

# ANNUAL REPORT 2010 - 2011



**Department of  
Human Resources,  
Labour  
and Employment**

  
Newfoundland  
Labrador



# Message from the Minister

Honourable Roger Fitzgerald, M.H.A.  
Speaker, House of Assembly

Dear Mr. Speaker:

I am pleased to submit the Annual Report for the Department of Human Resources, Labour and Employment (HRLE). This report is submitted in accordance with the Department's obligation as a category one entity under the *Transparency and Accountability Act*. It was prepared under my direction and, as Minister, I am accountable for the results and variances contained in it.



This annual report has three purposes: to focus on our performance in the last fiscal year; to describe progress over the last 3 years, as we have completed our 2008-11 Strategic Plan; and to demonstrate the completion of our mission.

2010-11 was an interesting year for HRLE. Key public consultations were held to develop a new strategy for the inclusion of persons with disabilities in all aspect of society and a new four-year action plan for poverty reduction. A comprehensive review of provincial labour market programs and services was undertaken. In addition, HRLE staff were heavily involved when Hurricane Igor hit the province in the fall of 2010. I am proud to say that departmental employees responded quickly and effectively to help people in affected communities on the Burin and Bonavista peninsulas.

Going forward in 2011-12, we will begin to implement a new three-year strategic plan, with a focus on labour market supports, social supports and a culture of service excellence.

Respectfully Submitted,

A handwritten signature in black ink that reads "Darin King". The signature is written in a cursive, flowing style.

DARIN KING, Ph.D.  
MINISTER OF HUMAN RESOURCES, LABOUR AND EMPLOYMENT



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## DEPARTMENTAL OVERVIEW

### HRLE at a Glance

Human Resources, Labour and Employment (HRLE) helps people with planning their careers, finding jobs, getting financial assistance, and immigrating to the province. We support employers with accessing and keeping skilled workers and we work with organizations to develop leadership opportunities for youth. We also assist people during disasters, lead a government-wide strategy to reduce poverty and are the focal point for provincial government departments and agencies in developing policies and programs to enhance the inclusion of persons with disabilities in all aspects of society.

In the 2008-11 Strategic Plan, HRLE's vision and mission were as follows:

### Vision

Newfoundland and Labrador will have a diverse, prosperous population with a labour supply that meets the social and economic aspirations of the province.

### Mission

By March 2011 the Department of Human Resources, Labour and Employment will have enhanced supports and services to individuals to increase their participation in the labour market and to employers to ensure they have the human resources required to compete and contribute to a prosperous future for the province.

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HRLE has revised its vision and mission in its new strategic plan to reflect its new focus on service excellence in the delivery of supports and services that assist Newfoundlanders and Labradorians to connect with possibilities. Refer to HRLE Strategic Plan 2011-14 for further details: [www.hrle.gov.nl.ca/hrle/publications/strategicplans/strategic\\_plan11-14.pdf](http://www.hrle.gov.nl.ca/hrle/publications/strategicplans/strategic_plan11-14.pdf)

## Mandate

HRLE has the mandate for providing programs and services as well as leadership and coordination, in the following nine areas:

- Emergency social services
- Employment and career services
- Immigration and multiculturalism
- Inclusion of persons with disabilities
- Income support services
- Labour market development
- Poverty reduction
- Supportive living
- Youth engagement

## Lines of Business

The department fulfills its mandate through the following four lines of business:

- 1. Income supports and basic benefits** - such as monthly benefits, earning supplements and eye glasses
- 2. Employment services** - such as career counseling, skills development, training, wage subsidies, tuition supports, employee recruitment, immigration and human resource planning

3. **Community partnerships** - such as supporting leadership development and providing resources to increase the capacity of community-based organizations
4. **Policy development, review and input on cross-government initiatives** - such as poverty reduction, youth engagement, inclusion of persons with disabilities, supportive living and multiculturalism

Refer to Appendix D for further program and statistical information.

## Structure

HRLE is composed of (see organization chart in Appendix A):

- Corporate Services Branch
- Income, Employment and Youth Services Branch
- Labour Market Development and Client Services Branch, and
- Office of Immigration and Multiculturalism

## Staff and Regions

As of March 31, 2011, approximately 724 staff (74 per cent female and 26 per cent male), provided services at twenty-nine locations, in four regions:

- Avalon
- Central
- Western
- Labrador

Of those 724 staff, 51 per cent are located in offices throughout the province and the remaining 49 per cent are located in offices in the St. John's Census Metropolitan Area (CMA) including the Provincial Office at the Confederation Building, Office of Immigration and Multiculturalism at the Viking Building and Avalon Regional offices in St. John's and Mount Pearl.

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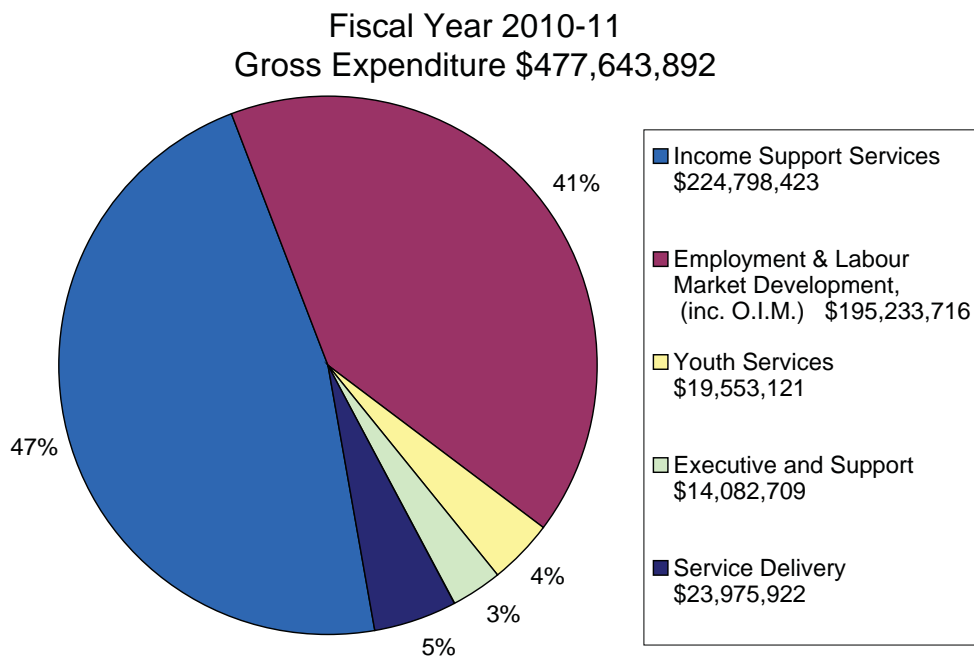
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## Expenditures

With gross expenditures of \$477.6 million (net expenditure of \$310.3) in 2010-11, HRLE is one of the largest departments of the provincial government.

The greatest expenditure in HRLE is Income Support Services at \$224.8 million, followed by Employment and Labour Market Development – including the Office of Immigration and Multiculturalism (OIM) at \$195.2 million and Service Delivery at \$24.0 million.

A summary of expenditures and related revenue can be found on page 33 of this report.



## UPCOMING OPPORTUNITIES AND CHALLENGES

### Challenges

Current labour market trends are providing unprecedented job opportunities within the province. On the one hand, we will experience a significant growth in opportunities as a result of the large projects on the horizon and general economic growth. At the same time, a large number of the baby boom generation will be able to retire.

During 2011-12 the provincial unemployment rate is expected to continue its decline below 14 per cent - the lowest since 2008 but still the highest in the country. Even with this forecast improvement, the province continues to be challenged with relatively high unemployment levels. Adding to this challenge is an aging population, a declining birth rate and the out-migration of people, including youth.

Another continuing challenge that faces HRLE is how best to help individuals and families, who are living in or vulnerable to poverty, to overcome barriers and become more self-reliant. HRLE recognizes that there is limited public awareness of the programs and services that we offer. Therefore, we need to better connect people to the supports that they need, be it funding for affordable housing, childcare, training, or other work-related supports. HRLE also recognizes the challenge of ensuring that its programs and services are inclusive. For example, the challenges of making government buildings more accessible and countering negative attitudes and misconceptions that exist about people with disabilities.

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## Opportunities

HRLE's core focus for the next year is outlined in a new three-year strategic plan that was published in June 2011. In the first year of the plan we will undertake a series of actions to strengthen social and labour market supports provided to individuals, organizations and employers. Examples include, expanding our Employment Transitions program for single parents to new locations in the province and developing a screening tool to help people applying for income support benefits also see their way to employment. This is all in response to upcoming opportunities for employment in our new labour market. In July 2011 the Department developed and released a Labour Market Outlook. Key findings include: expected job openings of 70,000 over next 10 years due to new job growth and retirements; over 90 per cent of all new job growth will be in the sales and services and health occupations; and over 60 per cent of all job openings will be in management occupations. A copy of the Outlook can be found at this link: <http://www.hrle.gov.nl.ca/hrle/publications/LMOutlook2020.pdf>

In 2011-12 HRLE will act on what we heard during extensive consultations on developing a new four-year poverty reduction action plan and developing an inclusion strategy for people with disabilities for the province.

In addition, recommendations from the review of the Income and Employment Support Act and Regulations will inform decisions on where changes may need to be made to improve our services and how we deliver them.

HRLE will also continue with its cross-governmental response to implementing the Provincial Immigration Strategy and the Youth Retention and Attraction Strategy as well as coordinating the Supportive Living Community Partnership Program. Implementation of the recommendations from the 2010-11 review of provincial labour market programs and services will also assist in the realignment of HRLE programs and services to better serve the public. Continued development of a new case management system for HRLE will also support delivery of labour market programs and services to clients throughout the province.

Finally, in 2011-12 we will embark on a long term initiative to develop a culture of service excellence in the programs and services we provide to the public. For the first year we will focus on developing service delivery standards, getting the message out on the supports we provide and talking to clients to determine current levels of satisfaction and expectations for services.

## REPORT ON PERFORMANCE

### ADDRESSING STRATEGIC ISSUES THROUGH ANNUAL OBJECTIVES AND THREE-YEAR GOALS

In the 2008-11 HRLE Strategic Plan, three strategic issues were identified as key ministerial priorities. They are:

- recruitment and retention of workers;
- labour force participation and
- labour market information.

To address these issues, three-year goals with annual objectives were developed. Now that the three years are complete, HRLE is reporting on its success based on established performance indicators:

- over the last year (2010-11)
- over the past three years (2008-11)

#### **Issue 1: Recruitment and Retention of Workers**

**R**ecruiting workers to Newfoundland and Labrador and retaining them is a critical challenge for business, labour, communities and government. A concerted effort is required to help ensure the future availability of workers to meet the needs of a growing economy in Newfoundland and Labrador. This changing labour market will present significant opportunities for residents of the province. To that end, HRLE has increased its focus on working with partners, including business, labour, community groups and other government departments, to recruit and retain workers.

**H**RLE's strategic direction – to increase access to the labour supply – is being met through initiatives that support youth attraction and retention, immigration, labour market partnerships and provide workplace and human resources supports. HRLE succeeded in achieving the following 3-year goal as demonstrated by performance results outlined on pages 8 to 14.

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## Goal 1 - Annual Objective

By March 31, 2011, the department will have implemented new services and enhanced existing services. The following table illustrates the activities undertaken in the final year of the strategic plan.

- Measures:** **1. Implemented new services**  
**2. Enhanced existing services**

2010-11 Indicators	2010-11 Actual Results
1. Established the Office of Youth Engagement	The Office of Youth Engagement was officially opened in December 2010. It was established to ensure a coordinated approach in the implementation and development of public policies that impact youth. The office is located within HRLE and staffed by a Manager and a Policy and Program Development Specialist, as well as various work term students.
2. Held an annual forum on youth recruitment and retention issues.	Planning for the forum was undertaken in 2010-11; however, proposed dates clashed with exam schedules for university students and the forum did not proceed. To ensure maximum youth participation, the first annual forum was moved to the 2011-12 fiscal year.

