

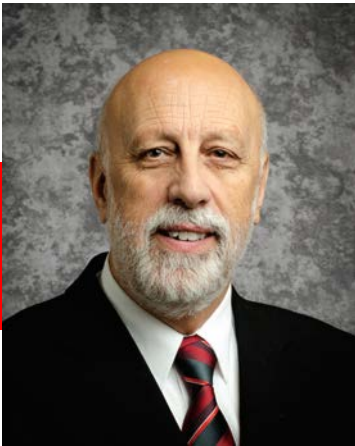
Advanced Education,
Skills and Labour

Annual Report

2016-17




Newfoundland
Labrador



MESSAGE FROM THE MINISTER

I am pleased to present the 2016-17 Annual Report for the Department of Advanced Education, Skills and Labour. This performance report is submitted in accordance with the department's obligation as a category one entity under the Transparency and Accountability Act. The department's performance report was prepared under my direction, and as Minister, I am accountable for the results reported within. This 2016-17 annual report is larger than most other year-end reports as it is the end of a three-year planning cycle and it represents separately, the work of the department as well as the work of the former Labour Relations Agency. The new Department of Advanced Education, Skills and Labour was formed in August 2016, to ensure programs and services for employers and those entering the workforce are better aligned. The services provided by both entities were a natural link to the Provincial Government's overall goal of a stronger, more diverse economy. This synergy will provide many opportunities in the future. As we move forward in 2017-18, we will start to implement the department's 2017-20 Strategic Plan with an integrated focus on strengthening our workforce through education and training, while contributing to a stronger economic foundation and labour environment. I am pleased to outline how we have improved the quality and delivery of our supports and services; made strides with apprenticeship and trades certification; advanced labour policy; and continued to strengthen the province's post-secondary education system.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Al Hawkins', written in a cursive style.

HON. AL HAWKINS

Minister of Advanced Education, Skills and Labour

Table of Contents

DEPARTMENTAL OVERVIEW	3
Structure	4
Geographic Overview	6
Expenditures	9
HIGHLIGHTS AND PARTNERSHIPS	10
REPORT ON PERFORMANCE	13
Advanced Education, Skills and Labour	
Issue 1: Alignment of Labour Supply and Demand	14
Issue 2: Responsiveness of Post-Secondary Education and Training	26
Issue 3: Supports for People to Participate in Employment Opportunities..	36
Labour Relations Agency	
Issue 1: Service Excellence	48
Issue 2: Effective Workplace Relations	58
OPPORTUNITIES AND CHALLENGES	69
FINANCIAL INFORMATION	71
APPENDICES	74
Appendix A: Contact Information	74
Appendix B: Public Entities	77

Introduction

The integration of the Labour Relations Agency and the Department of Advanced Education and Skills in August 2016, resulting in the new Department of Advanced Education, Skills and Labour, provides a renewed focus on addressing the needs of individuals, communities and employers while building a strong future for labour relations in the province. This integration improves the alignment of programs and services provided to employers, workers and those entering the workforce; and will support a stronger, more diverse economy.

Departmental Overview

The Department of Advanced Education, Skills and Labour works to ensure the province has a highly educated and skilled workforce to meet evolving labour market demands. This includes creating a climate which is conducive to economic growth, competitiveness, and prosperity. This is achieved through a range of services and supports including:

- helping employers with accessing and keeping skilled workers;
- working with employers, employees, and unions to foster a positive employment relations climate;
- providing programs and supports for apprenticeship and trades certification;
- increasing the recruitment and retention of immigrants;
- promoting diversity and multiculturalism;
- supporting the delivery of post-secondary education through Memorial University, College of the North Atlantic and private training institutions;
- administering the student financial assistance program;
- offering career development and planning services as well as employment and training supports, and information about the labour market;
- providing programs and services to promote adult literacy; and
- delivering income support and other financial supports.

Structure

The department's staff complement consists of 649 employees, of which 531 are permanent and 118 are temporary. Seventy-five per cent of the staff complement is female and 25 per cent is male. Approximately 49 per cent of our employees are located at seven sites in the St. John's Census Metropolitan Area (CMA). The remaining 51 per cent of staff are located in other offices throughout the province delivering services. The organizational structure of the Department of Advanced Education, Skills and Labour includes four branches:

1. Workforce Development, Labour and Immigration

This branch ensures that workforce and immigration-related policies, programs, services and initiatives are strategically aligned to develop and deploy a highly trained and skilled workforce to meet evolving labour market demands in the province. The branch administers the Provincial Nominee Program to support immigration. The branch also provides labour supports to promote positive employment relationships in the province. This includes the provision of labour standards and labour relations services and administering minimum terms and conditions of employment, and providing workplace dispute resolution.

2. Post-Secondary Education

The role of this branch is to support the delivery of post-secondary education in the province through Memorial University (MUN), College of the North Atlantic (CNA), and private training institutions. The branch is responsible for adult learning and literacy, the provision of financial assistance to post-secondary education students, as well as programs and supports for apprenticeship and trades certification. The branch has responsibility for the Student Loan Corporation of Newfoundland and Labrador which provides financial administration for the Newfoundland and Labrador Student Financial Assistance Program.

3. Corporate Services and Policy

This branch is responsible for the department's financial, information, and human resource management. The branch coordinates all corporate policy requirements including legislative reviews; planning and accountability functions; labour policy support, including support to WorkplaceNL and the Review Division; as well as quality assurance and evaluation functions. The branch also provides advice on privacy matters and leads access to information requests.

4. Regional Services Delivery

The role of this branch is to administer and deliver client-focused, labour market-related programs designed to assist people in securing training and finding sustainable employment, and in helping employers meet labour supply challenges. The branch works with a large and varied client base, including individuals who may need employment and income supports. The primary mechanisms for receiving services include telephone and in-person, at one of the 19 Employment Centres across the province. The branch also has responsibility for policy development as it relates to employment and income supports.

Geographic Overview

The 24 offices of the department are located in 18 communities throughout Newfoundland and Labrador (see Appendix A for contact information). From a service delivery perspective, the province is broken down into two regions; eastern and western (including Labrador) which provide services through Employment Centres. There are also specialized offices, as well as offices that assist with the administrative functions of operations.

Student Financial Services is located in:

- St. John's - Coughlan College, MUN St. John's Campus

Labour Relations is located in:

- St. John's - the Beothuk Building

The eastern region includes seven service delivery offices with Employment Centres in the following areas:

- Carbonear
- Clarenville (including Apprenticeship)
- Marystown
- Mount Pearl (including Apprenticeship)
- Dunville
- St. John's - Duckworth Street
- St. John's - Elizabeth Avenue

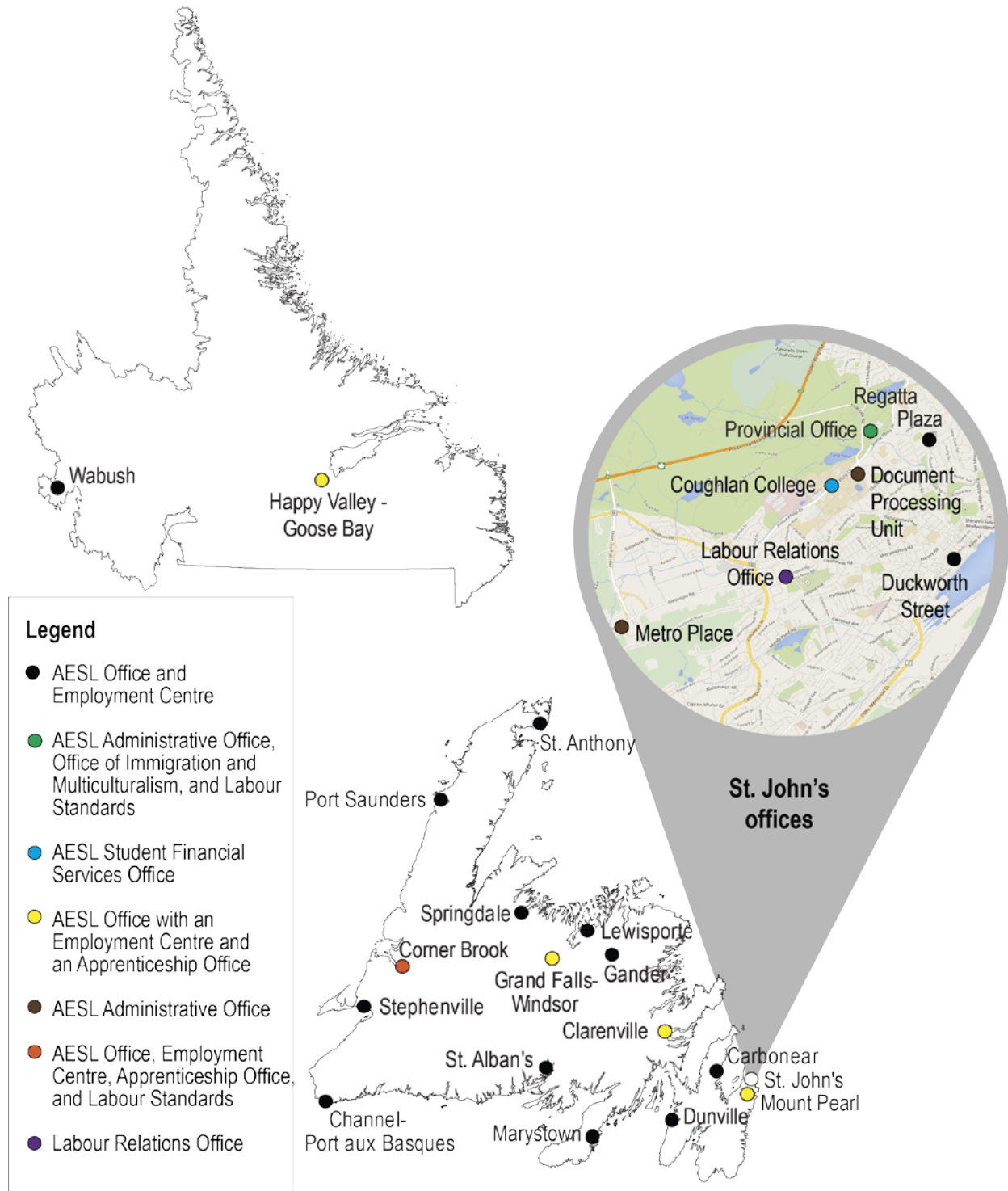
The western region includes 12 offices with Employment Centres in the following areas:

- Channel-Port aux Basques
- Corner Brook (including Apprenticeship and Labour Standards)
- Gander
- Grand Falls-Windsor (including Apprenticeship)
- Happy Valley-Goose Bay (including Apprenticeship)
- Lewisporte
- Port Saunders
- Springdale
- St. Alban's
- St. Anthony
- Stephenville
- Wabush

Administration Offices are located in the following areas:

