

# Accountability Report 2014–2015

Department of Labour and ◀  
Advanced Education



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## 1.0 Accountability Statement

The accountability report of the Department of Labour and Advanced Education for the year ended March 31, 2015 is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Department of Labour and Advanced Education Statement of Mandate for the fiscal year just ended. The reporting of the department's outcomes necessarily includes estimates, judgments and opinions by Department of Labour and Advanced Education's management.

We acknowledge that this accountability report is the responsibility of the Department of Labour and Advanced Education management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department's 2014-15 Statement of Mandate.

  
\_\_\_\_\_  
Hon. Kelly Regan  
Minister

  
\_\_\_\_\_  
Duff Montgomery  
Deputy Minister

## 2.0 Message from the Minister and Deputy Minister

The Department of Labour and Advanced Education is pleased to share an overview of our accomplishments in 2014-15.

Over the past year, the department has worked diligently to connect Nova Scotians with training, education and mentorship. More people are now working and working safely, studying, hiring, and bringing to life the innovative ideas that will help Nova Scotia's economy and people thrive. Building a stronger, more prosperous tomorrow cannot be accomplished by government alone. It takes partnership, commitment and the drive to do things differently. Over the past year, alongside many partners, we've made progress and celebrated some significant accomplishments.

We've established the Nova Scotia Apprenticeship Agency, which is working with industry to get more employers and underrepresented groups involved and more apprentices completing their training. We successfully negotiated a Canada Job Fund Agreement that allows Nova Scotians to continue to access the training and support they need. We made great strides toward accomplishing the goals of the Workplace Safety Strategy, and continued to work with our post-secondary education partners to ensure the system is healthy and sustainable for the long-term.

At the end of March, LAE began to deliver existing programs that help employees develop skills, and help students find jobs during and after their studies. The Workplace Innovation and Productivity Skills Incentive is one of those programs, and provides funding to employers to help them invest in training. The Graduate to Opportunity program helps students find that first job after graduation.

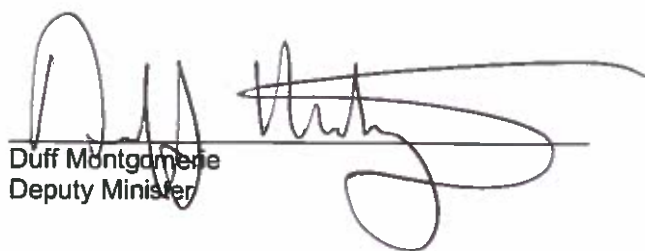
In the year ahead, we will continue to ensure the right supports, initiatives, incentives and programs are in place, and the right people are coming together to answer these important questions:

- Are we **educating** in a way that is responsive to the learning and training needs of our people?
- Are we **investing** in a way that creates the skills and knowledge required to build the workforce we need now and in the future?
- Are the right **safeguards** in place to make a safe, fair, and equitable work environment a priority for all employers and employees?
- Are we helping to **ensure the workforce meets labour market demands**, and are we focusing enough on youth retention, engaging under-represented groups, repatriating skilled Atlantic Canadians, and attracting newcomers?
- Are we **informing** people in a way that provides ease of navigation and access so more Nova Scotians can get information about programs, services, and offerings?
- Are we **accountable**? Are we improving investment outcomes through informed decision-making and accountability, underpinned by strong measurement and evaluation?

The OneNS report was clear; it called for immediate action to meet our economic challenges head-on, and do our part to ensure our province prospers now and into the future. We look forward to working with our many partners to build a safer, more prosperous and vibrant province for all Nova Scotians.



Hon. Kelly Regan  
Minister



Duff Montgomery  
Deputy Minister

### 3.0 Measuring Our Performance

<b>Labour and Advanced Education</b>			
	2014-15 Estimate	2014-15 Actual	2014-15 Variance
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Gross Department Expenses:</b>	348,420	346,723	(1,697)
Administration	1,073	2,331	1,258
Corporate Policy and Services	5,640	5,308	(332)
Safety	14,133	12,337	(1,796)
Labour Services	7,820	6,952	(868)
Skills and Learning	117,159	114,626	(2,533)
N.S. Apprenticeship Agency	8,711	8,762	51
Higher Education	55,456	57,950	2,494
School Cap Amortization	5,511	5,511	0
Community College Grants	132,917	132,946	29
<b>Total Gross Departmental Expenses</b>	348,420	346,723	(1,697)
<b>Additional Information:</b>			
<b>Fees and Other Charges</b>	(1,878)	(1,798)	80
<b>Ordinary Revenues, Fees and Recoveries</b>	(123,960)	(124,071)	(1,589)
<b>TCA Purchase Requirements</b>	0	0	0
<b>Provincial Funded Staff (FTEs)</b>	282.9	247.3	(35.6)

#### **Explanatory Note:**

The Department of Labour and Advanced Education worked very hard to deliver its programs within its budget allocation and ended the year within ½ of 1% of budget.

