

**DEPARTMENT OF
ADVANCED EDUCATION AND SKILLS**

Strategic Plan

Fiscal Years

2011-12 to 2013-14



Message from the Minister



I am pleased to submit a strategic plan for the Department of Advanced Education and Skills for the three-year period of 2011-12 to 2013-14. In accordance with my responsibilities under the *Transparency and Accountability Act*, I am accountable for achieving the identified goals and objectives. The strategic plan identifies key priorities, goals and objectives that require action by the department to help the Provincial Government fulfill its fiscal, social and economic outcomes, as outlined in Appendix A. These directions represent what the Provincial Government is seeking to achieve for the people of Newfoundland and Labrador.

The mandate of the Department of Advanced Education and Skills is to help citizens obtain the necessary educational, financial, and social supports to achieve the greatest benefit from the opportunities that exist in the province. To ensure the province has skilled workers and highly educated graduates to support a fast-growing economy, the department supports and collaborates with Memorial University and College of the North Atlantic, and monitors the operations of private post-secondary institutions. Through a variety of programs and supports, the department works to meet labour market demands and increase labour force participation, including amongst others, under-represented groups such as: Aboriginal people, women, and people with disabilities.

Over the last number of years, the department has been getting ready for the coming labour market opportunities. It has launched the most progressive student aid reforms and has the lowest tuition fees in the country; continued to enhance post-secondary infrastructure and programming; signed agreements with the Government of Canada to strengthen the employment and training supports offered to citizens; and implemented a strategy to increase the number of skilled immigrants to the province and to keep more of them here once they arrive. However, there is more work to do.

This department is working to maximize participation of our citizens in the expanding labour market, strengthening the supports available to individuals and families, and improving the way programs and services are delivered. Over the next three years, the department will put forward more initiatives to benefit residents of the province and create a more diverse and inclusive society.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joan Burke', written in a cursive style.

Joan Burke

Minister of Advanced Education and Skills

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1. Introduction

The Department of Advanced Education and Skills was established to focus on supplying highly educated graduates and skilled workers for a fast-growing economy. This department incorporates the former Department of Human Resources, Labour and Employment, and the Advanced Studies Branch of the Department of Education.

In accordance with the *Transparency and Accountability Act*, the strategic plan for the Department of Advanced Education and Skills identifies the key priority areas, also described as strategic issues, which need to be tackled to help meet the social and economic needs of the province. This plan addresses the following three strategic issues:

- Preparing for a changing labour market
- Providing access to a continuum of social supports
- Improving the delivery of programs and services

To address these strategic issues, three-year goals, along with corresponding objectives have been developed. These goals aim to:

- Strengthen the continuum of supports and services that maximize participation in the labour market
- Strengthen the continuum of programs and services for individuals and families to promote self-reliance and inclusion
- Improve the delivery of programs and services

Using specified measures and indicators, an Annual Report will be tabled in the House of Assembly each year. This performance report will provide a summary of the progress in achieving the goals and objectives set out in this plan, and will outline indicators for the years ahead.

2. Plan at a Glance

Vision

Growth through employment, strength in diversity, dignity by inclusion.

Mission

By 2017, the Department of Advanced Education and Skills will have improved the quality and the delivery of supports and services.

Goals

Goal 1: By 2014 the Department of Advanced Education and Skills will have strengthened the continuum of supports and services that maximize participation in the labour market.

Goal 2: By 2014 the Department of Advanced Education and Skills will have strengthened the continuum of services and supports to individuals and families to promote self-reliance and inclusion.

Goal 3: By 2014 the Department of Advanced Education and Skills will have improved the delivery of programs and services.

3. Overview of Department

The Department of Advanced Education and Skills helps people with accessing post-secondary education, planning their careers, finding jobs, getting financial assistance, and immigrating to the province. We support employers in accessing and keeping skilled workers, we work with organizations to develop leadership opportunities for youth, and we assist people during disasters. We also coordinate strategies to reduce poverty, enhance the inclusion of persons with disabilities in all aspects of society, and promote multiculturalism.