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2010-11 Indicators	2010-11 Actual Results
<p>3. Implemented a marketing and awareness campaign to highlight the opportunities and benefits of living and working in the province.</p>	<p>The marketing plan for the campaign was completed and an Agency of Record selected. However, the public launch of the campaign did not occur as it was tied to the Youth Retention and Attraction Strategy (YRAS) which was late being released in the previous year. There are plans to launch the marketing awareness campaign in the 2011-12 fiscal year.</p>
<p>4. Implemented a program to provide tuition incentives to international graduates who choose to stay and work in the province.</p>	<p>The International Graduate Retention Incentive Program was implemented in December 2010. Under this program, international students who have graduated from a recognized post-secondary educational institution can apply to receive a one-time payment ranging from \$1,000 to \$2,500, depending on the length of time spent studying in the province. In addition to completing their education in the province, applicants must have been nominated through the Provincial Nominee Program, become permanent residents of Canada, and must be living and working in the province at least one year from the date of receiving permanent residency. In 2010-11, twenty-two international graduates received this incentive and all are residing and working in the province.</p>

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2010-11 Indicators	2010-11 Actual Results
<p>5. Increased the number of individuals nominated under the Provincial Nominee Program by 35 per cent over 2009-10.</p>	<p>In 2010-11 HRLE succeeded in increasing the number of people nominated under the Provincial Nominee Program from 360 in 2009-10 to 515 in 2010-11, an increase of 43 per cent.</p> <p>The Provincial Nominee Program is designed to attract immigrants who have specialized occupational or entrepreneurial skills. Through an agreement with the Government of Canada, the Province may nominate immigrants, who can contribute to the economic and social goals of the province, for permanent resident status.</p>
<p>6. Expanded wage subsidy programs to serve non-EI eligible apprentices.</p>	<p>In March 2011, HRLE expanded wage subsidy programs to benefit aspiring apprentices who are not EI-eligible.</p> <p>The financial incentive provided to employers will help offset salary costs of hiring apprentices. A contribution rate for wage subsidies will be applied to participating apprentices based on their years of experience, as follows:</p> <ul style="list-style-type: none"><li>• 90 per cent for first year apprentices;</li><li>• 80 per cent for the second year; and</li><li>• 60 per cent for the third and fourth-year apprentices.</li></ul> <p>A target of 100 apprentices has been set for the first year of the subsidy.</p>



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2010-11 Indicators	2010-11 Actual Results
<p>8. Implemented promotion and awareness activities for two online employment services: NL HR Manager and JobsinNL.ca.</p>	<p>In 2010-11, over 700 employers throughout the province received direct to business presentations from the Labour Market Development Division staff on how to maximize the benefits of the NL HR Manager Toolkit.</p> <p>In addition, the Labour Market Development Division coordinated a number of promotional activities for both sites. Three and a half months of media buys were purchased for the fiscal year. Those consisted of activities in television, print ads, other magazine publications, and an online presence (i.e. ads on eight websites; such as, VOXM and K-ROCK). The division also used more non-traditional media venues such as, direct mail campaigns (2 mail outs - 28,000 postcards), airport signage (St. John's, Deer Lake, Fort McMurray) and digital signage located in 4 universities throughout Atlantic Canada, including Memorial University.</p>

## GOAL 1 - SUMMARY OF PROGRESS OVER THE LAST THREE YEARS

In the development of strategic plans, Departments develop three-year goals to achieve their mandates and address important issues facing the province. This Annual Report also highlights HRLE's progress in achieving these three-year goals.

**Goal 1** - By March 31, 2011, the department will have implemented new and enhanced services to support the recruitment and retention of workers in Newfoundland and Labrador. HRLE achieved this three-year goal in the following ways:

### **Measure: Implemented new and enhanced services**

#### **Three-year Indicators for Goal 1:**

1. Implemented services to assist with human resources planning and workplace supports.
2. Implemented marketing initiatives to help recruit and retain workers.
3. Implemented a youth retention and attraction strategy.
4. Enhanced the Provincial Nominee Program for prospective immigrants.
5. Enhanced employment and career supports for current and prospective workers.

#### 1. Human resources planning and workplace supports

In 2009 HRLE hired Labour Market Development Officers throughout the province to assist job seekers, employers and communities with finding information and resources for hiring, career planning, training and human resource development.

In 2010 HRLE developed and released the NL HR Manager as a human resources planning tool for employers. The SmartForce NL initiative was also announced in March 2011. This tool delivers free online human resources training to small and medium-sized enterprises.

#### 2. Marketing initiatives to recruit and retain workers

Over the last three years, HRLE has marketed the province in various ways. For example, online tools like LMIWorks and JobsinNL get the message out to job seekers and employers inside and outside the province.

The Office of Immigration and Multiculturalism(OIM), in collaboration with employers, also participated annually in international recruitment fairs and missions that market our province and attract skilled workers and entrepreneurs. Since 2008, OIM staff have attended 18 fairs and missions with approximately 13 different employers. Approximately

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45 employment positions have been filled as a direct result of this initiative. In addition, there is great potential for future hires as employers and prospective employees work through the immigration process.

The Department is also in the process of developing a marketing and awareness campaign to promote the province as a place to live and work.

### 3. Youth retention and attraction strategy

In November 2009, “Creating a Province of Choice: A Youth Retention and Attraction Strategy for Newfoundland and Labrador (YRAS)” was launched. This \$15 million / 3 year commitment is designed to position Newfoundland and Labrador as a province of choice for youth to live and work. An example of a YRAS funded initiative is the expansion of job placements in the Graduate Employment Program (GEP) and the Apprenticeship Hiring Program – over 200 extra placements were funded under YRAS. The total number of GEP placements occurring in the last three years was 763.

### 4. The Provincial Nominee Program(PNP)

After assuming responsibility for the program in 2007, HRLE revamped the administration of the PNP. The number of staff were increased, the application program was streamlined and fees reduced, two new PNP categories were added, accountability of the nomination process and the due diligence process was improved, the PNP policy and procedures manual was revised, a new PNP website was introduced and the marketing of the PNP was increased. As a result, the number of immigrant nominees has grown each year from 124 in 2007-08 to 515 in 2010-11; a 300 per cent increase. Provincial nominees remain the backbone of HRLE’s focus to attract skilled immigrants who can contribute to the economic and social goals of the province.

### 5. Enhanced supports for current and prospective workers

Over the last three years HRLE continued to develop tools, supports and services to support current and prospective workers in the province, by providing online resources (JOBSinNL and NL Human Resources Manager) and through the continued expansion of the network of Career Work Centres. Workers now have both online and physical sites to get employment planning information and support. In 2010-11 over 160,000 citizens accessed these services, compared to approximately 92,000 in 2008-09.

## Issue 2: Labour Force Participation

Increasing participation in the labour force among current and prospective workers is vital to help ensure all individuals benefit from emerging opportunities. It also assists with meeting future labour demands of the provincial economy. Increasing self-reliance through employment is also critically important in fighting poverty. In keeping with the Provincial Government's strategic direction to improve access to employment for marginalized workers, HRLE is firmly committed to working with business, labour and community partners. These collaborative efforts will ensure that residents of the province are afforded the opportunity to find and secure meaningful work, achieve greater self-reliance and contribute to their community.

### Goal 2 – Annual Objective

By March 31, 2011, the department will have implemented new employment, career and workplace services and enhanced existing services.

The following table illustrates the activities undertaken in the final year of the strategic plan.

**Measures:** 1. Implemented new employment, career and workplace services  
2. Enhanced existing services

2010-11 Indicators	2010-11 Actual Results
1. Fully implemented and promoted the Job Skills/Essential Workplace Skills program to assist employers to develop and deliver recognized on-the-job training; served 40 individuals.	In 2010-11 HRLE fully implemented the Job Skills/Essential Workplace Skills program, assisting 73 employers to develop and deliver on-the-job training for 267 individuals. HRLE succeeded in leveraging investments with employers to delivering more training at less cost. This resulted in substantially more individuals than anticipated being served.

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2010-11 Indicators	2010-11 Actual Results
<p>2. Implemented the “Passport to Safety Program” to increase youth awareness of workplace safety issues and supported 3,000 young people in completing the course.</p>	<p>In 2010-11 over 6,000 young people accessed the Passport to Safety program, twice the number anticipated. The Passport to Safety program is facilitated through the Career Development Partnership Initiative and available to high-school aged youth in the province during the 2010-11 to 2011-12 period. Young people can also access the program by visiting <a href="http://www.passporttosafety.com">www.passporttosafety.com</a></p>
<p>3. Launched an online Youth Portal to serve as a centralized access point to Provincial Government programs and services for youth.</p>	<p>The online Youth Portal was activated in March, 2011. It provides youth with a communication tool and a centralized access point to government programs and services. The address is <a href="http://www.youth.gov.nl.ca">www.youth.gov.nl.ca</a></p>
<p>4. Implemented a social marketing plan that connects people and clients to HRLE Services.</p>	<p>The social marketing plan was completed and launched internally in June 2010. HRLE held 20 focus groups with staff around the province to evaluate the suitability and readiness of the campaign. The marketing plan was not released externally due to challenges in securing an agency to develop the campaign, thus creating a delay. The contract has now been awarded to develop a marketing plan for a public launch that includes video, radio and print ads. They will profile a youth, an employer and a newcomer (along with a proposed media plan). The public launch is anticipated in the 2011-12 fiscal year.</p>
<p>5. Reduced the application process time for the Income Support program from 17 to 14 days.</p>	<p>HRLE has created a Service Delivery Team to improve how we deliver services. In 2010-11 a three-day reduction in the time it takes to process an application for Income Support was identified by emailing applications for signing. The email service was piloted in the Avalon Region. A computer system enhancement is required before the email service can go province-wide. This is anticipated for summer 2011.</p>

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2010-11 Indicators	2010-11 Actual Results
6. Expanded and enhanced the Internship and Graduate Employment Programs, as well as student and youth employment programs, by 180 placements.	Programs were enhanced through additional funding, thus supporting an expansion through an increase in a number of participants. Youth placements increased from 1,006 in 2009-10 to 1,221 in 2010-11, an increase of 215 placements or 21 per cent. These programs are designed to help students and youth obtain work experience in order to pursue their career and employment goals.
7. Expanded access to employment development supports to an extra 300 individuals.	In 2010-11 additional funding provided through the Labour Market Agreement allowed HRLE to provide employment development supports to an extra 422 individuals, exceeding our target by 40 per cent. This is in addition to the 1,400 individuals who received these supports through other funding arrangements.
8. Increased access to the Employment Transitions Program for single parents by 30 per cent compared with 2009-10.	HRLE increased access to the Employment Transitions program from 40 single parents in 2009-10 to 71 participants in 2010-11. This increase of 78 per cent was due to the opening of a program site in Happy Valley-Goose Bay and increased participation in Grand Falls-Windsor. The Employment Transitions Program enables groups of approximately 10-12 single parents to participate in a 12-week course. They receive sessions on career planning, job readiness, job maintenance, life skills, and individualized counseling support.

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## GOAL 2 - SUMMARY OF PROGRESS OVER THE LAST THREE YEARS

This section outlines the Department's progress in achieving the second goal over the last three years.

**Goal 2** - By March 31, 2011, the department will have provided enhanced employment, career and workplace services to support labour force participation in Newfoundland and Labrador.

### **Measure:**

**Enhanced employment, career and workplace services.**

### **Three-year Indicators for Goal 2:**

1. Expanded existing supports.
2. Implemented new supports.

Over the last three years, HRLE succeeded in both expanding existing supports and implementing new supports for people seeking employment, career and workplace services.

