

Business Plan

2016–2017

Department of Labour
and Advanced Education



CONTENTS

- MESSAGE FROM THE MINISTER..... 2
- DEPARTMENT MANDATE 3
 - Vision..... 3
 - Mission..... 3
 - Mandate..... 4
- LINK TO GOVERNMENT’S PRIORITIES 5
 - I. PEOPLE 5
 - II. INNOVATION 10
 - III. EDUCATION 12
- CORE RESPONSIBILITIES/SERVICES 15
- DEPARTMENTAL EXPENSES SUMMARY 23

MESSAGE FROM THE MINISTER

We are pleased to present the 2016-17 Business Plan for the Department of Labour and Advanced Education.

Our department's mandate is broad and diverse. Four key branches focusing on post-secondary education, skills and training, workplace safety, and labour services contribute to a competitive workforce and a fair, safe, productive and inclusive environment in which to learn, work and live.

Over the past year, we celebrated many accomplishments. The work we have planned for 2016-17 will be as equally challenging and rewarding as previous years. Our goal is to help Nova Scotians get the education, experience, training, and skills they need to prosper and contribute to the province's workforce and economy.

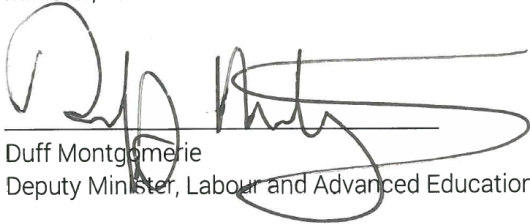
To do this, we will align our six strategic directions with government's priorities, as well as One Nova Scotia's call to action. We will do this by:

- Enhancing and growing programs for post-secondary students and apprentices;
- Supporting career opportunities for graduates and youth from underrepresented communities;
- Providing incentives and information to businesses to hire Nova Scotians who need experience, and invest in their employees' learning, development and safety;
- Collaborating and consulting with stakeholders on projects, regulations and mutual recognition or harmonization;
- Improving the fiscal sustainability and accountability of Nova Scotia's universities; and
- Transforming Nova Scotia's employment services system, ensuring inclusive, integrated, and more consistent services right across the province.

We encourage you take some time to read this business plan and learn more about our department by visiting novascotia.ca/lae/ and careers.novascotia.ca/



Honourable Kelly Regan
Minister, Labour and Advanced Education



Duff Montgomery
Deputy Minister, Labour and Advanced Education



DEPARTMENT MANDATE

The Nova Scotia Department of Labour and Advanced Education (LAE) works to contribute to a competitive workforce by making strategic investments in people, programs, services and partnerships. Our mandate is to provide a fair, equitable, safe, productive and inclusive environment in which to learn, work and live.

Vision

Our vision is to foster Nova Scotians' belief in a bigger future - knowing where the jobs are and will be, building the skills to access those jobs, and working to their highest potential in fair, equitable, safe, productive and inclusive workplaces.

Mission

The Department of LAE will work to ensure that all Nova Scotians believe their future is here, with each person confident in their abilities to prosper. We will do this by maximizing our capacity to have more people learning, more people working and working safely, and more sustainable businesses in our province.

The broad mandate of the department includes:

- Regulatory responsibility for occupational health and safety, technical safety, the workers' advisers program, labour relations, and labour standards.
- Improving access among Nova Scotians to labour market information, employment services and learning programs that support their labour market attachment and growth. Strategic action is taken to align the needs of employees with those of employers to help all Nova Scotians prepare for, find, and keep employment.
- Providing opportunities for individuals to advance at home, in the community, or in the workplace through adult learning, literacy and essential skills, and skills development programs.
- Providing funding, services, and support to post-secondary institutions and post-secondary students to ensure high-quality post-secondary education and training remains accessible and affordable.

The Nova Scotia Apprenticeship Agency (NSAA), established July 2014, is responsible for stewarding and operating a relevant, accessible and responsive industry-led trades training and certification system. It is an agent of the Crown and has developed its own Business Plan for 2016-17. While the Agency is separate, its actions that help to advance government's priorities are reflected in the Department of LAE's Business Plan for this year.