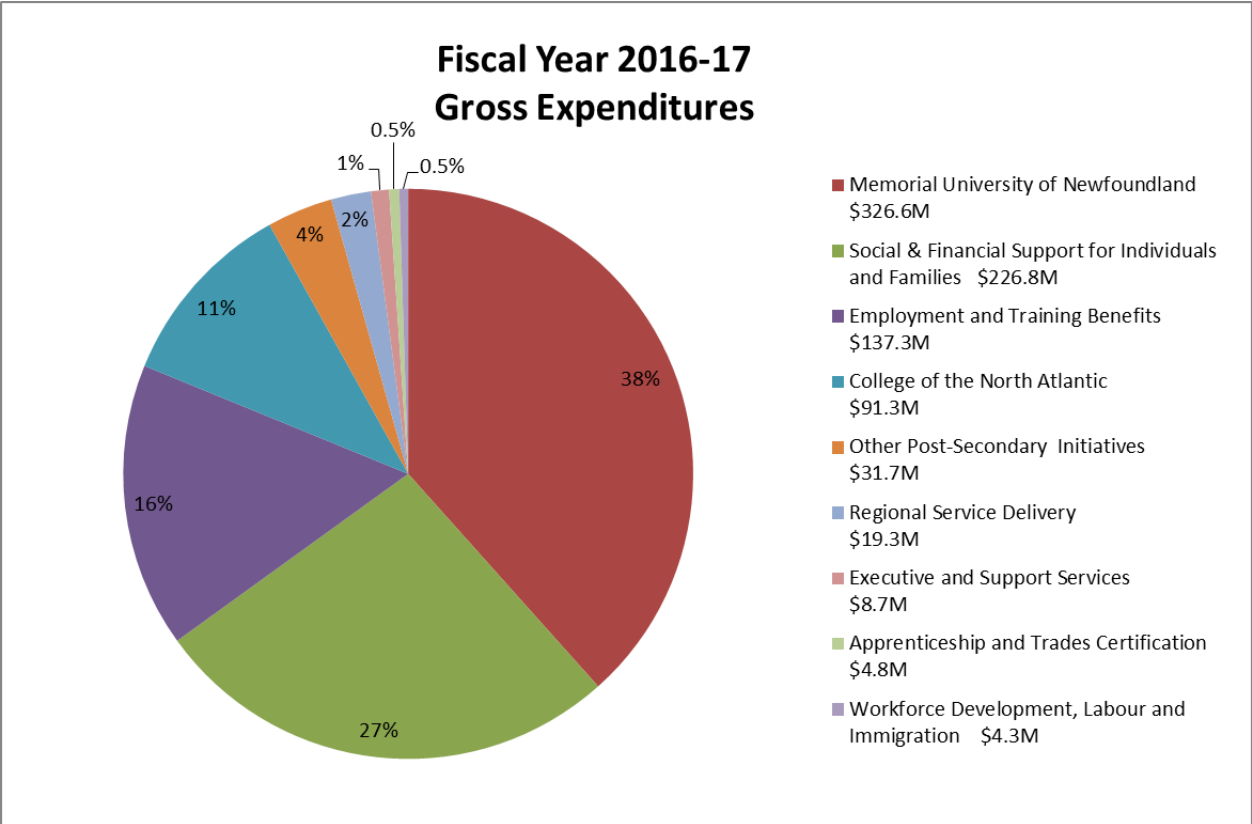
- St. John's - Kenmount Road (Metro Place)
- St. John's - Confederation Building (including Office of Immigration and Multiculturalism and Labour Standards)
- St. John's - Document Processing Unit, Petten Building

The following map illustrates the 18 communities where the offices of the Department of Advanced Education, Skills and Labour are located:



Expenditures

During the 2016-17 fiscal year, the department’s gross expenditures were \$850.8 million. The following diagram shows the major expenditure categories:



At \$454.4 million, the greatest expenditure was in support of Post-Secondary Education including \$91.3 million for CNA, \$326.6 million for MUN, \$4.8 million for Apprenticeship, and \$31.7 million for other post-secondary education initiatives. Income and Social Development accounted for \$364.1 million, with \$226.8 million for income support for individuals and families and \$137.3 million focused on providing employment and training benefits under the Labour Market Development Agreement, the Labour Market Agreement for Persons with Disabilities, as well as other employment and training programs. Workforce Development, Labour and Immigration accounted for approximately \$4.3 million, with Regional Service Delivery at \$19.3 million. The remaining \$8.7 million was for Executive Support and Services. A summary of expenditures and related revenue can be found in the ‘Financial Information’ section of this report.

Highlights and Partnerships

Over the course of 2016-17, the Department of Advanced Education, Skills and Labour continued to work towards the Provincial Government's desire of achieving a strong, diversified province. The department was created in August 2016 to increase coordination in supporting employers, employees and unions to foster positive employment relations and work environments, which contribute to a stronger workforce and economic growth. Thus far, progress was made in a number of key areas as outlined below:

- On November 24, 2016, the Minister announced a 25 cent increase to the minimum wage effective April 1, 2017 to bring the Newfoundland and Labrador minimum wage rate to \$10.75 in line with other Atlantic provinces, followed by an additional increase of 25 cents to \$11.00 on October 1, 2017. The department also completed public consultations on establishing a consistent method for determining minimum wage rates.
- In December 2016, Bill 53, "An Act to Amend the Labour Standards Act No. 2" increased Compassionate Care Leave provisions from eight to 28 weeks, to bring provincial legislation in line with changes to the federal Employment Insurance (EI) Program and the Canada Labour Code. This form of leave allows individuals to care for gravely ill family members while retaining job security.
- In February 2017, the Provincial Government announced the establishment of a new Workforce Innovation Centre. The Centre (made possible by \$1.8 million in funding from the Canada-Newfoundland and Labrador Labour Market Development Agreement) will fund a variety of initiatives to help create sustainable employment and serve as an incubator for new ideas and projects to help the province prosper.
- On March 24, 2017, [The Way Forward on Immigration](#) was launched. This action plan will support better planning to maximize the use of the province's annual Provincial Nominee Program allocation; explore opportunities to introduce new categories under the Provincial Nominee Program; engage with community

organizations and service providers to deliver settlement supports for immigrants; increase Francophone immigrant attraction and retention; implement the Atlantic Immigration Pilot Project with employers; and partner with employers to promote the province nationally and internationally.

Partnerships are vital for the department to advance its mandate and key priorities. Collaboration with community-based organizations, different levels of government, other departments, as well as entities supported by the Department of Advanced Education, Skills and Labour continued during 2016-17. Illustrative examples of partnerships include:

- over 330 agreements were signed with municipalities and community-based organizations to employ nearly 1,620 individuals under the Job Creation Partnership Program;
- over 1,560 students were hired by over 1,200 employers and organizations, under the Student Summer Employment Program;
- an \$800,000 Foreign Qualification Recognition Agreement with the Government of Canada was signed to expedite the recognition of credentials obtained outside of Canada;
- new contracts were signed with the Canadian Red Cross and Salvation Army to deliver Emergency Social Services; and
- the Association of New Canadians continued their steadfast work in supporting 260 Syrian refugees that arrived in the previous year.

In December 2016, the department, in partnership with Service NL, advanced an amendment to the Workplace Health, Safety and Compensation Act and Regulations to provide presumptive cancer coverage for career and volunteer firefighters. The addition of this clause to the legislation means that a firefighter who served for a specified period of time and develops a specific form of cancer, will be presumed to have developed that cancer as a result of their work, and can avail of workers' compensation benefits.

Additional partnerships supporting post-secondary education are profiled throughout the report including the confirmation of \$33.6M through the Strategic Infrastructure Fund to support post-secondary education infrastructure improvements; finalization of the review of the College of the North Atlantic; and the re-establishment of the Council on Higher Education.

For a list of the public entities supported by the department, please refer to Appendix B of this report.

Report on Performance

Addressing Strategic Issues Through Three-Year Goals and 2016-17 Objectives

The Report on Performance for this annual report covers progress for 2016-17 objectives, as well as on three-year goals for the former Labour Relations Agency and the former Department of Advanced Education and Skills, under the banner of the new Department of Advanced Education, Skills and Labour.

When developing strategic plans, departments and agencies create three-year goals to achieve the mandates that align with important issues facing the province. To achieve the goals of both the Department of Advanced Education and Skills, and the Labour Relations Agency, incremental approaches were taken over the three years of both plans, which at the end of the cycle, will have assisted each entity in reaching its multi-year goals.

In the 2014-17 Strategic Plan for the Department of Advanced Education and Skills there were three issues identified as priorities:

1. Alignment of labour market supply and demand;
2. Responsiveness of post-secondary education and training; and
3. Supports for people to participate in employment opportunities.

In the 2014-17 Strategic Plan of the Labour Relations Agency, the following two issues were identified as priorities:

1. Service Excellence; and
2. Effective Workplace Relations.

The subsequent pages of this report illustrate progress made in supporting work to impact these five priorities.

Department of Advanced Education, Skills and Labour (AESL)

Strategic Issue 1: Alignment of Labour Supply and Demand

In developing the strategic plan in 2014, the department identified the Alignment of Labour Supply and Demand as a strategic issue, given the rapid expansion in the economy arising from the development of major construction projects; work in the oil and gas sector; and the identified need for more skilled labour. Creating forecasting profiles of labour market opportunities for areas of growth is not an exact science given the size of the labour market; the fluctuation in commodity prices, which continues to be an unknown variable; new industries developing or moving; and a mobile workforce. With Canada's most rapidly-aging population and lowest birthrate, it is projected that by 2025, the province will experience a 10 per cent decline in its working-age population, resulting in 35,000 fewer people in the provincial labour market. Recruitment challenges are being noted by employers in several sectors of the economy and regions of the province. These variables reiterated the need to further initiatives to support the alignment of labour supply and demand.

In 2016-17 and in the last three years, the department furthered initiatives to improve supports that promote the alignment of labour supply and demand. This involved enhancing the use of labour market information, piloting new approaches to employment and training programs, and releasing additional labour market information. All activities collectively supported commitments in *The Way Forward: Realizing our Potential*, to use enhanced labour market information to inform the development of a comprehensive human resource plan and to increase immigration levels to support economic growth, develop the economy, and increase diversity.

The results outlined in the next section of this performance report, expand on how the department continued efforts to improve supports to promote the alignment of labour supply and demand during the reporting period.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2016-17 OBJECTIVE RESULTS FOR GOAL 1

2016-17 Objective:	By March 31, 2017, the department will have furthered initiatives to improve supports to promote the alignment of labour supply and demand.
Indicator 1	2016-17 Results
Enhanced the use of labour market information across key sectors in the province.	<ul style="list-style-type: none"> • Established a new Provincial Labour Market Information Governance Committee in 2017, in partnership with Department of Finance, to examine current Labour Market Information (LMI) practices and data availability within government, and to explore LMI in relation to understanding of labour shortages and future training needs. • Released an industry-based and sector-led Youth Recruitment Strategies Research Project with partners in October 2016, which identified key strategies from 22 small companies that Atlantic Canadian employers can use to appeal to younger workers. • Issued a call for participants in December 2016 with partners across the country, to create a National Stakeholder Advisory Panel to support the newly created LMI Council for Canada. This Panel will help the Council identify annual priorities to improve LMI to inform decision-making by sector groups such as students, workers, job seekers, policy makers and employers. The Deputy Minister of Advanced Education, Skills and Labour sits on the Board of Directors for the new LMI Council. • Launched two new workshops entitled Pathways to Employment and Career Planning, with 11 sessions delivered to 64 clients as of March 31, 2017. • Held public and stakeholder consultations in 4 communities in August 2016 with more than 100 individuals representing 47 groups (30 organizations and 17 businesses). These sessions provided a sector-based analysis of job vacancies and opportunities, to illustrate the need for skilled immigrants as part of the action plan on immigration.

2016-17 Objective:	By March 31, 2017, the department will have furthered initiatives to improve supports to promote the alignment of labour supply and demand.
Indicator 1	2016-17 Results
	<ul style="list-style-type: none"> <li data-bbox="513 411 1453 527">• Created and delivered a new LMI Workshop in partnership with the Nunatsiavut Government, to 480 participants in Labrador. <li data-bbox="513 527 1453 705">• Summarized and provided job vacancy data and Statistics Canada labour force survey results to departmental staff on a monthly basis to use in Employment Centres to better inform career planning with clients. <li data-bbox="513 705 1453 779">• Provided French language career planning information to all 19 Employment Centres to enhance written access to LMI. <li data-bbox="513 779 1453 905">• Provided translated LMI to 525 students from 10 French immersion high schools and one francophone high school to increase the availability of bilingual LMI. <li data-bbox="513 905 1453 1031">• Provided translated LMI to 47 exhibitors attending the 5th Bilingual Post-secondary Career and Entrepreneurship Day on November 7, 2016. <li data-bbox="513 1031 1453 1209">• Hosted 15 information sessions on immigration and employment opportunities to over 150 international students, graduates, and spouses to encourage them to remain and work in NL. <li data-bbox="513 1209 1453 1461">• Provided support and LMI when assisting individuals affected by industry downturn, temporary work stoppages and closures, through Workforce Adjustment Services. Examples include Kiewit Offshore Services, Serco, Scotsburn Ice Cream Company, Come by Chance Oil Refinery, Agropur Dairy Cooperative and Saputo Inc., and fish plant closures. <li data-bbox="513 1461 1453 1671">• Processed 60 Job Vacancy Assessment (JVA) applications using LMI, in assessing employers who requested workers to migrate to the province to meet labour needs, resulting in 91 individuals being nominated under the Newfoundland and Labrador Provincial Nominee Program (NLPNP).