1. Expanded existing supports. Examples included:
  - Expanding the Career Work Centre Network to 14 sites around the province
  - Creating two new sites for the Employment Transitions Program for single parents
  - Expanding the Community Youth Network from 25 to 34 locations, a 36 per cent increase. These sites provide services for youth that are focused on decreasing barriers to education and employment
  - Extending immigrant settlement and integration services into all HRLE regions of the province
  - Increasing the availability of training services for persons with disabilities to attend post-secondary studies by 70 per cent (351 people were supported in 2010-11, compared with 207 in 2007-08)

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## 2. Implemented new supports. Examples included:

- A pilot project called Youth Connect for those youth who come to the Income Support Program – they are provided with a combination of incentives, intensive counseling and enhanced programming to prevent long term reliance on Income Support
- The Targeted Initiative for Older Workers providing support to unemployed workers aged 55-64 who live in communities affected by significant downsizing or closures. 593 individuals have participated in 35 projects since, 2008-09, which are aimed at improving workers' job-finding skills and providing experience in a new field of employment
- The Job Skills/Essential Workplace Skills Program, funded under the Labour Market Agreement – see page 52 for program details
- The Career Development Partnership Initiative (CDPI) - a joint project between the Department of Human Resources, Labour and Employment and the Department of Education. CDPI staff work with school districts, guidance counselors, teachers, parents, industry and community to connect students to opportunities such as:
  - career awareness workshops and resources
  - relevant labour market and career information
  - experiential and exploration opportunities at school and within the industry sector
  - career cafés featuring guest speakers on local jobs, occupations and industries
  - tutoring options both in-school and online

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## Issue 3: Labour market information

**H**RLE is committed to working with business, labour, other government departments, other jurisdictions and the federal government to collect, gather and disseminate high-quality labour market information. This information helps address current gaps related to future job opportunities, potential labour market needs and the benefits of working in Newfoundland and Labrador. Gaps in labour market information continue in this province, particularly at the regional level. It has been challenging to capture reliable and detailed information about the current and future labour force and changing employer needs. HRLE's strategic direction related to Labour Market Information is being met through initiatives that support research and data collection, dissemination of labour market information and access to tools such as the JobsinNL.ca on-line job registry.

## Goal 3 – Annual Objective

By March 31, 2011 the department will have enhanced the quality of labour market information services. The following table illustrates the activities undertaken in the final year of the strategic plan.

### Measure:

**Enhanced the quality of labour market information**

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2010-11 Indicators	2010-11 Actual Results
<p>1. Implemented an online employer orientation program for the HR Toolkit <a href="http://www.nlhrmanager.ca">www.nlhrmanager.ca</a></p>	<p>The orientation program was implemented in January 2011. The program teaches users how to access and use the basic functions of the toolkit. The first module helps guide employers to find and access information pertinent to their situation and how to navigate the content of the toolkit. The second module assists service providers to become familiar with what types of services can be offered to employers and helps them become familiar with the information contained in the toolkit.</p>
<p>2. Completed webinars and in-person training sessions for 600 employers on the use of the HR Toolkit.</p>	<p>In 2010-11 HRLE staff provided 779 employers from all four regions of the province with direct-to-business presentations on the use of the HR Toolkit. This represented 20 per cent more than anticipated.</p>
<p>3. Increased utilization of “Click, Call, Come in” information services by 4,100 people or 5 per cent compared with 2009-10.</p>	<p>In 2010-11 HRLE increased the utilization of its information services from 104,000 users in 2009 -10 to over 180,000 in 2010 -11, an increase of over 70 per cent. This is due in large part to the completed expansion of the Career Work Centre Network in this fiscal year, and a full year of activity under the new JOBSinNL website which was introduced in the latter part of 2009 -10.</p>
<p>4. Examined feasible approaches to providing financial and other incentives for retaining and attracting workers.</p>	<p>As a result of feedback from Youth Retention and Attraction Strategy consultations, feasible approaches to providing financial incentives for retaining and attracting workers were examined. Examples of incentives reviewed are: housing, education, career and employment, public transportation.</p>

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<b>2010-11 Indicators</b>	<b>2010-11 Actual Results</b>
5. Released two-year results of the provincial labour market and mobile workers survey, as well as, the labour market demand forecast.	The Provincial Labour Market Outlook, consisting of a labour market demand forecast and mobile workers survey, was not released in 2010-11. Since the Outlook is based on a data projection model, delays occurred as a result of having to revise and update various data sources such as potential labour needs associated with the Lower Churchill Project and revised Statistics Canada data.

## GOAL 3 - SUMMARY OF PROGRESS OVER THE LAST THREE YEARS

This section outlines the Department's progress in achieving the third goal over the last three years.

**Goal 3:** By March 31, 2011, the department will have enhanced the quality of labour market information in Newfoundland and Labrador.

**Measure: Enhanced quality of labour market information.**

### Three-year Indicators for Goal 3:

1. Increased availability of labour market information.
2. Improved responsiveness to the needs of people using labour market information.

Over the last three years, HRLE has continued to enhance the availability and responsiveness of labour market information, helping people and groups make better informed choices.

#### 1. Increased availability of labour market information.

The availability of labour market information was increased through the creation of two new online tools such as the Jobs in NL job bank and the Human Resources Tool kit. As well, the LMIworks website was revamped. These online tools have allowed thousands of more people to access important employment information.

#### 2. Improved responsiveness to the needs of people using labour market information.

The department has become more responsive to the needs of citizens by providing labour market information through multiple venues. The expansion of our Career Work Centre network has increased one-on-one contact with our clients so that in 2010-11 alone, over 57,000 people visited a centre for employment help. Outreach services were also added with the hiring of Labour Market Development Officers who respond to the needs of employers, job seekers and students in the region. The role of these officers has evolved from assisting job seekers as a priority group to also supporting employers. As the demands of the labour market have shifted, Labour Market Development Officers have adapted to help employers in the community with their human resources needs. HRLE has also hired Regional Career Information Resource Officers to support school boards and school personnel with promoting career options for students.

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## MISSION 2011

The 2010-11 fiscal year marks the end of the current Mission for HRLE. This mission recognized that in an environment of continuing provincial economic improvement, HRLE must focus significant attention on preparing people to take advantage of new employment opportunities. This included helping disadvantaged groups such as youth and older workers prepare for and get jobs, as well as assisting employers attract and retain workers. HRLE has been successful in achieving the mission outlined below.

**“By March 31, 2011 the Department of Human Resources, Labour and Employment will have enhanced supports and services to individuals to increase their participation in the labour market and to employers to ensure they have the human resources required to compete and contribute to a prosperous future for the province.”**

Measure: Enhanced supports and services to individuals and employers

Indicators:

1. Established additional career work centres
2. Increased access to labour market information
3. Established an international registry of Newfoundlanders and Labradorians
4. Provided information on job vacancies in the province

### 1. Career Work Centres

HRLE has succeeded in steadily increasing the number of community-based career work centres. These centres are a resource for anyone to get advice and assistance with job searching and career planning, as well as, linking job seekers and employers in the province. Since the first formal opening in St. John's in 2006, HRLE has established 14 centres in communities around the province including: Carbonear, Grand Falls-Windsor, Clarenville, Placentia, Lewisporte, Gander, Happy Valley-Goose Bay, Corner Brook, Stephenville, Marystown, Springdale and St. Anthony. In 2010-11 alone, over 57,000 visits were recorded. These centres provide employers and citizens with valuable statistics and timely information about employment trends.

Local businesses can conduct interviews or hold training sessions in meeting rooms at the centres. Job seekers may use career work centres to learn about employment opportunities and receive assistance to prepare for these opportunities. In addition, a

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telephone, fax, photocopier, and computer are available at no cost to anyone searching for employment.

## 2. Increased access to labour market information

Over the last five years, HRLE has been providing people with more and more access to the information they need to prepare for, find and keep employment or employees. Some examples are:

- In May 2006, the Labour Market Development Division was established in HRLE to provide timely and accurate labour market information and services to assist individuals, employers and policy makers in making informed labour market decisions.
- In May 2007, a Labour Market Information website was launched. LMI Works offers employers, job seekers, parents, students, guidance and career counselors with access to up-to-date labour market, career and employment information. In 2010-11 alone, there were over 71,000 visits to the website.
- In September 2008, through the Career Development Partnership Initiative, HRLE hired ten Regional Career Information Resource Officers to support school boards and school personnel with promoting career options for students.
- In February 2010 [www.nlhrmanager.ca](http://www.nlhrmanager.ca) was launched – an online tool to help small and medium size employers with human resource planning. Since that time over 12,000 users have accessed the site.
- In March 2011 HRLE announced the SmartForce NL initiative to develop and deliver human resources training to small and medium-sized enterprises, providing them with access to free online courses and the ability to manage corporate and personal learning.

## 3. International Registry

To provide both employers and job seekers with an opportunity to connect, [www.JobsinNL.ca](http://www.JobsinNL.ca) was launched in November 2009 as an international registry. This is a great example of providing access to targeted employment information. Employers post their job ads at no cost and manage the resumes received for these positions online. Job seekers from any location are able to register themselves, search for jobs in the province, apply directly for these positions and receive instant notifications about new positions of interest, as they are posted on the registry. Job seekers also have easy access to information about the employers operating in the province.

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## 4. Job vacancy information

Results on job vacancies have been provided upon request and regularly presented to stakeholders and partners, including industry associations and the Labour Market Sub-Committee of the Strategic Partnership Initiative (business/labour/government). In 2010-11 alone, over 23,500 job vacancies were identified in the province, online and in various newspapers.

## HIGHLIGHTS AND ACCOMPLISHMENTS

2010-11 has been a busy year for HRLE in many ways. Our staff team pulled together to deliver numerous programs and services to various individuals and groups. At the core of our work is the goal of helping people, helping employers and partnering with community groups that all assist residents of the province. Illustrative examples are highlighted below:

- Over 600 people from 18+ communities provided ideas and comments on the development of an Inclusion Strategy for People with Disabilities, for Newfoundland and Labrador in the fall of 2010.
- In order to gather views on developing a new Action Plan for the Poverty Reduction Strategy, over 900 internal and external stakeholders provided input.
- HRLE opened the Office of Youth Engagement. This office will provide coordination for government departments and agencies that support and deliver programs to the young people of NL.
- Tragedy hit north eastern Newfoundland with Hurricane Igor. HRLE staff, along with people from multiple agencies, departments and communities worked together to help meet the basic needs of over 4,000 affected people.
- The Office of Immigration and Multiculturalism (OIM) conducted a Retention Study of the Provincial Nominee Program (PNP). All 221 households (447 individuals) who had received permanent residency under the PNP were surveyed, and 179 were still in the province, for a retention rate of 81 per cent. In addition to retention numbers, information was obtained from the survey that will assist the OIM to enhance programs and services for newcomers to the province.
- In 2010-11 a Service Delivery Improvement Team identified a number of improvements to the telephone system and to our existing services by adding menu options on the toll free line, offering an email service and providing a better process for medical transportation requests. These initiatives led to significant improvements in service, reducing monthly call volumes (from 58,000 to 37,000) and increasing the answer rate by 30 per cent.

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- The first full year of implementing the devolved Labour Market Development Agreement resulted in over 28,000 citizens accessing employment and training supports to secure attachment to the labour market.
- Just under 7,000 citizens availed of career and employment interventions such as Adult Basic Education and Employment Development Supports.
- Employers and job seekers benefited through the first full year of offering an online human resources toolkit to assist in finding and keeping workers and through the job matching service of the JobsinNL website.
- In addition, the new Apprenticeship Wage Subsidy Program is providing a financial incentive to employers to help offset salary costs of hiring apprentices.
- This past year, HRLE established the Supportive Living Unit in the department to coordinate the Supportive Living Community Partnership Program and work on increasing community capacity to provide a range of services and supports that promote housing stability for vulnerable individuals and families.
- In 2010-11 HRLE continued its cross-departmental service excellence staff training with the goal of strengthening the delivery of HRLE programs and services. Over 160 front-line staff and managers received core training on service excellence and four service excellence facilitators were trained by Service Canada College.
- In January 2011 HRLE held an eight-week training program for new Client Services Officers in the telephone service delivery environment. In addition HRLE piloted a new staff orientation program.
- The process of realigning our programs and services also continued in 2010-11. A comprehensive review of labour market programs and services was completed and recommendations prepared for implementation during the next fiscal year; the aim being to deliver more responsive labour market programs and services.
- In 2010-11 HRLE made significant progress toward the development of a new case management system to deliver labour market programs and services. The plan phase of the project concluded at the end of October 2010 and design

was initiated in November. The process has involved considerable engagement of departmental staff through a series of workshops and design sessions. The system will support service excellence by streamlining complex business processes and increasing access channels, including e-services, through the department's web site.

## Fern's Story

Fern Penny is a single mom who had been out of the workforce for over 20 years. As an older worker with limited skills, Fern needed some help getting reconnected to employment. Fern began to work with Debbie Mercer, a HRLE Client Services Officer. Fern had made some progress. She had graduated from the Women in Successful Employment Program (WISE). Fern needed to reach the next step.