Mandate

In addition to continuing with our core operations, LAE will undertake the following actions:

- Work with post-secondary institutions to implement a province-wide experiential learning program, including internships and co-op placements, to provide more hands-on learning opportunities for students.
- Expand Connector programs to create more networking and job-sourcing opportunities.
- Reach a memorandum of understanding with universities to lay the groundwork for a sustainable, accessible, quality sector that fosters entrepreneurship, produces job-ready graduates and drives innovation.
- Continue to focus provincial research funding on areas of greatest strategic impact for the province.

LINK TO GOVERNMENT'S PRIORITIES

LAE continues to fully align our efforts with clear and measurable investments in education, training, and skills to directly support the prosperity of the province, where people will find good, sustainable jobs and are empowered to create new businesses that are the foundation for a bright future.

The department has ensured the strategic actions identified in this plan align and further advance the One Nova Scotia Coalition's call to action and government's priorities for 2016 – 17. Many of the actions advance more than one of government's priorities, illustrating LAE's commitment to people, innovation, and education.

In order to be successful with these actions we are committed to working collaboratively across government, with our federal and municipal partners, as well as with our stakeholders.

I. PEOPLE

Goal: Increase net provincial migration and international immigration levels; enhance health and wellness outcomes; enhance opportunities for workforce participation of youth; older workers and marginalized communities; and improve communities and social well-being.

Outcome to be achieved: Nova Scotia's population is growing, productive and thriving.

LAE will advance this priority through its strategic actions to:

- Recruit and retain international and interprovincial students
- Help Nova Scotians meet their full employment potential
- Connect youth, apprentices, and post-secondary graduates with employment opportunities
- Enhance programs and opportunities for under-represented groups and persons with disabilities

Recruit and Retain International and Interprovincial Students

The Student Recruitment and Retention Working Committee, one of the five Innovation Team committees coordinated by LAE, will support increasing international and interprovincial students in our post-secondary institutions through the following efforts:

- Recruitment – attracting more Nova Scotian, out-of-province, and international students to Nova Scotia's post-secondary education institutions;
- Retention – providing high-quality services and supports to ensure students have a positive experience both during their study and in their community, leading to an increase

in the percentage of international and out-of-province students who choose to remain in Nova Scotia post-graduation; and

- Residency – encouraging more students to live and work in Nova Scotia after completing their program of study.

Help Nova Scotians Meet Their Full Employment Potential

We will invest in the required skills and knowledge required to build the workforce we need now and in the future by transforming Careers Nova Scotia, a system of employment and career development services. This will include developing an integrated client-focused service delivery model and expanding services to include youth within the education system, initially targeting grades 9 – 12. Throughout the transformation, we will continue to ensure excellence in service delivery and the information and resources provided. We will do this by focusing on system outcomes and exploring opportunities to extend access to employment services and career planning tools and resources through virtual channels of delivery.

We will explore opportunities to expand the Connector program, or similar mentorship activities, across the province. This will provide opportunities for newcomers and graduates to develop their professional networks and connections with potential employers, and enhance youth retention and immigration support, while providing employers with access to talented job seekers to expand and diversify their local workforce.

Financial supports to participants of labour market training programs will be reviewed for the purpose of increasing training completion rates for individuals by providing financial assistance levels that reflect the costs participants face during training. A proactive suite of programs and services to assist both employers and individuals will be created to support unemployed youth in gaining sustainable labour market attachment. The Nova Scotia Apprenticeship Agency will identify and provide supports to apprentices who have not progressed in their training within the previous 18 months in an effort to increase completion rates.

Connect Youth, Apprentices, and Post-Secondary Graduates with Employment Opportunities

To increase connection to employment opportunities, LAE will focus this year on enhancing and increasing experiential learning opportunities for youth apprentices, and post-secondary students and graduates, providing incentives to business, and promoting entrepreneurship. We will implement a Nova Scotia-wide internship and co-op program to provide experiential learning opportunities for post-secondary students. The department will expand and build upon the success of the Graduate to Opportunity Program, which offers an incentive to Nova Scotia businesses that hire recent post-secondary graduates full-time.

Through the Entrepreneurship Working Committee, one of the five Innovation Team committees, and the Sandbox Program, LAE will advance a culture of entrepreneurship in the PSE sector. Post-secondary institutions will be encouraged to work with business and industry to facilitate

the development of new entrepreneurship and experiential learning programs that fill any gaps identified by industry/community. We will provide enhanced supports for international students, students from under-represented groups, as well as supports to connect students with entrepreneurs, and other employers (e.g. social enterprises), in both urban and rural areas.