2016-17 Objective:	By March 31, 2017, the department will have furthered initiatives to improve supports to promote the alignment of labour supply and demand.
Indicator 2	2016-17 Results
Piloted innovative approaches to tailor employment and training programs to respond to labour market demands.	<ul style="list-style-type: none"> • Created and implemented the Transitions to Work Program, a more client-centred model that provided incentives to employment at the end of the program, to enhance supports to individuals with barriers to work. The program was operationalized in Stephenville, Corner Brook, Grand Falls-Windsor, Marystown, Carbonear, and St. John's with a total of 58 participants successfully completing the program by the end of the fiscal year. • Provided funding under the Labour Market Partnerships (LMP) Program to EmpowerNL, to pilot approaches for engaging businesses in the hiring of persons with disabilities. In partnership with regional staff, three initiatives were held, including: (1) an Inclusive Employment Roundtable; (2) an "Inclusive" Webinar for Hospitality Newfoundland and Labrador (HNL) employers and members; and (3) a job fair where 300 job seekers were met by over 30 employers in the hospitality and tourism sector with the shared purpose of filling job vacancies for the summer 2017 season and beyond. • Established the Workforce Innovation Centre at CNA's Corner Brook campus in February 2017 to provide a coordinated, central point of access to engage government, career and employment service providers, skills development organizations, and stakeholders, to research and test new workforce development models that make direct links to increasing individual employability. • Introduced policy changes to the Skills Development program which provided EI-eligible individuals with an opportunity to participate in additional training if the currently funded training had not resulted in labour market attachment. The change assisted in supporting up to 100 additional individuals to acquire funding for training.

2016-17 Objective:	By March 31, 2017, the department will have furthered initiatives to improve supports to promote the alignment of labour supply and demand.
Indicator 2	2016-17 Results
	<ul style="list-style-type: none"> • Completed the developmental work on the Newfoundland and Labrador Research and Innovation Program (NLRIP), funded under the federal-provincial Labour Market Development Agreement. The new program will target the Aquaculture, Agriculture, Fisheries, Natural Resources, Information Technology, and Tourism and Culture sectors, all with a goal to: strengthen apprenticeship programs; enhance essential skills such as literacy and technological abilities; improve supports to older workers, Income Support clients, and individuals living in rural and remote regions; increase the participation rate in the provincial labour force of under-represented groups, including persons with disabilities, women, Indigenous Peoples, youth, immigrants and refugees; and explore the right mix of benefits, programs and services that support individuals in making long-term attachment to the labour market. • Developed and delivered a training plan in partnership with Unifor Local 20 and the CNA Burin Campus, for members impacted by the closure of Kiewit Offshore Services in Marystown. A phased-in delivery model was used, with the first element including Industrial Safety and Welding Enhancement training. Further training is set for implementation in 2017-18.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives to improve supports to promote the alignment of labour supply and demand.
Indicator 3	2016-17 Results
Released additional labour market information to support the integration of regional and sector labour market opportunities into employment planning, skills development and training processes.	<ul style="list-style-type: none"> • Released an updated Job Vacancy Report in February 2017 which helped identify where employment opportunities existed and in what industries. • Delivered case management training to over 90 departmental employees responsible for employment and training services, to ensure that labour market information and tools were fully integrated into programming. • Completed the developmental work for 50 in-demand occupational profiles, which contain: sample job titles; occupational forecast details; demographic statistics; employment and vacancy information; available wage data; post-secondary training options within the province; and links to information on other occupation-relevant websites.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2014-17 RESULTS FOR GOAL 1

As this annual report represents the end of the 2014-17 planning cycle, the department is required to report on the progress of its three-year goals. An incremental approach to meeting stated goals in the strategic plan means that work on goals occur with initiatives beginning, continuing and being furthered over the three-year timeframe. The following section provides results of the three-year goals which describe departmental efforts to improve supports to promote the alignment of labour supply and demand.

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved supports to promote the alignment of labour supply and demand.
Indicator 1	2014-17 Results
Improved the collection, dissemination and access to labour market Information for planning purposes.	<ul style="list-style-type: none"> Released Labour Market Outlook 2025 in August 2015, in partnership with the Department of Finance. This tool contained information about the provincial workforce, labour demands, employment outcomes, and identified information about current and emerging job prospects.
	<ul style="list-style-type: none"> Developed and released two Job Vacancy Reports from the analysis of tens of thousands of job advertisements from 2014 and 2015 to identify: the regions in the province where jobs are located, key industries, in-demand occupations, and education and training requirements for these occupations.
	<ul style="list-style-type: none"> Hosted job fairs at Employment Centres around the province, beginning in 2014-15, to provide information and connect employers with job seekers. In the last three years, approximately 20 job fairs were held with over 1,200 participants.
	<ul style="list-style-type: none"> Offered a series of workshops beginning in 2015-16, both online and in-person at provincial Employment Centres, to actively disseminate labour market information. In the last two years, approximately 10,000 individuals have completed these workshops.

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved its supports to promote the alignment of labour supply and demand.
Indicator 2	2014-17 Results
Tailored employment and training programs to respond to labour market demands.	<ul style="list-style-type: none"> <li data-bbox="506 401 1459 527">• Changed the Skills Development Program to support more individuals to participate in additional training if the originally funded course had not resulted in labour market attachment. <li data-bbox="506 527 1459 947">• Developed and launched the Transitions to Work Program as a result of a review of the former Employment Transitions and Sector Skills Programs, two employment readiness support programs that targeted different client groups through different delivery models. Both programs were reviewed in 2015-16 to assess whether or not a more responsive model could be used. The review revealed that a client-based model, which provided incentives to employment upon the completion of an employment readiness program, would be more effective for assisting individuals in attaching to employment. <li data-bbox="506 947 1459 1325">• Enhanced the Canada-Newfoundland and Labrador Job Grant (CNLJG) Program as a result of the 2015 review. The program was changed to support more small-to-medium-sized employers by expanding employer eligibility criteria, enhancing promotion efforts, clarifying eligibility requirements, and increasing program flexibility to target regional employment needs. Changes resulted in a significant increase in the number of employer agreements signed in the last three years, from 19 to 253. <li data-bbox="506 1325 1459 1885">• Implemented a modified training pilot which included apprenticeship exam supports for Trade Qualifiers on site at Muskrat Falls, in partnership with the Carpenters' Union. This Red Seal Preparatory Program provided exam preparation assistance on worksites. This meant that apprentices did not have to leave employment, resulting in less disruption for both employers and apprentices. The program supported an additional 20 individuals to achieve journeyperson certification in 2016-17.

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved its supports to promote the alignment of labour supply and demand.
Indicator 2	2014-17 Results
	<ul style="list-style-type: none"> Improved how certification exams were administered to all 13 provincially designated trades that have block exams, by providing technology supports to individuals with diagnosed barriers to learning. Newfoundland and Labrador was the only jurisdiction to have received approval to expand this support to Red Seal exams, which will be piloted in three Red Seal Trades in the fall of 2017. Other jurisdictions are interested in exploring this approach for the administration of Red Seal exams as a result of the department's efforts.

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved its supports to promote the alignment of labour supply and demand.
Indicator 3	2014-17 Results
Increased employer access to skilled immigrants.	<ul style="list-style-type: none"> <li data-bbox="505 426 1445 884">• Launched The Way Forward on Immigration, a five-year action plan for increasing immigration in Newfoundland and Labrador, in March 2017. The action plan's target is to welcome approximately 1,700 immigrants annually to the province by 2022. This is Newfoundland and Labrador's roadmap for increasing immigrant attraction and retention. This will require concerted, collaborative efforts by all residents, and partnerships between employers, the federal government and other Atlantic provinces, communities, service providers and community organizations, the K-12 education system, and post-secondary education and training institutions. <li data-bbox="505 884 1445 1140">• Signed the Canada-Newfoundland and Labrador Immigration Agreement, in July 2016. This agreement strengthens the partnership between both levels of government and supports successful social and economic integration of immigrants into the province. The agreement also outlined the relationship and specifications for the Provincial Nominee Program. <li data-bbox="505 1140 1445 1272">• Published an Immigration Recruitment Events Calendar in 2015-16, to support employers with annual recruitment planning. <li data-bbox="505 1272 1445 1356">• Published PNP Fact Sheets in 2016, to help employers identify and match employment needs with potential nominees. <li data-bbox="505 1356 1445 1654">• Announced an Express Entry Skilled Worker Category of the Provincial Nominee Program (PNP) on October 7, 2015. This category for provincially nominated immigrants, provided employers with the ability to identify and select candidates who met their labour needs. The program features a commitment from the Federal Government to process express entry immigration applications in six months or less. <li data-bbox="505 1654 1445 1738">• Released an Employer Guide to Hiring Newcomers in June 2016.

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved its supports to promote the alignment of labour supply and demand.
Indicator 3	2014-17 Results
	<ul style="list-style-type: none"> • Announced the Atlantic Immigration Pilot in March 2017, to increase employer engagement in immigrant retention. The goal of the program is to increase the number of available nominees and to include employers in the delivery of settlement supports such as housing, transportation, language services, etc. The program is a partnership between the Federal Government, the Atlantic Provinces and employers to support the delivery of settlement supports that will help the sponsored immigrant and their immediate families integrate into their new life in the province. • Provided information to over 300 international students and graduates in the last two years, to increase awareness of employment opportunities in Newfoundland and Labrador. • Attended eight international recruitment fairs, and one national recruitment event over the last three years (April 1, 2014 to March 31, 2017). These fairs took place in England, Scotland, France, Belgium, and the Republic of Ireland, as well as two fairs in the United Kingdom organized by Working International and the Canadian High Commission in London, under the Canada's East Coast banner, which comprises the four Atlantic Provinces. • Attended a Destination Canada event held in France and Belgium, an annual Canada-only Francophone promotion and recruitment event organized by the Canadian Embassy in Paris, in partnership with Pôle Emploi International (a government employment agency for France and Belgium).

2014-17 Goal 1:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved its supports to promote the alignment of labour supply and demand.
Indicator 4	2014-17 Results
Incorporated regional and sector labour market opportunities into employment planning, skills development and training processes.	<ul style="list-style-type: none"> • Maximized the 19 Employment Centres around the province as a one-stop location for job-seekers, employers, and those making career choices. These centres hosted workshops that provided customized, regional and sector specific information on training and employment opportunities to over 10,000 individuals; provided a venue for individuals to work one-on-one with staff; employers assisted with recruitment and retention; and profiled localized opportunities for job seekers. • Hosted 15 regional job fairs to match employers and job seekers meeting employer-specific needs for employees and responding to large-scale industry changes. • Launched LMI tools (e.g. Labour Market Outlook 2025, two Job Vacancy Reports 2014 and 2015) for departmental employees to use to incorporate into programming. Employment Centre staff also draw on region-specific information from these reports to inform employment planning, education and training options and job-finding for clients. • Offered continuous training opportunities to ensure departmental employees are kept up-to-date on new information and ensure that LMI tools are integrated into the ongoing delivery of programs and services. • Developed an Employment and Training Policy and Procedure manual, that integrated both federally and provincially-funded programs, to support employees in consistently applying information and advice when counselling and supporting citizens.