Debbie explored Fern's employment interests with her. She helped Fern access a network of local employment contacts and generate job leads with potential employers in the local community. Fern strengthened her focus on the job search process. Through personal determination and a strong willingness to succeed, Fern secured employment with a local insurance company. Fern is now fully independent and sees herself as a strong role model for her children.



"I contacted HRLE because I wanted to get back into the workforce, and I really did not know how to go about it. I had graduated from the WISE Program, and Debbie kept reminding me that I had good skills. She believed in me and made me feel like I finally accomplished something and that I made it."

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## SHARED COMMITMENTS

The Provincial Government's strategic directions that fall within HRLE's mandate are also supported by the work of our partners. Our success depends in large part on the work we do with other government agencies and the wider community.

During 2010-11 HRLE led or participated in following partnerships:

### HRLE-Led Initiatives

- The provincial Poverty Reduction Strategy is an HRLE-led, collaborative effort involving 14 departments and agencies focused on reducing, preventing and alleviating poverty in the province.
- HRLE co-chaired the Federal Provincial Territorial Directors of Income Support Committee and co-chaired the Poverty Advisory Committee.
- The Youth Retention and Attraction Strategy was developed by youth, for youth, in close collaboration with business, labour, and community leaders and is aimed at countering the impacts of out-migration, strengthening the labour market and supporting the economic development of the province.
- To strengthen the province's current response to chronic homelessness, a new Supportive Living Unit has been created within HRLE to work with government agencies and community partners to increase community capacity and provide a range of services and supports that promote housing stability.
- Two HRLE Offices (Immigration and Multiculturalism and Disability Policy) provide single focal points for government and community. The Office of Immigration and Multiculturalism ensures that the province's immigration strategy is effectively implemented. The Disability Policy Office ensures that policy and program development across government departments and agencies is inclusive of people with disabilities.

### Provincial Government Initiatives – HRLE participated

- The Violence Prevention Initiative is a government-community partnership to develop and implement long-term solutions to address the problem of violence against those most at risk in our society.

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- The Northern Strategic Plan – HRLE supports the goals of the Northern Strategic Plan relating to labour market supply, employment demands, as well as, access to programs and services.
- Provincial Wellness Plan – HRLE supports the implementation of the Provincial Wellness Plan and coordinates related initiatives in HRLE, including strategies to reduce poverty, increase labour market participation and enhance the inclusion of persons with disabilities.
- Provincial Healthy Aging Strategy - HRLE works collaboratively with the Department of Health and Community Services to share strategy information through the HRLE service delivery network and strengthen linkages between the Healthy Aging Strategy and the Poverty Reduction Strategy.

## Community-Wide Initiatives

- HRLE partners with community agencies, such as the Salvation Army, the Red Cross Society, Stella Burry Community Services and Choices for Youth, to provide social supports and emergency social services.
- HRLE works with partners such as Memorial University and the Newfoundland and Labrador Business Coalition, to help employers find and keep skilled workers and to help individuals access the supports, services and information they need to find and keep meaningful employment. These partnerships are essential to increase the province's capacity to respond to the rapidly changing labour market.
- HRLE also participates in various federal provincial territorial forums, including the Forum of Labour Market Ministers, Ministers responsible for Social Services, and Ministers responsible for Immigration. These forums promote inter-jurisdictional cooperation on labour market, social services and immigration matters.

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## Gaius' Story

Gaius Gosse returned to NL after losing his job in Ontario. As a family man with two children, Gaius had a strong motivation to get connected to a new career. Newfoundland and Labrador offered a safe and nurturing environment in which to raise his children. And given the growing need for skilled labour, Gaius could easily see the possibilities of long term employment. He needed to get connected to work.

Terry Wells, a Client Services Officer with the Grand Falls-Windsor office began to work with Gaius to help him realize his potential. Together, Terry and Gaius explored several career options. Building on an interest in the trades, Gaius decided to formally develop his existing welding skills by taking a welding course in school, and then seeking employment in this growing field. Terry was there to help Gaius get connected to school where he embarked on a college level welding program.

Today, Gaius can look back on a successful completion of the welding program, and more importantly he has achieved his original goal of finding a new career. As a welder, Gaius now works only minutes from his home. His future plans include meeting the requirements for the Red Seal Program.



“Terry offered me a chance to go to school and get some formal training, I’ve now finished the course, I have a very good employer and it looks like the future is a lot brighter.”

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## FINANCIAL STATEMENTS

Summary of Expenditure and Related Revenue for the Year Ended March 31, 2011 (unaudited)				
		Actual Expenditure \$	Amended Budget \$	Original Budget \$
<b>Executive and Support</b>				
1.1.01	Minister's Office Less Revenue	262,316 0	291,400	310,900
1.2.01	Executive Support	789,179	794,500	800,800
1.2.02	Administrative Support Less Revenue	6,719,361 (229,555)	6,851,900 (20,000)	6,407,000 (20,000)
1.2.03	Program Development & Planning Less Revenue	6,311,853 (23,647)	6,418,000 0	6,051,300 0
<b>Service Delivery</b>				
2.1.01	Client Services Less Revenue	23,975,922 0	24,141,300 0	23,408,000 0
<b>Income Support Services</b>				
3.1.01	Income Assistance - Social Assistance Less Revenue	223,758,633 (4,502,459)	224,018,600 (5,600,000)	217,143,100 (5,600,000)
3.1.02	National Child Benefit Reinvestment	600,000	600,000	600,000
3.1.03	Mother/Baby Nutrition Supplement	439,790	447,800	422,800
<b>Employment and Labour Market Development</b>				
4.1.01	Employment Development Programs	14,014,546	14,211,000	14,381,000
4.1.02	Labour Market Development Agreement Projects Less Revenue	142,155,506 (136,108,690)	145,217,100 (154,811,900)	154,811,900 (154,811,900)
4.1.03	Labour Market Agreement Less Revenue	16,115,901 (12,863,243)	22,239,300 (22,239,300)	22,239,300 (22,239,300)
4.1.04	Labour Market Adjustment Programs Less Revenue	2,682,114 (2,780,149)	2,771,200 (2,284,700)	2,771,200 (2,284,700)
4.1.05	Employment Assistance Program for Persons with Disabilities Less Revenue	11,251,674 (2,760,708)	12,410,900 (2,703,100)	12,410,900 (2,703,100)
4.1.06	PAN Canadian Innovations Initiative Less Revenue	1,040,986 (1,401,720)	1,078,700 (1,078,700)	1,078,700 (1,078,700)
4.1.07	Case Management System Development Less Revenue	5,852,292 (6,099,999)	7,285,100 (7,285,100)	7,285,100 (7,285,100)
<b>Youth and Student Services</b>				
5.1.01	Youth and Student Services	19,553,121	19,947,000	20,204,100
<b>Office of Immigration &amp; Multiculturalism</b>				
6.1.01	Office of Immigration & Multiculturalism Less Revenue	2,120,698 (582,653)	2,190,200 (260,000)	2,368,900 (260,000)
<b>Total</b>		310,291,069	294,631,200	296,412,200
<b>Total Gross Expenditures</b>		477,643,892	490,914,000	492,695,000
<b>Total Revenue</b>		(167,352,822)	(196,282,800)	(196,282,800)
<b>Total Net Expenditures</b>		\$310,291,069	\$294,631,200	\$296,412,200

Expenditure and revenue figures are unaudited and based on public information from the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2011.

Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however, HRLE is not required to provide a separate audited financial statement.

Expenditures and related revenues for the Labour Relations Agency, Labour Relations Board and the Workplace Health, Safety and Compensation Review Division are included in their annual reports.

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## APPENDICES

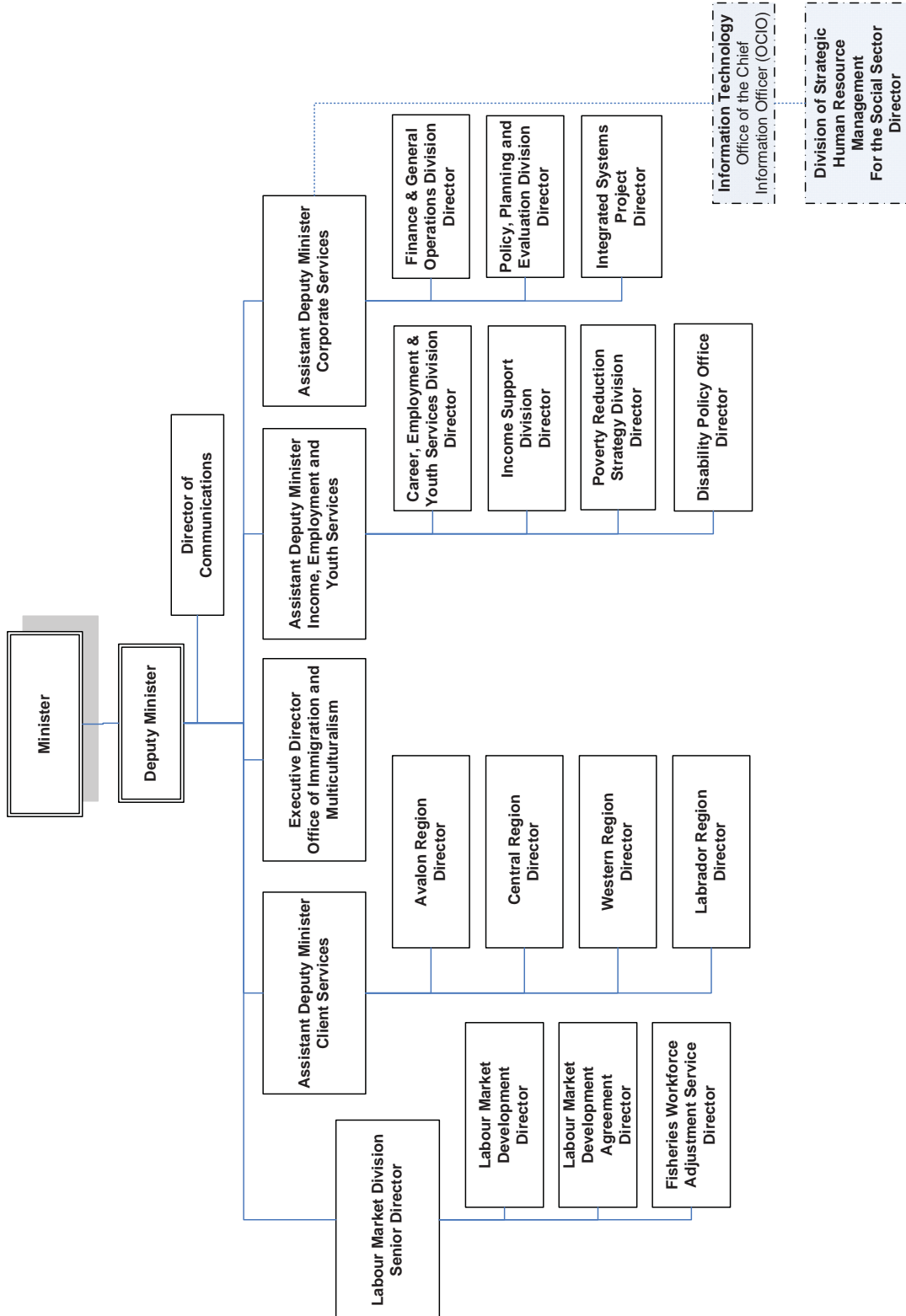
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## APPENDIX A