Our department will continue to co-chair the Transition Task Force to identify and remove barriers to help youth access and succeed in post-secondary education and/or work.

The Nova Scotia Apprenticeship Agency will lay the ground work for expanded youth apprenticeship programs to attract more apprentices.

Enhance Programs and Opportunities for Under-Represented Groups and Persons with Disabilities

In 2016-17, LAE will continue to focus on enhancing opportunities targeting under-represented groups and persons with disabilities. We will work collaboratively with the universities and the NSCC to create new programs and new opportunities for under-represented groups. These will include targeted wage subsidies for summer employment and/or co-op placements for students with disabilities at Nova Scotia universities and the NSCC.

The Technology Enabled Learning Working Committee, one of the five Innovation Team committees coordinated by LAE, will further facilitate student learning through the use of technology, including distance education, online education, and blended learning.

The Nova Scotia Apprenticeship Agency is committed to administer a diverse and inclusive apprenticeship program. The Agency completed a Diversity and Inclusion Framework that is committed and accountable, removes barriers to participation for under-represented groups, and which leverages partnerships to drive change in the system. The actions of the Framework will be implemented in 2016-2017. For a copy of the Framework, visit nsapprenticeship.ca.

| PERFORMANCE MEASURES | | |
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| Government Priority | | |
| People: Increase net provincial and international immigration levels; enhance health and wellness outcomes; enhance opportunities for workforce participation of youth; older workers and marginalized communities; and improve communities and social well-being. | | |
| OUTCOME | | |
| Nova Scotia's population is growing, productive and thriving. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Increased participation of youth, older workers, new immigrants and marginalized communities in employment programs. | 35.9% Youth 30.7% Diversity Groups | 36% Youth 31% Diversity Groups |
| Number of recent post-secondary graduates placed in full-time roles with employers in Nova Scotia through the Graduate to Opportunity Program (GTO). | 104 new placements | 200 new placements |
| Number of youth and immigrant matches with Nova Scotia employers through the Connector Program. | 323 Connectees 109 Employed (2014-15 data) | 600 Connectees 200 Employed |
| Careers Nova Scotia cost for service delivery (administration and infrastructure). | 48% | 31% |
| Number of active employers in the apprenticeship system-- new and continuing. | 223 | 300 |
| Number of youth outreach participants | 6000 | 6500 |
| Percent of apprentices who represent diverse populations. | 9.44% | 10.0% |
| Number of youth apprentices who go on to register as full apprentices. | New | Benchmark |
| Number of international students recruited to Nova Scotia's post-secondary institutions. * Beyond regular recruitment efforts | New | Recruit a cohort of 50 students* from: 30 China 10 India 10 Philippines |
| Number of new experiential learning opportunities at Nova Scotia's ten universities and the NSCC. | New | Each post-secondary institution will expand experiential learning opportunities available to students by one or more program areas. |
| Number of new program proposals from Private Career Colleges that are submitted to the department, which contain Experiential Learning as a component. | New | Benchmark |
| Number of students participating in Sandbox programming/events. | 657 (2014/15) | 985 (increase by 50%) |
| Number of recruited and engaged mentors for Sandbox students. | 49 (2014/15) | 73 (increase by 50%) |

Labour and Advanced Education Business Plan 2016-17

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| Number of community/industry participants in Sandbox activities. | 90 (2014/15) | 135 (increase by 50%) |
| Turnaround time for funding for disability services provided to post-secondary students via technology. | ranging from 3 weeks to 3 months (2014/15) | 2 weeks |

II. INNOVATION

Goal: Create the climate for private sector and social enterprise economic growth to support OneNS economic goals and innovate and achieve sustainable delivery of public services.

Outcome to be achieved: Nova Scotia has a strong and globally competitive economy and a sustainable, modern government.