Structure

The Department of Advanced Education and Skills is composed of:

4 Branches:

- Advanced Studies
- Corporate Services
- Income, Employment and Youth Services
- Labour Market Development and Client Services

1 Office:

- Office of Immigration and Multiculturalism

Staff and Budget

Approximately 845 staff (72 per cent female and 28 per cent male) in thirty-four locations, provide services in four regions:

- Avalon
- Central
- Western
- Labrador

Of those 845 staff, approximately 54 per cent are located in offices in the St. John's Census Metropolitan Area (CMA). This includes sites at Confederation Building, the Viking Building, Coughlan College, and Avalon offices in St. John's and Mount Pearl. The remaining 46 per cent are located in offices throughout the province. With an annual budget of almost \$1 billion in 2011-12, the Department of Advanced Education and Skills is one of the largest departments of the Provincial Government.

Legislative Authority

Legislative authority for the department's programs and services is provided by:

- *Apprenticeship and Certification Act*
- *College Act, 1996*
- *Council on Higher Education Act*
- *Degree Granting Act*
- *Emergency Measures Act*, shared with the Department of Municipal Affairs
- *Income and Employment Support Act*
- *Labour Mobility Implementation Act*
- *Memorial University Act*
- *Memorial University Pensions Act*
- *Private Training Institutions Act*
- *Student Financial Assistance Act*
- *Student Loans Act (Canada)*
- *Support Orders Enforcement Act, 2006*, shared with the Department of Justice

4. Mandate

The Department of Advanced Education and Skills helps citizens obtain the necessary educational, financial, and social supports to achieve the greatest benefit from the growing opportunities that exist in the province. To ensure the province has skilled workers and highly educated graduates to support a fast-growing economy, the department supports and collaborates with Memorial University and College of the North Atlantic, and monitors the operations of private post-secondary institutions. Through a variety of programs and supports, the department works to meet labour demands and increase labour force participation, including amongst others, under-represented groups such as: Aboriginal people, women, and people with disabilities.

5. Lines of Business

The Department of Advanced Education and Skills fulfills its mandate through the following five lines of business which represent all programs, products or services provided by the department:

1. *Employment supports and career services*
(such as career counseling, wage subsidies, apprenticeship supports, job searching, pre-employment readiness and training)
2. *Labour market development*
(such as employee recruitment, immigration, human resource planning, providing labour market information and trend analysis on opportunities)
3. *Post-secondary education and learning*
(such as training, tuition supports, apprenticeship, trade certification, student financial assistance, student assessment,
4. *Policy development, review and input on cross-government initiatives*
(such as poverty reduction, youth engagement, inclusion of persons with disabilities, multiculturalism, literacy and skills development)
5. *Income supports and basic benefits*
(such as monthly benefits, earning supplements and one-time benefits)

6. Primary Clients

The Department of Advanced Education and Skills was established with the aim of improving coordination in the development and delivery of employment and training supports, increasing the skilled workforce of the province, providing supports and information on labour market opportunities and continuing the delivery of social supports and services to individuals and families.

Accordingly, the Department of Advanced Education and Skills currently serves six broad groups:

- Individuals and families
- Employers
- Governments and government agencies
- Post-secondary students
- Post-secondary educational institutions
- Community organizations and service providers

7. Values

The values of the Department of Advanced Education and Skills convey priorities for departmental employees when interacting with each other and those who require services. These values play an important role in providing positive outcomes for the public and strengthening public trust. Values include:

1. **Diversity**
Appreciating the individuality of others by words and actions.
2. **Leadership**
Empowering staff to guide and inspire others.
3. **Service Excellence**
Providing timely access to responsive programs and services that are delivered by knowledgeable and friendly staff.
4. **Innovation**
Encouraging new and efficient ways of developing and delivering programs and services.
5. **Respect and Dignity**
Showing acceptance and sincerity for the beliefs and behaviors of all individuals.
6. **Teamwork and Partnership**
Working together with colleagues and partners to develop and deliver appropriate supports and services.