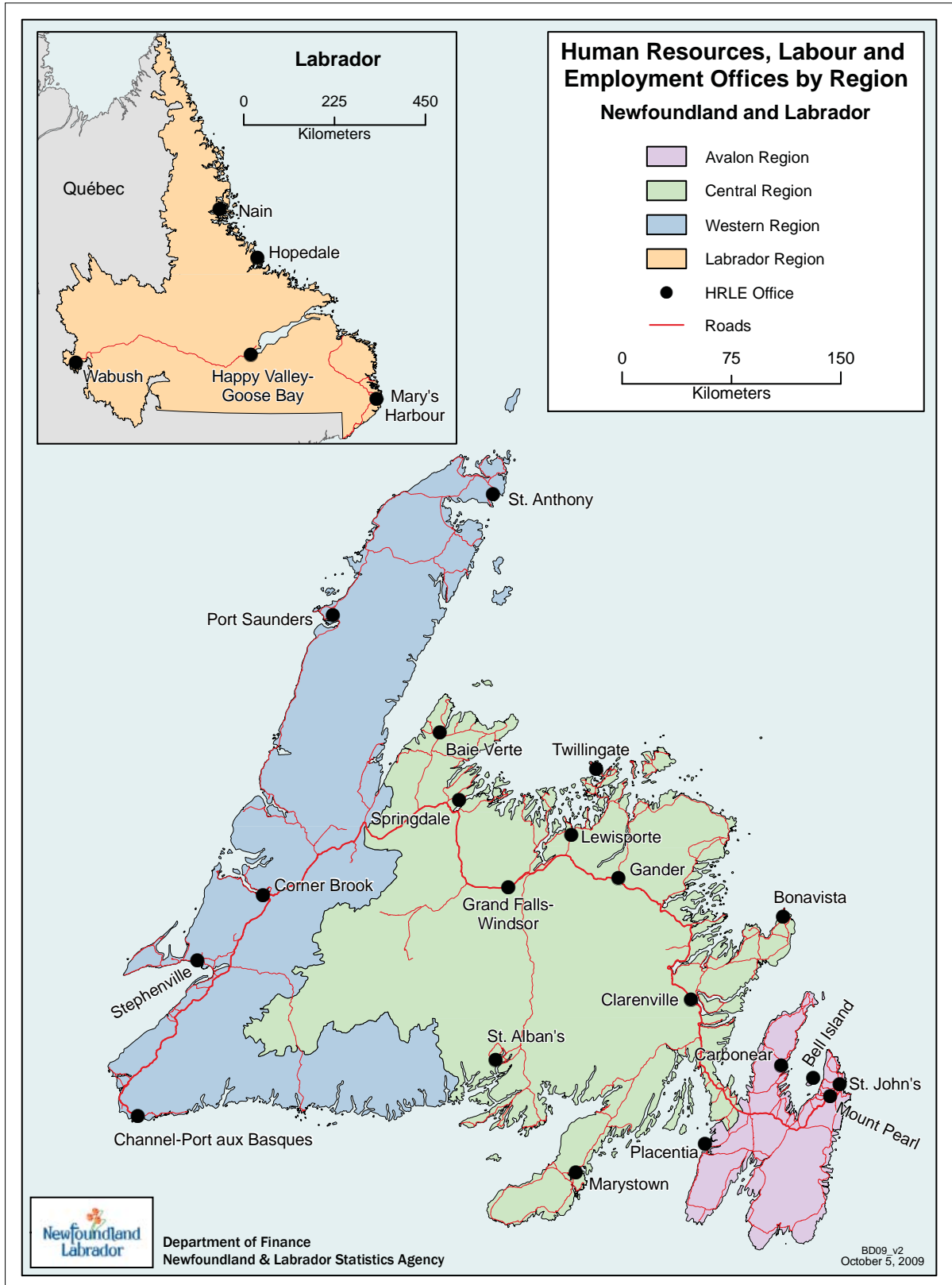
### Department of Human Resources, Labour and Employment



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## APPENDIX B



## APPENDIX C

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

To access the Office of Immigration and Multiculturalism call (709) 729-6607 or visit [www.nlimmigration.ca](http://www.nlimmigration.ca)

Additional information may also be obtained by contacting the office in your area.

### Avalon Region

TOLL-FREE

All offices in the Avalon Region can be reached at 729-7888 or toll-free at: 1-877-729-7888  
TTY: 1-888-380-2299

### Central Region

TOLL-FREE

All offices in the Central Region can be reached toll-free at:

1-888-632-4555

TTY: 1-877-292-4205

### Western Region

TOLL-FREE

All offices in the Western Region can be reached toll-free at:

1-866-417-4753

TTY: 1-888-445-8585

### Labrador Region

TOLL-FREE

All offices in the Labrador Region can be reached toll-free at:

1-888-773-9311

TTY: 1-866-443-4046

### Provincial Office

Human Resources, Labour and Employment, Confederation Building, 3rd Floor, West Block, P.O. Box 8700, St. John's, NL, A1B 4J6,  
Telephone: (709) 729-2480 or visit: [www.gov.nl.ca/hrle](http://www.gov.nl.ca/hrle)

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## APPENDIX D

### Program Information and Statistics

#### **Labour Market Conditions and Trends**

The Provincial Government is committed to helping ensure everyone can take full advantage of the opportunities and possibilities that exist in this province, now and in the future. As a result, Newfoundland and Labrador Labour Market Outlook 2020 has been published.

Outlook 2020 contains important information such as what types of jobs are currently available, where job opportunities will be available in the future, what education and training is required to get a job, what industries are growing, how many workers are in the province and what skills they have, and, where people are working. This information will be useful to many stakeholder groups in the province, including students, employers, jobs seekers, career practitioners, post-secondary institutions and, newcomers to the province. Outlook 2020 provides a detailed account of the historical and current labour market landscape in the province, including information about the local workforce, labour demands, and employment outcomes as well as information about future job trends and prospects for 120 occupational groups.

According to the current forecast, it is anticipated there will be over 70,000 job openings in the next decade. These opportunities are the result of major project developments, business and industry growth and baby boomer retirement.

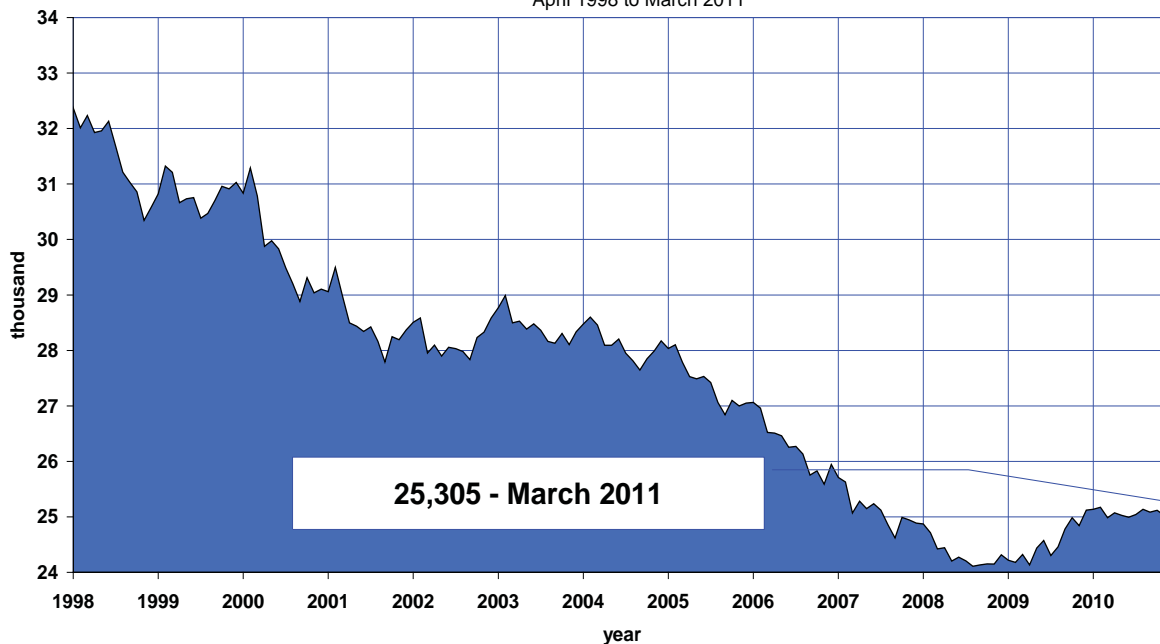
Full details of the Outlook 2020 document can be reviewed at: <http://www.hrle.gov.nl.ca/hrle/publications/LMOutlook2020.pdf>

## Income Support Caseload Size

Clients required Income Support because they were unemployed, under-employed or did not earn enough income to meet daily living expenses. In 2010 the total annual Income Support caseload consisted of approximately 32,300 cases. The average monthly caseload was 25,050. The large difference in size between the monthly and annual caseloads is due to the continuous coming and going of different people from month to month. In 2010 the monthly caseload remained at a fairly constant level, however on average each month, approximately 1,000 cases entered and left the Income Support Program.

### Income Support Cases

April 1998 to March 2011



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## Caseload Changes

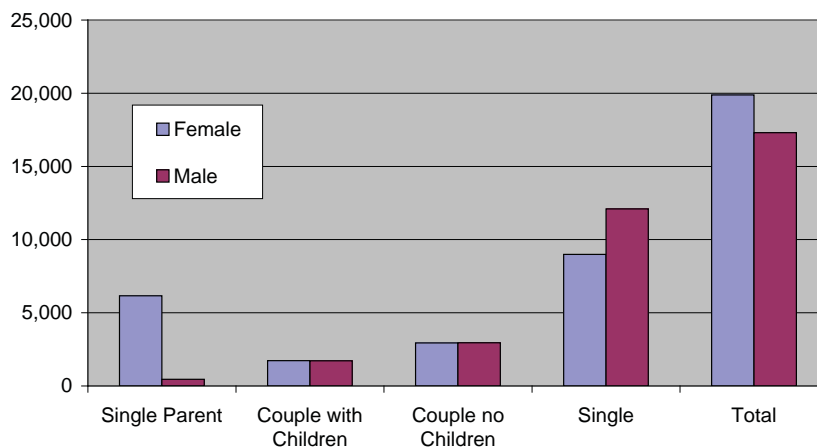
In the last year, the income support caseload has been stable with slight increases in cases that are single and under 30 years of age. Over the last eight years (2003 to 2010 inclusive):

- The number of couples with children receiving Income Support benefits continued to decline, from 4,280 cases to 1,720, a 60 per cent drop.
- Single parents decreased by 22 percent, from 8,400 to 6,600.
- The number of couples without children decreased by 31 per cent, from 4,290 to 2,950.
- The number of single people receiving Income Support during the year increased by 7 per cent, from 19,730 to 21,040.
- Singles accounted for 65 percent of the Income Support caseload, up from 54 percent in 2003.
- The proportion of the population on Income Support dropped from 9.8 percent to 7.8 per cent on an average monthly basis.

## Gender

When we consider gender across all family types, most adult clients were women. In 2010 fifty-three per cent of the adult clients on the caseload were women; 47 per cent were men. This percentage varies by age. Fifty-eight percent of clients under the age of 30 were female, by age 45 only 50 per cent are female and for those aged 60 to 65 the percentage drops to 44 per cent.

Adult Income Support Clients by Family Type By Gender  
2010



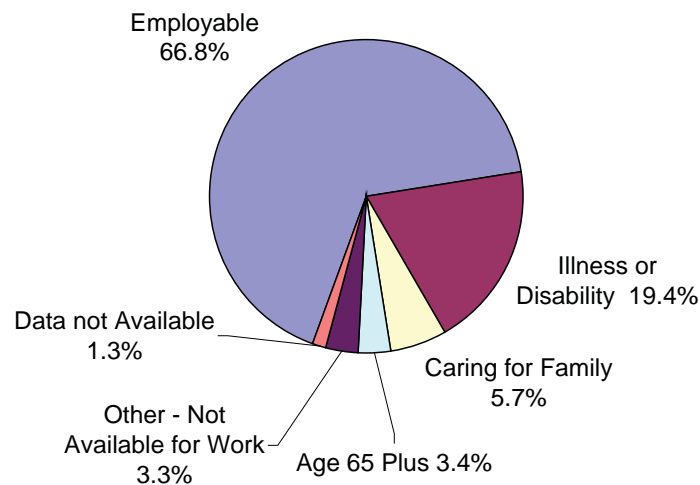
## Family Status

Single people represent the largest “family type” receiving income support, almost 65 per cent of adult clients in 2010 compared to 54 per cent in 2003. The other family types all declined from 2003 to 2010. For single people, there are more males than females, 57 per cent male vs. 43 per cent female, the reverse of the total caseload.

## Reason for Assistance

In 2010 sixty-seven per cent of the caseload, approximately 21,700 cases, identified themselves as being employable, though many have significant barriers and need additional supports to prepare for, find, and keep employment. Sixty-three per cent of the recipients who identified themselves as employable were single people.