Department of Advanced Education, Skills and Labour (AESL)

Strategic Issue 2: Responsiveness of Post-Secondary Education and Training

Developing a productive and dynamic labour force requires a responsive post-secondary education and training system. The degree to which this system responds to the needs of the labour market contributes to how well the economy will function.

Over the past three years, the department has worked steadfastly with post-secondary institutions to enhance the education and training outcomes for students, while helping to address challenges, such as financial barriers. Maintaining a tuition freeze at College of the North Atlantic (CNA) and Memorial University of Newfoundland (MUN) has resulted in more affordable, accessible post-secondary education which can assist in increasing educational attainment of residents and subsequently increase the employability of graduates. The potential and opportunity that exists in the province's post-secondary system has been identified by Government through *The Way Forward: Realizing Our Potential*. This roadmap has identified the need to redesign and modernize the delivery of public post-secondary education at the college level, while increasing collaboration, and partnerships. To that end, the department is an active partner in working with CNA to identify expanded opportunities for its network of campuses throughout the province. The recently established Workforce Innovation Centre at the Corner Brook campus is an example of such an opportunity.

The results outlined in the next section of this performance report, expand on how the department continued to enable provincial post-secondary education and training to become more responsive to labour market demands, during 2016-17 and over the past three years.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2016-17 OBJECTIVE RESULTS FOR GOAL 2

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives to enable provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 1	2016-17 Results
Furthered apprenticeship renewal initiatives.	<ul style="list-style-type: none"> • Commenced developmental work on an Atlantic level, to harmonize the following five additional trades: Instrumentation and Control Technician; Industrial Electrical; Construction Electrical; Plumber; and Steamfitter Pipefitter. Once finalized in 2017-18, a total of ten Atlantic trades will be harmonized.
	<ul style="list-style-type: none"> • Commenced developmental work for a new Apprenticeship Management Information Technology (IT) System, with the signing of an agreement on March 31, 2017. Under the Atlantic Apprenticeship Harmonization Project, once this system is complete in 2019-20, apprentices, employers, and institutions will have access to self-service functions to support the apprenticeship and trades certification process in Newfoundland and Labrador, and throughout the country, if apprentices are accumulating hours of experience in other jurisdictions. By partnering with the other Atlantic Provinces and Manitoba, the harmonization project has been able to leverage funding from the Government of Canada to cost-share the new system. A shared IT system will streamline the process of applying for, working towards and completing an apprenticeship program, making it easier for apprentices to accumulate hours if they transfer from one province to another.
	<ul style="list-style-type: none"> • Harmonized six trades on a National level: Carpenter, Metal Fabricator, Welder, Ironworker (Generalist), Mobile Crane, and Tower Crane.
	<ul style="list-style-type: none"> • Commenced developmental work for the harmonization of eight trades on a National level: Automotive Service Technician, Heavy Duty Equipment Technician, Truck Transport Mechanic, Construction Electrician, Industrial Electrician, Industrial Mechanic, Plumber, and Steamfitter Pipefitter.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives to enable provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 2	2016-17 Results
Conducted a review in collaboration with College of the North Atlantic, to ensure responsiveness to student needs and labour market demands.	<ul style="list-style-type: none"> • Worked with College of the North Atlantic (CNA) staff to complete a review of the College's financial, academic and general operations. The department provided policy support, research and accounting support to CNA to complete a review that identified immediate annual savings of \$1.1 million. The College presented their modernization plan to the Provincial Government during 2016-17 and the plan was subsequently released publically. The results of CNA's independent operational review revealed several key directions in the next two years including: development of a performance management process; requirement for a workforce development plan; implementation of a quality assurance process by leaning operations across the 17 campuses; review of academic programming; and modernization of modes for delivering education.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives to enable provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 3	2016-17 Results
Increased the efficiency of the Student Financial Assistance Program.	<ul style="list-style-type: none"> ● Introduced a new grant program for students with permanent disabilities to address unmet financial needs for disability-related supports. This has resulted in equity for persons with disabilities accessing financial support to attend post-secondary training, and created a level playing field for students both with and without disabilities in terms of parental contribution toward post-secondary education. In 2016-17, there were 46 recipients with total expenditures of \$196,000. Overall, applications for this grant increased from 183 in 2015-16 to 263 in 2016-17. Expenditures increased from \$746,000 in 2015-16 to \$1.2 million in 2016-17, as a result of this change, thus providing more supports to students in need. ● Introduced efficiencies such as adopting email as the primary means for corresponding with students and placing the official Notice of Assessment within students' online accounts; thus reducing the volume of paper mail being sent. This provided instant notification to students, resulted in cost savings in the form of less postage and paper, and provided students with the ability to print copies as they choose. As a result of this service improvement, the department posted 19,500 notices to online student accounts, as opposed to using paper-based mailing. This change resulted in a decrease in postage costs from \$33,400 in 2015-16 to \$12,200 in 2016-17, a savings of \$21,200. ● Commenced developmental work to investigate whether the traditional paper-based process could become an electronic process in an effort to realize further efficiencies. In the fall of 2016-17, approval was obtained to transition to an electronic process. The declaration and consent become part of the online application resulting in a decrease in the number of paper-based forms required for the application process. Development work for this initiative has been completed and the new process will become effective in 2017-18.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2014-17 RESULTS FOR GOAL 2

In the last three fiscal years, the department focused on strengthening the effectiveness of apprenticeship operations; improving efficiency and accountability of the student financial assistance program; and strengthening the capacity of post-secondary education to become more innovative and responsive. The following section provides results of work to achieve the goal.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 1	2014-17 Results
Strengthened the effectiveness of apprenticeship operations in meeting labour market needs of the province.	<ul style="list-style-type: none"> • Integrated five regional apprenticeship offices into existing Employment Centres in the communities of Mount Pearl, Clarenville, Grand Falls-Windsor, Corner Brook, and Happy Valley-Goose Bay in 2015. This integration provided apprentices with access to a full continuum of employment and training services, without having to travel to different offices. This also resulted in employment counsellors and apprenticeship staff working collaboratively to address employment and training needs of apprentices by providing labour market information, offering assistance with résumé writing and job search, and providing information on various apprenticeship grants available, when on their path to journey person certification.
	<ul style="list-style-type: none"> • Implemented online application and registration processes for apprentices in 2015-16, thereby reducing the points of contact for apprentices and journeypersons. This meant that apprentices no longer had to mail or drop-off documents to an AESL office, and is especially relevant given the mobility of apprentices. This also resulted in more timely pay increases for apprentices and more efficient class calls for training, as institutions forwarded transcripts directly to the department.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 1	2014-17 Results
	<ul style="list-style-type: none"> • Launched a new Apprenticeship Handbook with an accompanying interim logbook in July 2015, to support the documentation of practical experience for block training and journeyman certification. Prior to these tools being introduced, there was a high volume of questions and inquiries from soon-to-be graduating students on how to register as an apprentice and how to track hours. The concise guide and interim logbook supported mobile apprentices in keeping accurate records to obtain credit for certification hours. • Enhanced the Apprenticeship Wage Subsidy Program in March 2017, which assists apprentices in their pursuit of journeyman certification by providing subsidies directly to their employers. This was in response to the needs and suggestions of apprentices, employers, and the labour market. The subsidy program was modified to include all four apprenticeship levels with a wage subsidy of 75 per cent, up to a maximum of \$14 an hour. The changes also included a more responsive approval process to meet the time constraints experienced by businesses when hiring, as well as the introduction of an evaluation component for apprentices and their employers to regularly assess each other's performance. • Signed an agreement for the development of a common Apprenticeship Information Technology (IT) System in collaboration with the Atlantic Provinces and Manitoba in 2016-17. This system will enhance reporting capabilities and on-line functions and services for employers, apprentices, and training providers by 2019-20. With the proposed system, apprentices will be able to manage their online profile and learning plan, register online, update work hours, and see exam results faster. Employers will benefit by having access to this online portal to manage apprentices to sign off on skills and hours. Training institutions will have self-serve functionality to post training opportunities and upload exam marks.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 1	2014-17 Results
	<ul style="list-style-type: none"> • Initiated harmonization initiatives on both Atlantic and National levels in 2015-16, to create consistency in trades names, hour requirements, curricula, log books, and exams, all of which ensure the province is training and qualifying skilled labour. Formal apprenticeship mobility agreements were also signed with individual jurisdictions (British Columbia), regions (Atlantic Provinces), and with all provinces and territories.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 2	2014-17 Results
Strengthened the capacity of post-secondary education and training to be more innovative and responsive.	<ul style="list-style-type: none"> • Maintained the tuition freeze at both of Newfoundland and Labrador's public post-secondary institutions with a cumulative investment of \$173.4 million from the Provincial Government over the past three years, including an additional \$5.1 million in each of the last three years. • Supported a review of the publicly-funded college system using an evidence-based approach to ensure CNA is best meeting the needs of students. • Secured \$33.6 million through the Federal Strategic Infrastructure Fund, in partnership with the Department of Transportation and Works, to support infrastructure upgrades at MUN and CNA. • Granted approval for MUN to construct a new \$325 million Core Science Facility in December 2014, to replace aging science infrastructure at the St. John's Campus. This facility will provide new teaching and research labs, as well as space for collaboration with industry on applied research. Construction began in 2015, and in 2016, the department worked in partnership with MUN to secure approximately \$100 million from the Federal Government through the New Building Canada Plan fund to support construction of the facility. The Provincial Government has also committed approximately \$25 million to support the project, with the balance being funded by MUN. • Activated the Council on Higher Education in 2016-17. The Council aims to increase collaboration between the Government of Newfoundland and Labrador, MUN and CNA by increasing the amount of research programs and initiatives undertaken at both institutions; identifying ways for MUN and CNA to partner and pool resources in areas of applied research; and assisting in supporting and facilitating the transfer of students between the two institutions.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 2	2014-17 Results
	<ul style="list-style-type: none"> • Funded, along with the Federal Government, the expansion of services at the Navigate Entrepreneurship Centre, which supports entrepreneurship and small business start-ups by supporting students, faculty and staff in small business establishments. Expansion of services included: <ul style="list-style-type: none"> ○ New space for CNA students to use computers, smart board technology, and plan business ventures; ○ Involving Grenfell Campus students with CNA students in entrepreneurial and business development workshops, information sessions and conferences; ○ Developing new business opportunities among students, faculty and staff at the two post-secondary institutions; ○ Establishing an advisory committee tasked to encourage business owners to promote and support entrepreneurship and mentorship, especially for young entrepreneurs; ○ Identifying areas of potential partnerships with Qalipu First Nation; and ○ Profiling and marketing of students' business opportunities and start-up ideas. • Continued to co-fund the Labrador Aboriginal Training Partnership (LATP) in collaboration with the Nunatsiavut Government, the Innu Nation, the NunatuKavut Community Council and Nalcor Energy. This initiative provided a comprehensive training plan to prepare groups under-represented in the labour force, for employment opportunities. LATP provided services and training to 389 individuals; 184 of whom found employment. In addition, LATP funding supported a wage subsidy program through which over 1,000 participants received training and employment. Training programs funded by LATP included: Powerline Technician, Heavy Equipment Operator, Orientation to Trades and Technology for Women, Housekeeping, Shop Steward Training, Advanced Union Training, and a suite of required safety courses.