LAE will advance this priority through its strategic actions to:

- Foster innovation through research and development (R&D)
- Harmonization with the Atlantic Provinces

Foster Innovation Through Research and Development (R&D)

The R&D and Commercialization Working Committee, one of the five Innovation Team committees coordinated by LAE, will work to create a provincial R&D strategy to effectively bridge the gap between the current state of Nova Scotia's R&D capacity and the commercialization of R&D (e.g. the Nova Scotia Research and Innovation Trust and Mitacs). This work will involve creating stronger linkages between post-secondary institutions and the private sector, with the goal of supporting economic growth and fostering a knowledge-intensive economy.

We will augment the Graduate Scholarship Program, which will fund 310 graduate level research and innovation scholarships for students conducting research in the areas of study that align with Nova Scotia's areas of greatest strategic impact for the province.

Harmonization with the Atlantic Provinces

LAE will continue to identify opportunities to harmonize labour standards legislation and NSAA will continue to align trades between the provinces and harmonize legislation and regulations. Harmonizing legislation and regulations between the Atlantic Provinces will enable businesses to operate more efficiently and foster economic growth.

The Nova Scotia Apprenticeship Agency is an active participant on the Atlantic Apprenticeship Harmonization Project (AAHP). The project includes the harmonization of 10 trades over three years; the alignment of policies and processes across all four provinces; and the development of an Atlantic shared IT system. A shared IT system will facilitate harmonization, provide significant efficiencies for each provincial government, and provide better services for employers, apprentices, and training providers.

Cooperation amongst Atlantic Provinces on workforce issues increases labour mobility, helps better meet the needs of business and labour, and increases the cost effectiveness of, and

access to, government services. The AAHP compliments the work of the Canadian Council of Directors of Apprenticeship (CCDA) Harmonization and New West Partnership projects.

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| PERFORMANCE MEASURES | | |
| Government Priority | | |
| Innovation: Create climate for private sector and social enterprise economic growth to support One NS economic goals. | | |
| OUTCOME | | |
| Nova Scotia has a strong and globally competitive economy and a sustainable, modern government. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Provincial collaborative funding and support for R&D, C initiatives to universities and the NSCC. | \$11M (2012/13) | Increase from base year funding |
| Funding for universities and the NSCC through the *Tri-Council Agencies and the number of research grants awarded to universities and NSCC through the agencies. | Benchmark | Increase funding and grants awarded from base year |
| Number of Graduate Scholarships awarded for post-secondary students that align with R&D goals and provincial priority industry sectors. | 120 (2014/15) | 310 |

*The Tri-Council Agencies consist of the Canadian Institutes of Health Research (CIHR), the Social Sciences and Humanities Research Council (SSHRC), and the Natural Sciences and Engineering Research Council of Canada (NSERC).

III. EDUCATION

Goal: Increase workforce participation and entrepreneurship by improving early childhood and P-12 education and continually improving opportunities for skills development through post-secondary education and apprenticeship.

Outcome to be achieved: Skilled Nova Scotians drive a knowledge and innovation economy.

LAE will advance this priority through its strategic actions to:

- Explore opportunities for renewal of Nova Scotia School for Adult Learning
- Encourage employer participation in co-operative education
- Promote sustainable universities
- Promote apprenticeship as a viable post-secondary option

Explore opportunities for Renewal of Nova Scotia School for Adult Learning (NSSAL)

We will expand the suite of tuition-free learning programs available in both French and English, from basic literacy to obtaining a High School Diploma or GED (General Education Development), to support Nova Scotians in linking to higher education opportunities and also attaching to the labour market.

Encourage Employer Participation in Co-operative Education

LAE will continue to build upon the success of its Strategic Cooperative Education Incentive, which encourages Nova Scotia employers to engage post-secondary students in career-related work experiences.

Promote Sustainable Universities

We will work with universities to develop a new Funding Allocation Formula, which will help ensure more equitable, transparent, and sustainable funding to universities. Outcome measures will be linked to the new Funding Allocation Formula, which will help ensure greater accountability for how government funds are spent. We will also work with universities to develop standardized financial reporting tools. These will ensure greater accountability for how universities allocate their operating grants and ensure potential financial issues are identified and addressed before they become serious problems for either individual institutions or government.

The department will reach a memorandum of understanding with universities to lay the groundwork for a viable, accessible, high-quality sector.

The Department will partner with the Department of Health and Wellness to develop a funding methodology to support the Dalhousie Medical School. The principles of the new funding

formula will provide transparency, sustainability, accountability, adaptability, and predictability for government and for Dalhousie.