Employment Status\* of Income Support Cases  
2010



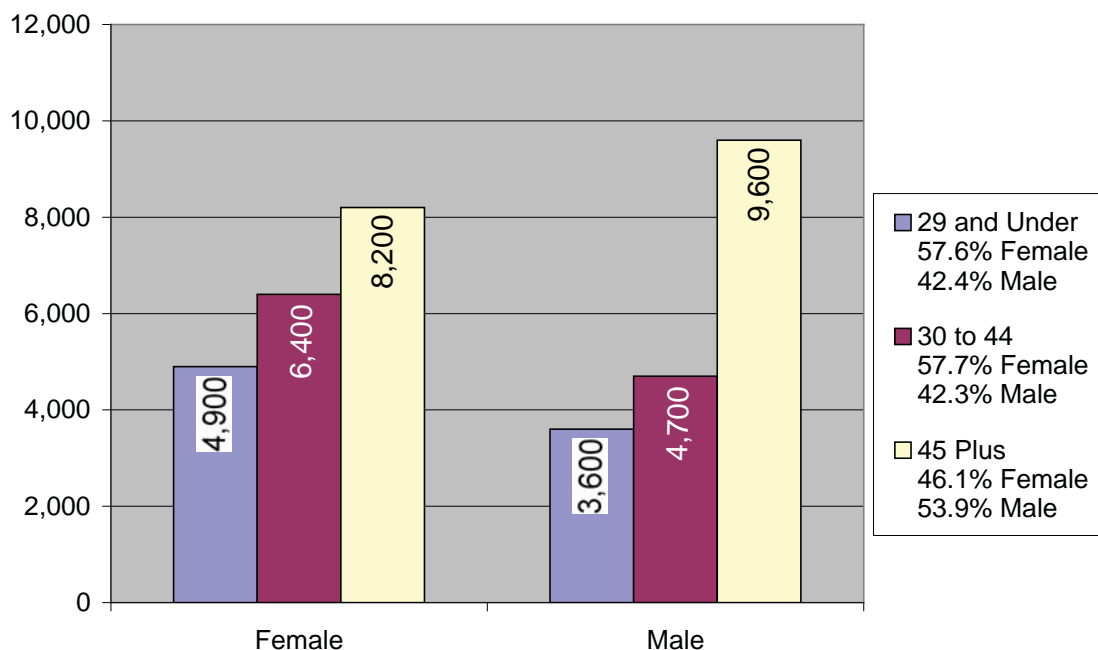
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## Age

Individuals receiving Income Support benefits are getting older. In 2010 seventy-seven per cent were 30 years and older, up from 75 per cent in 2003. The number of youth (18-29 years) has declined by 23 per cent since 2003. Overall, in 2010, youth represented less than one-quarter of the Income Support caseload but almost 52 per cent of all new entrants to the program. Of the new youth entrants in 2010, seventy-three per cent were single, up from 64 per cent in 2003, and 19.5 per cent were single parents, down from 21 per cent in 2003.

### Age of Adult Clients by Gender - 2010

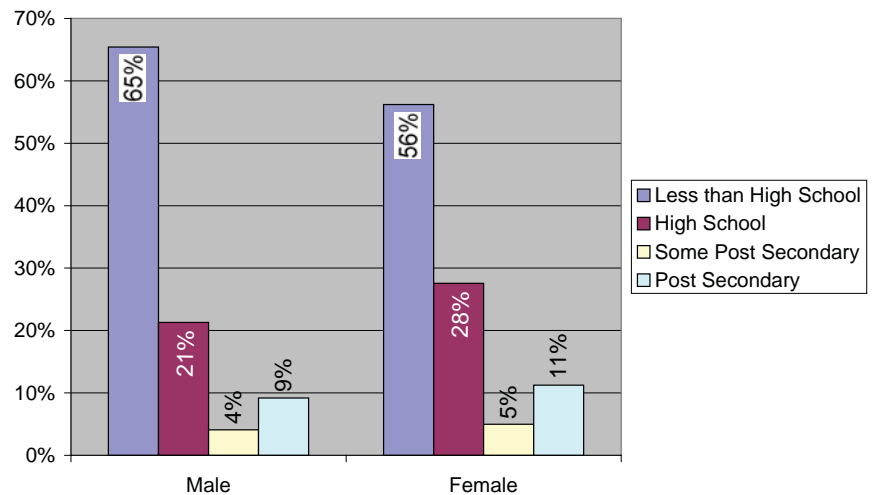


## Education

Low levels of education pose a major barrier to employment, especially among older clients. Given the demand for skilled labour, it is likely to present greater challenges in the future.

However, education levels for people receiving Income Support benefits continue to increase. In 2003 only 34 per cent of adult clients had an education level of high school or better. In 2010 this had improved to 40 per cent with high school or better. For clients under age 30, the proportion is 48 per cent in 2010, up from 47 per cent in 2003

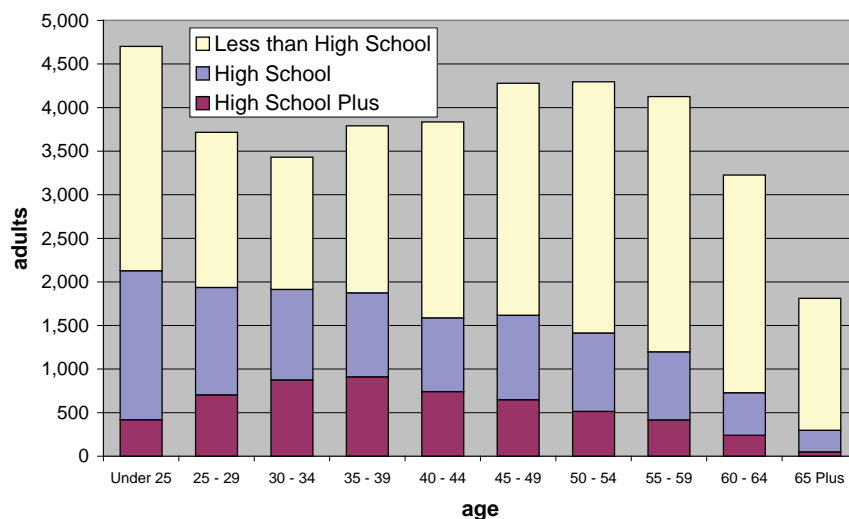
Education Level by Gender - 2010



In 2010 of those receiving Income Support:

- Almost 40 per cent of adults (18 years and older) had completed high school, up from 34 per cent in 2003.
- 30 per cent of those aged 45 years and older had completed high school, up from 22 per cent in 2003.

Education Level by Age - 2010



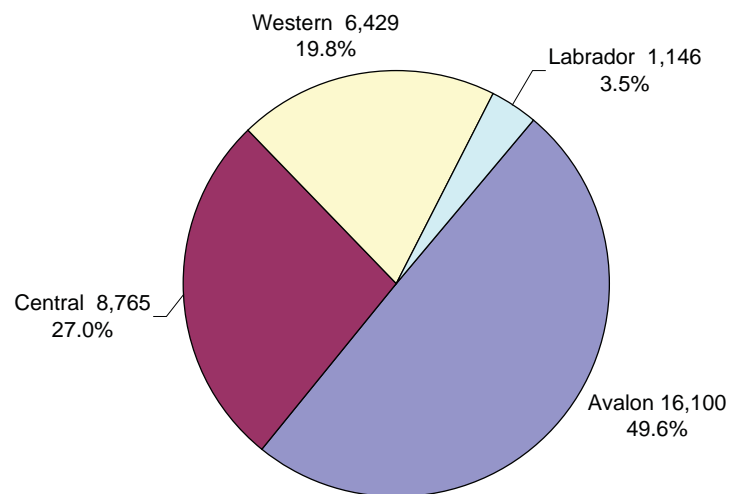
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## Regional Distribution

About 50 per cent of cases receiving Income Support benefits are in the Avalon Region, up from 48 per cent in 2003. Twenty-seven per cent are in the Central Region, 20 percent in the Western Region and just over 3 per cent in the Labrador Region.

Income Support Cases by HRLE Region  
2010

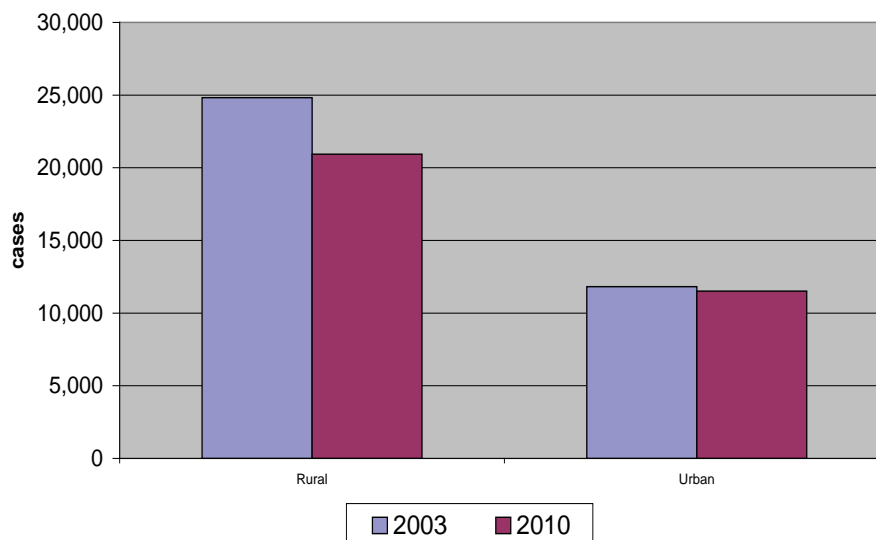


## Urban/Rural

Over the last seven years, the proportion of urban-living Income Support clients has grown from 32 per cent to 36 per cent of the caseload:

- The number of cases receiving Income Support in urban areas (northeast Avalon) declined approximately 3 per cent from 11,800 to 11,500 between 2003 and 2010.
- However in rural areas the decline was more pronounced, almost 16 per cent. In 2003, there were 24,800 cases compared with 20,900 in 2010.

**Income Support Cases by Urban / Rural  
2003 vs. 2010**



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## Career and Employment Supports

HRLE offers employment and career services to anyone in the province, with special emphasis on youth, people with disabilities and people receiving, or at risk of receiving, Income Support benefits.

### Community Employment Initiatives

HRLE funds Community Partnership initiatives to assist people who experience difficulty entering or re-entering the labour market. Through a variety of supports and services offered, individuals have the opportunity to develop employment plans; obtain work experience within a supportive environment; and attend employment readiness workshops and skills development training. In the 2010-11 fiscal year, funding was provided to community agencies to assist approximately 2,500 participants with career and employment-related programming. A list of these agencies and other agencies is included in Appendix E.

### Employment Development Supports

In 2010-11, due to the implementation of the Labour Market Agreement, employment support to assist with implementation of employment plans was expanded to include individuals not eligible for Employment Insurance. Support under this initiative includes:

- funding personal costs of starting a program or job
- providing an on-going allowance while participating in a program
- covering transportation costs
- covering the costs of participating short term training
- work supports
- providing financial supports for assessment, counseling and testing services.

In 2010-11 approximately 1,800 individuals were helped via this service through an allocation of \$1,112,000 in funding.

### Linkages Program

The Linkages Program is delivered in partnership with community-based agencies throughout the province. It provides unemployed youth with 26 weeks of career-related, paid employment and an opportunity to participate in career planning workshops to gain career awareness and find a job. In 2010-11 program expenditures were \$1,854,100 for 184 participants. Of those participating, 95 per cent were outside the St. John's urban area.

### **Wage Subsidy Programs**

NLWorks provides a wage subsidy to assist income support clients and unemployed, underemployed and seasonal workers to find jobs, gain valuable work experience and obtain skills to improve their employment prospects and attachment to the labour market. In 2010-11 program expenditures were \$1,195,000 for 273 participants.

### **Adult Basic Education**

To address the educational barriers of individuals who have not completed high school, HRLE partners with the Department of Education to access Adult Basic Education (ABE) Level II and III programs. In 2010-11, 666 individuals received this service, utilizing the annual budget of \$700,000.