2014-17 Goal 2:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have enabled provincial post-secondary education and training to become more responsive to labour market demands.
Indicator 3:	2014-17 Results
Improved efficiency and accountability in the NL Student Financial Assistance Program.	<ul style="list-style-type: none"> <li data-bbox="505 495 1445 919">• Implemented an initiative to streamline application processing for student aid. By providing applicants with scheduled assessment dates, staff resources were properly aligned to process applications in the most efficient manner; thus releasing funds more quickly to support students with the financial requirements for post-secondary education. As a result, 98.5 per cent of applications were processed within a 10-day period, which is now an established service standard for the department. This also fulfills commitments outlined in The Way Forward with respect to publishing service standards. <li data-bbox="505 919 1445 1381">• Strengthened a commitment to ensure that students are less burdened by student debt upon graduation. In addition to the grant program for students with permanent disabilities with high-cost needs for post-secondary education, the department introduced the Newfoundland and Labrador Grant, and provides up to \$100 per week. Eligible students studying full-time within the province, are also assessed for a maximum of \$40 per week in loan for a total of \$140. In addition, a Part-Time Incentive Grant was introduced providing up to \$500 per semester, to a maximum of \$1,000 per year, for eligible residents studying part-time within the province. <li data-bbox="505 1381 1445 1472">• Increased use of direct deposit for students in receipt of student financial assistance. <li data-bbox="505 1472 1445 1644">• Introduced a process for recovering grants awarded to students who were no longer eligible. Legislative changes were made, enabling the department to convert these grants to repayable loans. <li data-bbox="505 1644 1445 1810">• Introduced email notification of student aid application assessment outcomes and general correspondence; and developed a paperless application and declaration form process for implementation in 2017-18.

Department of Advanced Education, Skills and Labour (AESL)

Strategic Issue 3: Supports for People to Participate in Employment Opportunities

In developing the strategic plan in 2014, the department identified Supports for People to Participate in Employment Opportunities as a strategic issue. A key focus over the past three years has been enhancing employment services to individuals and employers delivered through our network of Employment Centres. In addition, the department strived to work with community partners to improve coordination and delivery of a range of services that help individuals meet basic needs, become educated, and move into sustained employment. Other examples include increased flexibility for pre-employment programs and strengthening incentives to get people working.

In 2016-17, the department continued to enhance labour market supports, and strengthen the delivery of programs and services. The results outlined in the next section of this performance report expand on how the department improved supports for people to participate in employment opportunities during 2016-17 and over the past three years.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2016-17 OBJECTIVE RESULTS FOR GOAL 3

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives that improve supports for people to participate in employment opportunities.
Indicator 1	2016-17 Results
Enhanced labour market supports.	<ul style="list-style-type: none"> Offered assessment and employment planning services to youth in the western region, aged 17, whose families received Income Support benefits, with the aim of maximizing their employment during summer months. The objective was to increase their self-sufficiency by providing interdisciplinary supports. All participants credited the initiative with helping them to obtain employment and work towards their individual employment goals.
	<ul style="list-style-type: none"> Referred youth between 18 and 21 years of age, applying for Income Support benefits in the Corner Brook and Grand Falls-Windsor areas, directly to an Employment Centre to receive their first payment. This appointment focused on an assessment of their employment needs, with a view to engaging in employment planning. Case managers worked closely with each client to identify other supports and services they may require to attain their employment goals. This initiative will be expanded to additional locations in 2017-18.
	<ul style="list-style-type: none"> Expanded the Linkages Program to provide flexibility to EI eligible youth between the ages 18 to 30, to avail of a subsidized employment placement and obtain support with career exploration and development. By the end of March 2017, thirty-seven individuals had been supported through this initiative.
	<ul style="list-style-type: none"> Organized seven consultation sessions on Labour Market Transfer Agreements (LMTAs) in St. John's, Grand Falls-Windsor, Corner Brook, Happy Valley-Goose Bay, and Labrador City. Over 130 individuals representing 72 stakeholder groups attended the sessions and shared their views on a range of interests including additional program promotion and expanding training eligibility beyond trades, into other fields, including the humanities and ocean technology.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives that improve supports for people to participate in employment opportunities.
Indicator 1	2016-17 Results
	<ul style="list-style-type: none"> • Signed a partnership agreement to enhance Foreign Qualification Recognition (FQR) capacity in Newfoundland and Labrador in July 2016. The agreement seeks to ensure that newcomers benefit from improved foreign credential recognition processes, allowing them to apply their skills and talents, and increasing opportunities for employment in their fields. Funding under the agreement was subsequently used to increase capacity of regulatory bodies and stakeholders to address matters related to FQR, from pre-arrival supports for internationally-educated individuals to actual workforce participation. The initial projects approved are outlined below: <ul style="list-style-type: none"> ○ The Association for New Canadians received funding to design a Workplace Communication and Integration Module to help internationally trained workers be confident in their new Canadian workplace, including how to give and receive feedback, business communications, time management, and professional writing. ○ The College of Physicians and Surgeons of Newfoundland and Labrador received funding to conduct a national assessment of the current guidelines by which international medical graduates may practice in Canada. ○ Eastern Health (Centre for Nursing Studies) received funding for work with online education modules for internationally-educated nurses. ○ The College of Licensed Practical Nurses of Newfoundland and Labrador received funding to develop an interactive eLearning tool. ○ The Newfoundland and Labrador Council of Health Professionals received funding to enhance existing foreign qualification recognition for internationally-educated health professionals.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives that improve supports for people to participate in employment opportunities.
Indicator 2:	2016-17 Results
Streamlined delivery of programs and services.	<ul style="list-style-type: none"> • Reviewed the Canada-NL Job Grant (CNLJG) program using Lean, a globally recognized method to improve services by reducing waste. The Lean assessment identified methods for streamlining application processes by standardizing a model for service delivery across the province. The following efficiencies are currently being implemented: <ul style="list-style-type: none"> ○ Reducing the timelines for processing applications by eliminating 44 unnecessary steps from existing program procedures; ○ Decreasing wait times for approvals by delegating authority to the regional level; ○ Streamlining procedures to document each CNLJG participant in the Labour Market Programs Support System (LaMPSS), thereby reducing task time from approximately 40 minutes to five minutes per participant; ○ Reducing wait and transportation times by maximizing system resources for assessment and eliminating two unnecessary forms; and ○ Eliminating non-value added practices associated with Registry of Company and Deeds Online (CADO) checks and business plans for newly established companies. • Updated the efficiency and usefulness of the NL HR Manager website, a resource for employers who are looking for information and resources to support their human resources operations. • Introduced a transitional allowance for Income Support recipients enrolled in education and training programs during their non-study period, to avoid the need to continually re-apply for Income Support assistance between school semesters. This ensured uninterrupted financial support for clients and more efficient use of departmental human resources.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives that improve supports for people to participate in employment opportunities.
Indicator 2:	2016-17 Results
	<ul style="list-style-type: none"> <li data-bbox="505 411 1453 653">• Updated the Provincial Post-Secondary Offerings Listing (PPSOL) online application in January 2017. This listing provided users with information on program offerings for Newfoundland and Labrador public and private post-secondary institutions, covering over 600 training programs across a wide variety of occupational areas. <li data-bbox="505 653 1453 831">• Developed and implemented a new Policy and Procedures Manual for Employment and Training Programs. The manual replaced almost 300 individual policy documents into one integrated document. <li data-bbox="505 831 1453 999">• Developed and implemented policy and procedures to integrate the Mother Baby Nutrition Supplement program into the Labour Market Programs Support System (LaMPSS) to simplify administrative processes, aimed at improving timeliness. <li data-bbox="505 999 1453 1167">• Updated the LaMPSS employer assistance webpage to assist employers when using LaMPSS Self-Serve, including details on how to log into LaMPSS, apply for funding, address common access issues, and access further support. <li data-bbox="505 1167 1453 1346">• Implemented new and updated workshops for EI eligible clients (Skills Development) and non-EI eligible clients (Pathways to Employment), as well as Job Search, Resume Writing, Career Planning and LMI. <li data-bbox="505 1346 1453 1430">• Introduced a new resource guide to assist with planning and delivery of career and job fair services. <li data-bbox="505 1430 1453 1596">• Implemented improvements, based on a series of recommendations from the Office of the Comptroller General's review, resulting in increased efficiencies in the delivery of the Supported Employment Program.

2016-17 Objective:	By March 31, 2017, the Department will have furthered initiatives that improve supports for people to participate in employment opportunities.
Indicator 3:	2016-17 Results
Initiated development of an Adult Literacy Strategy.	<ul style="list-style-type: none"> • Commenced research on the development of an Adult Literacy Plan during 2016-17. A literature review and cross-jurisdictional research on literacy was completed and targeted discussions were held with key stakeholders in February 2017 to inform the development of a draft discussion paper on literacy in the province. Planning also began for a public consultation process on a provincial Adult Literacy Plan, with consultations intended to take place in 2017-18. Additional targeted discussions with stakeholders will occur as needed to refine the discussion paper and consultation planning process. In addition, the department commenced work to examine the existing delivery model for Adult Basic Education (ABE) to help identify efficiencies going forward.

DEPARTMENT OF ADVANCED EDUCATION, SKILLS AND LABOUR

2014-17 RESULTS FOR GOAL 3

As this annual report represents the end of the 2014-17 planning cycle, the department is required to report on the progress of its three-year goals. An incremental approach to meeting stated goals in the strategic plan means that work on goals occur with initiatives beginning, continuing and being furthered over the three-year timeframe. The following section provides the results of the three-year goal that illustrates improved supports to facilitate the participation in employment opportunities.

2014-17 Goal 3:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved supports for people to participate in employment opportunities.
Indicator 1	2014-17 Results
Improved supports for individuals that are having difficulty finding and keeping employment.	<ul style="list-style-type: none"> • Changed the departmental structure to increase supports and improve co-ordination of services to individuals, which benefited clients with complex needs. For example, specialized Case Management Units were created that assess individuals for referrals to employment and training and provide a variety of customized benefits, such as medical transportation or special diets. A new Service Support Unit also provides timely e-mail response to client requests.
	<ul style="list-style-type: none"> • Improved supports for individuals receiving financial assistance while they prepare for employment, including increasing basic benefits and fuel supplements in recognition of higher living costs; changing regulations to support more flexible property tax payment; and providing a transition allowance for clients who have returned to post-secondary education and training. Providing stability remains fundamental if individuals are to seek and achieve self-reliance as part of the workforce.
	<ul style="list-style-type: none"> • Reduced barriers to employment for youth clients by providing a one-on-one case manager and team support, to obtain either summer student employment or education and training in traditional or alternative settings.

2014-17 Goal 3:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved supports for people to participate in employment opportunities.
Indicator 1	2014-17 Results
	<ul style="list-style-type: none"> • Enhanced or modified programs to increase the level of support to single parents and individuals receiving income support benefits, through the new Transitions to Work Program. Modifications included more in-class training; higher wage subsidies for employers during on-the-job training; and provision of work employment incentives at the end of the program, resulting in a more client-centred model. • Collaborated with EmpowerNL: the Disability Resource Centre to promote workplace inclusion and build disability confidence within the business community. The Businesses OPEN Initiative was funded through the Labour Market Partnership Program. The initiative helps businesses ensure their websites are accessible; obtain access to documents in alternate formats such as braille, digital electronic files, large print and audio files; and assess their workplaces to eliminate barriers and increase accessibility. • Provided training, entitled OPEN with Customer Service, to 39 staff to help increase disability confidence. By increasing awareness of disabilities, and by understanding the needs of clients who have a disability, supports for individuals with disabilities are strengthened.

