the individual already has that can be built upon throughout the program. They may include numeracy, technical skills, the ability to take and give direction and the capacity to complete tasks in the context of employment.

**Job cluster:** A group of jobs with similar features, requiring similar knowledge and skill sets, such that one upskilling program can incorporate all of the skills required for the different job titles in the cluster.

**Job placement**: Upskilled participants accept, or start, a new job related to their upskilling program.

**Job placement rate**: The percentage of upskilled participants who have accepted or started a new job related to their upskilling program.

**Job Readiness skills:** Job readiness skills are skills required to navigate the job market including networking, interviewing, resume building etc.

**Professional skills**: Professional Skills are skills needed to succeed on the job including managing up, communication and presentation skills.

**Talent pools:** Groupings of job seekers that require/have the foundational skills needed for the target job(s). E.g. When developing SalesCamp, conversations with employers revealed that B2B/tech sales employees require expert customer service skills such as servers, bartenders and retail sales associates. Service industry workers became one of the main talent pools for attracting participants to SalesCamp.

**Technical skills**: Technical skills are sets of abilities or knowledge used to perform specific tasks in the areas of science, the arts, technology, engineering, and math. Technical skills typically require the use of certain tools and the technologies required to use those tools.

**Transferable skills**: Skills gained throughout life (e.g. previous careers, volunteer positions, school, personal commitments) that can enable individuals to succeed in the field. These skills can be taken from one job to another.

**Upskilling**: Any program that deploys skill development to help someone transition into a new job. The outcome of an upskilling program is job placement.

**Upskilled participants**: Participants who complete an upskilling program and achieve a certain percentage of the required learning outcomes. Each program will define what this threshold is, and when and how it is reached.

## Upskill Canada Application Questions

**Organizational Information**

*In the case of a collaboration or coalition between multiple organizations, a lead organization should be identified for the application.*

1. Lead Organization Legal Name
2. Organization Operating Name (if different from legal name)
3. CRA 9-digit Business Number
4. Mailing address
    - Address line 1
    - Address line 2
    - City or Town
    - Province or territory
    - Postal code
5. Website (if available)

**Organization Lead Contact**

This should be your primary contact person in respect to this application for funding.

6. Lead Contact First Name
7. Lead Contact Last Name
8. Position/Title
9. Work Email Address
10. Phone Number
11. Signing Authority Contact First Name
12. Signing Authority Contact Last Name
13. Signing Authority Position/Title
14. Signing Authority Work Email
15. Signing Authority Phone Number

**Additional Organization Information**

16. Describe the mission of your organization. *(200 word count)*

**Collaborating Organization**

Provide information about any collaborating organizations, as well as the role they will play in the delivery and/or the development of the upskilling program.

17. How many collaborating organizations would you like to identify? If none, please leave this question blank
    - Name of organization
    - Organization's website (if available)
    - Role of organization

**Eligibility Intake**

18. Is your organization Canadian-based, with a head office or division in Canada? (Note that articles of incorporation may be required during our review process).

19. Select your organization type *(Note that for-profit organizations are only eligible if they do not generate profits from the proposed upskilling program).*

    - Not-for-profit organizations / Charity
    - For-profit organizations*
    - Post-secondary institutions
    - Private colleges and other private training institutions
    - Industry associations, and other business/sector associations

20. Do you acknowledge that you are not permitted to generate profits from the proposed upskilling program?

21. Select the main target sector for the upskilling program.

22. Select the target region (s) for the upskilling program.

23. Will the proposed upskilling program be delivered in 16 weeks or less including full and part-time and pre-and-post job support programming?

24. Have three or more employers in the target sector and regions been engaged to validate demand?

25. Have three or more employers in the target sector and regions committed to supporting the program design and delivery? If your program already exists, were three or more employers involved in the design and are you engaging them in its delivery?

**Overview of Upskilling Program**

26. What is the working title of your upskilling program?

27. What is the specific job title or job titles (cluster) targeted by the upskilling program? *(200 word count)*

28. Briefly describe the upskilling program and why it is needed. How does this program meet the talent shortfalls for the Canadian economy? *(350 word count)*

29. How many individuals would be upskilled through this program in total, by March 31, 2025?

30. What is the overall target for the number of individuals placed in jobs within 6 months of completing the upskilling program?