### **Business Development Funding**

Through a commitment of \$800,000, HRLE supported four projects under the Bridging The Gap program, employing 48 individuals throughout the province for 2010-11. Bridging The Gap is an innovative program that connects prospective employers with individuals who have barriers to employment. It provides customized workplace training that meets the needs of the business partner and the participant.

### **Targeted Initiative for Older Workers (TIOW)**

This federal-provincial cost-shared initiative provides support to unemployed workers aged 55-64 in communities affected by significant downsizing or business closures. Programs are aimed at helping workers become re-employed. In 2010-11 HRLE implemented 12 projects in all regions of the province with 134 participants and an annual budget of \$2,711,800. Participants increased their skills in accessing labour market information, preparing for interviews and gaining work experience in a new field of employment.

### **Employability Assistance for Persons with Disabilities**

The Labour Market Agreement for Persons with Disabilities (LMAPD) provides shared federal-provincial funding for a range of employment supports and services for persons with disabilities. This funding supports access to post-secondary training, supported employment and community-based employment support services. Funding under these three areas was spent as follows:

- Training Services Program provides supports for persons with disabilities to attend post-secondary studies: 351 participants; annual budget \$2,862,900.

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- Supported Employment Program provides funding to employment corporations to develop community-based opportunities on behalf of adults with developmental disabilities: 498 clients obtained employment with Job Trainer Support; annual budget \$6,782,300.
- Grants to Community Partners Program provides funding to community based agencies to provide employment services and supports to persons with disabilities; annual budget \$2,415,700.

## Youth Services

Youth Services includes programs and other development grants for youth initiatives. These initiatives focus on activities to support high-risk youth and youth with barriers that prevent them from joining the labour market or participating in post secondary education. Support in the form of grants to youth organizations, wage subsidies and tuition voucher programs enhance youth leadership and career development. A list of these youth organizations is included in Appendix E.

HRLE remains committed to assisting post secondary students gain work experience and employment to address education costs. Direct expenditure in 2010-11 was \$14,792,000 for youth and student programs including \$2,977,000 for 34 Community Youth Network sites in the province.

Funding was provided for wage subsidies to support student summer employment and employment to recent post-secondary graduates throughout the province. Students were also able to earn vouchers that could be used towards post secondary education costs. Overall, these programs provided support to more than 2,000 youth and students with employment in 2010-11. Examples include:

- Graduate Employment Program – 308 placements for recent graduates at a cost of \$2,592,300
- Student Employment Program Level I, II, III – 688 students participated at a cost of \$894,500
- Student Work and Services Program (Paid Employment Component) – 1,103 students participated at a cost of \$1,836,000.

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In addition, through grants to community agencies and public post secondary institutions, HRLE created over 1,300 additional employment and co-op internship positions for youth and students through programs such as the Conservation Corps Green Team Program and the Community Sector Council's Student Work and Services Program. Expenditure on these programs was \$3,860,900 in 2010-11.

## **Other Grants to Youth Organizations**

In 2010-11 the department provided grant funding totaling \$754,100 to a number of youth serving organizations for administrative and program costs. Allied Youth, the Boys and Girls Club, Girl Guides and the YM/YWCA are just some of the organizations funded. These groups provided more than 29,000 young people throughout the province with knowledge and skills in areas of leadership, social and personal development and career exploration, while being supported by over 3,600 adult volunteers.

## **Service Agreements for Youth (SAY)**

The SAY program funds a number of youth and student serving organizations aimed at helping youth and students make the transition into post-secondary education and the labour market. Projects are often funded in partnership with others, particularly the federal government. For example Waypoints - Youth are Working is an employment preparation and job placement program for youth facing barriers to work. Over 2,300 clients were served by SAY funding in 2010-11 with a total expenditure of \$1,151,600.

## **Jumpstart**

In 2010-11 HRLE provided \$350,000 in funding to the Canadian Tire Jumpstart program making it possible for children aged 4-18 and in financial need, to participate in organized sport and recreation activities. Approximately 3,500 youth were supported by Jumpstart in 2010-11.

## **Community Youth Network (CYN)**

The Community Youth Network supports youth 12-18 years of age living in, or at risk of poverty. CYN sites in the province offer a variety of programs and services, in a supportive and safe setting, to help youth move forward in life and make more informed decisions regarding their future. In 2010-11 the department provided \$2,977,000 in funding to support more than 14,000 youth in 34 sites throughout the province.

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## **Tutoring for Tuition**

In 2010-11 HRLE provided \$346,100 to the Tutoring for Tuition program enabling 799 high school students to be employed as tutors. This program is run in co-operation with the Department of Education and the school districts throughout the Province.

## Poverty Reduction Strategy

The Poverty Reduction Strategy is a HRLE led government-wide integrated approach to prevent, reduce and alleviate poverty in Newfoundland and Labrador. A third round of consultations, to help guide the focus of the Strategy going forward, was conducted from October 2010 to January 2011. The highlights of this process can be found in a “What We Heard” document posted on the HRLE website in March, 2011. (click on the link to view the document: [http://www.hrle.gov.nl.ca/hrle/poverty/consultations/poverty\\_reduction\\_strategy\\_consultations.pdf](http://www.hrle.gov.nl.ca/hrle/poverty/consultations/poverty_reduction_strategy_consultations.pdf) )

A key focus area for the Poverty Reduction Strategy is working to improve access to and awareness of relevant provincial government programs and services that may be especially beneficial to individuals and families with low incomes. Now in its third edition, over 20,000 copies of the Poverty Reduction Strategy’s “*Government of Newfoundland and Labrador - Programs and Services for Individuals and Families*” Guide were distributed to individuals and groups in 2010-11. In addition, 45 workshops were held across the province, providing helpful information about government services and how to access them.

## Labour Market Initiatives

### **Labour Market Development Agreement (LMDA)**

The Department of Human Resources, Labour and Employment (HRLE) delivers a range of employment and training programs and services under the Canada-Newfoundland and Labrador Labour Market Development Agreement to:

- assist individuals to prepare for, find and keep employment
- assist employers in accessing the workers they need
- help ensure that communities and regions throughout Newfoundland and Labrador are well equipped to respond to labour market opportunities and challenges.

The LMDA funds the following six benefits and measures:

- *Skills Development* - provides financial assistance to eligible individuals to help them get the skills training they need to find employment. Financial assistance may be provided for the following eligible costs: Tuition; Books; Mandatory Fees; Living Expenses; Dependent Care Expenses; Disability Needs; Transportation; and Accommodation.
- *Job Creation Partnerships* - support projects that provide eligible individuals with work experience.
- *Wage Subsidies* - a client-based program intended to assist certain unemployed individuals to obtain employment by providing employers with financial assistance towards their wages. Wage Subsidies may also be used to assist unemployed individuals registered as an apprentice who are experiencing difficulties finding employment related to their apprenticeship.
- *Self-Employment Assistance* - an employment program that provides financial and entrepreneurial assistance to eligible individuals to help them create jobs for themselves by starting a business.
- *Employment Assistance Services* - support measure that provides funding to organizations to assist unemployed individuals prepare for, obtain and maintain employment. Services may include: provision and sharing of labour market information; employment needs assessment, career planning; employment counseling; job search skills; job placement services; development of a Return to Work Action Plan; case management, and; follow-up of a participant in an employment program.
- *Labour Market Partnerships* - provide funding to support employers, employer or employee associations, community groups and communities in developing and implementing labour market strategies and activities for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships may be used to provide assistance for employed persons who are facing loss of employment.

## **Labour Market Agreement (LMA)**

The Canada – Newfoundland and Labrador Labour Market Agreement provides a wide range of services and supports to individuals, employers and community organizations to assist individuals in preparing for, finding and maintaining employment. The Agreement is administered by HRLE and partner departments including the Departments of Education; Innovation, Trade and Rural Development and the Public Service Secretariat.

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The LMA funds various initiatives under four program types:

- **Employment Supports and Benefits**

Programs under this category typically offer a combination of services and benefits such as labour market information, needs determination, employment assessment, counseling and referral, résumé-writing and job interview assistance, other one-on-one coaching sessions or short group workshops, as well as, short-term training directly related to local employment opportunities.

- **Training / Skills Development**

This includes all types of formal training as well as literacy initiatives offered through LMA-funded programming with the Department of Education. Providers may be public, private, community, or project-based trainers. Training is usually in a classroom setting, where there is an instructor/pupil relationship and a set curriculum, but may also include e-learning.

- **Job Skills / Workplace Skills**

Programs under this category typically include training or related skills development activities offered by the employer to their employees, either in the workplace or off-site. It also includes workplace literacy initiatives offered by employers, either in the workplace or off-site.

- **Work Placement/Supported Employment**

This category includes wage subsidies, earnings supplements, and job placements. It also includes on-the-job employment supports for three priority target groups: persons with disabilities, apprentices and new immigrants. Proponents may be private firms, public sector employers or social enterprises.

In 2010-11, LMA funding for programs and initiatives delivered by the Department of Human Resources, Labour and Employment, Department of Education, Department of Innovation Trade and Rural Development and the Public Service Secretariat totaled approximately \$25.7M.

## Immigration and Multiculturalism Services

### Provincial Nominee Program

The Provincial Nominee Program (PNP) enables the Provincial Government to nominate individuals to immigrate to the province to support its economic development. During the period of April 1, 2010 to March 31, 2011, the program nominated 281 principal applicants who were accompanied by an additional 234 family members for a total of 515 individuals.

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Forty-eight percent reside in St. John's, while 52 per cent reside outside of St. John's. The applicants came from over 51 different countries with the Philippines being the top source country. Applicants' occupations are concentrated in the medical, science, technical and business management areas. Provincial nominees are highly educated with 78 per cent of the principal applicants having at least one university degree.

## **The Newfoundland and Labrador Settlement and Integration Program (NLSIP)**

The Newfoundland and Labrador Settlement and Integration Program (NLSIP) is designed to help newcomers settle into Newfoundland and Labrador life - social, economic, and cultural. To achieve this goal, the NLSIP focuses on improving the quality, availability of, and access to, services that improve the social and economic situation of newcomers. The NLSIP provides seed funding to non-profit community organizations and non-governmental organizations to deliver settlement and integration services and supports to newcomers.

In 2010-11 the Office of Immigration and Multiculturalism approved funding for 55 new projects with a total value of \$628,869 covering a number of areas such as: family integration support; multiculturalism celebrations; evening classes for English as a Second Language; Welcoming Communities initiatives and events; a toll-free telephone support line; job readiness programs; and, diversity training.

## **The Small Grants and Multiculturalism Grants Programs**

The Small Grants Program is designed to provide funding for smaller scale initiatives than the NLSIP and can provide a maximum of \$2,500 per project. Some of the initiatives funded in 2010-11 were: a health fair promoting health and wellness to the immigrant and refugee population; various welcoming communities initiatives across the province; and an event titled "Intercultural Dialogue in the Workplace" which focused on cultural competency awareness.

The Multiculturalism Grants Program provides support for organizations to host events which promote diversity awareness, cross-cultural understanding, and inclusive practices throughout communities across the province during March's Multiculturalism Week. This funding program provides financial support to a maximum of \$500 per event. Such events funded in 2010-11 were: multicultural film screenings; social events such as 'meet and greet' events; organization open houses; and multicultural school events.

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## Inclusion of People with Disabilities

The Disability Policy Office was opened in 2009 in response to Government's commitment to inclusion. The office acts as a focal point for government departments and agencies in their review and development of policies and programs that advance the inclusion of people with disabilities in all aspects of society. The office works to strengthen community, business and public sector partnerships and promote inclusion.

The Disability Policy Office plays an important role with the public that includes:

- Presenting at community events to promote the benefits of greater accessibility and to heighten the understanding of how barriers can exclude people with disabilities
- Sharing community information across government
- Keeping up-to-date on community trends, priorities and new technologies
- Putting government agencies and departments in touch with experts within the community
- Providing secretariat and administrative support to the Provincial Advisory Council for the Inclusion of Persons with Disabilities.

## Supportive Living Community Partnership Program

The Supportive Living Community Partnership Program provides operating grants to non-profit organizations to increase community capacity and provide a range of services and supports that promote housing stability. Some examples of this program's success include: Choices for Youth – the Lilly Building, the Stella Burry Housing Resource Centre and the Labrador Friendship Centre. The program is coordinated by the Supportive Living Unit in recognition of the leadership role of communities in the development of local solutions to address chronic homelessness.