2014-17 Goal 3:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved supports for people to participate in employment opportunities.
Indicator 2	2014-17 Results
Implemented program and service delivery improvements to increase access to opportunities in the province.	<ul style="list-style-type: none"> • Realigned the department's Support Application Social Workers to dedicate 100 per cent of staff efforts to assisting single parents with child support payments and increasing attachment to the labour market, thus reducing reliance on income support. • Co-located apprenticeship offices within existing Employment Centres throughout the province to improve access to employment and training services. • Introduced a new Apprenticeship Handbook with an interim logbook in 2015, to provide information on becoming a registered apprentice and supporting efficient record-keeping for apprenticeship hours. • Introduced online application and registration processes for apprentices to save time and streamline issuance of transcripts and class calls for training. • Updated the NL Manager website and Job Vacancy Report to improve access to labour market opportunities. • Enhanced Student Aid processes over the past three years by streamlining application processes, providing scheduled assessment dates for applicants, and releasing funds more quickly to students to meet financial requirements. The increased use of direct deposit for students in receipt of financial assistance has reduced the points of contact for students allowing for more timely access to funds.

2014-17 Goal 3:	By March 31, 2017, the Department of Advanced Education, Skills and Labour will have improved supports for people to participate in employment opportunities.
Indicator 3	2014-17 Results
Commenced implementation of an Adult Literacy and Essential Skills Plan to help people find employment and effectively manage their career choices.	<ul style="list-style-type: none"> • Consulted with other provinces and territories and updated best practices and innovations on adult literacy. • Completed a literature review. • Updated Adult Basic Education (ABE) curriculum in the core subject areas to maintain equivalency with current high school curriculum. • Provided training on adult literacy programming for front-line staff in Employment Centres around the province to provide support and direction in areas such as program eligibility, client assessment, and case management. • Commenced an examination of the existing delivery model for ABE to help identify efficiencies going forward. • Implemented a number of workplace literacy initiatives including the Sector Skills Training Program and its successor Transitions to Work Program, designed to provide employers with trained employees to meet industry specific labour demand. • Continued participation on the Council of the Federation Literacy Award which recognizes outstanding achievement, innovative practice and excellence in literacy by individuals and stakeholder groups. • Held targeted discussions with key stakeholders in February 2017 to inform the development of a discussion paper on literacy in the province. • Initiated planning for a consultation process on a provincial Adult Literacy Plan, with consultations intended to take place in 2017-18. Additional targeted discussions with stakeholders will occur as needed to finalize a discussion paper and consultation planning process.

Labour Relations Agency – Overview

The integration of the Labour Relations Agency with the Department of Advanced Education and Skills in August 2016, resulted in the new Department of Advanced Education, Skills and Labour. This department provides a renewed focus on addressing the needs of individuals, communities and employers while building a strong future for labour in the province. This integration improves the alignment of programs and services provided to employers, workers and those entering the workforce, leading to the overall aim of a stronger, more diverse economy.

The Labour Relations Agency supported and promoted positive employment relationships in the province, administered minimum terms and conditions of employment, and provided workplace dispute resolution services. The former agency provided a number of services to unionized and non-unionized employees and employers throughout the province. These included:

- protecting the basic labour rights of all employees and employers;
- assisting with the resolution of workplace issues and negotiation of collective agreements;
- creating partnerships to promote the relevance of the employment relations regulatory framework (e.g. statutes, regulations, policies); and
- providing education, training, and support programs to stakeholders.

The Labour Relations Agency provided:

- employees with information and support respecting their employment rights and responsibilities, such as minimum wages, overtime pay, various forms of leave (e.g. annual, parental, compassionate care, reservist), rest periods, and statutory holidays;
- employers with information regarding their employment rights and responsibilities, as well as support in developing policies and practices that promote effective employment relations; and

- both employees and employers with professional mediation and conciliation, and workplace intervention services to maintain a productive workplace.

The mandate of the Labour Relations Agency was to encourage effective relationships between employees and employers through:

- the regulation of employment relations;
- the regulation of the minimum terms and conditions of employment through labour standards; and
- the provision of workplace dispute resolution services.

This mandate was pursued through the effective administration and enforcement of applicable legislation administered under the powers and duties of the Minister.

Labour Relations Agency (LRA)

Strategic Issue 1: Service Excellence

In delivering its mandate, the Labour Relations Agency continued to address the evolving needs in the workplace, as well as expectations that workplace services are provided in an accessible and timely manner. The agency's 2014-17 strategic plan identified service excellence as a priority issue, given the increasing demand in the workplace environment for timely access to current information. The ongoing challenge was to ensure that services and service delivery evolved to meet the needs of stakeholders, within the framework of promoting a stable employment relations climate. Good employment relations require employers and employees to have access to accurate information. This supports positive employment relations through better decision making, increased knowledge and greater participation in proactive initiatives, and also promotes stability and productivity in the workplace.

As outlined in the sections that follow, the Labour Relations Agency initiated select improvements in several areas. During 2016-17, the agency continued to ensure information was current and services were responsive to client needs. Outreach initiatives included producing and distributing media that encouraged youth to gain a greater understanding of their rights and responsibilities as employees. A proactive, web-based media presentation was made available in an effort to reach a broader audience across the province. Ongoing improvements were also made to the searchable online database of arbitration awards and collective agreements launched in March 2016.

LABOUR RELATIONS AGENCY

2016-17 OBJECTIVE RESULTS FOR GOAL 1

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have implemented further improvements to delivery of services to clients.
Indicator 1:	2016-17 Results
Monitored the impact of LRA outreach program through distribution of the Employment Standards poster.	<ul style="list-style-type: none"> • Developed and distributed promotional information to encourage youth to gain a greater understanding of their rights and responsibilities with respect to the legislation. In February 2017, the informational material was distributed to 170 high schools and post-secondary institutions in the province and is available in electronic and print formats. The material was also distributed to 34 Community Youth Network Offices and all departmental offices. Enhancing the knowledge of employees and employers with respect to requirements of the minimum terms and conditions of employment, as stipulated by the Labour Standards Act, remains one of the fundamental priorities of the Labour Standards Division. • Established google analytics as a monitoring tool and tracked additional requests for presentations to schools. Increases in requests for presentations to schools or educational institutions were expected. In the first month following release, there were five inquiries from high schools, two scheduled presentations, one in-person session, and one webinar. Google analytics has been utilized to measure increased web access of the labour standards information booklet as a result of the poster release.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have implemented further improvements to delivery of services to clients.
Indicator 2	2016-17 Results
Initiated presentation offerings of Employment Standards information via webinars posted on the agency website.	<ul style="list-style-type: none"> • Conducted preventive interventions at 165 locations to raise awareness and enhance compliance. • Provided 45 presentations to a variety of groups and organizations throughout the province, with a total of 973 participants. Twenty-six presentations were provided to individuals taking part in a pre-employment program; 14 presentations were provided to students in secondary and post-secondary institutions; four were provided to employee groups and one presentation was completed with an advocacy group for women. • Developed a webinar on legislated rights and responsibilities in February 2017, using Adobe Connect. The first two-hour webinar was offered to eight participants from a pre-employment group in March 2017. These webinars result in greater accessibility to services. • Developed a short animated video in March 2017, with advice from Communications and Public Engagement Branch, to target the attention of youth to provide the viewer with a general overview of Employment Standards in Newfoundland and Labrador.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have implemented further improvements to delivery of services to clients.
Indicator 3:	2016-17 Results
Continued improvements and data monitoring of the Arbitration Award and Collective Agreement Databases.	<ul style="list-style-type: none"> • Launched a searchable online database In collaboration with the Office of the Chief Information Officer (OCIO) in March 2016 for arbitration awards and collective agreements, as part of ongoing efforts to improve access to information. The searchable database comprises more than 60 years of arbitration awards and is the most current depository of collective agreements online. It can be found at: http://www.aesl.gov.nl.ca/labour/infosys.html. Clients are able to utilize the self-service model to retrieve the information they require, making these important records more accessible. • Added 33 arbitration awards and 138 collective agreements to the system since April 1, 2016. There is an annual outreach to unions and arbitrators to ensure information is current. In addition, the following technical and content improvements were completed since April 2016: <ul style="list-style-type: none"> ○ Updating the reporting functions within the system to ensure statistics can be easily retrieved and included in monthly statistical reporting; ○ Utilizing user feedback to improve information access and correct errors; ○ Adding new arbitration awards and collective agreements to the system, as received; and ○ Updating the system to reflect the restructuring of the former Labour Relations Agency into the new Department of Advanced Education, Skills and Labour.

LABOUR RELATIONS AGENCY

2014-17 RESULTS FOR GOAL 1

As this annual report represents the end of the 2014-17 planning cycle, the department is required to report on the progress of its three-year goals. An incremental approach to meeting stated goals in the strategic plan means that work on goals occur with initiatives beginning, continuing and being furthered over the three-year timeframe. The following section provides the results of the three-year goal that illustrates the improvement in the delivery of services to clients.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 1	2014-17 Goal Results
Improved outreach and access to information for clients.	<ul style="list-style-type: none"> • Held 589 preventative interventions, where officers visited workplaces and met with both employers and employees.
	<ul style="list-style-type: none"> • Updated and delivered the presentation on Employment Standards to schools and related interest groups. In the last three years, 155 education presentations were delivered, reaching over 3,300 participants.
	<ul style="list-style-type: none"> • Prepared and distributed multi-lingual fact sheets on the Labour Standards Act in both Innu-aimun and Inuktitut, as well as six other languages including: English, French, Chinese (simplified and traditional), Punjabi, Tagalog, and Thai.
	<ul style="list-style-type: none"> • Included a direct link from the Labour Standards website to the Provincial Government immigration website, to assist newcomers in finding information about provincial labour standards.
	<ul style="list-style-type: none"> • Provided proactive outreach to the Filipino community, through a presentation for workers (both temporary workers and permanent residents).
	<ul style="list-style-type: none"> • Engaged the Refugee and Immigrant Advisory Council (RIAC) on labour standards issues, with an intention to reach out to women new to the province, who may have limited contacts and awareness of labour standards.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 1	2014-17 Goal Results
	<ul style="list-style-type: none"> <li data-bbox="505 407 1445 569">• Revised and distributed the Employment Standards in Newfoundland and Labrador information booklet in both English and French through presentations, direct requests and on the website. <li data-bbox="505 569 1445 657">• Updated the Labour Management Arbitration Committee policy manual on the agency’s website for the public. <li data-bbox="505 657 1445 785">• Developed a searchable online database of arbitration awards and collective agreements in collaboration with the Office of the Chief Information Officer and added it to the website in 2016. <li data-bbox="505 785 1445 945">• Completed additional website enhancements including revisions to the layout, the addition of quick links, the creation of fillable forms, and general information updates to provide a more user-friendly website.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 2	2014-17 Results
Improved information management.	<ul style="list-style-type: none"> <li data-bbox="505 411 1445 489">• Implemented a standard classification plan and records retention / disposal schedule in 2014-15. <li data-bbox="505 489 1445 621">• Developed a procedural manual to ensure consistency and continuity of Information Management (IM) initiatives, including staff training. <li data-bbox="505 621 1445 1205">• Digitized and entered six decades of arbitration documents (4,000+) into a new database in 2014-15. Duplicate files were removed and a standard naming convention was established which evolved into the previously noted searchable database. Prior to its launch, only arbitration awards issued in the last five years were available in electronic format on the website. Now, all awards previously received are contained in the database. Clients are able to utilize a self-service model to retrieve information they require. As noted previously, this included a Collective Agreements database which was finalized in 2015-16, to sort current and expired agreements by the North American Industry Classification System (NAICS) code. Standardized protocols regarding the dataset were established to assist with client retrieval requests.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 3	2014-17 Results
Focused efforts towards operational efficiencies of the agency.	<ul style="list-style-type: none"> • Collaborated with the Labour Management Arbitration Committee (LMAC) to plan and develop an Arbitrator Training Program in an effort to expand the Roster of Arbitrators available to clients. In 2015-16, training was delivered with all 17 participants successfully completing the program. As of March 31, 2017, three participants of the Arbitrator Training Program have been placed on the Roster of Arbitrators. • Modified the Preventive Mediation Form in October 2016 to make it more efficient and user friendly.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 4	2014-17 Results
Focused efforts towards enhanced awareness of legislative requirements.	<ul style="list-style-type: none"> • Revised the employment standards educational presentation in 2015-16, in consultation with the Office of Public Engagement, in an effort to enhance the product delivered to students, employers and special interest groups. • Developed a new promotional poster, an animated video, and a webinar regarding employment standards to increase youth awareness of their rights and responsibilities as employees. • Contacted the roster of arbitrators periodically to submit recent decisions which were subsequently placed on the online database. This supports a legislative requirement in the Labour Relations Act to submit decisions to the Minister within three days. • Contacted all unions annually to file a copy of agreements or amendments with the Minister, as required by the Labour Relations Act. Once received, new agreements or amended agreements are added to the collective agreements database.