## 4.0 Measuring Our Performance

1. **EDUCATE: Build a more responsive system of learning and training through partnerships with business, labour, institutions and service providers, to prepare Nova Scotians for a prosperous future.**

**OUTCOME (immediate or intermediate)**  
**Collaborative partnerships with business, labour, educational institutions and service providers that support responsive education, training and work experience programs.**

### 1.1. Participation in LAE employer-sponsored training and work experience programs

#### What does this measure tell us?

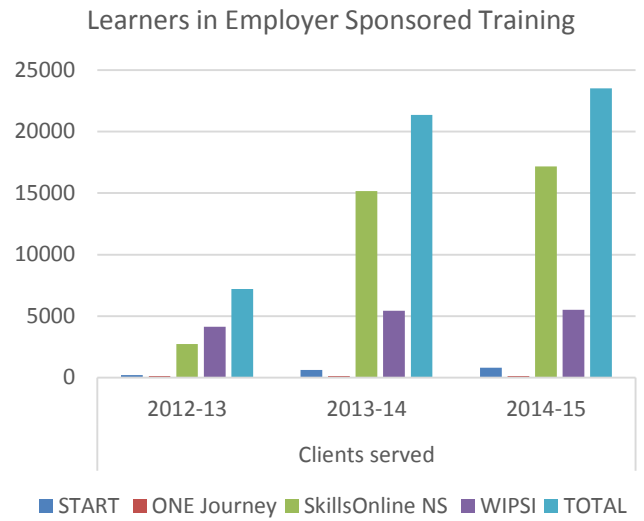
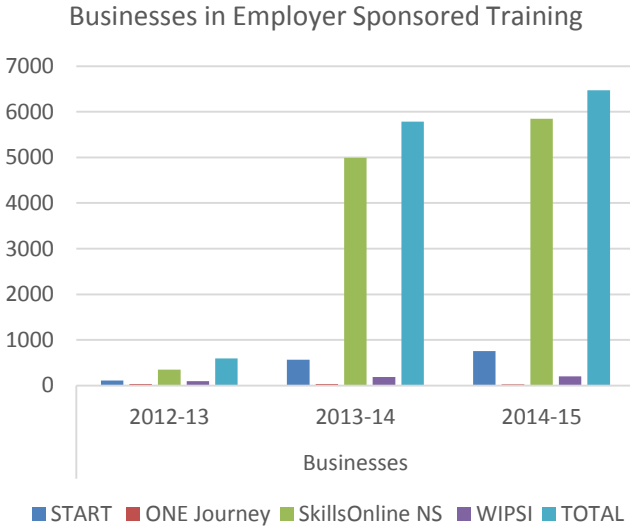
This measure compiles participant numbers, both in terms of clients served and organizations in LAE employer-sponsored training and work experience programs. This includes: START, One Journey Work and Learn, SkillsOnlineNS, Workplace Innovation & Productivity Skills Incentive. The programs included in this measure require the employer to be an active partner in the training of individuals who are either already in the workforce or entering the workforce, through experiential learning and skills upgrading. Note: The cooperative education programs were not included in this measure as they are reported separately under section 7, ERDT Statement of Mandate Measures.

#### Where are we now?

LAE has increased the number of clients trained and business partners engaged over the past three years. New methods of delivering training, such as the [www.skillsonlinens.ca](http://www.skillsonlinens.ca) online training, have given these programs increased reach.

### LAE Employer-Sponsored Training

	2012-13		2013-14		2014-15	
	Clients served	Businesses	Clients served	Businesses	Clients served	Businesses
START (part year from October in 2012)	201	115	617	568	814	756
ONE Journey	133	36	135	36	120	25
SkillsOnline NS (part year in 2012 )	2,741	347	15,168	4,994	17,181	5,850
WIPSI	4,140	95	5,432	187	5,520	204
<b>TOTAL</b>	<b>7,215</b>	<b>593</b>	<b>21,352</b>	<b>5,785</b>	<b>23,635</b>	<b>6,835</b>



**Where do we want to be?**

Continue to increase participation in employer-sponsored training and work experience programs through new and existing delivery channels and partnership methods.