8. Vision and Mission

Vision

Growth through employment, strength in diversity, dignity by inclusion

Mission

By March 31, 2017, the Department of Advanced Education and Skills will have improved the quality and the delivery of supports and services.

Measure

Improved the quality and the delivery of supports and services.

Mission Indicators

- Enhanced access to services
- Improved timeliness of services
- Streamlined the delivery of programs and services

The mission statement identifies the focus area for the Minister over the next six years. It represents the key longer-term result that the Minister and the department will be working towards as they move forward on the Strategic Directions of Government, see Appendix A. Improving access and responsiveness of quality educational, labour market and social supports will address the strategic directions of labour market, youth engagement, poverty reduction, higher education, post-secondary infrastructure, inclusion of persons with disabilities, immigration, multiculturalism, and service excellence. Overall, these items contribute to maximizing the workforce for the province, improving self reliance and making the province a more desirable place to live.

The mission statement also identifies the measures and indicators that will assist both the department and the public in monitoring and evaluating success.

9. Strategic Issues, Goals, Objectives, Measures and Indicators

Strategic issues represent the most significant internal or external changes that a department must realize to achieve its mandate, vision and mission. The goals identified for each issue, reflect the results expected in the three-year time frame. The objectives provide an annual focus. Measures and performance indicators are provided for both the goal and the first year's objectives. All of these elements assist both the department and the public in monitoring and evaluating progress.

After considering the Provincial Government's strategic directions, along with the mandate and financial resources of the department, the following issues have been identified as key priorities for the department over the next three years:

- Preparing for a changing labour market
- Providing access to a continuum of supports
- Improving the delivery of programs and services

Strategic Issue 1

Preparing for a changing labour market

Current labour market trends are revealing unprecedented job opportunities within the province as a result of the large-scale projects on the horizon and the resulting economic growth. At the same time, an increasing number of the "baby boom" generation is retiring. Consider the following facts¹ :

- By 2020 it is estimated that approximately 60 per cent of all jobs will require post-secondary education or be in management-related occupations
- Skilled trades jobs will experience significant growth over the coming years with a forecast of approximately 12,000 job openings in the skilled trades by 2015
 - A portion of these jobs will be new positions and a portion will be due to retirements
- There will be over 53,000 total job openings by 2015
- This will increase to over 70,000 total job openings by 2020

¹ Source: "Outlook 2020" - <http://www.aes.gov.nl.ca/publications/LMOutlook2020.pdf>

The Provincial Government recognizes the opportunities that lie ahead and has been preparing over the last number of years, with initiatives such as the Skills Task Force, the devolution of programs under the Labour Market Development Agreement and the Immigration and Multiculturalism Strategy. Government has announced its intention to create a Workforce Development Secretariat within the department. This secretariat will collaborate with developers, employers, government departments and agencies to improve the training, development and recruitment of skilled workers, for sectors where existing and emerging employment opportunities are strong.

Over the next three years, the department will strengthen the continuum of supports and services that maximize participation in the labour market. As well, the department will continue to implement various strategies and action plans to ensure there is an available supply of skilled workers to take advantage of the emerging opportunities in our growing economy. In this way, the department will address the Provincial Government's strategic directions relating to higher education and labour market development. The component areas of these strategic directions include: apprenticeship opportunities; labour force participation; labour market information; career, employment and training opportunities; and workplace supports.