2014-17 Goal 1:	By March 31, 2017, the Labour Relations Agency will have improved delivery of service to clients to ensure information is current and services are responsive to client needs.
Indicator 5	2014-17 Results
Improved alignment of operational processes to legislative requirements.	<ul style="list-style-type: none"> • Developed a Special Project Order (SPO) Protocol with the assistance of internal and external stakeholders. It was implemented in 2014-15 and published on the agency's website in June 2014. The Protocol formalizes unwritten policies, outlines legislative requirements for the issuance of a SPO, distinguishes the two types of SPOs, and provides an overview of the application process. • Enhanced the Labour Relations Agency website to improve the layout, including addition of quick links, confirmation of existing hyperlinks, modifying forms into fillable PDFs, and general information updates to provide a more user-friendly website. • Assessed the Labour Relations Act, with input from the Labour Management and Arbitration Committee, to modify the appointment term of a Government representative in an unofficial capacity.

Labour Relations Agency (LRA)

Strategic Issue 2: Effective Workplace Relations

Maintaining a positive labour relations climate in Newfoundland and Labrador to help maximize job creation, economic benefits and employment relations stability remains a priority. This requires a strong employment relations framework as well as robust administrative policies, programs and processes, to address evolving workplace dynamics.

In the 2014-17 strategic plan, the Labour Relations Agency committed to effectively managing legislative, regulatory and policy framework(s) to support effective workplace relations. Ensuring the framework is streamlined, modern, and balanced is critical to supporting the protection of basic labour rights and establishing an environment where stakeholders maximize opportunities for the negotiation of collective agreements and resolution of workplace disputes.

LABOUR RELATIONS AGENCY

2016-17 OBJECTIVE RESULTS FOR GOAL 2

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have continued to address identified needs to support effective workplace relations.
Indicator 1:	2016-17 Results
Continued consultation with government partners on ratification of specific ILO Conventions and continued participation in CAALL.	<ul style="list-style-type: none"> • Participated in Canadian Association of Administrators of Labour Legislation (CAALL) meetings and initiatives including the Ministerial CAALL meeting with representation from the NL Minister, Deputy Minister and a department official in September 2016. As part of CAALL, the department continued to work with Federal-Provincial-Territorial (FPT) counterparts through participation on CAALL sub-committees. • Continued FPT engagement on matters of the International Labour Organization (ILO). The ILO is a United Nations specialized agency, with 185 Member States. It has a tripartite structure which brings together representatives of governments, employers, and workers to address issues related to labour and social policy. Each year, the department provides reports and labour statistics regarding both ratified (i.e., Canada has signed) and unratified (i.e., Canada has not signed) conventions and recommendations. In 2016-17, the department responded to multiple requests relevant to provincial, national and International labour matters, including: <ul style="list-style-type: none"> ○ Global Supply Chain and Decent Work; ○ Labour Inspection Statistics; ○ Article 22 (a Ratified Convention) of the ILO's constitution on Minimum Wage Fixing (C-22) and the Freedom of Association and Protection of the Right to Organize (C 87); and ○ Article 19 (an Unratified Convention) of the ILO's constitution on areas such as hours of work, weekly rest, holidays with pay and night work.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have continued to address identified needs to support effective workplace relations.
Indicator 1:	2016-17 Results
	<ul style="list-style-type: none"> • Reviewed ILO instruments by provinces and territories, as part of the Federal-Provincial-Territorial Strategy on Canada and the ILO, in preparation for Canada’s ratification. During 2016-17, the department completed a technical review of Convention C98, “The Right to Organize and Collective Bargaining” and officially supported Canada’s ratification in March 2017.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have continued to address identified needs to support effective workplace relations.
Indicator 2:	2016-17 Results
Continued to identify and advance priority issues in relation to labour standards legislation.	<ul style="list-style-type: none"> • Identified priority amendments to labour standards legislation during 2016-17, including: <ul style="list-style-type: none"> ○ Announced increases in the minimum wage to take effect in April and October of 2017 to bring the province in line with other provinces in Atlantic Canada. At the time of the November 2016 announcement, the Minister committed to conducting public consultations to obtain input on establishing a clear and transparent method to make future adjustments in the minimum wage to ensure the rate keeps pace with increases in the cost of living. The consultation process, which began February 1, 2017 and concluded March 31, 2017, consisted of seven in-person sessions across the province and provided interested parties the ability to make their views known via written submissions and online. Workers, employers, labour and business organizations, anti-poverty and student advocacy groups participated in the process. Going forward in 2017-18, the department will analyze the information obtained during the consultations and bring forward recommendations to enable the Provincial Government to establish the best method for making future adjustments to the minimum wage. ○ Identified Compassionate Care Leave provisions as a priority issue and included these provisions as a legislative amendment to the Labour Standards Act reflective of recent changes to the Federal Employment Insurance program. The department completed the analysis and recommendations for the legislative amendments and facilitated the introduction of a bill in the House of Assembly during the Fall sitting. The Labour Standards Act was amended accordingly, increasing Compassionate Care Leave provisions from eight to 28 weeks and the period during which the leave can be taken has expanded from 26 to 52 weeks.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have continued to address identified needs to support effective workplace relations.
Indicator 3:	2016-17 Results
Engaged stakeholders for relevant contribution to identified priority issues as deemed appropriate.	<ul style="list-style-type: none"> <li data-bbox="505 394 1453 604">• Consulted with the NL Employers Council (NLEC), NL Federation of Labour (NLFL), and the Canadian Federation of Independent Business (CFIB) on the issue of Compassionate Care Leave as a result of changes introduced by the Federal Government. <li data-bbox="505 604 1453 737">• Consulted with NLEC, CFIB, Religious Social Action Coalition, NLFL and St. John's Status of Women Council during 2017, on the issue of the minimum wage increases. <li data-bbox="505 737 1453 1031">• Conducted public consultations between February 1, 2017 and March 31, 2017, on the best method to index the minimum wage. This included in-person sessions across the province which provided interested parties the ability to make their views known via written and online submissions. Workers, employers, labour and business organizations, and student advocacy groups participated in the process. <li data-bbox="505 1031 1453 1367">• Consulted processor organizations in March 2017, regarding recruitment for an alternate member with the Standing Fish Price-Setting Panel. In an effort to ensure the appointment opportunity was shared with as broad an audience as possible, the two processor organizations were asked to forward the request to any of their respective members who they felt possessed the required competencies and qualifications. <li data-bbox="505 1367 1453 1545">• Continued with regular Liaison Committee meetings relating to labour relations on the Muskrat Fall Project. During the 2016-17 fiscal year, 15 Liaison Committee meetings were held with union and employer representatives. <li data-bbox="505 1545 1453 1711">• Participated in a national initiative to complete a jurisdictional scan of labour issues that focused on improving labour relations, through the Mediation and Conciliation sub-committee of CAALL.

2016-17 Objective:	By March 31, 2017, the Labour Relations Agency will have continued to address identified needs to support effective workplace relations.
Indicator 4:	2016-17 Results
Utilized key performance indicators from the Labour Standards Case Management System (CMS) to identify workforce relations improvements.	<ul style="list-style-type: none"> Utilized the Labour Standards Case Management System reporting function to identify areas of the legislation which resulted in the most frequent enquiries and complaints since 2013. The most commonly occurring queries included termination of employment and paid holidays. This information was subsequently used to identify workplace relations improvements through enhanced awareness of employer and employee rights and responsibilities, with respect to compliance with the legislation. The information was also utilized to re-focus messages during preventive interventions and educational presentations.

LABOUR RELATIONS AGENCY

2014-17 RESULTS FOR GOAL 2

As this annual report represents the end of the 2014-17 planning cycle, the department is required to report on the progress of its three-year goals. The following section provides the results of the three-year goal that illustrates the effective management of legislative, regulatory and policy frameworks to support workplace relations.

2014-17 Goal 2:	By March 31, 2017, the Labour Relations Agency will have effectively managed legislative, regulatory and policy frameworks to support effective workplace relations.
Indicator 1:	2014-17 Results
Monitored legislation.	<ul style="list-style-type: none">• Monitored, on a regular basis, provincial, federal and international developments codified in legislation. The provinces and federal government have continued to develop labour legislation to respond to evolving public demand and expectations for worker rights such as minimum wage, extended paid and unpaid leave, and worker recruitment and protection. This is achieved through the completion of issue-specific jurisdictional scans and legislative analyses. As an illustrative example, the Mediation and Conciliation sub-committee of the CAALL completed a jurisdictional scan of labour issues that focused on improving labour relations. Minimum Wage and Compassionate Care Leave provisions were identified as priorities. In Fall of 2016, the Provincial Government announced increases in the minimum wage that would bring the province in line with other provinces in Atlantic Canada. An increase in the Compassionate Care Leave provisions resulted from changes in provincial legislation reflective of recent changes to the Federal Employment Insurance program.

2014-17 Goal 2:	By March 31, 2017, the Labour Relations Agency will have effectively managed legislative, regulatory and policy frameworks to support effective workplace relations.
Indicator 2:	2014-17 Results
Ensured workplace relations policies and procedures are relevant and responsive.	<ul style="list-style-type: none"> • Identified common issues during 2014-15, which were being addressed nationally, that may affect or potentially affect workplace relations in the province. In that same year, the agency reached out to the workplace community by participating in relevant events, conferences, sessions, and opportunities for dialogue to engage stakeholders. The agency also researched and analyzed best practices and cross-jurisdictional trends. • Reviewed, updated or established policies and procedures, as appropriate, during the past three years. For example, in June 2014, the agency published an Application Protocol for Special Project Orders. The order is intended to provide labour relations stability by establishing a labour relations regime that is uniquely tailored to the specific requirements of the project.

2014-17 Goal 2:	By March 31, 2017, the Labour Relations Agency will have effectively managed legislative, regulatory and policy frameworks to support effective workplace relations.
Indicator 3	2014-17 Results
Collaborated and shared information with partners on legislation and best practices.	<ul style="list-style-type: none"> • Hosted the annual general meeting of the Labour Standards Committee, a sub-committee of the CAALL, in 2014-15 which provided an important opportunity to share information about the administration and enforcement of labour and employment standards legislation across Canada. • Continued participation on the CAALL subcommittees: Labour Standards, International Labour Affairs, Mediation and Conciliation, and Strategic Labour Policy Committees throughout the past three years. The subcommittees are an important vehicle for jurisdictions to share information and best practices. • Joined the Office of Regulatory Affairs and Service Effectiveness (the Office) when the Province introduced the new Regulatory Accountability and Reporting Act. The Office has received a list of action items or priorities from the Council of Atlantic Premiers (CAP) regarding potential areas of harmonization. Initial areas focused on Labour Standards, Workers Compensation Boards, and Occupational Health and Safety. In February 2017, CAP directed officials to explore ways to harmonize the minimum wage and align the processes used to determine the rate in Atlantic Canada.