**1.2. Percentage of employees sponsored or supported by an employer to take education or training**

**What does this measure tell us?**

This measure reports the percentage of working 18-64 year olds who indicated they have been sponsored or supported by an employer to take education or training over the past 12 months. This data comes from LAE's Labour Market Activity and Intentions Survey (LMAIS), a household survey conducted annually since 2011.

Participation of employers in training employees is important to the development of a culture of continuous learning in Nova Scotia. This result gives LAE an indication of how well it is doing in encouraging employers to provide education and training to their employees.

**Where are we now?**

Less than half of the employees contacted in this survey indicated their employer had sponsored training for them in the past year over the last three years; employee participation has remained steady. LAE is actively working with employers to promote their role in workplace training through a variety of actions such as the 100 Businesses Initiative and direct employer contact.

**Employees Supported to Take Training**

	2012-13	2013-14	2014-15
Nova Scotia employees supported for training by employer	39%	40%	41%

**Where do we want to be?**

Increase to 45% over two years (by 2015).



### 1.3. Implementation of memoranda of understanding with universities and NSCC; implementation of innovation sandboxes

#### What does this measure tell us?

This is a completion measure with qualitative information on the progress of partnerships LAE has with post-secondary educational institutions. The Memoranda of Understanding with universities (MOUs) outline a number of partnership initiatives and include the Excellence and Innovation Fund. The goals of the MOUs are to strengthen accountability and transparency with the training institutions and to encourage stability and sustainability through multi-year agreements.

Key goals outlined in the MOU were accomplished from 2012 to 2015. The projects that benefit all higher education institutions will result in system efficiencies by improving communication around the application process from high school to post-secondary institutions, enhancing the credit transfer process for students and providing easier access to information about options and resources related to post-secondary education. The desired outcome of these projects is to encourage more Nova Scotia students to study in Nova Scotia.

#### Where are we now?

The funding for the final year of the MOU under the Excellence and Innovation Fund was disbursed in March 2015. Work has begun on the development of the next MOU for 2015-19.

Six Sandboxes are part of the Post-Secondary Education Sandbox Pilot Program in 2015, up from the four that began in March 2014. The six sandboxes are:

- Island Sandbox - Cape Breton University and NSCC Marconi Campus;
- Community Sandbox - Saint Mary's University, the Nova Scotia College of Art and Design, and Mount Saint Vincent University;
- Nova Scotia Agriculture Sandbox – Dalhousie University and Acadia University;
- Shiftkey Labs - Dalhousie University, Saint Mary's University, Nova Scotia College of Art and Design and Volta Labs;
- Launch Box – Acadia University; and
- IDEA Sandbox – Dalhousie University and NSCAD.

Working Groups have been established to meet the deliverables of the NSCC MOU.

Final reports for the respective MOU Working Groups have been prepared. A review of tuition-related issues resulted in new tuition policy being implemented for 2015-16.

#### Progress on Partnerships with Post-Secondary Institutions

	Completed	Notes
University MOUs	☑	A final report of the 2012 to 2015 MOU is in the draft stage. A new MOU with Universities is being developed for 2015 to 2019
NSCC MOU	☑	Signed September 2013. Current NSCC-LAE working groups address the areas of Quality Assurance, Program Mix, Graduate Follow-Up Surveys, and Budget Development - Financial Planning
Sandboxes	☑	Six Sandboxes are active in 2014-15.

**Where do we want to be?**

Maintain and improve quality assurance and accountability with the establishment of a reporting template for university R&D activities, and work to develop a standardized public financial reporting process. Development of strong reporting relationships over the period of the NSCC MOU will ensure the work of the College continues to be closely integrated with the goals of the Province therefore achieving the objectives of the MOU.

At the end of the three-year pilot, sandboxes should be sustainable and successful.

## 2. INVEST: Invest in the required skills and knowledge to build the workforce we need now and in the future.

**OUTCOME (immediate or intermediate)**  
**Accessible employment supports, training programs and information services that help Nova Scotians seize and create opportunities for employment.**

### 2.1. Number of people trained through LAE skill development programs

#### What does this measure tell us?

This measure identifies the number of people trained through LAE skill development and employment support programs (including Skills Development, active Apprentices, Workplace Education, and students registered in the Nova Scotia School for Adult Learning). These are training programs for Nova Scotians looking to enter or remain in the workforce.

#### Where are we now?

Participation in skill development programs has remained relatively stable over the past three years. The enrolment in these programs is encouraging in that it shows people are participating in continual learning and skills upgrading, a practice necessary for Nova Scotia to remain competitive in an environment of rapidly changing work environments. Some changes in the Employment Nova Scotia training programs have been announced this year.