Strategic Issue 1	Preparing for a changing labour market
3 Year Goal	By March 31, 2014 the Department of Advanced Education and Skills will have strengthened the continuum of supports and services that maximize participation in the labour market
3 year Measure and Indicators for the goal	<p>Measure: Strengthened the continuum of supports and services that maximize participation in the labour market</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Aligned and strengthened labour market programs and services 2. Undertook a review of the Apprenticeship system and supports 3. Improved post-secondary infrastructure, programming and skilled trades training
Year 1 Objective (2012)	By March 31, 2012 the department will have commenced initiatives to strengthen the continuum of supports and services that maximize participation in the labour market
Year 1 Measure and Indicators for the Objective	<p>Measure: Commenced initiatives to strengthen the continuum of supports and services that maximize participation in the labour market</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Initiated research into: (a) common application requirements for employment and training programs and (b) an employment planning model 2. Held a provincial forum with apprenticeship stakeholders 3. Increased the number of skilled immigrants coming to the province, through the Provincial Nominee Program, by 25 per cent compared with 2010-11 4. Expanded the Employment Transitions program for single parents to one new location in the province 5. Increased investments in post-secondary programs and facilities 6. Maintained the tuition freeze at Memorial University and College of the North Atlantic 7. Implemented the Repayment Assistance Program for students who are experiencing difficulty in making loan payments
Year 2 Objective (2013)	By March 31, 2013 the department will have continued to develop and implement initiatives to strengthen the continuum of supports and services that maximize participation in the labour market
Year 3 Objective (2014)	By March 31, 2014 the department will have implemented initiatives to strengthen the continuum of supports and services that maximize participation in the labour market

Strategic Issue 2

Providing access to a continuum of supports

The Provincial Government has a long-standing role to provide a safety net for people who cannot work due to any number of circumstances. It has been a core value of our society that people who are vulnerable should be supported. Over the past ten years or so, there have been significant improvements in our economy and quality of life, for many residents. During that time, the number of people needing income support has dropped significantly from an annual average of 67,000 recipients in 1997-98 to 39,500 recipients in 2010-11. However, there remains a segment of the population that still require some form of financial assistance over the course of a year. These supports will continue with improvements in how they are delivered.

Department-led initiatives such as the Poverty Reduction Strategy are taking a long-term approach to the complex issue of preventing, reducing and alleviating poverty, which includes strengthening the social safety net. The Poverty Reduction Strategy is moving into its next phase.

The department has also developed an Inclusion Strategy that will provide improved mechanisms, policies and supports that allow individuals with disabilities to participate in all aspects of society.

Advanced Education and Skills has provided an increasing variety of supportive services, recognizing that these supports must be accessible and effective. Some citizens require both access to financial supports and opportunities to reduce barriers that will enable people to participate in all aspects of society.

Over the next three years the department plans to enhance access to social supports and remove barriers to participation to help citizens avail of the opportunities that exist from our growing economy. In this way, the department will address the Provincial Government's strategic directions for inclusion of people with disabilities, higher education and poverty reduction. The component areas of these strategic directions include adult literacy, employment, social and financial supports, and supporting clients with complex needs.

Strategic Issue 2	Providing access to a continuum of supports
3 Year Goal	By March 31, 2014 the Department of Advanced Education and Skills will have strengthened the continuum of services and supports to individuals and families to promote self-reliance and inclusion
3 year Measure and Indicators for the goal	<p>Measure: Strengthened the continuum of services and supports to individuals and families to promote self-reliance and inclusion</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Enhanced employment planning processes for people receiving income support 2. Increased awareness of supports provided by the department 3. Enhanced services in support of cross-departmental strategies on poverty reduction and inclusion for persons with disabilities
Year 1 Objective (2012)	By March 31, 2012 the department will have commenced initiatives to strengthen the continuum of services and supports to individuals and families to promote self-reliance and inclusion
Year 1 Measure and Indicators for the Objective	<p>Measure: Commenced initiatives to strengthen the continuum of services and supports to individuals and families to promote self-reliance and inclusion</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Reviewed Income Support policies that address disincentives to employment 2. Researched common screening tools that help people applying for income support, transition into employment 3. Developed and piloted an accessibility audit tool that examines inclusion at a departmental office site in the Avalon region 4. Completed developmental work and research for: <ol style="list-style-type: none"> a) the next phase of the poverty reduction strategy b) an inclusion strategy for persons with disabilities
Year 2 Objective (2013)	By March 31, 2013 the department will have continued to develop and implement initiatives to strengthen the continuum of services and supports to individuals and families to promote self-reliance and inclusion
Year 3 Objective (2014)	By March 31, 2014 the department will have implemented initiatives to strengthen the continuum of services and supports to individuals and families to promote self-reliance and inclusion