To help market Nova Scotia as a study destination, financial support will be provided to EduNova.

Promote Apprenticeship as a Viable Post-Secondary Option

While government invests significantly in the apprenticeship and trades certification system, it is not a champion user of the system for its own needs. Provincial departments, municipalities, universities, schools, and hospitals need the work of skilled tradespeople to ensure the ongoing functioning of their facilities. An important step in making certification an economic driver with business at large is for government to do it first. Increasing the use of apprentices in trades work procured by government sets a standard for other employers to follow. It also increases the opportunities for youth to find employment in Nova Scotia and makes the most of government's investment in the system.

This year, NSAA will continue to increase awareness of the legislation and regulations with employers, apprentices, journey persons and mentors to ensure they understand their roles and will be compliant. This work will be done through the Compliance and Enforcement Working Group and will focus on expanding the suite of enforcement tools, developing a compliance and enforcement plan, and carrying out pilots to test new approaches.

| PERFORMANCE MEASURES | | |
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| Government Priority | | |
| Education: Increase workforce participation and entrepreneurship by improving early childhood and P-12 education and continually improving opportunities for skills development through post-secondary education and apprenticeship. | | |
| OUTCOME | | |
| Skilled Nova Scotians drive a knowledge and innovation economy. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Number of post-secondary students and Nova Scotia employers participating in co-op work placements through the Strategic Cooperative Education Incentive. | 560 Students 360 Employers | 560 Students 360 Employers |
| Number of learners that achieved their high school diploma through the Nova Scotia School for Adult Learning. | 541 (2014/15) | 550 |
| New Funding Allocation Formula for universities developed. | N/A | Complete in 2016-17 |
| Compliance rate for universities reporting through the Standardized Financial Reporting initiative. | New | All universities to report 2015/16 data by March 2017 |
| Funding to Dalhousie Medical School, based on the new methodology, disbursed. | N/A | Complete in 2016-17 |
| Funding provided to EduNova to engage in work related to post-secondary student recruitment and retention. | New | \$100K |

CORE RESPONSIBILITIES/SERVICES

LAE is responsible for a range of services and programs focused on ensuring a fair, equitable, safe, productive and inclusive environment in which to learn, work and live. While the services and programs identified in this plan are part of the core responsibilities and work of the Department, there are a number of connects between these programs and government's priority areas – People, Innovation, and Education and the OneNS call to action.

LAE's Outcomes to be Achieved – Strategic Directions

Educate

Build a more responsive system of learning and training through partnerships with businesses, labour, institutions, and service providers, preparing Nova Scotians for a prosperous future.

Invest

Invest in the required skills and knowledge to build the workforce we need now and in the future.

Safeguard

Make a safe, fair, and equitable work environment a priority for all employers and employees.

Grow

Better meet labour market demands by retaining our youth, engaging underrepresented groups, repatriating skilled Atlantic Canadians, and attracting newcomers.

Inform

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

Account

Improved investment outcomes through informed decision making and accountability measurement and evaluation.

LAE will achieve success through its actions that:

- Recognize Prior Learning and International Qualifications
- Steward Federal-Provincial Labour Market Agreements
- Support employers to access and build a skilled and adaptable workforce
- Assure quality post-secondary programming
- Promote workplace health and safety cultural changes
- Enhance Occupational Health and Safety legislation and regulations
- Increase awareness and accessibility of information
- Enhance accountability through metrics and measurement
- Improve processes for client service and program delivery

Recognize Prior Learning and International Qualifications

In an effort to make it easier for newcomers trained outside of the Province to work in Nova Scotia, NSAA and LAE will explore opportunities focusing on prior learning and international qualification recognition. Through the Fair Registration Practices Act, we will monitor the registration practices of all regulatory bodies to ensure transparent, impartial, objective and fair procedures. We will build understanding of best practices in assessment and integration with regulators, educational institutions and employers who all have a role in ensuring immigrants can work at the highest level of their ability.

LAE will expand the Recognition of Prior Learning (RPL) program by working with the private sector, government, and other partners and we will expand International Recognition projects by providing support for the assessment and recognition, as well as bridging programs for internationally educated professionals who are seeking access to regulated occupations and trades.