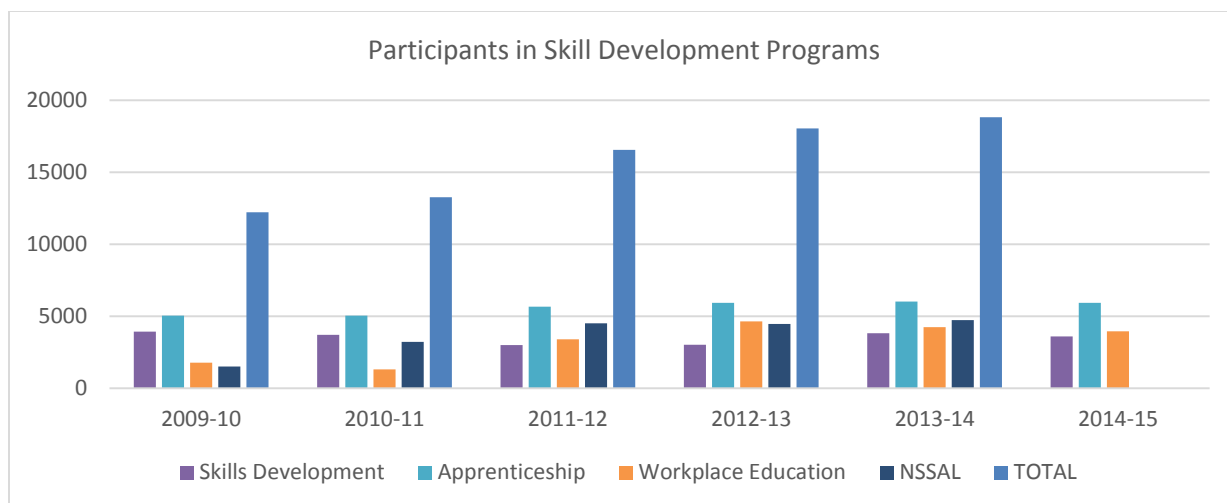
With the completion of the Labour Market Agreement (LMA) with the Federal Government, the Skills Up! Program is no longer accepting new applicants. The Fast Forward program is a new stream in 'Skills Development' in which unemployed individuals who are in receipt of regular Employment Insurance (EI) benefits have the opportunity to receive regular EI benefits for the duration of their claim while they are attending approved training. Over the 2012-13 year special outreach activities were undertaken which led to increased uptake in workplace education participation; 2014-15 data represents normalized participation in workplace education.

#### Participants in Skill Development Programs

		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Skills Development (including Feepayer program and Fast Forward)	New clients	3,917	3,691	2,998	2,469**	1,839	1,691
	Carryover				402	1,803	1,740
	Skills Up! program				+143	+173	+160
Apprenticeship		5,039	5,045	5,653	5,916	6,023	5,916
Workplace Education		1,767	1,300	3,400	4,639	4,242	3,936
NSSAL		1,500	3,220	4,506	4,461	4,734	NA*
<b>TOTAL</b>		<b>12,223</b>	<b>13,256</b>	<b>16,557</b>	<b>17,628</b>	<b>17,011</b>	<b>NA</b>

\*Nova Scotia School for Adult Learning data is collected by school year, not fiscal year.

\*\* Before 2012 total clients in Skills Development is reported



**Where do we want to be?**

Maintain or increase the number of clients in skill development training programs.

**2.2. Percentage of NSCC graduates working in a related field**

**What does this measure tell us?**

This measure represents the percentage of NSCC graduates working in a related field is taken from the NSCC graduate follow-up survey. This information allows us to assess the fit of training to workforce requirements, and allows us to better predict labour supply in certain areas.

**Where are we now?**

The NSCC graduate employment rate is relatively consistent with the current employment situation in the province, as well as, the unemployment rate. The employment relatedness level has been constant over the last few years. This compares favourably to a survey LAE conducted in 2012.

**NSCC Grads Working in Related Field**

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
NSCC Grads with employment relatedness	83%	80%	83%	83%	83%	Not available*

\*Data from NSCC is not yet available for 2014.

**Where do we want to be?**

Maintain or increase employment in a related occupation for NSCC graduates.

## 2.4. Percentage of those in career transition who had sufficient information to make career decisions

### What does this measure tell us?

This measure captures the percentage of 18-64 year olds who went through career transition in the last two years who agreed they had sufficient information and advice to make career decisions. This captures respondents that agreed to this statement at a level of eight or higher on a 1-10 scale. This measure relates to the responses to the survey question in LAE's Labour Market Activity and Intentions Survey (LMAIS), a household survey conducted annually. When those who are undergoing or considering a transition are well-informed about their options and opportunities, they will be more likely to choose careers in areas that are in demand and experience more job satisfaction and less future job transition. LAE is working with the Department of Education and Early Childhood Development, career practitioners and industry to provide better information for decision making for future and current workers.