31. What is the total length of the upskilling program? (in weeks - including full and part-time and pre-and-post job support programming)

32. What is the time commitment for this training delivery?

33. What modality do you expect training to be delivered in?

34. What is the proposed program fee?

35. Provide details for an accessibility model for individuals with financial need. *(200 word count)*

**Employer Engagement: Demand Driven**

36. Enter details for employers collaborating on this upskilling program
    - Employer # Organization name
    - Employer # Website
    - Employer # Main contact first name
    - Employer # Main contact last name
    - Employer # Main contact position title
    - Employer # Work email address
    - Employer # Phone number

37. How did you engage and consult the employers to determine job demand? *(In your answer, explain how the job demand was established, when the consultations*

*occurred and how many people the employers are looking to hire in the next 1-3 years). (350 word count)*

**Rapid Delivery**

38. Program delivery structure: Provide an overview of the timeline of program activities. *(200 word count)*

39. Project timeline: Provide a project timeline of activities and milestones to March 31, 2025 using the template provided. Include details such as program development time, marketing activities, program launch, proposed upskilling plan/cohorts, and reporting timelines based on the information in the application guide. *Please upload your project timeline using the template provided.*

**Employer-Led Program Design**

40. Describe how employers were engaged in the program design? Or how employers will be engaged in the program design? *(200 word count)*

41. Describe the technical skills that participants will learn based on employer consultations and the market demand? *(350 word count)*

42. Describe the professional skills that participants will learn based on employer consultations. How does the program design provide for the development of these professional skills and address the market demand? *(350 word count)*

**Experiential and industry-integrated**

43. Provide examples of experiential, hands-on and/or industry integrated learning that will be utilized in the upskilling program. Explain how these will enhance the learner's conceptual understanding and job readiness. *(350 word count)*

44. Explain how the industry integrated activities will allow employers to actively interact with participants and showcase the skills being learned in the program. *(200 word count)*

**Potential-focused Recruitment**

45. Based on employer consultations, what types of foundational skills, transferable skills and attributes will you screen for in the target talent pool(s) for this upskilling program

46. If you are targeting specific equity deserving groups, indicate the target percentage of total participants you anticipate to achieve over the duration of the upskilling program.
    - Women
    - Racialized individuals
    - Newcomers
    - Persons with disabilities
    - Indigenous
    - Other

47. Outline any work you have done to confirm the availability of a talent pool and their desire to pursue careers in this area *(200 word count)*

48. What strategies will you employ to recruit and attract target participants to apply for the upskilling program? *(200 word count)*

49. What strategies do you anticipate utilizing to evaluate a person's potential to succeed in the job role during the admission's process. How do you plan to mitigate bias? *(350 word count)*

50. If applicable, how do you plan to encourage participation from the selected equity-deserving groups into your program? Consider all stages of the program (application, onboarding, training, and job placement supports) *(200 word count)*

**Job placement support**

51. Describe your plan to support participants in applying for and securing jobs towards achieving a placement rate of 75-90% (specify job placement activities, and how they will be integrated into the program)? *(200 word count)*

52. Describe your strategies to track job placements once participants have completed the program. *(200 word count)*

**Organizational Capacity**

53. State any previous experience developing and delivering similar programming. *(350 word count)*

54. Describe your high-level staffing plan and the support systems you will have in place to manage program delivery, data collection and reporting. *(200 word count)*

**Financial Capacity**

As part of financial due diligence, Palette Skills will be performing a credit check on your organization using the contact address provided. By continuing with this application, you acknowledge that a credit check will be performed.

55. Please complete a budget using the template provided. Please upload your completed budget using the template provided.

56. Input the total budget and number of individuals to be upskilled by: (1) April 1, 2023 to March 31, 2024 and (2) April 1, 2024 to March 31, 2025. Note: The budget total inputted should align to the "total project costs" of the budget uploaded in the previous question.

57. Upload your audited financial statements for the past three years (if not audited, provide what is available)

    - Audited financial statements - 2020
    - Audited financial statements - 2021
    - Audited financial statements - 2022
    - If no financial statements are available, explain the reason

58. Please share your current funding sources. At least one existing funding source is required, but you may share up to 5.

**Program Sustainability**

59. What additional support do you anticipate needing for that to happen? *This will not affect your application, but it will enable us to support you. (300 word count)*

60. What plans do you have for maintaining this program after March 31, 2025? *(200 word count)*

**Additional Information (optional)**

61. Provide any additional information to support your application.

62. Upload additional information to support your application. *(350 word count)*

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