Strategic Issue 3

Improving the delivery of programs and services

The creation of the Department of Advanced Education and Skills is the first step in improving the delivery of programs and services. The design and implementation of a new organizational structure will be essential to ensure staff providing frontline programs and services have the supports they need. Technology improvements and reviews of programs will also be key in strengthening service delivery.

The department's programs and services touch many citizens throughout the province. With the opportunity to serve more and more people, comes the challenge of doing so in an efficient and timely manner.

By strengthening the delivery of its programs and services, the department will address the Provincial Government's strategic directions - in particular, the service excellence direction, specifically in the areas of service realignment, coordination, awareness and access.

Strategic Issue 3	Improving the delivery of programs and services
3 Year Goal	By March 31, 2014 the Department of Advanced Education and Skills will have improved the delivery of programs and services
3 year Measure and Indicators for the goal	<p>Measure: Improved the delivery of programs and services</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Implemented initiatives that support improved program and service delivery 2. Provided more citizen-centred supports and services to the public
Year 1 Objective (2012)	By March 31, 2012 the department will have initiated activities that support improvements in how programs and services are delivered
Objective Measure(s) and Indicators	<p>Measure: Supported improvements in how programs and services are delivered</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Developed and implemented a training plan that supports improving the delivery of programs and services 2. Completed research on best practices for transforming the delivery of programs and services 3. Identified a model to assess and improve the delivery of programs and services
Year 2 Objective (2013)	By March 31, 2013 the department will have continued to undertake activities that support improvements in how programs and services are delivered
Year 3 Objective (2014)	By March 31, 2014 the department will have improved the delivery of programs and services

10. How to Reach Us

Further information about the services offered by the Department of Advanced Education and Skills may be obtained from the department's web site at www.gov.nl.ca/aes or Advanced Education and Skills - Confederation Building, 3rd Floor, West Block, P.O. Box 8700; St. John's, NL, A1B 4J6; Telephone: (709) 729-2480

To access **career, employment and labour market** information, please call the Labour Market and Career Information Hotline at 1-800-563-6600 (709-729-6600 in St. John's) or visit www.LMIworks.nl.ca.

To access the **Office of Immigration and Multiculturalism** call (709) 729-6607 or visit www.nlimmigration.ca

To access the **Disability Policy Office** call toll free 1-888-729-6279; local (709) 729-6279 or TTY: 1-888-729-5440

To access **Student Aid Services**, contact Main Office - St. John's toll free at 1-888-657-0800; local (709) 729-5829; or visit www.aes.gov.nl.ca/studentaid

To access **Apprenticeship and Certification** services, contact Main office - St. John's toll free at 1-877-771-3737; or local (709) 729-2729

To access **Adult Basic Education and Adult Literacy Services**, contact 1-888-670-1133 or 729-1738

Regional Services:

Avalon

- All Income Support offices in the Avalon Region can be reached at 729-7888 or toll-free at: 1-877-729-7888; TTY: 1-888-380-2299
- Apprenticeship and Certification (Clareville) - (709) 466-3982

Central

- All Income Support offices in the Central Region can be reached toll-free at: 1-888-632-4555; TTY: 1-877-292-4205
- Apprenticeship and Certification (Grand Falls-Windsor) - (709) 292-4215