### Where are we now?

This question produced a lower level of positive response with 46% of respondents feeling they were informed. We are continuing to administer the survey on an annual basis and to promote labour market information availability to citizens.

### Informed career transitioners

	2013-14	2014-15
Informed career transitioners	48%	46%

### Where do we want to be?

Increase in the percentage of survey respondents who recently underwent a career transition indicating that they felt well-informed (at least 50 percent by 2015).

## 2.5. Ratio of loans to grants in student assistance

### What does this measure tell us?

This measure enables LAE to determine consistency with Nova Scotia Student Assistance's mission to make post-secondary education accessible to all academically qualified Nova Scotians. We continue to balance student needs with good stewardship of public funds by striking a fair ratio between repayable (loan) and non-repayable (grant) student assistance.

### Where are we now?

Since 2010, the percentage of grants has increased relative to the percentage of loans, making Nova Scotia comparable to other jurisdictions in terms of financial support for students.

### Loans to Grants Ratio

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Loans	80%	80%	70%	65%	60%	60%
Grants	20%	20%	30%	35%	40%	40%
Ratio of Loans to Grants	4:1	4:1	7:3	13:7	3:2	3:2

### Where do we want to be?

Maintain 40 percent grants in student assistance.

### 3. SAFEGUARD: Make a safe, fair, and equitable work environment a priority for all employers and employees.

#### **OUTCOME (immediate or intermediate)**

**LAE is a leader in building a culture of safety in Nova Scotia through education, enforcement and strong partnerships in workplace and technical safety.**

#### 3.1. LAE as a safe workplace leader

##### **What does this measure tell us?**

This measure is a comparison with other departments of the percentage of staff in LAE who expressed that “The department creates a safe work environment for its employees” in the Public Service Commission’s “How’s Work Going?” survey. The survey is administered every second year.

Departments whose employees work in office settings and have little or no contact with the public have higher scores in this measure than departments whose employees interact with the public regularly. LAE has staff in compliance roles who have frequent public contact and there is a greater potential for conflict (for example during safety inspections).

##### **Where are we now?**

LAE has scored higher than the government average on this question over the past few cycles of the survey. In 2013, LAE scored the sixth highest among provincial departments. In 2013, the highest departmental score was 94 percent and LAE’s score was 84 percent.

#### **Perception of LAE Providing a Safe Work Environment for Staff**

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>
LAE staff in agreement	67%	82%	74%	83%	84%	84%
Highest Score				94%	89%	94%
Government Average	69%	83%	81%	82%	73%	75%

##### **Where do we want to be?**

Aspire to have the highest score on safety across all departments.

### 3.2. Employee perception of safety in the workplace

**What does this measure tell us?**

This measure relates to the percentage of 18-64 year old Nova Scotians who agree that their work environment is safe and healthy. This data comes from LAE's Labour Market Activity and Intentions Survey (LMAIS), a household survey conducted annually since 2011. The score represents the number of respondents that scored this question eight or higher on 1-10 scale. The employee perception of safety gives us an indicator of safety culture and practice in Nova Scotian workplaces.

**Where are we now?**

LAE, in partnership with the Workers Compensation Board (WCB) through the Workplace Safety Strategy, is working to strengthen workplace safety culture. The percentage of employees who perceive their workplaces as safe is similar to that found in a survey conducted by the WCB. This number has remained steady in Nova Scotia.

#### Perception of Safety in the Workplace

	2012-13	2013-14	2014-15
% of 18-64 year old Nova Scotians who agree that their work environment is safe and healthy	67%	69%	68%

**Where do we want to be?**

Increase employee perception of safety in workplaces across Nova Scotia by five percent by the end of the Workplace Safety Strategy implementation in 2017.

### 3.3. Compliance with the Occupational Health & Safety (OHS) Act and regulations by outside organizations (through an Internal Responsibility System)

**What does this measure tell us?**

This measure looks at one central aspect of the Occupational Health and Safety Act, the application of an Internal Responsibility System (IRS). Occupational Health and Safety inspectors report against an IRS checklist at each inspection and a percent compliance is calculated annually. Compliance with the IRS is an indicator of safety culture within a workplace.

**Where are we now?**

The department continues to meet and work with employers to help them reduce incidents of injuries for employees and to improve health and safety practices.

Inspectors report a level of compliance to the IRS checklist in the past five years that is within target.