Working with our Federal Provincial and Territorial counterparts, we will Co-chair the Foreign Qualifications Recognition Working Group, under the Forum of Labour Market Ministers, to enhance foreign qualification recognition processes and accelerate the labour market integration of internationally trained individuals.

Steward Federal – Provincial Labour Market Agreements

LAE manages a number of key Federal–Provincial Labour Market Agreements aimed at addressing Nova Scotia’s labour market opportunities and challenges. LAE will continue to administer these devolved agreements to achieve agreed-upon federal-provincial labour market outcomes, to ensure that the resources are efficiently and effectively deployed, to ensure the agreements fully meet the needs of our province, and to provide full accountability for the provision of these funds.

Support Employers to Access and Build a Skilled and Adaptable Workforce

LAE will continue to support Nova Scotia employers in accessing and building a skilled and adaptable workforce by providing a suite of training and workforce development programs and services. Specific initiatives the department will be working on in 2016-17 include:

- Responding to industry skill shortages through the delivery of essential skills and occupation specific training to unemployed Nova Scotians, through initiatives such as the One Journey Initiative and START;
- Continuing to expand the reach of strategic workforce support to businesses by the department’s team of Business Workforce Consultants, in response to the ever-changing market and economic conditions;
- Developing a proactive strategy to assist Nova Scotia employers with their training needs, to help them grow, better compete, and become more productive, through LAE’s Workplace Innovation and Productivity Skills Incentive program;

- Continuing to support incentives for businesses to invest in their workforce through the Workplace Innovation and Productivity Skills Incentive. This will enable businesses to be competitive on a global basis by innovating and developing a workforce with the latest tools and techniques;
- Working with industry partners to enable them to engage in collective planning and to create strategic solutions for workforce development and the growth of the sector;
- Assisting employers within Nova Scotia to improve the essential and core business skills of their workforce in order to improve productivity and competitiveness through the Workplace Education Initiative;
- Providing expertise and support on HR recruitment, retention and training to small and medium sized enterprises through the Sector Council Program; and
- Creating a stakeholder engagement plan, by NSAA, to ensure that employers are heard, receive good communication and participate more fully in the apprenticeship system. The plan recognizes contributions and celebrates the achievements of employers in the system. The agency is committed to inform and educate our stakeholders on their roles and responsibilities, and create awareness and engagement via pro-active outreach for our new employers.

Assure Quality Post-Secondary Programming

In order to ensure that students have access to high-quality post-secondary programs, LAE has conducted reviews of specific programs offered through Nova Scotia's universities. We will continue to partner with the Department of Education and Early Childhood Development on a review of the Education programs offered at the five universities (Acadia, CBU, MSVU, StFX and USA) to develop recommendations for curriculum improvements and to strengthen the teacher education system in the province.

As a result of the review of the nursing programs at the three nursing schools (Dal, StFX and CBU) completed this past year, a new common curriculum at all three nursing schools will be implemented in the 2016-17 academic year. In addition, one key goal is to strengthen preceptorship and mentorship relationships between professional Registered Nurses (RN's), in practice settings, with the students they teach. We will also establish a process to recognize prior learning and work experience for Licensed Practical Nurses and provide credits towards the BScN program.

We will evaluate the recommendations for implementation from the review of the engineering program at Dalhousie and the affiliate schools providing the first two years of engineering education (Acadia, SMU, StFX, and CBU) as well as the recommendations from the review of the undergraduate nutrition programs at Acadia, MSVU and StFX.

Through our Trade Advisory Committees, the NSAA will conduct program reviews of each of the following pre-apprenticeship programs offered at NSCC: Automotive Service Technician, Bricklayer, Carpenter, Construction/Industrial Electrician, Cook, Power Engineer, Plumber/Steamfitter-Pipefitter, Truck and Transport and Heavy Duty Equipment Technician.

Promote Workplace Health and Safety Cultural Changes

LAE will continue to promote healthy and safe workplaces for all Nova Scotians by developing a comprehensive strategic action plan for injury and illness prevention with the healthcare sector in collaboration with partners and other government departments. We will continue to implement and report on the progress of the 2013 – 2017 Workplace Safety Strategy and promote and ensure compliance with the development of the Donkin Mine.