## Emergency Social Services

Emergency Social Services (ESS) is an emergency response program offering essential services to all those affected by wide-scale emergencies or disasters in Newfoundland and Labrador. In October 2010 HRLE responded, in partnership with municipalities and other provincial government departments, to the aftermath of Hurricane Igor on the Burin and Bonavista Peninsulas.

In addition, ESS staff were actively on alert during 24 events that took place over the course of the year, such as: heavy rainfall, storm surges, flooding, telecommunication outages and power failures.

The Client Service Managers with ESS duties in each region delivered:

- the ESS component of the Basic Emergency Management course;
- information sessions on ESS to a number of municipalities and other interested groups; and
- promoted and encouraged staff participation in various training events.

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## APPENDIX E

### Community Partners 2010-2011

#### Community Groups and Youth Serving Organizations

• Air Cadet League of Canada (NL)	• Conservation Corps
• Allied Youth	• Community Business Development Corporation - Trinity Conception
• Army Cadet League of Canada (NL)	• Community Centre Alliance
• Association for New Canadians	• Community Education Network
• Autism Society of Newfoundland and Labrador	• Community Sector Council
• Botwood Boys and Girls Clubs	• Dunfield Park Community Centre
• Baynet Community Youth Network	• Duke of Edinburgh's Award, NL
• Big Brothers Big Sisters of NL	• Eastern Health
• Boys and Girls Clubs of NL	• Englee Youth Centre
• Calypso Foundation	• Evergreen Environmental
• Canadian National Institute For the Blind (CNIB)	• Exploits Community Centre
• Canadian Paraplegic Association	• Exploits Valley Economic Development Corporation
• Canadian Tire Jumpstart	• Exploits Valley YMCA
• Central Development Association	• Family Life Bureau
• Choices For Youth	• Father Val Power Community Centre
• Church Lads Brigade	• Franco- Jeunes a Terre-Neuve et a Labrador Inc.
• College of the North Atlantic	• For the Love of Learning Inc.

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Community Partners 2010-2011	
Community Groups and Youth Serving Organizations	
<ul style="list-style-type: none"> <li>• Futures in Newfoundland and Labrador (FINALY)</li> </ul>	<ul style="list-style-type: none"> <li>• Lower Trinity South Regional Development Association</li> </ul>
<ul style="list-style-type: none"> <li>• Gaultois Tourism Association</li> </ul>	<ul style="list-style-type: none"> <li>• Marystown-Burin Chamber of Commerce</li> </ul>
<ul style="list-style-type: none"> <li>• Gander Boys and Girls Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Metro Business Opportunities Corporation</li> </ul>
<ul style="list-style-type: none"> <li>• Girl Guides of Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Mothers Against Drunk Driving (MADD) Canada</li> </ul>
<ul style="list-style-type: none"> <li>• Harbour Breton Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Navy League of Canada (NL)</li> </ul>
<ul style="list-style-type: none"> <li>• Harbour Breton Community Youth Network</li> </ul>	<ul style="list-style-type: none"> <li>• NL Association of Community Business Development Corporations</li> </ul>
<ul style="list-style-type: none"> <li>• Humber Community YMCA</li> </ul>	<ul style="list-style-type: none"> <li>• Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE)</li> </ul>
<ul style="list-style-type: none"> <li>• Independent Living Resource Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Newfoundland Association for Community Living (NLACL)</li> </ul>
<ul style="list-style-type: none"> <li>• Isthmus Development Association</li> </ul>	<ul style="list-style-type: none"> <li>• NL Association for the Deaf (NLAD)</li> </ul>
<ul style="list-style-type: none"> <li>• James Hornell Boys and Girls Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• NL Co-ordinating Council on Deafness</li> </ul>
<ul style="list-style-type: none"> <li>• John Howard Society</li> </ul>	<ul style="list-style-type: none"> <li>• NL School Chess Association</li> </ul>
<ul style="list-style-type: none"> <li>• Labrador Friendship Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Norris Arm Boys and Girls Clubs</li> </ul>
<ul style="list-style-type: none"> <li>• Labrador West Young People's Association</li> </ul>	<ul style="list-style-type: none"> <li>• Northern Avalon Tourism Association</li> </ul>
<ul style="list-style-type: none"> <li>• Longside Club</li> </ul>	<ul style="list-style-type: none"> <li>• Paradise Youth Centre</li> </ul>

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<b>Community Partners 2010-2011</b>	
<b>Community Groups and Youth Serving Organizations</b>	
<ul style="list-style-type: none"> <li>• P4 Youth Centre Dunville</li> </ul>	<ul style="list-style-type: none"> <li>• St. Anthony Boys and Girls Clubs</li> </ul>
<ul style="list-style-type: none"> <li>• Pier Youth Centre - Mary's Harbour</li> </ul>	<ul style="list-style-type: none"> <li>• St. Barbe Development Association</li> </ul>
<ul style="list-style-type: none"> <li>• Port aux Basque Area Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• St. John's Community Youth Network</li> </ul>
<ul style="list-style-type: none"> <li>• Placentia Area Development Association</li> </ul>	<ul style="list-style-type: none"> <li>• St. John's Boys and Girls Clubs</li> </ul>
<ul style="list-style-type: none"> <li>• Public Legal Information Association of NL</li> </ul>	<ul style="list-style-type: none"> <li>• Stella Burry Community Services</li> </ul>
<ul style="list-style-type: none"> <li>• Rabbittown Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>• T. I. Murphy Centre</li> </ul>
<ul style="list-style-type: none"> <li>• Random North Development Association</li> </ul>	<ul style="list-style-type: none"> <li>• Town of Pools Cove</li> </ul>
<ul style="list-style-type: none"> <li>• Salvation Army of Newfoundland and Labrador</li> </ul>	<ul style="list-style-type: none"> <li>• Transition House Association of NL (THANL)</li> </ul>
<ul style="list-style-type: none"> <li>• Raleigh Historical Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Trinity Historical Society</li> </ul>
<ul style="list-style-type: none"> <li>• School Lunch Association</li> </ul>	<ul style="list-style-type: none"> <li>• Upper Island Cove Boys and Girls Clubs</li> </ul>
<ul style="list-style-type: none"> <li>• Scouts Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Wabana Boys and Girls Clubs</li> </ul>
<ul style="list-style-type: none"> <li>• Single Parent Association of NL</li> </ul>	<ul style="list-style-type: none"> <li>• Western School District</li> </ul>
<ul style="list-style-type: none"> <li>• Skills Canada NL</li> </ul>	<ul style="list-style-type: none"> <li>• White Bay Central Development Association</li> </ul>
<ul style="list-style-type: none"> <li>• Smallwood Crescent Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Vera Perlin Society</li> </ul>
<ul style="list-style-type: none"> <li>• Southern Avalon Tourism Association</li> </ul>	<ul style="list-style-type: none"> <li>• Victorian Order of Nurses (VON)</li> </ul>
<ul style="list-style-type: none"> <li>• Splash Centre - CYN Hr. Grace</li> </ul>	<ul style="list-style-type: none"> <li>• Wabush Teen Centre</li> </ul>

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<b>Community Partners 2010-2011</b>	
<b>Community Groups and Youth Serving Organizations</b>	
<ul style="list-style-type: none"> <li>Waypoints</li> </ul>	<ul style="list-style-type: none"> <li>Women in Successful Employment (WISE)</li> </ul>
<ul style="list-style-type: none"> <li>West Coast Employment Preparation</li> </ul>	<ul style="list-style-type: none"> <li>YM-YWCA of Northeast Avalon</li> </ul>
<ul style="list-style-type: none"> <li>Women in Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Youth Parliament, MUN</li> </ul>
<ul style="list-style-type: none"> <li>Women in Science and Engineering, MUN</li> </ul>	
<b>Community Employment Corporations</b>	
<ul style="list-style-type: none"> <li>Ability Employment Inc.</li> </ul>	<ul style="list-style-type: none"> <li>Humber Valley Community Employment Corporation</li> </ul>
<ul style="list-style-type: none"> <li>Avalon Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Labrador West Employment Corporation</li> </ul>
<ul style="list-style-type: none"> <li>Bay St. George Community Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Lake Melville Community Employment Corporation</li> </ul>
<ul style="list-style-type: none"> <li>Bridges Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Mariner Resource Opportunities Network</li> </ul>
<ul style="list-style-type: none"> <li>Burin Marystown Training &amp; Employment Board</li> </ul>	<ul style="list-style-type: none"> <li>Twillingate- New World Island Development Association</li> </ul>
<ul style="list-style-type: none"> <li>Calypso Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Port aux Basques Community Employment Corporation</li> </ul>
<ul style="list-style-type: none"> <li>Canadian Paraplegic Association</li> </ul>	<ul style="list-style-type: none"> <li>SEDLER Community Employment Corporation</li> </ul>
<ul style="list-style-type: none"> <li>Exploits Community Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Three (L) Training &amp; Employment Board</li> </ul>
<ul style="list-style-type: none"> <li>Gambo and Area Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Vera Perlin Society</li> </ul>
<ul style="list-style-type: none"> <li>Genesis Employment Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Visions Employment Plus Inc.</li> </ul>
<ul style="list-style-type: none"> <li>Green Bay Community Employment Corporation</li> </ul>	<p><i>(92 Employment Assistance Services Offices)</i></p>

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## GLOSSARY

### Activities

Activities are the actions that are completed to fulfill an obligation outlined in an assigned mandate.

### Goal

A goal is a specific statement of the desired results to be achieved over a specified period of time.

### Indicator

An indicator is a particular value or characteristic used to measure activities, outputs or outcomes.

### Lines of Business

Lines of business are discrete and coherent sets of programs, services and/or products that represent what the entity delivers to its external clients.

### Measures

Measures provide specific information used when indicators are combined to assess the extent of accomplishment of results (activities/outputs/outcomes).

### Mission

A mission statement is an outcome oriented statement which systematically diagrams the vision by answering the questions who, what and why. It is essential that it is realistic and achievable in 6 to 8 years (approximately 2 cycles of planning), tells the ultimate result of your work, answers who will do what and why they are striving to achieve this end, and is memorable.

## Objective

An objective is a measurable statement or incremental milestone which specifies a change or benefit that the entity hopes to achieve as it strives to achieve a specific goal. Success in meeting the objectives can be readily evaluated using qualitative and quantitative measures.

## Outcome

An outcome is a change as a consequence of specific policies, programs and initiatives undertaken by entities. Outcomes can be immediate, intermediate and ultimate. An immediate outcome could be a change in attitudes. An intermediate outcome could be a change in behavior. The ultimate outcome would be a lower or higher incidence of a specific result (e.g. lower- disease, drop out rate, unemployment, accidents) (e.g. higher-year-around employment, literacy, retention of qualified workers, students completing career paths).

## Outputs

An output is what is produced as a direct result of transforming resources through an activity or process (series of activities) undertaken using the inputs (resources).

## Performance

Performance refers to actual results measured against defined standards.

## Performance Measurement

Performance measurement is a quantitative and qualitative process to assess if the entity has completed its intended activities or achieved its desired outputs or outcomes in the most cost effective and timely manner possible.

## Program

A program is a set of projects, services or events intended to meet a public need.

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## Result

The result is the accomplishment, desired or unintended, which arises from any process or operation. It may take more than one result to achieve a desired outcome.

## Strategic Direction

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through Throne and Budget speeches, policy documents and other communiqués.

## Strategic Issue

A strategic issue is the most significant internal and/or external change which the organization must manage to realize its vision and the capacity of the organization to effectively manage the impacts of this change.

## Strategy

A strategy is a systematic plan of action that an organization intends to take in order to achieve its objectives. Strategies are dynamic and may need to be modified based on new knowledge or changing circumstances.

## Target

Targets are specific, measurable, achievable, realistic, and time bound changes/benefits the organization intends to achieve. Example: Increase full-time employment by 2% within five years.

## Values

Values are the fundamental principles, which can be described as actions that guide behaviour and decision making.

## Vision

A vision is a short statement describing the ideal state an organization is striving to achieve for its clients or the ideal state that an organization sees for society. It answers the question, “what is the outcome for the citizens of the province if the entity achieves its mandate?”