#### Compliance with IRS

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
IRS Checklist Compliance	71%	79%	84%	82%	86%	81%	80%

**Where do we want to be?**

Maintain over 80 percent compliance to the IRS.

**4. GROW: Better meet labour market demands by retaining youth, and engaging under-represented groups.**

**OUTCOME (immediate or intermediate)**  
**Young Nova Scotians see more career opportunities in the province and under-represented communities are engaged in education and employment.**

**4.1. Confidence in meeting long-term career objectives while living and working in Nova Scotia**

**What does this measure tell us?**

This measure looks at the percentage of 18-44 year olds who indicated they are fairly to very confident in meeting their long-term career objectives while living and working in Nova Scotia. This measure relates to the responses to the survey question in LAE’s Labour Market Activity and Intentions Survey (LMAIS).

Confidence of young working age Nova Scotians in meeting their career goals while living in Nova Scotia is an intermediate outcome goal for LAE. This measure is influenced by many factors beyond LAE’s control, such as the global economy and federal policies that influence people’s confidence in the labour market.

**Where are we now?**

This question has been asked for the past three years, and the results show a slight decrease in confidence between the years 2012 and 2014.

**Confidence in Meeting Long-Term Career Objectives in Nova Scotia**

	2012-13	2013-14	2014-15
% of 18-44 year olds who are fairly to very confident in meeting their long-term career objectives in Nova Scotia	57%	50%	51%

**Where do we want to be?**

Increase confidence over the next few years understanding that LAE is a small contributor to overall confidence.



## 4.2. Number of international students in universities in Nova Scotia

### What does this measure tell us?

This measure identifies the number of international students in universities in Nova Scotia relates to our recruitment success and the quality of our universities. This is part of our international student strategy to attract and retain international students to support enrolment at Nova Scotia's universities, and to support Provincial population goals.

### Where are we now?

Both the absolute number and percentage of international students in Nova Scotia's universities have increased between 2008 and 2012. Data is not available for 2013 and 2014.

### Number and Percentage of International Students in Nova Scotia Universities

	2008	2009	2010	2011	2012	2013	2014
Number of International Students	3,822	4,398	5,066	5,863	6,605	Not available*	Not available*
Percentage of total students	9%	11%	12%	14%	15%	Not available*	Not available*

*\*Data from the Maritime Provinces Higher Education Commission is not yet available for 2013 or 2014.*

### Where do we want to be?

Increase the number and percentage of international students in Nova Scotia universities.

## 5. INFORM: Provide ease of navigation and access to enable Nova Scotians to get information about programs, services, and offerings.

**OUTCOME (immediate or intermediate)**  
**Improved awareness of and access to LAE's programs and services.**

### 5.1. Number of visitors to the [www.careers.novascotia.ca](http://www.careers.novascotia.ca) website

#### What does this measure tell us?

This measure lets us know how many people are accessing career and labour market information provided by LAE through its main career information portal. This represents the number of unique visitors (recorded as unique IP addresses) to the [careers.novascotia.ca](http://www.careers.novascotia.ca) website, via web analytics. Our research indicates that 43 percent of working age Nova Scotians access information about jobs on the internet. The same 2012 survey indicated that 26 percent of respondents were aware of [www.careers.novascotia.ca](http://www.careers.novascotia.ca) website.

This number does not count the multiple users from a single terminal, such as those at career resource centres. The first full year of data on [www.careers.novascotia.ca](http://www.careers.novascotia.ca) was 2013-14. Prior to 2011, the site was called 'Career Options.'

#### Where are we now?

Traffic on the site shows both information and program pages are being accessed. Direct traffic has been increasing steadily and referral traffic from other government pages is highest. In the past year traffic coming from other sources, such as the Greater Halifax Partnership and Facebook, have increased.

#### Unique Visitors to [careers.novascotia.ca](http://careers.novascotia.ca)

	2012-13	2013-14	2014-15
<b>Unique Visits</b>	N/A	130,602	168,137
<b>Notes</b>	Full year statistics not available. (76,356 total website visits from December 31 to March 31, 2013)	Total website visits over Apr 1 2013 - Mar 31 2014	Total website visits over Apr 1 2014 - Mar 31 2015

#### Where do we want to be?

Maintain growth in use of the site and look to expand potentially more virtual uses of the site.

### 5.3. Awareness and accessibility of core LAE programs and services

#### What does this measure tell us?

This measure looks at various methods LAE uses to connect with the public. It includes the use of some of our toll-free contact lines, career centres and some results from public polling done intermittently in the department.