The responsibility to look more closely at Post Traumatic Stress Disorder (PTSD) touches many organizations and departments in the roles of employer, service provider and regulator. LAE will partner with the Workers Compensation Board (WCB) to take a closer look at what is available in supports for First Responders within Nova Scotia and in other Provinces toward improving awareness and mitigation measures for those who are suffering from or at risk for PTSD.

Enhance Occupational Health and Safety Legislation and Regulations

With a goal of improving the climate for private-sector growth and continuing to create safe and equitable workplaces for employees, LAE will ensure Nova Scotia's Occupational Health and Safety legislation and regulations remain effective and relevant and mutually recognized or harmonized with other provinces where possible. We will improve workplace compliance with Occupational Health and Safety and Technical Safety legislation and regulations by enhancing evidence-based proactive program initiatives, while balancing education and enforcement activities.

Increase Awareness and Accessibility of Information

LAE will increase awareness and accessibility of labour services information by concentrating its efforts on raising awareness of minimum labour standards laws and available services and programs for employers and employees. We will also concentrate on the accessibility of information for youth and temporary foreign workers and the accessibility of information for self-represented parties who make application or appeal to the Labour Board.

We will continue to provide support to Nova Scotians navigating the application process for the Canada and NS Student Assistance programs administered by LAE. These programs provide financial support to eligible Nova Scotia residents to pursue post-secondary education. We will also work with our partners at Junior Achievement of Nova Scotia and the Pathways to

Education program to provide financial literacy information to students and their parents.

Ensuring our partners, Nova Scotians and newcomers to our province have access to up-to-date labour market information is a priority. This year we will continue to enhance the coordination, collection and analysis of high quality labour market information (LMI) including enhancements to LAE's new comprehensive household survey. LAE will also increase access to and availability of LMI resources and career information involving education and collaborative public outreach through promotional events such as career and job fairs and the development of improved career products with a new focus on virtual delivery.

Enhance Accountability through Metrics and Measurement

LAE will create effective and consistent quantitative and qualitative tools to support the monitoring, evaluating and continuous improvement of labour and technical safety programs to enhance services delivered to Nova Scotians. This action will ensure that we create a strong baseline to measure, monitor and evaluate the impact of process improvement, legislative reform and efforts to increase awareness.

We will implement a risk identification, management, and mitigation framework for the Student Assistance program.

Improve Processes for Client Service and Program Delivery

We will focus on client service and program delivery excellence in an effort to increase our efficiency and effectiveness of our core activities. A new IT case management system will be implemented for the Labour Services Branch. We will also continue to unify the administration, case management and operational processes of the NS Labour Board. This continued work will realize a more proficient Labour Board system in Nova Scotia.

LAE will continue to advance the recommendations of the 2013 Auditor General's Report.

| PERFORMANCE MEASURES | | |
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| STRATEGIC DIRECTION | | |
| Educate: Build a more responsive system of learning and training through partnerships with businesses, labour, institutions, and service providers, preparing Nova Scotians for a prosperous future. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Number of Nova Scotia employers and employees participating in workforce development and training through the Workplace Innovation and Productivity Skills Incentive, and the Workplace Education Initiative. | 1700 employers 8000 employees (2014/15) | 1700 employers 8000 employees |
| Number of students from Private Career Colleges attached to the labour market at year one and two, after graduation. | New | Benchmark |
| Bachelor of Education Program quality and effectiveness enhanced through review and alignment with the Department of Education and Early Childhood Development's requirements. | N/A | Review of program continues in 2016-17 |
| Delivery of the new Bachelor of Science in Nursing (BScN) program. | N/A | September 2016 |
| Evaluation of the impact of recommendations for implementation for Nutrition programming begins. | N/A | 2016-17 |
| Evaluation of the impact of recommendations for implementation for Engineering programming begins. | N/A | 2016-17 |

| PERFORMANCE MEASURES | | |
|---|-----------------------------|------------------|
| STRATEGIC DIRECTION | | |
| Invest: Invest in the required skills and knowledge to build the workforce we need now and in the future. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Rate of employment attachment (Careers Nova Scotia). | 37% | 40% |
| Use of employment services by employers (Careers Nova Scotia). | New | Benchmark |
| Use of employment services by youth (Careers Nova Scotia). | New | Benchmark |