Western

- All Income Support offices in the Western Region can be reached toll-free at: 1-866-417-4753; TTY: 1-888-445-8585
- Apprenticeship and Certification (Corner Brook) - (709) 637-2366

Labrador

- All offices in the Labrador Region can be reached toll-free at: 1-888-773-9311; TTY: 1-866-443-4046
- Apprenticeship and Certification (Happy Valley-Goose Bay) - (709) 896-6348

Appendix A

Strategic Directions

Strategic directions identify desired physical, social or economic outcomes. They normally require action by more than one government entity. These directions are generally communicated by the Provincial Government through platform commitments, Throne and Budget Speeches, policy documents and other communication activities. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This requirement assures the integration of planning practices across Government and ensures that all entities are moving forward on key commitments.

The directions related to the Department of Advanced Education and Skills and its public entities (egs: boards, corporations, university, and college) are provided in the following tables. Each strategic direction is comprised of

a number of components, or focus areas. In reference to the department, these component areas will be addressed through the various planning processes (strategic, operational or work planning). Only the highest order of planning is indicated in the strategic direction tables that follow.

In reference to other public bodies reporting to the Minister, each strategic direction table notes with a check mark, those component areas that are applicable to entities reporting to the Minister.

1. Labour Market

Outcome: A skilled and available work force working in quality jobs and meeting the demands of a competitive economy.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1.Labour force participation	√			√
2.Labour market information	√			
3.Career, employment, training and workplace supports	√			√
4.Employment supports for Apprentices	√			√
5.Human resources supports for employers			√	

2. Service Excellence

Outcome: Timely access to responsive programs and services delivered by skilled and knowledgeable staff.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Service realignment and coordination	√			
2. Enabling and enhancing service delivery through technology	√			
3. Awareness and access	√			
4. Quality assurance			√	
5. Professional development and life long learning			√	
6. Organizational development and training			√	
7. Employee engagement			√	

3. Youth Engagement

Outcome: Youth have opportunities to contribute and participate in society.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Leadership development			√	√
2. Policy development and research			√	√
3. Community participation			√	√
4. Engagement			√	√
5. Partnerships			√	√

4. Poverty Reduction

Outcome: Enhanced self-reliance through the prevention, reduction and alleviation of poverty.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Employment supports	√			
2. Social and financial supports	√			√
3. Supporting clients with complex needs	√			
4. Early intervention	√			√
5. Policy development and research	√			
6. Strengthened partnerships	√			√

5. Inclusion of Persons with Disabilities

Outcome: Enhanced inclusion of persons with disabilities in all aspects of society.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Labour market attachment	√			√
2. Education and training	√			√
3. Social and financial supports	√			√
4. Disability supports	√			√
5. Accessibility	√			√
6. Policy development and research	√			√
7. Partnerships	√			√

6. Immigration and Multiculturalism

Outcome: Enhanced attraction and retention of immigrants to contribute to a diverse population and a growing economy.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Attraction and promotion	√			√
2. Multiculturalism activities			√	√
3. Settlement and integration services			√	
4. Welcoming communities and retention			√	
5. Partnerships			√	√
6. Labour market integration			√	√

7. Higher Education

Outcome: An enhanced post-secondary system benefits those seeking higher education.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Adult literacy			√	√
2. Affordability	√			√
3. Programming	√			√
4. Apprenticeship opportunities	√			√
5. Marketing/promoting			√	√
6. Fast track opportunities			√	√
7. Post-graduate opportunities			√	√

8. Post-secondary Infrastructure

Outcome: Improved infrastructure is in place to ensure students throughout the public post-secondary education system receive maximum benefit from programming.

Focus Areas: Systemic intervention in the areas of:

Components of Strategic Direction	This Direction is Addressed:			Applicable to Other Entities Reporting to the Minister
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department	
1. Post-secondary new infrastructure	√			√
2. Repairs and maintenance	√			√
3. Facility upgrades	√			√

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