An increase in the use of toll-free lines can be an indication of the public's awareness of and willingness to connect with LAE or the department, as well as an indication of a greater incidence of regulatory violations. Conversely, a decrease in number of calls may indicate a migration to other channels of communication. For example, in Labour Standards division of LAE, more enquiries are coming in via email than in the past. An in depth exploration of the results of any variations in the number of contacts seen is needed to better understand the context and significance of any changes. The Careers Nova Scotia Centres usership numbers indicate an estimate of number of both new clients and those already participating in activities delivered by Careers Nova Scotia Centres. Clients can remain active with the centres for years. The small number carryover clients in 2012-13 is due to a change in IT systems managing clients.

#### Where are we now?

The results show that there is a continued usership of the toll-free phone lines for safety and labour standards compliance. A decrease in these numbers may indicate a migration away from the phone lines to other means of communication.

#### Public Contact

	2010-11	2011-12	2012-13	2013-14	2014-15
# Calls to Labour Standards Line	20,826	19,512	19,188	19,064	19,381
Labour Standards Email Inquiries	953	952	1,138	1,348	2,224
# Calls to OHS Line	2,412	2,283	2,291	2,925	2,942
Estimate of number of people using Careers Nova Scotia Employment Centres *	Data not reported.	Data not reported.	New - 23,348 Carry over - 1,265	New - 21,063 Carry over - 11,465	New - 19,032 Carry over - 14,958

\* This measure was changed to reflect both new and carryover clients, where previously we reported totals.

#### Where do we want to be?

Maintain high usership of the main points of contact for some of our core programs and increase awareness of career services.

## 6. ACCOUNT: Improve investment outcomes through informed decision-making and accountability, measurement, and evaluation.

### **OUTCOME (immediate or intermediate)**

**Meaningful evaluation and performance measures enable the reporting of progress and impact of LAE's work to Nova Scotians.**

### 6.1. Infrastructure to support departmental evaluation and measurement

#### **What does this measure tell us?**

This measure relates to efforts at LAE to develop an IT system for monitoring and reporting, building an evaluation culture, and building capacity to value ongoing collection of information and its use in evidence-based decision-making. This includes training of staff.

#### **Where are we now?**

LAE's IT system for monitoring and reporting, IMPACT, was launched in 2013 and over 40 people have been trained as users. Training sessions on evaluation have been conducted and over 40 staff successfully completed evaluation training over the last three years. LAE has shown leadership in this area, the evaluation training workshops have been made available to other departments in 2014-15. The training has also been placed on the course calendar for the PSC for future years.

### **Building Evaluative Culture at LAE**

	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Monitoring and Reporting IT System	Project start	Phase 1 launched, phase 2 in progress	Year 1 of use for internal monitoring
Evaluation Training	28 people trained (4 day program workshop)	9 people trained (4 day program workshop) 14 people attended (senior management workshop)	1 person trained (4 day program workshop). Training now offered through PSC course offerings.
Sustaining Evaluative Culture	N/A	Departmental evaluation committees created for START evaluation and Sector Council Program evaluations. Evaluation framework for Workplace Safety Strategy begun.	2 evaluation reports completed. Performance measurement framework or Workplace Safety Strategy completed. New director position in OHS to sustain evaluation focus in this division was filled. Discussions on evaluation framework for Careers NS begun.

#### **Where do we want to be?**

Actions have been proposed in the 2015-16 operational plan to grow and maintain an evaluative culture at LAE.

## 6.2. Public reporting on Departmental activities

### **What does this measure tell us?**

LAE releases various public reports on departmental activities and impact. LAE is aiming to increase transparency in funding decisions and performance reporting.

### **Where are we now?**

LAE has been involved in government-wide discussions on increasing open data and government transparency. New measures would be tied to future government open data initiatives.

Through the Workplace Safety Strategy, reporting to stakeholders on developments and performance measures take place regularly.

### **Where do we want to be?**

Increase its transparency to the public in terms of funding and results.

## 7. ERDT Statement of Mandate Measures

On April 9, 2015, government moved a number of programs that were administered by the former Department of Economic and Rural Development and Tourism (ERDT) to the Department of Labour and Advanced Education. As these programs were included in the ERDT 2014-15 Statement of Mandate, the measures that pertain to the programs that were moved are being reported here are using the metrics included in the ERDT Statement of Mandate.

### 7.1. Businesses have more productive workforces: Enhance students' skills and career development

#### What does this measure tell us?

This measure tells us the number of students in programs that help students gain valuable work experience in the private and not-for-profit sectors to help them in the transition from school to a permanent career. This includes the Student Career Skills Development Program (SCSDP) and the Strategic Cooperative Education Incentive (SCEI).