| PERFORMANCE MEASURES STRATEGIC DIRECTION Safeguard: Make a safe, fair and equitable work environment a priority for all employers and employees. | | |
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| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Number of completed actions from the Workplace Safety Strategy. | 21 of 29 | 26 of 29 |
| Number of industrial approvals to support compliance granted through deviations and codes of practice. | 46 | 40 |
| Number of targeted safety inspections completed. | 615 | 650 |
| Assignment time and file completion time for labour standards matters. | Assignment time - average of 19 calendar days; File Completion Time - 80% within 6 months | Assignment Time -within 14 calendar days File Completion Time - 80% within 6 months |
| File completion time for labour board matters. | New | 80% within 6 months |
| Increased awareness and/or audit sessions with employers. | 49 (to date) | 75 |
| Reduction in red tape for businesses that operate across the Maritime provinces. | New | Client Survey Benchmark |

| PERFORMANCE MEASURES STRATEGIC DIRECTION Grow: Better meet labour market demands by retaining our youth, engaging underrepresented groups, repatriating skilled Atlantic Canadians, and attracting newcomers. | | |
|---|-----------------------------|-------------------------|
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Website analytics to track accessibility of information for foreign workers and youth. | New | Client Survey Benchmark |

| PERFORMANCE MEASURES STRATEGIC DIRECTION | | |
|---|--|--|
| Inform: Provide ease of navigation and access to enable employers and employees to get information about programs, services, and offerings. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Number of external stakeholder interactions. | New | Benchmark |
| Comprehensive strategic action plan for injury and illness prevention with the healthcare sector developed. | New | Completed by June 2016 |
| Turnaround times for matters with self-represented parties. | New | Benchmark |
| Satisfaction of experience before the Labour Board by self-represented parties. | New | Client Survey Benchmark |
| Percentage of high schools, and high school students engaged by student assistance outreach. | 100% of schools | 100% of schools |
| | % of students in target grades unknown | Minimum 50% of students in target grades |
| Percentage of grade 12 Pathways to Education students reached by partnership. | New | Minimum 50% |
| Number of Pathways to Education participants applying for student assistance. | New | Benchmark |
| Number and percentage of grade nine students reached via Junior Achievement partnership. | New | Benchmark |

| PERFORMANCE MEASURES STRATEGIC DIRECTION | | |
|---|----------------------------------|--|
| Account: Improved investment outcomes through informed decision making and accountability measurement and evaluation. | | |
| MEASURE | BASE YEAR DATA 2015 – 16 | 2016 – 17 TARGET |
| Infrastructure to support the development and collection of departmental measures and updates for labour services. | New system launched in 2013. | Client Survey Benchmark |
| Number of completed recommendations from the 2013 Auditor General's report. | Pending AG review of TAGR status | 100% completion of departmentally accepted recommendations |
| Issues identified, and resolved/mitigated by Student Assistance's risk management framework. | N/A | Implementation |

DEPARTMENTAL EXPENSES SUMMARY

| Departmental Expenses Summary | | | |
|---|-------------------|-------------------|-------------------|
| (\$ thousands) | | | |
| | 2015-2016 | 2015-2016 | 2016-2017 |
| <u>Programs and Services</u> | Estimate | Forecast | Estimate |
| | (\$ thousands) | (\$ thousands) | (\$ thousands) |
| Administration | 855 | 881 | 722 |
| Corporate Policy and Services | 4,675 | 4,697 | 4,116 |
| Safety | 14,575 | 13,725 | 14,801 |
| Labour Services | 7,891 | 7,051 | 7,886 |
| Skills and Learning | 128,040 | 128,013 | 129,597 |
| NS Apprenticeship Agency | 10,713 | 10,816 | 10,901 |
| Higher Education | 54,235 | 55,575 | 54,051 |
| School Cap Amortization | 5,203 | 5,203 | 4,920 |
| Community College Grants | 136,744 | 136,949 | 137,277 |
| Total – Departmental Expenses | 362,931 | 362,910 | 364,271 |
| Ordinary Recoveries | 124,728 | 126,321 | 125,682 |
| <u>Funded Staff (# of FTEs)</u> | | | |
| Department Funded Staff | 273.4 | 235.1 | 264.4 |
| Note: | | | |
| For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2 | | | |
| For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1 | | | |