2014-17 Goal 2:	By March 31, 2017, the Labour Relations Agency will have effectively managed legislative, regulatory and policy frameworks to support effective workplace relations.
Indicator 4:	2014-17 Results
Researched national and international trends and best practices.	<ul style="list-style-type: none"> • Engaged with provincial and federal partners with respect to International Labour Organization (ILO) matters during the last three fiscal years. The agency researched and analyzed best practices and cross-jurisdictional trends in several areas including: available web-based user supports; workers' compensation appeals processes; minimum wage rates and review mechanisms; compassionate care provisions; and worker recruitment and protection legislation. The agency also provided reporting and labour statistics related to both ratified and unratified conventions in areas such as: <ul style="list-style-type: none"> ○ Minimum Age – Convention, C138 (April 2014) ○ Worst Forms of Child Labour - Convention, C182 (July 2014) ○ Forced Labour - Convention, C29 (July 2014) ○ Abolition of Forced Labour - Convention, C105 (July 2014) ○ Employment Policy - Convention, C122 (July 2014) ○ Employment Service - Convention, C88 (July 2014 and July 2015) ○ Equal Remuneration Convention, C100 (July 2015) ○ Discrimination (Employment and Occupation) Convention, C111 (July 2015) ○ Asbestos Convention, C162 (July 2015); and ○ Promotional Framework for Occupational Safety and Health Convention, C187 (July 2015).

2014-17 Goal 2:	By March 31, 2017, the Labour Relations Agency will have effectively managed legislative, regulatory and policy frameworks to support effective workplace relations.
Indicator 5:	2014-17 Results
Assessed provincial interests in national and international labour developments.	<ul style="list-style-type: none"> • Assessed provincial interests in international instruments, as outlined below: <ul style="list-style-type: none"> ○ Minimum Age Convention (C138) - Considered one of eight fundamental Conventions of the ILO, C138 sets age standards for admission to employment. In February 2015, the Federal Minister requested confirmation of the province's official position regarding ratification. The agency consulted with all departments and agencies to ensure provincial practices, policies, and legislation were consistent. The Provincial Government was pleased to support Canada's ratification of C138 in August 2015. ○ Forced Labour Protocol P29 was developed to supplement the Forced Labour Convention with targeted provisions regarding the prevention of forced labour, and protection and access to compensation for victims. The agency consulted with all departments and agencies to ensure provincial practices, policies, and legislation were consistent with P29. No barriers to support for ratification were identified in the technical review, and formal correspondence confirming the Provincial Government's support for ratification was sent to the Federal Minister responsible for Labour in May 2015. ○ Right to Organize and Collective Bargaining Convention (C98) - A technical review of C98 was completed, which determined many of the Convention's standards are generally exceeded by existing provincial legislation. The department received a request for official support for Canada's ratification of C98 in December 2016. The department consulted with all departments and agencies to ensure provincial practices, policies, and legislation were consistent with C98. No barriers to ratification were identified and formal correspondence from the Minister confirming Newfoundland and Labrador's support for ratification was sent to the Federal Minister responsible for Labour in March 2017.

Opportunities and Challenges

During the development of a new three-year strategic plan for 2017-20, the department identified several challenges, which in turn may present as opportunities when making policy decisions and program delivery changes.

Complex policy decisions present themselves frequently as the demography shifts and as revenues fluctuate. Examples of questions considered in the most recent planning cycle include:

- How do we stay abreast of changes to the federal student financial assistance program?
- What is the best delivery model to support improved efficiency in frontline service delivery, using Lean assessment methods?
- How can the province attract more newcomers?
- What is the most effective way to support newcomers in the longer term?
- How can the province increase the promotion of diversity and multiculturalism among Newfoundlanders and Labradorians?
- What is the most efficient way to match training needs with labour demands, especially when the labour market fluctuates quickly?
- How to support meaningful work opportunities, especially in more rural areas of the province?
- How to manage increasing demands for income support during economic downturns?
- How to create innovative approaches to training to meet emerging and evolving labour market demands?
- How to remain steadfast in sustaining positive employment relationships and effective workplaces?
- How to increase the level of federal funding for programs within the department's mandate?

Utilizing these policy questions to plan for the next three years will result in improvements in the delivery of programs and services. Commitments in the next three years will further:

- help employers with accessing and keeping skilled workers;
- work with employers, employees, and unions to foster a positive employment relations climate;
- provide programs and supports for apprenticeship and trades certification;
- increase the focus on recruitment and retention of immigrants;
- enhance the promotion of diversity and multiculturalism in key sectors and in the wider community;
- support the delivery of post-secondary education at Memorial University, College of the North Atlantic and private training institutions;
- enhance the student financial assistance program;
- offer career development and planning services, as well as employment and training supports, and information about the labour market;
- provide programs and services for Adult Literacy; and
- enhance the delivery of income support and other financial supports.

Dedicated efforts in these areas support the department's mandate and the priorities set out in the Provincial Government's The Way Forward – Realizing Our Potential.

Financial Information

Summary of Expenditure and Related Revenue for the Year Ended March 31, 2017

		Actual Expenditure	Amended Budget	Original Budget
		\$	\$	\$
Executive and Support Services				
	Minister's Office	311,867	324,100	249,400
	Executive Support	1,282,213	1,538,500	1,540,400
	Administrative Support	4,908,496	5,737,900	5,737,900
	Program Development and Planning	2,166,904	2,528,000	2,600,800
Regional Service Delivery				
	Client Services	19,343,588	19,960,800	19,960,800
Income and Social Development				
	Income Assistance	226,288,655	229,387,700	230,387,700
	National Child Benefit Reinvestment	281,549	450,000	450,000
	Mother/Baby Nutrition Supplement	249,933	280,100	280,100
	Employment and Training Programs	1,582,977	1,912,800	1,912,800
	Employment Development Programs	8,253,347	8,934,700	8,934,700
	Labour Market Development Agreements	102,509,130	105,557,400	100,757,400
	Canada/NL Job Fund Agreement	6,956,931	7,413,700	6,091,000
	Labour Market Adjustment Programs	1,933,820	2,093,500	2,093,500
	Employment Assistance Program for Persons with Disabilities	9,479,321	9,820,000	9,820,000
	Youth Services	6,521,392	7,205,100	7,205,100
Workforce Development, Labour and Immigration				
	Workforce Development and Productivity Secretariat	707,043	1,770,000	1,770,000
	Skills and Labour Market Research	656,411	1,218,400	1,218,400
	Office of Immigration and Multiculturalism	871,639	1,077,400	1,077,400
	Labour Relation and Labour Standards	1,170,927	1,257,500	1,257,500
	Standing Fish Price Setting Panel	174,328	203,800	203,800
	Labour Relations Board	686,040	791,900	791,900

Summary of Expenditure and Related Revenue for the Year Ended March 31, 2017

	Actual Expenditure	Amended Budget	Original Budget
	\$	\$	\$
Post-Secondary Education			
Apprenticeship and Trades Certification	4,788,283	4,958,300	4,958,300
Literacy and Institutional Services	4,583,169	5,402,700	5,670,000
Atlantic Veterinary College	1,188,684	1,208,800	1,208,800
Memorial University- Operations	319,447,427	319,454,900	319,704,900
Memorial University- Physical Plant and Equipment	7,117,231	8,259,000	3,252,000
College of the North Atlantic- Operations	90,037,155	90,054,100	88,904,100
College of the North Atlantic- Physical Plant and Equipment	1,253,911	9,697,000	1,900,000
Student Financial Services- Administration	1,470,744	1,608,200	1,608,200
Scholarships	77,321	87,300	87,300
NL Student Loans Program	15,868,895	16,165,600	20,988,300
Training Programs	8,610,820	8,800,000	10,000,000
Total Gross Expenditures	850,780,151	875,159,200	862,622,500
Total Revenue	(166,518,795)	(156,664,500)	(156,664,500)
Total Net Expenditures	684,261,356	718,494,700	705,958,000
BRANCH TOTALS			
Executive and Support	8,669,480	10,128,500	10,128,500
Regional Service Delivery	19,343,588	19,960,800	19,960,800
Income and Social Development	364,057,055	373,055,000	367,932,300
Workforce Development, Labour and Immigration	4,266,388	6,319,000	6,319,000
Post-Secondary Education	454,443,640	465,695,900	458,281,900
TOTAL DEPARTMENT GROSS EXPENDITURES	850,780,151	875,159,200	862,622,500

Expenditure and revenue figures are based on public information from the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2017. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however, the Department of Advanced Education, Skills and Labour is not required to provide a separate audited financial statement. Note: The Labour Relations Agency is included.

Appendices

APPENDIX A

Contact Information

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

To access income support services:

Eastern Region

- Citizens residing in all communities from Clarenville to St. John's, including the Avalon, Bonavista and Burin Peninsulas, please call: (709)729-7888 or toll-free 1-877-729-7888.

Western Region

- Citizens residing in all Labrador communities, please call toll-free at: 1-866-449-3144.
- Citizens residing in communities on the Northern Peninsula heading east, including Corner Brook, Port aux Basques, up to Hampden, please call toll-free at: 1-866-417-4753.
- Citizens residing in all communities heading east including the Baie Verte Peninsula, Central Newfoundland and the Connaigre Peninsula, please call toll-free at: 1-888-632-4555.

To access career, employment and labour market information, call the Labour Market and Career Information Hotline at 1-800-563-6600; TTY: 1-877-292-4205; or, visit www.aesl.gov.nl.ca/lmi.html.

Labour Standards staff are available to interpret and address enquiries on the rights and responsibilities pertaining to a broad range of employment issues or labour standards. For more information contact the department: toll-free at 1-877-563-1063; St. John's Office (709) 729-2742; Corner Brook Office (709) 637-2364; or visit www.aesl.gov.nl.ca/labour.

To access the Labour Relations Division call (709) 729-2711 or visit <http://www.aesl.gov.nl.ca/labour/union/index.html>

For in-person employment assistance, visit one of the Employment Centres around the province; locations can be found at: www.aesl.gov.nl.ca/career/employment_centres.pdf.

To access the immigration and multiculturalism information call (709) 729-6607 or visit <http://www.nlimmigration.ca> .

To access Student Aid Services, call the Main Office toll-free at 1-888-657-0800; St. John's (709)729-5849; or, visit www.aesl.gov.nl.ca/studentaid/index.html.

To access Apprenticeship and Trade Certification Services, call the Main Office toll-free at 1-877-771-3737; St. John's/Mount Pearl (709)729-2729; Clarenville (709) 466-3982; Grand Falls-Windsor (709) 292-4215; Corner Brook (709) 637-2366; Happy Valley-Goose Bay (709) 896-6348 or, visit <http://aesl.gov.nl.ca/app/index.html>.

To access Adult Basic Education and adult literacy services, call (709)729-3100.

For information regarding an access to information request or to inquire about the collection or use of your personal information, please contact the department's Access and Privacy Coordinator at (709) 724-4276.

APPENDIX B

Public Entities

The following public entities are supported by the Department of Advanced Education, Skills, and Labour, and prepared separate year-end reports:

- Memorial University of Newfoundland;
- College of the North Atlantic;
- Labour Relations Board;
- Standing Fish Price-Setting Panel;
- Student Loan Corporation of Newfoundland and Labrador;
- Private Training Corporation;
- Memorial University Pension Plan;
- Provincial Apprenticeship and Certification Board;
- Income and Employment Support Appeal Board;
- Workplace-NL¹; and
- Workplace Health, Safety and Compensation Review Division¹.

Please Note: Two additional public bodies (the Student Financial Assistance Appeal Board and the Council on Higher Education) also report to the Minister of Advanced Education, Skills and Labour but are not tabling year-end reports. The Student Financial Assistance Appeal Board did not have activity in the April 1, 2016 to March 31, 2017 period. In the event that there is activity, it will submit a report as required under the Transparency and Accountability Act. The Council on Higher Education held its inaugural meeting in 2016-17 and will subsequently table a three-year Activity Plan in November 2017.

¹ Supported by the department but reporting through the Minister of Service NL.