The Student Career Skills Development Program (SCSDP) is a summer program in which employers and students are encouraged to offer and accept jobs that match students' career plans. Approved SCSDP jobs may not match the career plans of students in the local area; however, transferrable skills are developed in these jobs.

In 2011-2012, the Province launched the Strategic Cooperative Education Incentive (SCEI) to help high-value businesses and organizations recruit and retain students for work placements. This program is focused on increasing career-related experiences for students, and creating future opportunities to retain students in full-time positions. Both employers and students are surveyed on their experience.

#### Where are we now?

In 2014-15 the number of positions offered to students through these programs continued to increase. There was a slight decrease in the number of jobs offered and accepted that matched students' career plans. This is influenced by SCSDP where in rural areas the type of job available does not necessarily match local students' career plans. For example a student position at a summer recreational camp may not be directly related to a student's field of study, however the student will obtain key employability skills.

#### Student Employment Programs

	2010-11	2011-12	2012-13	2013-14	2014-15
Students Employed	484	845	952	988	1,328
% of employers that provided jobs to match student career plans	63%	77%	82%	85%	81%
% of students that accepted jobs to match career plans	66%	66%	69%	72%	70%

#### Where do we want to be?

Maintain or increase the number of students employed, and number of students in jobs that match their career plans.

**7.2. Promote increased productivity of businesses by training**

**What does this measure tell us?**

The measure shows the amount invested by the firm in training, for each dollar of government investment. This leveraged amount will change annually as different categories of firms and associations have different cost-sharing arrangements. Productivity improvements are affected by a number of different factors and are challenging to measure. Revenue per employee is a reasonable proxy measure. Given that there is a time lag between project approvals, the time of training being taken, and productivity improvements, realistic measures related to productivity changes can only be obtained two or more years after project approval.

Nova Scotia’s productivity in the business sector has typically been below the Canadian average. The Canadian average is below the American average. To compete both internationally and at home with goods and services that are produced elsewhere, Nova Scotia’s firms must increase their productivity. Investment in human resources (training) and capital (machinery, equipment and technology) has been linked to productivity improvements, and is an underlying reason why the Workplace Innovation and Productivity Skills Incentive (WIPSI) was created. WIPSI encourages firms to invest in workforce training and certification.

**Where are we now?**

The amount of investment leveraged through this program has been decreasing over the past three years. This could be due to the changing profile of clients.

In 2013-2014, data from 57 per cent of the initial year’s clients indicated that the average increase in revenue per employee was 26.1 per cent.

<b>WIPSI</b>					
	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Leverage- amount invested by firm for each \$1 government investment	\$2.14	\$2.64	\$2.14	\$1.48	\$1.40
Change in revenue per employee after 2 years	26%	<b>TBD</b>	NA	NA	NA

**Where do we want to be?**

Maintain leverage of funding.

### 7.3. Harnessing research and economic innovation: Significant research and innovation

**What does this measure tell us?**

This measure identifies the research and development funding by industry as a result of investment by government. A strong research environment is key to supporting a more innovative Nova Scotia economy. Because of long-lead time between research and commercial viability, measures currently concentrate on funding, leveraging of investment and linkages between the private sector and post-secondary institutions, which are an important component of research and innovation.

**Where are we now?**

Nova Scotia Research and Innovation Trust (NSRIT) supports leading edge research infrastructure at Nova Scotia universities, community college and Genome Atlantic by providing matching funding to the Canada Foundation for Innovation (CFI) grants. There are significant leveraging opportunities through NSRIT through investment of up to 40% for research projects and innovation, securing an additional 40% from CFI, and at least 20% from institutions, industry or various partners. The graph demonstrates that for every dollar that NSRIT invests, there has been up to \$2.80 leveraged from other sources.

**NSRIT Funding**

	2011-12	2012-13	2013-14	2014-15
NSRIT funding to Match CFI Awards	\$5.3 M	\$5.5 M	\$4.5 M	\$4.5 M
Total Leveraged Factor NS	2.3	2.8	1.6	1.6

**Where do we want to be?**

Maintain leveraging opportunities for funding.



## 5.0 Disclosure of Wrongdoing Report

The *Public Interest Disclosure of Wrongdoing Act* was proclaimed into law on December 20, 2011. The Act allows government employees to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed, and they are acting in good faith. The Act also protects employees who do disclose from reprisals by enabling them to lay a complaint of reprisal with the Labour Board.

The following table identifies all such disclosures reported to the Deputy Minister of Labour and Advanced Education.

<b>Information required under Section 18 of the Act</b>	<b>Fiscal Year 2014-15</b>
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	NA
Recommendations and actions taken on each wrongdoing	NA